

**Economic Immigration
Opportunities Summit**

Summary Report



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BACKGROUND

Context

The Jobs Board Secretariat was established to support the Jobs Board and its mandate to foster a jobs and economic growth agenda for New Brunswick. The opportunities-based economic development model is based on the idea that the competition for business investment and for highly ambitious entrepreneurs and talent has never been as high as it is today. We need to identify and align our resources to develop tangible, highly valuable and profitable opportunities that will attract investment from local businesses, communities, ambitious new entrepreneurs and multinational firms.

In order to ensure that we are considering the largest range of potential opportunities for NB's growth, the JBS has organized a series of Opportunities Summits around the province, between late September and December of 2015, in partnership with Opportunities NB (ONB) and lead departments.

Summit Objectives

- Identified long list of viable economic opportunities to explore
- Identified conditions for success in identified opportunities
- Participants had a positive experience and felt their contribution mattered
- Participants felt heard

Summit Agenda and Participants

On October 22, 2015 from 10am-2:30pm at the Cocoa Room, in Riverview, NB, over 60 stakeholders gathered to discuss economic opportunities within immigration to NB. For a full list of attendees see Appendix A.

10:00am	Welcome and Mingle
10:30am	Minister Francine Landry
10:40am	Premier Brian Gallant
11:00am	NB Immigration Overview and Global Trends Minister Francine Landry and Deputy Minister Tom Mann (PETL)
11:15am	Economic Immigration Success Stories Panel Serge Colin, AirTech Equipment and Iouri Litvinenko, Fiber Centre
11:30am	Challenges and Opportunities Brainstorming
12:30pm	Lunch
1:15pm	Conditions for Success
2:30pm	Next steps and closing

WHAT WE HEARD

While these Opportunities Summits are meant to focus on opportunities, it was discovered early in the process that it is difficult for participants to focus on opportunities when they are always thinking of the challenges facing their sector or industry. Therefore, the brainstorming phase of the meeting kicked off with short (10minutes) table discussions about challenges and recorded for this report. This is meant to get all the challenges out on the table, off the chests of participants and to understand that the main focus of the discussion is not on the challenges but on the opportunities.

Challenges

Credential Recognition (10 of 12 tables mentioned this as a challenge)

NB as a welcoming community (7 tables of 12 mentioned this as a challenge)

- Lack of Culture awareness from general public
- Need for cultural sensitivity and education in rural areas
- Less educated or less informed New Brunswickers are not aware of the benefits of immigration – perceived as taking jobs from locals
- Big difference between the North and the South of the province when it comes to integration and retention of immigrants
- The conversation is not in place in NB – we have not educated the public regarding the myths and realities. Doing this will encourage engagement and acceptance
- Skilled immigrant worker + Canadian skilled worker – workforce expansion program = support to make settlement successful

Difficulty Retaining Immigrants/Students (6 tables of 12 tables mentioned this as a challenge)

- Retention
- Retaining foreign students
- Retention – keep the people who came build/invest/fix the local network to ensure new comers have the support and services they need to be successful – then turn on the supply tap!
- Getting information to international students about job opportunities in the province
- International students providing them services to succeed – encourage them to stay – language supports networking

Language (6 tables mentioned this as a challenge)

- Unilingual francophone have a difficult time finding work – need for language training – very important to know before they move to NB
- Lack of language classes for international students
- More English speaking immigrants are recruited impacting the Francophone community in NB
- Waiting list for current language programs up to 1.5 months wait
- Language classes for international students not available

Barrier to networking (4 tables mentioned this as a challenge)

- Professional associations are like closed clubs – how do we open them?
- Need for networking

- Difficulty building contact networks

Entrepreneur Support

- Entrepreneurial supports not equipped to support immigrants (especially skilled workers.)
- Access to support for entrepreneurs
- Budget for population growth in NB is much too low
- Newcomers often don't know where to go for information, resources in their new city
- Lack entrepreneurial support for immigrant business applicants – for those who do come there is a lack for support for them to try again
- Rural community lacks support
- Ensure non duplication of services province wide – collaboration across industry, government, non-profit, education, etc.
- We don't have a culture of risk
- Lots of red tape to get through before they can start a business
- Provide coaching
- If we attract entrepreneurs we don't have enough skilled workers to support their business

Employer Willingness and Support

- Finding skilled drivers to support demands (export) – image of the job
- Equal playing field with other provinces
- Structural barriers to integrations – transportation x2, daycare, accreditation
- Reinstatement of funding budgets for business programs (Hive/BIMP) need more resources to support high number of clients
- Lack of diversity in some industries
- Lack of support for employers (planning, recruitment, integration)
- Managing expectations – employers and immigrants
- Better matching of high and low skilled immigration with key sectors
- Employer engagement
- Disconnect between policy/strategy of recruiting 'skilled workers' and the reality of the jobs sectors that are available required
- Identification - labor market (displays positions - identify areas in short supply and concentrate recruitment efforts to help employers)
- Lack of services for highly skilled immigrants (sector specific)
- Are employers ready and open? Leaders need to create organizational cultures that welcome newcomers

Recruitment/Promotion of NB

- Cap on immigration is very limiting
- Awareness - Province not well known internationally
- Integration and retention – do more work before arrival – better preparation
- Citizenship and immigration policies
- Inadequate information given pre-departure to immigrants coming to NB
- Difficult to speak with Federal and Provincial representatives
- Disconnect between skills, obtained information and realities of local job markets for both potential business owners and professionals
- Improve sector specific recruitment

- Facilitate the process of immigration for French entrepreneurs to avoid delays in arrival
- Need to recruit entrepreneurs and investors of larger scale – employing more than 2-3 employees
- Promote entrepreneur services
- Promote youth projects

Other

- Immigration as silo – it affects every department
- Burden of income taxes
- International PLAR

Opportunities

Participants were divided into 12 tables of 5 and asked to think about the future of immigration

- **Imagine it is 2040, what could Economic Immigration to New Brunswick look like?**
- **Where do we see growth? What do Immigrants want? What does NB need?**

These are a summary of their responses:

Immigration in 2040

- Population 1-2 million
- Immigration will be the norm, not the exception
- Positive image of the Province (reinvigorated rural and vibrant urban)
- More businesses owned by immigrants
- Immigration is embraced and celebrated
- Supportive infrastructure – sophisticated rail transportation, language classes and daycare
- Foreign credentials are recognized
- Growth in agriculture, IT, manufacturing as a result of new immigrant businesses
- International students stay
- Immigrants in senior management positions
- Permanent residents can vote

