

PLANNING *for* GOLD

*MAXIMIZING 2010-RELATED EMPLOYMENT &
SKILLS OPPORTUNITIES IN BRITISH COLUMBIA:
CONNECTING LABOUR MARKET SUPPLY & DEMAND*

FINAL REPORT OF

THE 2010 HUMAN RESOURCES PLANNING COMMITTEE

December 15, 2003

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PREFACE

This report is the culmination of activities undertaken by the 2010 Human Resources Planning Committee over the last 12 months. It represents what the Committee learned from the research projects it sponsored and what its members heard from stakeholder groups during consultative meetings, roundtables and forums. The Committee attempted to be as comprehensive as possible in its research and consultations, however, it was not able to analyze all issues and meet with every stakeholder constituency in BC.

This report was written on behalf of the Committee, and its intended audience is all stakeholders in British Columbia who have an interest in employment and skills development opportunities resulting from the 2010 Winter Games and other major projects before, during and after the Games.

Four key, recurring themes throughout this report are:

- Maximizing economic and social opportunities;
- Addressing potential skills gaps;
- Tapping the potential of under-utilized human resources; and,
- Connecting labour force supply and demand.

This report is very much a starting point in the planning and development of human resources required to maximize business, employment, and skills development opportunities throughout BC.

The 2010 Games is an important event in itself; however, it is even more powerful as a milestone and catalyst for BC economic and social development. A critical part of the provincial Economic Opportunities Strategy for the 2010 Games is the focus on trade and investment opportunities lasting beyond the Olympics. Measures that encourage individuals and firms to invest in skills development are important economic tools which can also achieve social outputs through integrating groups currently under-represented in the work force and thereby expanding labour supply.

After highlighting the Committee's and stakeholders' relevant findings, the Committee offers a series of strategies and actions for consideration. These are not formal recommendations, but rather steps and examples of actions that stakeholders may wish to consider as they move forward to seize 2010-related opportunities.

Stakeholders are encouraged to review this report, to consider the possible strategies and actions; and to use this report to engage groups within their constituencies in planning and implementing strategies to maximize employment opportunities. The advice of the organizers of the Salt Lake City Olympics is to start planning for human resource development as soon as possible. Labour market partnerships can be formed to provide required human resource planning. Simply put, we need to ramp-up and scale-up efforts now to prevent future skill shortages.

On behalf of the 2010 Human Resources Planning Committee,



Kerry Jothen
Chair

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REPORT HIGHLIGHTS

INTRODUCTION

In December 2002, representatives of the federal department of Human Resources and Skills Development Canada, the provincial Olympic Secretariat, and the provincial Ministry of Skills Development and Labour formed a **multi-stakeholder committee** under the auspices of an Industrial Adjustment Agreement. The **2010 Human Resources Planning (HRP) Committee** included representatives of Aboriginal people, Downtown Eastside Vancouver, the Vancouver Agreement, the tourism industry, the Vancouver 2010 Bid Corporation, and provincial Ministries of Advanced Education and Human Resources. An independent Committee Chair was appointed in January 2003.

The **purpose** of the 2010 HRP Committee was to undertake work, involving all key stakeholders, to develop potential strategies and actions for maximizing employment, skills development and volunteer opportunities associated with the 2010 Olympic and Paralympic Winter Games and broader opportunities before, during and after the Games.¹ The Committee's formation reflected that the 2010 Winter Games can be a catalyst for achieving broader provincial employment and skills outcomes over the next several years.

The Committee **terms of reference** included the following components (see Appendix 1 for more details):

- Identifying the labour demand that the 2010 Games and other major projects will generate;
- Estimating the supply of skilled workers expected to be available for the Games and other projects;
- Identifying demand-supply gaps, challenges and opportunities; and,
- Engaging stakeholders to develop strategies and action plans to address key challenges and opportunities.

This Committee report is a **product of research projects, a one-day stakeholder forum, and consultation with key stakeholder groups** through various meetings and roundtables (see Appendices 2 and 3 for more details). The Committee's approach strongly reflected the need for linkages and integration. **Recommendations from stakeholders** during the December 10th Stakeholder Forum and other consultation meetings are highlighted in Appendix 3.

The strategies and actions offered by the Committee later in this report are designed to spread the benefits of the Games throughout the province, to strengthen communities, and to honour the inclusive intent of the 2010 Olympic and Paralympic Winter Games organizers.

RESEARCH & ANALYSIS

The **two major research projects** sponsored by the Committee were the *2010 Labour Demand Analysis* and *2010 Labour Supply and Gap Analysis* research projects completed by Roslyn Kunin & Associates, Inc. (RKA).

LABOUR DEMAND

RKA's labour demand estimates for the period 2003-2015 include:

- **Base employment growth** in BC will be 913,000 job openings, consisting of almost 350,000 new jobs and almost 560,000 replacement job openings from attrition.
- The 2010 Games and three concurrent projects will generate **incremental growth** of almost 132,000 person years of employment in BC during 2003-2015.
- **Base growth plus incremental growth** will be 913,000 job openings (new and replacement) and 131,799 person years of employment, for a total of 1,045,085 opportunities.

¹ The scope of inquiry included the impacts of the 2010 Winter Games, and three major projects: the Vancouver Convention and Exhibition Centre (VCEC) expansion, the Sea-to-Sky Highway (STSH) upgrade, and the Richmond-Airport-Vancouver Rapid Transit project (RAV).

According to RKA, the **industries** with the largest amount of employment growth over the next 12 years will be Accommodation/Food/Recreation, Retail Trade, Health Services, Construction, Computer/Consulting/Business Services, and Transportation. The **top growth occupations** during 2003-2015 identified by RKA were Motor Vehicle and Transit Drivers, Food & Beverage Service, Managers in Retail, Managers in Food Service & Accommodation, Auditors/Accountants/Investment, Chefs & Cooks, etc.

RKA concluded that over four out of ten job openings from incremental employment growth during 2003-2015 will be in regions outside of the Lower Mainland and Southwest region of the province.

In addition to the demand for paid labour, a very major impact from the hosting of the 2010 Games will be the **volunteer requirements**, which can be considered another major component of labour demand. Volunteer work will be concentrated in the period of the Games, but is also required before the Games begin and for a time after they are concluded. In addition to its intrinsic rewards, a key benefit is that it can provide volunteers with valuable experience and networking that can benefit future employment and career development efforts.

LABOUR SUPPLY AND GAPS

On the supply side, RKA identified 7 of the 25 top growth occupations where it expects **demand to exceed supply** to a "medium" or "severe" extent: Contractors and Supervisors, Trades and Related Occupations (15,700); Managers in Food Service and Accommodation, (23,713); Managers in Construction and Transportation (11,375); Managers in Retail Trade (24,269); Auditors, Accountants and Investment Professionals (28,706); Motor Vehicle and Transit Drivers (37,749); Administrative and Regulatory Occupations (20,953).

RKA also identified some occupations on the top 25 growth list which should be on a "**watch list**" for possible shortages during 2010: Chefs and Cooks; Occupations in Food and Beverage Service; Machine Operators, Fabric, Fur and Leather; and Creative and Performing Artists.

According to RKA, BC employers **do not appear to face a widespread shortage** in aggregate labour supply. With the exception of shortages of specialized skills in certain sectors, occupations and regions, BC employers face a shortage of "the right mix of skills and knowledge." While the research data does not project a wide-spread skills crisis in most industries, it does project a **significant increase in employment opportunities** that will challenge industries' capacity to recruit and train the workforce they will need. It should be noted that this overall projection is based on the **mobility of highly-skilled labour** across Canada. This internal migration could be interrupted by mega-projects in BC, other provinces and even the Pacific Northwest of the United States. Moreover, it is difficult to predict economic growth more than a year or two into the future.

Also, in the face of "**skills under-utilization**" by not drawing on untapped labour pools, a challenge for employers is to adapt their recruitment practices and training initiatives. The hurdles in finding and preparing people for anticipated job openings can be reduced by strengthening ties among industry, community groups, educators, and other skill development and placement services.

OTHER RESEARCH

The Committee also commissioned three other research reports:

- *Building Relationships with Employers in the Downtown Eastside*, by Ference Weicker & Company;
- *Aboriginal Human Resources Development: 2010 Winter Games*, by Pinay & Associates; and,
- *DTES Skills Bank Project*, by Links Consulting.

While this report summarizes the Committee's five research reports, the summaries of the RKA reports, the actual RKA technical reports and the other research reports can be found at <http://www.labour.gov.bc.ca/skills>.

HUMAN RESOURCE OPPORTUNITIES AND CHALLENGES

HIGHER GROWTH INDUSTRY SECTORS

Tourism, retail and construction are the three sectors expected to experience the greatest employment growth from the Games and related projects during 2003-2015. Together, they represent over one-third (or 400,000 job openings) of total employment growth (i.e. base and incremental) during this period; and almost 60% (or over 77,000 openings) of incremental growth.

Each sector will experience **growth in a range of occupational categories** because of the Games, concurrent infrastructure projects, and base growth. Managers and supervisors will be in high demand across these sectors, with other growth areas being in a combination of higher skill level (e.g. chefs & cooks, carpenters) and lower skilled jobs (e.g. food counter attendants, cashiers, trades helpers).

Tourism, retail and construction sectors **share challenges** such as improving their image to job-seekers, recruitment and retention, competition from other sectors, capacity for training among smaller operations, and shortages of managers and supervisors. They also share opportunities to tap under-utilized labour pools, to form partnerships and alliances with educators and trainers, and to introduce innovative human resource practices. To construction in particular, and tourism to some extent, the new Industry Training Authority (ITA) may present opportunities for new, more flexible and responsive training models.

These three sectors also face **unique strengths and weaknesses**. Construction is more fragmented and has greater challenges in speaking with one voice and developing pan-sector strategies. Tourism, on the other hand, has completed a major sector human resources strategy and has a new cross-sector body, *go2*, to initiate action and solutions. Retail has a more cohesive alliance of associations, while it is in the early stages of developing a sectoral skills approach. Construction has an advantage over other sectors with its stronger trades training culture and career opportunities which offer higher wages than sub-management/supervisory jobs in tourism and retail. However, construction experiences more “training politics” and territoriality regarding regulations and job protection than many other sectors. While retail is relatively inexperienced in terms of the development of sector-specific training standards and certification, this also represents an opportunity for it to pursue such goals in new ways and without entrenched mindsets.

While the Committee was not able to hold roundtables or organize formal discussions with **other industry sectors**, the RKA data reports predicts that a number of other industries will experience significant employment growth from the 2010 Games and concurrent projects. Some examples are transportation, manufacturing and technology sectors:

- **Manufacturing** will experience 12,000 person-years of additional employment or 9.2% of the total impact of the 2010 Winter Games and three major projects.
- **Technology** is not a discrete industry category in employment statistics, but is parts of Communication, Professional Business Services, Computer/Consulting/Other Business Services, and Manufacturing categories. All totaled, technology employment will experience significant incremental growth from 2010 Games and in base growth.
- **Transportation** is projected to experience over 61,000 job openings during 2003-2015, including anticipated demand for 37,749 motor vehicle and transit drivers—demand that RKA suggests will be particularly critical in the year 2010.

COMMUNITIES UNDER-REPRESENTED IN THE LABOUR MARKET

The research and consultation the Committee sponsored clearly showed that the skills, talents and passions of members of those British Columbians under-represented in the labour force are relatively under-utilized—particularly those of **Aboriginal people, the inner city labour force, immigrants, persons with disabilities, and youth**. This section of the report brings forward what the Committee heard from stakeholders about the opportunities and challenges facing these parts of the BC labour force.

These labour force participants share a number of **opportunities in common** including the “inclusivity” principles and commitments in the successful 2010 Bid, the fact that they represent to employer and industries large pools of untapped labour, and the existing networks and infrastructures within each of their constituent communities.

However, such labour force groups also **share significant challenges** to skills development and employment. A key challenge is the need for organizations that represent and serve these groups to become more cohesive and to work together within their constituencies to offer a “one-window” point of contact for employers and industries. In turn, employers and industries, themselves, need to work together in a coordinated fashion to streamline joint discussion and collaboration with target labour force groups. Other common challenges are the barriers (e.g. lack of basic work skills, stereotypes, systemic biases, etc.) that under-represented labour force groups face; and the weak links that the agencies that represent them have with local employers.

The Committee also heard about **unique opportunities and challenges** each labour force group faces:

- Aboriginal communities’ opportunities include a fast-growing youth population and well-developed human resources development (HRD) infrastructure of organizations and resources; major challenges include increasing high school completion and educational levels.
- The inner city labour force’s opportunities are reflected in a strong network of community agencies and community economic development roots; they are challenged by chronic unemployment and the need for sustainable employment supports.
- Immigrants represent a tremendous pool of skilled and formally-trained individuals; but face language barriers and need access to more streamlined skill and credential recognition practices.
- Persons with disabilities have relatively high levels of education and can benefit from technological advances, and the Paralympic Games can be a catalyst for opportunities; however they face myths and stereotypes and need for workplace accommodations.
- Youth have opportunities to participate in the 2010 Games through sport, volunteer and employment opportunities, but face challenges in completing high school, obtaining up-to-date information about careers and job opportunities, and significant barriers in certain populations (e.g. Aboriginal youth, youth income assistance recipients, etc.).

WORKFORCES IN OUTLYING REGIONS

In the RKA reports and other work, the Committee learned of significant potential opportunities outside of the Lower Mainland/Southwest region of the province. The 2010 Games bring both employment opportunities and challenges to outlying regions.

On one hand, RKA projects that over 40% of the new job openings, **mostly in tourism**, will occur in these regions, representing tens of thousands of opportunities before and during the Games. On the other hand, without **community leadership** and local industry and government **planning and collaboration**, this growth may not be fully realized. Also, local communities and industries want to ensure that they do not lose their skilled workers to the Games and major projects in the Lower Mainland, exacerbating current trends. However, outlying regions can benefit from major province-wide marketing efforts led by tourism and government agencies. The network of **public post-secondary institutions** throughout the province, local **Chambers of Commerce**, and **local governments** and **economic development agencies** will play key roles in maximizing 2010 opportunities.

EDUCATION AND TRAINING STAKEHOLDERS

Post-secondary education and training stakeholders expressed to the Committee a **high level of interest in the 2010 Games**. They see opportunities for **partnerships** with the Organizing Committee for the Olympic Games (OCOG) and with key industry groups for training volunteers and skilled workers. Since many of the new job openings will be in trades and technical occupations, industry and **the new Industry Training Authority (ITA)** will need help from training providers in delivering new programs and expanding successful existing ones. 2010 can be used to **promote certain types of careers to young people** – educators suggested that marketing directed at both K-12 and post-secondary students will be needed to get the word out about 2010-related opportunities. Young workers in the 2010 era are currently K-12 students.

Education and training stakeholders also spoke of the need for a **province-wide economic strategy** and the challenge of **recruiting and retaining teachers and faculty members**. This is a current challenge that can be exacerbated by the 2010-related growth. The Committee also heard that **private training institutions** need to play a substantive role in meeting future labour market needs, and that there needs to be **better integration and linkages** among components of the BC post-secondary education system.

GOALS & PRINCIPLES FOR MAXIMIZING 2010-RELATED OPPORTUNITIES

Based on the Committee's work and what it heard from stakeholders, it offers the following Vision, Goals and Principles as an organizing framework for future planning and strategy development by stakeholders. These are examples of the type of concepts stakeholders could keep in mind when undertaking 2010-related human resources planning and strategy development.

VISION

Business, employment, skills and volunteer opportunities for British Columbians are fully realized before, during and after the 2010 Olympic and Paralympic Winter Games.

GOALS

- ❖ To stimulate collaborative and on-going strategic human resources planning within and among industry, government, education and training, and labour force supply stakeholders.
- ❖ To strengthen labour demand-labour supply connections through industry and labour force group leadership.
- ❖ To integrate business development, economic development and social development activities among public, private and voluntary sectors.
- ❖ To qualitatively and quantitatively increase the utilization of members of groups under-represented in employment and learning.
- ❖ To strengthen HRD and employment capacities and relationship-building within and among Aboriginal communities, the Downtown Eastside Vancouver, and outlying regional communities.
- ❖ To facilitate the consolidation and partnership-building of Aboriginal, inner cities, immigrant, and persons with disabilities communities with regards to business development, HRD and employment.

PRINCIPLES

- ❖ Integration of stakeholder planning
- ❖ Comprehensiveness
- ❖ Skill transferability
- ❖ Inclusiveness
- ❖ Government facilitative role
- ❖ Demand-driven employment strategies
- ❖ Relationship-building and partnerships
- ❖ Programming flexibility
- ❖ Local community capacity-building
- ❖ Leadership and shared responsibilities of all stakeholders

STRATEGIES AND ACTIONS FOR CONSIDERATION

The Committee provided a **list of strategies and actions for stakeholders to consider** in planning 2010-related employment and skills development initiatives. These suggestions are based on what the Committee heard during its meetings with several stakeholders and on the findings of the research projects it sponsored.

The Committee's and stakeholders' ideas were shaped by the following factors:

- The challenge of addressing potential shortages of human resources with the right knowledge, skills and attitudes;
- The economic and social imperative of addressing the under-utilization of talent among Aboriginal workers, persons with disabilities, inner city residents, and immigrants and others labour force participants;
- The need to strengthen relationships among industries, educators, other skills development and placement services, and community interest groups; and,

- The need to improve the coordination of services and reduce confusion about who provides what services in order to strengthen labour supply-demand connections.

The following Committee considerations focus on “end” statements; and each statement is followed with examples of possible actions or options for how stakeholders might achieve such ends.

DEMAND-SIDE STRATEGIES

1. Procurement and contracting policies that meet both economic and inclusivity goals, including rewarding organizations for active recruitment and development of Aboriginal workers, inner city residents, persons with disabilities, and immigrants.
2. Linked and enhanced databases to create a one-stop clearinghouse for employment and contracting opportunities and prospective suppliers.
3. Increased and more effective regional and sector human resources planning throughout BC.

SUPPLY-SIDE STRATEGIES

4. Increased *demand* orientation within “supply side” agencies in the design and operation of their skill development and placement programs.
5. Back-to-school alliances for Aboriginal youth throughout BC.
6. Enhanced and integrated skills-based inventories of labour resources available through supply-side stakeholder groups providing skill development and employment support services.

DEMAND-SUPPLY STRATEGIES

7. A cross-sector “Where the Opportunities Are” career information campaign directed at students, youth and unemployed persons.
8. Active recruitment practices that promote the hiring of groups under-represented in the labour force by medium and large companies.
9. Enhanced social enterprise development to expand employment and training opportunities and supports for long-term unemployed persons in the inner city.
10. Accelerated wide-scale application of prior learning assessment & recognition and foreign credential recognition systems.
11. Cross-cultural awareness-building through educational events and information for all stakeholders, including procurement coordinators for OCOG and capital projects, employers and industry associations, and “supply side” agencies.

OVERALL PLANNING AND COORDINATION STRATEGIES

12. On-going coordination and integration of human resources planning and development.
13. Significantly more collaborative planning among the network of stakeholder organizations through inter- and intra-organizational activities

CONCLUSION

While the Committee was not able to meet with all stakeholders and undertake all the work that it would have liked to, it has spent the last several months reviewing the results of some important research and engagement of several stakeholders.

The four key themes throughout this report are: maximizing economic and social opportunities; addressing potential skills gaps; increasing opportunities for under-utilized talent; and connecting labour supply and demand.

Over the course of its work, a few key factors resonate with the Committee:

- BC's future before, during and after the 2010 Games appears to bring a **high volume of job opportunities** in a diverse array of industry sectors and occupational categories, including a substantial amount from the Games itself and three other major projects occurring during this timeframe.
- There is a **large amount of interest in and good will** around the 2010 Games among all major stakeholder groups in BC, from industries to educators and trainers to Aboriginal communities to immigrant groups, persons with disabilities, and many other communities. This can be harnessed and leveraged to all British Columbians' advantage.
- This review of 2010-related opportunities, challenges and issues really demonstrates the importance of the need for **real dialogue and true collaboration and partnership** among stakeholder groups on both the demand and supply sides of the labour market. Leadership and vision is needed on both sides to increase relationship-building, reduce "silos" and seize opportunities.
- Many of the 2010-related challenges and opportunities the Committee heard about revolve around the need for the **strategic use of and accessibility to information**. Getting the word out, sharing information, awareness and marketing will be key parts of initiatives to maximize employment opportunities.
- Hearing from representatives of labour force groups and the findings of the RKA, Ference Weicker and Pinay reports demonstrate the tremendous "**skills wastage**" or under-utilization of human resources. All added up, this represents tens of thousands or more of unemployed and/or under-employed British Columbians.
- The planning, coordination, strategies and actions which stakeholders undertake individually and collectively to maximize employment and skills opportunities will work most effectively if efforts are **linked and integrated**.

The 2010 **Human Resources Planning Committee** offers a few final comments. It has overseen a body of work in its sponsored research, consultations, forum and this report—it is important not to let the voices of stakeholders "sit on the shelf." The Committee urges stakeholders to take action together with others to realize their employment visions for 2010 and the labour market in general.

The Committee encourages, where appropriate, governments and the Organizing Committee for the Olympic Games to use this information in planning and implementing employment and skills development initiatives in conjunction with other stakeholder leadership bodies. This could include **using an existing body or mechanism or creating a new one** for continuing this body of work and to support and coordinate human resources planning within and across each stakeholder constituency.

Finally, it is important that leadership bodies in each stakeholder constituency share the responsibility of acting as catalysts for their communities of interest to plan, develop and implement strategies to **MAXIMIZE 2010 AND BROADER-BASED EMPLOYMENT AND SKILLS DEVELOPMENT OPPORTUNITIES THROUGHOUT BRITISH COLUMBIA**.

1. INTRODUCTION AND BACKGROUND

Lessons learned from previous Olympic and Paralympic Games clearly demonstrate that in order for British Columbia to maximize the economic impacts of hosting the Games, there needs to be a coordinated, proactive plan in place early to achieve desired employment and skills goals.

In December 2002, representatives of the federal department of Human Resources and Skills Development Canada, the provincial Olympic Secretariat, and the provincial Ministry of Skills Development and Labour came together with other stakeholders to form a multi-stakeholder committee under the auspices of an Industrial Adjustment Agreement.

The Committee membership included representatives of Aboriginal people, the Downtown Eastside Vancouver, the Vancouver Agreement Coordination Unit, the tourism industry, the then Vancouver 2010 Bid Corporation, and the provincial Ministries of Advanced Education and Human Resources. An independent Committee Chair was appointed in January 2003.

The purpose of the 2010 Human Resources Planning (HRP) Committee was to undertake work, involving all key stakeholders to develop potential strategies and actions for maximizing employment, skills development and volunteer opportunities associated with the 2010 Olympic and Paralympic Winter Games and broader opportunities before, during and after the Games (see Appendix 1 for Committee terms of reference). The Committee considered the 2010 Winter Games as a catalyst for achieving broader provincial employment and skills outcomes over the next several years.

The scope of inquiry included the impacts of the 2010 Winter Games, and three major projects: the Vancouver Convention and Exhibition Centre (VCEC) expansion, the Sea-to-Sky Highway (STSH) upgrade, and the Richmond-Airport-Vancouver Rapid Transit project (RAV).

After a year of work, the Committee's mandate ended on December 15, 2003. The purpose of this report is to describe the activities and outcomes of this process, and for the Committee to offer some potential strategies and actions for consideration by all stakeholder groups.

In collaboration with the federal government and other key agencies, the BC Olympic Secretariat developed an Economic Opportunities Strategy to maximize the returns from hosting the 2010 Games. The 2010 HRP Committee's work represented one of the five components of this provincial strategy. In addition to employment and skills, the Economic Opportunities Strategy focuses on product and service development, a tourism marketing strategy, a trade and investment strategy, and sport development and legacies.

In order to maximize the economic opportunities from the 2010 Games, locally, provincially and nationally, the vision for the 2010 Games is "to collectively develop business ideas and solutions that will contribute towards communities and sectors turning 39 days into 3 decades of economic prosperity" through the principle of sustainability²:

- Disperse economic benefits to rural British Columbia.
- Advance social equity through economic opportunities for youth, First Nations, women and the urban disadvantaged.
- Create a legacy of a trained, diversified workforce, prepared for post-Games employment.
- Strengthen community and stakeholder partnerships by identifying shared opportunities.

