



**Canada - Newfoundland and Labrador Labour  
Market Development Agreement (LMDA)**

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Annual Performance Report  
2021-22

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## Introduction

The Department of Immigration, Population Growth and Skills (IPGS), on behalf of the Government of Newfoundland and Labrador, is pleased to present the Canada – Newfoundland and Labrador Labour Market Development (LMDA) Annual Performance Report 2021-22.

The Government of Newfoundland and Labrador has successfully implemented flexible, responsive, and innovative programs and services under the labour market transfer agreements. These are designed to help in training residents to address labour market demands; support displaced workers impacted by labour force adjustments and company closures; and address new and ongoing challenges and opportunities. The effective application of programs and services continues to assist in mitigating the effects of economic downturns, and results in positive outcomes for clients, employers, and communities throughout the province.

The LMDA reinforces the common vision shared by Canada and Newfoundland and Labrador to create a strong, resilient, and adaptable workforce with the skills needed to succeed in the province's economy.

## Program and Services

The LMDA, through a diverse array of programs and services, has consistently demonstrated positive outcomes for a wide variety of clients, employers, and communities in Newfoundland and Labrador. Investments made through the LMDA enable the province to capitalize on economic and advanced educational opportunities leading to job creation and growth. Evidence demonstrates that clients develop skills, obtain, and maintain employment because of participation in employment and skills training programs. During the 2021-22 fiscal year, the following programs were delivered by the province:

- Wage Subsidies;
- Job Creation Partnerships;
- Self-Employment Assistance;
- Skills Development;
- Employment Assistance Services;
- Labour Market Partnerships; and
- Research and Innovation.

Details on the above programs can be found in the section [Program Investments, Activities and Outcomes](#).

## 2021-22 Annual Plan Summary

As outlined in the 2021-22 Annual Plan, Canada and Newfoundland and Labrador share a common vision to support the employment and training needs of the Canadian labour market through an integrated, client-centered, outcomes-driven employment and training model, which is responsive to the evolving needs of individuals, employers, and communities.

Objectives of the agreement include:

- Fostering inclusive labour market participation by helping individuals access labour market opportunities and by supporting successful integration of individuals facing obstacles to finding and maintaining employment;
- Alignment of skills with labour market needs to help workers and employers access the skills required to adapt to the changing requirements of jobs and the labour market, and by encouraging employer involvement in training and continuous learning opportunities for workers; and
- Creation of efficient labour markets by supporting strong and responsive labour market infrastructure to allow for timely and effective labour market programming.

Newfoundland and Labrador's program and service delivery models contribute to a stronger economic and labour environment by:

- Ensuring the province has the skilled workforce and highly educated graduates to participate in and contribute to their communities;
- Strengthening the workforce through education, training, financial, and social supports;
- Creating and equipping the province's workforce to meet current and future provincial labour market demands;
- Providing guidance and support to employers to recruit and retain the necessary workers to grow their businesses;
- Offering guidance and support to residents to achieve the greatest benefit from opportunities that exist in the province;
- Enhancing client case management;
- Supporting residents with career decisions and securing and retaining employment; and
- Providing guidance and support for the development of policy and procedures on employment and training programs.

## Service Delivery

The sudden and unexpected onset of restrictions associated with COVID-19 resulted in many significant changes to the delivery of career and employment services in Newfoundland and Labrador. The need for remote and blended service delivery became apparent during the pandemic. The blended service delivery model has increased access to services, particularly in regions with rural and isolated communities. Community partners and post-secondary institutions have also been able to extend their reach,

removing barriers such as transportation, and other incremental costs associated with training. By utilizing the Targeted Referral and Feedback system, coupled with the blended service delivery model, Newfoundland and Labrador has been able to assist more unemployed individuals in attaching to the labour market.

## Purpose and Organization of the Report

This report provides a profile of the clients, employers and organizations who participated in employment and training programs under the LMDA for the 2021-22 fiscal year. The report also contains a summary of program descriptions, investments, activities, and outcomes, followed by a section on stakeholder engagement, research and innovation, employer based training, and aggregate information on employer programs. There are two annexes included in this report. The first contains the audited financial statement for the LMDA for 2021-22 fiscal year, as per the reporting requirements, while the second contains aggregate information on employer programs.

## Client Summary

During the 2021-22 fiscal, almost 7,100 clients received direct support from programs or services delivered by the province or its community partners under the LMDA. An additional 15,000 individuals received employment assistance services that were supported through LMDA investments. Program descriptions and outcomes are included in the [Program Investments, Activities and Outcomes](#) section.

Individual-level program data and outcomes have been provided to the Federal Government (Employment and Social Development Canada) via secure upload, and are not included in this report. IPGS' third party agencies provided monthly files from data captured in the Accountability Resource Management System (ARMS). These files were securely uploaded on a monthly basis, as per reporting requirements.

## Program Investments, Activities and Outcomes

For 2021-22, the Province of Newfoundland and Labrador was provided a funding allocation, as follows:

Base funding	\$126,799,889
Budget 2017 top-up	\$15,303,805
Carry-forward from 2020-21	\$28,928,427
Administrative funding	\$8,937,456
<b>Total</b>	<b>\$179,969,577</b>

This section will outline the various programs delivered under LMDA, including the level of investment in the programs and measured outcomes. LMDA funding allowed Newfoundland and Labrador to develop and implement labour market programs and services to meet the needs of a wide variety of clients, including EI-eligible, unemployed workers, and persons with disabilities. Programs supported individuals to attach to the labour market, receive work supports, and participate in skills and employment training to

improve labour market attachment. Funding through LMDA was integral in supporting priority sectors to grow the labour force through the provision of wage subsidies, labour market partnerships, and research and innovation. The number of clients who participated in the various program and services reflect the positive impacts this funding has provided to clients in this province.

As outlined in the LMDA Performance Measurement Strategy, a summary of aggregated information on Employer Programs is found in [Annex 2](#).

Program	Investment, Activities and Outcomes for 2021-22
<b>Skills Development</b>	
<p><b>Adult Basic Education (ABE) Supports</b> provides eligible clients with support to participate in ABE or General Educational Development (GED) preparation. Program targets EI-eligible clients.</p> <p>Note: The tuition for some clients under ABE is paid directly by the Department of Education to the ABE service provider.</p> <p>Individual supports are paid under the Skills Development Employment Benefit.</p>	<p><b>Investment and Activities</b> In 2021-22, \$2,102,601 was expended to support the tuition costs of eligible clients to participate in ABE.</p> <p><b>Outcomes</b> In 2021-22, 682 clients participated and received benefits through ABE Supports. These supports were integral to client participation in the program, which enables them to work towards obtaining further post-secondary training.</p>
<p><b>Skills Development Employment Benefit</b> assists EI-insured participants in need of financial assistance to obtain the skills needed for employment, ranging from basic to advanced skills through direct assistance to individuals.</p> <p>Funding under this activity includes costs paid to publically-funded training institutions for costs related to EI-eligible clients over the amount recovered through tuition fees.</p>	<p><b>Investments and Activities</b> In 2021-22, \$60,352,041 was expended under this activity.</p> <p><b>Outcomes</b> In 2021-22, 2,963 clients received funding under the Skills Development Program to attend post-secondary training.</p>

Program	Investment, Activities and Outcomes for 2021-22
<p><b>Apprenticeship Supports</b> provides apprentices, directed by Newfoundland and Labrador to attend full-time, in-school apprenticeship training, with assistance related to incremental costs of attending this training, such as living allowance, dependent care and travel costs.</p> <p>The Apprenticeship and Trades Certification Division issues tuition costs directly to training institutions.</p>	<p><b>Investments and Activities</b> In 2021-22, \$1,060,693 was expended to provide individual supports to apprentices participating in the in-class portion of apprenticeship training.</p> <p>Additionally, \$5,701,594 was paid to support the tuition costs of the clients attending the programs.</p> <p><b>Outcomes</b> In 2021-22, 1,140 apprentices benefitted from this program, enabling them to work toward journey person certification.</p>
<p><b>Educational Assessments</b> identify areas of strength and areas of need with respect to academic and cognitive functioning. They can be used to identify a learning disability, an intellectual disability, or giftedness. An educational assessment can be considered when an individual is experiencing academic or workplace learning difficulties for which there is need to obtain greater understanding of the underlying cause for these difficulties, and to assist with the facilitation of the client employment planning process.</p>	<p><b>Investments and Activities</b> In 2021-22, \$27,180 was expended under this activity.</p> <p><b>Outcomes</b> In 2021-22, 21 clients received funding for educational assessments as part of their employment plan development.</p>
Job Creation Partnerships	
<p><b>Job Creation Partnerships Program (JCP)</b> provides EI-insured participants with opportunities to gain work experience that will improve their employment prospects. While project activities benefit both the participant and the community, the main focus is helping insured participants who need work experience to increase their chances of successfully finding ongoing employment.</p> <p>JCP participants will maintain or enhance employability skills through this work experience opportunity.</p> <p>Participating clients may be eligible for living allowances and project sponsors may be eligible for assistance with project overhead.</p>	<p><b>Investments and Activities</b> In 2021-22, expenditures under this activity included \$3,724,443 towards project overhead and living allowances to participants.</p> <p><b>Outcomes</b> In 2021-22, 540 individual clients received assistance under this program activity.</p> <p>There were 141 employers/projects during the reporting period. Participation provided work experience and skills development opportunities to enhance labour market attachment.</p>

