

CITY OF SAINT JOHN

POPULATION GROWTH FRAMEWORK



SAINT JOHN

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INTRODUCTION

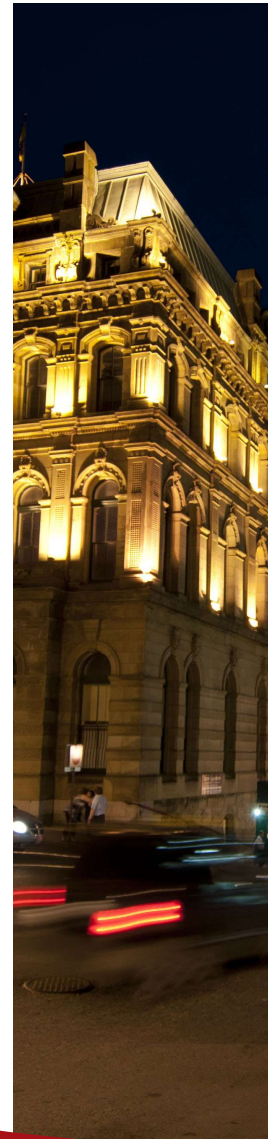
A rising tide lifts all boats.

This phrase has particular meaning to Saint John as we are the city with the world's highest tides. Recent trends show that our population is falling; the 2016 Census indicated that Saint John was the only Census Metropolitan Area (CMA) with a declining population (-2.2%). This ebbing of growth impacts all of us: industry has a smaller labour pool, small businesses have fewer customers, and the City has a lower tax-base to provide essential services to all its residents.

Saint John is Canada's original city, and the cultural and economic engine of New Brunswick. We have a rich history and a long-standing tradition of welcoming wave after wave of newcomers to our shores.

Despite our challenges, we are hopeful because we know first-hand the awesome power of the changing tide, and how quickly things can change when we work together. Our tides are so powerful that twice daily they push back against the outward flow of the mighty Saint John River and cause it to completely change direction.

Our community is ready to change direction. We are committed to stopping the flow of outmigration, attracting new people to our City with open arms, and growing our population.





VISION

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.

Saint John will be growing because more businesses locate here, more young people find work here, more families move back here, and more residents remain here.

We aspire to be the most welcoming community in New Brunswick.

MANDATE

Aligned closely to the Council Priorities of Growth and Prosperity, and PlanSJ, the Population Growth Framework is a key pillar of Saint John's growth plan: *The Roadmap for Smart Growth.*

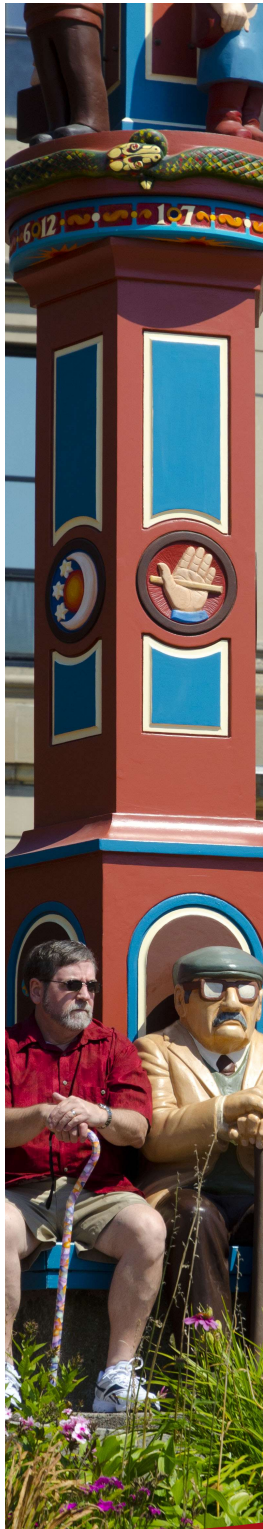
This Framework's action plan will serve as our community's work plan on population growth and will be enhanced by the release of a new Immigration Strategy in conjunction with the Saint John Local Immigration Partnership.

OBJECTIVES

ATTRACT new people to Saint John 

ENHANCE the newcomer experience in Saint John 

RETAIN our population in Saint John 





WHY A POPULATION GROWTH FRAMEWORK?

