

# SUCCEED & STAY

SAINT JOHN  
IMMIGRATION  
STRATEGY

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2022 - 2032



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# EXECUTIVE SUMMARY

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The 2022-2032 Saint John Immigration Strategy supports the ongoing commitment by the region to grow its population over the next 10 years by 25,000 and the recognition that immigration will be a key driver of this growth. This strategy was built on the foundation of significant work towards population growth across the region, including the City of Saint John's Population Growth Framework, the Succeed and Stay Report, New Conversations 2.0 - The Saint John Region in 2040, Envision Saint John: The Regional Growth Agency's Strategic Vision, as well as significant engagement with groups and organizations across the region. These engagement sessions included many with newcomers, employers, government departments, education providers, healthcare providers, ISOs, community groups and more. Their input and this existing research have formed the basis for this strategy and its recommendations.

The strategy was developed to better achieve the goals established by the City of Saint John around population growth and immigration, as outlined within its Population Growth Framework. The overarching purpose of this strategy is to better coordinate efforts to attract, integrate and retain immigrants to the Saint John community.

This document, while the first comprehensive immigration strategy for Saint John, represents ongoing activity and efforts on behalf of multiple groups and organizations for over a decade. From settlement agencies to municipal service organizations to community-based support organizations, immigration has always been important for the Saint John Region. Now, more than ever, immigration must play a significant role in the growth and sustainability of our region moving forward.

It's hoped this strategy will be a catalyst for a significantly increased immigration focus that ultimately leads to an increased portion of the overall immigration stream to New Brunswick choosing Saint John as the destination of choice to begin their new lives and new opportunities.

The pillars of this strategy are based on the municipalities, service agencies, the regional growth agency, government departments and community organizations of the Saint John Region being committed to being the destination of choice for newcomers and their families in New Brunswick, and together, working to make Saint John a welcoming, inclusive and opportunity-filled region.

This ecosystem can work together strategically to close key gaps that have been identified in the immigrant journey, including improving the Saint John story, increasing access to available jobs, ensuring immigrants feel welcomed into the community, and ensuring immigrants have access to available services and initiatives that ease their transition to Saint John life. This strategy starts by illustrating why Saint John needs to grow the labour market in the coming years and summarizes Saint John's connection to immigration as an instrument of growth. It then outlines the mission and vision of Saint John and its partners in the immigration ecosystem to boost the of position Saint John as the most family

friendly destination for newcomers in New Brunswick, followed by specific immigration objectives and targets, with strategies and corresponding tactics that will work to achieve those objectives and targets.

While the strategies and tactics have been developed for action over the next decade, it's recommended this strategy be completely reviewed and evaluated within 5 years to ensure the remaining recommendations and focus areas remain relevant and are working to meet strategic goals and metrics.

Finally, while this strategy is presented by the City of Saint John, the actions and responsibilities belong to dozens of organizations and groups, many of whom have driven immigration in the region for several years. Cornerstone organizations moving forward are the Saint John Local Immigration Partnership (SJLIP) which represents each of the lead immigration organizations and has been the driver of this strategy development, as well as Envision Saint John given their role in leading regional attraction and growth.



# THE HISTORY OF IMMIGRATION & CURRENT CHALLENGES



Before we look at where immigration needs to go in Saint John to achieve growth objectives, let's remind ourselves of the essential role immigration played in forming this great City.

The first record of immigration to Saint John dates back to 1604 when a French expedition sailed to the mouth of the Wolastoq River. As part of the Pierre Du Gua, Sieur de Monts expedition, Samuel de Champlain "discovered" the river and named it after the feast of St. John (June 24th). This expedition is considered the source of the earliest written record about the Port of Saint John, the name the British gave to the river. Being a traditional land of the Wolastoqey nation, this area was then populated by small groups of Acadians, New English Planters, Scottish, Irish and German immigrants until the American Revolution. In 1775, Portland Point, at the mouth of the St. John River, only had about 140 inhabitants. In the 1780s, some 15,000 Loyalists from the United States were offered land and chose to resettle in the area that in 1784, became New Brunswick.

A national processing centre for immigrants opened in 1785 on Partridge Island. It's believed over 3-million immigrants were processed through the site before its closure in 1941.

This history of immigration for the City of Saint John showcases that Canada's oldest incorporated City became the gateway to Canada. The connection between Saint John and immigration is clearly not new and is the foundation for the City, this Province and indeed much of Canada.

It's time to go back to the future. Once again, Saint John can become a destination for newcomers from around the world. Once again, immigration can be a foundation for growth and opportunity for the Saint John region.

While the recent census (2021) shows a 3.4 percent increase in population for the City of Saint John, the City has not yet returned to pre 2011 levels and it continues to lag behind the average provincial growth of 3.8 percent, and is significantly behind the growth being experienced in Moncton (10.5) and Fredericton (7.5). While headed in the right direction,



Saint John must continue to increase its population or risk significant economic decline.

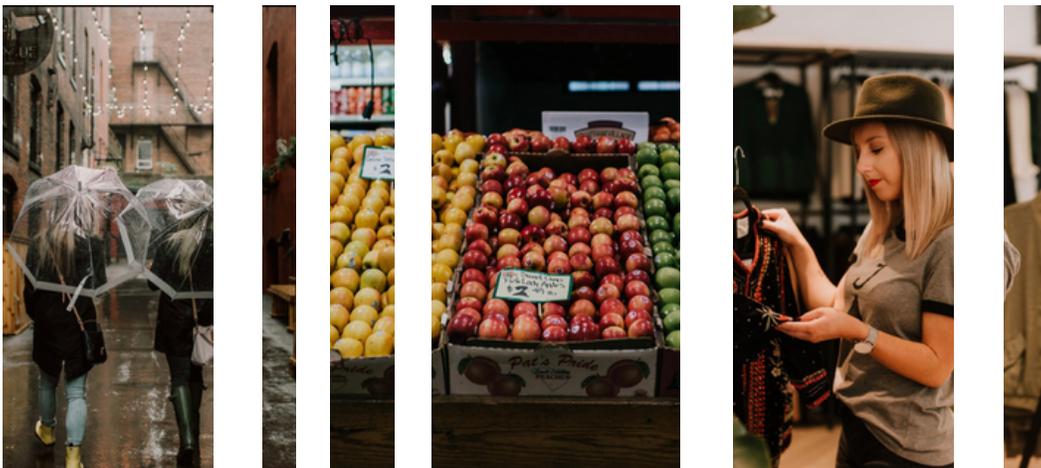
This is why the City launched its Population Growth framework in 2018 which was designed to ensure everyone in the City and the region was working towards population growth. From investment attraction, workforce attraction and immigrant attraction, the entire Saint John region has strongly committed to growth moving forward.

This is key based on a number of factors. Currently, even with the recorded increase in the 2021 population census, Saint John continues to lag behind the other large cities in New Brunswick in terms of immigration.

As part of its strategic plan for the region, Envision Saint John has set a population growth goal of 25,000 over the next 10 years. Given the recent impact immigration has had on population growth (90 percent), this could represent 22,500 new immigrants to the Saint John region over the next decade. This represents at least 2,250 new immigrants per year.

As well, the New Conversations 2.0 Initiative in March of 2021 highlighted that the region, without growth, will have a significant shortfall of available workforce. To meet targets for economic growth, the region will need to grow the population by 32,000 people by 2040 if it is to achieve economic growth. The report highlighted that, to reach this goal, the region would need to more than double its immigration rate from 68 per 10,000 population to 150 per 10,000.

While the latest census numbers on immigration won't be released until October 2022, if we use the previous census as a baseline, it's possible Saint John, which experienced 3.4 percent growth between 2016 and 2022, welcomed close to 1900 new immigrants to the region. This still falls short of what will be required to meet the Envision regional growth goal and well short of what will be required to meet the 150 per 10,000 goal from New Conversations.



As highlighted in the Succeed and Stay Report's Settlement Sector Gap Analysis, the Saint John region currently invests close to \$5 million annually in newcomer attraction and retention services with the bulk of that being distributed amongst the regions Immigrant Serving Organizations (ISOs). The report also highlighted a number of service gaps within the immigration attraction/retention ecosystem, including:



- Lack of coordination, communication and cooperation amongst the ISOs
- Confusion over who offers what (too much overlap and duplication)
- No targeted services for different categories of immigrants
- Lack of ongoing assessment/accountability of current programs
- Lack of awareness of services by immigrants and employers

Overall, the Settlement Sector Gap Analysis highlighted the following gaps:

<b>Information</b>	Accurate and verifiable research and information needs to be accessible to all key players, from potential immigrants looking for information about Saint John to service providers looking to design and deliver what immigrants need. This includes sharing and amplifying success stories.
<b>Collaboration</b>	Saint John needs to develop a substantive immigration strategy focused on identifying the gaps and taking a proactive approach to attraction and retention services, including creating a one-stop shop for immigrant service delivery.
<b>Attraction</b>	Saint John needs to develop an attraction strategy and engagement campaign that tracks results and actively promotes the region's strengths, including labour market needs, international connections and local culture.
<b>Service needs assessment</b>	The immigrant service delivery sector in Saint John needs to implement regular internal reviews and organizational assessments to determine if needs are being met. This includes promoting a culture of constructive criticism.
<b>Employer and community engagement</b>	A focused engagement and communications strategy is required to help employers develop cross-cultural HR capacity, learn how to make use of existing services and to support those already actively engaged with attraction and retention and who want to accelerate hiring practices.
<b>International student transition to resident</b>	A targeted international student recruitment strategy is required that encourages and supports post-secondary institutions in attracting students with career objectives most likely to succeed in the Saint John labour market. The strategy must also support development of post-secondary institutions placement services that help international students make local connections.



