FREDERICTON REGION
FIVE-YEAR IMMIGRATION STRATEGY
From 2011 to 2016, economic immigrants make up 65.3 per cent of new immigrants to Fredericton, compared to refugees at 27.7 per cent. From 2011 to 2016, economic immigrants make up 65.3 per cent of new immigrants to Fredericton, compared to refugees at 27.7 per cent.

Overall Population:

59,220

According to the most recent 2016 Census data, the overall population of Fredericton is now at 58,220, an increase of 3.6 per cent since 2011. Though this increase is lower than the national growth rate (5.0 per cent), it greatly supercedes that of New Brunswick (-0.5 per cent).

Population Forecast:

50% 93,600 by 2041

Fredericton’s overall population is forecasted to grow by 50 per cent, from an estimated 62,000 (2016) to approximately 93,600 by 2041.

Population Trend:

33%

Since 2006, immigrant populations in all cities have increased. In that ten-year period, Fredericton’s immigrant population has increased by approximately 33 per cent.

Applicant Type:

65.3%↑

From 2011 to 2016, economic immigrants make up 65.3 per cent of new immigrants to Fredericton, compared to refugees at 27.7 per cent.

Job Forecast:

Increase from 41,700 today to 54,300

The number of jobs in Fredericton is expected to increase from 41,700 today to 54,300 by 2041. This forecast equates to 1,200 more people each year, on average. Communities outside the city will continue to grow at a slower rate, with the metropolitan population projected to reach 175,000 by 2041.

Immigration Numbers:

2006 2016

4,240 to 6,445

Numbers of new immigrants who have settled in Fredericton have increased significantly in recent years from 4,240 (2006) to 6,445 (2016). In 2016, immigrants made up 11 per cent of Fredericton’s population, an increase of more than three percent since 2011.

This percentage is quite low, however, compared to the overall immigrant proportions in Canada (21.9 per cent) but double than that of New Brunswick (4.6 per cent).

Demographics:

In looking at most recent immigrants (2011 to 2016) to Fredericton, the vast majority were from two countries, China and Syria.

Strong immigrant representation was also found from Vietnam, Iran, South Korea, and the Philippines.

The three top languages spoken by most recent immigrants were Arabic, Mandarin and Vietnamese.

The majority were also in the prime wage-earning years of 24 to 44 years. These new immigrants come from a younger cohort with a median age of 29.4 years, compared to that of 45.9 years for all Fredericton immigrants.
In the latest (2018) Fredericton Growth Strategy within the Municipal Plan, the City of Fredericton reported that they need to increase its population by more than 1,000 people each year, with a target of 32,000 by 2043. That target is aggressive but achievable, and requires outside-the-box thinking.

For the Fredericton Region, immigration must be at the forefront of economic development. It will help reach the City’s population growth targets, stimulate the local economy, and develop more inclusive, diverse workplaces. Newcomers want to obtain good jobs here, and are willing to invest their time and resources. Highly trained international students want to remain here as well.

Now is the time to maximize newcomers’ passion, prospects, and potential for the Fredericton Region.

Are we ready?
EXECUTIVE SUMMARY

The need for immigration in New Brunswick and the Fredericton Region has grown considerably during the last four decades.

- At the recent Fredericton Region Immigration Forum, the Honourable Ahmed Hussen, Minister of Immigration, Refugees and Citizenship, reiterated the need for newcomers to Canada. In 1972, Canada had seven working Canadian adults to support each retiree. By 2012, that ratio had dropped to four, and by 2036 we will have just two working Canadians for each retiree.

- In New Brunswick, there are hundreds of small businesses that plan to exit their companies in the next ten years. There is a growing demand to find suitable owners for the many businesses that may close or relocate without people to take them over. Newcomers have demonstrated they have the right skills and business mindset to succeed, but need assistance to find the right opportunity.

- In addition, research indicates that “New Brunswick has a retention rate of 72 per cent and the province aims to increase it to 80 per cent (the national average) with concentrated integration and retention efforts.”

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Newcomers already in the Fredericton Region can help mitigate these needs, but require additional support:

- There are approximately 1,000 international students at the post-secondary institutions in our region. This market has been untapped for more than two decades. There is an opportunity to learn what we can do to tailor programming and customized services to better assist and retain these students and captive audience to our region. These students have gone to great lengths to select the Fredericton Region as their choice for immigration and want to remain in our community longer-term (confirmed in both focus groups conducted as part of this exercise). But there is not enough effort to support them, guide them and help them find suitable employment.

- There is a tremendous opportunity to improve the Fredericton Region’s leadership in workforce development and training, and alleviate the local and provincial skills gap.

- Per capita, New Brunswick is the largest recipient of Syrian refugees in Canada.

- The Fredericton Police Force has a very clear mission to hire newcomers to promote diversity and develop appropriate responses to issues between the police and racial, cultural or ethnic minority groups. This effort is a unique social opportunity for our community to continue to evolve and diversify.

The Fredericton Region has shown leadership by adopting a forward-looking immigration policy and embracing and supporting innovation through dedicated resources and initiatives.

There are multiple organizations in the Fredericton Region that are either focused on, or have initiatives supporting services for diverse newcomer clients. There are many individual programs, marketing campaigns, government advocacy efforts, and community supports focused on attracting newcomers, and helping them settle in Fredericton. **There is room for improvement and to continually evolve immigration services and support.**

While activities are underway to support the three stages of immigration (attraction, settlement, and retention), the local immigration support ecosystem is impacted from lack of consolidated leadership. We can improve overall coordination, align priorities, remove duplication of efforts, fill gaps, and maximize our results.

**NOW IS THE TIME TO ADDRESS THESE ISSUES, SUPERCHARGE THE LOCAL SUPPORT ECOSYSTEM AND BOOST THE FREDERICTON REGION’S LEADERSHIP IN IMMIGRATION ATTRACTION AND SUPPORT**
To achieve this goal and meet the target of 1,000 new residents yearly during the next 25 years, there is a need for an overarching immigration agenda and strategy. This strategy should be delivered by a local support ecosystem and coordinated under one organization, to better lead activities, communicate with stakeholders and work with newcomers. This approach will help direct opportunities that are currently not being pursued or managed to full potential.

This approach will help local newcomers, attract and retain more immigrants, achieve greater impact for activities, and turn the Fredericton Region into an Atlantic Region immigration hub. It is hoped that the ecosystem will ultimately in the long-term provide tools and best practices for other immigration support ecosystems in the province and beyond.

The proposed Fredericton Region Immigration Strategy is divided into three consecutive phases which are outlined in greater detail in this report:

**Phase I:**
Conduct ecosystem review, audit, alignment, and coordination. Establish stakeholder agreements (Memorandums of Understanding).

**Phase II:**
Operationalize pilot project with two target groups, international students and newcomer entrepreneurs. This phase would include all communication activities (partial campaign), and government advocacy (partial).

**Phase III:**
Expand pilot to other newcomer groups, as well as full community engagement, marketing and communications efforts, and launch government advocacy.

Although there are many supporting organizations, the bulk of the strategic activities and program delivery is centered around the Multicultural Association of Fredericton (MCAF), the Fredericton Chamber of Commerce, and Ignite Fredericton. The strategic plan identifies and recommends the following alignments: settlement and employment services within MCAF, economic development and entrepreneur programs consolidate within Ignite Fredericton, and advocacy and business community liaison within the Chamber of Commerce. Overall coordination should remain with the Local Immigration Partnership Council.

While there are multiple intake channels for immigration, priority focus should be placed on international students and entrepreneurial newcomers who will have the largest overall benefit to the Fredericton Region.
These highlights are recommendations that can help to guide the direction for the implementation of the strategy. Additional feedback and confirmation from ecosystem partners is required prior to finalizing direction. The goal is to reduce redundancy, streamline efficiencies, increase overall support and services to newcomers and maximize results for attraction, settlement and retention for the Fredericton Region. For a detailed breakdown of the full recommendations, please see the Summary of Recommendations and Next Steps for additional information at the end of this report.

**THE GOAL IS TO REDUCE REDUNDANCY, STREAMLINE EFFICIENCIES, INCREASE OVERALL SUPPORT AND SERVICES TO NEWCOMERS AND MAXIMIZE RESULTS FOR ATTRACTION, SETTLEMENT AND RETENTION FOR THE FREDERICTON REGION.**
<table>
<thead>
<tr>
<th>PHASE</th>
<th>TIMEFRAME</th>
<th>ACTIVITIES</th>
<th>LEAD</th>
<th>SUPPORT</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Identify liaisons from all ecosystem organizations</td>
<td>LIPF</td>
<td>Ignite</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Audit the ecosystem</td>
<td>LIPF</td>
<td>Ignite</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Establish LIPF as Coordinating Body Lead</td>
<td>LIPF</td>
<td>n/a</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Maintain MCAF as Settlement &amp; Employment Services Lead</td>
<td>LIPF</td>
<td>MCAF</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Maintain Ignite Fredricton as Economic Development &amp; Acceleration Lead</td>
<td>LIPF</td>
<td>Ignite</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Maintain Chamber of Commerce as Advocacy &amp; Business Lead</td>
<td>LIPF</td>
<td>Chamber</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Develop a working Memorandum of Understanding between MCAF, Ignite Fredericton, and the Fredericton Chamber of Commerce</td>
<td>LIPF</td>
<td>MCAF, Ignite, Chamber</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Augment LIPF staffing</td>
<td>LIPF</td>
<td>Ignite</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Move BIMP, Hive and Succession Connect under Ignite</td>
<td>Chamber/</td>
<td>Chamber/</td>
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<td></td>
<td></td>
<td></td>
<td>Ignite</td>
<td>Ignite</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Align all activities for Settlement, Employment Services and Job Readiness under MCAF</td>
<td>LIPF</td>
<td>MCAF</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Align all economic development and wealth creation activities under Ignite</td>
<td>LIPF</td>
<td>Ignite</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Align all business advocacy activities under the Chamber</td>
<td>LIPF</td>
<td>Chamber</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Identify and spearhead potential funding applications to support proposed activities</td>
<td>LIPF</td>
<td>Ignite</td>
</tr>
<tr>
<td>1</td>
<td>Year 1</td>
<td>Ensure all programs, materials and communications is prepared and delivered in both official languages: English and French. Work with MCAF to align with existing activities.</td>
<td>LIPF</td>
<td>MCAF</td>
</tr>
<tr>
<td>PHASE</td>
<td>TIMEFRAME</td>
<td>ACTIVITIES</td>
<td>LEAD</td>
<td>SUPPORT</td>
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<td>----------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>2</td>
<td>Year 2-4</td>
<td>Establish new International Student Business and Employment Accelerator – Employment Stream program</td>
<td>Ignite</td>
<td>MCAF</td>
</tr>
<tr>
<td>2</td>
<td>Year 2-4</td>
<td>Establish new International Student Business and Employment Accelerator – Entrepreneurship Stream program</td>
<td>Ignite</td>
<td>MCAF</td>
</tr>
<tr>
<td>2</td>
<td>Year 2-4</td>
<td>Extend BIMP Program to International Students and Immigrant Entrepreneurs</td>
<td>Ignite</td>
<td>Chamber</td>
</tr>
<tr>
<td>2</td>
<td>Year 2-4</td>
<td>Establish Ladies Leadership in Business Immigration Program for Immigrant Entrepreneurs</td>
<td>Ignite</td>
<td>MFAC</td>
</tr>
<tr>
<td>2</td>
<td>Year 2-4</td>
<td>Create communication and outreach plan for all audiences (English and French)</td>
<td>LIPF</td>
<td>Ignite, MCAF, Chamber</td>
</tr>
<tr>
<td>2</td>
<td>Year 2-4</td>
<td>Create advocacy strategy for all audiences</td>
<td>LIPF</td>
<td>Chamber</td>
</tr>
<tr>
<td>2</td>
<td>Year 2-4</td>
<td>Create data management plan for all audiences</td>
<td>LIPF</td>
<td>MCAF</td>
</tr>
<tr>
<td>2</td>
<td>Year 2-4</td>
<td>Create needs assessment and referral process and guidelines for all audiences</td>
<td>LIPF</td>
<td>Ignite, MCAF</td>
</tr>
<tr>
<td>2</td>
<td>Year 2-4</td>
<td>Identify newcomer attraction opportunities</td>
<td>LIPF</td>
<td>Ignite, MCAF, Chamber</td>
</tr>
<tr>
<td>2</td>
<td>Year 2-4</td>
<td>Create and launch data repository / knowledge base for all audiences (updated continuously)</td>
<td>LIPF</td>
<td>MCAF, Chamber, Ignite</td>
</tr>
<tr>
<td>2</td>
<td>Year 2-4</td>
<td>Participate in planned recruitment missions for all audiences</td>
<td>LIPF</td>
<td>MCAF</td>
</tr>
<tr>
<td>3</td>
<td>Year 5</td>
<td>Develop attraction criteria and strategies for new priority audiences and sectors</td>
<td>LIPF/All</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Year 5</td>
<td>Create national / international marketing campaigns</td>
<td>LIPF</td>
<td></td>
</tr>
<tr>
<td>PHASE</td>
<td>TIMEFRAME</td>
<td>ACTIVITIES</td>
<td>LEAD</td>
<td>SUPPORT</td>
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<td>-----------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>3</td>
<td>Year 5</td>
<td>Conduct recruitment missions</td>
<td>LIPF</td>
<td>MCAF, Ignite</td>
</tr>
<tr>
<td>3</td>
<td>Year 5</td>
<td>Augment a francophone-specific attraction strategy</td>
<td>LIPF</td>
<td>MCAF</td>
</tr>
<tr>
<td>3</td>
<td>Year 5</td>
<td>Create a partner / spousal employment program</td>
<td>MCAF</td>
<td>Ignite</td>
</tr>
<tr>
<td>3</td>
<td>Year 5</td>
<td>Create a skilled worker-specific settlement strategy</td>
<td>MCAF</td>
<td>Ignite</td>
</tr>
<tr>
<td>3</td>
<td>Year 5</td>
<td>Provide employer resources and assistance for such areas as: recruitment, cultural competency, training and workplace inclusion</td>
<td>MCAF</td>
<td>Ignite</td>
</tr>
<tr>
<td>3</td>
<td>Year 5</td>
<td>Update advocacy strategy for new audiences</td>
<td>LIPF</td>
<td>MCAF, Chamber, Ignite</td>
</tr>
<tr>
<td>3</td>
<td>Year 5</td>
<td>Update data management plan for new audiences</td>
<td>MCAF</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Year 5</td>
<td>Update needs assessment and referral process and guidelines for new audiences</td>
<td>LIPF</td>
<td>MCAF</td>
</tr>
</tbody>
</table>
IMMIGRATION LANDSCAPE

