

The Greater Moncton Regional Workforce Development Strategy



November 2019



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To MDB Insight and team members who facilitated the planning process and crafted this strategy to guide our collective efforts to strengthen our regional competitiveness as a destination of choice for talent seeking quality of place, and quality of work

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Thank you!



Economic Development Corporation
Corporation développement économique
Dieppe Moncton Riverview



**THE CHAMBER
OF COMMERCE**
for Greater Moncton

**LA CHAMBRE
DE COMMERCE**
pour le Grand Moncton

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List of Relevant Acronyms

Atlantic Canada Opportunities Agency (ACOA)

Census Metropolitan Area (CMA)

Centre d'accueil et d'accompagnement francophone des immigrants du Sud-Est du Nouveau-Brunswick (CAFi)

Chamber of Commerce for Greater Moncton (CCGM)

Community Business Development Corporations (CBDC)

Conseil économique du N-B Inc (CENB)

Construction Association of NB (CANB)

Chartered Professionals in Human Resources New Brunswick (CPHRNB)

Greater Moncton Area (GMA)

Greater Shediac Chamber of Commerce (GSCC)

Joint Economic Development Initiative (JEDI)

Le Réseau de développement économique et d'employabilité (RDÉE)

Local Immigration Partnership (LIP)

Multicultural Association of the Greater Moncton Area (MAGMA)

New Brunswick Student Alliance (NBSA)

Opportunities New Brunswick (ONB)

Post Secondary Education, Training and Labour (PETL)

South East Workforce Action Team (SWAT)

Young Men's Christian Association (YMCA)



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1. Executive Summary

The Greater Moncton region, like many regions across Canada has recognized that its future competitiveness and sustainability lies in its ability to attract, retain, and sustain a talent pool that is poised to meet employer demand for labour. Greater Moncton is committed to establishing and sustaining a strong talent pipeline that results in alignment between its local labour force and available employment opportunities. Simple to state, however, difficult and complex to achieve. Across this country there are people who are unemployed and underemployed, yet Statistics Canada's most recent job vacancy numbers, which include unfilled positions in the public and private sectors, found that there were 506,000 vacant jobs in the first quarter of 2019, up 44,000 from the previous year.¹ It is not only about the numbers, rather the true measure of a successful workforce strategy lies in the impact that results when the labour market is functioning well.

As economies emerge and transform, so too does the need for a labour force that is skilled, educated, and resilient. Technology, aging demographics, artificial intelligence, and Industry 4.0 are but a few of the influencing factors that are changing how employers think about talent. To complicate matters, the labour force is giving thought to quality of work, quality of place, organizational culture, balanced lifestyle, and alignment of values. It's a new day and decisions are made differently.

Evident through the work commissioned by 3+ Economic Development Corporation and its partners (the municipalities of Dieppe, Moncton, and Riverview), is a clear recognition of the inter-connection between workforce development and economic development. Understanding the make up of the economic sectors that are fundamental to the region's economic competitiveness and considering those occupations that are essential to those sectors spurs opportunity for talent development, talent attraction and retention, and a more balanced labour market. The Greater Moncton Regional Workforce Development Strategy provides an evidence-based approach to responding to strategic priorities that support a balanced labour market.

In the pages following, this report presents

- A strategy that reflects strategic priorities that emerged from comprehensive research and engagement with local community businesses, job seekers, intermediaries, government and education representatives
- Actions that are relevant, evidence-based, and implementable
- Analysis of emerging and growth sectors and relevant occupations that support ongoing sector competitiveness
- Data that showcases projections and labour force data to inform on current and project job demand, offering insight on current and future job opportunities

¹ <https://www150.statcan.gc.ca/n1/daily-quotidien/190618/dq190618b-eng.htm>



1.1 Key Findings

- Labour demand projections reflect the need for approximately 7000 new workers looking out to 2024.
- The municipalities that form the Greater Moncton Area (City of Moncton, City of Dieppe and Town of Riverview) account for 81% of the Census Metropolitan Area (CMA) population.
- The unemployment rates of around 6% in recent years suggest the area's labour market is currently as tight as at any time since 2001, except for 2007 just before the recession.
- It is noted that a big percentage of the baby boom generation, now aged 53 to 73 years, is apparent in all areas of the CMA. This report estimates that 2,503 people currently employed in the area will retire between 2019 and 2024.
- Employers will need to find 7,038 new workers to meet the area's total worker requirements between 2019 and 2024.
- Considering the projected growth, the area needs to attract at least 1,409 recruits each year between now and 2024.
- Most of the job gains are expected to occur in Moncton (3,384) and Dieppe (1,609).
- Projections for greatest employment gains identify the following industries: health care and social services; accommodation and food services; transportation and warehousing; retail trade; professional, scientific and technical services; finance and insurance; and construction.
- The Greater Moncton Immigration Strategy reflects the communities that make up the Greater Moncton Area have established targets for attraction and retention of new immigrants and international students. The city plans to increase the number of annual immigrants from 1,450 in 2018 to 1,900 in 2020 and to 2,700 by 2024. They also plan to increase five-year retention rates (the number of immigrants still living in the area after five years) from 50% in 2018 to 75% by 2024.

A series of common themes emerged through the engagement process. Stakeholders agreed that developing the pool of skilled talent in the region was paramount to big-picture economic growth. The labour market was described as tight across the region, and labour shortages were either threatening employers' bottom lines, or were preventing businesses from growing or scaling effectively. That overarching truth highlighted the region's urgent need for people to fill increasing opportunities.

There were challenges identified in addressing this labour shortage. Integration of immigrants to the labour force, the reintegration of retirement aged people, and managing salary and lifestyle expectations of the younger workforce were identified as hurdles that needed addressing in short order, as these population segments represented a ready and willing workforce that was consistently misaligned with the opportunities available.

Creating cohesion and better collaboration among efforts to align the workforce was identified as a key area of action. This applied to adjusting the region's external messaging and recruitment efforts, highlighting the need to ensure that Greater Moncton's brand, identity, and messaging is consistent with the opportunity and economic growth the region is experiencing. This also applied to coordination with the education sector, and internal messaging to the region's youth about work opportunities on their doorstep. Finally, language considerations were addressed in each consultation, where stakeholders



acknowledged that as a bilingual region, access to language training supports for unilingual newcomers and workers would be an important component of workforce readiness.

This strategy is meant to be read and actioned. It is a living document that should be reviewed and adjusted as circumstances and situations emerge. The strategy presents a five-year work plan that will influence and inform local responses across multiple organizations to drive targeted actions forward. It is written with purpose and reflects the passion and commitment of those that recognize the necessity of a collective response to a growing challenge that is not going to dissipate. Rather, those communities that recognize the necessity of action, and respond accordingly, will be best positioned to win the battle for talent.

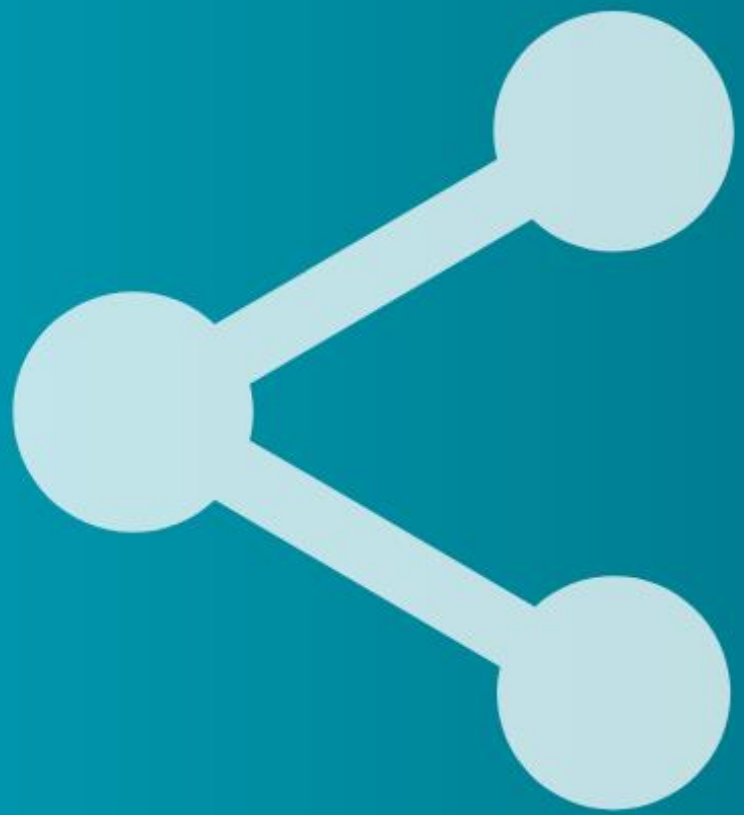




2. Strategic Themes, Priorities & Action Plan

The approach used to identify the strategic priorities and relevant actions is grounded in research and analysis of the local economic and workforce context, insight, experiences, and perspectives shared by employers and job seekers, and consideration of the local training and education ecosystem that fuels talent development. Following is a presentation of four foundational pillars on which the strategy is built, and the targeted objectives, strategic priorities and tactical actions that reflect important areas of focus and effort. In its simplest form, this strategy has been developed to “connect the right talent to the right jobs”.





Connect



Connect

Across the workforce ecosystem in Greater Moncton, connections are identified as necessary and frequently missed. Job seekers do not always know how to connect with employers, and employers often do not know how to best connect with job seekers. While many resources to assist employers already exist in the region, this study found a disconnect in both access and resources to support this necessary connection.

This theme was particularly prevalent in the relationship between education and industry. While innovative experiential learning programs through New Brunswick Community Colleges or programs such as FutureReadyNB are in early stages or development, consultation participants clearly identified the need for industry and education to connect more often and more constructively to inform and share knowledge to strengthen program design, delivery, and programming.

This theme encompasses priorities that facilitate essential connections between key players in the Greater Moncton labour market arena.