# THE IMMIGRATION CONTRIBUTION & MAKEUP

*“If the Saint John region continues to grow and support workforce demand (replacement and future growth demand) it will help boost the provincial economy and support the goal of sustainable public services.”<sup>1</sup>*

And according to 2016 census numbers, immigration has been a key driver of population growth for the City over the last few years - albeit, less than other large municipalities in New Brunswick.

*“Statistics Canada estimates there are about 28,000 people aged 0 to 19 living in the Saint John CMA. This represents essentially the maximum number of persons currently living in the region who could join the workforce within the next 20 years. However, the current population profile indicates that only around 80% of people aged 15-30 are active in the workforce so the likely maximum number is closer to 22,300. Based on the 2020 workforce estimates for the region, it is likely around 30,000 people will leave the workforce over the next 20 years through retirement. This leaves a potential workforce shortage of 7,700 before accounting for any migration. This reiterates the important role that attracting population to the Saint John will have if the city and region are to achieve strong population growth.”<sup>2</sup> (For more information, review the full **New Conversations 2.0 report**)*

While new census numbers won't be released until later this year, the makeup of immigrants during the last census saw the majority of newcomers come to Saint John from Asia (80 percent) including China, Syria, Israel, South Korea, Lebanon, Vietnam, India and Iran. Nine percent came from African-based countries with 4 percent coming from Europe and the US respectively.

The makeup of immigrants showed that 54 percent were economic immigrants and 24 percent were refugees. 20 percent were family sponsored immigrants. Of the largest block of economic immigrants, 38 percent of those were primary workers/entrepreneurs while 62 percent were families of those workers. In total, almost 54 percent of immigrants (not including refugees) coming to Saint John are family members of the primary worker - showing the importance and influence of families on the immigration process.



<sup>1</sup>The Saint John Region in 2040 - NB Multicultural Council  
<sup>2</sup>The Saint John Region in 2040 - NB Multicultural Council

# STRATEGIC CONSIDERATIONS & ASSUMPTIONS



The following strategic considerations and assumptions led into the recommendations within this Immigration Strategy:

- This is the City of Saint John's Immigration Strategy, however a core strategic priority in ensuring successful implementation involves regionalizing the strategy and working with regional organizations and partners to do so.
- The implementation of provincial municipal reform in 2023 will impact how the recommendations within this strategy are executed. Once the reform is implemented, the strategy should be reassessed, with roles and responsibilities confirmed and finalized.
- The successful execution of this strategy is dependent on obtaining dedicated funding from the Province of New Brunswick and the Government of Canada, with funding needs, opportunities and action steps to be identified by the City of Saint John, Envision Saint John and their partners.
- The City of Saint John will execute on its housing strategy, including increasing the inventory supply through development of new units.
- The Province of New Brunswick, over the next five years, will see an increase in allocated immigration levels from the Government of Canada.

To be effective, this strategy must be endorsed by:

**The City of  
Saint John**

**The Saint  
John Local  
Immigration  
Partnership**

**The YMCA of  
Greater Saint  
John's Newcomers  
Connections**

**The Saint John  
Newcomers  
Centre**

**Envision  
Saint John**

**The Saint John  
Growth  
Committee**

**Opportunities  
New Brunswick**

**Working  
NB**

**PRUDE  
Inc.**



# MISSION & VISION

As is highlighted in Saint John's population growth framework, *"Saint John will be a City whose population is growing because new residents from around the world, across Canada and New Brunswick choose our community as their new home."*

Specifically, as it relates to immigration, *"Together, we will succeed in building a more economically, socially and culturally vibrant city that attracts and retains skilled immigrants from around the world. By increasing immigration and building on the skills, ideas and connections of immigrants and their families, we will grow the Saint John economy and support our communities for generations to come."*

## VISION

"Saint John is the destination of choice for newcomers and their families in New Brunswick".

## MISSION

"The Saint John community partners are committed to making Saint John a welcoming, inclusive and opportunity-filled region for immigrants and their families coming to New Brunswick."





## 01 ATTRACT NEW PEOPLE TO SAINT JOHN

- Promote Saint John as a City that offers world-class education opportunities, excellent career opportunities and significant business development opportunities while providing a family-focused community to live and raise a family.
- Work with the Province of NB and Government of Canada to tell a better Saint John story to prospective immigrants, ensuring access to available jobs is a core priority within the story.
- Better align immigrant attraction to the labour market opportunities and priority growth sectors.
- Become growth ready in terms of job market, housing, infrastructure and community services.

## 02 ENHANCE THE NEWCOMER EXPERIENCE

- Provide a “no wrong door approach” to immigration services in Saint John.
- Better coordinate settlement services to meet all immigrant needs while eliminating any unnecessary overlap and duplication.
- Improve immigrants’ access to available jobs to address core gap in immigration journey.
- Create better understanding and engagement by Saint John residents on the need and opportunities associated with immigration.
- Create better understanding and engagement by Saint John employers on the opportunities associated with immigration.

## 03 RETAIN IMMIGRANTS

- Invest in the creation of communities of support (cultural and professional) for newcomers to Saint John.
- Provide ongoing inclusion and settlement services for four years after settlement, inclusive of services and initiatives that close the access to available jobs gap given influence in retention.



# STRATEGIC TARGETS

The already established provincial and regional growth targets were used to form the foundation of the immigration targets set out below, as well as analysis of other municipal targets throughout the province. These targets provide a contextual framework for how the Saint John specific targets were formulated, and thus are summarized below.

The Province of New Brunswick’s 2019-2024 Population Growth Strategy established the following provincial growth targets:

- Annually welcoming up to 7,500 newcomers by 2024.
- Achieving 85% retention of newcomers by 2024.
- Achieving a 33% increase of French-speaking nominations by 2024, with a 2% increase year over year.

Regionally, Envision Saint John has set the goal to grow the population by 25,000 by 2030, and with recent data indicating that 90% of population growth can be attributed to immigration, this could represent 22,500 new immigrants to the Saint John region over the next decade or 2,250 new immigrants per year.

A recent Newcomer Housing Study completed by Dillon Consulting states that Saint John settles approximately 20% of New Brunswick’s newcomers, compared to approximately 30% by both Fredericton and Moncton. Historical estimated numbers of annual immigrants to the province and to the region are highlighted below:

Estimates of Immigration	2015	2016	2017	2018	2019	2020	2021
New Brunswick	2,580	4,675	3,650	4,610	6,000	2,895	5,315
Saint John Region	695	1235	770	835	1040	535	705
<i>As % of Total N.B Immigration</i>	26.94%	26.42%	21.10%	18.11%	17.33%	18.48%	13.26%

Source: Immigration, Refugees and Citizenship Canada (Via the Government of Canada’s Open Data Portal)

The New Conversations 2.0 initiative in March of 2021 highlighted that the Saint John Region will need to grow the population by 32,000 people by 2040 if it is to achieve economic growth and that to reach this goal, the region would need to more than double its immigration rate from 68 per 10,000 population to 150 per 10,000.



Lastly, when looking at other major regions within the province, the Fredericton Growth Strategy developed in 2018 states their goal to increase population by more than 1,000 people each year during the next 25 years, with a target of 32,000 by 2043. In 2018, Fredericton welcomed 1,470 newcomers. Specifically for international students, a 25% retention rate is the goal.

Greater Moncton's target is to have a minimum of 1,900 immigrants by 2020 and 2,700 by 2024 - with a stretch goal of 2,300 by 2020 and 3,500 by 2024, with 33% of the total being Francophone. Their one-year retention rate goal is 85%, with a 75% retention goal over 5 years. Greater Moncton welcomed 1,450 immigrants in 2018.

Using the provincial and regional growth targets as a guideline, taking into account the needs of Saint John and the immigration targets across the other key regions of the province, the targets below have been established for Saint John. It's important to note that quantifying and measuring immigration success is complex and determined by many different interweaving factors. The ability to achieve these targets is reliant on the entire immigration ecosystem working together at all stages of the immigration journey – attraction, settlement and retention. As this happens and as the strategies and tactics outlined in this document are actioned, improved results will be achieved over time. Because of this, the targets below are stated in two ways - as a total 10-year target and as annual targets that build over a 10-year period. All stated targets are for the City of Saint John, not the Saint John region.

## 01 ANNUAL IMMIGRANTS SETTLING IN SAINT JOHN

### TARGET

**2,362 BY 2030**

Using the Saint John region population numbers from July 2021, the region currently has a population of 132,499. Achieving the regional population growth goal of 25,000 by 2030 would mean a population of approximately 157,499 in the next 10 years. Using the stated target of 150 immigrants per 10,000 residents, this would mean an increase to 2,362 immigrants settling in Saint John annually as of 2030.

Until 2030, this target can be broken down into annual targets with progressively increasing growth rates year over year as outlined below:

Year	% Growth	Number of Immigrants
2022	8%	761
2023	8%	822
2024	8%	888
2025	15%	1,021



2026	15%	1,171
2027	15%	1,351
2028	25%	1,688
2029	25%	2,110
2030	25%	2,638
<b>Total</b>		<b>12,455</b>

When looking at the provincial target of 7,500 newcomers annually, this would mean Saint John's target is to settle 31.5% of all immigrants coming to New Brunswick.

