

Immigration & Sustainable Development Conference

NEWFOUNDLAND & LABRADOR

January 2019
Prepared by: Kerri Neil

ACKNOWLEDGEMENTS

We would like to thank Ather Akbari and the Atlantic Research Group on Economics of Immigration, Aging and Diversity for sparking this conference idea and spurring discussion on immigration and sustainable development in Newfoundland and Labrador, and Atlantic Canada. This forum would not have been possible without the additional financial contribution of Memorial University's Faculty of the Humanities and Social Sciences through the Scholarship in the Arts (SITA) program, and organizational expertise provided by the Association for New Canadians and Memorial University's Internationalization Office. In particular, we would like to thank Megan Morris, Jamie Baker, Lynn Walsh, Arif Abu, and Mica McCurdy for their support with this event. We would also like to thank Cadi Mahbuba Ahmed, Jane Zhu, Navjotpal Kaur, Qi Zhang, Samia Islam, and Yan Fu for taking notes and helping out with the event, and to the Centre for Innovation in Teaching and Learning team at Memorial University led by Donna Downey and Adrian Collins for their assistance with the technical production of the symposium.

Finally, we wish to thank our keynote speaker, Dr. Ivan Emke, and panelists, Dr. Gregory Cameron, Gillian Skinner, George Lee, Delia Warren, Sarah Thompson, and Ather Akbari for sharing their expertise and engaging in a vibrant discussion around the opportunities of immigration and sustainable development in this province, and Atlantic Canada. Speaker biographies can be found in Appendix A. We would also like to thank everyone who attended the event for volunteering their time and expertise to generate meaningful conversation about the future of Newfoundland and Labrador, and Atlantic Canada. A list of participants at the event can be found in Appendix B. The program for the event can be found in Appendix C.

Steering Committee

Dr. Tony Fang, Kerri Neil and Jason Waters

OVERVIEW

The Immigration and Sustainable Development Conference took place on November 29 and 30, 2018 at Memorial University in St. John's, NL. The conference was composed of two portions: a public keynote address by Dr. Ivan Emke (November 29) and an Immigration and Sustainable Development Symposium (November 30), featuring a range of panelists and speakers. The keynote address was free and open to public. The symposium was also free and by invitation.

The public keynote address by Dr. Ivan Emke was titled, "And Who Will Help Me Grow the Food: The Fable of the Little Red Hen in an Age of Food Insecurity and Labour Uncertainty." The Dean of Humanities and Social Sciences, Jennifer Simpson, gave opening remarks. In this talk, Dr. Emke explored issues of population growth, immigration, rural vitality and economic sustainability through the fable of the Little Red Hen. He sought to offer hope that there are workable solutions available that will grow communities - and food - in Newfoundland and Labrador but also discussed challenges, such as labour shortages and low prices of food items as making it difficult for farmers to earn an income.

The Immigration and Sustainable Development Symposium was a day of informative panels, productive breakout sessions and networking. The Honourable Bernard Davis, Minister of Advanced Education, Skills and Labour offered opening remarks, followed by Dr. Aimée Surprenant, the Associate Vice-President and Dean, Graduate Studies. The event was moderated by Michael Clair, a consultant and former Associate Director of Memorial University's Leslie Harris Centre of Regional Policy and Development. The panels, Rural Development and Skills Training, featured a diverse group of experts who shared their insights into current challenges in their fields as well as innovative solutions that are being implemented across Newfoundland and Labrador and in Atlantic Canada. There has been significant policy conversation in the province about agriculture, aquaculture, fisheries and renewable energy over the past few years. These are sectors that have been identified as priorities for government and businesses as we all work together to explore opportunities for growth and sustainability in our communities and economy. Memorial University has also made these sectors a priority, particularly through some of the world-renowned programs including those at the Marine Institute. But Newfoundland and Labrador, like other provinces in Atlantic Canada, also faces human capital challenges as we require skilled labour to drive growth in these sectors and entrepreneurs to invest in innovative businesses that will allow the province to compete regionally, nationally and increasingly globally. Immigration offers several opportunities to address some of these challenges and the federal and provincial governments have been working together to attract and retain skilled immigrant workers and entrepreneurs.

During the breakout sessions, guests had the opportunity to join with other participants to discuss the roles that immigration can play in addressing some of the challenges that the agricultural, fishery and renewable energy sectors are facing, as well as how private businesses, non-profits and government can work together to address the challenges involved in welcoming and integrating newcomers into the region. It is our hope that the panels, presentations and the conversations that took place during the breaks, lunch and the breakout sessions were informative, inspired new partnerships and generated conversations and projects that will extend well beyond this day and place.

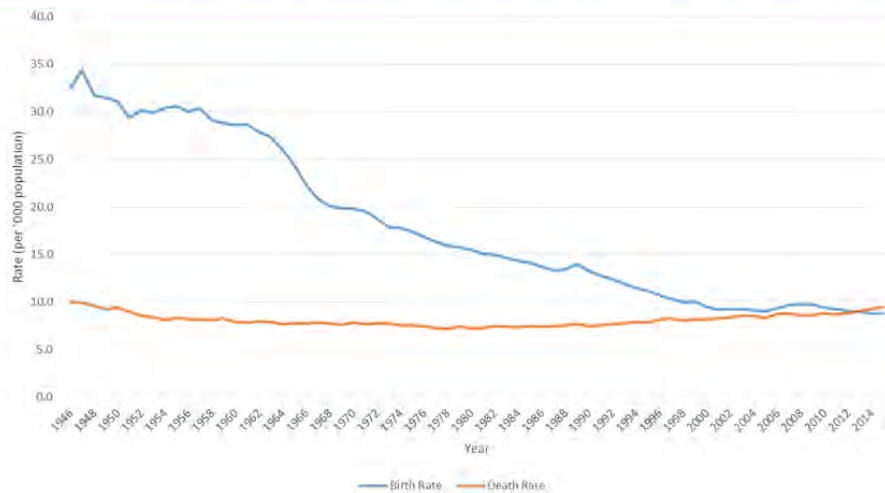
The event was recorded. The [Rural Development Panel can be found here](#) and [the Skills Training Panel here](#). More information about the event can be found at <http://www.mun.ca/jchair/outreach/>

SETTING THE STAGE

To understand the context of immigration and sustainable development in Atlantic Canada, it is instructive to first review the region’s demographics and labour market. For his presentation, Dr. Ather Akbari, Chair of the Atlantic Research Group on Economics of Immigration, Aging and Diversity, did just that.

Since 2014 the birth rate in Atlantic Canada has fallen below the death rate, causing negative natural population growth in the region. This is accelerated by youth out-migration, which is further reducing the population. Unless there is an increase in immigration to the area, the population will continue to decline, which will have economic, political and social consequences as long-term economic growth is fueled by the accumulation of capital stock; increases in labor inputs, such as the number of workers or hours worked; and increases in productivity of labour and capital.

Birth and death rates in Atlantic Canada, post-world war II



Source: Based on Statistics Canada Demography Division data.

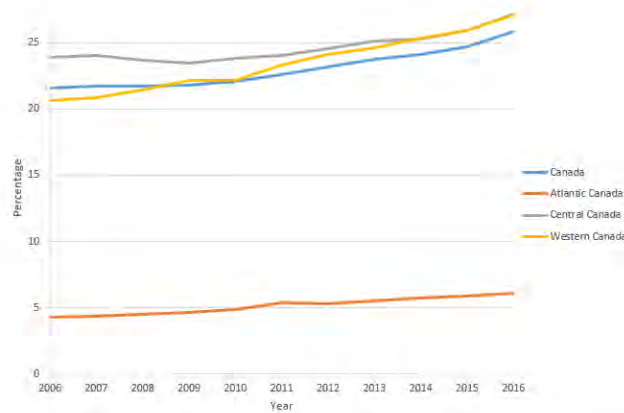


Figure 1. Source: A. Akbari. Presentation

In terms of the Atlantic Canada labour market, there is expected to be a 1.7% increase in jobs from 2016-18 but this is largely based on attrition and there will be a -0.5% decline in job growth over this period. This is a reflection of the demographic data.

Immigration will be an important part of economic growth across the country, but in Atlantic Canada, the proportion of immigrants in the labour force is much smaller. This is expected to grow based on initiatives being taken at community and government level.

Immigrants in Labour Force: Canada and its Regions



Source: Statistics Canada Labour Force Surveys 2006-2016, special tabulations.

SOBEY
SCHOOL OF BUSINESS
ATLANTIC RESEARCH GROUP
ECONOMICS OF IMMIGRATION,
AGING AND DIVERSITY

Figure 2. Source: A. Akbari. Presentation

Based on projections of Service Canada provided to Akbari, most job opportunities are expected to take place at technical/para-professional and intermediate skill levels, while labour jobs will have the least job openings. Expected job growth across all skills is due to attrition, and the decline of labour jobs is likely due to the winding down of several major capital works projects.