They were then given 20 minutes to discuss:

- **What are the opportunities for growth in economic immigration in the next three years?**

These opportunities are outlined below:

Business Services/Cultural Centres

- Each region offers Immigrant Business Services provision i.e.: BIMP/Hive be given full access to support and resources as provided to economic development i.e. CBDC, Ignite Fredericton, Enterprise Saint John, 3 Plus Corporation – need support staff for Hive and BIMP
- Services – contact centre and IT
- Business professional mentorship – professional organizations for new immigrants with professional mentors to network to get support
- Create Networking Opportunities for business/entrepreneurs/newcomers/province wide
- Cultural centres as: landing spot, incubation opportunities, government involvement for maintaining ear to the ground – officer and minister, retention networking, promote collaboration across sectors

Recruitment

- Fill vacant jobs – high and low skill – provisional visas – collaboration between PETL, ONB, industry, interprovincial
- Recruit function of the application / labour shortage that meets the needs of companies
- Consider local industry dynamics/local job market vacancies to inform immigration policies

- Involve immigrants: what's needed? – international networks, positions of decision making, entrepreneurship – provisional visas

Matching Immigrants with Opportunities

- Tech sector – cyber security
- Immigration process to start a new business is easier
- Working with new comers who have international experience to support and assist local exporters to enter new markets
- More autonomy for the selection of immigrants and explore new markets
- Succession NB – stream of immigration that facilitates succession of NB businesses and farms
- Succession matching – discovering business sale options for turnkey purchase to accelerate business development and support succession exits for local owners
- Promotion of opportunities
- Focus on investment – aligning investors with opportunities, better aligning investors with appropriate development opportunities and resources – matching multiple investments in shared business practices
- Green economy – energy (strategic investment plan) NB being a leaders like Scandinavia
- Take into account rural communities when recruiting immigrants
- Economic vision – leader between government and business = priorities (regional visions)

Retention of International Students

- Increase integration of international students in NB businesses and community organizations
- Take advantage of university research centres to encourage international students to develop businesses
- Orient our international students about the opportunities and vision of the Province
- Education for employers on immigration regulation (international students are key group we can retain)

Export Development

- AECG/CETA – logistics – rail, air, ports
- More foreign direct investment
- Export/import – focus on relationship with Europe (because of new trade agreement)

Recognize Foreign Credentials

- Youth and public education
- Recognize foreign credentials
- Work on reducing Provincial and Federal barriers
- Recognizing foreign qualifications and credentials – allowing new comers work to contribute to their field of expertise

Conditions for Success

Then tables were asked to choose an opportunity form the ones identified in the previous activity and to identify conditions for success within each of the 5 pillars in the Jobs Board economic policy framework.

Opportunity – Succession Matching for Newcoming Investment	
<i>“Will encourage and support trust relationships from within business communities and ensure an increase in success for investors.”</i>	
People	<ul style="list-style-type: none"> ▪ Chamber of Commerce – “insider information” ▪ Economic Development Agencies – financial support Federal/Province/Municipal/Sponsors ▪ Business Owners – legal, accounting, real estate connections ▪ Hiring of staff to facilitate and run through incubators
Ideas	<ul style="list-style-type: none"> ▪ Succession Matching Program – increased service provision for serious high growth, uncovering business sale opportunities, providing exit strategies for business owners. Increased service engagement with one on one support with investor by creating client profiles. ▪ “Turn Key” eliminating stress of not understanding local economic needs and trends ▪ Create an even flow and synergy of open discovery – leveraging hidden opportunities
Money	<ul style="list-style-type: none"> ▪ Borrowing for existing businesses is much easier. Can provide banks with existing financial statements and increase funding to support this program model
Infrastructure	<ul style="list-style-type: none"> ▪ Info Hive program space ▪ Additional staff – admin, development officer ▪ Uncovering opportunities provincially – support in introductions, matching, knowledge transfer ▪ “Rescue of bankruptcy” ▪ Site visits ▪ Agreements of non-liability and confidentiality – legal work
Nimble Government	<ul style="list-style-type: none"> ▪ Shared information ▪ Not duplicated services ▪ Consistent and accurate services provision by government officers ▪ Identification process of fair market value ▪ Ask Janet and Sam Trihn from Fredericton

Opportunity – Matching high and low skilled immigrants with employment support	
People	<ul style="list-style-type: none"> ▪ Employers ▪ Economic Development ▪ Settlement Agencies and Employment Agencies ▪ Municipal and Provincial government ▪ Post-secondary institutions
Ideas	<ul style="list-style-type: none"> ▪ Data Collection of specific skills, jobs, future needs by sector ▪ Research best practices on connecting employers and job seekers

Money	<ul style="list-style-type: none"> ▪ Credit policy – access to credit
Infrastructure	<ul style="list-style-type: none"> ▪ Date collection instruments ▪ Single access point for information sharing (i.e. 311 style number for employment info)
Nimble Government	<ul style="list-style-type: none"> ▪ Provincial bodies are too siloed, lack of information sharing (need single source point)

Opportunity – Mentorship Program (professionals, young grads, etc.)	
People	<ul style="list-style-type: none"> ▪ Multicultural associations ▪ Population growth division ▪ Economic development ▪ Chambers of commerce
Ideas	<ul style="list-style-type: none"> ▪ NA
Money	<ul style="list-style-type: none"> ▪ Resources for mentorship coordinators in multicultural associations
Infrastructure	<ul style="list-style-type: none"> ▪ IT platform ▪ Offices for coordinators
Nimble Government	<ul style="list-style-type: none"> ▪ NA

Opportunity – Increase French Immigrants	
People	<ul style="list-style-type: none"> ▪ Government ▪ NBCC / CCNB ▪ Universities ▪ Private sector
Ideas	<ul style="list-style-type: none"> ▪ Foster existing relationship with Francophone countries ▪ Identify new recruitment pools in Francophone countries ▪ Put in place double degree programs ▪ Retain international students
Money	<ul style="list-style-type: none"> ▪ Government
Infrastructure	<ul style="list-style-type: none"> ▪ NA
Nimble Government	<ul style="list-style-type: none"> ▪ Better connection between Federal and Provincial programs ▪ Better understanding of actual needs

