

JMC

Workforce Strategy Report 2023



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Acknowledgements

Thank you to all of our funding partners, whose support has been instrumental in bringing this project to life.

We also acknowledge the collaboration and assistance from various government departments, whose commitment to our shared vision has been pivotal in successfully launching this endeavour.

- PETL - Primary Funder
- Government of New Brunswick, Department of Post-Secondary Education, Training and Labour
- NB Planning Directors
- Commission de Services Régionaux Chaleur
- Greater Miramichi Regional Service Commission
- Kent Regional Service Commission
- Southeast Regional Service Commission
- Southwest Regional Service Commission
- Commission de services Régionaux Péninsule Acadienne
- Regional Service Commission #8
- Western Valley Regional Service Commission
- La Commission de Services Régionaux Nord-Ouest
- Restigouche Regional Service Commission
- City of Bathurst
- City of Dieppe
- City of Fredericton
- City of Moncton
- City of Saint John
- Town of Rothesay

Introduction

JMC

In this report, we delve into the multifaceted challenges and opportunities that define the modern workforce. Through a comprehensive analysis of current trends, best practices, and case studies, the enclosed strategy will equip Community Planners with the knowledge and strategies needed to build a thriving talent pool in the face of workforce market fluctuations.

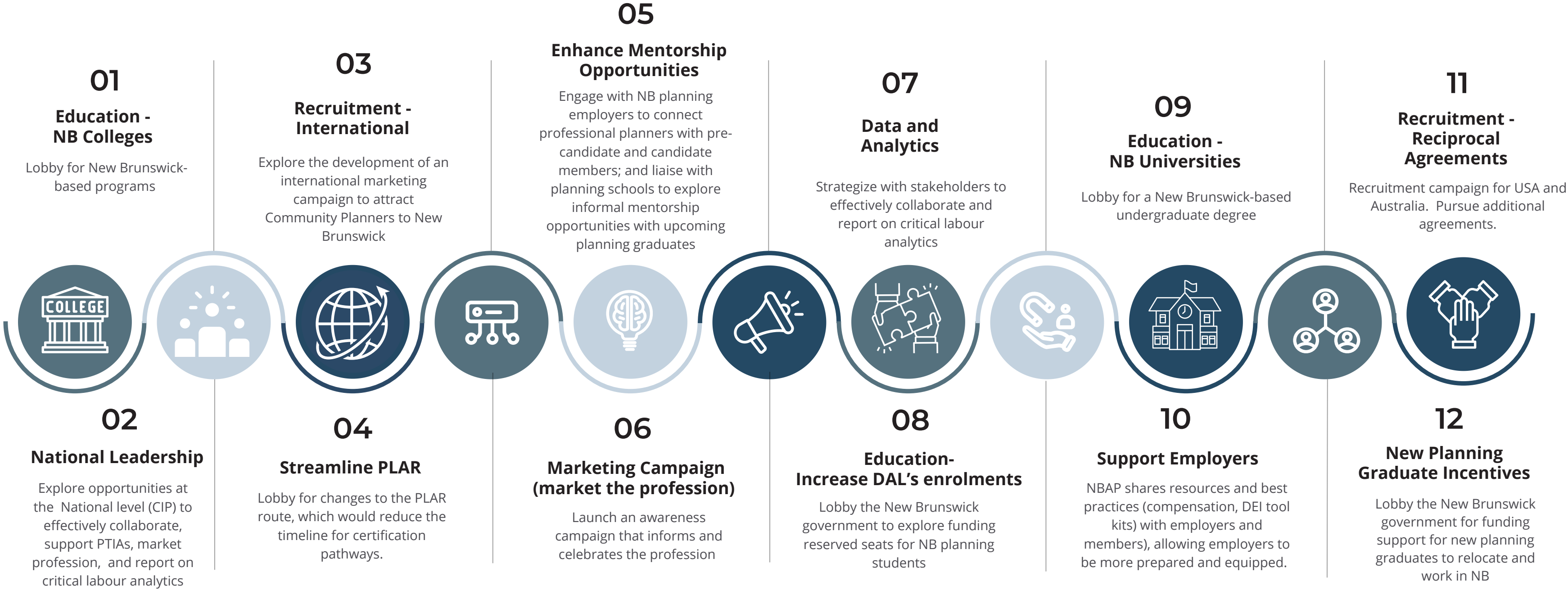
We provide a blueprint for decision-makers to create environments that attract talent, foster innovation, streamline cumbersome processes and aim for a thriving and future-ready profession. The overall goal is to create an adaptable workforce for community planners.