Given that most natural resource industries are located in rural regions, Akbari also looked at projected employment by skill level in this particular industry. He found that there is some growth expected in professional and management occupations from 2017-2019 but negative growth is expected in technical/para-professional, intermediate and labouring occupations. The occupations with growth will require higher education and there is greater mobility for people with higher education, which has implications for retention.

RURAL DEVELOPMENT

In our modern economy, sustainable development can take many forms. For the purposes of this conference, we focused on agriculture, fisheries and renewable energy as key industries that could be further explored in Atlantic Canada. These industries are often located in rural areas, which brings unique opportunities and challenges. Rural economic development is a complex issue and there are many factors to take into consideration.

Agriculture

In his keynote speech, Ivan Emke, Honorary Research Professor at Memorial University, shared the story of the Little Red Hen. In this tale, the little red hen finds a grain of wheat and asks the other farmyard animals for help to plant it, but they all refuse. As the grain of wheat grows, the little red hen again asks the other animals for help growing the crop, but again they refuse. At the end of the story, the hen has baked a loaf of bread with the grain of wheat and asks for help to eat the bread. This time, everyone eagerly volunteers, but the hen doesn't share because no one helps her with the work.

As Emke explains, the problem with the Little Red Hen is that there is no community, which is necessary for a strong agricultural sector. He argued that food builds community, and there is a need to decrease the distance between farmers and consumer to strengthen that relationship. This can also encourage people to pursue a career in farming, as studies have found that people who know a farmer are more likely to become farmers themselves. Farmers markets or Open Farm Days are important avenues for building that relationship and creating communities. In Halifax, for example, a new library was built with the objective of becoming a community space. To encourage newcomers to visit the library, a community kitchen was built as a way to entice newcomers. Emke also gave an example of a group he was involved with in Corner Brook, which sponsored Syrian refugees. They made sure to bring food to every meeting in an effort to build their own community and some of the first English language training sessions revolved around using the flyer from a local grocery store.

Not only do we need to build community with individuals, but Emke argued that we need to build community across municipalities. There is little regional government in Newfoundland and Labrador. Some communities are working together and there are groups like Municipalities NL bringing communities together but Emke argued the provincial government is too involved in community affairs. MHAs look after their communities, which is good, but it means there is a lot of tinkering and special exemptions for individuals favoured by MHAs, which makes an unfair system.

Municipalities need to make it their mission to promote food security. There are several municipalities doing good work around agriculture but municipalities need to see food security and preserving agricultural land is in their best interest. Emke gave the example of Kippens, where the town council voted to close a pig farm that was near a new suburbia but relented based on public backlash to the decision. Municipalities are getting complaints about farms and this is because the relationship between consumers and producers is breaking down. Farming smells bad and because there is no relationship it's easy to try and push it away.

The Newfoundland and Labrador government is pursuing a policy to develop 64,000 hectares of agricultural land but Emke has found that land is not very good. Its swampy, not near any roads, but it is very cheap at \$4/hectare. For a young farmer, however, they must decide whether it is better to spend \$2000-3000/hectare somewhere else and get a crop in the first year, or spend four years developing this cheaper land, which requires lining, draining, and cutting trees before its able to produce crops and how are they supposed to live in the interim? It might be cheap but if it's too hard to develop, it may not be the worth the investment. Emke also pointed to regulations that make it difficult for farmers to leverage the investment, because the land is only given on lease. A lease on the land isn't considered collateral to a bank, so it can be difficult for new farmers to get a loan. There are also regulations in NL preventing development, such as not being able to build a house where the farm is. Common practice is that farmers live on their farm, and this regulation makes it difficult for farmers to build a life on their farm.

Still, Emke found that there has been successes in terms of building an agricultural community within the province. He attended the Agrifoods Symposium in Corner Brook in 2018, which focused on producers, limited academics, and included a lot of people from other regions. The discussion there focused on concrete actions that could be taken to develop agriculture in the province, and Emke argued that the collaboration and partnership required to make such a symposium a success could not have happened without the policy guidance presented in the provincial government's "Way Forward" strategy.

Another positive change Emke identified was the Backyard Homesteading Facebook group, which has 12,000 members. Members are actively engaged and are sharing information on how to do to small-scale agricultural production and food security within the province. Instead of bringing in big corporations to develop industry, small groups like this one should be targeted to foster a culture around rural agri-culture. Emke argued the future is in small and mixed farming, as monoculture agriculture is risky.

However, getting money for small-scale production can be difficult. The Canadian Agricultural Partnership, for example, gives millions of dollars to new farmers but it doesn't help small farmers who are seeking micro-loans of \$5,000-10,000. Nova Scotia has a program called Farm Works, which is a community development investment fund for agriculture. There are several similar funds in NL, for example, in the film industry. Extending this to agriculture could be an easy transition and there was some work done on this by the Rural Secretariat, who was interested in starting an investment fund that would offer tax credits like an RRSP and there could be some small return on the investment. A Board would then decide which farms or secondary processors receive the money. Farm Works has invested in a wide range of agriculture businesses and gives investors a feeling that they're involved in this project of growing food in the province, which could lead to changing behavior and breaking down alienation people have from their food.

Emke explained how Canada has a strong history of bringing in large groups of immigrants to grow food. Bringing in groups of people, rather than individuals, has been successful as evidenced in Manitoba or Cormac, NL, because it builds a community. There are challenges for newcomers in rural NL, including language barriers, lack of public transportation and expensive housing, but at the same time, Emke found in his research that there are a number of farmers in NL who need workers and are willing to build spaces to accommodate them. To introduce newcomers to rural NL, Emke suggested organizing "familiarization tours" to acquaint newcomers to an area by showing them the schools and hospitals, and give them the opportunity to meet locals. These have been used in Ontario to bring in farm workers and in Newfoundland and Labrador to bring in doctors. Such tours can ease the adjustment and show newcomers the opportunities that exist in rural regions. Goderich, Ontario, is a rural community that has had incredible success in attracting and retaining doctors. The secret to their success was that they talked to doctors and

asked them what they wanted. They found that doctors wanted a few amenities, for example, swimming lessons for their kids, that the community was able to accommodate. The fact that they asked, and followed through, that the community did something for them, built a strong connection, and encouraged people to stay. Now people are moving to the community to access healthcare because there are so many doctors. However, Emke did express concern that immigrants will be recruited as workers, but not encouraged to be farm owners. There is currently a disparity between the proportion of immigrants as farm labourers compared to farm owners, and Emke argued we need their entrepreneurship, not just their labour.

Emke also acknowledged some challenges in agricultural development in Canada. He pointed to colonialism within the food system, as Canada imports a significant amount of food from low-income countries where people are paid little for their work, and within Canada, many farmers are bringing in temporary foreign workers to tend the crops. One reason for this is that there is resistance to farmers making a decent wage and the expectation that food will be cheap. This means that young people and immigrants are expected to work on farms for next to nothing, and this can prevent people from entering this industry.

Policy Approaches to Rural Development

Gillian Skinner, Associate Deputy Minister of Regional Development with the Government of Newfoundland and Labrador, gave the following snapshot, shown in Figure 3, of the integrated approach the provincial government is taking to rural economic development.

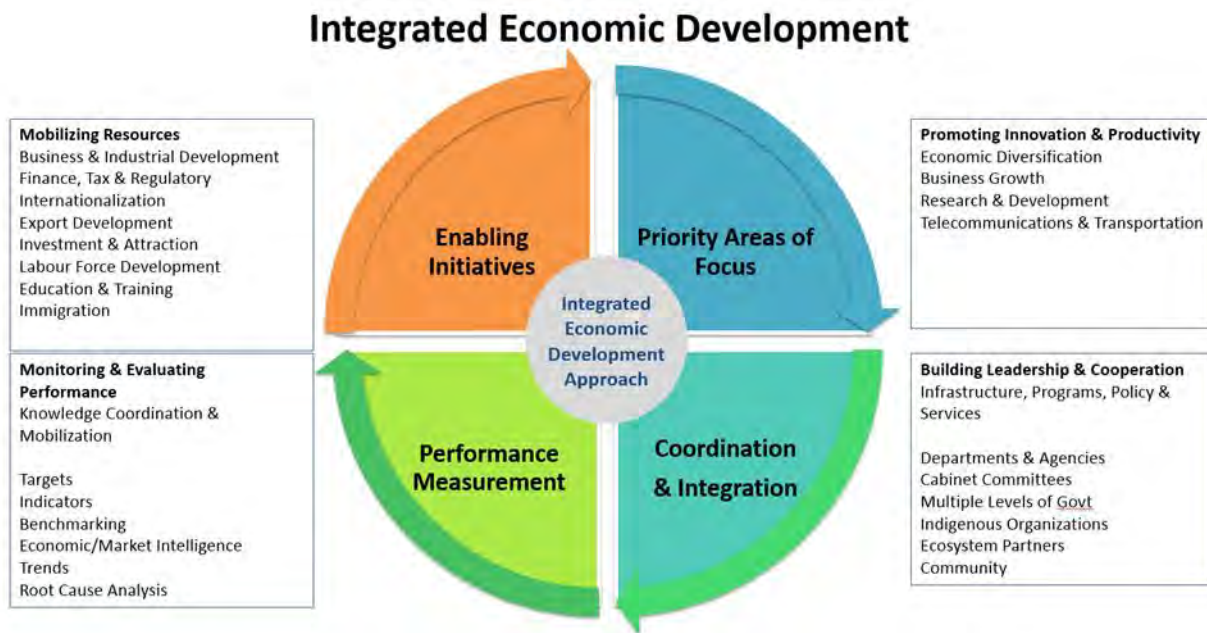


Figure 3. Source: G. Skinner. Presentation.

