

# Population Symposium:

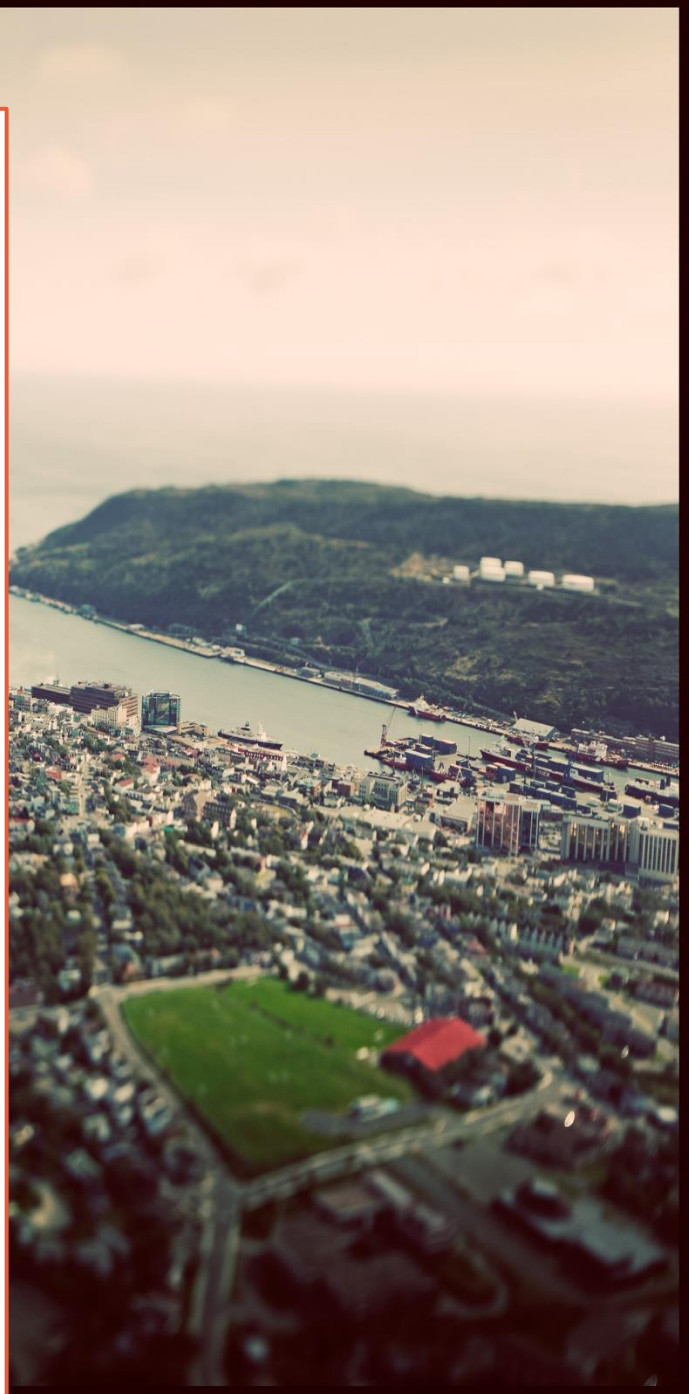
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Impact of Demographic Shift and Immigration on Labour Market, Service Delivery & Economy in Newfoundland and Labrador

FEBRUARY 2018

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# Acknowledgements

We would like to thank Ather Akbari and the Atlantic Research Group on Economics of Immigration, Aging and Diversity for inspiring this event and fuelling discussion around the economic effects of demographic change in Newfoundland and Labrador. This forum would not have been possible without the additional financial contribution and organizational expertise provided by the Leslie Harris Centre of Regional and Economic Integration. In particular, we would like to thank Rob Greenwood, Cathy Newhook, Justin Dearing, Kim Crosbie, and Jennifer McVeigh for their support with this event. We would also like to thank Ally Li, Cadi Ahmed, Qi Zhang, Dan Campbell, Malcolm Coady, Kyekue Mweemba, Simon Pope, and Opeyemi Jaunty-Aidamenbor for taking notes and helping out with the event.

Finally, we wish to thank our keynote speakers, Richard Saillant and Dr. Herb Emery, and panelists, John Abbott, Dr. Stephen Bornstein, Dr. Lynn Gambin, Kerry Murray, Deidre Ayre, Dr. Howard Lin, Justin Campbell, Dr. Derrick Messacar, Elizabeth Lawrence, Dr. Tony Fang, Manuel Hackett and Dr. Keith Storey for sharing their knowledge and creating a vibrant discussion around the impacts of population aging and related social and economic issues facing this province. Speaker biographies can be found in Appendix A. We would also like to thank everyone who attended the event for volunteering their time and expertise to generate meaningful conversation about the future of Newfoundland and Labrador. A list of participants at the event can be found in Appendix B.

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# Background to the Report

The Population Symposium was held on December 6, 2017 at Memorial University in St. John's, Newfoundland and Labrador through the collaborative efforts of the Stephen Jarislowsky Chair of Cultural and Economic Transformation, the Leslie Harris Centre of Regional Policy and Development, and the Atlantic Research Group on Economics of Immigration, Aging and Diversity (ARGEIAD). The event brought together 57 participants from across Canada and including all three levels of government, academia, labour organizations, community organizations, and industry to exchange thoughts and experiences on how aging population is expected to affect markets and delivery of government service; share information on any specific measures they have adopted to accommodate aging of population; and to share and discuss their visions about the future of Newfoundland and Labrador in relation to its demographic shift.

The symposium was structured around two keynote speakers: one in the morning and one in the afternoon. A panel of local experts were invited to speak after each keynote speech. Part of the Symposium's success was the incredible amount of knowledge concentrated in the room. To utilize this knowledge, the afternoon included a "Breakout Session" which was based on generating ideas on how to address the issues presented by breaking into smaller groups and guiding the conversation around the following questions:

1. What are the knowledge gaps?
2. "Low Hanging Fruit" – What barriers need to be removed? What are the easier opportunities to start with?
3. What longer term policy changes are needed?

As there was significant overlap between the morning and afternoon sessions, this report will not follow the same structure as the symposium but rather, give an overview of the issues and solutions identified based on changes in the province's demography and economy.

The event was recorded and can be viewed at <https://youtu.be/wJXOBtrO0Gs>. More information about the event, including keynote presentations can be found at <http://www.mun.ca/jchair/outreach/>

The program for the event can found in Appendix C.

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# Background to the Symposium

In 1992 Newfoundland and Labrador's population peaked at 580,000. With the closure of the cod fishery and a significant decline in employment opportunities in the province, the population has steadily declined and forecasts expect this decline to continue into 2040. The cod moratorium had the greatest effect on those aged 15 to 44 and this section of the population has declined by 37% over the past 25 years. In contrast, the population aged 65 and over has increased by 85% and now represent 20% of the province's total population, making it one of the oldest provinces in Canada. This is expected to have significant effects on the province's economy, as it implies a smaller tax base and higher demand for services such as health care.

