

new conversations

Economy. Immigration. Communities.

POST-TOUR REPORT



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NBMC Member Agencies



















Multicultural Association Chaleur Region Inc.

L'Association multiculturelle région Chaleur inc.















Message from the President

Over the past three years, New Brunswick has made incredible progress towards welcoming more people for a stronger future.



Mike Timani President of NBMC

In 2015, our province, communities, and settlement agencies welcomed the highest number of Syrian newcomers per capita in Canada. In January of 2017, the Atlantic Immigration Pilot Program was launched and since then we have seen a significant increase in economic immigration to New Brunswick.

To build upon this progress, the New Brunswick Multicultural Council collaborated with its 16-member agencies and over 100 partner organizations to spark "New Conversations" in 15 towns and cities across our province. These conversations focused on the economy, immigration and the strength of our communities. With the support of all of our partners, we have built further momentum and connections across the province; however, we must not take our progress for granted.

Populist movements are emerging around the world and throughout Canada, promoting misinformation, myths, and – in the worst cases – xenophobia and racism. We must continue investing in education that clearly makes the case for why immigration is so important to our collective wellbeing and future prosperity. We must also prepare our communities, workplaces, and institutions to welcome more newcomers from diverse backgrounds in order to enrich our communities, grow our economy, and share our passion for this province.

As we move forward from the New Conversations tour, we challenge New Brunswickers to continue the journey from conversation to action. Together, we can elevate the leadership of our partners and communities to bring about more innovative and inclusive initiatives across the province. The member agencies of the New Brunswick Multicultural Council are at the heart of New Brunswick's efforts to grow and become a more inclusive, dynamic, and prosperous province. I encourage you to support their critical work through volunteering, participating in events, or simply by promoting the great work they do in your community with friends, colleagues and family. Our impact will always be greater when we work together.

Communities Engaged



1	Shediac	6	Edmundston	11	Fredericton
2	Moncton	7	St. Quentin	12	Sussex
3	Miramichi	8	Campbellton	13	Saint John
4	Richibucto	9	Caraquet	14	St. Stephen
5	Bathurst	10	Woodstock	15	St. George



new Conversations

Introduction

The New Brunswick Multicultural Council Inc. (NBMC) is a bilingual, not-for-profit, umbrella organization, committed to supporting immigrant-serving agencies and multicultural and ethno-cultural associations in the province.

Since 1983, NBMC has facilitated member agencies, government, and community efforts to make New Brunswick the province of choice for both newcomers and residents, through enhancing the economic, social, and cultural value of diversity.

In 2018, NBMC led a tour to 15 towns and cities across the province, guided by the following objectives:

- To raise awareness of the demographic and labour market realities in each region of New Brunswick with employers, municipalities, community agencies, and the general public;
- To engage employers in the possibility of exploring immigration to address immediate and future labour shortages; and
- To engage communities in discussions and stimulate their future actions to provide welcoming communities for immigrants.

Until a decade ago, New Brunswick's labour market was growing at a rate of several thousand new entrants per year. Almost all of this labour market growth came from New Brunswickers joining the labour market.

Now, the labour market is in structural decline and we need a substantial boost in population growth to ensure that our important industries have the workers they need. While youth retention and repatriation efforts are crucial to New Brunswick's economic future, immigration must be a cornerstone of our economic and labour force growth plan. An aging population and shrinking labour market will present serious challenges for all aspects of our society, including employers, municipalities, educational institutions, and retailers. It is critical that accurate, upto-date, and actionable information is shared with the various regions of New Brunswick, including specific local communities, so that they can play a leadership role in developing and pursuing solutions.

David Campbell, CEO of Jupia Consulting and former Chief Economist of New Brunswick, and Richard Saillant, economist and author, presented a total of 14 regional labour market profiles at the 15 community events held across the province. Following the presentations, attendees engaged in a dialogue about the realities, challenges, and opportunities in their regions related to population growth. This report summarizes the rich outcomes of these conversations, and outlines recommendations and calls-to-action for local, provincial, and federal governments, as well as other stakeholders, to increase immigration and improve newcomer integration and retention across New Brunswick.

"We all have to work together to make sure these new **New Brunswickers are** feeling welcome and a part of the community. And the employers, the workers, the community we all have a role to play. They come with not more than a suitcase, so it's really important."