As part of its economic development strategy, “The Way Forward,” the provincial government has organized a Cabinet Committee on Jobs. This includes sector plans that have taken a collaborative approach to policy-making by building on expertise in industries, NGOs and academia. These sector plans consider not just economic development but include immigration as well.

Compared to many OECD countries, Canada and NL are lagging on innovation and this has been a key focus for the provincial government. Through their Business Innovation Agenda, the provincial government have focused on product development and commercialization; productivity; growth and internationalization; and workforce skills and talent. This innovation agenda feeds into the province’s immigration strategy, including two new categories for the Provincial Nominee Program (International Graduate Entrepreneur and Entrepreneur). The introduction of these new categories was based on feedback gathered from Memorial University that found many international graduate students were involved in highly technical fields that were moving into start-ups. The government wanted to provide an opportunity for those people to stay and grow their business and get engaged with other partners in the community, and added the new streams to accommodate that.

Acknowledging the value of social enterprises to the economy and the role they can play in regional economic development, the provincial government has also developed a Social Enterprise Action Plan. To encourage the creation of social enterprises, the government has put supports in place to develop

capacity through training and funding to support groups that are interested in starting social enterprises. This has included targeted approaches around newcomers. Skinner shared an opportunity that was identified with newcomers who had a background in agriculture, and there was some progress there, but it was ultimately abandoned because of conflicts between members. This highlights the importance of trust in collaborative initiatives.

An interesting initiative the provincial government has begun is the Regional Innovation Systems (RIS) Pilot. This regional economic development model was created to increase collaboration between government, business and academia at a regional level that focuses on innovation and making connections across sectors. Based on the Michael Porter model used in Europe, the intent is to identify unique characteristics and assets of a region, highlight its competitive advantage, target supports for research and development for knowledge-based initiatives, and build partnerships. Skinner found that this last goal has been the most difficult, as it takes a lot of effort and trust to build a good partnership. Still, she has found that people are open to collaborating and to diversity, and is hopeful for the future of the pilot.

The RIS model was pioneered in Europe to overcome lagging innovation. Europe has been lagging behind the United States in terms of innovation because research investment was overly fragmented and lacking critical mass (ex: Silicon Valley); lacking in co-ordination of research and innovation investment between stakeholders; and there was a need to embrace the concept of open innovation, or research in collaboration instead of isolation. By building partnerships and identifying opportunities within regions, the RIS model hopes to overcome these challenges.

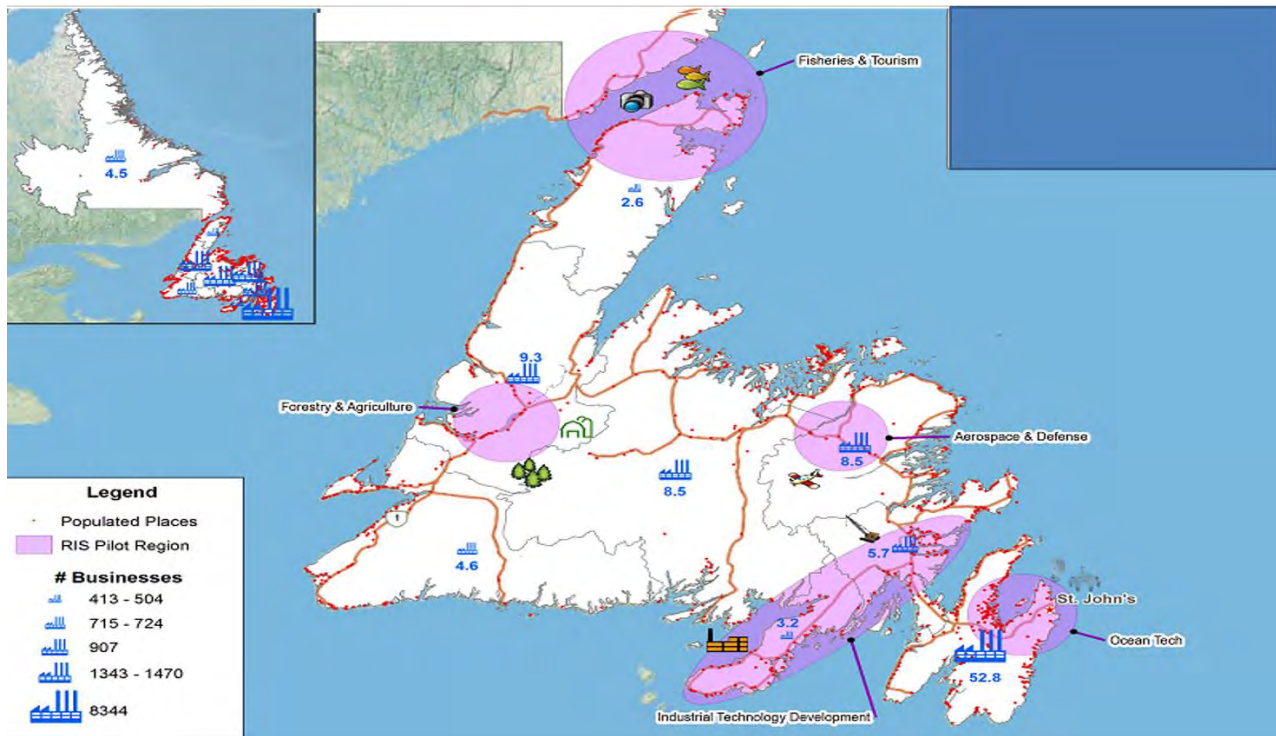


Figure 4. Source: G. Skinner. Presentation.

As shown in Figure 4, there are 5 RIS pilots happening across the province. Each pilot has a specific focus and includes: Fisheries and Tourism (Northern Peninsula and Southern Labrador); Forestry and Agriculture (West Coast); Aerospace (Gander and Central); Industrial Technology Development (Clarenville area and Burin Peninsula); and Ocean Technology (St. John's). Each pilot area has a committee largely made up of industry, academia and some government. The goal of the pilots is to collaboratively identify three or four common and attainable initiatives. The objectives of the pilots are to enhance connectivity; identify opportunities to explore innovations for adaptation and adoption for existing and new technologies; foster greater global opportunities and global pipelines; and encourage further collaboration between wider entrepreneurial actors.

So far, there has been considerable success within the Forestry and Agriculture committee, which is exploring innovative opportunities to expand capacity and efficiencies for both sectors related to operations, new product and market opportunities. Building on capabilities at the Grenfell campus of Memorial University, they have identified opportunities to build on collaboration with academic research and development with greater input of industry players. Through the partnership, the committee has shared connections for technology transfer, and are discussing using a co-operative approach or establishing co-operatives to work together.

In St. John's with the Ocean Supercluster, a Canada-wide initiative, the committee gives an opportunity for businesses in the province to discuss what is happening with ocean technology in this province and what are the opportunities in an ocean economy. The committee has created space to allow for greater collaboration among existing industry players, to explore areas to increase value-added products and services, and to build on existing testing and research facilities to fill infrastructure gaps.

Other pilots are still in the Entrepreneurial Discovery Process stage identifying local entrepreneurs through a place-based approach to support sustainability. Skinner acknowledged that getting businesses to the table in regional economic development processes can be very challenging and to address this, the government is being proactive in identifying new opportunities. Still, they are encouraged to see that people are asking questions, staying engaged and have a genuine interest in seeing it through.

Co-operatives

One aspect of rural development that was enthusiastically discussed at the Symposium was the need to empower people living in rural areas to develop their own businesses. However, starting a business comes with a degree of risk and it can sometimes be difficult for new entrepreneurs to get start-up loans.

A solution to this challenge is starting a cooperative. Co-operatives (or co-ops) are associations of individuals who jointly own and control an enterprise. In his presentation, Greg Cameron, Associate Professor at Dalhousie University, laid out the universal principles of the world co-operative movement as including: a voluntary and open membership; democratic member control; member economic participation; autonomy and independence; continual education; cooperation among co-operatives; and concern for community (ICA). These principles, some of which have been around since the 19th Century, distinguish the co-operative from other business models.