Objective 1: Connect Education & Industry

Strategic Priority 1.1: Increase student and educator awareness and understanding of the local business environment, and related demand for knowledge, skills, abilities needed to succeed

Outcome: Through increased experiential learning and strengthened strategic partnerships between education and industry, students benefit from enhanced career awareness, career exploration, and local employment opportunities

ID	Actions	Align with Immigration Strategy	Timing ²	Champion Organization	Supporting Partners
001	Demonstrate the ROI for business participation in experiential learning opportunities (internships, co-ops, apprenticeships) for local secondary and post-secondary students	YES	Short	PETL/Future Ready NB	3+ Corporation, CCGM, ONB, JEDI (Joint Economic Development Initiative), Secondary and Public Post-secondary, NB Tap (Teen apprentice program), Private Career Colleges, Private Universities

² Note: short (1-year), medium (2 to 3 years), and long (4 to 5 year)



ID	Actions	Align with Immigration Strategy	Timing ²	Champion Organization	Supporting Partners
002	Work with Future Ready NB to identify and strengthen strategic partnerships and promote knowledge exchange between industry and education institutions	YES	Short	3+ Corporation	PETL, Future Ready NB, Post-secondary Institutions; JEDI, Department of Education and Early Childhood Development; Industry Associations
003	Collaborate with Anglophone & Francophone school districts and FutureReadyNB to facilitate 'Familiarization Tours' of local businesses for educational leaders, guidance counselors and faculty members, for the purpose of exposing educators to local workplaces		Short	3+ Corporation	PETL/Future Ready, Education Institutions, Industry Associations, CCGM; ONB; CENB
004	Create a Speakers Bureau of local business representatives who are supportive of engaging with students and sharing their career story and profiling their work experiences		Short	3+ Corporation	PETL/Future Ready, CCGM, ONB, Industry and Business, Education Institutions
005	Explore a coordinated approach for hiring fairs at convocations, or similar gatherings that bring business and graduates together	YES	Short	Education Institutions	PETL, 3+ Corporation, ONB, CCGM, Municipalities
006	Conduct an analysis of post-secondary programming and its alignment to local sector talent needs and employment	YES	Short	Education Institutions	PETL, Industry Associations, Chambers, 3+ Corporation, Municipalities



ID	Actions	Align with Immigration Strategy	Timing ²	Champion Organization	Supporting Partners
	opportunities, strengthening the alignment of graduates to local demand.				

Objective 2: Connect Employers with Resources

Strategic Priority 2.1: Promote employer utilization of available training services & initiatives that support retention and career advancement for existing employees

Outcome: Employers experience improved talent retention and attraction, and are recognized for “employer of choice” attributes

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
007	Articulate value proposition for Greater Moncton and promote to employers for utilization in recruitment efforts	YES	Short	3+ Corporation	Municipalities/GMEDT, ONB, CCGM
008	Consolidate and create recruitment toolbox (i.e. information pamphlet) for employers to reference in recruitment efforts	YES	Short	3+ Corporation	ONB, PETL, Municipalities, JEDI, CANB, VENN
009	Create and maintain an interactive, centralized calendar to promote scheduled professional development opportunities, and available workforce support resources to employees and		Long	PETL	3+ Corporation, ONB



ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
	employers across the region				
010	Document and share best and promising practices for employers to showcase tangible approaches to creating and adapting to a flexible workplace		Medium	CCGM	3+ Corporation

Strategic Priority 2.2: Implement a concierge service to foster leading HR practices among SME's

Outcome: SME's HR policies and practices are informed, supported, and current

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
011	Develop centralized webspace to share HR resources and information with a focus on providing SMEs the resources and assistance they require to effectively recruit and retain talent Sample: https://www.peihrtoolkit.ca/		Short	3+ Corporation	CCGM, Municipalities, PETL, ONB,
012	Create toolkits/pamphlets to inform businesses on diversity & inclusion practices for the workplace	YES	Short	3+ Corporation	CCGM, Municipalities, ONB, PETL, JEDI



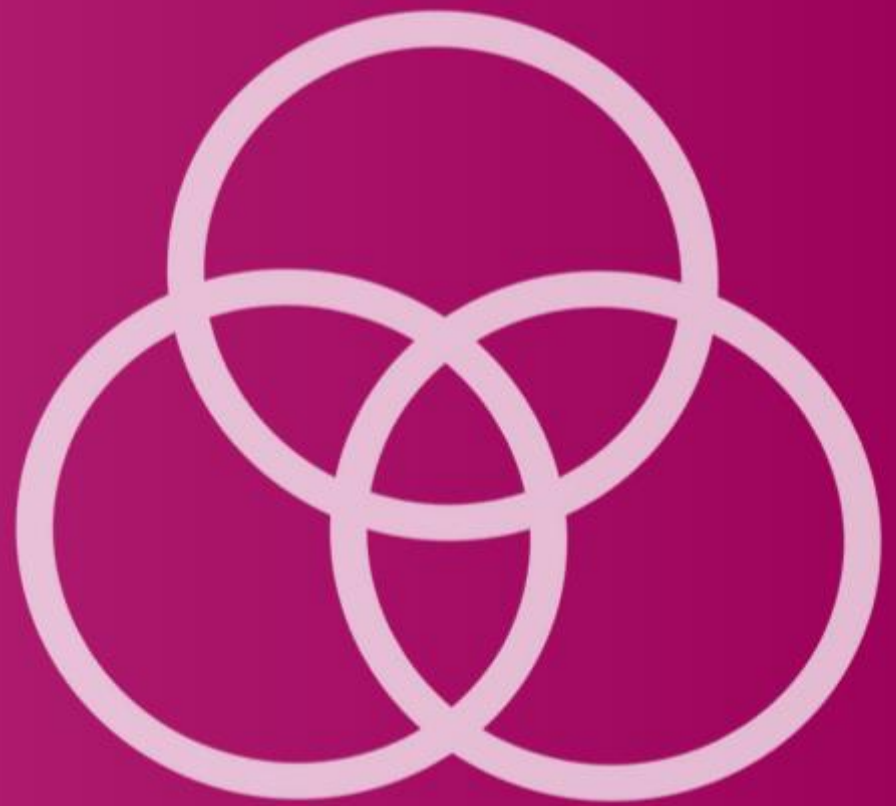
Objective 3: Connect Talent with Opportunity

Strategic Priority 3.1: Raise the voice and opportunity of youth to strengthen their engagement and connection to Greater Moncton

Outcome: Youth are present and empowered to be contributing citizens in Greater Moncton

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
013	Empower youth to actively contribute to local discussions and planning initiatives to ensure their perspectives, ideas, and experiences inform decisions and help change the message for the need to leave Greater Moncton to find good opportunities ³		Medium	3+ Corporation	PETL, CCGM, NBSA, Post-secondaries, and Youth Serving Organizations (i.e. YMCA, United Way)
014	Explore feasibility of a pilot program in one or more local communities to host a bursary program that rewards students who return upon completion of their studies outside of the region, and who remain in the region for a specified time period. Sample: http://www.nshealth.ca/sites/nshealth.ca/files/bursary_program_package_2019.pdf		Medium	PETL	CCGM, Industry Associations, Municipalities

³ See Cape Breton Next Gen program: <http://www.cbnextgen.com/>



Inclusion



Inclusion

The Greater Moncton region will be known for being inclusive, progressive, and innovative. We know that Greater Moncton’s population and workforce are aging. We also know that there is a trend of youth outmigration. The Province and Greater Moncton municipalities have responded by prioritizing immigration and setting ambitious and realistic immigration targets to replace those lost sections of the workforce. As a result, Greater Moncton is growing, and immigration is the key driver behind that growth. Immigrants represented 67 percent of net population growth in 2018 up from only 22 percent in 2009. Overall population growth in Greater Moncton is back up to 1.4 percent per year from 2016 to 2018 due to the increase in immigration. The Greater Moncton Immigration Strategy demonstrates this commitment to immigrant attraction, retention and community integration.

As a result of these trends, the face of the region is changing. Inclusion and integration challenges for newcomers emerged as a key area to address in this strategy. The theme of Inclusion will prioritize those activities that will ensure Greater Moncton’s diversity is embraced, and employers and job seekers of all ages and backgrounds have the tools they need to successfully integrate into the workforce.

Objective 4: Enhance Integration & Inclusion Practices with SMEs

Strategic Priority 4.1: Promote integration and inclusion practices and benefits among SMEs

Outcome: Workplace culture reflects diversity and inclusion

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
015	Share best and promising practices and available supports to increase awareness and benefits for inclusion & integration in the workplace	YES	Medium	CCGM	PETL, ONB, Municipalities, 3+ Corporation, CENB, Relevant Support Organizations
016	Host workshop series for SMEs that educates business owners on recruitment tactics for underrepresented segments of the labour force	YES	Medium	CCGM	PETL, 3+ Corporation, ONB, Municipalities, HRANB, CENB, Relevant Support Organizations



Strategic Priority 4.2: Support employer capacity to hire and train underrepresented populations of the labour force (i.e. Indigenous, Accessibility challenged, 55+, Newcomers, etc.) through grants/loan programs

Outcome: Underrepresented populations are securing local employment

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
017	Identify existing resources that support employer hiring of under-represented populations, and identify gaps and solutions	YES	Short	PETL	3+ Corporation, ONB, Municipalities

Objective 5: Support Labour Force Participation for All

Strategic Priority 5.1: Assist diverse & barriered job seekers to access employment support resources and information

Outcome: Labour force participants are better positioned to make informed decisions

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
018	Undertake a broad distribution of relevant employment resources and labour market information to inform users of labour market conditions, sectors of growth, and the job environment	YES	Short	PETL	Municipalities, 3+ Corporation, Industry Associations, Employment Support Organizations



ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
019	Support the Local Immigration Partnership in identification and distribution of resources to support newcomer workplace and community integration	YES	Short/Medium	PETL	Municipalities, 3+ Corporation, ONB, MAGMA, CAFi
020	Develop upskill or skills alignment pathways to strengthen local employer recognition of skills and credentials of highly skilled newcomers	YES	Long	PETL	Education Institutions, MAGMA, CAFI, RDÉE, 3+
021	Create a network to help semi-retired and retired individuals looking to remain in the labour force access employment opportunities, fill employment gaps and support workplace knowledge transfer through such programs as mentorship and coaching		Short	CCGM, Boomers Plus	Municipalities (Mayor's Seniors Advisory Committee), 3+ Corporation



Objective 6: Increase Bilingual Workforce

Strategic Priority 6.1: Leverage the region’s language resources

Outcomes: Job seekers and employees apply a second language in the workplace

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
022	Explore pathways and opportunities to link employees or job seekers to language training	YES	Medium	PETL	Education Institutions, Industry Associations, CCNB Language Centre, CENB





**Inform &
Communicate**



Inform and Communicate

Information and access to information is key. Stakeholders in Greater Moncton’s workforce ecosystem noted that there are a series of awareness gaps that create challenges in workforce development. Consultations revealed that young New Brunswickers were absorbing the outdated narrative that they need to leave the province to seek career opportunities. Further, post-secondary students are often unaware of the opportunities that exist in Greater Moncton. This is resulting in missed opportunity to retain local talent. Businesses that struggle to recruit talent are similarly uninformed. While there are numerous support resources that employers can tap into to find, recruit, and retain labour, this study found that they are not aware of what is available.