Opportunity – Regional Roadmap or Immigration Sources with facilities and network to enact it	
People	<ul style="list-style-type: none"> ▪ Immigration officers ▪ More people in jobs – low and high skilled ▪ Use immigrants’ experience and expertise to outline an effective roadmap

	<ul style="list-style-type: none"> Internationally connected immigration contacts for international missions
Ideas	<ul style="list-style-type: none"> More jobs filled – identify high skilled vacancies PNP changes – not just entrepreneurs, partnerships between immigrants Mentorship – professional, networking, language, culture Have support available for temporary and permanent integration
Money	<ul style="list-style-type: none"> More provincial control over attraction and support program budgets Fund international missions as determined necessary, regionally Fund physical infrastructure for enacting this roadmap: cultural centres, immigration ministry
Infrastructure	<ul style="list-style-type: none"> Provincial immigration minister and immigration officers Culture centres regionally – contribution/participation across sectors Structured dialogue between provincial and municipal government More summits like this! With concrete follow-up – event action based on today’s ideas
Nimble Government	<ul style="list-style-type: none"> Encourage collaboration = knowledge of local eco-systems and efficient support/integration More provincial control over visas and immigration process

Opportunity – One stop shop settlement agencies	
People	<ul style="list-style-type: none"> Multilingual staff Diversification Diverse educational backgrounds – able to offer many services Staff development
Ideas	<ul style="list-style-type: none"> Collaboration between different service providing organizations
Money	<ul style="list-style-type: none"> Increased funding for settlement and population growth Multi-year funding Micro loans for immigrants
Infrastructure	<ul style="list-style-type: none"> One agency (AHS, MAGMA, CAFI, 3+) immigration services/department Website development portal
Nimble Government	<ul style="list-style-type: none"> No competition for funding No finite funding

Opportunity – Provincial Vision with integrated regional plans	
People	<ul style="list-style-type: none"> PME Municipalities Positive Media Leadership on what is NB – success stories Promote each region for its speciality
Ideas	<ul style="list-style-type: none"> SWOT Market needs

	<ul style="list-style-type: none"> ▪ Decentralization of services ▪ Promote the regions ▪ Model Saskatchewan – Chamber of Commerce attraction
Money	<ul style="list-style-type: none"> ▪ Region \$1 CAD = Government \$1 CAD
Infrastructure	<ul style="list-style-type: none"> ▪ University ▪ NBCC ▪ CBDC ▪ Chamber of Commerce
Nimble Government	<ul style="list-style-type: none"> ▪ Don't create new structures

Opportunity – Entrepreneur recruitment outside of the urban centres	
People	<ul style="list-style-type: none"> ▪ Employers ▪ Chambers of commerce ▪ Economic Development ▪ Municipalities ▪ 1 provincial representative ▪ Welcome centres in each region
Ideas	<ul style="list-style-type: none"> ▪ Each region has its own vision ▪ Development strategy for each region ▪ Information on each region available pre-departure ▪ Destination Canada ▪ Municipal representation on the web ▪ Employers promote their postings ▪ Better communication between the actors ▪ Share information ▪ The Province connect PNP nominees with the regions
Money	<ul style="list-style-type: none"> ▪ Federal ▪ Provincial ▪ Municipal ▪ Private
Infrastructure	<ul style="list-style-type: none"> ▪ Provincial immigration department with regional representation ▪ CIC Office ▪ Regional services ▪ Economic development in the North
Nimble Government	<ul style="list-style-type: none"> ▪ Easy access

Opportunity – Green Economy	
People	<ul style="list-style-type: none"> ▪ Skilled workforce ▪ Inclusive HIVE – blended – multicultural and multilingual ▪ Sales
Ideas	<ul style="list-style-type: none"> ▪ Green energy – solar, sea ▪ Decreased carbon footprint
Money	<ul style="list-style-type: none"> ▪ Tax incentive R&D
Infrastructure	<ul style="list-style-type: none"> ▪ Encourage building and preparing for green i.e. roofs must have % of solar
Nimble Government	<ul style="list-style-type: none"> ▪ NA

Opportunity – AECG/CETA – export import	
People	<ul style="list-style-type: none"> ▪ Cultural diversity ▪ Take advantage of international networks of immigrants
Ideas	<ul style="list-style-type: none"> ▪ NB shows the way, thanks to our geographical location and bilingualism
Money	<ul style="list-style-type: none"> ▪ Implications of public authorities (Provincial and Federal tax incentives) ▪ Financial support in order to kick start exporting
Infrastructure	<ul style="list-style-type: none"> ▪ Development of airports, sea ports, railway stations, highways ▪ Information highway – fiber optics IT
Nimble Government	<ul style="list-style-type: none"> ▪ Reduce Federal and Provincial barriers ▪ One stop shop for businesses

LESSONS LEARNED

This summit was the fourth in a series of sector specific Opportunity Summits throughout the province. For every summit lessons learned were noted to inform future summits.

What went well

- Split tables 4 French, 4 English, 4 bilingual
- Discussion was rich in both languages – attendees were 60/40 split in English and French speaking
- Presentation of vision for 2040 worked well

What could be improved

- Could better explain the five pillars in the Economic Framework
- Ensure next steps articulate action
- Engage participants in next steps, doesn't all need to be on govt shoulders

NEXT STEPS

Summit Survey

Following the summit a survey was sent to the participants to collect additional input on the ideas discussed and the event itself. This feedback helps us to assess which discussions resonate beyond the summit, as well as to continue to improve future summits.

Summit-Specific Report

Following each summit a report of the ideas generated (this document) and participant feedback (Appendix C) is shared with all participants following the summit.

All-Summits Report

After the full series of summits have been completed a final report will be prepared and shared with all summit participants. This is meant to provide visibility of the ideas generated from other summits and to highlight common themes related to the opportunities.

Early Opportunities

The Jobs Board Secretariat plans to identify and advance initial opportunities coming from the summits in partnership with Opportunities NB and lead departments, and to test the opportunities-model of economic development using the 5 pillar structure (People, Ideas, Money, Infrastructure, Nimble government) on these early opportunities. We will also identify opportunities that would benefit from further study and those that government is not well-positioned to lead, and share this assessment with the community of participants and interested New Brunswickers.

Implementing Policy Conditions for Growth

Finally, with your help, we will identify the best growth opportunities for New Brunswick. The Jobs Board Secretariat will lead the formation of cross-departmental teams, the development opportunity plans and measures, and assist in the implementation of the necessary policies to create the conditions growth. GNB will then track the progress and outcomes of these efforts and report those findings.

