

***SAINT JOHN IMMIGRATION STRATEGEM
2004 – 2007
EXECUTIVE SUMMARY***

Submitted by:



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REGIONAL CAPACITY ANALYSIS

Canadian Demographic Realities

- Greying
- Declining natural population growth
- Urbanization

Canadian Immigration

1900 – 2000: 12 million immigrants

TODAY: estimated 230,000/annum

- 60% Economic
- 29% Family
- 11% Refugees
- 94% urban magnets
 - Toronto : 47%
 - Vancouver : 17%
 - Montreal : 12%

New Brunswick and Saint John Demographic Realities

- Population decline: out-migration by educated young people exceeds in-migration
- Greying
- 50:50 urban : rural split
- Impacts on economic development
 - Fiscal challenges
 - Attractiveness for business/economic development
 - Workforce skills: quantity and quality

New Brunswick and Saint John Immigration

- New Brunswick: 700-800 immigrants/annum
 - Skilled workers: 33%
 - Refugees: 23%
 - Family: 25%
 - Provincial Nominees: 15%
 - Business: 5%

NOTE: approximately half are English speaking and 40% do not speak English or French

- Saint John 2003: 123 immigrants
 - 34% Refugees
 - 28% Skilled workers
 - 22% Family class
 - 16% Provincial Nominees

Community Immigration Best Practices

- Government leadership, commitment, resources and collaboration at all levels and at **every** stage of the immigration continuum
- Respected community champions
- Community consensus
- Public awareness and education about:
 - Community economic challenges and rationale for immigration
 - Socio-economic benefits of immigration
 - Settlement barriers and stresses all newcomers face: economic immigrants, refugees, parents, children/youth, etc.
- Immigration strategy driven by economic mandate
- Integrated social and economic policies
- Engagement and active involvement of ethnocultural communities
- Encouragement of family/friends sponsorship
- Full and equitable access by immigrants to economic opportunities
- Business community leadership, commitment and workplace participation
- Marketing that consistently communicates key immigrant : community match criteria and resources to facilitate enquiry and application processes
- Recruitment balance in ethnocultural diversity, immigrant category, age/gender, etc.
- Long term resources

Saint John Immigration Capacity Analysis

Strengths:

- Investing in People : *Community Growth Strategy* focus
- Immigration : *Community Growth Strategy* priority
- Immigration Support Team
- Proposed Waterfront Development Project
- Increased number of prospective immigrants
- Immigration consultants
- International students
- Civic and business awareness of importance, benefits and opportunities from immigration
- Media profile about immigration

Issues:

- Reactive response
- Highly fragmented with gaping holes
- Driven by perceived need to respond to any and all potential immigrants
- Minimal siloed settlement/integration services that are severely under-resourced
- Invisible to civic and business communities

Opportunities:

- Tap into regional knowledge, expertise, networks, etc.
- Leverage Saint John assets and resources effectively through collaboration and co-operation
- **Focus** on **select** immigration opportunities/activities that match Saint John economic, settlement/integration and social inclusion capacity
- Match individual/family immigrants to Saint John realities
- Invests in long-term retention by developing and sustaining high quality professional integration capacity.
- Aggressively manage immigration as a community economic necessity.

Threats:

- Myopic perspective on globalization and multicultural diversity
- Continued silo approaches to immigration that stretch limited resources and do not achieve full community social, cultural and economic returns on investment
- Focus on short term immigration “quantity” objectives and ignore long-term immigration capacity-building

IMMIGRATION STRATEGEM FRAMEWORK

Purpose: overarching direction to effectively co-ordinate Saint John immigration and internationalization efforts to maximize economic, cultural and social benefits to the region

Goals:

- Build Saint John capacity to attract, recruit, settle and integrate immigrants
- Recruit and retain significant numbers of immigrants to have a notable positive impact on regional demographics, workforce capacity and entrepreneurial activity

Principles:

1. Long-term commitment and resources
2. Collaborative stakeholder goals and focused priorities.
3. Multi-stakeholder responsibility and accountability to pool resources to achieve significant socio-economic returns-on-investment.
4. Integrated, **client-driven** service approach.
5. Strategic win-win regional, provincial, national and international partnerships.
6. Strategic management.

