

Economic Immigration Lab



**How might we become leaders at attracting,
welcoming and retaining newcomers to
contribute to the economy of New Brunswick?**

IMPACT REPORT & YEAR IN REVIEW
August 2018
Prepared by NouLAB & COLAB

 **NouLAB**

 **Economic
Immigration Lab**

Contents

1. SOCIAL INNOVATION LABS

About	6
How does it work?	7
Who should participate?	10
When is a Social Innovation Lab the right tool to use?	11

2. THE ECONOMIC IMMIGRATION LAB

Context: the need for a Social Lab on Economic Immigration in NB	13
Timeline	15
Birth of a lab	16
Lab Cycle 1	19
Lab Cycle 2	22

3. PROTOTYPES

Employer Process Team	29
Employer to Employee Connections	31
Capacity for Courage	33
Internationally Educated Nurses	35
Diversity Champions	37
Community Engagement Program & Toolkit	39
Les Connecteurs	41
Newcomer to Influencer	43
Match NB	45
Business Council for Immigrant Entrepreneurs	46
Destination NB	47

4. EVALUATION

Lab Objectives	49
A) 50+ Stakeholders engaged at the grassroots	50
B) Improved understanding of the newcomer & employer experience	52
C) 3-5 prototype teams testing & learning from prototypes	55
D) Learning that is scalable to other communities	56
E) Identification of leverage points for action	57
F) Build capacity for innovation	58

5. IMPACT

Individual Stories of Impact	62
Heather Keats	62
Jake Arbuckle & Elizabeth Stronach	63
Erika Cantu & Lisa Bamford	64
Susan Wilson & Virgil Guitard	65

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About this report

This report is a review of the first year of the Economic Immigration Lab June 2017 - June 2018, a social innovation lab facilitated by NouLAB. The report includes a review of lab activities and outputs, an evaluation of objectives, and a summary of learning and recommendations for the future of the Economic Immigration Lab.



About NouLAB

NouLAB helps the public and innovators act together to address our most pressing social, environmental, and economic challenges. By connecting change agents from across sectors, convening them around pressing issues, and facilitating their journey to deep change, NouLAB is making the change process smarter.

Designed to address public challenges that affect many and which no single party or institution can solve alone, NouLAB exists to be a trusted, neutral convener of the change process. As an organization they care most about changing our legacy systems to get the most desirable outcomes for all stakeholders. NouLAB offers the space and process to do this.

More information at noulab.org and economicimmigrationlab.org



Facilitation Team



Amanda Hachey

"The Lab created space for participants to better understand the complexity of immigration through personal stories and data. They disagreed, agreed, changed minds, and took collective action - a great recipe for breaking down silos and working in complexity! Witnessing those conversations and moments of transition is what gets me out of bed in the morning."

Rosamund Mosse

"It has been so energising to watch the way that participants transform throughout the lab. They transform the way that they approach their work, how they interact with the system, and how they connect with one another. These new ways of relating - to self, to others and to the larger system - have the power to fundamentally change the dynamics of the immigration ecosystem in New Brunswick, and possibly in more profound ways than the prototypes themselves."

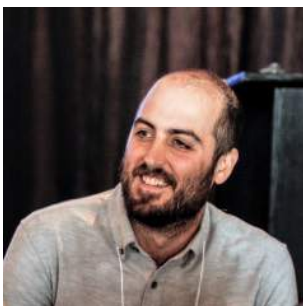


Lewis Muirhead

"Guiding teams through the process of developing new ideas to work on is both a challenge and immensely rewarding. The lab participants, most of whom previously did not know each other, formed strong bonds over the workshops and that is essential for the longevity of all the prototypes going forward."

Nick Scott

"Collaboration is about achieving results, both in their novelty and scale, together that are otherwise impossible. The complex challenges we face in New Brunswick demand this collaboration to move to the next level. What we have found are new perspectives, promising points of intervention, connections to folks we otherwise would not know or work with. This is the work of systems change. This is the work of transformation."



Greg Woolner

"Prototype teams have to truly believe they are headed in the right direction. If they are sincere in their efforts, driven by passion and conviction, they will put in the time, effort, and rigour required, giving them high quality learning and results."

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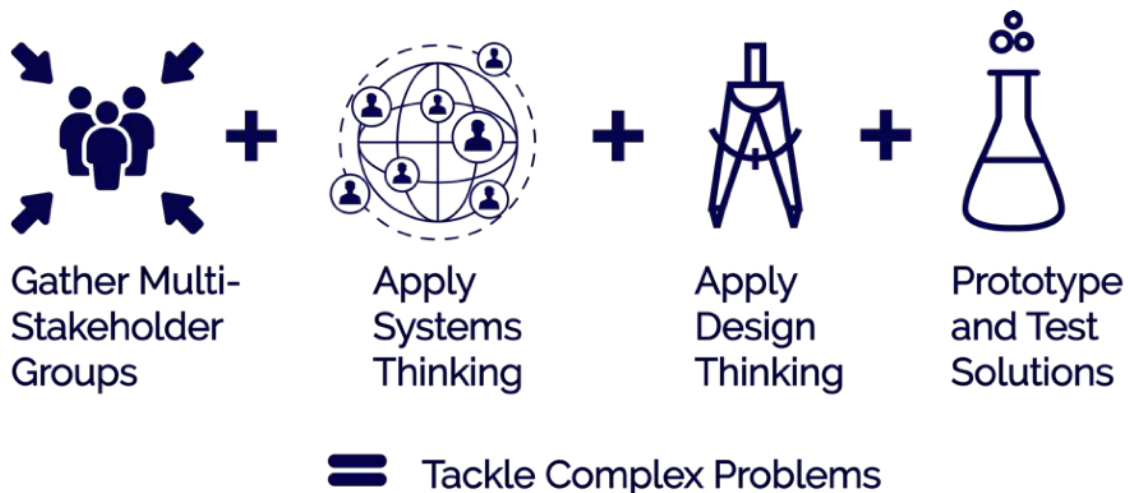
A decorative graphic consisting of numerous thin, white, wavy lines that flow across the lower right portion of the page, creating a textured, organic background for the title.

SOCIAL INNOVATION LABS

What is a Social Innovation Lab?

When people think of labs, they often picture a room with scientists working on experiments to expand knowledge. Similarly, a Social Innovation Lab is a place for experimenting and learning, but in an effort to solve complex social challenges.

A Social Innovation Lab is a convening of multi-sectoral stakeholders to experiment, work on and increase knowledge about a complex challenge.



How does it work?

Social Innovation Labs are typically made up of four phases:

Discovery

Multi-sectoral teams are guided through activities designed to expand their understanding of the systemic nature of a challenge, and uncover the root of the problem. Informed by systems thinking, lab participants explore the broader context and the dynamics between people, power, and resources related to the challenge.

Ideation

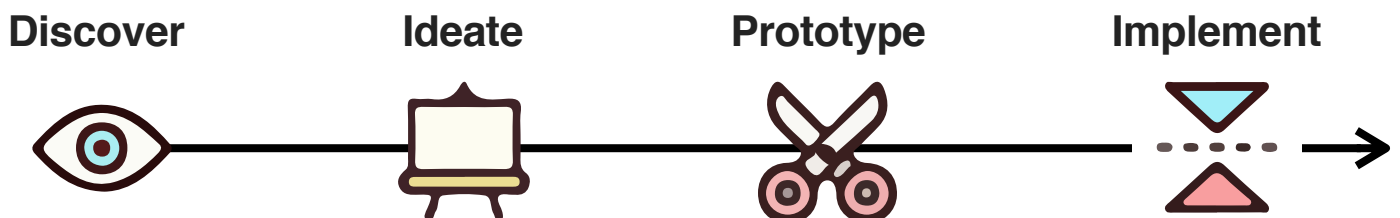
Participants then work through a rigorous design thinking process to generate many new ideas, the most promising of which are developed into prototypes.

Prototyping

These new ideas are developed into prototypes, which are then tested and refined. Teams use prototypes to test their assumptions about potential effective solutions. Following human-centred design practices, teams go out in the real world and test their ideas with users. The user feedback is tracked and integrated into further iterations of the prototype.

Implementation (post-lab)

High quality prototypes continue to evolve, learn, and adapt beyond the lab. Their success is dependent on supportive resources and commitment from the team. Successful prototype teams partner with existing organizations, community groups, or government agencies to continue the testing and eventual implementation of their idea.



Labs have 4 primary outputs

Individual capacity for innovation

Individuals who complete a Social Innovation Lab process are trained with new capacities, skills, and the ability to replicate the lab's approach to problem solving in their work and communities. The lab has an explicit goal of building capacity for public sector innovation.



Ideas ready for further development

At the end of the Lab, some promising ideas emerge. These are not yet solutions, but the best ideas are ready for further development. With additional supports and investments, these ideas develop into breakthrough solutions, in the form of new services and infrastructure.



Content expertise

The lab stimulates new knowledge and learning about complex issues, a more comprehensive understanding of the context and dynamics at play, and builds awareness and readiness for the participants to tackle the challenge beyond the lab.



Networks and trust

Social Innovation Labs foster new networks, characterized by increased trust in collaboration. People leave the lab with new relationships and connections that allow their work to be more effective and lead change initiatives inside and outside of their organizations.