The Way Forward: Recommended Actions



Strategic Roadmap



Goals achieved through collaboration with Identified Partners



Professional Standards, Credentialing & Pathways

Below are key strategies for growing the Community Planners' educational offerings/opportunities and enrollments (for existing post-secondary institutes).

National Leadership Data and Analytics



Improve data collection process:

The overall profession requires strong leadership. This needs to start at the national level (e.g. Canadian Institute of Planners and Planning Standards Board).

The Goal: Improve overall labour force data collection and analysis, broken down by region, for use by local PTIAs to develop tailored workforce strategies.

PLAR



Streamline PLAR process:

Reduce experience barriers for qualified professionals from adjacent professions and other countries to obtain their RPP.

The Goal: Simplify and streamline regulations and certification requirements, making it easier for aspiring planners to enter the profession.

Reciprocal Agreements



Expand Reciprocal Agreements with Other Countries:

Canada currently has two reciprocal agreements with Australia and United States of America. Continue to expand nations included in reciprocal agreements to open the market for talent across the globe while keeping the integrity of the designation.

The Goal: Work with stakeholders to expand nations Canada has reciprocal agreements to open the talent pool.

Professional Standards, Credentialing & Pathways

01

National Leadership Data and Analytics

Objective: Improving data analytics for Community Planners is essential for making informed decisions, optimizing resources, and enhancing the overall profession. The overall objective is to harness the power of data analytics to make more informed, efficient, and sustainable decisions for the profession.

Timeline: 1-5 years

Stakeholders: NBAP, CIP, PSB, other PTIAs.

Action Items:

1. Establish a task force to identify what is needed to create a data-driven environment that fosters sustainable, equitable, and resilient PTIAs, supporting the profession.
 - o Achieving this objective could require investment in technology, training, and the establishment of clear policies and guidelines for data gathering and use.
 - o Essential data to help expand interest in the profession and to help key influencers 'market' the profession include university statistics, student demographics, Community Planner demographics, mentorship program stats, career path insights, etc.

Desired Outcome: Have statistics and current data allowing for professional stakeholders to build strategies designed to grow a sustainable profession.

02

PLAR Process Improvements

Objective: Streamline and reduce barriers for Canadian and international planning professionals to help address the shortages currently facing the planning profession in New Brunswick and beyond.

Timeline: 12-24 months

Stakeholders: PTIAs, PSB

Action Items:

1. Advocate for reforms to streamline the PLAR process, reducing the 5-year experience requirement.
2. Advocate for Quebec school recognition as automatically accredited by PSB.

Desired Outcome: Increase the talent pool in New Brunswick by reducing the barrier to entry for qualified international candidates.

03

Expand Reciprocal Agreements Internationally

Objective: Expand Reciprocal Agreements with countries that have similar professional planning standards as Canada.

Timeline: 1-5 years

Stakeholders: PTIAs, PSB, and other national professional associations.

Action Items:

1. Explore other professional reciprocal or Mutual Recognition Agreements, internationally.
 - o Canadian Licensed Engineers (P. Eng) currently have Mutual Recognition Agreements (MRA's) with the following countries:
 - Hong Kong, Ireland, and France (Commission des Titres d'Ingénieur, Conseil National des Ingénieurs et Scientifiques de France, Hong Kong Institution of Engineers and Engineers Ireland).
2. Explore additional Reciprocal Agreements with other international planning associations.
3. Lobby CIP to build relationships with other countries' national planning associations for the purpose of developing additional Reciprocal Agreements.

Note: OPPI's recommendation to streamline the PLAR process would reduce immigration barriers as well, significantly reducing certification time for foreign-trained planners from 5 to 3 years. Focusing on streamlining efforts would be the main focus, as striking complex international reciprocal agreements would take time and significant effort.

Desired Outcome: Increase of accredited professionals internationally; growing our talent pool.