To mitigate the effect of an aging population and spur economic growth, Newfoundland and Labrador has expanded its immigration program to attract and retain newcomers. While Canada boasts a multicultural population, only 3.3% of those living in Newfoundland and Labrador are immigrants. The province's high unemployment rate can be a deterrent to immigration and qualitative studies suggest the lack of diversity can be isolating to newcomers and reduce their incentive to stay.

Faced with demographic change, there are many questions to be asked: How will a senior population affect service delivery and economy in Newfoundland and Labrador? Given outmigration and the province's high unemployment rate, is it realistic to try and attract immigrants? How will an increase in diversity affect demand for services?

To help answer these questions, we invited two economists who have studied labour markets and service delivery, Richard Saillant and Dr. Herb Emery, to give keynote presentations and a host of experts from government, NGOs, and academia to give their insights into these pressing problems. "The event builds on recent research from the Harris Centre's Population Project, in conjunction with Memorial's Stephen Jarislowsky Chair in Cultural and Economic Transformation and the Atlantic Research Group on Economics of Immigration, Aging and Diversity. Our aim was to examine how a declining and aging population, and increased diversity of an immigrant population will impact service delivery, labour market and the economy in Newfoundland and Labrador.

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## Setting the Stage

Government representatives were invited to open the event and took part in several panel discussions. This was an opportunity to learn about what policies are currently in place to address demographic challenges facing the province and gain insight into future directions these policies plan will shape.

Opening remarks were given by the Honourable Al Hawkins, Minister of Advanced Education, Skills and Labour for Newfoundland and Labrador. He highlighted the demographic changes in the province and the effect that this will have on service delivery. He emphasized that government is taking a collaborative approach to tackling current issues by partnering with the federal government and other Atlantic provinces through the Atlantic Growth Strategy. The Minister highlighted the aquaculture and agriculture industries as sustainable, growing industries that can employ residents and newcomers. He also identified key points from the government's 5-Year Immigration Action Plan, which encourages entrepreneurship among newcomers and labour market matching opportunities for international students.

David Boland, Program Manager for Atlantic Canada Opportunities Agency (ACOA), also highlighted the Atlantic Growth Strategy as a collaborative effort between the federal and provincial governments to grow the economy in Atlantic Canada. This included efforts to attract and retain immigrants, help newcomers find jobs, and supporting and investing in new businesses. The Atlantic Growth Strategy was further explained by Manuel Hackett, Manager of Community Development with ACOA, during the closing panel. He explained how ACOA has worked with MUN to implement the entrepreneurial training program for international students which has helped improve the retention of this group of future residents. ACOA is also working with the ANC on program development and filling gaps for groups that have not been able to access services, such as temporary foreign workers and international students.

Our closing panel also included Elizabeth Lawrence, Director, Economic Development, Culture and Partnerships with City of St. John's and Chair of the Local Immigration Partnership (LIP). The Local Immigration Partnership is one of 60 community-based organizations for newcomers in Canada and focuses on community collaboration and identifying gaps and opportunities to improve services that already exist. The City of St. John's has taken steps to support immigration through social infrastructure, such as the recent expansion of the community market, which came out of the city's economic plan and

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discussions with newcomers and youth who identified this as important infrastructure for their community. The City has also taken steps to create a Healthy Community, which is more about social-based and hard infrastructure, to make a welcoming, walkable community where people want to stay and are attracted to.

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# Impact of Population Aging on the Economy in Newfoundland and Labrador

The effect of population aging on the economy of the province was a prominent theme in the morning session. From 1971 to 2017, the demography in Newfoundland and Labrador changed from being one of the youngest provinces in the country to one of the oldest, and the share of population aged 65 and over is expected to increase into 2038 (Figure 1). At the same time, the population is declining as driven by out-migration and mortality.

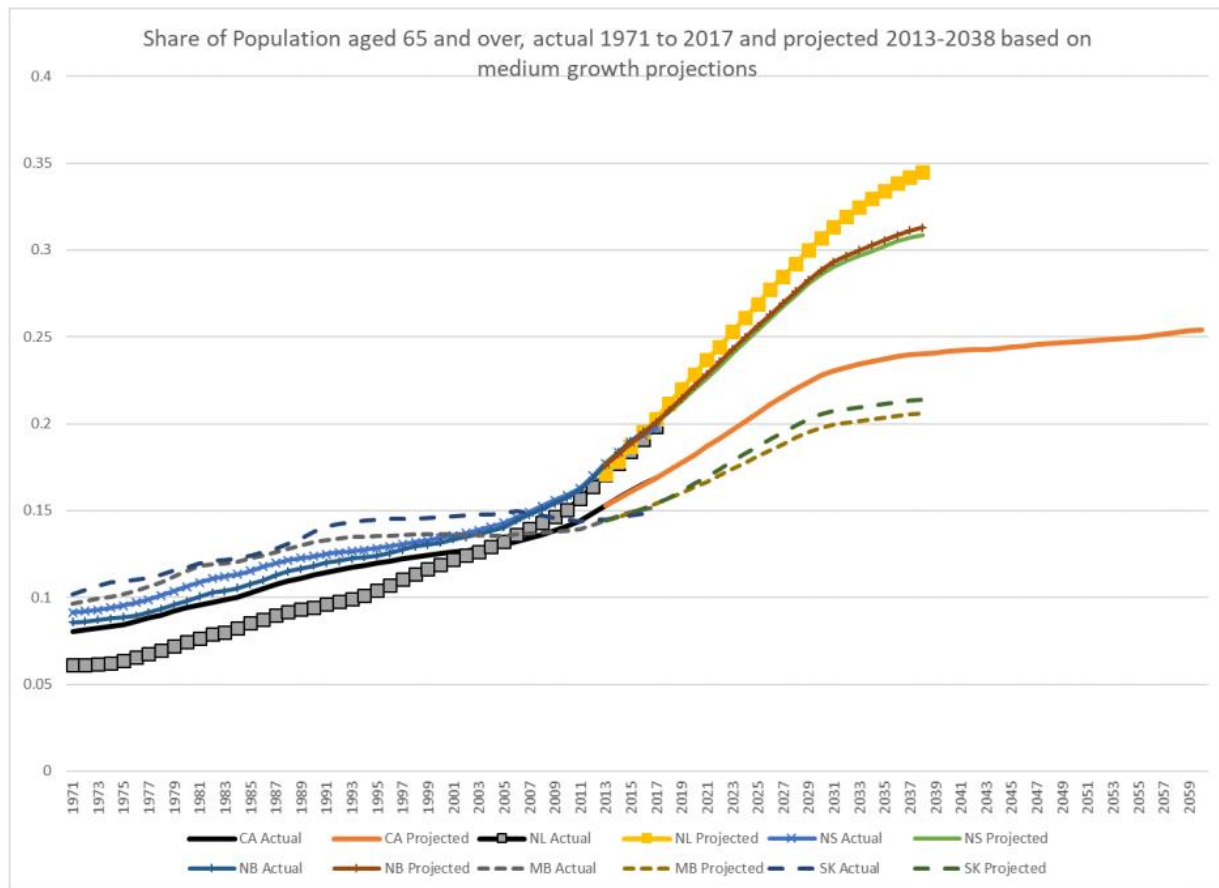


Figure 1. Source: Emery, H. Presentation.



