

# NEW BEGINNINGS

A Population Growth Strategy for New Brunswick

————— 2019-2024 —————





# TABLE OF CONTENTS

Minister's Message	3
Executive Summary	4
Strengthening Our Workforce by Investing in People	5
Why New Brunswick Needs a Population Growth Strategy	6
Growth Through Immigration	8
New Brunswick's Current Population Growth Context	9
Guiding Themes: Stakeholder Consultations	12
A Call to Action	13
Commitment to Action	17
Conclusion	17
Appendix A	18



*It is about helping these newcomers as they seek better lives and opportunities for themselves and their families.*

## MINISTER'S MESSAGE

As Minister of Post-Secondary Education, Training and Labour / responsible for immigration and population growth, I am pleased to present *New Beginnings: A Population Growth Strategy for New Brunswick 2019-2024*, along with the accompanying action plan.

This strategy builds on months of hard work undertaken by the department to address the province's population growth, and the need for increased immigration to address labour market challenges. It supports the regional Atlantic Growth Strategy in helping develop the province's skilled workforce, as well as the New Brunswick Multicultural Council's New Conversations Post-Tour Report, which was compiled using input directly from New Brunswick communities.

In the next 10 years, about 120,000 jobs will become available in our province, resulting in more jobs than people who can fill them. New Brunswick must attract people to our province to fill those jobs, many of whom will be newcomers. That is why immigration plays an important role in this strategy. The attraction and retention of new Canadians is crucial to helping us grow our population and meet the needs of New Brunswick employers. It also presents an opportunity for us to grow our economy and further build our communities – on this point we cannot fail!

While population growth is important, this strategy is about more than just that. It is about bringing New Brunswickers back home to be closer to friends and family. It is about welcoming newcomers to our province and learning about new customs and cultures. And it is about helping these newcomers as they seek better lives and opportunities for themselves and their families.

Through the strategy's four comprehensive objectives and a targeted set of initiatives and actions, we will bring New Brunswickers back home – including Aboriginal New Brunswickers – and we will attract, welcome, and retain new Canadians.

The success of this strategy will largely depend on our collaboration with key partners, communities and all New Brunswickers. This success begins at the grassroots level. Our government is committed to ensuring newcomers have the opportunity to achieve their dreams right here in New Brunswick. Once it becomes obvious that the rest of the world is coming to New Brunswick because it is a dynamic and exciting place to be, it will go a long way to retaining our province's current young people. My colleagues and I are here to listen and support initiatives for growth in our province to help make this happen.

Our greatest strength is our people. New Brunswickers are some of the most hard-working, generous and welcoming people I know. I am confident that together, we will continue to grow our province and build prosperous, welcoming and diverse communities across New Brunswick.

**Hon. Trevor Holder**

Minister of Post-Secondary Education, Training and Labour



# EXECUTIVE SUMMARY

*New Beginnings: A Population Growth Strategy for New Brunswick 2019-2024* and the accompanying action plan build on past successes and recent initiatives, such as the regional *Atlantic Growth Strategy* and *New Conversations Post-Tour Report*, to enhance New Brunswick's ability to develop, deploy and retain a skilled workforce to meet the province's labour market needs.

This strategy focuses on three targets over the next five years and beyond. These include:

- Targeting a steady increase to the number of immigrants coming to the province every year. Specifically, the Department of Post-Secondary Education, Training and Labour (the department) will work to grow the New Brunswick population by increasing the economic immigration target over time, welcoming up to 7,500 newcomers annually by 2024. This will bring New Brunswick's annual immigration intake to about one per cent of the provincial population;
- Support the retention of newcomers to New Brunswick, reaching 85 per cent retention by 2024<sup>1</sup>. This will enhance the success of increasing the population by encouraging more people to settle, stay in and contribute to New Brunswick communities; and
- As introduced in the *New Brunswick Francophone Immigration Action Plan 2014-2017*, the department will continue to target a two per cent annual increase in its French-speaking nominations, to reach 33 per cent by 2024.

To achieve these targets, the strategy outlines four objectives, along with their subsequent initiatives and actions:

1. Attract a skilled workforce that aligns with our labour market needs;
2. Recruit entrepreneurs that encourage sustainable economic growth;
3. Create an environment where newcomers and their families can settle and succeed; and
4. Engage communities to foster a more diverse and welcoming province.

The specific actions being undertaken to realize these objectives are found within the strategy's accompanying action plan.

The Department of Post-Secondary Education, Training and Labour will lead the implementation of this strategy; however, to achieve its objectives, there needs to be a collective effort from the federal government, other provincial government departments, partners and stakeholders. Accordingly, this new strategy will require government-wide support to be successful.

***Work is already underway to meet the targets of this new strategy.***

<sup>1</sup> As reported in 2019, New Brunswick's retention was 70 per cent based on a one-year retention rate among principal applicant provincial nominees from the 2017 landing cohort of immigrants. This base retention rate may change as additional work is undertaken with the New Brunswick Institute for Research, Data, and Training (NB-IRDT).

# STRENGTHENING OUR WORKFORCE BY INVESTING IN PEOPLE

The department is continuing to address New Brunswick's population growth challenges and implement efforts that will strengthen our workforce. By building on past successes and recent progress, we can make New Brunswick a place where people of all ages can build happy and fulfilled lives, families can thrive and newcomers can prosper. Our greatest strength is our people. We must focus on New Brunswickers, our families, our workforce and our communities to build a successful, multicultural and thriving New Brunswick for all.

