The Atlantic Aboriginal Economic Development
Integrated Research Program, AAEDIRP

Atlantic Indigenous Labour Market Initiative:
Preparing Today's Youth for Future Employment

March 2019

Ron L’Esperance, Thomas, McGuire, Darlene McCulloch, Stephen Coyle, Corinne MacLellan, Jenna Chisholm, Emma McGuire, Sandra Conrad
The AAEDIRP is a unique partnership between the member communities of the Atlantic Policy Congress of First Nation Chiefs Secretariat (APCFNC), the Innu and Inuit of Labrador, fifteen Atlantic Canadian universities, and federal and provincial government funders. The AAEDIRP is funded by Indigenous Services Canada (ISC), the Atlantic Canada Opportunities Agency (ACOA), and the Office of Aboriginal Affairs for the Province of Nova Scotia.

The main purpose of the AAEDIRP is to improve the knowledge base concerning Atlantic Aboriginal economic development in order to improve the lives of Aboriginal peoples in the region. To achieve this mandate, the AAEDIRP funds and facilitates research that is relevant to Atlantic Aboriginal communities and organizations by linking community needs with Atlantic university resources and by using community-based participatory research methods. The research projects approach community economic development from a broad, holistic perspective based on Aboriginal culture, languages and direction from Elders.

The AAEDIRP’s university partners include:

- Acadia University
- Cape Breton University
- Dalhousie University
- Memorial University
- Mount Allison University
- Mount Saint Vincent University
- Saint Mary’s University
- St. Francis Xavier University
- St. Thomas University
- Université de Moncton
- University of New Brunswick
- University of PEI
- Atlantic School of Theology

The AAEDIRP is administered by the APCFNC. The APCFNC is a non-profit organization that was formed in 1992 and incorporated in 1995. The APCFNC speaks with one voice on behalf of member First Nations communities in Atlantic Canada. The mandate of the APCFNC is to research, analyze and develop alternatives to federal policies affecting Mi’kmaq, Maliseet, Innu and Passamaquoddy First Nations in the Atlantic region. Through research and analysis, the APCFNC also develops and tables policy alternatives on socio-economic issues affecting First Nations communities in Atlantic Canada, Quebec, and Maine, USA.

Copyright © 2019, Atlantic Policy Congress of First Nations Chiefs Secretariat

Disclaimer:
The authors of this publication have worked independently and opinions expressed by them do not necessarily reflect the opinions of the Chiefs, Communities, staff or funders of the Atlantic Policy Congress of First Nations Chiefs.

For More Information, Please Contact:
The Atlantic Policy Congress of First Nations Chiefs Secretariat
153 Willowdale Drive,
Dartmouth, Nova Scotia
B2V 0A5
(902) 435-8021
www.apcfnc.ca
Atlantic Indigenous Labour Market Initiative: Preparing Today’s Youth for Future Employment

Final Report – March 31, 2019
March 31, 2019

Margaret Donahue, Director of AAEDIRP
153 Willowdale Drive
Dartmouth NS B2V 0A5
Phone: 902.435.8021 ext. 8025
Cell: 902.402.1733

Sent Via e-mail: Margaret.Donahue@apctnc.ca


Dear Ms. Donahue,


Building on the earlier work and leadership of the Atlantic Policy Congress of First Nations Chiefs (APCFNC) on Atlantic Aboriginal labour market issues, this comprehensive report addresses the key deliverables outlined in the Request for Proposals (RFP).

Consistent with APCFNC and the Atlantic Aboriginal Economic Development Integrated Research Program’s (AAEDIRP) emphasis on community involvement, this project included extensive and multi-faceted stakeholder outreach and engagement. Beyond several rounds of key informant interviews, this involved deploying a comprehensive survey, convening and leading in-community Youth Workshops and organizing and facilitating an Atlantic Aboriginal Labour Market Symposium involving Native Employment Officers (NEOs), Economic Development Officers (EDOs), Economic Training Officer (ETOs), Aboriginal organizations, employers and Aboriginal entrepreneurs drawn from across the Atlantic region. Rarely has a topic of such importance to the Aboriginal community received this level of attention and examination.

APCFNC is to be commended for exploring this topic. First, there is a clear pain point characterized by higher rates of unemployment within Aboriginal communities and lower labour force participation rates. This issue is historic and needs to be addressed.

At the same time, this examination comes at a time when there are labour and skill shortages in Atlantic Canada, in part driven by the region’s unfavorable demography.
Coincidentally, there is also a growing recognition of the promising demography Aboriginals offer, being, on average, a generation younger than the overall population.

Notably, this project explores the case for an Atlantic Aboriginal Employment Strategy and concludes that the concept is both compelling and broadly supported. The complexities associated with advancing such a Strategy and the need for a strong partnership between Aboriginal organizations, governments at all levels, Aboriginal communities and business/industry were examined.

It is also important to note that this report builds on earlier research led by APC and AADEIRP in several areas including entrepreneurship, economic development, educational pathways and the importance of the Atlantic Aboriginal economy. These formative and ongoing research efforts contribute to the research-based narrative and underpin the strong case for an Atlantic Aboriginal Employment Strategy.

Our research suggests that this Strategy might best be advanced as a pilot project. Several models or analogues that achieved success in similar applications were examined.

A recurrent theme throughout this project was the lack of current labour market data for Atlantic Aboriginal communities. Having reliable and usable data is important for program planning and decision support. Through this research, the data prepared for the development of community reports offer an important starting point for understanding current community labour market dynamics. If these standardized reports are regularly updated, they can serve as an important reference point and planning tool, while enabling Chiefs, Council and Band officials to use the data generated for planning and to gauge progress over time. Systematized and aggregated on an Atlantic level, these templates, if available on every community, could form the basis of a data base that could be built upon over time as part of an Atlantic Aboriginal Labour Market Strategy.

Finally, notwithstanding the above noted data limitation, our research provides a detailed analysis of labour supply and demand dynamics within Atlantic Canada, presently and into the future, offering another tool to support effective planning and service delivery.

In the course of completing this project, research challenges and data constraints have been identified and documented. These are formed into, an “advocacy agenda”, as a means to continue to address policy solutions.

This has been a highly productive project. The support and guidance provided by the Project Steering Committee throughout was greatly appreciated.
We look forward to your insights, feedback and the resulting dialogue arising from the final report.

Sincerely,

Ron L'Esperance, President  
Group ATN Consulting Inc.  
Suite 206, 5571 Cunard Street Halifax, N.S.  
B3K 1C5  
Office: 902.482-1221  
ron@groupatn.ca

Thomas McGuire, Vice-President  
Group ATN Consulting Inc.  
Suite 206, 5571 Cunard Street Halifax, N.S.  
B3K 1C5  
Office: 902.482-1221  
mcguire@groupatn.ca

cc: Mr. John G. Paul, Executive Director, Atlantic Policy Congress of First Nations Chiefs
### ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAEDIRP</td>
<td>Atlantic Aboriginal Economic Development Integrated Research Program</td>
</tr>
<tr>
<td>ABFP</td>
<td>Aboriginal Business Financing Program</td>
</tr>
<tr>
<td>ACOA</td>
<td>Atlantic Canada Opportunities Agency</td>
</tr>
<tr>
<td>AFI</td>
<td>Aboriginal Financial Institution</td>
</tr>
<tr>
<td>AILMI</td>
<td>Atlantic Aboriginal Labour Market Initiative</td>
</tr>
<tr>
<td>APCFNC</td>
<td>Atlantic Policy Congress of First Nations Chiefs</td>
</tr>
<tr>
<td>ARDC</td>
<td>Atlantic Research Data Centre - Dalhousie University</td>
</tr>
<tr>
<td>BDC</td>
<td>Business Development Bank of Canada</td>
</tr>
<tr>
<td>CMM</td>
<td>Confederacy of Mainland Mi’kmaq</td>
</tr>
<tr>
<td>C&amp;C</td>
<td>Chief and Council</td>
</tr>
<tr>
<td>D&amp;I</td>
<td>Diversity and Inclusion</td>
</tr>
<tr>
<td>EDO</td>
<td>Economic Development Officer</td>
</tr>
<tr>
<td>ETO</td>
<td>Economic Training Officer</td>
</tr>
<tr>
<td>INAC</td>
<td>Indigenous and Northern Affairs Canada</td>
</tr>
<tr>
<td>ISC</td>
<td>Indigenous Services Canada</td>
</tr>
<tr>
<td>JEDI</td>
<td>(The) Joint Economic Development Initiative</td>
</tr>
<tr>
<td>LMI</td>
<td>Labour Market Information</td>
</tr>
<tr>
<td>MCPEI</td>
<td>Mi’kmaq Confederacy of PEI</td>
</tr>
<tr>
<td>MEBONS</td>
<td>Mi’kmaw Economic Benefits Office of Nova Scotia</td>
</tr>
<tr>
<td>MK</td>
<td>Mi’kmaw Kina’matnewey</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding – APCFNC and Atlantic Universities</td>
</tr>
<tr>
<td>NACCA</td>
<td>National Aboriginal Capital Corporations Association</td>
</tr>
<tr>
<td>NEO/ETO</td>
<td>Native Employment Officer/Employment and Training Officer</td>
</tr>
<tr>
<td>NS</td>
<td>Nova Scotia</td>
</tr>
<tr>
<td>PAR</td>
<td>Participatory Action Research</td>
</tr>
<tr>
<td>PE</td>
<td>Prince Edward Island</td>
</tr>
<tr>
<td>PNP</td>
<td>Provincial Nominee Program</td>
</tr>
<tr>
<td>SME</td>
<td>Small and Medium Sized Enterprises</td>
</tr>
<tr>
<td>TOR</td>
<td>Terms of Reference</td>
</tr>
<tr>
<td>TRC</td>
<td>Truth and Reconciliation Commission</td>
</tr>
<tr>
<td>UDG</td>
<td>Ulnooweg Development Group Incorporated</td>
</tr>
</tbody>
</table>
CONTENTS

EXECUTIVE SUMMARY .................................................................................................................. VIII

Introduction ................................................................................................................................. viii
Project Components .................................................................................................................... viii
Project Purpose .......................................................................................................................... x
Actionable Recommendations for an Atlantic Aboriginal Employment Strategy ..................... xii
Concluding Statement .................................................................................................................. xv

1 INTRODUCTION ......................................................................................................................... 1
  1.1 Background & Context ........................................................................................................... 2
  1.2 Confidentiality and Ethics ...................................................................................................... 4
  1.3 Report Organization ............................................................................................................. 5

2 METHODOLOGY, DATA COLLECTION & STAKEHOLDER ENGAGEMENT ................................. 6
  2.1 Outreach and Engagement .................................................................................................... 6
  2.2 Secondary Data, Information Gaps & Research Challenges .................................................. 10

3 LITERATURE & DATA REVIEW ................................................................................................. 13
  3.1 National Data .......................................................................................................................... 13
  3.2 Aboriginal Communities in Atlantic Canada ......................................................................... 18
  3.3 New Brunswick Aboriginal Labour Market Profile and Opportunities .............................. 23
  3.4 Newfoundland and Labrador Aboriginal Labour Market Profile and Opportunities ........ 25
  3.5 Nova Scotia Aboriginal Labour Market Profile and Opportunities .................................... 28
  3.6 Prince Edward Island Aboriginal Labour Market Profile and Opportunities .................... 31
  3.7 Self-Employment Statistics ................................................................................................... 34
  3.8 Skills Shortage ....................................................................................................................... 34
  3.9 Major Projects in Atlantic Canada ....................................................................................... 36
  3.10 Jobs of the Future .................................................................................................................. 36

4 LABOUR MARKET PROFILES .................................................................................................. 38

5 FINDINGS .................................................................................................................................... 39
  5.1 General Findings .................................................................................................................... 39
  5.2 General Findings Related to Labour Supply/Demand Dynamics in Atlantic Canada ........ 41
  5.3 Results of the Online Employment & Career Survey ....................................................... 42
  5.4 Youth Workshop Results ..................................................................................................... 45

6 THE ABORIGINAL LABOUR MARKET SYMPOSIUM - FINDINGS ................................................. 47
TABLES

TABLE 1: LABOUR FORCE CHARACTERISTICS FOR THE CANADIAN POPULATION AGED 25-54 BY ABORIGINAL IDENTITY, 2008 TO 2018 (IN PERCENTAGES) ........................................... 14
TABLE 2: LABOUR FORCE CHARACTERISTICS FOR THE TOTAL POPULATION AGED 25-54 BY REGION, 2008 TO 2018 (IN PERCENTAGES) .15
TABLE 3: EMPLOYMENT OF ABORIGINAL AND NON-ABORIGINAL POPULATIONS AGED 25-54 BY INDUSTRY (NUMBERS IN THOUSANDS), 2016-2018 .................................................................................................................. 16
TABLE 4: LABOUR FORCE CHARACTERISTICS FOR THE POPULATION AGED 25-54 BY ABORIGINAL IDENTITY AND EDUCATIONAL ATTAINMENT, 2018 (IN PERCENTAGES) ............................................................. 17
TABLE 5: LABOUR FORCE CHARACTERISTICS BY ABORIGINAL COMMUNITY IN ATLANTIC CANADA, 2006-2016 (IN PERCENTAGES) .......... 18
TABLE 6: EDUCATIONAL ATTAINMENT BY ABORIGINAL COMMUNITY IN ATLANTIC CANADA, 2006-2016 (NUMBER OF GRADUATES)..... 21

FIGURES

FIGURE 1: OUTREACH & ENGAGEMENT CHANNELS ................................................................................................................................. 6
FIGURE 2: PROJECT WEBSITE (TOP TWO IMAGES) AND FACEBOOK PAGE (BOTTOM IMAGE) ................................................................. 8
FIGURE 3: SAMPLE POSTER / NOTICE TO PROMOTE YOUTH SESSIONS IN COMMUNITY ................................................................. 9
FIGURE 4: UNEMPLOYMENT RATE FOR THE POPULATION AGED 25-54 BY ABORIGINAL IDENTITY, 2008 TO 2018 .................................... 15
FIGURE 5: UNEMPLOYMENT RATE FOR THE TOTAL POPULATION AGED 25-54 BY REGION, 2008 TO 2018 (IN PERCENTAGE) ........ 16
FIGURE 6: TOTAL EMPLOYMENT FOR ALL ABORIGINAL COMMUNITIES BY INDUSTRY IN NEW BRUNSWICK, 2006 AND 2016 .... 20
FIGURE 7: TOTAL EMPLOYMENT FOR ALL ABORIGINAL COMMUNITIES BY INDUSTRY IN NOVA SCOTIA, 2006 AND 2016 .......... 20
FIGURE 8: TOTAL EMPLOYMENT FOR ALL ABORIGINAL COMMUNITIES BY INDUSTRY IN PRINCE EDWARD ISLAND, 2006 AND 2016 ... 21
FIGURE 9: EMPLOYMENT BY INDUSTRY IN NEW BRUNSWICK FOR 2008 AND 2018 ........................................................................ 24
FIGURE 10: TOP 10 FASTEST GROWING OCCUPATIONS IN NB, 2015-2018 .................................................................................... 25
FIGURE 11: EMPLOYMENT BY INDUSTRY IN NEWFOUNDLAND AND LABRADOR FOR 2008 AND 2018 ..................................... 26
FIGURE 12: TOP 10 FASTEST GROWING OCCUPATIONS IN NL, 2015-2018 .................................................................................. 27
FIGURE 13: EMPLOYMENT BY INDUSTRY IN NOVA SCOTIA FOR 2008 AND 2018 ......................................................................... 29
FIGURE 14: TOP 10 FASTEST GROWING OCCUPATIONS IN NOVA SCOTIA, 2015-2018 ................................................................. 30
FIGURE 15: EMPLOYMENT BY INDUSTRY IN PE FOR 2008 AND 2018 ..................................................................................... 32
FIGURE 16: TOP 10 FASTEST GROWING OCCUPATIONS IN PE, 2015-2018 .............................................................................. 33
FIGURE 17: PERCENT OF SMES REPORTING DIFFICULTIES IN FINDING WORKERS (SOURCE: BDC - LABOUR SHORTAGE: HERE TO STAY) .34
EXECUTIVE SUMMARY

Introduction
This latest research, undertaken by Atlantic Aboriginal Economic Development Integrated Research Program (AAEDIRP) of the Atlantic Policy Congress of First Nation Chiefs (APCFNC) on Aboriginal labour market matters, and contracted to Group ATN Consulting Inc. (GATN), builds on earlier work to develop labour market profiles and identify labour market opportunities within selected APCFNC communities in Nova Scotia (NS) and Prince Edward Island (PE). This initiative also builds on concurrent research on entrepreneurship in Atlantic communities, as well as earlier work of APC and AAEDIRP that addresses the economic contribution of Atlantic Aboriginal communities, labour market participation, educational opportunities and attainment, among other related projects.

This research is particularly important at a time when “employment outcomes have remained consistently poorer for Aboriginal people compared to the general Canadian population. Aboriginal people have a harder time finding work and they face higher levels of unemployment”.

This project continues APCFNC’s and AAEDIRP’s leadership and efforts to enhance labor market outcomes for Aboriginal populations throughout the Atlantic region. Its overall focus is on improving employment outcomes and labour market participation rates among Aboriginal populations within the Atlantic region.

Project Components
Project components included:

- Development of labour market profiles of Atlantic Aboriginal communities;
- Detailed analysis of future labour market opportunities and labour market dynamics over the medium and long-term within the Atlantic region, including a provincial breakdown;
- Evidence-based data to inform community and government education and employment policy and program development initiatives to address future labour market opportunities for Atlantic Aboriginal communities;
- Planning and facilitation of an Aboriginal Labour Market Symposium to disseminate research results;
- Consideration of the concept of developing an Atlantic Aboriginal Employment

Strategy: and
- Development of promotional materials to disseminate results (i.e., infographic).

This research is timely, considering the challenges related to both labour shortages and skills gaps/mismatches. This is especially significant in the Atlantic region where populations are rapidly aging and where demographic trends are among the most unfavourable in Canada.

Another important consideration in this research has been the matter of preparing Aboriginal youth for the jobs of the future. In the Canadian context, the Federal Government’s Advisory Council on Economic Growth - Learning Nation: Equipping Canada’s Workforce with Skills for the Future - references “the scope and scale of labour market changes and shifts are unprecedented and will deeply affect the lives of working Canadians”.

As an added complexity, the challenges associated with labour and skill shortages are being exacerbated by technological change, a factor that is impacting jobs of the future. More jobs are triggering higher threshold requirements for training and skills. Moreover, technological change, at the level and pace underway and contemplated going forward, is a catalyst for significant disruption.

The take-aways from this analysis are: disruption is accelerating, flexibility is the future, digital literacy is essential, and it is necessary to prepare for the future of work. These are precipitant factors that underlie the case for education systems and, particularly post-secondary systems, to respond to and lead the effort to proactively address these challenges.

These challenges affect all Canadians including Aboriginal populations and need to be an important consideration in planning for jobs of the future – those in the next 5-10 years and beyond.

Of all the challenges facing Atlantic Canada, workforce development and talent recruitment and retention are considered to be the most urgent. That is why the APCFNC is placing a premium on exploring this issue as a means to leverage the more favourable demography of Aboriginal communities to positively impact labour market outcomes for Aboriginal persons in the region.

In conducting this project, officials of APCFNC, AAEDIRP and GATN have been attentive to the social license for this research. This included consideration of the importance of an ethical approach to outreach and engagement with communities and stakeholders, while ensuring careful attention to privacy issues.
In particular, in the communities where youth were engaged, the respective Chiefs provided the team with a written invitation and permission to speak to youth. This process was led by a trained youth facilitator from Millbrook First Nation and guided by Darlene McCulloch of Evitan Consulting Limited.

**Project Purpose**

The primary purpose of undertaking this research was to better understand the opportunity environment and the implications of the findings for Atlantic Aboriginal communities.

Consistent with AAEDIRP’s focus on participatory action research (PAR), this project included a multi-channel outreach and engagement process including surveys, social media, key informant interviews and community engagement / workshops. In collaboration with AAEDIRP, GATN sourced stakeholder engagement lists for the four provinces. These guided the initial outreach and key informant interview process. These contacts were also valuable in arranging working sessions within various communities.

Underscoring the importance and relevance of this research, a project website was developed - *The Atlantic Aboriginal Labour Market Initiative* ([www.AILMI.ca](http://www.AILMI.ca)).

An online survey was also developed. The survey was deployed to all communities within the Atlantic region through social media and the AILMI project website.

To optimize reach, the project was also promoted through social media including Facebook, Twitter, and Instagram - Twitter (@GATNConsulting) and Instagram (@gatnconsulting). These tools were primarily used to share information concerning the Chief-approved Youth Workshops.

Supplementing these channels, project-related interviews, meetings and presentations were held with a wide variety of Atlantic Aboriginal organizations and individuals. These key informant interviews focused on building awareness and enhancing engagement and provided valuable insights and input from a wide range of key informants. A centerpiece of this project was the completion of Labour Market Profiles for each Aboriginal community in the Atlantic region for which the data was available.

The information detailed in the community-level reports for which data was available were presented to individual communities on a confidential basis. These reports use high interest, simplified infographics designed to quickly and easily convey this foundational information to Chiefs and Councils (C&Cs) and Band officials who may be using this information in their day-to-day activities.

This report presents the key findings and conclusions arising from the research and the comprehensive outreach and engagement process. This includes the results of the
online survey, the examination of Aboriginal labour force dynamics in Atlantic Canada and the implications for an Atlantic Aboriginal Employment Strategy. Findings are linked to the key deliverables associated with this project.

As the research advanced, exploration and validation of the concept of developing a pilot Atlantic Aboriginal Employment Strategy was undertaken. Conducting the Aboriginal Labour Market Symposium was an important milestone in this process.

Hosted by the APCFNC and facilitated by GATN, the Aboriginal Labour Market Symposium was held on February 7th & 8th 2019 on Millbrook First Nation near Truro.

The Symposium brought together participants drawn from the Atlantic region including Economic Training Officers (ETOs), Economic Development Officers (EDOs) and Native Employment Officers (NEOs). Millbrook’s Chief, Bob Glode and Elder Jane Abram also participated. Industry was invited along with Aboriginal organizations throughout the Atlantic region.