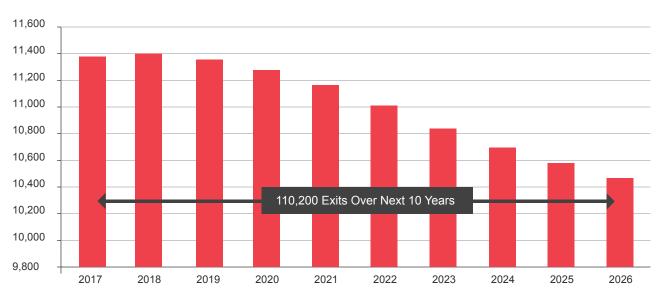
Bryana Ganong,

CEO of Ganong, St Stephen, NB, and New Conversations tour panelist.

NEW BRUNSWICK MULTICULTURAL COUNCIL CONVER

The Big Picture for a Shrinking Province

New Brunswick is facing a population and labour shortage crisis. Over the next ten years, roughly 110,000 New Brunswickers will permanently leave the workforce, primarily due to retirements.



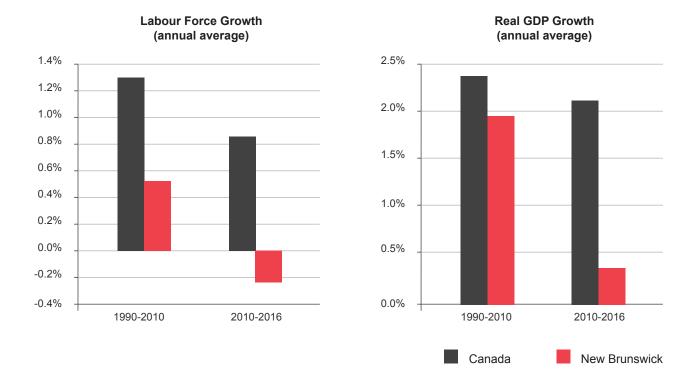
Retirements and Other Permanent Exits

Source: Department of Post-Secondary Education, Training and Labour (PETL), Government of New Brunswick

Meanwhile, our public school system will graduate roughly 76,000 students over the same period. If every single high school graduate stayed in New Brunswick over the coming 10 years, we would still have a shortage of workers in the tens of thousands, simply to maintain our current labour market. Retention of our youth alone is not enough. All New Brunswickers would agree that the strength of our economy is essential to creating opportunities for people to live in our province and for supporting the public services on which our families rely, such as healthcare and education. However, discussions about growing the economy in New Brunswick too often leave out key factors such as our population and labour market. It is possible that some jurisdictions might have the economic foundation to support a long period of sustained economic stagnation or decline. In other words, the existing wealth in the economy could be drawn down on to pay for the increased costs of public services, such as health care for the elderly.

This is not the case with New Brunswick. We can generate economic growth through productivity gains, but we will also need sustained labour market growth to ensure the province is generating enough tax revenue to sustainably fund its public services.

From 2011 to 2016, the population across Canada grew by approximately 5% while the province of New Brunswick's population declined by 0.5%.



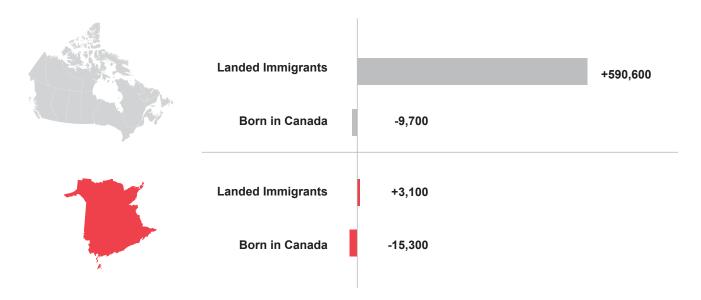
New Brunswick's economy has slowed sharply with its recent labour force decline – much more so than Canada as a whole.

Source: Statistics Canada, CANSIM, tables 2820002 and 3840038

This contrast is highly concerning, particularly since one of the key drivers for economic growth across Canada has been the increasing labour market through immigration. The net growth in Canada's labour market from 2013 to 2017 was driven entirely by immigrants joining the workforce.

NEW BRUNSWICK MULTICULTURAL COUNCIL

Growth in the labour market (2013 to 2017)



Source: Statistics Canada CANSIM Table 282-0102

From 2013 to 2017, New Brunswick also saw growth in its labour force. The province benefited from approximately 3,100 immigrants joining the workforce, but this alone could not compensate for the overwhelming decline of 15,300 Canadian-born workers.