## 02 FRANCOPHONE IMMIGRATION STREAM IN SAINT JOHN

**TARGET**

**20% OF TOTAL  
IMMIGRATION BY 2030**

Provincial targets state a 33% increase of French-speaking immigration nominations by 2024, with Greater Moncton's Francophone immigration target being 33% of total immigrants to the region. The current provincial breakdown of language via immigration programs is 81% Anglophone and 19% Francophone.

The target for Saint John is based on increasing the Francophone immigration stream, inclusive of both Francophones and Anglophones, to 20% of the region's total immigration numbers, in line with the current language breakdown identified by the province.

Until 2030, this target can be broken down into annual targets with progressively increasing growth percentages year over year as outlined below:

Year	% of Francophone Immigration Stream
2022	6
2023	6
2024	7



2025	8
2026	9
2027	10
2028	13
2029	16
2030	20



**03** INTERNATIONAL STUDENTS ENROLLED & INTERNATIONAL STUDENTS RETAINED

<b>TARGET #1</b>	<b>25% OF TOTAL ENROLLMENT</b>
<b>TARGET #2</b>	<b>50% OF TOTAL INTERNATIONAL STUDENTS ENROLLED</b>

A Canadian study looked at the number of international students who completed their studies between 2010 and 2016 and stayed in their province of study after graduation. Overall, less than 50% of all international students remained in their



province of study in the year after graduation (compared with 80% of domestic students), and this rate decreased to 36% five years after graduation for international students, compared with about 75% for domestic students.<sup>3</sup>

In Saint John, a total of 369 international students were enrolled in Saint John at both UNBSJ and NBCC. A recent growth strategy developed by UNB stated a goal of an increase to 15,000 in total enrollment across both campuses over the next 10 years, with the Saint John campus looking for approximately 40% of total enrollment. Current international student enrollment is approximately 17%, with the goal of increasing to 25% of total enrollment.

Based on these numbers, the target for Saint John for international student enrollment matches that of UNBSJ at 25%, and aims for 50% retention.

Until 2030, these targets can be broken down into annual targets with progressively increasing growth percentages year over year as outlined below:

Year	Enrolled	Retained
2022	17%	37%
2023	18%	37%
2024	18%	38%
2025	19%	40%
2026	20%	41%
2027	20%	43%
2028	22%	46%
2029	23%	49%
2030	25%	53%

#### 04 ANNUAL IMMIGRATION RETENTION RATE

<b>TARGET</b>	<b>90% RETENTION OF NEWCOMERS BY 2030</b>
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<sup>3</sup><https://www150.statcan.gc.ca/n1/pub/36-28-0001/2021006/article/00003-eng.htm>



The province has set a goal of retaining 85% of newcomers by 2024. Taking this target into account with the regional targets that have been established, the recommendation for Saint John is to target a 5% higher retention rate than the province, working to retain 90% of all newcomers by 2030.

The retention rate in this strategy is based on keeping newcomers in Saint John after 4 years of settlement, however note that retention calculation models are currently being established by the province and the Saint John targets will be reassessed to follow the provincial model.

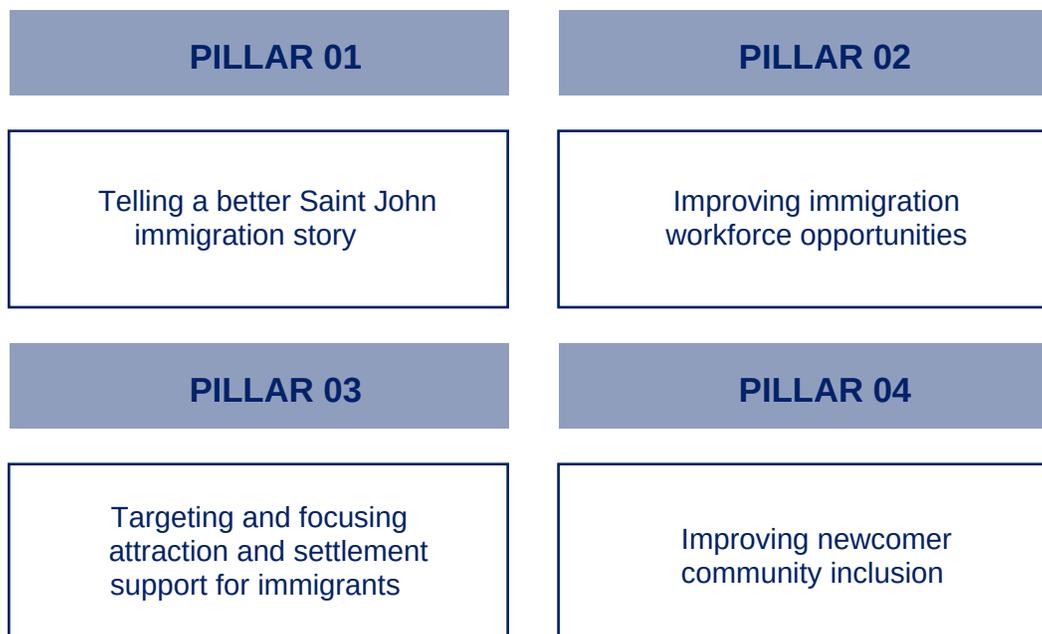
This retention target can be broken down into annual targets with progressively increasing growth percentages year over year as outlined below:

Year	Retention Growth %	% of Immigrants Arriving Annually	% of Immigrants Retained
2022	-	761 822	
2023	-		
2024	-	888	
2025	65%	1,021	
2026	65%	1,175	495
2027	65%	1,351	535
2028	80%	1,688	577
2029	80%	2,110	817
2030	80%	2,638	940
2031	90%	-	1,216
2032	90%	-	1,520
2033	90%	-	1,899
2034	90%	-	2,374
<b>Total</b>			<b>10,372</b>



# STRATEGIC PILLARS

In the development of this strategy, dozens of opportunities and ideas were identified via research and stakeholder engagement on how Saint John can improve its immigration services and ensure greater attraction, settlement and retention of immigrants moving forward. Throughout these conversations, a number of key themes emerged that led to the identification of four strategic pillars that will help immigrants succeed and stay in Saint John:



These pillars have formed the foundation for this strategy and before we dive into the strategic and tactical recommendations, let's explore each of these pillars.

## 01 TELLING A BETTER SAINT JOHN IMMIGRATION STORY

Through comprehensive research and stakeholder engagement over the past three years, the need to tell a better Saint John story that works to better attract newcomers, drive successful settlement and improve retention opportunities, all while being grounded in the realities of living in Saint John, was highlighted.

Immigrants are looking for communities that are inclusive and welcoming, ones that provide opportunities to all members of society.<sup>4</sup> Canada is known for telling an effective story for immigration attraction – one that is pro-immigration, welcoming

<sup>4</sup>Talent Solution Canada, Immigration Services; Analytical Studies Branch Research Paper Series Patterns and Determinants of Immigrants' Sense of Belonging to Canada and Their Source Country, Statistics Canada.



and friendly to newcomers (given its strong anti-discrimination policies), plentiful with educational and job opportunities and offers universal healthcare. These are all key motivators for immigrants, which is why Canada welcomes approximately 300,000 newcomers per year – one of the highest rates per population in the world.<sup>5</sup>

Although Saint John is known by immigrants who live here as a family-friendly city that has a real urban vibe, offers beautiful nature and outdoor experiences and has a welcoming community of newcomers and immigration services providers who help integrate them into the City, these messages are not currently being leveraged to attract immigrants to Saint John or used to increase immigration support at provincial or federal level.

To more effectively attract, settle and retain newcomers, Saint John needs to tell a better immigration story to immigrants, the ecosystem and its immigration partners. For the immigration audience, this story should work with and complement the federal, provincial and regional attraction stories being told and focus specifically on the City of Saint John and the great opportunities that exist from an immigration perspective. Very importantly, this story should work to tell the Saint John story but set realistic expectations and be firmly rooted in portraying an authentic experience. For the ecosystem and immigration partners at all levels, this story should be based on the opportunity to drive economic development and growth within the City that has significant benefits for the region, province and nation.



<sup>5</sup>The Come North report, developed by the Northern Policy Institute

**02**

## IMPROVING IMMIGRATION WORKFORCE OPPORTUNITIES

Comprehensive research and stakeholder engagement findings continue to show that a lack of access to available and meaningful employment is the biggest gap in the immigration journey, highlighting the significant opportunity that exists to provide access to meaningful workforce opportunities for immigrants (and their family members who are looking for employment) in order to minimize this gap and improve immigration numbers throughout Saint John.

With existing labour shortages throughout the Province and region that are expected to increase in coming years, and given the fact that immigrants are looking for improved access to available jobs, there's an opportunity to close this gap by attracting immigrants with workforce experience and/or skillsets for specific sectors where workers are currently needed and are forecasted to be needed in the near future.

An opportunity also exists to educate and train both employers and immigrants with workforce specific training programs that promote learning, expanded skillsets and inclusivity. A similar opportunity exists within the school system for retention specific programs for international students, all of which will help keep skilled and trained immigrant workers in Saint John.

**03**

## TARGETING AND FOCUSING ATTRACTION AND SETTLEMENT SUPPORT FOR IMMIGRANTS

An opportunity exists to increase the number of immigrants coming to and choosing to stay in Saint John by implementing a focused, targeted approach to attraction based on key workforce opportunities and settlement that identifies core immigrant segments and provides them with specific communications and services that best meet their needs.

The immigrant target audience can be divided into high-level groups based on their skillset and corresponding needs, including those that are highly employable, those who require support to build employable skills, business owners and/or investors, and international students.