Concerns were raised that healthcare spending in Newfoundland and Labrador is already very high and the government cannot afford the current level of service delivery, as indicated by annual billion-dollar deficits. An older population is a major driver for the province's high healthcare costs, as seniors tend to require greater healthcare services. As health spending grows, it is speculated that the Net Present Value of taxes paid for healthcare will not cover the costs of healthcare services and if not addressed, this problem will significantly accelerate in the future, as shown in Figure 2.

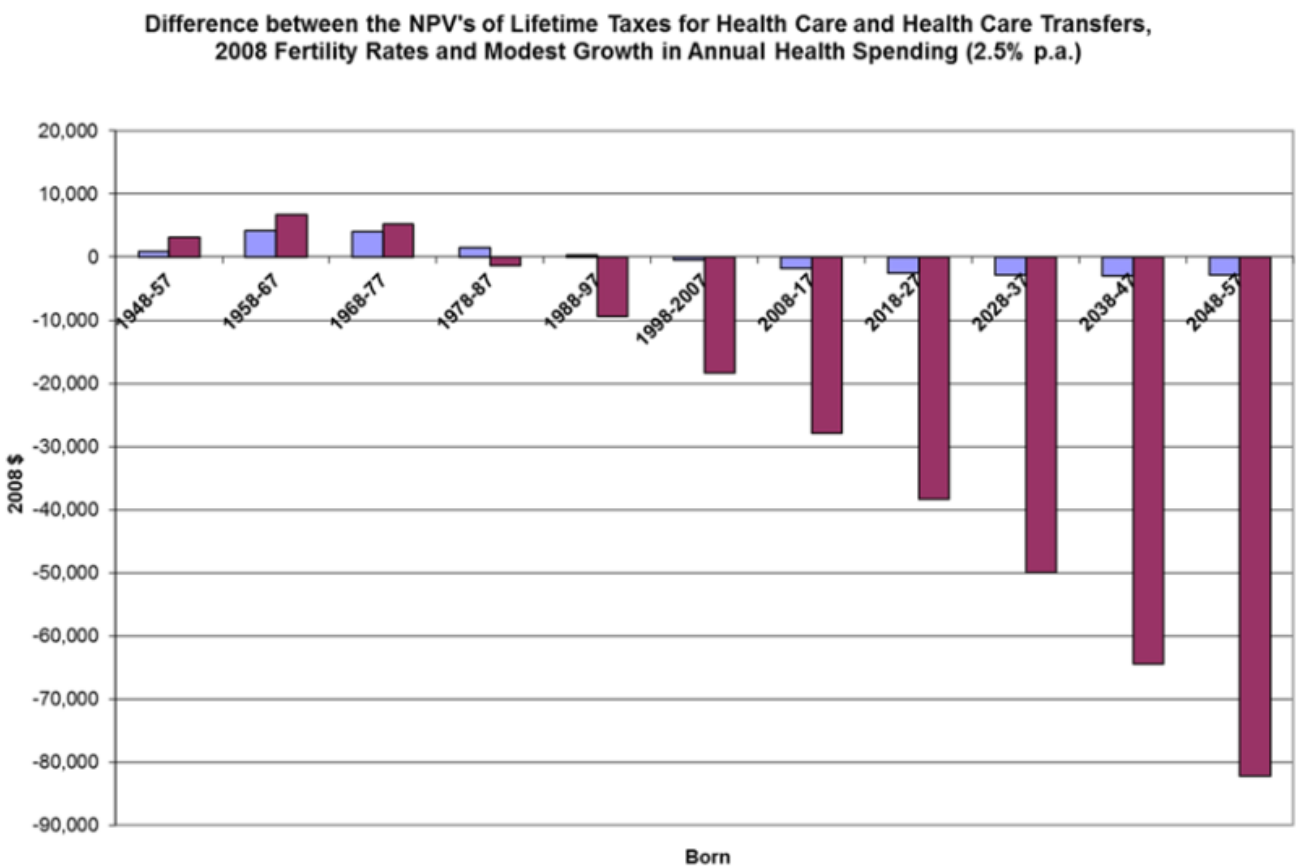


Figure 2. Source: Emery, H. Presentation.

Dr. Emery referred to this as “getting run over by a glacier,” as the problem has been identified for a long time but there has been little action taken to address the problem. He clarified that population aging in and of itself is not the issue, but what we spend and how is the problem. The same solutions are available in the future as in the past, but the longer we wait to take action, the more it will hurt.



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## Solutions to Mitigate the Impact

While the overview of the fiscal situation of the province had some referring to economics as the “dismal science,” there were many solutions proposed about how to mitigate the negative economic effects of population aging. There were four main themes that were identified as potentially stabilizing the economy: restructuring the healthcare sector to lower costs and improve quality; growing the population by encouraging immigration, family-friendly policies, and curbing out-migration; expanding local industry to diversify and strengthen the economy; and creating more collaboration between and within institutions.

### Restructuring Healthcare

Concerns about healthcare spending were raised by several panelists. It was identified that Newfoundland and Labrador spends almost 30% more per capita on healthcare than any other province, has more doctors and nurses per capita, but health outcomes are below the national average. Long wait times to see physical and mental health care providers were also identified as reducing the quality of service delivery in the province. It was recognized that the Department of Health and Community Services have stabilized their budget over the past three years but now steps must be taken to decrease it further.

There were many solutions proposed to address the high cost and low quality of healthcare in Newfoundland and Labrador. Incorporating more technology into the system, such as computerized health services and artificial intelligence for remote service delivery, was suggested as a way to improve productivity and reduce costs. Hospitals were identified as a significant driving force for costs in the sector, and that more should be done at the community level so that people with chronic conditions are not living in hospitals but rather receiving sophisticated community care supports. It was suggested that dying, rather than aging, was another significant source of costs and that the system could produce more intelligent, effective and humane ways of serving people as they die that costs less. Preventative health care, such as taxing unhealthy foods, was also suggested as a longer-term approach to addressing demand for healthcare services.

The funding structure of the healthcare system was also identified as an areas of concern, as it was explained that it is an European style system with an American-style funding scheme. This results in paying doctors high-wages like in the American system and overusing them, while ignoring a

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whole range of other health practitioners like nurses and pharmacists. It was also recognized that reducing spending in the healthcare sector was not the only way to cut costs. For example, Canada was identified as being the only country with a public healthcare system that does not cover pharmaceuticals. It was suggested that national coverage could save money from the national economy.

