May 7, 2019

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act, 2015 [Our File #: AESL/023/2019]

On April 5, 2019 the Department of Advanced Education, Skills and Labour received your request for access to the following records/information:

“February 2019 information note titled "Report on the Survey with Newfoundland and Labrador Expatriates.""

I am pleased to inform you that your request for access to this information has been granted and the requested record is attached.

Please be advised that responsive records will be published following a 72 hour period after the response is sent electronically to you or five business days in the case where records are mailed to you. It is the goal to have the responsive records posted to the Completed Access to Information Requests website within one business day following the applicable period of time.

If you have any further questions, please feel free to contact the undersigned at (709) 729-4276 or SharonSeaward@gov.nl.ca.

Sincerely,

SHARON SEAWARD
ATIPP Coordinator

Attachment
Title: Report on the Survey with Newfoundland and Labrador Expatriates

Issue: To provide a summary of the survey with Newfoundland and Labrador expatriates, and related response.

Background and Current Status:
- The Way Forward on Immigration in Newfoundland and Labrador includes a commitment to “survey expatriate Newfoundlanders and Labradorians to gain insight on ways to entice them to return”.
- In fulfillment of that commitment, the Department of Advanced Education, Skills and Labour contracted Goss Gilroy Inc. in February 2018 to conduct the survey, following a limited Call for Proposals (CFP).
- The consultant has completed the survey, and has submitted a report analyzing data from over 3,000 respondents between the ages of 19 and 44, who once lived in the province, but who moved away one or more times, and are now living outside of the province. The survey did not include full-time post-secondary students.
- The report also included analysis of over 60 one-on-one interviews with expatriates who were interested in a more in-depth discussion.
- The report represents a comprehensive effort to understand circumstances compelling residents to move to other parts of the country and the world, and includes a series of considerations for the Provincial Government and other entities to consider to support the retention of residents and/or attract expatriates and others to the province (Annex B refers).

Analysis:
- The first draft report to the department was submitted in May 2018, and required factual corrections and updates, as well as further clarification. Additional drafts were submitted in June, August, October and November 2018. The final draft was submitted on December 20, 2018.
- The report includes themed considerations for the Provincial Government and others to increase the focus on youth retention; support for entrepreneurs and business start-ups; employment practices; facilitation of employment for spouses/partners; diversification of the economy; immigration and diversity; and quality of life (Annex A refers).

Action Being Taken:
- The Department of Advanced Education, Skills and Labour will review the considerations and explore opportunities for supporting current and expatriate residents.
- Where applicable, the Department will further engage with relevant departments and entities to discuss opportunities to support the implementation of relevant considerations.

Prepared/Approved by: R.Cej, in consultation with B. Hanlon and S. Jones/M. Snow
Deputy Minister Approval: January 24, 2019
REPORT ON THE SURVEY WITH NEWFOUNDLAND AND LABRADOR EXPATRIATES

Prepared for:
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December 2018
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1.0 Introduction

This report provides the results of a survey implemented by Goss Gilroy Inc. for the Survey with Newfoundland and Labrador (NL) Expatriates undertaken for the Department of Advanced Education, Skills and Labour’s (AESL’s) Office of Immigration and Multiculturalism.

2.0 Background

2.1 Context

The province of Newfoundland and Labrador is facing significant demographic challenges with an aging population and out-migration of younger people. These issues are not unique to Newfoundland and Labrador, as many other Canadian provinces and territories are facing similar challenges of slowing population growth.¹

Without intervention, this trend will have an impact on the economy (in particular, challenges will exist in meeting the needs of the labour market), governance and overall quality of life for the people of the province. It will create increasing financial challenges, which would place pressure on government programming and services. Planning for this change and developing strategies to adjust and adapt to it are paramount.²

From 2008 to 2013, strong economic conditions and high demand for labour reversed Newfoundland and Labrador’s historical out-migration trend and resulted in significant net in-migration to the province. However, economic conditions softened in 2014, and the province once again experienced net provincial out-migration.³

Most of the people leaving Newfoundland and Labrador are relatively young. Comparatively, those remaining in the province are older. In 2015, Newfoundland and Labrador had the most rapidly aging population in the country, which when combined with high rates of youth out-migration, declining birth rates, and an increasing number of people moving from rural parts of the province to more urban centres, presents a significant population challenge.⁴ The average age in the province as of the most recent Census in 2016 was 44 years of age⁵.

³Ibid.

Goss Gilroy Inc.
If we look at a recent example of interprovincial migration patterns, in the year leading up to the 2016 Census, it is evident that younger people were more likely leaving than coming into the province. Figure 1 below shows the age of people who moved between Newfoundland and Labrador and other provinces from 2015 to 2016. For the age groups between 15 - 34 years and 40-54 years, there was net interprovincial outmigration: more people moved away from the province than came in. Net outmigration was particularly marked for those aged 20 – 34 years. On the other hand, there was net provincial in-migration to the province among those aged 55-69 years.

**Figure 1: Age of people moving between Newfoundland and Labrador and other provinces**


### 2.2 Methodology

#### 2.2.1 Survey

The primary methodology in this study was an online survey conducted in the spring of 2018. This survey was targeted to Newfoundland and Labrador expatriates: specifically, to people aged 19 to 44 years who had once lived in the province, but who had moved away one or more times, and are now living outside of the province. The survey did not include those who were full-time post-secondary students.
The survey sought to identify what would retain or induce to return those people who are younger than the average and whose out-migration rates are highest. While the target number of responses was 300, as a result of publicity and sharing on social media, a total of 12,963 individuals attempted to fill in the survey.

Out of this 12,000+ who attempted to answer the survey, after subtracting those who did not meet the survey criteria and/or who did not complete the survey, the final number of respondents was 3,460. However, it should be noted that not everyone answered every question. Therefore, each question has a different sample size depending on how many eligible answers were received.

**2.2.1.1 Demographic/Background Information on the Survey Respondents**

The following is the demographic and background information on the survey respondents.6

- **Gender (n=2583)**; *i.e. 2583 of the 3460 analysed surveys gave a response to this question*

Just over half of the survey respondents (51%) were female; 46% were male. Two percent of the remaining respondents indicated that they preferred not to identify their gender, and less than 1% of the respondents reported their gender to be “other”.

- **Age (n=2508)**

Of the 2508 eligible respondents who reported their age range, 70% were in the younger age ranges from 19 to 34 years, with the largest percentage of this group (27%) being 25 to 29 years. Overall, fewer, but equal numbers of respondents were in the 35 to 39 and 40 to 44 years of age ranges (15%).

- **Level of education (n=2585)**

The majority of the survey respondents are well-educated: 32% had completed college, 39% had completed university, while another 17% also completed a Master’s degree or PhD. Therefore, the sample of people who responded to the survey are likely more educated than the average population.

- **Household composition (n=2458)**

The majority of the survey participants who responded are living in households comprised of one or two younger adults (19 to 44 years of age); with just under half reporting having children (primarily one or two children).

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6Please note that throughout the report not all of the percentages are up to 100% due to rounding.
- **Annual household income (n=2577)**

The majority of the survey respondents were living in households with higher incomes: 57% had incomes over $100,000. Very few of the survey respondents (6%) lived in households with incomes of $40,000 or under.

- **Place of residence before leaving the province (n=2580)**

The majority of the survey respondents (58%) were living in the St. John’s Region before leaving the province. As well, 14% lived in the Western Region, 10% lived elsewhere in the Avalon Region, and 7% lived in the Gander/Grand-Falls Region. Respondents originally coming from all regions were represented in the survey, but to a much lesser extent: 1% - 3% were living in the following regions – Labrador City - Wabush, Happy Valley-Goose Bay, Northern Peninsula, Clarenville, South Coast, Burin Peninsula or Bonavista Peninsula. Fewer than 1% were living on the Coast of Labrador or in an unspecified region.

- **Where respondents were living at the time of the survey (n=2581)**

At the time of the survey, 90% of the survey respondents were living in Canada, broken down as follows: Alberta - 36%, Ontario - 31%, Nova Scotia - 14% and British Columbia – 8%; 1% - 3% were living in Saskatchewan, Quebec, Manitoba, Northwest Territories, New Brunswick or Nunavut. Fewer than 1% were living in Prince Edward Island or the Yukon.

6% of the survey respondents reported living in another country, broken down as follows: United Kingdom – 19%; Qatar – 16%, Australia – 8%, China – 6%, Ireland – 5%, and Denmark – 4%. Another 42% reported living in one of over 30 other countries worldwide with the numbers being too small to report separately (1% - 3%).

4% were living in the United States, broken down as follows: Texas – 31%, New York State – 10%, California - 5%, Massachusetts – 5%, Virginia – 5%, and North Carolina 4%. The remaining 40% reported living in one of 22 other states, with the numbers being too small to report separately (1% - 3%).

2.2.1.2 **Limitations of the data**

There were a number of limitations to the data gathering and reporting processes.

The respondents self-selected to participate in the survey, and so the sample has some ‘self-selection’ bias, in that the responses come from those who were exposed to the fact that the survey existed via their networks, and then chose to participate.

A completely random process without some form of selection or self-selection bias is impossible in real world conditions; it is not possible to access the full population of expatriates around the world in the age range desired and then establish a randomized selection from this group.
As a result, our sample was skewed towards a more highly educated and higher middle-class population, which may not be representative of the full population of expatriates.

Also, those who chose to complete the survey appeared to be most passionate about returning to the province, and/or those who remained frustrated that they had to leave the province initially to achieve financial stability and the desired quality of life.