Over the last 45 years, Saint John has seen a historical decline in population of almost 25%. In 1971, our population was 89,039. By 2016, our population had fallen to 67,575. The 2016 Census indicated that our community now has the distinction of being the only Census Metropolitan Area (CMA) in Canada to shrink during that period. (Figure 1)

Our community can no longer watch our population decline. We need to have a focused and coordinated approach to growing our population. This Framework will help our community to build on our existing efforts and will spur action around the things we can influence.

Tax-base growth and employment growth are key pillars of the City's new *Roadmap for Smart Growth*, and they go hand in hand with population growth and retention. We cannot simply bring in thousands of new people and hope that they stay. Our community needs to become more effective at connecting job seekers with employers, promoting our safe and vibrant neighbourhoods, helping people build local networks, and highlighting the incredible quality of life that our City offers.

FIGURE 1

CENSUS METROPOLITAN AREA GROWTH

A look at the population growth rates for Canada's census metropolitan areas (CMAs) in 2016:

CMA	% GROWTH	CMA	% GROWTH
Calgary	14.6	St. John's, N.L.	4.6
Edmonton	13.9	Montréal	4.2
Saskatoon	12.5	London	4.1
Regina	11.8	Québec*	4.0
Lethbridge	10.8	Moncton	4.0
Kelowna	8.4	Brantford*	3.8
Guelph	7.7	Hamilton	3.7
Victoria	6.7	St. Catharines–Niagara	3.5
Oshawa	6.6	Halifax	3.3
Winnipeg	6.6	Windsor	3.1
Vancouver	6.5	Trois-Rivières	2.8
Toronto	6.2	Peterborough	2.3
Abbotsford	6.1	Belleville	1.8
Kitchener	5.5	Saguenay	1.5
Ottawa–Gatineau	5.5	Kingston	1.0
Barrie	5.4	Greater Sudbury	1.0
Canada	5.0	Thunder Bay	0.0
Sherbrooke	4.9	Saint John, N.B.	-2.2

** Incompletely enumerated Indian reserves and Indian settlements located within CMAs were excluded from this chart.*

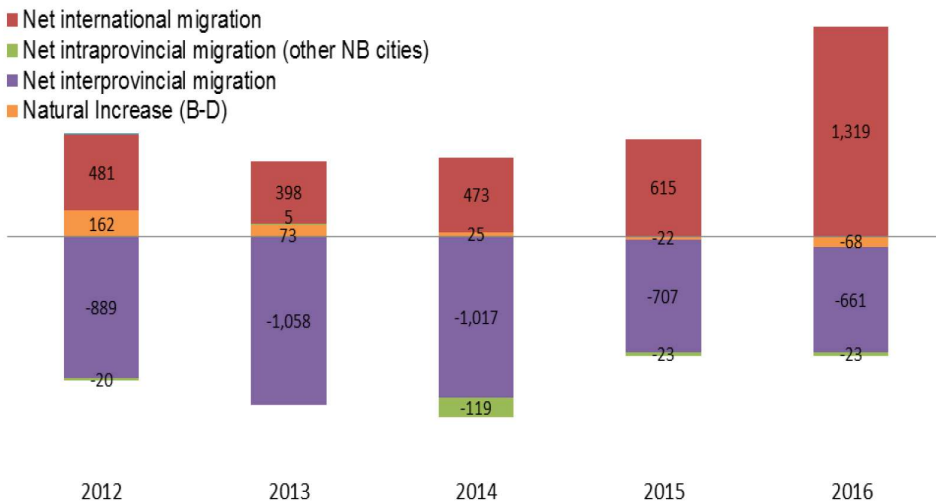
SOURCE: STATISTICS CANADA

THE CANADIAN PRESS

One of the significant challenges facing Saint John is outmigration. We need to give our youth a vision for their future in Saint John. They need the tools and opportunities to build their work networks and find good jobs otherwise they leave for greener pastures.

We also need to welcome the world to Saint John. With one of the fastest aging populations in the country, current economic forecasts for New Brunswick indicate that our labour pool will not be sufficient to meet demands created with the retirement of the baby-boomers.

FIGURE 2
Components of Saint John's Population Change (CMA)



Source: Statistics Canada. Table 051-0057 - Components of population growth by census metropolitan area

We need to ensure that our local residents are filling these jobs, and we also need to start recruiting newcomers to fill the jobs that are not being filled so that our businesses can stay competitive in our world economy.

When examining the Saint John CMA, in 2016, the population rose entirely due to international migration. From 2011 to 2015, the CMA population decline would have been much worse if there were no international migration (Figure 2).