A barrier identified in changing the healthcare system was competing interests and a lack of cooperation. The Centre for Applied Health Research is working with the Department of Health and Community Services on cost evaluation and determining how to save money but deliver better quality services. The department has identified areas where they can cut costs but the issue now is finding acceptance of that change and the need to change. Whether it is in the hospital or provider community, workers have an interest in protecting their jobs and are campaigning for more jobs or higher wages. It was suggested that the healthcare sector needs to pursue a lot of reform but it also needs acceptance of that reform.

Continuing to raise taxes to cover high costs of service delivery was cautioned against as potentially worsening the program if it motivated people to move, or more seriously, lose the right to self-govern. Rather than raising taxes, it was suggested that one way to decrease the tax burden would be to help older workers stay in the labour market longer. While there has been no change in the national retirement age of 65, there has been research that suggests that workers could stay in the labour force until the age of 70. Age-related tax and transfer programs could reduce the tax burden and allow workers to stay in the workforce longer. Keith Storey suggested that during the oil-boom there was a "don't worry, be happy" attitude in government, who overspent profits. If the government continues to pay above its means, then it runs the risk of losing its democracy and forcing the federal government to intervene. This would push young people away, which will further dampen the province's ability to pay for its services.

Looking into the future, it was also recognized that today's retirees are doing pretty well on average because many are able to access defined benefit pension programs. However, employers are now moving away from these programs and the onus to save is being increasingly left to workers. The comfortable living standards of today's retirees will likely not be enjoyed when today's youth retire.

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## Growing the Population

To mitigate the effects of a declining, aging population solutions focused on encouraging attraction and retention of immigration, and fostering more family-friendly policies.

Tony Fang, the Stephen Jarislowsky Chair of Cultural and Economic Transformation at Memorial University, discussed some research he has done using national data to calculate the optimum intake of immigrants in Canada. From his models, he found that intake of 1% of the population every year, about 300,000, would be ideal. If applied to Newfoundland and Labrador, a 1% immigrant intake of about 5,000 would be much higher than 1700 that is currently being targeted, so he suggested there is still room to grow. International students and graduates were identified as “low-hanging fruits” as they are young, energetic, familiar with the community, and have access to entrepreneurial training. He cited another recent study on the retention of Syrian refugees in the province, which found that employment was the primary determinant in their decision to stay, followed by social network and family ties. This highlighted the importance of access to employment for newcomers and the potential benefits of targeting specific populations to create ethnic enclaves so that rural areas are more welcoming to newcomers.

Justin Campbell, Diversity Outreach Coordinator with the Association for New Canadians, highlighted the cultural and economic value of immigrants and suggested that while the economics focus of the symposium was beneficial, there is a need to step back to come up with more creative solutions to these kinds of issues. He argued that we need to take a bigger view of immigration, and regardless of any economic value, there is a broader value of immigration such as cultural diversity, different ideas and perspectives. There is also a political value of immigration as it may be a safeguard for our democratic system and protect us from nationalist backlash growing in other countries. The economic value of immigration also includes savings in other areas such as a lower crime rate and lower per capita spending on healthcare and education because immigrants tend to come at the beginning of their career as young adults. Others agreed that it would be a disservice to craft immigration policy only based on the needs of employers and that immigration is important to communities through growing the population and increasing diversity.

Campbell and Fang suggested that immigrants could help repopulate the province, especially in shrinking rural areas. Labour mobility may not be necessarily motivated by higher wages elsewhere but a lack of cultural and community supports and family connections. If we can create a welcoming environment for newcomers, that could help motivate them to stay.

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Creating a welcoming community was highlighted by other panelists and in the breakout groups as important to retaining the domestic and newcomer population. Newfoundland and Labrador was identified as having a relatively high degree of social cohesion, which was considered a significant asset and made it a nice place to live. To ensure that newcomers feel welcomed in their community, it was suggested that there be more emphasis on including promoting cultural connections through great publicity for cultural events to expand social networks of both locals and newcomers and reducing the cost and wait-times for the immigration process. By sharing their culture and celebrating the different facets of a community, it is hoped that there will be a greater appreciation of diversity and that immigrants will feel valued in their new community. This could be added to the public school curriculum to teach children at a young age to embrace immigration. There is also the potential to use St. John's as a testing ground for immigration initiatives throughout the province. Other suggestions included more representation of immigrants at the policy-level, extending voting rights to permanent residents, and improving foreign credential recognition processes.

**Quick Fix:** There was also a specific policy regarding international student health care that was identified as causing undue hardship on this population and making them feel unwelcome. The MCP policy in the province has been changed so that students are no longer covered during the summer months when they are not studying and must be renewed every year. One solution proposed was to issue the MCP card based on the length of a student's study permit.

However, there was concern of growing inequality, which was exacerbated with the over-heating of the labour market, fast wage growth and sudden downturn. It was suggested that we need to ensure that inequality does not erode the quality of life and social cohesion in the province that make people want to come and live here.

Solutions to grow the population from within by encouraging family-friendly policies or preventing out-migration was discussed by several of the breakout groups. By promoting family friendly practices such as introducing child-care subsidies, introducing flexible working hours to mitigate the high cost of having children, and better integrating schools, workplaces and childcare services, there is the potential to increase the province's fertility rate. To prevent out-migration it was suggested that the government prioritize affordable tuition and build capacity within communities through an asset-based approach so that people do not leave.

## Expanding Local Industry

While some proposed increasing the population through immigration to expand the tax base and reduce the average age, others felt that the province's current economic structure was not attractive to potential immigrants and that industry must be expanded for the population to grow.

In his presentation, Dr. Emery used Saskatchewan as an example of a small, rural economy where the population has increased because of recent growth in economic activity. He explained that in a closed economy, population aging is not necessarily a problem as capital stock is reinvested from domestic savings. However, in an open economy, population aging can become a "death spiral" as the capital-labour ratio is fixed. Rather than adding more labour, he suggested the province must focus on attracting more investment. This can be done by manufacturing and exporting goods and services, but currently most of the demand for the region's economic engine (oil) has been halted. While we wait for demand to increase, we have two options: borrow and wait, or change policies and address issue.