The focus was to share and discuss the findings of the research and to secure the input and advice of participants in two key areas:

- Discussing the implications of the research findings and how they might inform forward practice; and
- Securing input and advice on the concept of developing an Atlantic Aboriginal Employment Strategy from a practitioner perspective.

Participants were enthusiastic in their assessment of the effectiveness of the discussions convened over the two days and the importance of ‘moving the needle’ on this issue. Appreciation for APCFNC’s and AAEDIRP’s leadership in advancing this research was broadly reflected formally and informally during the event.

Discussions with industry reflected many of the themes addressed in the research including the challenges associated with talent recruitment and retention; the reality of labour shortages in the Atlantic region; and the issue of cultural competency in the workplace, including the importance of creating a welcoming environment and providing mentorship to Aboriginal employees.

Overall, participants concluded that the timing is right to take a regional approach to the development of an Atlantic Aboriginal Employment Strategy. There is a clear recognition that ‘moving the needle’ on this issue will necessarily involve a partnership approach.
Symposium participants were unanimous in their support for the concept of an Atlantic Aboriginal Employment Strategy.

**Actionable Recommendations for an Atlantic Aboriginal Employment Strategy**

The quest to erase the delta between Aboriginal and non-Aboriginal employment participation rates and unemployment levels has been elusive. The clear conclusion of stakeholders who participated in this research is that a new approach is required to have a transformative impact in addressing these challenges.

A key objective in undertaking this work was the development of concrete and actionable recommendations underpinning an Atlantic Aboriginal Employment Strategy for Atlantic Canada.

In completing this research, the study team found a strong and compelling case, reinforced by broad-based input from key stakeholders, for the development of an Atlantic Aboriginal Employment Strategy.

The timing is also important in that it responds directly to the challenge of an aging workforce and the phenomenon of labour and skill shortages within the Atlantic region broadly.

Ultimately, improving Aboriginal employment outcomes on an Atlantic-wide basis requires an approach that can effectively mobilize resources to positively impact outcomes. No one organization can do this effectively.

A key takeaway from the analysis is that the success of an Atlantic Aboriginal Employment Strategy depends on a number of key factors:

- A design that would mobilize all the key players is crucial to its success – Federal and Provincial governments, Chiefs and their communities, including Band officials, ETOs, EDOs, NEOs and the private sector;

- Such an initiative would likely be best advanced as a pilot project to test key approaches and to address challenges through the implementation process. The Atlantic Immigration Pilot offers a useful analogue that might be emulated. The partnership dimension of such a development could be accomplished through the use of multipartite agreements to formalize the responsibilities of all parties involved in the funding, resource sharing, coordination and delivery of an Atlantic Aboriginal Employment Strategy; and
The development of such a pilot would likely be best accomplished by first bringing together Aboriginal interests (Chiefs and Councils, Atlantic ETOs, EDOs, NEOs and organizations like MEBONS, JEDI, METS, MCPEI) through a ‘founding summit’ to secure their ideas, consent and the vision for moving forward. This would ensure a higher degree of alignment from the outset. Other partners could attend such an event as observers.

This report examines the complexities of developing and implementing an Atlantic Aboriginal Employment Strategy and culminates in the presentation of a series of recommendations respecting the development of a multi-partnered approach. The recommendations advanced in support of this development are included in Section 7 of this report and summarized below.

**RECOMMENDATION 1** – An Atlantic Aboriginal Employment Strategy would be best accomplished incorporating the approach and features of leading practice analogues. These models provide insight into innovative practices in mobilizing the resources and collaboration required to achieve enhanced Aboriginal employment outcomes, while also helping to address labour shortages within the region.

**RECOMMENDATION 2** – The collective impact model offers a useful reference point to be considered in the design and development of an Atlantic Aboriginal Employment Strategy, considering the complexities and multiple stakeholders that need to be aligned if it is to succeed.

**RECOMMENDATION 3** – To optimize success in an Aboriginal Employment Pilot Project, the primary focus should be on ensuring alignment with an evidence-based approach to fulfill labour market demand and optimize diverse career options for Aboriginal persons that offer the greatest potential for a longer-term career and life-long learning. The pilot should also consider the key success factors for enhancing Aboriginal employment outcomes.

**RECOMMENDATION 4** – This research details leading practices associated with the development of effective Aboriginal labour market initiatives. The design of an Atlantic Aboriginal Employment Strategy should reference and reflect these leading practices as detailed in this research. These leading practices should extend to all collaborators in the design/execution of activities undertaken in the chain of responsibility for enhancing Aboriginal employment outcomes, including at the Band-level.

**RECOMMENDATION 5** – The Atlantic Aboriginal Employment Strategy should provide guidance on addressing cultural competency in the workplace to facilitate smooth Aboriginal worker on-boarding and ongoing support to Aboriginal persons in the
workplace.

**RECOMMENDATION 6** – Building on continuing improvements in educational outcomes to broaden career opportunities for Aboriginal youth needs to be a clear focus of the Atlantic Aboriginal Employment Strategy enabling youth to move up the ‘jobs value chain’.

**RECOMMENDATION 7** – Preparing Aboriginal youth for the jobs of the future needs to be a clear focus of the Atlantic Aboriginal Employment Strategy.

**RECOMMENDATION 8** – Major economic development projects should be included in the Atlantic Aboriginal Employment Strategy as an avenue for Aboriginal employment and skill development.

**RECOMMENDATION 9** – The Atlantic Aboriginal Employment Strategy needs to support Aboriginal entrepreneurship and innovative ways to address ecosystem development, including incubation, acceleration, mentorship and financing.

**RECOMMENDATION 10** – Over time, the Atlantic Aboriginal Employment Strategy would benefit from the development of a digital interactive platform/portal. This will provide the basis of an online marketplace linking Aboriginal skillsets (talent supply) to available jobs (demand). This could be adapted to provide valuable resources, including training and simulation/gamification tools to Aboriginal job seekers – i.e., how to write a resume, simulated job interviews, training information, among other features. It could also be adapted to provide resource materials for employers such as how to improve cultural competency in the workplace.

**RECOMMENDATION 11** – Advocacy will be an important element to advance the Strategy and secure buy-in from the range of partners required to achieve success. APCFNC can be an important advocate for the development of an innovative and responsive Atlantic Aboriginal Employment Strategy encompassing activities to level the playing field for Aboriginal job seekers. Based on the research undertaken through this project the following advocacy targets are recommended:

- Continued advocacy for inclusion of Aboriginal interests in the Labour Force Survey;
- Emphasis on a longer-term planning horizon for Aboriginal training and employment services to eliminate the delta in outcomes between Aboriginal and non-Aboriginal persons;
- Encouragement for the decolonization of education and training;
Encouragement for enhanced data collection methodologies and uniform reporting approaches across the collaborators involved in the Atlantic Aboriginal Employment Strategy;

Support for Aboriginal entrepreneurs; and

Inclusion in major economic development projects and initiatives.

**Concluding Statement**

Enhancing labour market outcomes for Aboriginal populations has been a significant challenge and one that has been stubbornly resistant to improvement. Fortunately, changes are taking place.

Key drivers of this change emphasize the need to leverage the positive demography of Aboriginal communities within the Atlantic labour market. The stronger focus on inclusion as a result of the reconciliation imperative is creating greater awareness and opening new doors.

This project provides a blueprint for an Atlantic Aboriginal Employment Strategy to ‘move the needle’ in a positive direction. Achieving this will require the combined efforts and resources of multiple entities, including Aboriginal communities and organizations, provincial governments and the federal government.
1 INTRODUCTION

This research was undertaken to better understand the opportunities and implications for improving training and employment outcomes for Atlantic Aboriginal communities. The focus was on developing the case for an Atlantic Aboriginal Employment Strategy, validated by input generated through the extensive outreach and engagement process undertaken during the project and culminating in two-days of discussion, debate and information exchange at the Aboriginal Labour Market Symposium.

Several factors converge to underscore the importance of this project. These include the:

- Atlantic region’s unfavourable demography;
- Offsetting highly favourable demography of Aboriginal communities;
- Momentum that is building in respect to ‘reconciliation’ – nationally and regionally;
- Labour and skill shortages and the growing industry awareness of the benefit Aboriginal workers can offer in addressing these challenges;
- Geographic spread of communities and, in some cases, their remoteness;
- Preponderance of small and medium enterprises (SMEs), many of which skew to the smaller size with less than 10 employees; and
- Range of barriers to labour market participation and Aboriginal participation in entrepreneurship.

This project undertook a comprehensive analysis of labour market opportunities within the region to determine how these align with Aboriginal skill sets and aspirations. This data was integrated into Community Labour Market Profiles. These profiles detail the demography, skill sets and educational/occupational aspirations of Aboriginal youth. Creatively used and kept evergreen, these profiles will continue to be a valuable tool.

The thorough outreach and engagement process included holding Youth Workshops and designing and hosting a regional symposium. This event included Chiefs, Band Officials (including Economic Training Officer [ETOs], Native Employment Officers [NEOs], Economic Development Officers [EDOs], urban Aboriginal workers], Aboriginal organizations drawn from across the region, business and government officials. An Atlantic region labour forecast was prepared and reviewed at the Symposium.

Everyone engaged expressed a keen interest in the project and the results.

The research methodology was multifaceted including:
Identifying likely trends over the medium and long term in the level, composition and sources of labour demand and labour supply;
Forecasting possible job opportunities and their geographic distribution;
Identifying highest demand occupations and the education and training levels needed for the predicted job openings; and
Examining how the aging workforce will affect employment across the region.

This project builds on an earlier project to develop labour market profiles of select APCFNC communities in Nova Scotia and Prince Edward Island.

The additional deliverables associated with this project included:

- Labour market profiles of APCFNC member communities in Newfoundland and Labrador and New Brunswick, in addition to those previously developed for Nova Scotia and Prince Edward Island;
- Detailed analysis of current labour market opportunities in the Atlantic Provinces;
- Evidence-based findings to inform community and government employment policy and program development initiatives; and
- Concrete and actionable recommendations underpinning an Atlantic Aboriginal Employment Strategy.

This project breaks new ground. It is the first thorough analysis of the Atlantic labour market in the context of increasing employment and labour force participation rates for Aboriginal populations.

Underscoring this imperative, AAEDIRP’s primary objective in commissioning this important research was to provide:

“Concrete and actionable recommendations outlining an Atlantic Aboriginal Employment Strategy for the region”

1.1 Background & Context

With some of the most unfavourable demography in Canada, the entire Atlantic region requires multi-faceted strategies to address this pervasive challenge. An important tool to address labour shortages in the Atlantic region is the favourable demography of Aboriginal communities.
This research is timely. In the next decade, the Canadian economy is expected to offer significant employment opportunities. Those opportunities reflect both Canada’s knowledge economy and the impact of retirement from the workforce of the baby boomer generation. This is especially significant in the Atlantic region.

There is an expectation that future demand for a skilled labour force will be addressed, in part, by a growing Aboriginal workforce. Increasingly Aboriginal youth will be entering the workforce in all sectors of the Atlantic economy.

Workforce and talent recruitment and retention is considered to be one of the Region’s most urgent challenges. That is why the APCFNC is placing a premium on exploring this issue as a means to positively impact labour market matters for Aboriginal persons in the region. Understanding the background is critical to successfully navigating and addressing the complex dimensions of this challenge.

APCFNC’s engagement with communities and partners, as part of this project, reflects the recognition that the solution to these challenges will require a collaborative effort among a variety of partners.

Like many Western economies, Canada’s labour shortages are a growing concern. Last year, the Business Development Bank of Canada (BDC) surveyed 1,000 entrepreneurs in their 2018 study Labour Shortage: Here to Stay². Worker scarcity in Canada was examined from the perspective of SMEs, the predominant company structure in Atlantic Canada. In this study, almost 40% of these businesses reported difficulty hiring new employees, with an apparent worsening over time. These findings are replicated in numerous other studies.

The challenges associated with labour shortages are even more acute in Atlantic Canada, with half of SMEs being impacted by labour shortages according to the study.

As an added complexity, labour shortages are also being exacerbated by technological change. More jobs are requiring higher levels of training and skills, creating challenges in respect to skill shortages and mismatches. Moreover, the current and anticipated level of technological change is a catalyst for significant disruption. Left unaddressed, this is a threat to the entire Atlantic region. These challenges are widely acknowledged. This is why APCFNC is making workplace and talent development a central feature of its dynamic research agenda.

An important asset in addressing short, medium- and long-term actions to increase the talent pipeline in the region is the value proposition Aboriginal populations offer. On average, the demography of Atlantic Aboriginal populations is a generation younger than the non-Aboriginal population. There is a growing industry awareness of the benefit Aboriginal workers offer in addressing labour and skill shortages.

Ironically, though, notwithstanding the positive demography of Atlantic Aboriginal populations, their level of unemployment and participation rates in the labour market continues to lag that of the non-Aboriginal population.

This is a factor that speaks compellingly to the need to find collaborative and innovative approaches to improve employment outcomes for Aboriginal populations, while, at the same time, helping to address the complex challenges that labour shortages present within the region.

This project culminates in concrete and actionable recommendations underpinning an Atlantic Aboriginal Employment Strategy.

An Atlantic Aboriginal Employment Strategy has both social and economic dimensions. In addition to the obvious benefit to business and industry of tapping the Aboriginal talent pipeline, a Strategy offers the opportunity to achieve three important goals:

- Enhanced economic and social inclusion for Aboriginal persons;
- Forward momentum on the reconciliation process; and
- Enhanced cultural competency among employers.

This study provides an important opportunity to mobilize key stakeholders - Chiefs and Councils (C&Cs), Band officials and Aboriginal organizations - to advocate for more proactive and effective approaches to improving labour market outcomes for Aboriginal persons.

1.2 Confidentiality and Ethics

APCFNC, AAEDIRP and GATN have been attentive to the social license for this research. This included the importance of an ethical approach to outreach and engagement with communities and stakeholders, while ensuring careful attention to privacy issues.

For example, in the communities where youth were engaged, the respective Chiefs provided a written invitation and permission to speak to youth.
This process was led by a trained youth facilitator from Millbrook First Nation and guided by Darlene McCulloch of Evitan Consulting Limited.

There has also been communication between officials of APCFNC and individual Chiefs. Any information generated by this project for individual communities was provided by APCFNC to each Chief and Council as a community baseline.

Consistent with AAEDIRP’s commitment to Participatory Action Research (PAR), the findings arising from this research were profiled in an interactive labour market Symposium to which key stakeholders including Chief and Councils, Band officials, ETOs, EDOs, NEOs, Elders and community members were invited.

1.3 Report Organization
Beyond this Introduction and context-setting section, this report is organized as follows:

- **Section 2: Methodology, Data Collection, and Stakeholder Engagement** – This Section provides a summary of the methodological approach including outreach and engagement.

- **Section 3: Literature & Secondary Data Review** – This Section highlights key takeaways from secondary data sources at the national and community level.

- **Section 4: Labour Market Profile** – This Section addresses the development of detailed labour market profiles in Aboriginal communities throughout Atlantic Canada.

- **Section 5: Findings** – This Section summarizes the key research findings exploring their implications for an Atlantic Aboriginal Employment Strategy.

- **Section 6: The Aboriginal Labour Market Symposium – Findings** – This Section reports on the results of the Symposium held to review the results of the research and to discuss and validate the concept of an Atlantic Aboriginal Employment Strategy.

- **Section 7: Atlantic Aboriginal Employment Strategy** – This Section offers concrete and actionable recommendations underpinning an Atlantic Aboriginal Employment Strategy for the region; and

- **Section 8: Concluding Statement** – This Section presents a concluding statement.
2 Methodology, Data Collection & Stakeholder Engagement

This Section provides a summary of the methodological approach taken in completing this research. It also documents the outreach and engagement process with key stakeholders.

This project involved extensive research and was guided by a Steering Committee with representation from both AAEDIRP and APCFNC.3

The majority of the data on Aboriginal communities was sourced through Statistics Canada and Indigenous Services Canada (ISC). Information from the 2006, 2011 and 2016 Censuses, as well as the Labour Force Survey was used to generate many of the tables and figures in this report.

While the census provided the Aboriginal Population Profile throughout the last decade, privacy issues related to the small size of some Aboriginal communities resulted in limited data, particularly for occupation details.

Notwithstanding these challenges, the combination of census and ISC data provides an overview of key labour force features, industry and occupation trends, and changes in educational attainment over the past decade, at community, provincial and national levels (Section 3).

2.1 Outreach and Engagement

Consistent with AAEDIRP’s focus on participatory action research (PAR), the outreach and engagement process that underpinned the research was extensive. This reflected a multi-channel approach that included surveys, social media, key informant interviews and community engagement / workshops (Figure 1).

Figure 1: Outreach & Engagement Channels

Online surveys
Facebook, Twitter, Instagram, project website
Key informant interviews
Community engagement - community cafes

3 Appendix G provides a summary of key milestones and work steps, as well as an overview of the work plan GATN followed.
In collaboration with AAEDIRP, GATN sourced stakeholder engagement lists for the four provinces, that guided the initial outreach and key informant interview process. These contacts were also valuable in arranging working sessions within various communities.

An online survey was also developed. The survey was deployed to all communities within the Atlantic region through social media and a dedicated project website.

Before deployment, the questionnaire was field-tested with community-based researchers (e.g., Lennox Island, Eskasoni, Glooscap First Nations). Members of these communities provided feedback prior to broader deployment. The questionnaire was modified to reflect this input, and a paper-based option was added to enhance participation rates. In addition, youth-focused questions were added, and a separate youth-oriented discussion guide was developed (See Appendix A: Youth Workshop Discussion Guide & Sample Responses).

In the early stages of the research, the research team met with community-based Native Employment Officers (NEOs) at the September 2018 Mi’kmaq Native Employment Training and Education Secretariat (METS) session in Millbrook First Nation. The focus of this meeting was to build project awareness, while promoting the survey. In addition, a formal presentation was made at the Nova Scotia Native Women’s Association Annual General Assembly. Nearly 500 community and youth surveys were completed. Survey results are summarized in Section 5.4, while Appendix B through to E provide the survey tools and detailed findings.

Stakeholder engagement throughout the project was promoted through social media, including Facebook, Twitter (@GATNConsulting) and Instagram (@gatnconsulting).

A project website - the Atlantic Aboriginal Labour Market Initiative (www.AILMI.ca) was also developed. The site was primarily used to share information concerning the youth engagement sessions. Screen captures of the project website and Facebook page are provided in Figure 2.
Stakeholder engagement was supplemented through interviews, meetings and presentations to a wide variety of organizations and individuals.

Focused on building awareness and enhancing engagement, these meetings provided an avenue to secure valuable insights and input.

These efforts were collectively supported by background promotional materials including letters and flyers for APCFNC to use in their communications and key messages.

Organizational interviews were undertaken with METS, JEDI, the Mi’kmaw Native Friendship Centre, Ulnooweg, NSNWA, various Band Managers, MEBONS, ETOs, NEO’s, and other community representatives, including Eskasoni, Millbrook, Waycobah, Glooscap, Lennox Island, and Elsipogtog.

All informants were unfailingly gracious and generous with their time.

As an innovation in the work-plan, and to involve those for whom the results of this research is so important in a future context, the GATN team engaged with youth throughout the region.

Figure 2: Project Website (top two images) and Facebook Page (bottom image)
In addition to the survey, youth engagement included youth workshops. Several communities throughout the Atlantic region were asked to host Youth Workshops. Those that participated had the workshops undertaken with the awareness and approval of the respective Chief, and ultimately seven communities invited the consultant team to engage with their youth. Five youth workshops were scheduled including:

- Glooscap First Nation;
- Lennox Island First Nation;
- Waycobah First Nation;
- Membertou First Nation; and
- The Mi’kmaw Native Friendship Centre (with the support of the Executive Director).

Two workshops had to be cancelled due to weather and other challenges.

The GATN team engaged with an estimated 50 youth, ranging in age from 10 to 18 years. Community sessions were coordinated through band staff - typically the NEOs.

Membertou had not been among those communities originally selected for the Youth Workshop component. However, on the initiative of the NEO, who recognized the importance of engaging the youth cohort, and with the support of Chief Terry Paul, a very animated and successful Youth Workshop was undertaken there.

Importantly, the youth engagement sessions were led by Jenna Chisolm, a Millbrook Band member and the youth coordinator for the Mi’kmaw Native Friendship Centre. Her involvement was mutually beneficial by providing her the opportunity to strengthen her facilitation skills in a group setting and by providing the youth the opportunity to offer their feedback in a safe and comfortable environment, with someone closer in age and cultural background.
The Youth Workshops explored:

- Dream jobs;
- Areas of work and career interests that inspired them;
- Plans to achieve their dream job or areas of work they may want to explore;
- Barriers to achieve their dream job; and
- Mentors or supports they have or may need.

2.2 Secondary Data, Information Gaps & Research Challenges

A recurrent theme in this research is the importance of data. Access to quality labour market information (LMI) is a significant challenge broadly in Canada. The situation is even more challenging for Aboriginal populations.

This research revealed noteworthy data-related challenges and constraints in securing evidence on Aboriginal educational outcomes and labour market attachment.

These challenges were documented so that they can be addressed as part of a broad effort to improve this situation going forward. Understanding these challenges is also important in advancing an advocacy agenda to address issues impacting labour market outcomes for Aboriginal youth and workers.

The data challenges related to Aboriginal educational outcomes and labour market attachment include the following:

- **Limited data on educational outcomes** - Efforts to match Aboriginal skillsets and labour market opportunities within the Atlantic region were undermined by fragmented data within the public education system and at the post-secondary level. Historically, there has been a lack of evidence to support planning, training interventions and associated services. Quality data is key to broadening and diversifying opportunities for meaningful labour market attachment, while expanding the range of career options for Aboriginal youth.

  Left unresolved, it is a barrier to evidence-based decision making. Data is
foundational to understanding issues related to post-secondary and professional outcomes of Aboriginal persons and their ultimate success in securing meaningful, lasting and transferable skills that can support labour market attachment over a lifetime. This is particularly important at a time when workers are expected to have multiple careers over a lifetime. The take-away is that planning efforts to improve labour market outcomes for Aboriginal youth require coordination and collaboration with educators at all levels.

This lack of data makes leveraging the favourable demography of Aboriginal populations to address labour and skill shortages even more challenging.

However, research suggests that attitudes are slowly changing. There appears to be a growing awareness of the value Aboriginal workers can bring to addressing labour and skill shortages and skills mismatches in Atlantic Canada. Increased employment for an Aboriginal cohort offers the opportunity for enhanced economic and social inclusion – a win-win proposition all round.