### 2.2.2 Interviewees

One-on-one telephone interviews were conducted with expatriates who had responded to the survey and expressed an interest in a more in-depth discussion. In total, 60 interviews were conducted with expatriates who met the criteria for participation.

These interviews were primarily qualitative in nature, using a short semi-structured guide allowing for in-depth discussion on why they left the province and what, if any, factors would entice them to return as well as more broadly, what they felt would have to change in the province to encourage people to stay here and/or return to permanently live here.

In terms of the interviewees’ demographics, just over half were male, the majority were in the 19-34 years of age bracket and they were well-educated. All of the interviewees reported having one or two younger adults (19 to 44 years of age) in their household; just under half reported having children under the age of 19 years. The majority of the interviewees were living in households with higher incomes.

Additionally, the majority of the interviewees had been living in the St. John’s Region before leaving the province and were living in other jurisdictions in Canada at the time of the consultation.

### 2.2.3 Focus groups

Two focus groups were proposed to capture the views of Newfoundlanders and Labradorians who had left the province (one or more times), returned and stayed: a focus group with former expatriates now living in the urbanized areas of the St. John’s Region and a focus group via conference call with former expatriates located throughout the province. Despite extensive efforts to garner participants, we only identified 14 people who expressed an interest to participate, all but one of whom were currently living in St. John’s. The remaining individual was living in another region of the province.

Due to difficulties scheduling the participants for the focus groups, individual interviews were held with those available - in total, we held seven short interviews. For ease or reporting, these individuals will be referred to as focus group participants. These participants met the criteria of moving to and from the province when they were 19 to 44 years of age.
FINDINGS

3.0 Primary factors influencing people to leave Newfoundland and Labrador

The survey respondents (n=2578) and interviewees were asked to identify the primary factor that influenced them to leave the province.

Employment-related factors predominated as the main reasons both groups left Newfoundland and Labrador. The majority of the survey respondents (51%) cited one of two employment-related factors: better employment opportunities (37%) or to take a job (14%). The interviewees also identified improved wages and job security.

The other two most often-cited primary reasons by survey respondents, both of which are linked to employment status, included an affordable cost of living (11%) or to follow/be near a spouse/partner (8%) who was leaving for employment reasons. The other most often-cited primary reasons from interviewees were wanting to live in a larger, more diverse place, have adventures, access to more leisure pursuits or be near family.

4.0 General factors which influenced the survey respondents and interviewees to leave the province

The survey respondents (n=2589) and interviewees identified multiple factors which influenced them to leave the province.

4.1 Employment and/or school-related factors

As can be seen in Table 1.0, the majority of the survey respondents cited one of their factors for leaving the province as better employment opportunities elsewhere (77%). As well, 46% said they left to take a job and/or for job security (36%). The interviewees cited the same employment-related factors for leaving the province.

Survey respondents also said they left to increase access to professional networks/support (25%), to attend post-secondary school/for better educational opportunities (15%), because they were recruited by a company outside of the province (15%) and/or for a change of career (10%). The interviewees also cited the first two factors as influencing their decisions to leave the province.
Table 1.0: Employment and school-related factors which influenced the survey respondents to leave the province (n=2589)

<table>
<thead>
<tr>
<th>Why did you leave Newfoundland and Labrador? (Check all that apply)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment and school-related factors</td>
<td></td>
</tr>
<tr>
<td>Better employment opportunities</td>
<td>77%</td>
</tr>
<tr>
<td>To take a job</td>
<td>46%</td>
</tr>
<tr>
<td>Job security</td>
<td>36%</td>
</tr>
<tr>
<td>Increased access to professional networks/support systems</td>
<td>25%</td>
</tr>
<tr>
<td>To attend post-secondary school/better educational opportunities</td>
<td>15%</td>
</tr>
<tr>
<td>Recruited by a company outside the province</td>
<td>15%</td>
</tr>
<tr>
<td>Change of career</td>
<td>10%</td>
</tr>
<tr>
<td>Entrepreneurial opportunities and support</td>
<td>7%</td>
</tr>
<tr>
<td>Transferred by my employer</td>
<td>3%</td>
</tr>
<tr>
<td>Other employment related factors (better working conditions/higher wages and/or seeking a better economic outlook)</td>
<td>4%</td>
</tr>
</tbody>
</table>

4.2 Quality of life factors

Table 2.0 shows that almost half of the survey respondents also cited quality of life factors as influencing their decision to leave Newfoundland and Labrador: better government services (46%), better cultural and leisure options (45%) and/or an affordable cost of living (42%). Almost half of the interviewees also cited these latter two quality of life factors, although only a few identified better government services as a reason for leaving.

Further, just over one-third of the survey respondents said the factors that influenced their leaving included living in a larger and more diverse place (35%), better weather (35%) and/or health and well-being (34%). About one-third of the interviewees also said they wanted to live in a larger and more diverse place, with a few of the interviewees specifically noting they were seeking more cultural diversity/acceptance.
**Table 2.0: Quality of Life Factors which Influenced the Survey Respondents to Leave the Province (n=2589)**

<table>
<thead>
<tr>
<th>Why did you leave Newfoundland and Labrador? (Check all that Apply)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality of life factors</strong></td>
<td></td>
</tr>
<tr>
<td>Better government services (e.g., health care, education, public transportation)</td>
<td>46%</td>
</tr>
<tr>
<td>More leisure/cultural options</td>
<td>45%</td>
</tr>
<tr>
<td>Affordable cost of living</td>
<td>42%</td>
</tr>
<tr>
<td>Better weather</td>
<td>35%</td>
</tr>
<tr>
<td>Live in a larger and more diverse place</td>
<td>35%</td>
</tr>
<tr>
<td>Health and well-being (including better work-life balance)</td>
<td>34%</td>
</tr>
<tr>
<td>Availability of quality child care</td>
<td>10%</td>
</tr>
<tr>
<td>Safety and security</td>
<td>10%</td>
</tr>
<tr>
<td>Lack of confidence in government</td>
<td>1%</td>
</tr>
</tbody>
</table>

**4.3 Relationship factors**

While fewer survey respondents highlighted relationship factors as influencing their decision to leave (see Table 3), 20% of these respondents and about one-third of the interviewees did identify that they left to follow their partner or spouse. Often, this was due to the partner or spouse leaving for employment-related reasons.

**Table 3: Relationship Factors which Influenced the Survey Respondents to Leave the Province (n=2589)**

<table>
<thead>
<tr>
<th>Why did you leave Newfoundland and Labrador? (Check all that apply)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Relationship factors</strong></td>
<td></td>
</tr>
<tr>
<td>Follow/be near spouse/partner</td>
<td>20%</td>
</tr>
<tr>
<td>Follow/be near parents</td>
<td>3%</td>
</tr>
<tr>
<td>Follow/be near friends</td>
<td>3%</td>
</tr>
<tr>
<td>Follow/be near children</td>
<td>1%</td>
</tr>
</tbody>
</table>

**5.0 Employment History of the Survey Respondents and Interviewees before and after Leaving Newfoundland and Labrador**

**5.1 Employment status**

As can be seen in Figure 2.0, 62% of the survey respondents (n=2551) said they were working before they left the province. After leaving Newfoundland and Labrador, almost all of the survey respondents (95% of n=2580) reported being employed.
Of the 60 interviewees, almost all were working after leaving NL, as compared to almost three-quarters who were working before leaving NL.

5.2 Sector

5.2.1 Sector of employment

Sixty-two percent of the survey respondents (n=1610) identified the sector in which they were working before leaving the province. As can be seen in Figure 3.0, 62% were working in the private sector, 32% in the public sector/government, and 5% in the non-profit sector. Two percent reported working in other unspecified sectors.

Of the 2,418 survey respondents who identified the sector in which they are currently working, the results are similar. The majority (59%) are in the private sector, 34% are working in the public sector/government, and 6% are working in the non-profit sector. One percent reported working in another unspecified sector.
Figure 3: Sector in which the survey respondents were working before and after leaving Newfoundland and Labrador

Overall:
- Survey respondents across all of the age groups are more likely to be working in the private sector;
- Survey respondents with a college education or less are more likely to be working in the private sector; survey respondents with a university degree and/or a Master’s degree/PhD are more likely to be working in the public sector.
- There are slightly more survey respondents in the lowest income group, i.e., $20,000 or less, working in the private sector.
- There are more survey respondents in the $21,000 to $40,000 income group working in the non-profit sector.

Of the 44 interviewees who were employed before leaving the province, the majority (59%) were in the private sector; 32% were in the public sector and 9% were in the non-profit sector.

Of the 56 interviewees who were working after leaving the province, the majority (46%) also were working in the private sector, although proportionally fewer than when working in the province. There were more interviewees working in the public sector (45%) after leaving the province than there had been before they left. Equal numbers before and after leaving reported working in the non-profit sector (9%).
5.2.2 Current Sector of Employment by age, education, and income for survey respondents

Current sector of employment by age group

Across the age groups, there are more survey respondents working in the private sector. There is not much variation in terms of the sector of work for different age groups. There are similar numbers of survey respondents from each age group working in each sector.

Current sector of employment by education level

Survey respondents with a college education or less appear to more likely be working in the private sector than in other sectors. Survey respondents with a university degree including a Master’s degree or Ph.D. are more likely to be working in the public sector than those with less education. There were also greater percentages of respondents with university degrees working in non-profit areas than those with less education.

Current sector of employment by income group

There are slightly more survey respondents in the lowest income group, i.e., $20,000 per year or less, working in the private sector. There are more survey respondents in the second-lowest income group of $21,000 to $40,000 working in the non-profit sector than in the other income groups. There are few other discernable differences in terms of the survey respondents’ income levels and the sector in which they are working.