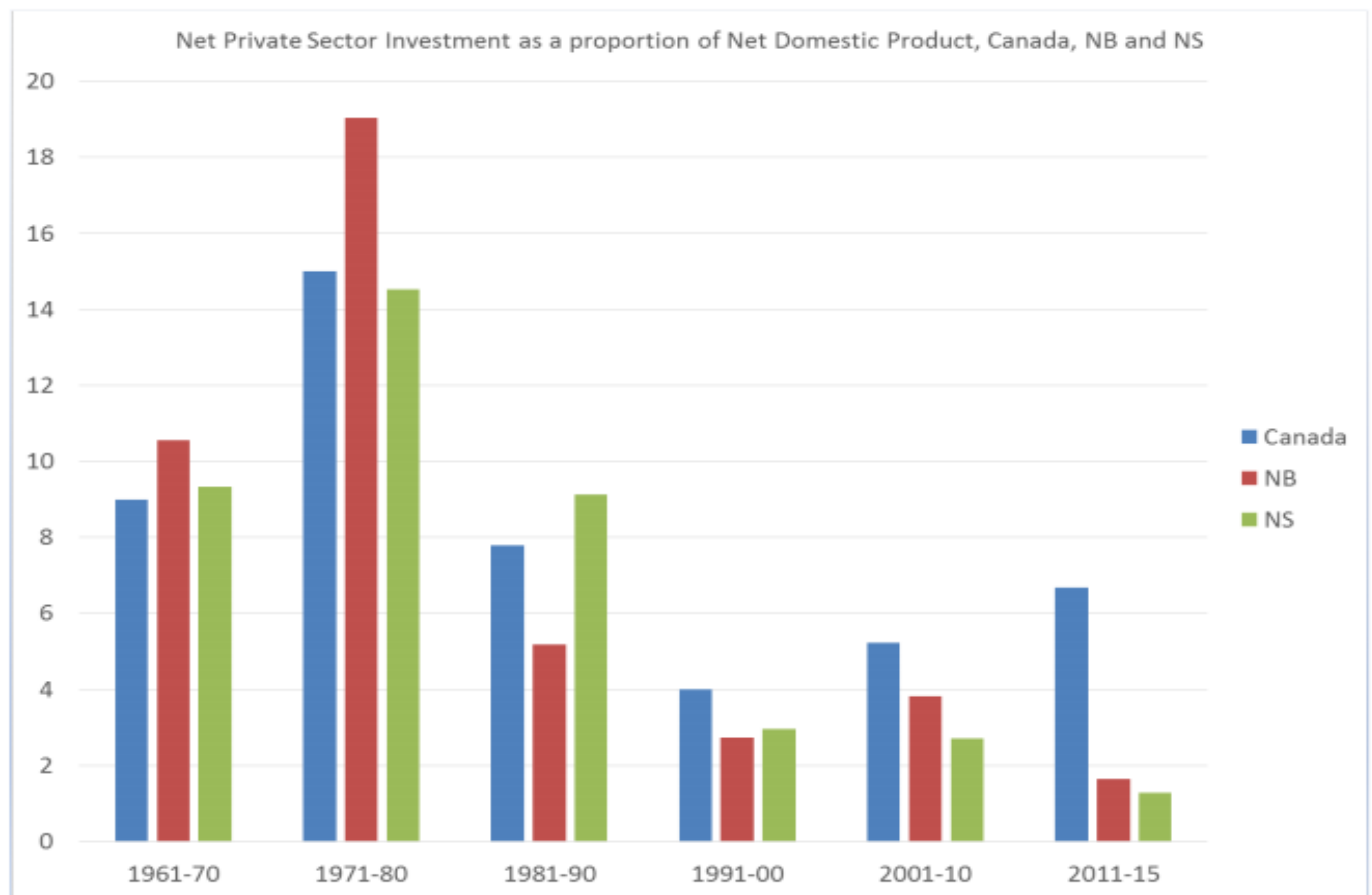


Figure 4. Source: Emery, H. Presentation

This point was taken up by Richard Saillant, who focused on the province's labour market. As employment has declined in recent years (Figure X) with the fall in oil prices and is expected to continue decline into the future, there is a greater likelihood of out-migration than in-migration due to the decline in labour demand.

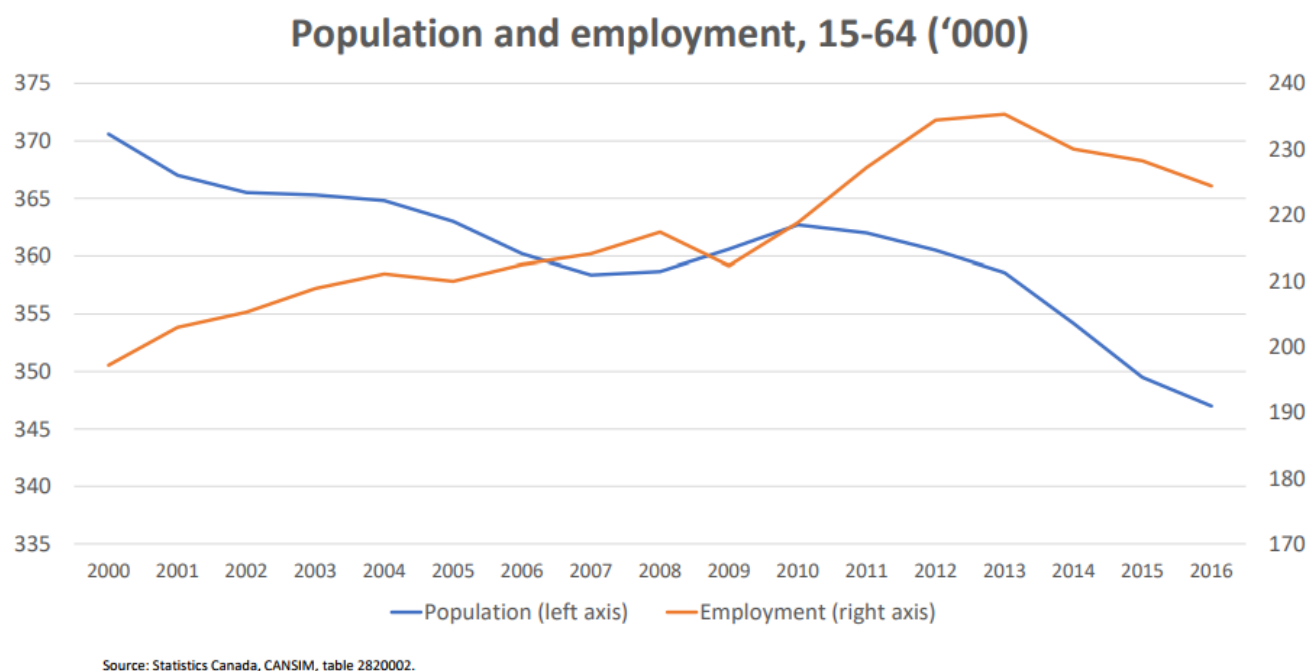


Figure 5. Source: Saillant, R. Presentation

Saillant also prepared the following table, which he cautioned was highly speculative. The table suggests that without long-term high oil prices (or other large industrial drivers), employment growth and need for more workers is likely to be negative.

Scenario	Employment growth*	Need for new workers	Importance of domestic migrants and immigrants in service delivery	Vulnerability to federal transfer policy
High long term oil and other commodity prices	Likely neutral to small positive. Will depend on magnitude of resource activity.	High	High	Medium to low
Low to moderate prices and timely fiscal consolidation	Likely negative	Medium	Medium?	High
Low to moderate oil and insolvency	Negative	Likely low?	Likely low?	Very high

Figure 6. Source: Saillant, R. Presentation

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While Saillant and Emery focused on the oil industry as the province's industrial base, Kerry Murray, Director of Economic and Social Policy with the Newfoundland and Labrador Federation of Labour, cautioned against relying on such a volatile industry and suggested that "The Golden Age of Oil" is over. Even if high oil prices returned, it was identified that per dollar for investment, the oil industry is one of the lowest job creator. Instead of depending solely on this industry, it was recognized that the economy must diversify to stabilize and grow.