Collaboration

Collaboration with all other PTIAs and stakeholders is essential for fostering a more cohesive and effective approach to the Community Planning profession and its evolution. The collaboration will leverage the collective knowledge, resources, and influence of all stakeholders across different regions to address complex community planning challenges and improve the planning profession as a whole.

**Inter-Provincial
Collaboration:**



Encourage and facilitate collaboration between New Brunswick and other provinces to share insights, innovations, and solutions to common challenges, fostering the profession's growth and effectiveness. This may include, but is not limited to, using the regular meetings of the Planning Alliance Forum (Presidents of CIP and PTIAs), Planning Directors (nationwide) and Provincial Planning Directors (nationwide) to discuss issues and develop solutions to nationwide workforce sustainability. Further, there is an opportunity to harmonize discussions and leverage resources across these three forums.

**Streamlined
Professional
Mobility**



Establish mechanisms that simplify the movement of Community Planning professionals between provinces, even when dealing with unique standards, such as those in Quebec, promoting ease of transition.

**Partnerships with
Immigration
Canada**



Collaborate with Immigration Canada to attract newcomers with planning qualifications, tapping into a diverse pool of talent to address labour shortages in the Community Planning sector.

**Reciprocal
Agreements**



Explore and expand reciprocal agreements with other countries to broaden the potential for attracting qualified international planners.

Education

Not enough planners are graduating to meet the increasing demand in the profession and New Brunswick lacks the education pathway. Below are key strategies for expanding the Community Planners' educational offerings/ opportunities and enrolments.

Introduce Educational Pathway at New Brunswick Schools



Expand New Brunswick University and Community Colleges programs to include a pathway for the Community Planning profession:

Work with GNB and identified educational institutes (UNB, Mt A., U de M, NBCC, CCNB) to introduce an educational pathway for Community Planners in our province.

The Goal: Using this study, lobby GNB (for financial, infrastructure and educational development support) and the educational institute for the program development.

- Explore the development of a planning technician program (with New Brunswick Community Colleges) that can be taken directly by high school graduates to address the shortage of planning technicians and provide an additional pathway for aspiring professional planners.
- Work with NBCC & CCNB to offer a post-graduate program designed for professionals who already possess a four-year degree.
- Work with New Brunswick-based Universities to commence a Community Planning degree program.

Increase Post Secondary Institute Enrolments

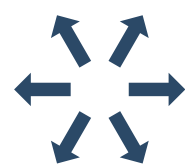


Increase Post-Educational School Capacity:

Expand existing school enrollments (in particular Dalhousie University) to accommodate more Community Planning students. This will require investment in infrastructure, faculty, and resources.

The Goal: Work with Dalhousie University to build a strategy to expand the program to produce more graduates. Similar to the Dalhousie Medical Education Program in New Brunswick (an expansion of the Faculty of Medicine). Create a partnership with the Government of New Brunswick, the University of New Brunswick (UNB) and Dalhousie's School of Planning, creating seats for New Brunswick students each year.

Broaden Educational Offerings



Broaden Educational Offerings to include Online and Part-time.

Lobby for change at the national level to change the university accreditation standards to allow the creation of a part-time AND/ OR online accredited planning programs.

The Goal: to reduce a barrier into the profession by creating new avenues to pursue a career in professional planning.

Education Plan

01

Introduce Educational Pathway(s) at New Brunswick Schools.

Objective: Expand New Brunswick's post-secondary (University and Community Colleges) program offerings to include a pathway for Community Planning. Specifically, NBAP and identified stakeholders need to lobby for the creation of a planning program at a school or schools located in New Brunswick. This includes NBAP advocating for increased educational funding and resources from the provincial government to address the Community Planner professional deficit.