Future Summits

Consideration is being given to hosting follow-up summits in 2016 and early 2017 to explore whether this approach is demonstrating early results, discuss how it could be improved, and what has changed with the opportunities for NB's economic growth.

APPENDIX A: ATTENDEES

Name	Title	Organization
Anne Hébert	Président et Directrice Générale	Conseil économique
Serge Colin	Owner	AirTech Equipment
Marie Joelle Bergeron	Gestionnaire immigration économique francophone	RDEE
Ginette Ahier	Entrepreneur	Adorable Chocolat / Wanabi Farmeurs
Alain Belanger	Entrepreneur	Groupe Régénord
Adrienne O'Pray	President/CEO	NBBC
Jean Claude Savoie	CEO	Groupe Savoie
Nicole Druckman	Partner	DELEHANTY RINZLER DRUCKMAN
Mike Timani	President	NBMC
Alex Leblanc	Managing Director	NBMC
Jeanne D'Arc Gaudet	Présidente	SANB
Ed McGinley	CEO	Tech Impact
Rob Campbell	President	Contact NB
Janet Scott	Director	Enterprise Saint John
Randy Hatfield	Executive Director	Saint John Human Development Council
Julia Ramirez	Population Growth Specialist	Ignite Fredericton
Dr. Yves Bourgeois	Director, Urban and Communities Studies	UNB Saint John
Maurice Belliveau	General Manager of Economic Development and Events	City of Moncton
Kevin Silliker	Director, Economic Development	City of Moncton
Angelique Reddy-Kalala	Immigration Strategy Officer	City of Moncton
Ryan Sullivan	Director, International Education	NBCC
Marcelle St-Pierre	Conseillère ay secrétaire général - CCNB	CCNB
Nancy O'Shea	Director, International Student Advising	UNB
Christa Maston	International Advisor	MtA
Juan Manuel Toro Lara	International Recruitment	UdeM
Christian Kalanda	President AEEICUM	UdeM
Mathieu Gingras	Director, Recruitment	UdeM
Moncef Lakouas	Vice Chair of the Board	NBMC
Thomas Raffy	Investment Attraction Officer	3+
M. Vincent Hommeril	Consul General of France (Moncton)	Govt of France
Julien Robichaud	BIMP Coordinator	3+
Belén Welch	Manager (Moncton)	Business Immigrant Mentorship Program (BIMP)/ La Ruche
Lori-Anne Cyr	Director	Business Immigrant Mentorship Program (BIMP) (Edmundston)

Name	Title	Organization
Janet Moser	Director	Business Immigrant Mentorship Program (BIMP) Fredericton
Kim Chamberlain	Coordinator	Business Immigrant Mentorship Program (BIMP) Bathurst
Katie Gribbons	Coordinator	Business Immigrant Mentorship Program (BIMP) Saint John
Diane Carey	Coordinator	Youth repatriation program
Jean-Philippe Magot	Owner	AirTech Equipment
Jean- Pierre Alexandre	Managing Director	MAGMA
Kari Cheyne	Immigrant Entrepreneurs	MAGMA
Marianne Tardy	Directrice générale	CAFI
Lindsay Handren	Executive Director	NBSA
Leticia de Gante	Entrepreneur	BIMP Nominee
Son Van Trinh	Entrepreneur	BIMP Nominee
Shahram Ghambari	Entrepreneur	Quark Oil and Gas Services
Daniela Fernandez	Entrepreneur	Atlantic Human Services
Jacques Savoie	Entrepreneur	Atlantic Human Services
Jesse Kerpan	Coordinator	McKenzie Language Learning Centre
Iouri Litvinenko	Entrepreneur	Fibre Centre
Andréea Stoica		
Kathie Ouellette		GNB

APPENDIX B: POST-SUMMIT SURVEY RESULTS

Surveys sent – 49

Responses received – 32 (65%)

Our objectives for the Economic Immigration Opportunities Summit were:
Nos objectifs pour le sommet économique d'immigration ont été :

Information Gathering / Collection des idées

- Identify a long list of viable economic opportunities to explore / Identifier une liste des opportunités économiques viables pour explorer
- Identify conditions for success in identified opportunities / Identifier les conditions de réussite pour les opportunités identifiées

Participant Experience / Expérience des participants

- Participants had a positive experience / Participants ont eu une expérience positive
- Participants felt heard / Les participants se sentent entendus

Given these objectives, we would greatly appreciate if you could answer a few questions on your Summit experience. / Compte tenu de ces objectifs, nous vous serions reconnaissants si vous pouviez répondre à quelques questions sur votre expérience du sommet.

Q1. Which idea interested you most? / Quelle idée discuter hier vous intéresse le plus?

Theme- Retention

- Retention & Attraction (x2)
- “Investment in retention and negotiating an increase with the Feds.”
- “Multi-sector cooperation, including immigrant involvement on settlement strategies”
- “Starting a conversation in NB on the realities and benefits of immigration settlement, retention and inclusion. “

Thème – Mentorship/Networking

- “Mentors for new professional immigrants”
- “promising practices for how to include and retain newcomers, such as mentorship”
- “Organizing networking sessions (e.g. one each month) between employers, new immigrants and immigrant families, and international studies in each city/region to encourage the development of social and professional networks.”

Theme – Succession / Reprise

- Facilitating succession
- “la reprise d'entreprises par des immigrants entrepreneurs”
- “Matching between local business owners with newcomers for their succession planning”

Thème – Sector specific immigration strategies / stratégies spécifiques au secteurs

- “attirer les expertises dans le secteur des innovations qui touchent l'énergie et les technologies vertes (écologiques), c'est un secteur qui est peut exploiter au N.-B. et qui est à l'avant garde dans plusieurs autres pays et sur les autres continents.”
- “Integrating immigrants into working on farms to bring about more diversity in food security in our province! (better transportation infrastructure would be needed to integrate all regions of the province!)”
- “Un plan stratégique d'économie verte pour le NB”

Thème – l'immigration francophone

- l'importance de l'immigration francophone (x2)
- “Respect de la représentation linguistique dans l'attrait des nouveaux arrivants.”