The attraction messaging and the type of support these different groups of immigrants would resonate with and require is significantly varied, and by focusing the messaging and support services to each can work to improve immigration attraction and retention rates. For instance, the reasons why an international student versus a business owner would be interested in forming a life in Saint John and the type of on-the-ground support each would require is different, and if the City of Saint John can work to provide different focused support to each to better meets their needs, it can work to get more immigrants coming to and staying in Saint John.

By segmenting the core immigration audience and identifying priority segments, specific and focused tactics can be integrated into the attraction and settlement tactics and services to meet the needs of Saint John and the core audience segments to get more immigrants coming to



## 04

## IMMIGRANT RETENTION AND COMMUNITY INCLUSION

Regional, provincial and national research all show that immigrants are looking for communities that are inclusive and welcoming, ones that provide opportunities to all members of society, and that this greatly impacts retention.<sup>6</sup> A key gap identified in existing Saint John research and during the in-depth stakeholder engagements leading into this Immigration Strategy is community integration and inclusion.

To improve retention rates within the region, improving how immigrants are welcomed and integrated into the community should be a priority, focusing on ensuring all players in the attraction, settlement and retention journey are ready to welcome newcomers in a way that collaboratively supports growth opportunities for Saint John.

Community inclusion is related to many different factors of arrival and settlement, including the attitudes and perceptions of immigrants by Saint Johners, the services available to immigrants and their families as they are forming their new life and on-the-ground connections that make them feel like part of the City. Whether it's within their workplace, while travelling on the City bus, on online forums and groups or at a public park, immigrants are most likely to stay if they have an established feeling of fellowship with others.



<sup>6</sup>Talent Solution Canada, Immigration Services; Analytical Studies Branch Research Paper Series Patterns and Determinants of Immigrants' Sense of Belonging to Canada and Their Source Country, Statistics Canada; The Come North report, developed by the Northern Policy Institute; New Conversations Report produced by the New Brunswick Multicultural Council; Understanding the Experiences and Perspectives of Great Saint John's Immigration Population: from Settlement to Retention



# STRATEGIES & CORRESPONDING TACTICS

The following eight strategies have been identified as foundational priorities Saint John must take over the next 10 years in order to achieve its immigration objectives and targets and ultimately, population growth and economic development goals.

**STRATEGIC PRIORITIES**

- 01**  
Establish a no wrong door approach to immigration support services that enables customized support based on immigrant needs
- 02**  
Better communicate the Saint John Region's offerings to newcomers
- 03**  
Create a pilot program for segmented and targeted skilled immigrant attraction, settlement & retention
- 04**  
Expand and improve immigration-focused communications for Saint Johners
- 05**  
Expand and improve core settlement services that address key gaps in journey
- 06**  
Enhance focus and positioning of “why Saint John ” to provincial and federal partners
- 07**  
Create a dedicated resource to support the City's accountabilities
- 08**  
Regionalize the immigration strategy

Each of the tactics outlined within these strategies identify one lead organization and multiple support organizations that will be responsible for each recommendation. The role of the lead organization is to provide overarching direction and accountability on the tactical vision, goals and outcomes, while the role of the supporting organizations is the day-to-day implementation of the tactic in line with the established direction and in a way that achieves the stated objectives. Within these responsibilities, note that ISO refers to any immigration serving organization and is not limited to settlement agencies, but all service providers within the ecosystem.

Lastly, a core component within each strategy and tactic is effective measurement, reporting and sharing of learnings in terms of how the different tactics are or aren't working towards meeting immigration goals and targets, so that tactics and priorities can be evolved and adapted to work better over time.

# STRATEGIC PRIORITY 1

## ESTABLISH A NO WRONG DOOR APPROACH TO IMMIGRATION SUPPORT SERVICES THAT ENABLES CUSTOMIZED SUPPORT BASED ON IMMIGRANT NEEDS

A consistent challenge that exists throughout all three immigration stages is confusion on where to go to find the right help and support resources for immigrants. Although Saint John offers the essential services immigrants are looking for within the City, there is a lack of clarity on how, where and when to access these services, along with a lack of understanding that if this gap were closed and newcomers could easily access services, a significant improvement in settlement and retention rates could be achieved.

To address this issue, a no wrong door approach to providing immigration services is being recommended for Saint John that will provide immigrants at the attraction, settlement and retention stages of their journeys the information they need to navigate the journey successfully in a clear, concise and easy way. The goal of this approach is to provide consistent and effective navigation support to immigrants as soon as they enter the journey, helping them identify the next steps in their specific journey and providing them with the relevant contacts, resources and tools to complete their journey as seamlessly as possible. Within this no wrong door approach, eliminating any duplication or overlap of services in the immigration journey would be a focus in order to improve clarity, remove confusion and enable simple access to the following information, services and resources:



In order to provide newcomers with this no wrong door experience to immigration services, four tactics are being recommended:



STRATEGIC PRIORITIES



# TACTIC #1

## ESTABLISH A SERVICES INVENTORY PROCESS TO IDENTIFY LEAD ORGANIZATIONS/CONTACTS FOR SPECIFIC SERVICES AND PROGRAMS

Establish and complete an immigration services inventory process where service providers within the ecosystem work collaboratively to identify efficiency opportunities with services or programs being offered and to align on a simplified settlement journey that will provide clarity to newcomers and the immigration community within the City of Saint John by identifying the lead organization/provider responsible for each service or program.

This process should begin with an analysis of all the current services being offered, using the existing Settlement Sector Gap Analysis and services map as a starting point, followed by collaborative working sessions with existing service providers to identify any missing programs, their strengths, their weaknesses and opportunities for implementation and/or support of specific service programs.

The end result of this inventory process would be a comprehensive list of key immigration services and programs with one lead organization designated per service or program. The outcome can then be turned into an updated, visualized immigration services map that can be promoted and shared with newcomers and throughout the Saint John immigration community.

This inventory process should be holistic and inclusive of all existing immigration related services offered throughout Saint John to immigrants and their families, and should also include a mechanism for adding new or upcoming services or programs to be added to the inventory process and map, such as the in progress Newcomer Health Clinic. Lastly, an annual review of the services inventory map can be implemented to ensure accuracy and relevancy of information.

SP1 - T1

**Lead Responsibility:**SJLIP Council  
**Support Responsibility:**City of Saint John, ISOs  
**High-Level Timing:**Q2-Q4 2022

## TACTIC #2



### CREATE A MODEL FOR NEWCOMER NAVIGATION

Learnings from engagement sessions and analyses completed throughout different cities inside and outside of the province of New Brunswick show that when a newcomer has a clear path of the supports available to them, it acts as a key attraction and settlement differentiator and can contribute significantly and positively towards retention.

Because of this, the creation of a streamlined, efficient and clear model that provides effective navigation support through the entire immigrant journey is being recommended. This model would provide immigrants and their families in the Saint John immigration ecosystem, regardless of which stage of the journey they are in, navigate a clear path on how to access the relevant services, programs and information that will expedite their settlement and retention journeys to get more immigrants coming to, as well as staying and succeeding in Saint John. This model will act as a consistent entry point into the no wrong door approach to providing immigration support. This model is not meant to replace the role or activities of any current resources or services being provided and is meant to be an integral role in achieving a clearer, simplified approach to delivering services and bringing newcomers through the journey successfully. Once the model is defined, it will inform how it is to be resourced.

The objective of the model is to work with newcomers on an individual and family basis to:

- Prepare immigrants for their arrival and settlement journey, ensuring easy access to the required and wanted information/resources
- Target messaging to establish connectedness before they arrive
- Ensure adequate access to jobs, housing, gathering places and cultural support are in place

A quarterly analytics report with yearly measurement workshops is recommended, both of which would include a detailed report outlining KPIs, desired metrics, performance, and future considerations recommendations, with the workshop focused on major learnings and considerations moving forward.

SP1 - T2

**Lead Responsibility:** Envision Saint John

**Support Responsibility:** City of Saint John, ONB

**High-Level Timing:** Q3 2022

## TACTIC #3



### CONTINUE WITH THE DEVELOPMENT OF AN IMMIGRATION WEBSITE THAT ACTS AS A NO WRONG DOOR GATEWAY TO THE IMMIGRATION ECOSYSTEM

Continue with the development of a website that houses all the Saint John immigration services and resources in one easy-to-find location to help effectively establish the no wrong door approach to immigration support. This website project is currently underway and being led by the City of Saint John and managed by the SJLIP Project Manager and will house all immigration resources in one virtual location for newcomers. This website should integrate the learnings and outcomes from the services inventory process outlined in tactic #1 in order to provide clear information, resources and contacts to newcomers in one easily accessible location.

This website will act as the go-to destination for newcomers and potential newcomers to Saint John and should effectively communicate the value proposition of the City and drive users to the right resources simply and easily, identifying the lead service provider/resource to connect with for specific services and programs, in a similar way as the services map. The website should include direct links to employment support resources, ethnocultural community program leads and other pre-arrival services/programs direct contacts or resources based on outcomes of services inventory process outlined in tactic #1. This content should work to close the gaps on job, housing and community inclusion resources, leading newcomers through a user journey that delivers the right content for them and their family's needs.

The website should be continuously updated with any new services, programs or resources for newcomers, including all resources and key information that is relevant to newcomers and their families over their first four years of settlement, working to directly increase retention rates by directing newcomers to the exact content and resources they need, whether it's access to available jobs, information on the Francophone school district, how to connect with existing newcomer communities or where to find the immigrant-focused health centre.