Timeline: 1-5 years

Stakeholders: NBAP, New Brunswick Provincial Government

Action Items:

1. NBAP opens the conversation with the Government of New Brunswick for funding the creation of one (or more) new planning programs at a New Brunswick-based school.
2. Explore the development and connect with:
 - o Community Colleges (preferred pathway):
 - NBCC, discussing the need for Community Planning professionals and the need for postgraduate and post-high school programs within our growing province.
 - Explore the development (a pathway) with NBCC & CCNB to offer a 1-year post-graduate program designed for professionals who already possess 4-year degree (i.e., a Degree in Environmental Studies, Environmental Sciences, Geography, or related fields).
 - Explore the development (a pathway) of a planning technician program for High School graduates. This will address the shortage of planning technicians and provide an additional pathway for aspiring professional planners.
 - o Universities:
 - New Brunswick-based Universities, discussing the need for Community Planning professionals and the need for a degree program within our growing province.
 - New Brunswick-based universities (Université de Moncton, UNB and Mount Allison) currently offer Environmental Science, Environmental Management, and Geography programs; all are relevant degrees for individuals to work in a planning-related field. Having a dedicated planning program/ courses, in addition to these programs, would provide graduates with multiple opportunities to work in planning-related fields.
 - Approach Dalhousie University with the prospect of developing a reciprocal agreement when exploring the creation of a post-graduate diploma program, which may include provisions for shared goals and objectives, online instructional resources, and credit towards University programs (i.e. facilitating an NB college feeder program for Dalhousie University planning programs).
 - o Flexible Education Options:
 - Part-time programs (for individuals who want to pursue a diploma of advanced studies program) would allow prospective students to continue in their current job/career path AND pursue advanced education (allowing them to continue to support themselves and/or their families).

Desired Outcome: Educational pathways offered within our province, with the support of GNB and key stakeholders.

Education Plan

02

Increase Post Secondary Institute Enrolments & Incentives.

Objective: Expand existing school enrollments at Dalhousie University to accommodate more Community Planning students.

Timeline: 1-5 years

Stakeholders: NBAP, New Brunswick Provincial Government

Action Items:

1. Work with Dalhousie University to build a strategy to expand the program to produce more graduates.
 - One viable pathway would be to replicate the actions taken with the launch of the Dalhousie Medical Education Program offered in New Brunswick.
2. Lobby GNB to fund seats at Dalhousie University School of Planning for NB students.
 - One pathway to consider: GNB creates a tuition reimbursement program for NB graduates who accept roles in areas outside the main urban centres.

Desired Outcome: To increase the number of NB students at the Dalhousie School of Planning.

03

Broaden Educational Offerings

Objective: Expand educational offerings to include a part-time and/or online program.

Timeline: 1-5 years

Stakeholders: PTIAs, PSB

Context:

One barrier identified during JMC's research and meetings was an absence of part-time education for planners interested in advancing their careers. Degree programs available in planning are Bachelors, Masters, and PhD. Given the complexity of the planning field and the number of specialty areas that require research-based approaches, the Master's and Ph.D. programs are becoming the degrees of choice.

Action Items:

1. Exploring the option of a Part-Time or Online program would allow planning professionals who want to further their education and advance to more senior positions a flexible option vs. full-time studies (requiring them to leave their current role for their studies). Further, this allows professionals to continue to earn an income to support themselves and/or their families.
2. Lobby at the national level to change the University accreditation process to include flexibility for online planning degree programs.

Desired Outcome: To achieve flexibility in the university accreditation process to allow for accredited, online planning degrees, which would accommodate the working professional.

Recruitment & Retention Strategies

New Brunswick's population is growing at an unprecedented pace and not enough planners are graduating to meet the current and future demand. The planning profession needs to be proactive to ensure talent identifies themselves as a future Canadian planner (Canadian students and international professional planners).

Celebration and Awareness Campaign



Celebrate the Profession. Launch awareness campaigns to promote the Community Planning profession, particularly in rural areas, emphasizing its significance and potential career opportunities.

The Goal: The profession is not well known. The campaign will aim to **celebrate the profession**, both within the private and public sector organizations. It will share with the targeted audience the professional potential of Community Planners, gaining interest in the overall profession (from students exploring career possibilities, parents of students, immigrants, etc.). Targeting the francophone population is key for New Brunswick.

Develop Global Talent Attraction Strategy



Target/ Hire International Talent.

International talent will help expand the talent pool for Community Planners. This influx of skilled professionals can help address labour shortages and ensure that the profession has the capacity to handle the growing demand for community planners.

The Goal: Work with the PTIAs, CIP, GC, and GNB to explore opportunities to reduce immigration and certification barriers for foreign-trained practitioners to relocate and work in New Brunswick.

Compensation Alignment:



Compensation Adjustment.

