



2019 LABOUR MARKET STUDY

Prepared by Roslyn Kunin & Associates and Human Capital Strategies



This program is funded by the Government of Canada
and the Province of British Columbia.

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Acknowledgements

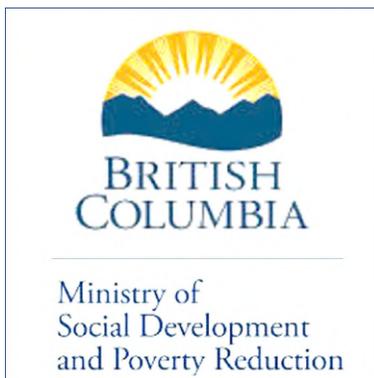
Our research team, Roslyn Kunin & Associates, Inc. in partnership with Human Capital Strategies, expresses our most sincere thanks to Ms. Ceilidh Marlow, Project Manager of Redesign Rupert for her guidance and support throughout the research process.

We also thank the members of the Project Advisory Committee and their organizations for their support of this timely study, without which our research would not have been successful. The Project Advisory Committee is made up of the following representatives from Redesign Rupert's partner organizations:

- Ken Veldman, Vice-President of Public Affairs & Sustainability, Prince Rupert Port Authority
- Paul Venditelli, Manager of Transportation & Economic Development, The City of Prince Rupert
- John Farrell, General Manager, Community Futures of the Pacific Northwest
- Shauna Wouters, CAO, Hecate Strait Employment Development Society

Finally, sincere thanks to the community – over 75 individuals including employers, First Nations, education and training providers, and community agencies – who have taken time out their busy schedules to answer our questions. Your effort is most appreciated.

Dr. Roslyn Kunin, C.M., O.B.C.
President, Roslyn Kunin & Associates, Inc.



Redesign Rupert also extends its sincere gratitude to the Ministry of Social Development & Poverty Reduction for extending the necessary funding to develop the 2019 Prince Rupert Labour Market Study. Funding was provided through the Community & Employer Partnerships; Labour Market Partnerships stream.

Executive Summary

Introduction and Scope

Roslyn Kunin and Associates (RKA) in partnership with Human Capital Strategies (HCS) have undertaken research involving a literature review and secondary data collection and analysis, key informant interviews, an online survey of employers, and a focus group validation session with key stakeholders to provide Redesign Rupert with answers to the following questions:

1. What is the composition of Prince Rupert's labour market? What percentage of local employment does each industry/sector make up?
2. Where are the largest employment gaps, now and projected? Which industries/sectors are in most need of human capital, and which will be most affected in the future?
3. What specific occupations are/will be in highest demand on future/proposed projects? How can employers in Prince Rupert prepare to fill these positions, either through external recruitment or local training and educational opportunities?
4. What factors specific to Prince Rupert are impeding local workforce recruitment efforts, (e.g. rental housing)?
5. What links can be drawn to a larger, either provincial or national, labour market imbalance? (i.e., is this an issue specific to Prince Rupert, or is it a symptom of a broader labour market issue?)
6. In which target cities/regions/countries would recruitment efforts potentially be most successful for specific occupations that have been identified as most in demand/most difficult to fill? (i.e. Identifying specific target recruitment geographies will inform marketing/recruitment plans)
7. How can we measure the success of a recruitment campaign? (Establishing benchmarks for success and analytics to measure them annually).

Methodology

The report is based on a comprehensive amount of secondary and primary research of both a quantitative and qualitative nature, and has included three phases:

1. Secondary research including a review of relevant literature, analysis of secondary (existing) data, and the compilation of community case studies and resulting lessons learned;
2. Primary data collection through an online survey of local employers, interviews of key informants (mostly employers), and a focus group of stakeholders; and,
3. A final report including recommendations.

Our research team has undertaken an extensive literature review, with a focus on experiences of other small communities throughout the province, across Canada, and internationally, in dealing with attracting

and retaining talent. The secondary research includes the identification and review of previous reports, government and industry data, and key websites. Appendix A provides a detailed, annotated bibliography.

We have also researched existing statistical data with an emphasis on population trends and economic performance, as well as labour demand projections to assist in understanding of dynamics of the labour market. Where statistical data does not close the gap (as well as to get location-specific information for analysis), we have engaged with community stakeholders to obtain their first-hand experience of labour shortages in their day-to-day operations and their insights into potential solutions to resolving such shortages.

The research team also established a statistical model to estimate the labour force requirements associated with proposed expenditure of major capital projects in the City of Prince Rupert, and a population projection model to examine the labour force required to meet these demands.

Community engagement has been a key part of this project, particularly during the primary data collection phase. This started with a Project Advisory Committee (PAC) composed of representatives from the Redesign Rupert project partners. The primary research included:

- Key informant interviews (KIIs) were conducted in-person and by telephone as part of the research for the study, involving 32 employers and other key community stakeholders and First Nations representatives.
- The employer online survey reached out to all businesses, community service organizations, and government agencies for their input into employers' barriers to attract, recruit, and retain workers for their organizations, and for their insight to potential strategies. It yielded responses from 42 Prince Rupert employers.
- A stakeholder focus group of 14 community stakeholders reviewed, discussed, and validated the preliminary results of the research and analysis.

Findings

Based on the literature review and analysis of secondary data, this report highlights the Prince Rupert economy, relevant potential major projects, and labour demand in and around Prince Rupert and labour supply and demographic trends.

The report provides a brief history of the area and a detailed description of the port and potential capital projects in the area. The economy for both the North Coast Development Region and the City of Prince Rupert is described. There is greater resource dependency and volatility in the region, compared to British Columbia as a whole with lower population growth, a higher unemployment rate, but a higher than average labour force participation rate.

We have projected that between 2018 and 2028, new job openings are projected to increase by an average of 3.3% per year, which is higher than the provincial average of 1.1% per year. To arrive at this conclusion, we first followed the average annual compound growth rate applicable to the North Coast and Nechako Development Regions at the time the *BC Labour Market Outlook: 2018-2028* report was produced. Then we incorporate information available from the Prince Rupert Port Authority regarding potential major capital investment planned up to 2027.

Should all these projects go ahead as proposed, in peak years, additional labour requirement can be as high as almost 600 in the construction industry, and as high as 280 in transportation and warehousing, and other industries.

There are also job openings resulting from the need to replace those who have left the labour force (due to retirement or other reasons such as injury or returning to school). Estimates of this growth by occupation and industry are provided, with transportation and warehousing being the most important.

Population growth in the area is expected to be lower than the British Columbia average, in part because of net out-migration.

Challenges and Gaps

All sectors of the Prince Rupert economy are challenged when recruiting skilled employees and it is anticipated that the problem will become more acute with the addition of major projects.

The port economy is having a major impact on the retention and recruitment of employees. However, the challenges with respect to recruitment reach beyond the port economy to affect the entire community. If the skill shortage is not addressed, Prince Rupert will not be able to prosper and meet the growth potential offered by the Port economy, tourism, and major projects.

Prince Rupert is perceived as too remote, with limited services and amenities. With the additional concerns regarding housing and health care, a collaborative effort will be required to address this perception.

The most consistent feedback for resolving talent attraction problems was to improve lifestyle conditions in the community and to develop a combined career and community approach to communicating the strategic advantages Prince Rupert offers as a place to live and work.

Employers are committed to hiring locally and providing training. Various tactics are required to assist with the challenges. Employer suggestions to address this include efforts to improve local training, province-wide recruitment, regional marketing materials, career fairs, and a community website.

Prince Rupert employers recognize they are in need of assistance in promoting the community to prospective employees and families and are willing to collaborate with other stakeholders, governments, and agencies. Employers are looking for leadership, inclusion, and broad community involvement to address the labour market issues and to take advantage of the economic opportunities presented.

The Indigenous population makes up a relatively large and significant part of the Prince Rupert labour force. While many employers already employ a significant portion of workers who self-identify as Indigenous, there is an opportunity to work with employers and First Nations and Indigenous communities in and around Prince Rupert to increase local employment and retention among their members.

Students from post-secondary institutions and regional training organizations, and secondary school graduates are not meeting the needs of the local labour market. Employers indicated a willingness to engage with the education and training providers.

Community Case Studies and Lessons Learned

Many lessons can be learned from other communities or regions and their experiences. This report includes case study summaries on five communities/regions which have seen economic and/or population changes and challenges with employment recruitment and retention, and which have considered new ways to address their issues. The communities studied for the purpose of this research include:

1. Prince George
2. Quesnel
3. Kootenay Regional District(s)
4. Mount Waddington Regional District (Northern Vancouver Island)
5. Hanna, Alberta

The case studies (and analysis of them) represent a robust body of work in this report. In addition to identifying several useful lessons learned from the experience of these communities. Based on employer input, some key strategies for revitalizing the City of Prince Rupert and moving forward with an attraction and retention strategy were derived from these cases:

1. A coordinated rebrand of the City of Prince Rupert and the surrounding region.
2. Expanding mentoring and internship for new Canadians, First Nation communities, and other non-traditional labour market participants.
3. Investing in greater employer and education engagement to expand training opportunities and promote in demand occupations.
4. Supporting strategic workforce planning by investing in regional recruitment, research methods, and labour market forecasting.
5. Engaging local leadership at all levels to advance a balanced, coordinated approach to talent development and management.

Specific lessons learned and implications from the case studies are detailed in the main body of the report.

Primary Research Results

The primary research in this study found:

- o All sectors of the Prince Rupert economy are challenged when recruiting skilled employees and anticipate the problem will become more acute with the addition of major projects.
- o The Port Economy is having a major impact on the retention and recruitment of employees, however the challenges with respect to recruitment reach beyond companies impacted by the Port companies.
- o Prince Rupert is perceived as too remote, with limited services and amenities and with additional concerns regarding housing and health care.
- o Employers are committed to hiring locally and providing training.

- o The Indigenous population makes up a relatively large part of the Prince Rupert labour force.
- o Prince Rupert employers are in need of assistance in promoting the community to prospective employees and families.
- o Students from post-secondary institutions, regional training organizations, and secondary school graduates are not meeting the needs of the local labour market. Employers indicated a willingness to engage with the education and training providers.
- o Employers are looking for leadership, inclusion, and broad community involvement to address the labour market issues and to take advantage of the economic opportunities presented.

From the engagement of employers, other stakeholders and Indigenous representatives, the following advice for action was obtained:

- o Focusing on expanding local post-secondary education/training opportunities.
- o Increasing secondary education options for students and improving programs.
- o Developing a regional training strategy to improve certification and skill levels of the local labour market.
- o Creating and supporting a plan to market and promote Prince Rupert as a place to work and live.
- o Improving community amenities, housing, and the commercial core.
- o Improving community image by addressing perceived negative factors like climate, remoteness, and spousal employment opportunities.
- o Leveraging the community's lifestyle advantages in marketing.
- o Encouraging cooperation among governments, service providers, major employers and key sectors.
- o Creating greater coordination of and collaboration in recruitment and retention activities.
- o Creating a human resources strategy to advance specific effective, innovative recruitment and retention tactics.
- o Coordinating an effort around use of the Temporary Foreign Worker Program.

Priority Occupations

This study also involved analyzing available labour market and major project data to derive a list of occupations to help Redesign Rupert focus its efforts on recruitment and retention priorities.

Based on occupational profiles, the BC Labour Market Outlook, and data on major capital investments, we identified 20 occupations for Redesign Rupert to consider as priorities for recruitment and retention. The methodology and analysis behind this are in the main body of the report. This list is provided as a guide. Economic conditions and labour shortages/surpluses may change quickly depending on whether some of the proposed major projects go ahead.

Priority Occupations for Prince Rupert Recruitment and Retention (alphabetical order)

| Key Sector | Occupations |
|-----------------------------------|---|
| Accommodation and Food Services | Cooks Food counter attendants, kitchen helpers and related support occupations Light duty cleaners |
| Construction | Carpenters Construction millwrights and industrial mechanics Construction trades helpers and labourers Electricians Heavy equipment operators |
| Health care and social assistance | Nurse aides, orderlies and patient service associates Registered nurses and registered psychiatric nurses Social and community service workers |
| Retail Trade | Cashiers Retail salespersons Retail and wholesale trade managers Store shelf stockers, clerks and order fillers |
| Transportation and Warehousing | Contractors and supervisors, heavy equipment operator crews Longshore workers Material handlers Transport truck drivers Water transport deck and engine room crew |

Recommendations

In all types of companies and sectors in Prince Rupert, a strong preference was expressed for hiring locally. Even though the number of current residents is not sufficient to meet all demand, hiring people already in the area should be the first option. Workers and potential workers need to be aware of employment options and adequately trained to fill them. This material was corroborated by the results of the employer survey and stakeholder focus group. The following eleven recommendations (some include more than one recommendation) are clustered around five themes. More details on each of these recommendations are provided in the main body of the report.

Strategy Infrastructure

Recommendation 1: A Local Workforce Council for Coordinating Action and Decision-Making

Form a local community-wide workforce council to bring together educational institutions, employment service providers, and employers to establish ongoing dialogue and partnerships. This can build on existing groups - provided that both the educational side and the employers are involved. It may also be useful to include a few local workers to add their perspectives to solution development.

Education and Skills Development

Recommendation 2: Enhanced Local K-12 and Youth Preparation for Work

Work with School District #52 on a strategy directed at the awareness of high school teachers, counselors and students about the world of work (including local occupations in high demand) so students are better prepared, including the offering of more experiential learning opportunities, soft skills development and highly transferable job skills, (i.e. common across many local sectors).

Recommendation 3: A Workforce Education & Training Strategy

Work with employers, Coast Mountain College, Hecate Strait Employment Development Society, and other job training and employment service providers to complete and implement a Prince Rupert training needs assessment and then develop a strategy including identifying specific training needs that are not being met locally and building stronger collaboration with and among employers and coordination of employment and training programs and services. The assessment should be conducted at least every few years and the results reflected in an ongoing workforce strategy.

Supporting Local Employer Capacity

Recommendation 4: Supporting Local Employer Capacity – A Local Human Resource Consultancy

Develop and deliver a human resource consultancy that offers services to smaller employers to help them recruit, train, and retain workers. Examples of this are an HR consultancy created and operated by Canadian Manufacturers & Exporters (BC) to support smaller manufacturers (mostly in southern BC) without HR (including recruitment and retention) capacity, and go2hr that provides training and certification services to tourism and hospitality employers throughout the province.

Recommendation 5: A Long-Term Comprehensive Workforce Attraction and Retention Strategy

Develop and implement a Prince Rupert (community-wide) workforce attraction and marketing strategy that includes the following elements:

- A portal with Prince Rupert information and resources that prospective employees (and families) and employers can use
- Resources and tools, (e.g. video, testimonials, brochures, etc.) that employers and others can use to ‘sell’ Prince Rupert to prospective employees
- Strongly promoting ‘live, work, and play’ selling features of Prince Rupert including all media channels
- A ‘welcome wagon’ and ‘drive-around tour’ for new workers and families
- An innovative focus on helping – in practical ways – spouses and families of prospective employees

This recommendation also includes using the list of 20 occupations in five key sectors summarized earlier as initial priorities for the recruitment and retention of workers in Prince Rupert; continually scanning

available labour market forecast information and other intelligence to modify this priority list on an annual basis, as economic and labour market conditions can change within one or two years.

Recommendation 6: Maximizing the Utilization of Local Indigenous Talent

This strategy should include a component with clear tactics, timelines, and resources for engaging the local Indigenous population and First Nations leaders and increasing their community members' interest in and readiness for employment with local employers (Indigenous and non-Indigenous owned).

External Talent Sources

Recommendation 7: Applying Results from Other Communities

Explicitly build into this strategy key lessons learned from the case studies reviewed for this project. The five communities studied have dealt with difficult 'image' issues and been compelled to find ways to address peoples' perceptions and misperceptions, needs and concerns in order to survive and attract new opportunities, new workers and new residents.

Recommendation 8: Targeting Talent in Other Communities

Focus on selected communities in British Columbia, Alberta and the Atlantic provinces and build into the strategy the capacity to regularly scan Canadian communities impacted by downside labour adjustment.

Recommendation 9: Implementing a Comprehensive and Coordinated Approach on International Talent

A more comprehensive and coordinated effort among employers is needed regarding recruiting, training, hiring and retaining international workers, including existing immigrants (already here and offshore), international students and temporary foreign workers; and including advocating for improvements and flexibility in foreign worker programs for rural communities to governments.

Information, Research, and Other

Recommendation 10: Utilizing Labour Market Intelligence

Reliable information and data informed by ongoing research, fact-finding and analysis need to be an integral part of this strategy. The knowledge base around rural and remote community economic and workforce development is rapidly expanding and changing, and regular intelligence gathering and learning from other cases need to continue. More specific tactics for monitoring and tracking the success of an attraction and retention strategy are provided in the main body of this report.

Recommendation 11: Other Recommendations

- Part of a long-term attraction and retention strategy can also involve Prince Rupert introducing or enhancing specific or niche community features or amenities such as high-speed internet, easier transportation options into and out of the community, drive-in or fly-out work arrangements, employer group total rewards programs, etc.
- There are public policy-related issues that Prince Rupert can and should try to positively influence through advocacy with one or more senior level of government.
- Use the Workforce Council mentioned above to provide background materials, training and support to employers, managers and supervisors in best practices to retain existing employees especially where

competition is most keen. These would include occupations required by major projects construction labourers and trades, equipment operators, engineering and technologists, project managers and supervisors, safety personnel, and basic service jobs like cooks, cleaners, and security personnel.

Closing Remarks

Those approached in Prince Rupert, and our analysis, have made clear that labour shortages are a widespread and ongoing challenge. However, the problem is not insurmountable.

The recommendations above are derived from local sources, literature, and other communities dealing with similar issues. Most of them are neither quick nor easy. Implementing them will require time and both human and financial resources.

In Prince Rupert, however, we detected clear recognition of the challenges and the determination and will, under the guidance of Redesign Rupert, to take effective action in attracting and retaining the needed workers.

By working together to implement a comprehensive set of actions across all talent challenge areas (i.e. attraction, recruitment, onboarding and integration, training and development and retention in the shorter and longer terms, Prince Rupert employers, students, jobseekers and service providers should all benefit. The findings and recommendations of this report provide a blueprint or framework with which Redesign Rupert, its members and stakeholders can achieve success in ensuring the Prince Rupert community has the talent needed to support local economic, business, and community development.

Introduction and Purpose

On behalf of Redesign Rupert, Roslyn Kunin & Associates (RKA) in partnership with Human Capital Strategies (HCS), present this Final Report, a data-supported, directly applicable report that will document the key findings of the research and analysis, as well as conclusions and recommendations on actions and strategies.

This final report is the result of research involving a literature review and secondary data collection and analysis, key informant interviews, an online survey of employers, and a focus group validation session with key stakeholders. This final report presents these research findings, their implications, and recommendations for actionable strategies.

Background and Scope

In just 10 years, the small British Columbia city of Prince Rupert has remade itself as a key link between Asia and the North American continent. Since the first container ship arrived at the community of 13,400 in 2007, the Port of Prince Rupert has rapidly expanded and is currently Canada's third largest port by value of trade, behind Vancouver and Montreal, and the second largest container port in Canada.

According to the recently released economic impact study of the Prince Rupert Port Authority, Prince Rupert's port industries now support, in Northern BC, over 3,600 fulltime jobs directly, 2,600 jobs indirectly through supporting businesses, and 1,800 jobs through increased spending in the regional economy. This, compared with only 1,400 direct fulltime jobs about 10 years ago. Yet population in the City and its surrounding communities has not seen any growth – in fact, it has declined over the same 10-year period. Even more critically, Prince Rupert does not have the luxury of being situated near a large urban centre such as Vancouver or Montreal from which to attract its workforce. Rapid expansion of port industries has required a larger workforce, sapping the resources of small businesses as their employees seek higher-paying work in the port industries and requiring local employers, both industrial and small-business, to spend considerable time, effort and money on external recruitment. As a result, Prince Rupert is now facing a critical labour shortage.

Redesign Rupert, a civic initiative working to develop strategies to support local access to human capital, has partnered with Community Futures of the Pacific Northwest, the City of Prince Rupert, the Prince Rupert Port Authority, and Hecate Strait Employment Development Society, to undertake a comprehensive study of the local labour force in an effort to plan for the activation of the local population to fill the workforce and implement a far-reaching recruitment campaign to bring more people to the community of Prince Rupert.

Redesign Rupert has retained, through a competitive process, RKA, in partnership with HCS, to answer the following key questions:

1. What is the composition of Prince Rupert's labour market? What percentage of local employment does each industry/sector make up?
2. Where are the largest employment gaps, now and projected? Which industries/sectors are in most in need of human capital, and which will be most affected in the future?

3. What specific occupations are most in demand/will be with proposed projects announced? How can employers in Prince Rupert prepare to fill these positions, either through external recruitment or local training and educational opportunities?
4. What factors specific to Prince Rupert are impeding local workforce recruitment efforts, (i.e. rental housing)?
5. What links can be drawn to a larger, either provincial or national, labour market imbalance? (i.e., is this an issue specific to Prince Rupert, or is it a symptom of a broader labour market issue?)
6. In which target cities/regions/countries would recruitment efforts potentially be most successful for specific occupations that have been identified as most in demand/most difficult to fill? (i.e. Identifying specific target recruitment geographies will inform marketing/recruitment plans)
7. How can we measure the success of a recruitment campaign? (Establishing benchmarks for success and analytics to measure them annually).

Research Methodology

This study included three phases: (1) literature and secondary data review; (2) primary data collection, (i.e. a survey of local employers and interviews of key informants, mostly local employers); and, (3) a report and recommendations.

Research Approach

Our research team has undertaken an extensive literature review, with a focus on experiences of other small communities throughout the province, across Canada, and internationally, in dealing with attracting and retaining talent to the local community.

Five communities were selected for examination and to identify promising practices and lessons learned. These communities had comparable issues to Prince Rupert, however it is difficult to find cases that exactly match the history, context, conditions, and characteristics of Prince Rupert. From the scan of the literature, selected communities were rural/remote, and resource based, with a population base in decline and had begun a process of community economic transformation. Significant reports from each community were identified and reviewed, websites were reviewed for additional information, and interviews were conducted with the communities lead or project manager. The information was ordered and presented as separate community case studies.

We have also researched existing statistical data with an emphasis on population trends, economic performance, as well as labour demand projections to assist in understanding of dynamics of the labour market.

Where statistical data does not close the gap, as well as to get location-specific information for analysis, we engaged with community stakeholders to obtain their first-hand experience with labour shortages in their day-to-day operations; where they experience barriers to human resource recruitment and retention, and; their insights into potential solutions to resolving labour shortages.

The secondary research includes the identification and review of previous reports, government and industry data, and key websites. The sources were identified through related research. Over four dozen sources were identified, examined, and reviewed in detail. Appendix A provides a detailed annotated bibliography.

The statistical data from Stats Canada and the most recent Census in 2016 provide a solid base of information on the regional and local labour market. Data from the Prince Rupert Port Authority on the number of proposed major capital projects in the city, have also been reviewed and incorporated.

The research team also established a statistical model to estimate the labour force requirement associated with proposed expenditure of major capital projects in Prince Rupert, and a population projection model to examine the labour force required to meet these demands.

Stakeholder Engagement

Community engagement has been a key part of this project, particularly during the primary data collection phase. This started with a Project Advisory Committee (PAC) comprised of representatives from the project partners:

- Redesign Prince Rupert
- The City of Prince Rupert
- Community Futures of the Pacific Northwest
- Hecate Strait Employment Development Society
- The Prince Rupert Port Authority

Engagement of community members – including employers, First Nations and Indigenous organizations, education and training providers, community agencies and others – have been undertaken through key informant interviews, surveys of employers, and a validation focus group in May through August 2019. Redesign Rupert, the PAC and our research team have worked together to broadcast participation opportunities to ensure representative community stakeholder and Indigenous input.

Key Informant Interviews

Key informant interviews are a research technique used to gather qualitative information from individuals selected for their first-hand knowledge about a topic of interest. The interviews follow a guide or list of issues to be discussed but the process resembles a conversation, allowing a free flow of ideas and information.