The website should clearly promote the Anglophone and Francophone services offered throughout Saint John and also allow immigrants to consume the content in their language of choice via existing language translation programs.

Another way to ensure value is being provided to immigrants through this website is by categorizing and grouping content based on what is most relevant to different newcomer audience segments. There are so many important aspects of forming a life in Saint John, however some are more relevant and important to different groups of newcomers than others. Identifying priority content per audience segment and grouping accordingly on the website can help achieve this. Throughout the website and as much as possible, informative visuals and/or videos should be used in order to provide more meaning and relevance to newcomers by avoiding language barriers.



Lastly, the website performance should be consistently tracked, measured and reported on in order to identify improvements to address user needs and accurately reflect Saint John's newcomer services. A website measurement plan should be developed that establishes key performance indicators (KPIs) and desired metrics for the website and its pages/content, outlining frequency of review and guidelines for identifying improvements. KPIs to consider for the website include:

- Overall traffic in the form of visitor numbers
- Average session duration to determine if visitors are consuming the content on the page
- Multiple page visits to determine if visitors are consuming the content across different pages of the website
- Bounce rate to indicate whether users are finding the information they are looking for on the website
- Engagement with specific content (downloads of checklists, click-throughs to job resource section, video views, etc.)

A quarterly analytics report with yearly measurement workshops is recommended, both of which would include a detailed report outlining KPIs, desired metrics, performance and future considerations recommendations, with the workshop focused on major learnings and considerations moving forward.

SP1 - T3

**Lead Responsibility:**City of Saint John

**Support Responsibility:**SJLIP Council & Envision Saint John

**High-Level Timing:**Q2-Q3 2022

## TACTIC #4



### PILOT A PHYSICAL WELCOME CENTRE WITHIN SAINT JOHN

A pilot project is currently being led by Envision Saint John to create a physical welcome centre for the region, one that would welcome all audiences including newcomers. This pilot project would enable the establishment of a physical location in the container village where immigrants, residents and tourists can effectively be welcomed to the region. At this welcome centre, immigrants can be navigated through the ecosystem in-person by trained and knowledgeable staff implementing the no wrong approach to immigration support and pointing immigrants to the exact information and resources they need at the time.

This physical centre would complement the immigration services website in terms of pointing newcomers in the right direction for specific services and information they require, and would also provide a personal connection and contact that helps make them feel more integrated into the community. Collaborative staffing opportunities can be explored with the dedicated navigation resource recommended in tactic #2 and with existing ISO staff.

Additional consideration is being given to a reimagining project for the Saint John Airport that would integrate a physical welcoming centre within the airport, and should be integrated into this tactic within the no wrong door approach.

SP1 - T4

**Lead Responsibility:** Envision Saint John

**Support Responsibility:** City of Saint John, SJLIP Council, ISOs

**High-Level Timing:** Q2-Q4 2022

STRATEGIC  
PRIORITIES

#1

# STRATEGIC PRIORITY 2

## BETTER COMMUNICATE SAINT JOHN'S OFFERINGS TO NEWCOMERS

Saint John needs to tell a better immigration story throughout all three stages of the immigration journey to attract, settle and retain newcomers more effectively. This story should work hand-in-hand with the federal, provincial and regional attraction story being communicated, yet focus on the great opportunities that exist to form a new life in Saint John from a newcomer perspective, with specific messaging delivered to different immigrant audiences based on relevancy. The Saint John immigration offering must also be firmly grounded in the realities of day-to-day City life, ensuring it works to attract newcomers and at the same time, being authentic and setting real expectations.

This compelling and authentic story should be communicated across multiple platforms and channels in conjunction with key messages that are customized to be most relevant to core audiences.

In order to better communicate the Saint John newcomer offering, five tactics are being recommended:



# TACTIC #1



## DEFINE A STRONG VALUE PROPOSITION AND SUPPORTING KEY MESSAGES

The immigration-specific value proposition for Saint John must work to complement and reinforce the federal, provincial and regional attraction messaging while also communicating the relevance and value for immigrants, and thus a funnel approach to developing the immigration value proposition is recommended.



Federal attraction-focused messaging highlights Canada as one of the most multicultural countries in the world, with clean and friendly cities, world-class universities, and business and job opportunities.

Provincially, the key attraction messaging focuses on offering a great career and quality of life, with employment opportunities across a variety of sectors or vibrant entrepreneurial landscapes and a more relaxed, healthy and affordable lifestyle. The province highlights that both urban centres and smaller communities are welcoming to newcomers and offer safe, peaceful environments to build new lives.

Regionally, the messaging works to communicate the lifestyle offered, a beautiful and diverse environment with real estate at a fraction of the price of other communities, and vibrant, dynamic communities that are brimming with culture and heritage.

What makes Saint John an attractive destination for immigrants is its family-friendliness and city vibe, along with the lifestyle and other core elements that make up the regional offering. The region itself aspires to be the most welcoming community in New Brunswick and the immigration value proposition and messaging should work with this and at the same time, resonate with the newcomer target audiences, as well as not over promise in terms of expectation setting.

The value proposition should also be concise and compelling, one that is clearly understood by the target audiences and communicates the relevancy and uniqueness of what Saint John has to offer from the target audience's perspective. With this in mind, the recommended immigration value proposition for the Saint John



should work to support the following key messages:

- Saint John offers a new type of city lifestyle – one where you raise your family and experience nature, while also focusing on your career, studies and/or business opportunities.
- Saint John works to ensure newcomers and their families feel welcome and part of our community, including access to one-on-one support and group support from official cultural communities.
- Saint John offers easy access to all the information and resources that you will need upon and after arriving.
- Saint John has a strong Francophone community and offers employment, schooling and community involvement opportunities specifically for this community.

**These key messages should evolve over time as the offering within the region evolves.**

**SP2 - T1**

**Lead Responsibility:**Envision Saint John

**Support Responsibility:**City of Saint John, SJLIP Council

**High-Level Timing:**Q3 2022 - Q1 2023

## TACTIC #2



### PROMOTE VALUE PROPOSITION AND KEY MESSAGES ACROSS EXISTING CHANNELS

The established value proposition should then be integrated throughout all relevant marketing and communications to drive consistent and effective awareness of the value of immigrating to Saint John, with supporting key messages customized to meet the needs of the different audiences across different platforms and channels.

The list below outlines core platforms and channels with customized messaging considerations for each:

Platform & Channel	Key Messaging Considerations
<b>Saint John Region One-Stop-Shop Immigration Website</b>	Integrate value proposition and include customized messaging relevant to existing page topics and content sections.
<b>City of Saint John's Website</b>	Integrate value proposition into the "Moving to Saint John" section and drive immigrants to one-stop-shop website.
<b>City of Saint John' Social Media Pages</b>	Integrate value proposition into relevant organic social posts related to moving to the Saint John Region, driving users to the one-stop-shop website.
<b>SJLIP's Website</b>	Integrate value proposition and key messages on homepage and drive to the one-stop-shop website.
<b>SJLIP's Social Media Pages</b>	Integrate value proposition and key messages into relevant organic social posts, driving users to the one-stop-shop website.
<b>Envision Saint John's Website</b>	Integrate value proposition into "The Greater Saint John Region" of the website and drive immigrants to one-stop-shop website.
<b>Saint John Newcomers Centre's Website</b>	Integrate value proposition into messaging on website and include key messages throughout relevant existing pages and content sections.



<b>Saint John Newcomers Centre's Social Media Pages</b>	Integrate value proposition and key messages into relevant organic social posts.
<b>Newcomer Connections, YMCA of Greater Saint John</b>	Integrate value proposition into messaging on website and include key messages throughout relevant existing pages and content sections.
<b>Association Régionale de la Communauté francophone's Website</b>	Integrate value proposition into messaging on website and include key messages related to Francophone community throughout relevant existing pages and content sections.
<b>Association Régionale de la Communauté francophone's Social Media Pages</b>	Integrate value proposition and key Francophone messages into relevant organic social posts.
<b>Pride of Race, Unity and Dignity through Education's Website</b>	Integrate value proposition into messaging on website and include key messages throughout relevant existing pages and content sections.
<b>Pride of Race, Unity and Dignity through Education's Social Media Pages</b>	Integrate value proposition and key messages into relevant organic social posts.
<b>Anglophone South School District's Website</b>	Integrate value proposition and key messages into "Newcomer or International Student" section of the website.
<b>Anglophone South School District's Twitter Page</b>	Integrate value proposition and key messages into relevant organic Twitter posts.
<b>District Scolaire Francophone Sud's Website</b>	Integrate value proposition and key messages into "New Arrivals" section of the website.
<b>District Scolaire Francophone Sud's Social Media Pages</b>	Integrate value proposition and key messages into relevant organic social media posts.
<b>NBCC's Website</b>	Integrate value proposition and key messages into "International Applicants", "Saint John Campus" and "Why Choose NBCC" sections of the website.



<p><b>NBCC's Social Media Pages</b></p>	<p>Integrate value proposition and key messages into relevant organic social media posts.</p>
<p><b>UNB Saint John's Website</b></p>	<p>Integrate value proposition and key messages into "International Student Services" and "City Life" sections of the website.</p>
<p><b>UNB Saint John's Social Media Pages</b></p>	<p>Integrate value proposition and key messages into relevant organic social media posts.</p>

As key messages evolve over time, they should be updated consistently across existing communications channels.