In 2020, the Government of Canada plans to welcome 340,000 immigrants across the country¹. This equates to approximately 0.9% of the total population of Canada. Due to the unprecedented demographic and labour market challenges facing our province and our industries, New Brunswick requires the tools and flexibility to strategically increase its overall population by 1% annually through immigration.

¹(https://www.canada.ca/en/immigration-refugees-citizenship/news/notices/supplementary-immigration-levels-2018.html)



"We are here to grow with the community, be part of the community. We bring our skills and our different way to do things and that's how it should be. I will learn from you and you will learn from me."

Leticia De Gante, Fredericton entrepreneur, and New Conversations panelist

Key Messages from the Tour

New Brunswick is facing urgent and unprecedented demographic and labour market challenges.

Our province needs a determined and ambitious response from all levels of government and community to sustain the quality of life for people living here, including our health care and education services.

Based on current trends, it is estimated that in merely 15 years our province could lose as many as 40,000 workers and the number of seniors over 75 years of age will double from the current 65,000 to roughly 130,000 people.

This forecasted loss of workers could lead to hundreds of millions of dollars in lost tax revenue and billions in lost economic activity, while the increased cost of health care will escalate dramatically. Simply put, New Brunswick is facing major crisis, but immigration could profoundly alleviate these pressures and lead to a more economically sustainable province.

RUNSWICK CULTURAL CIL Conver

Aging New Brunswickers are not the problem.

The fact that our loved ones are healthy and with us longer is a tremendous gift that previous generations did not have.

Older New Brunswickers have worked their entire lives and they continue to contribute in countless ways to our communities and economy. They are entitled to a high-quality health care system that can keep them healthy and active for as long as possible.

The problem is that we do not have enough young people to balance our demographics, join the workforce, and help write the next chapter in our province's story. But by strengthening our economy through immigration, we can help New Brunswick continue to be a great place to live into old age.

When employers in our province cannot find workers, they face difficult choices.

Many New Brunswick employers have already decided to relocate to other parts of Canada or the United States because the skilled workforce they need was not available.

Many more have difficulty growing their businesses, sustaining their productivity or ensuring economic viability. When this happens, New Brunswickers working in these companies may lose their jobs and the small businesses in their communities will see fewer economic spin-offs.

Our employers are not the only ones facing tough choices, our entrepreneurs are also looking for options. Approximately 40% of entrepreneurs across New Brunswick are aged 55 years or older. With a declining population, it is critical to start thinking about where the next generation of workers and entrepreneurs will come from. A combination of young people and newcomers could make-up the next generation of entrepreneurs for the province.

Small- and mediumsized communities are essential to our province's economy.

They are fueling tourism, natural resource development, aquaculture, agriculture, and manufacturing industries.

Without our smaller communities and the industries they support, our economy would be a shadow of its current self. However, they are also at the highest risk of decline, losing their population faster through inter- and intra-provincial migration. Investing in our smaller communities is key to New Brunswick's viability.

We have seen very little immigration over the past century compared to other parts of Canada.

In the 1700s and 1800s, we saw waves of French, British and Loyalist newcomers.

These newcomers, along with the First People of our province, created the place we now love and call home. In fact, 88.4% of New Brunswickers are third-generation residents in the province, creating strong social cohesion and a profound sense of connection in tight-knit communities.

While this can be a challenge for newcomer integration, it also speaks to the warmth and strength of our society to support each other through time. It is now an opportune moment in New Brunswick's narrative for us to welcome more people to share our passion for this place and to help build its future.

Our workers, communities and economy suffer when New Brunswick falls behind the rest of Canada as a destination for new talent from around the world.

"For everything to stay the same, everything must change."

Giuseppe Tomasi di Lampedusa

We have needed immigration in the past to support our province, economy and communities.

Immigration brings new people and perspectives, while also helping to preserve our history, institutions, and quality of life. In other words, if we want businesses to grow; if we want our public services such as schools and health care facilities to remain in our communities; if we want our cities, towns, and villages to be vibrant, active and dynamic places to live – then we need to welcome new people from around the world to join us and help make this a reality.

Immigration and diversity have been good news for Canada. Immigration has been one of the most promising sources of economic growth in the country, bringing with it fresh perspectives, entrepreneurship, and dynamism in towns big and small across Canada.