² Economic Development Working Group. *Building an Olympic Economic Opportunity Strategy*. April, 2003.

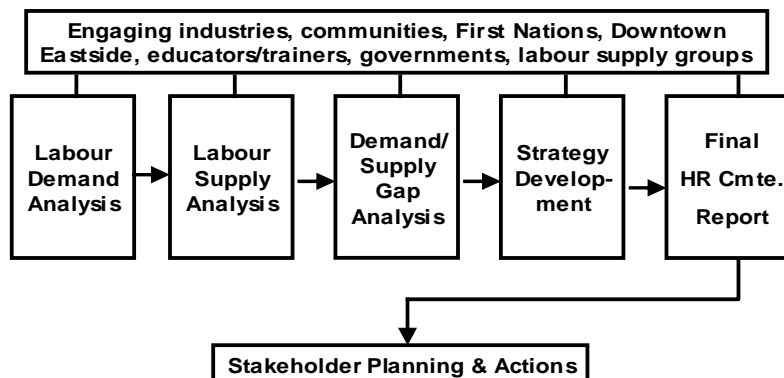
- Ensure that Games operations maximize opportunity for BC and Canadian businesses, equity employment and volunteer development.
- Work with rural businesses in the Olympic corridor to mitigate any potential impacts from hosting an Olympic Games.



The Committee work plan reflected the following conceptual framework and stages:

- Identifying the labour demand that the 2010 Games and other major projects will generate;
- Estimating the supply of skilled workers expected to be available from multiple sources for the Games & other projects;
- Identifying demand-supply gaps, other issues, and opportunities; and,
- Engaging stakeholders to develop strategies and action plans to address key challenges and opportunities.

2010 HR Planning Committee



This Committee report is a product of:

- Major Committee research projects on labour demand and labour supply and gap analysis;
- Other research regarding the Downtown Eastside Vancouver and Aboriginal human resources development;
- A major one-day multi-stakeholder forum;
- Consultation with key stakeholder groups through various meetings and roundtables; and,
- Committee deliberations.

The Committee's approach strongly reflected the need for linkages and integration. The various stakeholders on the Committee collectively ensured that the Committee did not operate in a vacuum. Due to representation from the provincial Olympic Secretariat, the Committee's work remained linked with other activities in development of the Economic Opportunities Strategy for the 2010 Games. The government representatives ensured that Committee members were aware of relevant public policy and program initiatives and that input from stakeholders was factored into government planning and analysis. Community representatives helped educate other committee members about various Aboriginal, inner city, immigrant and persons with disabilities initiatives and issues.

The Committee considered how to include representatives of different industry sectors (besides tourism) and other constituencies (e.g., education and training, labour force supply groups, etc.). After discussions with those sectors, the Committee, decided to use meetings, roundtables and research projects to engage such constituencies rather than to increase the size of the Committee or create sub-committees. The Committee's aim in all of its engagement activities has been to reinforce the importance of developing strategic plans now to maximize 2010 business, employment and skills development opportunities; and to increase stakeholders' ownership of initiatives deemed to be critical.

The Committee work culminated with significant activities in December 2003, including four roundtables with industry sectors and immigrant groups, a multi-stakeholder forum, and completion of its final report.³

In addition to the efforts of all Committee members, the 2010 Human Resources Planning Project involved substantial in-kind contributions from other stakeholders – an estimated greater than 800 person hours of engagement over the term of the Committee work.

The strategies and actions offered by the Committee later in this report are designed to spread the benefits of the Games throughout the province, to strengthen communities, and to honour the inclusive intent of the 2010 Olympic and Paralympic Winter Games organizers.

³ A list of Committee projects and their availability are contained in Appendix 3.

2. RESEARCH, ANALYSIS AND FINDINGS

The two major projects sponsored by the Committee were the *2010 Labour Demand Analysis* and *2010 Labour Supply and Gap Analysis* research projects completed by Roslyn Kunin & Associates, Inc. (RKA). These were the largest projects in terms of duration and resources and also in terms of the analytical foundation they provided for the Committee and stakeholders. The RKA technical reports and Committee summaries of each technical report were released in October 2003.

The Committee also commissioned three other research reports:

- *Building Relationships with Employers in the Downtown Eastside*, by Ference Weicker & Company;
- *Aboriginal Human Resources Development: 2010 Winter Games*, by Pinay & Associates; and,
- *The Downtown Eastside Vancouver Skills Bank Project*, by Links Consulting.

Sections 2.1 and 2.2 highlight key findings from the RKA reports. Section 2.3 highlights key issues from the Committee's other research and what was heard from stakeholder groups during roundtables and forums.

2.1 Labour Demand Analysis

The Committee selected Roslyn Kunin & Associates, Inc. (RKA) to complete Labour Demand Analysis and Labour Supply and Gap Analysis projects for a period before, during and after the 2010 Games (2003-2015). In order to put the 2010 Games-related employment growth in context, RKA was also asked to first estimate base growth (i.e. growth not related to the 2010 Games and three other concurrent major projects).

The RKA report builds on earlier analysis undertaken by the BC Trade Development Office and InterVISTAS Consulting in 2002.⁴ The RKA report represents one of the most comprehensive analyses of labour market demand over the next 12 years in BC. The "added value" of the RKA reports is that they:

- (a) disaggregate the earlier work on employment impacts of the 2010 Games and VCEC by industry and occupation;
- (b) add employment growth from the RAV and Sea-to-Sky projects;
- (c) analyze base employment growth (excluding the Games and the three concurrent projects);
- (d) analyze and identify several qualitative issues; and
- (e) offer several recommendations for maximizing employment and skills opportunities.

The RKA estimates are based on the following three components of employment growth.

Base Employment Growth Forecast

The first component of the model used in the labour demand analysis was to determine what employment growth would occur during the period 2003-2015 excluding growth from the Games and the three other major projects. This is referred to as the "base growth" in employment openings. The Canadian Occupational Projection System (COPS) was used to generate this data.⁵

⁴ *The Economic Impact of the Winter Olympic and Paralympic Games: Initial Estimates*, BC Trade Investment Office (BC Ministry of Competition, Science and Enterprise), January 2002; and *The Economic Impact of the 2010 Winter Olympic and Paralympic Games: An Update*, InterVISTAS Consulting Inc., October 2002.

Incremental Employment Growth Forecast⁶

The second component of RKA's forecasting model for projecting labour demand was to identify the incremental growth in employment that will be created as a consequence of the Games and each of the other major projects during 2003-2015. Estimates of employment growth for the 2010 Winter Olympics draws heavily on Game impact analyses by the BC Trade Investment Office and Inter VISTAS Consulting, Sea-to-Sky Highway upgrade employment estimates from the Ministry of Transportation and Highways, and Richmond-Airport-Vancouver employment estimates provided by its project office.

Total Employment Growth Forecast

The final component of the RKA model was to identify the total employment growth for the period 2003–2015 if the Games and the three major capital projects proceed. This is simply calculated by adding the base growth to the incremental growth, and disaggregating by industry, occupation and region.

Without the 2010 Games and three other major capital projects (i.e. "base" growth), the BC labour market is expected to generate 913,000 openings during the period 2003-2015, of which 558,010 are expected to result from workers leaving the workforce (mostly retirements), and 354,990 will be from new jobs.

Hosting of the 2010 Winter Games and completion of the three major capital projects will generate up to an additional (i.e. "incremental" growth) 132,000 person-years of employment during the period of 2003-2015, producing a growth volume that is significantly higher than the previous 12-year period in BC. The incremental growth due to the Games and the major projects is estimated to be as high as 268,000 person-years of employment if one looks beyond 2015 to the extended impacts of the VCEC project.



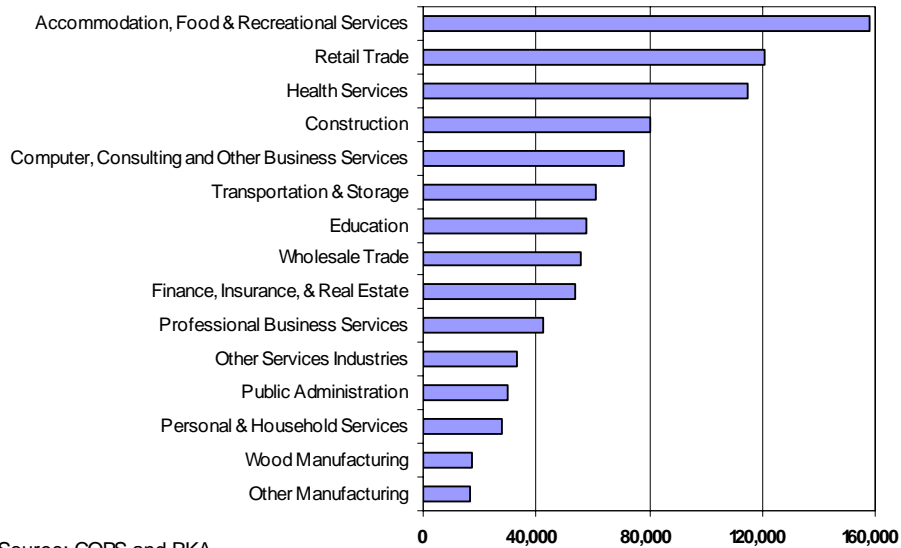
With the Games and major projects, the total projected growth (i.e. the sum of "base" and "incremental" growth) in labour demand will be up to 1,045,085 openings during the period 2003-2015 of which 485,000 will be new jobs.

⁵ COPS is an analytical tool developed by Human Resource Development Canada to provide long-term projections of employment demand by industry for British Columbia. An assumption of an average annual growth of 1.2 percent in employment demand between 2003 and 2015 was used in projecting base growth in employment.

⁶ Estimates of incremental employment growth from BCTIO and Inter VISTAS studies were in aggregate form. In order to make them useful for the purposes of our analysis in their report, RKA requested BC Stats to apply estimates of direct employment impact and to derive indirect and induced impacts by industry using the BC Input-Output Model.

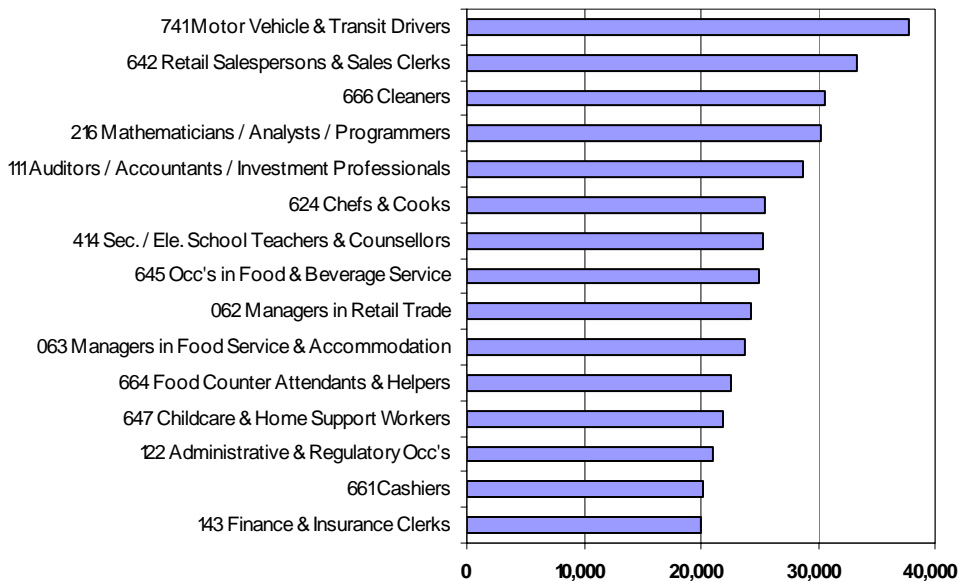
The industries with the largest numbers of openings over the next 12 years will be Accommodation, Food & Recreational Services, Retail Trade, Health Services and Construction. The occupational categories with the largest number of openings over the same period will be Sales and Service Occupations, Management Occupations, Trades, Transport & Equipment Operator Occupations and Clerical Occupations. The top growth sectors and occupations are highlighted in the following two charts.

Industries with Largest Number of Openings, 2003-2015



Source: COPS and RKA

Occupations with Largest Number of Openings, 2003-2015



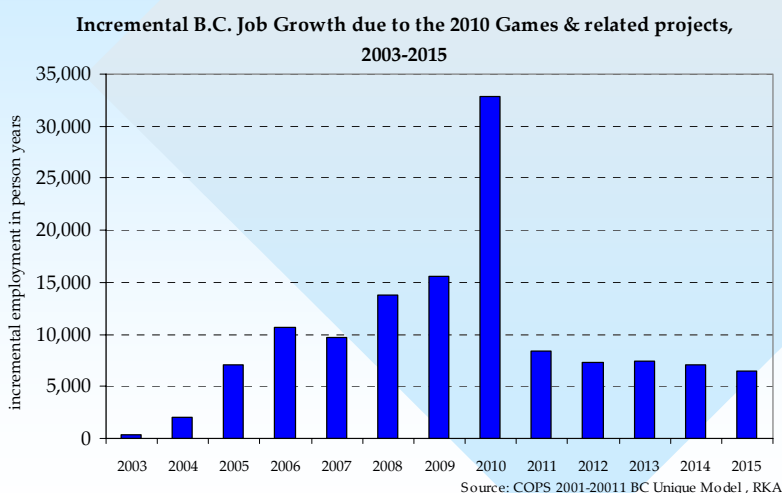
Source: COPS and RKA

RKA estimates that more than four out of ten of new employment (76,813 person-years) created by the 2010 Games alone will occur outside of the Lower Mainland/Southwest region of the province, mainly driven by increased tourism-related demand from the Games.

RKA also estimates that 20,000 person-years of new self-employment will be created by the Games and the three other major projects.

As the table below shows that the greatest incremental employment growth is expected during 2006-2010, although this varies by industry sector. For example, incremental construction growth is expected mainly during 2004-2010, whereas tourism impacts will be most significant in 2008-2010 and beyond (the latter due to the VCEC impacts).

Most of the incremental job growth will occur between 2005 and 2010.



Prepared by Ministry of Skills Development and Labour

November, 2003

As a result of its analysis and projection of labour demand in BC, RKA identified several key issues that the Committee and all stakeholders need to consider in their human resource planning regarding the Games and other major projects.

- Industry Training and Apprenticeship Reform** – A significant portion of the anticipated demand will be in skilled trades for which industry training and apprenticeship are primary methods of skill development. Improving the responsiveness and flexibility of the current system to make it more attractive to both employers and apprentices is essential in order to meet anticipated demand. Most important—since industry training is primarily a work-based method of training—there is a need for employers to create and sustain on-the-job training opportunities in the trades, since sector-specific demand analysis indicates that this is where the gap is greatest. Employers will need to increase their own training investment in new workers, and not expect to hire only or predominantly well-experienced, already highly-skilled workers.
- Recruitment & Retention** – Many industries are already experiencing difficulties recruiting and retaining sufficient numbers of entry-level workers. Increased demand from the Olympics and the other major projects will exacerbate the challenges. Industries such as retail and food services have identified the need to improve the image of their industries and develop “career paths” that will attract new entrants. This will need to be considered as part of human resource strategies among stakeholders’ planning.

- **Changing Demographics** – As noted later, the existing BC workforce is rapidly aging with large numbers of workers across many sectors, industries and occupations predicted to retire from employment during the coming decade. At the same time, the numbers of available new entrants is clearly not sufficient to replace the existing workers, and not sufficient to meet the incremental demand stemming from the Games and the other major projects.
- **Worker Migration** – There is anticipated to be substantial in-migration of workers from other regions to take advantage of employment opportunities generated in the years leading up to and following 2010. This can provide an opportunity for BC to recover workers lost to out-migration from the province over the past several years, and also provide opportunities for workers from other regions within BC. Consideration needs to be given to issues of equitable access (e.g. through prior learning and credential assessment and recognition systems); and also to the possibility of competition for skilled workers from major projects in other parts of Canada.

The RKA labour demand analysis also included two other key points:

- The coming increase in employment growth will place new pressures on the labour supply of the province in both metropolitan and non-metropolitan areas. Combined with demographic changes and mounting global competition for talent already occurring, this increased demand poses a very significant challenge to the province's ability to adjust. If not met, it could negatively impact upon BC's capability to successfully host the Winter Games and complete the other major projects.
- Notwithstanding growth from the 2010 Winter Games, the convergence of major economic, demographic and globalization forces will definitely create new demands upon our labour market that requires systematic longer-term planning.

2010 VOLUNTEER DEMAND

In addition to the demand for paid labour, a very major impact from the hosting of the 2010 Games will be the volunteer requirements, which can be considered another major component of labour demand. Thousands of people agree to work towards the goals of the Olympics, giving time and effort that matches those who are compensated through employment.

Volunteer work will be concentrated in the period of the Games, but is also required before the Games begin and for a time after they are concluded. In addition to its intrinsic rewards, a key benefit is that it can provide volunteers with valuable experience and networking that can benefit future employment and career development efforts.

Based upon analyses from earlier Winter Games, it is estimated that there will be a need for approximately 25,000 – 30,000 volunteers to support both the 2010 Winter Games and Paralympic Games. Volunteers will be required in a wide range of functions and at numerous skill and experience levels. Even before the successful bid, by last spring, approximately 100,000 volunteers had already registered to work at the Games.

While the RKA report included an analysis of volunteer demand and opportunities and of lessons learned from other Olympics, the Committee was not able to investigate volunteer issues and implications within its timeframe and resources.

Labour demand estimates without labour supply data provides an incomplete picture of BC's future labour market. Therefore, the 2010 HRP Committee commissioned RKA to continue on with a labour supply and gap analysis.

2.2 Labour Supply and Gap Analysis

The RKA labour supply and gap analysis report complements RKA's earlier labour market demand analysis for the period 2003-2015 resulting from the 2010 Winter Games and three major projects. In combination, both reports represent one of the most comprehensive analyses of future labour market demand, supply and anticipated gaps in BC. Despite this significance, it should be noted that labour supply modeling in particular is still in its infancy in Canada, and is still remains more an "art form" than a science.

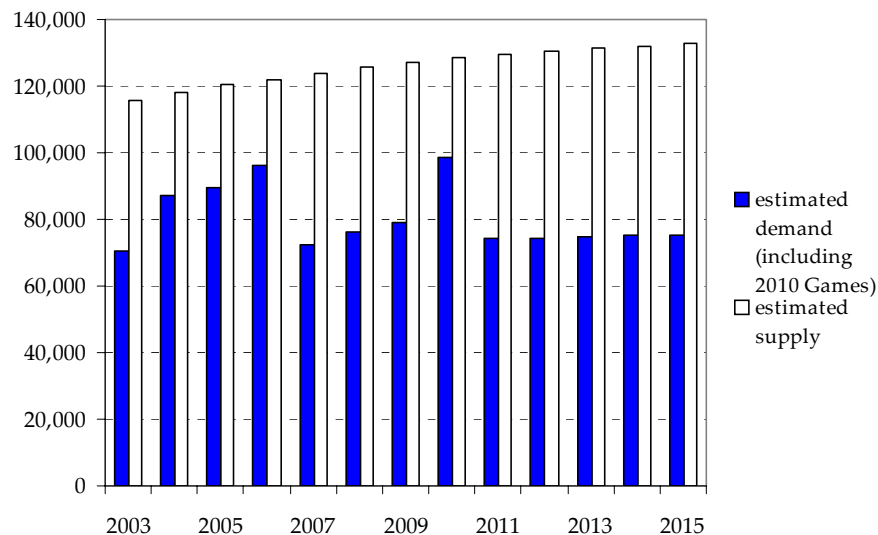
According to RKA, BC's population is projected to grow from a current level of 4.13 million to 4.9 million by 2015. The 45-64-age cohort will grow significantly to 2008 to equal the 25-44 age cohort, after which the numbers of older workers will continue to increase and constitute the largest cohort in the BC population. The aging of the workforce will translate into a rapid decline in labour force participation rates from 72.8% in 2001 to 67.3% in 2015 as older workers withdraw from the labour force. Nonetheless, overall the working age population (15-64) will increase from 2.8 million in 2001 to 3.4 million in 2015.

The eight major sources of incremental labour supply for BC during the 2003 – 2015 period cited by RKA are:

- (1) university graduates;
- (2) college graduates;
- (3) high school graduates;
- (4) private training institution graduates;
- (5) apprentices;
- (6) inter-provincial migration;
- (7) international immigration; and
- (8) persons leaving income assistance.

There are a number of data limitations to the amount of weight one can place on the outputs of this analysis.

The RKA labour supply analysis numbers exclude the pool of unemployed persons to avoid double-counting in estimating labour supply and because of the assumption that they are less likely to have the skills, experience and personal qualifications that match demand opportunities. The RKA supply analysis also does not take into account inter-occupational mobility.



As the above table shows, RKA concluded that in aggregate, potential labour supply appears to be sufficient to meet incremental demand due to the 2010 Winter Games and concurrent major projects; and therefore, in broad terms there will be no wide-scale skill shortage of prospective workers.

RKA noted that the challenge is in developing the right skills and other attributes in those prospective workers to meet labour demand. For all job candidates, a good basic education is a critical first step. Strong skills in communication, client service, team work, and working with technology are essential competencies that are transferable to many occupations. For most individuals, some post-secondary training should be viewed as a “must, not a maybe” since labour analysts conclude that 70% of all new jobs now require some form of post-secondary education.⁷

However, when RKA disaggregated the supply-demand data, it found potentially significant (“severe” or “medium”) gaps in the following seven of the 25 top growth occupations during 2003-2015 (extent of shortfall of workers in parentheses):

Potential “severe” gap

- Contractors & Supervisors, Trades & Related (10,857 or 70% of overall demand)
- Managers in Food Service & Accommodation (8,600 or 36% of overall demand)
- Managers in Construction & Transportation (6,731 or 59% of overall demand)

Potential “medium” gap

- Motor Vehicle & Transit Drivers (5,700 or 15% of overall demand)
- Managers in Retail Trade (3,600 or 15% of overall demand)
- Auditors, Accountants & Investment Professional (3,291 or 11% of overall demand)
- Administrative & Regulatory Occupations⁸ (800 or 4% of overall demand)

Projected Labour Supply Shortfalls (2003 – 2015)			
Occupational Category	Projected Shortfall	% of Total Demand	Level
Contractors and Supervisors, Trades and Related	10,857	70%	Severe
Managers in Food Service and Accommodation	8,600	36%	Severe
Managers in Construction and Transportation	6,731	60%	Severe
Motor Vehicle and Transit Drivers	5,700	15%	Medium
Managers in Retail Trade	3,600	15%	Medium
Auditors, Accountants and Investment Professionals	3,291	36%	Medium
Administrative and Regulatory Occupations	800	4%	Medium
Chefs and Cooks	1661	6%	Moderate
Occupations in Food and Beverage Services	826	3%	Moderate
Athletes, Coaches, Referees & Related Occ’s	680	8%	Moderate
Machine Operators: Fabric, Fur or Leather	377	11%	Moderate
Creative and Performing Artists	119	1%	Moderate

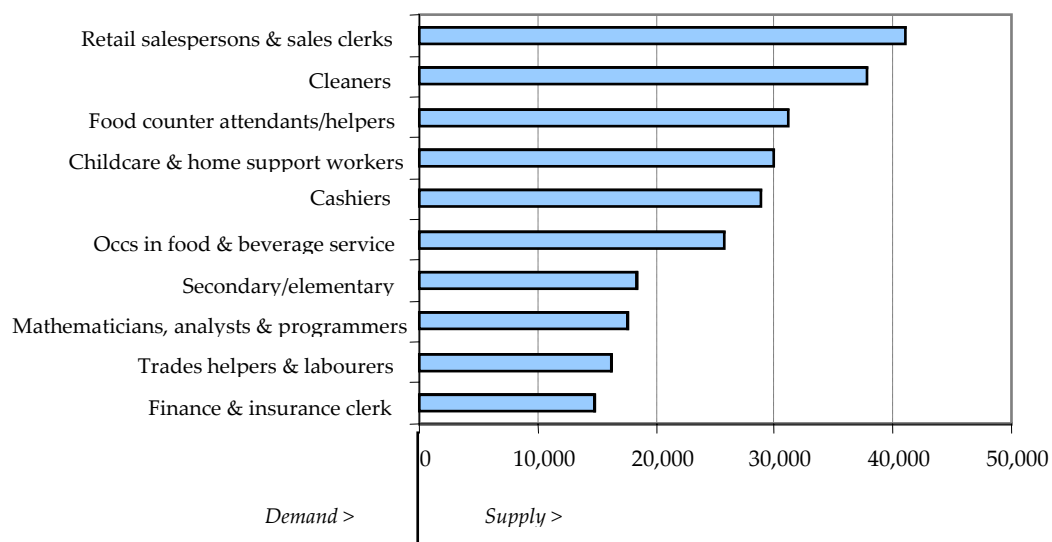
In some areas of high demand, RKA's supply analysis led to projections of significant labour force surpluses during 2003-2015. This applies to four of the top 25 occupational groups:

⁷ *The Aboriginal Human Resources Development Strategy: Partnering for Progress* published by Government of Canada, 2003.