Theme – Education

- “le fait de réduire l'expérience requise aux étudiants internationaux pour appliquer à la résidence permanente de 12mois à 6mois pour encourager la rétention de ceux-ci. Aussi mettre en place un fonds de capital pour le démarrage d'entreprise par les étudiants internationaux qui ont des bonnes d'affaires viables. Permettre aux immigrants d'intégrer la fonction publique et accéder aux postes de responsabilités.”
- “Teaching in schools as part of curriculum”
- Cultural awareness training for the general population”

Other /Autres

- “How to permit immigrants to feel welcomed enough to stay in NB”
- “Opportunities for Immigrants”
- “Challenges facing newcomers to our province”
- “sur les besoins des immigrants et de la province”
- “employment and entrepreneurship”
- “Immigration économique (économique)”
- “Increased support and funding for business services currently in place provincially wit BIMPand Hive. Higher entrance criteria and selection of who we are bringing in. Higher language requirement is essential.
- “ Immigration selection officers at PETL should have business experience.”
- “FDI and development of a train system (transportation)”
- “La reflexion sur l'immigration en 2040”
- “Vision de la province”
- “faciliter la venue d'immigrants en eliminant le red tape inutile”
- “La préparation de la Province du Nouveau-Brunswick à l'accord AECG/CETA”

Q2. Comment pensez-vous que vos contributions ont été entendues ? / How do you feel that your contributions were heard?

Not at all / Pas du tout - 0

A bit / Un peu – 16%

A lot / beaucoup – 62%

Completely / Complètement – 22%

Q3. My biggest take-away from the Summit was / L'élément le plus importante que j'ai retenu suivant le sommet est :

Theme – Government is committed

- “New Brunswick finally seems to be committed to immigration and ready to take action.”
- “Our premier Brian Gallant was taking this seriously and he really wanted our feedback.”
- “That the provincial government recognizes the importance of immigration”
- “la volonté du gouvernement de prendre le dossier de l'immigration au sérieux et développer une politique inclusive qui garantit la contribution de chacun et permet aux immigrants de prendre leur place dans les communautés "à leur juste valeur"
- “Renewed hope that we are all pulling together with immigration as a top priority”
- “Le leadership du gouvernement actuel fait mobiliser des nouveaux acteurs en immigration. C'est encourageant!”
- “The willingness of the current government of working in this key aspect”
- “Volonté du gouvernement à vraiment s'engager en immigration économique”
- “L'engagement du gouvernement pour devenir un chef de file canadien en matière d'immigration”
- “l'ouverture du Premier ministre et des ministres face à l'immigration au Nouveau-Brunswick, le désir de faire plus dans ce domaine”
- “La Province du Nouveau-Brunswick apparaît complètement consciente des enjeux et recherche absolument les bonnes solutions, en suivant une méthode qui m'apparaît opportune et bien construite”

Thème – Coordination & Collaboration

- “All related departments and New Brunswickers commit to support newcomers for their new life and business in NB”
- “une approche concertée pour réussir nos objectifs.”
- “la capacité de mobilisation des acteurs économiques”
- “That there are a wide range of stakeholders working in and around immigration, from all regions of New Brunswick, who are hopeful for progress and full of intelligent and evidence-based ideas to achieve it.”
- “There are so many amazing people in this province working towards making it a great place for newcomers to live and work. It was encouraging to see so many engaged in the discussion and committed to working on opportunities for our province's economic immigrants.”
- “working together- more focused attraction efforts, increase in amount of immigrants to 1500, municipalities playing a role in advocating and working with province.”
- “Les jeux de rôles participatifs étaient constructifs”
- “L'input positif de chacun”

Theme – Workforce

- “le besoin de main d'oeuvre partout au NB”
- “Immigration and a diverse workplace/society shall become the norm in the next 5-10 years in Canada and all the sectors have a role to play in making sure this is successful.”
- “Il faut orienter notre immigration sur nos besoins”

Other / Autre

- “l’immigration est difficile dans le nord du NB”
- “la province devrait se focaliser sur ce qui ne marche pas au lieu de mettre des fonds un peu partout”
- “NB needs to make immigration a MAJOR focus like it never has before.”
- “Support needed for non-entrepreneur professional immigrants for successful integration”

Q4. Please rate the following elements of the summit / S’il vous plaît évaluer les éléments suivants du sommet:

	unsatisfactory insatisfaisante	Neutral / neutre	Good / bon	Great / excellente
Venue/Lieu (Cocoa Room, Chocolate River Station, Riverview)	0.0%	3.2%	45.2%	51.6%
Timing/Calendrier (10:00-14h30)	3.1%	6.3%	31.3%	59.4%
Refreshments/Food / Nourriture	0.0%	20.0%	46.7%	33.3%
Facilitators/Animateurs (Amanda & Jason)	0.0%	3.2%	48.4%	48.4%
Agenda / Structure / Ordre du jour	0.0%	6.7%	53.3%	40.0%

Commentaires:

- “I am pleased to see after so many years the government is finally ready to find practical ways to attract immigrants. This follow up is impressive and I look forward to working with the Province to help grow”
- “I’m always for afternoon/evening summits. Food was good but I could’ve eaten more. Facilitators & structure were awesome; I would’ve liked more idea-collaboration exercises.”
- “Loved the facilitators!”
- “My one major comment re: the above rating chart is that the event could have been - and by the quality of discussion and breadth of ideas, should have been - a full day. Participants had more ideas to share, and there was certainly more productive discussion to be had. Though great, the facilitators were forced to cut the activities short to end the day on schedule, which reinforced a common discussion around the room that the event should have been allotted more time (e.g. 10-4:30).”
- “très désolé de voir qu’on ne conseille pas au unilingues de se servir de la traduction simultanée, ce qui fait que ces gens là ne comprennent pas ce que les autres disent!!! dialogue de sourd...”
- “Les directives étaient très précises et les questions trop larges. Ils auraient été plus intéressants et productifs de travailler en groupe sur des actions plus précises, concrètes. J’aurai revu la formule en groupe et inclus davantage de français dans l’animation.”
- “très belle planification, dynamique et sans perte de temps en misant sur le contenu et la contribution des participants et participantes”
- “Manque de temps pour approfondir les sujets et questions d’animation trop larges. Dans un 2e temps, il serait peut-être intéressant de réunir les gens par spécialités pour approfondir et faire avancer la réflexion.”
- “Nous espérons que ce brainstorming va aider à résoudre plusieurs problèmes et que les idées préposées seront mises en pratique.”

- “Au total, cette réunion était très bien organisée et il m'a été tout à fait agréable d'y participer.”
- “Bravo pour le format dynamique.”