Across Canada, 21.9% of all residents were born outside of the country in contrast with 4.6% in New Brunswick. It is time for more communities throughout New Brunswick to join this good news story. It starts by recognizing the immigrant leaders within its province today, many of whom have been contributing to our local economies for years, bringing their families to live alongside yours, and adding vibrancy to our province. When newcomers feel welcome and integrated here, there is no limit to their potential and willingness to build onto our province's future.



new Conversation



The power to change is at our disposal – we are all leaders for a brighter New Brunswick. At the end of the day, it will not be the federal government or provincial government that shapes the quality of life in local communities throughout our province.

It will be the local communities themselves. It will be employers who decide that rather than closing, downsizing, or relocating, they will bring new talent into their organizations and enrich their contributions to New Brunswick. It will be our local governments who step forward and take a leadership role in shaping a vision with their residents to be welcoming, inclusive, and growing communities. It will also take our provincial government facilitating this effort by developing a clear population growth strategy and investing in its success.

Governance challenges are inevitable, but would we rather manage the challenges of growth or those of decline?

Moving forward, New Brunswick cannot avoid addressing serious challenges.

A growing debt, aging population, and shrinking workforce mean there are difficult decisions ahead. At the most basic level, we must identify how to increase provincial tax revenues, which pay for essential services for all New Brunswickers.

These revenues will either come from raising taxes on New Brunswickers or growing the tax base by dramatically increasing the number of tax payers. Alternatively, we would need to either cut funding to services and infrastructure or increase the numbers of newcomers using these services and infrastructure to ensure their viability. In many ways, New Brunswick is at a crossroads and we must choose whether we would prefer to manage the challenges associated with growth or those of decline.

Oct - 2018



"Don't let newcomers stay and connect only with other newcomers. We should connect with all the people around. Newcomers should feel like Canadians in the end."

Taras Tovstiy, Immigrant in Sussex, New Brunswick, and New Conversations tour panelist.



New Brunswick Multicultural Council's Post-Tour Report

Funders



Atlantic Canada Agence de Opportunities promotion économique du Canada atlantique Opportunities

Canada



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" We need sincere, committed ambassadors for the community.

Heather White Brittain, Director of Development, Imperial Theatre, Saint John, **New Brunswick**

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Recommendations

Over 1,300 New Brunswickers in 15 communities shared their thoughts during the New Conversations tour.

The following recommendations reflect the wide-ranging feedback and input collected from our events around the province. These are recommendations from New Brunswickers, for New Brunswickers, and represent some of the ways our own community members want to see our province change and move forward as we transition from conversations to action. All of the points below were raised during the New Conversations events or informed by comments and concerns voiced by attendees.

Certain recommendations point to concrete initiatives to address immigrant attraction, integration, and retention in New Brunswick, while others point to the need to conduct further research and develop strategies to address the more complex aspects of population growth. Some are pointed at political leaders, while others call upon neighbours, colleagues and friends to join together. While the recommendations below will not represent new ideas for some, they may be ground breaking for others. All of the recommendations point to a collaborative approach and shared leadership, which are necessary if we want to see a New Brunswick that is growing, dynamic, and prosperous.

Federal Government

Top three:

- 1. Ensure New Brunswick has the necessary immigration streams to address labour market needs and strategically increase its population by 1% annually, through immigration.
- Invest in establishing mini Local Immigration Partnerships (LIPs; or local immigration committees [LICs]) for smaller communities and more rural areas to enhance their ability to organize, plan and coordinate efforts related to immigration, settlement and retention.
- **3.** In partnership with the provincial government, explore options to provide municipalities with a more formal role in immigration.

Planning, Coordination, and Capacity Building

- Introduce five-year funding agreements to increase stability and retention of qualified staff at settlement agencies.
- Develop funding options dedicated to ethno-cultural associations to support their activities and important roles in the settlement, integration and retention efforts.
- Prioritize funding for settlement in rural regions, in order to minimize service disparities compared to larger centers.
- Explore options to provide New Brunswick with an additional immigration stream dedicated to family reunification for economic immigrants who have come through the Provincial Nominee Program (PNP), Atlantic pilot, and other economic streams.
- Enhance the federal strategy for francophone immigration in minority settings and empower provinces to have more control and higher targets for francophone immigration.
- Explore options to provide New Brunswick with more services and resources to support non-permanent
 resident immigrants, especially precarious-status immigrants such as asylum seekers, victims of
 domestic or intimate partner violence, victims of human trafficking or forced migration, and other
 vulnerable statuses.