- **Need for an integrated approach** - Within Atlantic Canada, there are many Aboriginal groups and organizations working to help Aboriginal populations secure employment and advance meaningful career opportunities. Those participating in this project included MEBONS and METS in NS, JEDI in NB, MCPEI in PE, AAEDIRP and Ulnooweg at the Atlantic level.

Many of these groups were represented at the Aboriginal Labour Market Symposium held as part of this project. And while some success in enhancing Aboriginal labour market outcomes is acknowledged, there was consensus among participants that a more integrated approach to the development of an Atlantic Labour Market Strategy would be a positive step forward. With it would come the opportunity to enhance data that could evolve over time and be used to inform planning and target interventions. Some stakeholders also mentioned the potential to create an interactive online platform or portal, enabling Aboriginal populations to market themselves, while linking job seekers with potential employment opportunities and employers – in effect, an online marketplace for Aboriginal job seekers. To develop, manage and coordinate this would require financial and human resources.

---

4 [https://www.ft.com/content/0151d2fe-868a-11e7-8bb1-5ba57d47ef7](https://www.ft.com/content/0151d2fe-868a-11e7-8bb1-5ba57d47ef7)
Lack of reliable data on employment levels in Aboriginal Communities – Unemployment statistics on First Nations reserves are not currently collected. That means roughly half of this country’s Aboriginal people don’t show up in employment numbers⁶.

As a result, policy and decision makers have limited information for planning. For example, the decisions based, in part, on regional unemployment figures related to whether employers can import temporary foreign workers, are blind to the reality of Aboriginal joblessness.

While pilot projects have been undertaken to address these gaps, the absence of this data on Aboriginal communities undermines effective response strategies at the local level. Addressing this issue is an important element of any advocacy agenda designed to address data gaps.

---

3 Literature & Data Review

This Section highlights key takeaways from secondary data sources at the national and community level.

Notwithstanding the data challenges noted in Section 2.2, the following provides a summary of the labour market profiles for Aboriginal communities in Atlantic Canada.

The following tables were.

3.1 National Data

The following profiles the national Aboriginal labour market\(^7\), and related insights.

3.1.1 Aboriginal Population Growth

The Aboriginal population in Canada has grown significantly over the past two decades. The Aboriginal population grew from 2.8% of the total population in 1996 to 4.9% in 2016. The Aboriginal population grew by 42.5% during the 20-year period - four times faster than the non-Aboriginal population. Statistics Canada expects that the Aboriginal population will continue to grow quickly - from 1.67 million to 2.5 million persons in two decades. The rapid growth of the Aboriginal population can be attributed to two factors - natural growth (higher life expectancy, increased fertility rates) and increased self-reported identification.

The Aboriginal population has historically been significantly younger on average than the non-Aboriginal population. This trend continues. The average age of the Aboriginal population was 32.1 years in 2016, compared to 40.9 years for the non-Aboriginal population. At the same time, the Aboriginal population is aging. Seniors comprise 7.3% of the Aboriginal population as of 2016, compared to just 4.8% in 2006.

Significantly, in Atlantic Canada, the Aboriginal population more than doubled in size

\(^7\) Sourced from Statistics Canada and ISC within a website that remains under the Indigenous and Northern Affairs Canada (INAC) banner
from 2006 to 2016.8

3.1.2 Labour Force Characteristics
Employment, participation and unemployment rates for the Aboriginal population followed trends similar to those of the non-Aboriginal population from 2008 to 2018. However, the Aboriginal population continues to have lower employment and participation rates in addition to higher unemployment rates than the non-Aboriginal population.

In 2018, the employment rate9 for the Aboriginal population was 71.3% compared to 83.1% for the non-Aboriginal population. Similarly, the participation rate10 for the Aboriginal population in 2018 was 77.9%, compared to 87.3% for the non-Aboriginal population (Table 1).

Unemployment rates11 for both the Aboriginal and non-Aboriginal populations decreased overall from 2008 to 2018. The non-Aboriginal and Aboriginal population unemployment rates decreased from 5.0 to 4.8% and from 9.1 to 8.4%, respectively (Figure 4).

Table 1: Labour Force Characteristics for the Canadian Population Aged 25-54 by Aboriginal Identity, 2008 to 2018 (in percentages)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employment rate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aboriginal population</td>
<td>70.8</td>
<td>68.8</td>
<td>65.8</td>
<td>67.3</td>
<td>69.3</td>
<td>69.2</td>
<td>69.3</td>
<td>67.5</td>
<td>69.1</td>
<td>70.3</td>
<td>71.3</td>
</tr>
<tr>
<td>Non-Aboriginal population</td>
<td>82.6</td>
<td>80.6</td>
<td>80.9</td>
<td>81.3</td>
<td>81.7</td>
<td>82.0</td>
<td>81.6</td>
<td>81.8</td>
<td>81.7</td>
<td>82.7</td>
<td>83.1</td>
</tr>
<tr>
<td><strong>Participation rate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aboriginal population</td>
<td>77.9</td>
<td>77.7</td>
<td>74.8</td>
<td>75.7</td>
<td>77.7</td>
<td>77.0</td>
<td>76.9</td>
<td>75.9</td>
<td>77.4</td>
<td>77.8</td>
<td>77.9</td>
</tr>
<tr>
<td>Non-Aboriginal population</td>
<td>86.9</td>
<td>86.7</td>
<td>86.8</td>
<td>86.7</td>
<td>86.9</td>
<td>87.0</td>
<td>86.5</td>
<td>86.7</td>
<td>86.8</td>
<td>87.3</td>
<td>87.3</td>
</tr>
<tr>
<td><strong>Unemployment rate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aboriginal population</td>
<td>9.1</td>
<td>11.5</td>
<td>12.1</td>
<td>11.1</td>
<td>10.8</td>
<td>10.1</td>
<td>9.8</td>
<td>11.0</td>
<td>10.8</td>
<td>9.6</td>
<td>8.4</td>
</tr>
<tr>
<td>Non-Aboriginal population</td>
<td>5.0</td>
<td>7.0</td>
<td>6.8</td>
<td>6.2</td>
<td>5.9</td>
<td>5.8</td>
<td>5.7</td>
<td>5.7</td>
<td>5.8</td>
<td>5.3</td>
<td>4.8</td>
</tr>
</tbody>
</table>

8 https://www150.statcan.gc.ca/n1/daily-quotidien/171025/dq171025a-eng.htm
9 The number of persons employed expressed as a percentage of the population 15 years of age and over.
10 The number of labour force participants expressed as a percentage of the population 15 years of age and over.
11 Defined as the number of unemployed persons expressed as a percentage of the labour force.
In the Atlantic region, the employment rate for the total population continues to trail the national rate, with both experiencing small increases from 2008 to 2018. Atlantic Canada experienced an increase from 77.7% to 79.5% while the national employment rate increased slightly from 82.2% to 82.7% (Table 2).

Table 2: Labour Force Characteristics for the Total Population Aged 25-54 by Region, 2008 to 2018 (in percentages)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Atlantic region</td>
<td>77.7</td>
<td>77.3</td>
<td>77.2</td>
<td>78.0</td>
<td>78.6</td>
<td>79.1</td>
<td>78.8</td>
<td>78.9</td>
<td>78.4</td>
<td>78.5</td>
<td>79.5</td>
</tr>
<tr>
<td>Canada</td>
<td>82.2</td>
<td>80.2</td>
<td>80.4</td>
<td>80.9</td>
<td>81.3</td>
<td>81.6</td>
<td>81.2</td>
<td>81.3</td>
<td>81.3</td>
<td>82.2</td>
<td>82.7</td>
</tr>
<tr>
<td>Participation rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Atlantic region</td>
<td>84.5</td>
<td>84.9</td>
<td>85.1</td>
<td>85.2</td>
<td>86.0</td>
<td>86.5</td>
<td>86</td>
<td>86.1</td>
<td>85.7</td>
<td>85.6</td>
<td>86.1</td>
</tr>
<tr>
<td>Canada</td>
<td>86.7</td>
<td>86.4</td>
<td>86.4</td>
<td>86.3</td>
<td>86.6</td>
<td>86.7</td>
<td>86.2</td>
<td>86.4</td>
<td>86.5</td>
<td>87.0</td>
<td>86.9</td>
</tr>
<tr>
<td>Unemployment rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Atlantic region</td>
<td>8.0</td>
<td>8.9</td>
<td>9.3</td>
<td>8.4</td>
<td>8.6</td>
<td>8.5</td>
<td>8.3</td>
<td>8.4</td>
<td>8.5</td>
<td>8.3</td>
<td>7.7</td>
</tr>
<tr>
<td>Canada</td>
<td>5.1</td>
<td>7.1</td>
<td>6.9</td>
<td>6.3</td>
<td>6.1</td>
<td>5.9</td>
<td>5.8</td>
<td>5.8</td>
<td>6.0</td>
<td>5.4</td>
<td>4.9</td>
</tr>
</tbody>
</table>
Unemployment in Atlantic Canada decreased from 8.0 to 7.7% over the last decade, and remained significantly higher than the national unemployment rate, which decreased from 5.1 to 4.9% from 2008 to 2018, as shown in Figure 5.

Figure 5: Unemployment Rate for the Total Population Aged 25-54 by Region, 2008 to 2018 (in percentage)

3.1.3 Employment by Industry

Over the past three years there have been moderate increases in Aboriginal employment in the construction, health care and social assistance, public administration, and transportation and warehousing sectors (Table 3).

Table 3: Employment of Aboriginal and Non-Aboriginal Populations Aged 25-54 by Industry (numbers in thousands), 2016-2018

<table>
<thead>
<tr>
<th>Industry</th>
<th>Aboriginal Population</th>
<th>Non-Aboriginal Population</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>Accommodation and food services</td>
<td>19.1</td>
<td>21.9</td>
</tr>
<tr>
<td>Agriculture, natural resources and utilities</td>
<td>23.0</td>
<td>23.2</td>
</tr>
<tr>
<td>Business, building and other support services</td>
<td>17.1</td>
<td>15.9</td>
</tr>
<tr>
<td>Construction</td>
<td>36.8</td>
<td>40.9</td>
</tr>
<tr>
<td>Educational services</td>
<td>22.2</td>
<td>27.0</td>
</tr>
<tr>
<td>Finance, insurance, real estate, rental and leasing</td>
<td>12.5</td>
<td>13.5</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>53.0</td>
<td>52.9</td>
</tr>
</tbody>
</table>
### 3.1.4 Labour Force Characteristics by Educational Attainment

In 2018, Aboriginal persons who did not complete high school had an unemployment rate more than double than that of Aboriginal persons who completed a post-secondary education, with rates of 16.5 and 6.5%, respectively (Table 4). The Aboriginal population with a high school diploma or some post-secondary education had an unemployment rate of 9.8%. Unemployment rates for Aboriginal populations remained higher than the unemployment rates for comparable non-Aboriginal populations.

#### Table 4: Labour Force Characteristics for the Population Aged 25-54 by Aboriginal Identity and Educational Attainment, 2018 (in percentages)

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Aboriginal Population</th>
<th>Non-Aboriginal Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed post-secondary education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment rate</td>
<td>81.6</td>
<td>86.6</td>
</tr>
<tr>
<td>Participation rate</td>
<td>87.2</td>
<td>90.5</td>
</tr>
<tr>
<td>Unemployment rate</td>
<td>6.5</td>
<td>4.3</td>
</tr>
<tr>
<td>High school graduate or some post-secondary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment rate</td>
<td>66.1</td>
<td>77.3</td>
</tr>
<tr>
<td>Participation rate</td>
<td>73.3</td>
<td>82.1</td>
</tr>
<tr>
<td>Unemployment rate</td>
<td>9.8</td>
<td>5.8</td>
</tr>
<tr>
<td>Less than high school</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment rate</td>
<td>44.5</td>
<td>62.2</td>
</tr>
<tr>
<td>Participation rate</td>
<td>53.2</td>
<td>67.9</td>
</tr>
<tr>
<td>Unemployment rate</td>
<td>16.5</td>
<td>8.4</td>
</tr>
<tr>
<td>Total, all education levels</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment rate</td>
<td>71.3</td>
<td>83.1</td>
</tr>
</tbody>
</table>
3.2 Aboriginal Communities in Atlantic Canada

There are 33 Aboriginal communities in Atlantic Canada. This Section presents a breakdown of labour force characteristics for communities in NB, NL, NS and PE, in addition to data on education, industry, and occupation in each of these provinces. Industry, occupation, and earnings data was not available for all communities due to smaller population and associated confidentiality considerations.

3.2.1 Atlantic Aboriginal Labour Force Characteristics

While unemployment rates in Aboriginal communities through Atlantic Canada continue to be higher on average than the provincial unemployment rates, many communities experienced a decline in unemployment from 2006 to 2016. Provincial unemployment rates increased slightly from 2006 to 2016 in NB, NS, and PE, while NL experienced a decrease in unemployment by 3 percentage points (Table 5).

Table 5: Labour Force Characteristics by Aboriginal Community in Atlantic Canada, 2006-2016 (in percentages)

<table>
<thead>
<tr>
<th>Community</th>
<th>Province</th>
<th>Participation rate</th>
<th>Employment rate</th>
<th>Unemployment rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buctouche First Nation</td>
<td>NB</td>
<td>63.6 73.3</td>
<td>45.5 46.7</td>
<td>28.6 27.3</td>
</tr>
<tr>
<td>Eel Ground First Nation</td>
<td>NB</td>
<td>65.4 46.6</td>
<td>43.2 36.4</td>
<td>34 19.5</td>
</tr>
<tr>
<td>Eel River Bar First Nation</td>
<td>NB</td>
<td>58.8 63.1</td>
<td>41.2 49.2</td>
<td>26.7 19.5</td>
</tr>
<tr>
<td>Elsipogtog First Nation</td>
<td>NB</td>
<td>55.5 50.2</td>
<td>37.9 30.1</td>
<td>31.7 39.3</td>
</tr>
<tr>
<td>Esengoopetij First Nation</td>
<td>NB</td>
<td>66.5 51.7</td>
<td>39.9 32.6</td>
<td>40 37</td>
</tr>
<tr>
<td>Fort Folly First Nation</td>
<td>NB</td>
<td>62.5 50</td>
<td>62.5 50</td>
<td>0 0</td>
</tr>
<tr>
<td>Indian Island First Nation</td>
<td>NB</td>
<td>64.3 68.4</td>
<td>50 47.4</td>
<td>22.2 30.8</td>
</tr>
<tr>
<td>Kingsclear First Nation</td>
<td>NB</td>
<td>69.7 49.3</td>
<td>50 40.6</td>
<td>26.1 17.6</td>
</tr>
</tbody>
</table>

This analysis does not include Listuguj First Nation, La Nation Micmac de Gespeg, or Micmacs of Gesgapegiag, located in Québec, due to missing data.
### Community Participation and Employment Rates

<table>
<thead>
<tr>
<th>Community</th>
<th>Province</th>
<th>Participation rate</th>
<th>Employment rate</th>
<th>Unemployment rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Madawaska First Nation</td>
<td>NB</td>
<td>69.2</td>
<td>50</td>
<td>65.4</td>
</tr>
<tr>
<td>Metepenagiag Mi’kmaq Nation</td>
<td>NB</td>
<td>68.5</td>
<td>54</td>
<td>57.4</td>
</tr>
<tr>
<td>Oromocto First Nation</td>
<td>NB</td>
<td>67.6</td>
<td>53.3</td>
<td>56.8</td>
</tr>
<tr>
<td>Papineau First Nation</td>
<td>NB</td>
<td>68.4</td>
<td>71.4</td>
<td>42.1</td>
</tr>
<tr>
<td>Saint Mary’s First Nation</td>
<td>NB</td>
<td>62.7</td>
<td>53.8</td>
<td>49.1</td>
</tr>
<tr>
<td>Tobique First Nation</td>
<td>NB</td>
<td>63.9</td>
<td>64.6</td>
<td>40.2</td>
</tr>
<tr>
<td>Woodstock First Nation</td>
<td>NB</td>
<td>-</td>
<td>69.2</td>
<td>-</td>
</tr>
<tr>
<td>Total NB</td>
<td>NB</td>
<td>63.7</td>
<td>61.5</td>
<td>57.3</td>
</tr>
<tr>
<td>Miawpukek First Nation</td>
<td>NL</td>
<td>79.9</td>
<td>81.9</td>
<td>45.5</td>
</tr>
<tr>
<td>Mushuau Innu First Nation</td>
<td>NL</td>
<td>64</td>
<td>63.7</td>
<td>46.5</td>
</tr>
<tr>
<td>Sheshatshiu Innu First Nation</td>
<td>NL</td>
<td>-</td>
<td>55.7</td>
<td>-</td>
</tr>
<tr>
<td>Total NL</td>
<td>NL</td>
<td>58.9</td>
<td>58.7</td>
<td>47.9</td>
</tr>
<tr>
<td>Acadia First Nation</td>
<td>NS</td>
<td>61.1</td>
<td>45.7</td>
<td>52.8</td>
</tr>
<tr>
<td>Annapolis Valley First Nation</td>
<td>NS</td>
<td>66.7</td>
<td>65</td>
<td>55.6</td>
</tr>
<tr>
<td>Bear River First Nation</td>
<td>NS</td>
<td>73.7</td>
<td>68.4</td>
<td>47.4</td>
</tr>
<tr>
<td>Eskasoni First Nation</td>
<td>NS</td>
<td>37.5</td>
<td>38.6</td>
<td>27.9</td>
</tr>
<tr>
<td>Glooscap First Nation</td>
<td>NS</td>
<td>66.7</td>
<td>41.7</td>
<td>33.3</td>
</tr>
<tr>
<td>Membertou First Nation</td>
<td>NS</td>
<td>65.3</td>
<td>58.3</td>
<td>48</td>
</tr>
<tr>
<td>Millbrook First Nation</td>
<td>NS</td>
<td>54.3</td>
<td>51.3</td>
<td>44.2</td>
</tr>
<tr>
<td>Paqtnkek Mi’kmaw Nation</td>
<td>NS</td>
<td>43.5</td>
<td>54.2</td>
<td>34.8</td>
</tr>
<tr>
<td>Pictou Landing First Nation</td>
<td>NS</td>
<td>55.2</td>
<td>57.7</td>
<td>51.7</td>
</tr>
<tr>
<td>Potlotek First Nation</td>
<td>NS</td>
<td>60.7</td>
<td>60.3</td>
<td>41.1</td>
</tr>
<tr>
<td>Sipekne’katik First Nation</td>
<td>NS</td>
<td>54.2</td>
<td>40.5</td>
<td>36.8</td>
</tr>
<tr>
<td>Wagmatcook First Nation</td>
<td>NS</td>
<td>51.9</td>
<td>43.8</td>
<td>40.7</td>
</tr>
<tr>
<td>Waycobah First Nation</td>
<td>NS</td>
<td>55</td>
<td>54.5</td>
<td>40</td>
</tr>
<tr>
<td>Total NS</td>
<td>NS</td>
<td>62.9</td>
<td>61.3</td>
<td>57.2</td>
</tr>
<tr>
<td>Abegweit First Nation</td>
<td>PE</td>
<td>77.8</td>
<td>71.1</td>
<td>59.3</td>
</tr>
<tr>
<td>Lennox Island First Nation</td>
<td>PE</td>
<td>74.3</td>
<td>76.1</td>
<td>62.9</td>
</tr>
<tr>
<td>Total PE</td>
<td>PE</td>
<td>68.2</td>
<td>66.4</td>
<td>60.7</td>
</tr>
</tbody>
</table>

### 3.2.2 Employment by Industry

Employment trends in Aboriginal communities through Atlantic Canada changed in several ways over the past decade. From 2006 to 2016, Aboriginal communities in NB gravitated away from agriculture and resource-based sector occupations towards manufacturing and construction, wholesale and retail, health and education, and other service sector occupations, as illustrated in Figure 6.
Employment trends in Aboriginal communities in NS shifted away from agriculture and resource-based sectors, wholesale and retail, business services, and other service sector occupations to manufacturing and construction, and health and education occupations over the 2006 to 2016 period (Figure 7).

Figure 6: Total Employment for All Aboriginal Communities by Industry in New Brunswick, 2006 and 2016

Figure 7: Total Employment for All Aboriginal Communities by Industry in Nova Scotia, 2006 and 2016
For Aboriginal communities in PE (Figure 8), employment over the 2006 to 2016 period shifted away from wholesale and retail, business services, and other service sector occupations, and increased in agriculture and resource based, manufacturing and construction, and health and education sector occupations.

![Figure 8: Total Employment for All Aboriginal Communities by Industry in Prince Edward Island, 2006 and 2016](image)

Graphs for NL were not prepared because of incomplete occupational data.

### 3.2.3 Educational Attainment

Total educational attainment has increased in most communities between 2006 and 2016. Most remarkably, the number of graduates from university degree programs has increased in 21 of the 33 communities. Enrollment in non-university programs has increased overall in each province, with more students completing trades and apprenticeship programs in a variety of focus areas. See Table 6 for the complete breakdown of educational attainment by Aboriginal community.