Co-operatives can fit in any socioeconomic systems and are prevalent in both the Global North and Global South. Many new Canadians, for example, would have knowledge of co-operatives from their home countries and this is a skill that can be tapped into. The co-operative effect is applicable to all parts of an economy including industry, services, and agriculture, and offers unique competitive advantage over other forms of businesses including economies of scale in buying and selling; value added processing; the elimination of the middleman; enhanced control over prices and quality control; the pooling of investment; technical specialization; community building; and formulating a united political voice.

For his presentation, Cameron focused on the co-operative model in agriculture, reviewing how the model has changed, what challenges exist and exploring promising innovations. Statistics Canada's Census of Agriculture has found that in recent years agricultural co-ops across Canada (-5.9% from 2011 to 2016) and in Newfoundland and Labrador (-20.2% from 2011 to 2016) have declined.¹ Cameron found that in 2013 there were only 9 agricultural co-ops operating in Newfoundland and Labrador and that the most recent data from 2012 shows that the province had the lowest revenue generated for agriculture co-operatives for all the provinces. Quebec, by contrast, had the highest revenue generated by agriculture co-ops and it accounted for 77% of the total national business volume.

While there is a decline of agricultural co-ops in the province, Gillian Skinner has found that there has growth in the number of co-operatives in different sectors such as daycare. In 2005 the provincial government partnered with the Federation of Co-operatives to develop policy papers to share information to government and others on how co-operatives can be developed. This has developed unique partnerships in rural areas of the province. The Codroy Valley Co-operative, a daycare, is filling a major gap in the area, and was created through a partnership with the local Credit Union and the provincial government. The Credit Union, which abides by co-operative principle, were big proponents of the initiative and offered an interest-free mortgage for the group, while the government helped with the economic development side. Unfortunately, there is limited data on exactly how many co-ops are operating within the province. Skinner estimated there were about 90 operating within the province, but it can be difficult to track. The Rural Secretariat used to collect that data, but was shut down in 2012, though there were hints that this data collection might start up again.

¹ Statistics Canada. (2016). "2016 Census of Agriculture". Government of Canada.

An innovation in co-operations has been the 'new' co-operativism which contains a mix of social values and business techniques including: food as a right; ecological sensitivity & bio-diversity; redefined human/farm animal relationships; small-scale production for local markets; low-input agriculture; and non-traditional gender roles in farming. This has to the 'new' co-operatives remaining localized both in terms of number and business volume, and there is little economic cooperation between these new co-ops and conventional co-operatives.

There has also been an emergence of local food co-operatives that are multi-stakeholder and may include community members and producers. There have also been inter-sectoral linkages such as in food marketing & tourism. For instance, Fogo Island residents set up a co-operative to put old farmland back into production & to store the crops with root cellars.² Their harvest is fed back into restaurants & hotels that attract tourists to the island. Other rural-related institutional forms would include community - supported agriculture (CSA), farmers markets, and community land trusts (CLTs).

Despite all of these emerging innovations, challenges for co-operatives remain. Across Canada, there has been little growth in revenue or registrations of conventional co-ops, and deep-rooted co-ops such as the Moncton-based Co-op Atlantic (est. 1927) have closed. While dairy co-operatives remain financially viable, proponents of free trade are lobbying against Canada's supply-managed sectors and their future is uncertain. Cameron argues the key challenge is that the 'co-operative lens' is missing in Canadian policy discourse and is needed to prioritize food & community sustainability.

Still, there is a lot of support for co-operatives that could raise the issue on the national agenda. Organizations like the National Farming Union have been advocating for a legislatively backed national food strategy in Canada and food co-operatives, critical to community & environmental concerns, appear to have growing public support. There is also growing concern about the vulnerabilities of the current food system and how it will be affected by global issues such as rising protectionism and climate change. These are issues that will affect the Global North but will significantly impact food security in the Global South.

² Cameron, G. and Hanavan, L. (2014). "Re-imagining rural co-operation in Atlantic Canada." *Journal of Agriculture, Food Systems and Community Development*. Volume 4, Issue3/Special Issue (Spring): 29-45.

SKILLS TRAINING

Our economy is changing, and so are the skills required to work. Our host, Mike Clair, introduced the panel with a discussion of the new era of our economy, the Fourth Industrial Revolution. In this era, the economy will be disrupted with new innovations such as 3D printing, robotics, biotechnology, the internet of things, and artificial intelligence. These innovations will create new job opportunities, while making others obsolete. Preparing for these changes will be important to sustaining economic growth.

In his presentation, Akbari discussed the impact that skills training can have on the economy. Skills training is a source of economic growth as it can increase worker productivity and wages. Training can include formal classroom training and informal, on the job training. The latter can be more general or specific to a firm. Firms are more likely to provide specific training and it can increase worker retention. If workers are more involved in a firm's decision-making process, that can also increase worker retention. Most studies show that people with more training earn higher earnings.

Skills training can increase immigrants' access to the labour market by expanding employment opportunities, and raising earnings and returns to foreign education and training. Skills training can also increase social interaction, which is important for networking and expanding one's social circle.

There are several challenges to skills training in rural areas including higher training costs due to poor economies of scale because of a scattered population; lack of public transportation making it difficult for trainees to access training; lack of availability of technological support; and difficulty in attracting a young population.

Given that most jobs in Atlantic Canada will be opened through attrition, Akbari recommended more attraction and retention of immigrants through initiatives such as the Atlantic Immigration Pilot; recognizing the opportunities presented by seniors, who can provide mentorship, leadership, and network opportunities, which can increase productivity of younger workers; retaining workers who are reaching retirement age; and addressing barriers for labour force participation of underrepresented groups, including visible minorities, women, new immigrants, and people with disabilities. Akbari also recommended that we address challenges of skills training in Atlantic Canada, increase the firm-specific component of training for immigrants' retention, and increase data at the regional/provincial level to have a clearer understanding of regional labour market issues.

This panel included three skill training pilots at different stages of development that will address labour shortages in fisheries, agriculture, and renewable energy. These will be discussed in turn.

From Temporary Foreign Worker to Canadian Citizen: Addressing Gaps in the Atlantic Immigration Pilot Program

Fishing is the heart of rural Newfoundland and Labrador, and there is a need to integrate immigration with the local fishing industry. George Lee, President of New Land Futures, presented on the work that he is doing to address labour shortages in seafood processing and population decline in rural areas through immigration. Lee was inspired by the introduction of the Atlantic Immigration Pilot Program. This program offers immigrants a pathway to citizenship after working in Canada for one year, but requires the receiving company to guarantee 12 months of work. However, fish plants that would like to utilize this program can only employ for a maximum of 7 months out of the year.

Fish plants that are facing labour shortages are utilizing the Temporary Foreign Worker Program to fill the gap, but the temporary nature of the program does not help rural regions in terms of building a population. To address this gap, Lee and his associates are working on a pilot program that would recruit temporary foreign workers to work in a fish plant for 7 months and then match them with an internship for the other 5 months so that they receive 12 months of work and are able to apply for permanent residence. The internship would be created through a partnership with an organization that is responsible for the training of fish processors, for example, the Marine Institute in Newfoundland and Labrador. Most of the internship would take place prior to going to work at the fish plant so that workers get skills training before beginning the job, while some of the internship could take place after the work term. They are also exploring the possibility of having some of the internship take place in the individual's country of origin based on international connections that Memorial University has already made with universities around the world, particularly in China. They are also working with an immigrant settlement organization, the Association of New Canadians, to develop this pilot and include settlement as part of the internship. This year-long pilot would fit the criteria for the Atlantic Immigration Pilot and allow fish plants to recruit temporary foreign workers while also building the community as workers would be able to bring in their family and settle in their new home.

To ensure that these workers are well-received, the pilot will also include a component of working with the community in cultural sensitivity training to integrate these new families with those who already live in the community. Lee has also spoken to town councils about the policy in the area of fish plants who are so keen on the project they have offered to allocate land for new families to build a home. Lee's potential pilot project, built through collaboration and partnership, offers innovative solutions to addressing seasonal work shortages and increasing immigration in rural areas.

Bridging the Divide: Connecting and Preparing Refugees for the Province's Agriculture Industry

Sarah Thompson, Project Manager with the Association for New Canadians, presented a pilot project that she is working on called "Bridging the Divide." This project was developed through a partnership between the Association for New Canadians (ANC), a federally-funded immigrant settlement organization, and the Grenfell campus at Memorial University. The aim of the project is to prepare and connect refugees who are living in the province to the province's agriculture industry. This project was funded by the NL Workforce Innovation Centre, a division of the Department of Advanced Education, Skills and Labour, and through the Canada-Newfoundland and Labrador Labour Market Development Agreement.

By getting to know the clients that they work with, the ANC discovered that many of the immigrants coming to the province have a background in farming and secondary processing. This seemed like an optimal point of connection with the community as the province is trying to engage in more agriculture activity to address labour shortages in the industry and food security challenges.