⁸ Administrative Officers, Personnel & Recruitment Officers, Purchasing Agents, Event Planners, etc.

- Retail Salespersons and Sales Clerks (41,000 workers more than anticipated demands)
- Occupations in Travel and Accommodation (9,476 workers)
- Childcare and Home Support Workers (29,993 workers)
- Trades Helpers and Labourers (16,186 workers)

Top ten areas of potential surplus, 2003-2015



RKA also identified some occupations on the top 25 growth list which should be on a “watch list” for possible shortages, likely confined to only one or two years during 2003-2015:

- Creative and Performing Artists (potential shortfall of 119 workers in 2010)
- Chefs and Cooks (potential shortfall of 1661 workers over 2009-2010)
- Occupations in Food and Beverage Service (potential shortfall of 826 workers in 2010)
- Machine Operators, Fabric, Fur and Leather (potential shortfall of 377 over 2008-2010)
- Athletes, Coaches, Referees and Related Occupations (potential shortfall of 680 over 2009-2010)

Due to the limitations and assumptions on which the RKA analysis is based, more data and analyses are required before too much weight is placed on these estimates. Since some work will be concentrated in several months (i.e., one “person-year” of employment may require multiple workers), there may be dramatic increases in some Games-related demands—and then, following the Games, surpluses in these areas.

The occupational groups most likely to experience the most severe pressure in 2010 are:

- Managers for Food Services and Accommodation
- Accountants and Investment Professionals
- Chefs and Cooks
- Other Occupations in Food and Beverage Services
- Motor Vehicle and Transit Drivers.

It is important to differentiate between shortages created by the 2010 Games versus by the three major projects reviewed by RKA and by base growth. Some of the potential shortages (e.g. athletes, artists and performers, etc.) are clearly created by the 2010 Games growth. Other potential shortages are clearly driven more by base growth (e.g. computer, consulting and business services); while other shortages are created by both the Games and broader growth (e.g. construction, retail and tourism occupations).

RKA offered a number of options for addressing potential labour force shortfalls including expanding apprenticeship and trades certification opportunities, expanding on-the-job training linked to career advancement into management, upgrading front-line workers, increasing the numbers of seats in training institutions, reducing unnecessary barriers to inter-provincial migration, and broadly disseminating information on future labour market demand so individuals can make better informed career choices.

In addition, it should be noted that there are a whole range of public policy and private sector options—some identified by RKA—to address potential future shortfalls of labour. The Committee cautions stakeholders not to focus exclusively on public sector and training solutions.

LABOUR DEMAND/SUPPLY SUMMARY

In summary, according to RKA, BC employers do not appear to face a widespread shortage in aggregate labour supply. With the exception of shortages of specialized skills in certain sectors, occupations and regions, BC employers face a shortage of “the right mix of skills and knowledge.” While the research data does not project a widespread skills crisis in most industries, it does project a significant increase in employment opportunities that will challenge industries’ capacity to recruit and train the workforce they will need.

It should be noted that this overall projection is based on the mobility of highly-skilled labour across Canada. This internal migration could be interrupted by mega-projects in other provinces and even the Pacific Northwest of the United States. Moreover, it is difficult to predict economic growth more than a year or two into the future.

For example, the final three months of 2003 saw strong job growth in BC. The labour market charged ahead, adding 36,600 jobs over the previous quarter, an increase of nearly 2%. Impressively, the gains were all in full-time jobs, while part-time employment shrunk slightly. Full-time employment is 5.1% higher than it was one year ago. The number of unemployed in the province fell sharply. 30,200 fewer people are unemployed than there were in the third quarter of 2003. In the fourth quarter of 2003, the number of unemployed fell to 164,400 – the lowest level since the quarter ending September 2001. The unemployment rate dropped to 7.4% in the fourth quarter, down a full percentage point for the same period last year. In December, the unemployment rate stood at 6.8%, falling below the cross-Canada rate for the first time since May 2001.⁹

The point is that a sustained period of economic growth would drive the unemployment rate down even further. The labour market would then become extremely tight for those seeking to recruit skilled labour. Moreover, the labour force is rapidly changing. From 1991 to 2001, 91% of the net labour force growth was due to recent immigrants. Over the same period, fully 60 percent of the net labour force growth in BC was due to recent immigrants. However, given that a great many new Canadians do not have their skills recognized, it is difficult for them to fill the jobs for which they are qualified.

Also, in the face of “skills wastage” by not drawing on untapped labour pools, a challenge for employers is to adapt their recruitment practices and training initiatives. The hurdles in finding and preparing people for anticipated job openings can be reduced by strengthening ties among industry, community groups, educators, and other skill development and placement services. A key opportunity is for employers to recruit more from groups that have not been traditional sources of labour for them: Aboriginal persons, skilled workers re-entering the workforce after long periods of unemployment, persons with disabilities, older workers, and immigrants. This is discussed further in the next section.

⁹ HRSD BC/Yukon Region Labour Market Bulletin, Fourth Quarter, 2003

2.3 Human Resource Opportunities and Challenges

This section focuses on opportunities and challenges identified by stakeholders and the research in the Committee's work. It contains four parts:

- The demand side: industry sectors and employers;
- The supply side: groups under-represented in the labour force and organizations who represent them;
- Labour force participants in outlying regions; and,
- Education and training providers.

2.3.1 Industry Sectors

As indicated by RKA, the 2010 Olympic and Paralympic Winter Games are a catalyst for multi-year human resource planning and strategy development, but not the end in itself; nor are they the sole driver of increased labour demand in the province. Major projects to improve infrastructure, a boom in housing construction, expansion of the energy (oil & gas) sector, and niche technology and service growth are also driving labour demand in BC.

The 2010 Games and related projects represent an opportunity for employers to work together through their sector associations, and for industry associations to exemplify leadership and to work collaboratively across sector boundaries to design and implement appropriate strategies to effectively recruit and develop skilled workers.

As indicated earlier, tourism, retail and construction are the three sectors expected to experience the greatest employment growth from the Games and related projects during 2003-2015. This section highlights the key opportunities and challenges that the Committee found in research and industry roundtables with representatives of these three sectors.

Total Labour Demand in BC from 2003 to 2015 by Industry (High Estimate)

Top Ten Industries

	Total Incremental Employment Growth		Total Openings in Base Model		Total Growth in Labour Demand	
	Openings	% of Total Growth	Openings	% of Total Growth	Openings	% of Total Openings
Accommodation, Food & Recreational Services	47,963	30.3	110,355	69.7	158,318	15.1
Construction	18,893	23.4	61,843	72.6	80,737	7.7
Retail Trade	10,634	8.8	109,961	91.2	120,595	11.5
Professional Business Services	8,246	19.3	34,547	80.7	42,792	4.1
Transportation & Storage	7,828	12.8	53,471	81.2	61,298	5.9
Other Manufacturing	7,330	44.1	9,302	55.9	16,632	1.2
Finance, Insurance, & Real Estate	5,179	9.6	48,633	90.4	53,812	5.1
Computer, Consulting and Other Business Services	4,123	5.8	67,132	94.2	71,255	6.8
Other Services Industries	2,964	8.9	30,213	91.1	33,178	3.2
Wholesale Trade	4,895	8.7	51,233	92.3	56,128	5.4
Total	131,799	12.6	913,285	87.4	1,045,085	100

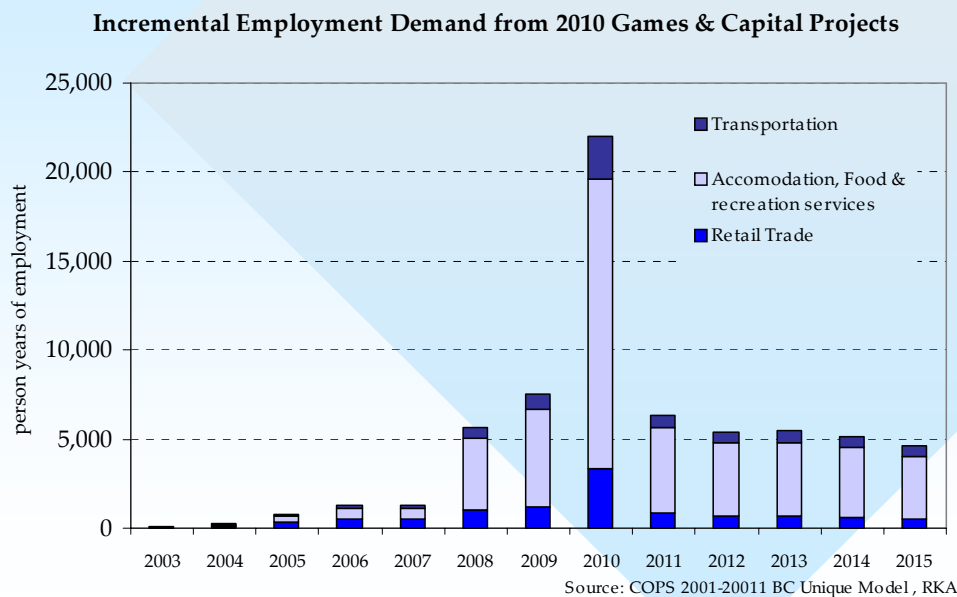
Source: RKA

Other sectors will experience significant growth during this period as well and a few observations are made later in this section regarding industries such as transportation, manufacturing and technology.

Tourism Industry

Much of the labour demand in tourism—accommodation, food and beverage, and recreational services in particular—is arising from strong expected growth even without the 2010 Games. Demand in accommodation, food and recreational services will experience large growth in the base model as well as high growth due to the 2010 Games. All three of tourism-related components are large sectors, so even small growth rates will result in large numbers of job openings.

Most additional tourism-related jobs will be generated close to and after 2010



Prepared by Ministry of Skills Development and Labour

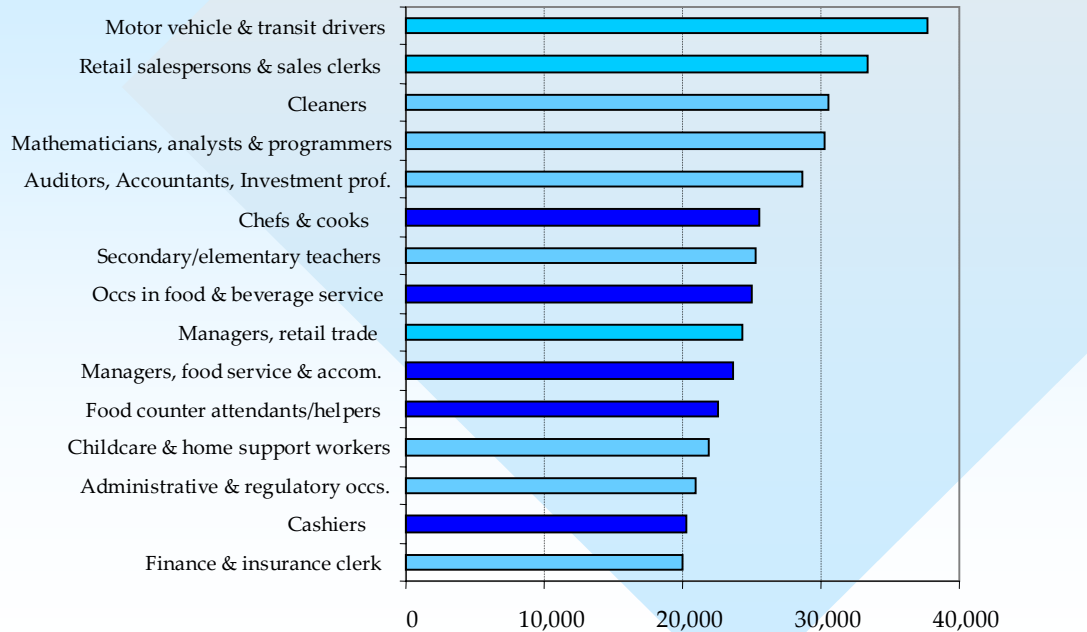
December, 2003

The incremental growth in demand in tourism-related sectors as a direct result of the 2010 Games and three major projects represents a 24% increase over and above the base level growth estimate (i.e. the expected increased demand without the Games and the three other capital projects). This is higher than the average across the economy, which is 14% over base openings. For the three key tourism-related sectors, growth over base is as follows:

- Accommodation, food & recreation services (43.4% above base growth)
- Retail trade (9.5%)
- Transportation (14.5%)

The list of top 15 high-growth occupations for 2003-2015 includes many tourism-related jobs, such as Chefs & Cooks, Occupations in Food and Beverage, Managers in Food Service and Accommodation, Food Counter Attendants, etc.

What tourism-related occupational groups will see the greatest demand between 2003 and 2015?*



Prepared by Ministry of Skills Development and Labour

December, 2003

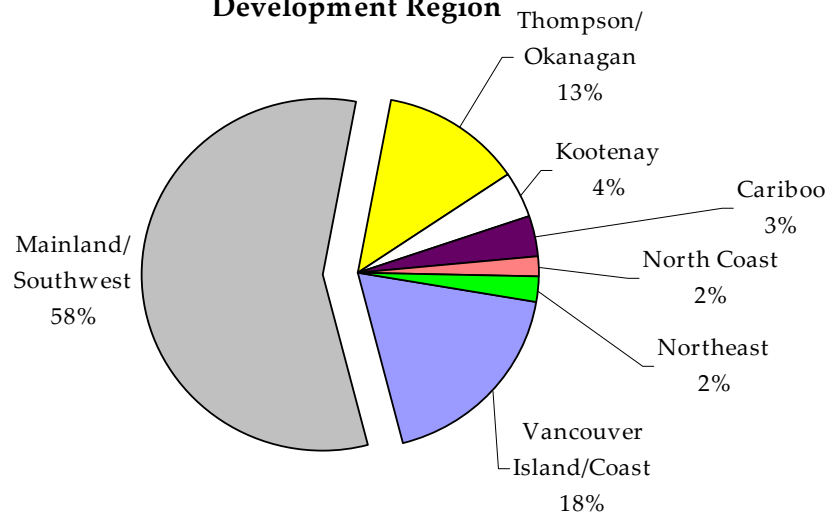
*Tourism-related occupations are noted with dark blue bars.

Over the period 2003-2015, tourism-related job openings represent 51% of the incremental increase in jobs. While the greatest impact on job growth will occur around 2010, there are lasting impacts for the tourism sector. According to RKA, as one looks out in time, the tourism sector impacts accounts for a greater share of total impacts of anticipated employment opportunities. In 2006, tourism is 12% of total new jobs, while in 2015, tourism accounts for more than 70% of incremental new jobs.

One issue that neither RKA nor the Committee had time to thoroughly investigate was the need to take into account that estimates are identified in how "person-years" translates into actual job openings during a given interval within the larger time period examined. In reality, the impacts at the firm level may be more dramatic in terms of people needed (i.e. work could be part-time and the demand therefore much longer than a calendar year). Alternatively, a new person-year may actually reflect several positions (and people needed), but only be required for shorter spells.

As mentioned previously, the incremental impact of tourism employment increases is expected to be spread throughout the province. Forty-two percent of incremental job openings will be in areas outside of the Lower Mainland.

Distribution of Tourism-Related Employment Impacts by Development Region



Source: RKA

TOURISM OPPORTUNITIES

The fact that BC's tourism industry will provide the majority of Games-related employment growth outside the Lower Mainland and Southwest regions of the province represents a tremendous opportunity to maximize employment benefits in smaller communities.

There are many tourism industry groups (e.g., Tourism BC, Council of Tourism Associations, BC Restaurant and Food Services Association, etc.) that can work together with educators and trainers to develop training and skills strategies. There can be local partnerships between among Chambers of Commerce, tourism sector associations and local tourism operators and associated organizations, secondary schools and colleges.

The BC tourism industry has created momentum in this regard through its comprehensive Tourism Human Resources Strategy. One of the outcomes of the planning process behind this initiative has been the creation of *go2*, the industry's HRD coordinating arm. *go2* is putting in place the capacity and plans to implement the Tourism HR Strategy; and it, along with training providers, will play a pivotal role in the industry's ability to respond to the 2010 employment growth.

TOURISM CHALLENGES

At the Committee's Tourism Roundtable, co-sponsored by with *go2* and the 2010 HRP Committee, a number of challenges were identified by industry stakeholders.

The sheer volume of Games-related growth, incremental to the already significant jobs growth expected over the next several years, creates pressures on the industry and also on the network of education and training providers who offer tourism-related programs. It will be increasingly challenging to attract new workers into tourism careers, particularly with competition from other industries during the same period. Compensation is one competitive factor; and while there is a wide range of compensation levels in the industry, employment incomes for most tourism-related occupations still tend to be lower than the all-industries average.

The tourism industry may wish to consider new initiatives to recruit people from non-traditional labour pools such as immigrants and Aboriginal people. Partnerships with labour force supply groups will be useful to pursue such sources of human resources. More effort will also be needed in the development, mentoring and retention of management personnel in tourism companies. To the degree that some of this will be done from within companies, will further reduce the supply of entry-level workers.

In addition to recruitment and training, as noted in its human resource strategy, the tourism sector has a significant "retention" issue in keeping and developing entry-level employees. Roundtable participants suggested new strategies need to reflect the evolving expectations of youth, and the needs of "career changers" and older workers will need to be considered.

The regional growth in tourism companies is a double-sided issue, creating pressures for more local and regional training and recruitment strategies initiatives, and for providing assistance to small business operators more prevalent in these regions. With the majority of the growth in the Lower Mainland, tourism operators in outlying regions will be challenged to attract and/or retain local workers, not including workers from the southwest part of BC.

As the Tourism Roundtable suggested, the tourism industry will need to continue on its track of "attracting, retaining and training" more people to address long-term growth, while anticipating and planning for a 2010-related "spike" on top of this.

Construction Industry

Construction includes a diversity of building-related enterprise:

Building, developing & general contracting

- Residential building & development
- Non-residential building & development

Industrial & Heavy Engineering Construction

- Industrial construction (power plants, gas pipelines etc.)
- Highway & heavy construction

Trade contracting

- Site work (wrecking, excavating, water well drilling)
- Structural & related work
- Exterior close-in work
- Plumbing, heating, air conditioning & mechanical work
- Mechanical specialty work (e.g. sprinkler installation)
- Electrical work
- Interior & finishing work
- Other trade work (elevators, swimming pools).

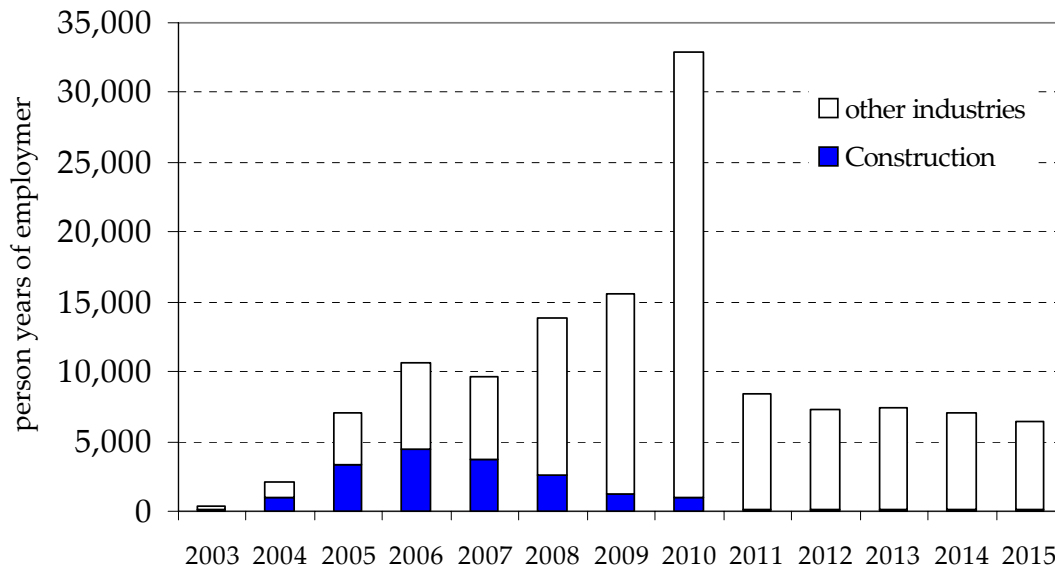
Service industries to construction

- Project management (developers, inspectors)

Of the 913,285 expected total job openings in the base model of employment growth, 61,843 of those are expected to be in the construction sector—the equivalent of 6.8% of total job openings in BC during 2003-2015. A greater proportion (13.9%) of incremental job openings (due to the Games and three related infrastructure projects) will be created in the construction sector. The increase in demand in construction represents a 29% increase over and above the base number. Like tourism, this is greater than the average across the economy (14%).

While the chart below shows construction does not account for the majority of employment opportunities, much of the work that will be done with these incremental construction jobs lays the foundation for employment and the additional benefits seen in other sectors (e.g., jobs related to actual hosting implementation of the 2010 Games, tourism benefits, increases in transportation sector, etc.).

Incremental Employment Demand from 2010 Games & Capital Projects



Source: COPS 2001-2011 BC Unique Model, RKA

RKA found that the largest construction-related growth occupations during 2003-2015 will be for individuals with supervisory and management skills:

- Contractors & supervisors, trades & related (15,700)
- Managers in Construction & Transportation (11,375)
- Carpenters & cabinetmakers (10,669)
- Other construction trades tradesworkers (6,541)
- Trades helpers & labourers (5,255)

There are other occupations significant to the construction sector which were not included in the RKA is analysis (e.g., architects, engineers, plumbers etc.).

CONSTRUCTION OPPORTUNITIES

With employment growth due to the 2010 Games, the BC construction industry will be the second largest beneficiary. This will be particularly significant in the road building and commercial/institutional construction sectors, and will bring new opportunities to the industry. According to the *2010 Construction Leaders' Task Force*, construction investments from the Games and other major projects during 2004-2011 will total \$6.28 billion.

Educational institutions and other supply groups are looking for direction from the construction industry. This will be an opportunity for industry associations as sectors come forward to partner with the new Industry Training Authority (ITA) and training institutions to meet their needs for skilled workers. This can be provided through partnerships among industry groups and education and training providers. The new training models that the ITA promotes also represent an opportunity for construction employers to pursue flexible training programs for which they have been asking.

An important source of skilled labour during the growth leading up to the 2010 Games will be management and trades workers in other regions of the country. Construction industry employers will need to work together, through their sector associations, to plan for and achieve intra- and inter-provincial mobility of skilled workers.

At the Committee's Roundtable, participants saw the 2010 Games and related projects as an opportunity for construction industry associations to work together and to exemplify leadership to put the appropriate planning and strategies in place to maximize business, employment and skills opportunities. It will also be an opportunity for governments to play a supporting and facilitative role during this process.

Another potential area of opportunity for the construction industry is tapping non-traditional labour pools (e.g. Aboriginal people, immigrants, etc.) for entry-level trainees and skilled workers. This was not touched upon to a large extent at the roundtable, however, the RKA work and that of other researchers would suggest this is not only an option, but possibly an imperative.

CONSTRUCTION CHALLENGES

Perhaps the biggest challenge for the BC construction industry is the lack of agreement among key sector groups. As a result, construction industry proponents cannot not speak with one voice on important issues such as training and skills development. The territoriality of politics around of trades training and apprenticeship are obstacles to developing a broad construction industry strategy, like successful initiatives in tourism and aerospace. One area in which the whole construction industry works well together on is around safety and Workers Compensation Board issues; perhaps the model the industry uses for safety initiatives could be applied to industry training issues and 2010-related employment goals.

