

City of Dieppe

2026–2030 **Immigration strategy**

December 15, 2025



Table of contents

Table of contents	2
Introduction	3
Immigration in Dieppe and the region.....	6
<i>Immigration profile</i>	6
<i>Major immigration trends</i>	7
<i>Dieppe's appeal</i>	9
Challenges and issues related to immigration	10
Key findings.....	13
2026–2030 priorities	14
<i>Expected benefits</i>	14
<i>Strategic focus areas</i>	15
<i>Strategic objectives</i>	16
Appendices	17

In Collaboration With



ESPACE STRATÉGIES

Réfléchir pour demain

Introduction

In fall 2024, the City of Dieppe adopted a new municipal strategic plan for the period 2025–2029, setting out the City's vision and key priorities for the years ahead. One of the priorities, "Dieppe, proud of its identity," underscores the City's commitment to promoting its francophone character and aligning its actions to create an **environment conducive to the vitality and sustainability of the French language and the broader community**. The City also articulated the following as part of its strategic vision: **"A francophone and Acadian identity that is enriched through contact with diversity."**

In this context, the City identified **the update of its Immigration Strategy** as a key action to be undertaken.

About this process

The update aims to:

- **Promote the inclusion and harmonious integration of newcomers** by fostering an environment that respects diversity
- **Encourage the participation of local community members and newcomers**, ensuring that the diverse perspectives of Dieppe residents are reflected
- **Help strengthen the vitality of the French language and Acadian culture** in Dieppe, while also supporting the local economy

The updated Immigration Strategy also reflects economic priorities, including the attraction of skilled workers to meet the needs of key sectors. Through its Immigration Strategy, the City promotes the principles of diversity, equity and inclusion (DEI) to foster cultural understanding and support a welcoming, harmonious and inclusive community.

The process was carried out **in three stages**:

Stage 1: ANALYSIS, CONSULTATION AND PRELIMINARY REPORT	Stage 2: DEVELOPMENT OF THE STRATEGY	Stage 3: PRESENTATION OF THE STRATEGY
<ul style="list-style-type: none">▪ Initial meeting▪ Review and analysis of documentation and additional data▪ Internal interviews (3)▪ Empathy interviews (5)▪ Focus groups with internal stakeholders (2)▪ Consultations with external stakeholders▪ Preparation of a preliminary report	<ul style="list-style-type: none">▪ Development of a preliminary version of the Strategy▪ Feedback - Phase 1▪ Development of preliminary action recommendations and performance indicators▪ Feedback - Phase 2▪ Submission of a draft then final version of the Strategy	<ul style="list-style-type: none">▪ Presentation to elected officials, the City's senior management team and staff

A participatory and inclusive approach

The methodology used to update the strategy is based on the active and targeted participation of a broad range of stakeholders, including community members, individuals with lived immigration experience, ecosystem partners, elected officials and City staff.

This consultative approach allowed priorities to emerge that reflect a diversity of perspectives and converge around shared objectives. The involvement of these stakeholders aimed to define the Immigration Strategy in a concrete, empathetic and relevant way.

Accordingly, **the following activities were undertaken:**

- **Document review and research:** Review of relevant documentation, including City plans and strategies, regional immigration trends, studies and other background materials, as well as additional research such as the analysis of current information and data.
- **Consultations with a wide range of stakeholders, including those involved in:**
 - the development of the Francophone Strategy, i.e., elected officials and City managers, community and education partners, seniors, and CAFi.
 - the “Growing Together!” public forum, which involved a public consultation and engagement with organizations providing services to newcomers.
- **Interviews and focus groups:** Five (5) empathy interviews with immigrants from diverse backgrounds, three (3) group interviews with City employees, a focus group with City elected officials, and one focus group with the City's management team.
- **Public survey:** An online survey that collected 150 responses, including 18.24% from immigrants, 80% from non-immigrants, and 1.76% from respondents who preferred not to self-identify.
- **Survey of immigrant service providers:** An online survey that garnered responses from 24 representatives of service provider organizations.

Empathy interviews: gaining a deeper understanding of lived experience

An empathy interview is a semi-structured, participant-centred interview designed to gain **a deeper understanding of an individual's lived experience and needs**. It is based on the principle of active listening and seeks to identify opportunities for innovation or improvement that are grounded in people's lived experience.

Espace Stratégies conducted five (5) empathy interviews with individuals with lived immigration experience in Dieppe. These discussions enriched the analysis by eliciting real-life perspectives.