The pilot began with a situational analysis by interviewing local farmers across the province to learn what their challenges are in terms of labour shortages and access to skilled labour, and by interviewing newcomers who were farmers in their home country, to learn about their skills in farming and secondary processing. This analysis informed the next phase of the project, which will train newcomers in the Newfoundland and Labrador farm environment and employers for them to effectively receive the newcomers and work with a diverse population. Once the training portion of the project is completed (expected to end in March 2019), the next phase will include job placements. The ANC is aiming to have 8 to 10 job placements on farms or secondary processing facilities throughout the province in the Spring and Summer of 2019.

This project has targeted 30 refugees to participate in the pilot. Through the situational analysis it was found that a large proportion of refugees have strong farming backgrounds and it was the largest employability skill identified within this group of newcomers, who had mostly arrived from countries in Africa and the Middle East (Figure 5). Refugees were targeted because they often have a harder time attaching to the labour market, so this was identified as an opportunity to use their skills to connect them to the labour force. The situational analysis included asking these refugees whether they were interested in such an endeavor and the response was very positive. Interviews found that these refugees had an average 14 years of experience farming. Many of them were subsistence farmers, but some were involved in large-scale commercial operations as well. Half of those interviewed had only worked with hand tools and working animals, while the other half had experience with mechanized tools such as tractors and tillers. The vast majority also had experience with secondary processing, such as cheese and yogurt.

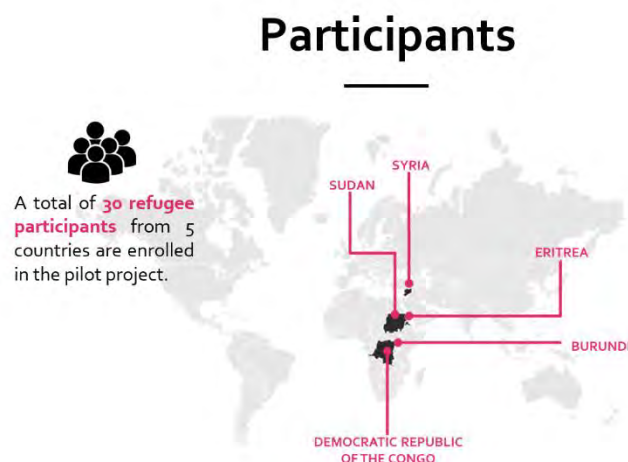


Figure 5. Source: S. Thompson. Presentation.

While interviews uncovered many opportunities in terms of agricultural skills, there were some challenges identified including limited English-language ability, limited 'employability' skills, cultural differences and access to reliable transportation. To participate in the project, the ANC established a minimum language level (high-level basic) to do the work placement to ensure participants could work effectively and safely on the farm, and the pre-employment training will also include language training that is specific to working on a farm. While participants identified having experience with farming, they have never farmed in Newfoundland and Labrador, and therefore, training will help participants prepare for cold-climate agriculture. Participant training will also include safety training based on Canadian standards and knowledge of workplace culture in Canada. Employers will also be given cultural competency training to help them work effectively with a diverse population. Given that farms are typically located in rural areas outside of public transit routes, access to reliable transportation was also identified as a challenge, as many refugees do not own a car and may not have a driver's license. This is a challenge the ANC is still working on and will require creative solutions to solve.

Industry Engagement

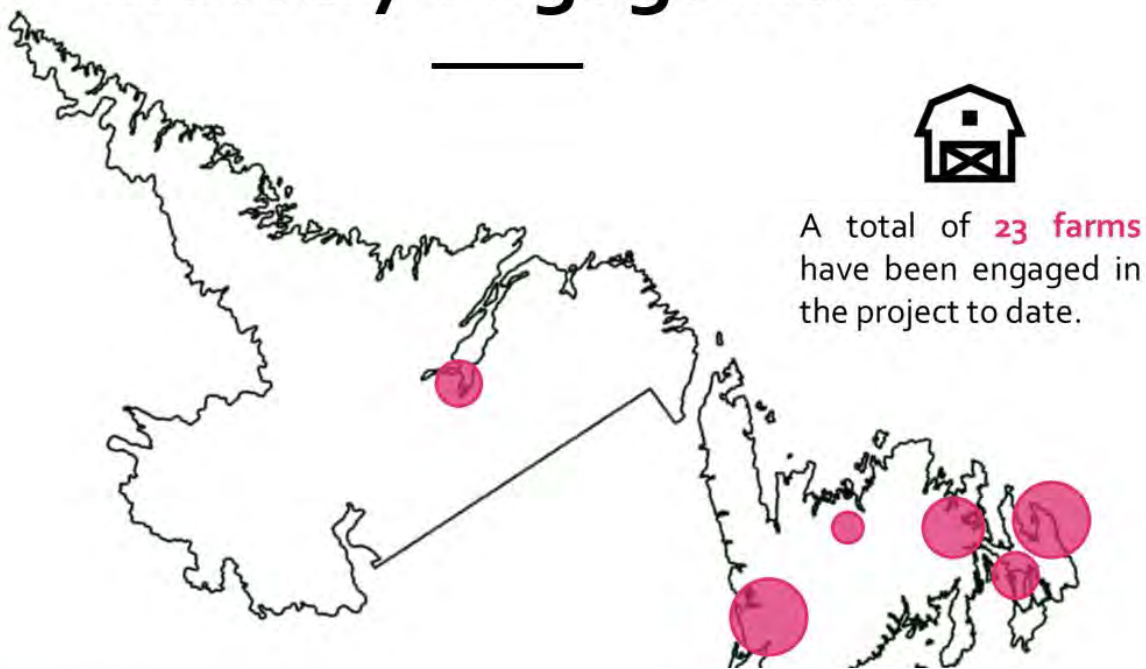


Figure 6. Source: S. Thompson. Presentation.

Thompson traveled around the province to meet with farmers and learn about their challenges in terms of access to skilled labour, and discuss any benefits or challenges in terms of hiring newcomers to address those labour shortages. This included asking what skills or qualifications would be required of employees and their capacity or interest in secondary processing to learn if there was potential to make connections and develop products through the pilot project. Through their interviews, they found that the majority were struggling to hire locally. In 2014 there were 200 skilled positions left vacant in Newfoundland and Labrador’s agricultural industry, which resulted in about \$3 million in lost economic output, and in 2011, the average age of a farm operator was 55 years old.³ Farmers are typically using word of mouth to find labour, and it’s not very effective, as they are struggling to find enough workers. Most (about 80%) hired locally, while about 20% were hiring workers through the Temporary Foreign Worker Program (Figure 7). Farmers identified several skills that they were seeking in employees: mechanically inclined, ability to use farm equipment, carpentry or construction, and other trades. These skills are precisely those that refugee farmers already have and bode well for the future of the project.

Sourcing Labour



Figure 7. Source: S. Thompson. Presentation.

³ Statistics Canada. (2011). 2011 Farm and Farm Operator Data. Government of Canada; Canadian Agricultural Human Resources Council (CAHRC). (2015). "Newfoundland and Labrador Agricultural Labour Market Forecast to 2025." CAHRC.

From Oil and Gas to Renewable Energy: Transferring Skills for the Future

Delia Warren, Director of Iron and Earth East, gave an overview of skills training programs that she is leading with Iron and Earth, a non-profit organization that began in Alberta in response to lay-offs and job volatility in the oil and gas industry, and an increased focus on climate change. Recognizing that the skills required in the oil and gas industry had parallels with that of the renewable energy industry, the organization was started to help workers in oil and gas transition to the green economy. The goals of Iron and Earth is to promote renewable energy, create networking and training opportunities for trades workers, advise government and industry on renewable energy policy, and increase public education and awareness. While the organization was founded in Alberta, a chapter was opened in Newfoundland and Labrador because the province faces similar challenges and opportunities in terms of transitioning from an oil and gas economy to a green economy. However, in Newfoundland and Labrador, there has been little movement in terms of generating renewable energy besides large hydro, so the local chapter has focused its efforts on public education, exploring opportunities and dispelling myths with regards to renewable energy potential in the province through a Speaker Series.

Iron and Earth East have completed several skills training workshops to teach people the skills required in the renewable energy sector. In 2017 they began the project “365 Greenhouse” to install solar panels on a greenhouse that would allow it to run all year long without producing greenhouse gas emission. This project was a partnership with the Autism Society, a social enterprise located in St. John’s that helps people with autism. The society has a greenhouse to grow food for a restaurant that the enterprise runs. For this project, the organization upskilled electricians through several, short training sessions and volunteer labour was used to install solar panels at the Autism Society. The next steps will be to install panels on the greenhouse, which is set to finish in August 2019. This project was beneficial both for the volunteers as they were able to learn new skills and for the organization, who will be able to grow food all year long through renewable energy.