Key informant interviews (KIIs) were conducted in-person and by telephone during June 2019 as part of the research for the Prince Rupert Labour Market Study. The consultant, Redesign Rupert, and members of the PAC identified a list of potential representative organizations to interview from various industry sectors. A cross-section of over 40 potential interviewees was selected to attempt to interview. After several attempts to contact individuals on this list, interviews were completed with 32 key community stakeholders and First Nations representatives.

The purpose and role of KIIs within the overall research study was twofold:

- o Make contact and communicate to seek insight, evidence, thoughts, and opinions to fill data gaps, develop an understanding of the community, and gather and sort potential solutions to workforce issues and problems; and,
- o Develop collaboration to ensure community leaders and stakeholder groups are well-represented and feel engaged and heard.

The timing of the interviews ensured that engagement of community members was completed prior to the school year end when many residents go on vacation. The proceeding analysis and summary of interview results coincides with the format of the KII guide:

1. Profile of key informants and demand for workers
2. Barriers/issues with recruitment and retention
3. Geographic locations and talent pools for future worker attraction and recruitment
4. Training and education
5. New strategies and evaluating success

Please see Appendix B for the list of organizations interviewed. Appendix C presents the interview guide.

Employer Online Survey

The objective of the employer online survey was to reach out to all businesses, community service organizations, and government agencies for their input into employers' barriers to attract, recruit, and retain workers for their organizations, and for their insight to potential strategies.

The research team worked closely with the PAC to initiate and finalize an online survey instrument.

One survey was conducted, using the online tool *Question-Pro* to reach a large number of respondents. The Survey Guide – the introduction, questions, distribution methods, and distribution lists – were developed by RKA and edited by Redesign Rupert and the PAC.

The approved survey was transferred into the *Question-Pro* format for online edits and tested with members of the PAC prior to broad distribution.

As with the interview respondents, the survey respondents were promised anonymity, and their names were not required to complete the survey.

The link to survey was then sent out to all individuals/organizations listed on the City's business registry. Redesign Rupert and the PAC organizations also sent invitations to participate and a survey link to their membership.

The survey was launched in June and was open for one month, with a reminder sent halfway through the process.

A total of 160 individuals and organizations viewed the survey through its link. A total of 42 respondents completed the survey, representing a 25% response rate.

Appendix D presents the online survey questionnaire.

Focus Group

The community stakeholder focus group was held on August 13, 2019 in Prince Rupert from 9:30 – 12:00pm to review and validate the research and analysis. Prior to the meeting, the participants received an agenda along with key topics for discussion to review. The group of 14 community stakeholders reviewed, discussed, and validated the preliminary results of the research and analysis. The focus group was hosted by Coast Mountain College and facilitated by Dr. Roslyn Kunin of RKA and Kerry Jothen of HCS.

Appendix E presents a list of focus group participants, and Appendix F lists questions presented for discussion.

Overview of Prince Rupert Economy and Labour Market

Prince Rupert's Economy

Regional Description

The North Coast of British Columbia has been inhabited by local Indigenous peoples for at least 10,000 years. The modern-day City of Prince Rupert was incorporated in 1910, when it became the terminus of the trans-continental railway, (i.e., the Grand Trunk Pacific Railway), to ship goods to the Asian market. Fishing and fish processing were also the main industries of the town.

After the Second World War, a pulp mill was opened in 1951, and its operation, which lasted for about 50 years, contributed substantially to the local economy. The closure of the mill in 2001 brought a period of economic downturn. Fortunately, because of its geographical advantage – Prince Rupert's 14-mile harbour is the 3rd deepest, natural, ice-free harbour in the world, and offers the shortest route from North America to Asia¹ – there was continuing development of the port and transportation infrastructure. Current economic revival became possible when, in 2007, the newly completed container terminal saw its first arrival. With expansion of the port, it is currently Canada's third largest by value of trade, behind Vancouver and Montreal, and the second largest container port in Canada.

Description of the Port

The Port of Prince Rupert currently has six main terminals as well as the Prince Rupert Harbour in operation. The following information is from a 2019 Economic Impact Study, and other sources:

Fairview Terminal

This terminal (owned and operated by DP World) has an expanded operational capacity of 1.35 million TEU (Twenty-foot Equivalent Units) per year, with further expansion to 1.8 million TEUs to begin in mid-2019. The terminal mainly handles import and export containers (and a small throughput of liquid bulk wax).

¹ From <http://www.princerupert.ca/community/about>.

Prince Rupert Grain Terminal

This terminal is operated by Prince Rupert Grain Ltd. with an operational capacity of seven million tonnes per year. The terminal exports several grain commodities including wheat, canola, and barley.

Ridley Terminals Inc.

This terminal is operated by Ridley Terminals Inc., a federal crown corporation. Recently, 90% of shares were sold to Riverstone Holdings and AMCI Group, a multinational private equity firm. The remaining 10% was transferred to a limited partnership owned by the Lax Kw'alaams Band and the Metlakatla First Nation. The terminal has an operational capacity of 18 million tonnes per year and exports several dry bulk commodities including coking coal, thermal coal, and petroleum coke.

Westview Terminal

This terminal, operated by Pinnacle Renewable Energy Group, has an operational capacity of 1.25 million tonnes per year. The terminal exports wood pellets, primarily for use in electricity generation.

Ridley Island Propane Export Terminal

Operated by Altagas, RIPET is capable of storing 600,000 bbls or 1.2 million tonnes of propane per year. The terminal offloads approximately 50 to 60 rail cars of liquid propane from BC and Alberta each day. It transfers the propane to intermediate pressurized storage bullets and then cools it so that it can be stored and shipped at atmospheric pressure.

Northland Cruise Terminal

This terminal is operated by the Prince Rupert Port Authority and is used for large cruise ships. In addition to Northland, the port also facilitates small commercial passenger travel through Atlin Terminal at the Cow Bay Marina.

Prince Rupert Harbour

The harbour handles a variety of break bulk cargo outside of the primary terminals, in particular the transport of logs, chemicals, and liquid gases through CN's 'Aquatrain' barge service. The Project Cargo Facility (owned by the Prince Rupert Port Authority and operated by Coast Tidal Terminals) provides capacity to shippers with a gateway solution for steel, heavy machinery, and oversized cargo destined for Western Canada.

Other major employers in Prince Rupert

- Agriculture and resource-based industries, such as fishing and aquaculture.
- Education services, such as School District #52, Coast Mountain College, and others.
- Tourism occupations, such as hospitality, cruise excursions, ferry & flight services, and more.
- Health and Social Services, such as Northern Health and others.
- Public administration, such as the City of Prince Rupert.
- Retail, dining, and related service-sector occupations.

Potential Capital Projects

The Major Project Inventory (MPI) lists construction projects in British Columbia valued at \$15 million or greater (\$20 million or greater in the Lower Mainland) including a status category: Proposed, Under Construction, Completed, or On Hold. Project information is obtained from public and private information sources. The MPI is maintained by the Province of British Columbia.

It is important to note that projects are constantly being added and re-evaluated by industry, and not all major projects are included in the MPI: projects must be 'known' in order to be included, and some project information is not published for reasons of confidentiality.

According to the information most recently released (Q1 2019), there were 75 major construction projects in various stages – proposed, under construction, completed or on hold – in the North Coast and Nechako Development Regions, accounting for about 8% of the total number of construction projects in the province. (See Figure 1. Next page)

Figure 1 - Summary of Major Projects by Project Status during Q1 of 2019, Development Regions and BC

| Development Region | Proposed | Construction Started | Completed | On Hold | Total |
|------------------------|------------|----------------------|-----------|-----------|------------|
| Vancouver Island/Coast | 79 | 59 | 1 | 11 | 150 |
| Mainland/Southwest | 294 | 223 | 9 | 8 | 534 |
| Thompson/Okanagan | 43 | 57 | | 6 | 106 |
| Kootenay | 10 | 14 | | 4 | 28 |
| Cariboo | 18 | 3 | | 3 | 24 |
| North Coast | 40 | 5 | 1 | 9 | 55 |
| Nechako | 14 | 1 | | 5 | 20 |
| Northeast | 27 | 11 | 2 | 9 | 49 |
| Total | 525 | 373 | 13 | 55 | 966 |

(Source: Province of British Columbia, Major Project Inventory, January to March 2019)

The cost of these construction projects in the North Coast and Nechako Development Regions has been assessed at \$169 billion – equivalent to almost half of the total value (48%) of construction projects in the province. Of those projects where construction has started, project value in the Region is estimated \$36 billion, accounting for about one-third of the total in the province. (See Figure 2)

Figure 2 - Summary of Capital Cost Estimates by Project Status during Q1 of 2019, Development Regions and BC (in \$ million)

| Development Region | Proposed | Construction Started | Completed | On Hold | Total |
|------------------------|----------------|----------------------|--------------|---------------|----------------|
| Vancouver Island/Coast | 16,152 | 11,923 | 985 | 2,073 | 31,133 |
| Mainland/Southwest | 47,607 | 29,415 | 643 | 362 | 78,027 |
| Thompson/Okanagan | 4,581 | 14,641 | | 1,338 | 20,560 |
| Kootenay | 2,629 | 3,901 | | 2,420 | 8,950 |
| Cariboo | 4,843 | 514 | | 4,800 | 10,157 |
| North Coast | 113,548 | 36,221 | 475 | 11,981 | 162,225 |
| Nechako | 4,522 | 201 | | 2,335 | 7,058 |
| Northeast | 11,887 | 18,009 | 290 | 7,001 | 37,187 |
| Total | 205,769 | 114,825 | 2,393 | 32,310 | 355,297 |

(Source: Province of British Columbia, Major Project Inventory, January to March 2019)

These major construction projects in the Region are associated with mining, oil and gas extraction, transportation and warehousing, and utilities.

In Prince Rupert itself, there are a number of major projects that have been proposed, with combined cost estimate of \$30.7 billion, including:

- **Pembina** recently confirmed their positive investment decision on Watson Island, a \$250-million-dollar project that will create 200 new jobs during the construction phase and up to 30 fulltime positions after project completion.

Located on Watson Island, which is owned by the City of Prince Rupert, this proposed propane export facility will have an estimated capacity to ship 25,000 barrels/day of liquefied propane gas (LPG). Proposed completion: 2020 Q3.

- **Vopak Pacific Canada** has announced their intention to build a new bulk liquid tank storage facility on Ridley Island, a project that would cost between \$750-\$950 million. The construction phase would create 300 jobs and up to 50 fulltime positions after project completion in 2022.

The project will include containment and safety systems for a capacity of 90,000 cubic metres of LPG, 260,000 cubic metres of CPP and 220,000 cubic metres of methanol. Combined federal and provincial assessment is in the pre-application stage under the Environmental Act.

- **The Prince Rupert Port Authority** and **DP World Prince Rupert** recently announced the Phase 2B expansion of the Fairview Container Terminal, a project that will increase the terminal's capacity from 850,000 to 1.35 million TEUs in 2022, creating as many as 200 new positions at the Fairview Terminal.

- **The Prince Rupert Port Authority** has a number of other planned expansions, including:

- Wolverine Terminal (marine fuelling) 2020
- Zanardi Bridge 2020
- Ridley Island Connector Road 2020
- Road Rail Utility Corridor Expansion TBA
- Dry bulk terminal (RTI berth) 2021
- Export Logistics Park 2022
- Import Logistics Park 2022
- New Container Terminal (South Kaien) 2027

- **LNG Canada** recently confirmed their final investment decision in Kitimat, a landmark project that will require 10,000 construction workers and up to 950 fulltime jobs after project completion. Located in Kitimat², this project will have significant effects on Prince Rupert; it's likely to pull from Prince Rupert's already limited workforce, but it could also renew the possibility of smaller-scale LNG plants proposed in Prince Rupert.

² It should be noted that the LNG Canada project is expected to employ workers from all over Canada. It is also expected that many of these workers are to commute from other regions and be housed in workforce accommodations near the site. According to the report 'State of the North,' once operational, the facility is expected to employ between 350 and 400 people, most of whom are expected to reside in the local area.

These mega-sized major projects will, without doubt, have human resource implications in an area already facing labour shortage.

Economic Structure and Potential Labour Demand

Throughout this section of the report, we draw on data representing Prince Rupert and surrounding communities in a number of economic/administrative configurations. We describe these areas in the following paragraphs. The areas include:

North Coast and Nechaco Development Regions – an economic region is a grouping of complete census divisions (CDs), with one exception in Ontario, created as a standard geographic unit for analysis of regional economic activity. An economic region is also called a development region in British Columbia. There are eight development regions in the province, but for employment related statistics, the North Coast Development Region and Nechako Development Region have been combined.

North Coast Regional District (formerly Skeena/Queen Charlotte Regional District) – a Regional District is defined as a Census Division for the purposes of Census data dissemination. A Regional District is a group of neighbouring municipalities joined together for the purposes of regional planning and managing common services (such as police or ambulance services). These groupings are established under laws in effect in certain provinces of Canada (in British Columbia, for example)³. North Coast Regional District (NCRD) is one of 28 RDs in British Columbia. It combines the City of Prince Rupert, District Municipality of Port Edward, Villages of Masset, Port Clements, Queen Charlotte, as well as Unincorporated Areas. Some population patterns in this report are based on this geographic area.

School District #52, Prince Rupert – one of 59 school districts in the Province. It is an administrative area for the purposes of delivering K-12 school services. Population projections in this report are based on this geographic area.

Prince Rupert Census Agglomeration – a census metropolitan area (CMA) or census agglomeration (CA) is formed by one or more adjacent municipalities centred on a population centre (known as the core). A CMA must have a total population of at least 100,000 of which 50,000 or more must live in the core based on adjusted data from the previous Census of Population Program. A CA must have a core population of at least 10,000 also based on data from the previous Census of Population Program. To be included in the CMA or CA, other adjacent municipalities must have a high degree of integration with the core, as measured by commuting flows derived from data on place of work from the previous Census Program⁴. Most of the economic data in this report for Prince Rupert are drawn from data pertaining to this CA.

Regional Economy

Regional data provides a continuous times-series, which is available through Statistics Canada's Labour Force Survey for the North Coast and Nechako Development Regions. More detailed data pertaining to the City and the Census Agglomeration is only available from the Census for every five years.

³ Statistics Canada, Dictionary, Census of Population, 2016.

⁴ Statistics Canada, Dictionary, Census of Population, 2016.

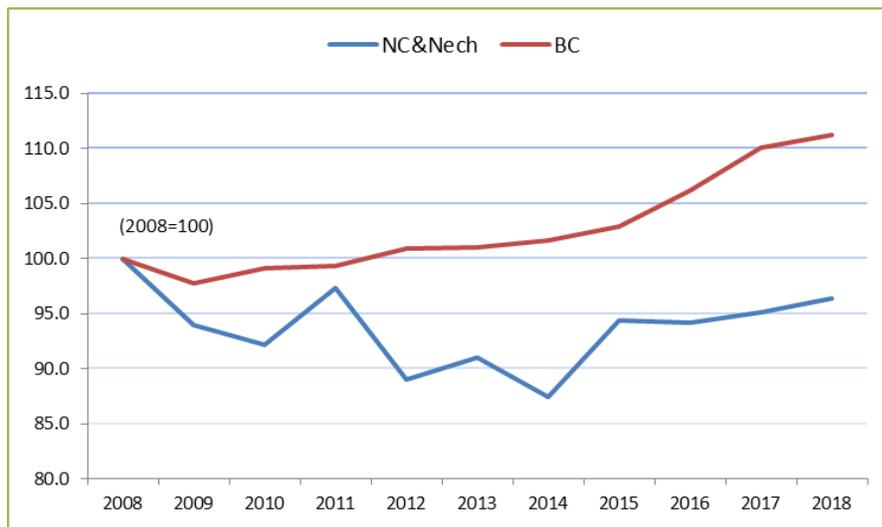
The North Coast Development Region is the largest in geographic area of the eight development regions in the province. It consists of two regional districts (Kitimat-Stikine Regional District and North Coast Regional District). The Nechako Development Region also consists of two regional districts (Bulkley-Nechako Regional District and Stikine). Prince Rupert is the largest population centre in the combined development regions (12,821 out of 98,853, or 13%, of the population in 2018).

Economically, employment in the combined development regions is more dependent upon natural resources such as forestry and mining than the rest of British Columbia. Goods-producing industries employed a larger percentage of individuals in the region (30%) than the British Columbia average (20%). In services-producing industries, employment is dependent upon transportation and warehousing.

During the past 10 years between 2008 and 2018, employment in all industries has declined slightly in the North Coast and Nechako Development Regions, at an average rate of 0.4% per year. Unemployment rates have remained higher than the provincial average. By comparison, overall employment in British Columbia has grown at a pace of 1.1% per year during the same period.

Figure 3 below shows employment growth in both the Development Regions and British Columbia over this period. Note that as the employment in absolute value in the Development accounts for only 1.7% of the provincial total, we have shown employment growth in an index, using 2008 as the base year.

Figure 3 - Employment Growth in North Coast and Nechako Development Regions and BC, 2008 to 2018



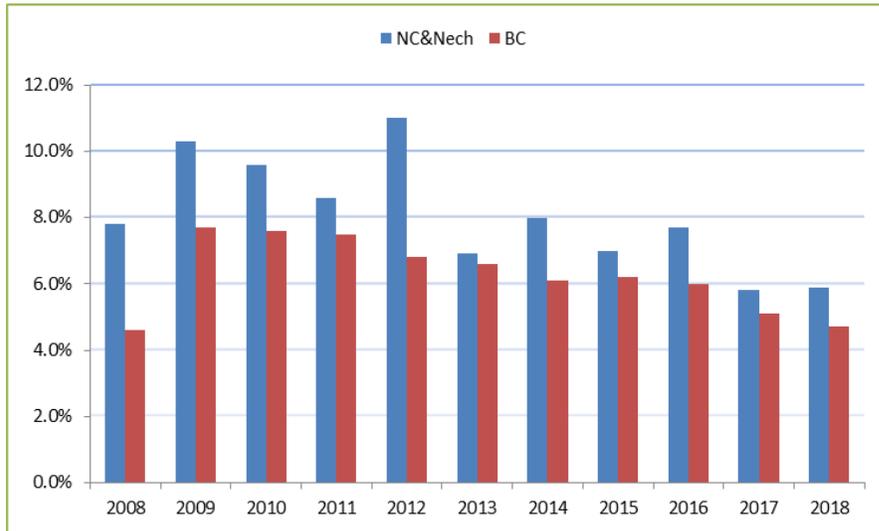
(2008=100)

(Source: Statistics Canada, Labour Force Survey)

As shown in the graph, changes in the level of employment fluctuated much more in the region than in the province overall. This is reflective partly of the resource sector fluctuation from one year to another in the region, and partly of the small sample size inherent in the Labour Force Survey. Also shown in the graph is that employment growth in the region has been positive since 2016, which shows a level of stability in the general economic environment.

This employment recovery was contributed to by gains in construction and manufacturing, resulting from construction of a propane export terminal on Ridley Island, site preparation for the LNG facility in Kitimat and expansion of the aluminum smelter in Kitimat. There were also gains in mining which likely reflect the increased levels of exploration activity resulting from improvements in the outlook for commodities⁵

Figure 4 - Unemployment Rates in North Coast and Nechako Development Regions and BC, 2008 to 2018



(Source: Statistics Canada, Labour Force Survey)

The graph showing unemployment rates on a yearly basis have provided further evidence that employment conditions are improving in the region, thus allowing unemployment rates to be on a downward trend since 2016.

In the goods-producing sector in the Development Region, construction is only sector that has seen positive employment growth over the 10-year period. In the service-producing sector, only educational services and transportation and warehousing experienced positive employment growth (2.6% and 1.5% respectively, on an average annual basis).

Prince Rupert Labour Market Conditions

As mentioned above, employment activities in Prince Rupert and immediate surrounding communities have benefited from the AltaGas propane export terminal on Ridley Island, which officially opened in May of 2019, creating more long-term jobs and opportunities for this part of the region.

Infrastructure work in the Port of Prince Rupert has also contributed to gains in employment. Container traffic at the Fairview Terminal has increased in the past seven years and this expansion is intended to allow the terminal to meet growing international demand. Phase 2A of the Fairview Container Terminal Expansion was completed in 2017, adding a second deep-water berth, three additional cranes and additional land for

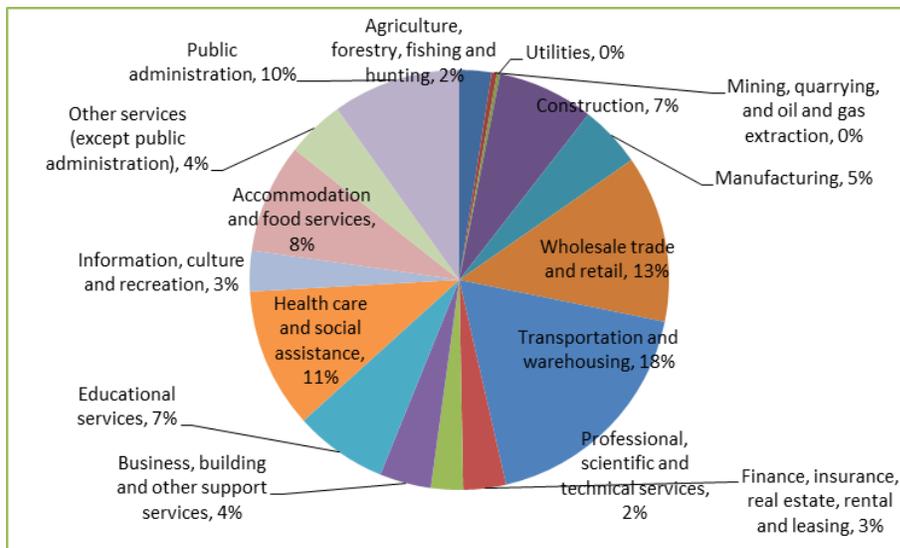
⁵ MNP and Northern Development Initiative Trust (January 2019). State of the North Report.

the container yard. In June of 2018, the Prince Rupert Port Authority and DP World established an agreement outlining terms of Phase 2B of the Terminal Project Development, which will increase annual throughput⁶.

The starting point of painting a current picture of the labour market performance in Prince Rupert is employment by industry data from the 2016 Census. Although the Census is conducted every five years, it is the best source of data at a community level. To derive possible employment by industry levels to 2018 values, we have resorted to data pertaining to business counts in the city as well as in the province to gauge the relative change of business activities in the city, which allows us to estimate possible employment by industry in Prince Rupert.

Figure 5 below shows employment by industry as per data from the Census in 2016 for the Census Agglomeration of Prince Rupert.

Figure 5 - Share of Employment by Industry in Prince Rupert, 2016



(Source: Statistics Canada, 2016 Census)

Census data provides a snapshot of the labour market conditions in Prince Rupert during the month of May 2016. The Prince Rupert Census Agglomeration (CA) had a population of 12,700 at the time of the Census. The size of the labour force (population aged 15 years and over who were either working or actively looking for work) was 6,940, indicating a labour force participation rate of 67.9%. Of those in the population aged 15 and over, 3,275 were not in the labour force, due to retirement, attending school, injury, or other family reasons. Within the labour force, 6,080 were employed but 860 were not working but looking for work, therefore, the unemployment rate for the Prince Rupert workforce was 12.4%. The employment rate, defined as the proportion of employed of the population aged 15 and over, was 59.5%.

⁶ MNP and Northern Development Initiative Trust (January 2019). State of the North Report.

By comparison, the labour force participation rate for all workers in British Columbia was 63.9% - the employment rate was 59.6%, and the unemployment rate was 6.7%.

Based on the Census data, the largest industry in Prince Rupert in 2016 was transportation and warehousing, accounting for 18% (or 1,105 persons) of the employment in all industries. The next largest industry was wholesale trade and retail, employing 780 individuals, followed by the healthcare and social assistance industry which employed 655 individuals.

Overall, the proportion of the workforce who worked full time for the full year was 42%, while 58% of the workforce worked part time or part year. The latter is higher than the provincial average of 54%.