Terminology

This Strategy uses a range of terms to reflect the diversity of backgrounds and pathways of people who settle in Dieppe or contribute to the richness of the community. Terms, such as *immigrant*, *newcomer*, *person with an immigration background*, and *people from diverse backgrounds*, as well as *migrant* or *migrant person* in certain contexts, are common in government bodies and community partners.

These terms acknowledge the wide range of lived experience, including those of recently arrived newcomers, long-established residents, and all those who contribute to the City's cultural and linguistic diversity.

The City also recognizes that individual preferences may vary and places a strong emphasis on the use of inclusive, non-stigmatizing and people-centred language. A glossary is included at the end of this document to support a shared understanding of key terms related to immigration and migration pathways.

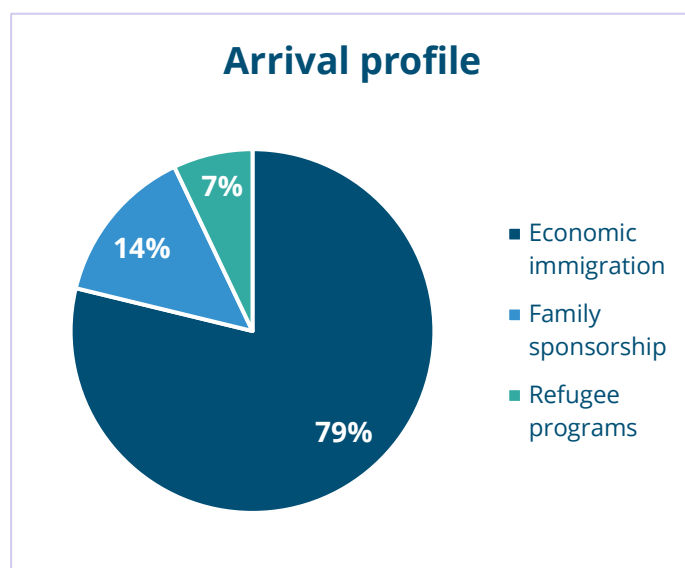
Immigration in Dieppe and the region

Preliminary analyses conducted as part of this process highlighted several key findings related to immigration in the City of Dieppe and the Moncton Census Metropolitan Area (CMA)¹. These findings include immigration profiles, major trends, and the factors that make Dieppe an attractive place to settle, and **together, they informed reflection and helped shape the priorities of the 2026–2030 Immigration Strategy**.

Immigration profile

The following key findings emerged from the analysis of the immigration patterns in the City of Dieppe and the Moncton CMA:

- **The vast majority of Dieppe's immigrant population arrives through economic immigration**, representing 78% in Dieppe, compared with 65% in New Brunswick and 54% across Canada in 2021.
- **A smaller share** of immigration to the City of Dieppe occurs through family sponsorship (14%) or refugee programs (7%).
- **The main countries of origin of recent immigrants**, in order of importance, are:
 - Moncton CMA: Philippines (10.1%), India (7.1%), Nigeria (5.2%)
 - City of Dieppe: Philippines (9.3%), India (7.1%), Morocco (4.1%)
- **The Moncton CMA has the highest proportion of French-speaking immigrants outside Quebec in Canada**, with one in four speaking the language.
- **The university graduation rate among immigrants** in the Moncton CMA is significantly higher (52%) than that of the non-immigrant population (26%).



¹ The Moncton CMA is made up of the following census subdivisions: Moncton, Dieppe, Riverview, Memramcook, Coverdale, Salisbury, Hillsborough, Dorchester, Elgin, Saint-Paul and Fort Folly.

- At 20%, **the poverty rate among immigrants in the CMA is considerably higher** than the national average (12%) and the rate observed among non-immigrants in the CMA (11%).
- **The poverty rate among recent immigrants is even higher**, reaching 23%.

Major immigration trends

The following findings highlight recent immigration trends at the regional, provincial and national levels.