As indicated, the construction industry expects to see many major building projects in BC during 2003-2015 outside of the Games-direct construction. Its representatives are therefore concerned about how the big construction projects associated with the Games and those outside of the Games are scheduled. At the Construction Roundtable, the industry suggested that the projects be staggered and not all happen during the same time; participants called for OCOG and the provincial government to ensure this. They also called for care to be taken ensure no "dumb" tendering procedures or inappropriate regulations are used 2010-related procurement and contracting.

Many of the Construction Roundtable participants spoke of a "training supply" problem, indicating that training institutions were not providing an adequate number and quality of graduates for the industry. They suggested there was a "disconnect" between employers and the training supply, and that industry, education and government leaders must bridge this.

The construction industry does not have a very positive image in the eyes of parents, educators and young people. The construction industry itself holds this view, as was confirmed at the roundtable. Part of the industry's long-term direction will need to include strategies to focus on improving how construction careers are perceived and invest in promotional strategies, including making the audience aware of the full range of career paths and job opportunities.

Even when it succeeds in attracting workers, the industry is not considered very friendly to new entrants, including youth, women, and members of other under-represented groups. New partnerships and more dialogue between construction employers and labour force groups and K-12 educators are needed to support entry into the industry and to reduce turnover.

As noted earlier, construction management and supervisory skills are expected to be in short supply in the coming years. Efforts to address this gap by developing from within could exacerbate trades labour shortages with entry-level positions. Since supervisors and junior managers are often developed from within, roundtable participants suggested that construction companies start hiring and developing managers now.

Also, as construction activity is very prone to cyclical ups and downs, roundtable participants suggested that industry and training providers need to develop a “quick response” recruitment and skills development capacity that can be ramped up and down in shorter intervals if necessary.

Retail Trade

Retail trade includes such activities as:

- Food, beverage & drug stores;
- Shoe, clothing, fabric & yarn stores;
- Furniture, appliances & furnishings stores;
- Auto vehicles, parts & accessories;
- General retail merchandising;
- Other retail stores (e.g., florist shops, hardware stores, sporting goods); and,
- Non-store retailing (vending machines, direct marketing).

Of the 913,285 expected job openings in the base growth, 109,961 of those are expected to be in the retail sector— or 12% of total job openings to 2015. Incremental job openings in retail trade will be 8.1% of total 2010-related openings.

This increase in demand in retail trade represents a 10% increase over and above the base growth. This is slightly less than the average across the economy, which is 14% over base openings. Much of the future demand in this sector is being driven by strong expected growth even without the 2010 Games.

The employment demand in retail trade will grow slightly below average, compared with other sectors. However, it is a large sector to begin with, so even small growth rates will still result in large numbers of job openings. RKA found that the three largest-growth occupations in retail during 2003-2015 would be:

- Managers in retail trade (24,269);
- Retail salespersons & sales clerks (33,384); and,
- Cashiers (20,254).

There are other occupations significant to this sector that were not included in the RKA analysis (e.g., butchers, pharmacists, etc.).

RETAIL OPPORTUNITIES

Retail roundtable participants considered accessing new entry-level employees through the development of alliances with labour force supply groups, who may offer a pool of entry-level employees. These partnerships may start with larger employers and chains but could then be expanded via retail associations so that regional and smaller retailers can participate.

Roundtable participants also spoke about the need for more partnerships with educational institutions and training providers. Partnerships such as the British Columbia Institute of Technology Retail Management *Metropolis* partnership with Retail BC and Ivanhoe Cambridge were given as an example.

Retail partnerships among industry associations and several retail chains were identified as another form of alliance that would be helpful in the development of new recruitment and retention strategies.

Retailers also identified the need for a new transferable skills program along the lines of tourism's *Superhost* program. Such a program could be developed by retail associations and offered throughout the province in partnership with educational institutions. Other new credentialed training programs involving national and provincial standards are being considered by national and BC retail associations. Again, community colleges could help in this regard.

Roundtable participants exchanged ideas about innovative human resource practices to attract and retain entry-level workers and retail supervisors; they recommended more exchange of best practices. Creative options such as financial incentives and other means of recognizing performance, were identified as possible solutions by retailers.

Finally, to address the 2010 retail demand "bubble," the retail sector may be able to use cross-store and cross-sector strategies including inter-company secondments, intra-company loans of staff from operations in other parts of Canada, developing common pools of entry-level workers, creative scheduling, and pay/retention bonuses.

RETAIL CHALLENGES

Retail roundtable participants saw the poor image of retail (i.e. perception of low skilled, "dead-end", low paying jobs) as a major challenge to address. As within tourism, this was of particular concern in light of competition for skilled workers from other industries that provide better compensation and more positive images.

Another key challenge is retaining good retail employees. Even if stores are able to attract and recruit suitable human resources, retail employers have a more difficult time in keeping them.

Major retailers also spoke of the potential constraint on new store building or expansion created by major construction projects leading up to the Games.

Small retailers spoke of the difficulties they have in not having economies of scale in training staff or in developing strategies to retain good employees. It was agreed that retail associations need to develop tools for small retailers. Perhaps more roundtable discussions with small business operators could generate incentive strategies suitable for small enterprises.

Retailers said that preparing workers for managerial roles is one of the greatest skills challenges in their industry. Like many other industries, retail companies experience significant turnover in management and supervisory employees—which, coupled with expected growth in this sector, means the need for more investment in the development of good managers must begin now.

Other Sectors

While the Committee was not able to hold roundtables or organize formal discussions with other industry sectors, the RKA data reports identifies other industries that will realize significant employment growth from the 2010 Games. Some examples are transportation, manufacturing and technology sectors.

These three industries are interesting in that they have diverse sub-sectors and possess some interdependencies or overlaps. Manufacturing and technology, for example, do not show up as one line in standard aggregate industry categories of employment growth. Both are "composites," as is tourism.

Growth in Other Industries – 2003 to 2015 (High Estimate)

Sector	Total Incremental Employment Growth	Total Openings in Base Model	Total Growth in Labour Demand
Food Products & Beverages	812	6,731	7,543
Rubber, Plastics & Chemicals	304	3,162	3,466
Pulp and Paper, Paper Products	169	8,652	8,821
Wood	436	16,620	17,056
Printing and Publishing	1,190	7,719	8,909
Manufactured Mineral Products	460	5,532	5,992
Metal Fabrication & Machinery, except electrical	880	6,042	6,922
Motor Vehicles, Trailers & Parts	0	501	501
Other Transportation Equipment	87	6,596	6,683
Electrical & Electronic Products	433	3,723	4,156
Other Manufacturing	7,330	9,302	16,632
Transportation & Storage	7,828	53,471	61,298
Communication	2,318	10,781	13,098
Professional Business Services	8,246	34,547	42,792
Computer, Consulting and Other Business Services	4,123	67,132	71,255

Source: RKA

MANUFACTURING

Manufacturing is the sum of 11 industry categories (i.e. the first 11 rows in the above table). While “Other Manufacturing” will see 7,330 person-years of employment in total, all of Manufacturing will experience significant growth of over 12,000 person-years of employment or (9.2% of the total impact of the 2010 Winter Games and three major projects) during 2003-2015.

TECHNOLOGY

Technology is part of a number of industrial categories, including Communication, Professional Business Services, Computer/Consulting/Other Business Services, and parts of Manufacturing. In total, technology employment will experience significant incremental growth, mainly from the 2010 Games itself (i.e. as opposed to from the three concurrent major projects) and base growth.

TRANSPORTATION

Transportation & Storage is projected to experience over 61,000 in job openings during 2003-2015 – which includes anticipated demand for 37,749 motor vehicle and transit drivers—a demand that RKA suggests will be particularly critical in the year 2010.

While the Committee did not have the opportunity to formally meet with industry groups representing these sectors, manufacturing, technology and transportation face definite opportunities and challenges associated with base employment growth and the 2010 Games and concurrent projects. These will be discussed generally in the next section on action recommendations as they pertain to strategies related to all industry sectors and the 2010 Games.

2.3.2 Communities Under-Represented in the Labour Market

This section identifies specific opportunities and challenges connected with maximizing employment and skill development opportunities for the following stakeholder groups from which the Committee heard during consultation meetings:

- Aboriginal people;
- Residents of the Downtown Eastside in Vancouver;
- Persons with disabilities;
- Immigrants; and,
- Youth.

A key theme heard throughout the Committee's work was connecting labour market supply and demand. On one hand, the RKA work has estimated significant employment growth over the next 12 years, and employers are increasingly concerned about finding and retaining skilled workers with the right mix of skills and knowledge needed now and in the future. Yet, on the other hand, the Committee has heard from various labour force supply groups about the tremendous under-utilization of skills among their unemployed and under-employed constituents.

This section highlights the opportunities and challenges facing members of groups under-represented in the labour market (and those who represent them) that the Committee heard from and learned about during its work. It focuses on connecting demand and supply and redressing the under-utilization of such groups.

As mentioned earlier, many job openings in British Columbia are arising because of attrition in the current workforce. For example, the age profile of electrical and electronic trade workers reveals that mature workers (aged 50 years and older) accounted for more than 40% of this workforce in 1998.¹⁰ The declining birth rate in the province means there are insufficient young workers to replace older workers as they exit jobs. The number of retirees is beginning to exceed the number of young new workers in many sectors, and by 2010 or sooner, retirees will out-number new entrants in BC for the first time ever.

Economists also predict an increased reliance on immigrants for skilled labour. The chart below shows that the largest share of population growth in BC is expected to come from immigration, not natural increases due to BC births nor from migration of individuals from other parts of Canada.

Other examples of significant demographic or supply-side factors include the following:

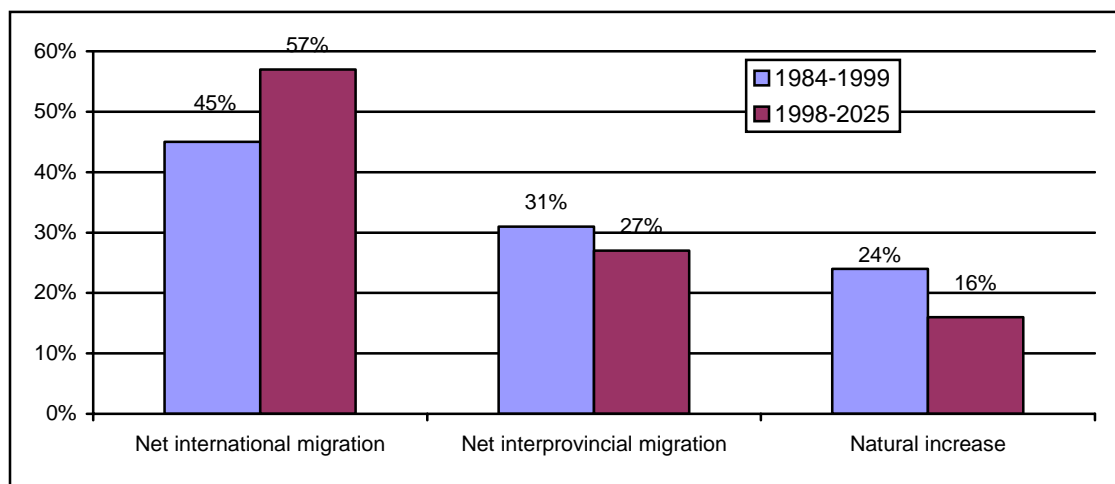
- The Aboriginal labour force is expected to grow by 18% between 1996 and 2010 – an increase of more than 11,000 (see table below).¹¹
- RKA referenced more than 2,000 unemployed workers in the Downtown Eastside community.
- The size of the labour force comprised of persons with disabilities is expected to grow by more than 34% between 1996 and 2010 – an increase of more than 41,000 (see table below).¹²

¹⁰ BC Statistics, *Labour Force Statistics – October 2000*.

¹¹ The Laurier Institute.

¹² The Laurier Institute.

Past and Projected Population Growth Sources for BC 1984 – 1999 and 1998 – 2025



Source: BC Stats

The table below also underlines the recruitment and supply implications of BC's and Canada's demographic trends.

Labour Force Participation for Special Population Sectors

Population Sector	1996	2010	% change
Persons with Disabilities*			
Aged 15 years and older	399,840	459,904	+15.0%
Labour Force Size	119,952	160,966	+34.2%
Labour Force Participation Rate	30%	35%	+5.0%
Aboriginal Population*			
Aged 15 years and older	96,566	113,948	+18.0%
Labour Force Size	61,755	72,870	+18.0%
Labour Force Participation Rate	64.0%	64.0%	0.0%
BC Average**			
Aged 15 years and older	3,130,300	3,807,400	+22.0%
Labour Force Size	2,056,000	2,389,144	+16.0%
Labour Force Participation Rate	65.7%	62.8%	-2.9%

*Source: The Laurier Institute

**Source: BC Stats; Note that projections for 2010 were not available for BC, therefore, 2008 projections are reported

The rest of this section highlights employment and skills opportunities and challenges facing members of under-represented groups in BC. The examples are based on what the Committee heard at its December 10th Stakeholder Forum and other meetings, and on the results of Committee-sponsored research projects.

Aboriginal People

OPPORTUNITIES

Growing youth population

The Aboriginal population is a young population; youth between the ages of 15-19 account for one-third of the Aboriginal working population (aged 15-64), and 60% of the Aboriginal population are under 30 years of age. The youth population in the Aboriginal population is growing at double the national rate. The youthfulness and the growth rate (birthrate of 2.4%) of the Aboriginal population make it the only segment of the labour pool—besides immigrants to BC—that will proportionately expand over the next ten years.¹³

Existing infrastructure for skills development and placement services

There is a strong network of Aboriginal Employment Centres and other Aboriginal training services already established in British Columbia. Over the past five years, \$1.6 billion¹⁴ has been invested by the Government of Canada into Aboriginal human resource development, distributing the funds through Aboriginal-led organizations and allocating funds according to Aboriginal populations and labour force participation. The original five-year program has been renewed for a further five years (effective April 2004). The goal of the Aboriginal HRD Strategy is long-term sustainable employment in an ever-broadening range of career paths, taking full advantage of opportunities in every sector of the economy.

On-line tools to link labour supply with employer demand

As part of its Inclusion Network, the national sector council—the Aboriginal Human Resource Development Council of Canada (AHRDCC)—provides a suite of web-based tools to help employers easily find potential Aboriginal employees. Membership is free and includes such features as:

- An “Opportunity Exchange” to distribute job and/or training announcements to Aboriginal Employment Centres and communities, and to also enable Aboriginal job-seekers to post their resumes before a national employer audience;
- An on-line discussion forum and polling system for Aboriginal and corporate HR professionals to discuss issues of Aboriginal inclusion (includes an advisory service to provide expert responses to questions); and,
- A National Aboriginal HR Resource Centre and a tool to share promising practices.

Multi-party training plan partnership

For the purpose of supporting Aboriginal participation not only in the Olympic Games being hosted in British Columbia but also 2010-related projects in the Squamish-Whistler corridor, the Squamish, Lil-Wat, and Musqueam First Nations are working together on skill development initiatives. Early in 2003, they began collaborative work on a multi-year human resource development legacy agreement (with funding from the Province of BC’s Economic Measure Fund through the BC Ministry of Advanced Education—legacies for training and skill development). The project is managed through a non-profit society which is administered jointly by Squamish and Lil-Wat First Nations. The labour demand and supply analysis completed through the 2010 HRP Committee is being used to inform and enhance the legacies agreements currently in place.

Coordination of apprenticeship opportunities

Three Aboriginal Human Resources Development Agreement (AHRDA) holders in the Lower Mainland, under the administrative leadership of ACCESS and together with the AHRDCC, developed a *Coordinated Aboriginal Apprenticeship Strategy* (CAAS).

¹³ Data from Aboriginal labour force analysis done by Human Resource Development Canada (see www.hrdc-drhc.gc.ca) and Indian & Northern Affairs Canada).

¹⁴ Annual funding total of approximately \$320 million – disbursement and national strategy managed through the Aboriginal Relations Office (ARO) of the Department of Human Resources and Skill Development (formerly Human Resources Development Canada) and a network of ten regional coordinators.

Ten First Nations are working with the coordination model developed in the Lower Mainland and fine-tuning the model so that it reflects all regional needs. Demand projections from RKA are helping parties involved in CAAS to update their model and workplans.

Marketing partnership

The Aboriginal Employment Partnership Initiative is a joint project of the Metis Provincial Council, the First Nations Employment Society (serving the Vancouver Sunshine Coast area), and ACCESS (serving metropolitan Vancouver). Its primary focus is to market Aboriginal workers by establishing partnerships with key private sector companies. The Metis Provincial Council administers the funding provided by the Province of BC.

Keen interest in entrepreneurship

Aboriginal participants in forums sponsored by the Committee expressed strong interest in self-employment and small business development opportunities. Stakeholders also reported interest in forming new business partnerships to successfully compete for goods and services supply contracts. Several associations already provide support services for Aboriginal businesses. Aboriginal stakeholders advocate connecting these services through a one-stop information clearinghouse to maximize business development and job creation.

CHALLENGES

Combining resources to better inform employers through a one-window mechanism

To meet labour demands during 2003-2015, many employers will need to recruit skilled workers from communities other than the local community in which their business is based. Pooling information about prospective Aboriginal workers and their skills and making that information more readily accessible to employers throughout the province is a challenge if employment opportunities for Aboriginals are to be maximized.

From an industry/employer perspective, Aboriginal services are fragmented. Employers are confused by all the supply side approaches and the various agencies involved, and do not have the capacity to connect and investigate the services of each. A more streamlined mechanism for gathering information about the labour resources available through this infrastructure would increase use. This challenge is also reflected at the local level, where collaboration between sector associations and service providers at the provincial or regional level is not enough.

Educational Attainment

Almost one-quarter (22.5%) of the Aboriginal labour force is unemployed.¹⁵ Aboriginal youth ages 15-19 are 40% of the unemployed Aboriginal work force in BC.¹⁶ This is more disturbing considering that by 2004, 70% of all new jobs will require some sort of post-secondary education, while the reality is that 60% of Aboriginal students drop out before completing secondary school.¹⁷ During the period 2003-2010, this will amount to almost 20,000 dropouts. For every one student on-reserve, there are three Aboriginal students in off-reserve schools. Almost half attend schools where they represent less than 5% of the student population. The Aboriginal graduation rate (40%) is one-half the graduation rate of the student population as a whole (80%).¹⁸

On an individual level, it is the lack of hope and opportunity that causes Aboriginal students to drop out. Educational research points out that one of the key determinates in success is the degree to which the learner has been encouraged.¹⁹ Youth participants in forums sponsored by the Committee indicate that they want more information about employment opportunities and opportunities to develop skills through Games-related activities.

¹⁵ 16,720 individuals – based on 2001 Census

¹⁶ As reported in *Aboriginal Human Resource Development: 2010 Winter Games* by Pinay & Associates – based on data from Human Resource Development Canada (HRDC) and Indian and Northern Affairs Canada (INAC)

¹⁷ *The Aboriginal Human Resources Development Strategy: Partnering for Progress* published by Government of Canada, 2003

¹⁸ *How Are We Doing? Demographics and Performance of Aboriginal Students in BC Public Schools, 2001-2002*, published by the Province of British Columbia: Ministry of Education, July 2002.

¹⁹ For example, as noted in the 2003 terms of reference for an Aboriginal Stay-In-School Initiative in BC, one of the pioneering sociological studies in the 1960s concluded that youth in the Hell's Kitchen area of New York City were hopeless disadvantaged in socio-economic terms – yet the longitudinal data showed significant numbers of doctors, lawyers and priests who had grown up and gone to high school in the area. Further study concluded that the important determinate in their employment success was that they had been encouraged to stay in school.

One should not lose sight of the fact that a significant portion of people who drop out of school return within 18-24 months. Therefore, marketing should include a dual focus of urging people to stay in school and, if they drop out, encouraging them to return to school (i.e. there are many entry points through which one can do this) to get the basic education need to take advantage of most employment opportunities.

Early development stage of Aboriginal business sector

Aboriginal business is a sector in which significant development has occurred only over the last 10-15 years. Many Aboriginal entrepreneurs (current and prospective) need networking support and more information resources, including education about procurement strategies and about recruiting and developing staff, to support ongoing business development. Although in many communities there are Aboriginal business development centres, such a service does not exist in the Vancouver–Whistler–Mount Currie corridor.

Downtown Eastside Community in Vancouver

OPPORTUNITIES

Strategic focus shared by all levels of government and Vancouver Agreement Coordination Unit

The City of Vancouver, the Government of BC, the Government of Canada, and local community groups all have made economic revitalization of the Downtown Eastside area (DTES) a priority.²⁰ Their action includes the four-pillars approach to the drug problem, social housing developments, street and other infrastructure improvements, increased security, and business development initiatives.²¹ The Vancouver Agreement commits governments to work together, within their jurisdictions and mandates, and with community groups, to develop and implement a coordinated strategy to promote and support sustainable economic, social and community development. Staff support to help plan and coordinate specific initiatives is provided through the Vancouver Agreement Coordination Unit.

Rising confidence of business operators in this community

While employment opportunities have not yet increased, one-third of business operators in this area believe that economic conditions are starting to improve—one-third sees no significant change. Only two of the DTES businesses surveyed in 2003 are projecting a decline in employment. A comparison of 2001 and 2003 survey results indicates that DTES business operators are feeling much more confident than they were two years ago.²²

Variety of business enterprises

DTES-based businesses, of which there are more than 700, may be successful bidders as suppliers (e.g., of construction goods or services, textiles, furniture and fixtures, clothing, accommodation, food or recreational services or products) for the Organizing Committee for the Olympic Games (OCOG), its suppliers, and/or the Vancouver Convention and Exhibit Centre. While most DTES businesses are not manufacturing enterprises, it is manufacturers that account for the largest share of employment in this community: 36%. Retailers, wholesalers, and food, hospitality and entertainment providers are the businesses in the DTES that see themselves as most likely to benefit.

Direct tourism connections

Increased tourism activity, as a direct result of promoting BC as the host of the 2010 Games, is likely to directly benefit the Gastown and Chinatown neighbourhoods within the Downtown Eastside, leading to further employment opportunities in retail stores, food and beverage services, and tourist attractions.

The Downtown Eastside is well positioned to build on the cruise travel, convention and urban tourism segments of the tourism market. Community projects such as the Millennium Gate, the Silk Road, the Han Dynasty Bell, historical markers, the Chinatown Lighting Improvement Project, and various events have already served to increase the tourist appeal of the region.

²⁰ Area east of Richards Street, west of Clark Drive, north of Prior Street and south of the waterfront – encompassing the neighbourhoods of Gastown, Chinatown, Strathcona, Oppenheimer, Thornton Park, Victory Square and the adjacent industrial lands.

²¹ Prevention, treatment, harm reduction, law enforcement.

²² Ference Weicker & Company, *Building Relationships with Employers in the DTES*, September 2003.

Development of new attractions such as the *Storyeum* by the West Coast Historical experience will create more jobs. Expansion of the Vancouver Convention and Exhibition Centre, because of its physical proximity to DTES workers and its creation of ongoing service jobs, is a particularly significant opportunity for job-seekers in this community.²³

Existing supply network of prospective job candidates

There are already several organizations working with DTES residents on employment skills and matching candidates to job openings. These include such umbrella groups as Fast Track to Employment and the Aboriginal Connections to Employment.

Social Enterprise

Several social enterprises—combining social objectives, community economic development and business development—have already been successfully developed in the Downtown Eastside. Examples include: United We Can Bottle Depot (operating since 1995, and responsible for creation of full-time jobs for people facing multiple employment barriers); Pot Luck Café (which hires hard-to-employ youth and provides healthy food to residents of the Portland Hotel and surrounding community); Cooks Studio Café, Radio Station Café and Sunrise Café; and Tradeworks Construction Services, Custom Woodworking Services, Computer Sales, and Custom Program Design and Delivery. Also, the December 2002 report of the Vancouver Agreement Employment Strategy Working Group identified a number of opportunities for new social enterprises arising from the 2010 Winter Games.