*"We feel so blessed and happier than we ever imagined we could be!"*

*- Bogdan Goncharov, Account Executive,  
Xerox Digital Sales, Saint John, NB*

The potential of all New Brunswickers, including women, persons living with disabilities, youth and Aboriginal New Brunswickers must be utilized. By keeping New Brunswickers in the province, bringing back expatriate New Brunswickers, including Aboriginal New Brunswickers, and attracting immigrants, we will be able to grow our population, support our workforce needs and foster a strong demographic foundation. In turn this will grow our provincial economy, create new employment opportunities, attract investment and contribute to a higher standard of living for all New Brunswickers.

As New Brunswick businesses and industries are able to recruit and retain talent, they will continue to invest and grow. The recruitment and retention of immigrants is a fundamental driver of population and economic growth in our province. Restarting our private sector economy will give many New Brunswick families who have left the province a chance to return. We need

to bring immigrants to New Brunswick to build our economy and our communities. When managed properly, immigration creates jobs.

Already, the department has built a strong foundation for the attraction, settlement and retention of newcomers in New Brunswick. Through the previous *New Brunswick Population Growth Strategy 2014-2017* and other strategic initiatives the department has increased its promotional activities both domestically and abroad; enhanced settlement supports for entrepreneurs and skilled workers; encouraged diverse and welcoming communities; fostered greater collaboration with key partners, including the federal government; and increased the number of immigrants coming to the province every year from 625 to 2,291. As the only officially bilingual province in Canada, the department has also focused on meeting our francophone immigration targets to maintain New Brunswick's unique linguistic balance.

Today, countries and provinces must attract businesses based on the availability of skilled and flexible workers. New Brunswick is not the only jurisdiction looking to grow its population and workforce. The global competition for people and talent has broadened and will continue to increase, making it more challenging to compete with emerging economies. The department will embrace the increasingly global nature of the economy and seek to attract our share of global talent, people and new ideas. By linking New Brunswickers, expatriate New Brunswickers, other Canadians and skilled immigrants to jobs throughout the province, we can foster the talent needed to strengthen our workforce.

It is now time to expand on our previous efforts to ensure we continue to recruit and retain newcomers who will contribute to the economic, social and cultural prosperity of New Brunswick. Through the initiatives outlined in this strategy, the department will work to grow our population through targeted immigration increases with a specific focus on attracting skilled workers, recruiting entrepreneurs, supporting newcomer settlement and integration, and fostering more diverse and welcoming communities. Achieving this growth and retaining New Brunswickers is a joint effort that requires a chain of service between provincial government departments, the federal government, local governments, immigrant serving agencies and other community stakeholders.

## NEW BRUNSWICK ANNUAL TOTAL POPULATION



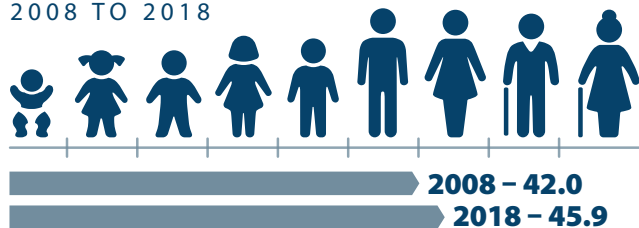


## WHY NEW BRUNSWICK NEEDS A POPULATION GROWTH STRATEGY

We must work to reverse our population decline as New Brunswick will continue to face demographic challenges in the foreseeable future. In 2018, New Brunswick had one of the smallest and oldest populations in Canada. Between 2013 and 2018, New Brunswick ranked second to last among the provinces and territories in terms of population growth (+1.6%). Significant interprovincial migration loss, particularly among youth, combined with low birth rates are restricting the province's ability to grow the population. Additionally, the aging population is creating an unprecedented demographic shift that will continue to impact the New Brunswick economy and workforce.

A decline in the working age population is a growing concern for the province. Over the next several years, a large number of retirements are expected as the baby boom generation exits the workforce. This includes business owners looking to retire and sell their businesses. New Brunswick's current working age population is unable to fill these opportunities.

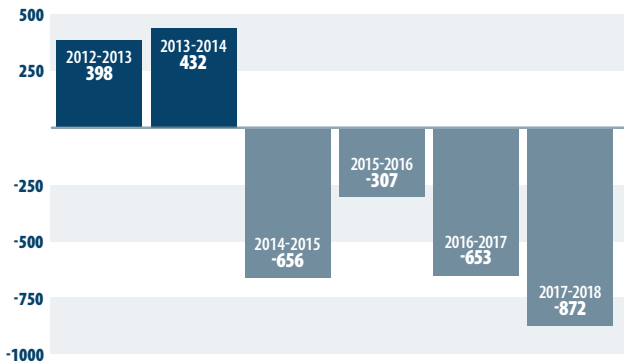
### MEDIAN AGE OF NEW BRUNSWICKERS 2008 TO 2018



Contributing to this is the decline in natural population growth, which has been steadily decreasing. In 2015, for the first time on record, deaths began surpassing births in New Brunswick. It is estimated that deaths will outnumber births by as many as 2,000 by 2027<sup>2</sup>. New Brunswick is not the only jurisdiction in Canada that is facing this natural population decline, with all Atlantic provinces now experiencing the same trend. International migration is a key strategy to lessen the impact of this decline.