Program	Investment, Activities and Outcomes for 2021-22
Wage Subsidies	
<p><b>Jobs NL Wage Subsidy</b> is designed to bring employers and employees together by providing funding to employers to create employment opportunities. The program supports employer/employee connections that promote sustainable long-term employment or seasonal employment.</p> <p>There are two subsidy options under Jobs NL Wage Subsidy:</p> <ul style="list-style-type: none"> <li>• <b>Jobs NL- 42</b> provides a wage subsidy for 28 weeks of a minimum 42-week period of employment. The subsidy is provided as follows: <ul style="list-style-type: none"> <li>○ First 14 weeks, 60 per cent subsidy, to a maximum of \$12 towards the hourly wage rate.</li> <li>○ Second 14 weeks, 0 per cent subsidy towards wages.</li> <li>○ Third 14 weeks, 80 per cent subsidy, to a maximum of \$12 towards the hourly wage rate.</li> </ul> </li> <li>• <b>Jobs NL- 28</b> provides a wage subsidy for a period of 10 – 28 weeks; this duration allows funding for seasonal / short term employment. A 60 per cent subsidy is provide, to a maximum of \$12 towards the hourly wage rate.</li> </ul> <p>A completion bonus of \$2,000 for the employer and \$1,000 for the employee may be paid, only if the employee remains employed for 10 weeks after the end of the subsidy.</p>	<p><b>Investments and Activities</b> In 2021-22, expenditures were \$3,953,746 for this activity.</p> <p><b>Outcomes</b> In 2021-22, 651 clients participated in this program and obtained work experience.</p>
<p><b>Linkages Program</b> is a client-centered employment initiative delivered in partnership with community based organizations, and provides unemployed youth (18-30 years of age) with 26 weeks of career related, paid employment and an opportunity to participate in career planning sessions. Linkages is intended for participants who have not yet made a successful transition to the labour force.</p>	<p><b>Investment and Activities</b> In 2021-22, a total of \$121,900 was expended under this activity, through 23 agreements.</p> <p><b>Outcomes</b> In 2021-22, 30 clients engaged in career planning sessions and work experience placements.</p>



Program	Investment, Activities and Outcomes for 2021-22
<p><b>Wage Subsidy Community Coordinator</b> receives a contribution to support the costs of a project designed to encourage employers to hire female apprentices by offering wage subsidies to the employer to hire the apprentice and provide them with work experience to support progression towards journey person status. The program targets EI-eligible women apprentices.</p>	<p><b>Investments and Activities</b> In 2021-22, \$424,870 was expended under this activity.</p> <p><b>Outcomes</b> During 2021-22, the Office to Advance Women Apprentices was funded to support women apprentices in securing employment in non-traditional occupations. Thirty-one placements were secured for clients.</p>
<p><b>Apprentice Wage Subsidy (AWS) Program</b> assists apprentices to gain work experience in a skilled trade, and progress to journey person certification by providing a wage subsidy to employers who hire apprentices. The program provides a wage subsidy of 75 per cent, to a maximum of \$14 an hour for all apprentices funded under the program and is paid directly to the employer.</p>	<p><b>Investments and Activities</b> In 2021-22, \$2,243,601 was expended under this program activity.</p> <p><b>Outcomes</b> In 2021-22, 280 employers received funding. This resulted in 280 apprentices acquiring work experience towards journey person certification.</p>
<p><b>Fish Plant Closure Response Program</b> provides work experience to EI-eligible individuals that are experiencing labour force adjustment issues related to the loss of regular employment due to a fish plant closure. Eligible workers are employed by local governments and community organizations to work on projects that contribute to tourism development, economic development, community/ municipal infrastructure or community services.</p>	<p><b>Investments and Activities</b> In 2021-22, \$483,566 was expended under this activity.</p> <p><b>Outcomes</b> In 2021-22, 70 individuals availed of short- term employment opportunities allowing them to obtain insurable earnings.</p>

Program	Investment, Activities and Outcomes for 2021-22
<p><b>Opening Doors Program</b> provides a wage subsidy to hire EI-eligible clients with disabilities. The wage subsidy initiative provides employment for persons with disabilities within Provincial Government departments for a maximum of 52 weeks. These are full-time, permanent positions that have been designated for persons with disabilities.</p> <p>Additionally, Opening Doors provides information, advice and training, on issues related to the employment of individuals with disabilities to directors of human resources, managers, supervisors and executive within the public service. Career support services are also available to provide practical job search and career counselling assistance to persons with disabilities registered with the Office's Client Registry.</p>	<p><b>Investments and Activities</b> In 2021-22, \$13,782 was used to support individuals through the wage subsidy initiative.</p> <p><b>Outcomes</b> In 2021-22 one client obtained work experience and career support services to support the transition into employment.</p>
<p><b>Employment Enhancement Program</b> is designed to support employers in the forestry, aquaculture, agriculture, and fishing sectors engaged in value-added secondary processing, by providing funding to employers to create sustainable, long-term employment or seasonal employment and a training allowance to support new employees.</p>	<p><b>Investments and Activities</b> In 2021-22, \$210,041 was expended under the program that provided individuals work experience in the forestry sector.</p> <p><b>Outcomes</b> In 2021-22, 13 employers participated in this program providing work experience to thirteen individuals.</p>
<p><b>Work Supports Program</b> provides EI-eligible clients with work-related supports to assist them with seeking, obtaining or maintaining employment.</p>	<p><b>Investments and Activities</b> In 2021-22, funds totaling \$3,506 provided work-related supports to EI-eligible clients attending the Transitions to Work program.</p> <p><b>Outcomes</b> During 2021-22, seven clients received work supports.</p>

Program	Investment, Activities and Outcomes for 2021-22
<b>Labour Market Partnerships</b>	
<p><b>Labour Market Partnerships</b> provides funding to support employers, employer or employee associations, community groups and communities in developing and implementing labour market strategies and activities for dealing with labour force adjustments and meeting human resource requirements. Labour Market Partnerships may be used to provide assistance to employed persons who are facing loss of employment. Proposed activities must focus on an identified labour market issue and be assessed as likely to have a positive impact on the labour market. All activities must involve partnership.</p>	<p><b>Investment and Activities</b> In 2021-22, \$10,727,974 was expended under this activity.</p> <p><b>Outcomes</b> In 2021-22, 70 projects received support under this program activity.</p> <p>Initiatives included activities to address employment needs of persons with disabilities, newcomers, Indigenous peoples, and needs of specific labour market sector such as:</p> <ul style="list-style-type: none"> <li>- Agriculture;</li> <li>- Petroleum;</li> <li>- Early Childhood Education;</li> <li>- Environment;</li> <li>- Aquaculture;</li> <li>- Paramedicine; and</li> <li>- Fisheries.</li> </ul>
<p><b>Labour Market Integration for Newcomers</b> provides funding to organizations to pilot initiatives that support integration of unemployed newcomers into the workforce. Initiatives are designed to enable service-providing organizations, groups and communities to develop and/or deliver programming that expedites the attachment of newcomers to the labour market, helps them advance to their professional fields, as well as achieve progress in their careers.</p>	<p><b>Investment and Activities</b> In 2021-22, \$7,437,193 was expended under this activity .</p> <p><b>Outcomes</b> In 2021-22, 17 projects were supported with nine different organizations.</p>