Because employment data from the Labour Force Survey only provides disaggregation down to the development region level, we have relied upon the changes in business counts at the city level as well as changes province-wide to estimate possible employment by industry in Prince Rupert up to 2018.

Figure 6 and Figure 7 show the number of business counts in Prince Rupert and in BC from 2016 to 2018, by industry. The source of data is Statistics Canada's Business Register.

Figure 6 - Business Counts by Employee Number⁷ in Prince Rupert, 2016 to 2018

| | Businesses w/ employees | | | Businesses w/ no employees | | | Grand Total Location Counts Derived | | |
|---|-------------------------|------|------|----------------------------|------|------|-------------------------------------|-------|-------|
| | 2016 | 2017 | 2018 | 2016 | 2017 | 2018 | 2016 | 2017 | 2018 |
| All industries | 430 | 449 | 464 | 635 | 653 | 675 | 1,065 | 1,102 | 1,139 |
| Agri, Forestry, F&H, Mining O&G | 24 | 26 | 22 | 139 | 138 | 140 | 163 | 164 | 162 |
| Utilities | 2 | 2 | 2 | 0 | 0 | 0 | 2 | 2 | 2 |
| Construction | 45 | 38 | 38 | 28 | 32 | 31 | 73 | 70 | 69 |
| Manufacturing | 15 | 13 | 16 | 4 | 8 | 5 | 19 | 21 | 21 |
| Wholesale and retail trade | 72 | 76 | 79 | 30 | 30 | 32 | 102 | 106 | 111 |
| Transportation and warehousing | 32 | 36 | 39 | 28 | 28 | 29 | 60 | 64 | 68 |
| Finance, insurance, real estate, rental and leasing | 34 | 34 | 37 | 241 | 248 | 249 | 275 | 282 | 286 |
| Professional, scientific and technical services | 27 | 29 | 28 | 35 | 36 | 39 | 62 | 65 | 67 |
| Business, building and other support services | 21 | 23 | 21 | 21 | 20 | 28 | 42 | 43 | 49 |
| Educational services | 6 | 5 | 6 | 11 | 11 | 10 | 17 | 16 | 16 |
| Health care and social assistance | 46 | 43 | 48 | 19 | 21 | 25 | 65 | 64 | 73 |
| Information, culture and recreation | 11 | 15 | 18 | 13 | 14 | 18 | 24 | 29 | 36 |
| Accommodation and food services | 50 | 56 | 53 | 9 | 10 | 11 | 59 | 66 | 64 |
| Other services (except public administration) | 33 | 35 | 39 | 26 | 29 | 31 | 59 | 64 | 70 |
| Public administration | 3 | 4 | 4 | 0 | 0 | 0 | 3 | 4 | 4 |

(Source: Statistics Canada, Business Register. Produced by RKA)

⁷ The source of this table is BC Stats' online publication *Business Locations by Census Subdivision (municipalities and non-incorporated areas)*, which has adapted data from Statistics Canada's Business Register. The locations in the 'no employees' category refer to businesses which do not maintain an employee payroll, with no paid help. The numbers in these columns of 'no employees' are also different from the 'no employee' counts in BC Stats' online publication *Business Locations by Census Subdivision (municipalities and non-incorporated areas)* and have been derived in consistency with the method adopted by BC Stats in its publication *Small Business Counts*.

Figure 7 - Business Counts by Employee Number in BC, 2016 to 2018

| | Businesses w/ employees | | | Businesses w/ no employees | | | Grand Total Location Counts Derived | | |
|---|-------------------------|---------|---------|----------------------------|---------|---------|-------------------------------------|---------|---------|
| | 2016 | 2017 | 2018 | 2016 | 2017 | 2018 | 2016 | 2017 | 2018 |
| All industries | 195,980 | 198,624 | 201,928 | 288,100 | 302,700 | 315,200 | 484,080 | 501,324 | 517,128 |
| Agri, Forestry, F&H, Mining O&G | 7,754 | 7,600 | 7,619 | 9,900 | 9,900 | 9,900 | 17,654 | 17,500 | 17,519 |
| Utilities | 204 | 198 | 197 | 0 | 0 | 0 | 204 | 198 | 197 |
| Construction | 23,569 | 24,347 | 25,432 | 44,400 | 43,100 | 50,600 | 67,969 | 67,447 | 76,032 |
| Manufacturing | 7,271 | 7,235 | 7,380 | 5,800 | 4,400 | 5,500 | 13,071 | 11,635 | 12,880 |
| Wholesale and retail trade | 29,913 | 29,368 | 29,728 | 18,600 | 20,200 | 18,000 | 48,513 | 49,568 | 47,728 |
| Transportation and warehousing | 8,158 | 8,112 | 8,165 | 17,700 | 16,300 | 17,700 | 25,858 | 24,412 | 25,865 |
| Finance, insurance, real estate, rental and leasing | 17,003 | 17,149 | 17,697 | 25,300 | 33,100 | 29,200 | 42,303 | 50,249 | 46,897 |
| Professional, scientific and technical services | 22,429 | 22,370 | 23,023 | 53,000 | 53,400 | 56,000 | 75,429 | 75,770 | 79,023 |
| Business, building and other support services | 9,778 | 9,894 | 10,152 | 25,300 | 22,800 | 26,900 | 35,078 | 32,694 | 37,052 |
| Educational services | 2,712 | 2,736 | 2,831 | 14,000 | 14,700 | 18,600 | 16,712 | 17,436 | 21,431 |
| Health care and social assistance | 17,950 | 18,224 | 18,888 | 27,900 | 31,900 | 34,900 | 45,850 | 50,124 | 53,788 |
| Information, culture and recreation | 5,751 | 6,222 | 6,417 | 18,600 | 22,300 | 19,200 | 24,351 | 28,522 | 25,617 |
| Accommodation and food services | 12,952 | 12,990 | 13,023 | 3,000 | 4,200 | 2,000 | 15,952 | 17,190 | 15,023 |
| Other services (except public administration) | 15,568 | 15,356 | 15,946 | 22,300 | 25,200 | 26,000 | 37,868 | 40,556 | 41,946 |
| Public administration | 900 | 888 | 890 | 0 | 0 | 0 | 900 | 888 | 890 |

(Source: Statistics Canada, Business Register. Produced by RKA)

Between 2016 and 2018, the business count in Prince Rupert increased by 6.9%, slightly more than the provincial average of 6.8%. Based on increased economic activity, it's estimated that employment growth in Prince Rupert has been more in line with the average growth rate in the province, and faster than the average growth rate in the combined North Coast and Nechako Development Regions. We estimate that overall, employment grew from 6,280 in 2016 to 6,500 in 2017, and further to 6,590 by 2018.

Workforce Profile – Prince Rupert

In this and following sub-sections, we profile the occupations that are currently and projected to have the largest employment impacts in Prince Rupert's labour market. We first talk about the most sizeable occupations in Prince Rupert (these are the 10 profiled in Figures 8-17). We pick 10 because after the largest 10, the size of the next 10 occupations became fairly small. Then we present the occupational labour demand projections published in the BC Labour Market Outlook for the North Coast and Nechako Regions, and extrapolated to Prince Rupert (Figures 19 and 20, in sub-section entitled "Labour Demand Projections"). These represent occupational demand based on regional economic activities, but have not explicitly taken into account the proposed Prince Rupert Port Authority (PRPA) projects. These top 20 occupations may not be the same as the ones we profiled, as the criteria for our selection are different. In the first list they are the largest by size. In the second list they are projected to have the largest number of openings. Finally the third top 20, as derived from the information about potential PRPA capital investment, will come from labour demand projections in Figure 22. As will be shown in Figure 21, these proposed capital investment will bring ongoing employment impacts due to operation in the new port facilities, as well as shorter-term employment impacts due to construction activities.

Below, we show the occupational profile of the 10 largest occupations in Prince Rupert, using data from the 2016 Census and subsequent Labour Force Survey data to provide an estimate of the size of employment in 2018.

The top 10 occupations in Prince Rupert based on size of the occupation are presented here. The values in the row, "In the labour force," refer to the population in Prince Rupert, aged 15 years and over, who were employed or looking for work at the time of the Census. For example, the value of 6,770 shows there were 6,770 individuals either working or looking for work at the time of the Census. With 6,080 employed, the number of unemployed was 690. The unemployment rate has therefore been calculated as $690/6,770 = 10.2\%$. In order to provide a more current picture of the labour market conditions in Prince Rupert, we have estimated the size of the occupations in 2018, and have shown average unemployment in 2018 for the combined North Coast/Nechako Development Regions.

Figure 8- Occupational Profile – Longshore Workers in Prince Rupert

| Longshore Workers | This occupation | All occupations |
|--|---|---|
| In the Labour Force (2016) | 270 | 6,770 |
| Employed (2016) | 260 | 6,080 |
| Unemployment Rate (2016) | 1.9% | 10.2% |
| Proportion working full-time full year * | 46.0% | 45.9% |
| Proportion working part time * | 21.2% | 25.9% |
| Proportion working part year (either full time or part time) * | 49.2% | 46.8% |
| Highest Education Attainment | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 35.2% ○ High School diploma 48.1% ○ Apprenticeship or trades diploma 11.1% ○ College and other non-university certificate or diploma 3.7% ○ University 3.7% | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 16.0% ○ High School diploma 34.6% ○ Apprenticeship or trades diploma 14.3% ○ College and other non-university certificate or diploma 19.0% ○ University 13.5% |
| Estimated employed in 2018 | 273 | 6,380 |
| Unemployment rate in 2018 ** | | 5.9% |

(Source: Statistics Canada, 2016 Census, and RKA estimates)

* Provincial averages, not specific to Prince Rupert.

** Applicable to North Coast/Nechako Development Regions

Figure 9 - Occupational Profile – Retail Salespersons in Prince Rupert

| Retail Salespersons | This occupation | All occupations |
|--|---|---|
| In the Labour Force (2016) | 220 | 6,770 |
| Employed (2016) | 200 | 6,080 |
| Unemployment Rate (2016) | 9.1% | 10.2% |
| Proportion working full-time full year * | 31.0% | 45.9% |
| Proportion working part time * | 48.9% | 25.9% |
| Proportion working part year (either full time or part time) * | 54.5% | 46.8% |
| Highest Education Attainment | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 29.5% ○ High School diploma 47.7% ○ Apprenticeship or trades diploma 4.5% ○ College and other non-university certificate or diploma 11.4% ○ University 0.0% | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 16.0% ○ High School diploma 34.6% ○ Apprenticeship or trades diploma 14.3% ○ College and other non-university certificate or diploma 19.0% ○ University 13.5% |
| Estimated employed in 2018 | 210 | 6,380 |
| Unemployment rate in 2018 ** | | 5.9% |

(Source: Statistics Canada, 2016 Census, and RKA estimates)

* Provincial averages, not specific to Prince Rupert.

** Applicable to North Coast/Nechako Development Regions

Figure 10 - Occupational Profile – Retail and Wholesale Trade Managers in Prince Rupert

| Retail and Wholesale Trade Managers | This occupation | All occupations |
|--|--|---|
| In the Labour Force (2016) | 195 | 6,770 |
| Employed (2016) | 195 | 6,080 |
| Unemployment Rate (2016) | N/A | 10.2% |
| Proportion working full-time full year * | 66.9% | 45.9% |
| Proportion working part time * | 9.3% | 25.9% |
| Proportion working part year (either full time or part time) * | 29.1% | 46.8% |
| Highest Education Attainment | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 10.0% ○ High School diploma 55.0% ○ Apprenticeship or trades diploma 10.0% ○ College and other non-university certificate or diploma 17.5% ○ University 7.5% | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 16.0% ○ High School diploma 34.6% ○ Apprenticeship or trades diploma 14.3% ○ College and other non-university certificate or diploma 19.0% ○ University 13.5% |
| Estimated employed in 2018 | 205 | 6,380 |
| Unemployment Rate in 2018 ** | | 5.9% |

(Source: Statistics Canada, 2016 Census, and RKA estimates)

* Provincial averages, not specific to Prince Rupert.

** Applicable to North Coast/Nechako Development Regions

Figure 11 – Occupational Profile – Janitors, Caretakers and Building Superintendents in Prince Rupert

| Janitors, Caretakers and Building Superintendents | This occupation | All occupations |
|--|---|---|
| In the Labour Force (2016) | 150 | 6,770 |
| Employed (2016) | 130 | 6,080 |
| Unemployment Rate (2016) | 13.3% | 10.2% |
| Proportion working full-time full year * | 32.8% | 45.9% |
| Proportion working part time * | 41.7% | 25.9% |
| Proportion working part year (either full time or part time) * | 53.5% | 46.8% |
| Highest Education Attainment | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 40.0% ○ High School diploma 26.7% ○ Apprenticeship or trades diploma 6.7% ○ College and other non-university certificate or diploma 16.7% ○ University 6.7% | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 16.0% ○ High School diploma 34.6% ○ Apprenticeship or trades diploma 14.3% ○ College and other non-university certificate or diploma 19.0% ○ University 13.5% |
| Estimated employed in 2018 | 136 | 6,380 |
| Unemployment Rate in 2018 ** | | 5.9% |

(Source: Statistics Canada, 2016 Census, and RKA estimates)

* Provincial averages, not specific to Prince Rupert.

** Applicable to North Coast/Nechako Development Regions

Figure 12 – Occupational Profile – Fishermen and Fisherwomen in Prince Rupert

| Fishermen and Fisherwomen | This occupation | All occupations |
|--|--|---|
| In the Labour Force (2016) | 150 | 6,770 |
| Employed (2016) | 60 | 6,080 |
| Unemployment Rate (2016) | 60.0% | 10.2% |
| Proportion working full-time full year * | 12.8% | 45.9% |
| Proportion working part time * | 21.0% | 25.9% |
| Proportion working part year (either full time or part time) * | 85.0% | 46.8% |
| Highest Education Attainment | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 43.3% ○ High School diploma 26.7% ○ Apprenticeship or trades diploma 16.7% ○ College and other non-university certificate or diploma 10.0% ○ University 6.7% | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 16.0% ○ High School diploma 34.6% ○ Apprenticeship or trades diploma 14.3% ○ College and other non-university certificate or diploma 19.0% ○ University 13.5% |
| Estimated employed in 2018 | 60 | 6,380 |
| Unemployment Rate in 2018 ** | | 5.9% |

(Source: Statistics Canada, 2016 Census, and RKA estimates)

* Provincial averages, not specific to Prince Rupert.

** Applicable to North Coast/Nechako Development Regions

Figure 13 – Occupational Profile – Cashiers in Prince Rupert

| Cashiers | This occupation | All occupations |
|--|--|---|
| In the Labour Force (2016) | 135 | 6,770 |
| Employed (2016) | 110 | 6,080 |
| Unemployment Rate (2016) | 18.5% | 10.2% |
| Proportion working full-time full year * | 18.6% | 45.9% |
| Proportion working part time * | 64.4% | 25.9% |
| Proportion working part year (either full time or part time) * | 64.0% | 46.8% |
| Highest Education Attainment | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 40.7% ○ High School diploma 51.9% ○ Apprenticeship or trades diploma 0.0% ○ College and other non-university certificate or diploma 0.0% ○ University 0.0% | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 16.0% ○ High School diploma 34.6% ○ Apprenticeship or trades diploma 14.3% ○ College and other non-university certificate or diploma 19.0% ○ University 13.5% |
| Estimated employed in 2018 | 115 | 6,380 |
| Unemployment Rate in 2018 ** | | 5.9% |

(Source: Statistics Canada, 2016 Census, and RKA estimates)

* Provincial averages, not specific to Prince Rupert.

** Applicable to North Coast/Nechako Development Regions

Figure 14 – Occupational Profile – Carpenters in Prince Rupert

| Carpenters | This occupation | All occupations |
|--|---|---|
| In the Labour Force (2016) | 125 | 6,770 |
| Employed (2016) | 100 | 6,080 |
| Unemployment Rate (2016) | 20.0% | 10.2% |
| Proportion working full-time full year * | 44.7% | 45.9% |
| Proportion working part time * | 11.8% | 25.9% |
| Proportion working part year (either full time or part time) * | 53.9% | 46.8% |
| Highest Education Attainment | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 0.0% ○ High School diploma 16.0% ○ Apprenticeship or trades diploma 64.0% ○ College and other non-university certificate or diploma 12.0% ○ University 0.0% | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 16.0% ○ High School diploma 34.6% ○ Apprenticeship or trades diploma 14.3% ○ College and other non-university certificate or diploma 19.0% ○ University 13.5% |
| Estimated employed in 2018 | 105 | 6,380 |
| Unemployment Rate in 2018 ** | | 5.9% |

(Source: Statistics Canada, 2016 Census, and RKA estimates)

* Provincial averages, not specific to Prince Rupert.

** Applicable to North Coast/Nechako Development Regions

Figure 15 – Occupational Profile – Construction Trade Helpers in Prince Rupert

| Construction Trade Helpers | This occupation | All occupations |
|--|--|---|
| In the Labour Force (2016) | 125 | 6,770 |
| Employed (2016) | 90 | 6,080 |
| Unemployment Rate (2016) | 30.8% | 10.2% |
| Proportion working full-time full year * | 32.1% | 45.9% |
| Proportion working part time * | 22.2% | 25.9% |
| Proportion working part year (either full time or part time) * | 65.6% | 46.8% |
| Highest Education Attainment | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 32.0% ○ High School diploma 44.0% ○ Apprenticeship or trades diploma 16.0% ○ College and other non-university certificate or diploma 12.0% ○ University 0.0% | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 16.0% ○ High School diploma 34.6% ○ Apprenticeship or trades diploma 14.3% ○ College and other non-university certificate or diploma 19.0% ○ University 13.5% |
| Estimated employed in 2018 | 100 | 6,380 |
| Unemployment Rate in 2018 ** | | 5.9% |

(Source: Statistics Canada, 2016 Census, and RKA estimates)

* Provincial averages, not specific to Prince Rupert.

** Applicable to North Coast/Nechako Development Regions

Figure 16 – Occupational Profile – Elementary School and Kindergarten Teachers in Prince Rupert

| Elementary School and Kindergarten Teachers | This occupation | All occupations |
|--|--|---|
| In the Labour Force (2016) | 120 | 6,770 |
| Employed (2016) | 120 | 6,080 |
| Unemployment Rate (2016) | 0.0% | 10.2% |
| Proportion working full-time full year * | 56.3% | 45.9% |
| Proportion working part time * | 21.3% | 25.9% |
| Proportion working part year (either full time or part time) * | 40.9% | 46.8% |
| Highest Education Attainment | No certificate, diploma or degree 0.0% <ul style="list-style-type: none"> ○ High School diploma 8.3% ○ Apprenticeship or trades diploma 0.0% ○ College and other non-university certificate or diploma 12.5% ○ University 75.0% | No certificate, diploma or degree 16.0% <ul style="list-style-type: none"> ○ High School diploma 34.6% ○ Apprenticeship or trades diploma 14.3% ○ College and other non-university certificate or diploma 19.0% ○ University 13.5% |
| Estimated employed in 2018 | 126 | 6,380 |
| Unemployment Rate in 2018 ** | | 5.9% |

(Source: Statistics Canada, 2016 Census, and RKA estimates)

* Provincial averages, not specific to Prince Rupert.

** Applicable to North Coast/Nechako Development Regions

Figure 17 - Occupational Profile – General Office Support Workers in Prince Rupert

| General Office Support Workers | This occupation | All occupations |
|--|---|---|
| In the Labour Force (2016) | 110 | 6,770 |
| Employed (2016) | 110 | 6,080 |
| Unemployment Rate (2016) | 0.0% | 10.2% |
| Proportion working full-time full year * | 40.3% | 45.9% |
| Proportion working part time * | 36.4% | 25.9% |
| Proportion working part year (either full time or part time) * | 47.5% | 46.8% |
| Highest Education Attainment | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 13.6% ○ High School diploma 50.0% ○ Apprenticeship or trades diploma 0.0% ○ College and other non-university certificate or diploma 27.3% ○ University 9.1% | <ul style="list-style-type: none"> ○ No certificate, diploma or degree 16.0% ○ High School diploma 34.6% ○ Apprenticeship or trades diploma 14.3% ○ College and other non-university certificate or diploma 19.0% ○ University 13.5% |
| Estimated employed in 2018 | 115 | 6,380 |
| Unemployment Rate in 2018 ** | | 5.9% |

(Source: Statistics Canada, 2016 Census, and RKA estimates)

* Provincial averages, not specific to Prince Rupert.

** Applicable to North Coast/Nechako Development Regions

Labour Demand Projections

According to the *BC Labour Market Outlook 2018-2028*, in the next 10 years, employment in the North Coast and Nechako Development Regions is projected to growth at an average rate of 0.9% per year, with the growth much higher during the first five-year period from 2018 to 2023 (2.7% per year) than the second five-year period (-0.9% per year). By contrast, overall employment in the province is projected to grow at an average rate of 1.1% per year.

The higher-than-average employment growth rate for the first five-year period is reflective of the labour requirement attributed to major capital infrastructure projects in the Region at the time the *BC Labour Market Outlook: 2018 to 2028* report was produced.

Figure 18 - Top Industries with Projected Job Openings in North Coast and Nechako Development Regions, Ten Year Total from 2018 to 2028

| | Total Projected Openings | Growth Rates |
|--|-----------------------------|--------------|
| All industries | 13,000 | 0.9% |
| Construction | 2,800 | -0.3% |
| Health Care and Social Assistance | 2,300 | 2.2% |
| Retail Trade | 2,300 | 1.3% |
| Accommodation and Food Services | 1,100 | 1.3% |
| Manufacturing | 1,100 | 0.6% |
| Public Administration | 1,100 | 0.9% |
| Repair, Personal and Non-Profit Services | 1,100 | 1.2% |
| Transportation and Warehousing | 1,100 | 1.0% |
| Educational Services | 700 | -0.2% |
| Information, Culture and Recreation | 700 | 2.2% |

(Source: BC Labour Market Outlook, 2018-2028)

Figure 19 - Top 20 Occupations Projected to Have the Largest Number of Openings in North Coast and Nechako Development Regions, Ten Year Total from 2018 to 2028

| | Total Projected Openings |
|---|--------------------------|
| All occupations | 13,000 |
| 7511 Transport truck drivers | 430 |
| 6421 Retail salespersons | 420 |
| 0621 Retail and wholesale trade managers | 410 |
| 6733 Janitors, caretakers and building superintendents | 290 |
| 7521 Heavy equipment operators (except crane) | 250 |
| 6322 Cooks | 230 |
| 6611 Cashiers | 230 |
| 4212 Social and community service workers | 230 |
| 1411 General office support workers | 210 |
| 7311 Construction millwrights and industrial mechanics | 200 |
| 6731 Light duty cleaners | 190 |
| 1311 Accounting technicians and bookkeepers | 190 |
| 1221 Administrative officer | 190 |
| 3012 Registered nurses and registered psychiatric nurses | 180 |
| 3413 Nurse aides, orderlies and patient service associates | 180 |
| 6622 Store shelf stockers, clerks and order fillers | 180 |
| 6711 Food counter attendants, kitchen helpers and related support occupations | 180 |
| 7271 Carpenters | 170 |
| 7321 Automotive service technicians, truck and bus mechanics and mechanical repairers | 170 |
| 1414 Receptionists | 160 |

(Source: BC Labour Market Outlook, 2018-2028)

We have estimated the potential labour demand in these occupations for the Prince Rupert area, based on information derived from the 2016 Census. Specifically, we apply the shares of employment by occupation in Prince Rupert as a proportion in the combined North Coast/Nechako Development Regions occupational total.