**Table 6: Educational Attainment by Aboriginal Community in Atlantic Canada, 2006-2016 (number of graduates)**

<table>
<thead>
<tr>
<th>Community</th>
<th>Province</th>
<th>High school diploma</th>
<th>Non-university certificate</th>
<th>University degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buctouche First Nation</td>
<td>NB</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Eel Ground First Nation</td>
<td>NB</td>
<td>95</td>
<td>175</td>
<td>125</td>
</tr>
</tbody>
</table>

© 2019, Group ATN Consulting Inc.
<table>
<thead>
<tr>
<th>Community</th>
<th>Province</th>
<th>High school diploma</th>
<th>Non-university certificate</th>
<th>University degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eel River Bar First Nation</td>
<td>NB</td>
<td>50</td>
<td>80</td>
<td>120</td>
</tr>
<tr>
<td>Elsipogtog First Nation</td>
<td>NB</td>
<td>230</td>
<td>340</td>
<td>385</td>
</tr>
<tr>
<td>Esgenoopetitj First Nation</td>
<td>NB</td>
<td>110</td>
<td>215</td>
<td>220</td>
</tr>
<tr>
<td>Fort Folly First Nation</td>
<td>NB</td>
<td>15</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>Indian Island First Nation</td>
<td>NB</td>
<td>15</td>
<td>25</td>
<td>15</td>
</tr>
<tr>
<td>Kingsclear First Nation</td>
<td>NB</td>
<td>75</td>
<td>95</td>
<td>110</td>
</tr>
<tr>
<td>Madawaska First Nation</td>
<td>NB</td>
<td>35</td>
<td>45</td>
<td>60</td>
</tr>
<tr>
<td>Metepenagiag Mi'kmaq Nation</td>
<td>NB</td>
<td>65</td>
<td>115</td>
<td>85</td>
</tr>
<tr>
<td>Oromocto First Nation</td>
<td>NB</td>
<td>45</td>
<td>85</td>
<td>45</td>
</tr>
<tr>
<td>Pabineau First Nation</td>
<td>NB</td>
<td>10</td>
<td>30</td>
<td>45</td>
</tr>
<tr>
<td>Saint Mary's First Nation</td>
<td>NB</td>
<td>145</td>
<td>255</td>
<td>135</td>
</tr>
<tr>
<td>Tobique First Nation</td>
<td>NB</td>
<td>125</td>
<td>190</td>
<td>150</td>
</tr>
<tr>
<td>Woodstock First Nation</td>
<td>NB</td>
<td>-</td>
<td>95</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total NB</strong></td>
<td><strong>NB</strong></td>
<td><strong>156,365</strong></td>
<td><strong>176,750</strong></td>
<td><strong>170,745</strong></td>
</tr>
<tr>
<td>Miawpukek First Nation</td>
<td>NL</td>
<td>120</td>
<td>150</td>
<td>230</td>
</tr>
<tr>
<td>Mushuau Innu First Nation</td>
<td>NL</td>
<td>25</td>
<td>50</td>
<td>60</td>
</tr>
<tr>
<td>Sheshatshiu Innu First Nation</td>
<td>NL</td>
<td>-</td>
<td>80</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total NL</strong></td>
<td><strong>NL</strong></td>
<td><strong>93,335</strong></td>
<td><strong>109,480</strong></td>
<td><strong>125,485</strong></td>
</tr>
<tr>
<td>Acadia First Nation</td>
<td>NS</td>
<td>50</td>
<td>60</td>
<td>35</td>
</tr>
<tr>
<td>Annapolis Valley First Nation</td>
<td>NS</td>
<td>20</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td>Bear River First Nation</td>
<td>NS</td>
<td>25</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>Eskasoni First Nation</td>
<td>NS</td>
<td>350</td>
<td>575</td>
<td>380</td>
</tr>
<tr>
<td>Glooscap First Nation</td>
<td>NS</td>
<td>10</td>
<td>20</td>
<td>10</td>
</tr>
</tbody>
</table>
### 3.3 New Brunswick Aboriginal Labour Market Profile and Opportunities

This Section provides an overview of employment trends in NB.

#### 3.3.1 Employment by Industry and Occupation in New Brunswick

In both 2008 and 2018, the most prominent industry employers in New Brunswick included health care and social assistance, wholesale and retail trade, and manufacturing (**Figure 9**). Over the past decade, employment increased in educational services.

<table>
<thead>
<tr>
<th>Community</th>
<th>Province</th>
<th>High school diploma</th>
<th>Non-university certificate</th>
<th>University degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membertou First Nation</td>
<td>NS</td>
<td>75</td>
<td>170</td>
<td>175</td>
</tr>
<tr>
<td>Millbrook First Nation</td>
<td>NS</td>
<td>125</td>
<td>140</td>
<td>215</td>
</tr>
<tr>
<td>Paqtnkek Mi’kmaw Nation</td>
<td>NS</td>
<td>45</td>
<td>55</td>
<td>60</td>
</tr>
<tr>
<td>Pictou Landing First Nation</td>
<td>NS</td>
<td>55</td>
<td>75</td>
<td>85</td>
</tr>
<tr>
<td>Potlotek First Nation</td>
<td>NS</td>
<td>35</td>
<td>75</td>
<td>85</td>
</tr>
<tr>
<td>Sipeke’katik First Nation</td>
<td>NS</td>
<td>155</td>
<td>200</td>
<td>235</td>
</tr>
<tr>
<td>Wagmatcook First Nation</td>
<td>NS</td>
<td>35</td>
<td>105</td>
<td>70</td>
</tr>
<tr>
<td>Waycobah First Nation First Nation</td>
<td>NS</td>
<td>70</td>
<td>155</td>
<td>110</td>
</tr>
<tr>
<td>Total NS</td>
<td>NS</td>
<td>172,800</td>
<td>195,900</td>
<td>226,395</td>
</tr>
<tr>
<td>Abegweit First Nation</td>
<td>PE</td>
<td>35</td>
<td>55</td>
<td>40</td>
</tr>
<tr>
<td>Lennox Island First Nation</td>
<td>PE</td>
<td>30</td>
<td>75</td>
<td>80</td>
</tr>
<tr>
<td>Total PE</td>
<td>PE</td>
<td>28,240</td>
<td>31,815</td>
<td>33,010</td>
</tr>
</tbody>
</table>

**Highlights: NB Employment by Industry**

There was an increase in the share of Aboriginal employment in NB from 2006 to 2016 in the following industries:
- Manufacturing and construction industries;
- Wholesale and retail industries;
- Health and education industries; and
- Other service industries.

There was a decrease in the share of Aboriginal employment in NB from 2006 to 2016 in the following industries:
- Agriculture and resource-based industries; and
- Business service industries.
finance and related, health care and social assistance, and public administration.

<table>
<thead>
<tr>
<th>Industry</th>
<th>2018</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>6.0</td>
<td>5.9</td>
</tr>
<tr>
<td>Business, building and other support services</td>
<td>14.2</td>
<td>18.4</td>
</tr>
<tr>
<td>Construction</td>
<td>23.3</td>
<td>25.1</td>
</tr>
<tr>
<td>Educational services</td>
<td>26.4</td>
<td>25.6</td>
</tr>
<tr>
<td>Finance, insurance, real estate, rental and leasing</td>
<td>14.7</td>
<td>15.3</td>
</tr>
<tr>
<td>Forestry, fishing, mining, quarrying, oil and gas</td>
<td>9.5</td>
<td>10.6</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>50.8</td>
<td>60.0</td>
</tr>
<tr>
<td>Information, culture and recreation</td>
<td>1.4</td>
<td>1.3</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>31.3</td>
<td>33.2</td>
</tr>
<tr>
<td>Other services (except public administration)</td>
<td>14.5</td>
<td>16.3</td>
</tr>
<tr>
<td>Professional, scientific and technical services</td>
<td>16.1</td>
<td>17.3</td>
</tr>
<tr>
<td>Public administration</td>
<td>24.5</td>
<td>23.7</td>
</tr>
<tr>
<td>Transportation and warehousing</td>
<td>18.2</td>
<td>20.3</td>
</tr>
<tr>
<td>Utilities</td>
<td>1.0</td>
<td>3.1</td>
</tr>
<tr>
<td>Wholesale and retail trade</td>
<td>53.4</td>
<td>57.8</td>
</tr>
</tbody>
</table>

**Figure 9: Employment by Industry in New Brunswick for 2008 and 2018**

From 2015 to 2018, the fastest growing jobs in New Brunswick included: assemblers in manufacturing (71% increase), workers in natural resources (44% increase), and administrative and financial supervisors (40% increase). See **Figure 10** for the complete list of Top 10 Growing Jobs in NB.
Figure 10: Top 10 Fastest Growing Occupations in NB, 2015-2018

The top 10 fastest growing occupations from 2015 to 2018 in NB were:
1. Assemblers in manufacturing;
2. Workers in natural resources, agriculture and related production;
3. Administrative and financial supervisors and administrative occupations;
4. Technical occupations in health;
5. Labourers in processing, manufacturing and utilities;
6. Professional occupations in art and culture;
7. Trades helpers, construction labourers and related occupations;
8. Retail sales supervisors and specialized sales occupations;
9. Professional occupations in nursing; and
10. Professional occupations in law and social, community and government services

3.4 Newfoundland and Labrador Aboriginal Labour Market Profile and Opportunities

This Section provides an overview of employment trends in NL.

3.4.1 Employment by Industry and Occupation in Newfoundland and Labrador

In both 2008 and 2018, the most prominent industry employers in Newfoundland
included health care and social assistance, wholesale and retail trade, and construction (Figure 11). Over the past decade, employment increased in accommodation and food services, agriculture, construction, health care and social assistance, professional and scientific services, transportation and warehousing, and wholesale and retail trade.

![Figure 11: Employment by Industry in Newfoundland and Labrador for 2008 and 2018](chart.png)
From 2015 to 2018, the fastest growing jobs in Newfoundland included: assemblers in manufacturing (40% increase), occupations in front-line public protection services (36% increase) and assisting occupations in support of health services (32% increase). See Figure 12 for the complete list of Top 10 Growing Jobs in NL.

**Figure 12: Top 10 Fastest Growing Occupations in NL, 2015-2018**

The top 10 fastest growing occupations from 2015 to 2018 in NL were:
1. Assemblers in manufacturing;
2. Occupations in front-line public protection services;
3. Assisting occupations in support of health services;
4. Processing, manufacturing and utilities supervisors and central control operators;
5. Professional occupations in business and finance;
6. Finance, insurance and related business administrative occupations;
7. Workers in natural resources, agriculture and related production;
8. Administrative and financial supervisors and administrative occupations;
9. Transport and heavy equipment operation and related maintenance occupations;
10. Professional occupations in health (except nursing).
occupations; and
10. Professional occupations in health (except nursing).

Note that some of the data for Aboriginal employment by industry is unavailable for Newfoundland and Labrador.

### 3.5 Nova Scotia Aboriginal Labour Market Profile and Opportunities

This Section provides an overview of employment trends in NS.

#### 3.5.1 Employment by Industry and Occupation in Nova Scotia

In 2018, the most prominent industry employers in Nova Scotia included wholesale and retail trade, health care and social assistance, and accommodation and food services (Figure 13). Over the past decade, employment increased in accommodation and food services, construction, educational services, finance and related, professional and scientific services, transportation and warehousing, and wholesale and retail trade.

**Highlights: NS Employment by Industry**

There was an increase in the share of Aboriginal employment in NS from 2006 to 2016 in the following industries:
- Manufacturing and construction industries; and
- Health and education industries.

There was a decrease in the share of Aboriginal employment in NS from 2006 to 2016 in the following industries:
- Agriculture and resource-based industries;
- Business service industries; and
- Other services.
From 2015 to 2018, the fastest growing jobs in Nova Scotia included: harvesting, landscaping, and natural resource labourers (61% increase), other installers, repairers and servicers (27% increase), and middle management occupations in trades, transportation, production and utilities (23% increase). See **Figure 14** for the complete list of Top 10 Growing Jobs in NS.
The top 10 fastest growing occupations from 2015 to 2018 in NS were:
1. Harvesting, landscaping and natural resources labourers;
2. Other installers, repairers and servicers and material handlers;
3. Middle management occupations in trades, transportation, production and utilities;
4. Administrative and financial supervisors and administrative occupations;
5. Professional occupations in art and culture;
6. Sales representatives and salespersons - wholesale and retail trade;
7. Professional occupations in business and finance;
8. Labourers in processing, manufacturing and utilities;
9. Processing, manufacturing and utilities supervisors and central control operators; and
10. Professional occupations in law and social, community and government services.

**Figure 14: Top 10 Fastest Growing Occupations in Nova Scotia, 2015-2018**
3.6 Prince Edward Island Aboriginal Labour Market Profile and Opportunities

This Section provides an overview of employment trends in PE.

3.6.1 Employment by Industry and Occupation in PE

In 2018, the most prominent industry employers in Prince Edward Island included wholesale and retail trade, health care and social assistance, and manufacturing (Figure 15). Over the past decade, employment increased in many industries, including accommodation and food services, agriculture, construction, educational services, finance and related, health care and social assistance, information, culture and recreation, manufacturing, other services, professional and scientific services, and wholesale and retail trade.

Highlights: PE Employment by Industry

There was an increase in the share of Aboriginal employment in PE from 2006 to 2016 in the following industries:

- Agriculture and resource-based industries;
- Manufacturing and construction industries; and
- Health and education industries.

There was a decrease in the share of Aboriginal employment in PE from 2006 to 2016 in the following industries:

- Wholesale and retail;
- Business services; and
- Other services.
Figure 15: Employment by Industry in PE for 2008 and 2018

From 2015 to 2018, the fastest growing jobs in PE included: finance, insurance, and related occupations (38% increase), administrative and financial supervisors (31% increase), and technical occupations in art, culture, recreation, and sport (22% increase). See Figure 16 for the complete list of Top 10 Growing Jobs in PE.
Figure 16: Top 10 Fastest Growing Occupations in PE, 2015-2018

The top 10 fastest growing occupations from 2015 to 2018 in PE were:

1. Finance, insurance and related business administrative occupations;
2. Administrative and financial supervisors and administrative occupations;
3. Professional occupations in natural and applied sciences;
4. Technical occupations in art, culture, recreation and sport;
5. Middle management occupations in trades, transportation, production and utilities;
6. Assemblers in manufacturing;
7. Retail sales supervisors and specialized sales occupations;
8. Technical occupations in health;
9. Paraprofessional occupations in legal, social, community and education services; and
10. Supervisors and technical occupations in natural resources, agriculture and related production.
3.7 Self-Employment Statistics
Self-employment among the Aboriginal workforce throughout Atlantic Canada from 2011 to 2016:

- 81% increase in NB (from 450 to 815);
- 130% increase in NL (from 430 people to 990);
- 99% increase in NS (from 930 people to 1,850); and
- 21% increase in PE (from 70 people to 85).

3.8 Skills Shortage
High demand occupations are characterized by both skill shortages and skills mismatches.

The 2018 BDC study Labour Shortages: Here to Stay, examined worker scarcity in Canada and strategies that businesses could employ to address skills shortages. The study determined that nearly 40% (Canadian average) of small and medium sized enterprises (SMEs) are currently having difficulty finding new workers. Figure 17 provides the regional figures. In Atlantic Canada, 50% of SMEs surveyed report difficulties in finding workers.

The study highlighted that:¹³

- The problem is most acute in Atlantic Canada;
- The manufacturing, retail trade and construction sectors are experiencing the greatest challenge finding workers;
- Typical coping strategies include using less qualified and younger workers, improving efficiency by streamlining processes / automation, and requiring staff to work longer hours; and
- SMEs are likely missing an opportunity to access under-utilized segments of the

labour force to fill their hiring needs.

While the study did not highlight the propensity of SMEs to look toward Aboriginal communities specifically, the BDC recommends that hiring Aboriginal community members be part of the SMEs strategy to address labour gaps.

A 2016 study by Statistics Canada into the *Long-term Job Vacancies in Canada* found that NB had 6,300 long-term job vacancies (defined as positions vacant for 90 days or more), while NL had 3,600, NS had 8,600 and PE had 1,200 long-term vacancies. The job vacancy rates for NB, NL, NS and PE were 2.1%, 1.8%, 2.2% and 2.0%, respectively - less than the national average of 2.4%.  

In Nova Scotia, targeted occupations included financial auditors, accountants, professional occupations in advertising, marketing and public relations, administrative assistants, civil engineers, nurses, college instructors, paralegals, and social and community workers. A similar approach is followed in PE.

Nationally, the occupations with the most provincial nomination invitations in 2017 included:

- Information systems analysts (6% of invitations);
- Software engineers (6%);
- Computer programmers and interactive media developers (4%);
- Financial auditors and accountants (3%);
- Administrative assistants (2%);
- Professional occupations in advertising;
- Marketing and public relations (2%); and
- University professors and lecturers (2%), among others.

From a resource and public investment perspective, it is interesting to note that, while streamlining the immigrant details, we found no comparable initiative to the Provincial Nominee Program (PNP) that would act as a body to highlight career opportunities to Aboriginal communities and / or make employers aware of the option to hire Aboriginal workers.

---

14 Source: [https://www150.statcan.gc.ca/n1/pub/75-006-x/2018001/article/54917-eng.htm](https://www150.statcan.gc.ca/n1/pub/75-006-x/2018001/article/54917-eng.htm)


3.9 Major Projects in Atlantic Canada

As a further consideration of skills shortages and labour supply / demand, information related to major projects across the Atlantic region was compiled. These are generally defined as large-scale infrastructure and economic development projects (e.g., transportation, energy, environment, health, private development). Information sources for these projects included:

- Public Works and Infrastructure Capital Projects Lists for NB;
- Inventory of Major Capital Projects, NL;
- NS Capital Plan;
- Public Works Transportation and Infrastructure Renewal, NS; and
- PEI Government News Releases, among other sources.

A total of 433 projects were identified with 185 in NB, 154 in NL, 84 in NS and 10 in PE.

The Atlantic Provinces Economic Council (a member-based charitable organization) issues a major project report annually. The 2018 report highlighted over $135 billion in planned major project spending in Atlantic Canada.

The details surrounding these projects do not immediately illuminate specific opportunities for Aboriginal participation, so project-by-project investigation is necessary. On this front, Ulnooweg Development Group (UDG) initiated a Strategic Initiatives portfolio, specifically to monitor and track the results of an ongoing strategy to increase both business and employment opportunities within major projects.

The UDG initiative is based on a working relationship with the various stakeholders in government, project proponents, and communities. On an individual basis, there are important examples of major project success in within the community. Examples include Glooscap Landing and Paq’tnkek First Nation’s highway / retail development.

3.10 Jobs of the Future

The Canadian digital economy grew 2.4 per cent between 2011 and 2016, compared to the 1.2 per cent growth for the rest of the economy.

Reliable data at the Atlantic level is less readily available on:

- Oceans file – science and technology
- ICT/Computer Services
- Cyber security
- AI (Artificial intelligence)
- Robotics and Advanced Manufacturing
A 2017 report by the Information and Communications Technology Council (ICTC) indicates that Canada will need to fill approximately 216,000 technology-related positions by 2021, up from 2015 predictions of 182,000 by 2019.

As noted in Royal Bank’s (RBC) 2018 report, Humans Wanted: How Canadian youth can thrive in the age of disruption: “It used to be that the threat of automation was only for routine, repetitive forms of work such as assembly lines. Now, algorithms are building legal cases, replacing administrative assistants and taking customer service calls for major corporations. We’ve dealt with technology replacing jobs before, but this time it’s different. More than a quarter of Canadian jobs will be heavily disrupted by automation in the next decade, and half will require a new mix of skills even if the job title stays the same”.

The take-aways from this analysis are: disruption is accelerating, flexibility is the future, digital literacy is essential, and it is necessary to prepare for the future of work. These are precipitant factors that underlie the case for education systems and, particularly post-secondary systems, to respond to and lead the effort to proactively address these challenges.
4 Labour Market Profiles

A centerpiece and key deliverable of this research and the Atlantic Aboriginal Labour Market Initiative (www.AILMI.ca) was the completion of Labour Market Profiles - for each Atlantic Aboriginal community.

Valuable NEO input guided the design of the labour market profiles. NEOs were interested in obtaining as much information as possible related to their respective communities and, particularly, the employment and career aspirations of youth.

The labour market profiles were designed to support planning and programs aimed at increasing interest and labour market engagement for community members.

The information in these community-level reports is presented using high interest, simplified infographics designed to quickly and easily convey this foundational information to Chiefs and Councils and Band officials who are likely to using the information daily. A standardized template (e.g., occupational categories) was created in consultation with AAEDIRP and APCFNC.

These Community Labour Market Profiles were sent by APCFNC, on a confidential basis, to each community (i.e., Chiefs and Band Managers).
5 FINDINGS

This Section outlines findings arising from this project. Symposium results are presented separately in Section 6.

5.1 General Findings

General findings include the following:

- There is growing awareness among employers of the opportunity that more favourable demography in Aboriginal communities presents to address talent and skill requirements: Employers nationally, and regionally recognize that a more targeted strategy for talent recruitment and management is needed. Aboriginal populations form an attractive demographic because of their relative youth compared to other cohorts. The literature review is full of labour market research indicating that the aging of the Canadian population, loss of corporate/industry knowledge due to labour market exits, and lack of young people with the right skills collectively pose critical challenges to meeting future hiring. Many industry sectors are turning to Aboriginal populations to address these challenges. The challenges are particularly acute in the Atlantic Region. Hence, this research is critical in setting the stage for a Strategy to enhance and utilize Aboriginal skills and talent in addressing skill shortages and talent constraints.

- The proposed Atlantic Aboriginal Employment Strategy arising from this research creates a compelling opportunity to enhance Aboriginal talent development: This research provides the evidence and planning context to set the stage for a successful Atlantic Aboriginal Employment Strategy. Actionable recommendations are provided in Section 7.

- Notwithstanding this emerging awareness and the potential it creates, industry reports challenges in accessing this talent supply: Key informant interviews, coupled with other research undertaken through this project, suggests that industry isn’t always able to easily navigate the numerous agencies and organizations to access Aboriginal labour supply in an efficient and consistent manner. Industry likes predictability and favours a model that enables a ‘single point of contact’ or an intuitive pathway to access the skill and talents that Aboriginal communities offer. Presently, that single point of contact doesn’t exist. This is precisely the case for an Atlantic Aboriginal Employment Strategy, as enshrined in the APCFNC Atlantic Aboriginal Labour Market Initiative (AILMI) vision.
A benchmarking exercise profiled how other jurisdictions are addressing 
Aboriginal talent development and Aboriginal LMI: Through earlier research, 
several venues were identified that offer innovative approaches to creating a 
‘marketplace’ where Aboriginal individuals and business/industry interests can 
find each other. These provide potential models for consideration in the 
eventual development of an Atlantic Aboriginal Employment Strategy. These 
models largely emulate the operational sites in domains like: 
https://www.monster.ca/, which, although not exclusively targeted to 
Aboriginal populations, provide for a ‘marketplace’ which would be useful for 
the Aboriginal people. One site - 
https://www.firstnationsjobsonline.com/index.php - is focused exclusively on 
Aboriginal populations enabling them to post their resumes, while employers 
are able to post job opportunities.

Talent Egg - https://talentegg.ca/find-a-job/keyword/aboriginal%20services – 
though not exclusively for Aboriginal job seekers - provides services to Aboriginal 
people. The Confederation of Mainland Mi’kmaq (CMM) earlier commissioned 
the Aboriginal Career Trail which aimed to create an interactive portal for 
employers and job seekers.