The theme Inform focuses on actions that will ensure the relevant information is readily accessible and communicated in a useful and usable manner

Objective 7: Align Greater Moncton’s Brand & Messaging

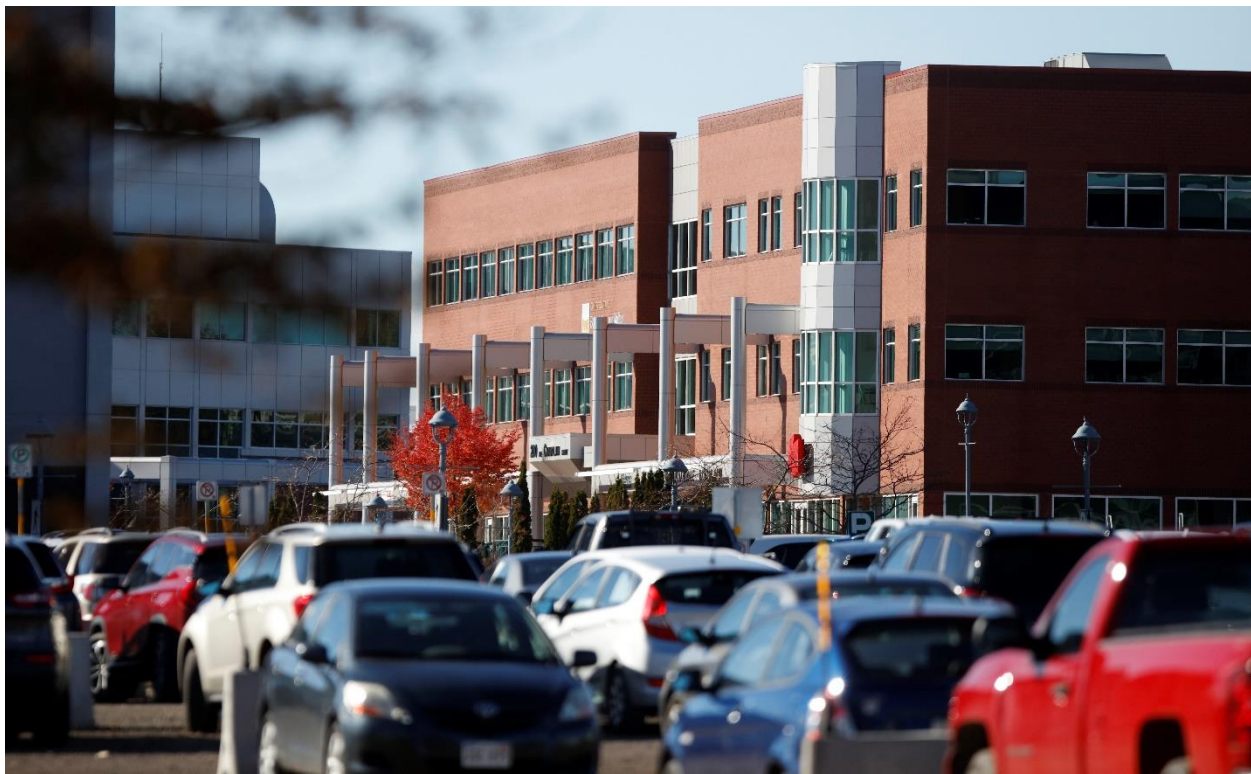
Strategic Priority 7.1: Cultivate a regional brand that capitalizes on the Southeast Region’s assets

Outcome: Greater Moncton’s common message and brand is strengthening external awareness and interest in the region

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
023	Revamp messaging to highlight balanced lifestyle & abundant economic opportunities as major selling points to living in the region	YES	Short	3+ Corporation	Municipalities, ONB, CCGM
024	Profile success stories through social media, videos & billboards to showcase the “people experience” of living in and loving Greater Moncton. Reflect diversity & visible minorities	YES	Short	3+ Corporation	Municipalities, ONB



ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
025	Undertake targeted campaign to young people showcasing success stories of homegrown talent that stayed in NB. Use a hashtag that promotes community pride such as #MyGM as an example.	YES	Short	3+ Corporation	Municipalities, ONB, Education Institutions
026	Develop shared language and resources that SMEs can use to recruit and sell Greater Moncton to individuals looking to move to the region	YES	Medium	3+ Corporation	ONB, Post-secondary Institutions, Regional and Local Chambers of Commerce of Southeast Economic Region, PETL, Municipalities





Objective 8: Define and Target Select Markets

Strategic Priority 8.1: Expand target marketing to support talent recruitment efforts

Outcome: Local businesses are securing external talent to fill job vacancies

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
027	Undertake market research to identify potential regions where the labour force is available, lifestyle is similar, yet Greater Moncton offers an alternative location for employment and migration due to opportunity	YES	Short	PETL	3+ Corporation, ONB, GSCC, Municipalities

Strategic Priority 8.2: Target New Brunswick 'expats'

Outcome: Campaign to repatriate those that have moved from Greater Moncton is attracting talent back to the region

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
028	Utilize local connections to reach those that have left the area and promote local opportunities to attract talent home; Gather lessons learned from previous expat targeted campaigns	YES	Medium	PETL	3+ Corporation, ONB, Education Institutions, Municipalities



Objective 9: Disseminate Relevant Information

Strategic Priority 9.1: Enhance access to local job opportunities

Outcome: Accessing information related to available local job opportunities is simplified, increasing awareness

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
029	Develop a centralized recruitment tool/site where employers post jobs, and where job seekers can find local opportunities	YES	Short	PETL	3+ Corporation, ONB, Municipalities
030	Communicate the value of a centralized job matching platform to local employers and partners to promote local usage & to enhance job searching practices		Short	PETL	3+ Corporation, ONB, Education Institutions, Industry Associations, CCGM





Strategic Priority 9.2: Strengthen the collection and distribution of local LMI

Outcome: Current and relevant Labour Market Information is readily available

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
031	Utilize a centralized information platform to share information on labour demand by occupation, by sector, by employer skills preferences, and credential requirements, and other relevant categories	YES	Short	PETL	3+ Corporation, ONB
032	Keep stakeholders involved in the workforce/economic development arena updated on relevant information related to available services, supports, grant opportunities, etc		Medium	3+ Corporation	PETL, ONB
033	Conduct an annual Employer Survey to ensure a current and reflective profile of employer job demand, occupation vacancies, and labour market challenges		Short	3+ Corporation	All Chambers of Commerce, CENB, PETL, ONB



ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
034	Gather and analyze enrollment and graduation data across all educational institutions to inform on talent pipeline development and alignment between talent development and economic growth sectors (Refer to Priority 1 Connect – ID 006)		Short	PETL	3+ Corporation, Post-secondary Institutions
035	Conduct job seeker survey to explore employment barriers and awareness of available support systems		Short	PETL	Local employment support service organizations



Collaborate



Collaborate

The strategic priority ‘Collaborate’ acknowledges Greater Moncton’s strong network of active and engaged participants in the workforce development space. It celebrates the collaboration inherent in Greater Moncton’s regional governance of workforce development, and the achievements to date of the Southeast Workforce Action Team and takes it to the next level.

This strategy is a result of the commitment of that committee and its partners. SWAT has identified the desire to solidify its structure, more efficiently delegate, and increase accountability to create better value to employers in the region. The theme Collaborate will recommend a governance structure for SWAT that will achieve those ends.

Objective 10: Implement the Southeast Labour Market Partnership

Strategic Priority 10.1: Strategically position the Southeast Labour Market Partnership to implement the Regional Workforce Development Strategy

Outcome: The Regional Workforce Development Strategy is implemented, and progress is monitored and reported regularly

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
036	Finalize and implement an inclusive governance structure, including sub-committee identification		Short	3+ Corporation	SWAT

Strategic Priority 10.2: Engage with local growth sectors to foster relationships

Outcome: Industry and business informed on workforce-related needs

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
037	Establish mechanisms to engage industry/targeted sector tables to promote conversation and collaboration among employers within the sector to strengthen talent recruitment and build solutions for workforce		Short	3+ Corporation	SWAT



ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
	challenges				

Strategic Priority 10.3: Advance the Greater Moncton Immigration Strategy

Outcome: Resources are maximized and best utilized to ensure efficiencies and impact

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
038	Explore opportunities and recommendations to identify areas of direct alignment to Greater Moncton Immigration Strategy to advance implementation and maximize resources	YES	Short	Municipalities, LIP	PETL, ONB, 3+ Corporation

Strategic Priority 10.4: Foster Knowledge Exchange

Outcome: Contributors to the workforce and economic development are informed and current on changing economic conditions, local programs and supports, and labour supply and demand needs

ID	Actions	Align with Immigration Strategy	Timing	Champion Organization	Supporting Partners
039	Convene a regular forum for economic and workforce stakeholder groups to examine economic conditions and the impact and implications for labour needs	YES	Short/ Medium	CCGM	3+ Corporation, ONB, CPHR, PETL, Municipalities





3. Regional Profile

The Greater Moncton Region was examined through two lenses: the urban Greater Moncton Area (GMA) comprised of the City of Moncton, the City of Dieppe, and the Town of Riverview, and the broader Moncton-Richibucto Economic Region. As the economic centre of the region, the GMA employs people from throughout the region who commute into the urban area, so any workforce development considerations for the urban area must take those rural-living workers into account. Similarly, it is essential to understand workforce development considerations in Kent County, Albert County, and Westmorland County. For example, the manufacturing sector is more prevalent in the broader economic region, as compared to the urban area. These two geographies combined provide a more complete picture of the workforce realities throughout the Moncton-Richibucto Economic Region.

3.1 Sector Analysis Snapshot

It is important to understand where the region is experiencing growth and economic competitiveness when framing workforce development in the Greater Moncton region. As of the 2016 census, the most prevalent sectors for employment in the Moncton-Richibucto Economic Region were health care and social assistance, and retail trade. The City of Moncton and the Town of Riverview had strong representation working in retail trade, and the City of Dieppe notably had a strong representation working in public administration.