Changes in the immigrant population in the Moncton CMA

- **The CMA**, which includes the City of Dieppe, **has experienced unprecedented population growth**, increasing by 14% between 2011 and 2021.
 - **Immigration has been the primary driver**, accounting for 87% of population growth between 2016 and 2021, followed by interprovincial migration.
 - In 2022, the CMA experienced **negative natural population growth**, with more deaths than births.
 - Without immigration, projections indicate that the CMA's **working-age population would decline by 36%** by 2031.
- Between 2011 and 2021, the CMA also saw **a 130% increase in the number of immigrant workers**, compared with a 58% increase across New Brunswick as a whole.
- New Brunswick welcomes **8% of French-speaking immigrants to Canada outside Quebec**, behind Ontario at 68% and Alberta at 10%.
- In Dieppe, **the highest concentration** of immigrants is located in the downtown core, where they represent 20% of the resident population, followed by eastern Dieppe at 12% and southern Dieppe at 8%.
- Despite some improvement, **immigrant retention rates in the CMA remain low**.
 - In 2020, **the retention rate was 44.4% for immigrants who arrived in 2015**, which is 47% below the Canadian average, and **63.8% for immigrants who arrived in 2018**, which is 27% below the Canadian average.
 - **Retention rates are even lower for economic immigrants**, who represent the majority of the immigrant population, with rates of 38.2% for those who arrived in 2015 and 59.9% for those who arrived in 2018.

New Brunswick trends

- ➔ **New Brunswick's francophone population continues to decline** despite ambitious francophone immigration targets and the fact that these targets have been exceeded. More than 50% of immigrants would need to be francophone in order to maintain or increase the relative weight of the francophone population²;
- ➔ **Lower immigration thresholds could have a significant negative impact on the size of the labour force and labour force growth** in New Brunswick.

Canada-wide trends

- ➔ **At the national level, federal targets for francophone immigration remain below 12%.** Although adjustments have been made, bringing the proportion of francophone immigrants to approximately 10% of total admissions, reductions in overall immigration thresholds mean that **the total number of francophone immigrants remains unchanged.**
- ➔ **There is also a growing movement toward reduced openness to immigration** and a rise in xenophobia at the national level.

² *L'immigration francophone au Canada atlantique : Portrait statistique, projections démographiques et impacts de la pandémie*, [Francophone immigration to Atlantic Canada: Statistical overview, demographic projections, and impacts of the pandemic], *Sociopol for the Atlantic Committee on Francophone Immigration (CAIF)*, 2022

Dieppe's appeal

During the consultations, several factors were identified as key strengths that distinguish the City of Dieppe. These factors help to attract immigrants and constitute levers the City can build on going forward. **Statements in bold** were cited most frequently by participants.

A strong linguistic identity

- ➔ **Dieppe's francophone character contributes significantly to its appeal**, particularly for francophone and francophile immigrants.
- ➔ Presence of numerous organizations and services accessible in French.
- ➔ A strong bilingual presence.

A sought-after quality of life

- ➔ **A human-scale city that is perceived as quiet, clean and safe.**
- ➔ **Living environment considered well suited to families**, with family-friendly infrastructure, services and activities.
- ➔ Proximity to nature.
- ➔ A wide range of educational providers, including French- and English-language schools and post-secondary institutions.

A dynamic community

- ➔ **Pride and strong community involvement.**
- ➔ Presence of the Acadian community.
- ➔ The local community's welcoming attitude and openness towards newcomers³.
- ➔ A younger population compared to New Brunswick.

A city of opportunities

- ➔ **Destination of choice for immigrants**, recognized for its strong appeal and positive reputation.
- ➔ **Seen as offering conditions conducive to personal and professional growth**, supported by employment opportunities and sustained population growth.

³ This perspective emerged primarily from the empathy interviews and may either differ from, or complement, the views expressed through the broader consultations.

Challenges and issues related to immigration

The findings gathered throughout the process were reviewed and analyzed through the lens of the key stages of the immigration journey. This provided a framework to organize challenges and priorities by stage, helping to ensure continuity in both the immigrant experience and the services offered.

The immigration journey comprises the following stages:

1. Attracting immigrants
2. Welcoming newcomers
3. Integration and inclusion in the host community
4. Retention of immigrants

A comprehensive mapping exercise was carried out to illustrate the journey, strengths and challenges experienced by immigrants. It is included in the appendix to this document.

Challenges and issues

The following points are derived from an analysis of the various viewpoints gathered and helped focus the Immigration Strategy on lived realities in order to address priority needs. **Statements in bold** were cited most frequently by participants.

Challenges	
Attraction	<ul style="list-style-type: none">▪ Lived experience sometimes misaligned with expectations created during the attraction process.
Welcoming	<ul style="list-style-type: none">▪ Availability of affordable, family-friendly housing.▪ Pressure on school resources, including lack of space, disparities in school infrastructure and increased need for language support, such as learning English.▪ Support needed to navigate a complex immigration system, including access to information on available resources and how they function.▪ Collaboration with other levels of government to ensure sufficient capacity and availability of resources, such as housing, health care and schools.▪ Limited capacity to accommodate rapid population growth.