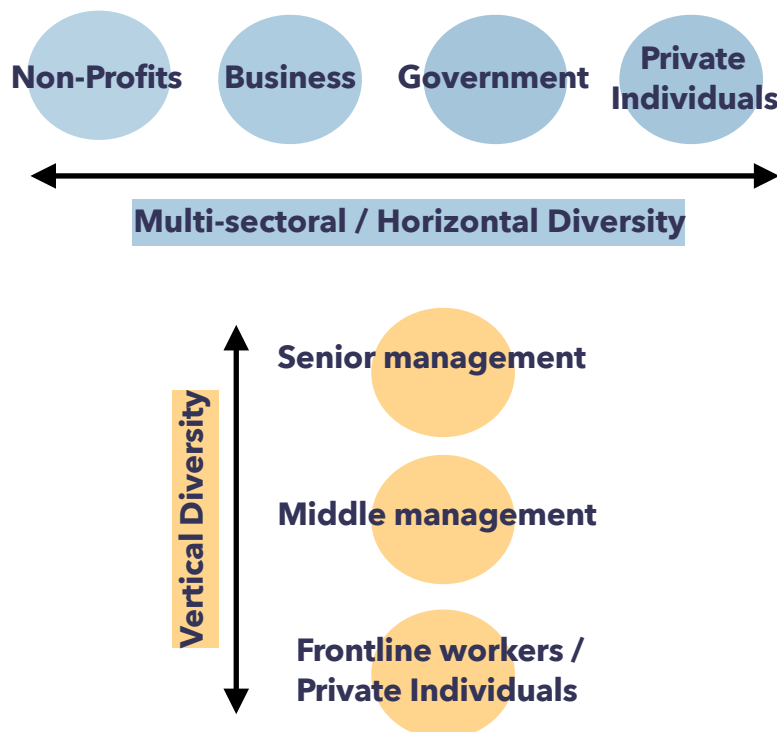




Who should participate?

Essential to the effectiveness of a lab is the diversity of stakeholders that are participating, that brings together as many perspectives as possible on the same challenge enabling the best possible solutions to be developed. When building the lab cohort, NouLAB looks for a diversity of perspectives and experiences to ensure that it includes participants with first-hand knowledge of the challenge and participants with the decision-making power to implement lasting change. This diversity in perspectives must be multi-disciplinary or “horizontal”, meaning that there is representation across sectors from non-profit, business, government and private individuals.

Equally important is diversity in decision-making power known as “vertical” diversity. People working with low levels of influence and decision-making power often have different perspectives from people working with high levels of influence and decision-making power - even in the same organization. Working with diverse perspectives creates empathy amongst participants and helps them understand the experience of the humans that are most affected by the challenge being addressed.



When is a Social Innovation Lab the right tool to use?

- The problem is complex, rapidly shifting, multi-stakeholder social problem
- There is no obvious path to a solution
- Elements of the challenge are outside of one individual's or organization's realm of influence
- A strategic plan is not adequate because the challenge is too dynamic and uncertain
- There is the need to engage multiple stakeholders
- There is commitment to support the outputs of the Lab



2



ECONOMIC IMMIGRATION LAB

2017-2018

Why have a Social Innovation Lab focused on Economic Immigration in New Brunswick?

The challenges facing New Brunswick's economy are multifaceted and complex. According to New Brunswick's former chief economist, David Campbell, the province's declining population is the biggest public policy challenge of our time. The labour market is in structural decline and there is a dire need for workers to grow existing businesses. The combined out-migration of working-age New Brunswickers with a higher than national average median age is putting serious pressure on the labour market's ability to supply workers to grow and support business in the province.

It is clear that traditional methods of attracting and retaining workers and their families to NB are not working and systemic barriers hinder current immigration efforts. These challenges called for a new approach to immigration and to growing NB's economy.

New Brunswick is at a crossroads. This may sound like a tired cliché, but it is true nonetheless. In fact, the next five years could well be the most important in at least a half-century. What we will do, or fail to do, over that period could have a decisive impact for decades to come.

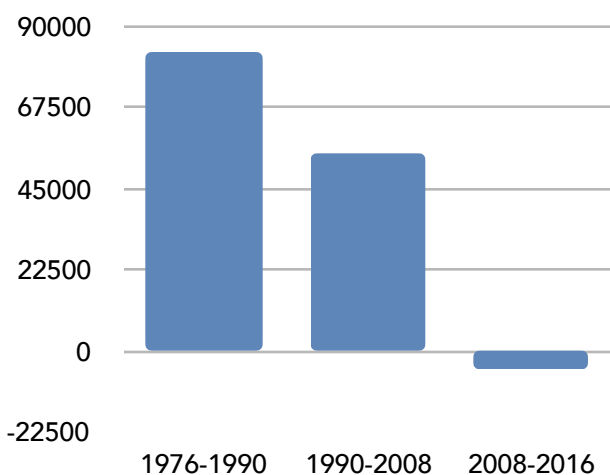
- Richard Saillant

The Economic Immigration context of New Brunswick

110,000 people are expected to leave the New Brunswick workforce in the next 15 years

Only 72% of people who move to New Brunswick stay in New Brunswick

The declining growth of the labour market can be seen here:



NB needs 150,000 immigrants over the next 20 years

This is the number of people that are required to migrate to NB to support its future economic well being. David Campbell suggests that if NB continues on its current trajectory significant challenges will arise such as schools shutting down and too few taxpayers to support provincial medical services of the elderly.

For a deeper look at the context and need for immigration in NB:
<https://www.newconversationsnb.com/immigration-imperative/>

EIL Timeline



BIRTH OF A LAB : January - March 2017

The initial spark for the Economic Immigration Lab happened during NouLAB's Academy program, an introductory workshop on social innovation labs. At this workshop, Alex LeBlanc, Executive Director of the New Brunswick Multicultural Association and Adrienne O'Pray, CEO of the New Brunswick Business Council found themselves talking about the dire need for immigration to the province, and a new approach to solving this challenge. Alex, Adrienne, and the NouLAB team became the convening team, and started the planning of the Economic Immigration Lab.

The first step was to bring significant stakeholders to the table. An advisory group known as the Leadership Council (LC) was formed, with a purpose of making connections, fundraising, and help shape the lab's objectives.

Funding and willpower was committed from PETL, ACOA, McCain, and Imperial Manufacturing and the stage was set for the first year of a 3 year lab on economic immigration. The plan was to have two "cycles" of the lab per year - a cycle being one cohort of lab participants going through the lab process to develop prototypes.



BIRTH OF A LAB: Leadership Council



Adrienne O'Pray



Alex LeBlanc



Rob Kelly

The Leadership Council was formed of:

- Rob Kelly, Assistant Deputy Minister for the Atlantic Immigration Pilot and PETL
- Alex LeBlanc, Executive Director of the New Brunswick Multicultural Association
- Adrienne O'Pray, CEO of the New Brunswick Business Council
- Angelique Reddy-Kalala, City of Moncton
- Kalie Hatt-Kilburn, Atlantic Canada Opportunities Agency
- Frédérick Dion, Association francophone des municipalités du Nouveau-Brunswick
- Thomas Raffy, Conseil économique du Nouveau-Brunswick inc.

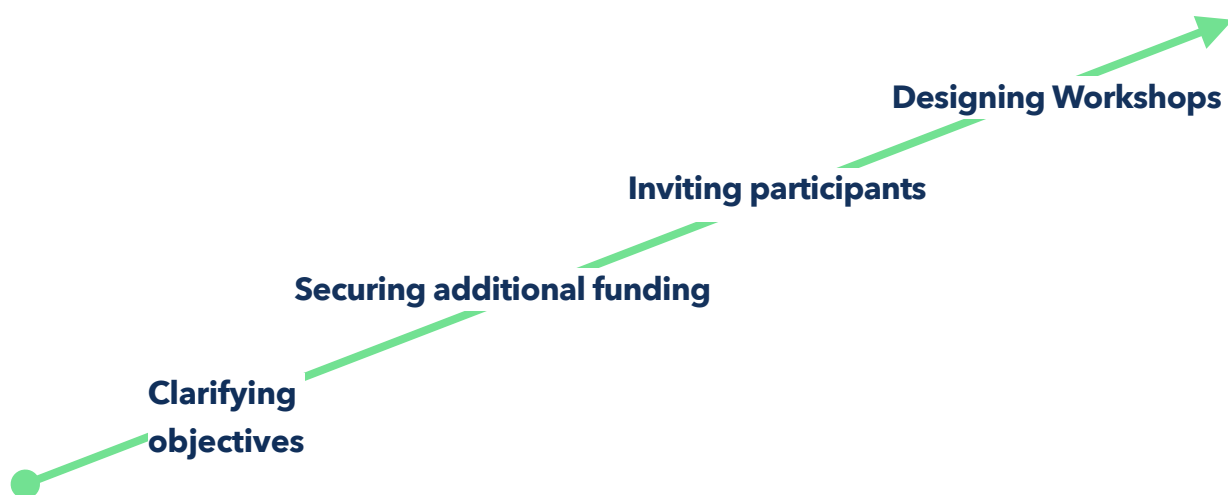
PREP FOR YEAR 1: March - August 2017

As the lab concept gained momentum, the Leadership Council met regularly to define the inquiry of the lab, the purpose, objectives. The inquiry that the lab was to explore was defined as “**How might we become leaders at attracting, welcoming and retaining newcomers to contribute to the economy of New Brunswick?**” In consultation with the NouLAB team and Leadership Council, COLAB Consultants created developmental evaluation strategy.