<sup>2</sup> Statistics Canada. Table 051-0004 Components of population growth, Canada, provinces and territories, annual (persons). CANSIM (database). (accessed: October 14, 2016). The annual period covers July 1st of the previous year to June 30th of the year shown.

## NATURAL POPULATION GROWTH (BIRTHS VERSUS DEATHS)



Youth (aged 15-24) outmigration continues to affect New Brunswick communities, with the number of youth in the province declining. The New Brunswick youth population decreased from 99,691 in 2003 to 83,948 in 2018. During this time, interprovincial migration remained a key factor in the declining youth population across the province. If this trend of youth outmigration continues, combined with our rapidly aging population, there will be a profound impact on our economy, tax base and social support programs.

## MIGRATION FROM NEW BRUNSWICK



While the youth population has been declining, New Brunswick's senior population has been steadily increasing. Between 2003 and 2018 the province has seen its population 65 years and over increase by 57 per cent (+57,900 individuals). Since interprovincial and international migration of seniors is low, it is likely that the increase in the senior population is a result of New Brunswick's population continuing to age. The senior age group is diverse with varying needs, adding pressure to New Brunswick's social support system as they transition through the later stages of life.

New Brunswick's demographics play a significant role in determining the labour force structure within the province. As the population continues to age, the labour force growth rate in the province has declined. This has had significant impacts on industries throughout New Brunswick. In the 1980s, the province's labour force growth rate was similar to Canada's overall rate, however, since the 1990s, it has been significantly lower than the national average<sup>3</sup>. The other Atlantic provinces have faced similar declines in labour force growth rates relative to Canada, with the entire region facing some unique challenges compared to many other parts of the country.

In 2018, there were approximately 499,000 typical working-age (aged 15-64) individuals in New Brunswick, almost 2,000 fewer than in 2017 and nearly 15,000 fewer than in 2013<sup>4</sup>. From 2018 to 2027, New Brunswick is forecast to have approximately 120,000 job openings across the province. Approximately 13,000 of these openings will require workers from outside the province, as not all of these jobs can be filled by local labour<sup>5</sup>. Furthermore, if the anticipated existing labour supply in New Brunswick does not fill job openings to the extent the forecast predicts, it's possible that even more immigrants and workers from the rest of Canada will be required to meet the demand for labour.

## TOTAL AND FORECASTED RATIO OF SENIORS TO TYPICAL WORKING AGE RESIDENTS



Aboriginal New Brunswickers have the potential to fill worker shortages as they have a young and growing population base in New Brunswick. There are 29,380 New Brunswickers who identify as Aboriginal (16,246 are registered band members). According to Statistics Canada, the average age of the Aboriginal population living in the province is 36 years, compared to 43 for non-Aboriginal New Brunswickers. Furthermore, Aboriginal children aged 14 and under represent 23 per cent of the total Aboriginal population, much greater than 15 per cent for New Brunswick as a whole. It is crucial that this population is engaged, aware and confident in building the necessary skills to pursue a fulfilling career in our province.

New Brunswick's ability to support economic and social services will be an ongoing challenge if the number of retirees compared to workers continues to grow. Between 2008 and 2018 the number of working age individuals for each senior decreased from 4.6 to 3.1; it is expected that this ratio will further decline to 2.3 by 2027. This will have a significant impact on the province's ability to fund economic and social services. In the short and long term, to meet the needs of supporting an aging population with a shrinking tax base, New Brunswick needs to encourage movement into the province to improve our population outlook.

3 Statistics Canada CANSIM Table 282-0002

4 Statistics Canada's Population Estimates, CANSIM Table 051-0001

5 Stokes Economics, New Brunswick Forecast (Customized for the Department of Post-Secondary Education, Training and Labour)

# GROWTH THROUGH IMMIGRATION

The province has been actively addressing its demographic challenges. As these challenges increase, it is imperative that the province continue to implement proactive population growth efforts that meet the labour market needs of the New Brunswick economy; alleviate outmigration pressures, particularly in rural areas; and foster diverse and welcoming communities throughout the province.

In 2014, the government adopted its second population growth strategy, the *New Brunswick Population Growth Strategy 2014-2017* and the accompanying *Francoophone Immigration Action Plan 2014-2017*. This strategy included action items aimed at growing New Brunswick's population through targeted immigration, settlement, multiculturalism, francophone immigration, entrepreneurship and retention activities. This new strategy builds directly off these past successes, achievements and actions.

Over the life of the 2014-2017 strategy, New Brunswick saw historic growth in the number of immigrants coming to the province, with record growth years since 2016. Net international migration will continue to be the main driver of this population growth, fueled by the New Brunswick Provincial Nominee Program and the Atlantic Immigration Pilot. Within this programming, New Brunswick's immigration allocations have almost tripled over the last four years. The province's targets have increased from 625 in 2014 to 2,100 in 2019. This means that a historic number of immigrant applicants and their families are now coming to live and work in New Brunswick. We need to build on this momentum and focus on continued population growth and the increased migration of newcomers who meet the targeted economic and labour market needs of the province.

New and enhanced collaboration with a range of partners, including the other Atlantic provinces, will be essential to growing New Brunswick's population and economy over the next five years.