<p><b>SP2 - T2</b></p>	<p>—</p>	<p><b>Lead Responsibility:</b>Envision Saint John  <b>Support Responsibility:</b>City of Saint John, SJLIP Council, ISOs  <b>High-Level Timing:</b>Q2 2022 - Q1 2023 and ongoing</p>
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STRATEGIC PRIORITIES

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#2



## TACTIC #3

2022 - 2032

### PROMOTE IMMIGRATION SERVICES WITH SIMPLE MARKETING CAMPAIGN

To increase the visibility and use of the immigration services offered throughout Saint John, development of a simple social media marketing campaign and promotion through the SJLIP's social media channels that targets newcomers and communicates the specific services being offered that address the largest existing gaps within the journey (access to jobs, access to available housing and community inclusion support) can be effective. By driving awareness of these specific services, the campaign can help close the largest settlement and retention gaps that exist within the region today.

- This campaign should target newcomers within the first four years of arrival using a mixture of both organic and paid social content.
- Organic social media content that clearly outlines key individual and family services and points newcomers to the right location on the one-stop-shop website can be implemented with an 'always-on' approach, working to consistently remind newcomers of the services available that will help them stay in Saint John.
  - Example of the copy within an organic post: "We offer language classes or your whole family. Find out more" with a link through to family language classes on one-stop-shop website.
  - Note that on Facebook, a minimum of three organic posts per week is recommended in order to reach audiences outside of your current network of followers.
- Family-focused services content should be a priority of the campaign, driving awareness of the schooling, Anglophone and Francophone education opportunities, daycare, transit and other family specific community programs that will work to better involve them in the community.
- Social media ads should be added into the campaign mix once initial learnings from organic content is gathered and analyzed, with the goal of reaching new newcomer audiences that the organic content does not reach.
- Exploration should be given to identifying and integrating existing established community and ethnocultural ambassadors throughout the City into the campaign content, and these same ambassadors should be included in the execution stage when it comes to sharing the content with their followers and audiences, working to increase immigration capacity.
- Specific tactics driving awareness and converting immigrants to the Francophone



- immigration stream should be considered.
- A campaign measurement plan with specific KPIs per channel and tactic should be developed to track performance and measure success, using learnings to identify future opportunities and improvements to the campaign over time.
- New and improved services, programs and support resources that address key immigration gaps should be integrated into the campaign as needed.

SP2 - T3



**Lead Responsibility:**Envision Saint John  
**Support Responsibility:**City of Saint John, SJLIP Council, ISOs  
**High-Level Timing:**Q4 2022 and ongoing

STRATEGIC  
PRIORITIES  
  
#2



# TACTIC #4

## ESTABLISH COLLABORATIVE WELCOME EVENTS

To welcome newcomers to Saint John and help them start to form connections that will make them feel included in the community, as well connections that will improve their access to settlement and retention resources, establish one large collaborative welcome event annually, with several smaller, targeted events throughout the year.

The annual collaborative welcome can be used to create broad awareness and generate support of the importance of immigration within Saint John, help make newcomers feel welcome and part of the Saint John community, and communicate the many different services, programs and resources available for immigrants during their settlement and over the first four years of their journey.

This large annual event can be complemented with several smaller events throughout the year that target specific audiences and deliver similar connection and awareness of services messaging. This messaging is integrated into the already-existing welcome events planned by ISOs throughout the community to action this tactic, such as Culture Fest Saint John, the Multicultural Festival of Colours, Employment Week, Francophone Immigration Day, Francophone Pride Week and Multiculturalism Day.

SP2 - T4

**Lead Responsibility:**Envision Saint John

**Support Responsibility:**ISOs, City of Saint John, SJLIP Council

**High-Level Timing:**Q1 2023 and ongoing

# TACTIC #5



## DEVELOP A SPECIFIC COMMUNICATIONS STRATEGY FOR EMERGENCY SERVICES

Develop a communications campaign about emergency services that is geared at immigrants to change the perception (and fear for some cultures) of what emergency services can do to help in many situations.

An important consideration is ensuring the campaign considers cultural sensitivities and relevant cultural references (cooking, heating, driving, winter etc.) within its messaging and content.

SP2 - T5



**Lead Responsibility:**City of Saint John  
**Support Responsibility:**SJLIP Council  
**High-Level Timing:**Q1-Q2 2023 and ongoing

STRATEGIC PRIORITIES  
#2

# STRATEGIC PRIORITY 3

## CREATE A PILOT PROGRAM FOR SEGMENTED AND TARGETED SKILLED IMMIGRANT ATTRACTION, SETTLEMENT & RETENTION

As identified in the gap analysis and via research and stakeholder engagement, access to jobs is the number one gap within the current Saint John immigration journey, and access to skilled workers is a core issue highlighted within Saint John. A pilot program is being recommended that directly works to address both gaps by taking a focused, clear and linear path to attracting, settling and retaining skilled immigrants for targeted sectors, with measured success metrics.

*“We have limited resources and can’t be everything for everybody. If we want to succeed in attracting and retaining skilled immigrants, we will need to target specific groups and set ourselves up to welcome them.”* – Director of External Relations, City of Saint John

To better attract and retain targeted, skilled immigrants via a focused pilot program, five tactics are being recommended:



As part of the development of this pilot project and the Council's official role and mandate, learnings from Quebec International and their integrated approach to international worker recruitment should be used and include attraction support, consulting, training, courses, networking activities and more – all designed to find and place international workers with specific employers in specific sectors.

# TACTIC #1



## ESTABLISH COMPREHENSIVE ENGAGEMENT WITH EMPLOYERS ACROSS CORE EMPLOYMENT SECTORS WITHIN SAINT JOHN

To enable effective access to available and meaningful employment opportunities for newcomers, the establishment of comprehensive, consistent engagement with employers throughout Saint John is being recommended. This engagement would include outreach and communications with employers that represent sectors that make up the core labour market needs of New Brunswick (ICT, advanced manufacturing, digital health, agritech) and specifically Saint John. This audience would include large and small employers, employers who have gone through the immigration process and those who have not, all of which represent the core employment sectors within Saint John that have identified current and/ or future skilled workforce needs.

The existing SJLIP Council Employment and Training working group can be used as a starting point to identify the gaps that currently exist in employer representation. This group can then be expanded to include effective representation from core sector employers, with engagement sessions and ongoing communications being led by Envision Saint John. This engagement and communication can be facilitated by newcomer navigation resource (recommended under strategy 31), and this resource can work directly with employers to match their needs and immigrant qualifications, and then help coordinate securing skilled workers for available employment opportunities. This resource could also work directly with immigrants to help them navigate the job search, application and securement processes, helping them and their family members find meaningful employment and minimizing this core gap in the journey.

Additionally, the Employment Liaisons roles being established within the Newcomer Employment Champions program (being managed by YMCA Newcomer Connections) should be integrated into the implementation of this tactic, with considerations for potential cost and resource sharing opportunities.

SP3 - T1

**Lead Responsibility:** Envision Saint John

**Support Responsibility:** City of Saint John, YMCA  
Newcomer Connections, ISOs, SJLIP Council

**High-Level Timing:** Q3 2022 - Q1 2023

STRATEGIC  
PRIORITIES

#3



## TACTIC #2

### DEVELOP A SECTOR TARGETED IMMIGRATION ATTRACTION CAMPAIGN

Develop and launch a targeted attraction-focused marketing and communications campaign, telling the overarching Saint John story while customizing messaging to meet the needs of specific segments and sectors identified by the SJLIP Employment and Training Group.

The campaign strategy should clearly establish different target audience segments, key messaging for each segment, and a segmented channel approach that leverages different platforms and tactics to best reach the different segments, driving to the relevant sections of the no wrong door website that best meets each segments' needs.

This campaign should also ensure international students are a core target segment, working to attract students to particular programs that match the sectors in which Saint John will require skilled workers within the near future.

SP3 - T2

**Lead Responsibility:**Envision Saint John

**Support Responsibility:**City of Saint John, SJLIP Council, UNB SJ, NBCC

**High-Level Timing:**Q2-Q4 2023

# TACTIC #3



## CREATE A SKILLED WORKFORCE RETENTION PROGRAM FOR IDENTIFIED SECTORS

Using the current retention-based programming offered to employers through the Newcomer Employment Champion program (being managed by YMCA Newcomer Connections), the joint Employment Week content being provided by YMCA Newcomer Connections and the Saint John Newcomers Centre, and PRUDE's Stay and Grow program as a starting point, develop a comprehensive workforce retention program for employers and skilled immigrants that fits within the core employment sectors of Saint John identified by the Employer Immigration Council.

This program would focus on specific initiatives, skill sets, services, training and more that employers need to retain skilled immigrants and that immigrants need to retain meaningful employment in identified sectors.

Consideration should be given as to whether these sector-specific retention services should be a stand-alone program or whether sector-specific content should be integrated into existing programs based on the outcome of the services inventory process outlined in strategy #1.

SP3 - T3

**Lead Responsibility:** The Saint John Newcomers Centre and YMCA Newcomer Connections

**Support Responsibility:** Envision Saint John, ISOs, Working NB, SJLIP Council

**High-Level Timing:** Q2-Q4 2023

STRATEGIC  
PRIORITIES

#3



# TACTIC #4

## DEVELOP A UNIVERSITY AND COLLEGE INTERNSHIP PROGRAM FOR IDENTIFIED SECTORS

Working through the Employer Immigration Council and in conjunction with post-secondary education organizations, develop an international student internship program linked to key sectors that offer internship positions, placements and experiential learning opportunities to immigrants within the key identified sectors in Saint John. Participating businesses would identify how many graduates/interns they require and be integrated into the skilled work- force retention program.