According to the most recent Census data (2016), 6,445 immigrants live in the city, comprising 11 per cent of the population; 4.3 per cent of the total population (2,505 people) arrived since 2016. During the past five years in New Brunswick, the Fredericton Region has attracted more recent immigrants than any other municipality. Overall, 80 per cent of immigrants are choosing to reside in New Brunswick’s main three cities, which is promising for urban renewal as 52 per cent of the New Brunswick population lives in urban areas. As seen in Figure 1, immigration support efforts in the Fredericton Region target five broad categories of newcomers (with three sub-categories relevant to all), and two broad categories of the local community. For newcomer groups, support means making the process of choosing the Fredericton Region, arriving, settling and integration easier and smoother. For the local community, support means education and awareness about newcomers and their integration in the community, as well as supporting business owners in newcomer employment and other immigrant-related issues.

6,445 IMMIGRANTS LIVE IN THE CITY OF FREDERICTON, COMPRISING 11 PER CENT OF THE POPULATION; 4.3 PER CENT OF THE TOTAL POPULATION (2,505 PEOPLE) ARRIVED SINCE 2016.
For these groups, immigration support in Fredericton Region will be grouped on the three main stages of the immigration process, as seen in Figure 2.

**Figure 1: Target groups for immigration-related support efforts**

- **NEWCOMER GROUPS**: Support in the migration process
  - Entrepreneur & Business Owner Immigrants
  - International Students
  - Skilled Workers
  - French-Speaking Immigrants
  - Refugees
  - Women
  - Youth
  - Person with disabilities

- **LOCAL COMMUNITY**: Education, awareness, and support for immigration-related issues
  - Business Owners
  - Community at Large

*Note: The chart is illustrative, the box size does not indicate the level of support to each group.*

**Figure 2: Stages of the immigration process**

<table>
<thead>
<tr>
<th>ATTRACTION</th>
<th>SETTLEMENT</th>
<th>RETENTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>When</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-arrival in Canada (Fredericton Region)</td>
<td>First couple of years after arriving in Canada (Fredericton Region)</td>
<td>The measurement of settlement success. Newcomers are making their permanent home.</td>
</tr>
<tr>
<td><strong>Newcomers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Researching various options and aligning them with their personal goals.</td>
<td>This stage is full of practicalities and problem-solving. Immigrants are trying to integrate into their new surroundings.</td>
<td>This stage is full of prioritizing opportunities. Immigrants are trying to thrive in their new home and will be questioning if this location is the right setting for achieving their goals.</td>
</tr>
<tr>
<td><strong>Example Support Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offering online and face-to-face marketing, outreach, needs assessment, recruitment, matching with key government programs for best chance of success</td>
<td>Just-in-time assistance in navigating the system to easily access affordable housing, education, childcare, banking, and mentoring to develop personal, social and business skills.</td>
<td>Supporting immigrants success, integration into community, active participation in community.</td>
</tr>
</tbody>
</table>
IMMIGRATION SUPPORT ECOSYSTEM IN FREDERICTON

There are multiple organizations in the Fredericton Region that are either focused on, or have programs/initiatives targeting, immigration. These include: the Local Immigration Partnership of Fredericton (LIPF), Opportunities New Brunswick, various post-secondary education institutions (UNB, STU, NBCC, and others), the Multicultural Association of Fredericton (MCAF), Anglophone School District West (ASDW), Ignite Fredericton (including Knowledge Park and Planet Hatch), the Fredericton Chamber of Commerce, the YMCA, the Fredericton Region, the Province of New Brunswick (through Post-Secondary Education, Training and Labour), and the Fredericton Police Force.

MCAF provides the majority of the support for settlement and employment services. Ignite and the Chamber of Commerce provide support for entrepreneurial and economic development activities. If the three organizations can streamline activities, it is possible to enhance the service offering to newcomers and leverage additional support that will result in greater support (financial and human) for all three entities.

A number of recommendations in this report have been provided to reduce the redundancy within the ecosystem, streamline services and provide better overall support to the newcomers. This is based on feedback received from focus groups and outreach and information collected through extensive secondary research in understanding and learning best practices in other exemplary jurisdictions.

THE MAIN THREE ORGANIZATIONS PROVIDING SUPPORT SERVICES AND PROGRAMMING TO NEWCOMERS IS: THE MULTICULTURAL ASSOCIATION OF FREDERICTON (MCAF), IGNITE FREDERICTON AND THE FREDERICTON CHAMBER OF COMMERCE.
THE VISION

THE GOAL

THE FREDERICTON REGION WILL BE THE LOCATION OF CHOICE AND THE DEMONSTRATED LEADER FOR IMMIGRATION IN THE PROVINCE OF NEW BRUNSWICK OVER THE NEXT FIVE YEARS.

The Fredericton Region will take the lead in championing the program with the provincial and federal governments. Changes will be needed to the Provincial Nominee Program and other immigration status-related programs, international student recruitment, integration and retention efforts, skills development for immigrants, and proactive outreach campaigns.

In addition, the Fredericton Region's immigration support ecosystem will undergo a coordination and alignment exercise. This approach will help local newcomers, attract and retain more immigrants, achieve greater impact for activities, and turn the region into an Atlantic Region immigration hub. It is hoped that the ecosystem will eventually provide tools and best practices for other immigration support ecosystems in the province.
Success will be measured by use of the following criteria:

1. Number of newcomers over a five-year period (to assess the level of success with pre-settlement efforts).
   a. Number of international students over a five-year period.
   b. Number of immigrant entrepreneurs over a five-year period.
   c. Employment growth for newcomers over a five-year period.

2. Number of newcomers retained over a five-year period (retention is a measurement of settlement success).
   a. Number of international students retained over a five-year period.
   b. Number of immigrant entrepreneurs retained over a five-year period.

3. Number of locations in the province
OBJECTIVES

This new immigration strategy will achieve the overall twin objectives of:

- Coordinating the Fredericton Region’s immigration and population growth strategic planning and operations to advance the successful long-term settlement and integration of all newcomers and,

- Creating a strengthened local economy – a collaborative ecosystem where the Fredericton Region’s communities, post-secondary institutions, businesses, and newcomers support each other, enhancing diversity, filling skills gaps, and creating jobs, wealth, and prosperity for all.

Specific objectives have been itemized to include:

- Improving support and success of attraction, settlement, and retention efforts of newcomers and the functionality of the local immigration-related ecosystem through coordination, alignment, and focus.

- Increasing retention of newcomers in the Fredericton Region through improved programming, initiatives, and overall support for newcomers throughout their immigration stages.

- Changing the mindset towards immigration into an accepting and supportive one through strategic advocacy and marketing and communication efforts. The goal is to create a welcoming and inclusive mindset towards immigration and diversity.

- Offering a welcoming environment to attract, settle, and retain newcomers through strategic marketing and communication efforts (e.g., We Speak Welcome). These three components also include the integration and enhanced full participation and retention of newcomers.

- Expanding the number of businesses started or acquired by newcomers.

- Augmenting the number of people employed by newcomer-led businesses.

- Raising the number of newcomers employed in local businesses.
OVERALL INITIATIVE TARGET OUTCOMES

There are four main target outcomes for the Fredericton Region and its population growth requirements. The immigration strategy will help to support this population growth mandate:

- Increase City of Fredericton’s population by 1,000 people each year during the next 25 years.
- By 2036, the Fredericton Region is to reach a target of four Canadian adults to support each retiree (compared to two Canadian adults to support each retiree on average in Canada).
- Achieve a vibrant, culturally-diverse community and economy in the Fredericton Region.
- Achieve a cohesive, streamlined, and functional immigration support ecosystem in Fredericton Region, with tools and best practices adopted in other locations in the province (and/or the Atlantic Region).

THE PLAN AND PROCESS

To support and enable the vision and desired outcomes, the Fredericton Region immigration support ecosystem will be coordinated, aligned, and follow a phased strategy.

A three-phased process is proposed:

**Phase I:**
Conduct ecosystem review, audit, alignment, and coordination. Establish stakeholder agreements (Memorandums of Understanding).

**Phase II:**
Operationalize pilot project with two target groups, international students and newcomer entrepreneurs. This phase would include all communication activities (partial campaign), and government advocacy (partial).

**Phase III:**
Expand pilot to other newcomer groups, as well as full community engagement, marketing and communications efforts, and launch government advocacy.

Each phase will have two components:

1. **Internal activities:** Includes surveying, connecting, and examining local organizations; creating a knowledge base and a data repository; identifying gaps and priorities; creating a marketing and communication plan and materials; and other relevant activities.

2. **External-facing activities:** Includes deploying solutions and filling in gaps when needed; outreach to organizations and individuals outside the Fredericton Region ecosystem; government advocacy and lobbying; and other relevant activities.
PHASE I: ECO SYSTEM REVIEW AND ALIGNMENT

The Fredericton Region’s immigration support ecosystem is broad-based, with many organizations and individuals participating in settlement assistance for newcomers. In the past, the coordination of activities between the organizations occurred organically with a shared vision. There was no official owner, however of the overall immigration strategy.

There is a particular need for this coordination to improve settlement efforts for international students, immigrant entrepreneurs, and French-speaking immigrants. Recent stakeholder discussions from 18 immigrant-facing community groups revealed that:

- International student retention is very low (which may indicate a lack of settlement support and resources for the students and/or their families);
- Current employment services and entrepreneurial support for newcomers is lacking impact; and,
- Improving settlement efforts through greater coordination would create mutual benefit for future newcomers and the Fredericton regional community.

FIVE NEEDS EMERGED FROM THE DISCUSSIONS:

- mutual benefit to the community and newcomers;
- newcomers to be hired more easily (and easier for employers to hire newcomers);
- global impact;
- identification of focused strategy; and,
- better data collection / sharing.
These needs were identified by participants from two unique focus groups conducted as part of this exercise. Both of the focus groups revealed frustrations from newcomers on barriers to employment, access to services to ease settlement, and difficulty in locating / understanding information that could improve the settlement experience. Part of the issue for information awareness and understanding was tied to ineffective practices for addressing language barriers, in having English as a second language.

Coordination of service organizations, the immigration agenda, and activities across the ecosystem is necessary to maximize resources, eliminate redundancies, present a unified voice and address these concerns.

RECOMMENDED ACTIVITIES

Internal Activities

1. Identify liaisons from the organizations across the ecosystem: Many organizations are currently operating separately from each other and from the LIPF. To streamline the coordination efforts, it is recommended to have liaisons identified from each organization to participate in coordination-related discussions. It is important to note that the inventory of newcomer services must reflect the strategic direction proposed in this strategy. The programming must be indexed accordingly to align with the needs of newcomers, existing services offered and the gaps between the two.

2. Audit the ecosystem (through the liaisons) and map service offerings, available data, data sources, and gaps: Due to the current nature of operations, there is no clear mapping of available services, programs, and resources in the ecosystem. It is recommended to map such assets based on newcomer group and immigration stage, and share the information across all organizations in the local immigration support ecosystem. A link to the various organizations can be a starting point in this exercise. These coordinated efforts, bolstered by transparency and a shared data repository for immigration (pre-arrival to retention data), will improve operations by removing effort duplication, increase access, and provide information on a just-in-time basis. Note: See the Information Repository Section on page 52 for additional information.