- **Language barriers, particularly in professional settings, including** limited availability of jobs in French and the need to know English.
 - **Difficulty accessing language learning resources**, including English courses for French speakers and French courses for English speakers, with long waiting lists for courses.
- **Social cohesion challenged** by false perceptions and limited opportunities for intercultural encounters.
 - **Occasionally negative attitudes toward newcomers and people from culturally diverse backgrounds**, due in part to concerns about preserving the Acadian francophone community and rapid population growth leading to a sudden transformation of the City, both of which contribute to limited understanding of immigrant realities.
 - **Limited opportunities for interaction between immigrants and non-immigrants** and limited interest from the local community in such activities.
 - Perceived lack of awareness among immigrants of Dieppe's francophone minority context.
 - Limited awareness among employers of cultural differences, leading to negative perceptions of immigrants in the workplace.
- **Pressure on resources and the need to adapt services to meet the needs of people from culturally diverse backgrounds.**
 - **Adapting to a growing and increasingly diverse population**, including increased demand for leisure activities, gathering spaces and cultural events.
 - **Limitations of the public transit system and difficulty getting around without a car.**
- **Social isolation** due, among other factors, to fear of participating in activities, perceptions of winter and cultural differences.
- Limited understanding of municipal structures, regulations and social norms, linked to differences in administrative and social practices across countries.
- Barriers to business start-ups, including lack of suitable rental space for aspiring entrepreneurs and administrative delays.
- Financial difficulties experienced by immigrant families due to the high cost of living.

- **Challenges retaining francophone immigrants who do not speak English.**
 - Perception that it is possible to live entirely in French in Dieppe, which does not always align with the reality on the ground.
 - The need for English in the workplace limits employment opportunities for French-speaking immigrants.
 - Significant outmigration of non-English-speaking francophone immigrants to Quebec to access employment opportunities in French.
- **Access to jobs and recognition of training and qualifications**
 - Available jobs are not always aligned with the training and qualifications of immigrants.
 - Difficulty entering the labour market and finding work that offers wages aligned with the cost of living.
- **Retention of international students**
 - Difficulty offering suitable career opportunities after graduation, which leads some international graduates to leave the region.
 - Attractiveness of major centres such as Montreal and Toronto.

Key findings

Attraction

- ➔ The City of Dieppe has strong appeal, due in part to its distinctive francophone character and quality of life, making it a destination of choice for immigrant families.

Welcoming

- ➔ Capacity is a major challenge, particularly due to the housing shortage, pressure on schools, municipal and health systems, and language supports, as well as the difficulty of accessing information and navigating a complex system.

Integration and inclusion

- ➔ Rapid population growth and the significant influx of immigrants in recent years have led to greater diversity in the city. The growth has also contributed to negative perceptions among some residents.
- ➔ Opportunities for intercultural encounters between immigrants and long-standing residents of Dieppe, particularly Acadians, constitute an important lever for promoting social cohesion and mutual understanding.

Retention

- ➔ Access to employment represents a major challenge for immigrant retention, particularly due to language barriers, limited recognition of prior learning, and misalignment between qualifications and available jobs.
- ➔ Language barriers and the need to use English contribute to lower retention rates among francophone immigrants who do not speak English.
- ➔ Although retention rates have improved in recent years, retaining French-speaking immigrants remains an important priority for the 2026–2030 strategy.

2026–2030 priorities

The Immigration Strategy aligns with, and supports, the City of Dieppe’s mission and vision.

Mission

To shine as an inclusive and modern francophone city that is proud of its Acadian roots and provides first-rate services and infrastructure in harmony with the environment.

Vision

To be a welcoming, dynamic and ecologically responsible city.

Values

The Immigration Strategy also builds on the City’s organizational values of **integrity**, **inclusion** and **innovation**. It actively supports inclusion in the city:

Inclusion

Dieppe is a place where all groups can meet, share and live together. It is an open and welcoming community that cultivates social and cultural inclusion and a sense of belonging. Administrators, councillors and municipal employees all serve as ambassadors of the City. As such, they are committed to supporting best practices for inclusion by conducting themselves cordially with all, residents and partners alike, with a view to fostering pride in, and a sense of belonging to, the community.

Expected benefits

The new Immigration Strategy will focus its efforts on **settlement and the long-term integration** of immigrants.

Given that **access to employment** is one of the main challenges to immigrant retention, the Strategy will emphasize measures that promote the communication of labour market information prior to arrival, language integration, connections to the workplace, and employer awareness and understanding of cultural diversity.