Program	Investment, Activities and Outcomes for 2021-22
<b>Employment Assistance Services</b>	
<p><b>Employment Assistance Services (EAS) Program</b> provides funding to organizations, enabling them to offer employment assistance services to unemployed or underemployed persons. These services can be provided to an individual or in a group setting.</p> <p>The key services funded through EAS are:</p> <ul style="list-style-type: none"> <li>• Self-serve employment resources;</li> <li>• Needs assessment;</li> <li>• Development of employment plans;</li> <li>• Case management;</li> <li>• Employment counselling; and</li> <li>• Provision of workshops in various employment related topics including, but not limited to, job search, resume writing, and transitional employment support services.</li> </ul>	<p><b>Investments and Activities</b> In 2021-22, \$11,478,368 was expended on EAS activity.</p> <p><b>Outcomes</b> Twenty-six agreements were provided with funding in 2021-22 to provide EAS type activities to clients. Over 15,000 individuals were provided assistance.</p>
<b>Self-employment Assistance</b>	
<p><b>Self-Employment Assistance Community Coordinator</b> provides funding to organizations to assist eligible unemployed clients with starting their own business. The coordinator position supports clients through the provision of entrepreneurial training, general information sessions, and assessment and implementation of a business plan.</p>	<p><b>Investments and Activities</b> In 2021-22, \$1,846,010 was expended under this activity.</p> <p><b>Outcomes</b> Seventeen organizations were provided with funding under this activity.</p>
<p><b>Self-Employment Assistance (Individual Supports) Program</b> assists insured participants through the provision of a living allowance to help them create jobs for themselves by starting a business.</p>	<p><b>Investments and Activities</b> In 2021-22, \$2,882,893 was expended under this activity.</p> <p><b>Outcomes</b> Support was provided to 317 individuals in 2021-22.</p>
<b>Research and Innovation</b>	

Program	Investment, Activities and Outcomes for 2021-22
<p><b>Research and Innovation</b> provides funding support for research and innovative projects that explore and identify better ways of helping persons prepare for and attach to the labour market as productive employees.</p> <p>The majority of funding for Research and Innovation supports the Workforce Innovation Centre (WIC). The WIC provides a coordinated, central point of access to engage government, career and employment service providers, skills development organizations and stakeholders in the business and community sectors to help research, test and promote new and innovative workforce development models that make direct links to increasing individual employability.</p>	<p><b>Investments and Activities</b> In 2021-22, \$7,992,000 was expended under this activity.</p> <p><b>Outcomes</b> In March 2022, funding of \$7,925,000 was provided to support various activities of the WIC in 2022-23. The proposed breakdown is as follows:</p> <ul style="list-style-type: none"> <li>• \$2,000,000 to support an additional call for proposals.</li> <li>• \$525,000 to support the core annual administrative funding of the WIC.</li> <li>• \$300,000 to support the economic immigration-focused ideas lab within the WIC to identify practical approaches to facilitate newcomer participation in the provincial labour market.</li> <li>• \$100,000 to support the implementation of the regional workforce development committees in developing regionally tailored workforce development action plans.</li> <li>• \$5,000,000 was provided for ongoing support of the WIC including enhancing the capacity of the regional committees to execute the regional workforce development action plans.</li> </ul> <p>These projects may vary with implementation.</p> <p>In addition, \$67,000 was provided to two organizations to pilot an expansion to online training for apprentices.</p>

## Stakeholder Engagement

The department regularly engages with industry, labour, community, and education stakeholders to inform policy and budget priorities and to ensure programs and services are effective and relevant.

In addition, through IPGS' Regional Employment Services Offices and affiliated community partners delivering labour market programs, IPGS regularly obtains information from service delivery staff and management to gain a better understanding of client and employer needs. This provides important insight into current and future government-supported programming.

The province's Workforce Innovation Centre (WIC) recently hosted engagement sessions with underrepresented groups, exploring labour market challenges and opportunities, as well as research projects to support improved employment outcomes. Sessions were held with a number of organizations, including those representing: Indigenous people, persons with disabilities, youth, older workers, women, and newcomers to the province. Findings and feedback from these sessions are helping to inform program and policy development.

As an initiative under the Workforce Development Plan, WIC established Regional Workforce Development Committees in 10 regions of the province. These committees are creating regular opportunities for stakeholders to share information and collaborate on regionally-tailored workforce development action plans to address workforce trends and challenges, and to increase regional capacity for planning, partnerships and investments. The department's support of and regular interaction with WIC allows a unique opportunity to gather ground-level intelligence from ongoing WIC-directed projects and workforce related issues and opportunities.

A number of key themes have emerged from these engagement activities, including:

- Increased collaboration and partnerships;
- Continued emphasis on immigration and attracting talent;
- Improved access to labour market information;
- Closing skills gaps through skills development and mentorship opportunities;
- Enhanced awareness and access to programs and services; and
- Promotion of inclusive and diverse workplaces.

As the province's economy rebounds, employers are facing acute labour shortages. With the shifting nature of work, it is critical that the Provincial Government's employment and training programs and services continue to evolve. Given that the responses envisioned by Newfoundland and Labrador are as multidimensional as the challenges themselves, continued engagement and collaboration with stakeholders and partners will be instrumental in allowing the province to promote new economic growth as well as address existing and future labour market challenges.

<b>Examples of Stakeholders</b>	
<b>Employers</b>	Verafin, Anaconda Mining, DF Barnes Fabrication, Corner Brook Pulp and Paper, Newco Metals, and small to medium sized enterprises
<b>Community Groups</b>	Community Sector Council, Vera Perlin, Stella's Circle, Choices for Youth, Heritage Foundation of NL, Sharing our Culture, Association for New Canadians, and Supported Employment Newfoundland and Labrador
<b>Indigenous Partners</b>	Labrador Aboriginal Training Partnership, First Light (St. John's Native Friendship Centre), and Nunatukavut Community Council
<b>Business and Industry Associations</b>	Newfoundland and Labrador Construction Association, Community Business Development Corporations, Newfoundland and Labrador Employers Council, Canadian Federation of Independent Businesses, Hospitality NL, NL Forestry Industry Association, techNL, Newfoundland and Labrador Federation of Agriculture, Oceans Advance, Canadian Manufacturers and Exporters – Newfoundland and Labrador, Newfoundland Environmental Industry Association, and Newfoundland Aquaculture Industry Association
<b>Provincial Government Departments</b>	Departments of: Education; Fisheries, Forestry and Agriculture; Industry, Energy and Technology; Children, Seniors and Social Development; and Executive Council
<b>Official Language Minority Communities (OLMC) stakeholders</b>	Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador (RDÉE TNL), and La Fédération des francophones de Terre-Neuve et du Labrador (FFTNL)
<b>Labour Organizations</b>	Newfoundland and Labrador Federation of Labour, Fish, Food and Allied Workers, and International Brotherhood of Electrical Workers
<b>Educational Institutions</b>	Memorial University, Marine Institute, College of the North Atlantic, Newfoundland and Labrador Association of Career Colleges, Association of Building Trades Educational Colleges, and private training institutions
<b>Youth Groups</b>	Premier's Youth Council, Conservation Corps, and St. John's Boys and Girls Club

Examples of Stakeholders	
<b>Municipal Government</b>	Municipalities Newfoundland and Labrador, towns, and local service districts
<b>Federal Government Departments</b>	Employment and Social Development Canada, Atlantic Canada Opportunities Agency, and Agriculture and Agri-Food Canada

## Research and Innovation

In February 2017, the Government of Newfoundland and Labrador established WIC at College of the North Atlantic's Corner Brook campus. The WIC was designed to support and fund labour market activities, research, and projects that demonstrate innovation and identify methods to better assist individuals prepare for, find, return to, or maintain sustainable employment. In an effort to diversify the economy through innovation, WIC was created to collaborate with business, labour, community groups, and other agencies to foster innovative approaches to address local labour market needs, and improve employment and training outcomes.

The WIC's original core functions included research funding, capacity building, stakeholder engagement and sharing best practices. In November 2019, its role was expanded to complete four action items related to its mandate that were part of the Provincial Government's Workforce Development Action Plan. Most of the funding for these initiatives came through additional support from the Research and Innovation Fund. These four action items are listed below with an update on the progress made during 2021-22.

### **The WIC will develop regionally tailored workforce development action plans.**

By the end of March 2022, WIC had set up 10 regional workforce development committees province-wide. Each committee held five meetings with strong participation from invited Provincial and Federal Government departments who have responsibility in this area. Each group identified two priority action items and implementation of the first action items have been initiated.