Even with the availability of affordable housing and attractive neighbourhoods, a significant challenge facing the City is that while over 85% of the regional jobs are within the City, over 37% of people who work in Saint John do not live in the City and instead commute to work. (Statistics Canada, 2016 National Household Survey)

This daily influx of non-residents puts a significant strain on the City's infrastructure and services. And while they make an important contribution to the local economy by working, purchasing goods and services, and supporting local businesses within the City, commuters do not contribute property taxes to the City; Saint John residents alone subsidize the cost of the vast majority of the infrastructure and services that commuters use. This is a significant factor in Saint John's high tax rate that contributes to a cyclic pattern of urban sprawl found in many cities across North America.

Population decline also has a direct and immediate impact on the City's finances. Because the City lost 2,488 people in the 2016 Census, the annual unconditional grant from the Province of New Brunswick will be reduced by an estimated \$3M annually until the next Census in 2021.

Simply put, we need to grow our population. In order to be effective at population growth, we will need every level of Government, local businesses, stakeholders, and our whole community working together to achieve growth.





SIGNS OF GROWTH: WHAT WE HAVE TO OFFER

There is a new vibrancy and optimism in Saint John. Despite general population decline in some parts of the City, our uptown core witnessed a significant increase in the 2016 Census (15.1%). New restaurants and shops are opening, businesses are relocating there, the City is working on a new neighbourhood plan, and people are moving in. The Central Peninsula has a European flair, with very high walkability, and quick access to the waterfront.

Until recently, Saint John was witnessing the hollowing out of our urban core. This doughnut effect is now showing signs of reversing as young professionals and retirees looking to downsize are moving in to our uptown in droves.

For residents who prefer a little more space, Saint John has beautiful neighbourhoods spread throughout the City, with access to schools, (including the newest school in the province), shopping, parks, and other amenities essential in an urban lifestyle.

Saint John is surrounded by water. As the only city on the Bay of Fundy, our beautiful beaches and waterways offer numerous opportunities for swimming, kayaking, fishing, boating, and even skating in the winter.

We have over 1,190 hectares of public parkland, which is more per capita than almost any other city in North America. Rockwood Park rivals New York's Central Park in its size, beauty, and proximity to our urban core. The breathtaking Irving Nature Park draws numerous of visitors daily.

The City has made improvements to Harbour Passage, which wraps around our waterfront and is used heavily by our residents. We have new playgrounds, dog parks, and splash pads in key locations, as well as high quality recreation facilities such as: Emera Field, the Canada Games Aquatic Centre, UNBSJ, the new state-of-the-art YMCA of Greater Saint John, and the planned Greater Saint John Field House.

Saint John is the culinary hub of New Brunswick. With numerous high quality and award winning restaurants, and a hip and urban nightlife, you don't have to look very far to experience an incredible night on the town. Saint John is steeped in history and culture. We are a cultural capital of Canada and we have incredible heritage buildings across our City.

We also have an active arts and culture scene with a dozen art galleries, the New Brunswick Museum, and numerous concerts, live performances and festivals throughout the year. We had over 1.6 million visitors come to Saint John in 2016. Our tourism industry is thriving, and is poised to see continued growth.

The City is currently engaged in large scale projects which collectively are worth over \$1 billion, and are employing hundreds of residents, such as: Safe Clean Drinking Water Project; Port Saint John Modernization; Upgrades at the Pulp and Paper Mill; A brand new Seaside Park School; The Irving Oil Home Office Tower; and the recently announced NB Museum.

Our quality of life is very high and our unemployment rate is low (6.1%). The ratio of the average home price to salary is only 2.5:1. Compared to larger cities such as Toronto where that ratio is over 9:1, it's no wonder that our City was recently named one of Canada's Best Cities for Jobs and Affordable Homes (#3), Huffington Post (2017).





SAINT JOHN: NEW BRUNSWICK'S MOST WELCOMING COMMUNITY

If we want to grow, we need to lead by example. Saint John must become New Brunswick's Most Welcoming Community.