3. Establish the LIPF as the overall lead coordinating body: The LIPF is the logical choice for the coordination for the overall immigration strategy. Currently the LIPF is in its third funding round and is structured under Ignite Fredericton for management and operational leadership. It is recommended to maintain the structure as is. An executive committee is to be established for the LIPF to include Ignite Fredericton, Fredericton Chamber of Commerce and MCAF.

5. Establish MCAF as the Settlement & Employment Services Lead: MCAF plays a vital role in establishing communication and fostering understanding between the community, settled immigrants and newcomers. This role includes all activities for pre-arrival, resettlement, job seeking, employment services and settlement services for other family members.

   a. In addition to the services noted above to broader audiences, align all activities for refugees and settlement services under MCAF.

6. Establish Ignite Fredericton as the Economic Development & Acceleration Lead: Ignite Fredericton attracts, retains, and supports entrepreneurs, business, and economic builders in Fredericton Region. This role will include economic development, entrepreneurship and attraction activities aligned with driving an economic agenda as part of the overall immigration strategy.

   Transition BIMP, the Hive Incubator Program and Succession Connect program under Ignite: These economic development-oriented programs are currently under the Fredericton Chamber of Commerce, and may have higher impact if directed by Ignite Fredericton. A review and restructure of the Succession Connect program is recommended (as briefly mentioned below, and in greater detail in an upcoming report by an external consultant).

   a. Align all economic development and wealth creation activities under the Economic Development Lead.

7. Maintain the Fredericton Chamber of Commerce as the Advocacy & Business Lead: The Fredericton Chamber is an active business organization engaged in policy development and advocacy that affects the competitiveness of its members and the Canadian business environment.

   a. Align all business support and business advocacy activities under the Chamber.

8. Establish detailed metrics and data collection, analysis, and reporting for attraction, settlement, and retention to track progress towards the Strategy’s target outcomes. A prerequisite to utilizing any proposed services will be a commitment to answering pre- and post-program questionnaires. It is a common approach to evaluate the impact of an instructional intervention. This approach will measure various indicators, as well as immigrants’ changing levels of awareness, knowledge, skills and program uptake. Client satisfaction surveys will also be undertaken on a regular basis.

   a. The LIPF will manage the data repository (housed in the proposed Information Repository / Knowledge Base) and leverage it to enhance current and future programming activities to maximize target outcomes.

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**External Activities**

1. Apply for funding for resources.

2. Based on the results of the mapping and gap analysis, lobby and advocate to the provincial and / or federal governments for additional programming, funding, or initiatives, if needed.
In its last strategic plan, the LIPF identified three priorities and seven service gaps. It defines a roadmap with specific recommendations and actions to address integration and retention issues in collaboration with all regional stakeholders.13

The current priorities of the LIPF include: Increase support capacity for integration of newcomers; increase the number of newcomers successfully integrated within the community; and improve tracking and measurement of retention results.14

The LIPF is the logical choice for the coordination for the overall immigration strategy, due to:

- the alignment of these priorities and identified gaps with those voiced by other stakeholders in the ecosystem;
- the mandate of a multi-level governance system aimed at enhancing local service delivery to region-based newcomers;
- the investment and successes to date (including two strategic planning cycles to build the LIPF and two years of successful activity); and,
- the support of Ignite Fredericton as the economic development organization for the region.15

The LIPF, however, has not been properly funded or resourced. In order to undertake responsibility for strategy implementation, partnership coordination, marketing and communications, advocacy, and government/media/public relations, the LIPF would require additional resources and an updated Immigration Strategic Plan. An executive committee is recommended under the LIPF to include Ignite Fredericton, the Fredericton Chamber of Commerce and MCAF.
LIPF’s Priority Focus Areas and Activities

There are five priority areas under the LIPF-led coordinated ecosystem. These areas are relevant across all immigration stages, and serve all newcomer groups and the local community (through modification, where needed).

1. **Data management:** A data collection, analysis and sharing plan will be augmented using the existing MCAF platform to coordinate and support assessment efforts of the LIPF members. Data is currently not uniformly collected, with limited coordination between stakeholders across the local, provincial, regional, and federal levels. A shared repository for immigration (pre-arrival to retention) data, as well as an up-to-date information on organizations, initiatives, and assets in the local immigration support ecosystem, will guide activities and monitor success of immigration. Data needs to become streamlined and de-duplicated, and reporting authenticity must be ensured.

   Ultimate strategic outcomes will be longitudinal. Due to the census publication lag time from Statistics Canada, overall immigration outcomes need to be reviewed three years after the census (e.g. 2022 > 2025).

   Note: See Information Repository section on page 52 for additional information on the recommended components.

   a. **Attraction success and settlement success / retention:** The main measurement of settlement success is reflected in the attraction and retention numbers. It is recommended to annually survey the immigration landscape including numbers attracted and demographic information, as well as the settlement and retention data.

   b. **Strategic initiative assessment:** The success of attraction and settlement support programs and initiatives will be measured and tracked. Example metrics include the number of clients referred to a service, the number of clients who applied / were admitted to / graduated from a program, newcomers’ satisfaction level with a service and others. Some of these metrics will be gathered by the organizations administering the services and some by the LIPF (as a semi-neutral third party). Based on these results, the LIPF will provide support to the administering organization in improving and managing the service.

   Note: Data from sources external to the Fredericton regional ecosystem might not be readily available. It is recommended to begin outreach efforts to various data sources as soon as possible to review availability, create a framework and assess the optimal way to proceed with data-related efforts following these initial efforts.
2. **Promotion and Pathfinding:** The LIPF will provide additional support to the MCAF existing programming for pathfinding and promotion to maximize the promotion of opportunities to newcomers. MCAF will continue to act as the liaison for newcomers in the community and refer them to the appropriate resources(s), organization(s), and program(s). MCAF will work more directly with LIPF members to ensure an increased flow of communication to improve settlement and retention success.

   a. **Needs assessment and referral process:**
   A needs assessment process is recommended and a current standard is in place with MCAF that can be used as a starting point. Assessment and referrals to relevant services rely on an iterative four-component cycle: assessing the newcomer needs; locating and understanding available programs and services; successfully matching of the newcomer with the most beneficial solutions, and evaluation to determine if there were any barriers to service uptake and offer reassessments. These components ensure that service provision is client-centric, personalized, and delivered in the newcomer’s requested format, language, time, and place. Needs assessment will happen at the client intake stage. Intake will be based on walk-ins and referrals from local partners. Program information will be added to the current intake information package delivered by all organizations. Walk-ins will meet with staff for an intake interview to understand their needs and ensure proper referral. Assessments will also be done via phone or Internet (e.g., Skype) to extend access. Applicants with special needs will be assisted in the modality of their choosing.

   To further meet newcomers’ needs, the information service will be offered in French and English. As one of only two Canadian provinces to be bilingual, Fredericton Region will capitalize on its location in its recruitment efforts, targeting francophone-speaking regions with strong populations in selected markets.

   Triaging the wide range of immigrant needs, coming from refugees, to protected persons, temporary workers, and international students, takes a very particular skill set. New bilingual personnel will be trained to assess immigrant needs, with the aim of becoming a combination welcome centre, “one-stop-information-shop,” and personalized consulting service.

   As noted, these services will be delivered by MCAF and supported by the LIPF and LIPF members with a focus on newcomer entrepreneurs and international students.

   b. **Review and refresh:** The LIPF will regularly review, audit, and refresh (if needed) the organizations involved, service offerings, and initiatives. To achieve this goal, it is recommended that the LIPF will organize a quarterly meeting between all organizational liaisons, and that external opinions are introduced during the proposed biannual conference.
3. **Advocacy:** The LIPF will lead the identification and structure of potential policies and funding opportunities and the Fredericton Chamber of Commerce will act as the champion on behalf of the LIPF to municipal, provincial, and federal levels of government for policy changes that are needed to better support newcomers. The LIPF will work in coordination with Government Relations leads from MCAF, Ignite, the Chamber, and local academic institutions to represent newcomers on topics such as topics such as certificate transfers, Nominee Program criteria and other areas of interest. See Government Programs section on page 49 for additional information on relevant programs.

4. **Communication plan:** The LIPF will build a short- and long-term communications plan that is multi-audience, multi-lingual and multi-modal in approach, reflecting each step of their journey. Awareness for newcomers, employers and the local population will help smooth and improve the immigration process. See Marketing and Communication section on page 42 for additional information on relevant campaigns.

5. **Proactive attraction:** The LIPF will identify prioritized opportunities in select target markets to pursue newcomers for the Fredericton Region. Proactive attraction will help to improve the overall number of newcomers in the region. Attraction criteria will be tailored for each of the subsequent phases.

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**Resource Requirements and Reporting Transition**

As the strategy coordinator, it is recommended the LIPF will work in close coordination and collaboration to MCAF (the Settlement & Employment Services Lead), Ignite Fredericton (the Economic Development & Acceleration lead), and the Fredericton Chamber of Commerce (the Business and Advocacy lead). The LIPF will primarily guide the overall strategy and provide execution support.

In order for the LIPF to properly function as the ecosystem coordinator, it is recommended there be two new resources added to the LIPF in support of the five-year immigration strategy, and two positions reitled to reflect new responsibilities:

- **Strategic Leadership (new):** A visionary and strategic leader will build a business strategy based on several priorities to align stakeholders, increase awareness, advocate on behalf of its members and develop new initiatives, programming, and assets. The Leader will also collaboratively work with the directors of the Economic Development & Acceleration, the Settlement & Employment Services, and the Business and Advocacy leads on high-level priorities and initiatives.

- **Program Manager (seconded/reassigned position):** An experienced program leader will oversee the Succession Connect and BIMP programming. This position is a transition from the Fredericton Chamber of Commerce existing position. The the specifications for the role will be finalized and redefined dependent upon the initiatives discussed in the ecosystem audit and coordination process.
Coordination Manager (existing, retitled): The Coordination Manager (current LIPF member with experience in multi-stakeholder alignment) will liaise with the various organizations across the ecosystem. They will work with liaisons from external organizations and community-run groups to align priorities, activities, communications, and provide execution support.

Community-Run Working Groups: Current LIPF-coordinated community groups include Basic Needs; Welcoming Communities and Awareness, Education and Employment, Multilevel Governance.

Liaisons from External Organizations: These include local academic institutions, Opportunities New Brunswick, MCAF, the Fredericton Chamber of Commerce, BDC, the YMCA, the Fredericton Region, the Fredericton Police Force, and others.

Communications Manager (new): Immigration support activities are inherently external facing, either to clients (newcomers) or government and other stakeholders. Proper messaging and communication tools are crucial for the success of these efforts. It is recommended to augment the LIPF with a Communications Manager to assist the Executive Director with corporate identity, messaging and marketing communications campaigns.

A proposed organizational chart for the new LIPF that including these resources and reporting transitions is shown in Figure 4.
Figure 4A: Proposed LIPF operational chart with lead stakeholders

Figure 4B: Proposed LIPF operational chart with lead stakeholders and primary activities
PHASE II: INTERNATIONAL STUDENTS AND ENTREPRENEURS

INTERNATIONAL STUDENTS AND ENTREPRENEURS ARE RECOMMENDED TO BE THE FOCUS FOR THE PILOT OPERATIONALIZATION OF THE NEW FIVE-YEAR STRATEGY.

There are approximately 2,524 businesses operating in Fredericton and 1,000 international students living in the Fredericton Region every year. A growth rate of five per cent for businesses and target of a 25 per cent retention rate for International Students would have a significant impact on the overall goal for newcomer enhanced services and population growth targets for the Fredericton Region.

International students also represent a highly skilled workforce with NB Credentials, who have already lived in the Fredericton Region for several years (they can integrate more easily than a newcomer), and have an already an established support system (e.g., through the local academic institutions’ international students’ offices, fellow students, and instructors).

Entrepreneurs also bring cultural diversity, global perspectives and a different business acumen. They increase the creation of net new businesses and jobs in the city, unlocking wealth creation, social diversity and prosperity for the community. In addition, Fredericton Region’s business community already has many resources and assets set up to support entrepreneurial activity which will be leveraged to support newcomer entrepreneurs.

Collaboration already exists among the lead organizations: Ignite Fredericton, Fredericton Chamber of Commerce and MCAF. This collaboration is further evidenced from the special project between MCAF and the Chamber through the BIMP program (in 2017/2018) and ongoing pathfinding between the organizations to leverage settlement services through MCAF. This type of collaboration is recommended for the pilot program whereby Ignite and the Chamber take the lead on supporting the International Students and Entrepreneur newcomers and triage new newcomers through MCAF for the settlement services, job readiness and employment services portion of the newcomer journey.
TARGET GROUP ONE: INTERNATIONAL STUDENTS

Currently, retention of students is very low (as indicated by participants in the recent Stakeholder Strategy Session). This is likely a result of several barriers facing students who wish to remain in Fredericton Region, including:

- Lack of employment opportunities in their field of study;
- Difficulty of gaining Canadian working experience (especially at the undergraduate level) needed for obtaining permanent residency status (through Express Entry);
- Hesitation from employers to consider them as future employees (as they often don’t have a permanent Canadian landed immigrant status);
- Lack of support for the families of international students; and,
- Absence of family support and of a local network.