Additional funding was secured from Atlantic Canada Opportunities Agency (ACOA) for the first year of the lab. In addition, private sector sponsorship

from McCain, and donations from Imperial Manufacturing, and Venn Innovation.

An initial round of invitations went out to recruit participants for cycle 1, and the NouLAB team began designing a relevant and effective process. This included looking at different types of labs (Social Labs, Social Innovation Labs, Design Labs) and deciding what was most relevant for the challenge at hand. The team looked to Roller Strategies - a leading social lab design firm - for inspiration on designing labs, and spoke directly with their CEO, Zaid Hassan, about the design process.



LAB CYCLE 1: September - December 2017

To begin the process, NouLAB invited a diverse set of stakeholders, that were representative of all parts of the immigration system in NB which included newcomers, immigrants, international students, small and medium sized business owners, settlement agencies, academics, and all levels of government employees working on immigration.

The first convening of lab participants was a three day process that set the stage for what the social lab process would entail.

Participants were tasked with understanding the immigration challenges of NB by looking at them through the perspective and experience of newcomers and employers. This was done through exploring the knowledge

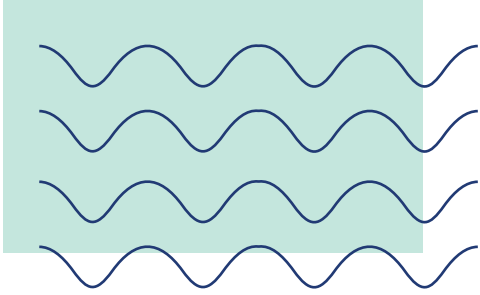
and experience present in the room, and then interviewing newcomers and employers to map out their journeys. By accessing different experiences of immigration participants got at a more comprehensive understanding of the system and issues. Participants were better prepared to identify root causes of systemic issues, rather than just the symptoms. Not only did participants have this more informed perspective of the bigger challenge, the experience built empathy for different perspectives and generated buy in to the lab process.

On the second day, two questions were posed to the participants: What could the future of New Brunswick be? What does the province look like in a future where immigration is not a new and poorly understood process to employers and citizens?

Guiding Metaphor - Water

For the first cycle, the theme of water was chosen. As the story of immigration has historically been one of ocean, river and lake travel, this theme connects the present and future with the past. The titles of each workshop were chosen to portray their objectives in the broader context of the cycle.

LAB CYCLE 1: Workshop Objectives



Workshop 1: The Headwaters

- Forming teams
- Developing prototyping skillset
- Develop shared understanding of the urgency of the problem
- Participants see themselves as part of the system

Workshop 2: The Rapids

- Increase understanding of end user
- Teams ready for fieldwork
- Continue to build on good team practices
- Look at the system as it is and as it could be

Workshop 3: Deep Dive

- Connect to individual passion and purpose
- Get clearer on prototype and testing
- Feedback from group on ideas
- Connect to the big picture

Evaluation

- Collect survey data
- Interviews of participants
- Feedback into Cycle Two
- Sharing with lab community

Workshop 4: Rising Tide

- Review whole learning journey
- Teams present prototypes and get feedback
- Participants have understanding of support beyond this cycle
- Action plan

34
Participants

LAB CYCLE 1: Workshop Outcomes

Workshop 1: *The Headwaters*

Riverview, NB

- Introducing the challenge
- Participants self-organized into prototype teams, and created first iteration of their problem statement
- Exercises to increase effectiveness of each team
- Introduced foundational lab theories and frameworks:
 - Systems thinking
 - Design thinking
 - Theory U
 - Visioning
 - Diverge/Emerge/Converge
- Teams formed

Workshop 2: *Rapids*

Saint John, NB

- Understanding the user in order to target interventions
- Teams built the system and the challenge as they see it
- Created first iteration of prototypes
- Working to find the root of the problem teams are trying to solve

Workshop 3: *Deep Dive*

Fredericton, NB

- Exercises to strengthen teamwork
- Looking deeper at the user that we are building for and the prototype that was developed in the last workshop
Taking stock of being at this place in the process
- Reflection and journaling
- Looking forward to what the highest potential could be for the challenge being addressed and building/tweaking the prototype with that end goal in mind
- Introducing the prototype fund - support money to trial prototypes

Workshop 4: *Rising Tide*

Moncton, NB

- Presenting latest version of the prototype
- Leadership council gave feedback on prototypes
- Teams plan next steps
- Teams are matched with people and organizations to support, advise, and implement their prototypes

LAB CYCLE 2: April 2018

Designing Cycle 2

Evaluation of the effectiveness of cycle 1 led to four significant changes in the design for cycle 2:

- **Focus:** Cycle 2 teams would go deeper into specific focus areas that were discovered in cycle 1
- **Recruitment:** Participants selected based on specific challenge areas defined by Leadership Council, and NouLAB team
- **Workshop Format:** One 5 day intensive workshop would replace the 4 workshop format
- **Coaching:** Increased 1on1 coaching of prototype teams by NouLAB facilitators

The goal of the second cycle was trying to go deeper on the following questions:

How might we help employers find the talent they need?

How might we build inclusive and welcoming community for newcomers?

Three teams were formed prior to the lab. Each team focused on separate inquiry areas:

1. The need for more nurses in New Brunswick and how that could be addressed through internationally educated nurses (IENs)
2. Streamlining the process of hiring for New Brunswick employers
3. Community inclusion in the Parkton neighbourhood of Moncton

LAB CYCLE 2: Workshop Objectives

The lab workshop was designed as a five day sprint format:

- **Day one** - Lab Foundations - Theory U, Visioning, Diverge/Converge, Team Building, First iteration of problem statement
- **Day two** - Understanding who we are designing for - User profile, Map the system, reiterate the problem statement
- **Day three** - Prototyping - Prototyping theory, Theory U revisit, Brainstorming ideas
- **Day four** - Preparation - Getting ready for user testing, building prototypes
- **Day five** - Next steps - User interviews in the morning, action planning in the afternoon

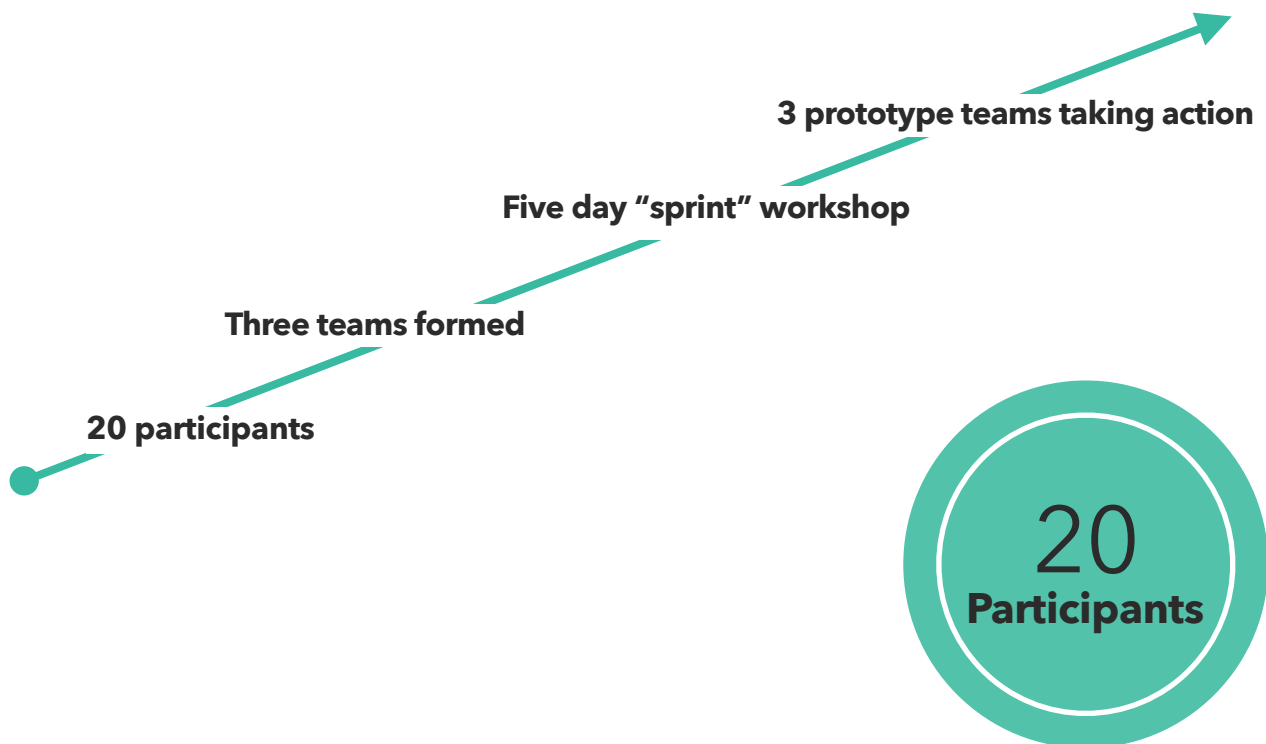
3 Prototypes were developed, all of which have secured funding and partnerships with organizations to continue beyond the lab.