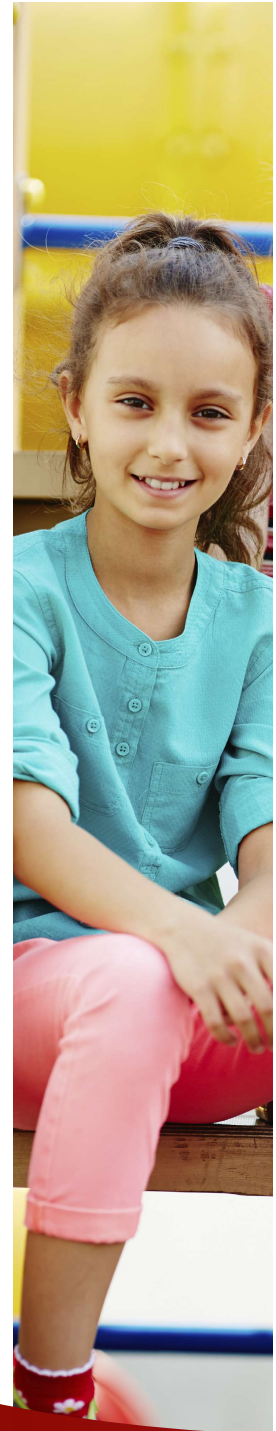
This will mean adapting and enhancing our welcoming culture for new Saint Johners coming from a variety of backgrounds. The culture shift encompasses all sectors. Change requires everyone from individuals to local businesses, agencies, and Government, demonstrating our inclusive community and working to support integrating our newest residents. It means hiring new Saint Johners, providing accessible information, and making incremental changes to become even more welcoming than we already are.

We must ensure that public services are accessible to newcomers and while the City must lead by example, the rest of our community has a role to play. Employers are integral and may need additional tools and supports to adapt to working with diverse workforces.

Strategic focus on attraction, integration, and retention of all Saint Johners is needed in the community, and our new Local Immigration Partnership will be essential in developing a longer term strategy for our community.

In order to ensure that our residents remain here, we need a much stronger understanding of our current and future labour market needs to equip ourselves with the information we need for educating our workforce, and for future planning and attraction efforts.

Saint John is already known as one of the friendliest cities in the friendliest country in the world; by celebrating diversity, promoting inclusion, and collaborating for change, we can also be known as the most welcoming community in Canada.





SUMMARY OF ACTION PLAN

This framework is a *living document*.

The strategies outlined below are **new** or enhanced actions that we will take as a community to grow our population. Many of the following actions will require coordinated work plans and leveraged funding. Each action will be coordinated by a lead organization, and they will be supported by partnering organizations.

We will build on our existing programs and leverage our strengths. Our community will continue to deploy new initiatives as we build capacity, and start to see results.

OBJECTIVE 1:

ATTRACT NEW PEOPLE TO SAINT JOHN



OVERARCHING GOAL:

Increase and support the annual amount of admissions (i.e. landings) of permanent residents (PRs) to Saint John CMA

The City of Saint John will see a NET increase in population by 2019

TARGET:

**2019: Admissions of PRs > 1075
2020: Admissions of PRs > 1335
2021 Admissions of PRs > 1585**

>70% of Admissions are by Economic Class of Immigrants

A NET Increase of > 400 new residents to Saint John between 2019 and 2020

See Glossary for Abbreviations

#	Action	Lead	Partners	Timeline	Measurement
1.	Launch Population Growth Framework	CSJ		February 2018	Launch of Framework in February 2018
2.	Establish a streamlined local process and presentation for Provincial Nominee Program (PNP) Exploratory Visits	SJMNRC	CSJ , ONB, ESJ, BIMP, PRUDE	April 2018	Launch and present new streamlined presentation and support framework to Growth Committee in April 2018
3.	Assemble a dollars-and-cents case for why commuters should also consider living in the City	CSJ		July 2018	Present Report to Growth Committee along with recommended marketing proposal