Framework: The *Immigration Strategem* is founded on a singular regional thrust that demands collaboration, cooperation and seamless integration of multi-stakeholder expertise and resources (Figure 1).

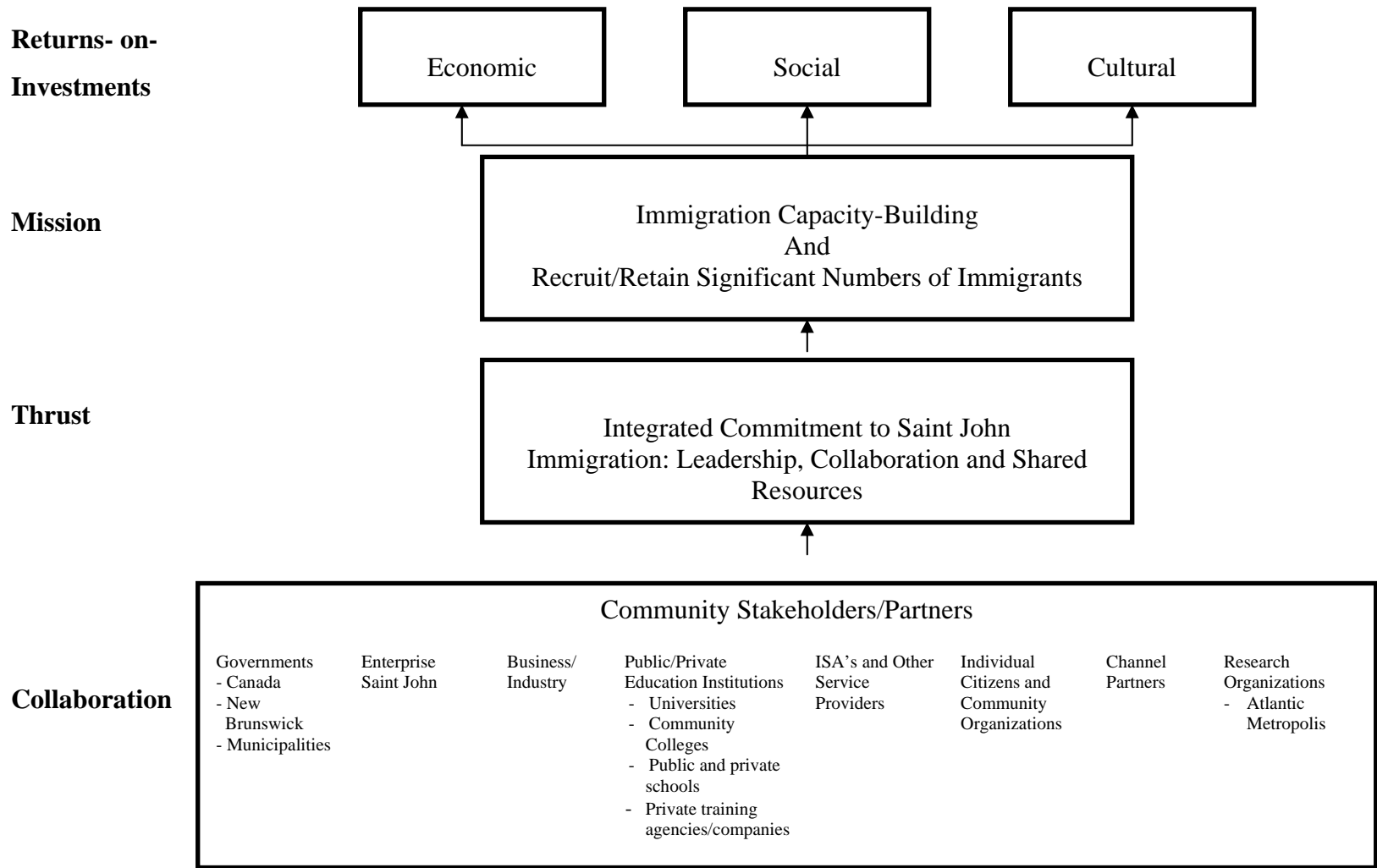


Figure 1: Overall framework posited by the *Saint John Immigration Strategem*