Q5. La meilleure partie du sommet a été / The best part of the Summit was:

Thème – Participation diverse et brainstorming

- Roundtable discussions (x6)
- Sharing of ideas and brainstorming (x5)
- Networking with diverse stakeholders (x3)
- “le bilinguisme parfait dans le brainstorming des idées (workshops)”
- “Equal opportunity to share ideas, regardless of status”
- “To have a voice and to see so many other people participating. You could tell everyone was there for the right reason.”
- “having a discussion as a province - we need these on a regular basis.

Theme – Premier’s and Ministerial participation

- Discours du premier ministre et Mme Landry (x5)
- “Présentation du PM Gallant et de la ministre Landry qui ont marqué un réel engagement envers l’immigration économique et le fait qu’ils voient une valeur économique à l’immigration francophone”
- “See all the key ministers and staff taking in some of the ideas and conversations”

Other / Autre

- Positivity (x2)
- “Seeing the Province engage, reach out and be leaderly - has been lacking in recent years.”
- “trouver des opportunités de croissance et les besoins des immigrants”
 “le temps que chaque table a passer pour se donner une vision de l’immigration pour 2040. on pouvait sentir l’espoir, l’enthousiasme et le degré élevé de proposer des idées inclusives qui visent non seulement les immigrants mais auront certainement un impact positif sur nos communautés pas la promotion de la diversité, de la tolérance et la valorisation de soi.”
- “CE que nous devrions faire pour le future”

Q6. La partie moins utile du sommet a été / The least valuable part of the Summit was:

Theme – It was all valuable

- It was was all valuable (x5)
- NA or Unable to think of anything (x6)

Thème – Temps

- “I can't believe this but it was so interesting, it should have been a bit longer. “
- “Time constraints.”
- “retour en plénière. Présentation des autres tables (un peu long)”

- “Il n'y en a pas eu vraiment. Peut-être qu'un temps un peu plus long de discussion ne serait pas de trop ..”
- “l'activité devenait longue en terme de temps”
- “A longer session would be good. Also, a yearly check in where all those involved in immigration can gather and share best practices would be good.”
- “Hearing from Immigrants was too short - would have liked to hear more about their experience, what they would like to see different.”

Theme – Lack of action/Next Steps

- “Many of the same ideas - time to take ACTION.”
- “Ce n'est pas ``Action oriented``. On doit simplement attendre que la province prend tout ces détails sans vraiment y avoir une idée s'ils vont agir. Ils auraient été bien de voir concernant tous ces idées, de quelle manière la province voit-elle chacune de ces idées ? C'est décevant que nous ne sachons rien du compte-rendu de ce sommet.”
- “The fact that there is a continual discussion and acknowledgement of the biggest issues in Immigration in NB but little action-oriented work towards changing the system where those challenges exist”
- “Being unsure of next steps to be taken with results of this summit”

Thème - Vision 2040

- “Certaines parties du travail en groupe dont la question sur la vision en 2040”
- “Discussion on what economic immigration would look like in 2040. It was interesting to see what everyone's thoughts were, but there are so many challenges we are facing with respect to immigration now, that I thought the discussion of opportunities for growth in immigration in the next 3 years was more valuable.”

Other

- “the success stories”
- “Give participants debated each other to understand deeper the others' viewpoints”
- “quelquefois les discussions rapides apportent toutes sortes d'idées mais il est difficile d'approfondir et d'en juger la réelle pertinence si on a pas l'information complète”
- “L'activité d'écriture et de jumelage d'activité sur les petits cartons”

Q7. Where would you like to see government focus their efforts to help grow the economic participation of immigrants? / Où aimeriez-vous voir le gouvernement concentrer ses efforts pour appuyer la croissance de l'immigration?

Theme – Government Collaboration

- “Coordinate the development of a Maritime approach to Immigration to get some traction at the Federal level.”
- “working with the feds to open up more spots for NB and increased settlement assistance.”
- “Province needs to partner with municipalities, this is where immigration happens.”
- “The Premier, Ministers and departments come and sit down to discuss together with participants”

- “working with municipalities, focus on low wage and high wage sector specific attraction and then work with cities and settlement agencies to provide support.”
- “There needs to be more integration of the immigration file within the rest of the government departments, population will affect every level of government.”
- “Je pense que, comme le Québec l'a fait avant lui, la Province du NB doit avoir encore plus d'autonomie par rapport à son immigration choisie. Elle doit négocier cela avec le Fédéral, peut-être en accord avec les autres provinces, notamment celles de l'Atlantique”

Theme – Business/Entrepreneur Immigration

- “Reinstate full funding for Hive / BIMP. However we need consistent programming across the Province, some cities are falling short on service provision. It is literally impossible to meet the needs of our investors with only one full time director/coordinator in the regions especially in Fred, Moncton, SJ”
- “Accept more business immigrants to the province, reality is that too many baby boomers want to retire and there is no succession plan.”
- “Rechercher de véritables entrepreneurs ayant l'esprit de l'entrepreneuriat et non n'importe qui ayant de l'argent. C'est très difficile d'appuyer les gens qui doivent ouvrir une entreprise mais n'ayant aucun background` en affaires.”
- “Reprendre le volet investisseurs du PNP, accélérer le processus de RP pour les entrepreneurs, favoriser la croissance des communautés rurales”
- “I would ideally like to see more focus on ensuring that immigrant entrepreneurs have solid, viable business plans when they arrive in NB. Right now, so many newcomers arrive in NB with business plans that may not be viable in their new community, that may not be needed or wanted by the residents in a community, and that ultimately can turn out to be unsuccessful. If immigrant entrepreneurs come into the province with a well-researched business plan that is viable in their new community, they are more likely to be successful in business, participate in the community, and remain in New Brunswick. “

Thème – Étudiants internationaux

- “la valorisation des acquis (des diplômes), encourager la rétention des étudiants internationaux par l'entrepreneuriat ce qui veut dire que le projet pilote de TME à UNB soit universel dans la province sinon accorder un pilote aux étudiants francophones à l'UDEM pour des principes de parité. se donner l'exemple en tant qu'institution gouvernementale en étant inclusif au niveau des embauches et au niveau d'accorder aux immigrants le droit d'accéder aux postes de responsabilités au sein de la fonction publique provinciale. développer une politique sur l'immigration inclusive qui vise à encourager les immigrants à se lancer en politique, vote au niveau des élections municipales et accéder aux conseils d'administration.”
- “rétention des étudiants internationaux tant du côté francophone qu'anglophone, faire davantage d'efforts pour attirer, retenir les francophones ou francophiles”
- “La transition des étudiants internationaux vers la résidence permanente”
- “On ensuring adequate supports for immigrants, including international students, in the six months after they arrive to New Brunswick. Social and professional networks, language aids must be developed, or many will feel isolated and leave after the minimum period.”