Strategic focus areas

Strategic focus areas reflect the main priorities of Dieppe's 2026–2030 Immigration Strategy. Together, they address the key issues identified and support the achievement of the City of Dieppe's Vision 2035.

The Strategy's focus on immigration is also aligned with the main stages of the immigration journey, namely attraction, welcoming, integration and retention, spanning the process from early planning through long-term integration into the community.

FOCUS AREA: INCLUSION A SPACE FOR ONGOING DIALOGUE The City of Dieppe recognizes and values cultural diversity and pays close attention to the journeys of newcomers, from their initial settlement plans to their long-term integration into the community. The City is committed to promoting inclusion, civic engagement and intercultural dialogue at every stage of the immigration process.	FOCUS AREA: ATTRACTION A CHOICE DESTINATION WITH A STRONG FRANCOPHONE PRESENCE As a destination of choice, Dieppe is committed to maintaining its appeal for immigrants. Proud of its strong francophone presence and mindful of its bilingual context, the City supports prospective immigrants in preparing for their arrival, while encouraging greater understanding of cultural diversity within the community.
	FOCUS AREA: WELCOMING AN OPEN AND SUPPORTIVE ENVIRONMENT Dieppe is a community that fosters cohabitation and encourages openness. It supports the development of conditions that raise awareness within the host community, promote cultural connection, and strengthen social cohesion.
	FOCUS AREA: INTEGRATION AND RETENTION A PLACE TO PUT DOWN ROOTS Dieppe is a dynamic city whose growth creates multiple opportunities for newcomers to participate fully in the City's prosperity and the region's economic development.

Strategic objectives

Strategic objectives are associated with each focus area and outline how the City intends to address its key priorities.

FOCUS AREA: INCLUSION A SPACE FOR ONGOING DIALOGUE	FOCUS AREA: ATTRACTION A CHOICE DESTINATION WITH A STRONG FRANCOPHONE PRESENCE
	1. Support immigrants in preparing for their arrival in Dieppe by facilitating the communication of information to help them better understand the local environment and labour market.
	2. Raise awareness among the public and employers about cultural diversity and the welcoming of new residents, including French-speaking immigrants who do not speak English.
	FOCUS AREA: WELCOMING AN OPEN, SUPPORTIVE ENVIRONMENT
	3. Work with partners to improve access to resources, services and employment, in support of broader objectives, to strengthen the francophone community's capacity to welcome newcomers.
	4. Enhance the municipality's ability to adapt to the needs of immigrants and other diverse groups.
	5. Support immigrants in navigating municipal services and bylaws.
	6. Create opportunities for the local community and people from immigrant and culturally diverse backgrounds to meet, exchange and build mutual understanding.
	FOCUS AREA: INTEGRATION AND RETENTION A PLACE TO PUT DOWN ROOTS
	7. Promote access to employment for people with an immigration background by raising awareness and supporting the business and education communities.
	8. Work with economic development partners to bolster support for immigrant entrepreneurship.
	9. Encourage people who have already settled in Dieppe to share their experiences with prospective immigrants.

Appendices

- Glossary
- Immigration journey map

Glossary

Terms related to people and pathways

Immigrant

A person born outside Canada who has settled in the country permanently, regardless of pathway (economic, family, humanitarian, etc.).

Newcomer

A person recently established in the community, generally for less than five years, who is still in the process of adapting and integrating.

Person with an immigration background

An inclusive term covering temporary, permanent and transitional statuses. Emphasizes the journey rather than legal status.

People from diverse backgrounds

People who contribute to a community's cultural, linguistic, ethno-racial or identity diversity, including long-time Canadians and Canadian-born individuals.

Migrant

A general term referring to a person in a situation of mobility, whether temporary or permanent, economic, internal or international. May be used in certain contexts for its neutral or more encompassing nature. Does not presume legal status or an intention to settle permanently.

Francophone immigrants

Immigrants whose language of use or language of schooling is French, in line with federal and provincial definitions. Includes French speakers from different countries, regions and continents.

Francophone in a minority setting

A person who uses French as a first language or language of schooling in a community or region where French is not the majority language and who contributes to the vitality of the local francophone community.

Immigration categories and status

Migration or immigration pathway

All stages experienced before, during and after settlement, from the intention to immigrate to putting down roots. Useful for describing the overall process without categorizing legal status.

Economic immigration

Federal or provincial category for people selected based on skills, work experience and labour market needs.