Presently, it is listed on the Nova Scotia Apprenticeship Agency Website - 
https://nsapprenticeship.ca/agency/aaac. The findings arising from this 
research suggest that an integrated data base and online talent management 
capacity [an interactive platform/portal to provide the basis of a marketplace 
linking Aboriginal skillsets (talent supply) to available jobs (demand)] would be a 
useful element in an Atlantic Aboriginal Employment Strategy.

The literature review offers insight into leading practices for a comprehensive 
approach to predicting labour supply/demand dynamics broadly, including 
Aboriginal populations: These best practices provide useful background and 
may help inform an Atlantic Aboriginal Employment Strategy. Leading practices 
reflect:

- Forecasting labour supply, as opposed to only labour demand, to indicate 
imbalances;

- Projecting both expansion demand and replacement demand to generate 
total labour demand;

- Using the most up-to-date data for occupational demand and supply 
projections; and
o Incorporating bottom-up information for both occupational demand and supply projections to ensure consistency between the data and the real world.

■ **The importance of taking a longer-term planning horizon**: Aboriginal labour market outcomes are strongly linked to educational outcomes. There are significant data gaps and evidence related to Aboriginal educational achievement broadly. These data gaps and issues need to be addressed. For knowledge occupations preparation, a strong curricular focus on subjects in science, technology, engineering, arts, and math (STEAM) and new approaches to de-colonizing education will open doors to broader career opportunities, including those in scientific areas and in the professions. Ulnooweg’s *Digital Mi’kmaq* is an example of one initiative seeking to provide the opportunity to expose students to STEAM subjects and to enhance understanding of data analytics, robotics, artificial intelligence, cyber security and coding/software development. This issue comprises part of the advocacy agenda that APCFNC may want to pursue as a result of this research.

### 5.2 General Findings Related to Labour Supply/Demand Dynamics in Atlantic Canada

Findings from both the labour market analysis and community profiles include:

■ The unemployment rates in Aboriginal communities in Atlantic Canada are high compared to provincial rates;
■ Population growth rates in Aboriginal communities are higher than provincial rates;
■ Median age is typically a decade lower in Aboriginal communities relative to the province as a whole;
■ Aboriginal community members in Atlantic Canada are increasingly employed in construction and manufacturing, as well as health and education sectors; and
■ Educational attainment is increasing in most communities, especially for university degrees.

The Atlantic Canada Aboriginal Community Labour Market Profiles offer the following:

■ A convenient community-level reference for C&Cs and Band officials to better understand the labour force characteristics of their community;
■ A useful resource for ETOs and EDOs, community leaders, and others involved in
education, training and employment decision-making;

- Emphasis on underscoring the importance of encouraging participation in censuses and other forms of data collection so that there is a true representation of the demographics, labour market, and skills profile/educational characteristics in each community;

- Augmented results and more data for the communities where there was additional data available through the survey. Note that profiles were not available for every community due to privacy and/or data availability issues; and

- A useful point of reference to supplement existing community data bases and/or a starting point for those communities that do not presently have usable LMI data. If kept updated, these reports will continue to support planning and management of labour market development activities for community members.

5.3 Results of the Online Employment & Career Survey

The Employment & Career Survey was an important component of the community engagement process. Both online and paper-based questionnaires were distributed and promoted through a variety of channels including NEOs, ETOs and social media. Paper-based questionnaires were collected and digitized for analysis. The survey generated nearly 500 responses. This sample size supported both an Atlantic region summary report and provincial reports for New Brunswick and Nova Scotia (see Appendices C, E and F)\(^\text{17}\). The following provides an overview of the survey findings.

5.3.1 Respondent Profile

- **Current Community**: Almost one-third of respondents were living off reserve. The share for communities included: 18% lived in Membertou First Nation; and 11% lived in Esgenoôpetitj First Nation.

- **Original Community**: The largest share of respondents was originally from Membertou First Nation (18%), Eskasoni First Nation (13%) and Millbrook First Nation (13%).

- **Age**: One-quarter (25%) of respondents were between 30 and 39, 27% were

\(^\text{17}\) There were too few surveys completed by communities in PE or NL for a separate report on each province.
between 40 and 49, and 22% were between 50 and 59.

- **Household Formation**: 38% of respondents were either married or common-law with children, 15% of respondents were single living independently and 14% were part of a single-parent family.

- **Disability**: Of those who reported having disabilities, 44% indicated that their disability limits them from working in their preferred field while 31% reported that their disability does not limit them from working in their preferred field, and 21% use aids/tools to compensate.

5.3.2 **Work Experience**

- **Supervising / Managing**: Two-thirds (65%) of respondents have supervised or managed people as part of their job. Almost one-quarter have not supervised or managed others as part of their job.

- **Secondary Job**: One quarter of respondents have a second job in addition to their primary income source job.

- **Amount of Work**: Of those who worked less than they wanted to, 57% indicated that it was because there was not enough work, while 16% said that it was because they did not have the necessary certification.

- **Employment Status**: Nearly half of respondents were employed in their preferred occupation, while 16% were employed, but not in their preferred occupation. One in five (21%) were unemployed.

- **Areas of Interest**: The top three areas of interest related to work were:
  - Working from 9-5;
  - Managing a home for own family; and
  - Participating in community activities.

- **Not Working**: Of those who were not working, 41% were unable to find work in their preferred field, while 21% were not working due to a family situation.

- **Self-Employment**: 5% of the respondents were self-employed. Of these, 53% said their businesses were on-reserve.

- **Job Experience**: Nine in ten (91%) respondents have experience working independently, 70% have experience presenting to others, and 58% have experience working outside.
Employment Benefits: Nearly half of respondents said there was no option for employee benefits through their current employer, 26% had health-related benefits, and 21% had life insurance / long-term disability.

Education: 30% of respondents indicated that their highest level of education was a post-secondary certificate / diploma from a trade school or community college or technical college. One-quarter (23%) indicated that grade 12 or an adult high school diploma was their highest level of education, and 1% of respondents had a graduate degree at the Masters level or higher.

Current Education: 15% of respondents were working towards a certification.

5.3.3 Mobility

Commuting: Just over half of respondents were willing to travel within their community for work, while 40% were willing to travel as far as 100 km from home, and 13% are willing to travel to another province for work.

Plans to Relocate: Nearly one quarter (23%) of community members have plans to move or relocate for work within the next three years.

Reason to Relocate: The most common reason for relocation was for better quality of life (33%), personal reasons (22%) and higher wages (22%).

5.3.4 Career Plans

Career Plans: 31% of respondents reported that over the next three years, they were very likely to continue what they are doing, 23% were very likely to train others in their area of work and 20% were very likely to start their own business.

Working After Retirement: 27% of respondents were very unlikely to stop working completely when they retire. Two in five (42%) were somewhat likely to work part-time after retirement while 26% were very likely to work part-time. One in ten (9%) respondents were very likely to stop working completely when they retire.

Time Until Retirement: Given the younger demographic of respondents, only 3% plan to retire this year, while one-third will not retire for another 10+ years. Most (60%) were unsure when they will retire.

Two-thirds (64%) of respondents were interested in receiving project updates or invitations to upcoming project related events and activities.
5.4 Youth Workshop Results

In keeping with the Participatory Action Research model, workshops were conducted with Aboriginal youth ages 10 to 18 throughout the region. Five workshops were held (Glooscap First Nation, Lennox Island, Waycobah, Membertou, and the Mi’kmaw Native Friendship Centre), with 50 youth in total attending. The sessions explored the career aspirations of Aboriginal youth.

Considerable care was taken in the design of these workshops. Community leaders were consulted in advance for advice and ideas on how to structure these sessions to be high interest and stimulating for youth.

Observations arising from these youth workshops include:

- Females and males were equally represented;
- Many had a general idea of the career they’d like to pursue. Dream jobs varied from doctor to owner of an automotive shop to a professional hockey player. Career interests were diverse, and often very ambitious;
- Most did not have a resume, underscoring the need for resources and services to advance their career planning activities;
- Hobbies and interests included sports, video games, art and music, earning money, playing outside, and relaxing with friends;
- Many said there was nothing standing in their way of reaching their goals, although some cited that the following may be barriers to achieving their dream jobs:
  - Money;
  - Grades;
  - Moving off reserve;
  - Lack of encouragement from family;
  - Cultural heritage; and
Status as an Aboriginal person.

- Family, friends, education and money were the supports needed to achieve their dreams;
- There was interest in entrepreneurship. Some have entrepreneurial parents and expressed interest in following a similar career path (e.g., automotive shop, fishery business, and a technology company);
- Many who expressed interest in starting their own business indicated they would rely on the support of their family and friends. Few seemed to have a strong awareness of what is involved in becoming a successful entrepreneur. This suggests the opportunity to help aspiring business owners discover and embrace their entrepreneurial spirit at an earlier age; and
- There is an opportunity to be creative in providing entrepreneurial support/skills training and mentoring at a younger age to address labour market constraints. Presenting entrepreneurship as a viable career option is a means to support youth in transitioning from school to the labour market.

This will open new opportunities for youth beyond more traditional, employment and training opportunities.
6 THE ABORIGINAL LABOUR MARKET SYMPOSIUM - FINDINGS

Hosted by the APCFNC and facilitated by GATN, the Aboriginal Labour Market Symposium was held on February 7th & 8th 2019 in Millbrook First Nation.

This event modeled AAEDIRP’s imperative to ensure community participation in all the research it commissions. The focus of the Symposium was to validate the research findings and secure the input and advice of participants in two areas:

- Discussing the implications of the research findings and how they might inform forward practice; and

- Validating the concept of developing an Atlantic Aboriginal Employment Strategy, while securing input on the objectives of a Strategy, how it might be constituted and its desired features.

The Symposium brought together approximately 40 participants from across the Atlantic region. Participants included NEOs, ETOs, and EDOs. Millbrook’s Chief, Bob Glode and Elder Jane Abram also participated. Industry and Aboriginal organizations throughout the Atlantic region were invited.

APCFNC Executive Director John G. Paul welcomed participants and framed the overall objectives of the Symposium and the importance of this research in setting a new direction to enhance labour market outcomes for Atlantic Aboriginal
communities, including increasing the participation of Aboriginal people in the labour market. The program for the two-day Symposium is presented in Appendix F.

Participants were enthusiastic in their assessment of the effectiveness of the discussions over the two days and the importance of ‘moving the needle’ on this issue. Appreciation for APCFNC’s and AAEDIRP’s leadership in advancing this research was broadly noted formally and informally during the event.

Discussions with industry reflected many of the themes addressed in the research including the challenges associated with talent recruitment and retention, the reality of labour shortages in the Atlantic region and the issue of cultural competency in the workplace (e.g., the importance of creating a welcoming environment and providing mentorship to Aboriginal employees).

Overall, participants concluded that the timing is right to take a regional approach to the development of an Atlantic Aboriginal Employment Strategy. There is clear recognition that ‘moving the needle’ on this issue will necessarily involve a partnership approach. Observations arising from the discussions during the Symposium are detailed below.

6.1 Symposium Observations
Symposium findings are fell under several key themes:

- **The importance of data** – Symposium participants attributed data gaps as one of the key challenges to effective planning and on-going decision support. This was a universal concern and one echoed by ETOs, EDOs and NEOs, as well as employers.

Participants recognized the importance of working together to collect and share data, resources and supports. Standardized and cohesive approaches to data collection and management within Aboriginal communities and community ownership of the resulting data are important considerations.

Improved data will underpin an Atlantic Aboriginal Employment Strategy, including:

- Formulating funding applications with a strong empirical base;
- The ability to quickly respond to employer needs and interests through reliable data on the skillsets, availability and the unique value propositions community members offer employers;
Having information from which NEOs, EDOs, and ETOs can identify expertise for employment/career opportunities and matching community members with employment opportunities;

- Benefiting and building on existing partnership development activities between communities and organizations;

- Tracking results to support outcome and performance reporting; and

- Leveraging existing tools and resources recognizing that, as one Symposium participant put it – ‘there is no need to reinvent the wheel’.

**Youth focus** – The recognition of the value proposition of Atlantic Aboriginal communities – was consistently echoed throughout the proceedings. Symposium participants noted that, much like their non-Aboriginal counterparts, Atlantic Aboriginal youth have a wide range of goals, objectives and visions for their future career path. Participants recognize the importance of providing youth with the information, supports and resources to help them realize their employment and career goals.

Discussions highlighted the importance of mentorship and role-models for youth that can support their transition to training and career opportunities. Symposium participants see the development and scaling of a mentorship program as an important element of an Atlantic Aboriginal Employment Strategy.

Symposium participants resolutely agreed that, as the embodiment of the future, any employment strategy must involve youth. Participants put a fine point on the importance of helping youth understand the pathways to achieving their employment and career goals. Participants noted the sacred role of finding new ways to create opportunities that help Aboriginal people exercise their rights and the importance of reinforcing cultural understanding and pride.

**Acknowledging and addressing the barriers that exist** – While acknowledging the positive impact of the national dialogue on reconciliation, Symposium participants engaged in a frank discussion on the barriers that continue to exist for Aboriginal populations. Participants noted that racism remains a real factor and that there is a need to work collectively to find ways to address this issue. The barriers are well known and are not new. There was, however, some optimism in the value of taking a new collaborative approach to addressing these barriers. Suggestions included:
Strong endorsement for the concept of taking a coordinated approach to addressing labour market issues through the development of an Atlantic Aboriginal Labour Market Strategy;

Offering employment readiness training for community members making the transition to employment, including tools to prepare community members on how to deal with racism; and

Offering cultural awareness training to employers. JEDI’s Aboriginal Reconciliation Awareness Module was referenced as a leading practice model.

**The Aboriginal business owner perspective** – There has been tremendous growth in entrepreneurship and self-employment broadly, and among Aboriginal populations specifically. This is an area that needs to be encouraged as a pathway for Aboriginal youth.

As an important area of future growth, the Symposium included Aboriginal business perspectives from a security company owner and a sole proprietor in the health and wellness space. Their stories were poignant, honest and engaging.

The advice and wisdom these business owners shared included:

- The certainty that challenges will be encountered, and a reminder of the importance is ‘loving what you are doing’;

- Business development is important and can be challenging and complex;

- Family dynamics come into play and need to be managed – life work balance is important;

- The value of networking;

- The importance of gathering business data, using it for business intelligence (BI) and understanding tools that have predictive value for an entrepreneur (e.g., lean business canvas18).

---

18 [https://medium.com/@steve_mullen/an-introduction-to-lean-canvas-5c17c469d3e0](https://medium.com/@steve_mullen/an-introduction-to-lean-canvas-5c17c469d3e0)
6.2 Symposium Conclusions
Symposium participants were unanimous in their support for the concept of an Atlantic Aboriginal Employment Strategy.

Timing is an important consideration. This has several dimensions including the reality of growing labour shortages arising from the region’s unfavourable demography and the important role Aboriginal persons can play in addressing these.

Further, there is a feeling that progress is being made in changing attitudes, while employers, perhaps, as a result of the public discourse in respect to reconciliation and
the Calls to Action are becoming more engaged and proactive in Aboriginal workforce inclusion.

These factors are seen as positive and supportive of the concept of an Atlantic

---

**THE CASE FOR AN ATLANTIC ABORIGINAL EMPLOYMENT STRATEGY – ADVICE FROM SYMPOSIUM PARTICIPANTS**

We need to see Aboriginal people along the continuum of employment opportunities – from labourer to accountant, from service sector to professional designations.

We need to make the community aware of these opportunities - on and off reserve.

We need to help people find their motivation to pursue these opportunities and take advantage of the potential.

We need to help people see themselves in these roles even if they do not see other Aboriginal people in these roles today.

We then need to develop and implement individual longer term plans that will help people achieve their goals.

And, we need to set up support and mentoring networks to help people on their pathways to achieve these

Source: Symposium Participants

Aboriginal Employment Strategy. Symposium participants agreed that ‘standing still is not an option’.
7 AN ABORIGINAL EMPLOYMENT STRATEGY & RECOMMENDATIONS

Reinforced by the extensive labour market research undertaken by APCFNC and AAEDIRP and affirmed by the stakeholder engagement process and the Symposium, there is a consensus that an Atlantic Aboriginal Employment Strategy is a logical next step. This Strategy is necessary to address historical inequities and enhance employment outcomes - including increasing labour force participation rates - for Atlantic Aboriginal communities and individuals.

The case for an Atlantic Aboriginal Employment Strategy is both strong and compelling.

As has been noted, the timing is important in that it responds directly to the challenge of an aging workforce and labour and skill shortages that are currently challenging prosperity within the Atlantic region.

Employers will increasingly depend on new sources of labour supply, including Aboriginal youth.

Efforts over the years to improve employment outcomes and increase labour force participation rates for Aboriginal populations in Atlantic Canada have been largely unsuccessful. Aboriginal unemployment rates are still higher than the non-Aboriginal population, while labour force participation rates continue to track lower. While not unique to the Atlantic region, poverty is an ongoing challenge in many Aboriginal communities.

The consensus arising from this research is that the timing is right to begin to meaningfully address these challenges.

Aboriginal People remain underrepresented in the Canadian workforce and experience higher rates of social exclusion and poverty. Employment participation statistics for these marginalized (and growing) groups haven’t moved more than a couple of percentage points since the 90’s. This fact exposes deficiencies in our past and current approaches to employment inclusion policies, strategies and interventions. This issue is all the more confusing when one considers the number of service providers working on inclusion, the number of marginalized people who want to work, the number of businesses willing to engage in inclusive hiring and the efforts of policy makers to increase employment participation of underrepresented groups. Why isn’t ‘the needle’ of employment inclusion moving?

Throughout the region, ETOs, EDOs and NEOs provide ongoing leadership and seek to create meaningful opportunities for their clients. Without question, successes are being achieved as a result. However, these efforts have not had the transformative impact that is required. In fact, ETOs, NEOs and EDOs emphasize that a new approach is required. It would be helpful to engage with ETOs and NEOs to better understand the nature of their work (e.g., day to day activities, qualitative and quantitative measures used to gauge success and obstacles they encounter).

Addressing these challenges requires a new approach - one designed to take these realities into account and address the associated complexities.

An Atlantic Aboriginal Employment Strategy will address three of the four priorities in the APCFNC Atlantic Aboriginal Economy Building Strategy (AAEBS):

- Strengthen Aboriginal Peoples businesses so that ownership, income, and employment from businesses are comparable to non-Aboriginal rates;
- Develop a skilled Aboriginal workforce that can fully participate in the regional economy; and
- Establish and maintain sound baseline information on the Atlantic Aboriginal economy to provide evidence of progress and opportunity.

7.1 Moving the Needle – Taking a Collective Impact Approach to Mobilizing an Atlantic Aboriginal Employment Strategy

Understanding the complexities associated with developing an Atlantic Aboriginal Employment Strategy, a collective impact approach may offer the most viable approach.

Collective impact is a collaborative, multi-partner approach that brings together organizations from different sectors to commit to a common agenda designed to produce significant changes in a community. As an approach to solving complex problems, it has enjoyed considerable momentum. Collective impact can be a force multiplier in a successful approach to enhancing Aboriginal employment outcomes, an area which, as noted above, has been stubbornly resistant to change.

There are five core conditions of the Collective Impact Model:

---

1. **Common agenda** – A common agenda requires a shared vision for change that includes a common understanding of the problem, a joint approach involving agreed upon actions and a common set of outcomes;

2. **Shared measurement** – All participating organizations agree on how success will be measured and reported, with a short list of common indicators identified and used for learning and improvement;

3. **Mutually reinforcing activities** – Collaborating organizations work as a team on coordinated actions that support each other. Mutually reinforcing activities ensure that each collaborator’s specific set of activities in which they excel are aligned towards the common agenda and shared measures;

4. **Continuous communications** – All players engage in frequent and open communication to build trust, assure mutual objectives, and create common motivation; and

5. **Backbone** – A backbone organization guides and supports the collective impact of collaborating organizations as they work together to reach their common agenda. The backbone leads the collection of data and develops shared measurement systems that serve the needs of the collaborative. The backbone organization also leads communications and brings partners and key external stakeholders together to share information and seek opportunities for alignment with other community efforts.

Collective impact is not a quick fix and is not easy. It is a long-term, multi-sectoral effort to bring about significant change in a community - whether driven by the need to solve a problem, fix a crisis, or create a vision of a better future. Conceptually, collective impact fits well with the idea of an Aboriginal Labour Market Strategy.

Collective Impact, first articulated in the Stanford Social Innovation Review in 2011, is a framework for addressing complex social problems by engaging multiple sectors and stakeholders in a coordinated effort – with specific stages and clearly defined goals. With regard to the employment inclusion of marginalized populations, this approach is in stark contrast to the typical strategies we’ve seen in Canada. Service providers, policy makers and the business community work in relative isolation and generally ‘react’ to each other – and to marginalized job-seekers. It has been a well-intentioned but not particularly collaborative approach and we’re still faced with the same issue now as when this journey started thirty years ago.

Collective impact has proven to be an effective approach to advancing positive outcomes around complex social issues, the solution for which involves the mobilization of sometimes disparate and far-flung resources, as is the case in an Atlantic Aboriginal Employment Strategy.

Ultimately, moving the needle on Aboriginal employment outcomes on an Atlantic-wide basis requires an approach that can effectively mobilize the resources necessary to positively impact outcomes. No one organization can do this effectively - it requires the combined efforts and resources of multiple entities.

These include Aboriginal communities, provincial governments, the federal government, Aboriginal organizations and those working within Aboriginal communities, including ETOs, EDOs and NEOs. That is why the collective impact approach makes so much sense in this application.

An interesting analogue to consider in this context is the Atlantic Immigration Pilot (AIP) under the aegis of the Atlantic Growth Strategy. As a response to Atlantic Canada’s challenging demography, AIP is focused on ‘enhancing the region’s capacity to develop, deploy and retain a skilled workforce by addressing persistent and emerging labour market needs and making Atlantic Canada a destination of choice for immigrants’.

Similar to the objective of developing an Atlantic Aboriginal Employment Strategy, AIP embodies a complex social and economic policy issue, multiple players and sectors.

---

How these conversations take place over time and the level of community engagement vary from group to group. There is no one way all of this unfolds. In fact, the evolution towards a Collective Impact approach to making large-scale change is not necessarily a neat and tidy undertaking; it can be messy, and at times confusing. After all, these conversations tend to foster divergent thinking among the participants.