Welcome and Integration

- Invest in public awareness to educate the population on the imperative for immigration, dispel myths, and promote inclusion.
- Invest in bridging programs to enable newcomers to work in key areas with labour shortages, such as
 professional truck driving, personal support work and home-care, roofing, bricklaying, automotive
 mechanic, etc.



- Ensure contact information for local settlement service providers is clearly communicated pre-arrival and is included when sending permanent residency cards and documentation to newcomers through the mail. *Many newcomers describe not knowing that services were available to assist with their settlement and integration.*
- Support gender-based analysis and accessibility assessments of settlement services to ensure all services provided are equally accessible to immigrant women, men and youth, LGTBQ+ immigrants, and immigrants with physical and mental disabilities, and support changes needed to address accessibility gaps.
- Where feasible, ensure the availability of language training during evenings or weekends to allow newcomers who are actively employed to access them; ensure availability and accessibility of childcare at language training offerings.

Provincial Government

Top three:

- 1. Set targets to increase immigration levels to facilitate an annual population growth of 1%.
- 2. Develop an ambitious strategy to increase the numbers of international students attending postsecondary institutions in New Brunswick and a related action-plan that improves pathways to permanent residency, community integration, employment, and overall retention of international students post-graduation.
- **3.** Develop a distinct strategy to increase immigration and improve retention in smaller centers throughout New Brunswick (outside of Fredericton, Moncton and Saint John).

Planning, Coordination, and Capacity Building

- Develop a provincial plan to accelerate the Foreign Qualification Recognition (FQR) process and support Prior Learning Assessment and Recognition (PLAR) activities for newcomers.
- Enhance and implement a distinct strategy to increase francophone immigration and respect New Brunswick's linguistic balance when setting immigration targets and developing recruitment strategies.
- Develop a strategy to connect francophone international students to job opportunities in francophone communities throughout northern New Brunswick.
- Increase investment in immigration planning, processing, settlement, coordination, and public education efforts.
- Develop a diversity and inclusion strategy for the provincial public service in order to lead by example: set targets for hiring more culturally diverse employees in order to reflect the increasing diversity of the population.
- Invest in cultural competency training for the provincial civil service.
- Engage the multicultural community in appointments to government boards, commissions and committees.
- Conduct periodic consultations with newcomers in relation to various programs, policies and services provided by the provincial government in order to better understand their experiences, challenges, and suggestions for improvement.

Promotion and Attraction

- Involve representatives from local governments and settlement agencies in recruitment missions when targeting employment opportunities in their region.
- Develop contact lists for smaller communities throughout New Brunswick for newcomers planning exploratory visits. Consider highlighting the regions that have processes in place to facilitate exploratory visits for newcomers immigrating through the provincial nominee program (PNP).
- Explore hosting job fairs in the three larger cities that promote employment opportunities in rural regions across New Brunswick.
- Develop a specific grant program for ethno-cultural associations to undertake projects and initiatives to improve the attraction, integration, and retention of newcomers.

Welcome and Integration

- Develop a provincial action plan to build the capacity of provincial departments to effectively deliver government services to an increasing immigrant population, including: Health; Education and Early Childhood Development; Social Development; Service New Brunswick; Justice and Public Safety; Women's Equality; and, Post-Secondary Education, Training and Labour.
- Develop a system to ensure the availability and quality of interpretation services for newcomers when accessing essential government services, such as Justice and Public Safety, Social Development, and Health.
- Support access to mental health services for newcomers, including through interpreters when necessary.
- Address racism, discrimination and cultural biases by developing and clearly communicating a government-wide position statement.

Settlement Services

- Ensure all newcomers receive pre-arrival information about the settlement services available to them upon arrival in New Brunswick.
- Support the establishment of settlement services in regions where no settlement agencies currently exist, through investing in satellite offices.
- Increase investment of resources in immigration planning, processing, settlement, coordination and public education efforts.
- Support gender-based analysis and accessibility assessments of settlement services to ensure all services provided are equally accessible to immigrant women, men and youth, LGTBQ+ immigrants, and immigrants with physical and mental disabilities, and support changes needed to address accessibility gaps.

"We need to promote all of the successful newcomers when trying to attract new people. We need to show them that they can be successful in New Brunswick and deliver on it."