Guiding Metaphor - The Forest

The second cycle was held on the outskirts of Dieppe at the St Anselme Rotary Park. The forest setting inspired the metaphor of the forest: a dynamic and complex ecosystem with many seen and unseen factors that influence it's wellbeing. Part of the process of connecting groups and individuals across silos can be likened to the underground root and fungal systems that connect trees together; they are unseen but vital to the health of the ecosystem.

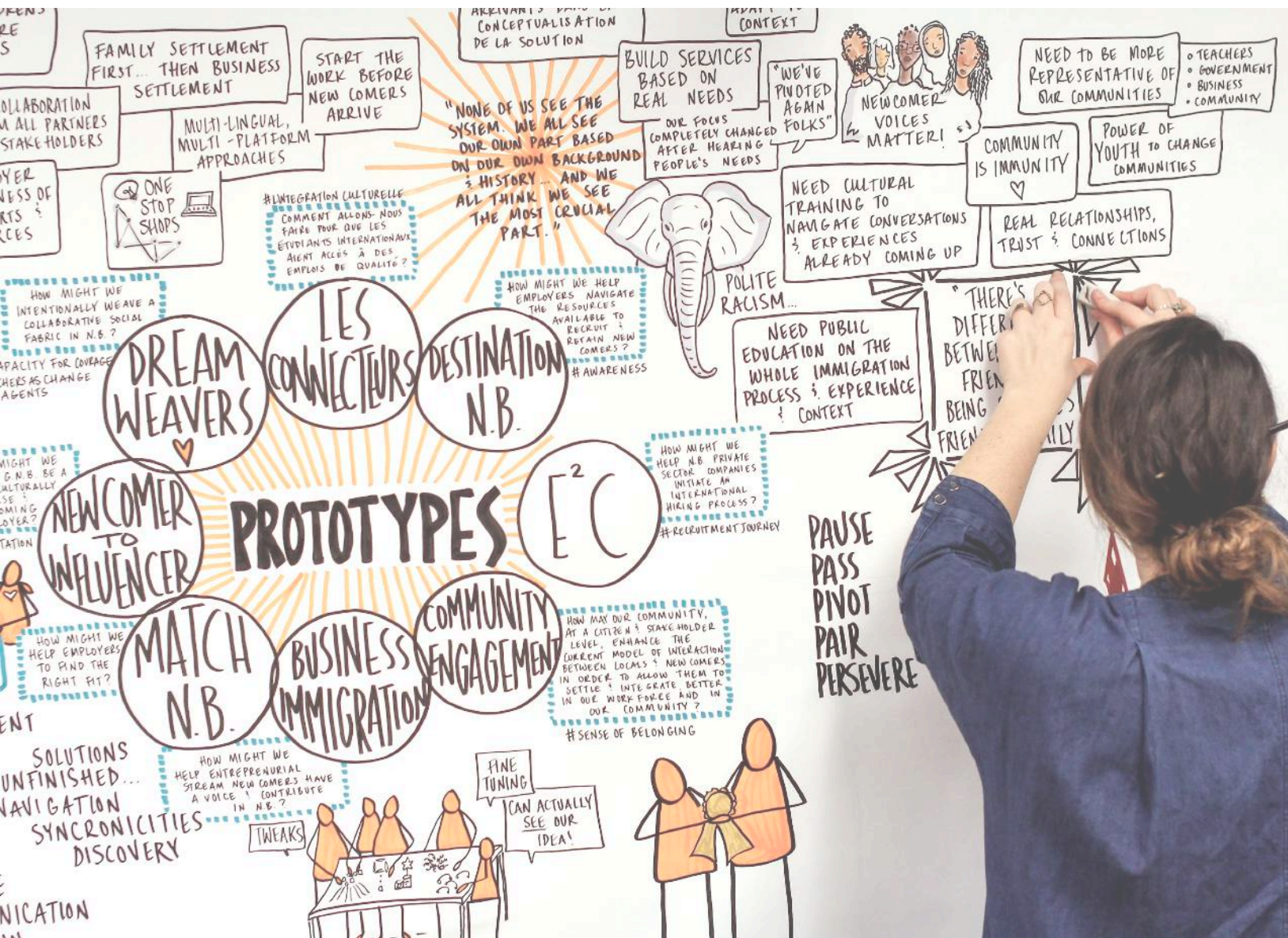


LAB CYCLE 2: Continued



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PROTOTYPES



PROTOTYPES

One of the most tangible and visible outputs of the lab are the prototypes. In the lab, multi-sectoral teams are formed around a focus area, an idea, or a leverage point, where they think that they can make a systemic change and improvement to the immigration system of NB.

Their ideas for how to do this best are put into the form of a prototype. 11 prototypes were developed in the first year of the Economic Immigration Lab, 5 of which are still continuing to take action.

Promising ideas and prototypes developed in EIL require support to continue on beyond the lab workshops. They can be supported through a variety of mechanisms:

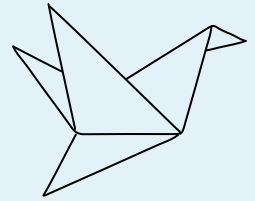
- Mentoring and coaching from the Leadership Council
- Partnership with organizations with complimentary mandate
- Access of up to \$5000 from NouLAB's prototype fund, to develop, test, and iterate
- Investment by key organizations and/or departments
- Sustained coaching and supports from NouLAB

Prototyping is about making an idea or concept tangible – whether that's through writing, drawing, storytelling, sculpting, digital mockups, or some other approach.

Prototyping is also not just about the act of making something real, but also about learning something from this process – most commonly in social labs, this is about either testing feasibility, or putting it into people's hands to get feedback on the idea, or test demand.

- Roller Strategies

The Value of Prototypes



Whether the prototypes continue being tested and refined beyond the lab, or if they “fail early” and discontinue, the prototypes developed in the EIL have provided value in multiple ways:

1. They continue to take action after the lab:

#TakingAction

Prototypes continue beyond the lab, taking a novel approach to addressing root causes of the challenges facing immigrant attraction and retention.

These prototypes are promising enough to attract partners, funding, and implementation support outside of the lab.

2. They validate existing initiatives:

#ValidatingInitiatives

Teams develop prototypes in the lab that replicate what already exists or is in development elsewhere, without knowing it.

The ideas generated by a diverse and multi sectoral prototype team validates the direction and strategy of other immigration initiatives.

3. They provide new insights:

#NewInsights

Not all prototypes continue, but they often provide new insights or nuance to a challenge that was not previously known.

4. They have significant ripple effects:

#RippleEffects

Individuals lead effective immigration change initiatives inside and outside of their organizations related to their prototype, and augmented by the lab experience.

Employer Process Team

How might we help small NB recruiters to navigate the immigration process effectively?

#TakingAction

A streamlined process to allow employers and potential employees to navigate the government services they need to meet requirements for hiring and being hired in New Brunswick. The team is prototyping a concierge service for businesses to access to help guide them through the hiring process as one single point of contact, ideally making the process easier and quicker for both the employer and newcomer. The ability to streamline the process for hiring new employees from outside of Canada is essential for businesses to survive and thrive in New Brunswick.

STATUS: Ongoing

UPDATE: On July 25th the team presented their prototype and implementation plan to IRCC representatives, Louis Dumas - Director General of the Domestic Network, Elizabeth Stronach - Strategic Advisor and Claude Arbez - Assistant Director. The meeting progressed very well with PETL committing to support a trial of hiring one employee, a dedicated account manager, to provide concierge service to employers going through the immigration process. IRCC committed to support this account manager position with onboarding support and direct communication channels. Susan Wilson, Director, Immigration and Talent Acquisition for JDI explained how their detailed tracking system of hiring newcomers has shown that the longest part of the process is getting the paperwork filed from the newcomer and the employer. Once it is in IRCC's hands, getting to approval is actually quite fast. Therefore this account manager's concierge services would focus on helping the employer and newcomer make sure they have the right forms and have the information to complete them.

This prototype will be tested for 18 months, not necessarily as a way to scale a concierge service but to help identify bottlenecks, learn from and identify areas for improvement. NouLAB will assist as a project manager for this prototype and help support the account manager in capturing data and lessons learning from this experiment.

TEAM MEMBERS:

- **Susan Wilson** - Director, Immigration and Talent Acquisition - J.D. Irving Ltd.
- **Denis Desjardins** - International Recruitment Manager - J.D.Irving
- **Sherri Deveau** - Consultant - Practical Human Resource Solutions Inc.
- **Stephen Chase** - Manager, Settlement and Multiculturalism - PETL (GNB)
- **Elizabeth Stronach** - Strategic Advisor - IRCC
- **Maurice Vautour** - Program Consultant - PETL (GNB)



Employer to Employee Connections

How might we help employers looking for low skilled workers to find the right fit?

#TakingAction

#ValidatingInitiatives

#RippleEffects

Raising awareness about current services available to employers and prototype a screening tool that helps employers assess and identify their hiring needs, and match them with appropriate resources and support.

STATUS: Ongoing

UPDATE: For employers, awareness and support through the immigration recruitment process was found to be critical to success; and for government, they needed better avenues to get key information regarding immigration recruitment to the businesses in need. To achieve these goals, this team decided to prototype two ideas. The first was an informational video to demonstrate to employers the benefits of hiring immigrants and the support that is available through the government of New Brunswick. The second piece was a screening tool that employers can fill out to further narrow-down what needs they have for immigration support and then be matched with newcomers with those skills.