Getting to a common agenda is about converging all of the ideas, perspectives, data, and sensemaking into statements of aspiration and desired outcomes that those around the table agree to rally around. Sometimes, groups mix together both divergent and convergent thinking, which can cause confusion, frustration, as well as time-delays in moving forward at a reasonable pace.

https://www.tamarackcommunity.ca/hubfs/Resources/Article/Developing%20Collective%20Impact%20Strategies%20Mark%20Holmgren.pdf?hsCtaTracking=e2da08fc-4087-430e-9612-e1db5b4556d4%7C555460bb0-2967-47e9-bd4a-02d6e40038a4

shared jurisdiction, while offering a pathway to mobilize a collective response aimed at achieving a common goal.

While AIP is a relatively recent initiative, it appears to be achieving considerable success. It is a model which can help inform the design of a Strategy for enhanced Aboriginal employment outcomes, while simultaneously addressing the issue of labour shortages within the region.

Another model to be considered for possible emulation in an Atlantic Aboriginal Employment Strategy is the management model for the highly successful Atlantic Aboriginal Fishery. Led by APCFNC and supported by the Ulnooweg Development Group (UDG), the strategy and support mechanisms for the successful build-out of the fishery following the Marshall Decision were goal-directed and aligned across Aboriginal community governments, Fisheries and Oceans Canada (DFO) and individual Bands and communities. This collaboration, the alignment among the parties and a focused coordination mechanism [the Atlantic Commercial Integrated Fisheries Initiative with their innovative Business Development Team(s)] have been the key to the enduring success of this initiative.

A third model for consideration is the EDGE program offered through the Nova Scotia Department of Community Services. EDGE supports young people (18 to 24) who are on income assistance. The goal of the program is to help these clients become independent and enter the workforce sooner, while breaking the intergenerational cycle of poverty. The program uses an innovative broad-spectrum approach to achieve longer-term benefits by connecting youth to their communities, investing in self-confidence, mapping career pathways and providing related support. The peer and mentorship-based approach is the first of its kind in Nova Scotia21.

These three models share similar design features that contributed to their success.

The analysis suggests that the success of an Atlantic Aboriginal Employment Strategy would depend on several factors including:

- A design that would mobilize all key players crucial to its success – Federal and Provincial governments, Chiefs and their communities, Band officials such as ETOs, EDOs and NEOs and the private sector;

- Such an initiative would likely be best advanced as a pilot project to test key approaches and to address implementation challenges. The three model

21 https://novascotia.ca/news/release/?id=20190208003
analagous referenced above offer useful approaches to consider. The partnership dimension of such an undertaking could be accomplished through multipartite agreements to formalize the responsibilities of all parties involved in the funding, resource sharing, coordination and delivery of an Atlantic Aboriginal Employment Strategy; and

- Building on the Symposium, the development of a pilot might benefit from a further ‘founding summit’ focusing on the design of the pilot program. This could bring together key Aboriginal leaders including Chiefs, Atlantic ETOs, EDOs, NEOs and organizations like MEBONS, JEDI, METS, MCPEI, as well as funding partners. Youth involvement would be desirable as well. Further exploring the vision and objectives for such a pilot would ensure a higher degree of alignment from the outset.

**RECOMMENDATION 1** – An Atlantic Aboriginal Employment Strategy would be best accomplished incorporating the approach and features which have underpinned the success of the foregoing project analogues. These models provide insight into innovative practices in mobilizing the resources and collaboration required to achieve enhanced Aboriginal employment outcomes, while also helping to address labour shortages within the region.

**RECOMMENDATION 2** – The collective impact model offers a useful reference point to be considered in the design and development of an Atlantic Aboriginal Employment Strategy considering the complexities and multiple stakeholders that need to be aligned if is to succeed.

### 7.2 The Case for an Atlantic Aboriginal Employment Strategy

An Atlantic Aboriginal Employment Strategy offers a much-needed framework to design and implement specific activities and initiatives to enhance employment outcomes and promote inclusion of Aboriginal people in mainstream employment. As such, it needs to focus on recruitment; training and development; addressing barriers; employment placement of Aboriginal persons; and, providing support services during the onboarding and orientation process.

The Atlantic Aboriginal Employment Strategy is intended to assist Aboriginal people secure employment that:
Aligns with labour market demand and needs – The research undertaken through this project provides evidence on labour market dynamics in Atlantic Canada – historical and current. By considering high growth occupational areas and demand factors, the research findings provide important inputs into planning for the development of the Strategy, incorporating a training approach that leads to enhanced employment outcomes for Aboriginal persons; and

Diversifies labour market opportunities for Aboriginal persons – An overarching goal of the Strategy needs to be to broaden the career horizon and areas of occupational choice for Aboriginal persons.

Regarding this latter point, the research also reveals that, historically, Aboriginal people have had less participation in occupational areas related to business and financial services and real estate occupations. The proposed Strategy offers an opportunity to broaden the range of occupational options for Aboriginal people.

Underpinning the Atlantic Aboriginal Employment Strategy is an objective to improve the economic and social conditions of Aboriginal people in Atlantic Canada. This needs to be a central feature of the proposed Atlantic Aboriginal Employment Strategy.

RECOMMENDATION 3 – To optimize success in an Aboriginal Employment Pilot Project, the primary focus should be on ensuring alignment with an evidence-based approach to addressing labour market demand and optimizing diverse career options for Aboriginal populations which offer the greatest potential for longer-term careers and life-long and life-wide learning. It should also consider the key success factors for enhancing Aboriginal employment outcomes as detailed below.

7.3 Key Success Factors in Enhancing Aboriginal Employment Outcomes

The literature review (Section 3) undertaken in earlier, aligned research on enhancing Aboriginal employment outcomes identified key success factors to be considered in the development and design of an Atlantic Aboriginal Employment Strategy. These have been adapted by various sectors and, in one form or another, often underpin corporate Aboriginal engagement and employment strategies. While these specific
key success factors are drawn from inclusion practices in the manufacturing sector, they are also reflected in other sectors, including mining, forestry and resource development - occupational areas in which Aboriginal populations often participate.

Key success factors in leading practices related to Aboriginal inclusion typically reflect the following:

- **Effective Aboriginal workforce development programs are holistic in design** - The central feature of this approach is its recognition of the need for programs that address significant barriers and engage all available assets in a community or region, in order to achieve successful labour market outcomes –from the point of view both of employers and of employees;

- **Partnerships are essential elements of effective Aboriginal workforce development programs** – Partnerships, as in the collective impact approach, that bring together Aboriginal communities and Elders, employers, service providers, governments and funders, will help to ensure that the needs of all stakeholders are being addressed in the design and delivery of workforce development programs. This is particularly important in an Atlantic context where increasing labour market attachment for Aboriginal workers can be an important tool in addressing challenges (labour and skill shortage) and related demographic issues;

- **Recruitment and selection methods should be tailored to the program’s goals** – Within the literature, this is often referred to as ‘fit’, or recognition that an organization or jurisdiction is comprised of different people, structures, cultures and history - factors which, ultimately, influence an organization’s approach to policy and program planning;

- **Holistic pre-employment training is essential** - Pre-employment training should be based on a thorough, holistic assessment of the trainees’ needs; elements that are almost certainly necessary include life skills, essential skills, basic employment readiness skills, as well as vocational or professional training relevant to the type of employment, including both soft and hard skills necessary for success in the workplace. The importance of this ‘readiness’ focus was a prominent discussion point during the Symposium;

- **Following pre-employment training and job placement, training should continue in the workplace** - In some cases, this might be a formal

---

apprenticeship leading to accreditation, but in many cases, it will be an informal process of on-the-job learning. At this stage, the best practice would entail gradual skill development focused on a specific job, position, or occupation, but with a view to future career development. Effective workplace-based training serves the interests of both employers and employees by promoting workforce retention and career advancement and doing so in a way that supports diversity and inclusion (D&I) is critically important. Cultural competency in the workplace is a key element in creating a welcoming workplace and provides the opportunity to:

- Leverage formal and informal learning opportunities within the organization to achieve D&I objectives;
- Initiate/support the integration of D&I principles in existing learning and development strategies and practices;
- Initiate/support D&I focused learning initiatives (i.e., training, workshops, conferences etc.); and
- Coach and train others to support the D&I strategy of the organization.

**Professional and cultural mentoring are best practices** - The literature on Aboriginal employment programming is unanimous in recommending mentoring to facilitate successful transitions into the workplace. This was an issue that was frequently raised during the Symposium. Two distinct types of mentoring include professional and cultural. A professional mentor is a person within the workplace, or the industry, who provides support and advice to the mentee related to skill development, career planning, and other work-related issues; the mentor should be someone other than the mentee’s direct supervisor. A cultural mentor is a person of Aboriginal ancestry, preferably an Elder or a trained counsellor from an Aboriginal organization, who is available to talk to the mentee about any and all issues arising in their workplace and in their personal life. Mentors themselves can benefit from training and support materials, such as manuals with guidelines on roles and responsibilities as a mentor. The literature review underscores the importance of mentorship to Aboriginal employment success;

**Support in the workplace should continue for as long as it is needed** - Most employment programs are only able to provide support for a limited time after job placement. For many Aboriginal trainees and workers, success means not only getting a job, but also changing their lives, often in profound ways. This may require a long-term process of healing and empowerment; and

---

Effective monitoring and evaluation require a clear definition of success – The literature is clear on the importance of monitoring and evaluation and underscores the clear linkage between goals and evaluation criteria and methods. It is equally important to have a focus on both short-term and long-term outcomes. Metrics and reporting need to include both quantitative and qualitative methods.

These leading practices underscore the complexity associated with effective, highly responsive Aboriginal engagement. These practices need to be implicit throughout the Strategy; reflected both in the plan design and in the actual activities that are included to assist Aboriginal populations to achieve meaningful employment.

RECOMMENDATION 4 – The design of an Atlantic Aboriginal Employment Strategy should reflect the leading practices explored in this project and emphasized by Symposium participants. These should also extend to all plan collaborators in the design/execution of activities undertaken in the chain of responsibility for enhancing Aboriginal employment outcomes, including at the Band-level.

RECOMMENDATION 5 – The Atlantic Aboriginal Employment Strategy should consider and provide guidance on addressing cultural competency in the workplace to facilitate smooth Aboriginal worker on-boarding and in providing ongoing support to Aboriginal persons in the workplace.

7.4 Broadening Career Pathways for Aboriginal Youth

Atlantic Aboriginal communities are achieving considerable progress in improving Aboriginal educational attainment levels. From 2006 to 2016, the number of graduates from university degree programs increased by a total of 33% throughout all communities in Atlantic Canada, while the total number of graduates in non-university certificate programs increase by 13% during the same time period.

This finding augurs well for broadening and diversifying occupational choice for Aboriginal students. The goal is to see increased Aboriginal representation in the professions, science, engineering and generally higher value jobs with greater career stability and growth prospects over time. This needs to be a clear objective within an Atlantic Aboriginal Employment Strategy.
Career pathways for Aboriginal youth could be further bolstered by aligning educational attainment and skill development with industry and occupational demand. This research offers clear insight into the fastest growing occupations by Province, throughout the Atlantic region.

Encouraging Aboriginal youth to pursue education and skills training in these priority occupations would help to strengthen career development for members of Aboriginal communities in Atlantic Canada.

RECOMMENDATION 6 – Building on continuing improvements in educational outcomes, broadening career opportunities for Aboriginal youth needs to be a clear focus of the Atlantic Aboriginal Employment Strategy enabling youth to move up the ‘jobs value chain’.

7.5 Preparation for Jobs of the Future

In the Canadian context, the Federal Government’s Advisory Council on Economic Growth - Learning Nation: Equipping Canada’s Workforce with Skills for the Future - references “the scope and scale of these shifts is unprecedented and will deeply affect the lives of working Canadians”24.

As an added complexity, the challenges associated with labour shortages are being exacerbated by technological change. More jobs are triggering higher threshold requirements for training and skills. Moreover, technological change, at the level and pace underway and contemplated prospectively, is a catalyst for significant disruption.

Public discourse on labour market challenges has evolved and is increasingly focussed on the potential impact and implication of these disruptions on the labour market going forward. Questions like – What happens to supermarket cashiers? Will autonomous trucks eliminate the need for drivers? Will robots replace humans in all manufacturing? – are topical and precipitating anxiety, particularly among the classes of workers that may be impacted.

RECOMMENDATION 7 – Aboriginal populations are equally susceptible to these changes. Hence, preparing Aboriginal youth for the jobs of the future needs to be a clear focus of the Atlantic Aboriginal Employment Strategy.

7.6 Leveraging the Benefits of Major Economic Development Projects

Major economic development projects are an important driver of economic activity in Atlantic Canada. APEC’s 2018 report references $136 billion of planned investment in Atlantic Canada. Many of the large projects, such as the Federal Government’s ship-building initiative are ongoing. Others like the recently announced Ocean Super Cluster (OSC) Initiative are just getting started.

Major projects offer important economic development opportunities and, in some cases (e.g., mine development) are in close proximity to Aboriginal communities. Major projects create opportunities for Aboriginal skill development, as well as employment opportunities. Because of their importance to the economy, Aboriginal people and businesses need to be part of these projects. Viewed through the lens of historical treaty relations, Aboriginal involvement and participation in major economic projects can be seen as a logical extension of the treaty relationship between Aboriginals and the Crown. As noted in the adjoining text box, this is particularly prevalent in Western and Central Canada where Aboriginal communities have been involved in many major resource development projects.

The treaty relationship has been different in Atlantic Canada. The Mi’kmaq, Passamaquoddy and Wolastoqiyik (Maliseet) peoples’ ancestral lands cover most of the Maritimes, as well as parts of the Gaspé Peninsula. However, the Maritime treaties do not focus on the question of land ownership. Instead, these agreements, whose keystones include the Boston Treaty of 1725–26 and the Halifax Treaty of 1752, were

First Nations, Inuit and Métis people in Canada control a significant and growing land and resource base. 26 modern treaties and self-government agreements, covering over 50 per cent of Canada’s land mass, have been concluded with Aboriginal groups; many of these agreements provide Aboriginal communities with control and rights over the surface and subsurface resources. 585 First Nations live on a total land base of 3.5 million hectares, an area that has grown nearly 25% since 1990, and which is expected to continue growing through additions to reserve and land claims. Successive Supreme Court of Canada decisions have affirmed the rights of Aboriginal people to be consulted about potential activities on their lands. Taken together, these factors have prompted governments and the private sector to engage Aboriginal communities more fully in the planning, development and implementation of natural resource projects.

primarily mutual promises of peace and friendship.25

Other measures including jurisprudence and the ‘duty to consult’ bring Aboriginal peoples into the development of major economic projects.

Coupled with a history of labour supply issues related to these projects, there is as growing awareness of the importance of Aboriginal involvement including from a labour supply perspective. Aboriginal communities can help address these challenges. It is especially important that Aboriginal interests are considered in these projects from the outset. Some naturally require Aboriginal consultation as a condition of development. Where consultation is not a requirement, there is a need to assert Aboriginal interest early in the development process.

Major economic development projects offer a pathway for Aboriginal employment and knowledge mobilization. Importantly, these projects offer a diversity of jobs and potential career opportunities including professional, scientific, engineering and labour.

Several Aboriginal organizations within the region have seized on the relevance of major projects as an important pathway for Aboriginal employment. Prominent among these is Ulnooweg Development Group (UDG) which formed a Strategic Initiatives team. With an Atlantic-wide mandate, UDG can be an important collaborator within an Atlantic Aboriginal Employment Strategy.

**RECOMMENDATION 8** – Major economic development projects should be included in the Atlantic Aboriginal Employment Strategy as an avenue for Aboriginal employment and skill development.

### 7.7 Entrepreneurship and Aboriginal Business Development

Some believe that entrepreneurship can be a pathway for Aboriginal economic independence.

> Fostering Aboriginal entrepreneurship is the key to achieving economic independence in our communities. It's as an important vehicle not only for personal fulfillment, but also for uplifting our communities and strengthening our culture.26

---


As an important emerging pathway for job creation and career development, Aboriginal entrepreneurship leverages the resourcefulness that has been so much a part of the inter-generational Aboriginal experience – Elders sharing their traditional knowledge and teaching others.

The research undertaken during this project shows that Aboriginal entrepreneurship is thriving in Atlantic Canada.

Six percent of the Aboriginal working population in Atlantic Canada was self-employed in 2016, compared to only 4% in 2011. The number of self-employed Aboriginals increased drastically in NB, NL, and NS by 81%, 130%, and 99%, respectively. PE experienced a moderate increase in Aboriginal self-employment (21%).

But Aboriginal entrepreneurs also face unique barriers. A 2017 report commissioned by The National Aboriginal Capital Corporations Association (NACCA) and the Business Development Bank of Canada (BDC) examined the financial ecosystem that provides support for Aboriginal entrepreneurship in Canada. The report highlights the important contributions made by investing in Aboriginal entrepreneurs. With each dollar lent under the Aboriginal Business Financing Program (ABFP), $3.60 is added to the Canadian gross domestic product (GDP).

While the number of Aboriginal businesses continues to grow, with a combined household, business and government sector income estimated to be some $30 billion in 2016, barriers to financing hinder the progress of Aboriginal entrepreneurs and communities in reaching their goals.

The NACCA/BDC report addresses the question of how these ecosystem barriers can be removed to improve the flow of financing and expand the range of services that Aboriginal Financial Institutions (AFIs), NACCA, BDC and other financial institutions offer Aboriginal businesses. The clear conclusion is that Aboriginal entrepreneurs in Canada face severe financial capability constraints that need to be addressed by concerted and collaborative action on the part of multiple governments and financial service providers – both Aboriginal and non-Aboriginal.

As a member of NACCA, UDG is leading work to enhance and support Aboriginal entrepreneurship both through its lending activity, as well as through its Strategic Initiatives team and can be an important collaborator in enhancing and supporting

Aboriginal entrepreneurship as part of an Atlantic Aboriginal Employment Strategy.

**RECOMMENDATION 9** – The Atlantic Aboriginal Employment Strategy needs to support Aboriginal entrepreneurship and, particularly innovative measures and ways to address ecosystem development, including incubation, acceleration, mentorship and financing.

### 7.8 Design Considerations for an Atlantic Aboriginal Employment Strategy

The foregoing analysis underscores the fact that ‘moving the needle’ on Aboriginal employment outcomes is a complex issue, one that has been stubbornly resistant to change. A new approach/direction is required.

The timing is right for a fresh approach – there are specific drivers that auger well for solution-finding across numerous classes of stakeholders. These drivers include:

- Labour and skill shortages are having an adverse economic impact and are constraining investment;
- The demographic challenges in the region and the accompanying realization that new sources of labour supply are required;
- The widespread and pace of technological change and its impact on the labour force and the world of work; and
- The need to adapt to the digital economy and effectively address factors that are stimulating disruption.

The Atlantic region clearly needs the labour supply that a younger Aboriginal demographic can provide. And there are successful models which offer important lessons, including organizational design features that have contributed to their success and which can be applied to the design of an Atlantic Aboriginal Employment Strategy.

Evidence-based key design features which need to underpin the Atlantic Aboriginal Employment Strategy at all levels include:

- A **structure and approach** for collaboration, mobilization and choreography of a diverse range of stakeholders (e.g., APCFNC, C&Cs, ETOs, EDOs and NEOs, educators (secondary and post-secondary), Aboriginal organizations, provincial and federal governments and industry/business interests). Structural models and
approaches to be potentially emulated are identified above. The collective impact approach offers the best pathway for this joined-up approach. This approach may be best underpinned through a multipartite Memoranda of Agreement;

- The foundational principle underpinning the Atlantic Aboriginal Employment Strategy is to improve the economic and social conditions of Aboriginal people within their communities;

- The focus of the Strategy needs to be on achieving alignment with labour market demand and needs, while ensuring diversified labour market opportunities for Aboriginal persons. An overarching goal of the Strategy needs to be to broaden the career horizon and areas of occupational choice for Aboriginal persons;

- The design of the Atlantic Aboriginal Employment Strategy will enshrine the key success factors outlined in Section 7.3; and

- The Atlantic Aboriginal Employment Strategy and its implementation should be based on evidence. Evaluation, monitoring and reporting of results will be a central feature of a well-developed overall accountability framework.

**RECOMMENDATION 10** – Over time, the Atlantic Aboriginal Employment Strategy would benefit from the development of a digital interactive platform/portal, provided that resources are available to develop and manage this initiative. This will provide the basis of an online marketplace linking Aboriginal skillsets (talent supply) to available jobs (demand). This could be adapted to provide valuable resources, including training and simulation/gamification tools to Aboriginal job seekers – i.e., how to write a resume, simulated job interviews, information on training, among other features. It could also be adapted to provide resource materials for employers such as how to improve cultural competency in the workplace.

**RECOMMENDATION 11** – Advocacy will be an important element to advance the Strategy and secure buy in from the range of partners required to achieve success. APCFNC can be an important advocate for the development of an innovative and responsive Atlantic Aboriginal Employment Strategy encompassing activities to level the playing field for Aboriginal job seekers.

Based on the research undertaken through this project, the following advocacy targets are recommended:
Continued advocacy for inclusion of Aboriginal interests in the Labour Force Survey;

Emphasis on a longer-term planning horizon for Aboriginal training and employment services to eliminate the delta in outcomes between Aboriginal and non-Aboriginal persons;

Encouragement for the decolonization of education and training;

Encouragement for enhanced data collection methodologies and uniform reporting approaches across the collaborators involved in the Atlantic Aboriginal Employment Strategy;

Support for Aboriginal entrepreneurs; and

Support for Inclusion in major economic development projects and initiatives.
8 Concluding Statement

Enhancing labour market outcomes for Aboriginal populations has been a consistent and long-standing challenge. Notwithstanding considerable effort, this is a challenge that has stubbornly resisted improvement. Fortunately, changes are taking place. Key drivers emphasize the need to leverage the more positive demography of Aboriginal communities within the labour market. And the stronger focus on inclusion as a result of the reconciliation imperative is creating a new awareness and opening new doors.

This research, led by the AAEDIRP, is timely and contributes knowledge to the effort to mobilize change and address historical inequities.

By developing community-level labour market profiles, Atlantic Aboriginal communities have valuable information to enhance outcomes for community members.