5.3 Industry area

5.3.1 Industry area of employment for survey respondents and interviewees

In total, 1618 survey respondents identified the industry area in which they had been working before leaving Newfoundland and Labrador, and 2441 survey respondents identified the industry area in which they have been working after leaving Newfoundland and Labrador. Before and after leaving, the survey respondents were working in the following industry areas in similar proportions (see Figure 4):

- Professional, Scientific or Administrative Services in the Private Sector (before - 15%; after - 20%)
- Health Care (before - 12%; after - 14%)
- Education (before – 9%; after – 11%)
- Construction Trades (before – 8%; after – 11%)
- Other Public Services (before and after – 7%)
Differences of note, as can be seen in Figure 4, are that there were many fewer respondents working in Retail Trade and Accommodation, Food Services or Other Services after leaving the province than when living in the province. As well, there are more respondents working in the Oil and Gas industry after leaving the province, than when living in the province:

- Retail Trade: before - 14%; after- 3%
- Accommodation, Food Services or Other Services: before – 13%; after - 4%
- Oil and Gas: before – 6%; after - 14%

**Figure 4: Top industry areas in which the survey respondents were working before and after leaving Newfoundland and Labrador**

The other remaining survey respondents not in the industries above were distributed across the following industry areas in smaller numbers (1% to 4%) both before and after leaving the province:

- Arts, Entertainment and Culture (before – 4%; after - 3%)
- Public Administration (before – 3%; after - 4%)
- Community-based (before - 3 %; after – 2%)
- Mining or Other Natural Resource Industries (before and after 3%)
- Fisheries (before and after 1%)
- Manufacturing including seafood processing (before and after 1%)
- Military/Policing (before and after 1%).
The majority of the interviewees reported working in similar proportions in the following industry areas before (n=44) and after (n=56) leaving the province: Education, Professional, Scientific or Administrative, or Other Public Services. Slightly more of the interviewees were working in the Oil and Gas industry before leaving the province than after leaving. Significantly, more of the interviewees were working in Health Care after leaving the province than before they left. As with the survey respondents, there were many fewer interviewees working in the Accommodation, Food Services or Other Services and the Retail Trades after leaving Newfoundland and Labrador.

5.3.2 Current Industry by age, education, and income for survey respondents

Current industry area by age group

The largest proportion of the survey respondents across the age groups are in Professional, Scientific or Administrative Services in the Private Sector.

There are fewer survey respondents in the youngest age group (19 to 24 years) in the Education industry than there are in all other age groups (25 to 44 years).

There are slightly more survey respondents in the 19 to 24 years and 30 to 34 years age groups working in the Oil and Gas industry than in the other age groups.

There are slightly more of the younger survey respondents (19 to 34 years of age) working in Health Care and in Construction/Trades than in the older age groups (35 to 44 years of age).

Current industry area by education level

More of the survey respondents with a university degree, including a Master’s degree or PhD are working in the Professional, Scientific or Administrative Services in the Private Sector or Education areas than those with lower levels of education.

More of the survey respondents with less than high school, some post-secondary or a college education are working in the Oil and Gas and Construction/Trades areas than those with other levels of education.

More of the survey respondents with higher levels of education (completed post-secondary/Master’s degree/PhD) are employed in Health Care.

Current industry area by income group

The top six most common industry areas of employment among all survey respondents, as indicated above, were:

1) Professional, Scientific or Administrative services in the Private Sector
2) Oil and Gas
3) Health Care and Social Assistance
4) Construction/Trades
5) Education
6) Other Public Services.

More of the survey respondents in the income groups above $41,000 are employed in the Professional, Scientific or Administrative Services industries, than those in the lower income groups.

Oil and Gas employs almost a third (30%) of those in the highest income bracket of those earning $200,000 a year and more. Another 22% of the highest income earners were in Professional, Scientific or Administrative services in the Private Sector, while 16% were in Health Care and Social Assistance. The remaining 32% were dispersed among other industries.

The top six most common industries are the most common industries of employment for respondents of all income brackets, except for the two lowest income brackets. For those earning $20,000 or less, and those earning $20,000 to $40,000, Retail Trade as well as Accommodation and Food Services or Other Services were common industries of employment. These constituted small proportions of the sample, however, with respectively 16 and 110 respondents.

6.0 Interviewees and focus group participants who moved back to the province and left again

The interviewees and focus group participants who moved back to the province cited relationship factors as reasons for returning to Newfoundland and Labrador (e.g., to be near/supported by family); with about half citing employment-related reasons of having a job or feeling there were more opportunities during the boom times.

Some interviewees and focus group participants also left the province a second time. Overall, the main reasons for doing so mirrored those cited in earlier sections in this report, with a focus on employment-related reasons.

Most of the focus group participants said they are not likely to move away again and/or are planning to stay in the province. They stated, for example, that they have employment, and/or are not actively looking elsewhere. A small number of the participants, however, said there is a possibility they could leave the province again, if there were a better employment opportunity elsewhere in Canada. At the time of the focus group, these participants were working in the community-based sector for one-third of what they stated they could make elsewhere and/or were working on contract because they could not find other, more stable employment options.
7.0 Factors which would influence the survey respondents and interviewees to return to and stay in Newfoundland and Labrador

The survey respondents (n=2578) and interviewees were asked to identify what, if anything, would influence them to return to Newfoundland and Labrador, now or in the future. They could provide multiple responses. The options were grouped into the categories of employment and/or school-related factors, quality of life factors, and relationship factors.

7.1 Employment and/or school-related factors

As can be seen in Table 4, most of the survey respondents said they would be influenced to return if there were better employment opportunities (47%), to take a job (31%), for job security (26%) and/or if they were recruited by a company in the province (19%).

<table>
<thead>
<tr>
<th>Employment and school-related factors</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better employment opportunities</td>
<td>47%</td>
</tr>
<tr>
<td>To take a job</td>
<td>31%</td>
</tr>
<tr>
<td>Job security</td>
<td>26%</td>
</tr>
<tr>
<td>Recruited by a company in the province</td>
<td>19%</td>
</tr>
<tr>
<td>Change of career</td>
<td>9%</td>
</tr>
<tr>
<td>Entrepreneurial opportunities and support</td>
<td>9%</td>
</tr>
<tr>
<td>Increased access to professional networks/support systems</td>
<td>9%</td>
</tr>
<tr>
<td>Transferred by my employer</td>
<td>8%</td>
</tr>
<tr>
<td>To attend post-secondary school/better educational opportunities</td>
<td>4%</td>
</tr>
<tr>
<td>Other employment and school-related factors (high wages/salaries; better economic outlook)</td>
<td>1%</td>
</tr>
</tbody>
</table>

Approximately three-quarters of the interviewees identified employment and/or school-related factors that would encourage them to return to the province. About half of this group said that an improved job market and/or full-time employment or a secure job, in particular in their field, would be important factors in their decisions to return to and stay in the province. Some of the interviewees spoke to the need for a strengthened and/or diversified economy with new and different industries, moving away from a reliance on oil and gas, and/or to improve the climate for entrepreneurship and new business.

A few of the interviewees spoke to changes which they would want in the education system. They said, for example, that the quality of and opportunity in education would have to be similar to where they now live, and/or they would like to see education being a priority, with smaller class sizes and/or additional support for children with exceptionalities.
7.2 Quality of Life factors

As is presented in Table 5, 46% of the survey respondents highlighted that an affordable cost of living would be a factor which would influence their decision to return to and stay in Newfoundland and Labrador. Equal numbers of survey respondents (28%) identified the need for better government services and/or health and well-being as considerations. Availability of child care (19%) and safety and security (15%) also were noted.

**Table 5: Quality of Life factors which would influence survey respondents to return to and stay in Newfoundland and Labrador (n = 2578)**

<table>
<thead>
<tr>
<th>Quality of life factors</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable cost of living</td>
<td>46%</td>
</tr>
<tr>
<td>Better government services (health care, education, public transportation, etc.)</td>
<td>28%</td>
</tr>
<tr>
<td>Health and well-being (including better work-life balance)</td>
<td>28%</td>
</tr>
<tr>
<td>More leisure/cultural options (including cheaper travel options)</td>
<td>21%</td>
</tr>
<tr>
<td>Availability of quality child care</td>
<td>19%</td>
</tr>
<tr>
<td>Safety and security</td>
<td>15%</td>
</tr>
<tr>
<td>Other - government and diversity</td>
<td>3%</td>
</tr>
</tbody>
</table>

Two-thirds of the interviewees cited quality of life factors as key influencers for them to return to the province: for example, some stated that salaries and wages would have to be higher than they currently are to offset their perceived high levels of taxation, food, gas, insurance, housing and/or utility rates, and/or they needed to be assured of an affordable cost of living. A few of the interviewees highlighted the need for more and less expensive cultural and leisure options in the province and/or lower costs to travel to and from the Island and/or the need for improved health care (e.g., better access to services in rural areas of the province).

7.3 Relationship factors

As can be seen in Table 6, one-third of the survey respondents (33%) said that following or being near their parents also would be an influencing factor in their decision to return to and stay in the province. Equal numbers of survey respondents (18%) also said that they would be influenced to follow or be near a spouse or partner and/or to follow or be near their friends.