The technology industry, in particular, was identified as a growth area. It was suggested that while technology sectors are not huge employment drivers right now, they can be more stable than other sectors of the economy and important for long-term economic innovations. Deirdre Ayre, Head of Operations at Other Ocean Group, told the story of how Other Oceans Inc started. Originally founded in California, the company wanted to return to its roots in Atlantic Canada. The company set up in PEI and had to import talent from abroad. They were able to grow with the help of the provincial government but did not find the same support when they expanded to Newfoundland and Labrador. They found that during the oil boom there was little attention paid to technological industries but now that there is an oil bust, the provincial government is more interested in working with them. She suggested that the province needs to develop more computer-centred curriculum in the public school system so that the emerging labour force can partake in these new industries. Immigrants were typically framed as young people who would help reduce the average age of the province, but there was also concern raised about the return migration of seniors who had paid into other province's tax systems during their career and were returning to the province to retire. This could increase the cost of services such as healthcare, but it was suggested that it could also be an opportunity if the province can create an environment that encourages seniors to reinvest in the province, create SME, jobs, and contribute socially in the province. Howard Lin highlighted that 50% of entrepreneurs are greater than 50 years old, suggesting that population aging could be an opportunity if seniors invest their savings. Educating the labour force to adapt to the future of work was discussed by other panelists as well. Lynn Gambin, Professor of Economics at Memorial University explained that quality education is important as a highly-skilled labour force will be more resilient to economic volatility.

Creating connections between graduates and employment opportunities was proposed as a way to address barriers within the labour market. This could include providing better career advice for Newfoundland-born youth, linking labour market education to the K-12 education system, broadening existing employment supports to include recent graduates, and expanding internship opportunities for international students. This could be facilitated with greater sharing and understanding of local datasets.



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To foster economic growth, there was considerable focus in the discussion groups on how to attract investment and encourage entrepreneurship. One solution was to develop mechanisms where different levels of governments, academics and civil society can work together to attract investment. There were also suggestions to create “collision spaces” to locate commercial opportunities. Using technology to be closer to markets, constructing commuter infrastructure, building capacity for regional and community development, increasing public information to encourage awareness of the province, and focusing on efficiency in addition to scale were also discussed as potential solutions. Solutions to encourage entrepreneurship included introducing an entrepreneurship immigration stream and encouraging entrepreneurial education both within the K-12 and post-secondary institutions.

## Adapting to Change

Horizontal integration of public policy was identified as critical to implementing effective change as there is an interconnectivity between all aspects of the economy and the potential barriers and solutions identified above cannot be considered separately. It was suggested there is a need for more social dialogue on labour market issues to craft public policy by having discussions in a structured, regular manner between government and other stakeholders to ensure that policies are meeting demands. Talking to stakeholders individually yields different outcomes than talking to everyone all together and there is a need for good information to make good decisions.

Within discussion groups, several participants complained that institutions worked in silos and there needed to be a more holistic approach to service delivery that had a long-term vision. There were concerns that some public policies were competing and there needed to be better integration of policy so that programmes have the same long-term objectives. Solutions to break down these barriers included requiring collaboration within funding applications and developing mechanisms to establish relationships and rapport between institutions. Some suggested that outcomes in education and health needed to be redefined and post-secondary education prioritized.

It was also identified that rather than trying to change the situation, there is a need to adapt. Keith Storey, Director of the Population Project with the Harris Centre, suggested that demography and aging is like climate change – we can’t stop it. We may have reached a tipping point and we can’t go back, but we can adapt to it. The current population strategy focused primarily on trying to change the demographic picture – by encouraging bigger families, return-migration and immigration – but these are difficult policies to achieve. It may be easier to make adaptations by doing more with less.

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## Future Research

Participants were asked to identify areas where greater research could help expand their understanding and develop solutions to issues raised at the symposium. Knowledge gaps were based on regional and municipal labour market information, innovative alternatives to service delivery with an emphasis on collaboration, and how to encourage population and industrial growth in the province.

Localized labour market information, especially at the regional or municipal level, was identified by several participants as an important way to connect areas with skill shortages to the unemployed or recently-graduated population. There were questions raised about whether introducing a living wage would have a positive or negative impact on the economy.

Within this, there were also questions about intra- and inter-provincial migration: where are people moving and what effect does this have on service delivery and employment in the area? This tended to focus on incoming migrants, such as the retention of students from other provinces, and seniors, as there was a sense that a senior NL diaspora was returning to the province to retire and there were questions about whether this was an added burden on the province's health care service or if they were volunteering and investing in their community.

Encouraging international immigration was a key topic and there were several questions raised about this policy such as the value of immigration to the province, how to encourage the recruitment and retention of immigrants in a strategic and systemic way, and how to create welcoming and inclusive communities. There were also questions on how to grow the population internally through family-friendly policies.

There were also questions about how to attract business investment, spur growth and diversify the province's industrial base. The fishery received particular attention as there was a perception that the industry was not maximizing the use of local resources and there were certain species that were being ignored.

Several participants proposed one way to conduct this research would be to compare Newfoundland and Labrador with similar island regions to learn what measures and strategies have been utilized elsewhere to grow their population and economy that could be imported to the province.

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# Appendix A

## Morning Introductions

**The Honourable Al Hawkins, Minister of Advanced Education, Skills and Labour** was appointed to the Department of Advanced Education, Skills and Labour on July 31, 2017. Mr. Hawkins was elected to the House of Assembly as Member for Grand Falls-Windsor-Buchans on November 20, 2015. Prior to becoming a MHA, Mr. Hawkins had a successful career in education and business as well as municipal politics having served in the capacity as councilor and as Mayor of Grand Falls-Windsor for six years. During that time he also served on the boards of both Municipalities Newfoundland and Labrador and the Federation of Canadian Municipalities.

**Dave Boland** is presently the Director of Community Development with the Atlantic Canada Opportunities Agency where he has been working since 2001. Dave graduated from MUN with a Bachelor of Commerce (Co-op) in 2001 and an MBA in 2007. In his work with ACOA, Dave has worked closely with community and business organizations, not for profit organizations and municipalities on community economic development initiatives throughout Newfoundland and Labrador.

## Morning Session

**Richard Saillant** is a Moncton-based economist and author. He is a former vice-president of the Université de Moncton and director of the Donald J. Savoie Institute, a public policy research organization. A former senior civil servant, Richard has spent nearly fifteen years in Ottawa in various departments, including the Privy Council Office, Industry Canada and Transport Canada. Richard has published four books over the past three years. His most recent book, *A Tale of Two Countries: How the Great Demographic Imbalance is Pulling Canada Apart* (2016) was a finalist for the National Business Book Award.