Local academic institutions are supporting students in finding meaningful employment, but additional client-centric support will be given to international students who might face language challenges.

To reverse this trend, it is recommended to collaborate with post-secondary education institutions to provide them with additional capacity and programming to support the international student settlement process while they are still students and post-graduation. UNB, NBCC and STU all have programs for attraction, but indicated that retention is not part of their mandate; it is therefore recommended to have the support ecosystem (through the LIPF and partner organization) lead these efforts, but work closely with the academic institutions to support and prepare to link potential intern students with employers. Augmentation of existing activities within MCAF will help to streamline this activity.

Internal Activities

The LIPF Coordinator Manager will partner with local post-secondary institutions (e.g., international student offices) to identify the current status, needs, and gaps of the local international students’ landscape. Based on these findings, they will build an international student support strategy, with the LIPF providing support to the international student offices.

Components of the strategy will include:

1. **Aligning and augmenting programs and initiatives to support students** when settling in the Fredericton Region (e.g., real-estate/housing, banking, and similar needs), and with funding for part-time or post-graduation employment (e.g., job seeking or entrepreneurial endeavours). Consideration of the existing programs within MCAF includes intake, needs assessment, referral and orientation sessions covering real estate, housing, banking and other settlement services.

   a. **Example initiative #1 (Settlement, New) – International Student Business and Employment Accelerator – Employment Stream program:** Review existing programs within MCAF in Phase I. Based on feedback from focus groups as part of this exercise, additional services and support is required. Once review of existing programming is conducted and augmented to provide additional support, the International Student Business and Employment Accelerator – Employment Stream program will be developed. This business program for international students will prepare them for employment in local existing businesses. Programming will include curriculum development for specific group needs, mentorship, matchmaking with employers, and work placement incentives for employers.
Employers will gain advantage from an outreach program and toolkit including Wage Subsidy information (online and print) to help clarify the benefits of international student employment, including: obtaining diverse knowledge and skills that are not available in the local labour pool; expanding international experience with a global perspective for export opportunity; providing service in other languages; and growing a culturally diverse workforce.

It is hoped that this project will breed mutual familiarity between international students and Canadian employers, encouraging international students to remain long-term. If they do choose to return to their home countries, a great employment experience fosters the kind of relationship that opens doors to future trade, commerce and cultural connections.

b. Example initiative #2 (Settlement, New) – International Student Business and Employment Accelerator – Entrepreneurship Stream program: Ignite Fredericton, in collaboration with Planet Hatch – the only designated start-up visa incubator in New Brunswick – will develop a Start-up Visa Pitch Competition specifically for the international student community. The Competition will offer international student entrepreneurs in the province the opportunity to showcase their innovative business ideas, receive advice and training from experts, and accept qualified teams into the Start-up Visa incubation stream where they receive permanent residency and acceptance into an acceleration program. Programming and co-working space will be provided to qualifying companies through partnerships with New Brunswick’s robust network of incubation and co-working centres.

c. Example initiative #3 (Settlement, Existing) – Business Immigrant Essentials (BIE) Program: Oversight will be transitioned from the Chamber to Ignite Fredericton, and the program will be refreshed. This program focuses on the essential skills of setting up, running and sustaining a business in New Brunswick. It will also help newcomer entrepreneurs to build and expand their network through this “one-stop shop” where business development and high-level employment needs would be met. Components will include: introduction to topics such as business culture in New Brunswick, industry information, challenges business face, pre-requisites essential for immigrant entrepreneurs, and other relevant topics, access to one-on-one mentorship from existing business owners, and help in creating a business plan.

The training and incubation cycle will spread over three months for each trainee. The incubation will be extendable up to six months for selected cases. The program can occur three times a year, with few overlaps to be handled individually by staff. One-on-one mentorship from existing business owners will also be offered. Client intake will be based on walk-ins and referrals from other organizations.

2. Producing a marketing communications plan and materials for student attraction, support throughout their schooling, and post-graduation settlement.

3. Identifying of new pathways for study permits, and / or immigration status granting based on need assessment data.
4. **Creating a data repository** for international student-related metrics (e.g., demographic profiling, socio-economic background such as education level, landing numbers, and retention numbers).

   a. **Attraction criteria**: Based on the data, there might be a need to establish attraction criteria to craft targeted messaging. All criteria must align with those of the country overall and be inclusive in approach. Examples of such criteria for international students include:

   i. Students in high-growth sectors such as healthcare and business services (including IT).

   ii. Current international post-secondary students from other NB institutions.

   iv. Undergraduates from North American post-secondary institutions to pursue post-graduate studies in Fredericton Region.

5. Participating in recruitment missions: New Brunswick routinely conducts job fairs and recruitment missions abroad, mostly recently in Mexico, Singapore, Brazil and the Philippines. These can be augmented by including LIPF and experienced settlement staff representing linguistic and ethnocultural communities as well as local post-secondary staff focused on student recruitment. This approach will allow the establishment of relationship with potential future students early on, increasing the likelihood of settlement and retention success.

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**External Activities**

1. Connecting with the local community and businesses through MCAF to find solutions for housing, banking, and other needs of incoming international students.

2. Partnering with the local community and businesses through MCAF to find employment pathways for students while in school (e.g., overcoming language barriers) or post-graduation (e.g., overcoming visa issues).

3. Conducting government advocacy and outreach for international student-related tri-level government data, as well as visa and immigration status issues, if needed.

4. Deploying programming and assistance to international students based on the collaboratively developed strategy.
TARGET GROUP TWO: NEWCOMER ENTREPRENEURS

Internal Activities

THE LIPF COORDINATOR MANAGER WILL PARTNER WITH IGNITE FREDERICTON AND THE FREDERICTON CHAMBER OF COMMERCE TO IDENTIFY THE CURRENT NEEDS AND GAPS WITHIN THE LOCAL IMMIGRANT ENTREPRENEUR LANDSCAPE. BASED ON THESE FINDINGS, A NEWCOMER ENTREPRENEUR SUPPORT STRATEGY WILL BE BUILT, WITH THE LIPF PROVIDING OPERATIONAL SUPPORT TO THESE ORGANIZATIONS.

Components of the strategy will include:

1. Programs and initiatives to support entrepreneurs with settling in Fredericton Region.

   a. Example initiative #4 (Settlement, New) – Ladies Leadership in Business Immigration Program: This activity targets increased awareness and participation of female entrepreneurs in available programs and opportunities for business, science and technology and innovation with a specific target of newcomers and First Nations. The program will run two cohorts per year, targeting six to eight female entrepreneurs in each cohort. The description of the modules which will be covered in the program are as follows:

   (1) Female life in Canada – discovering leadership and economic opportunities

   (2) Entrepreneurship – essentials training for women in business

   (3) Building a social enterprise – making a profit while giving back to the community

   (4) Business ideation and discovery through working groups

   (5) Business design, marketing plans, research and acceleration

   (6) Going to market, presenting the business and sourcing funding opportunities

The above modules are aligned with the phases of an entrepreneur’s journey. The same approach is adapted to address the service gaps that exist for women entrepreneurs. Hidden but real barriers exist for women attempting to engage in the support structures in place. This situation is often the result of scale where males dominate the tech sector. By providing dedicated programming and resources focused on female entrepreneurs, we can extend across multiple business sectors. Collaboration will be a cornerstone of the development and execution of the modules to ensure proper support is provided to immigrants, as it relates to language and cultural considerations.
b. **Example initiative #3 (Settlement, Existing) – Business Immigrant Essentials (BIE) Program:** Oversight will be transitioned from the Chamber to Ignite Fredericton, and the program will be refreshed. This program focuses on the essential skills of setting up, running and sustaining a business in New Brunswick. It will also help newcomer entrepreneurs to build and expand their network through this “one-stop shop” where business development and high-level employment needs would be met. Components will include: introduction to topics such as business culture in New Brunswick, industry information, challenges business face, pre-requisites essential for immigrant entrepreneurs, and other relevant topics, access to one-on-one mentorship from existing business owners, and help in creating a business plan.

The training and incubation cycle will spread over three months for each trainee. The incubation will be extendable up to six months for selected cases. The program can occur three times a year, with few overlaps to be handled individually by staff. One-on-one mentorship from existing business owners will also be offered. Client intake will be based on walk-ins and referrals from other organizations.

c. **Example existing initiative #6 (Settlement, Existing) – Succession Connect:** Oversight will be transitioned from the Chamber to Ignite Fredericton. A review and restructuring of the Succession Connect program is recommended to include businesses based on sector, size, success, and other metrics (as will be described in greater detail in an upcoming report by an external consultant). The LIPF Coordinator will work with the Ignite liaison to match newcomer client needs with high-quality businesses they can purchase that offer the best opportunity for growth and success. Succession Connect will be further augmented by including international promotion to entrepreneurs in their native countries (Attraction, New), Provincial business opportunities will be featured across the globe at trade shows and immigrant information gatherings. Presentations will include in-person attendance and / or through promotional video of the opportunities available to immigrant investors in Fredericton Region. Follow-up will include online chat and scheduled informational webinars to answer questions pre-arrival.

d. **Example initiative #7 (Settlement, Existing) – The Hive Incubator Program:** Oversight will be transitioned from the Chamber to Ignite Fredericton, and the program will be refreshed. This program offers resources, guidance, space, individual-directed curriculum, and support services to immigrant entrepreneurs to help start and grow their businesses in Fredericton Region.

Located in Knowledge Park, the Hive has office space that allows newcomer investors the chance to immerse themselves in the centre of the Fredericton Region’s business development ecosystem. This location also offers opportunities such as networking, training, and mentoring through a partnership with Planet Hatch and Ignite Fredericton. Those involved with the Hive Incubator Program will receive benefits (e.g., access to BIE, access to working space, peer-to-peer support activities, on-site administrative support, business networking, and general support). The LIPF will provide a client stream and execution support to Ignite for newcomer clients.
2. Creating a marketing communication plan and materials for entrepreneur attraction and support throughout the business startup phase.

3. Identifying of new pathways for immigration status granting based on need assessment data.

4. Creating a data repository for entrepreneur-related metrics (e.g., socioeconomic background, sectors of interest, information about their life in Canada, startup funds received, landing numbers, and retention numbers).

   a. **Attraction criteria:** Based on the data, there might be a need to establish attraction criteria to both target and craft the right messaging for attraction. All criteria must align with those of the country overall and inclusive in approach. Examples of such criteria for entrepreneurs include high-growth sectors such as healthcare, business services (including IT), ‘serial entrepreneurs’, and those who have entrepreneurial experience from other countries.

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**External Activities**

1. Connecting with the local community and businesses through MCAF to find solutions for housing, banking, and other needs of incoming entrepreneurs.

2. Conducting government advocacy and outreach for entrepreneur-related tri-level government data, as well as visa and immigration status issues, if needed. This work can be conducted and aligned through the Fredericton Chamber of Commerce as the Business and Advocacy Lead for the project.

3. Deploying programming and assistance to entrepreneurs based on a collaboratively developed strategy. This work can be conducted by Ignite Fredericton as the Economic Development and Acceleration Lead for the project.
PHASE III: SUPPORTING BROADER NEWCOMER GROUPS

The review and coordination phase (Phase I) and the pilot phase (Phase II) will provide valuable insights on best practices, approaches, and priorities for the local immigration support ecosystem. This progress will allow for the expansion of the support activities to include programs, initiatives, and strategies dedicated to additional newcomer groups and specific subgroups.

A particular emphasis will be placed on skilled workers and francophone / allophone immigrants. Skilled workers are an important answer to filling the talent shortage already felt by businesses throughout the Fredericton Region and New Brunswick, which has a negative effect on the economic and social well-being of the province. Employers have indicated that jobs are going unfilled and their businesses are suffering. Most new jobs will require skilled workers and there will not be enough people here with the right skills to fill them. As part of the only bilingual province in Canada, Fredericton Region is proud to support francophone newcomers. Significant work has been done to date to provide services in both official languages through MCAF. These activities can be augmented as part of the Immigration Strategy lead by the LIPF.

Initiatives and assets from the previous two phases will be refined and augmented in this phase. Proposed components are listed below for the attraction, settlement, and retention for all newcomer groups.
ATTRACTION

To meet population growth goals, fill the ever-growing skilled worker shortage, ensure newcomer settlement / retention success, and achieve long-term wealth creation and social prosperity, emphasis will be placed on newcomer attraction, particularly of priority groups. A Population Growth Specialist within Ignite Fredericton will provide overall leadership for attraction activities and align to other retention and repatriation activities underway. A two-step approach is recommended to improve attraction efforts; first, attraction criteria need to be developed, followed by attraction strategies based on the attraction criteria.

