



NL WORKFORCE  
**INNOVATION**  
CENTRE



Ideas. Innovation. Impact.



# NL Workforce Innovators Roundtable 2021 Report

## Immigration

The slide decks found within this NL Workforce Innovators Roundtable 2021 Report are updates from research projects that are funded by the NL Workforce Innovation Centre (NLWIC).

Established in 2017 by the Government of Newfoundland and Labrador and administered by College of the North Atlantic, NLWIC has a provincial mandate to provide a coordinated, central point of access to engage all labour market stakeholders about challenges, opportunities and best practices in workforce development.

The Centre's goal is to promote and support the research, testing and sharing of **ideas** and models of **innovation** in workforce development that will positively **impact** employability, employment and entrepreneurship within the province's labour force and particularly underrepresented groups. Funding for NLWIC is provided by the Department of Immigration, Population Growth and Skills (IPGS) under the Canada-Newfoundland and Labrador Labour Market Development Agreement.

Nineteen of 20 research proponents presented their slide decks during the NL Workforce Innovators Roundtable 2021 on October 5, 2021 to provide updates on their NLWIC-funded research projects. One was presented at a Government Stakeholder Briefing on July 29, 2021.

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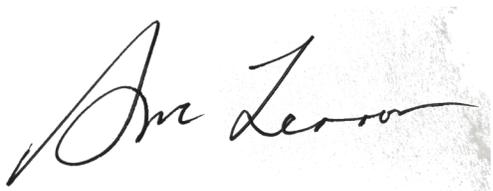
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# Acknowledgements

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- NLWIC Team
- Department of Immigration, Population Growth and Skills Team
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- Marketing, Communications and Recruitment Team,  
College of the North Atlantic



Sharon McLennon  
Director, NL Workforce Innovation Centre  
College of the North Atlantic



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# Introduction

The NL Workforce Innovators Roundtable 2021 was a virtual event held on October 5, 2021 to give Research Proponents the opportunity to provide updates on their NLWIC-Funded Research Projects. There are 20 research projects funded to date by NLWIC following two Calls for Proposals in 2017 and 2018 and totaling \$7,663 million.

Each research projects deals with one or more of the following sectors: Agriculture, Aquaculture, Community Organizations, Employment Services, Forestry, Health, Technology, Tourism, Training & Education, Mining and Social Enterprise.

They also explore the challenges and opportunities of the following underrepresented groups in Newfoundland and Labrador: Immigrants, Indigenous Peoples, Refugees, Women, Youth, Persons with Disabilities, Older Workers and Persons in Rural & Remote NL.

During the event, each research proponent was given eight minutes to present an update on their Research Project. This included a project overview, early learnings if the project was still in progress or findings if the project was completed, as well as impacts on the project team, organization and participants.

This modified Report is focused on the three projects that fall under the Immigration category. It contains a summary of each Research Project followed by the slide deck presented at the NL Workforce Innovators Roundtable 2021. There have been no edits of the slide decks by NLWIC.

# NL Workforce Innovators







# IMMIGRATION



## ***Research Project: Bridging the Divide - Connecting and Preparing Refugees for Work in the Province's Agriculture Industry***

There are a number of challenges in the agriculture sector in Newfoundland and Labrador. This project aims to resolve the following issues:

1. The shortage of skilled farm labour in the agriculture industry.
2. The low participation rate of refugees in the provincial labour force.
3. The need for a farm training program that places and integrates refugees with suitable farm labour skills into the province's agriculture industry.
4. The knowledge gap in the production of secondary products in the agriculture sector in Newfoundland and Labrador. Many refugees are knowledgeable in the production of secondary products which would help to fill this gap and diversify the agriculture sector in the province.

Bridging the Divide will connect skilled refugee farmers to agricultural employment in Newfoundland and Labrador, while ensuring that refugee families have the support they need to stay in the community, work, and support their families.



## Bridging the Divide – Connecting and Preparing Refugees for Work in the Province’s Agriculture Industry



### Primary Research Question:

- How do we resolve the four obviously linked issues (mentioned above) that face Newfoundland and Labrador’s labor market?

### Who

Research led by the Association for New Canadians, in partnership with Memorial University.

### Where

Research to be conducted within communities across Newfoundland and Labrador.

### When

January 2018 – July 2022

### Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on Oct. 5





### “Bridging the Divide”

## Connecting and preparing refugees for work in the province’s agri-food industry: recent updates (Ongoing project- until July 2022)

By:

Amr Alagouza, Project Manager  
Ibrahim Abu-Reidah, Postdoc fellow

October 2021

# Overview & question

- This project is a partnership between, NLWIC, ANC, and Grenfell Campus of MUN researchers’ Dr. Raymond Thomas and Dr. Mumtaz Cheema.
- It aims to connect and prepare refugees for opportunities in the Province’s agro-food industry.
- The Newfoundland and Labrador agriculture industry is not well developed compared with other provinces in Canada. According to Statistics Canada in 2016 this Province had the fewest farms at 407 as compared with N.B.’s 2,255 and N.S.’s 3,478. Almost 50% of NL farms earn less than \$25,000/year.
- The current Provincial Government wants the industry to grow and in it’s Way Forward on Agriculture document sets a goal of doubling our Province’s food self sufficiency in non-supply managed commodities by 2022. However, there are barriers that need to be addressed if we are to achieve this.
- This project’s target participants are, refugees. The reason for this is two-fold; The proportion of farmers amongst this population is higher than other newcomers, and refugees have more difficulty with labour market attachment.