Figure 20 - Top 20 Occupations Projected to Have the Largest Number of Openings in Prince Rupert; Ten Year Total from 2018 to 2028

| | Total Projected Openings |
|--|--------------------------|
| All occupations | 1,818 |
| 7511 Transport truck drivers | 69 |
| 6421 Retail salespersons | 65 |
| 0621 Retail and wholesale trade managers | 61 |
| 6733 Janitors, caretakers and building superintendents | 46 |
| 7521 Heavy equipment operators (except crane) | 40 |
| 6322 Cooks | 36 |
| 6611 Cashiers | 35 |
| 4212 Social and community service workers | 29 |
| 1411 General office support workers | 28 |
| 7311 Construction millwrights and industrial mechanics | 32 |
| 6731 Light duty cleaners | 30 |
| 1311 Accounting technicians and bookkeepers | 26 |
| 1221 Administrative officer | 26 |
| 3012 Registered nurses and registered psychiatric nurses | 23 |
| 3413 Nurse aides, orderlies and patient service associates | 23 |
| 6622 Store shelf stockers, clerks and order fillers | 28 |

| | |
|--|----|
| 6711 Food counter attendants, kitchen helpers and related occupations | 27 |
| #7271 Carpenters | 28 |
| 7321 Automotive service technicians, truck and bus mechanics/repairers | 27 |
| 1414 Receptionists | 22 |

(Source: RKA based on BC Labour Market Outlook, 2018-2028 and Census)

Employment Demand Due to Major Projects

In Figure 21 (next page) we present job impacts due to the potential major capital projects that the Prince Rupert Port Authority has planned between 2019 and 2027. There are two areas of employment impact that are being described. PRPA has planned to build a number of port facilities. So the first area of employment impact is associated with the construction phase. Once the facility is completed, there will be ongoing labour requirements, and therefore the second area of employment impact is associated with operation. The PRPA has estimated not only direct operation related employment impact, but also indirect impact (jobs increased in the supply chain) as well as induced impact (jobs associated with increased economic activities in the Prince Rupert area due in wage increase brought by direct and indirect job impacts).

In this Figure 21, which is based on information provided by the PRPA, we first show current job impact attributed to the operation of the port in Prince Rupert. This is shown in the column for 2018. Total job impacts due to the operation of the port (including direct, indirect, and induced impacts) are estimated up to 4,000 jobs. Due to new facilities coming into operation over the period between 2019 and 2027, cumulative job impacts are estimated to be equivalent to 1,910.

It is noted that job impacts associated with these potential major capital investments are expressed in person years, i.e., one person-year refers to one person working for the duration of a year. This is the way job impact is presented in an economic impact study.

However, in a labour demand projection model in which we estimate the potential number of individuals moving in and out of a labour market, we note that the actual number of jobs created is quite different from the values shown in Figure 21. For example, if a job is a permanent full-time job, 40 person years of employment over 10 years is equivalent to 40 jobs. This is because an economic impact model is a static model – each year with an operating budget of a certain dollar value, it translates to so many persons employed. An employment projection model, however, looks at the “stock” in the labour market (i.e., the number of employed in a year) and the “flow” (individuals moving in and out of the stock). Once these 40 persons have been added to the stock and stay employed, the stock next year does not get any larger.

In Figure 22, we present our projection of labour demand requirements in Prince Rupert, combining the “base” case in which we use employment growth rates as per the *BC Labour Market Outlook: 2018-2028* report, and the additional labour requirements due to the potential capital investments that PRPA has planned. In the base case, by year 2028, the number of employed in Prince Rupert is projected to be 7,184, with new jobs totaling 599. Then we present the additional port-related operation jobs and construction jobs. The Prince Rupert Port Authority has informed that job increase each year between 2019 and 2027 will be incremental in nature. The cumulative “new jobs” over the same period is 2,509. The negative numbers in “construction jobs” (in 2021, 2022, 2023, and 2028) reflects the fact that once construction of the facility is over, the size of the overall workforce has to “shrink”.

With new capital investment, the labour market in Prince Rupert is expected to perform well – at an average compound growth rate of 3.3% per year. By comparison, the *BC Labour Market Outlook: 2018-2028* report projected employment growth is projected to be 1.1% per year province wide.

In Figures 23 and Figure 24, we present occupational requirements for the top 10 occupations in the construction industry and the transportation and warehousing industry, due to the fact that the expansion and operation of the port facilities will affect these two industries directly. It is noted that we have estimated these occupational requirement as per 100 new jobs required in the industry, based on occupation-industry coefficients derived from the 2016 Census data. The information presented in these two Figures are for workforce planning guidance only, as the type of jobs generated in future port facility construction and operation may not be exactly the same as the activities that occurred in 2016.

Figure 21 - Description of Potential Job Impact in Prince Rupert due to Planned Capital Investment by Prince Rupert Port Authority

(Source: Prince Rupert Port Authority.)

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | Cumulative job impact 2019-2027 |
|--|--------------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------------------------------|
| Construction (Person Years of Employment) | | | | | | | | | | | |
| Fairview | | | 117 | 117 | 117 | | | | | | |
| South Kaien | | | | | | | | 500 | 500 | 500 | |
| Export logistics | | | 83 | 83 | 83 | | | | | | |
| Import logistics | | | 50 | 50 | 50 | | | | | | |
| Dry Bulk | | | 25 | 25 | | | | | | | |
| Liquid bulk | | | 267 | 267 | 267 | | | | | | |
| Zanardi | | | 47 | 47 | 47 | | | | | | |
| Fairview Corridor | | 50 | 50 | | | | | | | | |
| Total - Construction | | 50 | 638 | 588 | 563 | 0 | 0 | 500 | 500 | 500 | 3,340 |
| Operations (FTE) | | | | | | | | | | | |
| Fairview | | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 | |
| Export logistics | | | | | | 31 | 31 | 31 | 31 | 31 | |
| Import logistics | | | | | | 18 | 18 | 18 | 18 | 18 | |
| Dry Bulk | | 27 | 27 | 27 | 27 | 27 | 27 | 27 | 27 | 27 | |
| Liquid bulk | | | | | | 30 | 30 | 30 | 30 | 30 | |
| Total - Operation - Direct Impact | 1,800 | 69 | 69 | 69 | 69 | 148 | 148 | 148 | 148 | 148 | 1,016 |
| Tota - Operation - Indirect Impact | 1,300 | 35 | 35 | 35 | 35 | 74 | 74 | 74 | 74 | 74 | 508 |
| Total - Operation - Induced Impact | 900 | 26 | 26 | 26 | 26 | 56 | 56 | 56 | 56 | 56 | 386 |

Figure 22 – Projections of Employment Growth in Prince Rupert, Taking Into Consideration Planned PRPA Capital Investment

(Source: BC Labour Market Outlook: 2018-2028 report and PRPA. Produced by RKA)

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 10-year ave. annual gwth rate | Total 10-yr expansion openings |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------------------------------------|--------------------------------------|
| Employment as per BC Emp Outlook growth rate for NC/Nechako | 6,585 | 6,940 | 7,132 | 7,323 | 7,404 | 7,529 | 7,657 | 7,418 | 7,217 | 7,145 | 7,184 | 0.9% | |
| New jobs created | | 355 | 192 | 191 | 81 | 124 | 128 | -239 | -201 | -71 | 39 | | 599 |
| New Projects as per PRPA | | | | | | | | | | | | | |
| New operation-related jobs | | + 130 | + 130 | + 130 | + 130 | + 278 | + 278 | + 278 | + 278 | + 278 | | | |
| New construction jobs | | + 50 | + 588 | - 50 | - 25 | - 563 | | + 500 | | | - 500 | | |
| Base + New | 6,585 | 7,120 | 8,030 | 8,301 | 8,487 | 8,327 | 8,733 | 9,272 | 9,349 | 9,555 | 9,094 | 3.3% | |
| Total new jobs created incl. new projects | | 535 | 910 | 271 | 186 | -161 | 406 | 539 | 77 | 207 | -461 | | 2,509 |

Figure 23 – Occupational Requirement per 100 New Construction Jobs in Prince Rupert

| | Per 100 New Construction Jobs |
|---|--------------------------------------|
| 7271 Carpenters | 19 |
| 7611 Construction trades helpers and labourers | 14 |
| 7521 Heavy equipment operators (except crane) | 8 |
| 7241 Electricians (except industrial and power system) | 4 |
| 0712 Home building and renovation managers | 3 |
| 7251 Plumbers | 3 |
| 7284 Plasterers, drywall installers and finishers and lathers | 3 |
| 7511 Transport truck drivers | 3 |
| 0016 Senior managers - construction, transportation, production and utilities | 2 |
| 0122 Banking, credit and other investment managers | 2 |

(Source: Statistics Canada, 2016 Census.)

Figure 24 – Occupational Requirement per 100 New Transportation and Warehousing Industry Jobs in Prince Rupert

| | Per 100 New Jobs in Transportation and Warehousing |
|--|---|
| 7451 Longshore workers | 24 |
| 7452 Material handlers | 5 |
| 7511 Transport truck drivers | 5 |
| 7302 Contractors and supervisors, heavy equipment operator crews | 4 |
| 7532 Water transport deck and engine room crew | 4 |
| 7533 Boat and cable ferry operators and related occupations | 4 |
| 0714 Facility operation and maintenance managers | 3 |
| 7311 Construction millwrights and industrial mechanics | 3 |
| 7241 Electricians (except industrial and power system) | 2 |
| 7521 Heavy equipment operators (except crane) | 2 |

(Source: Statistics Canada, 2016 Census.)

In this sub-section, we present the projections prepared in the *BC Labour Market Outlook 2018-2028* report for the combined North Coast and Nechako Development Regions, our estimated job openings for the Prince Rupert area, and we have also presented the estimated number of jobs associated with a number of major infrastructure projects planned in Prince Rupert over the next ten years.

The following is a list of occupations derived based on the information on regional economic development, as well as labour requirements associated with these planned major capital investment. We prepare this list in the hopes that it will help Redesign Rupert focus its efforts in human resource recruitment and retention.

Construction industry

- Carpenters
- Construction trades helpers and labourers
- Heavy equipment operators
- Electricians
- Construction millwrights and industrial mechanics

Transportation and warehousing

- Longshore workers
- Material handlers
- Transport truck drivers
- Contractors and supervisors, heavy equipment operator crews
- Water transport deck and engine room crew

Health care and social assistance

- Social and community service workers
- Registered nurses and registered psychiatric nurses
- Nurse aides, orderlies and patient service associates

Retail

- Retail salespersons
- Retail and wholesale trade managers
- Cashiers
- Store shelf stockers, clerks and order fillers

Accommodation and food services

- Cooks
- Light duty cleaners
- Food counter attendants, kitchen helpers and related support occupations

In creating this list of the top 20 occupations on which to focus recruitment and retention efforts, we have considered the following factors:

- Information gathered from current occupational profiles (Figure 8 to Figure 17). The occupations profiled are considered the largest in size in Prince Rupert.

- Information gathered from the BC Labour Market Outlook: 2018-2028 report, indicating that the occupations we chose are also expected to see the largest number of openings in the region and in the city over the next ten years.
- Information gathered from proposed major capital projects that directly affect Prince Rupert: There are other major projects planned/under construction in the vicinity of Prince Rupert (such as LNG Canada terminal at Kitimat) which will directly compete with Prince Rupert’s recruitment and retention efforts.

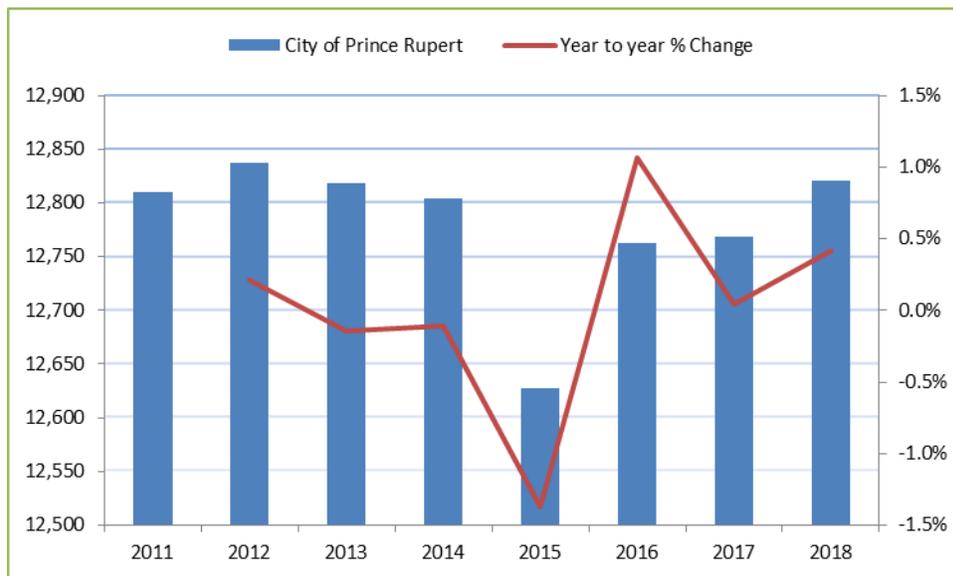
We also note that this list is provided as a guide and that economic conditions and, therefore, labour deficit/surplus may change quickly (within a year or two) depending on whether some of these proposed projects proceed. We also projected the labour demand due to major projects under the assumption that during construction phase, the labour requirement will be filled by local residents – which may or may not be correct. If a construction company brings in its own crew from other parts of British Columbia to build the facility, local employment impact may be more focused on the provision of services (such as food services, accommodation, retail, and administrative services).

Demographic and Labour Supply

Population Overview

Population is usually the driving force for economic growth. The data presented here, however, highlights why the labour shortage is so severe in Prince Rupert. In spite of healthy economic activities underway in the community, population growth has not kept pace.

Figure 25 - Population of the City of Prince Rupert, Annual Rate of Change, 2011 to 2018



(Source: Statistics Canada. Prepared by Demographic Analysis, BC Stats)

For the municipality of Prince Rupert, population changed very little between 2011 and 2018. By comparison, the Province as a whole experienced annual population growth of 1.5% per year over the same period. Figure 26 below presents annual population levels in these geographic areas and year-to-year percentage change between 2011 and 2018.

Figure 26 - Annual Population in NCRD, School District of Prince Rupert, and Prince Rupert CA, Annual Percentage Change, 2011 to 2018

| | NCRD | Year-year change | School District #52 | Year-year change | Prince Rupert CA | Year-year change |
|------|--------|------------------|---------------------|------------------|------------------|------------------|
| 2011 | 19,147 | | 14,653 | | 13,326 | |
| 2012 | 19,118 | -0.2% | 14,680 | 0.2% | 13,353 | 0.2% |
| 2013 | 19,096 | -0.1% | 14,694 | 0.1% | 13,357 | 0.0% |
| 2014 | 19,078 | -0.1% | 14,677 | -0.1% | 13,337 | -0.1% |
| 2015 | 18,841 | -1.2% | 14,469 | -1.4% | 13,150 | -1.4% |
| 2016 | 18,958 | 0.6% | 14,582 | 0.8% | 13,260 | 0.8% |
| 2017 | 18,854 | -0.5% | 14,554 | -0.2% | 13,235 | -0.2% |
| 2018 | 18,814 | -0.2% | 14,585 | 0.2% | 13,263 | 0.2% |

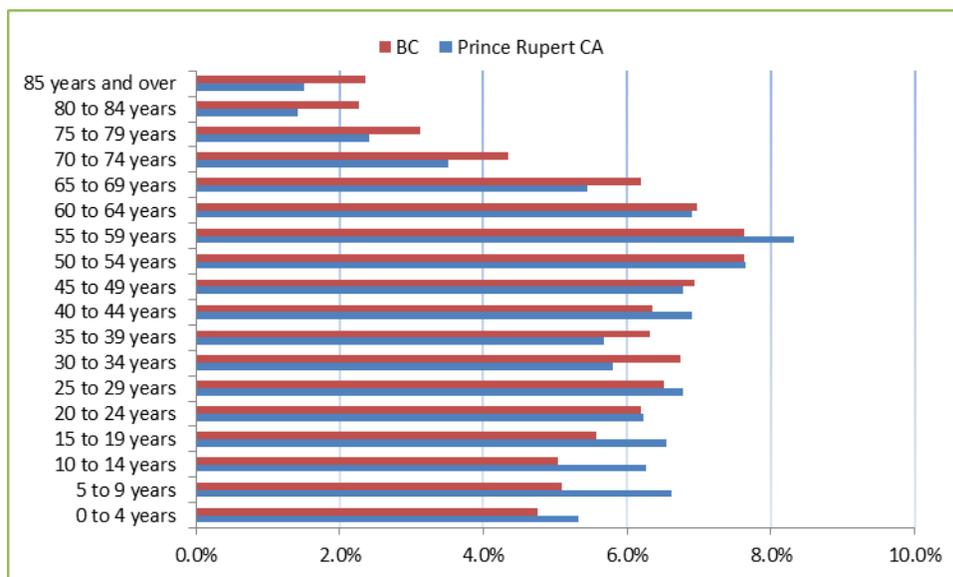
(Source: Statistics Canada. Prepared by Demographic Analysis, BC Stats)

Compared with population in the City of Prince Rupert, population in these these different geographic areas experienced slight decline over the period of 2011-2018. It implies that outside of the urban core, population in the frindge areas declined.

Population Distribution by Age

In the following sub-sections, we describe additional characteristics of the population in Prince Rupert.

Figure 27 - Population Distribution by Age, Prince Rupert CA and Province, 2016



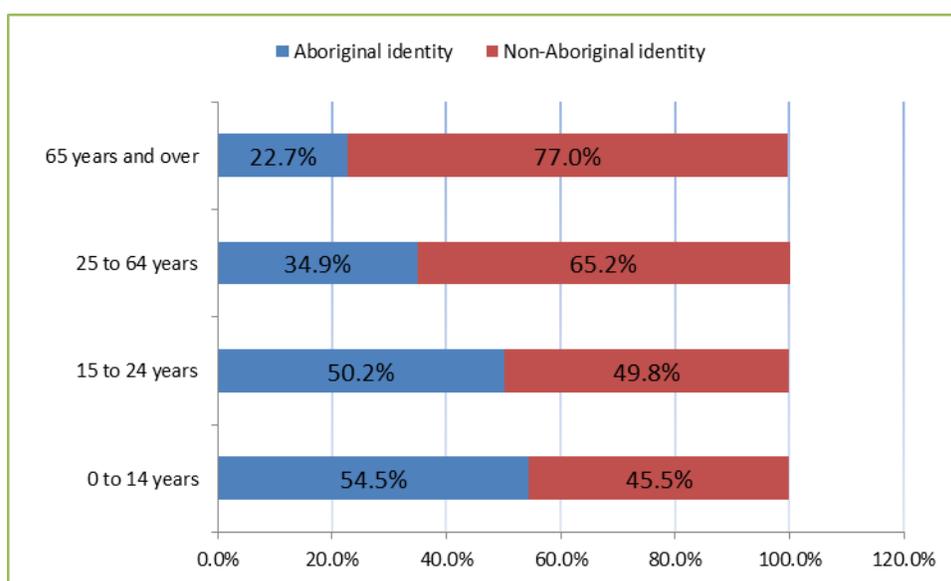
(Source: Statistics Canada. Census of Population, 2016)

Compared with the Province as a whole, Prince Rupert has a younger population. Median age in Prince Rupert was 40.6 years, while median age in BC was 43.

Indigenous Population

A large percentage of Prince Rupert's population has Indigenous identity, compared with the overall population in British Columbia. In Prince Rupert, close to 4 in 10 persons (38.8%) are of Indigenous identify, compared with 6 in 100 persons (5.9%) in British Columbia's overall population. In general, the Indigenous population in British Columbia and Canada is younger than the non-Indigenous population. This is also the case in Prince Rupert, where Indigenous children aged 14 and under, represented 25.7% of the total Indigenous population and accounted for more than half (54.5%) of all children in this age group. Non-Indigenous children aged 14 and under accounted for 13.6% of the non-Indigenous population, and fewer than half (45.5%) of all children in this age group.

Figure 28 - Population Distribution by Indigenous Identify, Prince Rupert CA, 2016



(Source: Statistics Canada. Census of Population, 2016)

Immigrant Population

Immigrants account for a smaller percentage of the population in Prince Rupert, in comparison with the overall British Columbia population. In PR, 86.3% of the population were Canadian born, 13.1% were immigrants, with the remaining 0.6% being non-permanent residents. By contrast, immigrants accounted for more than a quarter (28.3%) of British Columbia's overall population, and non-permanent residents comprised another 2.2% of the overall population.

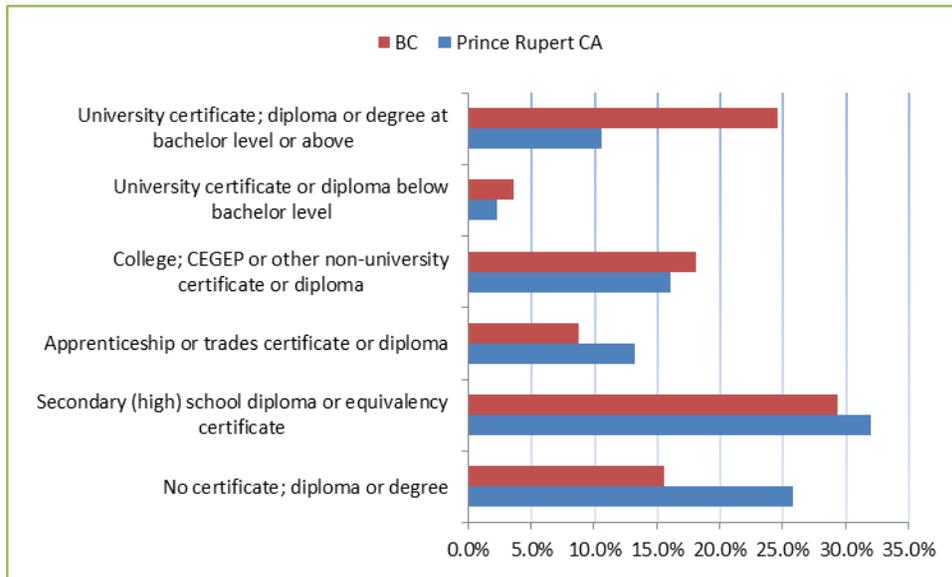
Of the immigrants living in Prince Rupert in 2016, recent immigrants (defined as those who moved to Canada between 2011 and 2016) accounted for only 11% of all immigrant population. By comparison, 13.6% of all immigrants in the Province were recent immigrants. Almost two-thirds of the immigrants living in Prince

Rupert (61.9%) moved to Canada prior to 1991. By comparison, about 4 in 10 immigrants in the Province (39.3%) moved to Canada prior to 1991.

Levels of Education

The population in Prince Rupert has a higher than average percentage of apprenticeship and trade certificate education than the rest of the province. Similarly, it has a higher than average proportion with no high school education or just high-school completion.

Figure 29 - Population Distribution by Highest Level of Education Attainment, Prince Rupert CA and Province, 2016

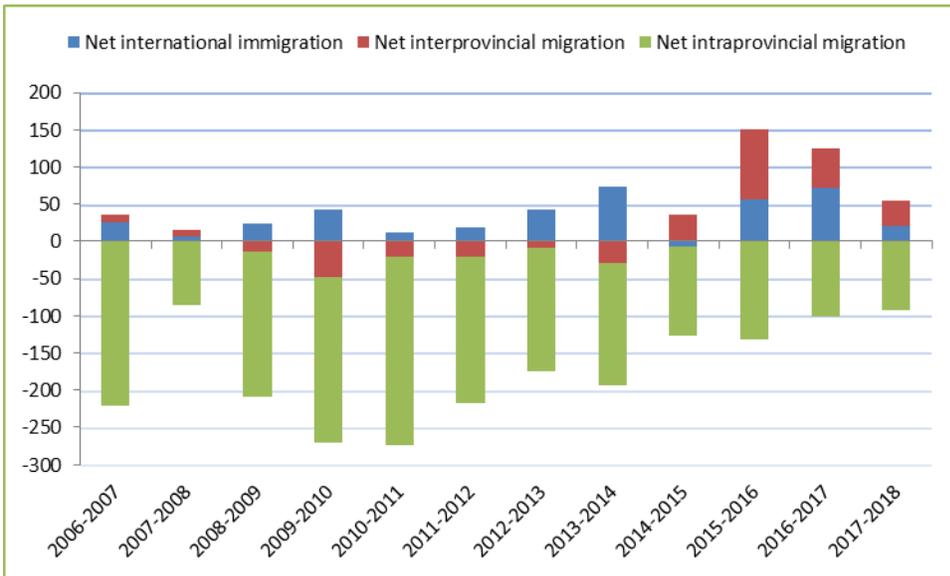


(Source: Statistics Canada. Census of Population, 2016)

Population Trends

In analyzing population trends, we reviewed the changes by birth, death, and migration from one year to another. While the first two elements are relatively stable from one year to the next, here we highlight the changes in migration patterns in the area. Due to lack of data, we used data available at the regional district level. Negative net migration to the Regional District contributed to the population decline in the region.