Ethel Belliveau, Former owner of Subway restaurant in Sussex, New Brunswick



New Conversations

Language Training

- Explore options for non-permanent residents and people transitioning to permanent residency to have access to language training and other support services at their local settlement agency.
- Promote and support the development of both official languages for newcomers to facilitate more fulsome integration and opportunities in New Brunswick.

Students and Youth

- Increase supports and develop tailored options for newcomers arriving later in high school, in order to
 overcome language barriers and possible gaps in education, which may include a bridging to employment
 or GED (general education development) program for newcomers.
- Develop curriculum and programming in schools related to demographics, the labour market, immigration, and multiculturalism to create more cross-cultural awareness and learning.
- Ensure international students are included in programs that connect with potential employers, through experiential learning, work placements, and mentorship opportunities.
- Invest in training for educators to ensure they can accommodate newcomers and create inclusive and understanding environments for immigrant students.

Employment

- Expand access to wage subsidy and employment programs, such as the Youth Employment Fund (YEF) and Summer Employment Experience Development (SEED), for international students.
- Centralize various employment-related supports in a one-stop-shop for newcomers and ensure availability and accessibility of childcare/child-minding to enable participation of immigrant women.
- Expand the number of job fairs across the province and ensure a focus on immigrants and newcomers in promotion and engagement efforts.
- Expand sector-specific bridging programs to enable newcomers to work in key areas with labour shortages, such as professional truck driving, personal support work and home-care, roofing, bricklaying, automotive mechanic, etc.



"What made my move to Campbellton so great was how welcoming the people were. The staff at the library even helped me find a home before I moved here. Being out in the community and letting people know you're here is important but being welcomed so warmly is truly special."

Eva Fischer,

Acting Director for the Campbellton Centennial Library and New Conversations tour panelist.

Local Government and Municipalities

Top three:

- **1.** Establish a position within municipal workforces focused on the population growth file or formally assign this file to an existing staff member.
 - Where populations are sparser, Regional Service Commissions may be more appropriate locations for these designated staff.
- 2. Develop municipal or regional population growth strategies in partnership with key stakeholders.
- 3. Establish a local multi-stakeholder population growth committee to coordinate and address the opportunities and challenges related to the attraction and retention of newcomers in each region, including settlement agencies, municipalities, Regional Service Commissions, chambers of commerce, and provincial government representatives (from Departments of Education and Early Childhood Development; Post-Secondary Education, Training and Labour; Justice and Public Safety; Health; etc.).

Planning, Coordination, and Capacity Building

- Identify a local process to coordinate exploratory visits and partners to be involved.
- Invest in cross-cultural competency training for municipal staff.



For newcomers, don't give up. Tell us what we need to do to help you and have you stay.

Holly Singh, Owner of Thandi Restaurant, Saint John, New Brunswick and New Conversations tour panelist.



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Promotion and Attraction

- Develop professional marketing materials, including social media and online materials, for your region and community that present a realistic portrait of daily life and opportunities as well as the unique attributes of your region.
- Develop a clearly visible section of the municipal website dedicated to attracting, welcoming, and orienting newcomers to your community.
- Include messages and posts on municipal social media accounts highlighting the importance of immigration and the contributions of newcomers.

Welcome and Integration

- Establish a welcome committee for smaller communities, in partnership with the local settlement service providers, to provide a coordinated welcome and orientation to key local resources, infrastructure and services in the community.
- Ensure your community has a well promoted and supported multicultural festival, fair, or celebration
 of cultural diversity that welcomes newcomers to your community or region (e.g., Mayor's Welcome to
 Miramichi BBQ, Cultural Expressions Festival in Fredericton, MOSAIQ in Moncton, Strawberry Social in
 PEI, etc.).
- When existing multicultural events and celebrations already exist, establish formal partnerships and support these important community-building activities.
- Explore having key materials translated when large numbers of workers and families are arriving in your community from a particular country.
- Conduct periodic consultations with newcomers to your community in order to collect feedback on their experiences, challenges, and suggestions for improvement.
- Proactively engage newcomers to participate in municipal activities: send letters of invitation to ethnocultural associations and your local settlement agency.
- Support your local settlement agency's efforts to recruit volunteers for events and family-matching programs.
- Promote summer employment, internships, and other employment or career development opportunities through settlement service providers to ensure newcomer awareness.



"We need new listening skills. Unless we are listening and building trust between the newcomers and the community, nothing changes. Newcomers chose to be here. We need to respect that and be there for them."