# Overview & question

*The Way Forward on Immigration* cites access to **employment as a key factor** in retaining newcomers in this province.

The **current Provincial and industry environment** as it exists for this project to be able to prepare and connect **skilled refugee farmers to primary and secondary production work** throughout the province, thereby **addressing identified labour market issues** affecting this Province:

**The shortage of skilled farm labour** in the agriculture industry.

**The low participation rate of refugees** in the provincial labour force.

The need for a **farm training program to place and integrate refugees** with suitable farm labour skills into the Province's agriculture industry.



## Objectives:

- This information is used to **develop a strategy for implementing the pilot *Bridging the Divide***, which aims to prepare and connect refugees with farming experience for the Province's agriculture and food industry, and provides a foundation on which a vision for the future can be achieved.



## Matching secondary production interest with refugee farmer skills

- **Secondary processing** continues to be recognized as important for food self sufficiency in the Province and to add value to farm operations and grow the industry.
- Many refugee farmers have experience with secondary processing, and their skills and experience could potentially help industry develop products from their primary products and explore new and diverse products for the NL market and beyond.

## Current updates

☐ The current activities related to this project are to cultivate new crops and to produce new functional and secondary processed foods thereof. Some activities to date are listed below:

- Through the field visits to St Johns, samples from different new crops brought to Newfoundland, like eggplant, fava beans, Green beans, Lobby, and Syrian Zucchini have been planted and harvested for the first time in the province.
- Before that, a visit (June 2021) to the field was carried out to plan the planting season. New agricultural techniques have been planned for this season to compare the use of the Chicken manure as an organic fertilizer and compare it with the inorganic fertilizer in terms of the fruits' yield and nutritional quality.
- New samples have been picked up to undergo the different quali-quantitative analysis of the different crops (eggplant, Green beans, Lobby, and Syrian Zucchini).

# Current updates

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- New products like pumpkin jelly is introduced as a secondary product, in addition to different pickles such as cucumber, turnip, and eggplant. Now, all samples collected have been sent to Grenfell campus Corner Brook, in order to be classified, prepared for qualitative and quantitative analysis by using different and advanced analytical techniques.
- An appropriate experimental design is considered during the field plot experimentation so the agronomic performance of the new production techniques or crop can be accurately evaluated.
- Comparing between the inorganic and organic fertilizers in an attempt to investigate the difference in the yield and to explore the effect of these treatments on the nutritional quality of the crops produced.

## Risks And Issues History

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- The COVID-19 pandemic has greatly affected the coordination together with the workflow. Some delay has occurred since mid March 2020 until late July.
- This period was really very critical as it involves planning the new crops to be cultivated and for setting the study layout.
- Other obstacles faced as well due to the pandemic was freedom of movement and the physical presence in the field and at university labs.
- **Hurricane Larry** hit eastern Newfoundland on September 11<sup>th</sup> and caused some **damage** to the plants which has affected the crop timing, and the plant fruiting and development. Nevertheless, the farmers have taken into consideration all preventive measures needed to avoid a major hurt for the plants grown inside the green houses.

## Early Learnings To Date

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- New functional foods, raw and processed, have been introduced. The processed ones including **pumpkin jelly** and **jam** which their manufacturing manner and recipes was in line with the **traditional** Syrian recipe of preserves.
- At the Grenfell campus, advanced analytical tools are being used to analyze the different crops and co-products, which means that new experiences are being gained while analyzing the various plant food matrices.
- Two **publications** have been submitted for consideration in high impact factor international and **peer-reviewed journals** to disseminate the importance of the functional foods.

## Activities and deliverables

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- Samples from different new crops brought to Newfoundland, like **eggplant, Green beans, Lobby and zucchini** have been planted and harvested for the first time in Newfoundland. New techniques have been planned for the next year to include **inorganic and organic manure fertilizer use**.
- New products like pumpkin jelly are introduced and optimized as a secondary product. This besides the different pickles, **eggplant (Maqdous)**.
- Now, all samples collected have been sent to Grenfell campus Corner Brook, to be classified, prepared for qualitative and quantitative analysis by using different and advanced analytical techniques.
- By the coming fall season, we will be comparing between the different beets cultivars in an attempt to find an added value to recommend the one with higher promising composition.