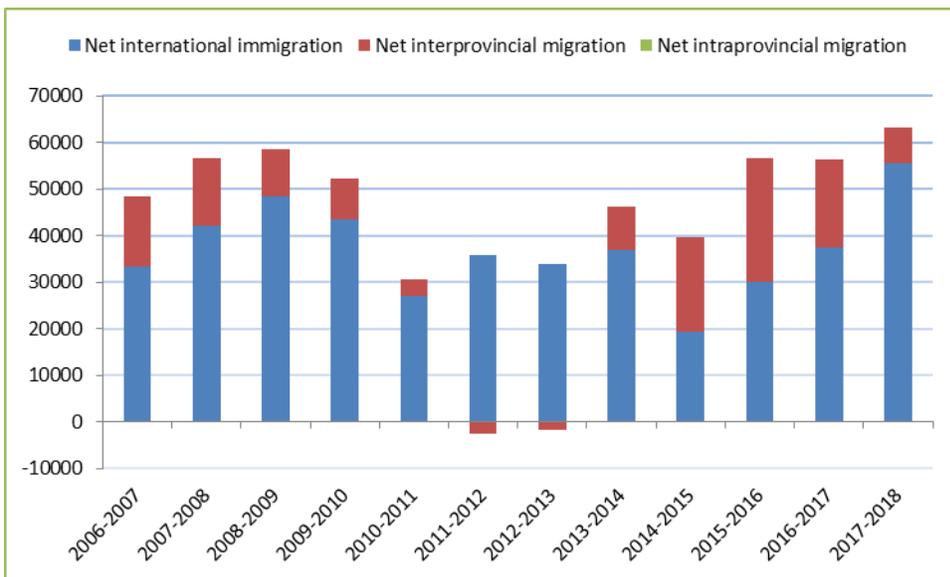
Figure 30 - Net Migration by Component, NCRD, 2006/2007 to 2017/2018



(Source: Statistics Canada. Prepared by Demographic Analysis, BC Stats)

For comparison purposes, the positive impact of net migration to BC's population has contributed to an increase from 2006/2007 to 2017/2018.

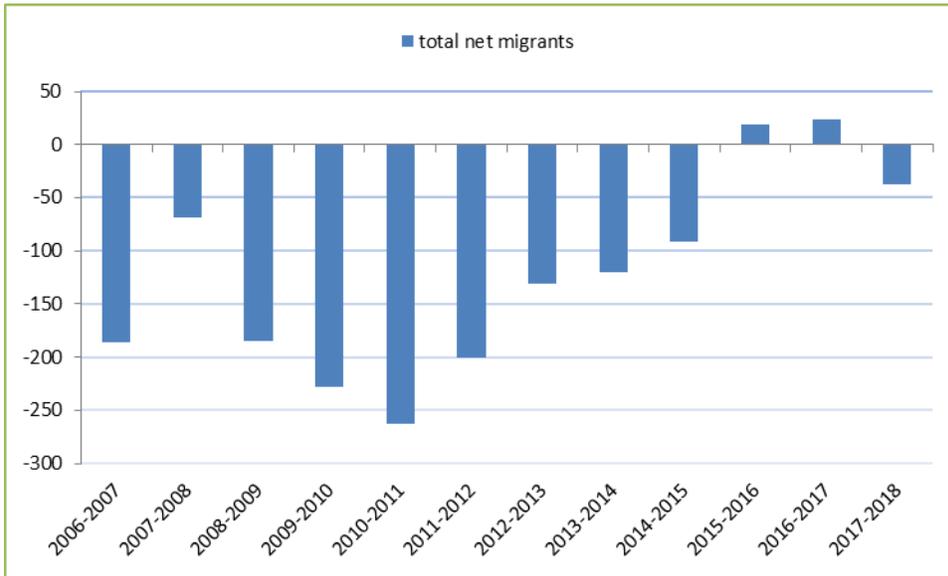
Figure 31 - Net Migration by Component, BC, 2006/2007 to 2017/2018



(Source: Statistics Canada. Prepared by Demographic Analysis, BC Stats.)

The biggest culprit in the Regional District's population decline appears to be outgoing intra-provincial migration which is out-pacing migrants from within the province.

Figure 32 - Net Migration by Component, NCRD, 2006/2007 to 2017/2018

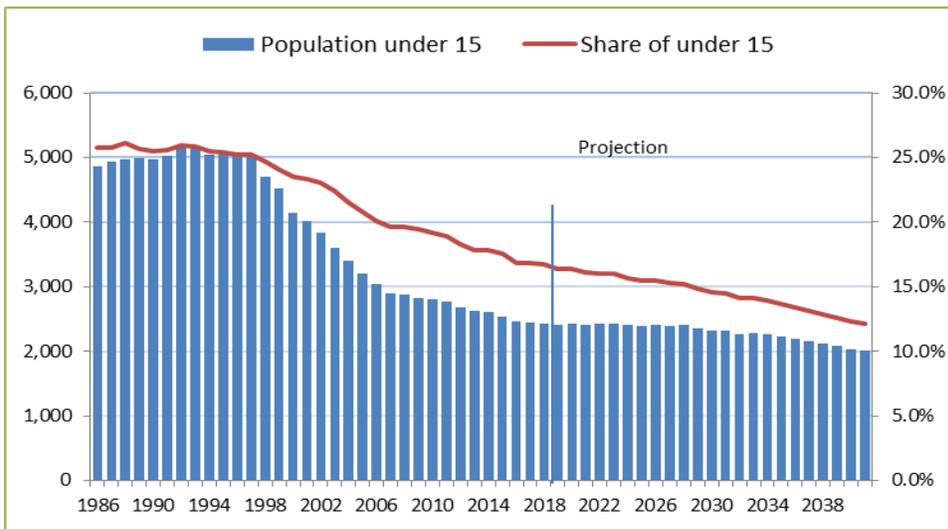


(Source: Statistics Canada. Prepared by Demographic Analysis, BC Stats)

Population Projections

Figures 33 through 35, below, illustrate the population estimates (1986 to 2018), and projections (2019 to 2041) of three different age groups (those under 15, those of working age 15 to 64, and those 65 and over), to highlight how each group impacts the change of overall population in the City. For the purposes of this analysis, we use population projections for the School District of Prince Rupert. Each graph shows the number of individuals in that age cohort, and the age group’s share of the overall population.

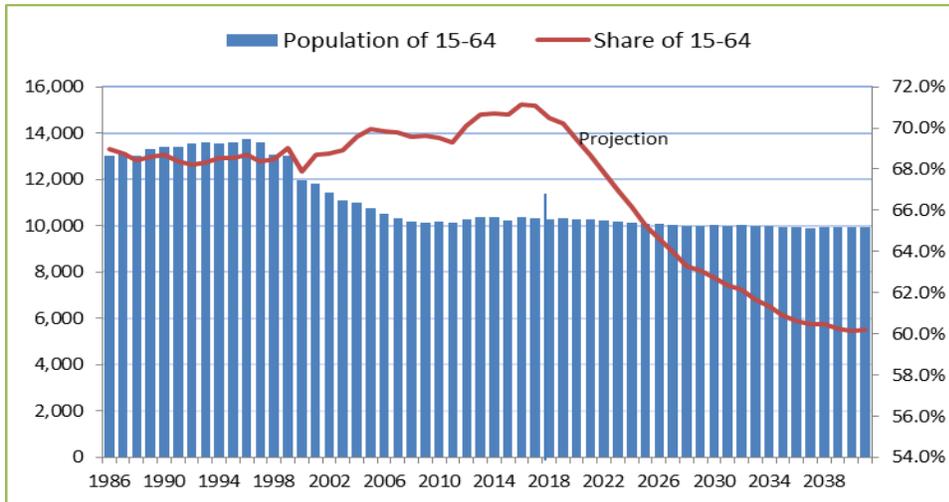
Figure 33 - Age Under 15 Population and Share in School District of Prince Rupert, 1986-2041



(Source: BC Stats: Sub-Provincial Population Projections, September 2019)

Youth (defined as population aged 15 years and under) in the school district area has been on the decline, both in absolute numbers and in population shares. The steepest decline happened in the early 2000's, but the speed of decline has slowed a bit in recent years. In the projection period, this group is projected to decline from about 2,500 to about 2,000 by 2041.

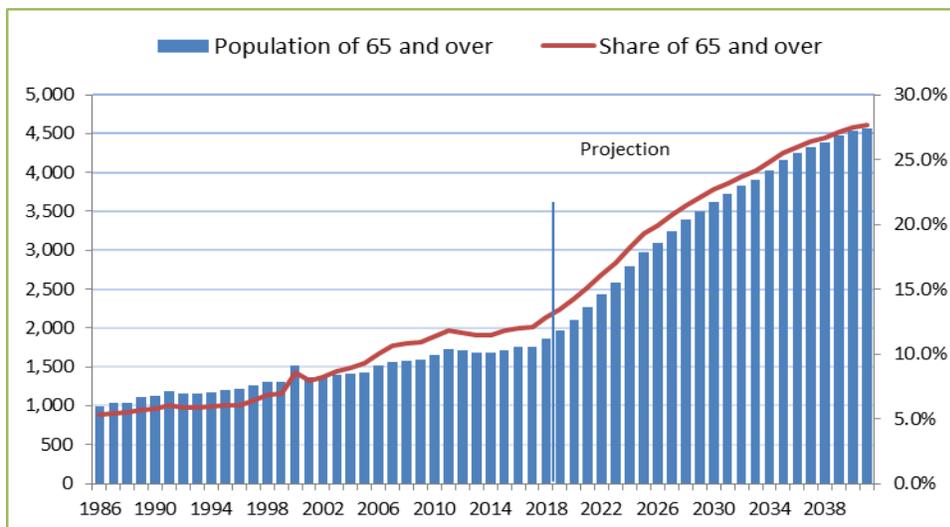
Figure 34 - Working Age Population (15-64) and Share in School District of Prince Rupert, 1986-2041



(Source: BC Stats: Sub-Provincial Population Projections, September 2019)

Working age population (defined as those between age 15 and 65) in the school district area declined sharply in absolute number in the early 2000's, reflecting challenges associated with the mill closure. This age cohort has stabilized in absolute number and is projected to remain relatively unchanged up till 2041. However, as a population share, it is losing ground.

Figure 35 - Population Age 65+ and Share in School District of Prince Rupert, 1986-2041



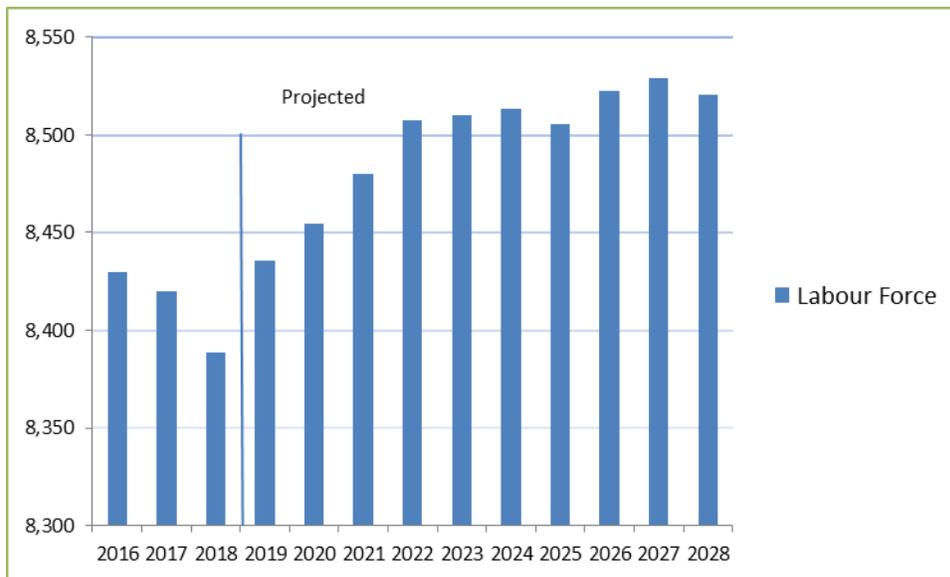
(Source: BC Stats: Sub-Provincial Population Projections, September 2019)

Like the overall population growth picture in the province, population in this area is aging quickly.

Even though youth population (those under the age of 15) is expected to remain about the same throughout the projection period, its population share is expected to decline over time. The more drastic picture is the one associated with the working-age population, which is projected to decline from approximately 70% of the overall population currently, to below 60% by 2041. This means the population required to support the economy is shrinking fairly quickly, highlighting the importance of concerted efforts between businesses and government to deal with the labour shortage.

Figure 36, below provides our estimates of the labour force available in the Prince Rupert school district area.

Figure 36 - Estimated and Projected Labour Force in Prince Rupert, 2016 to 2028



(Source: BC Stats: Sub-Provincial Population Projections, September 2019, Statistics Canada, Census of 2016. Produced by RKA)

Literature Review, Community Case Studies, and Lessons Learned

A literature review of secondary data sources was conducted to determine what lessons Prince Rupert can learn from other research sources and communities experiencing similar or comparable conditions. This includes understanding how other communities in British Columbia and elsewhere are facing their labour market demand challenges and attracting the workers they need to survive.

The first part of this section highlights the results of several key literature pieces on attraction, recruitment and retention, including issues specific to rural communities, talent terminology, strategy elements, messages to communicate, Canadians and immigrants as targets for relocation and, how to evaluate an attraction/relocation strategy.

In *'Port Logistics in Prince Rupert and Northern BC'*⁸, Peter Hall classifies Prince Rupert as a remote urban region. Mario Polese and Richard Shearmur identify these regions of Canada as being peripherally located and resource dependent; this characterization includes being sparsely populated and far from markets⁹.

British Columbia is facing increasing economic volatility and competition due to disruptive shifts in technology and demographics. British Columbia's workforce and talent is being redefined. These disruptions are intensifying competition for talent, and labour shortages are becoming common across sectors. The urbanization trend is making recruitment and retention especially challenging for remote areas and smaller cities¹⁰.

In 2018, Prince Rupert was characterized as facing an imminent labour shortage, despite a thriving economy. Attracting talent to remote regions is difficult due to limited economic prospects and the lack of a diversified economy and consumer base found in most urban areas. This is further compounded in Prince Rupert's case because of major population drops. A decline of 2.8% between 2011 and 2016, added to a previous drop of 12.4 % between 1996 and 2001¹¹.

Thinking in new and more creative ways is happening in small and rural communities all across British Columbia and western Canada. Prince Rupert is not the community it once was and, in order to survive, must dig deep to reinvent itself and approach its human resource challenges in new and unique ways. As these new economic realities emerge, new opportunities for greater intergovernmental and cross-sector

⁸ Hall, P. (November 2017). *Presentation: port-logistics in Prince Rupert and Northern BC: lessons and questions for development in remote urban regions*. University of Manitoba.

⁹ Polese, M., and Richard Shearmur. (2005). *Why some regions will decline: a Canadian case study with thoughts on local development strategies*. INRS Urbanisation, Culture et Société.

¹⁰ Canada Public Policy Forum. (September 2015). *Ahead of the talent curve, ensuring BC's competitive edge, white paper*. Prepared in collaboration with Human Resource Management Association.

¹¹ Farrell, K., Christopher, Armstrong, & Karen Sawatzky. (2018). *Recruitment and retention of low and medium-skilled workers in Prince Rupert and Port Edward. extended essay*. Submitted in Partial Fulfillment of the Requirements for the Degree of Executive Master of Business Administration in the Simon Fraser University, Executive Master of Business Administration Beattie School of Business.

collaboration are being created. Potential approaches and broad strategies are being discussed amongst governments, communities, businesses, and residents. New ideas are continually being generated.

Strategies for Rural Communities

The Human Resources Management Association (HRMA) is anticipating an unprecedented worker shortage of approximately 600,000 over the next decade. In 2015, HRMA collaborated with the Public Policy Forum to convene a series of roundtable discussion with human resource practitioners. The roundtables were held in Prince George, Vancouver, and Victoria. The attending human resource practitioners were asked to discuss emerging human capital challenges, how stakeholders were addressing these issues, and what opportunities exist to build on current efforts across sectors. From the roundtable discussions *Ahead of the Talent Curve: Ensuring BC's Competitive Edge* was published and launched in 2015¹².

While discussions revolved around regional disadvantages, agile workplaces, diverse talent, and versatile workforces some of the potential strategies identified by the participants include:

1. Rebrand cities as attractive career destinations by showcasing unique advantages and challenging common misconceptions.
2. Leverage new technology to expand pools and increase employment opportunities beyond geographic boundaries.
3. Build agile workforces.
4. Provide flexible work arrangements and two-way mentoring opportunities to build a productive intergenerational workforce.
5. Create a multi-stakeholder platform to encourage ongoing dialogue on the impact of employment and labour laws.
6. Expand mentoring and internship opportunities for immigrant and Aboriginal talent to better connect them to the job market.
7. Establish employer coalitions across sectors to champion workforce diversity and ensure broad commitment to action.
8. Increase the reach and value of co-operative education programs to better prepare graduates for the workplace.
9. Invest in greater employer engagement to expand training opportunities and promote in-demand fields.
10. Address capacity constraints by setting up employer consortia focused on developing and sharing talent.
11. Rethink employer incentives to improve strategies for increasing investments in employee training and professional development.

¹² Canada Public Policy Forum. (September 2015). *Ahead of the talent curve, ensuring B.C.'s competitive edge, white paper*. Prepared in collaboration with Human Resource Management Association

12. Support strategic workforce planning by investing in innovative research methods to enhance labour market forecasting.
13. Engaging municipal leaders across the province to advance a balanced, coordinated approach to human capital development¹³.

These are not prescriptive strategies and may not be applicable to all communities. Developing appropriate strategies will be dependent upon local assessment of community resources and circumstances, and local labour market conditions. As the paper indicates, there is a need for both short term and long-term workforce strategies¹⁴.

Based on Prince Rupert employer feedback collected by RKA, the literature and the experience of the case study communities, Redesign Rupert may consider the following five of the thirteen strategies to revitalize the City of Prince Rupert and to move forward with a labour market strategy:

1. Conduct a coordinated rebranding of the City of Prince Rupert and the surrounding region.
2. Expand mentoring and internship for new Canadians, First Nation communities, and other non-traditional labour market participants.
3. Invest in greater employer and education engagement to expand training opportunities and promote in demand occupations.
4. Support strategic workforce planning by investing in regional recruitment, research methods, and labour market forecasting.
5. Engage local leadership at all levels to advance a balanced, coordinated approach to talent development and management.

Talent Terminology

People make communities and create economies. In a rapidly changing world and workplace where workers are so scarce in so many places and industries, today's workforce is not taken for granted. Human resource shortages are global and widespread.

Tendensor, a nordic consultancy firm focusing on how places (cities, regions, and tourist destinations) can strengthen their attractiveness, identity, and innovation capacity, has created a valuable and highly regarded 'handbook' on Talent Attraction Management (TAM). Labour has been renamed 'talent' and is defined as a person who can contribute to the prosperity of a place such as a community in a world where knowledge, creativity and innovation are key factors¹⁵. TAM is a holistic, integrated approach to efforts at the local or

¹³ Canada Public Policy Forum. (September 2015). *Ahead of the talent curve, ensuring B.C.'s competitive edge, white paper*. Prepared in collaboration with Human Resource Management Association.

¹⁴ Canada Public Policy Forum. (September 2015). *Ahead of the talent curve, ensuring B.C.'s competitive edge, white paper*. Prepared in collaboration with Human Resource Management Association

¹⁵ Tendensor, Marcus Andersson et al., (2014). *Tools and strategies for innovative talent attraction and retention – a handbook on talent attraction management for cities and regions*.

regional level aimed at attracting and retaining talent. TAM moves in the direction of marketing, promotion and communications and can be categorized by four different types of activities:

- *Talent attraction – such as marketing*
- *Talent reception – such as welcoming and soft-landing activities*
- *Talent integration – through, for example, social and professional networks*
- *Talent reputation – such as branding efforts*¹⁶

By addressing the scarcity of both local labour and wider spread available talent via TAM activities, Prince Rupert can increase its potential to attract, bring in and move around/relocate the talent they need for the community and region.

Successful Attraction/Recruitment Strategy for Talent^{17, 18}

Many small and remote communities in Canada and around the world are facing human resource challenges. In British Columbia, Prince George, Kamloops, Quesnel, the Kootenay/Columbia Valley and Mount Waddington regions have conducted research recently in response to labour shortages and economic situations similar to those of Prince Rupert. Each community has its own unique set of challenges and opportunities to build into an attractive/recruitment strategy.

Matching the offering of the community and its employment and lifestyle possibilities with today's talent takes in a wide spectrum of economic, social, cultural, and environmental considerations. A summary analysis of strategies for attracting today's 'talent' indicates the following success factors:

- *A place with a strong reputation* - having a positive place, (i.e. community) image and positive overall place branding are important in piquing the interest of talent - especially for quality of life migrants.
- *A critical mass of attractive employers and job offerings* – communities that have a variety of quality employers and job opportunities are more successful in talent attraction and retention. Many of today's workforce seek new challenges and do not stay in one job or place for long.
- *A livable city with scenes for a talented lifestyle* – beyond employment opportunities, talent seeks a 'liveable community,' i.e. social and cultural resources as well as an attractive physical environment.
- *Home sweet home* – having well-suited, quality and affordable housing options such as short-term living, apartments and housing is important.
- *Access to the world* – talent prefers a community that has access to the outside world by air, ground, and high-speed internet.

¹⁶ Tendensor, Marcus Andersson et al. (2014). *Tools and strategies for innovative talent attraction and retention – a handbook on talent attraction management for cities and regions*.

¹⁷ MDB Insight. (2016). *Resident Attraction and Retention Strategy*. Prepared for the Columbia Valley.

¹⁸ MBD Insight. (May 2017). *Kamloops labour attraction partnership, final report*. Prepared for Venture Kamloops

- *Safe, healthy, and clean local environment* – communities that are healthy, safe and sustainable are priorities. Today’s talent avoids those places where crime, congestion, and environmental problems are obvious.
- *Public services with world-class quality* – expectations are high for quality public services such as schools, day-care, and local infrastructure.
- *Open social climate* – an openness, inclusivity and tolerance are community features that attract and help to retain talent.
- *Co-creation of the community* – opportunities to contribute to future community development are a consideration because ‘being heard’ as an individual is very important.
- *‘X Factor’* – attracting and retaining people to a community often has a less measurable ‘hidden’ factor that connects people to a place on a personal level that makes them want to live there (such as having attended school there, a family or friend connection, and attending a cultural or professional event)¹⁹.

In developing its attraction/retention strategy, Prince Rupert must be realistic on how it ranks on all of the above, where improvements are needed and how the community competes with others on the same factors. Available employment and salary levels are not the primary and sole concern of the workforce today and no community can be all things to all people. Strengths and opportunities lie in new branding and shaping the community to enhance its current and potential future offerings.

Key Messages to Communicate

The decision to convert and actually leave a home community and move to a new location takes time and understanding. Affordability, safety, and being close to basic services are key attributes to bring new people to a rural community. Affordable housing is another key attribute (although not currently associated with the Prince Rupert region). Those who might consider moving have some understanding of the recreation opportunities, lack of crowds, and favourable weather. Rather than focusing marketing materials on a specific physical or household demographic, it is best to focus on the specific values people hold and the benefit(s) the region offers. An attraction strategy needs to communicate how a community stands out from other smaller communities on these specific attributes²⁰.