**John G. Abbott** is Deputy Minister of Health and Community Services with the Government of Newfoundland and Labrador, a position he held earlier from 2004-2007. John's distinguished work as a public sector executive earned him The Institute of Public Administration of Canada (NL Division) Lieutenant-Governor Award of Excellence in Public

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Administration in 1999. In 2012, Canadian Mental Health Association - NL awarded him the Dr. Clarence Pottle Award for Outstanding Service to Furthering Mental Health in the province.

**Deidre Ayre** is Head of Operations at Other Ocean Group, a video-game design firm with studios in California, Prince Edward Island and here in St. John's. She is also Vice President of the Newfoundland and Labrador Interactive Media Alliance and a member of the advisory committee for PEI's Entrepreneurial Launchpad Program. Deirdre is recognized for her commitment to economic and social diversification, her collaborative efforts with educational institutions and her success in recruiting top talent from around the world.

**Dr. Stephen Bornstein** has been the Director of the Newfoundland and Labrador Centre for Applied Health Research (NLCAHR) since it was established in 1999. At NLCAHR, he leads the Contextualized Health Research Synthesis Program, an integrated knowledge translation program that addresses pressing health services, policy and technology questions for the provincial health system. He is also Co-Director of SafetyNet, Memorial University's centre for research on occupational health and safety.

**Dr. Derek Messacar** is a Research Analyst at Statistics Canada and an Adjunct Professor at Memorial University of Newfoundland. He is an empirical micro-economist with research spanning topics on the economics of aging, pensions, saving, taxation, labour markets, and behavioural public finance.

## Afternoon Session

**Dr. Herb Emery** is Professor of Economics and the Vaughan Chair in Regional Economics at the University of New Brunswick in Fredericton. Formerly the Research Director and Program Director of Health Policy at The School of Public Policy at the University of Calgary, he has also been the Svare Professor in Health Economics, a joint appointment with the Department of Economics and the Department of Health Sciences, Faculty of Medicine at the University of Calgary. From 2010 to 2015, Dr. Emery was the Editor of Canadian Public Policy, Canada's foremost journal examining economic and social policy. His research interests and publications are focused on economic history, labour economics and health economics.

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**Justin Campbell** is the Diversity Outreach Coordinator at the Association for New Canadians. Drawing on an appropriately diverse background in business, government, and non-profit, he manages the ANC's Diversity Outreach Initiative, which builds cultural intelligence (CQ) among thousands of people across the province each year. With a decade of experience delivering presentations and facilitating workshops, he also holds undergraduate degrees in human rights and humanities and a graduate degree in politics, all from Carleton University in Ottawa.

**Dr. Howard X. Lin** is Professor of International Business & Entrepreneurship and Co-Director of the Canada-China Institute for Business & Development at Ryerson University's Ted Rogers School of Management. He is also Vice President of Research for the Canadian Council for Small Business and Entrepreneurship and the founder of the Canadian Entrepreneurship & Innovation Platform, a non-profit organization that promotes Canada-based transnational entrepreneurship.

**Dr. Lynn Gambin** is a Professor in the Department of Economics at Memorial University and the editor of the monthly Labour Market Observer, which provides commentary on the performance of the Newfoundland & Labrador labour market. She has more than 10 years experience carrying out policy related research especially in relation to vocational education and training, labour markets and employer behaviour across a variety of settings.

**Kerry Murray** is the Director of Economic and Social Policy with the Newfoundland and Labrador Federation of Labour. His work with the NLFL involves all aspects of economic and social policy research, communications, lots and lots of writing and the famous "other related duties." Kerry, whose previous career was in community economic development, is an active volunteer and sits or has sat on several community based boards including the Community Coalition 4 Mental Health, the Governor General's Canadian Leadership Conference, his local school council and the Economic Developers Association of Canada.

## Closing Panel

**Dr. Tony Fang** is the Stephen Jarislowsky Chair in Economic and Cultural Transformation at Memorial University of Newfoundland. Currently he holds the J. Robert Beyster Faculty Fellowship at Rutgers University and sits on the World Bank's Expert Advisory Committee on Migration and Development. He has published widely in the areas of immigration, equity, diversity; pension, retirement policy and ageing workforce; and minimum wages and youth employment.

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**Manuel Hackett** is the Manager of Community Development with the Atlantic Canada Opportunities Agency (ACOA). He is responsible for the West Coast, Labrador and Northeast Avalon regions of the province. Prior to joining ACOA, Manuel worked with various regional and community-based organizations and Trade Team Newfoundland and Labrador where he was responsible for developing and implementing business development, investment attraction and export related initiatives.

**Elizabeth Lawrence** is the Director of Economic Development, Culture and Partnerships with the City of St. John's. Within this role she is responsible for connecting matters of economic development and relationship to population for the City and co-chairs the St. John's Local Immigration Partnership. She has spent more than 20 years working in the field of economic development, policy analysis and research with the City of St. John's and the provincial government.

**Dr. Keith Storey** is an economic and social geographer. He is currently Director of the Population Project for the Harris Centre at Memorial University and an Honorary Research Professor in Geography at Memorial University. His current work with the Population Project seeks to examine the implications of the demographic changes currently faced by Newfoundland and Labrador and to develop policy recommendations to government and other agencies and organizations as to how these might best be addressed.