#	Action	Lead	Partners	Timeline	Measurement
4.	Identify a research-based profile of which types of newcomer streams is most likely to successfully integrate and stay in Saint John	SJLIP	UNB, CSJ	September 2018	Presentation of findings to Growth Committee in October 2018
5.	Promote the Atlantic Immigration Pilot Program (AIPP) to local businesses	PETL	YMCA, SJMNRC, ONB, CSJ Chamber,	December 2018	10% Increase in employers using AIPP in 2018
6.	Work with cultural communities of critical mass that are interested in promoting immigration among their membership, and work with them to support business relocation with their employees to Saint John	ESJ	ONB, ACOA, PETL, SJLIP	2018, 2019, 2020	# of Leads # of Companies & Employees Relocated
7.	Conduct recruitment missions to attract talent to Saint John based on local labour market demands	PETL	ONB, Employers, CSJ, ESJ	2018, 2019	2018: City of Saint John participate in at least 1 recruitment mission for the benefit of Saint John 2019: City of Saint John participate in at least 2 recruitment mission for the benefit of Saint John
8.	Develop onboarding toolkit for employers that hire newcomers that includes recommendations, leading practices, and service providers	YMCA	ONB, PETL, PRUDE SJMNRC	March 2019	Launch of toolkit in March 2019
9.	Deploy a marketing strategy targeting expatriates, commuters, and residents of Cities with high costs of living and housing, and encourage them to move to Saint John	CSJ		May 2019	Strategy will be presented to the Growth Committee
10.	Advocate for Saint John's participation in the Express Entry and Francophone Provincial Nominee Program Streams	CSJ & SJMNRC	IRCC, GNB, ARCF	2019	2019: 10%. Increase in Francophone nominations 2020: 10%. Increase in Francophone nominations



OBJECTIVE 2:

ENHANCE THE NEWCOMER EXPERIENCE IN SAINT JOHN



For the purposes of the Framework, the definition of newcomer is someone who has recently moved to Saint John from somewhere else – either from elsewhere in New Brunswick, Canada, or internationally.

OVERARCHING GOAL:

Our community will release a longer term settlement strategy to enhance the newcomer experience to our City

TARGET:

The new Saint John Local Immigration Partnership will release this strategy by the end of 2018

#	Action	Lead	Partners	Timeline	Measurement
11.	Develop and Launch a Newcomer Guide	CSJ	SJMNRC, SJLIP	June 2018	Launch and present guide to Common Council by June 2018
12.	Coordinate a “Love your City” social media pilot project	CSJ	Partners	August 2018	Track the number of engagements on social media
13.	Host welcome ceremonies at City Hall for newcomers and immigrants	CSJ & USJI	ISA's, UNB, NBCC	2018, 2019	2018: Deliver 1 welcome ceremony in uptown 2019 Deliver 2 welcome ceremonies uptown
14.	Host an annual residential tour of apartments/condos on the Central Peninsula	USJI	CSJ	2018	2018 – 250 People will participate in a tour
15.	Our Community will host a new multicultural festival in Saint John – Culture Fest	SJMNRC	DSJ, CSJ, YMCA, PETL	2018	The Festival will take place, and the organizing committee will develop key metrics for determining a successful outcome
16.	Conduct Research with residents, non-residents, and newcomers on why they live / don't live in Saint John	CSJ	SJLIP	September 2018	Present findings to Growth Committee

#	Action	Lead	Partners	Timeline	Measurement
17.	Conduct a review of existing City services through a newcomer's lens	CSJ	SJLIP	December 2019	Present findings and corresponding action plan by December 2019
18.	Offer cultural sensitivity training to City of Saint John front-line municipal employees and management	CSJ	ISA's	August 2019	95% of selected staff will complete training
19.	Re-Vision the City's website www.saintjohn.ca	CSJ		December 2019	Launch and present new website to Common Council by the End of 2019
20.	Encourage neighborhoods, cultural groups, and community centres to hold regular social events so that residents can meet their neighbours	SJLIP	Partners	2018, 2019	2018: Encourage and support 8 welcoming events 2019: Encourage and support 8 additional welcoming events



OBJECTIVE 3:

RETAIN OUR POPULATION IN SAINT JOHN



OVERARCHING GOAL:

TARGET:

Saint John will take a coordinated approach to stem out-migration to other parts of Canada

By the 2021 Census, we will see a reduction in interprovincial migration compared to the 2016 Census

#	Action	Lead	Partners	Timeline	Measurement
21.	Regularly communicate newcomer success stories to the public	CSJ & YMCA	ESJ, SJMNRC	December 2018	Present one new success story to the public each month
22.	Build a labour market information database to capture and analyze workforce issues in Saint John	PETL	ONB, SJLIP EMPLOYERS,	December 2018	Present Labour Market Report to Growth Committee
23.	Actively promote the use of mixers so students, young grads, and newcomers can build essential work networks	The Chamber	Partners	December 2018	The Chamber will facilitate 1 network mixer per month