Although priority items are vary considerably between regions, there are three issues that have been consistently identified:

1. Recruitment and Retention;
2. Training and Certification; and
3. Coordination of Government Services and Programs.

Through funding provided from the Future Skills Centre, there is also an ongoing evaluation of the establishment of the Regional Workforce Development Committees. This evaluation is aimed at creating a playbook of best practices on how to establish



regional committees that may be replicated in other parts of Canada. Initial evaluation results have been positive and a final report is expected in 2022-23. Committee meetings will continue into the new fiscal year and will focus on implementing the work that is ongoing and creating additional action planning items.

**The WIC will host engagement sessions for underrepresented groups.**

Work on this item began before the COVID-19 pandemic and continued following an initial delay. Consultation with all groups was completed by May 2021 and a draft 'What We Heard' document was completed. WIC presented findings to IPGS in February 2022. The draft report has been provided to all relevant Provincial Government departments and agencies for feedback and incorporation. The document is planned to be made publically available in 2022-23.

**An economic immigration-focused lab will be developed within the WIC.**

WIC began a series of meetings with the department's Office of Immigration and Multiculturalism in the fall of 2020. Work on this project included a review of best practices in Canada. This led to WIC issuing a request for proposals, to determine how to implement the labs in this province. The call was issued in the spring of 2022, with a consultant to be selected by the end of the summer 2022.

**The WIC will engage with the Future Skills Centre on initiatives to explore how technology is impacting local business, and changing skills requirements.**

In 2021-22, WIC, Future Skills Centre (FSC) and IPGS began working to develop a general bi-lateral partnership agreement aimed at establishing cooperation in shared priorities. Work on this partnership agreement will continue in 2022-23. The proposed four areas of collaboration include the following:

- Making Newfoundland and Labrador a destination for newcomers and capitalizing on their skills to optimize the labour market;
- Taking advantage of the shift to remote work to strengthen provincial population growth;
- Creating a culture of workplace innovation to increase productivity; and
- Building, testing and evaluating roadmaps with employers to ensure they have the skills and talent they need.

Throughout 2021-22, WIC has continued its outreach to community, post-secondary and employers through the publication of their monthly news bulletins, webinars related to their activities, and is planning an in-person NL Workforce Innovation Summit and Showcase event for the fall of 2022.

In addition to the action items listed above, WIC developed a partnership with Magnet, of Toronto Metropolitan University in 2021-22 to develop and implement a Best Practices Repository. The objective was to have final WIC project reports accessible to

larger national and international audiences. The project kickoff took place in February 2022 with the signing of a memorandum of understanding anticipated in early 2022-23. The Best Practices Repository will have a connection to the FSC's Community of Practice's Community Forum.

### **Workforce Innovation Centre - Research Proposal Grants**

Stemming from two calls for proposals in 2017 and 2018, WIC, in consultation with IPGS, provided grants for 20 research projects with IPGS approval. By the start of 2021-22, six of these projects were completed with two more being completed in that year. The remaining 12 projects are ongoing and scheduled to be completed in the near future. A third call for proposals is scheduled to occur in 2022-23.

WIC led seven stakeholder briefings through March 2022. Research proponents presented their completed project research findings to relevant government officials from multiple departments. Three more briefings were scheduled for the spring of 2022.

The following is a brief description and status update of the remaining projects that were ongoing in 2021-22. A full description of all 20 projects can be found on the WIC website (<https://www.nlwic.ca/nlwic-funded-research-projects/>).

#### **Research on Barriers and Opportunities to Workforce Participation for Older (Experienced) Workers – St. John's Board of Trade - \$229,705**

As the provincial workforce is shrinking and aging, this project aimed to explore barriers that exist for older workers who want to remain in the workforce. It examined potential contributions to the labour market and sought to gain an understanding of employer attitudes towards older workers. Recommendations were developed to remove barriers and increase older worker participation in the workforce. While this research was led by the St. John's Board of Trade, it was provincial in scope.

More specific recommendations from this research project included building awareness of the immense value of older workers, expanding and promoting education and training for this age group, connecting employers with older workers through inclusive services, and empowering employers to develop age inclusive recruitment strategies.

The project began in October 2019 and was completed in February 2022 after a short COVID-19-related delay. A final report presentation to Provincial Government officials occurred in February 2022.

#### **Enhancing the Women in Science, Engineering, Trades, and Technology Leadership Program in Newfoundland and Labrador - \$280,851**

Initiated in March 2019, and led by Women in Science, Engineering, Trades and Technology (WinSETT), this 30-month project made enhancements to the Leadership

Program. This program aims to recruit, retain, and advance women in science, engineering, trades, and technology.

The Leadership Program had been delivered for eight years in Newfoundland and Labrador (2010 to 2018), through a partnership with Women in Science and Engineering (WISE), as well as employer and university sponsorships. It delivered 30 interactive leadership workshops during this time, and approximately 400 women from different workplaces have participated in the program.

This project focused on the low number of women being retained, supported, and promoted in science, engineering, trades, and technology, with a goal to increase the presence of women in underrepresented areas of the labour force. Specifically, it focused on determining the impact of the WinSETT Leadership Program on the women who have been involved in the program and their organizations. It also strove to determine how to make the Leadership Program more effective and available to more women in isolated and remote workplaces through the delivery of a series of webinars.

Through evaluation and online conversations and 237 online pilots, the project was completed successfully and on time in October 2021. This research also can be applied to other sectors and underrepresented groups. There are a number of insights into online programming and employment needs for women in SETT, including training.

The final report is posted on WIC's website and a scheduled presentation to Provincial Government officials on findings occurred spring 2022.

### **Forest-Based Bio-Economy in Newfoundland – NL Forest Industry Association - \$334,017**

This three-year project, led by the NL Forest Industry Association (NLFIA), is aimed at exploring knowledge-based production and the use of biological resources to provide products, processes, and services across all sectors of the provincial economy.

This project seeks to explore opportunities in the forest sector's new bio-economy and match them with new skills training required by industry partners. Bio-economy development offers an opportunity to attract, and therefore increase, the participation of underrepresented groups in the forest sector, specifically women, youth, and Indigenous peoples.

Up to the end of March 2022, consultations with mill owners and administrators and other stakeholders took place. Videos and case studies were produced for three regions to highlight mill assets and partnership opportunities.

Early lessons included how to run an engagement process in view of COVID-19

restrictions, how the pandemic impacted the forest industry and partnership opportunities. The need for a more diverse workforce in the industry was a recurring theme. The role of using videos to highlight forest industry innovation has been beneficial for training and partnership development. There was strong support for at least one tangible partnership project.

This project began in February 2019 and was scheduled to end in March 2022, but delays caused by COVID-19 restrictions has pushed out the completion date to December 2022.

**Going the Distance: Equipping Rural Newfoundlanders and Labradorians with the Abilities and Skills to Succeed in Online Learning – Laubach Literary Council - \$287,131**

Beginning in February 2019, the goal of this three-year project was to assist rural Newfoundlanders and Labradorians with low literacy to acquire the skills needed to succeed in online learning. The purpose of this project was to help learners improve technology and writing skills to assist furthering education, and increasing employability skills.

The research was led by Newfoundland and Labrador Laubach Literacy Council Inc. and was conducted in locations in rural Newfoundland and Labrador.

Early lessons from this research provided insight into how to determine and enhance user skills. A number of common barriers emerged, including students not having enough money to invest in computer technology, and former negative learning experiences (especially during high school). Mental illness, and in particular social anxieties, were also identified as barriers to classroom learning. Online learning is perceived as a potential way to overcome these barriers. Further investigation is happening in this area. In addition, students for whom English is a second language identify online learning as a way to increase their English language proficiency.

This project is anticipated to be completed in May 2022 after a brief three-month COVID related delay.

**Exploring the Use and Impact of Mobile Technology in a Work-Based Program for Adults Who Face Barriers to Employment – Stella’s Circle - \$687,269**

Led by Stella’s Circle, in partnership with Bluedrop Learning Network and various commercial cleaning sites served by the Stella’s Circle Clean Start program, this work-based project explored the use and impact of mobile technology for adults who face multiple employment barriers. Goss Gilroy was engaged as a research advisor. This project began in March 2019 and is anticipated to be completed in May 2022 after two brief COVID-19 related delays.

This project sought to enhance the education and skills of individuals who have been traditionally difficult to employ, by encouraging and increasing digital literacy. The research aimed to explain the impacts of integrating mobile learning and technology into work-based employment programming. It was anticipated that the results would determine if this intervention would increase job satisfaction and long-term attachment to the labour market.