Relocating Canadians

Canadians under 40 are considerably more likely to consider moving to a new community than older Canadians. Older Canadians became less willing to consider a major move. The issues that Canadians care most about, when considering a new place to live, are mainly economic issues. The top issues identified as important are:

- Affordable housing

¹⁹ Tendensor, Marcus Andersson et al. (2014). *Tools and strategies for innovative talent attraction and retention – a handbook on talent attraction management for cities and regions*.

²⁰ Maru Matchbox. (2018). Summary report for Regional District of Mt Waddington

- o The cost of living
- o The quality and availability of health care
- o Job and advancement opportunities²¹

Housing and lifestyle are not separate from career satisfaction and must all be part of attraction, recruitment, retention strategies.

Relocating Immigrants

Immigrants are a vital source of new talent. A study of immigrants confirms that they are attracted to cities where friends and family or other immigrants live²². The following factors have similarly been shown to play a role in immigrants’ decision to *leave* a community: lack of large immigrant population, lack of cultural and religious amenities, lack of adequate settlement services, lack of fulfilling employment, inadequate employment opportunities for spouses, inadequate public transportation, inadequate housing, and racism and intolerance²³.

In seeking to keep immigrants in their new community for the long term, Ontario researchers provide the following recommendations:

- Provide and enhance mobile settlement supports for small centres and rural communities, with online and telephone question-and-answer services for municipalities, service providers and newcomers;
- Develop and implement a campaign, in collaboration with business associations and multi-cultural councils, to engage and educate employers and communities on the value of immigrant talent and how newcomers can help vitalize the local economy and demographics;
- Optimize employment support programs, including intercultural competency training for employers and adjacent service providers, connector programs, and succession facilitation for businesses;
- Implement municipal programs that support international student connections to their local communities to encourage them to stay after graduation; and,
- Work across government to identify new policy opportunities to invest in community development such as rural broadband infrastructure, affordable childcare, rural and remote training and education initiatives, and public-private partnerships that try new approaches to affordable housing and transportation²⁴.

²¹ R.A. Malatest & Associates Ltd. (May 2017). *Perception of Prince George survey*. Prepared for City of Prince George – Economic Development Division.

²² Statistic Canada, (2003 Data). *Longitudinal survey of immigrants to Canada*.

²³ Canada Public Policy Forum. (August 2019). *Beyond the big city, how small communities across Canada can attract and retain newcomers*. Prepared for the Pathways to Prosperity Partnership and University of Western Ontario.

²⁴ Ibid

In 2015, the Affiliation of Multicultural Societies and Services consulted with service providers across the province, gathering information on community capacity to support British Columbia Syrian refugee settlement. The information provides direction for Redesign Rupert as it considers attracting new Canadians to the community. While specific to Syrian settlement, the finding can be equally applied to settlement of New Canadians²⁵.

The level of services may have changed since 2015, therefore, Redesign Rupert should engage with the service providers to ensure sufficient supports for new Canadians are available. The 2015 survey and meeting summary indicated that there were employment opportunities, health care capacity, language training, and settlement services, however, Prince Rupert lacked translation services, lacked a Settlement Worker in School (SWS) program, employed only one support worker for the school district, lacked appropriate female health specialists, and had low capacity trauma services²⁶.

Strategy Monitoring and Evaluation

Developing, implementing and monitoring a strategy requires rigour, consistency and commitment and must involve the participation of a number of key players and partnerships. Success factors include:

- Developing a framework for rural development that is flexible enough to meet the needs of different regions.
- Ensuring the work done to create the Rural Development Strategy includes adequate research on existing conditions in different regions of the province.
- Making sure the strategies developed take into account the level of current and potential economic activity within different regions, with a focus on translating that activity into sustainable communities.
- Recognizing that the benefits of economic development in rural areas must improve the long-term sustainability of rural communities.
- Committing to working closely with groups such as the business association in each region to formulate a governance model for a particular region.
- Using the proposal put forward by the business association as a pilot project to develop and test strategies to support sustainable economic development and sustainable communities in rural British Columbia²⁷.

²⁵ Affiliation of Multicultural Societies & Services. (December 2015). *BC Syrian refugee settlement working group meeting report*. Prepared for Immigration, Refugees & Canada and the United Way Lower Mainland

²⁶ Affiliation of Multicultural Societies & Services. (December 2015). *BC Syrian refugee settlement working group meeting report*. Prepared for Immigration, Refugees & Canada and the United Way Lower Mainland

²⁷ Northwest British Columbia Resource Benefits Alliance (2018). *Rural development strategy stakeholder's submission*.

Along with strong partner and community relations and communications, tracking and evaluation of community data including quantitative statistics such as population, employment/job postings, and housing supply serve to measure changes in local conditions. Once an attraction/recruitment campaign is implemented and underway, website hits and other analytics, including social media followers, enquiries, relocation tours, conversions (where possible) can be tracked. Qualitative research is required to monitor changes in public/community perceptions (over time), employer satisfaction with workforce supply and resident content with community living and lifestyle. This combination of information, tracked over time and reviewed regularly, will provide reasons for adjustment of the strategy, as necessary, and indicators of success or failure.

Taxes Are *Not* the Alternative

As an alternative to coordinating and collaborating in and outside the community, raising taxes is not the way to fund new amenities in northern communities and enhance attraction/recruitment strategies. Many northern and rural communities have social and physical infrastructure that falls short of standards in urban centres. Even major new projects, such as those for resource development, do not necessarily benefit the communities close to them. If projects are not within the boundaries of the Prince Rupert municipality, there is no way for the municipality to collect taxes. In the cases where there may be some capacity to collect tax revenue, the province may interfere if it is a large project which has impact province-wide²⁸.

Since property taxes from major regional employers, now and in the future, will not provide the revenue Prince Rupert requires to enhance its community infrastructure and provide the enhancements newcomers seek for long term residence, the City must take a lead role to coordinate collaboration efforts with government and industry to create community service and facility infrastructure improvements that will benefit all members of the community and region.

²⁸ Northwest British Columbia Resource Benefits Alliance's submission (Rural Development Strategy Stakeholders Submission)

Case Study Research

Many lessons can be learned from other communities or regions and their experiences. The following section presents case study summaries on five communities/regions which have seen changes in economy and/or population, challenges with employment recruitment and retention, and looked at new ways to address their issues. The communities studied for the purpose of this research include:

1. Prince George
2. Quesnel
3. Kootenay Regional District(s)
4. Mount Waddington Regional District (northern Vancouver Island)
5. Hanna, Alberta

CASE STUDY #1 - Prince George, British Columbia

Prince George is located within the Regional District of Fraser Fort George in central British Columbia and is the largest city in the region, with a population of nearly 320,000.

The population of Prince George in 2016 was 74,055, an increase of 2.8% from 2011 of 71,974 and a slow rebound from 1996 of 75,150. The workforce population is declining, with the share over the age of 55 rising. Across the Prince George region, the population over age 55 increased by 75% between 2001 and 2017, while the number under age 20 dropped by 24%²⁹.

Key Employment Facts

The Prince George urban area is the economic capital of northern British Columbia and home to a large forest products sector, with more than 160 businesses employing more than 4,500 workers. As a share of the total working population, there are more than 7 times as many people employed in the forest products sector in Prince George compared to the country overall. Beyond forestry, the community is also a retail and services hub for a wide area in the North, providing trade, healthcare, education, finance, and professional services³⁰. Sector breakdown of the workforce is estimated as follows³¹:

- o 32% Transportation
- o 27% Forestry
- o 26% Professional Services
- o 23% Other Industries

Due to changing market and economic conditions, Prince George is moving toward a more diversified economy across all sectors and away from its reliance on forestry.

²⁹City of Prince George. (2019) *Business and development/about/statistics*. Website

³⁰ ibid

³¹Immigration, Refugees and Citizenship Canada (Spring 2019). *Immigration matters, economic profile series: Prince George BC*.

Labour Market Issues

In shifting out of forestry, Prince George has experienced a broad-based economic resurgence, with low unemployment and new job opportunities in emerging industries as well as regional capital projects. However, there are not enough young people coming through the education system to meet the demand of the current labour market, let alone provide the workforce for future economic growth of Prince George³².

In 2014, Prince George commissioned a Workforce Intelligence Study³³ to better understand its employment environment and to obtain insight for developing a workforce attraction strategy. The research confirmed the following key challenges:

- o Reputation as a forestry town and poor (external) public perception around safety and other living conditions.
- o Recent economic recovery and low unemployment leading to stalled business growth.
- o Shrinking workforce and hiring difficulties for local professionals and trades due to net out-migration, a falling workforce participation rate, and increasing retirement.
- o Changes in migration patterns (no longer sourced regionally).

Research also identified the occupations that are in greatest demand in Prince George:

1. Professional Engineers
2. Chartered Accountants
3. University Professors and Lecturers
4. Specialist Physicians
5. Heavy Duty Equipment Mechanics
6. Millwrights
7. Truck Drivers
8. Power Engineers
9. Welders
10. Instrumentation Technicians

Community Response

In response to its labour market challenges, Prince George developed a marketing campaign '*Move up Prince George*', with two goals:

- 1) assist local employers in attracting skilled talent; and,
- 2) change perceptions of Prince George in order to attract new residents and, as a result, new business.

³² Ibid

³³ R.A. Malatest & Associates. (2014). *Identifying Canadian talent pools for Prince George's in-demand occupations*.

Prepared for Initiatives Prince George (IPG)

The campaign was focused on the features of Prince George that highlighted its marketability, including:

- low cost of housing and overall affordability
- high number of available jobs
- post-secondary education system, including university
- teaching hospital and cancer care centre
- short commute times
- relaxed lifestyle offering a mix of urban amenities and a large variety of outdoor activities located in or within a short drive of the city.

The strategy was targeted at a 'top ten' list of cities identified for Prince George. These cities contain high numbers of unemployed workers in the occupations of interest to Prince George and include Toronto, ON; Montréal, QC; Windsor, ON; and London, ON.

The *Move Up Prince George* website was developed to act as a digital relocation guide for use by employers to recruit new employees or by people looking for a new place to live. It includes:

- A comprehensive online source for information about moving to and working/living in Prince George;
- A top 10 list of reasons to make a move to Prince George;
- Information about working in Prince George that includes a career search page;
- A detailed amenities map to help people visualize living in Prince George and to assist them in choosing in which neighbourhood to live;
- A focus on local people and stories, photographs and videos featuring people who have moved to and/or live in Prince, i.e. testimonials;
- A variety of employer tools to attract talent and expand their businesses (employers can create accounts and post their employment opportunities for free to the website's built-in career search page and also have access to the marketing campaign's digital graphics including web buttons and job banners that can be used to direct people to *Move Up Prince George* from their company websites);
- Rack cards that list the 'top 10 reasons' to move to Prince George to hand out at career fairs or to include in recruitment packages; and,
- Guided city tours at an employer's request for potential candidates who need to relocate to the city.

Recently, the focus has also expanded to working with post-secondary institutions in Prince George to retain students post-graduation.

Move Up Prince George has been promoted with a national marketing, social media, and media campaign to draw attention to the website and to Prince George. The target markets for Prince George include Vancouver, Victoria, Edmonton, Toronto, and Windsor, with a focus on people aged 25-44 especially people who are recent graduates or who have families and are looking for a more affordable community in which to live. The campaign initially involved a mixture of out-of-home and digital advertising including billboard ads, interior bus card ads, SkyTrain station poster ads, ads in university publications, Facebook ads and Google AdWords. Facebook and Twitter accounts were created to share content developed for *Move Up Prince George* and to direct people to the website.

Target Recruitment and Geographic Area

The campaign focused on British Columbia and Alberta, and a wide demographic as people open to moving come from all backgrounds.

Tracking and Evaluation Criteria

- Track: website hits, enquiries, # employers using website, job postings, social media followers and their profile incl. origin, # relocation tours, # conversions (to relocate), media stories
- Conduct Perceptions of PG Survey (every 3 years) and compare results over time
- Monitor changes in population (+/- as per census)

Funding/Budget

- Labour Market study \$40-50,000
- Perceptions study \$40-50,000 + \$20,000 every 3 years to update
- Marketing and attraction/recruitment campaign, Move Up website development and maintenance (design firm \$70,000 startup)
- National marketing, social media and media campaign (\$10-20,000 annual)
- Videos (\$5,000+ for 2-3min)
- Other activities, promotions, tours, receptions etc.
- Workforce Development Officer (full-time position) plus other staff at startup

Lead Organization and Contact

Initiatives Prince George (IPG)

City of Prince George, Economic Development Division

www.moveupprincegeorge.ca

CASE STUDY #2 – Kootenay Region Communities

The project is located in the regions covered by the Columbia Basin Trust and the communities of Kootenay Lake, Castlegar, Trail, Rossland, Nakusp, Revelstoke, Grand Forks, Golden, Fernie, Kimberly, Sparwood, and surrounding areas.

The geographic region includes: East Kootenay, Kootenay Boundary area, Golden and Revelstoke areas population breakdown³⁴ is as follows:

| Census | 2016 | 2011 |
|-----------------------------|----------------|---------------|
| East Kootenay RD | 60,439 | 56,685 |
| Kootenay Boundary RD | 31,447 | 31,138 |
| Golden | 3,240 | 3,262 |
| Revelstoke | 6,719 | 6,298 |
| Total (approx.) | 101,845 | 97,383 |
| Change | +4.6% | |

There has been an upward movement in population of approximately 5%.

Key Employment Facts

Total regional workforce 70,000 (not including Revelstoke or Golden) as of August 2019:

Sectors with more than a 5% share of the workforce are:

- 5.2% are employed in Educational Services
- 5.4% are in Professional, Scientific and Technical Services
- 6.0% are in Repair, Personal and Non-Profit Services
- 8.0% are employed in Accommodation and food services
- 8.6% are employed in Manufacturing
- 9.2% are employed in construction
- 9.9% are in Mining and Oil & Gas Extraction
- 11.4% are employed in Health Care and Social Assistance
- 12.6% are in retail trade³⁵

With a declining regional population and changing economic reliance on natural resources, the communities of the Kootenays recognized the need to find new ways to attract investment, business, and attract a workforce to support new and existing businesses.

³⁴ Retrieved from <https://www12.statcan.gc.ca/census-recensement/index-eng.cfm>

³⁵ Retrieved from <https://www.workbc.ca/Labour-Market-Information/Regional-Profiles/Kootenay>

Community Response

Imagine Kootenay is a joint initiative of local governments, economic development organizations and Chambers of Commerce with the aim of attracting and retaining investment and a diverse workforce in the region which includes 12 communities all partnering together. This initiative grew from the success and merging of the Invest Kootenay and Work West Kootenay projects³⁶.

The campaign website showcases the business and development opportunities that exist throughout the region and promotes these opportunities in the Work, Invest, and Live sections. Each section is tailor-made for the intended audience:

- o Work provides information about key employers in the region, industry information, resources for entrepreneurs, and a blog and podcast that focuses on work and entrepreneurial opportunities in the region.
- o Invest aims to attract and retain investment.
- o Live profiles different regional partners, provides information about educational opportunities, links to resources needed to assist those who are considering calling the Kootenay area home, and links to the blog and podcast webpages³⁷.

The website is augmented by social media, blogs, and a strategically-located billboard program to promote the benefits of living in the region.

Branding is focused on the business and lifestyle benefits of living in the Kootenays; high-speed internet, business and startup friendly culture, unlimited recreation opportunities, and work-life balance are promoted as some of the benefits of living and working the Kootenays.

Ongoing and future administration and updating of the program involves a relaunch of the website in late fall 2019, continued development of website content, resources to support succession planning for small business to ensure successful transition to new owners.

Target Recruitment Geographic Area

Alberta and Saskatchewan and, more recently, reaching out to national and international markets by partnering with the Ministry of International Trade and Investment.

Funding/Budget

\$200,000 per year, from partner memberships (communities), grants, and programs in addition to staff resources to manage, monitor and maintain the program.

³⁶ Hubrecht, S. (March 2016). *Regional news: invest Kootenay morphs into imagine Kootenay. The Columbia Valley Pioneer*. March 30, 2016

³⁷ Doll, C. (2018) Facilitating workforce development: The economic developer's role in supporting economic stability in medium and small resource-based British Columbian cities. *Papers in Canadian Economic Development Volume 18*. University of Waterloo.

Tracking and Evaluation Criteria

- Tracking of site visits 60,000 in first year
- Website visits 2017/2018 78,000, 267,000-page views, and 193 businesses listed for sale³⁸
- Monitoring social media on platforms such as Twitter, Facebook, and Instagram.
- Integrating of local job search aggregator from Indeed
- 250 investment opportunities posted from around the world
- 25 businesses listed on the website have been sold (3 verified as sold through the site)³⁹

Lead Organization(s)

Community Futures Central Kootenay led the development and joined forces with other economic development organizations, local governments, and Chambers of Commerce. Partner communities and regions include Nelson and area, Kootenay Lake, Castlegar, Trail, Rossland and area, Nakusp, Revelstoke, Boundary Country, Golden, Columbia Valley, Fernie, Kimberley, and Sparwood.

Contact:

Community Futures Central Kootenay (Invermere)

250.270.0037

www.imaginekootenay.com

³⁸ Community Futures Central Kootenay. (2018). *Annual report 2017-2018*. Community Futures Central Kootenay.

³⁹ Community Futures Central Kootenay. (2017). *Annual report 2016-2017*. Community Futures Central Kootenay.

CASE STUDY #3 - The City of Quesnel, British Columbia

The City of Quesnel is located in the central interior of British Columbia in the Cariboo Regional District (CRD). Quesnel has a regional airport, rail connectivity, and is location directly on British Columbia's main north-south corridor (Highway 97). The city describes itself as having affordable housing costs, accessible amenities, and short commutes⁴⁰.

The population from the 2016 Canada census is 12,064, a decline of 1.2% from the 2012 census count of 12,216⁴¹. The population of the Cariboo Regional District from the 2016 census is 61,980, a decline of .06% from the 2011 census count of 62,392⁴². Of that population, 13, 000 live in the immediate area surrounding the City of Quesnel⁴³.

Key Employment Facts

Sectors with more than a 5% share of the workforce:

- 5.7% or 260 people are employed in Construction
- 5.9% or 270 people are employed in the Agriculture, Forestry, Fishing and Hunting
- 6.3% or 290 people are employed in Educational Services
- 9.5 % or 435 people are employed in Accommodation and Food Services
- 10.6% or 485 are employed in Health Care and Social Assistance
- 12.3% or 565 people are in Retail Trade
- 22.8% or 1,045 are employed in Manufacturing⁴⁴

Labour Market Issues

Quesnel has a resource-based economy. In 2016, 38% of the workforce was employed in goods production, (i.e. forestry, mining, manufacturing), compared to 18.8% for the province. Historically, this economic base served the community well, providing jobs and above-average income, two essentials underlying quality of life and wellbeing. However, community stability has been threatened by downsizings and closures, including mill shutdowns by Tolko, West Fraser Timber, and Canfor. Although services contribute approximately one out of five jobs in Quesnel, the high-growth job generators of the future, such as professional, scientific and technical, are under-represented when compared to the province.

In this context, the economic challenges facing Quesnel are adjustment and transition. There are unavoidable changes and disruptions in the long-term regional timber supply and manufacturing base. While forestry may continue to play an important role in some way in the future (given the resources of the area), a transition to economic diversity which includes more knowledge-led activities is recognized as important, as those services will be the job generators of the future. Quesnel is working toward a shared link between

⁴⁰ Retrieved from <https://www.quesnel.ca/>

⁴¹ Retrieved from <https://www12.statcan.gc.ca/census-recensement/2016>

⁴² *Ibid*

⁴³ Retrieved from <https://www.quesnel.ca/our-community/about-quesnel>

⁴⁴ Retrieved from <https://www.britishcolumbia.ca/invest/communities/british-columbia/cariboo/cariboo/quesnel/>

successful adjustment and transition as its way to create a climate of innovation, entrepreneurship and skills development⁴⁵.

Community Response

The City of Quesnel engaged in two initiatives as a means to transition the community. One was a year-long consultation with community members and local business to develop a new brand for the community. This was launched in 2017 and moved the city from 'Gold Pan City' to 'Quesnel - It's in our nature.' With the change in brand focus came a new communications strategy to engage and attract people from the densely populated Lower Mainland and Okanagan regions⁴⁶.

The second initiative, begun in 2018, was to identify a long-term economic development direction and actions that reflected Quesnel's vision for future prosperity.

The strategic goals from the Transition Strategy were to:

- o Attract and retain a diverse and growing population through the provision of local services, amenities, and a strong sense of place.
 - o Diversify the economic base by creating a positive business climate and encouraging innovation.
 - o Develop Quesnel as a destination for visitors with improved infrastructure, hosting capacity, and marketing.
 - o Create a Quesnel brand based in nature that will infuse and inspire all activities undertaken in the strategy.
 - o Strengthen partnerships with First Nations through economic diversification and collaboration on strategic project development⁴⁷.
-
- o One of the key strategies, among others was to generate 'Resident and Investment Retention and Attraction Support'. This element of the overall strategy had two objectives, one of which was to attract new residents to Quesnel in order to achieve underlying goals of economic development and sustainable population growth. The actions called for to achieve this specific objective included:
 - o Continued brand implementation with a new City brochure, relocation guide, and annual visitor guide.
 - o Developing a marketing plan that aligns with the City's brand.
 - o Continuing to develop photography and video assets which can be used across marketing platforms.

⁴⁵ Peak Solutions Consulting. (2018). *City of Quesnel Economic Development Transition Strategy Report – Final*. City of Quesnel

⁴⁶ Doll, C., (2018). *Facilitating workforce development: The economic developer's role in supporting economic stability in medium and small resource-based British Columbian cities*. Papers in Canadian Economic Development Volume 18. University of Waterloo.

⁴⁷ Peak Solutions Consulting. (2018). *City of Quesnel Economic Development Transition Strategy Report – Final*. City of Quesnel

- o Continuing to add content and functionality to the tourism and corporate websites which supports resident and visitor attraction.
- o Continuing to use social media to promote Quesnel.
- o Engaging local businesses and organizations to leverage the City's brand.
- o Acting as a brand resource to ensure branding is incorporated in all City initiatives across departments⁴⁸.

The brand and communication strategy incorporated the following actions:

- o Focus was on affordability and shorter commute times
- o Information about Quesnel was included on Facebook and Instagram
- o People were encouraged to use the hash tag #ExploreQuesnel
- o Brand messages were embedded in all speaking opportunities for all elected and civic staff
- o City of Quesnel advertises on partner websites
- o Promoting Quesnel for summer and winter activities
- o Sharing and promoting brand related stories
- o Purchasing paid billboard ads⁴⁹

The strategy compliments the Red-Carpet Welcome Program. This initiative, originally developed to attract Doctors, has now been expanded to other businesses⁵⁰.

Target Recruitment and Geographic Area

Targeted areas are the Lower Mainland and Okanagan regions. Professions include teachers, college professors, and senior executives for the forest industry.

Tracking and Evaluation Criteria

- o Tracking of Facebook page for likes
- o Tracking Instagram Followers
- o Requests for relocation packages
- o Tracking hits on Explore Quesnel website

Feedback received indicates rebranding was very successful but took longer to implement, was more costly to maintain and required more staffing than anticipated to keep current. Once underway, there were many unexpected expenses to ensure website, brochures, hand-outs etc. were all consistently branded, and community links were up to standard.

⁴⁸ *ibid*

⁴⁹ Doll, C (2018). *Facilitating workforce development: The economic developer's role in supporting economic stability in medium and small resource-based British Columbian cities*. Papers in Canadian Economic Development Volume18. University of Waterloo.

⁵⁰ Retrieved from <https://www.quesnelobserver.com/community/quesnels-program-to-attract-and-retain-new-residents/>

A 400% increase in requests for relocation packages was attributed to the campaign. The Red-Carpet Welcome Program (developed specifically to attract physicians), brought 15 doctors to the community in 18 months⁵¹.