#	Action	Lead	Partners	Timeline	Measurement
24.	Form a Youth Retention Task Force	YMCA	Partners	2018	Identify ways to educate youth about opportunities here in Saint John and engage them with key networks, so they are encouraged to stay in the city
25.	Organize hiring fairs for students, graduates, newcomers, and international students	PETL	ONB, CSJ, ESJ, SJLIP	2018	2018: Organize 2 Job Fairs
26.	Newcomer Youth On-Ramp Program	YMCA	Partners	2018, 2019, 2020	The pilot program will connect an average of >50 youth per year with additional leadership and community supports
27.	Deploy ONB Connects Initiative to promote local networking opportunities for job ready graduates and newcomers	ONB	CSJ, ESJ, PETL	January 2019	Saint John will have 50 Connectors and 50 Connectees by the end of year 1
28.	Expand internship and co-op program placements to provide professional experience for high school students and post-secondary students to gain work experience	ASD-S, DSF-S, UNB, NBCC	CSJ, The Chamber, Employers	October 2019	Our community will champion opportunities for experiential learning for our students with the target of an overall increase of co-op and internship placements of 10% by Fall of 2019
29.	The City will lead by example and increase the amount of co-op students placed in City departments	CSJ	Education Institutions	October 2019	City Departments will increase the amount of co-op spots by 25% for the Fall of 2019
30.	Form a Language Task Force: Focus on ensuring that new immigrants have enough language comprehension to pursue their educational and career aspirations in Saint John, and that our community can meet the language needs of our growing immigrant population	SJLIP	YMCA, ASD-S, DSF-S, PRUDE, SJMNRC, CRVC, UNB, NBCC	September 2019	Identify current community resources and gaps. Present a list of evidence based recommendations



IMPLEMENTATION CONSIDERATIONS

This document is not the be-all and end-all of growing our City; rather, the framework represents a new series of steps that we will take on our road to population growth. Each action in the Framework has been assigned a lead, partner, timeline, and measurements that are based on data, consultation, and feedback from our stakeholders.

Throughout the development of the document, multiple government partners have indicated the availability of funding for future strategy development, retention initiatives, and for population growth pilot projects.

Implementation of this plan depends on all stakeholders working together on these strategies and integrating them into current work plans. By collaborating, we can bring about new synergies where the whole is greater than the simple sum of our parts.

It goes without saying that our community needs to continue to make strategic investments in Arts, Culture, Recreation, and other quality of life infrastructure in order to attract people to live in Saint John.

Finally, we also need to recognize that there are significant variables at play that have a direct impact on growing or shrinking our population, such as:

ECONOMY

We need a strong economy, both locally, provincially, and nationally, and with that we need good local jobs in order for people to thrive here.

TAX BURDEN

Saint John needs a competitive tax rate so that we can continue to provide quality civic services at an affordable price. That is why the City is actively pursuing recommended actions to bring about fair taxation for taxpayers.



IMMIGRATION POLICIES

The Government of Canada and the Province of New Brunswick have direct oversight and control over the amount and type of immigrant streams that are permitted to come to Saint John. And while our community is setting some bold targets, we do so cognizant of the fact that our local sphere of influence is moderated by national and provincial immigration policies.

TIME

Demographics is a long term game, and there are very few shortcuts – the process of moving, or immigrating to Saint John can often take years. There are many variables that can speed up or decrease the time it takes for a new resident to come to Saint John. The actions we take now will start bearing fruit over the next few years.

OTHER

People are unique and have vastly different preferences that will inform their decisions on where to live:

they may prefer a certain climate; they may have family elsewhere; they might pursue education in a different city; they may prefer a more rural setting, or a larger urban centre; they might be offered a job in a different location; they might be pursuing very specific careers that are only offered in certain places in the world; and too many other variables to list.

The best time to plant a tree was 20 years ago.

The second best time is now

(Chinese Proverb)





APPENDIX A – GLOSSARY

ACRONYM	ORGANIZATION
ACOA	Atlantic Canada Opportunities Agency
ARCf	Association Régionale de la Communauté Francophone de Saint-Jean Inc.
ASD-S	Anglophone School District - South
BIMP	Business Immigrant Mentorship Program
CSJ	City of Saint John
DSF-S	District Scolaire Francophone - Sud
DSJ	Discover Saint John
ESJ	Enterprise Saint John
GAC	Global Affairs Canada
GNB	Government of New Brunswick
HDC	Human Development Council
IRCC	Immigration, Refugees, and Citizenship Canada
ISA's	Immigrant Serving Agencies – in Saint John
NBCC	New Brunswick Community College
NBMC	New Brunswick Multicultural Council
ONB	Opportunities New Brunswick
PETL	Post-Secondary Education, Training, and Labour
PRUDE Inc	Pride of Race, Unity and Dignity through Education, Incorporated
SJLIP	Saint John Local Immigration Partnership
SJMNRC	Saint John Multicultural and Newcomers Resource Centre
SNB	Service New Brunswick
UNBSJ	University of New Brunswick, Saint John
USJI	Uptown Saint John, Incorporated
YMCA	YMCA of Greater Saint John – Newcomer Connections