A baseline survey of Clean Start workers had been conducted. This survey identified the need for mobile tools that would work for those with low literacy and which would address employment barriers.

Through consultation, Stella's Circle learned that the original singular mobile app concept was limiting. After further exploration and analysis, Google Suite and a Google Landing page, specifically configured for Clean Start workers and research participants, was integrated into the app. This change allowed the research participants to develop skills using Google applications that can be used beyond the research project, both in the labour market and in daily living activities.

Stella's Circle has concluded the development phase of the project and have started testing of the digital tools being implemented. There is early evidence of a positive impact to participants. Specifically those who initially rated themselves with low technology skills and abilities. There have been high rates of participant job satisfaction; participants have increased their ability to work independently and most have increased their hours of employment. Two participants have received promotions.

### **Improving Psychological Health and Safety in Health Care Workers through Technology Based Support: Project Plan – Eastern Health - \$443,000**

Eastern Health, in partnership with IBM, undertook a pilot project to test ways to improve mental health and safety through technology-based support. The project helped determine if technology-based support would increase employee knowledge and uptake of psychological support services. It was anticipated that this would also improve employee wellness factors and organizational healthy workplace indicators. This three-year project involved the development, implementation, and evaluation of application-based technology. It incorporated internal and external supports to the organization, as well as a built in peer 'chat' function that allowed employees to gain timely and appropriate support and information about services and supports available to them.

The Employee Virtual Assistant (EVA) software was developed, and launched prior to the COVID-19 pandemic. Rates of employee satisfaction with EVA were high and the timing of the launch enabled a live test in a significant time of healthcare stress during the onset of the pandemic.

Initial findings for this project and the use of EVA and its related peer support have been positive. During 2021-22, over 800 virtual chats occurred monthly and based on feedback, EVA is continually improving.

Resultantly, early adoption of the tool beyond Eastern Heath to other Regional Health Authorities (RHAs) in the province has begun. The Provincial Government's Department of Health and Community Services (HCS) is leading this expansion with all RHAs, anticipated by December 2022. Further, there is a vision to expand use of this technology with HCS's Bridging the Gap website, which provides the public with information and connection to local supports and services for mental wellness and substance use disorders.

The project is anticipated to be completed in summer 2022.

### **Workforce Innovation Through Social Enterprise – Community Education Network Southwestern NL- \$248,535**

Beginning in October 2019, the goal of this three-year project was to encourage and support social enterprise growth in Newfoundland and Labrador. Social enterprises were presented as innovative tools for addressing workforce challenges, supporting rural sustainability, encouraging small business enterprise, and building a stronger economic foundation for the future. The goal was accomplished through collaborative partnerships and stakeholder engagement; applied research; piloting and evaluation; data analysis and documentation; as well as knowledge mobilization and dissemination of information and practical tools and resources.

Preliminary results have been encouraging. For example, not all the pandemic-related impacts have been negative, as two of the three social were developed in response to the COVID -19 virus. There have been many lessons to date, including the need for social enterprises to include a diverse group of employees, with a priority of early identification of barriers to employment. Grassroots collective decision making has been effective in the development of these projects, as well as early built-in evaluation.

A number of barriers to social enterprise development have also been discovered, including non-profit organization perception; the need for both employer and employee training; and the need for specific on-the-job technology tools.

This project is anticipated to be completed in June 2022, following a nine-month COVID-19-related delay.

### **Bridging the Divide - Association of New Canadians (ANC) - \$292,680**

In partnership with Memorial University's Grenfell Campus, the goal of this three-year project was to develop and implement a program to connect refugees to employment

opportunities in the province's agriculture sector.

The aim of the project was to resolve a number of challenges in the province's agriculture sector, including the shortage of skilled farm labour and the knowledge gap in the production of secondary products within this industry. It aimed at addressing the need for a farm-training program that places and integrates refugees with suitable farm labour skills into the province's agriculture industry. This, in turn, would help improve the low labour force participation rate of refugees, and refugees who are knowledgeable in the production of secondary products will help fill the skills gap and diversify the agriculture sector. Further, Bridging the Divide will help ensure that refugee families have the support needed to stay in the community, work, and support their families.

Despite pandemic restrictions and other travel limitations, the project progressed and involved 21 refugees and newcomers from a wide variety of countries including Iran, Iraq, Eritrea, and Kurdistan.

Through this project, sample new crops have been introduced to the province including eggplant and fava beans. Several new agricultural techniques including the use of new fertilizer have been tested over multiple years. Several new secondary products have been developed including pumpkin jelly. New analytic tools have been used to analyze crops and co-products and several academic publications have been submitted for consideration.

This project began in January 2018 and was initially scheduled to end in June 2020. A project extension was initially granted to include work placements in the summer of 2020. A further extension was granted to accommodate further delays associated with the COVID-19 pandemic and because complementary funding of \$110,000 was obtained from MITACs. The project is scheduled to be completed during summer 2022.

### **Applied Research on Supportive Training, Social Enterprise and Employment First Practices for the Future of NL – Choices for Youth (CFY) - \$616,866**

This project analyzes options for education, training, and employment and combines an employment first approach with social enterprise development. The research aims to provide a stronger understanding of how to improve economic and social conditions for marginalized youth and emerging adults in the province. An understanding will be gained of how the changing nature of work, and the rapid social changes experienced, influence educational and labour market engagement.

This applied research project is testing the strength of the CFY Employment First approach in St. John's and at three other rural locations, through the modernization of traditional labour market development training options that are built specifically for youth. The program design provides supportive employment opportunities through

social enterprise, and measures the impact of individualized case management on labour force attachment in both supportive and competitive employment environments.

Based on this research project, CFY have continued to address barriers to employment for youth and they are mobilizing youth to gain employment through their social enterprise. CFY have contracted with an evaluator, and preliminary findings include: active listening to youth is vital to success; organization protocol can be a barrier; and youth respond to opportunities presented. The pandemic has highlighted the need for adaptability for both youth and CYF when addressing employment readiness.

The work is ongoing with further prototyping data and results from cross provincial surveys to be analyzed and reported. The project is scheduled to be completed by fall 2022, after a six-month COVID-19-related delay.

### **Tourism Reskilling - Hospitality Newfoundland and Labrador (HNL) - \$588,000**

Led by HNL, in partnership with Tourism Human Resources Canada, this three-year project aims to support rural Newfoundlanders and Labradorians who wish to transition to work in the tourism sector.

Tourism is one of the largest employers in the province and is expected to grow significantly in the coming years, creating demand for jobs. However, the current pool of available labour is not expected to keep up with employment demands, creating a gap in the number of jobs that would be supported in the industry. This project identifies training required in rural tourism destinations that have a high potential to expand, but are experiencing low workforce participation. The project delivers training to employees; other individuals that are unemployed and require retraining to work in the tourism sector; or individuals who have left the labour force but desire to work in tourism.

As a result of the negative pandemic impacts in this industry in 2020 and 2021, HNL changed their research project methodology and are now scheduled to complete the project in November 2022. Further, HNL have determined the skills and training required to work in the industry, and have delivered training in several regions. Due to pandemic-related delays, results of the training are not expected until summer of 2022.

Early lessons indicate that providing training to leverage workplace skills in the tourism industry is producing excellent results. Tourism operators are recognizing that there is a need for skilled employees, which in turn, impacts their business bottom line. Learners are inspired to participate in the training as they feel it enhances their job skills and opportunities for future employment. The needs assessments completed by the learners indicate they are unprepared when it comes to the having the skills required to work in this industry, and that making a personal investment to re-skill needs to be a requirement of employment. Results also indicate that re-skilling doesn't have to be a daunting process and learners are eager to participate, with support. Further findings



indicate that operators are open to having workers avail of training.

Additional research was ongoing in the summer 2022, including a review of employee perceptions of working in the sector, given the impacts of COVID-19.

**Employer Perceptions to Hiring Newcomers and International Students in NL – Memorial University - \$238,932**

From March 2019 to June 2022, Memorial University's Faculty of Humanities and Social Sciences led a three-year research project designed to investigate the attitudes of employers in the province toward hiring newcomers, temporary foreign workers, and international students. This project analyzed data from a longitudinal survey of employers, to provide a better understanding of the employment conditions of newcomers and international students in Newfoundland and Labrador. It is the intent of this project to inform governments, settlement agencies, and employer councils on what can be done to improve the integration and retention of these individuals.