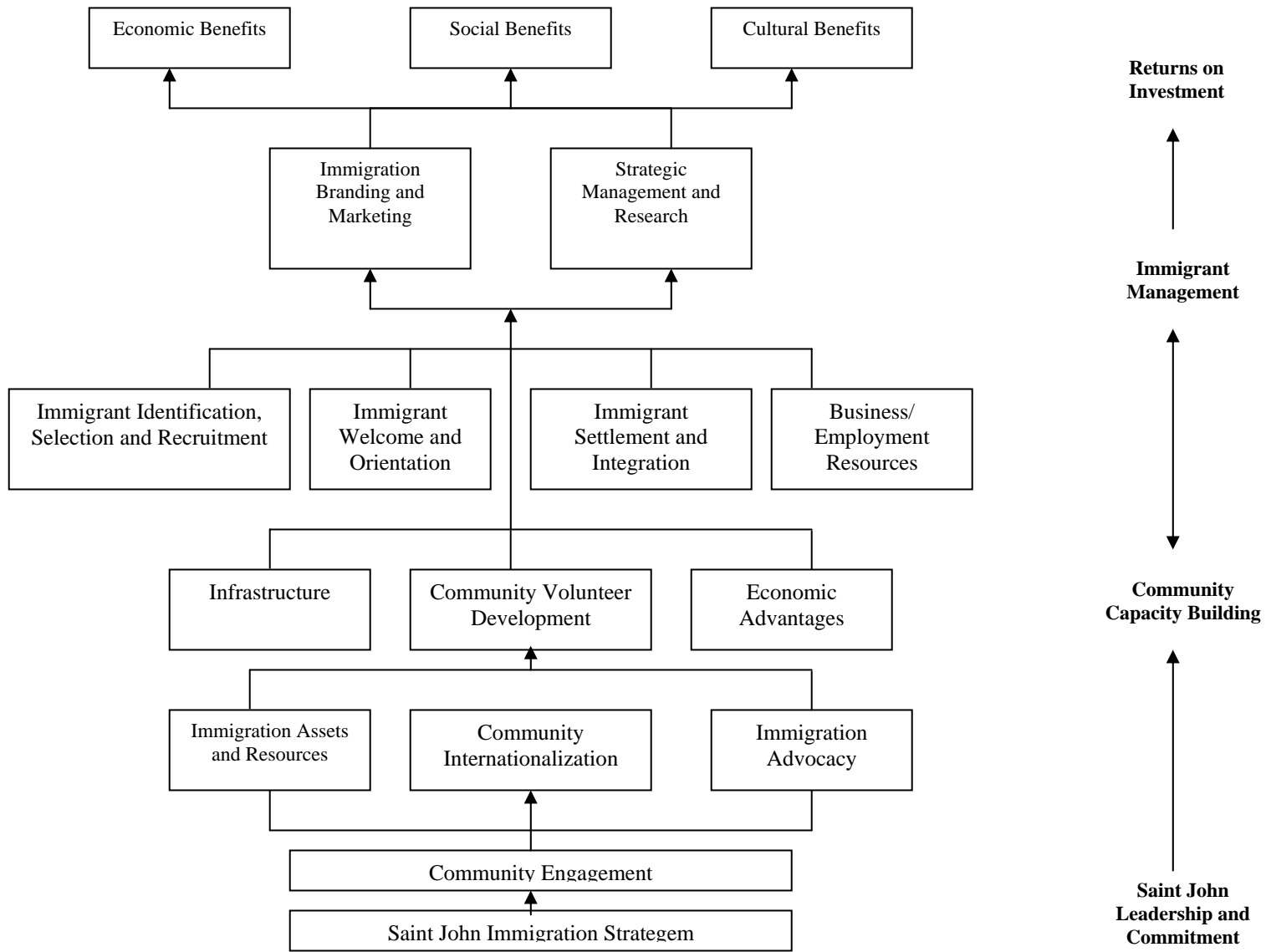


Figure 2: Saint John immigration capacity-building blocks

Capacity-Building: 12 interdependent community capacity-building blocks that must be equally developed and fully integrated to support sustainable immigration success.