# Updates: Conclusion

- **New crops have been brought and grown in Newfoundland farms.** Out of which, **some new important produce important and potential functional and healthy vegetables have been selected.**
- Two secondary processed foods (Maqdous pickle and pumpkin jelly) have been manufactured by the Food truck chef and newcomer farmers.
- **Farming the same and new crops** to be grown in the next season and new functional secondary foods to be processed and analysed to uncover the best crops with better produce yield, quality and with minimal expenses and environment pollution.
- Other secondary products to be elaborated such as a new functional bread.
- **21 new refugee and newcomers** originated from different countries including Iran, Iraq, Eretria, and Kurdistan, have been employed in the season (summer of 2021) to work in the Food truck together with a new recruited Chef.
- **Five farmers** working at the Murray's farm, have used their expertise to include new crops such as Eggplants, Cowpea, and Syrian Zucchini.
- Production amount has multiplied by the farmers to try to cover the farmers' market and the Murray's farm store and restaurant demands.
- The **quality** and the **quantity** of the new produce has been the **focus of the current season.**
- **Planting space and green houses** have been used **more than once** for cropping the different crops to try to make use of all the summer season.
- **Eggplant, Cowpeas, Zucchini and Green beans** grown using two fertilizers treatments (organic and inorganic) to try to find a relationship between nutritional quality, yield of the produce of Green beans and the various fertilizers.

## Next season perspectives

This extension has been very crucial for the **continuity of the project workflow.** It will give some advantages such as:

- **One more agricultural season,**
- **Growing novel and important harvest and produce to the Newfoundland farms** such as **molokhia and Okra.**
- To **enrich the Newfoundlander gastronomy** with new produce with new colors and functionalities
- Manipulation of functional secondary processed foods that **promote local people health and well-being.**
- **Get benefit from this timeline to improve, develop, validate our field experiments with new parameters and techniques** in an attempt **to optimize the best agricultural practices and technologies** that fit with the **new produce and crops brought to Newfoundland.**
- On the other hand, the **functional foods elaborated** from the **newer crops** need to be **best manufactured in line with the local sensorial nutritional and functional added value.** As well as **to optimize the food safety and quality in function of the different quali- /quantitative analysis to be done for the original crops and secondary processed products thereof.**

# Next season perspectives

- The new season will **enable the integration of those farmer with expertise and skills in functional food production and secondary product development** in the Province Agriculture Sector, will provide proof of concept examples of how their integration into the Newfoundland workforce **could solve issues with the Agriculture industry access to skill labor, employment opportunities for immigrant farmers, diversification of local farms into secondary production and functional foods development.**
- As our field work is influenced by the **seasonal factors**, namely, we just have **summer season for growing the different crops**, so that will affect greatly our study results and outcome, in some cases, we may **need to repeat some other experiments or assays**, which may need us to have one-more season to get the best gist and results according the optimized parameters designed.



**A picture of me with the chief farmers from my last field visit to Murray's farm**



**Beets with larger size, crops of 2021**

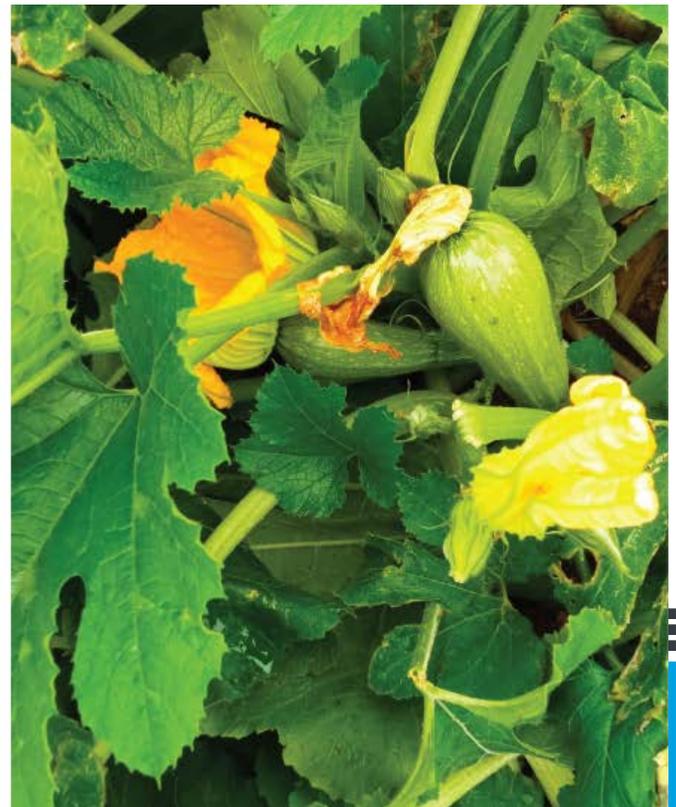


**Maqdous: Secondary processed eggplants**

## Egg plant

New crop grown for the first time in NL

Syrian Zucchini  
under two  
fertilization  
treatments





Pumpkin jelly and jam traditional way of production, the Syrian method

## *Crops planned to be grown in the next season*

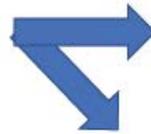


**Mulukhiyah, molokheyya, molokhia or mulukhiyyah ☺**  
**Leaves of *Corchorus olitorius***



**Thank you for your attention**

*Crops planned to be grown in the next season*



**Okra, ladies' fingers or ochro**



## **Research Project: *Exploring Ways to Foster Innovation in Technology Entrepreneurship through Increased Female Participation and Immigration Initiatives***

The topic of increasing the number of female-owned technology businesses is one that has been studied for decades. While many jurisdictions have struggled to overcome the barriers, Chile and Latin America are making great strides. The Newfoundland And Labrador Organization of Women Entrepreneurs (NLOWE) released a report which spoke of the barriers to self-employment and discussed ways in which women can grow the economy. Some of the barriers discovered included difficulty accessing financing, limited business skills training, family commitments, fear of taking risks, limited access to partners, and lack of mentors.