Develop Attraction Criteria

In order for immigration to provide mutual benefit to the community and newcomers, it is recommended to establish attraction criteria to build human capital and craft targeted messaging. All criteria must align with those of the province and country overall and be inclusive in approach. Newcomers may be directly from country of origin (immigrants) or those already settled in other areas of Canada (migrants). Examples of such criteria include targeting:

- Skilled workers in priority sectors (designated by Fredericton regional partners and the Province).
- Francophones from within and outside of Canada.
- Current Temporary Foreign workers in Fredericton Region and elsewhere in New Brunswick.
- Women.
- Young families.
- Common-law partners (opposite or same sex).
- Conversion of short-term youth work exchanges (e.g., Italy-Canada Youth Exchange Program, Spain-Canada Youth Mobility Agreement).
- Immigrants in larger Canadian cities who wish a better quality of life.
- Ex-New Brunswickers interested in “coming home.”
Develop Strategies Based on the Attraction Criteria

1. Focus on priority sectors in the Fredericton Region and across the province: Fredericton Region has invested to great success in certain sectors, and offers distinct competitive advantages over other Canadian regions to potential immigrants. Examples include Cybersecurity, Smart Grid, Natural Resources (particularly Forestry and Value-Added Wood products), and ICT. Attraction of newcomers with interest and experience in these sectors will help augment the local capabilities and businesses. Below are two suggested methods to improve attraction efforts in these sectors.

   a. Work in partnership with organizations working on labour and workforce development in priority sectors across the province: The goal is to understand the needs and skills gaps in their priority sectors. It is vital to collaborate and capitalize on attraction-related activities they already pursue (e.g., trade missions to priority global regions and FDI attraction efforts), and interact with their networks of employers looking for skilled labour. Example for such organizations includes CyberNB and Opportunities New Brunswick (who also has an immigrant attraction strategy\(^\text{17}\)), and the Population Growth Division at the GNB Post-Secondary Education, Training and Labour (PETL) department (for labour market information).

   b. Create international and domestic marketing campaigns: To promote immigration to NB/ Fredericton Region, in targeted jurisdictions / sectors, the strategy must leverage existing and new marketing campaigns and the proposed information repository / knowledge base. The United Kingdom and Israel, for example, are ideal markets for cybersecurity workers.

      Note: The information database will include links to job postings and other resources so that prospective immigrants can self-educate on the opportunity in immigrating to Fredericton Region.

2. Conduct recruitment missions: Recruitment missions have historically been used for targeted immigration needs. For example, a recent mission to Toronto by the mayors of Fredericton, Moncton, and Saint John, supported by Opportunities NB, targeted talent recruitment by highlighting the affordability and other benefits of NB’s major cities.\(^\text{18}\) New Brunswick also routinely conducts job fairs and recruitment missions abroad, mostly recently in Mexico, Singapore, Brazil and the Philippines. Through this strategy, domestic and international recruitment missions will be augmented. For example, specific missions to French-speaking countries will support attraction of Francophone newcomers.
In addition, members can join trade missions focused on priority sectors (e.g., the recent cybersecurity-focused CyberNB mission to Israel) to address their specific immigration needs. Missions can also be in support of one specific corporate entity that requires quick influx of new labour. This recruitment approach will be offered as a routine option for new corporations building or relocating in the Fredericton Region.

3. Support the francophone-specific attraction strategy: NBRIF and MCAF are working on a strategy for the attraction of francophone-specific regions. The Fredericton Region Immigration Strategy lead by the LIPF and its members can support this initiative. Fredericton Region has an opportunity to capitalize on funding and missed opportunities by other municipalities and provinces. For example, Québec has recently confirmed their plan to reduce immigration quotas by 20 per cent (“to welcome in fewer but do a better job helping them integrate, find jobs and learn French”19), presenting New Brunswick with a time-sensitive opportunity to attract interested parties. The francophone immigration strategy is a federal priority and increased funding has been allocated. Components will include trade missions to French-speaking countries, discussions with PSE to attract more francophone international students and / or collaboration with Quebec-based immigration support organizations for client referrals.

Note: there is currently no francophone-related post-secondary training in the Fredericton Region. Participants must go to Moncton, Edmundston or Bathurst. Consideration could be given to adding services for this program in the Fredericton Region through the college and post-secondary institution systems.

4. Create a partner / spousal employment program:
This strategy is commonly done in post-secondary institutions to attract the best researchers. Professionals are often part of a dual-career couple and the employment needs of the spouse or partner are an important consideration when relocating. As precleared job offers can be done through the Provincial Nominee program, emphasis will be made on getting the partner / spouse employment simultaneously.
SETTLEMENT

SETTLEMENT IS AN AREA FOR POTENTIAL IMPROVEMENT IN NEW BRUNSWICK, AND ACROSS ATLANTIC CANADA.

Facing a strong pull from large urban centres in Ontario and Québec, the Fredericton Region must emphasize support for newcomers already in town, and help them stay. In all three roundtable discussions Stiletto facilitated (with international students, with entrepreneurs, current or prospective business owners, and other landed immigrants, and with immigration support ecosystem stakeholders), as well as individual interviews, the overall consensus was that newcomers appreciate and want to stay in the Fredericton Region, but they need help overcoming the barriers they face in doing so.

Develop Settlement Strategies

1. Augment in partnership with MCAF the skilled workers-specific settlement strategy: In addition to international students, skilled workers are another newcomer group that will help fill the skills shortage gap in the Fredericton Region. It is important to help skilled workers overcome the barriers they face in finding meaningful employment in Canada.

   a. Increase the number of immigrants licensed in their professions: Issues facing foreign credential recognition and obtaining copies of credentials will need to be addressed, as well as information provided on any bridge training needed for Canadian licensing.

   b. Increase the number of immigrants working in their professions: Issues facing foreign work experience recognition will need to be addressed by helping newcomers articulate and match their experience with local job descriptions and skill sets. Assistance might also be given for work permit and/or immigration status application processes. There might be a need to advocate for new programs. Another approach to helping skilled workers in finding meaningful employment is by matchmaking them with relevant employers. By doing a needs assessment, providing them access to available job databases, and/or by referring them through partner organizations’ network (e.g., the Fredericton Chamber of Commerce, or CyberNB), employment-ready immigrants can be placed.

2. In partnership with MCAF, help to provide more resources for employers to recruit and welcome immigrant employees through the existing MCAF service offering: All stakeholders surveyed indicated that currently, employers find the hiring process of newcomers to be inconvenient and time consuming and often do not consider them for job opening. Several pathways to solve this problem are proposed.

   a. Help employers understand non-Canadian work experience: Issues facing foreign work experience recognition will need to be addressed by helping employers understand foreign experience and match it to the jobs they need filled.
b. Encourage employers to develop or expand mentorship, internship and on-the-job training programs for international students and skilled workers with no Canadian work experience, by providing them with incentives or partial salary coverage.

- A potential program will be similar to a co-op for students, where a trial for four to six-week practicum of on-the-job training provides newcomer skilled workers the opportunity to gain some Canadian work experience (and, in turn, help the employer assess the potential employee through meaningful work). These will be monitored volunteer programs, or with wages covered by the program.

c. Expand toolkit available and provide information and/or assistance to employers considering hiring newcomers about work permits, immigration statuses, and any other bureaucratic aspect involved in hiring newcomers. It is recommended to add a section in the information repository for potential employers, and also have a staff person (and/or legal counsel) available to answer specific questions or offer personal assistance, if needed.

3. Enhance easy access to information for newcomers and support organizations: All roundtable participants and interviewees have emphasized the need for an easy-to-find, comprehensive repository for topics that newcomers and/or supporting individuals are typically interested in. Examples include basic needs, education, landing status, and information about the local support ecosystem (organizations, programs). Designating the LIPF as the coordinating body, and undergoing a system coordination and alignment will be the first step in consolidating both the activities themselves and the available information, under one owner.

The Information Repository section details the recommended components. It is recommended to develop a uniform intake “information package” about the repository that will distributed to clients by all immigration support organizations. The Marketing and Communications section details the existing and new marketing campaigns that will also be used to inform newcomers about the repository.
4. Help newcomers overcome language barriers: Newcomers often do not have English or French languages as their mother tongue. It is recommended to leverage MCAF’s breadth of Language training programs (e.g., Language Learning and Skills Development classes, Business English for Newcomers, The Newcomer Computer Learning Centre, LINC Home Study (LHS), Tell Me More, and free conversation classes) to be referred as needed, and by adding a ‘Language Training’ section in the information repository.20

   a. It is also recommended to translate all materials to French, and to the three top languages spoken by most recent immigrants (Arabic, Mandarin and Persian/Farsi).

   b. Intake assessments and annual questionnaires will be offered in English and French, with a verbal option for those who are hesitant in regards to their writing abilities. Access is of utmost importance.

   c. Occupational-Specific Language Training, mentoring and on-line support within the province is recommended to aid transition and learn vocabulary specific to Canadian sector workplaces.

5. Assist newcomers to gain a strong voice at government levels: As the immigrant landscape and needs are constantly changing, it is recommended to review and refresh government advocacy efforts semi-annually. Advocacy is recommended to occur at the Federal level (e.g., work permit and immigration status-related issues), the Provincial level (e.g., for nominee programs), and Municipal level (e.g., for the creation of local policies, transportation services and safeguards against discrimination).

Other Activities for Consideration

1. Connecting with the local community and businesses through MCAF to find solutions for housing, banking, and other needs of incoming international students.

2. Partnering with the local community and businesses through MCAF to find employment pathways for students while in school (e.g., overcoming language barriers) or post-graduation (e.g., overcoming visa issues).

3. Conducting government advocacy and outreach for international student-related tri-level government data, as well as visa and immigration status issues, if needed.

4. Deploying programming and assistance to international students based on the collaboratively developed strategy.
RETENTION

There currently is no consensus to what ‘retention’ is. During the Stakeholder Summit Stiletto held, it was agreed that retention is seen as the measurement of settlement success. This is backed up by examples such as Statistics Canada, who define retention rate as “the proportion of tax filers that remained in their province of destination five years after their admission,” and by an 2016 IRCC report that defines retention rate as “the percentage of immigrants who arrived between 2008 and 2013 who resided in their province of destination in TY 2013, by province.”

The focus for retention will be on tracking, measurement, analysis, and reporting of data pertinent to the desired outcomes in the long-term (three years after arriving). This data will include: number of newcomers who stayed in the Fredericton Region; the number of newcomer-owned businesses that survived long-term; the number of newcomers employed in their field long-term; and other relevant metrics. In-depth analysis will be done for measuring settlement success for priority newcomer groups (international students, entrepreneurs, women, skilled workers, francophones). It is recommended the LIPF commit to producing annual reports on progress and achievements. To date, data collection and information sharing has been challenging.
MARKETING AND COMMUNICATIONS


It is recommended to build a communications plan that mirrors the three lifecycle phases, and targeted messaging for newcomer and community support. The plan will be multi-audience, multi-lingual and multi-modal in approach, including collaterals and programs for each step of their journey.

There will need to be multiple messages as well, depending on audience. Focus areas will include: education, training, and workforce development; celebration of newcomer success; the accepting local community; the benefits of inclusion and diversity; Fredericton Region’s value proposition (Figure 6), and the excellence of the region’s immigration support ecosystem.
AWARENESS FOR NEWCOMERS AND THE LOCAL POPULATION WILL HELP SMOOTH AND IMPROVE THE IMMIGRATION PROCESS, WHICH IN TURN WILL YIELD THE POPULATION GROWTH AND SOCIO-ECONOMIC PROSPERITY THE CITY IS SEEKING TO REALIZE.