The work and progress that occurred throughout the Lab aligned with work that was already underway in the immigration department and was bolstered by the ability of participants to get human-centric data through interviews. The work is now being carried on by Jake Arbuckle in his work with the Population Growth Division at the Government of New Brunswick. In particular, some of the ideas developed in the Lab have been incorporated into a new process the Department of Post-Secondary Education, Training and Labour is currently piloting across its various regional offices to better assess employers needs and develop strategies to help them meet these needs.

The first trial of the prototype failed in the sense that it did not continue on beyond the lab, but it validated actions that are happening in the government, and exemplified the effectiveness of a multi sectoral approach. After the lab a second iteration of the employer screener was implemented internally, by PETL's population growth division.

TEAM MEMBERS:

- **Andree Caissie Savoie** - VP Customer Service and Corporate Affairs - Imperial Manufacturing Group
- **Jake Arbuckle** - Team Leader - Immigration, Settlement and Multiculturalism, Population Growth Division (GNB)
- **Marie Thibeault** - Economic Development Officer - ACOA
- **Patrick Richard** - Workforce Strategist - ONB
- **Stephen Alexander** - Consultant - Enterprise Saint John



Capacity for Courage

How might we intentionally create opportunities for local New Brunswickers to connect and share experiences with the others outside of their circle?

#TakingAction

#RippleEffects

The prototype took many forms and by the end of the lab the team had chosen to focus on the leverage point of educating children. The prototype is helping educators around New Brunswick to bring local and newcomer children closer together. This support includes a package of resources, train the trainer programming, grant program, and community of practice for educators in the Anglophone School District to bring cultural diversity awareness into the classroom and schools.

STATUS: Ongoing

UPDATE: A Capacity for Courage grant program for educators within the Anglophone School District was launched for teachers to bring cultural diversity awareness into classrooms and schools. 50 applications were received and 28 projects were awarded funding from between \$300 to \$4000. Recipients of the grants were encouraged to attend a 3 day mini lab training to further develop their ideas.



The Capacity for Courage training occurred over 3 days from July 30th to August 1st, 2018. 28 teachers and educational staff were in attendance. Teams had applied with projects in their schools to increase and support cultural diversity awareness amongst students and staff. The NouLAB team guided participants through a process of looking at personal motivations, values and beliefs as well as how those informed the projects they were developing. The main takeaways were: a strong network of teachers working on this issue, a support network as projects grow and develop, improved understanding of the root causes of cultural divides and racism issue and a sense of urgency to enact solutions in schools. The goal of this training was to provide provocation to the participants about what cultural diversity really means and to build solutions out of that deeper understanding. Going forward there will be check-ins, updates, and measurement of the impact of the 28 projects that received funding. Lessons learned and resources will be shared with teachers throughout the province.

TEAM MEMBERS:

- **Lauren Sears** - Common Good Solutions
- **Kathy Whynot** - Specialist - English as Additional Language & Newcomer Children and Youth - Department of Education and Early Childhood Development
- **Heather Keats** - Consultant - Programs and Services - PETL (GNB)



Internationally Educated Nurses

How might we better understand the experience of internationally educated nurses (IENs) applying for registered nurse status in NB to improve the process for future IENs navigating the process successfully and gaining employment.

#TakingAction

#RippleEffects

Currently it can take up to two years for Internationally Educated Nurses to have their credentials upgraded and recognized in NB. There is a forecasted shortage of nurses over the next 3 years that is expected to be catastrophic. In addition to keeping more of our New Brunswick educated nurses, bringing in nurses from overseas may be an effective way to meet the coming demands of New Brunswick's healthcare system. This team is looking at ways for international credentials to be recognized in a more expedient fashion. They are looking at the possibility of having immigrant nurses without fully recognized credentials working as personal support workers (PSWs) until they can satisfy the Canadian requirements in order to become a registered nurse (RN) in New Brunswick. This would also satisfy the shortage of personal care support workers.

STATUS: Ongoing

UPDATE: The team is working within the context of a broader nursing recruitment strategy, which will include the Lab prototype for bringing in internationally educated nurses (IENs), which has the support of the department of health as a testable idea to help meet labour shortages. The prototype could be incorporated into the overall recruitment strategy.

This team brought together stakeholders all dealing with the nursing shortage. They will be looking at targeting French and English speaking countries that have a greater match with the credentials required within the Canadian system as well as looking to bring in IEN's sooner to work as personal care workers while getting upgraded to work as RN's within the nursing system. Jake Arbuckle was able to impact this group's work by bringing some very specific recruitment issues for healthcare because of his daily interaction with companies looking for a specific healthcare skill sets. Government data indicates that international migration is essential to meeting NB employers' healthcare recruitment needs over the coming years.

TEAM MEMBERS:

- **Odette Comeau Lavoie** - Principal Nursing Advisor - Department of Health; Health Workforce Planning Branch
- **Allison White** - Director of Emergency Services - Réseau de santé Vitalité
- **Virgil Guitard** - Nursing Consultant - Nurses Association of NB
- **Suzie Durocher-Hendriks** - Professor in Nursing - Université de Moncton, Edmundston campus
- **Eric Levesque** - Director, Health Workforce Planning - Department of Health
- **Julie Weir** - Assistant director, responsible for clinical and care innovation - New Brunswick Association of Nursing Homes
- **Jake Arbuckle** - Team lead, Team Leader - Immigration, Settlement and Multiculturalism - PETL (GNB)



Diversity Champions

How might we create a stronger and more connected Parkton?

#TakingAction

Focusing on one neighborhood in Greater Moncton with a high concentration newcomer residents, this team asked: How can we learn from this neighbourhoods about what is needed for newcomers to better integrate? In the case of Parkton, a marginalised community in Moncton, there are issues with cross-cultural integration of the youth. Newcomers, sometimes refugees, are not understood and have a hard time integrating into New Brunswick and Canadian society. This team worked on solutions to bring youth together in sensitive ways to build a stronger understanding between local and newcomer cultures.

STATUS: Ongoing

UPDATE: The first prototype was developing a Neighbourhood Association - however, this was found to be unwanted through user interviews. The team pivoted and took a new approach to community engagement with a community picnic, which was trialed on June 21st, 2018 with success. People from the community shared food and conversation about how they could improve their neighborhood and become more connected. Interest for a community council was expressed when discussed with people in person and more trials are being prepared. They used some of their prototype fund to provide materials for the picnic.

At the picnic the team identified 9 community members, both Canadian-born and newcomers, who live in the Parkton area and who are now part of the Welcome Committee - Parkton Area. This Committee aims to welcome new neighbors and to organize more events in this area that will bring neighbors together.



TEAM MEMBERS:

- **Erika Cantu** - Diversity Champion - United Way
- **Brandon Hilts** - Youth Integration Coordinator - MAGMA
- **Rébécqa Ethier** - Education Manager - Boys and Girls Club of Moncton
- **Ashton Beardsworth** -Director of Program ServicesBoys and Girls Club of Moncton
- **Angelique Reddy-Kalala** - Immigration Strategy Officer - City of Moncton
- **Aaron Komondo** - Program Consultant - PETL
- **Chantal Theriault** - Corp. Plan. and Rep. Analyst - ACOA



Community Engagement Program & Toolkit

#TakingAction

How might we help newcomer spouses create meaningful relationship outside of their cultural community of origin?

This team is developing a Cross-Cultural Toolkit: a collection of resources and supports for anyone (event organizers, facilitators, community leaders, government representatives, business leaders, etc.) to meaningfully help people connect across cultural differences. The prototype's initial aim was to engage newcomers at existing events through a series of cross-cultural activities designed to lower barriers and increase the ease of conversation across cultural differences. Their user was initially defined as a newcomer spouse, who they found to take longer to integrate as they are often not engaged in the workforce, but who have an equal say in whether the couple/family will stay in NB.

STATUS: Ongoing

UPDATE: The team has completed 4 events in the Fredericton community and are actively developing their toolkit. Ideally this toolkit will be shareable with other communities and integrated into myriad events and trainings. As part of their toolkit, The Living Library concept was born: a place where people are given the opportunity to share their stories as 'human books'. For the Community Engagement team they focused on newcomer stories at their June 21st Living Library event at the Fredericton Public Library as a part of the Cultural Expressions Festival. The walkthrough traffic was excellent because of the overlap with this festival and the Fredericton street market, proving their strategy of overlapping with existing events was valid. Many attendees expressed satisfaction with the event.

TEAM MEMBERS:

- **Diluckshnie Jayawardena** - Regional Performance Director - Sitel
- **Leticia Leon de Gante** - Local Immigration Partnership Fredericton
- **Lisa Bamford de Gante** - Executive Director - Fredericton Multicultural Association
- **Sebastián Salazar** - Urban Planner - City of Fredericton
- **Tiziana Zevallos** - Student - St. Thomas University
- **Nicolas Bertrand** - Owner - Steps2Canada



Les Connecteurs

How can we help francophone international students in the IT and health industries find a job in their field and gain Canadian work experience?