CONCLUSION

In her opening remarks, Dr. Jennifer Simpson asked the audience, "what's at stake?" The audience responded with concerns about food security, the lack of young people who are entering farming, and the lack of collaboration within communities. This simple question highlighted the challenges that Newfoundland and Labrador, and Atlantic Canada face in terms of sustainable development, but also the opportunities that immigration can bring. Focusing on agriculture, aquaculture and renewable energy, this conference brought to life the potential that exists in rural development, and what skills are needed to move forward. Through this research symposium, participants learned about innovative pilot projects bridging the divide between emerging sectors and individuals with transferable skills, as well as new opportunities to develop existing resources. Not all of the presentations were hopeful. The Atlantic Canada labour market is stagnating, and new job opportunities are made possible only through the senior population retiring or dying. Based on 2011 data, agricultural co-operatives in Newfoundland and Labrador were declining and competition has weakened the ability to collaborate. Still, there is potential to bounce back. With new sectors come new job opportunities and innovative pilots have the capability to make permanent change. The total number of co-operatives is growing and meeting demands in key industries such as child-care. Preparing workers for the economy of tomorrow will be vital to sustaining economic development and understanding what's at stake can motivate us to move forward.

BREAKOUT SESSIONS

After each panel, participants were divided into round tables to discuss the role of immigration in rural development and skills training, share examples of best practices and new opportunities, as well as identify policy gaps in government.

Rural Development

Immigration can address labour shortages and bring new life to areas with aging populations. Immigrants can start new businesses, including co-operatives, and enrich a community culturally, socially and economically. Immigrants may have technical skills not available in the community. It was suggested that immigrants make the best entrepreneurs because they have fresh perspectives and an appetite for risk, while locals can become complacent doing things a certain way because that's how they've always done it. This led to the question, how receptive is the community to new ideas?

However, there is concern that immigrants who move to rural areas won't stay because they may struggle to make connections and build social networks. Rural communities already have a social network and might not think to invite new people out for dinner or to local events. Solutions to this would be to settle immigrants as groups and communities, instead of as individuals, and to encourage community members to invite newcomers to events. Familiarization tours for immigrants, showing them where the schools and hospitals are for example, could also give newcomers the level of attention they need to feel welcome. Another way to encourage people to stay would be to include residency requirements of several years to get Permanent Residency but this is not working in other jurisdictions like Australia.

One interesting suggestion to combine immigration with the province's agricultural policy was to create a farmer's category in the Permanent Resident program to attract rural farming investors. Building on this it was suggested that Permanent Resident categories should be tailored based on the immediate skills needed in the province.

Best practices in rural development focused on certain rural regions that have been successful in recent years.

Bonavista has pursued a policy of preserving heritage buildings. This has encouraged cultural preservation and development, and the community has created space for smaller entrepreneurs to move in.

Fogo Island has had a long history with a fisheries co-op and how they approach the fishery has been very innovative. The history of the community could be a lesson to others. The co-operative has also pursued harvesting seafood that is not typical to the industry, such as sea cucumbers.

While not a rural region, the St. John's Farmers Market was offered as a best practice that creates value for vendors and consumers.

It was suggested that rural development should have a social mandate to build up the community, create a community centre, start restaurants, and make sure people have somewhere to live. While some businesses in rural regions have been very successful, housing can be a challenge, so creating spaces for people to live is important. Cooke aquaculture bought a hotel in Hermitage, for example, for workers to live, and part of the Temporary Foreign Worker Program is that employers are required to have housing available for workers. In Port Authority, BC a company built a swimming pool and allocated money to

maintain it. In communities like Bowater, NL, the pulp mill set up the community and parks but only for workers and another town was created for service delivery but there was a disparity between the two. Aquaculture companies in the province have a community mandate and organize events like beach cleanups but are not involved in service delivery and there were questions about whether they should be.

Other best practices included combining smaller communities was suggested as a way to lower the cost of utilities and resources, creating pool of investment opportunities, such as making a financial co-op, and using a targeted approach by recognizing the custom needs of a particular area instead of using a blanket approach.

Industries identified as having the most potential in rural development were agriculture, aquaculture, forestry, fishery, mining, renewable energy (wind farms), and tourism. Investments in providing internet and cell service to rural regions can help businesses operate on a global scale.

Expanding cell service in Labrador was identified as a positive step by the government to encourage industrial development in rural areas.

Newfoundland and Labrador was identified as having powerful energy resources, that could be stimulate local ownership through a community energy ownership model.

Crafts was identified as an industry that supports older workers and women and could be further developed. Connecting local products to e-commerce could expand the market, though a challenge would be high delivery costs.

There was caution placed on putting too much focus on a single industry, as it can be detrimental to the community if the industry goes into decline. This can include big sectors like mining or emerging sectors like tourism. Rural communities that are vibrant have a variety of industries. Bonavista was identified as a best practice because it has fishery, restaurants, wood crafts, textiles, tourism, and is not particular to one industry.

Tourism can draw people into a region, and they may see potential to start a business of their own. However, tourism is not a full year operation, and areas like Gros Morne and Bonavista are empty in the winter. Tourists want to see industry beyond museums and restaurants, including farmers, and fisher harvesters. In China, the government has encouraged "village tourism" to inculcate the practice of spending holidays in rural areas.

With industry, however, comes waste and it was identified that there needs to be more planning for waste management. There are no recycling facilities in the province that recycle glass jars, for example, and there has been discussion of building composting facilities, but it has been faced with a "Not In My Backyard" backlash. On the South Coast, feedbags have been filling up landfill, and there could be an opportunity there to centralize bailing the feedbags and sending them off. Some participants identified the economic opportunities in waste management, for example, compost can be sold to farmers, but others suggested there isn't enough garbage to make it economically feasible. With creativity, however, there could be some new opportunities. Many trucks bring goods into the province and leave empty. Anaconda Mining, a public company operating in the province, has been turning tailings pond into fertilizer and soil enhancers, and received funding to build a port to ship those goods. This is contrast to the Corner Brook Pulp Mill, which creates a lot of waste water and no one is doing anything with it.

Aquaculture is an emerging sector and is heavy on research and development, especially in terms of sea lice and feed. One approach used in other areas is integrative multi-trophic farming, which grows bottom-feeder organisms such as seaweed, mussels and sea cucumbers to clean up the waste created by salmon farming. This is banned in NL because regulation stipulates that you can't have multiple species on a single site. Some suggested this is an unnecessary regulation, because the ocean is a multi-trophic space, while others have pointed to studies that found some problems with that model, as it's difficult to harvest all the different species and if the processor uses chemical treatments, it ends up in the bottom feeders, who are then inedible. Another way to prevent the creation of too much waste in aquaculture would be to move farming sites over time to clean up an area. In terms of innovations in land-based aquaculture, one participant suggested that it wouldn't make sense to build those facilities in the province, because they can be built closer to larger markets. In this sense, the province's vast coast line is its comparative advantage.

The Connaigre Peninsula was identified as an area where there has been industrial growth in aquaculture, which has grown larger than the available labour pool can meet. Production is year-round and the processing plants are open for 10 months of the year. There is an opportunity there for immigration to foster that rural development. However, challenges faced in the region mirror those faced in others. Participants found that the level of cooperation amongst communities is low, and people are unwilling to go to events in other communities. The lack of amenities make it hard to attract people, and while there are recreational opportunities for locals, including hunting and fishing, those who are accustomed to a more urban lifestyle may miss amenities such as restaurants and music lessons. When big companies come in, the workers need services but this is often poorly planned. If industry can have services on site, that would be good for development. Some companies are building camp environments so people can live on site and this decreases the need for local labour. However, in some regions where this has happened, the company owns all the services including the houses and school, and force residents to move out if they're not working anymore.

Participants identified policy gaps in rural development, and also times where policy exists, but government has waived regulations, potentially allowing unsafe business practices. Some participants felt that there was too much focus on policy, and too many policies can limit innovation. Social life in rural regions, for example, is based on informal gathering and regulations can inhibit events that include food. Some felt that there should be incentives instead of regulations. In agriculture, the province is opening up Crown land, but only on lease, which is not considered collateral for farmers seeking to get a loan and there is confusion about if a farmer built a house there, whether they would own it.

An interesting case study that was brought up was the MUN International Bazaar. The Bazaar was shut down because of issues food regulations that meals had to be prepared in licensed kitchens. At first, there was no conversation opened about how the Bazaar could operate differently, the event was just shut down. Since then, efforts were made to create dialogue with the regulators and now government representatives are coming to events to help people navigate these regulations. One person pointed out that government often feels its easier to say no than to work with an operator to make something work, and this is especially true for small operators than big businesses who can offer more jobs and often have regulations waived in their favour.

Other policy gaps identified included: legislation preventing offshore renewable energy development; lack of regional government; young farmers need to show 10% equity investment and often struggle to come up with it; government waiving environmental regulations on aquaculture; lack of small scale research and development initiatives; waste management – need commercial operator to take feed bags

before they're banned; need for more advertisement and awareness about rural areas; rural areas have less say in the political scene, and there is need more representation from rural areas; and within academia there needs to be more funding for rural area studies and to make public school and university students learn about rural areas.