MESSAGING AND POSITIONING

Communications and support packages will be targeted for each stakeholder group (including newcomer groups, governments, support organizations, and community groups). The role of each group in the immigration process and target high-level messaging are summarized in Figure 5.
<table>
<thead>
<tr>
<th>GROUP</th>
<th>ROLE</th>
<th>MESSAGING</th>
<th>PHASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Government</td>
<td>Owner of the Immigration Strategy, led by the new LIPF, under Ignite Fredericton.</td>
<td>The time is now to act on a new immigration policy to increase numbers and align with labour market needs.</td>
<td>I (partial), II (full)</td>
</tr>
<tr>
<td>Provincial Government</td>
<td>The Department of Post-Secondary Education, Training and Labour (PETL) runs newcomer language training, recruitment and attraction events (particularly in francophone markets), and training for employers and job seekers (e.g., employment counselling, career development, and funding to help with retraining).</td>
<td>Assist municipalities (Fredericton Region in particular) in meeting federal / provincial targets at the local level, collaborate with the LIPF (and through it with organizations in the local immigration support ecosystem) in development and dissemination of programs and funding.</td>
<td>I (partial), II (full)</td>
</tr>
<tr>
<td>Federal Government</td>
<td>Immigration-related policies and programs, data collection through Statistics Canada and iCARE (will include breakdown for Fredericton regions, in addition to NB), funding for immigration-related activities.</td>
<td>Assist municipalities (Fredericton Region in particular) in meeting federal / provincial targets by provide better data to meet and track federal targets at the local level, working with the LIPF on programs and initiatives that match local needs, and provide funding for immigration-related activities.</td>
<td>I (partial), II (full)</td>
</tr>
<tr>
<td>Newcomers: International Students</td>
<td>Successfully graduate with skills relevant for the workforce, integrate into and settle in the community.</td>
<td>Fredericton Region value proposition (Figure 6), information about relevant programs and initiatives (e.g., Choose Fredericton) – targeted for International Students.</td>
<td>I</td>
</tr>
<tr>
<td>Newcomers: Entrepreneurs and Business Owners</td>
<td>Integrate into and settle in the community, eventually creating jobs and economic success for themselves and the community.</td>
<td>Fredericton Region value proposition, information about relevant programs and initiatives – targeted for Entrepreneurs and Business Owners.</td>
<td>I</td>
</tr>
<tr>
<td>Newcomers: Under five years (and temporary workers)</td>
<td>Integrate into and settle in the community.</td>
<td>Fredericton Region value proposition, information about relevant programs and initiatives – targeted for Recent Immigrants.</td>
<td>II</td>
</tr>
<tr>
<td>Newcomers: Greater than five years</td>
<td>Actively participate in the community.</td>
<td>Fredericton Region value proposition, information about relevant programs and initiatives – targeted for Established Immigrants.</td>
<td>II</td>
</tr>
<tr>
<td>GROUP</td>
<td>ROLE</td>
<td>MESSAGING</td>
<td>PHASE</td>
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<tr>
<td><strong>Newcomers: Interprovincial Migrants</strong></td>
<td>Provide opportunities for business and personally succeed through gainful employment and integration into the community.</td>
<td>Fredericton Region value proposition (basic, focusing on affordability and lifestyle), information about relevant programs and initiatives (e.g., Succession Connect).</td>
<td>II</td>
</tr>
<tr>
<td><strong>Newcomers: Refugees</strong></td>
<td>Integrate into and settle in the community.</td>
<td>Fredericton Region value proposition, information about relevant programs and initiatives – targeted for Refugees.</td>
<td>II</td>
</tr>
<tr>
<td><strong>Support Organizations</strong></td>
<td>Develop and execute programs and initiatives, support newcomers and the local community, advocate and lobby on behalf of newcomers and the community.</td>
<td>Transparency about activities and data from the LIPF and across the local ecosystem. Also provide them with marketing communication collaterals (e.g., the Value Proposition for Fredericton Region) to disseminate to newcomers and the community.</td>
<td>I (partial), II (full)</td>
</tr>
<tr>
<td><strong>Businesses</strong></td>
<td>Provide employment opportunities for newcomers.</td>
<td>Fredericton Region value proposition, information about relevant programs and initiatives – targeted for businesses and the community.</td>
<td>I (partial), II (full)</td>
</tr>
<tr>
<td><strong>Community-at-large</strong></td>
<td>Welcome and integrate newcomers in the community.</td>
<td>Education aimed at gaining a greater understanding of how and why we need newcomers and how they add value to our community, businesses and overall society.</td>
<td>I (partial), II (full)</td>
</tr>
</tbody>
</table>
Figure 6 summarizes **the four main distinctive differentiators for the Fredericton Region**, as highlighted by the focus groups, and as reported in secondary research. **These include a strong business support environment, a coordinated immigration support ecosystem, benefits of a smaller city, and the high quality of life.**
Several communications campaigns have taken place of the last several years, with varying degrees of success. It is recommended to review, relaunch, and augment existing campaigns, if needed, under the oversight of Ignite Fredericton’s Marketing and Communication department.

We Speak Welcome

The We Speak Welcome Campaign was initially launched by the Fredericton LIP in 2016 to demonstrate Fredericton’s hospitality and multiculturalism for Syrian refugees, but ultimately suffered a loss in momentum. Since then, stakeholders in the region have expressed a desire to re-introduce the campaign due to its past successes and resulting benefits.

The initial campaign targets newcomers within the first five months of landing with the purpose of providing them with a warm welcome to Fredericton Region. Components include a welcome video by the regional mayors, a multicultural lifestyle video (video containing snips of culturally diverse events), newcomers’ testimonials of life in the Fredericton Region (including two international students, two entrepreneurs / professionals, and two parents), the Fredericton Newcomer Guide (edited by LIP Integration Committee in PDF), and basic information videos. These materials are disseminated through Facebook, Twitter, and media posts leading to the main online landing page.

The campaign is currently underway, with a plan for revisions and re-branding. The campaign will focus on welcoming newcomers who have landed within the last five months. A key component will include a welcome video from Fredericton regional mayors, which will touch on the region’s lifestyle – multicultural and general – and other informative topics. This relaunch will also be in French and English.

Choose Fredericton

Choose Fredericton is an online hub and annual conference “helping Fredericton students survive & thrive outside the classroom.” Choose Fredericton’s strategic emphasis is on connecting / networking post-secondary students from all Fredericton Region educational institutions with local employers in a comfortable setting. It is geared towards helping students build their network so they can learn about current and future employment opportunities in the Region. This program will be offered in French and English.

Other Campaigns

In 2017, Ignite Fredericton created an English-language Newcomers Guide, a comprehensive PDF with four pages dedicated specifically to new immigrants moving to the area, as well as Newcomers Access Map, which breaks down available organizations and services based on the immigration stage (classified as pre-arrival, arrival, and settlement) and based on categories (e.g., business supports and sports and recreation). These collaterals will be offered in French and English in the future.

Fredericton Police Force

Fredericton’s Police Force has several initiatives that target immigration-related issues. The Force has a cultural diversity advisory committee. The committee consults with community stakeholders to discover issues that newcomers are facing. Based on these inputs, the Force defines policy and training to address the issues and meet the needs of the community. The Force also has a designated multicultural officer working with the Multicultural Association of Fredericton to develop educational programs for newcomers on rights, laws, and gender-based violence. Another initiative is a cultural competency training (delivered by MCAF for Police to increase offer awareness of cultural diversity) to increase awareness for immigrant-related issues and proper responses among officers. The communication plan will include information about these initiatives and how citizens can engage in them and / or support them; it will also highlight to newcomers the message of proactive action by the police to ensure their safety and security.
NEW INITIATIVES

The following initiatives are proposed to be developed and implemented during Phase I of the execution of the strategy.

Guided Bus Tours

Guided tours to showcase the Fredericton Region / NB will target all newcomer groups. The bus tours will increase newcomers’ knowledge specifically on the Fredericton Region and what they have to offer in a very tangible way. This activity will help to reinforce learning by seeing and visiting in-person service provider organizations. Benefits include increasing awareness and familiarity with important services, encouraging newcomers meeting other newcomers, and expanding community involvement. Frequency of tours will depend on the volume of interested newcomers, up to once a quarter. Current staff will plan the itineraries, obtain sponsorship, and guide the bus tours themselves. This program will be offered in French and English.

“Welcome to Fredericton Region” Virtual Town Hall Livestream

The Virtual Town Hall will be a free, monthly online broadcast to act as an introduction and engagement platform to help welcome newcomers to the Fredericton Region and New Brunswick. It will be also relevant and informative for newcomers across Canada. Topics will include available services and life in the Fredericton Region, landing status and work permit-related issues, and issues relevant for specific newcomer groups and sub-groups. This interactive modality will provide consistent, reliable information on a wide variety of topics that may help newcomers throughout the settlement process. This will also support attraction efforts as prospective immigrants can use it to make an informed decision about coming to Canada. This interactive, conversational approach provides an opportunity for newcomers to guide discussion, and receive information on a wide range of topics. English and French broadcasts will be offered.

Biannual Immigration Conference

A biannual Immigration Services and Cultural Awareness Conference will be created to be the premier place to showcase, share, and improve immigration-related topics in the Fredericton Region. Content will include:

- the immigration landscape (numbers, trends, and other relevant information);
- support services (availability, delivery methods, tracking outcomes, and other information relevant for service providers and IRCC);
- collaboration between groups and individuals;
- entrepreneurship, employment, cultural learning and workshops for newcomers; and,
- initiatives for local communities accepting newcomers.

Participants are expected to include newcomers and the local community, immigration support stakeholders, the business community, HR management teams, politicians and community support workers including teachers, civil servants, and others. Session tracks will allow participants to focus on different topic areas.

The conference will be a place where different perspectives will be heard, where the various groups are brought together in discussion and where collaborations are formed. The ultimate goal is optimizing attraction and settlement services and resulting newcomer success, and iteratively improving healthier, more inclusive communities, in urban and rural centres across the Atlantic region.

The conference is recommended to include a Post-Secondary Education, Training and Labour Population ‘Minister Forum’ to improve immigrant services across government and the local support ecosystem, and a ‘Minister Table’ with employers to discuss immigration needs and challenges.
GOVERNMENT PROGRAMS THAT SUPPORT GRANTING OF IMMIGRATION STATUS

The availability of federal and provincial programs that enable granting of immigration status through employment or other means have contributed greatly to the success of immigration into New Brunswick.

There are several challenges, however, associated with utilizing these programs. Barriers include the length and complexity of the application process, the length of wait times to gain the immigration status, and the uncertainty involved in the process. The absence of coordination between the federal and provincial government and the resulting fragmented program landscape have caused confusion and barriers to program access. In addition, these programs have not traditional been utilized to the fullest potential by local businesses, as they have been seen as paperwork intensive and slowly processed.

It is recommended to increase advocacy and lobbying efforts across the three-phased approach. During the initial review and coordination phase, a gap
analysis of the current programs will be conducted. On the basis of the findings, if needed, relevant efforts will occur during the next two phases of newcomer and community support. In Phases II and III – which involve business owners in the community – support will be given to them to help navigate the process for hiring newcomers.

Note: For additional information on federal and provincial immigration programs, quotas and targets, please review the addendum document Government Programs Targeted Towards Immigration.

**Provincial Nominee Program (PNP)**

The Provincial Nominee Program is a federal-provincial program providing provinces with an opportunity to address their regional economic development needs while also distributing and enhancing economic immigration benefits nationwide.

The New Brunswick Provincial Nominee Program (NBPNP) has five streams:

- NBPNP Skilled Workers with Employer Support Stream;
- NBPNP Express Entry Labour Market Stream (Skilled Workers);
- NBPNP Skilled Worker with Family Support;
- NBPNP Entrepreneurial Streams; and,
- Express Entry New Brunswick Labour Market Stream (established 2015, manages applications to permanent residency under the Federal Skilled Worker Program, the Federal Skilled Trades Program, and the Canadian Experience Class. Provinces that operate a provincial nominee program can recruit candidates from the Express Entry system through their PNP to meet local labour market needs).

The NBPNP Entrepreneurial Streams are relevant in Phase II, and the rest in Phase III. Some of the program streams were on hiatus for parts of 2018, but have returned to accepting applicants. At the time of writing, the Skilled Worker with Family Support Stream is still on hold. New Brunswick is the only province that still has a family support stream.

**Federal Canadian Experience Class (CEC)**

The Canadian Experience Class (CEC) Program “enables certain skilled temporary foreign workers – including many who were international student graduates with at least one year of full-time work experience after graduation – to stay in Canada permanently.”

This program is the key program to convert international students to permanent resident status, and is relevant in Phase II.

**Atlantic Immigration Pilot Program**

Implemented in 2016 as a part of the Atlantic Growth Strategy, the Atlantic Immigration Pilot Program is a partnership between the Government of Canada and the four Atlantic provinces. This program allows Atlantic employers to hire qualified candidates for jobs that they haven’t been able to fill locally. This is relevant for Phase II (international students) and Phase III. Candidates must have a job offer before application. Francophone Immigration Policy Hub and funding for local immigration programs. AIPP quotas for 2018 vary by province. In July 2018, the federal government increased the overall quota to 2,500.
One of the mandatory requirements by employers under this program is "to provide a settlement plan for each new employee. The employer applies to be the designated employer through MCAF who conducts a needs assessment and settlement plan for each candidate and family member. Although challenging, this business engagement is seen as a pivotal element to successful integration and retention." Support for this and other employer requirements would contribute to the overall local success of the program.

**Startup Visa Program**

Designated organizations are business groups that are approved to invest in or support possible start-ups through the Start-up Visa Program. Planet Hatch through Ignite Fredericton is a designated organization. There are also various self-employed and investor classes available. The federal business immigration numbers, however, are very weak for both the Start-Up Business and Self-Employed categories, and have been for a number of years. As the Province of New Brunswick states, however, "It’s important to note that while New Brunswick only had 10 federal business program economic immigrants, this is not necessarily a sign that there are no entrepreneurs, investors or self-employed immigrants moving to New Brunswick." This data, therefore, may consistently be included in other categories. This program can be further built upon with current Planet Hatch activities, and is relevant for Phase II.