#TakingAction

This team focussed on improving the awareness of, and ease of accessing, programs that support Francophone International students. This team's aim was to ensure students were well informed and prepared for life in New Brunswick after graduation, and to provide international students with similar supports as NB residents.

STATUS: Ongoing

UPDATE: This team focused on Francophone international students and did a deep dive into better understanding how to effectively integrate these students into the workforce after graduation. They conducted several focus groups with students and discovered that many students don't realize the value or necessity of learning about the Canadian workplace culture or learning English until their fourth year which is often too late. This team is made up of many of the stakeholders directly connected with Francophone international students and they subsequently pitched to PETL that they become an advisory council to help recommend and implement ideas. They are currently working on a terms of reference for this council and will present that back to PETL for approval.

TEAM MEMBERS:

- **Leyla Sall** - Professor/Researcher - UdeM
- **Lisa Griffin** - Ndour International Student Services - UdeM
- **Jean-Claude Bagnah** - Account Manager - ACOA
- **Charles Fournier** - Economic Integration Agent - CAFI
- **Chantal Lessard** - Continuing Education Advisor - Skills Development and Employability - CCNB



Newcomer to Influencer

How might we help GNB hire those who participated in the student employment experience development program over the last year to participate fully in the workplace?

#TakingAction

The purpose of this prototype is to improve diversity in government employees and show a clear path between entry-level positions and upper management, regardless of background. This is meant to develop role models and diversity at all levels of government decision making. The prototype is focused on 'matching immigrants with jobs in the government through 1 year internships' with the eventual goal of improving cultural diversity in government and providing a clear path from internship to upper management.

STATUS: Ongoing

UPDATE: Two of the interns recruited through the GNB internship program are international students. The prototype is being tested and will be evaluated on an ongoing basis. The interns are being provided with additional training and support as required. Funding has been secured through GNB departmental budgets.

This year, 15 new post-secondary graduates were recruited using an innovative cloud-based recruitment and HR practice. The recruits are interns with various GNB departments with a focus on strategic areas of development such as: open data & data visualization, systems thinking, human centred design, citizen engagement and facilitation, prototype design & experimentation, and agile project management. New interns are being provided with mentorship and support to help instill an innovative mindset within GNB and with training opportunities to develop and apply these skills to opportunities and challenges requiring strategic innovation.

TEAM MEMBERS:

- **Renu Dhayagude** - Executive Council Office of GNB
- **Mikael Hellstrom** - Post-doctoral Fellow - UNBSJ
- **Robert Burroughs** - Executive Director - NB Student Alliance
- **Laurie Parris** - Executive Director - Multicultural Association of Charlotte County



Match NB

How might we help the NB private sector to initiate an international hiring process?

#RippleEffects

This team prototyped a matching service for recently settled immigrants to find employers that need their skillset. Like Tinder for employee/ employer matches. Helping those newcomers already here find the jobs appropriate to their skillset and prevent the ongoing skills loss to other provinces

STATUS: Discontinued

UPDATE: While the need is still present to match newcomers settled in NB with jobs, this team has not continued to pursue this issue. It may, however be picked up in future cycles.

Through connections made in the lab, team member Erika Cantu is now working with United Way as their diversity champion. She carried her learnings from this cycle 1 prototype into cycle II of the lab, where she is currently part of the Diversity Champions Team.

TEAM MEMBERS:

- **Erika Cantu** - Owner - Steps2Canada
- **Steven Fecteau** - HR Director - Sunnymel Foods
- **Rahma Kouraich** - Consultant - Atlantic Human Services



Business Council for Immigrant Entrepreneurs

#RippleEffects

How might we help nominees from the Provincial Nominee Program (PNP) in the business stream to have voice and influence through a provincial organization?

This team focussed on building a business council for new immigrants and hosting a conference for business immigrants to share knowledge and have a voice for new immigrant business owners. They hoped to support immigrant business owners to meaningfully participate and lobby for their needs. Make NB known for supporting immigrant business people.

STATUS: Discontinued

UPDATE: A council for newcomer business owners has been established but is no longer connected to lab.

TEAM MEMBERS:

- **Roxanne Reeves** - Lecturer
- UNB
- **Adam Luo** - ONB
- **Kinh Huynh** - Owner -
MFCIC Business Services Inc
- **Janet Moser** - Director
Immigrant Business Services
- Fredericton Chamber of
Commerce



Destination NB

How might we help employers looking for high skilled workers navigate the resources available to recruit and retain newcomers?

#RippleEffects

A “one stop shop” for employers to navigate the resources available to recruit and retain newcomers.

STATUS: Discontinued

UPDATE: This prototype validated a project that the province had already begun working on. GNB is working on a more consolidated service for employers and several of the members from this team are helping inform its development.

TEAM MEMBERS:

- **Ashley Noel** - Program Officer, Employment Counselling - PETL (GNB)
- **Kari Cheyne** - Workplace Integration Manager - MAGMA
- **Natalie Condron** - Senior Analyst and Liaison Officer - IRCC
- **Abby David** - Project Manager - NBMC



4

Evaluation of Lab Objectives

Evaluation of Lab Objectives

In the summer of 2017, at the outset of the lab, objectives were set collaboratively with NouLAB, funders, and the members of the Leadership Council.

- A. 50+ Stakeholders engaged at the grassroots
- B. Improved understanding of the newcomer experience
- C. Improved understanding of the employer experience
- D. 3-5 prototype teams testing and learning from prototypes
- E. Learning that is scalable to other communities
- F. Greater understanding of leverage points for action
- G. Build capacity for innovation

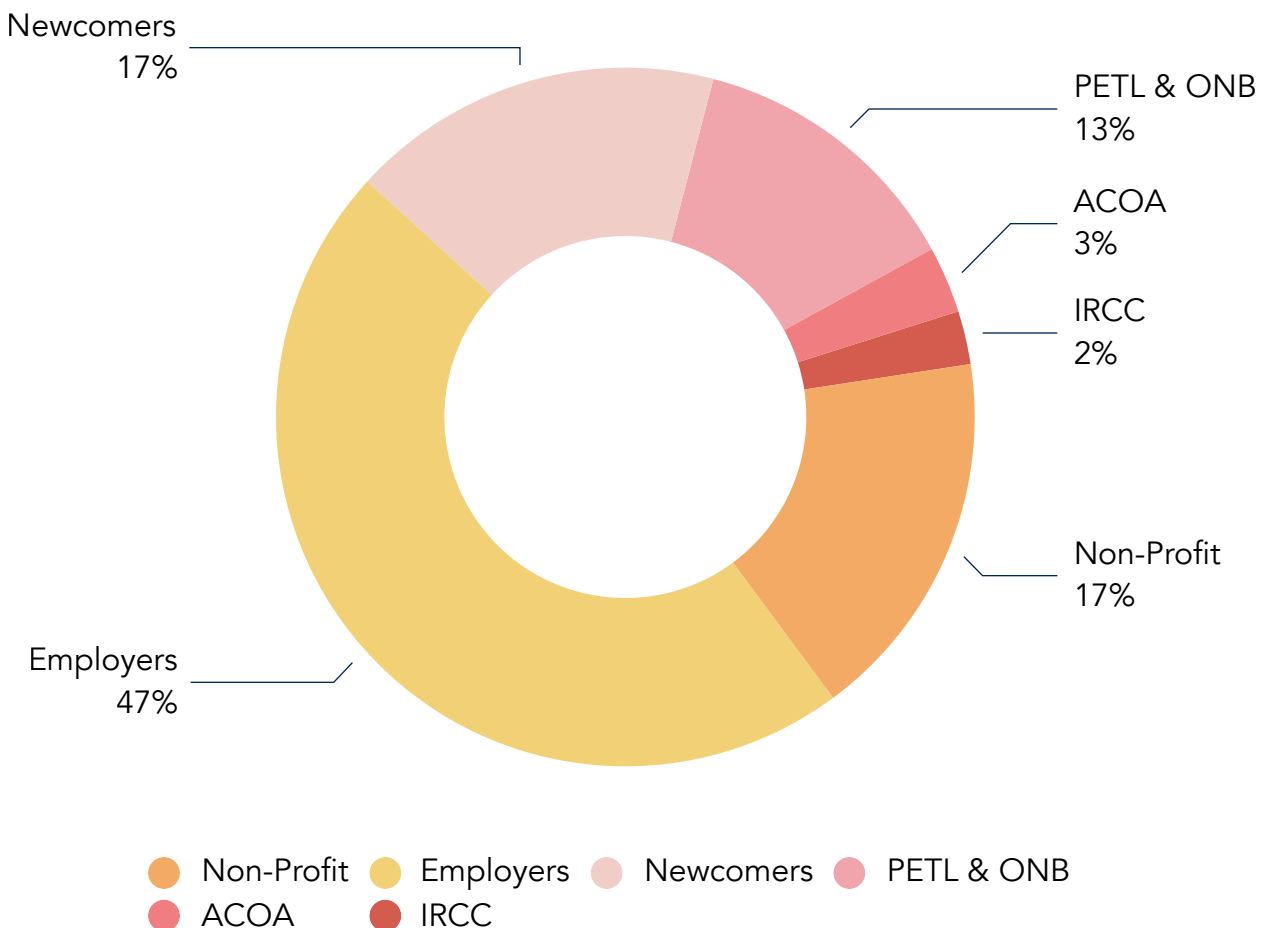
The following sections are an exploration of the extent to which the lab met these objectives.