## ANNUAL PERMANENT RESIDENTS AND THEIR FAMILY MEMBERS 2011 TO 2018



YEAR	LANDINGS	YEAR	LANDINGS
<b>2011</b>	1971	<b>2015</b>	2578
<b>2012</b>	2217	<b>2016</b>	4675
<b>2013</b>	2022	<b>2017</b>	3648
<b>2014</b>	2847	<b>2018</b>	4607

*“People would love to come work in New Brunswick and they have lots of skills to bring here. They come with great experiences and training and are potentially great new employees for your organization.”*

*- Susan Wilson, Director, Immigration, J.D. Irving, Limited, Saint John, NB*





# NEW BRUNSWICK'S CURRENT POPULATION GROWTH CONTEXT

## PARTNERING WITH THE FEDERAL GOVERNMENT

As immigration and the settlement of newcomers is a shared responsibility between the federal and provincial governments, cooperation with the federal government remains essential to the success of New Brunswick's immigration efforts. Federal immigration policy directly affects the province's ability to attract and retain newcomers. While federal immigration programs include both economic and humanitarian categories, provincial immigration focuses solely on economic immigrants: those selected for their skills and ability to contribute to Canada's and New Brunswick's economy. The selection and resettlement of refugees remains the jurisdiction of the federal government. However, the provincial government has supported the integration of refugees, as demonstrated by the success of the Syrian refugee influx in 2015 and 2016 when more than 1,500 Syrians were welcomed to the province. According to the province's Resettlement Assistance Program (RAP) organizations, the efforts to support Syrian refugees have resulted in high retention rates of people from these communities.

Provincial immigration programs are designed jointly with the federal government, while immigrant selection and application processes are administered at the provincial level. These provincial immigration programs are the only immigration pathways within the province's control, although New Brunswick does welcome some newcomers through federal immigration programs. For more information on federal and provincial immigration programs and the differences between them, see Appendix A.

Great strides have been made regarding collaboration between the federal and provincial governments on immigration matters, including increased partnership with the Atlantic Canada Opportunities Agency (ACOA). ACOA and the department are working together to implement various initiatives to support the attraction, integration and retention of newcomers in New Brunswick, including actions focused on the retention of international students and the improvement of employers' human resources capacity.

Immigration has increased across the country over the last five years, from 261,000 in 2014 to 330,800 in 2019. Over the same period, the department has introduced new immigration programming in the province, including the Atlantic Immigration Pilot, which has successfully contributed to increased immigration in the province. The province has been working to secure its fair share of this immigration increase to Canada to meet our employers' labour needs and grow our population. The department will continue to advocate for increased immigration to the province, through both the Provincial Nominee Program and Atlantic Immigration Pilot, to meet the targets and objectives of this strategy.



## THE ATLANTIC IMMIGRATION PILOT

In July 2016, the federal government partnered with the four Atlantic provinces to announce the *Atlantic Growth Strategy*, aimed at stimulating economic development and increasing job opportunities in the region. A cornerstone of the plan is the three-year Atlantic Immigration Pilot, designed to address the unique labour market challenges in the Atlantic provinces.

In particular, the pilot engages employers directly to fill their specific labour needs, including requiring them to assist in the community integration of their workers. Compared to other immigration programs, the federal government has committed to increased speed and flexibility within the pilot, meaning applications for immigration to Canada are expected to be simplified with faster processing. New Brunswick has experienced several successes to date, including increased immigration to the province, a renewed focus on newcomer settlement and retention, enhanced public engagement efforts and greater collaboration with key partners.

The pilot has been extended to 2021 and the department is optimistic that the successes and momentum created will continue throughout the life of this strategy. In particular, various elements of the pilot have been integrated in to the immigration operations of the department and will be incorporated into the actions under this strategy.

Moving forward, it will be important for New Brunswick to remain in a position that will allow us to further attract and retain the newcomers needed to meet our population growth, economic and labour market needs. To this end, the department needs to maintain an open dialogue with the Department of Immigration, Refugees, and Citizenship Canada (IRCC) on ways to improve and increase immigration to New Brunswick, including a continued focus on maximizing allocations through all available immigration pathways, such as the Atlantic Immigration Pilot and the New Brunswick Provincial Nominee Program.



## LONG-TERM INTEGRATION COMMITTEE

It is important to increase collaboration on immigration matters across government to provide a more cohesive and collaborative approach to support newcomers within our communities.

This work is currently supported by the Long-Term Integration Committee, which evolved out of the arrival of Syrian refugee families in New Brunswick. This committee focuses on various aspects of newcomer integration, including pre-employment training, employment, education, health and mental wellness, government services and public safety for newcomers. This committee brings together key stakeholders from provincial government departments, municipalities and immigrant serving agencies. It is chaired by the department and the New Brunswick Multicultural Council, a not-for-profit umbrella organization that is committed to supporting immigrant-serving agencies, and multicultural and ethno-cultural associations throughout the province.

Although this committee was originally established in response to the Syrian refugee initiative, it has become vital to the success of the province's overall settlement and integration goals and now assists all newcomers to New Brunswick. The committee's objectives emphasize the use of a diversity and inclusion approach to examine and adjust government policies, programs and services to better meet the needs of those settling in New Brunswick, while improving integration and retention outcomes more broadly. This work has informed the objectives, initiatives and actions found within this strategy and action plan, particularly those related to settlement, integration and diversity.

To date, the cooperation among the members of the committee on newcomer settlement and integration issues has made much

progress. To create a more welcoming, diverse and integrated New Brunswick, we must build on this momentum and on the efforts made by this committee to continuously increase collaboration and cooperation across government and within our communities.