Community roots of target businesses

The majority of DTES-based businesses are well established in the area. Most have been operating in the Downtown Eastside for over ten years and therefore have a vested interest in the community's well being. On average, DTES businesses have been in operation for 17 years.

"Small is beautiful" potential in relationship-building

The majority of DTES-based businesses are small: average number of employees being 11 in Strathcona and 22 in the rest of the Downtown Eastside, with most businesses having six or fewer employees. This makes it easier for labour supply agencies to establish personal relationships with many business operators. In turn, it makes it easy for those who are the key contacts (with supply agencies) in each firm to work with all other employees to build support for hiring from within the community.

CHALLENGES

In addition to sharing some of the same challenges faced by Aboriginal communities (e.g. one window mechanism, local partnerships with companies, etc.), the DTES area faces other challenges.

Chronic unemployment pattern

Labour market participation is currently low in this community. Only 56% of residents aged 15 to 64 years participate in the work force (compared to 68% for Vancouver overall); and only one-third of those worked full-time all year.²⁴ Within the Downtown Eastside, compared to many other communities, a relatively high proportion of the labour pool has been unemployed recurrently and for long periods of time, i.e., chronically unemployed. This makes it difficult for these individuals to produce resumes that will be well received or to provide recent references from other employers.

Financial hurdles for job-seekers and related support requirements

Many individuals in this community face employment barriers related to the poverty conditions in which they live (e.g. lack of a permanent address or shared quarters, with no telephone or ability to receive telephone or e-mail messages; no reliable personal transportation to get to and from worksites not accessible by public transit; inability to pay for programs that will help them upgrade their skills; lack of funds for suitable work clothing or protective equipment; lack of funds for childcare). Employers tend to say that they "do not have the time, energy, money, or skills to deal with employees' personal issues."

²³ 30,600 person-years of employment in VCEC operations from 2008 (expected completion date) to 2015.

²⁴ Statistics Canada Census figures.

Establishing healthy patterns for job retention

For many individuals in this community, issues such as poverty, addictions or personal histories of physical, sexual and/or emotional abuse have previously interfered with their ability to fulfill employment responsibilities.

These prospective workers need encouragement and practical support—from employers as well as others in their community networks—to help them retain employment by adhering to healthy living patterns and learning new ways to manage stresses as new challenges (employment or otherwise-related) arise.

Weak ties between local employers and residents & current perceptions of employers

The majority of employers in the Downtown Eastside do not presently hire predominantly from within the local community. Of the more than 20,000 people employed by DTES businesses in 2001, only 13% actually resided in the community.²⁵ While interviews with businesses that were surveyed in both 2001 and 2003 reveal that the percentage of employees who are DTES residents has increased over the past two years, the links between local employers and DTES residents remain weak. Placement agencies serving DTES residents are largely unknown to employers and therefore untrusted as reliable sources of job applicants.

Unfamiliarity of skills-based resume approach to candidate screening

Recruiting based on skills-based resumes, rather than relying on a track record of work experience in similar positions, is a departure for most employers. Employer roundtables sponsored by the 2010 HRP Committee indicated that employers are willing to consider skills-based resumes provided that they have a good relationship with the organization supplying the prospects.²⁶

The ability of labour supply agencies to effectively screen potential applicants from their client base for jobs and to advocate for these candidates with employers is a key success factor in creating more employment opportunities for people in the Downtown Eastside. Whether by the individual job applicant or by someone in a community-based agency who knows the applicant, screening must be skills-based (i.e. based not on the individual's desire for or need of a job, but rather on the candidate's relevant skills and how those skills correspond to specific job requirements and employer expectations).

Businesses unaware or not confident about development (and job creation) potential

Though their overall confidence in economic conditions is increasing, most DTES-based employers (75%) do not perceive the 2010 Games, the Vancouver Conference and Exhibit Centre expansion, redevelopment of Woodward's and development of other tourist attractions as likely to directly benefit their operations. They either do not see their goods or services as being relevant to bidding opportunities or do not believe they can compete successfully against other suppliers.

For these business operators to win supplier contracts and thereby create ongoing and/or new employment opportunities, they must first be well informed of bidding opportunities, well educated about how to respond, and focused (in their own product development) on the purchase requirements of potential buyers. In turn, OCOG and managers of related infrastructure projects must be well informed about potential suppliers in the DTES, and be willing to consider them.

Persons with Disabilities

OPPORTUNITIES

The Committee heard from persons with disabilities stakeholders during its December 10th Forum and also shared a joint working group with the Minister's Council on Employment for Persons With Disabilities, which in turn has initiated a research project by R.A. Malatest & Associates Ltd. The Ministry of Human Resources was also represented on the 2010 HRP Committee.

²⁵ Economic Capacity study conducted in 2001, noted in the Ference Weicker & Company report *Building Relationships with Employers in the DTES*, September 2003.

²⁶ Research done by Gary Ellis – September 2003 report by Links Consulting: *DTES Employment Project: Skills Bank Component*.

Opportunities for untapped labour supply

Persons with disabilities have a labour force participation rate that is half the rate of persons without disabilities.²⁷ The unemployment rate for persons with disabilities is 21%, compared to 6% for those without disabilities. In BC, 44% of persons with disabilities are employed, compared to 72% of persons without disabilities—a 28% difference. Nationally, 45% of men with disabilities are employed (aged 15-64), while 78% of men without disabilities are employed. The employment rate for women with disabilities is 39%, compared to a 69% employment rate for women without disabilities.

Sometimes, it is employers' and co-workers' perceptions and attitudes that create the employment barrier, not lack of capacity in the worker with a disability. Many individuals have disabilities that nonetheless enable them to work part-time; others are capable of full-time work.

Disability type and severity varies widely. More than one-third of persons with disabilities do not use or need assistive aids; 82% do not require any specialized features in their homes.²⁸ In BC, the number of persons with disabilities is equivalent to the entire population of Newfoundland—and three times the number of Aboriginal persons in BC.

Educational attainment does not appear to be a reason for poor labour market outcomes for persons with disabilities. At the post-secondary level, approximately 17% of persons with disabilities in BC have a college education (compared to 16% of those without disabilities). 15% of persons with disabilities have a trades certificate or diploma (compared to 11% of persons without disabilities), and 14% have a university education (compared to 22% for persons without disabilities).

Based on information collected from persons with at least one disability through the *2001 Participation and Activity Limitation Survey (PALS)*, employers may not be utilizing the skills and abilities of persons with disabilities to their fullest potential.

Retention success

Multi-stakeholder collaborative human resources planning for 2010 Games and related projects is seen as an excellent opportunity to educate employers about the advantages to hiring persons with a disability—because the retention rate tends to be higher than it is with the workforce as a whole. For example, employment training and placement services whose clients are persons with disabilities and whose focus is tourism jobs, report that program graduates stay in their first job, on average, for 36 months – double the length of time for most new hires in that sector. Persons with disabilities service organizations report that because many persons with disabilities encounter frequent setbacks, they tend, when they do secure employment and experience a positive working environment, to be loyal in response to that success.

Candidate evaluation through co-op training programs

Co-op education programs that combine education periods with work terms are a common model and viewed as a critical success factor for many of the persons with disabilities service providers in BC. The co-op model enables employers to improve their selection process with new hires by allowing a comprehensive appraisal of a candidate's capabilities.

Spinoff benefits of reasonable accommodations

Not only are most accommodations for workers with disabilities not expensive, but most accommodations improve the business environment for customers and other workers.

²⁷ Researchers use varying definitions of disability. The working definition of disability used in the British Columbia Ministry of Human Resources' Employment Program for Persons with Disabilities (EPPD) states: "Persons with disabilities are those who regard themselves or believe that an employer would likely consider them disadvantaged by reason of any persistent physical, mental, psychiatric, learning or dexterity impairment. The condition must be the primary barrier to finding and maintaining employment."

²⁸ While 44% reported that they use assistive devices, 22% did not specify. (2001 PALS report).

Most accommodations cost less than \$100, and can be made through inexpensive and commonly available technology, minor modifications to the workplace, simple adjustments to work processes, flexible hours or work sharing. The most critical intervention is often training, not facility or equipment changes.

Catalytic effect of Paralympic Games

The 2010 Paralympic Winter Games are part of one overall organizational structure for both the Olympic and Paralympic Winter Games. The Bid Corporation proposed that for all new 2010 Olympic and Paralympic facilities, the Organizing Committee for the OCOG would meet or surpass the BC Building Code and the National Building Code standards of accessibility for persons with disabilities. The Games will thereby act as a catalyst for business, government, and community to enhance accessibility. Businesses who make reasonable accommodations for athletes, organizers, and visitors coming to BC for the Paralympic Games will find that they are then able to easily accommodate workers with disabilities also.

Disability management with current workers

As the existing labour force ages, the likelihood of disabilities rise among employees. One in seven will be disabled—temporarily or permanently—before retirement age. Adopting effective return-to-work strategies after injuries or illness (rather than “pensioning off” employees) can help reduce the skills shortage problem.

Technological advances

Voice and breath activated computers, adaptive and ergonomic keyboards, amplified telephone equipment, text enhancing software, and signaling devices—utilized in either traditional workplaces or in home environments to enable telework—can facilitate fuller use of the knowledge and skills of persons with disabilities.

Replicating success with active recruitment policies

Corporate models of active recruitment policies/programs designed with this target labor source in mind are already in existence and do not have to be invented. For example, the Royal Bank's *Open Arms* initiative focuses on recruiting persons with disabilities into Customer Service Representative jobs. The initiative includes an awareness training session that targets all branch team members and an HR advisor who works with each branch to ensure special needs are appropriately accommodated. All aspects of the employee selection and training programs otherwise remain the same. Recruitment is done through local partnerships with community agencies.

Leadership/coordination on provincial basis

In April 2002, the BC Minister of Human Resources, announced an Employment Strategy for Persons with Disabilities (“Strategy”). The Strategy is a comprehensive approach to support persons with disabilities who want to take advantage of opportunities to work in full-time, part-time, temporary or voluntary employment or self-employment to the extent they are able.

The Employment Strategy has developed two key initiatives to achieve its objectives:

- The Employment Program for Persons with Disabilities; and
- The Minister's Council on Employment for Persons with Disabilities.

The \$24.0 million Employment Program for Persons with Disabilities (EPPD) provides services to persons whose disability is their primary barrier to participation in the labour force. The EPPD provides a spectrum of services in the following areas: planning, pre-employment, employment, disability supports for employment and self-employment.

The Minister's Council on Employment for Persons with Disabilities was launched in January 2003 by the Minister of Human Resources. The Council is a partnership between government, business, education providers, community-based organizations, and persons with disabilities - all with the aim of increasing the employment, employability and independence of persons with disabilities.

Under a Multilateral Framework on Employability Assistance for People with Disabilities, the federal government contributes 50% of eligible costs to a maximum of \$27.0 million for BC programs and services to help working-age adults with disabilities to prepare for, find and keep employment.

Another example of leadership is the National Institute of Disability Management and Research, which focuses on the design and implementation of programs aimed at workplace-based reintegration. Its return-to-work models are starting to be adopted around the world and in Canada, by Weyerhaeuser Canada, Canadian Pacific Railway, MacMillan Bloedel, and the Communications Energy and Paperworkers Union.

CHALLENGES

In addition to the "one window" challenge and difficulty of establishing partnerships with businesses at the local level that persons with disabilities share with other labour force groups, other challenges are highlighted below.

Dispelling myths

Employer education is a significant challenge. The majority of employers are unaware of the retention pattern, screening opportunities through co-op placements, and more importantly, the reasonableness of accommodations required for persons with disabilities. More work could be done to build knowledge. There is a widespread stereotype/misperception that a disability significantly constrains an employee's ability to contribute. In fact, more than one-third of persons with disabilities have only a mild disability. As is the case with the nature of labour demands arising during 2003-2015, the nature of disabilities also varies greatly. Employers' attitudes can be the biggest barrier to utilizing the talents of persons with disabilities.

Sharing the responsibility for accommodation

Traditionally, much of the emphasis on improving labour market outcomes for persons with disabilities has been on the individual job seeker needing to change, rather than on the ability of potential employers to accommodate.

Overcoming double-edged resistance to non-traditional sources of labour

The rate of disability among Aboriginal people is nearly twice the national average, and for young Aboriginal people the rate is almost triple that in the general population in the same age group. Information about prospective Aboriginal workers with disabilities needs to be gathered from more than one source: not only the British Columbia Aboriginal Network on Disabilities but also the AHRDA holders because it is the Aboriginal Human Resource Development Agreement holders that administer allocations from the federal Opportunities Fund for Persons with Disabilities.²⁹ Persons with disabilities may access any of the training available under the AHRDAs, however, additional funding is allocated by the Government of Canada to increase access to training and employment opportunities for Aboriginal persons with disabilities. In addition to the BC Aboriginal Network on Disabilities, there is a national Aboriginal Clearing/Connecting House on Disabilities.

Skilled Immigrants

In addition to the December 10th Stakeholder Forum and information from some of its research projects, the Committee also sponsored a roundtable with the Affiliation of Multicultural Societies and Service Agencies (AMSSA) and hosted by S.U.C.C.E.S.S.

²⁹BCANDS managed a provincial program (1997-1999) in partnership with regional colleges and First Nations to help Aboriginal persons with disabilities re-enter the labour force.

OPPORTUNITIES

Magnitude of this labour pool

"Magnitude" is meant both quantitatively as a large labour pool to draw from and qualitatively in terms of many available immigrants with unused professional or trade credentials.

BC Stats data indicates that international immigration to this province will rise to approximately 39,000 per year in 2015. While this is considerably short of the peak level of 50,000 individuals in 1997, it is an 18% increase from the 2002 level of 33,000 per year. Net international migration is now the largest single contributor to population growth in British Columbia. Between 1984 and 1999, net international migration accounted for 45% of population growth in BC. Between 1998 and 2025, net international migration is projected to account for 57% of population growth in BC.³⁰

Sixty percent (three of five) immigrants are skilled professionals.³¹ And while it is a common perception that many second-generation immigrants go to the United States upon graduating from post-secondary programs in Canada, the reality is that immigration of skilled workers replaces four-fold the "brain drain" to the South. Immigrants and Aboriginal workers are the only segments of the labour pool in which the flow of new entrants will exceed anticipated outflow (e.g., through retirements) over the next ten to twelve years.

Fast-track approvals through policy amendments and new programs

During forums sponsored by the 2010 HRP Committee, government representatives suggested that major policy shifts were not necessary to ensure an adequate supply of skilled immigrants to help meet labour demands, while stakeholders discussed ways to make existing programs and foreign credential and prior learning recognition more flexible, streamlined and accessible.

The Provincial Nominee Program, implemented in 2001, can provide an expedited process for finding entrepreneurs and highly skilled professionals, based on anticipated labour demands. Employers also have access to the federal Foreign Worker Program to recruit skilled workers. It was suggested at the roundtable that if industry associations act now by communicating anticipated labour demands, they can influence which skill sets that are given preference in "fast tracking" visas for foreign workers.

Industry's approach needs to be comprehensive with communication to those that manage the Provincial Nominee Program, the Foreign Worker Program, and regular immigration processes; promotion of employment and career opportunities outside of Canada (e.g., through trade and investment missions undertaken by government representatives), and information campaign partnerships with immigrant service agencies.

Coordinating bodies

In British Columbia, there are two umbrella organizations that can assist with program planning, evaluation, and marketing.

One is EASI, Employment Access for Skilled Immigrants, a partnership between seven immigrant services agencies, regulatory bodies for some professions, post-secondary educational institutions, and various government ministries. EASI's "system approach" includes an entry portal (web-based), information and referral services, assessment and counselling services, employment readiness services, language training services, skills and academic upgrading services, and workplace practice services. It includes an employment-focused Leadership Council and a strategic plan.

Another umbrella organization is AMSSA, the Affiliation of Multicultural Societies and Service Agencies of BC, with a membership of over 85 multicultural and immigrant serving agencies in more than 25 BC communities.

³⁰ BC Stats.

³¹ Information provided by immigrant service agency representatives during November 28, 2003 forum hosted by 2010 HRP Committee.

AMSSA supports and helps strengthen organizations so that they can better respond to their clients' needs for community settlement and employment skills. At the December 10th forum, the representative of this coalition offered AMSSA's support in collaborative planning.

CHALLENGES

While it has umbrella groups, the immigrant service community also suffers from the lack of a "one-window" with which to collaborate with employer groups. It also has weak links with individual businesses at the local level.

Better information on labour market needs for prospective immigrants

Individuals who are considering immigration need more specific information on what jobs are in demand in British Columbia, what skills are required, and how long it will take to acquire those skills (e.g., through bridging programs). At present, too many learn this only after arrival in Canada. A proactive strategy is needed. Also, immigrant-serving agencies are often without the labour market information they need to appropriately connect immigrants with employment and training programs can therefore not easily be tailored to anticipated demand.

Prior learning and foreign credential recognition

Flexible, streamlined assessment and recognition of prior learning and credentials is a major challenge. As mentioned, by the year 2011, it is estimated that 100% of Canada's net labour growth will be dependent on immigration. The Conference Board of Canada recently concluded that from four to six billion dollars annually is lost to the Canadian economy as a result of unrecognized qualifications, and that immigrants are among those who experience the most serious problems in achieving recognition of their learning.³² Many immigrants spend years in Canada unable to work in the fields for which they have been trained because of difficulties in getting their education, experience and credentials recognized.

Identifying transferable skills and bridging programs

Many immigrants want to hold onto to their original profession/trade as their employment aim in Canada, believing that their credentials ought to be (and will be) recognized by employers and licensing bodies here; and convinced that these credentials will "help get them in the door." This can sometimes cause professional immigrants to ignore or overlook trades, technical and para-professional occupations that can be a successful career in themselves, and/or a stepping stone to professional recognition.

Staff in immigrant services agencies play a crucial role in helping immigrants identify *transferable* skills from their training and work experience in another country and thereby broaden their employment possibilities. Up to 60% of all immigrants enter as skilled professionals with specific technical skills. Since the job openings, however, are often in other occupations, many immigrants need the benefit of bridging programs to acquire additional knowledge or skills.

Youth

While the Committee did not have an opportunity to consult specifically with youth, it did invite youth representatives to participate at the December 10th Forum. Youth face tremendous opportunities during the 2010 Games, not to mention other projects and the broader economy.

OPPORTUNITIES

Birth rate falling but still high number of youth entering the labour force

While the declining birth rate (overall) is leading to a proportionately smaller youth cohort in the workforce, the number of youth entering the workforce each year is still rising.

³² Conference Board of Canada, *Brain Gain: The Economic Benefits of Recognizing Learning and Learning Credentials in Canada*, Ottawa: Conference Board of Canada, 2001.

While the youth population is not growing in Canada as a whole, in British Columbia it is.³³ Between 2003 and 2007, the influx of youth into the BC labour pool is expected to be 42,000.

Aboriginal youth population is growing faster

In the Aboriginal population, the birthrate is higher than the overall rate. As noted earlier, sixty percent of the Aboriginal population is under thirty years of age—a considerable source of new talent.

Integration into wide range of skill development programs

During the Committee's stakeholder consultations, providers of youth training programs said that, in their experience, the most effective programs are not youth-only programs. They have found that youth learn more, and take on greater challenges, when participating in a more diverse, mixed-age environment than when taught in all-youth programs. They observed that existing programs for youth work, but often have low participation rates, especially relative to the target population. Service providers with substantial experience in delivery of youth services see greater payback with programs that are labour demand focused (rather than target audience focused) and that are open to job seekers of all ages who are interested in those employment opportunities.

CHALLENGES

School dropout rate

Particularly with the goal of maximizing employment opportunities for the Aboriginal population, reducing the school dropout rate is a critical success factor. Only forty percent of Aboriginal students in public schools graduate from high school: the balance drop out before completing secondary school.

Promoting career paths that require post-secondary training, but not only university degrees

The RKA labour market demand analysis predicts a large number of employment openings for which individuals can prepare through programs offered by colleges, other vocational institutes, industry associations and employers, trades apprenticeships, and/or self-directed studies. For example, supervisory positions in construction and other trades, food service positions (including management jobs), accommodation managers, motor vehicle and transit drivers, retail salespersons and managers, chefs and cooks, machine operators, cleaners, carpenters, etc. Educating youth and their parents about the variety of career paths (many well compensated) for which a university education is not the entry requirement is a significant challenge.

Getting information out about where the opportunities are

Industry associations are investing more effort in getting information about career paths and employment opportunities in their sector into the hands of youth, teachers, and parents. At the same time, most career development program coordinators in schools report that they are struggling with budgetary cutbacks—fewer resources and less time to work with students, and less time to research and integrate information from multiple sources. Many sectors are competing for attention as they strive to get labour demand information to youth. Making efficient use of existing vehicles (e.g. BC WorkinfoNET youth portal site, youth career fairs, YES Canada publications to help youth with career planning) is a challenge for industry associations, as is finding effective ways to partner with one another in their communication campaigns.

2.3.3 Workforces in Outlying Regions

Unfortunately, the 2010 HRP Committee did not have the opportunity to meet with representatives of communities outside of the Lower Mainland and Squamish-Whistler corridor during its work. However, because of the importance of economic development and employment generated by the 2010 Games and other major projects to all communities throughout the province, the Committee wants to underline the importance of spreading employment and skills opportunities into outlying regions of BC.

³³ A *Macro Analysis of Youth* published by the BC Ministry of Advanced Education, 2001.

OPPORTUNITIES

Four in ten are 2010 employment openings

Perhaps one of the most exciting statistics in the RKA reports is the evidence of opportunity facing communities in outlying regions in that more than four in ten (or more than 32,000) employment openings associated with the 2010 Games will be outside the Lower Mainland/Southwest region of the province. This is a goal for individuals, communities and local industries to strive for. This is particularly encouraging given that since 1995, almost 84% of BC's employment growth has occurred in Greater Vancouver or Greater Victoria.

Effect of province-wide tourism marketing

The tourism industry's intended marketing approach to the 2010 Games is to not only promote travel to see the Games, but to also encourage "add-on" trips to destinations outside the Games sites, as well as repeat visits to the province in other years. This is expected to create job openings in accommodation, food and beverage services, outdoor recreation, cultural tourism, special attractions, and transportation services—many in regions other than the Lower Mainland.

There is an expected increase in visitor traffic to BC prior to the Games as well. This will result from growing interest in the region (as the Games are promoted) and more importantly, from lead-up sports events at the new Olympic facilities. The increased tourism activity and related job creation is expected to continue for at least five years after the Games, partly as a result of increased international exposure of BC and partly as a result of improved winter sports facilities.

Business, industry and regional economic development mechanisms

Many industry sectors (e.g., Council of Tourism Associations, BC Construction Association, Canadian Home Builders' Association of BC) and business organizations (e.g., BC Chamber of Commerce, Canadian Federation of Independent Businesses) have regional structures that can play a role in identifying employment development opportunities and in human resources planning. Local economic development agencies will also be critical in maximizing 2010-related opportunities.

CHALLENGES

Regional data

The Committee found in the RKA research process that it is very difficult to obtain good regional employment data, particularly in terms of occupational projections for all sectors and job categories. There was not time to pull together anecdotal and micro-data that individual communities may have. Future analyses of labour market demand and supply and in human resources planning, could entail efforts to get better regional employment data.

Domino effect of skilled worker movements

As skilled labour is attracted to meet 2010 Games demand, the Olympics (and related infrastructure projects) will create job vacancies elsewhere in the province. Highly experienced tradespeople, crew supervisors and other managers, and to some degree, the "cream of the crop" in many fields will be hired to work in the Vancouver-Whistler region. Such workers will not only come from this area; they will come from many regions of the province, as top-notch candidates are sought. That movement of people into the Games-related jobs will create vacancies and pressures in their home communities. This can also provide opportunities for more junior staff and new labour force entrants who might be trained to take on more responsibility in local enterprises.

2.3.4 Education and Training Providers

Input from post-secondary education and training providers was obtained by the Committee through a series of small meetings with representatives of public and private institutions. As well, these stakeholders participated in the Committee's December 10th Forum. Unfortunately, the Committee did not have much of an opportunity to meet with K-12 education representatives; and though they were invited, K-12 groups did not attend the December 10th Forum.