Genesis wants to explore ways in which the organization can attract human capital from all over the world to come to Newfoundland and Labrador to live, work, and innovate. Further, immigrants are seen as more entrepreneurial than the native-born population and will be more likely to be self-employed. Genesis vision of creating a vibrant and self-sustaining technology industry contributes to the economic diversification that is necessary for the economy of Newfoundland and Labrador to grow.



## Exploring Ways to Foster Innovation in Technology Entrepreneurship through Increased Female Participation and Immigration Initiatives



### Primary Research Question:

- What impact will the creation and expansion of targeted, innovative programming based on lean methodology practices have on reducing barriers to entry for marginalized groups in the technology sector and therefore increasing the number of companies with female and/ or immigrant founders in Newfoundland and Labrador over a three-year span?

### Who

Research led by Genesis Group Inc.

### Where

Research to be conducted within Newfoundland and Labrador.

### When

March 2018- March 2021 *\*This research project is completed.*

### Research Project Updates

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.



# Exploring Ways to Foster Innovation in Technology Entrepreneurship through Increased Female Participation and Immigration Initiatives



## About Genesis

- Genesis helps build amazing companies.
- As Newfoundland and Labrador's pre-eminent innovation hub, Genesis is known for its flagship incubator program, Enterprise, which began more than 20 years ago.
- Since its inception, Genesis has expanded its programming to support start-ups from the ideation stage all the way to scaling their business.
- Genesis' mission is to create economic wealth for the province by developing and supporting technology entrepreneurs.



# Idea



## Research Question

What impact will the creation and expansion of targeted and innovative programming have on reducing barriers to entry for marginalized groups in the technology sector and therefore increasing the number of companies with female and/or immigrant founders in Newfoundland and Labrador over a three-year span?





**Why is this important?**

- Entrepreneurship is important to the economy and its diversification;
- Yet NL is significantly below the national average in terms of propensity to start a business;
- Immigration is important to the health of the entrepreneurial ecosystem;
- NL leads the Atlantic Provinces in growth in self-employment of women; Atlantic Canada leads the country.

**OPPORTUNITY;**

- Tech is a \$1.6 billion industry – significant local growth.
- Attract people to start-up here. Why not?

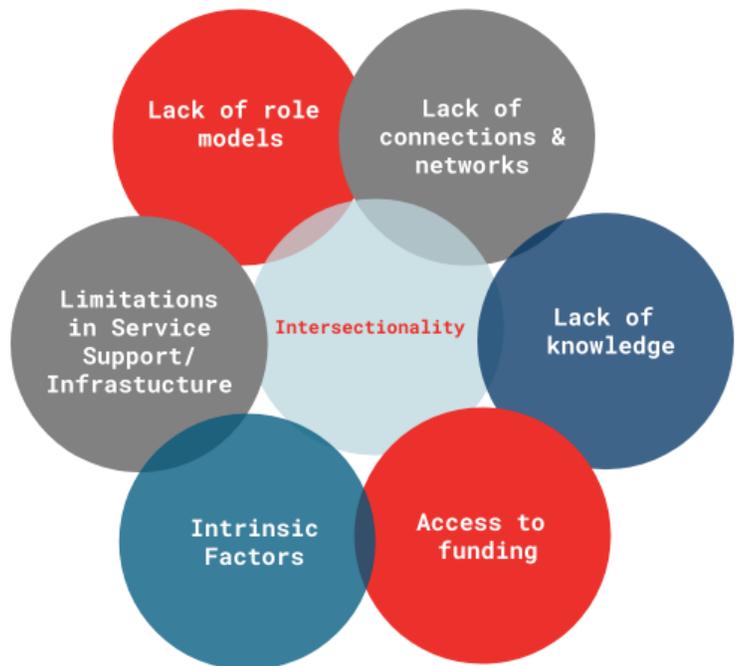


**The Barriers-Female Founders**

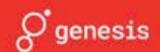
- Lack of role models
- Lack of connections and networks
- Lack of knowledge
- Access to funding
- Intrinsic factors

**The Barriers-Immigrant Founders**

- Limitations in service/support infrastructure
- Lack of connections and networks
- Lack of knowledge
- Access to funding
- Intrinsic factors



# Innovation



## Barrier 1: Role Models

- Introduce a Speaker Series – Stories of Inspiration & Advice
- Developed a Women in Tech Peer Group
- Held a 'You are Here' Virtual Event sharing stories of Immigrant Entrepreneurs