**French-speaking Immigrants**

According to the Organization internationale de la Francophonie, approximately 300 million people worldwide are French-speaking, located primarily in their 61 full member states. More than 61 per cent are under the age of 30. As a bilingual province, New Brunswick stands to profit from even a small portion of this pool. The program is relevant in Phase III.

IRCC and the federal / provincial Francophone Immigration Policy Hub was to finalize its overall strategies by Autumn 2018. There are federal monies allocated for future programs: "This initiative (Francophone Immigration Policy Hub) is supported by the March 2018 announcement … which will increase investments by $40.8 million CAN over five years to support a consolidated Francophone integration pathway and coordinated Francophone immigration policies and programs. This includes actions such as the creation of the Francophone Immigration Policy Hub."

To date, the New Brunswick Francophone Immigration Plan (2014-2017) has not been updated. A number of actions were outlined in the document that may need revisiting, refining or replacement. Between 2010-15, only six per cent of PN nominees in New Brunswick spoke French. Under the expired plan, the NB forecast was to have 33 per cent of PN nominees as Francophones by 2020.

**Temporary Foreign Workers (TFW) Program**

Between 2015-2012, the number of TFWs tripled in the Atlantic region, from 3,499 TFWs to 10,913 foreign nationals. TFWs in 2012 represented only one per cent of total employment, compared to 1.9 per cent in the rest of the country. These workers help to fill labour shortages in lower paying, lower skill occupations such as fish plant and food service workers. The program is relevant in Phase III.
THE INFORMATION 
REPOSITORY / 
KNOWLEDGE BASE

MCAF currently has a repository of information due to requirements from its funding partners, but there is a need for a coordinated and centralized repository among all participating newcomer support organizations within the ecosystem. Service providers are relying on information networks and personal expertise for referral. There is also no formal and shared knowledge database for collection, analysis, and reporting of immigration-related metrics, or program/service evaluation metrics.

The proposed online, multimedia, bilingual portal will be local in nature and build on the strengths of the IRCC Help Centre. This Help Centre already provides information on the federal level; the information repository / knowledge base will provide the local component. Print versions of FAQs will also be made available in selected new immigrant languages. This will be the immigrants’ and the service providers’ “one-stop-shop” for data and information.

These coordinated immigration support efforts will improve operations by removing effort duplication, increase access, and provide information on a just-in-time basis. The newcomer will have higher levels of engagement by reviewing the material at their own pace, at a time and place that is convenient to them, at point of need, and with the extra functionality that multimedia can provide.
COMPONENTS

The information repository is recommended to have four components. Many of this information is already in place through MCAF and can be augmented as part of the city’s broader immigration strategy that will streamline activities of all organizations supporting newcomers in the city. These components ensure that service provision is client-centric, personalized, and delivered in the newcomer’s requested format, language, time, and place.

1. **Needs Assessment (client and service facing):** A common tool/approach that will be used by support staff or by newcomers themselves to assess the newcomer stage and needs, for the purpose of information provision and referrals. This assessment can be re-used in the future if the newcomer returns with additional needs (e.g., step one is immediate settlement needs, step two is entrepreneurship).

2. **Basic Information (client facing):** Information on life in Fredericton Region, basic needs such as housing and healthcare, available jobs, and/or links to external databases on these topics. Newcomer and employer portals will be included.

3. **Service Navigator (client and service facing):** This information database will help immigrants self-educate themselves on key community services, as well as provide up-to-date information for those offering referral services. A mapping of all available organizations and the services, programs, and assets they offer, categorized by the organizational focus, newcomer groups and sub-groups, and immigration stage.

4. **Metrics Database (service facing):** This section will include immigration-related metrics and data collection, analysis, and reporting. Immigrant support research and best practices for those who service newcomers will be added. Anonymized information from the needs assessments will also be included here.

USES

1. **Ecosystem Review, Audit, Refresh, and Mapping**
   a. Immigration database and data analytics will help to better understand the immigration landscape, as well as program outcomes and effectiveness, which in turn helps review and improve services.
   b. Expansion of data and practice sharing to other locations: The coordinated and improved local immigration support ecosystem can share information and best practices with other New Brunswick or Atlantic ecosystems through the repository. The scope can gradually increase to include the rest of New Brunswick, Atlantic Canada, and nationally. Example partners include other municipalities, other LIPs, and relevant non-profits.

2. **Triaging:** The needs assessment through MCAF will feed into the coordination of the ecosystem and facilitate newcomers support, either individually or through a support officer. Those looking for support organizations or programs most relevant for them (based on their group, stage of the immigration process, or specific need) will be able to quickly find the information they need, and/or the right person to approach. Others may require a more customized approach. The goal is to answer questions on the topic of immigration, help newcomers and the local community navigate existing services.

3. **Career Matchmaking:** An important component of the strategy will be an “immigrants for local business” program that includes assisting immigrants, international students, returning citizens, and other newcomers in finding appropriate employment. This will be an expanded and augmented version of the Choose Fredericton campaign. Activities will include educating newcomers and international students on possible career paths and the local business (and other employment) environment, educating employers on the possibilities in hiring immigrants, and a matchmaking employers and newcomer job seekers.
The information repository / knowledge base will be delivered in person across the various organizations and through an online platform. It is recommended to have a blended modality where a digital platform will be used in-person by community support staff, and with components also available in print.

An example of a digital concierge service was developed by the region of Northwestern Ontario; it is a multilingual website portal that provides information from pre-arrival to settlement for foreign students, family migrants, skilled workers, retirees, business owners, healthcare professionals, and francophones. It is interesting to note that “[The] site is supported by the Government of Ontario through the Ministry of Citizenship and Immigration and by the Government of Canada through Citizenship and Immigration Canada.” In this way, Fredericton Region can be an Atlantic Canada leader in immigration-related services thanks to the approachability of the local support agencies, and the agility of the city in developing immigration support services.

Note: The ‘one-stop-shop’ information repository was highlighted by all roundtable participants and interviewees as an important missing element in the local immigration support ecosystem, and a true barrier for settlement and retention of newcomers. It is recommended to perform the ecosystem review and coordination, followed by the creation of the repository, as soon as possible. However, delivery through a dynamic digital system, and / or personnel requires funding, which is proposed in the IRCC application to be submitted by Ignite Fredericton in April 2019. If funding is not secured, it is possible the digital platform would be delayed to a Phase III implementation.
SUMMARY OF RECOMMENDATIONS AND NEXT STEPS

The following section summarizes the key recommendations outlined in this document. It is recommended to carry out Phase I and Phase II in the next 24 months. It is recommended to apply for government funding, corporate sponsorship, and donations whenever possible to ensure continuous execution of the immigration strategy. In the longer term (three to five years), it is recommended to execute Phase III and repeat Phase I (review, audit, refresh, augment, coordinate, align).
**SECTION**

<table>
<thead>
<tr>
<th>The Newcomer Journey and The Vision</th>
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<tbody>
<tr>
<td><strong>Recommendations</strong></td>
</tr>
<tr>
<td>1. Coordinate and align: The local immigration support ecosystem is currently fragmented with minimal coordination of efforts, and a dated Immigration Strategy. It is recommended to align individual efforts into a cohesive support ecosystem to achieve a greater impact.</td>
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<tr>
<td>2. Follow the proposed three-phase immigration strategy:</td>
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<tr>
<td>a. Phase I: Conduct ecosystem review, audit, alignment and coordination.</td>
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<tr>
<td>b. Phase II: Operationalize pilot with two target groups, international students and entrepreneurs. This phase would include all communication activities (partial), and government advocacy (partial).</td>
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<tr>
<td>c. Phase III: Expand pilot to other immigrant groups, as well as full community engagement, marketing and communications efforts, and government advocacy.</td>
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<tr>
<th>Phase I: Ecosystem Review and Alignment</th>
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<td><strong>Internal Activities</strong></td>
</tr>
<tr>
<td>1. Identify liaisons from ecosystem organizations: To streamline the coordination efforts, it is recommended to have individual liaisons identified from each organization to participate in coordination-related discussions.</td>
</tr>
<tr>
<td>2. Audit the ecosystem (through the liaisons) and map service offerings, available data, data sources, and gaps: It is recommended to map available services, programs, and resources throughout the ecosystem based on newcomer group and immigration stage, and share the information across all organizations in the ecosystem.</td>
</tr>
<tr>
<td>3. Establish the LIPF as the overall Coordinating Body Lead: The LIPF is the logical choice for the coordination for the overall immigration strategy.</td>
</tr>
<tr>
<td>a. Augment staffing and programming as needed</td>
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<tr>
<td>i) New recommended staff: Strategic Leadership (new); Program Manager (new); Communications Manager (new); and, Coordination Manager (retitled).</td>
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<td>ii) New recommended programs: see Phases II and III.</td>
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<tr>
<td>b. Follow the five priority focus areas and activities:</td>
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<tr>
<td>i) Data management: including Attraction Success and Settlement Success / Retention; and initiative oversight through data.</td>
</tr>
<tr>
<td>ii) Promotion and pathfinding: including needs assessment and referral process; and review and refresh current campaigns.</td>
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<td>iii) Advocacy: Act as the champion on behalf of newcomers to municipal, provincial, and federal levels of government.</td>
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<tr>
<td>iv) Communication planning: Build a short- and long-term communications plan that is multi-audience, multi-lingual and multi-modal in approach.</td>
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<tr>
<td>v) Proactive attraction: Identify opportunities in selected target markets to proactively pursue newcomers for the region.</td>
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| **Phase I: Ecosystem Review and Alignment (Cont’d)** | 4. Establish the MCAF as the Settlement and Employment Services Lead: MCAF plays a vital mission critical role in newcomers’ journey through comprehensive programming and establishing communication and fostering understanding between the community, settled immigrants and newcomers.  
  a. Align all activities for Refugees and Settlement Services under the Settlement and Employment lead.  
  5. Establish Ignite Fredericton as the Economic Development/Entrepreneurship/Attraction Lead: Ignite Fredericton attracts, retains, and supports entrepreneurs, business, and economic builders in the Fredericton Region.  
  a. Move the Hive Incubator and Succession Connect program under Ignite: These economic development-oriented programs are both currently under the Fredericton Chamber of Commerce, and will have higher impact if directed by Ignite Fredericton. A review and restructure of the Succession Connect program is recommended (as briefly mentioned below, and in greater detail in an upcoming report by an external consultant).  
  b. Align all economic development and wealth creation activities under the economic development lead.  
  6. Maintain the Fredericton Chamber of Commerce as the Business and Advocacy Lead: The Fredericton Chamber is an active business organization engaged in policy development and advocacy that affects the competitiveness of its members and the Canadian business environment.  
  a. Align all business support and business advocacy activities under the Chamber. |
| **External Activities** | 1. Apply for funding for resources.  
  2. Based on the results of the mapping and gap analysis, lobby and advocate to the provincial and / or federal governments for additional programming, funding, or initiatives, if needed. |
| **Phase II: International Students and Entrepreneurs** | 1. Provide programs and initiatives to support students when settling in Fredericton, and with funding during study or post-graduation employment:  
  b. Example initiative #2 (Settlement, New) – International Student Business and Employment Accelerator – Entrepreneurship Stream program  
  c. Example initiative #3 (Settlement, Existing) – Business Immigrant Essentials (BIE) Program  
  (Cont’d) |
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| **Phase II: International Students and Entrepreneurs**<br>(Cont’d) | 2. Create marketing and communication plan and materials for student attraction, support throughout study, and post-graduation settlement.  
3. Based on needs assessment, identify new pathways for study permits, and/or immigration status granting.  
4. Create a data repository/knowledge base for international student-related metrics. Based on the data, there might be a need to establish attraction criteria.  
5. Augment existing, planned NB-led recruitment missions by including LIPF, trained pre-arrival and settlement staff representing linguistic and ethno-cultural communities along with local post-secondary staff focused on student recruitment. |
| **International Students: External Activities** | 1. Connect with the local community and businesses to find solutions for housing, banking, and other needs of incoming international students.  
2. Partner with the local community and businesses to find employment pathways for students while in school (e.g., overcoming language barriers) or post-graduation (e.g., overcoming visa issues).  
3. Conduct government advocacy and outreach for international student-related tri-level government data, as well as visa and immigration status issues, if needed.  
4. Deploy programming and assistance to international students based on the mutually-developed strategy. |
| **Entrepreneurs: Internal Activities** | 1. Programs and initiatives to support entrepreneurs with settling in the Fredericton Region:  
a. Example initiative #4 (Settlement, New) – Ladies Leadership in Business Immigration Program  
b. Example initiative #5 (Settlement, Existing) – Business Immigrant Essentials (BIE) Program  
c. Example existing initiative #6 (Settlement, Existing) – Succession Connect  
d. Example initiative #7 (Settlement, Existing) – The Hive Incubator Program  
2. Creating marketing communication plan and materials for entrepreneur attraction and support throughout the business startup phase.  
3. Based on needs assessment, identify new pathways for immigration status granting.  
4. Creating a data repository for international entrepreneurs-related metrics. Based on the data, there might be a need to establish attraction criteria. |
<p>| <strong>Entrepreneurs: External Activities</strong> | Similar to international students. |</p>
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<tr>
<td><strong>Phase II: Other Newcomer Groups</strong></td>
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<td><strong>Attraction</strong></td>
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<tr>
<td>1.</td>
<td>Develop Attraction Criteria</td>
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<td>2.</td>
<td>Develop Attraction Strategies based on the criteria:</td>
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<tr>
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<td>a. Focus on priority sectors in the Fredericton Region and across the Province.</td>
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<tr>
<td></td>
<td>i) Work in partnership with organizations working on labour and workforce development in priority sectors across the Province.</td>
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<td></td>
<td>ii) Create international/national marketing campaigns.</td>
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<tr>
<td></td>
<td>b. Conduct recruitment missions.</td>
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<td></td>
<td>c. Create a francophone-specific attraction strategy.</td>
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<td></td>
<td>d. Create a partner/spousal employment program</td>
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<tr>
<td><strong>Settlement</strong></td>
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<tr>
<td>1.</td>
<td>Create a skilled worker-specific settlement strategy:</td>
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<td>a. Increase the number of immigrants licensed in their professions.</td>
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<tr>
<td></td>
<td>b. Increase the number of immigrants working in their professions.</td>
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<tr>
<td>2.</td>
<td>Provide more resources for employers to recruit and welcome immigrant employees:</td>
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<tr>
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<td>a. Help employers understand non-Canadian work experience.</td>
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<td></td>
<td>b. Encourage employers to develop or expand mentorship, internship and on-the-job training programs for international students and skilled workers with no Canadian work experience.</td>
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<td></td>
<td>c. Provide information and/or assistance to employers considering hiring newcomers.</td>
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<tr>
<td>3.</td>
<td>Enhance easy access to information for newcomers and support organizations – ideally through the Information Repository/Knowledge Base.</td>
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<tr>
<td>4.</td>
<td>Help newcomers overcome language barriers by collaboration with and ensuring access to programs by MCAF. It is also recommended to translate all materials to French, and selected FAQs to three top languages spoken by most recent immigrants.</td>
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<tr>
<td>5.</td>
<td>Review and refresh government advocacy efforts semi-annually.</td>
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<tr>
<td>6.</td>
<td>Other activities to consider:</td>
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<tr>
<td></td>
<td>a. Ensure access to Legal Counsel specialized in immigration-related issues.</td>
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<td>b. Partner with local hotels for sponsorship paid in temporary accommodations to provide interim locations to newcomers.</td>
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<td>c. Setup an information station at the airport.</td>
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<td>d. Offer peer-to-peer mentoring from newcomers.</td>
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<td></td>
<td>e. Launch a pre-BIE accelerator program.</td>
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<tr>
<td><strong>Retention</strong></td>
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<td>Retention is seen as the measurement of settlement success. The focus for retention, therefore, is recommended to be on tracking, measurement, analysis, and reporting of data pertinent to the desired outcomes in the long-term (three years after arriving).</td>
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<tr>
<td><strong>Marketing and Communications</strong></td>
<td>It is recommended to create a communications plan that mirrors the three phases. Communications and support packages will be targeted for each stakeholder group (including newcomer groups, governments, support organizations, employers and community groups). Several communication initiatives and campaigns have taken place of the last several years, with varying degrees of success. It is recommended to review, reinitiate, and augment existing campaigns, if needed, under the oversight of Ignite Fredericton’s Marketing and Communication department. Several new initiatives are proposed, including: Guided Bus Tours; “Welcome to Fredericton Region” Virtual Town Hall Livestream; and, a Biannual Immigration Conference.</td>
</tr>
<tr>
<td><strong>Government Programs That Support Granting of Immigration Status</strong></td>
<td>It is recommended to increase advocacy and lobbying efforts in the three-phased approach. During the initial review and coordination phase, a gap analysis of the current programs will be conducted. On the basis of the findings, if needed, relevant efforts will occur during the next two phases of newcomer and community support. In Phases II and III – which involve business owners in the community – support will be given to them to help navigate the process for hiring newcomers.</td>
</tr>
<tr>
<td><strong>Information Repository / Knowledge Base</strong></td>
<td>Client facing: The project will include the development of an Information Repository / Knowledge Base for information on immigration support-related organizations, services, programs, and other resources. The online, multimedia, bilingual portal will be local in nature and build on the strengths of the IRCC Help Centre. This information database will help immigrants self-educate themselves on key community services, as well as provide up-to-date information for those offering referral services. Print versions of frequently asked questions will also be made available in selected new immigrant languages. These coordinated immigration support efforts, bolstered by transparency and a shared data repository for immigration (intake to retention data), will improve operations by removing effort duplication, increase access, and provide information on a just-in-time basis. The newcomer will have higher levels of engagement by reviewing the material at their own pace, at a time and place that is convenient to them, at point of need, and with the extra functionality that multimedia can provide. Staff facing: To share immigrant support research, data and best practices for those service newcomers.</td>
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APPENDIX I: ADDITIONAL ACTIONABLE ITEMS