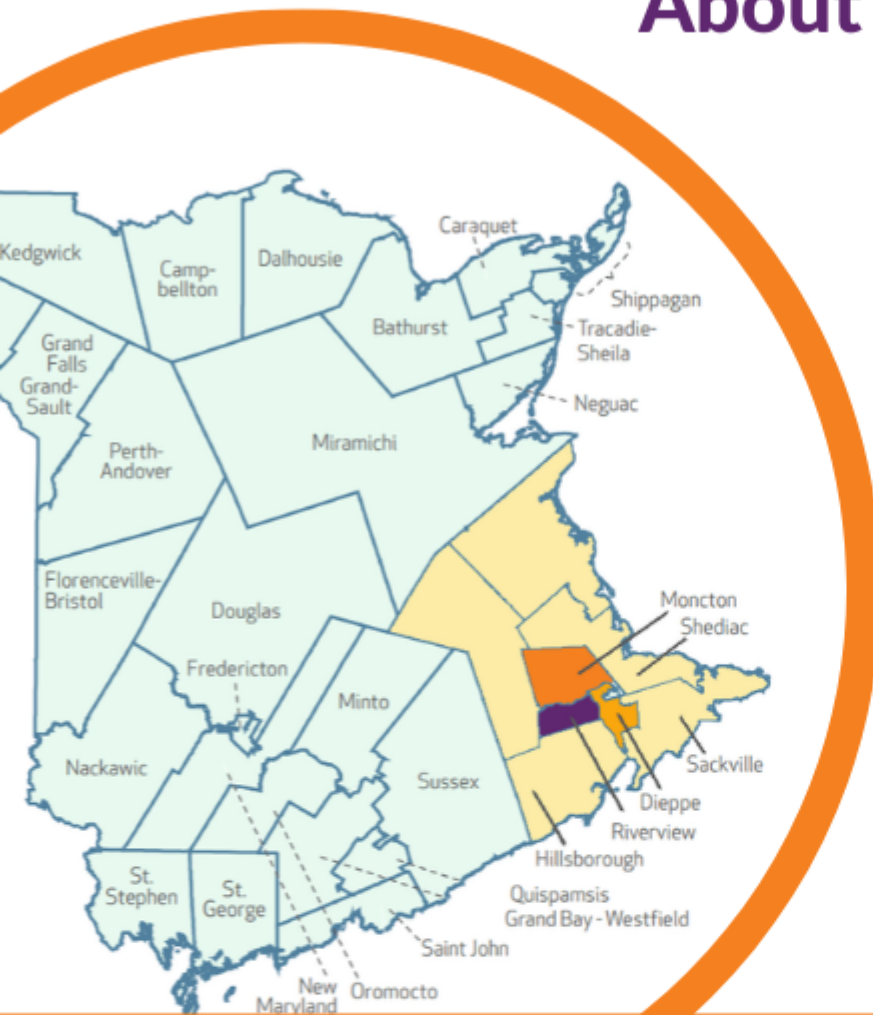
A detailed analysis of the employed labour force in Moncton, Dieppe, and Riverview revealed that full-service restaurants (3,705 employed persons), hospitals (3,250 employed persons), and elementary and secondary schools (2,585 employed persons) were the industries with the largest number of the local labour force employed.

Sectors that saw notable growth over the 2011-2016 period included administrative and support, waste management and remediation services (+475), construction (+390), professional, scientific, and technical services (+295), and health care and social assistance (+280).

This study compared growth in local sectors with those in the rest of New Brunswick to inform the region's economic positioning within the province. Competitive sectors in 2016 in Greater Moncton included wholesale trade; information and cultural industries; finance and insurance; real estate, rental, and leasing; and administrative and support, waste management, and remediation services.

A full economic base analysis of both regions is available in the technical document.

About Greater Moncton



Metro Moncton is formed by the Cities of Moncton, Dieppe and the Town of Riverview. Meanwhile, the broader Economic Region includes Kent County, Albert County and Westmorland County



Population (2016)

116,940

+4.9% from 2011



33%

of people are between the ages of 15 to 54



65%

of people have a post-secondary diploma/degree



Population (2016)

209,256

+2.7% from 2011



51%

of people are between the ages of 15 to 54



60%

of people have a post-secondary diploma/degree

Metro Moncton

Moncton-Richibucto

Metro Moncton



\$69,474

Median household income (2015)



67%

Participation rate (2016)



7.8%

Unemployment rate (2016)



\$165,736

Median value of dwellings

Employment by Industry



13.5%

of people employed work in retail trade(2016)

Employment by Occupation



29%

of people employed work in sales and services (2016)

Moncton-Richibucto



\$61,305

Median household income (2015)



65%

Participation rate (2016)



10%

Unemployment rate (2016)



\$160,101

Median value of dwellings

Employment by Industry



12.5%

of people employed work in retail trade(2016)

Employment by Occupation



29%

of people employed work in sales and services (2016)





4. Regional Workforce Development Ecosystem

The Regional Workforce Governance Structure review process explored the existing formal and informal ecosystem of regional workforce development efforts. An important step in the identification of opportunities for collaboration, coordination, and shared efforts is understanding the makeup of the workforce ecosystem. The mind map on page 34 profiles the regional workforce development organizations, reflecting their services and contribution to the workforce ecosystem in Greater Moncton.

The workforce governance structure in Greater Moncton benefits from existing strong coordination efforts. This is demonstrated through the existence of the Southeast Workforce Action Team (SWAT). SWAT is a regularly scheduled working group that has ad hoc subcommittees to tackle bigger issues and one-off projects. Its purpose is to pool resources and share labour market information for the region “to roll-out concrete initiatives addressing the workforce issues.”⁴ The committee’s jurisdiction is the southeastern region of New Brunswick, which includes the Greater Moncton economic region. SWAT is currently comprised of members representing The Department of Post Secondary Education, Training and Labour, 3+ Economic Development Corporation, municipal economic development departments from the region, Opportunities New Brunswick, the Chamber of Commerce for Greater Moncton, The Greater Shediac Chamber of Commerce, Atlantic Canada Opportunities Agency and Community Business Development Corporations. The group works collaboratively, and shares responsibilities based on resources and expertise.

In Greater Moncton, PETL is a key funder of workforce development activities. In addition to funding, PETL offers training programs for the unemployed, wage subsidies for employers looking to hire new graduates, contributes to labour market information, and funding for training programs for upskilling, among others. Federally, the Atlantic Canada Opportunities Agency (ACOA) provides labour market information and other resources to advance workforce development efforts.

The recent addition of a Regional Onboarding Coordinator that works across the three municipalities is significant as this position is responsible for ensuring that the three municipalities, along with the various provincial, regional and municipal stakeholders, are better positioned to effectively support businesses in their efforts to hire workers relocating in the region.

Each municipality in the Greater Moncton economic region contributes to the workforce ecosystem in their specific ways, including recruitment and immigration. Post-secondary institutions provide training resources. Settlement agencies, like MAGMA and CAFi, provide resources to new immigrants of diverse cultural backgrounds. It is the collective efforts of all workforce-related organizations that best position the Greater Moncton Area to be proactive, responsive, and competitive in the battle for talent, and the recruitment and retention of those choosing to live and work in the area.

⁴ Southeast Workforce Action Team Terms of Reference, December 2015



4.1 Formal Regional Governance Structure

Advancing this regional workforce strategy requires collaboration, cooperation, and coordination. It requires a commitment towards a common goal, namely an aligned labour market for the Greater Moncton region. This is not a new concept to the Greater Moncton region; rather the region has benefited from this collaborative effort since the formation of the SWAT – Southeast Workforce Action Team in 2015. The recognition of the importance of pooling resources and bringing people together to explore and innovate around new ideas is an ongoing priority as funding becomes increasingly constrained. The need for new ways of thinking and planning respond to the changing economy and global influences on talent attraction, retention, and development.

Why now? The development of a Regional Workforce Development Strategy offers the opportunity for reflection and consideration to further strengthen the region’s ability to respond and proactively prepare for the current and future labour market needs. The timing aligns with an examination of existing workforce governance, identification of gaps in the current structure, and the fortuitous opportunity to turn the page towards a clearly defined, leadership-driven, model that solidifies the collective commitment and provides the ongoing guidance and monitoring capacity to the Strategy implementation and future development to reflect changing needs.

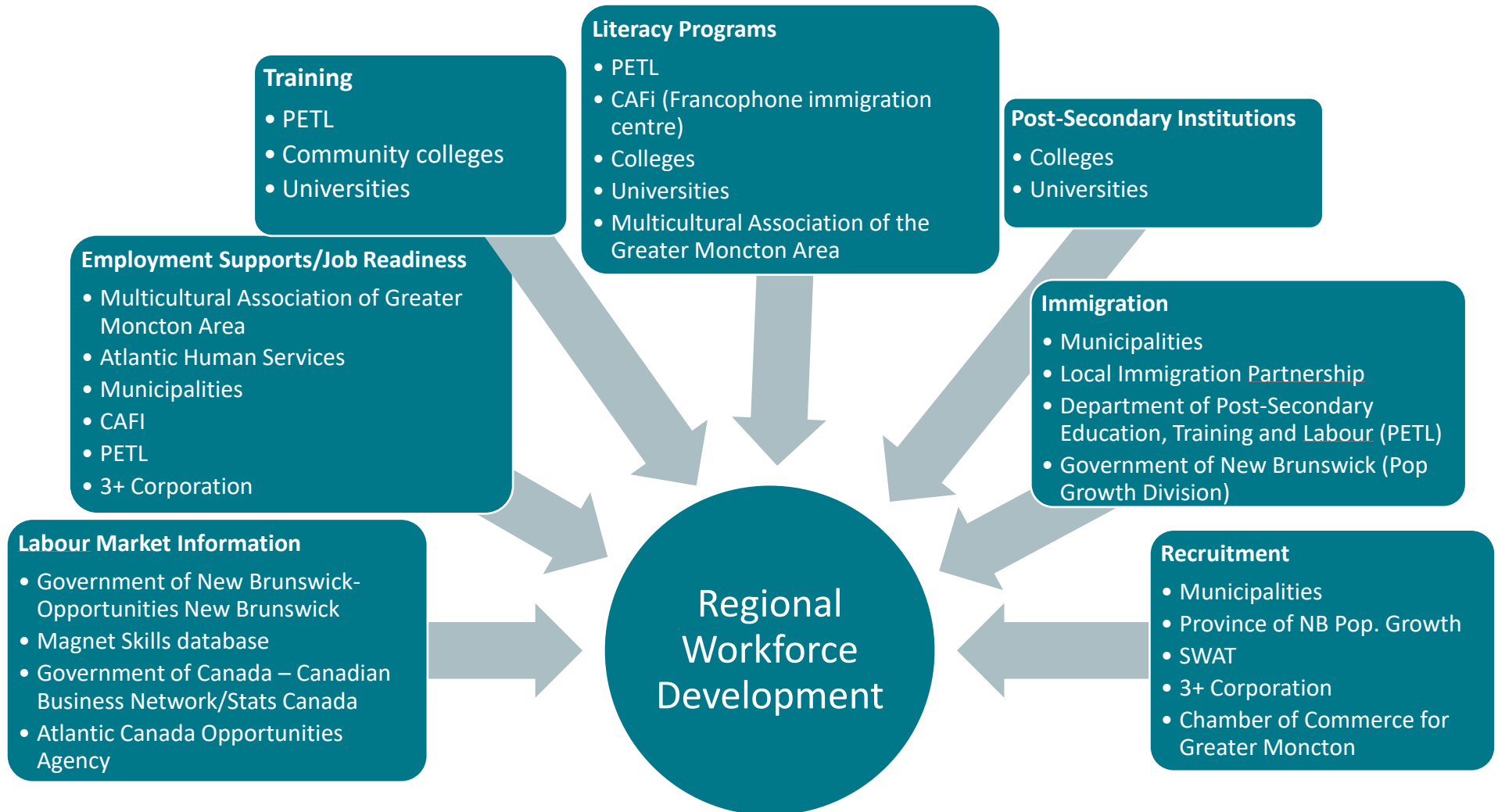
The model must be built with consideration to:

- Understanding the key players in local labour market - Who are the customers, who are the partners?
- Identifying what is needed to address customer needs
- Implementing the strategic plan that is reflective of strategic priorities and tactics that have emerged through the strategic planning process
- Measuring and supporting the achievement of success – Where is the proof that the plan is working?
- Providing a supportive platform through a “secretariat role” that ensures administrative needs are met and collaborative efforts are supported
- Establishing a diverse Council of leaders who are positioned to bring strategic thinking, and respected leadership to guide and inform the workforce strategy implementation, monitor its progress, and report on its impact.