Includes individuals selected for their skills or economic potential. There are various categories:

- Federal Skilled Worker Program
- Canadian Experience Class
- Provincial Nominee Program
- Entrepreneur and investor streams
- Permanent immigration or permanent residence

Also refers to the process by which economic immigrants obtain a status allowing them to settle permanently in Canada.

Family immigration

A pathway allowing Canadian citizens or permanent residents to sponsor family members for permanent residence.

Temporary immigration, temporary status, temporary resident

People authorized to remain in Canada for a defined period, such as for work, study or visits. Includes:

- Study permit or international student
 - A person authorized to study in Canada.
- Work permit or temporary worker
 - A person authorized to work in Canada.
- Visitor visa
 - A person authorized to visit Canada

Asylum seeker

A person seeking international protection in Canada whose claim has not yet been decided.

Not to be confused with a refugee, which is a recognized status.

Protected person

A person recognized by Canada as needing protection following the assessment of a refugee claim.

Refugee

A person recognized, either abroad or in Canada, as needing protection due to serious risks such as persecution, war, torture or generalized violence.

Legal status governed by the Geneva Convention and the *Immigration and Refugee Protection Act*, administered by Immigration, Refugees and Citizenship Canada.

A precise legal term that should not be replaced by “migrant”, as doing so may obscure specific rights.

Temporarily protected person or temporary protection status

A person authorized to remain in Canada temporarily due to exceptional circumstances, such as armed conflict or natural disasters.

Legal status, regularized immigration, regular status, non-regular status

Terms used to distinguish a person’s official status in Canada.

Institutional players and partners

Settlement service providers and settlement agencies

Organizations mandated by Immigration, Refugees and Citizenship Canada, provincial governments or other funding bodies to support newcomers and immigrants in areas such as employment, language learning, orientation, housing and community integration.

Government roles

Federal: Immigration, Refugees and Citizenship Canada, Service Canada, migration policy and programs.

Provincial: Provincial Nominee Program, education, health, social services and francization.

Municipal: Welcoming, inclusion, proximity services and community support.

Educational institutions

Includes English- and French-language schools, learning centres and post-secondary institutions.

Roles include school integration, language learning and support for international students.

Economic development

Brings together local and regional actors that support economic growth, the labour market and entrepreneurship.

- Expansion Dieppe
- Southeast Regional Service Commission
- Business organizations and networks
- Innovation and entrepreneurship partners

Community and association partners

Local and community organizations that assist with the welcoming, integration and support of newcomers.

Other terms

Francophonie

All communities, institutions and cultural and linguistic practices that use French at the local, regional, provincial or national level.

Canadian Francophonie

All communities and individuals who use French in Canada, including francophones in Acadia, Quebec, Ontario and Western Canada.

Settlement and long-term integration

The process through which a person establishes a long-term presence and actively participates in community life.

Innovation

A process or initiative aimed at creating, adapting or improving practices, services or technologies.

Employment

A professional activity that enables a person to earn an income and contribute to society.

Diversity

Recognition of the variety of identities, cultures, origins, languages, orientations, abilities and experiences present within a community.

Equity

The principle of providing each person with the resources, conditions and opportunities required, according to their needs, to ensure fair participation and access.

Inclusion

All actions, conditions and behaviours intended to ensure that each person feels welcomed, valued, respected and able to thrive in the community.

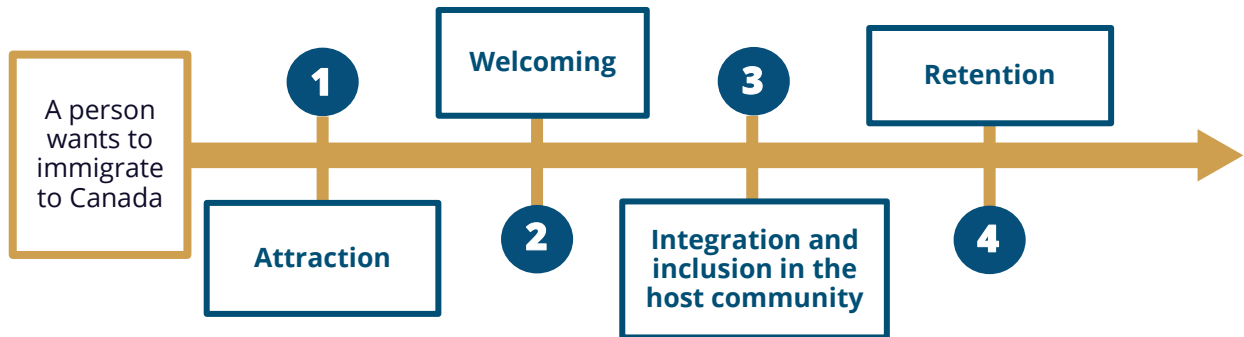
Accessibility

Ensuring that services, information and spaces are accessible to all, including people with disabilities.