There is a shortage of qualified Community Planners, and one remedy is to re-evaluate their compensation, making the remuneration more competitive (supply is low, and demand is high). The **2023 National CIP compensation survey** report will provide greater insight for organizations. JMC's study identified gaps and a lagging compensation model for some employers, making it difficult to retain.

The Goal: New Brunswick employer's compensation must be market-competitive to create and attract talent to the province.

Internship & Mentorship Opportunities:



Mentorship is critical to attracting new Community Planners and supporting the growth of new entrants into the profession.

Facilitating increased mentorship opportunities is critical to attract new Community Planners and supporting the growth of new entrants into the profession. NBAP should explore strengthening connections with planning schools, such as Dalhousie University, to pair planning students with working professionals; this will help build early connections between NB planning employers and new graduates. There is also an opportunity to work with school districts in offering job shadowing and micro internships to high school students, thereby providing early exposure and garnering increased interest in the planning profession. Further, NBAP can play a key role in connecting new candidate and pre-candidate members with mentors as part of the certification process.

The Goal: To foster informal mentorship opportunities (e.g. with university planning students and high school students) and provide increased access to formal mentorships for the certification process.

Recruitment & Retention Plan

01

Celebration & Awareness Campaign

Objective: To promote and celebrate the Community Planning profession, raising awareness about the career, job opportunities and achievements in the field.

Timeline: 1-3 years

Stakeholders: NBAP, PTIAs private and public sector employers, academic institutions, media outlets, NBAP members

Action Items:

- **Develop an awareness and attraction campaign.** The profession needs immediate action as the demand surpasses the supply.
- Lobby for provincial funding to retain consultants to develop and implement an awareness and attraction campaign.
- Explore the potential for partnerships with the CIP and PTIAs in developing and implementing a nationwide awareness and attraction campaign (e.g. develop generic marketing deliverables that can be plug-and-play at the provincial level).
 - i. Highlight the profession and all of the possible career paths, etc.
 - ii. Launch a "New Hires Spotlight" on identified media platforms (social media, billboards, commercials, etc), featuring profiles of Planning individuals (in both private and public sectors).
 - iii. Encourage private sector firms to share success stories, major projects, and accomplishments achieved by their planning teams on the campaign's social media platforms.
 - iv. Share informative articles, infographics, and videos on various aspects of Community Planning, highlighting the importance and impact of the profession.
 - v. Engage professional planners and experts to participate in podcast interviews, discussing trends, challenges, and opportunities in community planning.

1. Attend Schools, Career Fairs and Events

- Identify and attend organized career fairs, workshops, and seminars focused on promoting the profession.
 - i. Continue to work with distance learning Centres of Excellence delivering an exposure presentation to the planning profession. Going into individual classrooms to expose high school students to the profession. *Create a plan to do the same presentation to the francophone schools.*
- Establish a calendar of events and assign a representative to attend. This is a critical factor in promoting the profession.

2. Form Partnerships (Colleges, Universities, Industry) and showcase the profession.

- Organize or participate in post-secondary events, presenting to targeted student population (ie, undergrad programs students studying in a related program (geography, env science, etc.)) to pique students' interests in pursuing further education in planning (Masters, etc.,).
- Establish a calendar of events and assign a representative to attend. This is a critical factor in promoting the profession.

3. Promote New Brunswick

- The marketing campaign will highlight and emphasize New Brunswick's quality of life, including its natural beauty, outdoor recreational opportunities, and safe communities.
 - i. Emphasize the work-life balance New Brunswick offers, with shorter commutes and a lower-stress lifestyle.
 - ii. Emphasize New Brunswick's more affordable housing options (compared to larger cities).

Desired Outcome: The profession is well-marketed and gains interest from prospective students, professionals, etc.

Recruitment & Retention Plan

02

Develop Global Talent Attraction Strategy

Objective: To reduce barriers to attracting and retaining qualified international planners.