An employer survey was implemented in October 2021. Survey findings showed that labour shortages are being experienced across most sectors, with serious shortages in production, technical and trades areas. Hiring newcomers to Canada and the province is becoming much more widespread, with approximately half of the businesses surveyed having done so. Those having hired newcomers have had high rates of employer satisfaction with strong work ethic being the largest reported asset of these employees. Thirty-one per cent of employers surveyed reported that the reason some newcomer employees left was to move to other provinces.

The final report will be comprised of these findings, and make related policy and promotion recommendations to foster the success of employing and retaining newcomers in the provincial labour force.

As the result of a six-month COVID-19 related delay, this project was extended and is now scheduled to be completed December 2022.

**Enhancing Employability Through Soft Skills Development – Academy Canada - \$227,221**

This project began in October 2019 and is designed to help determine the soft skills gaps within the province's labour supply. It will evaluate the effectiveness of an individual's participation in a series of soft skills development workshops designed to increase their employability. This project will make efforts to increase the work-ready labour supply by providing individuals with the training needed to become valuable and productive members of the province's workforce.

To date, the Academy Canada has conducted a labour market analysis, literature

review and needs assessment, including surveys of students, instructors, community organizations, other colleges and employers. Stemming from this work, they focused on the following soft skills: working with others, oral communication, personal management, adaptability, self-awareness; critical thinking and problem solving; time management, planning and goal setting.

In the next phase of the project, they will develop and deliver workshops to students. Feedback will be collected on the value of the workshops with an assessment of the preliminary impact on employability. As a result of the pandemic, some modules were delivered online. Participants are provided further resources following the sessions and these are being improved with each iteration.

The research findings will be presented in the final report and it is expected that the developed flexible soft skill modules can be used by both high school and post-secondary students, and in employment situations for older adults. This project is scheduled to be completed February 2023 after several COVID-19-related delays.

#### **Assessing Alternative Academic Readiness Programs – College of the North Atlantic - \$756,886**

Beginning in February 2019, this three-year project researches alternative admissions and academic readiness assessment processes. It provides pathways and tools for mature Indigenous students that are reliable, valid, culturally sensitive, and appropriate. The research occurs in College of the North Atlantic campuses throughout the province.

To date, there has been strong collaboration with Indigenous partners in the development of a holistic admissions model, which is being piloted with potential Indigenous mature students.

The process begins with an initial discussion with the prospective student, which leads to the preparation of admission documents. Once the documents are reviewed by the admissions team a placement assessment is conducted to determine the potential student's strengths and weaknesses. From there, an academic plan is co-created leading to a pathway to entrance into the program of choice. This approach places more emphasis on assessment than placement, with a strong focus on career development.

A survey of pilot participants is ongoing and an analysis will be included in the final report. The project was extended to March 2023 due to pandemic-related delays.

#### **YMCA Employment Services – YES! - \$824,493**

Beginning in October 2019, this project, led by the YMCA of Western Newfoundland in Corner Brook, explores best practices in the delivery of employment programs, services, and supports for at-risk-youth and young adults. The primary research objective is to

determine what employment supports are needed to address the identified gaps and barriers to employment of this population in the Corner Brook – Bay of Islands area. As part of this research, there will be an evaluation of the project to develop best practices for the delivery of employment services using the YMCA's YES! Drop-in Employment Services, Job Connect, and Brighter Futures Employment Programs.

In the initial research, the YMCA focused on consulting with a wide variety of stakeholders, including youth, community, business and government. Eighty-four employment barriers were identified, with the top three reported being transportation, mental health and childcare. There was also a focus on determining service gaps in the area and on the best practices required to resolve the gaps.

Research findings have shown that COVID-19 has changed the world of work. The learning thus far is pointing to more client-centered service moving away from a group-based program focus. A need for new tools and service delivery models for client intervention has been identified, and there is recognition that employment opportunities may look different for each individual. Further responses will be developed, tested and reported. This will include refinement of the employment support drop-in center, and development of a number of resources for clients in collaboration with other practitioners and service providers. The YMCA are using PRIME 2.0 technology, which they report is very effective.

This project is scheduled to be completed in October 2023, having had a 13-month extension due to pandemic-related delays.

## **Incorporation of Best Practices into Programming**

### **Research and Innovation**

Although the majority of the projects funded through WIC are still ongoing, it is anticipated findings from the research projects will inform innovative models and best practices for labour market programs and services. One example of how outcomes are being implemented and utilized in Newfoundland and Labrador is the Performance Recording Instrument for Meaningful Evaluation (PRIME). PRIME was piloted by community agencies in the Avalon Region from June 2018 to March 2021. Data from this implementation demonstrated statistically and clinically significant positive changes in clients across a robust range of employability indicators and outcomes as they progress through career and employment services. PRIME may be applied to various career and employment services contexts from community services, post-secondary, to government service delivery.

As a result of the research from this project, many agencies are continuing to use PRIME. In fiscal year 2021-22, the use of PRIME was further expanded to community

partners delivering employment assistance services in Newfoundland and Labrador. To date, more than 20 community partners have received PRIME training and are beginning to adopt the training into their everyday practice. In addition, it is anticipated the software will be expanded to other jurisdictions in Canada and internationally.

## **Employment Benefits and Support Measures in Action**

### **Highlights of the Skills Development Employment Benefit**

#### **Client Profile: “Kelly”**

Kelly approached the department last year expressing an interest in pursuing a carpentry program at a local college. Kelly was a displaced worker and was having difficulty securing employment. She admitted to having some reservations about completing the program as she acknowledged that carpentry was a male-dominated profession. However, her desire to pursue the trade far outweighed her fears of not securing employment with her training. Based on the labour market conditions for this occupation, Kelly’s employment plan was supported through the Skills Development Employment Benefit program. Kelly excelled academically in her program. Out of 10 courses, she received a grade of 100 per cent in seven courses and 95 per cent in the remaining three. Upon completion of her program, Kelly registered with the Office to Advance Women Apprentices and applied for the Apprenticeship Wage Subsidy Program. She immediately secured employment with a local employer. Kelly will be appearing on a HGTV series next season with her employer.

#### **Client Profile: “David”**

David began his Business Management (Accounting) program in the fall of 2018 at the local community college. During his first year of study he suffered a stroke, which left him with some speech difficulty and trouble finding words to express his thoughts. David was determined to get back to his studies and was cleared by his physician to return to school a year later. With the assistance of the department and his counsellor he was assessed by an educational psychologist. He was also provided some disability supports to assist with his studies. David graduated from the Business Management/Accounting program in June 2022 receiving the President’s Medal of Excellence, which is awarded for achieving the highest grade point average in the Business Management program.

### **Highlights of the Self-Employment Benefit**

#### **Client Profile: “Andy”**

Andy first approached the department in August of 2021, requesting assistance to start his own farming business. Andy had spent months researching hydroponics and greenhouse farming. With the help of his case manager, he was approved for the Self-Employment Benefit program. In the fall of 2021, he planted his first seed. In January

2022, he made his first sale and anticipates that he will yield between 200-250 pounds of produce per week. The intent was to grow kale but retailers noted a demand for other produce such as lettuce. The business has been very successful and Andy plans on expanding his product line. Not only has the business been a huge success for Andy, it is helping with food sustainability in the province.

### **Highlights of the Labour Market Partnerships Program**

Ever Green Environmental (EGE) is a Social Enterprise and a Canada Revenue Agency-registered charity which employs workplace-challenged individuals; primarily mental health clients but also individuals with severe addictions, criminal records, Indigenous people, and new immigrants. Over 54 per cent are mental health clients, a population which experiences an unemployment rate in the range of 85 per cent.

In 2021-22 fiscal year, with the assistance of Labour Market Partnerships funding, Ever Green Recycling created four new positions for persons with disabilities, and increased human resources practices to provide continuous training for both new and existing employees. Industry experts were consulted to provide lean-principles to business operations, establish and define job roles, and develop an operations and equipment manual for the Material Recycling Process Facility (MRF). Seven employees, including the four new positions, received training on machinery and safety practices while also operating the MRF, and EGE provides continual training and retraining as a part of the program. Ever Green has committed to the new positions created being self-sustaining after the project is complete.