**Table 5: Relationship factors that would influence the survey respondents to return to and stay in Newfoundland and Labrador**

<table>
<thead>
<tr>
<th>Relationship factors</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Follow/be near parents</td>
<td>33%</td>
</tr>
<tr>
<td>Follow/be near spouse/partner</td>
<td>17%</td>
</tr>
<tr>
<td>Follow/be near friends</td>
<td>17%</td>
</tr>
<tr>
<td>Follow/be near children</td>
<td>3%</td>
</tr>
<tr>
<td>Other relationship (to be near family)</td>
<td>1%</td>
</tr>
</tbody>
</table>
Relationship factors which could influence a return to the province identified by about half of the interviewees included to be with family; raise their children here; or to care for an ailing or older family member or parent (although this would be bringing them back only for the short-term).

7.4 Nothing would encourage them to return

Eighteen percent of the survey respondents and a few of the interviewees said that nothing would encourage them to return to the province.

8.0 Most important factor to encourage the survey respondents and interviewees to return to and remain in Newfoundland and Labrador

8.1 Most important influencing factor - overall

About a quarter of the survey respondents (n=2182) said better employment opportunities would be the most important influencing factor when deciding to return to and stay in Newfoundland and Labrador. Other primary influencing factors included: to follow/be near parents (14%), have an affordable cost of living (16%) or to take a job (12%).

Similarly, about half of the interviewees highlighted employment-related factors (e.g., job security, full-time work, work in their field, comparable wages and benefits) as the most important influencing factors for returning to and staying in the province. Education-related factors included more academic options available in schools. An affordable cost of living and being near family also were considered important influencing factors.

8.2 Most important influencing factor to come back to Newfoundland and Labrador by age, education, and income for survey respondents

The following Figures detail the extent to which employment and school-related, quality of life, and relationship factors would influence survey respondents to return to and stay in the province according to their age, employment and income.

As presented in Figure 5, there were seven main issues across these broader categories that survey respondents said would influence them to return to and stay in Newfoundland and Labrador. These dominant issues also are analyzed according to age, education and income.

Of note, across all age groups and education levels and all but one income category, the most important influencing factors to return to Newfoundland and Labrador were employment and school-related. The one exception was the survey respondents in the $20,000 or less income...
category who cited the relationship factor of following or being near parents, as their primary influencer for returning to the province.

### 8.2.1 Influencing factors by age group

As can be seen in Figure 5:

Across all of the age groups, the survey respondents cited employment and school-related factors as the most important influencers for them to return to and stay in the province; slightly more of the survey respondents in the 19 to 24 years of age group cited these influencing factors as compared to other age groups.

There was relatively little difference across the age groups with respect to the percentage who cited relationship factors as the critical influencers.

A greater percentage of the survey respondents aged 40 to 44 years cited quality of life factors as the primary drivers than in the youngest age group of 19 to 24 years.

There was little variation across age groups in regard to the survey respondents who said nothing would influence them to return.

**Figure 5: Influencing factors to return to Newfoundland and Labrador by age group for survey respondents**
8.2.2 Top seven reasons by age group

Figure 6 shows the top seven reasons from among the categories of employment and school, relationships and quality of life which were cited by survey respondents as the primary reason which could influence them to return.

Across all age groups, better employment opportunities was the most important influencing factor for returning and staying in the province. However, the percentage of survey respondents who cited this reason was highest for the youngest group and decreased in each following older age category. This means that this factor is more important for younger people.

The percentage of survey respondents who cited to follow/be near parents as their primary reasons also decreased slightly from youngest to oldest age group.

A slightly higher percentage of those aged 30 to 34 years cited the primary reason of follow/be near a spouse/partner, as compared to the other age groups.

A lesser percentage of the respondents aged 19 to 24 years cited an affordable cost of living as their primary reason, as compared to their older cohorts.

Figure 6: The top seven reasons by age group for survey respondents
8.2.3 Influencing factors by education level

Figure 7 shows the categories of factors which would influence survey respondents to return to Newfoundland and Labrador, by education level.

Across all of the education levels, the survey respondents cited employment and school-related factors as the most important influencers for them to return to and stay in the province.

The survey respondents who had less than a high school education were the highest percentage of those who cited these employment and school-related reasons as the most important, while relationship-related reasons were less often cited.

The survey respondents who had completed some post-secondary education or had a college degree more often identified quality of life factors as the most important, compared to those with other levels of education.

While very small percentages of the survey respondents with college, university and graduate degrees indicated that nothing would influence them to come back to the province, there were no people with lesser levels of education who gave this response.

Figure 7: Influencing factors to return to Newfoundland and Labrador by education level for survey respondents
8.2.4 Top seven reasons by education level

Figure 8 shows the top seven specific factors which would influence survey respondents to return, by education level.

Across all of the education levels, the primary reason to come back to and stay in the province was better employment opportunities. This influencer was more often given as a response by those in the lowest level of education (less than high school) and decreased in relative importance for higher education levels.

To follow/be near parents was a less important influencer for those with less than a high school education, while more of the survey respondents with university or Master’s degrees/a PhD cited this and ‘to take a job’ as being their primary influencers.

The survey respondents who had less than a high school education did not identify following/being near a spouse/partner as an important reason for returning to the province; there was little variation in the percentage of those across all of the other education levels who selected this as their primary reason.

Job security was cited as the primary reason for returning by a greater percentage of the survey respondents who had completed high school than those with other education levels.

The survey respondents with the highest education were less likely to cite affordable cost of living as a primary reason to return, as compared to those with other levels of education.

Slightly more of those with less than high school education cited better government services as their main reason for coming back to the province; there was little variation across all of the other education levels in relation to this reason.

Of note, those who had Master’s and Ph.D. degrees also cited being “recruited by a company in the province” as a primary reason for returning, to the extent that it tied for the 7th most common reason. (This is not depicted in Figure 8, since it was not one of the overall top seven reasons.)
8.2.5 Influencing factor by income group

Figure 9 examines these same factors by income level for survey respondents.

Across all income groups of $21,000 and over, employment and school-related factors were the most important to influence the survey respondents to return to the province, although this was relatively less important for the survey respondents making $20,000 or less.

The people in the lowest income category identified relationship factors as their most important factor for returning to the province. There was little variation across all of the other income levels in relation to the percentages identifying relationships as the main factor for returning to the province.

There was little variation across most of the income groups in relation to the percentage which identified quality of life factors as the primary factors to influence them to return to Newfoundland and Labrador; although those in the over $200,000 income group were less likely to choose this factor.
8.2.6 Top seven reasons by income group

Figure 10 indicates which percentage of the survey respondents in each income group cited the top seven reasons which could influence them to return to Newfoundland and Labrador.

Across all income levels of $21,000 and over, better employment opportunities was cited in the greatest percentages as the most important reason which would influence the survey respondents to return to the province; although this was relatively less important for those survey respondents making $20,000 or less. The most frequently cited reason for this latter cohort to return to the province would be to follow/be near their parents.

There was little variation across the income groups in relation to the percentages who identified better government services or to follow/be near a spouse or partner as the main reasons which could influence their return to the province.

The percentage of survey respondents who chose ‘to take a job’ as their most important factor which could influence their returning to the province decreased slightly from the $21,000 to the over $200,000 income group. None of those in the $20,000 or less income group cited this as their most important factor.
An affordable cost of living was less often cited as the most important reason influencing return to Newfoundland and Labrador by survey respondents in the lowest ($20,000 or less) and the highest (over $200,000) income groups.

A higher percentage of the survey respondents in the $20,000 or less income group identified job security as their primary reason to return to the province than any other income group.

**Figure 10: Top seven reasons by income group for survey respondents**

What percentage of people in each income group cited these top seven reasons they might return to Newfoundland and Labrador? (n=2182)

- #1 Better employment opportunities
- #2 Follow/be near parents
- #3 Affordable cost of living
- #4 To take a job
- #5 Follow/be near spouse/partner
- #6 Job security
- #7 Better government services

<table>
<thead>
<tr>
<th>Income Range</th>
<th>Reason</th>
<th>$20,000 or less</th>
<th>$21,000-$40,000</th>
<th>$41,000-$70,000</th>
<th>$71,000-$100,000</th>
<th>$101,000-$150,000</th>
<th>$151,000-$200,000</th>
<th>Over $200,000</th>
<th>Prefer not to say/No Answer</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$20,000 or less</td>
<td>#7 Better government services</td>
<td>3%</td>
<td>7%</td>
<td>4%</td>
<td>5%</td>
<td>7%</td>
<td>7%</td>
<td>3%</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>$21,000-$40,000</td>
<td>#6 Job security</td>
<td>15%</td>
<td>15%</td>
<td>12%</td>
<td>13%</td>
<td>15%</td>
<td>15%</td>
<td>29%</td>
<td>29%</td>
<td>26%</td>
</tr>
<tr>
<td>$41,000-$70,000</td>
<td>#5 Follow/be near spouse/partner</td>
<td>4%</td>
<td>12%</td>
<td>13%</td>
<td>12%</td>
<td>15%</td>
<td>15%</td>
<td>29%</td>
<td>29%</td>
<td>26%</td>
</tr>
<tr>
<td>$71,000-$100,000</td>
<td>#4 To take a job</td>
<td>12%</td>
<td>15%</td>
<td>12%</td>
<td>13%</td>
<td>15%</td>
<td>15%</td>
<td>29%</td>
<td>29%</td>
<td>26%</td>
</tr>
<tr>
<td>$101,000-$150,000</td>
<td>#3 Affordable cost of living</td>
<td>12%</td>
<td>15%</td>
<td>12%</td>
<td>13%</td>
<td>15%</td>
<td>15%</td>
<td>29%</td>
<td>29%</td>
<td>26%</td>
</tr>
<tr>
<td>$151,000-$200,000</td>
<td>#2 Follow/be near parents</td>
<td>9%</td>
<td>13%</td>
<td>13%</td>
<td>13%</td>
<td>17%</td>
<td>13%</td>
<td>9%</td>
<td>12%</td>
<td>14%</td>
</tr>
<tr>
<td>Over $200,000</td>
<td>#1 Better employment opportunities</td>
<td>12%</td>
<td>15%</td>
<td>12%</td>
<td>13%</td>
<td>15%</td>
<td>15%</td>
<td>29%</td>
<td>29%</td>
<td>26%</td>
</tr>
</tbody>
</table>

Goss Gilroy Inc.
9.0 Overall, what would have to change in Newfoundland and Labrador to encourage people to stay and/or to return to live?