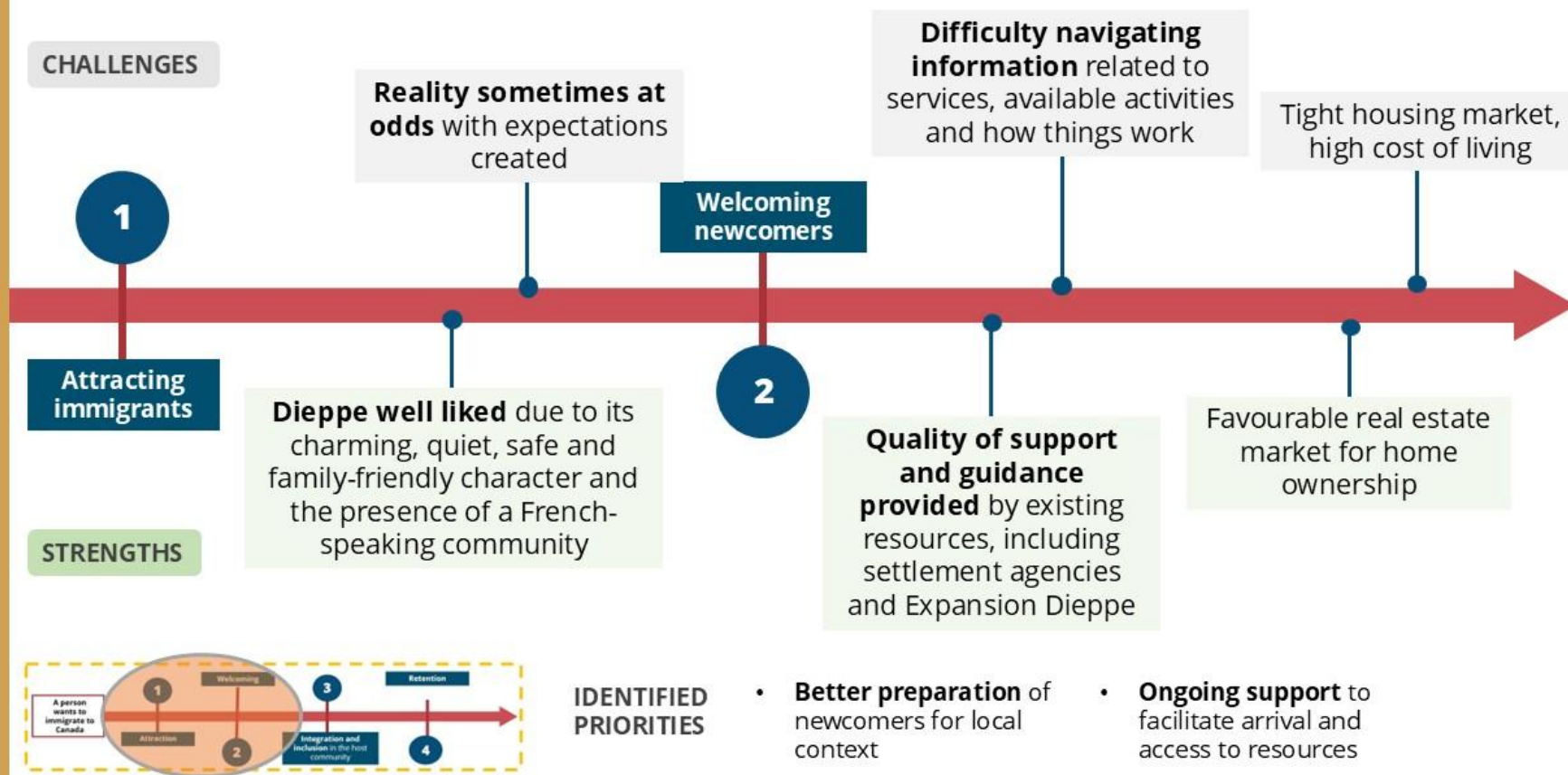
Immigration journey map

The aim of the mapping exercise is to **highlight the experiences of immigrants, as shared through interviews and consultations**. This summary analysis illustrates these experiences chronologically and identifies the main priority issues. **The words in bold** were identified most frequently.