## **Employer-Based Training**

### **Employers who have improved their capacity of the workforce**

As part of the expanded eligibility included in the amendment to the Canada-Newfoundland and Labrador LMDA signed in 2018, Newfoundland and Labrador has increased flexibility to support employer-sponsored training under Labour Market Partnerships (LMP). One example of an employer who availed of this of this programming in 2021-22 is Hospitality Newfoundland and Labrador (HNL). Representing tourism/hospitality operators throughout the province in all sectors and regions, HNL is the Tourism Industry Association of Newfoundland and Labrador. The mandate of HNL includes the responsibility to support the development of a professional workforce and improve the competitiveness, quality, and market readiness of the tourism industry. The collective objectives of HNL and its partners have been developing and offering professional development products, programs, and services to:

- Enhance the quality, market readiness and customer service of tourism businesses and attractions.
- Improve human resource management and training practices to reduce employee turnover and impacts of growing labour shortages.

- Increase training and professionalism.

HNL's 'Rebuilding a Dynamic Tourism Workforce for Newfoundland and Labrador' LMP project will assist with pandemic recovery by providing resources, support and learning opportunities for businesses in the tourism and hospitality sector including: communications and awareness, skills and knowledge development, business support services, and a workforce development plan. The project will be delivered over a three-year period from 2021 to 2023. For 2021-22, there were over 1,400 participants engaged in project activities.

*"A thriving tourism industry is essential to Newfoundland and Labrador's recovery. Considering the impact COVID-19 has had on employment levels in our sector, the funding announcement is particularly welcomed. In order to remain competitive as a sector of choice for workers, increase visitation in the future and offer quality experiences that enhance the Newfoundland and Labrador brand promise, our workforce needs proper training and opportunities to deliver exceptional services in a post COVID-19 World." - HNL*

## **Annex1: Audited Financial Statement**



Auditors' Report

Canada-Newfoundland and Labrador Labour  
Market Development Agreement

March 31, 2022

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## Independent auditor's report on compliance with an agreement

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To the Deputy Minister of the Department of Immigration, Population Growth and Skills

We have undertaken a reasonable assurance engagement of Province of Newfoundland and Labrador's compliance as at March 31, 2022 with the criteria established by Article 18.1 of the amended Canada-Newfoundland and Labrador Labour Market Development Agreement dated March 27, 2018 (the "Agreement") and the interpretation of such agreement as set out in Note 1.

### Management's responsibility

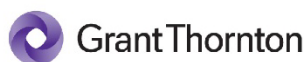
Management is responsible for the Province of Newfoundland and Labrador's compliance with the specified requirements of the Agreement. Management is also responsible for such internal control as management determines necessary to enable compliance with the specified requirements.

### Auditor's responsibility

Our responsibility is to express a reasonable assurance opinion on the Province of Newfoundland and Labrador's compliance based on the evidence we have obtained. We conducted our reasonable assurance engagement in accordance with Canadian Standard on Assurance Engagements 3531, Direct Engagements to Report on Compliance. This standard requires that we plan and perform this engagement to obtain reasonable assurance about whether the entity complied with the specified requirements, in all significant respects.

Reasonable assurance is a high level of assurance, but is not a guarantee that an engagement conducted in accordance with this standard will always detect a significant instance of non-compliance with specified requirements when it exists. Instances of non-compliance can arise from fraud or error and are considered significant if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of our report. A reasonable assurance compliance reporting engagement involves performing procedures to obtain evidence about the entity's compliance with the specified requirements. The nature, timing and extent of procedures selected depends on our professional judgment, including an assessment of the risks of significant non-compliance, whether due to fraud or error.

We believe the evidence we obtained is sufficient and appropriate to provide a basis for our opinion.

**Our Independence and Quality Control**

We have complied with the relevant rules of professional conduct/code of ethics applicable to the practice of public accounting and related to assurance engagements, issued by various professional accounting bodies, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Canadian Standard on Quality Control, *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance Engagements* and, accordingly, maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

**Opinion**

In our opinion, the Province of Newfoundland and Labrador complied with the specified requirements established in Article 18.1 of the Agreement during the period April 1, 2021, to March 31, 2022, in all significant respects.

We do not provide a legal opinion on the Province of Newfoundland and Labrador's compliance with the specified requirements.

A stylized, handwritten-style signature of "Grant Thornton LLP" in black ink.

St. John's, Canada  
June 27, 2022

Chartered Professional Accountants

## Independent auditors' report

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To the Deputy Minister of the Department of Immigration, Population Growth and Skills;

### Opinion

We have audited the accompanying Statement of Operations of Benefits and Measures and Administration Costs for the Province of Newfoundland and Labrador for the year ended March 31, 2022 ("the statement").

In our opinion, the financial information in the statement for the year ended March 31, 2022 is prepared, in all material respects, in accordance with the financial reporting provisions in Articles 18.1(a)-(b) of the amended Canada-Newfoundland and Labrador Labour Market Development Agreement dated March 27, 2018 ("the Agreement").

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Statement section of our report. We are independent of the Agreement in accordance with the ethical requirements that are relevant to our audit of the statement in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Basis of accounting and restriction on distribution

We draw attention to Note 1 to the statement, which describes the basis of accounting. The statement is prepared to assist the Province of Newfoundland and Labrador to meet the requirements of Articles 18.1(a)-(b) of the Agreement. As a result, the statement may not be suitable for another purpose. Our report is intended solely for the Province of Newfoundland and Labrador and the Department of Immigration, Population Growth and Skills and should not be distributed to parties other than the Province of Newfoundland and Labrador and Employment and Social Development Canada. Our opinion is not modified in respect of this matter.

### Management's responsibility

Management is responsible for the preparation of the statement in accordance with the financial reporting provisions in Articles 18.1(a)-(b) of the Agreement, and for such internal control as management determines is necessary to enable the preparation of the statement that is free from material misstatement, whether due to fraud or error.

**Auditor's responsibilities for the Audit of the Statement**

Our objectives are to obtain reasonable assurance about whether the statement is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Agreement's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



St. John's, Canada  
June 27, 2022

Chartered Professional Accountants

Canada - Newfoundland and Labrador Labour Market Development Agreement			
Statement of Operations			
Fiscal Year Ending March 31, 2022			
1	CONTRIBUTIONS FROM CANADA	Contribution	Total
	<b>Base contribution from the EI Operating Account</b>		
	Base Contribution toward cost of benefits and measure (Program)	\$ 126,799,889	
	Carry forward from 2020-21	\$ 28,928,427	
	Base Contribution toward administration cost (Administration)*	\$ 8,937,456	
	<b>Contributions to costs of benefits and measures outside of base LMDA allocation</b>		
	Budget 2017 Additional Allocation (Program)	\$ 15,303,805	
	Additional Targeted Funding to support Steel & Aluminum Workers (Program)	\$ -	
	Additional Targeted Funding to support Seasonal Workers (Program)	\$ -	
	<b>TOTAL CONTRIBUTIONS FROM CANADA TOWARDS PROGRAM COSTS</b>		\$ 171,032,121
	<b>TOTAL CONTRIBUTIONS FROM CANADA TOWARDS ADMINISTRATION COSTS</b>		\$ 8,937,456