This information is further supplemented through:

- Identification of current labour market opportunities and trends in the level, composition, and sources of labour demand and supply in Atlantic Canada; and

- Determining which occupations are in highest demand, and the levels of education and training needed to supply this demand.

Perhaps, most importantly, this project provides a blueprint for a multi-stakeholder Atlantic Aboriginal Employment Strategy to ‘move the needle’ on positive labour market outcomes.
Appendix A: Youth Workshop Discussion Guide & Sample Responses

What is your dream job?
What barriers do you face?
What are your interests and hobbies?
**What is your favourite school subject?**

![Image of sticky notes with answers to the question about favourite school subjects.

**Do you know anyone in this field?**

![Image of sticky notes with answers to the question about knowing anyone in the field.

---

[Link to the original document]
Who can you talk to about your future?

What supports do you need?
ABOUT THE SURVEY

This survey was undertaken as part of the youth engagement process for the Atlantic Aboriginal Community Labour Market Opportunities and Profiles Project.

This is a project of the Atlantic Aboriginal Economic Development Integrated Research Program (AAEDIRP) and branded as the Atlantic Indigenous Labour Market Initiative (www.ailmi.ca).

Youth engagement under AILMI initially included selected in-community workshops, undertaken at the authority of the Chief. The youth survey was created at the request of the respective community’s NEOs and ETOs who wished to engage further with the youth in their communities. Paper-based surveys were provided to the NEOs and ETOs to distribute to their youth. Once collected by the NEOs and ETOs, the data was transferred to a digital file for analysis. The youth engagement activities, including the workshops and surveys, were approved by the Chiefs of each community. In total, the workshops saw participation from more than 50 young people and the survey generated 22 responses. The following provides a summary of the 22 responses.

PROJECT PARTNERS

AAEDIRP is a partnership between communities of the Atlantic Policy Congress of First Nations Chiefs Secretariat (APCFNC), the Inuit of Labrador, fifteen Atlantic Canadian universities, and federal and provincial government funders.
CURRENT COMMUNITY

23% of youth surveyed live in Membertou First Nation.

20% live in Lennox Island First Nation.

Answered 30
Skipped 0

CURRENT PROVINCE

80% of youth surveyed live in Nova Scotia (NS), while 20% live in Prince Edward Island (PEI).

Answered 30
Skipped 0
**ORIGINAL COMMUNITY**

- **23%** of youth are from Lennox Island First Nation.
- **20%** of youth are from Membertou First Nation.
- **17%** are from Millbrook First Nation.

<table>
<thead>
<tr>
<th>Answered</th>
<th>Skipped</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>0</td>
</tr>
</tbody>
</table>

**ORIGINAL PROVINCE**

- **72%** of youth surveyed indicated that they are originally from NS.
- **24%** are originally from PEI.
- **3%** are originally from New Brunswick (NB).

<table>
<thead>
<tr>
<th>Answered</th>
<th>Skipped</th>
</tr>
</thead>
<tbody>
<tr>
<td>29</td>
<td>1</td>
</tr>
</tbody>
</table>

---

**Future Employment & Career Survey of Atlantic Aboriginal Youth**

**What community are you originally from?**

- Acadia First Nation, NS: 3%
- Eskasoni First Nation, NS: 3%
- Glooscap First Nation, NS: 7%
- Membertou First Nation, NS: 20%
- Millbrook First Nation, NS: 17%
- Tobique First Nation, NB: 3%
- Lennox Island First Nation, PE: 23%
- Other: 3%

**What province are you originally from?**

- Quebec
- New Brunswick
- Prince Edward Island
- Nova Scotia
- Newfoundland and Labrador
- Other

© 2019 Group ATN Consulting Inc.
EDUCATION PLANS

Just over half of youth plan to finish high school over the next few years, while 30% plan to go to university.

Answered 30
Skipped 0

DREAM JOB

When asked about their dream jobs, youth provided a variety of answers. The most popular responses included: business owner, police officer, and teacher.

Answered 29
Skipped 1
AREAS OF INTEREST

When asked how interested they were in 65 areas of work, the most popular interests included:

- Managing a home for their family
- Working with small children
- Working from 9am to 5pm
- Learning to speak another language, and
- Working as a police officer.

### Top 20 Areas of Interest

- Manage a home for your own family: 59%
- Work with small children: 57%
- Work from 9:00 a.m. to 5:00 p.m.: 54%
- Learn to speak another language: 50%
- Work as a police officer: 50%
- Participate in community activities: 50%
- Help the homeless: 48%
- Work with or care for animals: 48%
- Meet and talk to new people: 48%
- Start and run your own business: 43%
- Decorate rooms in houses: 41%
- Paint pictures: 39%
- Create arts and crafts: 36%
- Wear business clothes: 36%
- Photograph people and events: 33%
- Care for sick people in hospitals: 33%
- Work with medical equipment in a hospital: 33%
- Care for the elderly: 33%
- Be a teacher: 33%
- Program/design games: 32%
- Drive a large truck: 30%
- Act or sing for an audience: 30%
REACHING DREAMS

62% of youth surveyed know someone who could help them reach their dream job.

7% of youth do not know anyone that could help them.

Answered 29
Skipped 2

GUIDANCE

73% of youth would ask their parents for help in reaching their dream job.

50% would ask their family members for help.

45% would ask their friends for help.

Answered 22
Skipped 8
DREAM JOB PLAN

50% of youth have a plan to get to their dream job.

Some of these plans include: finishing high school, going to college, joining cadets, and making music.

Answered 30
Skipped 0

MAKING A PLAN

47% of youth who do not have a plan to reach their dream job need / want help making a plan.

35% said they did not want help, and 18% were not sure.

Answered 17
Skipped 13
RESOURCES TO REACH DREAM JOB

To reach their goals, 70% of youth would like to talk to someone who is working in their dream job.

Similarly, 7% of youth would like to job shadow someone working in their dream job.

33% would like to get relevant work experience, while 37% said that they require access to financial assistance. 37% of youth said that they would like help making a resume.

CHALLENGES THE YOUTH MAY FACE

The youth identified several challenges that they believe they may face in reaching their dream jobs, including:

• Grades
• Mental health issues
• Finances
• Getting the right courses
• Transportation
• Learning disability
• Job opportunities in the community
• Lack of work experience
• Not knowing how to start
• Personal issues
Employment & Career Survey of Atlantic Aboriginal Communities

Summary Results
ABOUT THE SURVEY

This survey was undertaken as part of the community engagement process for the Atlantic Aboriginal Community Labour Market Opportunities and Profiles Project. Surveys conducted online and on paper, and were distributed through a variety of channels. NEOs and ETOs were provided with paper surveys to distribute within their communities on behalf of Group ATN, and were subsequently transferred to digital files for analysis.

PROJECT PARTNERS

This is a project of the Atlantic Aboriginal Economic Development Integrated Research Program (AAEDIRP).

AAEDIRP is a partnership between communities of the Atlantic Policy Congress of First Nations Chiefs Secretariat (APCFNC), the Inuit of Labrador, fifteen Atlantic Canadian universities, and federal and provincial government funders.
## CONTENTS

<table>
<thead>
<tr>
<th>Survey Summary: Atlantic Canada</th>
<th>Page 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey Summary: Nova Scotia</td>
<td>Page 29</td>
</tr>
<tr>
<td>Survey Summary: New Brunswick</td>
<td>Page 44</td>
</tr>
</tbody>
</table>
Summary Results:

Atlantic Region
Almost one-third of respondents indicated that they are currently living off-reserve.

18% of respondents are living in Membertou First Nation in NS, and 11% are living in Esgenoôpetitj First Nation in NB.

Answered 396
Skipped 43
18% of respondents indicated that they are originally from Membertou First Nation (NS).

13% of respondents are originally from Eskasoni First Nation (NS), and 13% are from Millbrook First Nation (NS).

Answered 398
Skipped 41
AGE

25% of respondents are between 30 and 39.

27% of respondents are between the ages of 40 and 49.

22% of respondents are between 50 and 59.

GENDER

Almost three-quarters of respondents identified as female, while nearly one-quarter identified as male.

1% of respondents identified as other.

© 2019 Group ATN Consulting Inc.
HOUSEHOLD

38% of respondents are either married or common-law with children.

15% of respondents are single and living independently.

14% of respondents are in a single-parent family.

Answered  399
Skipped  40

DISABILITY

The majority (83%) of respondents do not have a disability.

12% of respondents have a disability.

Answered  406
Skipped  33

Which of the following describes your household?

- Single with dependents (i.e. an... 3%
- Married or common law... 3%
- Prefer not to answer 3%
- Married or common law... 12%
- Single living with... 13%
- Single-parent family 14%
- Single living independently 15%
- Married or common law... 38%

Percentage of Respondents

Do you have a disability?

- Yes  83%
- No  12%
- Prefer not to say  5%
DISABILITY

Of those who reported having disabilities, 44% indicated their disability limits them from working in their preferred field.

31% reported that their disability does not limit them from working in their preferred field, while 21% said that they use aids/tools to help.

Answered 48
Skipped 391

ENTERING WORKFORCE

27% of respondents entered the workforce in the past decade.

6% entered the workforce in 1978 or earlier.

Answered 347
Skipped 57

Does your disability limit you working in your preferred field?

- No
- No, I use aids/tools to help
- Yes
- Don't know/not sure

When did you first enter the workforce?

- 1978 and earlier 6%
- Between 1979 and 1988 18%
- Between 1989 and 1998 20%
- Between 1999 and 2008 21%
- Between 2009 and 2018 27%
- I've not yet entered the... 7%
SUPERVISING / MANAGING

Two-thirds (65%) of respondents have supervised or managed people as part of their job.

One-quarter has not supervised or managed others as part of their job.

Have you ever supervised or managed people as part of your job?

- Yes: 65%
- No: 24%
- Not sure: 5%
- Not applicable to me: 6%

EMPLOYMENT TYPE

62% of respondents have been employed by a Band government.

22% of respondents have been employed in an Aboriginal-owned businesses in the private sector.

Have you ever been employed by any of the following?

- Band government: 30%
- Municipal government: 28%
- Provincial government: 25%
- Federal government: 18%
- Non-profit organization: 6%
- Private sector (Aboriginal-owned): 6%
- Private sector (non-Aboriginal-owned): 6%
- Other: 3%
- Not applicable to me: 1%

© 2019 Group ATN Consulting Inc.
SECONDARY JOB

One quarter of respondents have a second job in addition to their primary income source job.

AMOUNT OF WORK

38% of respondents worked “about as much as” they wanted to work over the past 12 months.

22% worked more than they wanted to work, while 22% worked less than they wanted to work.

Do you have any other job(s)?

Thinking about your work experience over the past 12 months, did you work...
**AMOUNT OF WORK**

Of those that worked less than they wanted to, **57%** indicated that it was because there was not enough work. **16%** indicated that it was because they did not have the necessary certification.

Answered 74
Skipped 330

**MONTHS OF WORK**

Most respondents indicated that they wanted to work 12 months of the year.

Answered 69
Skipped 335

**Why did you get less work than you wanted?**

- There was not enough work: 57%
- I did not have the necessary certification: 16%
- I did not have enough work experience: 15%
- I did not have the right skills: 8%
- I was not interested in the type of work: 7%
- I was on parental leave: 3%
- The pay was too low: 4%
- The location of the work was not...: 5%
- The working conditions were poor: 1%

**Other the last 12 months, how many months did you want to work?**

- 12 months: 54%
- Other: 42%
EMPLOYMENT STATUS

Nearly half of respondents indicated that they are employed in their preferred occupation.

16% are employed, but not in their preferred occupation.

21% are unemployed.

Answered  351  
Skipped  53

EDUCATION PLANS

Over half of respondents are unsure of their education plans over the next few years.

22% said they will go to university, while 13% will start working.

Answered  192  
Skipped  212
AREAS OF INTEREST

The top three work areas of interest are: working from 9-5, managing a home for own family, and participating in community activities. The top ten list is presented in the adjacent chart.

WORK STATUS

Of those who are not currently working, 78% are searching for work, while 22% are laid off and awaiting recall.

Most (93%) are able to work.

© 2019 Group ATN Consulting Inc.
NOT WORKING

Of those who reported not working, 41% were unable to find work in their preferred field. 21% were not working due to a family situation.

<table>
<thead>
<tr>
<th>Answered</th>
<th>68</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skipped</td>
<td>336</td>
</tr>
</tbody>
</table>

TRAINING NEEDED

One third (35%) of respondents indicated they require additional training to be able to return to work.

<table>
<thead>
<tr>
<th>Answered</th>
<th>69</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skipped</td>
<td>335</td>
</tr>
</tbody>
</table>
SELF-EMPLOYMENT

One in twenty respondents are self-employed. 53% of self-owned businesses are located on-reserve.

Answered 17
Skipped 387

LENGTH OF SELF-EMPLOYMENT

The majority of respondents have been self-employed for less than 6 years. 7% of the self-employed respondents have been self-employed for 20+ years.

Answered 15
Skipped 389
INCOME SOURCE

Nearly half (46%) of respondents said that 75-100% of their total household income comes from their employment. 22% reported that 0-24% of their total household income comes from their employment.

Answered 37  
Skipped 402

DREAM JOB

The most popular dream job was business owner, followed by teacher.
**JOB EXPERIENCE**

Nine out of ten (91%) respondents indicated that they have experience working independently.

70% of people reported they have experience presenting to others.

58% have experience working outside.

---

**Do you have experience in any of the following areas?**

- Working independently: 91%
- Working on a computer: 84%
- Working on a team: 81%
- Working in an office: 79%
- Supervising workers: 72%
- Performing administrative tasks: 72%
- Providing customer service / greeting people: 70%
- Presenting to others: 70%
- Preparing/writing reports: 67%
- Working with my hands: 65%
- Training/instructing workers: 63%
- Managing projects: 63%
- Working outside: 58%
- Leading meetings: 53%
- Recruiting/hiring workers: 44%
- None of the above: 2%
EMployment Benefits

Nearly half of respondents said that there is no option for employee benefits through their employer. 26% of respondents said that they have health-related benefits, while 21% indicated that they have life insurance / long-term disability.

<table>
<thead>
<tr>
<th>Answered</th>
<th>Skipped</th>
</tr>
</thead>
<tbody>
<tr>
<td>45</td>
<td>394</td>
</tr>
</tbody>
</table>

TraininG

60% of respondents have participated in training during the past two years.

<table>
<thead>
<tr>
<th>Answered</th>
<th>Skipped</th>
</tr>
</thead>
<tbody>
<tr>
<td>45</td>
<td>394</td>
</tr>
</tbody>
</table>
EDUCATION

30% of respondents indicated their highest level of education is a post-secondary certificate/diploma from a trade school or community college or technical college.

One quarter (23%) of respondents indicated that grade 12 or an adult high school diploma is their highest level of educational attainment.

1% of respondents have a graduate degree at the Masters level or higher.

Answered 113
Skipped 326
CURRENT EDUCATION

15% of respondents are currently working towards a certification.

Answered 82
Skipped 322

HEALTH & SAFETY TRAINING

The most popular health and safety courses include: Emergency First Aid, WHMIS, and General OH&S.

Answered 107
Skipped 332

Are you currently working towards a certification?

- Yes: 85%
- No: 15%

What health and safety have you taken?

- Emergency First Aid: 79%
- WHMIS: 68%
- General OH&S: 35%
- Fire Safety: 32%
- Hazard Identification & Control: 24%
- Fall Protection: 21%
- Confined Space: 19%
- Respiratory Protection: 17%
- Traffic Control: 10%
- Leadership for Safety Excellence: 8%
- Train-the-Trainer: 7%
- Accident/Incident Investigation: 7%
- Rigging: 7%
- Construction Supervision: 7%
- Principles of Loss Control: 4%
- Other: 17%
COMMUTING

Just over half of respondents indicated that they are willing to travel within their community for work, while 40% are willing to travel as far as 100 km from home. 13% are willing to travel to another province for work.

Answered 106
Skipped 333

RELOCATING

59% of respondents are willing to relocate within their community for work, while 37% are willing to relocate within their province. 14% are willing to move to another province for work.

Answered 71
Skipped 333

How far are you willing to commute / travel to work?

- Within my community: 53%
- Within 100 kilometres: 40%
- Within my province: 24%
- Other Canadian province: 13%
- Other Atlantic province: 11%
- U.S./International: 9%
- Other: 2%

Are you willing to relocate to work?

- Within my community: 59%
- Within my province: 37%
- Within 100km: 28%
- Other Atlantic province: 14%
- Other Canadian province: 13%
- U.S./International: 10%
- Other: 0%
**PLANS TO RELOCATE**

One-quarter (23%) of community members have plans to move or relocate for work within the next three years.

- **Answered**: 78
- **Skipped**: 326

**REASON TO STAY**

The most common reason that respondent wish to remain where there are include family reasons (41%) and personal reasons (16%).

- **Answered**: 56
- **Skipped**: 348

**Do you have any plans to move / relocate for work in the next three years?**

- Yes: 23%
- No: 77%

**What is the main reason you plan to remain where you are?**

- For family reasons: 41%
- For personal reasons: 16%
- I feel there is plenty of work: 9%
- I can have a better quality of: 9%
- I can make enough money: 7%
- I can get enough hours where I: 5%
- The stability/volume of work: 4%
- For the..: 0%
- Other: 9%
REASON TO RELOCATE

The most popular reason to relocate is for a better quality of life (33%). 22% of respondents said they are relocating for personal reasons and another 22% for a higher wage rate.

Answered 18
Skipped 386

COMPUTER USE

33% of respondents consider themselves as being “very familiar” with computers, while 8% consider themselves an expert.

Answered 75
Skipped 329
INTERNET USE AT WORK

37% of respondents use computers/the internet at work for communicating with coworkers.

35% use computers/the internet for research.

32% use computers/the internet for travel planning/arrangements.

If you use computers and the internet (including smart phone internet access) for work, indicate which activities these tools are used for.

- Communicating with coworkers: 37%
- Research/information gathering: 35%
- Travel planning/arrangements: 32%
- Communicating with customers: 31%
- Ordering supplies, materials, etc.: 28%
- Accounting, bookkeeping, etc.: 27%
- Scheduling, completing time...: 27%
- Education/training: 25%
- Communicating with suppliers: 25%
- Report writing: 23%
- Material/inventory tracking: 21%
- Computer-assisted design: 15%
- Project management, planning...: 15%
- I do not use a smart phone for...: 11%
- Maintaining safety records: 6%
- Other internet services: 3%

© 2019 Group ATN Consulting Inc.
CAREER PLANS

31% of respondents are very likely to continue what they are doing over the next three years.

23% are very likely to train others in their area of work within the next three years.

20% of respondents are very likely to start their own business within the next three years.
WORKING AFTER RETIREMENT

27% of respondents indicated that when they retire, it is very unlikely that they will stop working completely. 42% said that it was somewhat likely that they will work part-time after retirement. 26% said it was very likely that they would work part-time.

9% of respondents said that when they retire, they are very likely to stop working completely.

When you retire, how likely are you to...

- Stop working completely
  - Very unlikely: 27%
  - Somewhat unlikely: 16%
  - Somewhat likely: 9%
  - Very likely: 3%
  - Unsure: 9%

- Work part-time
  - Very unlikely: 42%
  - Somewhat unlikely: 31%
  - Somewhat likely: 9%
  - Very likely: 26%
  - Unsure: 20%
TIME UNTIL RETIREMENT

While 3% of respondents plan to retire this year, one-third of respondents will not retire for another 10+ years. Most (60%) are unsure when they will retire.

<table>
<thead>
<tr>
<th>Answered</th>
<th>105</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skipped</td>
<td>334</td>
</tr>
</tbody>
</table>

BARRIERS TO EMPLOYMENT

38% of respondents indicated that a lack of training or education is a barrier to their employment, while 36% said that lack of experience was a barrier.

33% cited transportation as a barrier to employment.

<table>
<thead>
<tr>
<th>Answered</th>
<th>64</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skipped</td>
<td>340</td>
</tr>
</tbody>
</table>

When do you plan to retire from your current occupation?

- Within this year: 3%
- 1-2 years: 1%
- 2-3 years: 0%
- 3-4 years: 0%
- 4-5 years: 0%
- 5-10 years: 7%
- 10+ years: 29%
- Don't know / Not sure: 60%

Are any of the following barriers to your employment?

- Transportation: 33%
- Lack of experience: 36%
- Lack of training/education: 38%
- A criminal record: 17%
- My health: 17%
- Other: 14%
Summary Results:

Nova Scotia
79% of respondents are currently living in Nova Scotia.

**CURRENT COMMUNITY**

30% of respondents from Nova Scotia are not currently living on-reserve.

23% of NS respondents are living in Membertou First Nation.

11% of NS respondents are living in Eskasoni First Nation.

**What community are you currently living in?**

- Acadia First Nation: 1%
- Annapolis Valley First Nation: 3%
- Bear River First Nation: 1%
- Eskasoni First Nation: 11%
- Glooscap First Nation: 0%
- Membertou First Nation: 23%
- Millbrook First Nation: 8%
- Paq’tnkek First Nation: 0%
- Pictou Landing First Nation: 2%
- Potlotek First Nation: 2%
- Sipekne’katik First Nation: 8%
- Wagmatcook First Nation: 1%
- We’koqma’q First Nation: 10%
- Do not live on reserve: 30%

Percentage of Respondents
22% of NS respondents were originally from Membertou First Nation.

16% were originally from Eskasoni First Nation.

13% were originally from Millbrook First Nation.
AGE

One-quarter of NS respondents are between the ages of 30 and 39.

Almost one-third are in the 40-49 age range.

20% of respondents are between the ages of 50 and 59.

GENDER

Three-quarters of NS respondents identify as female, while 24% identify as male.
HOUSEHOLD

39% of NS respondents indicated that their household is comprised of a married or common law couple with children.

15% are singles living independently.

15% are single-parent families.

DISABILITY

12% of NS respondents indicated that they have a disability.

Which of the following describes your household?

- Married or common law couple with children: 39%
- Single living independently: 15%
- Single-parent family: 15%
- Single living with parents/guardian/other family member(s): 9%
- Married or common law couple without children: 3%
- Single with dependents (i.e. an elderly parent): 2%
- Married or common law couple with dependents (i.e. an elderly parent): 0%
- Single living with parents/other family members: 3%
- Prefer not to answer: 4%

Do you have a disability?