OPPORTUNITIES

2010 partnerships with industry

Both public and private post-secondary education representatives expressed a high degree of interest in partnerships to address 2010-related skills development needs; and they shared a desire to start planning now. Institutions can build on existing partnerships with industry and also use 2010 as an opportunity to establish new alliances. Education and training providers can work together to partner with industries, both on a provincial and regional basis. The consortium of public post-secondary institutions formed to interface and work with the Industry Training Authority is an example of this.

Regional planning and skills development

Post-secondary stakeholders noted the importance of anticipated retirement rates and in-migration trends, and how both will have an impact on future labour supply. They also felt that the labour analyses need to include a level of greater detail – i.e., analysis to the next level of occupational categories (4-digit codes) in the National Occupational Classification system – to support regional planning.

Co-operative Education

Co-op education and other education models that combine work experience and institutional-based learning are strongly supported by employers. These types of programs will be in greater demand from industries trying to keep up with the growth in job openings because of 2010 and demographic trends. Post-secondary education providers that can offer co-op education, internship and other “alternation” modes of learning will be well-positioned to maximize industry partnership opportunities.

Promoting awareness about opportunities

Institutional representatives discussed the need for a marketing/recruiting strategy at both the K-12 and post-secondary education levels – getting the word out so that students in both systems are aware of the projected labour gaps and can make informed decisions regarding individual training needs. The youth that will be working at the 2010 Games are now in middle school, so awareness programs can start at early grades.

New Training Models and the Industry Training Authority

The ITA represents a new opportunity for education and training providers to work closely with industry groups who need training models—more flexible, modularized and competency-based programs. These industries need the expertise of education and training providers to help them pursue new directions. The ITA and governments are looking to institutions and employers to develop innovative and creative workforce training models.

CHALLENGES

Collaborative planning

Given the increased autonomy and diversity—both strengths—of BC’s post-secondary system, leadership needs to be exerted by umbrella associations and the provincial government to facilitate collaborative planning regarding the 2010 Games and other major projects. This coordination will help industry groups and labour force groups who want to interface with post-secondary institutions on a system-wide basis. Collaboration and integration are also needed between public and private post-secondary systems.

Also, post-secondary representatives questioned how 2010 human resources planning would fit into the bigger picture in terms of a province-wide economic development strategy. They felt that there is a need to have a clearer sense what the province-wide strategy will be to see where the institutions fit in.

Involving private sector institutions

Historically, public education institutions have networked often with one another, with only marginal involvement from private sector educational institutes.

The question of “who plays” (i.e. the willingness of public and private trainers to work together) is a key issue in improving the match between labour supply from educational institutions and labour demand from industry. The 2010 human resources planning challenge creates a good reason for public educational institutions to come together; and to come together with private training institutes as well.

Strategic focus at the regional and institute level

Knowing where to focus expertise—and not letting “the Olympics” drive all program delivery, recognizing that there are many other labour demands (i.e., arising from expansion of the oil and gas energy sector, from retirement outflows in other sectors, etc.)—is an ongoing challenge for educational institutions.

Institutional representatives also suggested that the Committee’s analysis and planning need to include urban Aboriginal people and First Nations outside of the Lower Mainland.

Meeting labour demands of employers while providing broad education

Who drives the partnership between education providers and employers, is another issue for representatives of educational institutions. Some educators at the Forum expressed concern about business driving their agenda, as most educators see their role as developing good citizens, not just skilled workers. Industry representatives have concerns about educators not being willing to meet industry needs. A reliable liaison mechanism and strong leadership are needed to ensure an effective conduit between supply and demand.

Who pays to meet the demand/ provide the supply?

Institutional representatives expressed concerns regarding future resourcing requirements in terms of human resources and capital infrastructure requirements to meet the anticipated training needs/demands. They inquired about the role of government to help meet those resource needs.

Capacity constraints are an issue in responding efficiently to the needs defined by industry. All educational institutions face this challenge. Post-secondary representatives at meetings indicated that collective agreements and faculty arrangements within public colleges and universities can add to this challenge. Institutional representatives also note more recent difficulties in recruiting and retaining faculty because of skills shortages in the private sector, and due to transfers of faculty to industry postings.

Credit transfers

Education participants at the December 10th Forum also identified the transferability of education (i.e., articulation process between public and private educational institutes) within the post-secondary education system and between it and the outside world, also remains problematic.

3. STRATEGIES & ACTIONS FOR CONSIDERATION

3.1 Considerations for a Strategic Direction on 2010-Related Planning

Based on the Committee's work and what it heard from stakeholders, it offers the following Vision, Goals and Principles as an organizing framework for future planning and strategy development by stakeholders. While this report nor this section are a "strategic plan," the Committee encourages stakeholders who undertake 2010-related or broader human resources planning and strategy development to keep the long-term vision, goals and operating principles in mind. The following is only a framework and an example of key concepts that stakeholders might keep in mind during planning and strategy development.

VISION

Business, employment, skills and volunteer opportunities for British Columbians are fully realized before, during and after the 2010 Winter Games.

GOALS

- To stimulate collaborative on-going strategic human resources planning within and among industry, government, education and training, and labour force supply stakeholders.
- To strengthen labour demand-labour supply connections through industry and labour force supply group leadership.
- To integrate business development, economic development and social development activities among public, private and voluntary sectors.
- To qualitatively and quantitatively increase the utilization of members of groups under-represented in employment and learning.
- To strengthen human resource development and employment capacities and relationship-building within and among Aboriginal communities, the Downtown Eastside Vancouver, and non-metro regional communities.
- To facilitate the consolidation and partnership-building of Aboriginal, immigrant, and persons with disabilities communities with regards to business development, human resources development and employment.

PRINCIPLES

- *Integration of stakeholder planning* - Stakeholder and private and public employment and skills initiatives should be linked and integrated.
- *Comprehensiveness* - Industries, governments and labour force supply groups should consider the whole range of public and private measures for maximizing employment and skills opportunities – not only training and education.
- *Skill transferability* - In addition to key growth occupations, learning and employment initiatives should reflect high demand transferable skill sets including soft skills and entrepreneurial skills.
- *Inclusiveness* - 2010 inclusivity commitments should be reinforced with industries, employers and education and training providers, particularly for inner city residents, Aboriginal people, persons with disabilities, immigrants, youth and women.

- *Demand-driven employment strategies* - Employment and skills initiatives should link learning and experience to where job openings are the greatest, including self employment.
- *Relationship-Building and Partnerships* - Valuing real partnerships and on-going relationship building within and among stakeholders constituencies.
- *Programming flexibility* - Employment and skills initiatives should be flexible in order to respond to emerging needs and to seize new opportunities.
- *Local Community Capacity-Building* - Recognition that planning and implementation of employment and skills development strategies need to occur within local and regional communities.
- *Leadership and shared responsibilities of all stakeholders* - All stakeholder groups need to demonstrate leadership in working within and across constituencies to pursue employment and skills opportunities. It is critical that the employment and skills strategies to maximize 2010 and broader opportunities are not owned nor driven by governments. Such strategy development needs to involve a collaborative and integrated partnership approach between the private sector, labour supply groups, and all levels of government. It is critical that the private sector and industry groups are fully engaged in 2010-related employment and skills initiatives.

3.2 Strategies and Actions for Stakeholder Consideration

In this section of the report, the Committee provides a list of strategies and actions for stakeholders to consider in planning 2010-related employment and skills development initiatives. These suggestions are based on what the Committee heard over the course of its consultations with stakeholders and on findings of research projects it sponsored.

The Committee's and other stakeholders' ideas were shaped by the following factors:

- The challenges in addressing the potential shortages of human resources with the right knowledge, skills and attitudes for key industries and occupations;
- The economic and social imperative of addressing the underutilization of talent among Aboriginal workers, persons with disabilities, Inner City residents, and immigrants;
- The need to deepen understanding and strengthen relationships between employers and industry associations, educators, other skills development and placement services, and community interest groups; and,
- The need to improve the coordination of services and reduce confusion about who provides what services in order to strengthen labour supply-demand connections.

The Committee considerations focus on "end" statements, but also offer examples and possible actions on how stakeholders might achieve such ends.

The strategies and actions which the Committee provides below are organized according to the part of the BC labour market they most relate to:

- a) Demand-side strategies, involving business and industry groups and employers;
- b) Supply-side strategies, involving representatives of community and labour force groups;
- c) Demand/supply-side strategies, emphasizing joint action; and,
- d) Overall coordination strategies.

Demand-Side Strategies

3.2.1 Procurement and contracting policies that meet both economic and inclusivity goals, including rewarding organizations for active recruitment and development of Aboriginal workers, Inner City residents, persons with disabilities, and immigrants

The Committee heard from industry groups who call for timely, fair and streamlined procurement practices regarding procurement and contracting for 2010-related projects. Other groups want to ensure that procurement and contracting is consistent with the inclusivity commitments and goals that were a key component in the successful bid for the 2010 Winter Games.

The Committee considers it important that, consistent with commitments made by the 2010 Bid Corporation, the Organizing Committee for the Olympic Games (OCOG) initiate procurement, employment and sub-contracting policies and objectives that will stimulate economic and employment advancement of Inner City and Aboriginal businesses, individuals, and social enterprises.

In hearing from industry groups, representatives of labour force groups and other communities, the Committee did not find a clear consensus on "how" to achieve this goal. Industry groups favour voluntary compliance and education as a means to this end; while others call for stronger directives to be used by government.

Some examples that might be considered by 2010 funders include the following:

- Procurement and contracting guidelines could include explicit incentives for businesses bidding on goods and services contracts (e.g., bid evaluation guidelines that include a community building/social equity criterion with potential to earn extra points for demonstrating practices that promote recruitment of Inner City workers, Aboriginal workers, skilled immigrants, and workers with a disability).
- Bid evaluation guidelines could also result in extra points being awarded to bidders that demonstrate involvement of small and medium size businesses in the procurement supply chain.
- Request for proposals and other bid postings might incorporate language and terms that reflect the Inclusivity Intent of the 2010 Bid (e.g., the need to submit an action plan that indicates how Aboriginal, Inner City, and immigrant workers, including persons with disabilities, are benefiting from this company's operations or will benefit if the bidder is awarded this contract).

Supply organizations will need to tailor their services to specific labour demands; and should be able to demonstrate to OCOG and to provincial departments who tender the contracts how their programs develop suitable job candidates.

3.2.2 Linked and enhanced of databases to create a one-stop clearinghouse for employment and contracting opportunities with prospective suppliers

Many industry and labour force supply groups expressed to the Committee that it is important to ensure a timely flow and coordinated delivery of information regarding employment and business opportunities associated with the Games and other projects. Without mechanisms to ensure this, information about opportunities will, for many potential suppliers, become inaccessible or too fragmented to permit strong responses.

Government and industry agencies could consider working in partnership with other stakeholders to create an accessible one-stop business and employment "information and opportunities" mechanism. Existing organizations such as the Canada-BC Business Services Centre may be an appropriate agency to coordinate this.

Such a mechanism might include some of the following features:

- A regular newsletter and on-line posting of bid opportunities for suppliers of goods and services and related sub-contracts;
- A consolidated job bank (on-line) for employment openings, co-op placements, and volunteer positions arising from the 2010 Winter Games and related capital projects;
- An on-line database of prospective BC-based suppliers of goods and services, workers, candidates for co-op placements, and volunteers—searchable by skill set and by nature of services;
- A single point of contact for employment development services that would direct employers and industry associations to potential providers of short-term and permanent staff; and,
- On-line and other resources to support local businesses and not-for-profit service agencies in responding to RFPs (i.e., increase their competitive awareness of opportunities and their capacity to respond to business development opportunities).

The clearinghouse would need to be established collaboratively with local business improvement associations, chambers of commerce, industry associations, and labour “supply side” organizations. Care should be taken to not replicate existing services but rather, link existing databases into an integrated resource with simplified on-line search capability, to minimize difficulties and duplication of effort in matching business and employment opportunities with appropriate suppliers.

Stakeholders suggest that this clearinghouse have a formal link to OCOG but be separate from that organization, since its recommended scope would include capital infrastructure projects that are related to successful hosting of the 2010 Winter Games but are not part of OCOG’s mandate. Administrators of the clearinghouse service would need to establish relationships with managers of all major capital projects as well as OCOG staff, to ensure the timely receipt on an ongoing basis of information on contracting, sub-contracting and employment opportunities.

3.2.3 Increased and more effective regional and sector human resources planning throughout BC

In order to maximize 2010-related employment opportunities and employment generated by other projects and base growth, planning and action need to occur in a bottom-up approach from within individual communities and regions and industry sectors throughout the provinces.

More comprehensive and proactive local and sector-specific economic development and human resource planning will be required, involving partnerships among employers, workforce and community organizations. Education and training institutions and government seed funding can help stimulate and facilitate such initiatives. Education and training institutions and employment service providers can assist communities and sectors in implementing new strategies that are developed.

For regions and communities, there are obvious mechanisms to provide leadership, such as the eighty 2010 community planning committees, economic development commissions, community colleges and local governments. Industry associations, chambers of commerce, professional bodies and other employer groups can provide the leadership for industry sector planning and strategy development.

Human resource planning will need to focus on both demand-side and supply-side strategies, but must ensure that skills development and employment development services are directly linked to employer needs and labour market demand. Local and sector organizations will need to utilize the best available labour market information and intelligence. Perhaps this is a role that government agencies can play in order to facilitate strategic and human resource planning.

Funding under the Labour Market Partnership program of Human Resources and Skills Development Canada (formerly HRDC) can be used to enable the formation of sector-wide and local industry human resource planning committees. These could be designed to bring together on a regular basis industry leaders and employee representatives, with ex-officio representation from training and education providers, career information and employment service providers, and government agencies.

The purpose would be to create on-going partnerships to create and implement skills development strategies that improve the balance between supply and demand in the labour market. Steering Committees could address the main issues of career awareness and recruitment, industry and institutional training capacity, and on-going labour market intelligence gathering/sharing. These areas can be addressed through secondary and primary research, as well as communication, planning and the development of specific initiatives. It is also important that these committees support the social intent of the 2010 Games through the development of active recruitment policies that focus on groups under-represented in the workforce.

Supply-Side Strategies

3.2.4 Increased *demand* orientation within “supply side” agencies in the design and operation of their skill development and placement programs

Service agencies providing skill development and employment support programs to labour force target populations do a remarkable job of advocating on behalf of their clients. However, during forums hosted by the Committee, many stakeholders also noted a need to become more demand-focused (without losing client focus).

Increasing employers' (small business operators as well as medium-sized enterprises and large corporations) receptivity to job candidates from target populations that may otherwise be overlooked needs to be a key part of maximizing 2010-related opportunities. Employers indicated during the Committee work that success depends largely on how close a match there is between the attitudes, knowledge and skills of job candidates and the actual requirements of the jobs for which there are openings.

Therefore, the Committee encourages agencies that represent and serve members of groups under-represented in the labour market to adopt new strategies or enhance existing ones to ensure a “demand” lens in their programs and services. Examples of how this could be achieved include the following:

- Within each agency serving prospective workers, review current and proposed training programs against available labour market data on projected demands, anticipated worker supply, shortfalls and surpluses.
- Rigorously analyze the value of program offerings and identify changes needed (in specific programs and/or resource allocations generally) to correspond to anticipated skills shortages.
- Include demand-side representatives on advisory boards.

It is important that such initiatives go beyond the analysis at the occupational level by focusing on generic or core skills and skill sets that will be in high demand.

3.2.5 Back-to-school alliances for Aboriginal youth throughout BC

Approximately 48,000 Aboriginal youth are currently attending public schools (K-12) in British Columbia. They are spread throughout metro and non-metro areas of the province: three-quarters of them in off-reserve settings. These are future workers. Historically, only 40% of the Aboriginal students who enter Grade eight go on to graduate from secondary school, yet labour market analysts report that more than 70% of new jobs now require candidates to have some post-secondary education or training.

Based on these facts and what the Committee heard from stakeholders, it encourages Aboriginal groups and education stakeholders to consider a strategic alliance between coordinators of Aboriginal back-to-school initiatives. Alliance partners might be organizations such as the First Nations Education Steering Committee and other Aboriginal groups, Vancouver School Board, Indian and Northern Affairs Canada, Heritage Canada, and BC Ministries of Advanced Education and Education.

The purpose of this alliance could be to:

- Compare and consolidate data to get the most accurate and current rates for high school completion and dropouts for Aboriginal youth, capturing improvements over the past year (and critical contributing factors to success);
- Identify rural/urban and other differences;
- Identify what is working and what is not working; and,
- Reach agreement on what further actions will help enhance existing initiatives and develop further resources and projects.

A marketing campaign could be directed at Aboriginal youth urging them to stay in school or return to school, and to avail themselves of employment opportunities arising from the 2010 Games, infrastructure projects, regional community projects, and demographic challenges in many sectors. This marketing effort would need to be combined with a strong career and labour market information campaign to make Aboriginal youth aware of specific opportunities and the skill sets and education required. The initiative could include a multi-media communication strategy, and involve elders and other Aboriginal people who have been successful in business, other professions, and the trades.

3.2.6 Enhanced and integrated skills-based inventories of labour resources that are available through supply-side groups providing skill development and employment support services

Employers told the Committee that they need a simpler way of searching for suitable job candidates than trying to form relationships with every agency in their region whose clients may be the workers they need. When the Committee hosted a supply-side stakeholder forum, there were more than eighty organizations who participated (and more on the contact list). In turn, each organization providing skills development and/or other employment placement services deals with a large number of clients. For example, looking only at the holders of Aboriginal Human Resource Development agreements, the client base is more than 10,000.

This does not mean “starting from scratch”; but rather enhancing what already exists. Many service providers already maintain comprehensive databases on the clients whose skills they are marketing to employers.

Any database with information on job candidates must be carefully designed and administered to ensure its operations do not violate personal privacy. However, by linking and enhancing existing databases on the clients of “supply side” service providers, a unified mechanism could be created through which employers can access prospective workers to fill job openings. This suggestion relates to the concept of a one-stop clearinghouse, but the Committee believes that this option should be a stand-alone consideration so as to reinforce the necessity of having this job candidate database be configured in such a way that employers can search by required skill set, rather than by agency or by other personal information of potential candidates.

The work of integrating client databases and ensuring that skills are noted could be done by five different networks of service providers, and all of this information integrated through a single portal site:

- Aboriginal workers;³⁴
- Persons with disabilities who are job-ready and actively seeking work;
- Inner City residents who are job-ready and actively seeking work;
- Immigrants seeking employment; and,
- Post-secondary training programs – public and private – whose graduates are a good match for anticipated skill shortages.

Demand-Supply Strategies

3.2.7 Active recruitment that promotes the hiring of groups under-represented in the labour force by medium and large companies

In addition to OCOG and the provincial government, ensuring 2010-related inclusivity commitments and goals are met through their procurement and contracting processes, it is important that individual firms are encouraged to consider non-traditional sources of labour: more recruitment of Aboriginals, Inner City residents entering/re-entering the workforce, skilled immigrants, persons with disabilities, and women in non-traditional occupations.

The Committee heard about systemic workplace and attitudinal barriers including employer reluctance to hire persons with disabilities, Aboriginal persons, older workers, and people from other cultures. Fuller utilization of the capabilities in these target populations is unlikely without proactive recruitment policies. Initiating such policies is often not done because employers do not have a clear conception of the capabilities of these workers and imagine instead that these workers will not be able to fulfill job requirements.

For this reason, the Committee would like to suggest that government and industry stakeholders consider establishing an HR Inventory project with industry sector associations and selected corporations. The purpose would be to engage medium and large companies in a review of job descriptions for all positions for which there is anticipated demand (moderate to high); and to work with labour force groups to recruit persons with disabilities and/or persons returning to the workforce after considerable periods of unemployment (e.g., Inner City workers or other target populations).

The development of such a strategy would be based on the experience of successes elsewhere such as the Aboriginal recruitment initiative in Saskatchewan³⁵.

Working through industry associations, the results of the HR inventory or audit in target sectors (e.g., construction, tourism, retail, transportation, financial services and information technology) could be circulated to small businesses in those sectors. While being supportive of under-represented labour force groups, the recruitment would be based on merit principles.

This project could also promote active recruitment policies and practices by online posting of project results, and outreach through media contacts. Such a project may be eligible for funding under government programs such as Human Resources and Skills Development Canada's Labour Market Partnerships Program.

³⁴ Aboriginal participants in roundtable sessions sponsored by the 2010 HRP Committee recommended that the Squamish and Lil-Wat human resource development centres lead the process, including outreach to ensure involvement of other AHRDA holders and active participation as well by the BC Aboriginal Network on Disabilities.

³⁵ http://www.graa.gov.sk.ca/aboriginal/html/relations/aedp_partner_alpha.htm

3.2.8 A cross-sector “Where the Opportunities are” career information campaign directed at students, youth and unemployed persons

There is great interest among young people, parents, educators, students, unemployed people and other groups in obtaining clear up-to-date information on where career and job opportunities exist. On the other hand, many industry sectors are actively pursuing strategies to promote their careers to young people and others. Governments are being approached by all stakeholders for funding and formal recognition of career development resources and campaigns. Further interest in career information has been generated by the RKA research on 2010-related growth sponsored by the Committee.

With all this interest and activity around career promotion, there is a danger of fragmentation, inefficiencies in expenditures (i.e., not obtaining the “biggest bang” for the dollar), and counterproductive initiatives. Many industry groups are simultaneously approaching educators and government agencies about the same issue of promoting their careers to young people and students. An initiative to tie the activities of various sectors together could provide for the more efficient and effective use of scarce private and public resources.

The Committee suggests that umbrella business groups, industry sector associations, governments and the provincial network of education providers work together on a major cross-sector career awareness and promotion initiative. There could be a special 2010-related component, and 2010 opportunities could be used to promote back-to-school, new career, and professional development investments.

Specifically, government departments could work together with industry and education groups to use the findings of the RKA labour market demand, supply and gap analysis to produce a youth-oriented summary of “Where the Opportunities Lie” for distribution to secondary schools. Its purpose would be to raise awareness amongst secondary students of the industries and occupations in which demand is anticipated to be greatest, and develop understanding of the career path potential with these jobs.

Industry association representatives from various sectors could come together to collaboratively help shape key messages for these publications. They could also assist with distribution of career opportunity information through industry events, career fairs, association publications, and other channels; and with promotion of employment possibilities.

These materials could be adapted for web-based publication, and also be available as a print resource. On-line links to existing career planning sites should be referenced in this information resource. It is important that existing career information resources are not be duplicated, but rather used and built upon.

The initiative would also need to have a strong media-relations component. While it would initially focus on young people and their “influencers,” this career information should also be packaged for use by unemployed persons and members and under-represented groups, and labour force supply organizations who serve them.

3.2.9 Enhanced social enterprise development to expand employment and training opportunities and supports for long-term unemployed persons in the Inner City

For the long-term unemployed, skills training alone is not sufficient to address the expectations of employers. The Committee heard the phrase, “getting jobs is easy, keeping them is hard.” Since hard-to-employ people have no recent and often little positive employment experience, and because they are often facing other barriers such as health, poverty, homelessness, addictions, attitudinal issues, and other concerns, a respectful but realistic work experience is critical in reintegrating them into the workforce. Long-term unemployed include people who, because of disabilities or other health issues, may not be able to work full-time, but are capable of part-time/periodic employment.

As part of its work plan, the Committee explored the concept of a “social enterprise centre.” The Committee encourages governments and other stakeholders to consider this concept as a possible initiative. A multi-year agreement combining government funding with in-kind contributions from business, community and education partners could provide the necessary support.

If pursued, such a resource could include the following features or considerations:

- The purpose of a social enterprise centre could be to support the development of not-for-profit enterprises that create training and employment opportunities for long-term unemployed residents of inner city communities in the Lower Mainland and particularly, the Downtown Eastside of Vancouver where unemployment, homelessness, economic insufficiency, safety and health are linked.
- The centre would build on, not replicate, the existing matrix of support for social enterprise development, strengthening components that are weak and adding components that are missing.
- By taking equity positions in social ventures, this resource could also generate income that will, in the long term, provide operating and investment capital that will enable such a centre’s sustainability.
- This centre could focus on viable business ventures that can offer transitional employment experiences (leading to reintegration through other positions into the labour market) and/or long-term tailored employment opportunities for workers with special needs.
- Expertise and resources could be provided to enable existing social enterprises to grow and new social enterprises to develop and flourish.
- The centre would need to measure the success—both in terms of profitability and social impact—of social enterprises created and, through that measurement, could develop a body of knowledge about critical success factors and best practices.