Similar to tactic #3, use existing programming from the Newcomer Employment Champion program (being managed by YMCA Newcomer Connections), the joint Employment Week content being provided by YMCA Newcomer Connections and the Saint John Newcomers Centre, and PRUDE's Stay and Grow program as a starting point, develop a comprehensive sector-specific retention program for international students.

STRATEGIC PRIORITIES

#3

SP3 - T4

**Lead Responsibility:** UNB SJ and NBCC

**Support Responsibility:** ISOs, Working NB, Envision Saint John

**High-Level Timing:** Q2-Q4 2023

# TACTIC #5



## MEASURE AND COMMUNICATE PILOT RESULTS TO PROVINCIAL AND FEDERAL PARTNERS

The goal of the pilot program is to show that a focused, sector-targeted approach to attracting skilled immigrants that bridges the needs of both employers and newcomers can work to provide economic development benefits to the region and the province. Developing a comprehensive measurement and reporting plan is essential in being able to show success, in addition to effectively communicating the results with key partners.

Clearly establishing program goals with associated metrics and measures of success before implementing any of the tactics is recommended. Ongoing monitoring and optimization of the attraction campaign is recommended as well, with quarterly results reports shared and key stats shared with regional partners and progress updates shared with ONB via Envision Saint John.

A full pilot program report with learnings and recommendations for future programs that can be applied to Saint John, New Brunswick and Atlantic Canada should be the final output that is presented and shared with provincial and federal partners.

SP3 - T5

**Lead Responsibility:** Envision Saint John

**Support Responsibility:** City of Saint John, SJLIP Council

**High-Level Timing:** Q3 2022 - Q1 2023

STRATEGIC  
PRIORITIES

#3

# STRATEGIC PRIORITY 4

## EXPAND AND IMPROVE IMMIGRATION-FOCUSED COMMUNICATIONS FOR SAINT JOHNNERS

Build upon the learnings from the soon-to-be in market communications campaign that will target Saint Johners with a message of why immigration is important within the region in order to improve newcomer community inclusivity and ultimately retention. By leveraging the campaign results, the campaign can be improved to continue to better educate residents and employers and drive awareness around the many benefits of immigration in Saint John.

Three tactics are being recommended within this strategy:



# TACTIC #1



## MEASURE, REPORT AND ANALYZE CURRENT CAMPAIGN LEARNINGS

To enable effective capturing of learnings, ensure the current communications campaign that is being led by the SJLIP Project Manager has a comprehensive measurement plan that outlines metrics, KPIs and reporting frequency, with the development of a final analytics report.

This final report can then be used to determine strategic and tactical plans for improving the campaign to deliver better results.

SP4 - T1

**Lead Responsibility:** SJLIP Project Manager

**Support Responsibility:** City of Saint John, Envision  
Saint John

**High-Level Timing:** Q2-Q3 2022

STRATEGIC  
PRIORITIES

#4



# TACTIC #2

## IMPROVE COMMUNICATIONS CAMPAIGN FOR CITIZENS

Use the learnings from the campaign report outlined in tactic #1 to develop updated and improved campaign plans, tactics and content that will work to move the needle more effectively on awareness and support of immigration within Saint John.

Within the campaign, the follow key messages should be considered and communicated, adapting to the learnings coming out of the initial campaign report:

- Immigrants play an important role in the Saint John economy and society.
- In the coming decade, some of our industries and regions will depend on immigration to fulfill their labour and skills needs.
- How our community interacts with and helps integrate newcomers can have significant positive impact economically and culturally.
- Educate on the need to be inclusive and supportive – identify gaps and how to mitigate those gaps and create newcomer champions.
- Cultivate a community that welcomes and celebrates newcomers.

Within the campaign, consideration should be given to integrating Saint John community success stories to drive engagement and support, working with PRUDE and their “Stay and Grow” program to identify key potential participants.

SP4 - T2

**Lead Responsibility:**Envision Saint John

**Support Responsibility:**City of Saint John, SJLIP  
Council, ISOs

**High-Level Timing:**Q4 2022 - Q2 2023 and ongoing

# TACTIC #3



## DEVELOP COMMUNICATIONS CAMPAIGN FOR EMPLOYERS

Use the learnings from the campaign report outlined in tactic #1 to develop updated and improved campaign plans, tactics and content that will work to move the needle more effectively on awareness and support of immigration specifically with employers within Saint John. The goal of the campaign should be to demystify the hiring/recruiting of immigrants to increase the opportunity for the number of immigrants with secured meaningful employment.

Within the campaign, the follow key messages should be considered and communicated, adapting to the learnings coming out of the initial campaign report:

- Immigrants play an important role in the Saint John economy and labour force, and in the coming decade, some of our industries will depend on immigration to fulfill their labour and skills needs.
- The importance of providing an inclusive and beneficial workplace culture, including a sense of community, opportunities to grow, job security, good salaries and an understanding of the needs of the employee.
- Promotion of programs that are available, such as the Dedicated Service Channel (DSC) option under AIPP.

Within the campaign, consideration should be given to integrating Saint John employer success stories to drive engagement and support, working with PRUDE and their “Stay and Grow” program and YMCA Newcomer Connections and their Employment Champions program to identify key potential participants.

SP4 - T3

**Lead Responsibility:** Envision Saint John

**Support Responsibility:** City of Saint John, SJLIP Council, ISOs  
**High-Level Timing:** Q4 2022 - Q2 2023 and ongoing

STRATEGIC  
PRIORITIES

#4

# STRATEGIC PRIORITY 5

## EXPAND AND IMPROVE CORE SETTLEMENT SERVICES THAT ADDRESS KEY GAPS IN JOURNEY

Expanding and improving immigration services and programs that directly address the largest identified gaps in the immigration journey can help improve retention significantly, including access to available jobs, access to available housing and inclusion into the community. Existing immigration services should be improved and new services should be created that work to effectively address these three key gaps, working collectively with the other strategies and tactics outlined in this document to improve retention rates and keep immigrants in Saint John.

Five core tactics are recommended to achieve this:



# TACTIC #1



## EXPAND SERVICES AND CORRESPONDING COMMUNICATIONS TO FAMILIES

The need to support a newcomer's entire family when it comes to immigration services has been made clear via research and engagement sessions, and thus services should be extended to family members and communication around that extension should be promoted.

In many newcomers' cultures, nurturing a sense of family is core to their values and is an essential part of their community. To help newcomers feel welcomed and integrated into the region upon arrival and to keep them in Saint John, services that accommodate the entire family are needed.

SP5 - T1

**Lead Responsibility:** SJJIP Council

**Support Responsibility:** ISOs, School Districts & Schools, City of Saint John

**High-Level Timing:** Q3-Q4 2022 and ongoing

STRATEGIC  
PRIORITIES

#5



# TACTIC #2

## ENSURE IMMIGRATION SERVICES ARE OFFERED IN BOTH OFFICIAL LANGUAGES

Continue to work on expanding newcomers service offerings in French as the provincial government has been focused on recruiting newcomer workers from French-speaking countries in Europe and Africa. If we want these newcomers to choose Saint John, we need to increase the offering of services and continue to build a welcoming community for them. Offering these services in both official languages also opens the door to attract an increased number of Anglophone immigrants to the Francophone stream, enabling Saint John to bring in more immigrants.

STRATEGIC PRIORITIES

SP5 - T2

**Lead Responsibility:** S JLIP Council

**Support Responsibility:** I" AR Cf, District Scolaire Francophone, the Saint John Newcomers Centre, ISOs, City of Saint John

**High-Level Timing:** Q3 2022 - Q3 2023 and ongoing

#5

## TACTIC #3



### STRENGTHEN EXISTING BUDDY PROGRAMS AND INCLUDE ETHNO-CULTURAL GROUPS

Leveraging the learnings from the current YMCA Newcomer Connections' First Friends program that pairs Saint Johners with newcomers, develop a plan to create a region-wide Saint John buddy program that matches potential and new immigrants with citizens of Saint John that were once newcomers, and can help navigate them through the immigration journey, building on the learnings and outcomes from the services assessment inventory.

This program should also include the formation, mobilization and support of official ethno-cultural community groups as buddies for immigrants and their families, building on the current ethno-cultural program being executed by the City of Saint John. As research and engagements show, strong connections with ethno-cultural groups of similar background to newcomers can have significant positive impact on retention. By strengthening and formalizing this type of ethno-cultural support, the ecosystem can start to see benefits that build immigration capacity opportunities at all three phases of the immigration journey.

The role of the buddy programs should be to help new immigrants nurture a sense of community and navigate them through the process in a way that makes them more likely to succeed and therefore stay in Saint John. Pre-arrival, Saint John can promote buddy families like a billet experience and showcase their attentiveness to needs and challenges of being a newcomer. And throughout all communications, Saint John should integrate this family-focus messaging as an attraction tool.

SP5 - T3

**Lead Responsibility:** YMCA Newcomer Connections

**Support Responsibility:** ISOs, SJLIP Council, City of Saint John

**High-Level Timing:** Q3 2022 - Q2 2023

STRATEGIC  
PRIORITIES

#5



# TACTIC #4

## IMPROVE ACCESS TO AVAILABLE HOUSING INFORMATION AND OVER TIME, AVAILABLE HOUSING OPTIONS

The lack of available housing was listed by many immigrants as a catalyst for relocation to other cities in Canada and although this is a much larger issue that is not specific to immigrants in Saint John, it does have an impact on settlement and rates.