A) 50+ Stakeholders engaged at the grassroots

In the economic immigration challenge that is facing NB, there are many stakeholders. Settlement agencies, newcomers, and employers are not the only people who have a stake in solving this challenge. The economic wellbeing of the entire population of NB has a stake in seeing a reversal of the current immigration attraction and retention trends. The participants engaged in the lab process were representative of the many stakeholder groups in NB and this diversity was achieved through an intentional invitation process.

From Sept 2017 to May 2018, 55 people participated in the lab, representing the following groups:



Continued...

95% of lab participants are committed to continuing to work on the immigration challenges of NB

"My prototype team did not get together, but I have continued the work by getting involved with the core working group for the broader GNB internship program for all graduates."

"Immigration is critical for NB growth, it is reassuring to note that there is more interest than in the past years by various agencies."

"I sense that there is more buy-in from gov't depts apart from Population Growth Division (GNB)."

100% of lab participants agree or strongly agree that they had the opportunity to meet and work with compelling

"Knowing there was no fixed solution, the greatest value was working alongside people from different backgrounds and professions on a challenge that allowed us to be creative, innovative and fearless."

"The greatest value of the lab was realizing that we are already on the right track, retention numbers in our region are improving, clients are more engaged, and we are aligned with our funders strategies."

****Lab participant quotes***

Numbers

Participants represented regions across the province from Edmonston to Bathurst to Charlotte County.

40 organizations

33 Women

21 Men

21 Anglophone Newbrunswickers

15 Francophone Newbrunswickers

12+ Countries

B) Improved understanding of the newcomer & employer experience

93% of participants say that their understanding of both the newcomer and employer experience has increased

Improved understanding of the Newcomer Experience:

"The greatest value for me was learning more about the perspectives and experiences of various participants. Knowing more about the situation in the field allows me to take initiatives that can be more productive."

"If we don't create environments that are welcoming for those who choose to move to NB, it will be very hard to keep them here. And that welcoming begins with a message of acceptance and highlighting the aspects of the local culture that immigrants are arriving to that should also be appreciated (oftentimes, because they are things that we left our countries to come and enjoy here, such as the value of one's profession, the respect of human rights, the rule of law, and equal opportunities for everyone)."

"I am now more apt to approach a newcomer in my workplace."

"There is no one experience, you have to be careful with generalizations."

Improved understanding of the Employee Experience:

"The Lab was extremely helpful to get employers' and provinces' perspective. Was empowering to see how quickly our prototype is moving through approvals thanks to our individual contributions."

"It gave me a more comprehensive look at immigration across streams"

"I learned that most newcomers struggle, settlement agencies seem to be propositioned as the solution to fixing all problems but they lack the support to provide the attention needed, and that many newcomers become isolated the longer they take to integrate and some never do."

"I learned that contrary to the mainstream narrative, many newcomers do want to stay in New Brunswick, instead of use NB as a bridge into becoming a permanent resident in Canada and move elsewhere."

***Lab participant quotes**

B) continued...

95% of participants say that they were given the opportunity to analyze opportunities and barriers to immigrant attraction and retention within New Brunswick

"We are too often rushed to identify solutions quickly to issues. This process allowed us to take more time and collaborate and fully explore a very concise issue and identify and create a solution for that issue"

"I learned that our prototype / pilot is already "somewhat" in place in Ontario so may have something we can re-apply from that it also provides more backing for our proposal."

"Connections were made between businesses and the immigration sector that didn't exist before. A new understanding of how we can better work together was born."

***Lab participant quotes**

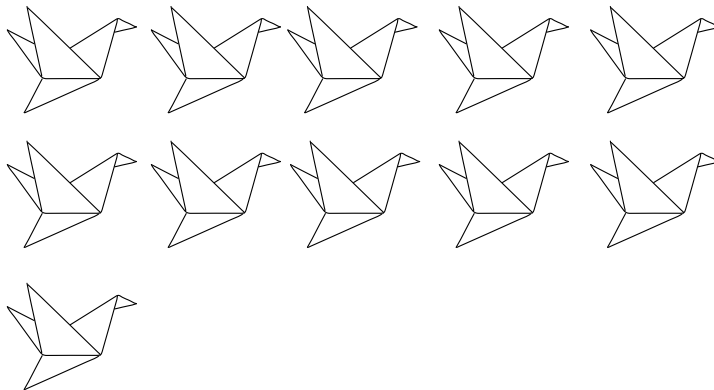
The biggest value of the lab is as a tool for multi sectoral stakeholder engagement and innovation. The lab is a concentrated opportunity to see the broader system and work through a rigorous process to develop and prototype solutions.

- Rob Kelly, Assistant Deputy Minister for the Atlantic Immigration Pilot

C) 3 - 5 prototype teams testing & learning from prototypes

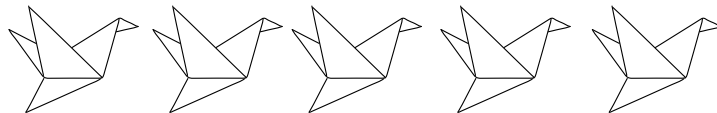
11

Prototypes developed in the lab



5

Prototypes are continuing beyond the lab, and working towards implementation with government, NGO, and community partners



D) Learning that is scaleable to other communities

This objective was specifically referring to ideas that were prototyped, the learning that's happening as a result, and the ability to scale effectively across NB, and beyond. Four of the prototypes are currently scaling their learning and testing in multiple communities.

Capacity for Courage Prototype

This team is actively working to help educators around New Brunswick address the cultural gap between locals and newcomers. Currently they are supporting 28 projects in schools from K-12 across the province in the Anglophone school district. The learning and impact of these projects will be measured and shared with teachers across the school district. Teachers nominated for the Capacity for Courage programme will benefit from free training and grants to realize their diversity and inclusion goals in the classroom, and their students will benefit by extension.

Employer Process Improvement Team Prototype

They are actively prototyping a streamlined process to allow employers and potential employees to navigate the government services they need to meet the requirements for hiring and being hired in New Brunswick. The learning from this prototype is scalable to all communities in NB, as employers and employees heavily rely on concierge services to aid their recruitment efforts. With IRCC involved in this prototype the learning could have impact at the national scale.

Community Engagement Prototype

This team is actively building and testing a Cross-Cultural Toolkit, which is a toolkit for supporting newcomer families to have meaningful connection to local communities and combat isolation. This prototype is currently active in several communities, and as this simple yet brilliant concept continues to be refined, it can be applied in any community in NB, or Canada.

Diversity Champions Prototype

This group is working on solutions to bring people together in sensitive ways to build strong understanding between local and newcomer cultures. In the case of Parkton, a marginalized community in Moncton, there are issues with cross-cultural integration of the youth. Newcomers, sometimes refugees, are not understood and have a hard time integrating into New Brunswick and Canadian society. The residents of Parkton will have the opportunity to be involved in placemaking and active citizenship projects.

E) Identification of leverage points for action

11 Prototypes aimed at the following leverage points...

Employer to Government Connection

Employers lack awareness of, or ability to navigate and efficiently utilize, available government supports and resources for hiring newcomers

Destination NB

Improving connection between employers' hiring needs and available government supports and resources for hiring newcomers.

Newcomer to Influencer

Lack of immigrants/diversity represented in NB government

Diversity Champions

Newcomers lack meaningful integration into local communities, and following employment, this is the second most important element to retain newcomers

Capacity for Courage

Address cultural gap between Canadian-born and newcomer children and youth, to assist newcomers in meaningful integration into local communities

Business Immigration

Lack of support for immigrant business owners to meaningfully participate in local business councils

Match NB

Helping newcomers, who have already settled in NB, secure employment, supporting them to stay

Les Connecteurs

Lack of awareness and ease of accessing SEED program for international students

Internationally Educated Nurses

Nursing shortage in NB, improve recognition of credentials for internationally educated nurses

Employer Process Team

Streamlined process to allow employers and potential employees to navigate the government services they need to meet requirements for hiring and being hired in New Brunswick

Community Integration Team

Address cultural gap between locals and newcomers to assist newcomers in meaningful integration into local communities (ie; racism)

F) Build capacity for innovation

Beyond developing and testing prototypes, the lab also builds the capacity of individuals to innovate, so that no matter what the project, their work on immigration can better serve NB. The ripple effects of this built capacity will have immeasurable impact. The lab is a professional development opportunity on an individual level, and this itself holds great value.

THE LAB TEACHES:

- Systems thinking
- Design thinking
- Working in Complexity
- Prototyping
- Leadership practices
- Effective team practices

90% of lab participants agree or strongly agree that the lab provided an innovative process for working on the immigration challenge of NB.

"We are too often rushed to identify solutions quickly to issues. This process allowed us to take more time and collaborate and fully explore a very concise issue and identify and create a solution for that issue"

"I'm very happy I got to participate from this experience, it provided me with excellent tools to face any challenge that I will always have present with me."