Future projects and plans include:

- A complete Cariboo Regional Labour Market Plan, including attraction research
- Continued Red-Carpet Welcome Program, which requires funding for business portion of program and a budget to hire a new Coordinator
- Incorporating data collection to website, i.e. survey and button for requests for relocation packages.
- Monitoring the Rural Dividend Program for future funding
- Seeking funding to continue staffing Marketing Coordinator position

Funding/Budget

Transition Strategy Rebranding of the City of Quesnel \$80,000

New tourism and city websites \$65,000

Staffing of Marketing and other Coordinators positions funded by British Columbia Rural Dividend Program

Lead Organization & Contact

City of Quesnel Economic Development Office

Economic Development Officer (City of Quesnel)

www.tourismquesnel.com

⁵¹ Norman, H. (August 2018). *Quesnel's program to attract and retain new residents, Susan Paulsen rolls out the red-carpet treatment to help new residents adjust. Quesnel Cariboo Observer*. August 16, 2018.

CASE STUDY #4 - Mount Waddington Regional District, British Columbia

Mount Waddington Regional District is located on northern Vancouver Island and stretches north to Cape Caution and south to Johnstone Strait on British Columbia's mainland coast. The Regional District includes the settlements Malcolm Island, Winter Harbour-Holberg, Coal Harbour, Hyde Creek, Quatsino, and Voss, the municipalities of Alert Bay, Port Alice, Port Hardy, and Port McNeill, and many First Nation traditional territories and communities⁵².

The population of Mount Waddington Regional District from the 2016 Census is 11,035, a decline of 4.1% from the 2011 census of 11,506⁵³. The population has declined by 20% since 1996⁵⁴.

Key Employment Facts

Sectors with more than a 5% share of the workforce are:

- 6.5% or 360 are employed in Public Administration
- 7 % or 385 are employed in Accommodation and Food Services
- 7.0% or 385 are employed Transportation and Warehousing
- 7.1% or 395 are employed in Educational Services
- 7.2% or 400 people are employed in Construction
- 8.3% or 460 are employed in Manufacturing
- 9.2% or 510 are employed in Retail Trade
- 10.9% or 600 are employed in Health Care and Social Assistance
- 18.2% or 1,005 are employed in the Agriculture, Forestry, Fishing, and Hunting sector⁵⁵

Labour Market Issue

The "All Sectors" Section (7) of Mount Waddington Strategic Sectors Study identified the key labour market issues in the Regional District⁵⁶.

- All sectors of the regional economy impacted by labour force attraction and retention issues;
- Regional District labour force is decreasing faster than populations decreases;
- All industrial sectors indicate that attracting and recruiting labour is an issue for their survival;
- Retention is impacted by young people moving away for work and study;
- Businesses cannot compete in salary/benefits with other development areas; and,
- Commuter labour (from outside the region) is the trend to fill positions. This requires non-standard shifts to accommodate travel in/out of the region, as well as temporary lodging;

⁵² Retrieve from <http://www.rdmw.bc.ca/>

⁵³ ibid

⁵⁴ EcoPlan. 2015. *Strategic Sectors Study*. Prepared for Mount Wadding Regional District

⁵⁵ Retrieved from <https://www.britishcolumbia.ca/invest/communities/british-columbia/vancouver-island-and-coast/mount-waddington/>

⁵⁶ EcoPlan. 2015. *Strategic Sectors Study*. Prepared for Mount Wadding Regional District

- o Attraction is impacted by the lack of advancement opportunities, lack of city amenities, and proximity to family; and,
- o Employees look to build experience in the North Island and move to a larger population area⁵⁷.

In the region's forestry sector specifically, productivity gains of 1.5% per year are reducing demand for forest workers. However, 65% of forestry workers are over 55 years of age. Due to the contract nature of the work, many forestry workers leave the region and return to work on extended shifts, 7 days.

Community Response

In 2015, the Mount Waddington Regional District Strategic Sectors Study examined five sectors of the local and regional economy to provide a foundation on which it could develop future policies and actions to support the local economy over the next five years. For each sector the study provided information on their current size, context, growth potential and trends, analysis of opportunities and threats, and potential actions that could be undertaken by the Regional District⁵⁸.

A second study was conducted to understand what would motivate young and middle age people in British Columbia and Alberta to live in the Regional District in the next five years. During the week of January 4th to 10th, 2018, 522 people participated in an online survey, as part of the Angus Reid Forum, to understand the motivation to relocate to a rural community⁵⁹. The Angus Reid Forum is an engaged online community of adults who voice their opinions on a variety of topics. Members answer questions by completing short, easy, and interesting surveys on issues that matter⁶⁰.

The research profiled people who are open to living in a rural community, specifically Vancouver Island North, examined what amenities and services were necessary in a rural community, measured how open people are to living in Vancouver Island North and other rural communities in British Columbia, and what qualities people associate with each of the rural communities.

The key findings were:

- o 81% were familiar with Vancouver Island North and 61% were open to moving. (Central Coast was ranked last at 63% familiarity and 45% open to moving)
- o All respondents based on diverse in gender, age, and income characteristics said they valued low cost of living (housing and basic amenities), outdoor recreation, and personal space & time.
- o Affordability, safety, and being close to basic services are key attributes to bring new people to a rural community. (Affordability is not closely associated with Vancouver Island North.

⁵⁷ *ibid*

⁵⁸ *ibid*

⁵⁹ Muru/Matchbox. 2018. *Summary of Angus Reid Forum on relocating to the regional district*. Prepared for Mount Waddington Regional District.

⁶⁰ Retrieved from <https://www.angusreidforum.com/en-ca/About>

- o Top must have attributes include basic services, affordable housing, safety, high speed internet, affordable basic amenities, good health care, and good cellular coverage⁶¹.

Using the Strategic Sectors Study, the Regional District was able to obtain funds and address some of the issues. The BC Rural Dividend Fund made it possible for an entry level forest workers training program. Partnering with Telus and the Last Mile Program, the Regional District brought high speed internet to Port Hardy and Port McNeil. In addition, two smaller communities will be connected to high speed internet within the next two years.

The Regional District also engaged with the Angus Reid Foundation to research relocation motivation. The Regional District also developed a North Island website and a social media presence, is preparing a career fair recruitment program, and established a regional economic development committee.

In implementing the research recommendations, the Regional Economic Development Committee did proceed. A 'My Vancouver Island North' website and social media campaign are in the early stages. Future plans include creating a recruitment program for career fairs; continuing to develop and monitor the website and social media; and, monitoring the newly announced changes to the BC Rural Dividend Fund.

Target Recruitment and Geographic Area

- o Focus on British Columbia and Alberta, and a wide demographic as people open to moving come from all backgrounds.
- o Entry Level Forest Workers Training Program focus is to create job-ready employees who will remain in the region

Tracking and Evaluation Criteria

Entry Level Forest Workers Program - 80% of the two 12-student classes have been placed with local forestry companies. Four other colleges have adopted the program and the credential is accepted for transfer into further trades training.

Funding/Budget

- o Strategic Sectors Study (2013) \$25,000 funding +
- o Angus Reid Forum N/A
- o Targeted Training: Entry Level Forest Workers Program Funding - \$500,000 from BC Rural Dividend Program
- o Social media N/A

Lead Organization

Mount Waddington Regional District in conjunction with Island Coastal Trust and Community Futures Mount Waddington - Entry Level Forest Worker Program – Mount Waddington Regional District, BC Forest Safety Council and sectorial industry partners.

⁶¹ Muru/Matchbox. 2018. *Summary of Angus Reid Forum on relocating to regional district*. Prepared for Mount Waddington Regional District.

Contact:

Mount Waddington Regional District

Manager of Economic Development

www.vancouverislandnorth.ca

CASE STUDY #5 - Town of Hanna, Alberta and the Cactus Corridor

The Town of Hanna is located in south central Alberta on Highway 36, approximately equidistant from Edmonton and Calgary. The Cactus Corridor is a geographic area encompassing the Town of Hanna, and the Village of Youngtown. The region is described as rural remote⁶².

The population from the 2016 Canada census for Hanna Alberta is 2,332, a decrease of 4.4% from the 2011 census count of 2,439⁶³. For Youngtown, the 2016 Canada census is 154, a decline 13.5 from the 2011 census count of 178⁶⁴.

Key Employment Facts

The region is dependent on a single industry: the Sheerness Mine and Sheerness Generating Station. The 200 employees represent 7.5% of the region's workforce⁶⁵.

Labour Market Issue

With the potential closures of the Sheerness Mine and Sheerness Generating Station (anticipated in 2030)⁶⁶, the communities, citizens, and enterprises within the Cactus Corridor will be faced with the implications of the closures and ensuing opportunities/challenges of transitioning communities. The combination factors of being a community that is rural, remote and single industry is rather unique in its challenges⁶⁷.

Community Response

Two studies were conducted. The Impact Study provided data on the potential effect of the closure and the Assets and Opportunities Study identified ways the community could utilize its strengths to move forward. Two future and forward-thinking ideas emerged for the town to survive and maintain economic resiliency. It could potentially reinvent itself to become a place where new business ideas originate and incubate. The study described this as follows:

⁶² Urban Systems. 2017. *Cactus Corridor asset mapping and opportunity study. Prepared for the Climate Change Strategy Task Force.*

⁶³ Retrieved from <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=POPC&Code1=0351&Geo2=PR&Code2=48&SearchText=Hanna&SearchType=Begins&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=0351&TABID=1&type=0>

⁶⁴ Retrieved from <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=4804019&Geo2=PR&Code2=10&Data=Count&SearchText=Youngstown&SearchType=Begins&SearchPR=01&B1=All>

⁶⁵ Retrieved from <https://www.cbc.ca/news/canada/calgary/hanna-alberta-coal-mine-shut-down-1.3936178>

⁶⁶ Rop, E. (January 2017). *Hanna: How one Alberta town is using its own history to survive coal crisis. The Calgary Journal.* January 31, 2017.

⁶⁷ Urban Systems. 2017. *Cactus Corridor asset mapping and opportunity study. Prepared for the Climate Change Strategy Task Force.*

- o Create a business ecosystem that allows entrepreneurs to look at taking risks or letting their idea grow some wings.
- o Encourage these businesses to keep operating, the potential of expanding or even the startup of a new idea.

Another strategy idea identified was to maintain connections with the youth population. As they leave their hometown to pursue higher education and experiences, local business owners are encouraged to maintain contact and connections in order to foster and enable fond memories of their home. This course helps the next generation establish and build their network outside the community, but also develops civic loyalty, so that when they get older and think about possibly moving somewhere quieter to raise a family, they are more inclined to return to the place where they grew up. This is known as the 'Diaspora Strategy'.

As is the case in many small communities, there is limited staffing and budget for special projects. These initiatives are currently on hold until the Board revitalizes the project and/or a new Economic Development Officer can be hired, and funds made available.

Budget/Funding

\$95,000 grant from Western Diversification to hire a facilitator to host strategic planning sessions and provide the Hanna Climate Change Strategy Taskforce with a strategic transition plan.

Lead Organization The Cactus Corridor Economic Development Corporation

Case Study Summary Table

The table (next page) presents a summary of each of the five community case studies profiled in this section.

| | Prince George (PG) | Quesnel | Mount Waddington | Kootenays | Hanna, Alberta |
|--|---|---|--|---|---|
| Population (2016) | 74,055 (+2.8% over 2011) | 12,064 (-1.2% from 2011) | 11,035 (-4.1% from 2011) | East Kootenay RD 60,439 Kootenay Boundary RD 31,447 (+3.5% over 2011) | Hanna 2,332 Youngtown 154 4.4% and 13.5. % decline from 2011 |
| Key Labour Issue(s) | <ul style="list-style-type: none"> • Changing economy (away from resources) • Declining workforce • Ageing population/retirement • Poor perceptions of relocating to PG | <ul style="list-style-type: none"> • Changing economy (away from resources) • Downsizing and closures • Population decline | <ul style="list-style-type: none"> • All industrial sectors affected • Workforce decreasing faster than populations decrease • Young people moving away for work/study • difficultly competing in salary/benefits with other areas • employees build experience in north and then relocate to preferred communities • commuter labour is the trend to fill positions | <ul style="list-style-type: none"> • To attract a workforce to support new and existing businesses • Observed link between attracting investment to the area and skilled workforce. | <ul style="list-style-type: none"> • Labour market will decline by 7.7% due closures. • Sustainability of the communities and local economy |
| Occupation and Skills Shortages | <ul style="list-style-type: none"> • Professional Engineers • Chartered Accountants | <ul style="list-style-type: none"> • Under representation of growth sectors i.e. professional, scientific, technical | <ul style="list-style-type: none"> • All industrial sectors indicated that attracting and recruiting labour is an issue. <ul style="list-style-type: none"> o Forestry | <ul style="list-style-type: none"> • Originally to support the need for technology workers in the Trail/Kimberly area | <ul style="list-style-type: none"> • How to retain and attract people to support sustainability of the community and local economy |

| | | | | | |
|------------------|---|---|---|--|--|
| | <ul style="list-style-type: none"> • University Professors and Lecturers • Specialist Physicians • Heavy Duty Equipment Mechanics • Millwrights • Truck Drivers • Power Engineers • Welders • Instrumentation Technicians | | <ul style="list-style-type: none"> ○ Marine ○ Small Business ○ Cultural and Adventure Tourism ○ Learning Sector | <ul style="list-style-type: none"> • To attract a workforce to support new and existing businesses | |
| Research | <ul style="list-style-type: none"> • Labour market study • PG Perceptions study | <ul style="list-style-type: none"> • Community and local business consultation (12 mos.) | <ul style="list-style-type: none"> • Strategic Sectors Study -5 sectors of the local economy to provide foundation for future policies/actions • Angus Reid forum - what would motivate young and middle age people in BC and Alberta to relocate | <ul style="list-style-type: none"> • Grew from the success of the Invest Kootenay initiative and the Work West Kootenay initiative • Invest Kootenay – 10 years of success | <ul style="list-style-type: none"> • Cactus Corridor Asset and Opportunity Study (2017) |
| Old theme | <ul style="list-style-type: none"> • Forestry town | <ul style="list-style-type: none"> • Gold Pan City | <ul style="list-style-type: none"> • Resource focus | <ul style="list-style-type: none"> • Resources and Recreation | <ul style="list-style-type: none"> • No Action |

| | | | | | |
|--------------------------------------|---|---|---|--|---|
| New Theme - Strategy/Campaign | <ul style="list-style-type: none"> • Move Up Prince George | <ul style="list-style-type: none"> • Quesnell! It's our nature. • To complement Red-Carpet Welcome program (for doctors) | <ul style="list-style-type: none"> • Get Lost in Vancouver Island North | <ul style="list-style-type: none"> • Imagine Kootenay • Regional partnership of 12 communities | <ul style="list-style-type: none"> • Currently |
| Goals | <ul style="list-style-type: none"> • assist employers attract skilled talent • change perceptions of PG in order to attract new residents and, as a result, business | <ul style="list-style-type: none"> • Attract/retain diverse population, i.e. new residents • Diversify economy base • Develop as a visitor destination • Brand 'nature' • Strengthen First Nations relationships | <ul style="list-style-type: none"> • Identify Skill shortages • Profile people and amenities required to attract people to the region | <ul style="list-style-type: none"> • Attract investment and business • attract workforce to support new and existing businesses | <ul style="list-style-type: none"> • The Asset Mapping and Opportunities Study while identifying problems did recommend a number of priorities for formalization and movement. |
| Message(s) | <ul style="list-style-type: none"> • Low cost housing • overall affordability • High number of available jobs • Teaching hospital and cancer care centre • Short commute times | <ul style="list-style-type: none"> • Affordability • shorter commutes • Quesnell summer and winter outdoor activities for visitors | <ul style="list-style-type: none"> • To focus on specific values people hold <ul style="list-style-type: none"> ○ Affordability ○ Safety ○ Close to basic services and amenities | <ul style="list-style-type: none"> • Business and lifestyle benefits of living in the Kootenays: • high speed internet • business and startup friendly culture • unlimited recreation opportunities • work-life balance | <ul style="list-style-type: none"> • None |

| | | | | | |
|----------------|---|---|--|---|---|
| | <ul style="list-style-type: none"> Relaxed lifestyle offering a mix of urban amenities and a large Variety of outdoor activities located in or within a short drive | | | | |
| Targets | <ul style="list-style-type: none"> Vancouver, Victoria, Edmonton, Toronto and Windsor Focus on people aged 25-44, i.e. recent grads and families seeking more affordable living | <ul style="list-style-type: none"> Lower Mainland and Okanagan regions | <ul style="list-style-type: none"> 20 -45 years old In Alberta or British Columbia Open to moving to a rural community | <ul style="list-style-type: none"> Alberta and Saskatchewan | <ul style="list-style-type: none"> To maintain viability of community and local businesses |
| Tactics | <ul style="list-style-type: none"> Move Up PG website with Top 10 reasons to relocate + info re: work, careers, amenities Focus on local people stories, photos and videos (testimonials) | <ul style="list-style-type: none"> Explore Quesnel website City brochure, branding, relocation guide, annual visitor guide, photography and videos, social media, engage businesses | <ul style="list-style-type: none"> Established base study for funding (Strategic Sectors Study) Angus Reid Forum on motivation for moving Partnering with Telus for the Last Mile Program | <ul style="list-style-type: none"> website, social media and blogs divided into 3 sections: Work, Invest, Live | <ul style="list-style-type: none"> Economic Development Officer resigned, and project is awaiting new direction. |

| | | | | | |
|-------------------|--|---|--|---|---|
| | <ul style="list-style-type: none"> • Relocation tours, social media (fb, Instagram, twitter) billboards and transit ads, media stories | | <ul style="list-style-type: none"> • Entry Level Forest Workers Training Program | | |
| Evaluation | <p>Track:</p> <ul style="list-style-type: none"> • website hits • enquiries • # employers using website • job postings • social media followers and their profile incl. origin • # relocation tours • # conversions (to relocate) • media stories • Perceptions of PG Survey (every 3 years) • Changes in population (+/- as per census) | <p>Track:</p> <ul style="list-style-type: none"> • hits on Explore Quesnel website • social media followers • Requests for relocation packages | <p>Track: (Comment)</p> <ul style="list-style-type: none"> • Ability to track data is limited because of lack of data and resources for tracking. Dependent on anecdotal information and census data. | <p>Track:</p> <ul style="list-style-type: none"> • Tracking Website hits • Monitoring social media platforms • Monitoring posted investment opportunities • Monitoring sold businesses • Monitoring Indeed linkage | <p>Track:</p> <ul style="list-style-type: none"> • No process in place |

| | | | | | |
|--------------------------|---|--|--|--|---|
| Budget | <ul style="list-style-type: none"> • Labour Market Study \$50,000 • Perceptions Study \$50,000 +\$20,000 per 3 yr. update • Move Up startup and branding \$70,000 + \$10-20,000/yr. • \$5,000+/video • (f/t) Workforce Development Officer | <ul style="list-style-type: none"> • Rebranding of the City of Quesnel \$80,000 • New website and tourism website \$65,000 • Marketing Project (Hiring of Co-Ordinator) – Funded from BC Rural Dividend Program | <ul style="list-style-type: none"> • Strategic Sectors Study \$25,000 • Entry Level Forest Worker Training Program \$500,000 | <ul style="list-style-type: none"> • Operates on \$200,000 a year budget that changes with membership and other sources of funding. | <ul style="list-style-type: none"> • \$450 thousand grant from the climate action fund to offset impact of power plant closures. |
| Update | <ul style="list-style-type: none"> • New initiative to work with post-secondary institutions in PG to retain students post-graduation | <ul style="list-style-type: none"> • 15 physicians attracted to the community in 18 months | <ul style="list-style-type: none"> • My Vancouver Island North website and social media campaign | <ul style="list-style-type: none"> • Now reaching out to national and international markets by partnering with the Ministry of International Trade and Investment | <ul style="list-style-type: none"> • In Transition due to lack of grants for transition |
| Lead organization | <ul style="list-style-type: none"> • Initiatives Prince George (IPG), (former) economic development entity | <ul style="list-style-type: none"> • City of Quesnel Economic Development Office | <ul style="list-style-type: none"> • Mount Waddington Regional District, Economic Development | <ul style="list-style-type: none"> • Community Futures Central Kootenay with economic development organizations, local governments, Chambers of | <ul style="list-style-type: none"> • Cactus Corridor Economic Development Corporation |

| | | | | | |
|----------------|---|---|---|--|---|
| | | | | Commerce in Nelson, Kootenay Lake, Castlegar, Trail, Rossland and area, Nakusp, Revelstoke, Boundary Country, Golden, Columbia Valley, Fernie, Kimberley, Sparwood | |
| Website | https://moveupprincegeorge.ca/ | http://tourismquesnel.com/ | https://vancouverislandnorth.ca/ | https://imaginekootenay.com/ | https://www.cactuscorridor.com/ |

Key Lessons Learned

Like Prince Rupert, Prince George, Quesnel, the Kootenay region, Mount Waddington Regional District, and Hanna, Alberta have all experienced an economic shift away from resource and labour-based economies due, in part, to changing market conditions and new technologies. Each community has also experienced a contraction of workers due to such factors as net out-migration, younger people moving to cities, retirement and an overall falling workforce participation rate, and insufficient immigration to offset the population gaps. And, like Prince Rupert, the five communities studied have also dealt with difficult ‘image’ issues and been forced to find ways to address peoples’ perceptions and misperceptions, needs and concerns in order to survive and attract new opportunities, new workers and new residents.

Prince Rupert can learn from both the research and the case study analysis. Key lessons include:

Changing Rural Economies

Remote rural communities and regions with major shifts and changes to their economic and demographic profile are experiencing tight labour market conditions across British Columbia. Their challenges are compounded by fixed variables, most often less than ideal location and weather, both of which cannot be overcome.

Human Resources Are Highly Valued Because of Their Scarcity

Workers are the scarce resource in today’s economies, so much so that workers are often termed ‘talent’ rather than labour. Their needs, interest, and motivations must be well understood and addressed for the purpose of attraction, recruitment, and retention.

Research and Analysis

As demonstrated by the extensive body of research reviewed, struggling communities conduct extensive and ongoing research, including labour market research, to understand and measure their current local/regional labour situation, public perceptions, potential targets’ needs and interests, and changes over time.

Strategy to Attract Talent

The situational research serves as foundational research to further planning and development of a targeted talent attraction/recruitment strategy. The elements of the strategy will include a vision for the future, and a detailed process to define goals, objectives, and strategic activities around marketing, promotion and communications to create awareness, stimulate interest, provide information, and reasons/incentives for persons considering relocation.

Key Messages to Communicate

Well-paid jobs, affordable housing, safety, short commute times, proximity to basic services including health care, education, and high-speed internet as well as the natural outdoors and clean air/environment are key attributes that attract people to smaller communities. Marketing and attraction messaging is best to focus on the specific values people hold and the benefit(s) the region offers.

Technology

Existing and new businesses and today's workforce require high-speed internet as an essential element of living, working, and thriving in a community.

Investment in Community Services, Amenities, and Connections

Lifestyle infrastructure that supports individuals and families is important to people considering relocation. It includes affordable housing of a standard expected, modern recreational facilities and amenities, day care etc. People need places to feel comfort and connect outside of work.

Branding

Communities often require extensive and expensive 'rebranding' to create an updated and more positive image of their area's or region's strengths and an identity that ties in with the needs, interests, and motivation of potential targets. The brand needs to be integrated within all communications, and within organizations and affiliated associations and groups.

Attraction Activities

Community attraction and recruitment marketing activities include websites, advertising, billboards, and social media to direct traffic to the website, relocation tours, brochures and receptions, community engagement activities, and events, all of which are tied together by an overall talent strategy.

Competition Among Communities

Each community is seeking to create its own unique and authentic brand that is memorable and separate from the others. An attraction strategy must communicate how a community stands out from other smaller communities offering similar attributes.

Target Markets in Canada

Those aged between 25 and 40 years are the typical target, (i.e. young people finishing university or those with young families seeking a more affordable lifestyle). Geographic targets are cities with higher costs of living: Vancouver, Edmonton, Calgary, and possibly Toronto. Other key markets include those who used to live in the community and left; those who have lost employment in other communities and people living in other parts of Canada with similar climate conditions.