## Barrier 2: Connections

- Held a workshop on how to build a dream network
- Direct connections for portfolio companies
- Networking time built into programs and events
- Peer Group
- Mentor Mash event



## Barrier 3: Knowledge

- Curated presentations from industry partners;
- Direct intervention and solution development
- Connection and network development





**Barrier 4: Funding**

- Implemented a micro-fund
- Professional fees fund
- Travel fund
- VC presentations/connections
- Introductions & application assistance – federal and provincial government



**Barrier 5: Intrinsic Factors**

- Leadership Development Sessions
- Intercultural Communication Training
- A culture of 'belonging' at Genesis



**Barrier 6: Service Support**

- Dedicated Success Manager at Genesis

Future Programming:

- Enhancement of support
- DEI education/training for Genesis stakeholders
- Enhanced collaboration amongst ecosystem

# Impact



## The Impact



## The Impact

\$2.5M

Annual Revenues



25+

Jobs Created





•Husband and wife immigrant founders –fastest company in Genesis history to reach the milestone \$1Mil in annual reoccurring revenue (year 1);



•Female immigrant founder successful pitched to CBC's Dragon's Den;



•Female founder quickly adapted to respond to pandemic gap by developing scalable and comfortable nasal swabs.

# Thank you!

 <https://www.genesiscentre.ca/>

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 @genesis\_centre

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## **Research Project: *Employer Perceptions to Hiring Newcomers and International Students in Newfoundland and Labrador***

Canada's immigration system is highly labour-market focused. Premised on the human capital theory, immigrants are awarded points based upon their age, education work experience, and official language proficiency, with the expectation that this will lead to better labour market outcomes. This has resulted in an immigrant population in Newfoundland and Labrador that is well-educated and highly-skilled, which has translated into higher earnings and lower dependence on government transfers (Akbari 2008). Despite their qualifications, however, many immigrants leaving this province list a lack of job opportunities as their primary reason to do so (Gilroy 2005; Gien, Law 2009). While this may be due to a myriad of economic factors such as slow growth or skills mismatch, the literature on this topic suggests there may be other factors inhibiting newcomers' career prospects (Abu-Laban and Gabriel 2002; Gilroy 2005; Law, Gien 2009).

While studies have found that the main reason newcomers leave the province is lack of employment, few have examined employers' attitudes towards hiring newcomers and international students. Delving into the factors affecting newcomers' employment is a matter of crucial concern for policy makers, employers and newcomers themselves. From the employer's perspective, this project will analyze the data from a longitudinal survey of employers in the province in order to provide better understanding of the employment conditions of the newcomers and international students in Newfoundland and Labrador and better inform governments, settlement agencies, and employer councils on what can be done to improve the integration and retention of immigrants, refugees, and international students in the province.



## Primary Research Question:

- What are the attitudes of employers in Newfoundland and Labrador towards hiring newcomers (immigrants and refugees), temporary foreign workers, and international students?
- What are the determinants and outcomes of these hiring attitudes?
- How do these attitudes change over time?

## Who

Research led by Memorial University of Newfoundland,  
Faculty of Humanities and Social Sciences

## Where

Memorial University in St. John's, NL

## When

March 2019 – December 2022

## Research Project

The following slides were presented at the NL Workforce Innovators Roundtable 2021 on October 5.

# Employer Perceptions to Hiring Newcomers and International Students in Newfoundland and Labrador

**Tony Fang, Ph.D.**

Professor and Stephen Jarislowsky Chair  
Memorial University of Newfoundland

NL Workforce Innovators Roundtable  
October 5th, 2021



STEPHEN JARISLOWSKY CHAIR  
ECONOMIC AND CULTURAL TRANSFORMATION



Ideas. Innovation. Impact.



The *Employer Perceptions to Hiring Newcomers and International Students in Newfoundland and Labrador* Research Project led by Memorial University of Newfoundland is one of fourteen research projects funded to date by the NL Workforce Innovation Centre (NLWIC). NLWIC was established by the provincial government at CNA in 2017 to promote and support the research, testing and sharing of **ideas** and models of **innovation** for workforce development that will positively **impact** employability and employment in the province. Funding is provided by the Department of Advanced Education, Skills and Labour under the Canada-Newfoundland and Labrador Labour Market Development Agreement and NLWIC is administered by College of the North Atlantic.