- Yes: 12%
- No: 83%
- Prefer not to say: 4%
ENTERING WORKFORCE

28% of NS respondents indicated that they entered the workforce sometime in the last ten years.


SUPERVISING / MANAGING

Two-thirds (65%) of NS respondents said that they have supervised or managed people as part of their role. 24% have not.

When did you first enter the workforce?

- 1978 and earlier: 7%
- Between 1979 and 1988: 17%
- Between 1989 and 1998: 20%
- Between 1999 and 2008: 20%
- Between 2009 and 2018: 28%
- I've not yet entered the workforce: 8%

Have you every supervised or managed people as part of your job?

- No: 65%
- Not applicable to me: 5%
- Not sure: 6%
- Yes: 24%
EMPLOYMENT TYPE

Almost one-third of NS respondents reported that they have worked for a Band government.

14% have worked for the a non-profit organization.

11% have worked for an Aboriginal-owned private sector business.

SECONDARY JOB

Almost one-quarter of NS respondents have a second job.

Have you every been employed by any of the following?

- Federal Government: 13%
- Provincial Government: 11%
- Municipal Government: 2%
- Band Government: 31%
- Private sector (Aboriginal-owned): 11%
- Private sector (non-Aboriginal-owned): 14%
- Non profit organization: 14%
- Other: 4%

Do you have any other job(s) (e.g., seasonal, part-time)?

- Yes: 24%
- No: 76%
**AMOUNT OF WORK**

39% of NS respondents worked about as much as they wanted to over the past year.

20% worked less than they wanted to, while 21% worked more than they wanted to.

**EMPLOYMENT STATUS**

Just over half of NS respondents are currently employed in their preferred occupation.

20% are unemployed, while 14% are employed but not in their preferred occupation.
EDUCATION PLANS

While most NS respondents indicated that they are not sure of their education plans over the next few years, one-quarter indicated that they plan to go to university, and 6% plan to go to community college. 11% plan to start working.

WORK STATUS

Of those in NS who are not currently working, 82% are searching for work, while 19% are laid off and awaiting recall. 38% are awaiting the start of new employment.

Most (91%) are able to work.
EDUCATION

31% of NS respondents indicated that their highest level of education is a post-secondary certificate or diploma from a trade school/community college.

12% have completed an undergraduate degree, and 1% have completed a graduate degree at the Masters level or higher.
CURRENT EDUCATION

18% of NS respondents are currently working towards a certification.

HEALTH & SAFETY TRAINING

The most popular health and safety courses taken by NS respondents include: Emergency First Aid, WHMIS, and General OH&S.
**COMMUTING**

33% of NS respondents are willing to commute/travel within their community for work, while 27% are willing to commute up to 100 km from their home.

10% of respondents indicated that they would commute/travel to another province for work.

**RELOCATING**

34% of NS respondents are willing to relocate within their community for work.

22% of respondents would be willing to relocate within their province.
PLANS TO RELOCATE

While the majority of NS respondents do not have plans to move within the next few years, 16% have plans to relocate within three years.

REASON TO STAY

Of the NS respondents who are not moving, 39% are remaining where they are for family reasons. 14% are remaining where they are for personal reasons.

Do you have any plans to move/relocate for work in the next three years?

- No: 84%
- Yes: 16%

What is the main reason to remain where you are?

- For family reasons: 39%
- For personal reasons: 14%
- I can get enough hours where: 7%
- I can have a better quality of: 11%
- I can make enough money: 7%
- I feel there is plenty of work: 7%
- The stability/volume of work: 5%
- Other: 11%
REASON TO RELOCATE

Of the NS respondents who plan to relocate, 33% said it was for personal reasons, while another 33% said it was for a higher wage rate somewhere else.

BARRIERS TO EMPLOYMENT

24% of NS respondents identified lack of experience as a barrier to employment. 22% highlighted transportation as a barrier.

What is the main reason you are planning to move / relocate?

- **Personal reasons**: 33%
- **Limited opportunity close to my home**: 11%
- **Higher wage rate**: 33%
- **A better quality of life**: 22%

Are any of the following barriers to your employment?

- **Transportation**: 22%
- **Lack of experience**: 24%
- **Lack of training/education**: 21%
- **A criminal record**: 8%
- **My health**: 16%
- **Other**: 9%
CAREER PLANS

While 30% of NS respondents are very likely to continue what they are currently doing over the next three years, 23% are very likely to start their own business.

15% are very likely to stop working within the next three years, while 21% are very likely to work part-time.

One-quarter of respondents said they will be very likely to train others in their area of work over the next few years.

What are your career plans for the next three years? How likely are you to...

- Continue what I am doing
- Train others in my area of work
- Start my own business
- Stop working completely
- Work part-time

© 2019 Group ATN Consulting Inc.
Summary Results:
New Brunswick
16% of respondents are currently living in New Brunswick.

CURRENT COMMUNITY

Seven in ten (69%) NB respondents currently live in Esgenoôpetitj First Nation.

13% of respondents currently live off-reserve.

What community are you currently living in?

- Eel Ground First Nation - NB: 3%
- Eel River Bar First Nation - NB: 5%
- Esgenoôpetitj First Nation - NB: 69%
- Fort Folly First Nation - NB: 2%
- Pabineau First Nation - NB: 3%
- Tobique First Nation - NB: 2%
- Woodstock First Nation - NB: 3%
- Do not live on reserve: 13%
Almost three-quarters of NB respondents are originally from Esgenoôpetitj First Nation.
AGE

One-third of NB respondents are between the ages of 50 and 59.

One-quarter of respondents are in their thirties.

GENDER

68% of NB respondents identified as female.

26% identified as male.
HOUSEHOLD

One-third of NB respondents are part of a married or common law couple with children.

23% of respondents are part of a married or common law couple without children.

DISABILITY

8% of NB respondents reported having a disability.

Which of the following describes your household?

- Married or common law couple with children: 33%
- Married or common law couple without children: 23%
- Single living with parents/guardian/other family: 13%
- Single-parent family: 11%
- Single living independently: 11%
- Married or common law couple with dependents (i.e. an elderly parent): 3%
- Single with dependents (i.e. an elderly parent): 2%
- Prefer not to answer: 3%

Do you have a disability?

- Yes: 8%
- No: 89%
- Prefer not to say: 3%
ENTERING WORKFORCE

One-quarter (23%) of NB respondents entered the workforce in the past decade, while 27% entered between 1999 and 2008.

4% entered the workforce in 1978 or earlier.

SUPERVISING / MANAGING

62% of NB respondents have supervised or managed people as part of their job.

29% have not supervised or managed other people.

When did you first enter the workforce?

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1978 and earlier</td>
<td>4%</td>
</tr>
<tr>
<td>Between 1979 and 1988</td>
<td>23%</td>
</tr>
<tr>
<td>Between 1989 and 1998</td>
<td>20%</td>
</tr>
<tr>
<td>Between 1999 and 2008</td>
<td>27%</td>
</tr>
<tr>
<td>Between 2009 and 2018</td>
<td>23%</td>
</tr>
<tr>
<td>I've not yet entered the workforce</td>
<td>4%</td>
</tr>
</tbody>
</table>

Have you ever supervised or managed people as part of your job?

- Yes: 62%
- Not applicable to me: 29%
- Not sure: 3%
- No: 5%
### Employment Type

**One-third** of NB respondents have been employed by a Band government.

**13%** have been employed in the private sector by an Aboriginal-owned business.

**14%** have worked for the Federal Government.

### Secondary Job

**29%** of NB respondents have a second job in addition to their primary employment.

---

#### Have you every been employed by any of the following?

<table>
<thead>
<tr>
<th>Employment Type</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal government</td>
<td>20%</td>
</tr>
<tr>
<td>Provincial government</td>
<td>10%</td>
</tr>
<tr>
<td>Municipal government</td>
<td>5%</td>
</tr>
<tr>
<td>Band government</td>
<td>35%</td>
</tr>
<tr>
<td>Private sector (Aboriginal-owned)</td>
<td>20%</td>
</tr>
<tr>
<td>Private sector (non-Aboriginal-owned)</td>
<td>10%</td>
</tr>
<tr>
<td>Non-profit organization</td>
<td>5%</td>
</tr>
</tbody>
</table>

---

**Do you have any other job(s) (e.g., seasonal, part-time)?**

- **No**: 71%
- **Yes**: 29%
AMOUNT OF WORK

38% of NB respondents reported they worked about as much as they had wanted to over the past year.

30% worked less than they wanted to, while 23% worked more than they wanted to.

EMPLOYMENT STATUS

36% of NB respondents are currently employed in their preferred occupation, while 16% are employed in an occupation other than their preferred choice.

33% of respondents indicated that they are currently unemployed.

Thinking about your work experience over the past 12 months, did you work...

Are you currently...

- Employed in my preferred occupation: 36%
- Employed but NOT in my preferred occupation: 16%
- Retired: 2%
- Student: 13%
- Unemployed: 33%
EDUCATION PLANS

6% of NB respondents are currently working towards a certification.

WORK STATUS

Of those in NB who are not currently working, 71% reported that they are searching for work, while 29% said that they are laid off and awaiting recall.

Most (94%) reported that they are able to work.
EDUCATION

35% of NB respondents indicated that their highest educational attainment is grade 12 or adult high school diploma.

18% of respondents completed a post-secondary certificate/diploma from either a trade school, community college, or technical college.

6% of respondents completed an undergraduate degree.
**CURRENT EDUCATION**

6% of NB respondents are working towards a certification.

**HEALTH & SAFETY TRAINING**

The most popular health and safety courses taken by NB respondents include: Emergency First Aid, WHMIS, and Fire Safety.
**COMMUTING**

52% of NB respondents are willing to commute/travel within their community for work, while 33% are willing to commute up to 100 km from their home.

5% of respondents indicated that they would commute/travel to an international location for work.

**RELOCATING**

50% of NB respondents are willing to relocate within their community for work.

23% of respondents would be willing to relocate within their province.
**PLANS TO RELOCATE**

While over half of NB respondents indicated that they do not have plans to move within the next few years, 44% indicated that they do have plans to relocate within three years.

**REASON TO STAY**

Of the NB respondents who are not moving, 56% indicated that they are remaining where they are for family reasons. 33% are remaining where they are for personal reasons.

---

**Do you have any plans to move/relocate for work in the next three years?**

- Yes: 44%
- No: 56%

**What is the main reason you plan to remain where you are?**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>For family reasons</td>
<td>56%</td>
</tr>
<tr>
<td>For personal reasons</td>
<td>33%</td>
</tr>
<tr>
<td>I can get enough hours where I live</td>
<td>0%</td>
</tr>
<tr>
<td>I can have a better quality of life</td>
<td>0%</td>
</tr>
<tr>
<td>I can make enough money</td>
<td>11%</td>
</tr>
<tr>
<td>I feel there is plenty of work</td>
<td>0%</td>
</tr>
<tr>
<td>The stability/volume of work is</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
</tr>
</tbody>
</table>

© 2019 Group ATN Consulting Inc.
REASON TO RELOCATE

Of the NB respondents who plan to relocate, 43% said it was for a better quality of life, while another 29% said it was because of limited opportunities near their home.

BARRIERS TO EMPLOYMENT

31% of NB respondents identified transportation as a barrier to employment. 19% highlighted their criminal record as a barrier.

What is the main reason you are planning to move / relocate?

- Personal reasons: 14%
- More hours of employment: 14%
- Limited opportunity close to my home: 29%
- A better quality of life: 43%

Are any of the following barriers to your employment?

- Transportation: 31%
- Lack of experience: 6%
- Lack of training/education: 19%
- A criminal record: 19%
- My health: 13%
- Other: 13%
CAREER PLANS

While 25% of NB respondents are very likely to continue what they are currently doing over the next three years, 6% are very likely to start their own business.

13% are very likely to stop working within the next three years, while 25% are very likely to work part-time.

13% of respondents will be very likely to train others in their area of work over the next few years.

What are your career plans for the next three years? How likely are you to...

- Continue what I am doing
- Train others in my area of work
- Start my own business
- Stop working completely
- Work part-time

© 2019 Group ATN Consulting Inc.
## APPENDIX F: SYMPOSIUM PROGRAM

### Indigenous Labour Market Symposium
February 7th & 8th 2019
Legends Gaming Centre, 15 Legends Drive
Millbrook, NS

<table>
<thead>
<tr>
<th>Thursday, February 7th</th>
<th>Session</th>
<th>Speaker(s)</th>
</tr>
</thead>
</table>
| 8:30am to 9:00am       | Registration  
                          Coffee, Tea & Refreshments                                               |                                                                           |
| 9:00am                 | Elder Prayer                                                             | Elder Jane Abram                                                           |
| 9:05am to 9:15am       | Setting the Stage                                                         | John G. Paul                                                               |
| 9:15am to 10:15am      | **Session #1**  
                          Preliminary Findings & Discussion of Research  
                          completed on the Atlantic Indigenous Labour Market Initiative         | Tom McGuire,  
                                                                                          Group ATN Consulting  
                                                                                          Darlene McCulloch,  
                                                                                          Evitan Consulting   |
| 10:15am to 10:30am     | **Session #2**  
                          Preliminary Findings of the Youth Workshops                          | Group ATN Consulting                                                      |
| 10:30am to 10:45am     | Coffee Break                                                             |                                                                           |
| 10:45am – 11:15am      | **Session #3**  
                          The role of education, career development,  
                          employment opportunities and changes needed for the future            | Darren Googoo  
                                                                                          Education Director  
                                                                                          Mi’kmaq First Nation |
| 11:15am to 11:45pm     | **Session #4**  
                          Opportunities in the Construction Industry                            | Ben Stokdijk  
                                                                                          Director, Construction  
                                                                                          Lindsay Construction |
| 11:45am to 12:30pm     | **Session #5**  
                          Urban Indigenous Employment Support                                      | Pam Glode,  
                                                                                          Mi’kmaw Native Friendship Centre |
| 12:30pm to 1:30pm      | Lunch                                                                    |                                                                           |
| 1:30pm to 2:15pm       | **Session #6 – Panel**  
                          Small Business Owner Perspective                                       | Jesse Benjamin  
                                                                                          Veterinarian & Certified Fitness Instructor  
                                                                                          Barry Stevens  
                                                                                          Stevens Solutions and Design |
| 2:15pm to 2:45pm       | **Session #7**  
                          A look at Successful Indigenous Business                                | Fred Bergman  
                                                                                          Atlantic Provinces Economic Council |
| 2:45pm to 3:00pm       | Coffee Break                                                             |                                                                           |
| 3:00pm to 3:45pm       | **Session #8 – Panel**  
                          Discussion on the Atlantic Labour Market Outlook                        | Valerie Bowers  
                                                                                          Executive Director, METS  
                                                                                          Tyler Foley  
                                                                                          Research Specialist, JEDI |
| 3:45pm to 4:30pm       | **Session #9**  
                          Community Initiatives                                                   | Michelle Francis-Denny  
                                                                                          Community Liaison, Boat Harbour  
                                                                                          Remediation Project  
                                                                                          Pictou Landing First Nation |
| 4:30pm to 4:45pm       | Recap of Day One                                                         | Group ATN Consulting                                                      |
Indigenous Labour Market Symposium  
February 7th & 8th 2019  
Legends Gaming Centre, 15 Legends Drive  
Millbrook, NS

<table>
<thead>
<tr>
<th>Friday February 8</th>
<th>Session</th>
<th>Speaker(s)</th>
</tr>
</thead>
</table>
| 8:30am to 8:55am  | Registration  
Coffee, Tea & Refreshments | Chief Bob Gloade  
Millbrook First Nation |
| 8:55am to 9:00am  | Welcome | John G. Paul  
Executive Director, Atlantic Policy  
Congress of First Nation Chiefs  
Secretariat  
Ron L’Esperance  
President, Group ATN Consulting |
| 9:00am to 11:00am | Session #10  
Facilitated session on the Indigenous Employment Strategy  
Workshop  
Implementing the Strategy | |
| 11:00am to 11:15am | Coffee Break | |
| 11:15am to 12:15pm | Session #10  
Continued | John G. Paul  
Ron L’Esperance |
| 12:15pm to 12:30pm | Recap of the Two Days | Group ATN Consulting |
| 12:30pm           | Bag Lunch. Delegates are welcome to stay & chat, or take their lunch for their way home | |
Appendix G: Workplan & Summary of Milestones & Deliverables

August 27, 2018

**Task 1: Project Initiation**
- Meet with Advisory Committee
- Information exchange
- Review and finalize work plan
- Review and finalize stakeholder list

**Task 2: Document & Secondary Research Review**
- Assemble secondary sources (including public data sets)
- Document review and summary
- Conduct “best/current practices” scan
- Inventory potential project activity
- Obtain apprenticeship information from provincial organizations
- Scan for related skills inventory projects
- Identify and inventory interview and survey themes

**Task 3: Stakeholder & Community Engagement (Field Work)**
- Develop engagement strategy
- Prepare engagement tools
- Train and deploy interviewers
- Conduct targeted interviews
- Qualitative and quantitative analysis
- Committee meeting and update report

**Task 4: Data Analysis, Synthesis & Findings**
- Data cleaning and analysis
- Access and analyze mobility structures
- Compare survey data to secondary sources
- Populate labour market demand/supply inventory
- Assess Indigenous skill-sets against demand for opportunity scanning
- Develop Atlantic Indigenous community labour market opportunities and profiles
- Populate labour market supply inventory
- Labour market supply / demand analysis
- SWOT analysis
- Develop baseline labour market profile report

**Task 5: Share Findings**
- Plan and organize ‘Atlantic Region Findings Symposium’ and related workshops (See below)
- Facilitate findings workshop and dissemination

**Task 6: Reporting & Delivery**
- Develop key recommendations & themes
- Draft report
- Develop & deliver presentations
- Deliver final report

**Task Summary**
- Building on the Initiation Task, we will gather background information, conduct a document review and situational assessment and undertake preliminary analysis. We will assemble reference materials and catalogue and review other reports and datasets available on this important topic. GATN has access to and has executed several of these analyzes and reports. This Task will also leverage APC’s current labour market study in PE and NS. This Task includes a situational report and detailed analysis of current labour market opportunities broadly available throughout Atlantic Canada, as a baseline against which to consider the number, and type of jobs available and an assessment of how Aboriginal skill sets align with these requirements. A situational assessment will be undertaken in target communities of interest to the AADIRP in this project (we intend to open the opportunity to participate in this project to all communities). Outreach during this foundational step will engage key collaborators such as JEDI, FNEI, NWAC, MIFNAN, MEBO, CMM, METS, MCPE, various Tribal Councils, as well as the Nunatsiavut government who have developed a skills inventory as part of Inuit Pathways and Post Secondary Student Support Program. **Timing: Weeks 2 to 5**

- This work step will incorporate AADIRP imperatives related to actionable research and visible community engagement (in conformance with ethical research standards). We will develop and deploy stakeholder engagement tools including interview guides, a worker / industry questionnaire, survey design (including value-added online and tablet activation), coordination and supervision of community-based survey teams, data collection / monitoring and processing top-line stakeholder input. **Timing: Weeks 6 to 22**

- We will establish a comprehensive labour market profile of select AADIRP communities by assembling and analysing all information previously collected. The profile will include topline results and graphic presentation of key findings. The report will identify labour market opportunities and trends in the level, composition, and sources of labour demand and labour supply; profile job openings and demand by province; and illuminate highest demand occupations, and the education and training needed to meet labour market demand. The analysis will include qualitative and quantitative analysis, assessment of labour mobility structures, training preferences, credentials and certification, job experiences, interest in training type, hiring practices, labour market supply and demand analysis, as well as special sector analysis (e.g., current efforts to inventory tourism industry related skills). This would include a broad assessment of dominate occupations among Indigenous workers as well as a look toward occupations in STEM and professional services related fields. As a value-added activity this could include community café-type events for Aboriginal youth to see the emerging results of labour market demand/supply dynamics as an awareness-building and planning tool. Older local youth could be engaged in ‘telling their stories’ of successful labour market attachment at these events as a motivational and aspirational element. **Timing: Weeks 15 to 24**

- This task relates to dissemination and will include a plenary session at a location to be determined in consultation with the committee. As a value-added option, this could include community café-type events for youth to see the emerging results of labour market demand/supply dynamics as an awareness-building and planning tool. Older youth could be engaged in ‘telling their stories’ of successful labour market attachment at these events as a motivational and aspirational element. **Timing: Weeks 25 to 28**

- Prepare draft and final reports detailing concrete and actionable recommendations outlining an Aboriginal employment strategy for the Atlantic Region, with draft and final deliverables including: Executive Summary; Full Report; PowerPoint Presentation with Infographics throughout; and Final Report. Recognizing the importance of dissemination, as a value-added option GATN would participate at subsequent conference / working meetings where results could be shared with Chief and Council / youth / Elders and other community members. **Timing: Weeks 28 to 31 (March 31, 2019)**
### Task List

**TASK 1: PROJECT INITIATION MEETING**
- Meet with Advisory Committee
- Information exchange
- Review and finalize work plan
- Review and finalize stakeholder list

**TASK 2: DOCUMENT & SECONDARY RESEARCH REVIEW**
- Assemble secondary sources
- Document review and summary
- Conduct “Best/Current Practices” Scan
- Inventory of potential project activity
- Apprenticeship information from NSAA
- Scan for related skills inventory projects
- Develop interview templates and survey

**TASK 3: STAKEHOLDER & COMMUNITY ENGAGEMENT (FIELD WORK)**
- Develop engagement strategy
- Prepare and deploy engagement tools
- Train and deploy survey teams
- Conduct targeted interviews
- Qualitative and quantitative analysis
- Committee meeting and update report

**TASK 4: DATA ANALYSIS, SYNTHESIS & FINDINGS**
- Data cleaning and analysis
- Access and analyze mobility structures
- Comparison of survey data to secondary sources
- Populate labour market demand/supply inventory
- Assess Aboriginal skillsets against demand for opportunity
- Develop community labour market opportunities and profiles
- Populate labour market supply inventory
- Labour market supply / demand analysis
- SWOT Analysis
- Develop baseline labour market profile report
- Plan and organize ‘findings’ workshops
- Facilitate findings workshop and dissemination

**TASK 5: ACTION PLAN, REPORTING & DELIVERY**
- Develop key recommendations & themes
- Draft report
- Develop & deliver presentations
- Deliver final report