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# Appendix B

## List of Registrants to the Forum

**John G. Abbott** (Department of Health & Community Services, Government of Newfoundland and Labrador)

**Cadi Ahmed** (Department of Economics, Memorial University of Newfoundland)

**Deirdre Ayre** (Other Ocean, St. John's)

**Derrick Barrett** (Department. of Advanced Education, Skills and Labour, Government of Newfoundland and Labrador)

**Jessica Barry** (St. John's Local Immigration Partnership, City of St. John's)

**Mostaem Billah** (Memorial University of Newfoundland)

**David Boland** (Atlantic Canada Opportunities Agency)

**Stephen Bornstein** (NL Centre for Applied Health Research, Memorial University of Newfoundland)

**Suzanne Brake** (Office of the Seniors' Advocate, Government of Newfoundland and Labrador)

**Jeff Butt** (Government of Newfoundland and Labrador)

**Dan Campbell** (Department of Political Science, Memorial University of Newfoundland)

**Justin Campbell** (Association for New Canadians, St. John's)

**Michael Clair** (Harris Centre, Memorial University of Newfoundland)

**Malcolm Coady** (Interested Citizen, St. John's)

**Pamela Dawe** (Department of Children, Seniors and Social Development, Government of Newfoundland and Labrador)

**Justin Dearing** (Harris Centre, Memorial University of Newfoundland)

**Sofia Descalzi** (Canadian Federation of students)

**Heather Elliott** (Consultant)

**Herb Emery** (Department of Economics, University of New Brunswick)

**Tony Fang** (Department of Economics, Memorial University of Newfoundland)

**Winston Fiander** (National Association of Federal Retirees)

**Lynn Gambin** (Department of Economics, Memorial University of Newfoundland)

**Lan Gien** (School of Nursing, Memorial University of Newfoundland)

**Rob Greenwood** (Office of Public Engagement, Memorial University of Newfoundland)

**Manuel Hackett** (Atlantic Canada Opportunities Agency)

**Hon. Al Hawkins** (Minister of Advanced Education, Skills and Labour, Government of Newfoundland and Labrador)

**Ross Houlihan** (Town of Torbay)

**Opeyemi Jaunty-Aidamenbor** (Department of Economics, Memorial University of Newfoundland)

**Petr Kocourek** (Department of Economics, Memorial University of Newfoundland)

**Elizabeth Lawrence** (City of St. John's)

**Ally (Yanfen) Li** (Department of Economics, Memorial University of Newfoundland)

**Howard Lin** (Canada-China Institute, Ted Rogers School of Management, Ryerson University)

**Michael Martin** (Government of Newfoundland and Labrador)

**Doug May** (Department of Economics, Memorial University of Newfoundland)



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**Derek Messacar** (Statistics Canada)

**Kyekue Mweemba** (Department of Geography, Memorial University of Newfoundland)

**Didier Naulleau** (Town of Pinware / Municipalities NL)

**Kerri Neil** (Department of Sociology, Memorial University of Newfoundland)

**Cathy Newhook** (Harris Centre, Memorial University of Newfoundland)

**Councillor Sheilagh O'Leary** (City of St. John's)

**Mary Oley** (Department of Municipal Affairs and Environment, Government of Newfoundland and Labrador)

**Sarah Parisio** (La Fédération des francophones de Terre-Neuve et du Labrador, St. John's)

**Paul Parsons** (Atlantic Canada Opportunities Agency)

**Kim Pike** (Eastern Health)

**Simon Pope** (Memorial University of Newfoundland)

**Kerry Murray** (NL Federation of Labour, St. John's)

**Leigh Puddester** (Gardiner Centre, Faculty of Business Administration, MUN)

**Lloydetta Quaicoe** (Sharing Our Cultures Inc., St. John's)

**Cherry Ralhan-Khanna** (Alumni Affairs, Memorial University of Newfoundland)

**Jose Rivera** (Refugee and Immigration Advisory Council, St. John's)

**Lorelei Roberts-Loder** (Government of Newfoundland and Labrador)

**Bonita Ryan** (Department of Finance, Government of Newfoundland and Labrador)

**Wendolyn Schlamp** (YWCA, St. John's)

**Sarah Smellie** (Journalist)

**Keith Storey** (Department of Geography, Memorial University of Newfoundland)

**Xueli Tang** (Deakin University, China)  
Edward Van Nostrand (Adapting Home, St. John's)

**Lynn Walsh** (Internationalization Office, MUN)

# Appendix C

# Population Symposium:

Aging • Immigration • Service Delivery  
• Economy • Labour Market



Thank you to our sponsor

# Welcome!

Thank you for attending our "Population Symposium: Impact of Population Aging and Immigration on Service Delivery, Labour Market and Economy in Newfoundland and Labrador." Our event today builds on recent research from the Harris Centre's Population Project, in conjunction with Memorial's Stephen Jarislowsky Chair in Cultural and Economic Transformation and the Atlantic Research Group on Economics of Immigration, Aging and Diversity. Our aim today will be to examine how a declining and aging population, and increased diversity of an immigrant population will impact service delivery, labour market and the economy in NL.

Our day is designed with a morning and afternoon session, each with a keynote, panel discussion and breakout session. This will utilize our collective knowledge in the room, and grant participants the opportunity to fully explore these challenges and propose answers to these complex problems. Notes from the day based on presentations and group discussions will be synthesized into a report, which will be publicly disseminated to continue the conversation further.

We hope that you enjoy the event and that it sparks exciting debate and future discussions.

Sincerely,  
Tony Fang, Rob Greenwood, and Kerri Neil  
*Programming Committee*



# Breakout Questions

In Newfoundland and Labrador:

1. What are the knowledge gaps?
2. What are the low-hanging fruit to address barriers and realize opportunities for action in the province?
3. What longer term policy changes are needed?

# Wrap-Up

## Discussion Panel

- **Dr. Tony Fang**, Jarislowsky Chair of Cultural and Economic Transformation at Memorial University
- **Manuel Hackett**, Manager of Community Development with the Atlantic Canada Opportunities Agency
- **Elizabeth Lawrence**, Director, Economic Development, Culture and Partnerships, City of St. John's
- **Dr. Keith Storey**, Director of Population Project, Harris Centre



# Agenda

## 8:00-9:00am: Registration, breakfast

**9:00-10:00:** Introductions from Minister Al Hawkins and David Boland, Director of ACOA

**10:00-10:30:** Keynote by Herb Emery

## 10:30-10:45: Nutrition Break

**10:45-11:05:** Panel discussion with John Abbott, Deidre Ayre, Stephen Bornstein, and Derek Messacar

**11:05-11:30:** Audience Q&A

## 11:30 – 12:00: Lunch



**12:00 – 12:30:** Keynote by Richard Saillant

**12:30 – 1:00:** Panel discussion with Justin Campbell, Lynn Gambin, Howard Lin and Kerry Murray

**1:00-1:30:** Audience Q&A

## 1:30-1:45: Nutrition Break

**1:45-3:00:** Breakout session

**3:00-3:30:** Closing Panel with Tony Fang, Manuel Hackett, Elizabeth Lawrence and Keith Storey

**3:30 – 3:50:** Audience Q&A

**3:50 – 4:00:** Closing Remarks

# Morning Session

## Keynote



Dr. Herb Emery is Professor of Economics and the Vaughan Chair in Regional Economics at the University of New Brunswick. Formerly the Research Director and Program Director, Health Policy at The School of Public Policy at the University of Calgary, he has been the Svare Professor in Health Economics, at the University of Calgary



## Discussion Panel

- [John Abbott](#), Deputy Minister of Health and Community Services
- [Deidre Ayre](#), Head of Operations, Other Ocean Group
- [Dr. Stephen Bornstein](#), Director of the Newfoundland and Labrador Centre for Applied Health Research
- [Dr. Derek Messacar](#), Research Analyst, Statistics Canada

# Afternoon Session

## Keynote



Richard Saillant is a Moncton-based economist and author. He is a former vice-president of the Université de Moncton and director of the Donald J. Savoie Institute. His most recent book, *A Tale of Two Countries: How the Great Demographic Imbalance is Pulling Canada Apart* (2016) was a finalist for the National Business Book Award.



## Discussion Panel

- [Dr. Howard Lin](#), Co-Director of the Canada-China Institute for Business & Development at Ryerson University
- [Justin Campbell](#), Diversity Outreach Coordinator with the Association for New Canadians
- [Dr. Lynn Gambin](#), Department of Economics
- [Kerry Murray](#), Director of Economic and Social Policy with the Newfoundland and Labrador Federation of Labour