F) Continued

"We need to work on a narrative for the local population to feel that they play an important part in making our community more inclusive. We need to bring them into the process of integration for immigrants instead of just letting it be the work of government, non-profits, and civil society committed to inclusion. The day-to-day lives of local persons can also include ways to demonstrate a genuine interest for getting to know immigrants. I proposed the theme for the Cultural Expressions Festival's ten-year anniversary as "We are all ethnic" because it is important that everyone feel that they can celebrate their ethnicity, but more importantly, that everyone HAS an ethnicity, not just people of colour or visible minorities. That category of the "other" that people of colour usually fall under, the way the word "ethnic" is used, can be a bit insulting because it creates an Us/Them mentality. So this Lab certainly made me be bold enough to push the line, based on some of the things I heard, some of the people I met, and the conclusions that we need to treat everyone's background equally if we are going to come together as a community."

78% of lab participants say that they have adopted the lab's approach to problem solving into their work and other projects. This approach emphasizes gathering diverse perspectives before generating potential solutions.

"My colleagues themselves aren't very diverse, so it is hard to get those types of diverse perspectives, but we are working to make City Staff more culturally diverse, and the decision- makers (I think) are on board with starting the process."

"I didn't know much about the current situation in NB before participating in the lab. I found the process itself to be very effective for collecting data and bring stakeholders to the table. Participating showed me how I can contribute to the work being done."

F) Continued

65% have adopted a user-centred approach to solving challenges in their work.

"Newcomers have much to say, we often aren't listening and too wrapped up in our own agendas to see what is directly in front of us."

"If you want real answers start building trust, relationships, focus groups and start including immigrants in higher numbers ..it really makes a difference."

"We are doing it, starting small, but eventually with cultural competence training, that ability to work with different cultures will be enhanced."

"I gained an increased understanding that a poor experience in immigration processes has on individuals and their families - those "people stories" are the ones that stick with you."

"I already try to do this but the lab gave me better tools."

45% have adopted prototyping as a method for learning and solving a problem in their work.

"I feel more confident in my ability to contribute to an innovation process (as a critical, pessimistic, non-creative, ha!)"

"Recognizing that some of the paths that we thought we were taking weren't the ideal ones or the ones that we really wanted, so by retracting and starting again we are now sure that we looked at many options and chose the one that really could accomplish what we want to do. Trial and Error and no regrets."

"We simply do not have the time to do prototyping. When you are underfunded and under resourced there is little time for experimental programs."

5

Impact

Individual Stories of Impact

The long term indication of success of the lab to make a significant positive change in the immigration challenge of NB is simple: MORE PEOPLE IMMIGRATING TO AND WORKING IN NB. Correlating direct cause and effect of the lab against this metric is nearly impossible. However, individual stories and anecdotes help make this connection tangible. This section tells the story of 7 lab participants and the impact the lab had on them and their ability to continue to work on economic immigration issues in NB.



Heather Keats -

Program Consultant responsible for long term integration committee for newcomers under PETL - Post Secondary Training & Labour

Heather's team focused right in on the root causes of why immigration was not as successful in New Brunswick as it has been in other provinces. Through their initial discussions in the first workshop they noticed that newcomers highly valued their children's experience in the immigration process. With this as a clue to the systemic issue, Heather and her team went and talked to teachers about the experience of teaching with diversity in the classroom. This process of going from a hunch to backing it up with human-centered field research is exactly what the lab is designed to facilitate. Heather reflected on the lab process and her experience saying that it has put new wind in her sails after working in government for many years.

Jake came into the lab in the first cycle with a lot of experience in immigration. He has been on multiple trips overseas to attract newcomers to New Brunswick so he was an excellent person to have in the room to share his knowledge of the immigration process. What Jake learned throughout the sessions was the importance of stepping back and looking at the motivation behind why he does this work. The human-centered toolkit was especially important in how his team's prototype was developed. Even though his team from the first cycle did not stay together, Jake has taken their idea into practice within his department as a new approach for the regional immigration office to assess the employer needs in the area and deliver services based on that information. This shift is a direct reflection of the style of work encouraged in the lab. Jake subsequently participated in the second cycle of the lab and made contributions to the internationally educated nurses team.



Jake Arbuckle -
Team Lead for
Skilled Worker Unit,
GNB



Elizabeth Stronach -
Strategic Advisor, IRCC

Elizabeth is a self-described critic and took some time to warm up to the lab process. Coming out from Ottawa to participate, she became an extremely valuable voice on her team, sharing insights into what needed to change at the Federal level to move things forward. Elizabeth stated that she derived enormous personal value out of the lab. She recognises the huge impact this work can have on people's lives and families, and so taking the human-centered approach made a lot of sense to her. She also saw the value of being able to take action on a challenge after only five days of work with a team.

Erika came to the first cycle of the lab wearing a number of hats. As the owner of a small business that helps newcomers land in Canada and a newcomer herself, she understands the trials of coming to a new place and starting anew. Her passion for the topic is evident and informed many discussions during that formative first cycle. Although her team in the first cycle did not end up with a workable prototype, Erika was not defeated, and she was invited to the second cycle after securing a new job with the United Way as their dedicated Diversity Champion. Already knowing the process was a huge benefit to her team as she could move the conversations forward and provide insight into what was coming next. Their team got to the heart of the issue and talked to the people living in a community of Moncton with one of the highest newcomer populations, Parkton. The work they are doing there is ensuring that newcomer voices are heard when attempting to help them integrate into Canadian culture.



Erika Cantu -
Diversity Champion,
United Way



Lisa Bamford -
Executive Director,
Multicultural Association
of Fredricton Inc.

Lisa is very connected to immigration in New Brunswick. What she learned from the lab was that even in this specialized realm there are serious silos where information flow is not happening. The value she found in the lab was the multi-sectoral approach that put people at the table together and they could easily find commonalities in their challenges. The in depth conversations she was able to have with other partners and stakeholders made the value of what her team delivered with their community connection prototype much stronger.

Susan came into the lab with a fresh mandate at J.D. Irving Limited. As the first dedicated person working on immigrant support within the company, she is focused on ensuring the process goes as smoothly and quickly as possible. Having her, a representative of the biggest company in New Brunswick, at the table with people who are able to make change at the provincial and federal levels was essential to ensuring outcomes that will move the needle on the process. Susan's engagement was evident from the beginning of the workshop in cycle two. Having those clear objectives from her company allowed her to communicate what needs to change. The resources at her disposal in terms of tracking and sheer numbers of immigrant employees JDI will process is key to learning how the process will be best improved.



Susan Wilson -
Director, Immigration,
J.D. Irving Ltd.



Virgil Guitard -
Nursing Consultant,
Nurses Association of NB

Virgil has been working as a consultant for the Nurses Association and does so remotely for the most part. The lab gave him the chance to work closely with his colleagues and build strong relationships in person. Sceptical at first, he found the processes and tools aligned with his humorous nature and was able to keep energy levels high throughout the week. The value of being in the same room when working on these types of problems was huge. Being forced to push through the challenging moments with a team leads to breakthroughs and the innovative ideas the Internationally Educated Nurses team came up with are proof.

Leadership Council



NEW BRUNSWICK
MULTICULTURAL
COUNCIL



CONSEIL
MULTICULTUREL DU
NOUVEAU-BRUNSWICK



New Brunswick
BUSINESS COUNCIL
CONSEIL D'ENTREPRISES
du Nouveau-Brunswick



Conseil économique
du Nouveau-Brunswick inc.

Funders



Atlantic Canada
Opportunities
Agency

Gold Sponsor

Donor

In Kind



Imperial Manufacturing



LAB CYCLE 1: Participating Organizations

Academic

- Université de Moncton
- CCNB (Collège communautaire du NB)
- University of New Brunswick
- New Brunswick Student Alliance
- Pond-Deshpande Centre

Settlement Agency

- New Brunswick Multicultural Council
- Centre d'accueil et d'accompagnement francophone pour les immigrants du Sud-Est du Nouveau-Brunswick (CAFi)
- Multicultural Association of Greater Moncton Area (MAGMA)
- Multicultural Association of Charlotte County
- Local Immigration Partnership of Fredericton
- Atlantic Human Services (AHS)
- Multicultural Association of Fredericton Inc.

Non Profit

- YMCA of Greater Saint John
- Living English in Moncton
- Fredericton Chamber of Commerce
- Enterprise Saint John

Business

- Imperial Manufacturing Group
- Sitel
- Steps2Canada
- MFCIC Business Services Inc
- Common Good Solutions
- Sunnymel

Government

- Opportunities NB
- Post-Secondary Education, Training & Labour Fredericton Regional Office
- PETL-Employment and Continuous Learning Services Branch
- Government of New Brunswick: Population Growth Division
- Department of Education and Early Childhood Development
- Atlantic Canada Opportunities Agency
- Immigration Refugee Citizenship Canada
- Executive Council Office, GNB
- University New Brunswick (Saint John and Fredericton)
- City of Fredericton

LAB CYCLE 2: Participating Organizations

Academic

Université de Moncton, Edmundston campus

Settlement Agency

MAGMA (Multicultural Association of the Greater Moncton Area)

Business

J.D. Irving, Limited

Practical Human Resource Solutions Inc.

Réseau de santé Vitalité

Government

Department of Health; Health

Workforce Planning Branch

Post Secondary Education Training

Labour

Immigration, Refugees, Citizenship Canada

Atlantic Canada Opportunities Agency

City of Moncton

Nurses Association of NB

Non Profit

New Brunswick Association of Nursing Homes

United Way

Boys and Girls Club of Moncton