Below is a summary of an extended section from the Addendum document, outlining the most relevant initiatives from other LIPs and RIFs across Canada. This information can feed into Phase I of the Immigration Strategy in mapping the ecosystem and identifying gaps that may exist. A review of these programs will serve as a launch pad for other areas that can be considered under the leadership of the LIPF and its partner lead organizations: Ignite Fredericton, the Fredericton Chamber of Commerce and MCAF.

It is recommended to review the recommended five LIPs that are of equivalent population / makeup as Fredericton Region: Niagara Falls (ON), Northwest ON, St. Thomas (ON), Lethbridge (AB), and Red Deer (AB). LIPs from the larger jurisdictions listed are also recommended reading for additional innovations. Recommended LIPs to review are marked with a ★.

<table>
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<tr>
<th>LOCATION</th>
<th>COMMENTS</th>
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<tbody>
<tr>
<td>Niagara Falls ON ★</td>
<td>Comprehensive website with links to PDF guides in 12 languages. Testimonial and videos provided.</td>
</tr>
<tr>
<td>NW Ontario</td>
<td>Website portal with access by audience – foreign student, family migrant, skilled worker, retiree, business owner, health care professional, francophone. Job search and businesses for sale flow from the site, as well as info for before / after arrival</td>
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<tr>
<th>Location</th>
<th>Comments</th>
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<tr>
<td>St. Thomas ON</td>
<td>Active LIP. Has had annual plans since 2012 (see 2017). Has six priorities - Improve the Coordination of Information between Services; Increase Awareness and Access to Appropriate Employment, Entrepreneurship and Labour Market Supports; Promote and Enhance Settlement and Integration of Newcomers; Increase Access to English Language Learning and Literacy; Promote Public Awareness of Diversity and Inclusion; Access and Analyze Data to Inform Priorities and Activities. Newcomer Information Package only in English but comprehensive.</td>
</tr>
<tr>
<td>Lethbridge AB</td>
<td>Comprehensive website has link to Google Translate function in many languages. Portal access is provided for immigrants, community volunteers, employers and service providers. LIP website also has Google Translate functionality. Has an Immigrant Advisory Table. Working groups include Employment, Newcomer Health Advisory, Language, Community and Civic Inclusion.</td>
</tr>
<tr>
<td>Red Deer AB</td>
<td>LIP has Immigrant Advisory Council. Emphasis on participation. Subcommittees include economic well-being and participation, social well-being and inclusion, cultural participation and recognition, political inclusion and participation. LIP website also has Google Translate functionality. Website is mostly for LIP and not for quick reference.</td>
</tr>
<tr>
<td>Calgary BC LIP</td>
<td>“LIP’s Data and Information Coordinator has been working with the 15 Local Immigration Partnerships (LIPs) in the Prairies and Northern Territories (PNT) region to create a performance measurement framework. Together, they have agreed on what census data each LIP will report, which is being compiled for each LIP by CLIP for 2006, as a baseline year, and for 2016. Each PNT LIP will administer two collective impact evaluation surveys during the fiscal year to assess its effectiveness as a backbone organization. In addition to these standardized data, each LIP is providing local data that is relevant to one or more of the strategic priorities in the LIP’s Action Plan. CLIP is also working with Corporate Analytics and Innovation at The City of Calgary to develop an interactive dashboard to report these results for all of the LIPs in the PNT region. The dashboard can be expanded to include other IRCC administrative regions across Canada.”</td>
</tr>
</tbody>
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The following chart provides a selection of current action items for consideration from municipal immigration programs listed in the Government Programs addendum document. These approaches can either be adopted wholesale by Fredericton Region or used as a platform for other initiatives. Recommended documents to review in entirety are marked with a ★. Note that some municipalities nest their immigration strategies under a population strategy, an economic growth strategy, or a LIP strategy.
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<th>LOCATION</th>
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<th>INITIATIVE</th>
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| Moncton  | Local Businesses / Immigrant Entrepreneurs    | Align immigrant investors with local investment needs / more strategic use of immigration as a source of foreign direct investment  
Integrate professional immigrants into local business networks  |
|          | Potential Immigrants                          | Build a one-stop-shop Web portal to promote immigrating into Greater Moncton  
Use existing immigrants as ambassadors to promote Greater Moncton  
Continue to focus on attracting French speaking immigrants                                          |
|          | Temporary Residents                           | Expand use of post-secondary education system as conduit for immigration  |
|          | New Immigrants                                | Promote Greater Moncton to new Canadians elsewhere across the country  |
|          | Community                                     | Expand public awareness of the role of immigration and the need to be a welcoming community. Municipal governments lead by example – integrating immigrants and immigrant-friendly public services  
Encourage local immigrant networks and cross-pollination among the networks |
|          | Local Businesses                              | Promote the Atlantic Immigration Pilot Program (AIPP) to local businesses  
Develop onboarding toolkit for employers that hire newcomers that includes recommendations, leading practices, and service providers  
Expand internship and co-op program placements to provide professional experience for high school students and post-secondary students to gain work experience. The City will lead by example and increase the amount of co-op students placed in City departments |
| Saint John | Local Businesses / Potential Immigrants        | Conduct recruitment missions to attract talent to Saint John based on local labour market demands  |
|          | Potential Immigrants                          | Deploy a marketing strategy targeting expatriates, commuters, and residents of Cities with high costs of living and housing, and encourage them to move to Saint John  |
|          | Temporary / New Residents                     | Form a Language Task Force: Focus on ensuring that new immigrants have enough language comprehension to pursue their educational and career aspirations in Saint John, and that our community can meet the language needs of our growing immigrant population  |
|          | Community                                     | Regularly communicate newcomer success stories to the public  
Has a Population Growth Framework that includes three pillars:  
“attracting people to Saint John; enhancing the newcomer experience; and, retaining our population in Saint John.” It is broader than just an immigration plan. |
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<th>Initiative</th>
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| Hamilton, London, Niagara Region, Windsor, and Waterloo Region including Guelph Ontario | Immigrant Entrepreneurs | - There is a need for slower-paced self-employment programs as well as more intensive programs. There are many one-time seminars and workshops, but very few programs that offer more intensive training in a classroom setting with opportunities to develop peer networks and receive ongoing guidance and feedback. Some programs have eligibility requirements that exclude most immigrants. Local Best practices: WRAP course (Kitchener) and BizPlan at Welcome Inn (Hamilton).  
- Ideas to overcome the financing barrier include individualized guidance for navigating financing options, expanded microloan programs, and expansion of the Community Future  
- Development Corporations model to urban centres. Local best practices: FirstOntario Credit Union Micro credit initiative (Hamilton) and Goodwill Industries Microloan Project (London).  
- Supports for existing business, including immigrant-specific professional networks. Businesses may need supports after becoming established, either to address new challenges or to expand. Local best practice: Supports for Spanish-speakers in London, Ontario.  
- Service providers in different jurisdictions explore the possibility of offering regional events in different languages to attract larger audiences  
- Employment service providers become educated about the benefits and viability of self-employment as an option for clients  
- Municipalities explore the idea of a tax holiday for businesses in their first year of operation |
| Immigrants | | - Expand connections between inter-ethnic communities to share the same immigrant stories and exchange tips and ideas to making life in Canada more accommodating |
All hyperlinks within have been validated as of the date of this research report.


15 Note: this is line with the other LIPs across the country, the majority of whom are contracted to the Municipal or regional government or to the local Immigrant serving agency (or a similar non-profit). Reference: Pathways to Prosperity, “The Accomplishments of the Local Immigration Partnerships — 2018,” Presented at P2P Preconference of Local Immigration Partnerships, November 21, 2018, http://p2pcanada.ca/wp-content/blogs.dir/1/files/2018/11/LIPs-Achievements-2018-P2P-Conference.pdf


STILETTO