CAPACITY BUILDING BLOCK	2004 – 2007 GOAL	CRITICAL ELEMENTS
Community Assets and Resources	Comprehensive, readily accessible, user-friendly, just-in-time database of Saint John immigration assets and resources	<ul style="list-style-type: none"> ▪ Immigration expertise ▪ International expertise ▪ International experience, ▪ Immigration resources: programs, services, etc. ▪ Infrastructure resources ▪ International leadership participation ▪ Community volunteers
Community Internationalization	Community knowledge of and commitment to economic, social and cultural diversity and inclusion	<ul style="list-style-type: none"> ▪ Continuous immigration/ diversity awareness and education ▪ Community events that celebrate diversity
Immigration Advocacy	Five year pilot program to demonstrate, test and evaluate innovative immigration approaches	<ul style="list-style-type: none"> ▪ Federal, provincial and regional leadership and committed resources for the five year pilot ▪ Supportive GNB immigration strategy ▪ Federal and provincial readiness to enable innovative policies, programs and processes to support pilot program ▪ Start-to-finish pilot program research, analysis and reporting
Infrastructure	Newcomer Cultural Resource Centre	<ul style="list-style-type: none"> ▪ Sustainable newcomer cultural resource centre that integrates multi-agency welcome, orientation, settlement, employment and business development resources

CAPACITY BUILDING BLOCK	2004 – 2007 GOAL	CRITICAL ELEMENTS
Community Volunteer Development	Citizen, employer and employee volunteers.	<ul style="list-style-type: none"> ▪ Inventory of volunteers ▪ Volunteer recruitment, communication, training, management and recognition processes.
Saint John Economic Advantages	Accurate, reliable, and timely Saint John economic advantages for immigrants	<ul style="list-style-type: none"> ▪ Employer projected labour force shortages by occupation ▪ Workforce development strategies for resident education/training and repatriation ▪ Workforce supply:demand planning tool(s) ▪ Foreign investment strategy ▪ Confidential business opportunities portfolio
Immigrant Identification, Selection and Recruitment	Immigrant: Saint John matching processes	<ul style="list-style-type: none"> ▪ Immigrant: Saint John feasibility assessment ▪ Recruitment efforts ▪ Geographic and ethnocultural target marketing ▪ Crafted site visits by potential immigrants
Immigrant Welcome and Orientation	Comprehensive community welcome and orientation resources	<ul style="list-style-type: none"> ▪ Integrated, community- based welcome and orientation from point of immigrant arrival through stages of adaptation
Immigrant Settlement and Integration	Comprehensive and fully integrated immigrant settlement/integration resources	<ul style="list-style-type: none"> ▪ Multi-agency system approach to service delivery ▪ Multi-agency People Oriented Planning (POP) ▪ Continuous and enhanced settlement and integration programs/services ▪ Readily accessible cultural resource centre

CAPACITY BUILDING BLOCK	2004 – 2007 GOAL	CRITICAL ELEMENTS
Business/Employment Resources	Immigrant access to up-to-date, relevant investment and employment information and resources	<ul style="list-style-type: none"> ▪ Business investment opportunities ▪ Coaching/mentoring, etc. ▪ Employment opportunities ▪ Employment counseling, bridging programs, coaching/mentoring, etc. ▪ Personal financial services counseling/mentoring
Immigration Branding and Marketing	Potential immigrant awareness of Saint John as a desirable community offering select economic advantages and a particular lifestyle	<ul style="list-style-type: none"> ▪ Saint John immigration brand plan ▪ Targeted marketing to select geographic/ethno-cultural markets
Strategic Management and Research	Saint John capability to strategically manage community-based immigration	<ul style="list-style-type: none"> ▪ Management: human resource, technology and financial ▪ Internal and External Relationship Management ▪ Pilot Project Research/Evaluation