The Committee offers its social enterprise concept paper to interested government agencies and other stakeholders to build on. It is important that the community champions stay involved in further developing this concept.

3.2.10 Accelerated and streamlined wide-scale application of prior learning assessment & recognition and foreign credential recognition systems

Meeting the anticipated skills demand will require extensive use of immigrant talent, since it is estimated that by 2011, 100% of net labour force growth will be contributed by international immigration.³⁶ Prior learning and foreign credential assessment and recognition services need to be transparent and more accessible, expediting labour market entry without compromising public interest or safety.

Based on these factors and what the Committee heard at its roundtable and forum involving representatives of immigrants, the Committee encourages stakeholders to consider more widespread adoption of prior learning assessment and recognition (PLAR) systems.

This goal could include streamlining PLAR practices to fast-track hiring, working closely with professions and occupational groups, and developing more workplace-based, industry-specific applications of PLAR. While PLAR exists in the BC post-secondary education system, industries, professions and employers need to work closely with institutions to apply their experiences and resources more broadly to industries and workplaces.

PLAR systems also need to be used extensively with non-immigrants to streamline and accelerate the matching of labour supply with employer demand.

³⁶ BC Statistics. Reported in *EASI Strategy – Employment Access for Skilled Immigrants: A systems approach to facilitate the entry of skilled immigrants into the British Columbia labour market*, June 2002 document by EASI Working Group members.

Other suggestions that the Committee heard were as follows:

- As part of PLAR enhancements, more effort could – and should – be invested in the development of articulation agreements between public and private schools delivering programs that prepare individuals for high-demand occupations.
- Opportunities could be available as well for prospective immigrants to begin assessing qualifications and completing bridging requirements before arriving in Canada.
- Consideration could be given to self-assessment tools that identify skills sets for anticipated labour openings and that would enable individuals to determine what they need to do (e.g., master what additional competencies, take what bridging programs) to take advantage of the job opportunities.

Prioritizing where to focus PLAR enhancement efforts could begin with consideration of the twelve occupational clusters identified as most likely to experience shortfalls in labour supply³⁷, in the Roslyn Kunin & Associates labour demand analysis done for the 2010 HRP Committee.

3.2.11 Cross-cultural awareness-building through educational events and information for all stakeholders, including procurement coordinators for OCOG and capital projects, employers and industry associations, and “supply side” agencies

The Committee heard from many stakeholder groups about the need for strengthened cross-cultural awareness among parties on both the demand and supply sides of the BC labour market. This includes Aboriginal cultures, ethnic cultures, and workplace or organizational cultures. The “cultural” theme is very important in the 2010 Winter Games as well.

To protect the sacredness of Aboriginal cultural traditions, specific considerations need to be factored into the procurement processes of OCOG and the provincial government. Educational guidelines for OCOG and its suppliers could be produced by Aboriginal leaders from all First Nations, Inuit, and Metis communities, so as to avoid the marketing and sale of cultural traditions by individuals or groups to whom those traditions do not belong.

Employer and contractor education could be undertaken through information forums, web-based and other publications, to clarify and reinforce what needs to be respected culturally when procuring goods and services for the 2010 Winter Games (and/or related tourism). The aim would be to build awareness of the diversity of Aboriginal cultures within the province, while also building respect for the sacredness of Aboriginal traditions.

Another aspect of this is facilitating cross-cultural awareness of all ethnic cultures in BC and among British Columbians, particularly employers and labour force participants. This could be facilitated through partnerships among multicultural groups and industries and employers. Business and industry groups could also promote a greater awareness about organizational and workplace cultures.

The Committee also offers for consideration the idea of designing and implementing a cross-sector information campaign designed by organizations serving persons with disabilities and the long-term unemployed, and targeted at employers and industry associations. The purpose would be to inform them about retention support issues, the nature of accommodations that may be needed, systemic employment barriers for these client groups (including employer and co-worker attitudinal barriers), and best practices.

This effort could include the production and distribution of an employer handbook as part of this educational campaign. Rather than a new handbook, this could involve the adaptation of an existing resource and/or synthesis of more than one such guide for employers.

The overall aim with these suggestions is the creation of more inclusive workplace cultures.

³⁷ Summary of the 2010 Winter Games Labour Supply and Gap Analysis (British Columbia 2003-2015) by Roslyn Kunin & Associates, October 2003. Page 10 identifies twelve (12) of occupational categories in which shortfalls in labour supply range from moderate to severe.

Coordination Strategies

3.2.12 On-going coordination and integration of human resources planning and development

The Committee heard from many groups and had many discussions itself about the need to facilitate better coordination and integration of plans by labour market partners, including governments, industries, Aboriginal people, immigrant groups, persons with disabilities, educators and trainers, Inner City and other communities.

Industry, government, sport and other community agencies are coming together with a common vision to host the Olympics. The 2010 Games catalyst is presenting employment-focused stakeholders with a longer than usual time frame for operationalizing their human resource development strategies. Collaboration between stakeholders is enabling the realization of long-term socio-economic benefits. Achieving those benefits, however, will require ongoing interaction between stakeholders, and integration of their plans and initiatives.

The Committee believes that a coordinated effort between demand-side, supply-side and government stakeholders is critical for maximizing opportunities. A key question is how to achieve this goal without micro-managing or centralizing planning activities, and in a way that involves minimal resources so as to be sustainable.

One option is to create a coordinating human resource development body or bodies separate from the Organizing Committee for the Olympic Games to facilitate ongoing collaboration between industry, education and employment service providers, other community representatives, and government.

This coordinating committee could have a link to OCOG through federal and provincial Olympic Secretariats but operate with a broader vision and mandate than the OCOG. Its dual focus could be human resource planning needed for sustainable economic and community development in BC—development related to the hosting of the 2010 Games, and also development related to infrastructure projects and sector marketing (e.g., by tourism, retail and manufacturing). The purpose of this committee would be to facilitate workforce development before, during and after the 2010 Winter Games. A downside of this model is that some industry groups would not want to or be able to participate on such a Committee.

Another coordination option—with or without a standing committee—is having a broad-based stakeholder human resources planning forum once or twice per year. In between such forums, various unilateral (e.g., sectors), bilateral (e.g., partnerships) and multilateral planning and implementation work would proceed in cooperative fashion. In addition to being an alternative to a standing coordinating body, a forum process could also be part of such a body or bodies.

Whatever the coordination mechanism, governments can play a supporting leadership role, facilitating planning processes, and ensuring that the mechanism is inclusive of groups who are currently under-represented and potentially valuable contributors in the workforce. Perhaps the BC Olympic Games Secretariat—as part of implementing the 2010 Economic Opportunities Strategy—could sponsor a coordinating mechanism.

Business and industry groups would need to take some type of leadership role in the coordination mechanism, to ensure that training and other human resource development plans are demand-driven. This kind of collaboration to affect broad-based partnerships is essential to the identification and attainment of specific labour force development targets.

The earlier-mentioned federal Labour Market Partnerships Program might be an instrument which could be used to facilitate cross-sector and province-wide human resources planning and coordination. This could be integrated with local and sector-specific planning mentioned in 3.2.3.

The overall coordination mechanism(s) needs to be broad-based and inclusive, facilitating the participation of key industry sectors, Aboriginal groups, the Downtown Eastside Vancouver community, immigrants, persons with disabilities, youth, educational institutions, and regions throughout the province. This needs to apply to not only the membership of a possible coordinating group(s), but also the processes they use must be inclusive for effective coordination to be the result.

3.2.13 Substantially more collaborative planning among the network of stakeholder organizations through inter- and intra-organizational activities

The sheer number and variety of services that are available to support employment readiness and placement for target populations is enormous. Employers are unaware of many services and the prospective workers (or trainees) that they can recruit through these agencies. Even equipped with relevant information about selected services, many employers are overwhelmed (or simply confused) about how best to avail themselves of these resources. The concern (behind the call for more collaborative planning and coordination of service networks) is not duplication of service so much as the need for simplified access (by industry) and higher assurance that programs are appropriately focused on labour market demand.

The Committee heard about how inter-organizational planning could be enhanced across the provincial networks of educational institutions; training and employment services for Aboriginals; agencies serving persons with disabilities; agencies serving the Inner City community; and immigrant service agencies. Collaboration is needed for effective needs assessments, program planning, and marketing of clients and services.

The Committee also heard from stakeholders about the need for more coordination and planning within each stakeholder constituency, and the need, from an employer's perspective, for a "one-window" approach to be adopted by the network of labour force supply groups and education and training groups.

Examples of collaborative planning projects include the following:

- Development of a protocol agreement between all Aboriginal Human Resources Development Agreement holders (including the Metis Provincial Council as well as all First Nations and urban agreement holders);
- Integration of training program planning, apprenticeship placement, and client marketing partnerships to serve Aboriginal people;
- Cross-jurisdictional planning by post-secondary educational institutions (including private training institutes) who serve the industry sectors facing the highest labour demand for 2003-2015;
- Employment Access for Skilled Immigrants and the Affiliation of Multicultural Societies and Services Agencies of BC leading the collaborative review of immigrant services programs and strategic targeting of program plans;
- Client (workforce) marketing campaign to be undertaken collaboratively by a coalition of agencies serving persons with disabilities, Inner City residents, Aboriginal persons, and immigrants – and targeting industry associations, BC and local Chambers of Commerce, other local business groups, and the Industry Training Authority (ITA); and,
- Consortium of Presidents of public post-secondary institutions to interface with the ITA.

4. CONCLUSION

While the Committee was not able to meet with all stakeholders and undertake all the work that it would have liked to, it has spent the last several months reviewing the results of some important research and engagement with several stakeholders. The four key themes throughout this report are: maximizing economic and social opportunities; addressing potential skills gaps; increasing opportunities for under-utilized talent; and connecting labour supply and demand.

Over the course of its work, a few factors resonate with the Committee:

- BC's future before, during and after the 2010 Games appears to bring a high volume of job opportunities in a diverse array of industry sectors and occupational categories, including a substantial amount from the Games itself and three other major projects occurring during this timeframe.
- There is a huge amount of interest in and good will around the 2010 Games among all major stakeholder groups in BC, from industries to educators and trainers to Aboriginal communities to immigrant groups, persons with disabilities, and many other communities. This can be harnessed and leveraged to all British Columbians' advantage.
- This review of 2010-related opportunities, challenges and issues demonstrates the importance of the need for real dialogue and true collaboration and partnership among stakeholder groups on both the demand and supply sides of the labour market. Leadership and vision is needed on both sides to increase relationship-building, reducing the propensity to work in "silos," and seizing opportunities.
- A lot of the 2010-related challenges and opportunities the Committee heard about revolve around the need for the strategic use of and accessibility to information. Getting the word out, sharing information, awareness and marketing will be key parts of initiatives to maximize employment opportunities.
- Hearing from representatives of labour force groups and the findings of the RKA, Ference Weicker and Pinay reports really demonstrate the tremendous "skills wastage" or under-utilization of human resources. All totaled, this represents tens of thousands or more of British Columbians who are unemployed or under-employed.
- The planning, coordination, strategies and actions which stakeholders undertake individually and collectively to maximize employment and skills opportunities will work most effectively if efforts are linked and integrated.

The 2010 Human Resources Planning Committee offers a few final comments. It has overseen a body of work in its sponsored research, consultations, forum and this report—it is important not to let the voices of stakeholders "sit on the shelf." The Committee urges stakeholders to take this report, other Committee reports, their own work and take action together with others to realize their employment visions for 2010 and the labour market in general.

The Committee encourages, where appropriate, governments and the Organizing Committee for the Olympic Games to use this information in planning and implementing employment and skills development initiatives in conjunction with other stakeholder leadership bodies. This could include using an existing mechanism(s) or creating new ones for continuing this work and to support and coordinate human resources planning within and across each stakeholder constituency.

Finally, it is important that leadership bodies in each stakeholder constituency share the responsibility of acting as catalysts for their communities of interest to plan, develop and implement strategies to *MAXIMIZE 2010 AND BROADER-BASED EMPLOYMENT AND SKILLS DEVELOPMENT OPPORTUNITIES THROUGHOUT BRITISH COLUMBIA*.

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APPENDICES

APPENDIX 1 – COMMITTEE TERMS OF REFERENCE

APPENDIX 2 – COMMITTEE MEETINGS

APPENDIX 3 – COMMITTEE PROJECTS

APPENDIX 4 – INPUT FROM SUPPLY SECTOR AND EDUCATION STAKEHOLDERS

APPENDIX 1 – COMMITTEE TERMS OF REFERENCE

Outputs/ Results Expected:

A strategic plan that maximizes the labour and skill development opportunities available in British Columbia as a result of the 2010 Winter Olympics. A longer term plan that identifies potential challenges and opportunities regarding the labour supply in the post games period. A plan that allows British Columbia to avoid the fall in employment that has been experienced in Utah as a result of compressing investment into the short period prior to the games.

Objective:

An analysis of labour demand and supply that provides for the creation of the employment, skill development and volunteer training component of the overall economic opportunities strategy for the 2010 Winter Games; through the establishment of a representative steering committee that will enable an active partnership with the key communities and sectors involved.

Anticipated Scope of Activities:

To assist sectors and communities to identify workforce opportunities and create human resource development strategies regarding the 2010 games; specifically First Nations, the Downtown Eastside communities, unemployed, income assistance recipients and displaced workers. Business sectors will also be a focus of this work.

To enable an active partnership with community and sector representatives through a steering committee that will sponsor the development of labour force participation strategies to access employment and training in regard to the games, as well as look to long term opportunities that could result.

To sponsor the secondary and primary research needed to estimate the labour demand that would result from hosting the 2010 Games, as well as host industry roundtables and workshops with communities to develop strategies.

Project Rationale & Mission [Desired Outcomes]:

The Olympic Bid Secretariat is developing an Economic Opportunity Strategy to maximize the returns from hosting the 2010 Winter Olympics in collaboration with the federal government and other key agencies. A part of this strategy is to encourage and enable sectors and communities to create their own economic opportunity strategies that will link directly with the broader strategy. There is an immediate need to develop a 2010 labour demand analysis to provide a foundation for the creation of the labour, skill development and volunteer training component of the overall economic opportunities strategy.

This analysis of labour demand will provide the following:

- A foundation for the development of a provincial strategy that will maximize the labour and skill development opportunities made available locally in the organizing, games operations and post games phases;
- A link to existing analyses and strategies that the provincial and federal government may be engaged in or planning to develop in partnership with industries and communities;
- Allows communities and industry sectors to prepare plans based on an understanding by sector, where the opportunities will exist allowing targeted employment and skill development;
- Allow for broader distribution of employment, skill development and economic benefits including Downtown Eastside and Aboriginal communities; and,
- A stronger bid through support for the social element of the strategy for sustainability – improving social equity through employment and economic opportunity.

APPENDIX 2 – COMMITTEE MEETINGS

The 2010 Human Resources Planning Committee held fifteen meetings:

- December 20, 2002
- January 21, 2003
- February 18, 2003
- April 15, 2003
- April 28, 2003
- May 6, 2003
- May 20, 2003
- May 29, 2003
- June 17, 2003
- July 10, 2003
- September 12, 2003
- October 3, 2003
- October 10, 2003
- November 21, 2003
- December 15, 2003

The Committee also hosted a number of meetings with key stakeholders:

- Business Leaders Meeting – May 28, 2003
- Public Post-Secondary Stakeholders – June 27, 2003
- Private Post-Secondary Stakeholders – Two meetings in July and August 2003
- Immigration Stakeholders – November 28, 2003
- Construction Roundtable – December 2, 2003
- Retail Roundtable – December 3, 2003
- Tourism Roundtable – December 5, 2003
- Stakeholder Forum – December 10, 2003

APPENDIX 3 – COMMITTEE PROJECTS

Below is a complete list of all projects of the 2010 Human Resources Planning Committee:

PROJECT	CONTRACTOR(S) & TIMELINES	DOCUMENTATION & AVAILABILITY
Labour Demand Analysis	Roslyn Kunin & Associates, Inc. Roslyn Kunin Completed May, 2003 and June, 2003	Technical Report: <i>2010 Labour Demand Analysis Technical Report</i> Summary: <i>2010 Labour Demand Analysis Summary Report</i> (prepared by the Committee) Available online on the Ministry of Skills Development and Labour website at http://www.labour.gov.bc.ca/skills/
Labour Supply & Potential Gap Analysis	Roslyn Kunin & Associates, Inc. Roslyn Kunin Completed September, 2003 and October, 2003	Technical Report: <i>2010 Labour Supply and Gap Analysis Technical Report</i> Summary: <i>2010 Labour Supply and Gap Analysis Summary Report</i> (prepared by the Committee) http://www.labour.gov.bc.ca/skills/
First Nations/Aboriginal Economic and Business Engagement Project	Pinay & Associates Linden Pinay Completed October, 2003	Final Report: <i>Aboriginal Human Resources Development: 2010 Winter Games</i> http://www.labour.gov.bc.ca/skills/
DTES Relationship-Building Project	Ference Weicker & Associates Ted Weicker Completed September, 2003	Research Report: <i>Building Relationships with Employers in the Downtown Eastside</i> http://www.labour.gov.bc.ca/skills/
DTES Skills Bank Project	Links Consulting Gary Ellis Completed November, 2003	Final Report: <i>DTES Skills Bank Project</i> Available upon request at kjothen@humancapitalstrategies.ca
Post-Secondary Education Engagement	Meetings held with key public and private PSE groups in June through August	Summary of June meeting with public PSE representatives Internal working document
Business Engagement Strategy	Meeting held with major business group leaders Roundtables held with construction on December 2, retail on December 3, and tourism on December 5	N/A Summaries of each Construction, Retail and Tourism sector roundtables Available upon request at kjothen@humancapitalstrategies.ca
OCOG Recruitment Strategy/Approach Project	Annabelle Donovan Completed in July, 2003	Final Report: <i>A Framework for Development a Recruitment Strategy for the 2010 LegaciesNow Society</i> http://www.labour.gov.bc.ca/skills/

PROJECT	CONTRACTOR(S) & TIMELINES	DOCUMENTATION & AVAILABILITY
Social Enterprise Proposal/Working Paper	Greg Tolliday Completed in June, 2003	Working Paper: <i>Proposal for a Centre for Social Enterprise in the Inner City of the Vancouver Lower Mainland</i> http://www.labour.gov.bc.ca/skills/
Persons With Disabilities – Minister’s Council on Employment for Persons With Disabilities	R. A. Malatest & Associates Ltd. Rob Malatest Joint sub-committee formed in October, 2003 Minister’s Council draft research report completed by Malatest in December, 2003	Research Report: <i>A Profile of Persons with Disabilities in BC: Employment, Labour Market Needs and Occupational Projections</i> (Draft) Final report not yet available
Immigrants Engagement	Meeting held with major immigrant stakeholders on November 28, 2003	Meeting summary Available upon request at kjothen@humancapitalstrategies.ca
December 10 Stakeholder Forum	Sylvia Holland, Tyler Hildebrandt December 15, 2003	Forum Report http://www.labour.gov.bc.ca/skills/

APPENDIX 4 – INPUT FROM SUPPLY SECTOR AND EDUCATION STAKEHOLDERS

As supplement to the possible strategies and actions offered by the Committee contained in section 3 of this report, this appendix captures the key actions recommended by stakeholder constituencies at the December 10th Stakeholder Forum, Committee roundtables, and Committee and stakeholder background documents.

Please note that these are the views of stakeholders at the December 10th Stakeholder Forum and from other meetings, and they do not necessarily represent the views of 2010 Human Resources Planning Committee members.

Also, these are not necessarily the views held by the majority of or all stakeholder groups within each constituency, since the Committee did not have time nor the resources to hold comprehensive consultations with each constituency.

- Appendix 4.1 Aboriginal Services
- Appendix 4.2 Inner City (Downtown Eastside) Services
- Appendix 4.3 Services for Persons with Disabilities
- Appendix 4.4 Immigrant Services
- Appendix 4.5 Youth Services
- Appendix 4.6 Education and Training Providers

APPENDIX 4.1 – Recommendations from Aboriginal Service Providers

TOP PRIORITY INITIATIVES – as summarized by Aboriginal stakeholders during December 10, 2003 forum hosted by the 2010 HRP Committee

1. **Inventory all existing capacity that can be tapped through Aboriginal HRD agencies: the supply of skilled workers, skill sets, programs, and program capacity.**

- Identifying and building on capacity within the existing infrastructure – not creating new infrastructure – is seen by Aboriginal stakeholders as vitally important.
- The capture and tracking of transferable **skills** in clients is a critical part of an integrated inventory. (Stakeholders note that much of the relevant data should be available through the CONTACT IV Client database system in use by AHRDA holders across British Columbia – as well as the job candidate database that forms part of the national Aboriginal Inclusion Network.)
- Stakeholders note that AEPI (Aboriginal Employment Programs Inventory) is a current mechanism that simply needs strengthening – not replacement. The creation of a “single window mechanism” to support employers and industry associations should include not only AEPI data but also data from AWPI (Aboriginal Workforce Participation Initiative), CAAS (Coordinated Aboriginal Apprenticeship Strategy) and other sources.
- This expanded inventory – not only of programs but of skilled workers who can be tapped through the network of Aboriginal HRD agencies – is seen as an essential first action to enable more promotion to employers of the capacity of the Aboriginal work force to meet skill shortages.

2. **Prepare by “getting own house in order” and establishing a protocol agreement between all holders of Aboriginal Human Resource Development Agreements (AHRDAs) – to formalize internal understanding about how to respond to interest from various employers and industry associations in meeting the increased labour demand, and to create a streamlined access system for interested employers.**

- The intent is to increase the capacity of AHRDA organizations to assist employers by: (a) having clear procedures for how to work with the various AHRDA-holders (to procure services and/or labour resources), (b) simplifying access for employers, and (c) also having an integrated Aboriginal workforce development strategy that is province-wide.
- First step is to bring all BC AHRDA-holders together to talk about 2010 and beyond – and to work on the protocol agreement and inventory recommendations. (The National Aboriginal Human Sector Council can play a supportive facilitation role in this.)
- Aboriginal stakeholders see a second aspect of “getting house in order,” as part of implementing the protocol agreement between AHRDA agencies, as the collaborative design and hosting of cross-cultural education workshops.
 - Several First Nations, each with distinctive cultures, are involved in AHRDAs. There is a need for cross-cultural education amongst AHRDA holders as well as amongst interested employers and industry associations.
 - One issue to address in cross-cultural workshops is related to procurement of goods and services for 2010, some of which is directly related to employment opportunities for Aboriginals. The aim is to build respect for distinctive cultural traditions that are sacred, i.e., for cultural rituals and items not to be marketed or sold by members of other cultures.

- A second issue to address is the organizational cultures and requirements of businesses who want to partner with AHRDA-holders. Aboriginal stakeholders identified the need to raise awareness within their own organizations of corporate culture – and this would be a further aim of cross-cultural awareness workshops.

3. AHRDA-holders (and organizations who have sub-agreements with them) to communicate more specific labour market information to AHRDA clients about employment and entrepreneurial business opportunities

- To increase the reach and effectiveness of communication about labour market needs, **develop the media relations function / team within AHRDA agency network.**
- As part of this outreach, find ways to package the information on high-demand occupations and related career opportunities for *youth*, including promotion of the Olympics and related career opportunities to children who are now as young as six (and up).

4. Connect and integrate all Aboriginal agencies that are part of the provincial infrastructure of employment services for Aboriginals – developing one message, combining many voices to deliver that message, creating a one-stop shopping capability for industry associations and employers, ensuring effective matching of training program to labour demand

- Build on existing networks, organizations and infrastructure.
- Establish a mainstream presence as a cohesive network of service providers. (Key messages would be that the Aboriginal population is a viable and ready labour force, and these agencies are a conduit to skilled workers suitable for a variety of jobs.)
- Undertake a strategic review of the Coordinated Aboriginal Apprenticeship Strategy to link 2010 opportunities in trades training and apprenticeship to the CAAS workplan.
- Develop multi-party training plans with post-secondary institutions (public and private).