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College of the North Atlantic



# Research Project Overview

## Idea

- Locke and Lynch (2005) did similar study more than 10 years ago. Since then, demographic factors, technology, immigration policies have shifted significantly since then.
- The newly implemented Atlantic Immigration Pilot program (AIPP) has placed strong emphasis on the role of employers to hire newcomers and international students to fill labour and skill shortages in the local labour market. (2017, 20; 2018, 200; 2019, 400; 2020, 170)

# Innovation

## Quantitative and qualitative research

- The study used a mixed-method based on longitudinal employer survey data to be collected by Narrative Research. The survey data will then be analyzed using descriptive statistics as well as the logit regression model and the OLS regression model, as well as panel data models.
- Narrative Research surveyed employers by phone and returned the data files to the research team for data analysis.
- A 10-15 qualitative semi-structured interviews with employers were surveyed in Year 1, who will be then follow up in Year 3 (2021) to gather comparative data using qualitative semi-structured interviews.
- An employer consultation

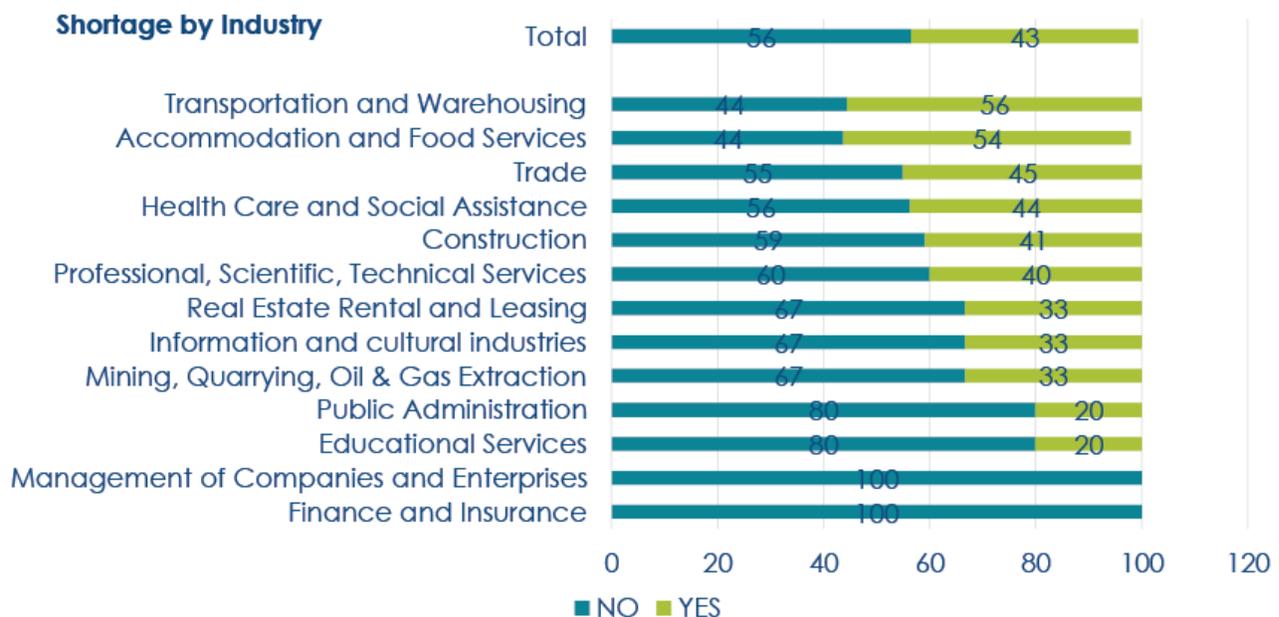
## Impact

- Identify and offer solutions to mitigate any barriers to employment that the under-represented groups including immigrants, refugees, and international students, may be experiencing.
- Identify innovative methods including providing reliable labour market information and diversity training and other policy interventions to both employers and newcomers to help immigrants, refugees, and international students in NL to find suitable employment in the province.
- Help immigrants, refugees, and international students in NL become more productive participants in the labour force and will improve their well-being and long-term retention and integration in the province.