The survey respondents and interviewees were asked what would have to change overall to encourage expatriates to return to the province (they could provide multiple responses), and they were encouraged to identify specific activities or initiatives. This was an open-ended question and as such, there were no pre-defined categories; rather, the respondents provided their own answers. After reviewing the responses from the survey respondents (n=2292) and identifying common themes, we grouped the responses into codes/categories we developed, which had relevance for the interviewees as well.

The survey respondents identified the following needed changes to encourage expatriates to return to Newfoundland and Labrador and/or current residents to remain in the province: better employment opportunities/options, job security, comparable wages, an affordable cost of living, better government services and/or more and improved cultural and leisure options.

In addition to these changes, the interviewees also highlighted the need for enhanced supports to new business and efforts to facilitate new graduates’ entry into the workforce.

10.0 International examples

Some countries and jurisdictions around the world have various types of population growth strategies which aim to increase their populations and attract people to come and live there. In some cases, attracting former residents is a specific component of these strategies, although the measures employed to attract people in general to come and live in a given place often are those which would also attract former residents. However, expats may be more receptive to the idea of returning to live in their former home area because they are more likely to have family or social networks there, and to have knowledge of the benefits of living there.

One example which parallels that of Newfoundland and Labrador is the Australian state of Tasmania. Both are island states/provinces, with similar sized populations and a degree of geographical remoteness. The Tasmanian Population Growth Strategy\(^7\) includes measures to encourage Tasmanian expats to return to this island state. For example, there is a social media campaign to encourage Tasmanians living in the Australian capital of Sydney to return home.\(^8\) This campaign touts the benefits of living in Tasmania instead of Sydney, such as a lower cost of


living. However, the few measures in the Population Growth Strategy which are targeted to former Tasmanians primarily aim to increase the state’s engagement with expats. This is one part of many overall measures to grow the population in Tasmania with initiatives through increased international and inter-state migration and other measures that would make Tasmania a more appealing place to live, such as job creation and workforce development, as well as increased liveability by promoting a culture which is vibrant, inclusive, respectful and supportive.

Israel is an example of another jurisdiction which for more than 10 years has undertaken initiatives to encourage its former residents, in particular, to return. This state offers a variety of special tax benefits and concessions to former residents, such as ten years of tax benefits/relief and assistance. A returning citizen may be exempt from taxes on income generated outside the country, and their pensions are tax exempt for ten years. An "Employment Promotion" program grants employers financial assistance to help cover the salaries of returning residents for a limited period.

Other measures are intended towards both returning residents and new immigrants, such as support for entrepreneurs and businesses in specific sectors, financial support for retraining in sectors which are in demand in Israel, as well as professional counseling, guidance, and financial help to scientists and researchers.⁹

However, it should be noted that the context of Israel’s relationship with former residents is very different than is Newfoundland and Labrador, and that what is undertaken in one jurisdiction may not be suitable in another. One also has to be aware of the economic implications for undertaking initiatives such as those in relation to tax relief and/or pension benefits. For example, tax relief for new residents would be costly to the government, and could create inequalities when existing residents do not get the same benefits.

Such initiatives also highlight the challenge that determining who is a resident in a province is much different than doing so for a country, since the latter has a greater level of documentation and regulation, with systems of visas, passports and citizenship establishing documentation of residency. Inter-provincial migration in Canada, in contrast, is not regulated, and people can move freely between provinces without their movements being documented in the same way. Working in one province and living in another is common, including among Newfoundlanders and Labradorians who may work for long periods of time in places such as Western Canada.

In addition, the types of initiatives that a province could undertake differ from those that a federal government could take. Therefore, not all of the initiatives that other jurisdictions undertake would fall within the jurisdiction of a provincial government.

⁹ Website of the Ministry of Integration and Aliyah in Israel, http://www.moia.gov.il/English/ReturningResidents/Pages/default.aspx
In considering the potential initiatives that are within the scope of a provincial government’s jurisdiction, the cost would have to be considered in comparison with the expected benefits to be derived. Using the Tasmanian example, a publicity campaign to get people to move from Sydney back to Tasmania has costs, but whether or not it actually generates outcomes (i.e. engages expat Tasmanians to move back) is unknown. Any potential initiative should be assessed in comparison with the alternative use of that funding, as there may be more effective or beneficial actions which could be taken to address the fundamental reasons that discourage people from moving back to a place.

11.0 CONCLUSION

Broadly, the findings reveal that there are core issues which have influenced expatriates to leave and, if addressed, would be important considerations for those interested to return to the province. Some of the paramount factors can be summarized as follows: the need for good, full-time and sustained employment across sectors and industries (which could be positively impacted through economic diversification), founded on fair and equitable hiring practices, and offering comparable wages.

It also must be recognized that young people often want to leave the province to experience other places and cultures. The key is not to discourage such adventure, but to ensure that they are still drawn back to the province because they recognize the benefits and value of doing so.

However, this study also has identified that there are quality of life factors which remain core considerations (some of which are inextricably tied to having secure employment at a living wage). These include having an affordable cost of living, access to enhanced leisure and cultural options, and improved government services (most often noted in relation to education, health care and child care).

The answer to the attraction and retention of people in the province is multi-faceted. Many inter-related variables come into play including cost of living, wages, job security, fair hiring practices, access to an array of effective government services, and diverse leisure and cultural options.

Many of these factors are longstanding issues, and are areas of concern for governments past, current and future. These are also not issues that can be addressed by government alone. There is a need for all stakeholders, including those from industry associations and employers as well as municipalities, to identify initiatives and actions which they can take to support government’s efforts. The provincial government can create the environment for expats to return home and develop a strategy for so doing, but it needs the support of the continuum of stakeholders for it to be successful.
APPENDIX “A” – Considerations

There are some tangible initiatives and activities which could be undertaken to improve retention of people in the province and/or attract expatriates and other to the province. The following presents those which emanate from the respondents’ feedback and their written comments.

It should be noted that Government has undertaken initiatives in some of these areas. An assessment of which of these initiatives have had the desired impacts, and opportunities to both scale up successful activity and expand into other areas, must be identified.

A.1 Youth retention

While the Government of Newfoundland and Labrador should continue its efforts to encourage expatriates to move back to the province, its critical focus must be to retain its upcoming and young workforce. Previous reports have focused on developing youth leaders and increasing youth engagement in their communities and on Boards/at planning tables. The results of this survey, and in particular, the comments from many of the survey respondents build on previous recommendations related to retaining youth, as well as provide other considerations.

A.1.1 The K-12 system

- Enhanced focus on career development across the K-12 system

A review of the current curriculum outcomes for K-12 identifies a strong focus on understanding and developing the soft skills/life skills which are critical for a foundation of success in employment at all ages (e.g., teamwork, respecting differences, time management, managing change), with a more specific focus in high school on career-development skills such as resume writing and interviews.

Career Development Elementary Module (2017)
Career Development Intermediate Module (Interim 2012)
Career Development 2201 (Interim 2010)

Further, the Employment and Labour Studies course (http://www.ed.gov.nl.ca/edu/k12/curriculum/guides/careered/careered/emp_lab_studies1106.pdf) has been developed to assist students with understanding the value and transferability of knowledge and skills to career development. This course is intended to be an experiential course and is described as relevant for any student entering the world of work. The course is divided into three areas: Labour Standards, Workplace Communications and Customer Relations.

It is important for youth to understand and develop the relevant soft skills for employment and understand the framework in which some employers are operating (e.g., labour standards and unionized workplaces).
If children and youth are to truly understand how various skills translate into the workplace, the range of careers available to them within different industries (including cultural and creative industries) and what employers are seeking in employees, there must be more emphasis on inviting employers (across the continuum of sectors and industries) into the classroom. Further, inviting local entrepreneurs into the schools to discuss this aspect of the work world might spur creativity and interest that the current course work does not. AESL could consult with the Department of Education and Early Childhood Development on existing efforts to identify opportunities for enhancement.

Further, the academic experience for children and youth in the junior and senior high schools could be expanded to incorporate more opportunities for exposure and experience in the range of potential career options – e.g., hands-on courses focused on the craft industry; robotics.

Of note, the 2017 report of the Premier’s Task Force on Improving Educational Outcomes, “Now is the Time”\(^\text{10}\) includes a chapter on Career and Cooperative Education. It details recommendations related to improving career education in the junior and senior high schools, as well as the need for a renewed focus on co-operative and apprenticeship programs. The June 2018 Education Action Plan details specific actions designed to realize these outcomes, including, for example, creation of a career education course for intermediate students, with a component focusing on informed selection of senior high school courses, and development and support for experiential learning at high school through engagement with other government departments, school districts, Newfoundland and Labrador Teachers’ Association, federal government agencies, post-secondary institutions, industry and associated organizations.\(^\text{11}\)

- **Connecting high school students to the workforce**

Youth in high school must be encouraged and supported to find summer employment as a stepping stone to future work opportunities. This will require several critical supports to be in place.