2	PROGRAM EXPENDITURES - EMPLOYMENT BENEFITS AND SUPPORT MEASURES	Expenditure	Sub-total	Total
	<b>EMPLOYMENT BENEFITS</b>			
	• Skills Development Regular (SD-R)			
	[Provincial/Territorial equivalent name for SD-R programming]	\$ 62,481,822		
	Occupational skills training	\$ 62,481,822		
	Programming**	\$ 23,633,867		
	Financial Assistance (EI Part II)**	\$ 38,847,955		
	Short-Term Training	\$ -		
	Programming**	\$ -		
	Financial Assistance (EI Part II)**	\$ -		
	Literacy, essential skills, language training and adult basic education	\$ -		
	Programming**	\$ -		
	Financial Assistance (EI Part II)**	\$ -		
	Other skills development activities***	\$ -		
	Programming**	\$ -		
	Financial Assistance (EI Part II)** (EDAS - Assessments)	\$ -		
	• Skills Development Apprentice (SD-A)			
	[Provincial/Territorial equivalent name for SD-A programming]	\$ 6,762,287		
	Programming**	\$ 6,762,287		
	Financial Assistance (EI Part II)**	\$ -		
	• Targeted Wage Subsidies (TWS)			
	[Provincial/Territorial equivalent name for TWS programming]	\$ 7,455,013		
	Programming**	\$ 7,323,725		
	Financial Assistance (EI Part II)**	\$ 131,288		
	• Self-Employment (SE)			
	[Provincial/Territorial equivalent name for SE programming]	\$ 4,728,903		
	Programming**	\$ 1,846,010		
	Financial Assistance (EI Part II)**	\$ 2,882,893		
	• Job Creation Partnerships (JCP)			
	[Provincial/Territorial equivalent name for JCP programming]	\$ 3,724,443		
	Programming**	\$ 1,157,197		
	Financial Assistance (EI Part II)**	\$ 2,567,246		
	• Targeted Earnings Supplements (TES)			
	[Provincial/Territorial equivalent name for TES programming]	\$ -		
	<b>TOTAL EMPLOYMENT BENEFITS EXPENDITURES</b>		\$ 85,152,468	
	<b>SUPPORT MEASURES</b>			
	• Employment Assistance Services (EAS)			
	[Provincial/Territorial equivalent name for EAS]	\$ 11,478,368		
	Job search assistance	\$ -		
	Counseling/Case management	\$ -		
	Unassisted services (e.g., self-serve employment resources)	\$ -		
	Other	\$ 11,478,368		
	• Labour Market Partnerships (LMP)			
	[Provincial/Territorial equivalent name for LMP]	\$ 18,165,167		
	Projects/strategies in support of human resources planning and dealing with labour market adjustments	\$ 18,165,167		
	Employer-sponsored training	\$ -		
	• Research & Innovation (R&I)			
	[Provincial/Territorial equivalent name for R&I]	\$ 7,992,000		
	<b>TOTAL SUPPORT MEASURES</b>		\$ 37,635,535	
	<b>OVERPAYMENTS RECOVERED FROM INDIVIDUALS</b>		\$ 792,692	
	<b>TOTAL PROGRAM EXPENDITURES</b>			\$ 121,995,312

3	<b>BALANCE AT YEAR END (Program)****</b>			\$ 49,036,809
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4	<b>ADMINISTRATION EXPENDITURES</b>			
	• Salary expenses			
	Direct service delivery	\$ 7,550,000		
	Other (e.g. Policy and Program Development, Management, Support Services, etc.)			
	<b>TOTAL SALARY EXPENDITURES</b>		\$ 7,550,000	
	• Non-salary expenses (excluding accommodations)	\$ 140,776		
	• Expenses towards accommodations	\$ 854,900		
	<b>TOTAL NON-SALARY</b>		\$ 995,676	
	<b>TOTAL ADMINISTRATION EXPENSES</b>			\$ 8,545,676

5	<b>BALANCE AT YEAR END (Administration)****</b>			\$ 391,780
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\* Any additional amount used towards administration costs, as set out in the Budget 2017 LMDA Amendment, would not be identified under the administration contribution section. Administration allocation provided by Canada should be reported. If flexibility is used, it is to be reflected as a deficit under the administration expenditure section, and a surplus in the program expenditure section. Amount of program funding eligible for use towards administration costs and amount actually used towards administration costs must be indicated in the footnotes to the Audited Financial Statement.

\*\* Definitions to be developed. Provinces and Territories will be consulted.

\*\*\* Please include a list of all programming included in the "other" category in the footnotes of the financial statement

\*\*\*\*Up to 20% of the total contributions from Canada are eligible for carry-forward into 2022-23.

This audited financial statement was prepared and certified in accordance with the requirements set out in the Canada - Newfoundland and Labrador Labour Market Development Agreement.

	OVERPAYMENTS RECOVERED FROM INDIVIDUALS	Sub-total	Total
<b>EMPLOYMENT BENEFITS</b>			
• Skills Development Regular (SD-R) [Provincial/Territorial equivalent name for SD-R programming]	\$ 792,692		
• Skills Development Apprentice (SD-A) [Provincial/Territorial equivalent name for SD-A programming]	\$ -		
• Targeted Wage Subsidies (TWS) [Provincial/Territorial equivalent name for TWS programming]	\$ -		
• Self-Employment (SE) [Provincial/Territorial equivalent name for SE programming]	\$ -		
• Job Creation Partnerships (JCP) [Provincial/Territorial equivalent name for JCP programming]	\$ -		
• Targeted Earnings Supplements (TES) [Provincial/Territorial equivalent name for TES programming]	\$ -		
<b>TOTAL EMPLOYMENT BENEFITS EXPENDITURES</b>		\$ 792,692	
<b>SUPPORT MEASURES</b>			
• Employment Assistance Services (EAS) [Provincial/Territorial equivalent name for EAS]	\$ -		
• Labour Market Partnerships (LMP) [Provincial/Territorial equivalent name for LMP]	\$ -		
• Research & Innovation (R&I) [Provincial/Territorial equivalent name for R&I]	\$ -		
<b>TOTAL SUPPORT MEASURES</b>		\$ -	
<b>TOTAL OVERPAYMENTS RECOVERED FROM INDIVIDUALS</b>		\$	792,692

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Canada-Newfoundland and Labrador Labour Market  
Development Agreement  
Notes to the Auditor's Report  
Year Ended March 31, 2022

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**Note 1 – Basis of Accounting**

The expenses for the Benefits and Measures as well as Administration costs have been incurred based on an accrual basis of accounting.

Each of the Benefits and Measures are defined in Annex 1 of the Agreement.

Administration costs are defined as the costs of administration incurred by the Province of Newfoundland and Labrador in providing the Benefits and Measures, which includes employee salaries, professional fees and rent. Rent is allocated to administration costs on a prorated basis of employees providing the Benefit and Measures in the respective regional offices.

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## Annex 2: Aggregate Information on Employer Programs

During the fiscal year 2021-22, 310 employers availed of programs delivered by the province. Please note that employers participating in wage subsidies is not included in this aggregate information as the primary purpose of the program is for individual employment.

**Table 1: Employer by Type of Organization**

<b>Employer by Type</b>				
<b>Program</b>	<b>Not for Profit</b>	<b>Private - For Profit</b>	<b>Public</b>	<b>Grand Total</b>
Job Creation Partnerships	91	0	25	116
Labour Market Integration for Newcomers	9	0	4	13
Labour Market Partnerships	36	11	4	51
Research and Innovation	0	0	1	1
Self-Employment Assistance	17	0	0	17
Wage Subsidy - Community Coordinator	1	0	0	1
<b>Grand Total</b>	<b>154</b>	<b>11</b>	<b>34</b>	<b>199</b>

**Table 2: Employer by Size of Business**

<b>Employer by Size</b>				
<b>Program</b>	<b>Small</b>	<b>Medium</b>	<b>Large</b>	<b>Grand Total</b>
Job Creation Partnerships	114	2	0	116
Labour Market Integration for Newcomers	9	2	2	13
Labour Market Partnerships	46	3	2	56
Research and Innovation	0	0	1	1
Self-Employment Assistance	17	0	0	17
Wage Subsidy - Community Coordinator	1	0	0	1
<b>Grand Total</b>	<b>187</b>	<b>7</b>	<b>5</b>	<b>199</b>



**Table 3: Employers by North American Industry Classification System (NAICS)**

NAICS	Job Creation Partnerships	Labour Market Integration for Newcomers (Project)	Labour Market Partnerships	Research and Innovation	Self-Employment Assistance	Wage Subsidy - Community Coordinator	Grand Total
Aboriginal Public Administration 914	3						3
Accommodation Services 721	2						2
Administrative and Support Services 561	1		9				10
Amusement, Gambling and Recreation Industries 713	8	1					9
Animal Production and Aquaculture 112			1				1
Broadcasting (except Internet) 515	1						1
Educational Services 611	1	5	12	1			19
Federal Government Public Administration 911	1						1
Food Services and Drinking Places 722	1						1
Forestry and Logging 113			1				1
Heavy and Civil Engineering Construction 237	1						1
Heritage Institutions 712	26		1				27
Local, Municipal and Regional Public Administration 913	26	1	1				28
Management of Companies and Enterprises 551	1						1
Oil and Gas Extraction 211			1				1
Paper Manufacturing 322			1				1
Performing Arts, Spectator Sports and Related Industries 711	10	1	1				12
Professional, Scientific and Technical Services 541	4	2	10		6		22
Real Estate 531			1				1
Religious, Grant-making, Civic, and Professional and Similar Organizations 813	27	1	9		10	1	48
Social Assistance 624	2	2	1		1		6
Specialty Trade Contractors 238			1				1
Support Activities for Agriculture and Forestry 115	1						1
Waste Management and Remediation Services 562			1				1
<b>Total</b>	116	13	51	1	17	1	199