APPENDIX B – GOVERNANCE, ROLES AND RESPONSIBILITIES

The following table outlines the stakeholders, their roles, and responsibilities as they relate to population growth in Saint John.

	CITY OF SAINT JOHN	PROVINCIAL GOVERNMENT	FEDERAL GOVERNMENT
STAKEHOLDERS	<ul style="list-style-type: none"> • Common Council • Growth Committee • City Departments • Growth and Community Planning • Saint John Police Commission • Saint John Transit • P.R.O. Kids • Local Political leadership 	<ul style="list-style-type: none"> • Post-Secondary Education, Training and Labour, Population Growth (PETL) • Department of Social Development (DSD) • Opportunities New Brunswick (ONB) • Local MLAs 	<ul style="list-style-type: none"> • Immigration, Refugees, and Citizenship Canada (IRCC) • Innovation, Science and Economic Development Canada (ISED) • Employment and Social Development Canada (ESDC), • Global Affairs Canada (GAC) • Atlantic Canada Opportunities Agency (ACOA) • Statistics Canada • MP –Saint John-Rothesay
RESPONSIBILITIES	<ul style="list-style-type: none"> • Provision of Municipal Services to all residents with special focus on ensuring the needs of newcomers are met • Population Growth Framework • Liaise with senior levels of government and participate in efforts to match population recruitment efforts with labour market needs in the region • Identify and leverage marketing efforts to meet Saint John’s growth population targets • Ensure that attraction, settlement and retention efforts are aligned locally, in conjunction with the provincial and federal government • Promote and support the Local Immigration Partnership (SJLIP) • Work closely with economic development agencies, employers, and post-secondary institutions to develop programs and increase opportunities for young people to stay in Saint John 	<ul style="list-style-type: none"> • Market New Brunswick to potential immigrants • Major Funding for settlement sector • Utilize PNP program to attract and fast-track immigrants who fit labour market shortages, entrepreneur opportunities, and business expansion goals • Workforce analysis and planning • Conduct recruitment missions • Strategic immigration planning, policies, and programs • Link provincial recruitment activities to community-based strategies • Provide resources and other supports to grow population growth at the local level • Support labour market training • Legislation governing regulated professions 	<ul style="list-style-type: none"> • Immigration regulatory framework • Major funding for settlement sector • Multiculturalism, settlement, and integration supports • Statistics • International recruitment support • Policies, selection, and regulatory processes • Integration of national and provincial strategy and activities • Policies, selection, and regulatory processes • Integration of national and provincial strategy and activities

STAKEHOLDERS

IMMIGRANT SERVING AGENCIES (ISA'S)

- Y Newcomer Connections
- Saint John Multicultural & Newcomers Resource Centre (SJMNRRC)
- PRUDE Inc.
- Community Centres
- Cultural Communities & Associations

ECONOMIC DEVELOPMENT AGENCIES & LOCAL BUSINESS

- Enterprise Saint John
- Discover Saint John
- Develop Saint John
- Atlantic Human Services
- The Chamber of Greater Saint John
- Employers

EDUCATION

- University of New Brunswick, Saint John Campus
- New Brunswick Community College
- Anglophone School District South (ASD-S)
- District Scolaire francophone Sud (DSF-S)

RESPONSIBILITIES

- Programs and settlement services
- Cultural Competency and Language Training
- Local coordination of Atlantic Immigration Pilot (AIP) and Provincial Nominee Program (PNP)
- Family immigration recruitment
- Support and advocate for diversity
- Contribute attraction, retention, and integration knowledge, skills, and expertise
- Collaborate and share resources, where appropriate
- Work to survey clients, families, friends on understanding why new Saint Johners stay and why they go to improve promotion efforts
- Grow our cultural community
- Volunteer mentorship, hosting, and orientation
- Contribute knowledge, skills, expertise, and networks