Janet Moser,

Director, Fredericton Immigrant Business Services Fredericton Chamber of Commerce

Employers and Industry

- Invest in cultural competency training to help your employees and senior management to work more effectively across cultures with employees, partners, and customers.
- Offer internship positions, placements, and experiential learning opportunities to immigrants and international students.
- Collaborate with various levels of government and with your local settlement agency to ensure affordable, adequate, and appropriate housing is available for newcomer workers and their families.
- Inform your employees and community about the importance of immigration to sustaining your workforce.
- Industry, sector associations, and Chambers of Commerce to assist smaller members and employers with immigration processes such as recruitment, through facilitation and coordination.

Individuals, Communities, and Other Actors

- Support your local multicultural association's efforts and become involved as volunteer or partner.
- Service clubs, recreation providers, and community organizations to engage and include newcomers and members of the multicultural community in their memberships and activities.
- Banks and financial institutions should explore and develop better lending options for newcomers to make key purchases, such as homes, vehicles, etc., including exploring options to work with newcomers without credit history in Canada.
- Institutions and service providers should collaborate with local settlement agencies to provide information sessions, community-wide fairs, or develop materials to share and showcase services available in the region. This can be particularly beneficial for services of a sensitive nature (e.g. transition homes for victims of domestic violence, sexual and reproductive care, addiction support groups, etc.).
- Local media should partner in telling stories about newcomer contributions in their regions.
- Chambers of commerce and industry associations should promote immigrant and newcomer members and help to educate their membership and the broader public.



"In September 2015, I made the most difficult decision of my life, I left my country, my family, my life, and decided to come pursue an MBA in a language I barely know. Even at the airport, I was questioning myself: why leave everything I knew?. But something inside me, told me I was about to meet the finest people on Earth. Suffice to say that the last 2 years have been life changing."

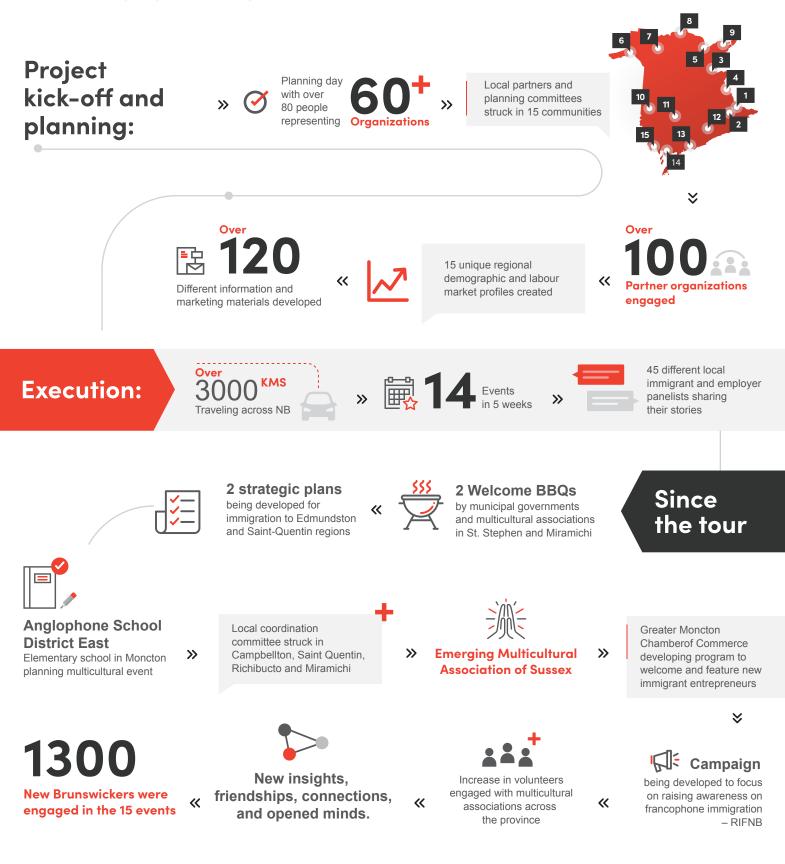
"I haven't been able to see my family in 2 years but in the last month, they were able to come to New Brunswick."

Leonard Adams

Newcomer, IT Project Manager, JD Irving, Saint John, and New Conversations tour panelist.

NB at a Crossroads:

Managing challenges of GROWTH VS. Managing challenges of decline



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www.newconversationsnb.com

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