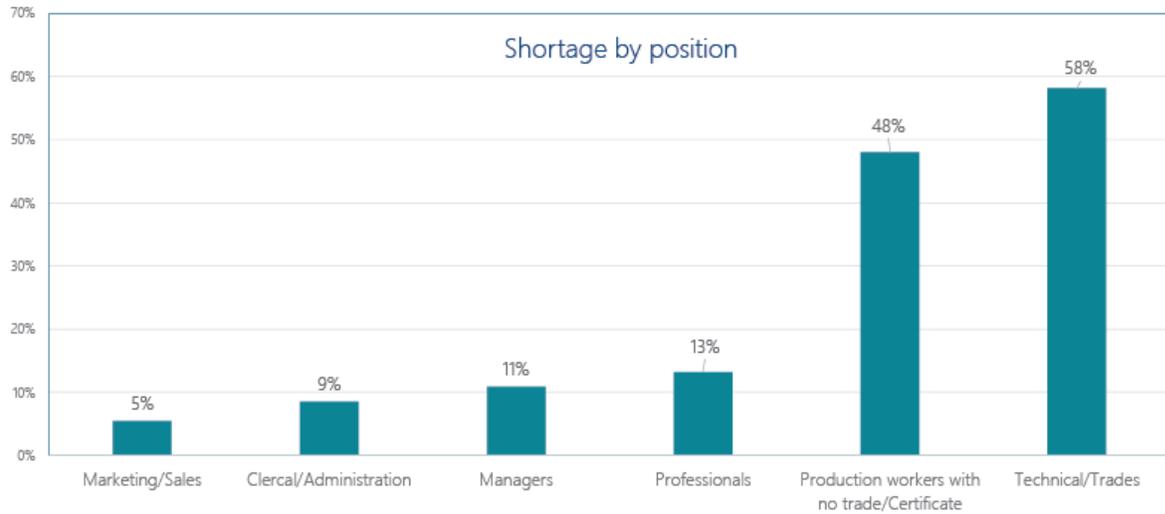
# Research Project Update

- The research project is on track. The 2021 survey questionnaire has been finalized. Survey company has reported survey businesses have gone back to normal. As such, we have decided to conduct the 2021 survey in mid or late October by phone to ensure high response rate and data quality.
- There were numerous knowledge dissemination activities for this reporting period.
- 2021 Fang, T. "Employer Perceptions to Hiring Newcomers & International Students in Newfoundland and Labrador." Invited Presentation at the NL Workforce Innovation Centre (NLWIC) #tipoftheiceberg series: Immigration and Workforce Development in Newfoundland and Labrador, February 24, 2021.
- 2021 Fang, T. "Attracting and Retaining Immigrants beyond the Gateways", Invited Panel Discussion at the National Immigration Centre (NIC) Spring 2021 Members Meeting, The Conference Board of Canada, April 21, 2021.
- We have also made various media interviews with CBC (Cross Talk, Feb. 4; St. John's Morning Show, June 29), Toronto Star, Jan. 28; Feb. 8; Apr 22; NTV, Apr 25; Rogers TV, May 11; VOXM, June 7, to discuss various immigration issues related to the survey findings.

## Labour and skill shortage (in the last 3 years)

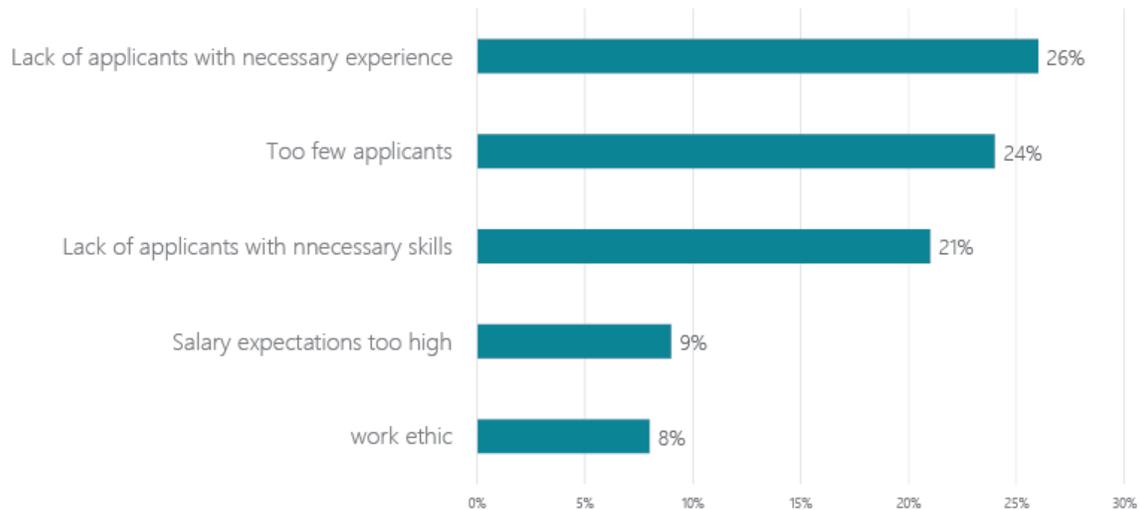


## Labour and skill shortage (in the last 3 years)



%

## Labour and skill shortage (Main Reasons)



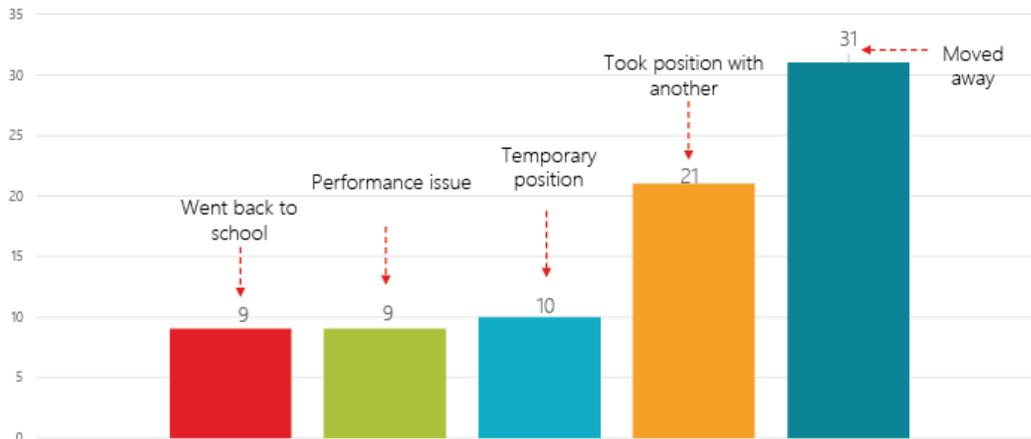
## Main Reasons for Positive Experience in the last 3 years