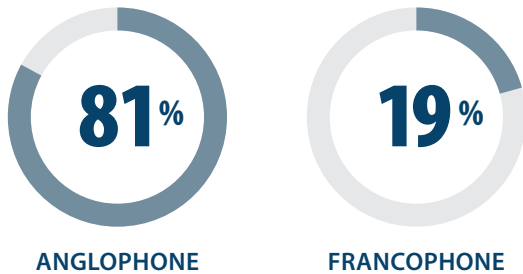
To emphasize the importance of immigration and the work being undertaken by the committee, the Government of New Brunswick has partnered with the New Brunswick Multicultural Council and the New Brunswick Business Council to launch NouLab's New Brunswick Economic Immigration Lab.

## FRANCOPHONE IMMIGRATION

The previous *New Brunswick Population Growth Strategy 2014-2017*, included an accompanying *Francophone Immigration Action Plan 2014-2017*, with the goal of attracting and retaining more French-speaking newcomers to New Brunswick. The objectives and targets of this action plan remain an integral component of this new strategy.

Since the launch of the previous action plan, francophone immigration to the province has increased. In 2018, the department reached 31 per cent French-speaking newcomers through the Provincial Nominee Program, and 19 per cent across all provincial programs. Much of this success is a result of the work undertaken by the department over recent years to specifically target francophone immigration to the province. The department has participated in international francophone immigration recruitment missions, expanded francophone settlement services and led francophone immigration initiatives at federal/provincial/territorial tables, hosting the first-ever pan-Canadian Forum on Francophone Immigration in 2017.

## OFFICIAL LANGUAGES BREAKDOWN OF PERMANENT RESIDENTS THROUGH ALL PROVINCIAL IMMIGRATION PROGRAMS IN 2018



The province continues to improve its francophone immigration numbers. With recent increases to provincial immigration, New Brunswick now needs a greater number of French-speaking immigrants to meet its francophone immigration targets. Therefore, the government will continue to promote and recruit francophone immigration to meet these targets, particularly as there is heightened competition for French-speaking immigrants across Canada.

The initiatives outlined in the previous action plan have now become an integral component of the department's goals and have been entrenched within all immigration operations. As such, francophone immigration actions will be incorporated throughout the objectives and initiatives of this new strategy. Specifically, the objectives and actions of this strategy pertain to both English and French communities, ensuring all services, institutions and programs are engaging with and benefiting from immigration. This will allow the strategy to support the department's continued goal of maintaining New Brunswick's unique linguistic balance.

What's more, to support francophone immigration to New Brunswick, the province administers the *Canada-New Brunswick Immigration Agreement*, which includes the first-ever French-speaking immigrant annex in Canada, directed at increasing the number of French-speaking immigrants destined for New Brunswick.

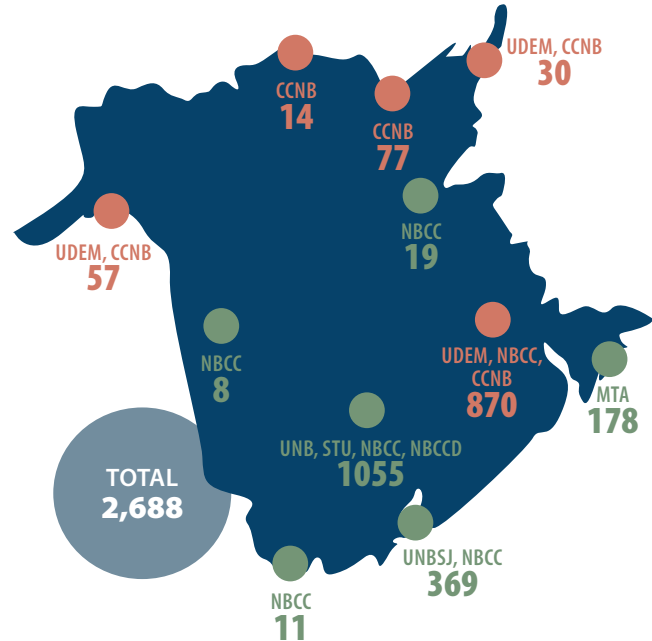
### INTERNATIONAL STUDENTS

With the increased competition for skilled labour, the potential to transition international students into permanent residents in New Brunswick is a significant opportunity. International students are particularly desirable candidates for permanent residency because of their Canadian credentials, proficiency in one or both official languages, entrepreneurial skills and familiarity with Canadian culture. These factors facilitate integration into the community and labour market and in turn lead to both population and economic growth, as well as job creation.

To leverage this growth opportunity, it is imperative that New Brunswick invest in initiatives that will significantly enhance the capacity to attract, integrate and retain international students. A large majority of international students graduating from post-secondary institutions in Atlantic Canada state that they would like the opportunity to remain in their current province

or become Canadian citizens. New Brunswick needs to better provide these students with the tools required to stay and be successful in the province. By attracting and retaining more international students, the province can also help to grow our francophone community.

### INTERNATIONAL STUDENTS ENROLLED IN NEW BRUNSWICK POST- SECONDARY INSTITUTIONS (2017)



### FOREIGN CREDENTIAL RECOGNITION

The Foreign Credential Recognition (FCR) process is a barrier that some newcomers to the province will face, particularly spouses of principal applicants, refugees and individuals arriving through federal immigration programs who wish to work in regulated occupations. When selecting individuals to be nominated for permanent residency in New Brunswick, the department makes distinct efforts to choose individuals who do not have credentialing issues and are ready to come and work in the province. However, spouses and other family members may continue to experience these issues as they look for work in the province.