There is a section on AESL’s website for youth, students and graduates that provides information on summer employment programs (https://www.aesl.gov.nl.ca/students/default.html). AESL also could work in partnership with the Department of Education to facilitate their delivering information to youth in high school about this website and opportunities and options for summer employment. In-class discussions could include employer expectations (e.g., being on time, confidentiality, attention to duties including no cellphones during work hours), avenues for identifying potential employment (online sites, local businesses), thinking broadly about skills they can bring to an employer, how to develop and submit a resume online, and grants/funds

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Goss Gilroy Inc. 29
available should they be aware of a local business/organization which they could approach for employment.

AESL currently has a number of online workshops available to students who are unable to visit employment centres. For high school students with little job search experience and who are not amenable to on-line workshops, AESL also could consider having a plain language web-page for high school students devoted to helpful tips and hints for finding and securing employment. This could have, for example, links to any relevant job banks (with a section for high school students), sample resumes and sample interview questions. As well, links could be provided to employment facilitators/counsellors in the community who can support youth in their summer job efforts.

➢ **The Student Summer High School Program**

Currently the Student Summer High School Program\(^\text{12}\) provides a subsidy to assist not-for-profit organizations, school districts and municipalities to create summer jobs for high school students enrolled in Level I, II, or III. While the benefits of such employment cannot be understated, particularly to non-profit groups who are often financially constrained to engage staff, it is imperative that such a program also be available to private sector employers, as they would be a primary link to future employment opportunities. AESL has indicated that support to the private sector is primarily under the Student Summer Employment Program – Post-Secondary component. Expansion to the High School component may be considered for future programming.

Further, and to maximize the likelihood that employers will engage and take on youth with no experience, it is respectfully suggested that the administrative burden (e.g., application and reporting) be reduced to be commensurate with the level of funding available and provided. AESL has indicated that it is continually reviewing its application and reporting requirements as part of LEAN initiative, while keeping in mind government’s accountability requirements.

**A.1.2 Post-secondary education**

➢ **Fields of study**

When ex-patriates move away to attend school/for higher education because their field of study is not available in the province, they often settle into their respective communities to live and work. Post-secondary institutions in the province may wish to explore the opportunity to expand the fields of study within the provincial post-secondary system, as appropriate and possible, in particular in fields which are well-established in the province such as engineering (e.g., chemical engineering) and recreation and sport/medicine (e.g., sports medicine, sports massage).

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A.1.3 Supporting post-secondary graduates to link to employment

- Facilitating linkages to employment for new/recent post-secondary graduates

Many of the survey respondents spoke to the challenges faced by young, well-educated, new graduates in entering the workforce in their field of study. One of the main barriers cited is the pervasive requirement of having a certain number of years of experience (generally cited to be three to five years). Currently, many new graduates are leaving the province to get this entry-level experience, resulting in their deciding to settle where they move, rather than incur moving expenses back to Newfoundland and Labrador and face an unstable and unpredictable job market.

There must be a clear and facilitated transition between post-secondary education and the labour force. This will require the buy-in and support of employers and unions throughout the province, as well as incentives provided by the provincial government. Suggestions include:

- Memorial University offers a wide range of co-operative education programs at both the undergraduate and graduate level, which provide a combination of classroom study and work-term placements in local, national and international businesses across a continuum of fields. This program is described as providing a superior learning model for students and supporting them to prepare for their future careers. It is noted that a strong partnership between co-operative education practitioners, faculty, students, and employers adds value to the learning experience of students.  

In times of economic downturn, co-operative placements can be difficult to secure. It is imperative that all of the stakeholders in the province, in particular employers, continue to support these opportunities for post-secondary students to get “real-life” work experience in their fields of study which supports building their resume and making employment connections in the province.

- AESL offers a Student Summer Employment Program – Post Secondary. This program provides a subsidy to assist private sector and not-for-profit organizations, which include school districts and municipalities, to create summer jobs for post-secondary students entering or returning to post-secondary studies in the upcoming school year. Once again, the value of such a program cannot be understated, but it is important that employers understand priority would be given to those employers providing maximum opportunity for the students’ skill building (e.g., working in/on program and policy development; supporting program delivery; statistical/financial analysis), as opposed to simply filling an HR gap within their organization (e.g., reception/filing). The Program Guidelines could be updated to ensure employers better understand what constitutes “valuable work experience”. Such employment opportunities should allow the students to gain relevant work experience sought by employers.

13 Memorial University. Cooperative Education. Available from https://www.mun.ca/coop/about/.

• AESL should continue to develop and implement structured professional development opportunities that nurture young people and help them develop in their career such as the Student Mentorship Program\textsuperscript{15}. AESL could assess opportunities to expand the allowable fields of study within this program. Further, and as referenced earlier, to maximize the likelihood that relevant employers will engage in such a program, it is suggested that the administrative burden (e.g., application and reporting) be reduced to be commensurate with the level of funding available and provided. In 2018-19, AESL piloted a Student Mentorship program in targeted industries. The results of this pilot will inform AESL programming going forward, including opportunities for expansion.

• AESL could consider creating an employment transition program for youth who have recently graduated from post-secondary studies, such as, for example the Ontario Internship Program\textsuperscript{16}. This program provides a paid internship with Ontario Public Service for individuals recently graduated with a degree, diploma or a post-graduate certificate. Interns choose to work in one of the following areas during two, 12-month assignments:
  - Business and Financial Planning
  - Communications
  - Human Resources
  - Information and Information Technology
  - Labour Relations
  - Policy Development
  - Program and Service Delivery

• The Newfoundland and Labrador Department of Advanced Education, Skills and Labour currently has some funding under its JobsNL program to support recent graduates in securing employment. The JobsNL Wage Subsidy program gives priority to the hiring of an individual who is an income support client, a person with a disability or recent post-secondary graduate. However, as this program is not targeted specifically to graduates, and only covers 10-26 weeks of employment, the department could consider additional programming to support graduates in securing full-time, permanent employment. One example of this is the Government of Nova Scotia’s Graduate to Opportunity Program\textsuperscript{17}, which supports recent graduates by providing funding to organizations that employ them in permanent, full-time jobs. This program is described as helping to build a stronger workforce and retain well-educated young people in Nova Scotia with a salary incentive that makes it easier to hire recent graduates. Employers receive 25% of the first year’s salary – 35% if the new grad is a member of designated diversity

\textsuperscript{15}Government of Newfoundland and Labrador. AESL. Student Mentorship Program. Available from http://www.aesl.gov.nl.ca/students/mentorship.html.
\textsuperscript{16}Government of Ontario. Ontario Internship Program. Available from https://www.internship.gov.on.ca/mys/dsb/intern.nsf/LkpWebContent/ePublishedHOME.
group; and 12.5% of the second year’s salary. Graduate to Opportunity is administered by the Department of Labour and Advanced Education, Government of Nova Scotia.

A.2 Support for entrepreneurs and business start-up

The Government of Newfoundland and Labrador is investing $200,000 in an enhanced revolving loan program, “Drive”18, with the Newfoundland and Labrador Association of Community Business Development Corporations to provide micro loans to young entrepreneurs. To ensure access for entrepreneurs at various stages of business development, this funding includes short term businesses such as summer operations, as well as long term business proposals. The fund provides youth with access to loans from very small amounts up to a new level in the range of $5,000 to $10,000. This increased level is intended to be a catalyst for advancing innovative business ideas, succession planning opportunities and developing entrepreneurial leaders.

The fund provides financing to youth who would otherwise not receive support because of age, risk or stage of business, and will be designed as a launching point for access to services from various sources. This includes business counselling and access to other seed capital opportunities. This program should be evaluated and, if the results deem it to be facilitating the desired outcomes, continued and expanded as needed.

➢ Self-Employment Assistance Program

AESL offers the Self-Employment Assistance Program19, which provides financial and entrepreneurial assistance to EI-eligible individuals and unemployed people for whom a benefit period is established or whose benefit period has ended within the previous 60 months to help them create jobs for themselves by starting a business.

➢ Develop an Entrepreneurs Support Network

To further bolster the supports to budding entrepreneurs, it is suggested that the provincial government work with established entrepreneurs in the province to launch an Entrepreneurs Support Network. This Network would be designed to both support those who might avail of the funding discussed above, as well as others in the province and expatriates who are interested to return to the province to engage in entrepreneurial activity.

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A.3 Employment practices

➢ Job requirements

While certain occupations demand specific specialized skills, and these can be highlighted in the “required” or preferred skills section of any job ad, for many positions equivalent working experience also should be considered. Expatriates working in other provinces and countries likely bring similar, though not necessarily the same skills to certain positions. Employers must be able to recognize these applicants as having merit.

Additionally, employers in all sectors must consider opportunities to employ individuals who may not have the requisite high levels of education/skills (and years of experience) demanded for a position, but who can be mentored “on the job”.