NOTE: In the Aboriginal Roundtable, participants recommended expanding the Squamish, Lil-Wat, and Musqueam First Nations partnership on skill development (undertaken with the Ministry of Skills Development and Labour) to include other First Nations, all AHRDA holders, and representatives of Aboriginal and non-Aboriginal post-secondary training institutes.

They also recommended including members of the BC Aboriginal Network on Disabilities in all Aboriginal HRD planning events and 2010 HRD committees and consortia.

5. Begin mentorship programs now for management positions for Aboriginal workers.

- Rationale: Management occupations account for the second-largest share of anticipated employment openings 2003-2015 (close to 111,000) – many of them in food service and accommodation (18,000 openings resulting from base growth plus incremental 2010 demand); also construction managers, supervisors and contractors, including managers for a wide range of trades.

Other key actions – based on consultations throughout the 2010 HRP project (focusing on maximizing of employment and skills development opportunities; broader business development and sports-related recommendations not included here)

6. Organize information-sharing sessions for Aboriginal youth in communities across BC to teach them about small business, employment, training and career path opportunities.

7. Develop **mentorship programs with businesses for Aboriginal youth.**
8. Establish a **business development and support network for Aboriginal women, including a women's cooperative to compete for goods and services contracts related to the 2010 Winter Games.**
9. Create a **one-stop Winter 2010 Aboriginal Business Network.**
(In turn, link this to the more comprehensive "opportunities and information" clearinghouse proposed by all stakeholders as a key next step.) Also consider establishing a business development centre in the Vancouver – Whistler – Mount Currie corridor, to leverage the efforts of individual entrepreneurs and various Aboriginal associations.
10. Maintain the **Aboriginal Secretariat** within the BC Olympic Games Secretariat.

Partnership Intentions

- Collaboration **between all AHRDA-holders** – to create a virtual "one stop shop" for employers to help them in recruiting, training, and screening a skilled labour supply; and a virtual "hub" that will enable all Aboriginal service providers to network with one another, share information and engage clients.
- Expanded partnerships **with Aboriginal school boards and with post-secondary educational institutions and private training institutes** – for maximizing use of existing facilities and instructional expertise in delivery of training programs for Aboriginal people.
- Relationship **between Industry Training Authority and network of AHRDA-holders** – to ensure flexibility in funding and delivery of programs.
- Building relationships **between Aboriginal businesses and other businesses** – to further "best employer" connections.
- Strengthening relationships **with media contacts** – to promote good news stories.
- **Acknowledgement and endorsement of the four First Nations hosting the games** – i.e., the Musqueam, Lil'wat, Squamish, and Tsleil-Waututh First Nations.
- Working with **human resource planners in corporations and industry associations, trades managers, and apprenticeship and trades training programs** to encourage adoption of equity principles to ensure Aboriginal women are participating at all levels and in all occupation sectors.

APPENDIX 4.2 – Recommendations from Inner City (Downtown Eastside) Service Providers

Top priority initiatives – as summarized by inner city stakeholders during December 10, 2003 forum hosted by the 2010 HRP Committee

1. Creation of a labour exchange website that includes a database of job-ready, skilled candidates as well as a bank of job postings from numerous employers

- Resuscitate and enhance a concept that has been tried before – and is needed now – to facilitate fulfillment of the inclusivity intent with 2010 Winter Games employment, and ensure similar inclusivity of Inner City job candidates for work on related capital projects.

NOTE: Downtown Eastside businesses see value in screening support from labour supply services, i.e., validation that posted job candidates have the right skills for selected jobs.

2. Ongoing dialogue forums – each year along the way – for strengthening partnerships and as formal planning events

- Establish an ongoing communication and planning mechanism between the community and industry stakeholders – e.g., through an annual networking, dialogue and planning event, with implementation of specific action plans in between.
- Stakeholders recommend that the events be structured not only to further connections and understanding between all parties, but also to establish formal plans regarding how to recruit, select, support, and retain more workers from the Inner City population.
- Outreach to small and medium-sized enterprises is part of this recommendation, to help SME operators plan and adapt to involvement of Inner City workers in their operations.
- Include ongoing discussion about how employers can help Inner City residents *retain* employment – and the specific nature of support needed. (see recommendation #4 below)

NOTE: Organizing and hosting of these annual events could be a function of the proposed 2010 HRD Coordinating Committee (through the BC Olympic Games Secretariat) – or perhaps the Social Enterprises Centre, if multi-year funding for such a Centre is secured.

3. More education / communication with potential workers – meaning greater emphasis and specificity in providing information on:

- Where the jobs will be (especially in communicating with youth).
- The career paths – i.e., long-term potential in various job openings.
- Credential requirements and the certification processes so that job-seekers are better informed about necessary steps in securing specific types of positions.
- Work expectations of employers – including working conditions for various types of jobs, so that potential job candidates have realistic expectations as well as enthusiasm about employment opportunities.

NOTE: For young people at risk and in the Downtown Eastside, stakeholders recommend the development of innovative assessment tools to identify transferable skills, even from unlikely background and experience. Employers in the Downtown Eastside also recommend that prospective job candidates be better prepared for the interview stage.

Other key actions – based on December 2003 forum and other consultations throughout the 2010 HRP project

4. **Relationship building with local employers** to encourage more employers to:
 - Adopt active recruitment policies which favour (or at least do not discriminate against) local residents.
 - Act as hosts for interns from local training programs.
 - Get involved as advisors for training programs.

5. **Employer education to ensure adequate supports for job retention are put in place: most specifically, childcare facilities and transportation services.**
 - Without attention to (a) availability of reliable transportation to get to and from work and (b) the childcare needs of Inner City workers, job retention is likely to become an issue that negate job placement success. Transportation support, for example, could mean use of a company vehicle to pick up workers at scheduled stops, or provision of bus passes, or establishment of car pooling arrangements.
 - Handbooks for employers (with explanations of employment support issues and possible solutions) should be distributed. Existing resources could be used or adapted.
 - Employers could also be brought together as a network of business operators for collaborative planning to improve retention, rather than necessarily attempting all this work on a one-on-one basis with individual employers.
 - Employer education should encompass these issues: costs of not retaining employees, importance of building career ladders and how to create individualized development plans for employees, and community benefits of transitional and/or tailored employment.
 - Employer forums through business associations and Board of Trade should be hosted.

NOTE: Transportation and childcare are not the only support issues but they tend to be the most significant hurdles for low-income, long-term-unemployed individuals in re-entering the workplace and maintaining employability.

6. **Informational forums, online database, and newsletter for DTES businesses to learn about 2010 bidding opportunities** since employment opportunities are integrally linked to business development

7. **More marketing of the trades to women**
 - Identification of role models for Inner City girls and women.
 - Mentoring connections between women already in the trades and young job seekers.
 - Presentations of these career paths in schools – beginning with elementary schools.

8. **Rethinking how training is done – more demand-based programs; fast-track training by delivering contract service training for employers within, e.g., 10-12 months; and more use of practicums and co-op placements**
 - Fast-track contract training – through more extensive use of college instructors in this role and also more use of private trainers – is seen as critical to building successes and turning around employers' perceptions of Inner City residents as "likely to be unreliable."
 - More flexible packaging / scheduling of modules should be part of the fast-track training.

- Co-op approach with work experience modules in skills training services for Inner City job seekers is critical to developing awareness in SME managers of the nature of transitional support that these new workers need.
- Training programs should (as many do) include modules on “transition into employment” and “retaining employment” as well as specific skills training.

9. More training seats in programs that will prepare Inner City residents for selected high-demand occupations

- Could be through allocation of some seats (to Inner City job seekers) in existing training programs that were not set up specifically for this target population. Or could be through expansion and diversification of training programs delivered by the agencies mandated to serve the Inner City population.
- Inner City stakeholders also note that more use of skilled immigrants to meet labour demands could lessen the need to expand training programs – but would first require education of immigration officers about where the demand actually will be. See 3rd bullet under Partnership Intentions.

10. Marketing of success stories

- Ways of marketing success stories without stigmatizing the individual would help make inroads in the fight against stereotypes that the hard-to-employ are lazy or unproductive.

Partnership Intentions of Inner City organizations

- Forging **partnerships with Aboriginal groups** is seen as vitally important by representatives of agencies now serving Inner City clients – because of the relatively high proportion of Aboriginal persons living in Inner City neighbourhoods, and also because the fiscal resources channeled through Aboriginal Human Resource Development Agreements (AHRDAs) create significant programming capacity without new funding requirements.
- Downtown Eastside stakeholders see **government** as an essential player in strengthening partnerships between employers and the labour supply organizations that represent Inner City residents.
- Inner City stakeholders also recommend an **ongoing partnership between HRDC and all 2010 stakeholders (demand and supply organizations)** – for educating immigration officers about the specific nature of employment demands arising from 2010 Games and related capital projects.

APPENDIX 4.3 – Recommendations from Service Providers to Persons With Disabilities

Top priority initiatives – as summarized by stakeholders representing persons with disabilities during December 10, 2003 forum hosted by the 2010 HRP Committee

1. Creation of a coordinated clearinghouse service for employers: a database of ob-ready individuals that integrates the client base of multiple organizations. Work with employers to also compile a job bank of postings as part of that clearinghouse

- Form a coordinating committee amongst organizations serving persons with disabilities, to pool information and create such a clearinghouse.
- Look to the Minister's Council on Employment for Persons with Disabilities as sponsor of this task force.
- Include in the database a comprehensive listing of employment support services whose clients are persons with disabilities and other resources for employers. For this component, adopt (or adapt) the national model created for Aboriginal persons with disabilities, and used by BCANDS, the BC Aboriginal Network on Disability Society.

NOTE: This initiative is an integral component of a broader recommendation for such a clearinghouse that would help link employers with members of several target groups whose talents are currently under-utilized in the workforce.

2. Marketing / public relations campaign to employers, to be undertaken jointly by the various organizations who provide employment services to persons with disabilities

- Arrange presentations to members of the Industry Training Authority, BC Chamber and local Chambers of Commerce, industry sector associations, and educational institutions – to educate them and to gain their willingness to, in turn, educate other employers.
- Reduce the risk that employers and business associations are bombarded with promotional material and presentation requests from multiple organizations by designing the education / public relations campaign collaboratively.
- Share the presentation workload, with each presenter speaking on behalf of several program providers serving persons with disabilities.
- Make presentations not only to provincial organizations (ITA, BC Chamber of Commerce, industry associations) but also at the regional / local level – working through local Chambers of Commerce and through other community organizations whose members are largely business operators (e.g., Rotary Clubs).
- Provide specific examples of corporate initiatives already underway. E.g., Royal Bank's Open Arms initiative.
- Include educational institutions as target audience because most universities and colleges are *not* yet environments that are very welcoming to persons with disabilities.

NOTE: Could consider a campaign alliance with the Greater Vancouver Business Leadership Network which is a partnership program already bringing together business, government, and community organizations to further the employment opportunities of persons with disabilities, through highlighting best practices and case studies, increasing access to job postings, and disseminating other information.

Other key actions – based on December 2003 forum and other consultations throughout the 2010 HRP project

3. Inventory the current training programs delivered through agencies serving persons with disabilities. Identify program changes needed to correspond to the anticipated skills shortages

- Recommended **as a joint initiative** to be undertaken by all employment-related agencies serving persons with disabilities, to minimize duplication in skills training programs designed to match supply with anticipated demand.
- Recommended also to sharpen the demand-side orientation of labour supply services.

4. Update the labour market information that is being provided to clients of employment support services, i.e., persons with disabilities

- Development of individual training plans should be based on the labour market evidence of actual employment opportunities – with service providers focusing clients on identifying and developing the specific skills required for these openings.
- The client base (labour supply) already exists. Organizations serving these clients need to identify employment opportunities in more specific terms. They can do this through a more thorough review of the occupational demands identified in the labour demand and supply research reports produced by Roslyn Kunin & Associates.
- Keep clients better informed by regularly providing LMI (labour market information) updates to them.

5. Screening of job-ready clients for specific postings – by coordinators / trainers in employment-related services for persons with disabilities

- The purpose would be to verify that there is an appropriate match between the client's demonstrated skills (i.e., not just interests) and the skill requirements required by the employer – and to thereby reduce the amount of screening time that employers need to invest (a factor which for many employers is a significant barrier to hiring persons with disabilities).

6. In the employment services provided to persons with disabilities, increase the emphasis on job retention, making these retention support services as important as job readiness training

- Without long-term support to both worker and employer, there is significant risk that reasonable accommodations are not made nor widespread understanding developed (across the whole work team) of special needs.
- The aim is to prevent job loss through employment crisis intervention. E.g., job retention support might include such services as a sign-language interpreter in scheduled meetings between a new employee with hearing impairment and his/her supervisor.
- Encourage employers to adopt tailored employment opportunities, e.g., to take advantage of more workers capable of part-time but (because of health considerations) not full-time work.

7. Implement an HR audit and active recruitment project with interested employers in sectors where “2010 labour demand” is high – to identify specific employment positions that could be capably filled by persons with disabilities

- Work with Human Resource Development Canada, the BC Ministry of Human Resources, and the BC Ministry of Skills Development and Labour, as potential sponsors of this HR audit project with employers.
- Involve small and medium-sized enterprises as well as large corporations.
- Use this review of high-demand positions and related skill requirements to also build employer willingness to post these openings, as they arise, on the job bank component of the clearinghouse service that is recommendation #1.
- Include liaison with Immigration officials as part of this project since skilled immigrants are a critical labour source and if you have a disability, you are assigned fewer points in the immigration approval process. Educating immigration officers about anticipated demands and positions suitable for persons with disabilities is important.

8. Employer education on the rising incidence of disabilities as workers age – and identification of actions that employers can take to successfully *retain* their existing workforce even as those employees incur a disability

NOTE: Could be done as part of the public relations and information campaign that is recommendation #2. “Sooner or later, we all end up with some form of disability. Making the work environment more accommodating usually results in a more customer-friendly environment and a more efficient workspace for all.”

Partnership Intentions

- Partnership **between all organizations providing employment-related services to persons with disabilities, particularly between agencies based in the Lower Mainland** (whose clients stand to benefit from the 2010 Games Inclusivity Intent and employment opportunities) – for creating the common database of job-ready clients and employment support services for persons with disabilities (i.e., the clearinghouse for employers)
 - Recommended form of partnership = a **new coordinating committee (task force) with a representative from each of these organizations**
- Strategic alliance **between coordinating committee of service providers (see above) and the Minister’s Council on Employment for Persons with Disabilities** – for development of a public relations campaign to educate employers
- Partnership between the coordinating committee and the Minister’s Council on Employment for Persons with Disabilities and:
 - (a) Industry Training Authority;
 - (b) BC Chamber of Commerce;
 - (c) Industry associations in the sectors with high labour demand;
 - (d) Educational institutions; as well as,
 - (e) Local Chambers of Commerce – for maximizing actual job opportunities through relationship-building with employers.

APPENDIX 4.4 – Recommendations from Immigrant Service Providers

Top priority initiatives – as summarized by immigrant services representatives during December 10, 2003 forum hosted by the 2010 HRP Committee

1. Pull together as a sector to plan collaboratively

- Focus to be on the specific industry sectors and occupations in which critical shortages are anticipated – and development of action strategies to meet those needs.
 - May involve design of some new programs or redesign of some existing programs.
 - Will involve capitalizing on the core competencies of all immigrant services agencies.
 - Must also address the question of how to capitalize on the 40% of employment opportunities that will likely arise outside the Lower Mainland.

NOTE: At the December 2003 stakeholder forum hosted by the 2010 HRP Committee, immigrant services representatives proposed that AMSSA host a planning session early in 2004. AMSSA is the Affiliation of Multicultural Societies and Service Agencies. It is a coalition of over 85 organizations providing multicultural programs and immigrant settlement services throughout the Province of British Columbia.

EASI, Employment Access for Skilled Immigrants, is another multicultural umbrella organization that can assist with program planning, evaluation, and marketing. EASI is a partnership between seven immigrant services agencies, regulatory bodies for some professions, post-secondary educational institutions, and various government ministries (BC Ministries of Community, Aboriginal and Women's Services; Advanced Education; and Human Resources; Canadian Heritage; Human Resource Development Canada).

EASI's "system approach" to employment hurdles includes an employment-focused Leadership Council and strategic plan, an entry portal (Web-based), information and referral services, assessment and counselling services, employment readiness services, language training services, skills and academic upgrading services, and workplace practice services.

2. Address Foreign Credential Recognition challenges

- Recommendation that government facilitate a process to bring key stakeholders together: immigration officials, licensing and other credentialing bodies, industry leaders from high-demand sectors, supervisors of high-demand occupational groups, immigrant service agencies
- Review the skill requirements for high-demand occupations.
- Identify relevant transferable skills from other occupations that would enable immigrants to qualify (at least in part) for the high-demand occupations.
- Plan and implement action to improve access, efficiency and effectiveness of prior learning and foreign credential recognition systems.

Other key actions – based on December 2003 forum and other consultations throughout the 2010 HRP project

3. Assertive promotion by immigrant services agencies of the potential workforce in the skilled and unskilled new immigrant community – and employer education

- Continued outreach to employers to eliminate barriers – and to heighten employers' awareness of the demographic shift in the workforce, and the need to recruit more immigrants into job openings to replace retiring workers.
- Constant reinforcement of what immigrants *can* do.
- Involvement of the whole community in a collective effort to recognize and utilize skills of immigrants – and including outreach to immigrant entrepreneurs.
- Encourage industry associations in the various sectors to provide networking opportunities through information forums. Also encourage industry associations to bring immigrants into boards.
- For immigrants, orientation to workplace culture, prior learning assessments and credential reviews, language training, education and training upgrades, courses in technical language, and orientation to project management culture and methods are often key needs. Employer readiness to help address those needs can be increased if employers understand the hard technical and the soft skills that immigrants also offer, and the fact that immigrants are not only a valuable but necessary source of labour supply for business operators in this province.

4. Orientation sessions for groups of immigrants to identify high-demand areas and the specific nature of employment opportunities

- Besides information on where the jobs are, include credential requirements and the certification processes so that job-seekers are better informed about necessary steps in securing specific types of positions. Also include information about bridging programs.

5. Employment opportunities information to schools because most immigrants gather a great deal of information about their chosen country from their children.

6. Mentoring, job-shadowing and networking opportunities to facilitate matching of transferable skills with real jobs

Partnership Intentions

- **Through the initiative and leadership of AMSSA and/or EASI – all immigrant services agencies** – to develop an integrated action strategy for supply organizations
 - NOTE comments under recommendation #1 regarding EASI coalition.
 - AMSSA coalition representative at December 2003 stakeholder forum offered to begin the process of spreading the word (of anticipated labour demand) to all immigrant services agencies in all regions of the province – to expand reach beyond those who participated in the December 2003 stakeholder forum hosted by the 2010 Winter Games HRP Committee, and to reduce the risk of fragmentation in responses.

- AMSSA representative offered to host a planning session early in 2004.
- **Geographic partnerships between local immigrant services agencies and industry leaders of the key sectors in which labour demand is high** – for effective placement of skilled immigrants into employment openings, and with particular emphasis on employers' needs in that particular region
 - Will require sector-specific discussions as well as cross-sector meetings.
 - Will require **industry sector associations** to show leadership in bringing employers together and to the table, to discuss relevant action steps in partnership with immigrant services agencies.
 - Partnerships to be focused on relationship-building between labour demand and supply groups, as well as recruitment and placement of workers.
- Partnerships **between immigrant services agencies and SMEs**, small and medium-sized business operators – for effective placement of skilled immigrants into job openings.
- Partnerships **between immigrant services agencies and unions** – to support effective placement of skilled immigrants into employment openings.

APPENDIX 4.5 – Recommendations from Youth Service Providers

Top priority initiatives – as summarized by youth service providers during December 10, 2003 stakeholder forum hosted by 2010 HRP Committee

1. Develop pre-employment awareness programs for young people who are ready for work but have not yet worked – combining (1) *information sessions* about where the opportunities lie, with (2) *job shadowing opportunities* in a wide range of sectors and occupations, and (3) *mentoring support*.

- NOTE: The proposed programs would not be skills training programs per se. Rather, they would be designed to help youth focus on specific opportunities, gain some work experience that would help them secure entry-level positions, and develop career and further training plans.
- Start creating partnerships now – between industry and schools – to create these opportunities for youth who wouldn't otherwise have access to skills training and/or the anticipated job openings.
- Aim high. Develop programs that will help youth move *up* in the labour market.

2. Communication to high school youth about where the opportunities lie

- Deliver presentations about what jobs are upcoming / in greatest demand so that youth can target their education / training plans to those opportunities.
- Develop awareness of the total range of skills needed by multiple sectors.
- Develop awareness of career path potential with employment opportunities.
- Put more labour market information about specific demands – and anticipated gaps between supply and demand – into the hands of Career Development Practitioners.
- Distribute information through youth career fairs and youth employment-related websites.
- Distribute job descriptions from previous Olympics that identify the type of skills needed for volunteer and paid positions.

3. In skills training programs, rather than youth services per se – allocate a portion of seats to youth – and mix youth with job seekers of other ages

- *Rationale:* Providers of youth training programs said that, in their experience, the most effective programs are not youth-only programs. They find that youth learn more and take on greater challenges in a diverse, mixed-age environment than when taught in all-youth programs. They noted that when funds are channeled to programs designed for “high risk youth,” it is often not that population that enrolls. There have been problems with “program drift,” i.e., program resources not directed to the intended target group. Stakeholders note that existing programs for youth work but often have low participation rates. They see greater payback with programs that are labour demand-focused and open to job seekers of all ages who are interested in those employment opportunities.

Other action recommendations

4. **Social enterprises**

- Through social enterprises, provide stability of service for “youth at risk” by focusing on job *retention* support in addition to job-readiness training and job placement.
- Include entrepreneurial “how do we do it?” instruction on business start-up and management. Make the training process itself entrepreneurial.

APPENDIX 4.6 – Recommendations from Education and Training Providers

Top priority initiatives – as summarized by educational institution stakeholders during December 10, 2003 stakeholder forum hosted by 2010 HRP Committee

1. **Education providers to get together for more cross-jurisdictional planning**

- Need to work together collectively – not just as independent institutions – to maximize demand-related program capacity.
- Need to clarify the particular roles that each institute should carry.
- Meet on a regular basis for collaborative planning. (need to establish frequency)
- Involve private educational institutes as well as public institutions in these meetings.
- Strike agreement to get beyond – work through – fears of education driving business agenda and fears of business driving educators' agenda.
- Create more opportunities for private trainers to work with not-for-profit agencies.
- In communicating planning outcomes, promote to youth, other workforce newcomers, and career-changers the breadth of opportunities.

2. **Articulation agreements & prior learning assessment / credential recognition mechanisms**

- Need to start with a high level policy regarding prior learning assessments.
- Need to keep improving client-centred programming and ease of certificate upgrading by investing more effort and resources into articulation agreements.

Other key actions – based on December 2003 forum and other consultations throughout the 2010 HRP project

3. **Establish a centralized database of training resources delivered by educational institutions**

- Using the Kunin reports as a framework for needs, match existing programs to the needs of specific occupational groups.
- Match the “high probability skill set” of program graduates to the anticipated demand.

4. **With coordination through the Ministry of Education – create awareness at the secondary school level of the 2010 employment opportunities**

- Promote trades as well as other professions.
- Extend information campaign to post-secondary students.
- Reinforce career potential in employment openings with 2010 Games, tourism and retail operations, and construction projects.

5. **Expand Management Skills programs**

- Rationale: Management occupations account for the second-largest share of anticipated employment openings 2003-2015 (close to 111,000) – many of them in food service and accommodation, construction trades, and retail.

- Build on successes such as the Retail Management program developed and delivered through BCIT.
6. Consider **shifting the academic school year in 2009-2010 to enable instructors, students and staff to participate in the Games as volunteers or short-term employees**
 7. Do **more student outcomes surveys to learn where graduates go and why, and use findings to improve program delivery and promotion**

Partnership Intentions

- Between **all public post-secondary educational institutions through BC Campus** – to provide an online central access point to post-secondary online and other distance learning courses, programs and resources.
- Between **public and private education and training institutions** – for work on articulation agreements, and for development of integrated response strategy to projected labour demand.
- **More “industry partnerships”** in which administrators and instructors in educational institutions plan collaboratively with employers / industry associations – with commitment to “get beyond fears of education driving business agenda or business driving educators’ agenda.”