Several organizations and associations are involved in the assessment and recognition of foreign credentials, occupational certifications and work experience, making the process complex and sometimes lengthy. These challenges are not unique to New Brunswick and are an ongoing area of focus for all provinces, territories and the federal government.



## GUIDING THEMES: STAKEHOLDER CONSULTATIONS

Several guiding themes for this *Population Growth Strategy* emerged during the department's four-week targeted stakeholder consultations. These consultations gathered feedback on ideas, innovations and opportunities for population growth in the province, taking New Brunswick's current demographic realities into consideration. During these consultations, the department focused on growing New Brunswick's population, creating welcoming communities and filling our labour market needs while maintaining the unique linguistic balance of the province. More than 100 targeted stakeholders were contacted to participate.

The department received over 40 written submissions from our stakeholders in response to the discussion paper *New Brunswick Population Growth Strategy*. The department also engaged stakeholders face-to-face by reaching out to municipalities, immigrant-serving agencies, government partners and others to ensure the strategy reflects the needs of our communities. Throughout the consultation process, key Aboriginal and francophone stakeholders were consulted on the various themes within the discussion paper. The recommendations received during this consultation process form the basis of this strategy.

The guiding themes outlined below will be implemented with consideration for rural and urban communities, as well as both French and English communities to support our unique linguistic balance.

Many of the stakeholders who provided feedback clearly expressed that successfully growing New Brunswick's population over the next five years requires a multifaceted approach focused on the following overarching themes:

### RETENTION

Collaborate with community partners and other government departments to retain individuals in New Brunswick communities, particularly newcomers to the province. Three primary factors of retention include: supporting newcomers' attachment to the labour market, proficiency in one or both official languages, and developing welcoming communities that will better integrate newcomers.

### DIVERSITY

Enhance services and policies that support diversity across government departments and in all New Brunswick workplaces.

### PARTNERSHIPS

Cooperate, collaborate and engage with key partners including federal and provincial government departments, to promote population growth and welcoming communities that encourage more newcomers to settle and inspire New Brunswickers to stay in the province. Furthermore, the department will collaborate with employers and business owners throughout the province to leverage immigration to meet their workforce and succession planning needs.

### BRANDING

Effectively promote New Brunswick to potential newcomers during provincial recruitment missions by supporting the marketing of a cohesive and attractive brand, both domestically and internationally.


### TECHNOLOGY

Leverage and facilitate the immigration processes through the use of technology. This is integral to the success of population growth and immigration to the province, as the use of technology will improve our efforts around recruitment, settlement and integration, communications and service delivery.

### ACCOUNTABILITY

Focus on program integrity and measurable outcomes to remain accountable on the achievements and progress of immigration programming and this strategy.

These themes will be paramount throughout the implementation and achievement of the objectives below. They will also be imbedded throughout the actions in the accompanying action plan.



*“Not only is there the business side to hiring skilled immigrants but there’s also a very human aspect to these people arriving to work for us here in Edmundston . . . A few years ago, the English school in Edmundston was suffering and had really low enrolment numbers then the children of the truck drivers we had working for us created a new wave of students to help populate the school.”*

*-Jérôme Bossé, General Manager, Rossignol Transport Ltd., Edmundston, NB*

## A CALL TO ACTION

The objectives and initiatives within this *Population Growth Strategy* are focused on fostering conditions for a growing and diverse population, and to support the social, economic and cultural needs of the people living in New Brunswick.

### STRATEGIC VISION

The department will continue to focus its efforts to grow the population by encouraging New Brunswickers (particularly youth) to remain in the province, domestic recruitment, secondary migration (immigrants’ subsequent relocation after reaching their initial destination), immigration, and welcoming communities (including Aboriginal communities).

### STRATEGY TARGETS

By implementing the actions contained within this strategy and the accompanying action plan, the government will target a steady increase to the number of immigrants coming to the province every year. More specifically, the department will work to grow the New Brunswick population by increasing the economic immigration target over time, welcoming up to 7,500 newcomers annually by 2024<sup>6</sup>. This will bring New Brunswick’s annual immigration intake to about one per cent of the provincial population. This target includes all federal and provincial landings. This will help to ease our demographic challenges and meet the labour market needs of New Brunswick employers.

To achieve this target, the department must collaborate with the federal government as they direct how many immigrants New Brunswick can welcome through provincial immigration programs each year. Therefore, the department will continue to advocate for increased immigration as it is a primary source of growth for the province moving forward. Continued growth is dependent on negotiations with the federal government and demonstrated labour market needs. As part of this plan for increased immigration to New Brunswick, the department will place an emphasis on linking more newcomers to job opportunities in the province, including international students and francophones.

To ensure the successful increase of both immigration numbers and our population over the next five years, the department will also refocus its efforts on the retention of immigrants coming to New Brunswick. The department will target 85 per cent retention of newcomers by 2024 to align with the national retention average. The department will work with key partners to reach this target, particularly by engaging employers to support the attachment of skilled newcomers to the provincial labour market and creating more diverse and welcoming communities. The retention of newcomers and New Brunswickers is a joint effort that requires cooperation from multiple government departments, local governments, immigrant-serving agencies and other community stakeholders.