The formation of the Southeast Labour Market Partnership requires conversation and decision among the key players that contribute directly and indirectly to the workforce governance in Greater Moncton. This important participation is identified as a key action in the workplan.



Figure 1 Regional Workforce Development Ecosystem Mind Map





5



5. Regional Assets

Examining the lifestyle assets within a community builds a stronger understanding of the current opportunities which exist to attract businesses and residents while also identifying gaps in assets that may hinder attraction efforts. These lifestyle assets help to demonstrate quality of life for residents of all ages in the community, reinforcing opportunities to attract businesses and residents.

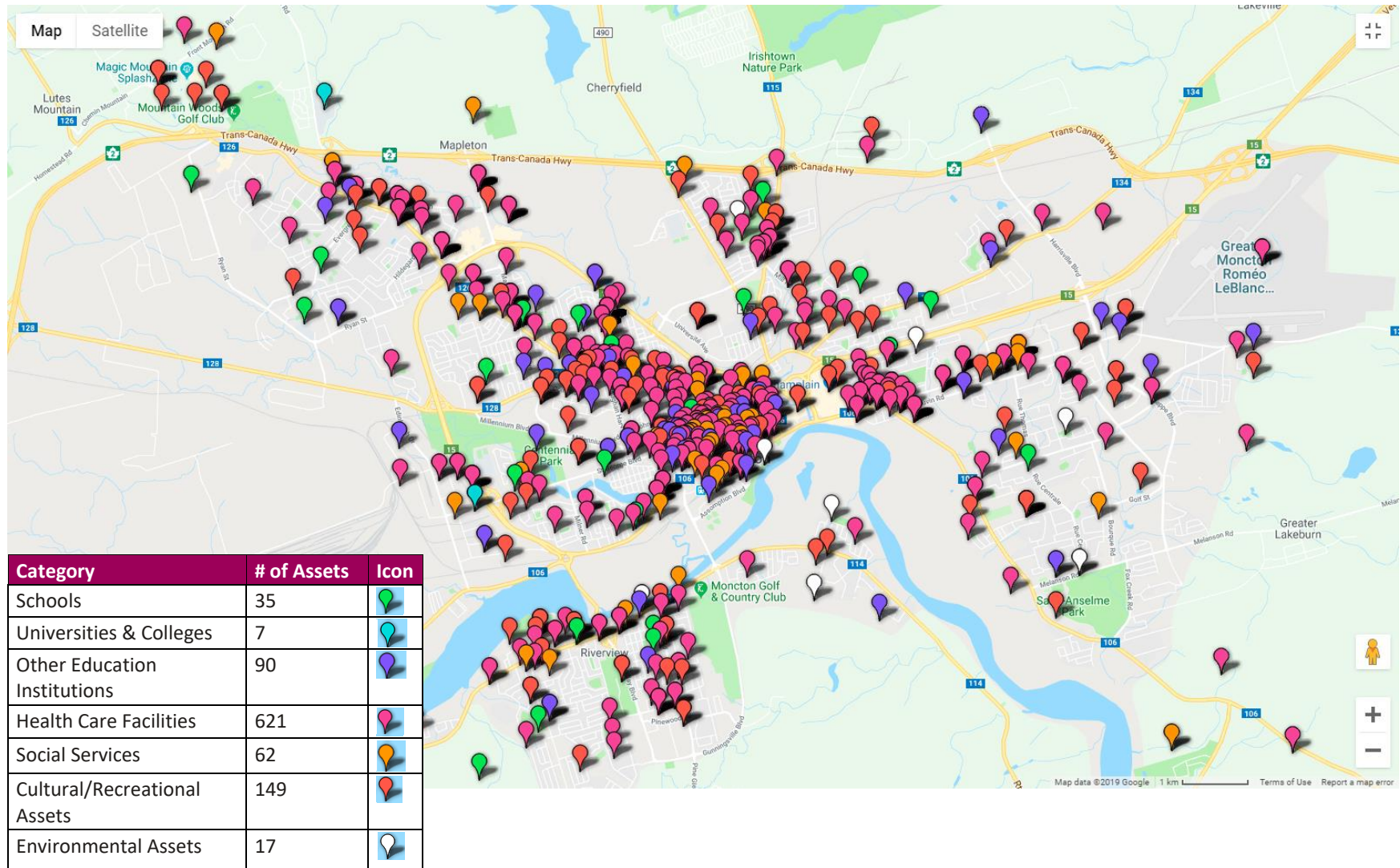
The lifestyle assets examined in the Moncton-Richibucto Economic Region, which comprise Albert County, Westmorland County, and Kent County include healthcare amenities (756), education institutions (172), social services (102), cultural and recreational amenities (222), and environmental assets (24). The high number of each of these asset categories, particularly for cultural, recreational, healthcare, indicates that the economic region offers a variety of services and opportunities for residents, supporting broader business attraction and retention efforts. Maps of each of the lifestyle asset categories are found in the technical report.

When considering the influencing factors that are top of mind for those seeking to relocate for career considerations, the opportunities to sell the region must be readily accessible for those undertaking recruitment. However beyond the job opportunities being present, attention is often turned to understanding the influencing factors for quality of life, including affordable housing, transportation and walkability, tourism and cultural assets, post-secondary and life-long learning accessibility, health care, school, social and sport programming for children, are but a few that come to mind. The study area is abounded with relevant assets and offers a significant opportunity to showcase these assets as part of the talent attraction and retention effort.





Figure 2 Map of asset cluster in the GMA







6. Profiling Regional Labour Supply & Demand

A statistical analysis of the Greater Moncton Area (defined by the City of Moncton, the City of Dieppe, Town of Riverview) and the broader Moncton Census Metropolitan Area, as defined by Statistics Canada, was conducted to understand labour force supply and demand impacts based on the 2016 Census, and the projected impacts looking to 2024. A separate further analysis was conducted on the Moncton-Richibucto Economic Region to account for the labour market realities of the surrounding rural area, including Kent County, Westmorland County, and Albert County. As an urban area, the Moncton CMA is the main economic pole of the region, so it is important to have a distinct view of the labour supply and demand profile of that area alongside the unique rural realities in the rest of the Economic Region.

A detailed account of these findings is presented in the Appendix, with a summary of the key findings presented here. The assessment of the CMA is summarized first, followed by a summary of the assessment of the Economic Region below. These findings include the following:

- The municipalities that form the Greater Moncton Area (City of Moncton, City of Dieppe, and Town of Riverview) account for 81% of the Census Metropolitan Area (CMA) population. Nonetheless, the land extension of these municipalities only represents 9% of the total CMA's landmass. The GMA, as can be expected, is a main economic pole accounting for 94% of the jobs provided by local employers within the CMA, this means that most of the employed residents of the CMA suburban communities commute to jobs in the GMA.
- The labour force in the GMA grew from 66,900 in 2001 to 85,400 in 2019. Meanwhile, employment grew from 61,800 in 2001 to 80,400 in 2019. Over those 18 years, the source population grew by 29,100, the labour force grew by 18,500, and the number of employed people grew by 18,600. The unemployment rates of around 6% in recent years suggest the area's labour market is currently as tight as at any time since 2001, except for 2007 just before the recession.
- The labour force will experience important changes in the upcoming years. It is noted that a big percentage of the baby boom generation, now aged 53 to 73 years, is apparent in all areas of the CMA. Many of these people will be retiring from the labour force between now and 2024. Metro economics estimates that 2,503 people currently employed in the area will retire over that span.
- *Metro economics* estimates the number of jobs provided by employers across the entire CMA will also increase from its estimated total of 73,712 in 2019 to 78,247 in 2024, or by 4,535. This is in addition to the 2,503 people that will be retiring. In other words, employers will need to find 7,038 new workers to meet the area's total worker requirements between 2019 and 2024. The projected annual growth for employment in the CMA over the next five years is 907; this compared to the average annual gain of 617 achieved over the last fifteen years. This projected employment gain represents job growth stemming from the expected expansion of the CMA's economy over this period.
- Considering the projected growth, the area needs to attract at least 1,409 recruits each year between now and 2024. There is potential for filling the new positions by persuading the people to postpone their retirement, also, by encouraging those who dropped out of the labour force to reengage. Furthermore, there is potential by encouraging people of other parts of the province to move to GMA where the job base is expanding (within the province only the Moncton and Fredericton areas grew significantly between 2011 and 2016).



- Because Canada as a whole and most of its communities face the Baby-Boomer-retiree-replacement challenge, the country's annual immigration targets will increase over the next five years. This will provide yet another potential source for Moncton area recruiters to fill their labour market needs.
- Most of the job gains are expected to occur in Moncton (3,384) and Dieppe (1,609). *Metro economics* also projects that most of the employment gains will take place in the following industries: health care and social services; accommodation and food services; transportation and warehousing; retail trade; professional, scientific and technical services; finance and insurance; and construction.
- A further analysis was conducted on the Moncton-Richibucto Economic Region. While this region includes the CMA, this analysis focused on areas outside the CMA, which represent a population of 64,446 residents.
 - Analysis conducted on this economic region was compared to the Moncton CMA. It revealed that the population in the economic region is distinctly older. While 61% of the CMA population is under the age of 50, in the economic region, this percentage is 50%. This area also shows a lower participation rate and higher unemployment than the Moncton CMA.
 - Due to the rural characteristics of the economic region outside the Moncton CMA, occupations such as natural resources, agriculture, and related are four times more likely to be employed in this area.
 - To meet future labour demand in the CMA, recruitment in the extended economic region might be possible. However, challenges related to skill mix and geographic location may arise.