Thème – mains d'oeuvre / emplois

- “dans l'immigration de personnes de tous les niveaux d'éducation, pas seulement les professionnels. ici on manque de main d'oeuvre non spécialisée.”
- “Avoir plus de responsabilité et orienter vers nos besoins par régions”
- “Employabilité des immigrants: Soutien aux employeurs tout au long du continuum, renforcement des capacités d'employabilité des immigrants / Entrepreneuriat: programme de visa entrepreneurs dans le PCP, + liens et implication des acteurs de développement économique dans ce volet (ex: bureaux locaux de ONB), miser sur les centre de recherche de nos université et les chercheurs/étudiants internationaux pour développer des entreprises à fort potentiel directement en lien avec nos domaines d'expertise et notre spécificité comme province”
- “l'éducation des responsables d'entreprises pour recruter des immigrants”

Theme – Foreign Credentials

- “Facilitate the accreditation of foreign based credentials. Provide subsidies to employers to encourage the hiring of high skilled workers. Provide the necessary training and mentorship ie. language or employment, to facilitate the speedy integration of educated immigrants. Double the budget spent on Provincial Settlement Agencies in order to provide daycare assistance, language training as well as employment resources to facilitate the hiring of immigrants in their chosen field. Provide cross-cultural training to employers and non-profit organizations to remove systemic barriers. Provide loans or grants to foreign entrepreneurs who have a solid business plan and who undertake to hire a minimum number of Canadians. Provide a pathway for low skilled immigrants to assist employers who have clear labour shortages and provide them with a pathway to Permanent Residency.”
- “Credential PLAR, inter-sector collaboration both pre- and post-arrival”
- “reconnaissance des diplômes et des acquis”

Thème – l'immigration francophone

- “rétention des étudiants internationaux tant du côté francophone qu'anglophone, faire davantage d'efforts pour attirer, retenir les francophones ou francophiles”
- “l'immigration francophone et rétention des jeunes chez nous”

Other / Autre

- “Pathways for international students to identify work opportunities in NB and become PRs; continue to invest in attracting and retaining francophone immigrants; developing a process for immigrant entrepreneurs and investors to purchase or invest in existing businesses (succession), family farms, etc; invest in mentorship coordinators throughout the province, perhaps starting with the urban centers, to work with skilled and professional immigrants (i.e. expand the proven mentorship model that has been developed for business immigrants); become the first province in Canada to provide permanent residents the right to vote in municipal elections.”
- “Less red tape. More clear and widely available information in a centralized/organized location. STREAMLINED, NATIONAL process for International Credential Recognition. Creation of an Immigration Dept. at Provincial level, overseeing one-stop shop welcome centres across the province(s). Revamped and updated educational curriculum reflecting the need for cross-cultural competencies for future leaders (i.e. youth). Better cross-cultural training for employers since having a diverse workforce shall become the norm within the next decade. Better public

education and awareness about the positive impacts and the real need for immigration into Canada.”

- “dans les régions urbaines. Concentrer les efforts de rétention et d'attraction dans le nord et régions rurales.”
- “certainement, et c’est le moyen par lequel la province va croître son économie”
- “The economic growth in the province regardless of any specific group will benefit everyone including immigrants”
- “Cibler l'Europe et le nouveau traité économique avec l'Union Européenne”

Q8. Que pouvez-vous faire pour aider à la croissance de l'immigration en Nouveau-Brunswick? What is something you could do to support the growth of immigration in NB?

Thème – Collaboration

- “Continuer à soutenir la SANB pour coordonner les efforts pour immigration francophone.”
- “Le Consulat général de France peut continuer à être force de propositions, notamment concernant l'immigration francophone, auprès du GNB.”
- “I have an idea to develop a project to connect Vietnam market with businesses, schools, universities of NB”
- “City's can advocate with the Province, we can work in partnership with all stakeholders- we are on the ground and can help guide and support activities from the province.”
- “Mentor newcomers; participate in pan-provincial working group on settlement strategies (like EduNova)”
- “continuer à pousser les dossiers qui concernent l'immigration non seulement économique mais culturelle et sociale car pour moi l'inclusion est mutuelle. on veut que les immigrants contribuent économiquement mais en échange de quoi au juste? vous me direz les services sociaux je dirai que les immigrants sont les moins utilisateurs de ce service à l'échelle de la province. Ils veulent être reconnus pour leur juste valeur, veulent continuer d'être un modèle pour leurs enfants, de s'assurer que leurs enfants puissent accomplir leurs rêves, s'épanouir et se considérer un citoyen entier de cette province et non juste "un contribuable économique et démographique". on réussira à aller de l'avant lorsque l'inclusion est naturelle dans tous les milieux que ce soit communautaire, scolaires ou gouvernementales. j'aime cette province car je suis convaincu de la sincérité de ses gens à faire de l'inclusion une chose faite et j'aimerais continuer de convaincre les autres immigrants que cette déclaration est vraie. donnons-nous les moyens ensemble de le faire car personne n'a dit ou dicté que le Nouveau-Brunswick doit suivre les initiatives des autres provinces ou suivre à la lettre le fédéral. on peut développer des choses qui nous appartiennent et inspirer les autres à faire pareil .”
- “Travaillé avec le GNB pour mettre en place des activités novatrices en matière d'immigration nous permettant nous démarquer des autres provinces.”
“I can create more jobs in the province with the help of different organizations involved so that the province can attract more immigrants and more importantly retain more”
- “Continue to learn about the realities of immigrants and sharing feedback with government and immigrant-serving agencies so that services can be better tailored to their actual needs. Continue to collect and share information that is as accurate and as timely as possible with potential immigrants and those on exploratory visits in order to make their transition into the workplace much smoother and quick when they arrive.”

- “Be on a committee to target the "right immigrants and entrepreneurs" for our beautiful Province or to help them integrate and stay in New Brunswick by assisting to identify and help remove a plethora of cultural and financial obstacles.”