- Contribute and support population growth efforts
- Identify current and projected workforce needs
- Recruit, hire, and support new Saint Johners
- Organize Job Fairs and assist local residents with networking opportunities
- Contribute business development and human resource requirements for strategic workforce planning
- Link employment options and opportunities to population growth activities
- Participate in mentoring, networking, training, and education activities
- Support promotion of Saint John across New Brunswick, Canada, and around the world

- Ensure faculty, staff, and students are well-educated to welcome new Saint Johners
- Recruit, select, counsel, and provide supports for international students
- Contribute subject matter expertise on population growth in Saint John
- Ensure an inclusive school experience where all cultures are embraced and celebrated and to supporting schools as they develop cultural competence and celebrate cultural diversity
- Collaborate to link students to the community and employment experience
- Champion international exchanges and programs for students
- Promote Saint John as a community of choice



APPENDIX C – NEWCOMER FOCUSED SERVICES

There is a tremendous amount of good work that is already being done to assist newcomers to Saint John. A primary goal of the Framework and a key outcome of the new Saint John Local Immigration Partnership is that our community's current efforts will be even better aligned and coordinated to grow our population.

This framework seeks to identify new actions, above and beyond the current work our community is doing to enhance our efforts to grow our City. The following table illustrates just a fraction of the incredible work that is currently being done in Saint John:

Organization	Settlement Services	Language Support	Youth Support	Employment Support	Public Awareness/ Advocacy
AHS Atlantic Human Services				✓	
ASD-S Anglophone School District - South & DSF-S District Scolaire Francophone - Sud		✓	✓		
BIMP Business Immigrant Mentorship Program				✓	
CVRC Crescent Valley Resource Centre		✓			✓
HDC Human Development Council					✓
NBCC New Brunswick Community College		✓			
NBMC New Brunswick Multicultural Council					✓
P.R.O. Kids (City of Saint John) Positive Recreation Opportunities for Kids			✓		✓
PRUDE INC Pride of Race, Unity and Dignity through Education		✓	✓	✓	✓
SJMNR Saint John Multicultural & Newcomers Resource Centre	✓	✓	✓	✓	✓
UNBSJ University of New Brunswick Saint John		✓			
YMCA YMCA of Greater Saint John – Newcomer Connections	✓	✓	✓	✓	✓



APPENDIX D – STAKEHOLDER ENGAGEMENT

Organization	Contact
Anglophone School District - South	Lynn MacDonald, Elizabeth Horgan
ARCF	Jonathan Poirier
Atlantic Human Services	Rahma Kouraich, Joffre Theriault, Abdel Baoud
Connexion Works, Business Immigrant Mentorship Program	Anamika Jain, Jayne Taylor
City of Saint John	Growth Committee, Significant Numbers of City Staff
Crescent Valley Resource Centre	Anne Driscoll, Nadhim Mansoor
Discover Saint John	Jillian MacKinnon
District Scolaire Francophone Sud	Rodrigue Hébert
Develop SJ	Steve Carson, Brian Irving
Enterprise Saint John	Ron Gaudet, Janet Scott, Eleanor MacLean
Human Development Council	Randy Hatfield, Duyen Nguyen, Abiola Daramola
Immigration, Refugees & Citizenship Canada	Molly Fall
New Brunswick Community College	Ryan Sullivan, Lucas Liu
New Brunswick Multicultural Council	Alex LeBlanc
Office of Wayne Long, MP, Saint John-Rothesay	Nora Robinson, Graham Savage
Opportunities New Brunswick	Theresa Phillips, Rahul Chaku, Niki Shaw, Monica Gaudet-Justason, Kim Webb
Post-Secondary Education, Training, and Labour (PETL)	Hon. Gilles LePage, Charles Ayles, Rob Kelly, Paul Graham, Brian Ferris, Natalie Thomson
PRUDE INC	Jocelyn Stevens
Saint John Jewish Community Growth Initiative	Dan Elman
Saint John Multicultural and Newcomer Resource Centre	Mohamed Bagha, William Tarr, Li Song
The Chamber	David Duplisea
University of New Brunswick, Saint John	Rob Moir, Christopher Beardsworth, Kevin Bonner, Lindsay Taylor Doiron, Sarah Craig, Mikael Hellstrom, Samah El Maghlawy
Uptown Saint John	Nancy Tissington
YMCA Newcomer Connections	Angelique Simpson, Shilo Boucher, Jazmine Belyea

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