6.1 Metro Economics Projections & Greater Moncton Immigration Targets

Our Labour Market Supply and Demand analysis projected that employers will need to recruit 7,038 new workers over the next five years to fill the new positions created by the area's expanding economy, and the positions vacated as people retire. While this could mean a substantial shortage for an already tight labour market, immigration has the potential to close the gap. In its new Greater Moncton Immigration Strategy, the cities that make up the Greater Moncton Area set targets for attraction and retention of new immigrants and international students. The city plans to increase the number of annual immigrants from 1,450 in 2018 to 1,900 in 2020 and 2,700 by 2024. They also plan to increase five-year retention rates (the number of immigrants still living in the area after five years) from 50% in 2018 to 75% by 2024.

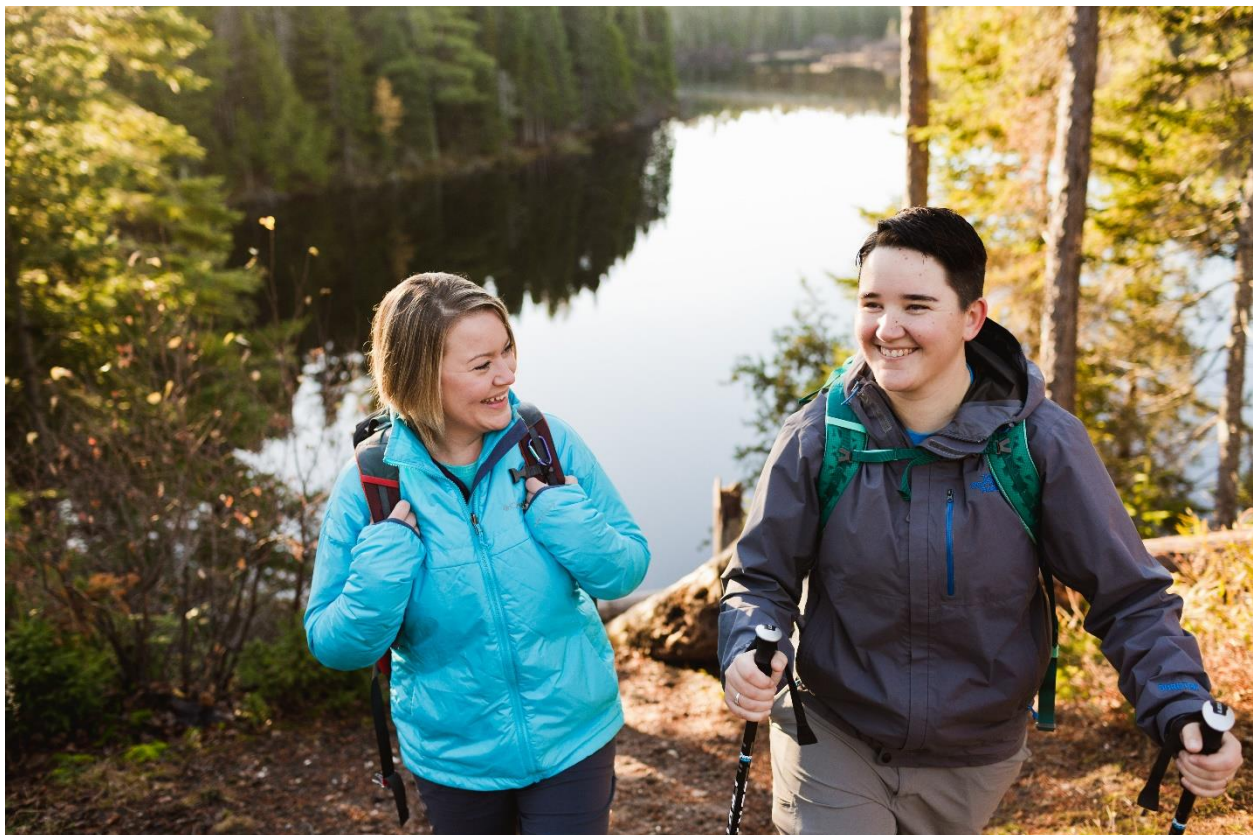
In Figure 3 below, we used the proposed targets for new immigrants and five-year retention rates outlined in the report (underlined numbers) and projected the interim numbers using linear interpolation (assuming the numbers shifted towards the target in evenly spaced steps each year). The expected number of new immigrants each year was multiplied by the respective five-year retention rates in that year and summed between 2019 and 2024 to determine the expected number of new immigrant workers who would stay in the area for more than five years over that time frame. This exercise resulted in an estimate that 7,750 new immigrant workers would arrive the Greater Moncton Area in the next five years.



Figure 3 Targets for inflows and retention rates of new immigrants by year based on the Greater Moncton Immigration Strategy 2019

	2018	2019	2020	2021	2022	2023	2024
Annual new immigrant goals:	<u>1450</u>	1675	<u>1900</u>	2100	2300	2500	<u>2700</u>
5-year retention rate:	<u>0.50</u>	0.54	0.58	0.63	0.67	0.71	<u>0.75</u>
Estimated new immigrant workers 2019-2024 (> 5-year retention)	7750						

The proposed immigration strategy is well-suited to ensure that the Greater Moncton area avoids a labour shortage due to the shifting economic and demographic forces in the years ahead. In addition to an increase in general immigration, the Greater Moncton Immigration Strategy has a goal of doubling the enrolment of international students at post-secondary institutions from 1,500 in 2018/19 to 3,000 by 2024. If achieved, this strategy will support the demand of workers available to industry in the area. As noted in the strategy, however, it is important that these individuals have as few barriers as possible to employment (language, settlement, integration, etc.). It is also important that the skills of these workers match or can be adapted to the requirements of the industries in the area.







7. Labour Supply & Demand Market Intelligence

Two assessments of current job postings within the City of Moncton, the City of Dieppe, and the Town of Riverview, followed by a separate assessment of job postings in the Moncton-Richibucto Economic Region were conducted. This was done to better understand the labour market considerations unique to each geography. The reports showed similar results in terms of job seeker's sector preferences, strongest location for job demand, and occupation category. However, the strongest sector for demand was the biggest differentiating factor between the two reports. In the Economic region, the strongest sector for demand was Manufacturing, while it was Retail Trade in the GMA.

The Vicinity Jobs reports reported on the period January 1, 2018, to March 31, 2019, using a job demand reporting platform. MDB Insight, in partnership with Vicinity Jobs, offers real-time monitoring of online job postings across all of Canada.

The real-time Jobs Demand Report's intelligence-gathering system provides ongoing monitoring of online job postings with extensive quality assurance to analyze and compile each local job demand report. The Data Warehouse and Reporting Engine allow for the monitoring of the on-line local job market within identified areas. This technology permits the extraction of relevant information about each online job posting, including but not limited to the following metrics:

- Job Location
- Employer and employer industry (NAICS)
- Occupational Category (NOCS)
- Type of job (full-time/part-time, contract/permanent)

The key findings of these reports included:

Figure 4 Vicinity Jobs reporting key findings

Job demand metric	City of Moncton, the City of Dieppe, Town of Riverview	Moncton-Richibucto Economic Region
Total # of Job postings	24,880	29,660
Total # of Job seekers	11,379	12,687
Location of greatest job demand	City of Moncton (81% of all job demand)	GMA (93.2% of all job demand)
Location of the majority of job seekers	City of Moncton (74% of all job seekers)	GMA (89.7% of all job seekers)
Strongest sector for demand	Retail Trade	Manufacturing
The sector with highest number of job seekers	Accommodation and Food Services	Accommodation and Food Services
Most common Occupation category	Sales and Service (NOC 6) – 34% of all job postings; 29% of job seekers	Sales and Service (NOC 6) – 34% of all job postings; 29% of job seekers



Job demand metric	City of Moncton, the City of Dieppe, Town of Riverview	Moncton-Richibucto Economic Region
% of job postings requiring a college degree	23%	24%
% of job seekers with a college degree	26%	26%

Both Vicinity Jobs reports can be found as appendices to the full technical report.







8. Education Pipeline & Graduation Rates

Conducting a study of the education and skills pipeline in the Greater Moncton region identified challenges related to information availability and access. This exercise looked at available graduation numbers from high school districts that service the Greater Moncton Area, New Brunswick Community College graduation numbers, and the universities Mount Allison University, St. Thomas University, Université de Moncton, and the University of New Brunswick. It is important to note that data from private institutions such as Crandall, Oulton, McKenzie, and Eastern was not available for this study. As such, this study is not to be taken on its own nor as an inclusive indication of the workforce pipeline.

Aligning workforce needs with graduate numbers is not a one-for-one trade-off. This education pipeline study highlights some gaps and misalignment and reveals the need to maximize the workforce that exists in the region. It does not preclude the importance of immigration efforts to fill workforce gaps. The study presents a purely numerical perspective of graduates, and at the post-secondary level, field of study – but it cannot provide a nuanced statement on workforce alignment due to data limitations. The real actions stemming from this exercise will be in the relationships built between education and industry to strengthen the local talent pipeline.

Methodology

Data breaking down undergraduate and graduate degrees awarded by field of study were available via the Maritime Provinces Higher Education Commission. This data is available at the provincial level and was not specific to the Southeast Region.

This data was compared with *metro economics* projected top 50 in-demand occupations⁵ to assess whether, at a broad big-picture level, Moncton's homegrown workforce might have skills that aligned with projected need. This was done by applying the Employment and Social Development Canada National Occupational Classification Matrix to the identified occupations.

There was insufficient data regarding the field of study graduation rates, eliminating the opportunity to link specific occupations to specific fields of study, such as culinary, nursing, bookkeeping, engineering, or others.

Key Findings

This high-level exercise revealed the following:

- With a total demand of 2,217 people in the next five years, occupations within the skill level C (usually requires secondary school and/or occupation-specific training) will have the greatest demand. The local anglophone and francophone school districts have graduated an average of 1,915 people in the last five years. If the number of high school graduates remains consistent, the demand for this skill level could be met by the local pipeline if those graduates pursued appropriate jobs and sectors.
- The current high school graduation numbers could also support the occupation demand within the skill level D (on-the-job training), which will require approximately 952 recruits in the next five years.