Timeline: 0-24 months

Stakeholders: NBAP, Private sector firms, public sector agencies, academic institutions, media outlets, NBAP members

Action Items:

1. Lobby at the national level to explore and expand reciprocal agreements with other countries to expand the potential for attracting qualified international planners.
2. Lobby at the national level to explore the potential of reducing immigration barriers and developing an international recruitment strategy for attracting qualified international planners to Canada and by extension New Brunswick.
3. Partner with settlement organizations to improve retention of international talent in New Brunswick. Thrive, New Brunswick is an example of an organization whose mandate is to help international talent settle in New Brunswick by providing assistance to take the weight off the employer.
4. Explore opportunities to improve the API and NBAP websites providing a clearer direction for Professional Planning opportunities in New Brunswick for professional planners interested in moving to New Brunswick.
 - NBAP to lobby the provincial government to provide a tuition reimbursement program for planners working in remote areas.

Desired Outcome: Increase the talent pool and decrease the vacancies in New Brunswick.

03

Compensation Alignment

Objective: To remain competitive, and retain and attract new talent by paying a competitive salary. New Brunswick can leverage the findings from both the National CIP Compensation Survey and its own provincial compensation data.

Timeline: 0-12 months

Stakeholders: NBAP, Private sector firms, public sector agencies, academic institutions, media outlets, NBAP members

Action Items:

1. **Benchmark and Align Compensation:** NBAP can play a facilitative role in informing planning employers about current compensation trends. Information and strategies for employers may include the following:
 - Utilize the CIP Compensation Survey to benchmark New Brunswick's compensation packages against national averages.
 - Based on survey data, ensure that compensation packages, including salaries, benefits, and incentives, are competitive and appealing to planners.
 - Tailor compensation packages to address the specific needs and expectations of planning professionals in New Brunswick.
 - Consider offering incentives to address current issues, including:
 - **Housing Affordability:** Collaborate with stakeholders to develop affordable housing initiatives or provide housing assistance as part of compensation packages.
 - **Rural Attraction:** Consider offering incentives for planners willing to work in rural or underserved communities, including tuition reimbursement.
 - **Relocation Support:** Consider providing relocation support, such as housing assistance or competitive salary packages, to incentivize planners to consider opportunities in regions facing workforce shortages.
2. **Career Progression:** Develop clear career progression pathways and compensation adjustments based on experience, certifications, and performance. There may also be an opportunity to explore the development of a common career progression grid at the national level (CIP) for recognition of years' experience across provincial jurisdictions.
3. **Compensation Equity:** Promote equity in compensation, ensuring that all planners are fairly compensated regardless of gender, race, or other demographics.

Desired Outcome: The desired outcome is to ensure that New Brunswick employers offer compensation packages that are fair, competitive, and designed to attract and retain talent from Canada and abroad. Compensation is also designed to motivate talent to excel in their roles and support their long-term career growth.

Recruitment & Retention Plan

04

Internship and Mentorship Programs

Objective: Provide enhanced mentorship programs that provide value to both the mentee and mentor, fostering development and enthusiasm for the field long term.

These programs can facilitate the accreditation process and provide valuable guidance to aspiring Community Planners, ultimately making the field more appealing and encouraging a greater number of candidates to pursue careers in Community Planning.