In addition to these targets, the department will continue to work towards the francophone immigration targets originally established in the *New Brunswick Francophone Immigration*

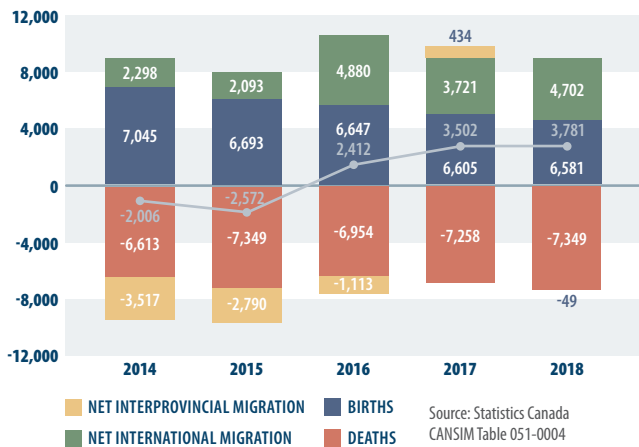
6 This number includes principal applicants and their families.

*Action Plan 2014-2017.* In 2018, the department reached 31 per cent French-speaking newcomers through the Provincial Nominee Program, and 19 per cent across all provincial programs. The department will continue to target a two per cent annual increase in French-speaking nominations to reach 33 per cent by 2024. Following the achievement of this target, the department will implement efforts to maintain this level of francophone immigration to New Brunswick on an ongoing basis.

With recent increases to provincial immigration, New Brunswick now needs a greater proportion of immigrants and enhanced retention of newcomers to meet the targets outlined in this strategy.

The table below shows the demographic components currently impacting the province. By achieving these targets, New Brunswick will aim to decrease the effects of declining natural growth and outmigration.

## COMPONENTS OF POPULATION CHANGE IN NEW BRUNSWICK



## STRATEGY OBJECTIVES

Based on the stakeholder consultations, the department will aim to achieve the following to grow New Brunswick's population over the next five years:

- **Attract** a skilled workforce that aligns with our labour market needs;
- **Recruit** entrepreneurs that encourage sustainable economic growth;
- **Create** an environment where newcomers and their families can settle and succeed; and
- **Engage** communities to foster a more diverse and welcoming province.

This provides an inclusive, goal-oriented structure for the department's ongoing immigration activities focused on supporting the attachment of newcomers to the New Brunswick labour market, francophone immigration, international students and entrepreneurship.

These population growth objectives will support both official language communities as well as the aims outlined by the *Atlantic Growth Strategy*, and will be achieved by implementing actions under the initiatives below.

*“When I first started, I was assigned two mentors to help me understand different areas of the business and everyone I worked with was ready to support and help me in any way they could. The IT division promotes diversity and inclusion which instinctively led to a greater sense of belonging and career fulfilment.”*

*- Christine Eruokwu, Information Technology Division, JD Irving, Saint John, NB*

### ATTRACT a skilled workforce that aligns with our labour market needs

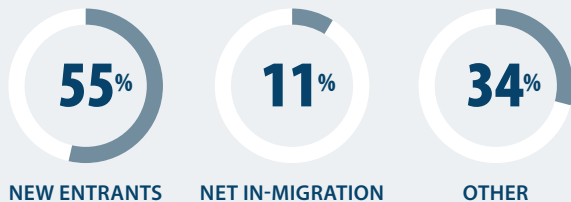
The successful recruitment and attraction of skilled workers through domestic recruitment and immigration to New Brunswick's labour market is critical to the province's population and economic growth. As the population ages and the working age population declines, it is important to support New Brunswick employers, in both urban and rural communities, in attracting and retaining the skilled labour they need to fill available jobs.

To this end, the department has developed a process that better engages employers to help them find the skilled

labour they need. When helpful, employers are provided information and support on domestic recruitment and immigration processes, including international recruitment to key markets, to fill jobs that cannot be filled locally.

As the workforce is steadily shrinking and as the labour market continues to evolve, more employers than ever before are hiring immigrants.

## FORECASTED LABOUR SUPPLY NEEDS IN NEW BRUNSWICK



## OUR INITIATIVES

- Foster engagement by New Brunswick employers with immigration processes through strategic partnerships, communication materials and quality education and awareness services;
- Support employers with the recruitment of workers by connecting them with individuals already in the province, other parts of Canada, or through international recruitment;
- Engage with New Brunswick's Aboriginal communities, including Tribal Councils and organizations, as well as the Department of Aboriginal Affairs to support the attachment of the Aboriginal population to the provincial labour market;
- Enhance the New Brunswick brand in key markets for potential skilled immigrants through marketing, promotional activities and leveraging technologies;
- Support projects that attach international students to job opportunities in New Brunswick both during and after studies; and
- Work to address foreign credential recognition issues.



## RECRUIT entrepreneurs that encourage sustainable economic growth

New Brunswick will successfully promote economic and population growth through supports for the attraction and establishment of New Brunswick's newcomer business owners. Both anglophone and francophone newcomer entrepreneurs play an important role in investment, job creation, innovation and community development across the province.

## OUR INITIATIVES

- Collaborate with partners to promote New Brunswick as a great place to do business; and
- Attract newcomer entrepreneurs who will invest, establish and operate a new or existing business, while creating job opportunities in New Brunswick.



***"The patients and other nurses have fallen in love with him. . . . He is funny, warm, personable, attentive to his patients' needs, a hard worker and so appreciative to have a job he loves in a beautiful place."***

*-Heather Bass, Director of Nursing,  
Grand Manan Nursing Home, Grand Manan Island*

## CREATE an environment where newcomers and their families can settle and succeed

To improve the retention, enrich the experiences and utilize the talents of newcomers, the department supports partners and programs that provide settlement services throughout the province. The settlement and integration

of the entire family unit is important in anchoring newcomers to their new community.