⁵ The top 50 in-demand occupations identified by *metro economics* account for 64% of the recruitment effort based by employers over the next 5 years.



- Skill level B (college or apprenticeship) is the second skill level by projected demand, with 2,079 new workers required in the next five years. The New Brunswick Community College graduates an average of 1,959 people a year. If these graduation levels remain consistent, the demand for this skill level could theoretically be met if those graduates were pursuing appropriate fields of study, and appropriate jobs following their studies.
- Provincial universities are currently graduating an average of 3,519 undergraduates and 692 graduate-level students a year. With a projected demand of 1,790 people in the next five years, occupations in skill level A (usually require university education) can potentially match the demand if those students were focusing studies in appropriate identified areas and seeking relevant employment in the region.

It is important to note that while the education sector may be graduating sufficient numbers at the various skill levels, this does not take into consideration the mobility of these graduates who may choose to leave the area. It simply shows that there is potential to maximize the current workforce pipeline as it exists. There is a real gap in the available information to best inform on the capacity of the region to effectively build its talent pipeline. More robust data to assist educators and industry with workforce alignment is necessary. Without that data at a program-specific level, it will be difficult for educational institutions to coordinate with industry and align with labour market needs. A common reporting mechanism for post-secondary institutions would offer a viable solution to this challenge.

Figure 5: Top 50 Projected Occupational Demand (2-Digit NOC) and Skill Level, Moncton CMA, 2019-2024

NOC	Change	Retirees	Total	Skill
	19-24	19-24	19-24	Level
67 Service support and other service occupations, n.e.c.	405	168	573	D
75 Transport and heavy equipment operation and related maintenance occupations	321	176	497	C
12 Administrative and financial supervisors and administrative occupations	236	163	399	B
63 Service supervisors and specialized service occupations	283	77	361	B
65 Service representatives and other customer and personal services occupations	167	170	337	C
14 Office support occupations	205	128	333	C
40 Professional occupations in education services	193	75	268	A
64 Sales representatives and salespersons - wholesale and retail trade	103	165	268	C
32 Technical occupations in health	223	38	262	B
06 Middle management occupations in retail and wholesale trade and customer services	165	74	239	A
30 Professional occupations in nursing	189	46	234	A
44 Care providers and educational, legal and public protection support occupations	163	71	234	C
34 Assisting occupations in support of health services	148	73	221	C
31 Professional occupations in health (except nursing)	173	38	211	A
66 Sales support occupations	99	108	207	D
73 Maintenance and equipment operation trades	112	77	189	B
62 Retail sales supervisors and specialized sales occupations	110	75	184	B
41 Professional occupations in law and social, community and government services	83	95	178	A
72 Industrial, electrical and construction trades	103	70	173	B
15 Distribution, tracking and scheduling co-ordination occupations	73	85	158	C
42 Paraprofessional occupations in legal, social, community and education services	140	16	155	B
11 Professional occupations in business and finance	74	67	141	A



NOC	Change	Retirees	Total	Skill Level
	19-24	19-24	19-24	
13 Finance, insurance, and related business administrative occupations	92	43	136	B
74 Other installers, repairers and servicers, and material handlers	85	31	116	C
21 Professional occupations in natural and applied sciences	90	24	114	A
01 Specialized middle management occupations	55	32	87	A
52 Technical occupations in art, culture, recreation, and sport	69	14	83	B
22 Technical occupations related to natural and applied sciences	43	40	82	B
76 Trades helpers, construction labourers, and related occupations	46	23	69	D
07 Middle management occupations in trades, transportation, production and utilities	42	24	66	A
00 Senior management occupations	32	30	62	A
51 Professional occupations in art and culture	34	21	55	A
86 Harvesting, landscaping and natural resources labourers	38	14	53	D
96 Labourers in processing, manufacturing, and utilities	28	22	50	D
04 Specialized middle management occupations	27	12	38	A
43 Occupations in front-line public protection services	31	2	33	B
03 Specialized middle management occupations	13	18	30	A
95 Assemblers in manufacturing	11	15	27	C
08 Middle management occupations in trades, transportation, production and utilities	3	19	22	A
82 Supervisors and technical occupations in natural resources, agricultural and related production	9	9	18	B
02 Specialized middle management occupations	13	4	17	A
05 Specialized middle management occupations	9	7	16	A
84 Workers in natural resources, agriculture, and related production	2	13	15	C
09 Middle management occupations in trades, transportation, production and utilities	2	10	12	A
94 Processing and manufacturing machine operators and related production workers	-7	17	11	C
92 Processing, manufacturing and utilities supervisors and central control operators	0	4	4	B

Source: Metro economics, 2019 Adapted by MDB Insight





9. Consultation Input Summary

This section summarizes the key themes that emerged from consultation efforts. Representatives from education, economic development, local business associations, and industry were engaged in in-depth conversations to understand their perspective on workforce trends, needs, challenges, and successes. These representatives were able to speak to existing workforce development efforts, and they provided on-the-ground qualitative perspective to data analysis.

Also, two surveys were circulated to better understand the realities of labour supply and demand in the region. A job seeker survey gathered the perspective of 109 job seekers, and a business survey gathered the perspective of 151 employers. The key themes presented here are drawn specifically from the input received through these surveys, and they reflect that feedback. They may be reflective of the big-picture realities facing job seekers and employers in Greater Moncton, though, as with any data set, they can only tell the story of those that provided input.

Consultation input is invaluable to strategic priority development as it gathers the insight of those closest to or most affected by Greater Moncton's current workforce realities. The key themes that were extracted from consultations are below.

9.1 Common Takeaways

Across consultation, there were a series of common themes that persisted. Stakeholders agreed that developing the pool of skilled talent in the region was paramount to big-picture economic growth. The labour market was described as tight across the board, and labour shortages were either threatening employers' bottom lines or were preventing businesses from growing or scaling effectively. That overarching truth highlighted the region's dire need for people to fill increasing opportunities.

There were challenges identified in addressing labour market shortage. Integration of immigrants to the labour force, the reintegration of retirement-aged people, and managing salary and lifestyle expectations of the younger workforce were identified as hurdles that needed addressing in short order, as these population segments represented a ready and willing workforce that was consistently misaligned with the opportunities available.

Creating cohesion and better collaboration among efforts to align the workforce was identified as a key area of action. This applied to adjusting the region's external messaging and recruitment efforts, highlighting the need to ensure that Greater Moncton's brand, identity, and messaging is consistent with the opportunity and economic growth the region is currently experiencing. This also applied to coordination with the education sector, and internal messaging to the region's youth about work opportunities at home. Finally, language considerations were addressed in each consultation, where stakeholders acknowledged that as a bilingual region (French and English), supporting access to language training supports for unilingual newcomers and workers would be an important component of supporting the workforce.



9.2 Education Sector and Key Informant Interviews Results Summary

Stakeholders from education (secondary and post-secondary), economic development, local business associations, employment support organizations, government representatives, immigration support service providers, and representatives from select industries were interviewed for on-the-ground perspective around workforce challenges. Those interviews revealed the following common themes:

Newcomer challenges: Immigrants to the region have been experiencing a series of challenges finding appropriate employment for their skillsets, and many stories were shared of newcomers having difficulties integrating. Some of these went so far as intolerance and prejudice on the part of employers toward newcomers. Newcomers also experienced difficulties navigating job application processes.

Language barriers: The Greater Moncton Region's bilingual requirements mean that unilingual talent has trouble finding employment in the region for high-skilled positions. Stakeholders mentioned that young, highly skilled francophone talent – often Francophone international students - would often be lost to the Quebec job market. For example, many of the region's employment opportunities in growing industries such as the tech sector are primarily English speaking. On the other hand, stakeholders mentioned challenges for unilingual anglophones, as well. Representatives identified a priority need for additional language training that is complementary to the program of instruction, to ensure these individuals' employability in the area post-graduation.

Soft skills: Educators identified that many employers had expressed concern with the declining soft skills of graduates from most programs. The employers identify that while the technical skills of graduates have been consistently increasing, sales, networking, critical thinking, etc. have been in decline. Educators identified that greater attention to soft skills should be a priority for all programs. Some colleges and universities have partnered on 2+2 programs, where students complete two years at a university for theoretical and critical thinking skills and then finish with two years of hands-on training at a college program. These types of programs help students develop a well-rounded skillset and provide an arena for collaboration and communication between the colleges and universities.

Student/graduate expectations: A common theme that arose was a growing discrepancy between individuals' expectations of jobs and the jobs available. As employers demand increasing job requirements (experience and education), there does not appear to be consideration given to compensation. Educators noted that better promotion of career paths and employer expectations is necessary from an earlier age. This can also be related through local labour market information, which could offer evidence of salary ranges for local job opportunities. With more information and realistic expectations, graduates would be better informed. Aside from offering higher wages, educators identified that a better understanding of what motivates modern young individuals could help improve talent attraction. For instance, young individuals place a high value on work flexibility, remote work, and vacation/benefits, which could provide alternatives to higher wages, if wage increases are a challenge for business. This speaks to the changing demographics in the workplace and the need for employers to be informed on motivation and influencing factors of the job seeker.

Industry Collaboration: Most educators emphasized the importance of industry collaboration for their institutions and the workforce. This helped ensure that the graduates from post-secondary institutions had the necessary skills to be valuable to the local industry. Some colleges already have robust frameworks in place for consulting yearly with industry for specific programs. The interviewees suggested



that these consultations should happen more frequently due to the increased speed at which many of the fields are changing. They also suggested that these collaborations should be consistent for all programs and could be useful at universities as well. Educators provided examples of some programs which are joint collaborations with certain industries or companies, sometimes with the companies providing labs, placements and direct insight into the skills they require for their workers. Two great examples that were in field at the time of interviews that representatives referenced as best practices included Future Ready NB and the development of experiential learning programs.

Changing the ‘Going down the road’ narrative: Some stakeholders mentioned that they were aware of the school system, as early as secondary school, perpetuating the narrative that to find a good job, one would have to leave New Brunswick. This messaging is troubling, especially as the region’s economy is growing, and highly-skilled opportunities are available. Further, it was thought that many secondary and post-secondary students and recent graduates were unaware of the opportunities that exist locally.

Labour market challenges hurt the economy: When asked about the overall impact that employers’ and job seekers’ challenges would have on the economy overall, the implications were significant. One respondent described a hotel owner taking some of their rooms off the market due to a lack of enough housekeeping staff to maintain them. Another described manufacturing businesses being unable to consider expansion as a result of lack of workers. In the tech sector, there were concerns about losing the best talent to Vancouver, Montreal, Toronto or Halifax. These factors negatively impact the region’s ability to grow its economy.