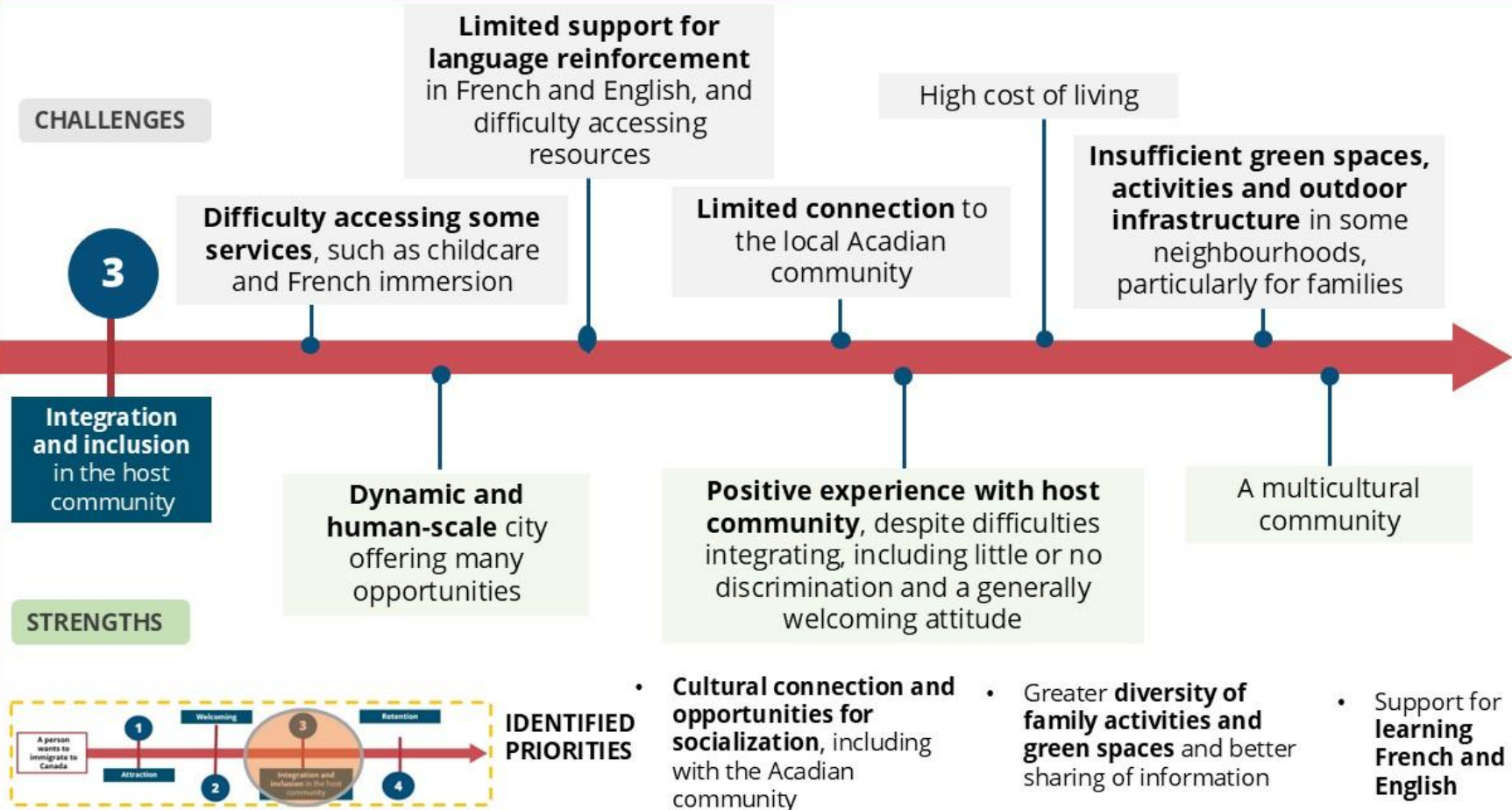
Key stages:



Stage 1 (Attraction) and Stage 2 (Welcoming)



Stage 3 (Integration and Inclusion in the Host Community)



Stage 4 (Retention)

CHALLENGES

Retention of immigrants

4

Language barriers, particularly in the job market

Difficulty finding employment, due in part to language barriers (bilingual requirements) and limited recognition of diplomas

Low wages for the work performed (limited recognition of diplomas)

STRENGTHS

Perception of a fertile entrepreneurial environment

Positive perception of Dieppe, fostering attachment to the host community



IDENTIFIED PRIORITIES

- **Greater employer awareness** of language differences and needs in the workplace
- **Additional incentives** to support entrepreneurial initiatives