## OUR INITIATIVES

- In partnership with community leaders, local governments, francophone organizations and other provincial government departments, enhance collaboration, explore research opportunities and share information on pre-arrival, orientation, settlement supports, immigration processes and provincial programming;
- Continue to support settlement services for newcomers across the province, including in rural communities, taking into account local needs and the continued increases in immigration;
- Implement new and innovative mechanisms to offer pre-arrival and orientation services to newcomers, in both official languages, for those abroad and recently arrived in New Brunswick;
- Support settlement and long-term integration efforts for the entire family unit, including spouses and children; and
- Help more international students stay in New Brunswick following their studies.



***“There is no better way to continue to discover and grow than to immerse yourself in a new culture where you can learn the language and enjoy the food, local customs, music and way of life.”***

*- Marius Gatin, Long Distance Truck Diver,  
Rossignol Transport, Edmundston, NB*

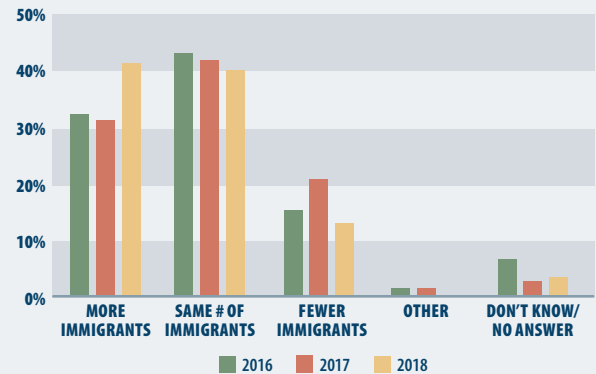
## ENGAGE communities to foster a more diverse and welcoming province

The government is dedicated to leading by example and championing respect and acceptance of diversity and inclusion across the province, showcasing to all New Brunswickers, employers and other partners that New Brunswick is welcoming and diverse.

### PERCEPTION OF IMMIGRATION

IN NEW BRUNSWICK AS OF DECEMBER 2018

#### NB IS BEST SERVED BY HAVING...



By encouraging more welcoming communities, diversity and integration, the province will work to create communities where all residents feel welcome and will choose to stay and contribute to the social and economic prosperity of the province.

## OUR INITIATIVES

- Enhance the products and resources available to create awareness and public engagement around becoming a more welcoming New Brunswick community;
- Leverage partnerships with local governments, communities and employers to welcome and retain principal applicants and their families;
- Encourage greater diversity and inclusion throughout the workforce;
- Promote the success stories and contributions of newcomers and employers using immigration in New Brunswick communities; and
- Establish government policies that encourage the attraction and retention of immigrants to New Brunswick.







## COMMITMENT TO ACTION

Over the next five years, the department will work to achieve the objectives of this strategy through the implementation of the initiatives outlined, including the specific actions detailed in the accompanying action plan. By implementing these actions, the department will work to grow the population by increasing the immigration target over time, welcoming up to 7,500 newcomers annually by 2024. This will bring New Brunswick's annual immigration intake to about one per cent of the provincial population.

To ensure the success of increased immigration to the province, the department will work towards a target of 85 per cent retention of newcomers by 2024. As well, and as originally established in the New Brunswick Francophone Immigration Action Plan 2014-2017, the department will continue to target 33 per cent francophone immigration by 2024.

By making these efforts and working toward our targets, the province will be able to stabilize its population and meet the labour market needs of employers. To meet our targets, collaboration between government departments, community organizations, employers, Aboriginal communities and other partners will be necessary. The department is optimistic that by working together, we will bring expatriate New Brunswickers home and welcome more newcomers to create a thriving and successful province.

To ensure the successful implementation of these strategic objectives and actions, we need to focus on measurable outcomes and accountability. For this purpose, further to the accompanying *Action Plan*, a comprehensive evaluation structure is being developed to track the department's progress as we put this strategy into action.

FOR MORE INFORMATION AND  
IMMIGRATION SUCCESS STORIES VISIT  
[WEAREALLNB.CA](http://WEAREALLNB.CA)

## CONCLUSION

New Brunswick now has a renewed population growth strategy. The objectives articulated in this document will help grow our population through domestic recruitment, secondary migration, targeted immigration, settlement and retention efforts, and welcoming communities, making this province the best place for families to grow, prosper and succeed.

Work is already underway to help move this strategy forward.

Many stakeholders have provided valuable input and contributions to this strategy, and its success over the next five years will require their active participation. Achieving our targets, implementing strategic population growth priorities and retaining New Brunswickers is a joint effort that requires a chain of services between provincial government departments, the federal government, local governments, immigrant serving agencies and other community stakeholders.

# APPENDIX A:

## PATHWAYS TO BECOMING A PERMANENT RESIDENT OF CANADA

Immigration is a joint responsibility between the federal and provincial governments. Both governments have different immigration programs by which foreign nationals can apply to come to Canada, and subsequently New Brunswick.

The Government of New Brunswick manages the Provincial Nominee Program, which is the primary program that newcomers use to immigrate to the province.

The table below shows all available programs to immigrate to Canada. Programs that the provincial government administers, either in their entirety or a particular component, are highlighted in red.

### THE PATHWAYS TO BECOMING A PERMANENT RESIDENT OF CANADA