## Attitudes towards hiring newcomers

Attitude	Organizations <u>have not</u> hired immigrants		Organizations <u>have</u> hired immigrants	
	Disagree & Strongly disagree	Agree & Strongly agree	Disagree & Strongly disagree	Agree & Strongly agree
A multicultural workforce enhances creativity in the workplace	6	61	2	<u>82</u>
Immigrants are harder working than local workers	19	24	20	<u>34</u>
Immigrants are more productive than local workers	20	24	23	<u>33</u>
Having employees from other countries can improve export opportunities	24	32	12	<u>30</u>
Immigrants take jobs away from locals	69	8	<u>87</u>	6
Immigrants will work for less pay than local workers	30	<u>22</u>	55	17

## Reasons for immigrant employees leaving



## Recent Media Coverage

- “Help Wanted,” St. John’s Morning Show (CBC, September 16, 2021)
- <https://twitter.com/sjmorningshow/status/1438889760806817798>
- “Newcomer working in N.L.? This prof wants to hear from you,”
- [Newcomer working in N.L.? This prof wants to hear from you | CBC News](https://www.cbc.ca/news/canada-st-johns/newcomer-working-in-nl-2021-07-06) (CBC news, July 6, 2021).
- “Out of the Fog (Jason) Dr. Tony Fang”,
- [https://www.youtube.com/watch?v=4O-QCp\\_8fy0](https://www.youtube.com/watch?v=4O-QCp_8fy0) (Rogers TV, May 18, 2021).
- “Vast depth: Moe then \$3 million in federal funding to propel research in science and research. MUN Gazette.” <https://gazette.mun.ca/research/vast-depth/> (June 17, 2021)
- “For immigrants in N.L., ‘friendly’ doesn’t always mean ‘welcoming:’ economist”, <https://www.thestar.com/news/canada/2021/02/05/for-immigrants-in-nl-friendly-doesnt-always-mean-welcoming-economist.html> (Toronto Star, February 5, 2021)
- “NL Population Crisis”, CBC Cross Talk, February 4, 2021. <https://podcasts.apple.com/ca/podcast/nl-population-crisis/id967011927?i=1000507736529>
- “Trying to achieve inclusion and diversity? Focus on small and medium-sized businesses,”
- <https://www.thestar.com/news/canada/2021/02/08/trying-to-achieve-inclusion-and-diversity-focus-on-small-and-medium-sized-businesses.html> (Toronto Star, February 8, 2021).
- “Socioeconomic Benefits of Immigration to NL and Employer Perceptions of Hiring Newcomers and International Students,” Rogers TV Program “Sharing Our Cultures Program”, October 15, 2020.
- <https://www.facebook.com/RogerstvStJohns/videos/sharing-our-cultures-dr-tony-fang/1275706002788107/>

# Invited Presentations

- 2021 Fang, T. "Attracting and Retaining Immigrants beyond the Gateways", Invited Panel Discussion at the National Immigration Centre (NIC) Spring 2021 Members Meeting, The Conference Board of Canada, April 21, 2021.
- 2021 Fang, T. "Employer Perceptions to Hiring Newcomers & International Students in Newfoundland and Labrador." Invited Presentation at the NL Workforce Innovation Centre (NLWIC) #tipoftheiceberg series: Immigration and Workforce Development in Newfoundland and Labrador, February 24, 2021.
- 2020 Fang, T. "Understanding Newfoundland & Labrador Economy and Where the Opportunities for International Graduate Students Are." November 30, 2020 (Online).
- 2020 Fang, T. "Recruitment and Retention of Newcomers: The Role of Employers," TESL NL Inaugural Virtual Conference, November 13-14, 2020.
- 2020 Fang, T. Invited Panelist. "SPOTLIGHT ON IMMIGRATION AND SETTLEMENT", PUBLIC POLICY & THE DATA REVOLUTION, Building on 20 years of CRDCN research impact, October 7, 2020.
- 2020 Fang, T. "Employer Perceptions on Hiring, Retention, Immigration and Growth in Atlantic Canada", Invited Keynote Speaker, Sea to Sky: PEI Aerospace, Defence and Marine Virtual Conference 2020. PEI, August 12, 2020.
- 2020 Fang, T. "Employer Perceptions towards Labour and Skill Shortages, Hiring Newcomers and International Students in Atlantic Canada," Invited Presentation at the Atlantic Summit, June 9, 2020.
- 2020 Fang, T. "Multiculturalism in Businesses and Communities," Invited Panel discussion at Diversity Summit, June 25, 2020.

# Future Opportunities





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## Take-Home Points

- Demonstrate social and economic benefits of immigration
- Dispel the myths (taking jobs away, depress the wages) and increase acceptance
- Increase locals exposures to immigrants (rural and remote residents and employers)
- Provide cross cultural training
- Provide timely information and help build local social networks
- Enhance access to cultural activities and culturally diverse food
- Consider project-based and community-based immigration (Syrian refugees and international entrepreneurs)

Thank  
you





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