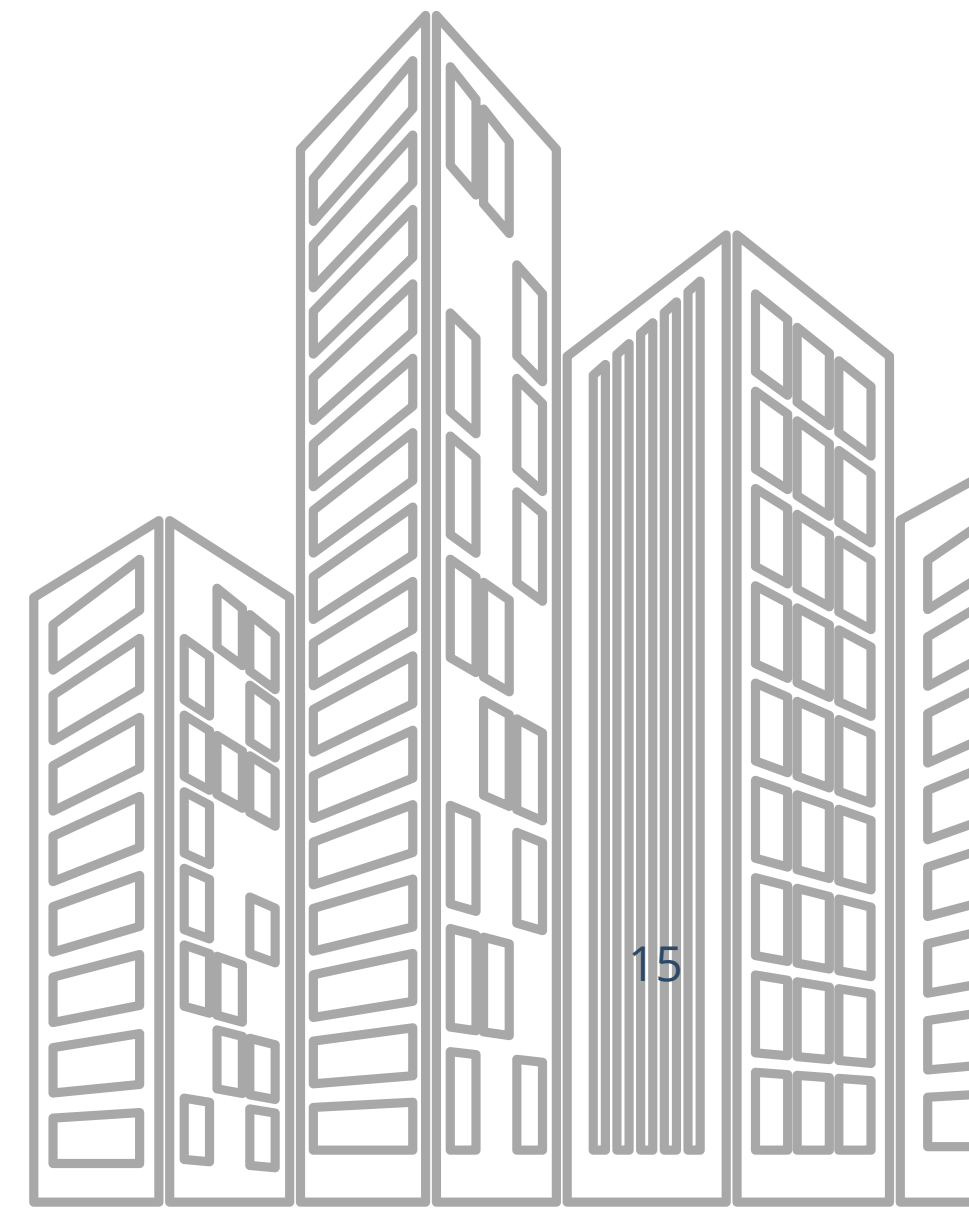
Timeline: 12-24 months

Stakeholders: NBAP Executives, NBAP members, employers, PSB, and school districts.

Action Items:

1. NBAP enhances their existing program, becoming more active in connecting pre-candidate members with professional mentors for the certification process.
 - o NBAP develops communication for members about this offering and frequently promotes this service. This is particularly important in small communities due to the small complement of staff.
 - o NBAP plays a lead role by facilitating the connection of people (pre-candidate members with professional planners).
2. NBAP to work with education school districts to offer high school practical experiences through co-op programs.
3. Explore other programs such as:
 - o Shadowing Opportunities: Allow students to shadow planning professionals for a day to observe their daily tasks and gain exposure to the field.
 - o Planning Workshops and Seminars: Organize workshops and seminars led by planning experts to provide students with in-depth knowledge about planning concepts, trends, and best practices.
 - o Networking Events: Host networking events, mixers, or panel discussions where students can connect with professionals, alumni, and faculty members in the field.

Desired Outcome: To attract new Community Planners and support the growth of new entrants into the profession.



Conclusion

In conclusion, the NBAP Workforce Strategy Report for Community Planners in New Brunswick presents the challenges, opportunities, and actions to explore sustainable growth, not just in the profession, but in our communities.

It is essential for New Brunswick to support and take action to ensure the province has a healthy professional community planner talent pool. Community Planners are the stewards of our communities' future, entrusted with the task of crafting environments that foster economic growth, social inclusivity, and sustainable progress.

The report presents a visionary roadmap towards building a resilient and prosperous community planning profession. Let us seize this opportunity to create a profession that is a beacon of innovation, equity, and prosperity for the province that is growing at a rate that has not been seen before.





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