A.4 Facilitating employment for spouses/partners

For expatriates considering a move back to the province to take a job, an important consideration is how such a move will impact the employment opportunities and/or career goals of their spouses/partners. AESL could consider specifically developing and implementing a relocation program, which would support spouses/partners to explore employment opportunities in their field of interest, in addition to the support which is already offered through Career Centres. Such a program could connect them to relevant networking opportunities through providing referrals and introductions to local groups/associations; provide resume and career development support; and/or job search assistance. The following programs/initiatives/sites could provide for relevant learning:

- Relocation Assistance Program (RAP) – University of Minnesota (https://humanresources.umn.edu/relocation-assistance-program/spousepartner-employment);
- Faculty Recruitment and Support Program Queen’s University – Kingston (http://www.queensu.ca/facultyrecruitment/relocation/spouse-employment); and

A.5 Diversifying the economy

Many of those who participated in the consultation spoke to the need for the province to move away from a reliance on boom and bust industries (e.g., oil and gas) seen to be contributing to a volatile economy and one which creates uncertainty for those seeking job security. They highlighted the need for government to invest strategically in other industries.
While these consultations cannot generate a comprehensive overview of the possibilities for areas of diversification, some suggestions made during the consultations focused on the potential benefits arising from industries such as IT/high-tech and/or investment in e-commerce and other web-based industries. By nature of this sector, the work can be done from anywhere. However, enhanced connectivity across the province would be paramount if these and other industries were to support employment outside of the larger centres.

Other suggestions noted included that the province has a unique opportunity with respect to its weather patterns (wind, ocean tides and currents) and geography to partner with relevant industries and drive a business development strategy that positions it well to attract expatriates, particular the younger generation, interested in green and small-scale renewable energy.

By attracting diverse companies and industries, supporting technology and innovative entrepreneurs, those with specialized training/education would have more options for employment in the province.

A.6 Immigration and diversity

The Government of Newfoundland and Labrador has made significant efforts to attract and retain immigrants to the province, as detailed in section 2.0. *The Way Forward on Immigration* is designed to, for example: maximize pathways to immigration; enhance education, attraction and promotion activities; improve settlement and retention initiatives; support better awareness and understanding of the benefits of multiculturalism and diversity in the province; and support and increase the repatriation of Newfoundlanders and Labradorians living abroad.”

Comments from the survey respondents would underline the need to ensure that there is an enhanced ongoing focus on raising awareness and understanding of the benefits of multiculturalism and diversity in the province, including the need for immigrants to support our labour force now and into the future. It will be important to ensure that any marketing/communications efforts to attract expatriates back include profiles of immigrants who have integrated into their communities and are in the labour force.

A.7 Quality of life

➢ Affordable cost of living

In relation to quality of life considerations, those raised most often include that they perceive there to be a high cost of living in the province – e.g., cost of food (as well as quality), housing, insurance, taxation, and the pending increase in utility costs, as well as the cost of travel to/from the province. It is important to state that a person’s perception of an “affordable cost of living” may be influenced by a variety of factors – e.g., their income level vs required expenditures (e.g.,

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mortgage), whether or not they have student debt and/or where they are living. In addition, those working in industries which traditionally have provided lower wages (e.g., many non-profits and the service sector) and/or those working in short-term contractual employment likely will more often struggle with the cost of living.

The province must consider what types and scope of incentives could be offered to offset some of these costs and encourage residents to stay and expatriates to return.
### Annex A:
Report on the Survey with Newfoundland and Labrador Expatriates Considerations

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<tr>
<td>A.1</td>
<td>Youth Retention</td>
<td>N/A</td>
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<tr>
<td>A.1.1</td>
<td>The K-12 System - Enhanced focus on career development across the K-12 system</td>
<td>AESL will engage in discussions with TCI and ECD to further explore this – there are some existing efforts being led in this area, through the Cabinet Committee on Jobs in Technology, and the Technology Action Plan, as well as the Education Action Plan.</td>
<td>AESL, TCI, ECD</td>
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| Notes a consideration that will not be implemented, is out of scope, or is not applicable |
| Notes a consideration that could be considered |
| Notes a consideration that is being implemented or has been implemented |

While the Government of Newfoundland and Labrador should continue its efforts to encourage expatriates to move back to the province, its critical focus must be to retain its upcoming and young workforce. Previous reports have focused on developing youth leaders and increasing youth engagement in their communities and on Boards/at planning tables. The results of this survey, and in particular, the comments from many of the survey respondents build on previous recommendations related to retaining youth, as well as provide other considerations.

If children and youth are to truly understand how various skills translate into the workplace, the range of careers available to them within different industries (including cultural and creative industries) and what employers are seeking in employees, there must be more emphasis on inviting employers (across the continuum of sectors and industries) into the classroom. Further, inviting local entrepreneurs into the schools to discuss this aspect of the work world might spur creativity and interest that the current course work does not. AESL could consult with the Department of Education and Early Childhood Development on existing efforts to identify opportunities for enhancement.

Further, the academic experience for children and youth in the junior and senior high schools could be expanded to incorporate more opportunities for exposure and experience in the range of potential career options – e.g., hands-on courses focused on the craft industry; robotics.
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<tr>
<td>The K-12 System - Connecting high school students to the workforce</td>
<td>Youth in high school must be encouraged and supported to find summer employment as a stepping stone to future work opportunities. This will require several critical supports to be in place. There is a section on AESL’s website for youth, students and graduates that provides information on summer employment programs (<a href="https://www.aesl.gov.nl.ca/students/default.html">https://www.aesl.gov.nl.ca/students/default.html</a>). AESL also could work in partnership with the Department of Education to facilitate their delivering information to youth in high school about this website and opportunities and options for summer employment. In-class discussions could include employer expectations (e.g., being on time, confidentiality, attention to duties including no cellphones during work hours), avenues for identifying potential employment (online sites, local businesses), thinking broadly about skills they can bring to an employer, how to develop and submit a resume online, and grants/funds available should they be aware of a local business/organization which they could approach for employment. AESL currently has a number of online workshops available to students who are unable to visit employment centres. For high school students with little job search experience and who are not amenable to on-line workshops, AESL also could consider having a plain language web-page for high school students devoted to helpful tips and hints for finding and securing employment. This could have, for example, links to any relevant job banks (with a section for high school students), sample resumes and sample interview questions. As well, links could be provided to employment facilitators/counsellors in the community who can support youth in their summer job efforts.</td>
<td>AESL will engage with EECD to better promote the high school summer employment program and provide additional information to students</td>
<td>AESL, EECD</td>
</tr>
<tr>
<td>The K-12 System - The Student Summer High School Program</td>
<td>Currently the Student Summer High School Program provides a subsidy to assist not-for-profit organizations, school districts and municipalities to create summer jobs for high school students enrolled in Level I, II, or III. While the benefits of such employment cannot be understated, particularly to non-profit groups who are often financially constrained to engage staff, it is imperative that such a program also be available to private sector employers, as they would be a primary link to future employment opportunities. AESL has indicated that support to the private sector is needed.</td>
<td>If the high school program is expanded to the private sector, additional funding would be required, unless the number of placements in the non-profit sector is reduced.</td>
<td>AESL</td>
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1 Government of Newfoundland and Labrador. AESL. Student Summer Employment Program High School. Available from [http://www.aesl.gov.nl.ca/students/ssep_high_school.html](http://www.aesl.gov.nl.ca/students/ssep_high_school.html)
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<td>A.1.2</td>
<td>Post-secondary education – Fields of Study</td>
<td>When expatriates move away to attend school for higher education because their field of study is not available in the province, they often settle into their respective communities to live and work. Post-secondary institutions in the province may wish to explore the opportunity to expand the fields of study within the provincial post-secondary system, as appropriate and possible, in particular in fields which are well-established in the province such as engineering (e.g., chemical engineering) and recreation and sport/medicine (e.g., sports medicine, sports massage).</td>
<td>Public post-secondary institutions have legislative autonomy with respect to development of academic and training programs. Budget 2018 announced an independent review of the Province's public post-secondary education system. This will include a review of the current suite of programs available in the Province’s public post-secondary education institutions.</td>
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<tr>
<td>A.1.3</td>
<td>Supporting post-secondary graduates to link to employment - Facilitating linkages to employment for new/recent post-secondary graduates</td>
<td>There must be a clear and facilitated transition between post-secondary education and the labour force. This will require the buy-in and support of employers and unions throughout the province, as well as incentives provided by the provincial government. Suggestions include: •Memorial University offers a wide range of co-operative education programs at both the undergraduate and graduate level, which provide a combination of classroom study and work-term placements in local, national and international businesses across a continuum of fields. This program is described as providing a superior learning model for students and supporting them to prepare for their future careers. It</td>
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primarily under the Student Summer Employment Program – Post-Secondary component. Expansion to the High School component may be considered for future programming. Further, and to maximize the likelihood that employers will engage and take on youth with no experience, it is respectfully suggested that the administrative burden (e.g., application and reporting) be reduced to be commensurate with the level of funding available and provided. AESL has indicated that it is continually reviewing its application and reporting requirements as part of LEAN initiative, while keeping in mind government’s accountability requirements.
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|       | is noted that a strong partnership between co-operative education practitioners, faculty, students, and employers adds value to the learning experience of students. \(^2\) In times of economic downturn, co-operative placements can be difficult to secure. It is imperative that all of the stakeholders in the province, in particular employers, continue to support these opportunities for post-secondary students to get "real-life" work experience in their fields of study which supports building their resume and making employment connections in the province.  
• AESL offers a Student Summer Employment Program – Post Secondary\(^3\). This program provides a subsidy to assist private sector and not-for-profit organizations, which include school districts and municipalities, to create summer jobs for post-secondary students entering or returning to post-secondary studies in the upcoming school year. Once again, the value of such a program cannot be understated, but it is important that employers understand priority would be given to those employers providing maximum opportunity for the students' skill building (e.g., working in/on program and policy development; supporting program delivery; statistical/financial analysis), as opposed to simply filling an HR gap within their organization (e.g., reception/filing). The Program Guidelines could be updated to ensure employers better understand what constitutes "valuable work experience". Such employment opportunities should allow the students to gain relevant work experience sought by employers.  
• AESL should continue to develop and implement structured professional development opportunities that nurture young people and help them develop in their career such as the Student Mentorship Program\(^4\). AESL could assess opportunities to expand the allowable fields of study within this program. Further, and as referenced earlier, to maximize the likelihood that relevant employers will engage in such a program, it is suggested that the administrative burden (e.g., application and reporting) be reduced to be commensurate with the level of funding available and provided. In 2018-19, AESL piloted a Student Mentorship program in targeted | AESL can work to better define “valuable work experience” and provide some examples.  
The Student Mentorship Program is designed to focus on the priority employment sectors of government. As the sectors increase, the program focus will evolve. |