A recent Newcomer Housing Study completed by Dillon Consulting highlights the need for a more equipped housing stock that provides a range of housing options to meet the family needs of immigrants, including new construction rentals, separated room designs over open concept design, and three- or four-bedroom units. This study also indicated that newcomers come to Saint John with certain vulnerabilities or lack of information that limits their ability to find accessible housing.

To combat this gap in the short-term, work with YMCA Newcomer Connections and their newly established Housing Coordinator to provide on-the-ground support to newcomers in finding available housing (a service that should be integrated into the no wrong door approach and the immigration services communications campaign).

Over the longer-term, include immigrant housing needs in the holistic City of Saint John housing strategy, considering an immigrant housing development incentive program that could promote the development of housing solutions for three-and four-bedroom units that newcomers are searching for. Also consider the recommendation made within the Newcomer Housing Study for Envision Saint John to explore innovative models that promote empty-nester sellers to hold onto their properties as a real estate investment and transition them to the secondary rental market to increase the number of rentals in a desirable housing form thus providing income generating opportunities for the would-be sellers.

SP5 - T4

**Lead Responsibility:** City of Saint John

**Support Responsibility:** Envision Saint John, YMCA Newcomer Connections, Saint John Real Estate Board, the Saint John Newcomers Centre

**High-Level Timing:** Q4 2022 - Q4 2025

# TACTIC #5



## INTEGRATE EXPANDED AND NEW SETTLEMENT SERVICES INTO IMMIGRATION ECOSYSTEM

As immigration programs and services are created and improved to better address core gaps within the immigration journey, ensure they are effectively integrated into the ecosystem per the strategies and tactics outlined in this document.

These new and expanded programs should focus on closing the core gaps affecting attraction, settlement and retention, including access to meaningful jobs, access to housing and community inclusion, with specific focus on initiatives that can effectively work to improve all phases of the journey. As an example, the in-conception Newcomer Health Care Clinic is an initiative that not only will provide essential healthcare settlement services to newcomers, it will provide an opportunity for employment opportunities, attraction opportunities and can strengthen community inclusion.

The below list includes some new and/or expanded initiatives that should be considered in this tactic:

- YMCA Newcomer Connections' Employment Liaison
- YMCA Newcomer Connections' Skills Launch
- YMCA Newcomer Connections' Sector-Specific Employment Language Training
- The Saint John Newcomers Centre's Integrated Service Delivery program
- The Saint John Newcomers Centre's Francophone Summer Camp
- The Saint John Newcomers Centre's Cultural Competency Training
- The Saint John Newcomers Centre's Jump Start program
- PRUDE's Workplace Bias Recognition program
- The Newcomer Health Care Clinic

SP5 - T5

**Lead Responsibility:** S JLIP Council

**Support Responsibility:** ISOs, School Districts, City of Saint John

**High-Level Timing:** Q4 2022 and ongoing

# STRATEGIC PRIORITY 6

## ENHANCE FOCUS AND POSITIONING OF “WHY SAINT JOHN” TO PROVINCIAL AND FEDERAL PARTNERS

Using data, metric reporting and economic development-focused outcomes, develop a better focus and positioning for “Why Saint John” that can easily be provided to provincial and federal partners and that is tied to the attraction-focused marketing and communications campaign. This focus and positioning should clearly outline opportunities to build upon and increase immigration success throughout the region, province and country, opportunities that will work to support economic development goals at a provincial and federal level.

The recommended tactics to achieve this enhanced focus and positioning are:



# TACTIC #1



## DEVELOP AN IMMIGRATION IMPACT REPORT WITH COMPELLING POSITIONING

Using the metrics and results reports from the strategies and tactics outlined in the immigration strategy, develop immigration specific impact reports that communicate the immigration success in Saint John coming out of the execution of the strategy and provide a 'Why Saint John' positioning based on data that is targeted at provincial and federal partners. These reports should convey the data and outcomes in a way that focuses on future opportunities to increase immigration to Saint John and drive economic growth, while at the same time, encouraging support with attraction and funding efforts.

Using the learnings, data and results from the first year of implementing the Succeed and Stay Immigration Strategy, develop impact reports for provincial and federal partners that outline:

- An overview of key opportunity sectors for economic development and the current opportunities that exist in each.
- Potential opportunities to bridge the credential recognition gap, focusing on needs and priority sectors.
- Strategies to participate in recruitment missions specific to Saint John opportunities and needs.

SP6 - T1

**Lead Responsibility:** Envision Saint John

**Support Responsibility:** City of Saint John

**High-Level Timing:** Q2 2023 and ongoing annually



## TACTIC #2

2022 - 2032

### ENGAGE PROVINCIAL AND FEDERAL PARTNERS AND DEVELOP PLANS TO ACTION KEY IMMIGRATION OPPORTUNITIES

Work with partners at the provincial and federal level to communicate the results and opportunities Saint John is seeing via the annual report and engage them in discussions on how to best action opportunities to achieve collaborative goals.

Coming out of the engagements with provincial and federal partners, identify top priority opportunities and build action plans for funding acquisition and execution. An opportunity exists within these engagements to create a roundtable of provincial representatives who formally and consistently meet to discuss and identify opportunities and actions to support immigration success.

STRATEGIC  
PRIORITIES

SP6 - T2

**Lead Responsibility:**Envision Saint John

**Support Responsibility:**City of Saint John

**High-Level Timing:**Q2 2023 and ongoing annually

#6



## STRATEGIC PRIORITY #7

### CREATE A DEDICATED RESOURCE TO SUPPORT THE CITY'S ACCOUNTABILITIES

Given the importance of immigration in meeting population growth goals for Saint John, creating a role and dedicated resource to be accountable to the City of Saint John led strategies and tactics outlined in this document.

Additionally, this resource will:

- Work with communities and cultural groups that are already established to identify and attract opportunities within their community
- Coordinate connections to official cultural groups and organizations, both through virtual and in-person channels
- Coordinate welcoming events that drive stronger community inclusion

A comprehensive review and analysis of the strategies with each of their corresponding tactics is recommended after five years by this City of Saint John led resource, in collaboration with immigration community partners, to determine whether the strategy is working to achieve the specific objectives and metrics identified. If the actions, tactics and recommendations under strategic priorities are working, a continuation of the implementation, monitoring, measuring and improvement over time is recommended. If the tactics are not working to achieve their goals, evaluation of how the priority, tactic and/or action can be evolved to effectively meet goals will be required, with an update to the 10-year strategy.

SP7

**Lead Responsibility:** City of Saint John

**Support Responsibility:** Envision Saint John, SJLIP Council

**High-Level Timing:** Q3 2022



# STRATEGIC PRIORITY #8

## REGIONALIZE THE IMMIGRATION STRATEGY

As outlined in the strategic considerations and assumptions of this document, this immigration strategy was developed for the City of Saint John and was based on insights gathered during comprehensive research and engagement sessions specifically within the City of Saint John immigration community. This document will inform the Regional Immigration Strategy led by Envision Saint John and will support their efforts in their population growth and immigration mandate for the region.

Envision Saint John will work with the City of Saint John, the ISOs and all other partners within the immigration community to action the recommendations and coordinate effective execution of the tactics.

SP8

**Lead Responsibility:**City of Saint John

**Support Responsibility:**Envision Saint John, SJLIP Council

**High-Level Timing:**Q3 2022 - Q2 2023



# SUMMARY OF GOALS WITH CORRESPONDING STRATEGIES & TACTICS

The strategies and tactics included within this document are meant to complement each other and work in conjunction to achieve immigration goals and targets. The table below summarizes the different recommendations and which goals and targets they will work to achieve.

## 01 ATTRACT NEW PEOPLE TO SAINT JOHN

### STRATEGIES

- Better communicate Saint John's offerings to newcomers.
- Create a pilot program for segmented and targeted skilled immigrant attraction, settlement & retention.
- Enhance focus and positioning of "Why Saint John" to provincial and federal partners.
- Create a dedicated resource to support the City's accountabilities.
- Regionalize the immigration strategy.

### TARGETED METRICS

**Annual immigrants settling  
in Saint John**  
2,362 by 2030

**Francophone stream immigrants  
settling in Saint John**  
20% of total immigration  
by 2030



02

## ENHANCE THE NEWCOMER EXPERIENCE

### STRATEGIES

- Establish a no wrong door approach to immigration support services that enables customized support based on immigrant needs.
- Better communicate Saint John's offerings to newcomers.
- Create a pilot program for segmented and targeted skilled immigrant attraction, settlement & retention.
- Expand and improve immigration-focused communications for Saint Johners.
- Expand and improve core settlement services that address key gaps in journey.
- Create a dedicated resource to support the City's accountabilities.
- Regionalize the immigration strategy.

### TARGETED METRICS

**International students enrolled**  
25% of total enrollment  
by 2030

**International students retained**  
50% of total international students  
enrolled by 2030

03

## RETAIN IMMIGRANTS

### STRATEGIES

- Establish a no wrong door approach to immigration support services that enables customized support based on immigrant needs.



- Better communicate Saint John's offerings to newcomers.
- Create a pilot program for segmented and targeted skilled immigrant attraction, settlement & retention.
- Expand and improve immigration-focused communications for Saint Johners.
- Expand and improve core settlement services that address key gaps in journey.
- Create a dedicated resource to support the City's accountabilities.
- Regionalize the immigration strategy.

### TARGETED METRICS

**Annual immigration retention rate**  
90% retention of newcomers by 2030



## SAINT JOHN

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