Skills Training

Immigrants may have expertise from places where there are established practices or knowledge in specific sectors. This can include skills outside the classroom and business entrepreneurship skills. Innovation is influenced by immigrants and immigrants may have higher skills that would fill gaps in certain areas. Aquaculture was identified as a sector where there is a need to train workers in safety and technology.

Participants gave several examples of skills training services that exist in the province that were considered useful. The College of the North Atlantic, for example, recently began an agricultural technology program, which is timely given the policy push on agriculture by the provincial government. The St. John's Board of Trade has a Connector Program, which connects immigrants to business leaders in their field of interest, which has the opportunity to build new skills. Memorial University used to offer Extension Services, which offered skills training in areas that weren't necessarily taught in school or at the university. The university also offers certificates to upgrade skills, such as in Human Resources and communication.

Constructing skills training through partnerships between industry and university or college was discussed as a way to help businesses recruit local talent. Pre-employment training could be tailored to particular job requirements and include language skills for newcomers. One solutions for the high cost of training would be to hire retired workers to train younger workers and immigrants. Some participants also suggested that training needs to be timely and include the latest technologies to ensure that workers are able to keep up in a changing world.

The discussion also turned to what types of skills training is necessary. Management skills are important for people to move from entry to supervisory positions. For immigrants, this could include training in workplace culture, as there are differences across cultures in terms of supervision. This was discussed as a problem for locals as well, as it can be a challenge for people to supervise their family, friends or neighbours. For workers with lower levels of basic skills in literacy or numeracy, skills training can be difficult and questions were asked on how to develop programs for those workers. There was also an identified need to offer skills training outside the traditional hubs like St. John's and Corner Brook. Some also felt that there is a need for gender-oriented training for work that recognizes the different work needs for men and women.

Skills shortages were identified in the fisheries and in occupations that require speaking languages besides English, and it was acknowledged that jobs would open through attrition. Some of the conversation focused on the limitations of the data available, and whether it was able to accurately reflect ongoing shifts in the labour market at the provincial or regional level. Some suggested doing surveys of businesses but it was acknowledged that it can be difficult to get firms to participate in these surveys. An interesting innovation was to use big data analytics to inform policy, but it would require the knowledge and skills to ask the right question to gather the correct information. Instead of asking what are the skills shortages, one person asked what are the industry shortages and suggested this question could lead to opportunities for innovation. Another pointed to problems with how employment opportunities are advertised, and suggested that job ads expect too much of candidates and most people are unable to fit all of the

requirements. It was suggested that this can lead to gender issues in hiring, as men are more likely to apply for jobs where they don't have all of the qualifications.

Participants identified several barriers to skills training included problems with foreign credential recognition, challenges in securing internships for international students in programs that require work experience, and access to high quality English language training.

Some participants suggested there is a need to have more involvement of entrepreneurs in policy making, and to share information with entrepreneurs about where the industry gaps exist. There was also the suggestion to have gender-oriented policies, such as micro-financing options for women.

APPENDIX A

Morning Introductions

The Honourable Bernard Davis, Minister of Advanced Education, Skills and Labour is a lifelong resident of St. John's, a committed community volunteer and a representative who has continually worked to improve the community he calls home. The Minister is a graduate of Memorial University and holds a Bachelor of Commerce degree. Before entering provincial politics, he served as the executive director and program coordinator for the Church Lad's Brigade and was elected as a councillor on the City of St. John's Council.

Dr. Aimée Surprenant is the Associate Vice-President and Dean of Graduate Studies, and Professor in the Department of Psychology at Memorial University. She completed her BA at New York University and her MSc and PhD at Yale University. An expert in the intersection of auditory perception and memory, Dr. Surprenant is the co-author of two books; *Human Memory: An Introduction to Research, Data, and Theory*, and *Principles of Memory*. She has also authored, edited and contributed to numerous book chapters, papers, publications and other scholarly articles. She is a member of the Acoustical Society of America, the Canadian Acoustics Association and the Canadian Society for Brain, Behaviour, and Cognitive Science and is a Fellow of the Canadian Psychological Association and the Psychonomic Society. She has also served as chair of the Scientific Affairs Committee for the Canadian Psychological Association and is active in Science Atlantic and the Canadian Society for Brain, Behaviour, and Cognitive Science.

Mike Clair is a former senior administrator with the Government of Newfoundland and Labrador and with Memorial University of Newfoundland, now retired. From 2005 to 2018, he was the Associate Director for Public Policy at Memorial University of Newfoundland's Leslie Harris Centre of Regional Policy and Development. In this capacity, he was responsible for identifying important issues of public policy and organizing events at which these issues can be discussed. Prior to joining the Harris Centre, Mike worked for 23 years with the Government of Newfoundland and Labrador, in both the economic and social portfolios. During this time, he gained broad experience in tourism marketing and development, in regional development, the arts and cultural heritage, as well as in-depth knowledge of nearly every part of the province. He drafted the Province's first-ever comprehensive tourism marketing plan, adventure tourism strategy and tourism vision, was involved in the revitalization of the Newfoundland Museum – which eventually led to the creation of The Rooms – and initiated the process which culminated in the adoption of the Province's first-ever cultural policy.

Dr. Tony Fang is the Stephen Jarislowsky Chair in Economic and Cultural Transformation at Memorial University and an adjunct Professor with the University of Toronto. Currently he holds the J. Robert Beyster Faculty Fellowship at Rutgers University and sits on a World Bank's Expert Advisory Committee on Migration and Development. He is a past President of the Chinese Economists Society and the previous Economic and Labour Market Integration Domain Leader of CERIS, The Ontario Metropolis Centre. He was a visiting professor at Harvard University and NBER, Wharton School of the University of Pennsylvania, City University of Hong Kong, Tsinghua University, and Fudan University. In 2010, he received the title of "Chutian Scholar" of Hubei Province, China. In 2016, he was selected in the "Thousand people Plan" of Sichuan Province, China. In 2017, he was elected as a Fellow of Royal Society of Arts (FRSA). Professor Fang has a Ph.D. in Industrial Relations and Human Resource Management from the University of Toronto. He has published widely in the areas of immigration, equity, diversity; pension, retirement policy and ageing workforce; and minimum wages and youth employment. Dr. Fang has received 12 research awards from SSHRC and 5 research grants HRSDC, totalling \$4 million.

Rural Development Panel

Dr. Gregory Cameron is a Professor in the Faculty of Agriculture at Dalhousie University. Dr. Cameron received his doctorate from the School of Oriental and African Studies (SOAS) at the University of London in 2002. Prior to joining the Faculty of Agriculture in 2006, he taught political science at the University of Asmara, Eritrea in northeast Africa for over 4 years, from 2002-2006. During the late 1980s and a good part of the 1990s, he worked as a CUSO cooperant in Tanzania, first with the Tanzanian co-operative movement on the islands of Zanzibar, and then with pastoralist NGOs in Arusha, northern Tanzania. His fieldwork and research in Eastern Africa focused on co-operatives, rural policy, food security, and the developmental state. Since returning to Atlantic Canada he has worked on political and rural issues related to civic agriculture, agricultural co-operatives, farmland protection, and electoral reform. More broadly, he is interested in policy pathways towards localization processes in OECD countries including in Canada.

Gillian Skinner currently serves as Assistant Deputy Minister of Regional Development and Diversification with Government of Newfoundland and Labrador in the Department of Tourism, Culture, Industry and Innovation. She has worked in other positions with the Province, all in the area of Regional Economic Development. Her previous professional experience includes both public and private organizations such as the Newfoundland and Labrador Regional Economic Development Association. Gillian has managed and led multiple economic development initiatives and programs, serves on various boards and committees, and recently received a Public Service Award of Excellence.

Dr. Ivan Emke is an Honorary Research Professor who recently retired from Memorial University. Born and raised in rural Bruce County in Ontario, Dr. Emke grew up in an extended farming family. He has spent a lot of time focusing on rural communities in Canada and elsewhere. His research interests include community media, the modern funeral industry and all things food. For 25 years he taught at Memorial University's Grenfell Campus in the Social and Cultural Studies program. He also served as Head of Social Sciences, Facilitator for Internationalization, as the Associate Vice-President for Research twice and the interim Vice-President. In his retirement, Dr. Emke maintains a busy schedule of research trips, conference presentations, committee meetings, radio productions, and interviews. In his spare time, he runs a media enterprise, Kitchen Table Communications, that produces "Fit to Eat: the NL Farm and Food Show" and distributes an e-newsletter called "Food Notes."