SMEs lack appropriate HR resources: Interviewees felt that the region’s largest employers were quite progressive and nimble in their hiring practices. Large employers had the benefit of HR departments, and financial resources to offer competitive wages and benefits. They could think outside the box and do the extra legwork to recruit talent in new and creative ways – in some cases outside the province or country. Smaller businesses were perceived to lack those resources and capacity. It was felt in some cases that the business culture in the region was unwelcoming, and their recruitment practices ineffective and outdated.

Retention challenges: The younger workforce is perceived to be less loyal than the older generation and less likely to stay in a position for more than a few years. In higher-skilled fields like the tech sector, employees have opportunities for mobility in a market where they are in demand. Interview respondents said that businesses struggled with retaining young people for those reasons.

Labour shortages are felt in both high and lower-skilled positions: Employers seeking lower-skilled labour reflected the greatest challenge, though the lack of local talent seems to be across all skill levels.

Key informant priorities: When asked what two priorities stakeholders would include in this strategy, four common themes emerged:

- Alignment between industry and education
- Regional collaboration
- Immigration
- Fostering a welcoming business culture that values diversity & inclusion



9.3 Business Survey Results

To garner the insight and perspective of local employers, a telephone outreach business survey was conducted, resulting in the participation of 151 businesses. The survey focused on questions related to labour needs, challenges, and practices to support recruitment and retention. Most of the survey respondents identified their businesses as health care and social assistance (19%), wholesale and retail trade (11.9%), and professional, scientific, and technical services (8.6%).

Some of the major themes that emerged from the surveyed employers' perspectives were:

The importance of a skilled workforce across sectors: The survey results revealed that most respondents (86.7%) considered important or very important having a skilled workforce to their operations. Among the skills, trades, and occupations that these businesses found challenging to hire or retain, general labour and trades, and health care occupation were at the top of the list.

Education is important to employers: Of businesses surveyed, 70.8% said that workers with some postsecondary education are important to their operations; this includes apprenticeships, college, bachelor or professional degree and above.

Dissatisfaction with worker experience: Businesses were dissatisfied with the availability of worker experience in their industry sectors. That said, of the businesses surveyed, 59.6% indicated satisfaction with the current availability of skilled labour force in the Greater Moncton Area. In general, respondents seem satisfied regarding issues such as pending retirements, addiction issues, transportation, community support activities, population diversity, educational opportunities, soft skills, etc.

Access to skilled talent is essential to business retention & expansion: Over half of the businesses surveyed (55%) stated that having access to skilled labour is important to expand and remain in the area. Occupations critical to respondents' operations include sales, management occupations, and trades. Some of these have also been difficult for them to hire or retain, especially sales, managers and bilingual staff. To overcome recruitment and retention challenges, most of the respondents have in place in-house training programs, employee incentives or have been making efforts to improve corporate branding and communications. Some respondents have also recruited in larger areas (nationally and internationally). Hiring directly from colleges/universities has also been a practice to recruit.

9.4 Job Seeker Survey Results

An online survey was circulated to job seekers in the region in June and July 2019. It was advertised through strategic partners, by local employment agencies, and on social media. The survey gathered perspectives on the region's current labour market situation from a job seeker's perspective. The survey had 109 job seeker respondents. These findings reflect the perspectives of those 109 job seekers only.

Findings revealed the following:

Barriers: In responding to the barriers that prevented them from getting a new job, 46% of job seekers cited a lack of adequate opportunities, and 36% cited a lack of adequate paying opportunities. 16% of individuals identified cultural/language issues as a significant factor in obtaining employment.

Language considerations: The respondents had flexibility to complete the survey in both official languages. A minority responded in French, at 18.3% of all respondents. Overall job prospects were rated lower by these individuals who responded in French – 55% of them responded that they felt their job



prospects were ‘poor.’ By comparison, only 26% of those that responded in English responded that way. While the sample of those responding in French was smaller than those that responded in English, this may suggest that some unilingual French speakers feel they are at a disadvantage to finding jobs in the area.

Wage expectations: Respondents with a university-level education or professional designation were more likely to report that a lack of adequate paying jobs was a significant barrier to securing employment, as compared to college graduates. This implies that a discrepancy exists in the labour market between starting wages and graduates’ expectations, particularly for individuals with university degrees or a professional designation.





10



10. Developing a Diversified Talent Pool

10.1 Workforce Inclusiveness and Integration

An inclusive and integrative workforce is one that values the individual and group differences within its workforce. It embraces the diversity of backgrounds and perspectives of the employees, which in turn increases their talent, innovation, creativity, and contributions.⁶

Immigration has been a key priority for the Greater Moncton Area since 2013. The 2014-2018 Greater Moncton Immigration Strategy showcased the Greater Moncton Area as an increasingly diverse region. Statistics show that the number of people moving to Greater Moncton in 2018 from outside of Canada was more than double the number in 2013.⁷

That said, during consultations, it was identified that many international newcomer job seekers experience barriers to entry to the local job market, including lack of understanding of how to navigate application processes, language barriers, untransferable credentials, among others.

On the employer side, it was felt that many employers in the region, particularly small to medium enterprises (SMEs) had neither the resources nor human resource capacity and know-how to recruit newcomers, or successfully integrate newcomer employees to their businesses.

Age diversity is also an important consideration. With a rapidly aging population, semi-retired or retired persons offer experience, gained knowledge, and demonstrated skills often in demand. However, there appears to be a disconnect between the existing opportunities for this aged population, and the experience of those over 65. Based on the job seeker survey results, this population perceived their age to be a barrier in their employability.

10.1.1 Embracing Diversity

Embracing cultural, racial, and ethnic diversity is only one component of the bigger picture that is workforce diversity. Diversity also encompasses age and generation, gender and gender identity, sexual orientation, disability, religious and spiritual beliefs, and more. A key area for workforce diversity is Indigenous workforce inclusion and integration. On a national scale, the need to better encourage the participation of the Indigenous workforce is increasingly a key priority, and the Greater Moncton Region is no exception.

A 2018 study by McKinsey & Company of over 1000 companies in 12 different countries found that companies in the top-quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability. It found that diversity could be a key differentiator among companies. It also found, conversely, that companies that did not have good diversity performance, “companies in the bottom quartile for both gender and ethnic/ cultural diversity were 29% less likely to achieve above-

⁶ Sokolava (2016). “Characteristics of an Inclusive Workplace.” LinkedIn Blog.

⁷ Based on Statistics Canada Table 17-10-0136-01, components of population growth. Includes net non-permanent residents.



average profitability than were all other companies in the data set.”⁸

The benefits of embracing diversity to strengthen company growth, and broader economic growth, are undeniable at this point. Creating a broader business culture that embraces diversity is an essential step in the Greater Moncton Region to its economic development goals and, ultimately the success of the region.

Some examples of practices that businesses can apply for better inclusion and integration of a diverse workforce are:

- Investing in language training for employees who require it
- Utilizing non-traditional recruitment strategies
- Recognizing and embracing all religious holidays
- Progressive maternity leave and family benefits to promote gender diversity
- Mentorship programs tailored to newcomers, women, LGBTQ+ community members, and those with disabilities
- HR staff dedicated to diversity sourcing
- Cultural awareness and cultural safety training for better inclusion of Indigenous workers

An excellent example of progressive intersection in recruitment strategies is TD Bank’s longstanding partnership with the Toronto Region Immigrant Employment Council's Mentoring Partnership, which provides mentoring relationships with newcomer professional women.

In Greater Moncton, it has been identified that fostering an inclusive business environment is key to this strategy moving forward. It has also been identified that the region’s largest employers, such as J.D. Irving Ltd., RBC, and TD Bank, have been ready and able to adopt progressive inclusion and integration strategies. Opportunities to support Greater Moncton employers may include:

- Development of centralized concierge service for small employers that would provide them access to HR resources
- A unified toolkit of resources for employers in the region & resources to connect employees to, i.e., underrepresented sections of a diverse workforce, language services, upskilling
- An information pamphlet outlining business strategies for recruitment and retention distributed to local employers
- Diversity workshop series, committing each workshop to a different category of diversity

10.2 Greater Moncton Immigration Strategy 2019-2024

Most recently, the *Greater Moncton Immigration Strategy 2019-2024* was released. As the timing coincided with the creation of the Regional Workforce Development Strategy, an effort was put forth to ensure the identification of synergies and opportunities for collaboration and cross-promotion. As noted

⁸ McKinsey & Company (2018). Delivering through Diversity. <<https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>>



in the previous chapters, the Greater Moncton area will require significant influx of talent to meet its labour demand looking out to 2024. Immigration will be a significant and necessary contributor to meet that talent demand.

The Greater Moncton Immigration Strategy identified seven objectives, namely:

1. Promote Greater Moncton internationally as a destination to study, advance careers, do business, and live.
2. Strengthen the alignment of immigrant attraction efforts to labour market demand and economic opportunities.
3. Expand and improve the pathways for immigrants.
4. Significantly broaden both public awareness and engagement.
5. Expand and enhance settlement services to meet the needs of immigrants and foster better workforce outcomes.
6. Invest in and strengthen the immigration support ecosystem.
7. Strengthen Greater Moncton's leadership and advocacy role.

An examination of the Action Plan presented in this regional workforce strategy is reflective and aligned with each of these strategic objectives. This alignment presents a significant advantage for both strategies as resources and efforts can be combined to maximize the input to advance the initiatives and benefit from the broader impact that will result.

It is also noteworthy to recognize that while these objectives have a specific focus on Immigrants, their applicability across all labour market target groups is recognized. The Regional Workforce Strategy will identify the implementation of the Greater Moncton Immigration Strategy as a key priority to be implemented.







11. Moving Forward

Responding proactively to the rising challenge of attracting and retaining the right talent to meet local business demands is a necessity in today’s competitive labour market. Communities are competing in a global marketplace as labour force mobility sparks a greater need to promote employment opportunities broadly while showcasing the quality of life and local assets that Greater Moncton has to offer. The message is different today, as people’s decision to relocate for work is influenced by much more than an offer of employment.

Through a collaborative effort and commitment to create an inclusive and adaptive work environment, businesses will be best positioned to attract quality talent, and communities will be better positioned to attract investment that supports quality jobs. Collectively, these two factors strengthen economic competitiveness, establish a strong driver for talent attraction, and fuel community sustainability. The question for consideration by business, government, local intermediaries, and educators is how will this collective and collaborative response be best facilitated to achieve the maximum impact of “connecting the right talent to local employment opportunities”?





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