Theme – Community

- “Attend community, networking events that focus on immigrant populations.”
- “welcome more immigrants into my home for a dinner”
- “Community initiatives around retention.”`
- “I've had the opportunity to go to Europe on numerous occasion with Destination Canada and Destination New-Brunswick, I see the effect it's done in our region, we now have over 12 European families who live among us in the last two years. My community has helped pay half my trip on every occasion. Families who are living among us now have become our ambassadors; they have blogs and share their experience. In Bathurst, we've had over 40 exploratory visits this past year; three years ago we were lucky if we had one per month. I can and will continue to sell our province as a beautiful place to settle with their family.”
- “Faire profiter les nouveaux arrivants entrepreneurs de mon expérience.”

Thème – Emplois

- “Find more of our employers that want to support, accept and mentor immigrants once they enter NB”
- “Provide employment opportunities, lobby at the federal level”
- “Accompagner les employeurs dans le processus de recrutement, sélection et embauche d'immigrants”
- “donner du travail aux immigrants...”

Theme – Communication

- “Increase the understanding of the need to the general population... working on it!”
- “Continue with helping to spread the word there are support systems, resources, and communities in NB to help newcomers. Many move to bigger cities because they believe there is a lack of services here, and that they will not have a supportive community to make them feel welcome. That couldn't be further from the truth, and I will continue to work towards ensuring that the potential immigrants I meet with are aware of that.”

Thème – Increased support for organizations and infrastructure

- “Train multicultural associations to provide cultural competency training to employers and community organizations throughout NB; co-lead a social innovation lab focused on immigrant retention in New Brunswick; assist with the coordination of a provincial mentorship program for skilled immigrants; provide a coordinated community response to the Syrian Refugee Crisis (i.e. develop standard communications to engage NBers in community sponsorship, donations, volunteering, etc., and facilitate communication and exchange of best practices between CIC Resettlement Agreement holders - MAGMA, YMCA NEWCOMER CONNECTIONS, MCAF)”
- “The sky is the limit with support staffing. If we can support them in the way we know we need to, we will retain them in much higher numbers. If we retain them they will invest in NB. We need a strong, people friendly department with PGD.”
- “Beaucoup avec notre association si on nous donne un peu plus de moyens.”

Other

- “Structurer la vision, nos besoins, orienter pour devenir un leader”
- “Développer mon entreprise”
- “aider à l'accueil et l'intégration des étudiants internationaux et des immigrants en général à travers les organismes d'accueil et les institutions enseignement postsecondaire”
- “Continuer à apporter une valeur ajoutée au dossier et ne pas me contenter du statut quo”
- “Stimuler les entrepreneurs immigrants de la région.”
- “Décentraliser les services régionalement”
- “monter une entreprise”

Q9. Please share any other feedback you have on the Summit / Veuillez nous faire part d'autres commentaires que vous avez sur le sommet :

Theme – Next Steps/Action

- “On the right track. Looking forward to concrete steps going forward.”
- “Was a great conversation. Now we need to action some of the ideas and make them reality. We can talk forever.....we're really good at that. Let's make a commitment and not be afraid to try and fail....that is better than not trying at all.”
- “Thanks for the opportunity - great format to bring people together to learn and engage. Gov can;t own it all but rather paint a vision and the steps to execute, engage other players to deliver on their part”
- “I hope this Summit will lead to positive change and a realistic plan for our Province to attract the right immigrants for New Brunswick.”
- “Need the province to take the lead and demonstrate leading strategy. Cities want to partner with Province to achieve success.”
- “We believe that Municipalities play an immense role when it comes to creating a welcoming environment for newcomers. We work in collaboration with the business sector, settlement agencies, other levels of government and all other stakeholders when it comes to newcomers. We look forward in working with the Province and believe that we can support each other. There needs to be a greater investment in settlement agencies- there is currently a waiting list up to 1.5 months long for language classes. International students currently have no language classes. This is the first thing that newcomers need is access to language training especially if we want to retain them. I commend the Province and the Jobs Board for this activity! It was a great start to moving immigration to the next level in NB. We look forward in working with you in the future!”
- “très bonne initiative, espérons que le gov vas y donner suite???”
- “Merci pour cette invitation, je crois que la prochaine étape serait de décortiquer les pistes de solutions identifiées et de réunir les experts des différents secteurs (formule task force) pour faire avancer le dossier. Sinon, 80 % de ce qui a été proposé à Riverview a déjà été dit ou existe déjà. Il faut miser sur le 20% des nouvelles idées et avoir une vision plus large qu'un mandat électoral.”
- “L'immigration n'est pas la seule solution pour repeupler le Nouveau-Brunswick. Il faudra avoir un sommet/rencontre pour discuter des efforts de rétention et d'attraction possibles au NB et dans les régions!”

- “Je souhaiterais avoir de l'information sur les précédents sommets ainsi que sur les sommets à venir. Merci et très bonne chance et succès pour la suite.”

Thème – l'ordre

- “during the discussions gov staff should either be at a table as part of the discussion or seated elsewhere. Didn't like having gov. staff standing around the perimeter”
- “It would have being useful that the challenges part will have done individually before the summit itself and a summary of the main ones presented and discussed, could have saved time for more work in the vision.”
- “A partir de ce grand groupe, orienter un petit groupe qui rapportera au grand groupe (plus productif) Orienter notre immigration sur vision et elle devrait être bâtit sur nos forces”

Theme – Positive Comments

- “It was very well done! Keep up the important work!”
- “Overall I thought it was excellent. I liked hearing different perspectives and ideas from people in different regions of NB and from different industries.”
- “un premier pas d'un long parcours a été fait. bien hâte à la marche qui suivra et je rêve du jour ou sera en mesure de courir ensemble.”
- “Love the idea of hosting issues-based summits. Some work to be done to improve them, but as a whole, well done and happy to participate.”
- “Well done! Thank you for giving us a venue to discuss immigration”
- “It was a great summit and I hope to be informed of the improvements in the areas discussed in the summit. I am also looking forward to other summit on more specific subjects like education and literacy.”
- “Je travaille dans le domaine depuis 10 ans au N.-B. et j'ai rarement vu autant des acteurs clés réunis dans la même salle. Je crois que le moment est propice pour travailler ensemble. Merci”
- “Cette forme de rencontre avec un nombre restreint d'intervenants tous mobilisés autour d'une problématique est à encourager. Les bonnes volontés ne manquent pas”
- “ce fut un plaisir de partager des idées pour aider la province à émerger”
- “A refaire! De manière régulière sur des sujets ciblés. Le suivi sera important!”