\(^2\) Memorial University. Cooperative Education. Available from [https://www.mun.ca/coep/about/](https://www.mun.ca/coep/about/).  
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<td>industries. The results of this pilot will inform AESL programming going forward, including opportunities for expansion.</td>
<td>AESL has a Graduate Employment Program, which can assist with employment transitions for unemployed or under-employed recent graduates. There are also a number of community agencies contracted to assist youth with finding and maintaining employment.</td>
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<td>• AESL could consider creating an employment transition program for youth who have recently graduated from post-secondary studies, such as, for example the Ontario Internship Program³. This program provides a paid internship with Ontario Public Service for individuals recently graduated with a degree, diploma or a post-graduate certificate. Interns choose to work in one of the following areas during two, 12-month assignments: • Business and Financial Planning • Communications • Human Resources • Information and Information Technology • Labour Relations • Policy Development • Program and Service Delivery</td>
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<td>• The Newfoundland and Labrador Department of Advanced Education, Skills and Labour currently has some funding under its JobsNL program to support recent graduates in securing employment. The JobsNL Wage Subsidy program gives priority to the hiring of an individual who is an income support client, a person with a disability or recent post-secondary graduate. However, as this program is not targeted specifically to graduates, and only covers 10-26 weeks of employment, the department could consider additional programming to support graduates in securing full-time, permanent employment. One example of this is the Government of Nova Scotia’s Graduate to Opportunity Program⁴, which supports recent graduates by providing funding to organizations that employ them in permanent, full-time jobs. This program is described as helping to build a stronger workforce and retain well-educated young people in Nova Scotia with a salary incentive that makes it easier to hire recent graduates. Employers receive 25% of the first year’s salary – 35% if the new grad is a member of designated diversity group; and 12.5% of the second year’s</td>
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<td>AESL/GNL Response</td>
<td>The Government of Newfoundland and Labrador is investing $200,000 in an enhanced revolving loan program, “Drive”(^7), with the Newfoundland and Labrador Association of Community Business Development Corporations to provide micro loans to young entrepreneurs. To ensure access for entrepreneurs at various stages of business development, this funding includes short term businesses such as summer operations, as well as long term business proposals. The fund provides youth with access to loans from very small amounts up to a new level in the range of $5,000 to $10,000. This increased level is intended to be a catalyst for advancing innovative business ideas, succession planning opportunities and developing entrepreneurial leaders. The fund provides financing to youth who would otherwise not receive support because of age, risk or stage of business, and will be designed as a launching point for access to services from various sources. This includes business counselling and access to other seed capital opportunities. This program should be evaluated and, if the results deem it to be facilitating the desired outcomes, continued and expanded as needed.</td>
<td>AESL will engage with TCII on the content of this recommendation</td>
<td>TCII</td>
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<td>Self-employment Assistance Program</td>
<td>AESL offers the Self-Employment Assistance Program(^8), which provides financial and entrepreneurial assistance to E1-eligible individuals and unemployed people for whom a benefit period is established or whose benefit period has ended within the previous 60 months to help them create jobs for themselves by starting a business.</td>
<td>No action required.</td>
<td>AESL</td>
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<td>Develop an Entrepreneurs Support Network</td>
<td>To further bolster the supports to budding entrepreneurs, it is suggested that the provincial government work with established entrepreneurs in the province to launch an Entrepreneurs Support Network. This Network would be designed to both support those who might avail of the funding discussed above, as well as others in the province and expatriates who are interested to return to the province to engage in entrepreneurial activity.</td>
<td>AESL will engage TCII in this area, although it is worth noting a Global Locals network is already in place, promoting connections between professionals, including entrepreneurs in the province and abroad.</td>
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<td>A3 Employment Practices</td>
<td><strong>Job requirements</strong>&lt;br&gt;While certain occupations demand specific specialized skills, and these can be highlighted in the “required” or preferred skills section of any job ad, for many positions equivalent working experience also should be considered. Expatriates working in other provinces and countries likely bring similar, though not necessarily the same skills to certain positions. Employers must be able to recognize these applicants as having merit. Additionally, employers in all sectors must consider opportunities to employ individuals who may not have the requisite high levels of education/skills (and years of experience) demanded for a position, but who can be mentored “on the job”.</td>
<td>AESL will convey these considerations to employer and sector groups in related engagement.</td>
<td>Employers</td>
</tr>
<tr>
<td>A4 Facilitating employment for spouses/partners</td>
<td><strong>For expatriates considering a move back to the province to take a job, an important consideration is how such a move will impact the employment opportunities and/or career goals of their spouses/partners. AESL could consider specifically developing and implementing a relocation program, which would support spouses/partners to explore employment opportunities in their field of interest, in addition to the support which is already offered through Career Centres.</strong>&lt;br&gt;Such a program could connect them to relevant networking opportunities through providing referrals and introductions to local groups/associations; provide resume and career development support; and/or job search assistance. The following programs/initiatives/sites could provide for relevant learning:&lt;br&gt;- Relocation Assistance Program (RAP) – University of Minnesota (<a href="https://humanresources.umn.edu/relocation-assistance-program/spousescareer-employment">https://humanresources.umn.edu/relocation-assistance-program/spousescareer-employment</a>);&lt;br&gt;- Faculty Recruitment and Support Program Queen’s University – Kingston (<a href="http://www.queensu.ca/facultyrrecruitment/relocation/spouse-employment">http://www.queensu.ca/facultyrrecruitment/relocation/spouse-employment</a>); and&lt;br&gt;- Spouse and Partner Career Support Programs Promote Successful Relocations (<a href="https://gmsmobility.com/corporate-relocation/knowledge-base/support-programs/">https://gmsmobility.com/corporate-relocation/knowledge-base/support-programs/</a>).</td>
<td>AESL currently provides assistance in the form of networking, resume and career development support, and job search assistance through its Employment Centres. Similarly, the ConnectorNL program provides networking opportunities for professionals seeking to connect and network with others in their field who are in the community. The program is currently in place in St. John’s, Corner Brook, and Grand Falls-Windsor.</td>
<td>AESL</td>
</tr>
<tr>
<td>A5 Diversifying the economy</td>
<td><strong>Many of those who participated in the consultation spoke to the need for the province to move away from a reliance on boom and bust industries (e.g., oil and gas) seen to be contributing to a volatile economy and one which creates uncertainty for those</strong>&lt;br&gt;This is an existing priority for the Cabinet Committee on Jobs, which has focused on diversifying the</td>
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<td>TCII, AESL, NR, FLR</td>
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<td>Consideration</td>
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<td>A6</td>
<td>Immigration and diversity</td>
<td>The Government of Newfoundland and Labrador has made significant efforts to attract and retain immigrants to the province, as detailed in section 2.0. The Way Forward on Immigration is designed to, for example: maximize pathways to immigration; enhance education, attraction and promotion activities; improve settlement and retention initiatives; support better awareness and understanding of the benefits of multiculturalism and diversity in the province; and support and increase the repatriation of Newfoundlanders and Labradorians living abroad.</td>
<td>The Office of Immigration and Multiculturalism launched a social media campaign on the benefits of immigration in fall 2018. The campaign includes dissemination of information on the impact of immigration on the province, and the importance of increasing newcomer attraction and retention.</td>
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seeking job security. They highlighted the need for government to invest strategically in other industries.

While these consultations cannot generate a comprehensive overview of the possibilities for areas of diversification, some suggestions made during the consultations focused on the potential benefits arising from industries such as IT/high-tech and/or investment in e-commerce and other web-based industries. By nature of this sector, the work can be done from anywhere. However, enhanced connectivity across the province would be paramount if these and other industries were to support employment outside of the larger centres.

Other suggestions noted included that the province has a unique opportunity with respect to its weather patterns (wind, ocean tides and currents) and geography to partner with relevant industries and drive a business development strategy that positions it well to attract expatriates, particular the younger generation, interested in green and small-scale renewable energy.

By attracting diverse companies and industries, supporting technology and innovative entrepreneurs, those with specialized training/education would have more options for employment in the province.
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<tr>
<td>A7</td>
<td>Quality of Life – Affordable cost of living</td>
<td>In relation to quality of life considerations, those raised most often include that they perceive there to be a high cost of living in the province – e.g., cost of food (as well as quality), housing, insurance, taxation, and the pending increase in utility costs, as well as the cost of travel to/from the province. It is important to state that a person’s perception of an “affordable cost of living” may be influenced by a variety of factors – e.g., their income level vs required expenditures (e.g., mortgage), whether or not they have student debt and/or where they are living. In addition, those working in industries which traditionally have provided lower wages (e.g., many non-profits and the service sector) and/or those working in short-term contractual employment likely will more often struggle with the cost of living. The province must consider what types and scope of incentives could be offered to offset some of these costs and encourage residents to stay and expatriates to return.</td>
<td>AESL will engage with the Department of Finance on the relevant consideration</td>
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