Skills Training Panel

George E. Lee was born in Petty Hr and has an MA (English Literature) from Memorial University. He began his career as a teacher before becoming Director of the Extension Service to design and deliver university outreach programs for the emerging mining communities of Labrador West. The innovative integration of these programs by the Extension Service created a powerful and impenetrable Catalyst for Change from 1964-1974 and produced the most transformative decade in the recent history of our province. In 1983 George moved to the private sector where he worked on the development and implementation of a project to deliver Canada's fish processing technology through Canada's ASEAN project, a 15-year project implemented in collaboration with Japan that included a range of Asian countries. In the mid-1990's, Lee hosted the first ever trade mission from China to NL in 1995, following the first NL trade mission to China led by Premier Clyde Wells. Lee continued work in China and brought the first small group of immigrants to NL as well as the first cohort of Chinese students to MUN and CNA. His work helped justify a trip to NL by the Premier of China, Zhu Rongji, in the late 90's. Lee continues to work for open access and cooperation between China and NL companies, focusing on new and emerging Provincial immigration programs. At present, Lee is the owner/President of Newland Canada Futures, inc. with its mission to encourage foreign investment from China and other Asian countries in partnership with local export-ready private companies.

Dr. Ather Akbari is Professor of Economics at St. Mary's University and Chair of the Atlantic Research Group on Economics of Immigration, Aging and Diversity at the Sobey's School of Business Economics. He obtained his PhD from Simon Frasier University in 1988 and has frequently served as a visiting scholar at various universities. His research interests are labour economics, including immigration and education, and health economics.

Delia Warren is the Director at Iron & Earth East. Warren has always been concerned by the adverse impacts of human activity on the environment and recognizes that the transition to renewable energy is generating vast opportunities for job creation and economic development, as well as a sustainable future for our planet and its people. After graduating from Memorial University in 2009 with a degree in mechanical engineering, Warren spent seven years working in the offshore oil and gas industry in Scotland, France and at home in St. John's, before becoming the Director of Iron & Earth East in 2016. She is currently project coordinator for Iron & Earth East's 365 Greenhouse project and is completing an MBA at Memorial University.

Sarah Thompson is the project lead for "Bridging the Divide - Connecting and Preparing Refugees for the Province's Agriculture Industry" with the Association for New Canadians. The project is funded by the Workforce Innovation Centre. Prior to undertaking this project, Ms. Thompson worked with the Association for New Canadians' Language Training Centre providing one-on-one employment counseling as well as workplace English as a Second Language (ESL) classes to prepare newcomers for the Canadian workplace. In this role, Thompson discovered a shared untapped employability skill that exists among many newcomers. They were all farmers. This project marries two of Thompson's desires for this Province: food security, and a culturally and economically richer Province to live in, through diversity.

APPENDIX B

List of Registrants to the Forum

- Arif Abu (Internationalization Office, Memorial University)
- Asta Rowe (RDÉE TNL)
- Ather Akbari (Chair of the Atlantic Research Group on Economics of Immigration, Aging and Diversity)
- Cadi Mahbuba Ahmed (Memorial University)
- Christine Knott (Ocean Frontier Institute, Memorial University)
- Daniel Mason (Government of Newfoundland and Labrador)
- Darren Feltham (Conservation Corps of Newfoundland and Labrador)
- Debbie Senior (Government of Newfoundland and Labrador)
- Delia Warren (Iron and Earth East)
- Diane Hollett (Shell-Ex)
- Dipen Piyush Modi (Memorial University)
- Dyanna McCarthy (Genesis Centre, Memorial University)
- Ed Durnford (Fisheries and Marine Institute)
- George E. Lee (Newland Canada Futures, Inc)
- Gillian Skinner (Department of Tourism, Culture, Industry and Innovation, Government of Newfoundland and Labrador)
- Grace Tatigian (Entrepreneurship Training Program & Study and Stay, Memorial University)
- Gregory Cameron (Faculty of Agriculture, Dalhousie University)
- Heather Manuel (Centre for Aquaculture and Seafood Development)
- Ian Froude (City of St. John's)
- Ivan Emke (Memorial University)
- James Baker (Association for New Canadians)
- Jason Waters (Memorial University)
- John Norman (Town of Bonavista)
- Kathleen Parewick (Municipalities Newfoundland & Labrador)
- Keith Rideout (Coast of Bays Regional Aquaculture Centre, Fisheries and Marine Institute of Memorial University)
- Kerri Claire Neil (Memorial University)
- Lynn Walsh (Internationalization Office, Memorial University)
- Mica McCurdy (Internationalization Office, Memorial University)
- Mike Clair
- Navjotpal Kaur (Memorial University)
- Nelson Graham (Memorial University)
- Opeyemi Jaunty-Aidamenbor (Memorial University)
- Qi Zhang (Memorial University)
- Paul Dinn (Adelaide's Newfoundland Honey Inc.)
- Paul McCleod
- Rhonda Tulk-Lane (St. John's Board of Trade)
- Sam Morton (Department of Sociology, Memorial University)
- Samia Islam (Memorial University)
- Sarah Thompson (Association for New Canadians)
- Sharon Mclennon (NL Workforce Innovation Centre)
- Sheilagh O'Leary (City of St. John's)

Sheldon O'Neill (Office of Immigration and Multiculturalism, Department of Advanced Education, Skills and Labour, Government of Newfoundland and Labrador)

Sofia Descalzi (Canadian Federation of Students-NL)

Sonia Ho (International Office, Marine Institute)

Susanne Dawe (NL Workforce Innovation Centre)

Tony Fang (Memorial University)

Yan Fu (Memorial University)

Yolande Pottie-Sherman (Memorial University)

APPENDIX C

The Stephen Jarislowky Chair in
Economic and Cultural Transformation
presents

The Immigration and Sustainable Development Symposium



November 30, 2018
Memorial University of Newfoundland
St. John's, NL

Welcome!

Thank you for attending the Jarislowsky Chair in Economic and Cultural Transformation **Immigration and Sustainable Development Symposium!** Today we are focusing on the agriculture, aquaculture, fishery and renewable energy sectors, building on the policy attention that the province has given to these parts of our economy. We are reflecting on some of the challenges that are facing these industries and asking how immigration can help address those challenges. We will explore these themes through a focus on rural communities and skills training and considering how Newfoundland and Labrador, as well as other Atlantic provinces, can attract and retain the skilled workers that are needed in these sectors.

Our day is designed with a morning and afternoon session, each with panel presentations and a breakout discussion. In the morning we will be focusing on rural development and the afternoon session will focus on skills training. The format is designed to draw upon the diverse range of expertise and backgrounds that are in the room. Notes from the panel discussions and breakout sessions will be used to prepare a report with policy recommendations, which will be publicly available for wide circulation.

We hope that you enjoy the day and find the discussions worthwhile and fruitful.

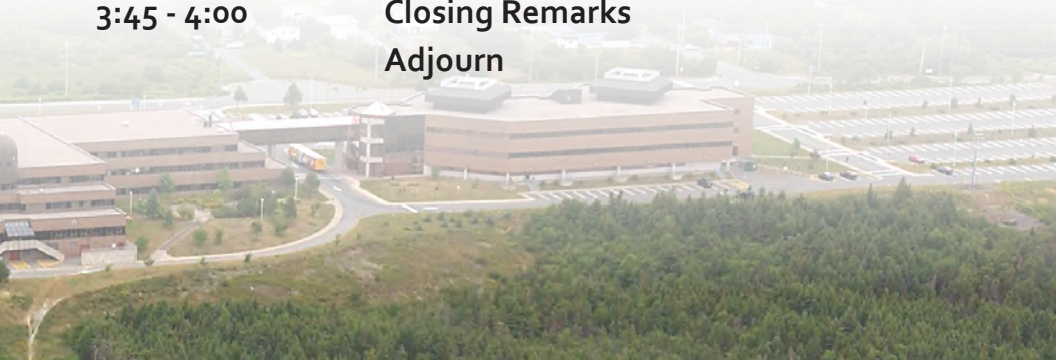
Sincerely,

Tony Fang, Kerri Neil and Jason Waters
Programming Committee



Agenda

- 8:30 - 9:00** **Registration and Breakfast**
- 9:00 - 9:30** **Welcome and Opening Remarks**
- 9:30 - 11:00** **Rural Development Panel**
Gregory Cameron
Professor, Dalhousie University
Gillian Skinner
ADM for Regional Development, Gov. of NL
Ivan Emke
Honorary Research Prof., Memorial University
John Norman
Mayor, Town of Bonavista
- 11:00 - 11:15** **Nutrition Break**
- 11:15 - 12:15** **Breakout Session #1**
Immigration & Rural Development
- 12:15 - 1:00** **Lunch**
- 1:00 - 2:30** **Skills Training Panel**
George Lee
Internship Coordinator, Shorefast Foundation
Delia Warren
Director, Iron and Earth East
Sarah Thompson
Project Coordinator, ANC
Ather Akbari
Chair, ARGEIAD
- 2:30 - 2:45** **Nutrition Break**
- 2:45 - 3:45** **Breakout Session #2**
Immigration & Skills Training
- 3:45 - 4:00** **Closing Remarks**
Adjourn



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