Immigrant Population as Target

Perception of place and lifestyle are important for immigrants also. The presence of family members and other immigrants of same origin are leading factors that influence location decisions, as social ties to people, religious amenities, and cultural foods are essential to all peoples' sense of belonging.

Equality

Openness, inclusivity, and tolerance are values of importance to both Canadians and immigrants considering relocation options.

Collaboration and Public Engagement

A positive business and resident environment that supports and encourages change and innovation requires ongoing efforts to collaborate and engage both sides and to maintain momentum. Varying priorities, perspectives, and styles are part of the process, as can be criticism and debate. Community commitment to the plan at the start, together with leadership that maintains a vision for the future with a strategy to accomplish goals and objectives, keeps projects on track.

Workforce Development Officer

Communities need to develop both economic and workforce growth and opportunity. Building the talent pool requires dedicated leadership. The role and the activities are different than for recruiting new businesses, yet each relies on the other.

Employer-Supported Initiatives

Employer engagement is as important as community engagement. This will have its own challenges, as companies compete for talent and have limited time to participate - and resources to commit. A lead employer that demonstrates collaboration can set the example for others.

Jobs Website

Job postings and linking employers with employees and services are a means to stay current with workforce needs in the community.

Skills Training and Youth

Building the existing youth workforce as much as possible through educating, training and employment, including the new demands of a knowledge-based economy and other high demand talents, is one way to attempt to keep them in the community. However, when they *do* leave to pursue other opportunities, it helps to stay connected. There is some movement around a trend of returning home to the comfort of previous experience, past friendships and memories of growing up as a way to bring back former residents of smaller communities.

Seek and Leverage Funding and Incentives

Programs exist for small and rural community support, but they are not constant. Monitoring the availability of funding grants, finding partners, preparing and submitting applications is time consuming but can be a significant opportunity to move research, cooperative marketing, diversity initiatives, training and education for locals and/or immigrants forward and create a jump start to change.

Ongoing Research, Tracking and Evaluation

In order to have a sense of whether a program or campaign is successful, the activities of an attraction strategy require ongoing tracking, monitoring, evaluation and assessment, and refinement. This is a rigorous process and often abandoned because it is time consuming and often costly. Website hits and analytics, social media followers, enquiries, relocation tours, conversions (where possible), population growth, job postings, unemployment rates, changes in public perception of image over time can be researched and monitored as indicators of success or failure.

Flexibility and Resilience

Data and analytics of attraction activities together with an understanding of changing external market and economic conditions will provide the input to adjust the strategy and its activities as necessary. Change can be expected to happen constantly.

New Options

These include 'commuter labour' i.e. drive-in or fly-in for work then out and back. Combining attraction efforts with other communities in the region, north and/or coastal areas may be worth considering given the widespread need amongst many small and rural communities in British Columbia and across Canada.

Efforts and Results are Long-Term

Partnerships, collaboration, and investment in the community's future from the public sector, private sector and First Nations must be seen as important for long-term stability, vitality and, ultimately, survival.

Budget

Funds are required for research, strategy development, implementation, marketing, promotions and communications (a website is key and other elements are essential to support), ongoing tracking and updating and staff to physically do, monitor, and communicate the work including a Workforce Development Officer position.

Key Informant Interview Findings – Employers and Other Stakeholders

Profile of Key Informants and Demand for Workers

This section summarizes the companies, organizations, and occupations currently experiencing skills and labour shortages, as well as the skill shortages that are projected into the future. The questions asked employers to identify worker qualifications, recruitment challenges, specific occupations that are difficult to fill, and competing employers/industries for recruiting workers.

The final breakdown of interviews by cluster is shown in the table below. Appendix B is the listing of the names (and organizations) of the individuals interviewed. The clusters represent organizations as designated by the Redesign Rupert Committee in the primary contact sheet provided to RKA, Inc.

| <i>Category</i> | <i>Cluster</i> | <i>Number</i> | <i>%</i> |
|--|-------------------------------|---------------|-------------|
| <i>Industry Sectors (Employers and Associations)</i> | Port Economy | 11 | 34% |
| | Municipal Services/Government | 3 | 9% |
| | Health | 1 | 3% |
| | Education/Training | 3 | 9% |
| | Local Business | 9 | 28% |
| | Not-for-Profit | 2 | 6% |
| | Tourism | 3 | 9% |
| | Sub-Total | 32 | 100% |

Question 1

Which of the following best describes your company?

*Answered below

Question 2

Please indicate the Sector to which you belong.

The following table presents a summary of questions 1 and 2 by identified cluster. Employers provided a description of the company, and the industrial sector identification followed the descriptions used by Canadian Industry Statistics (CIS). Local Businesses, the Tourism sector, and the Port Economy represented 71% of the companies interviewed; the sectors were fairly evenly balanced with 11 companies identifying as being within the Transportation sector.

Cluster

| | Port Economy | Not-for-Profit | Municipal Services or Government | Local Business | Health | Education /Training | Tourism | Total | Per Cent |
|----------------------------------|--------------|----------------|----------------------------------|----------------|--------|---------------------|---------|-------|----------|
| Company Description | | | | | | | | | |
| Private Company | 8 | | | 9 | | | 3 | 20 | 63% |
| Industry Sponsored Organization | 1 | | | | | | | 1 | 3% |
| Municipal Services or Government | 2 | | 2 | | | | | 4 | 13% |
| Health | | | | | 1 | | | 1 | 3% |
| Not-for Profit | | 2 | | | | | | 2 | 6% |
| Other | | | 1* | | | 3** | | 4 | 4% |
| Sector Identification | | | | | | | | | |
| Transportation | 10 | | | | | | 1 | 11 | 34% |
| Science and Technology | 1 | | | | | | | 1 | 3% |
| Culture and Leisure | | 2 | | 1 | | | | 2 | 6% |
| Information/Communications | | | 1 | | | | | 1 | 3% |
| Public Administration | | | 2 | | | | | 2 | 6% |
| Construction | | | | 2 | | | | 2 | 6% |
| Agriculture and Agri-Food | | | | 2 | | | | 2 | 6% |
| Retail Wholesale | | | | 3 | | | | 3 | 9% |
| Finance and Real Estate | | | | 1 | | | | 1 | 3% |
| Health | | | | | 1 | | | 1 | 3% |
| Education/Training | | | | | | 3 | | 3 | 8% |
| Travel Tourism | | | | | | | 2 | 2 | 6% |

Notes to Table (answered to 'other')

1* Identified as a Crown Agency

3** Post-Secondary - Public Education - First Nations Training

Question 3

How Many People are working in your company?

*Answered below

Question 4

From your company's perspective – to what extent do you have hard to fill positions?

The following table presents a summary of questions 3 and 4 organized by cluster. The employers identified the number of employees in their company, and a rating for the degree of ease or difficulty in recruitment. The percentage of employers reporting positions as being 'Very Hard to Fill' and 'Somewhat hard to fill' is 81%, while only 14% reported hiring as 'Very Easy' or 'Easy.'

| | Cluster | | | | | | | | |
|----------------------------|--------------|----------------|----------------------------------|----------------|--------|---------------------|---------|-------|----------|
| | Port Economy | Not-for-Profit | Municipal Services or Government | Local Business | Health | Education /Training | Tourism | Total | Per Cent |
| Number of Employees | | | | | | | | | |
| No Employees | | | 1 | | | | | 1 | 3% |
| Fewer than 10 | | 2 | | | | | 2 | 4 | 13% |
| Fewer than 20 | 4 | | | 5 | | 1 | | 10 | 32% |
| Fewer than 30 | 3 | | 1 | 2 | | | | 6 | 19% |
| Fewer than 40 | 2 | | | 2 | | 1 | | 5 | 16% |
| 50 Plus | 2 | | 1 | | 1 | 1 | 1 | 6 | 19% |
| Perspective on Hiring | | | | | | | | | |
| Very Easy to Fill | 2 | | | | | | | 2 | 6% |
| Easy to Fill Positions | 1 | | 1 | | 1 | | | 3 | 8% |
| Neither Easy nor Difficult | 1 | | | 1 | | | | 2 | 6% |
| Somewhat Hard to Fill | 2 | | 2 | 3 | | 1 | 1 | 9 | 25% |
| Very Hard to Fill | 6 | 2 | | 6 | | 2 | 2 | 20 | 56% |

Question 5

Which occupations do you expect will be in the greatest demand over the coming 3 to 5 years for your company?

The table provides a summation of answers to question 5. When asked what positions would be hard to fill in the next 3 to 5 years, 68% of employers indicated that they perceived all positions would be hard to fill. The most significant demand is expected in Management/Supervision, Professional/Technical and Skilled/Semi-Skilled Trades positions, however Admin Support and Labour/Unskilled positions were also acknowledged as areas of growing concern.

| <i>Position</i> | Significant Increase in Demand | Somewhat Increase in demand | No Change | Somewhat Reduced Demand | Significantly Reduced Demand | Total |
|-------------------------------|---------------------------------------|------------------------------------|------------------|--------------------------------|-------------------------------------|--------------|
| <i>Management/Supervisor</i> | 8 | 2 | 5 | 1 | | 16 |
| <i>Professional Technical</i> | 10 | 4 | 2 | | | 16 |
| <i>Admin Support</i> | 5 | 2 | 6 | 1 | 2 | 16 |
| <i>Skilled/Semiskilled</i> | 15 | 3 | 5 | 1 | | 24 |
| <i>Labour/Unskilled</i> | 8 | 4 | 3 | 2 | 1 | 18 |
| <i>Percent</i> | 51% | 17% | 23% | 6% | 3% | 90 |

Question 6

What types of Qualifications (Skills, education/training, experience, credentials, etc.) are you looking for when hiring your new employees?

Answers to this question varied according to the skill level required to perform the duties and whether a professional designation or trade skill was required to perform in the position.

- Five employers indicated employees were required to have professional degrees and several answered it depended upon position.
- Tourism sector employers indicated communication skills and people skills were the predominate skills required for hiring.
- Other employers clustered their answers around communication skills, work experience, demonstrated soft skills, and IT skills.

Question 7

What are your challenges in finding workers for your company?

| Type of Challenge | No. | Percent |
|---|-----|---------|
| Lack of work experience | 12 | 34 |
| Appropriate certification or training | 10 | 19 |
| Unable to find qualified candidates in Prince Rupert | 8 | 15 |
| Lack of related experience | 8 | 15 |
| Lack of basic communication skills | 6 | 11 |
| Unable to attract qualified candidates to Prince Rupert | 4 | 23 |
| Community amenities and housing | 3 | 6 |
| Lack of employment opportunities for recruits' spouses | 2 | 4 |

Employers provided multiple answers to this question. There are three significant factors to be drawn from the employers' responses.

1. While there are applicants from the local labour market, they do not have the appropriate certification or training.
2. 34% of employers indicated a lack of experience as a factor in hiring.
3. 19% indicated certification and lack of training as the deterrent to employment.
4. 15% of employers indicated that they could not find qualified candidates locally.

Question 8

What specific occupations are currently difficult to fill?

In response to question 8, as to what positions were currently hard to fill, employers responded as follows:

- 11% (3) identified management positions as difficult to fill
- 14% (4) identified professional/technical positions as difficult to fill
- 18% (5) identified administration/support positions as difficult to fill
- 18% (5) identified skilled/semi-skilled trades as difficult to fill
- 21% (6) identified labouring/unskilled occupations as difficult to fill
- 18% (5) identified other positions as difficult to fill

The employers who identified 'other' as difficult to fill in their answer specified occupations in the restaurant and bar sector, outdoor leadership guides, professional drivers, and employees required with specialized marine tickets, and instructors.

There is a fairly even distribution among all areas with respect to difficult positions to fill. The rate of difficulty in hiring labouring/unskilled positions is high, at 21%.

Question 9

How, why and with whom (if anyone) does your company compete when it comes to hiring?

| Greatest Competition for Employees | Number of Responses |
|--------------------------------------|--|
| Large National Companies | 4 |
| Municipal and Regional Governments | 6 |
| Health Authority | 0 |
| School District | 0 |
| Port Companies | 8 |
| Other Regional Employers | 3 |
| Opportunities from other Parts of BC | 3 |
| All of the Above | 4 |
| Other | Other Training Providers, Union Hall, Other Health Authorities, Vancouver Construction, other Tug Companies, Finning, BC Ferries |

Employers point to the port companies as the primary competitor for employees. One company within the port economy stated, *'We are the competition and have a big local advantage'*. Other employers acknowledge this competition and are attempting to respond within their means as a business. The following statement summarizes the position of many employers with respect to recruitment; *'We have not been successful in attracting new residents'*.

While the port companies are attractive to prospective employees because of their wages and benefits, all cluster employers reported difficulty in recruiting and filling skilled, management, professional, and technical positions. While some of these positions would be impacted by the port economy, other positions that are hard to fill represent a broad range of professional, technical, and trade skills unrelated to the port economy. This may point to other underlying factors in the attractiveness of the Prince Rupert Labour Market.

To some extent, all public sector employers provide significant competition to smaller businesses for administrative type jobs, again because wages, benefits, and security are more attractive.

Summary of Current and Future Labour and Skills Shortages

The direct port companies rated positions below management as easy to fill; management positions were rated as hard to fill. For one port economy employer, unionized trade positions were the most difficult to fill. Port company indirect employers reported a mixed response to recruitment. Two companies reported that they have been able to fill positions with displaced workers from the local labour market while another noted difficulty filling skilled positions. One employer in this cluster trains all employees after they are hired, as a necessity not a preference.

Those companies that provide induced employment support to the port economy reported that it is very hard to fill skilled positions and to recruit workers to the region. Many cannot recruit drivers or heavy-duty mechanics from the region and report difficulty retaining employees when hiring and relocating them from outside the region.

Private companies reported a loss of workers to the port companies; in one case one employer lost 1/3 of its workforce to port companies, and a second company reported that despite attempting to match port wages and working conditions they continue to lose skilled employees to the port companies. When a company or organization is able to offer stable ongoing employment with good working conditions for semi-skilled positions, they report that these positions are relatively easy to fill. School District #52 and CityWest stated that they filled non-specialized positions with ease from the local labour market.

Tourism and service sector positions were said to be very difficult to fill; the assumption is the port economy provides more attractive salaries and working conditions than those provided by tourism and the service sector.

Key Conclusions

- All sectors of the Prince Rupert labour market are challenged when recruiting Management/Supervisors, Professional/Technical, Admin/Support, Skilled/Semiskilled, and Labour/Unskilled Positions; and this is partly caused, or at least exacerbated, by port employers.
- All sectors project growth in demand across all skilled occupational categories.
- Current labour market conditions are constraining the growth potential of Prince Rupert as significant numbers of employers indicate they cannot hire locally, threatening some smaller businesses very viability.

Key Implications

- The current local labour supply will not allow Prince Rupert to meet the growth potential offered by the port economy, tourism, and major projects.
- The strength of the port economy may be disrupting the Prince Rupert labour market; however, it must be recognized that sectors not impacted by the port economy are also challenged to recruit skilled personnel to the region from a competitive provincial and national labour market.
- Employers must develop policies and strategies based on the region's strategic advantages in order to broaden the attractiveness of their skilled labour recruitment.

Barriers/Issues with Recruitment and Retention

This part of the interview explored both the method and challenges of hiring and retaining staff in Prince Rupert. Interviewees were asked how to face and overcome the issues and prepare for future impacts such as new projects putting further pressure on the already tight labour supply in the region. Recommendations for Redesign Rupert were requested at various stages throughout the interview process, as these respondents know the circumstances best around what works and what does not, and it is important to know what they would consider with regards to new approaches.

Question 10

When you have a position to fill, what is your most effective way to find applicants?

For employers in Prince Rupert, the job candidate recruitment process includes different approaches. Many of the employers interviewed indicated they utilize all or most of the recruitment processes RKA listed, with limited to moderate success from any of them. Word-of-mouth/referrals from employees is the most preferred/reliable source for positions locally for many employers filling administrative, restaurant/retail, and other roles that do not require a very high level of experience and training, as on-site training is provided and necessary to understand the operation.

All the employers interviewed utilize online advertising. Craigslist or Kijiji are the preferred online choice when recruiting locally and regionally. Social media (LinkedIn and some Facebook), employment websites (Indeed, Workopolis) and professional/industry association websites are the most popular for professional positions and those which require specialized training and/or certification.

Public sector officers (e.g. CBSA, RCMP) are recruited, trained, and hired nationally and posted geographically as determined by headquarter offices. There are country-wide challenges in recruitment and lack of sufficient training capacity. Prince Rupert and similar 'remote' communities are usually a two-year assignment and most often not a preferred location. The challenge is in retaining officers for Management/Supervisory positions who can apply to be deployed across country. Other jobs with unions have their own processes for hiring workers (e.g. hiring halls, seniority, etc).

Many of the larger private companies with head offices in Vancouver or elsewhere have HR departments and budgets for recruitment. They are the most likely to utilize headhunters and sometimes have the option to relocate existing staff, however Prince Rupert is not a favoured location. As an alternative scenario, and when the opportunity arises – for example with the decline of the regional fishing industry and the recent closing of a sawmill in Quesnel – employers will directly recruit workers seeking re-employment and who have relevant transferable skills.

Question 11

What are the local and regional impediments to attraction/recruitment?

| Factor | No. | Percentage |
|---|-----|------------|
| Perception of local weather | 12 | 23% |
| Housing | 6 | 11% |
| Wages | 6 | 11% |
| Opportunities for advancement | 7 | 13% |
| Spousal opportunities for employment | 8 | 15% |
| Post-secondary opportunities for children | 3 | 6% |
| Perception of a lack of community amenities | 7 | 13% |
| Perception of a lack of health care | 4 | 8% |
| Total Responses | 53 | 100% |

Community lifestyle related conditions are the main impediments to hiring for the Prince Rupert region. This includes all factors with the weather and sense of remoteness being the biggest barriers for new recruits. Wages, housing, local amenities and career considerations (for both partners) all show high levels of relevance as indicated by employers.

Question 12

What challenges do your company face when it comes to retaining employees?

| Factor | No. | Percentage |
|--------------------------------------|-----------|-------------|
| Wages and Benefits | 8 | 26% |
| Promotion and Career Paths | 3 | 10% |
| Training Opportunities | 3 | 10% |
| Recruitment from Larger Companies | 5 | 16% |
| Opportunities in other regions of BC | 7 | 23% |
| Family Needs | 5 | 16% |
| Total Responses | 31 | 100% |

Locally, higher wages and benefits are the main factor as discussed in the previous section.

Similar to recruitment issues, community and career lifestyle play a significant role when it comes to retaining employees from outside the region over time. Furthermore, whilst housing may be affordable compared to the southern areas of British Columbia, the level and range of housing in Prince Rupert is not highly sought-after and quality, affordable rental options are also limited. Health related services and facilities are seen as another deterrent and assumed to be limited and of lower quality, given the remoteness of the community and distance to cities and major centres.

When employers are successful in recruiting externally and relocating a new worker, many see it only as a ‘temporary thing to do, to build experience.’ This is common in several of the professions.

Whilst finding the labour is already a huge challenge, finding those who want to live, stay, and build a life in Prince Rupert for the long term is an even greater challenge.

Question 13

How can these challenges be overcome?

| Factor | No. | Percentage |
|--|-----------|-------------|
| Improved training of local workforce | 4 | 17% |
| Province-wide recruitment | 2 | 9% |
| Regional marketing materials or websites | 4 | 17% |
| Reaching out to under-representative populations | 6 | 26% |
| Career fairs | 1 | 4% |
| Other please indicate other _____ | 6 | 26% |
| Total Responses | 23 | 100% |

With multiple reasons for why recruitment and retention are challenges, the most consistent feedback for resolving the problems was to find ways to improve lifestyle conditions in the community and develop a combined career and community approach to communicating what Prince Rupert offers in regards to amenities, including recreation services and facilities.

All the various tactics listed on the interview guide to help with overcoming the challenges were reviewed with interviewees and seen to have some potential to help the situation. The main ones include efforts to improve local training, province-wide recruitment, regional marketing materials, career fairs, and a community website. The main point being that a combined and collaborative approach would be welcomed.

Employers also identified the following alternative options:

- Foreign Worker Programs
- Changing the perception of the community & promoting the region
- Making employers responsible for training staff
- Finding work for spouses
- Addressing community issues

Question 14

Do you foresee how any major projects will impact your ability to recruit and /or retain employees over the next 3 to years?

When asked if major regional projects would impact their ability to retain and recruit employees, 81% of the employers responded, and 89% of these responded that major projects would either have a major impact (81%) or present challenges (8%).

The LNG Canada project in Kitimat and its Coastal GasLink pipeline project are seen as the major risk factors for future labour availability. These projects are likely to draw from Terrace and Prince Rupert and offer a high wage with subsidized and/or paid living accommodations, making the temporary nature of the employment situation attractive for both income earning and saving.

Employers also commented:

- LNG is already impacting campsite food services and housekeeping
- LNG is impacting housing markets in Terrace and Kitimat
- There is a fear of losing Terrace employees to Kitimat projects
- The container terminal will continue to grow but Indigenous labour will go to LNG
- An increase in all projects will mean an increase in business
- LNG is already affecting Prince Rupert as ticketed people can gain other employment

Question 15

If you foresee a major impact on your ability to recruit and/or retain employees, can you name the project or projects?

Employers reported the combination of the following regional projects happening almost simultaneously as seriously further impacting their future ability to recruit and retain employees.

1. LNG Canada
2. Port Expansion
3. Hospital Expansion in Terrace
4. Kitimat Infrastructure
5. AltaGas

Question 16

Would any of the following tools help your company attract, recruit, and retain employees?

| Recruitment Tools | No. | Percentage |
|--|-----------|-------------|
| Local online job matching tool | 11 | 14% |
| A monthly labour market trends and advice update | 11 | 14% |
| Career and job fairs | 12 | 15% |
| A website with regional resources, such as housing, transportation, and childcare | 15 | 19% |
| Print/electronic testimonials on the benefits of moving to/living in Prince Rupert | 13 | 16% |
| A print and/or on-line promotional brochures for mailing/e-mailing | 11 | 14% |
| Other | 8 | 10% |
| Total Responses | 81 | 100% |

The tools as selected by employers from the interview guide are among the potential tools recommended to aid with the attraction, recruitment, and retention of employees. A few employers qualified their support based on the quality of material and past experience.

Other suggestions included:

- Commercials and publicity
- Information on the community
- An Employer Resource Guide
- Incentives to work
- The Foreign Worker Program
- Investing in training
- Marketing the region
- Video marketing

While no single tactic has widely broader support than any other, the high response rate, 95% (of interviewees) and the number of responses, indicate enthusiasm on the part of employers to begin addressing the issues in a non-traditional manner.

Question 17

Is there anything else you recommend Redesign Rupert do to help companies such as yours to recruit and retain workers in the region?

- Try to remove isolation. A welcome committee, social events and proactive reaching out will help as would a rent subsidy as in Kitimat.
- Understand that companies will change business models with new technologies.
- Develop job sharing plans for part-time workers.
- Support arts, culture, and historical groups who work in silos with little financial support from the City of Prince Rupert.
- Work on revitalizing the community; people seek a vibrant downtown, nice houses for professionals, and a livable community.
- Market testimonials from residents, a catalogue of jobs and opportunities for spouses, an integration team to welcome people into the community.
- Create recruitment videos for the area and region.
- Work on a program for spousal matching with other employers.

For further elaboration of new strategies, see page 93.

Summary of Barriers/Issues Related to Hiring

As much as possible, employers attempt to recruit and hire workers locally. Their preferred and most reliable means is word-of-mouth referrals. They also advertise online and in local media. Challenges, issues, and barriers to securing new labour (i.e. workers from outside the region) are numerous and include all those identified within the interview questions. Most specifically are concerns regarding the remote location and

geography of Prince Rupert, its weather patterns, and the perceived or actual limited range of services and facilities including amenities such as recreation, shopping, restaurants and other activities that are not work or nature related. There are also additional concerns around housing and healthcare.

When employees are recruited from outside the region, the spouse and/or the rest of the family are often an important factor in decision-making on accepting a job offer and relocating to Prince Rupert, due to one or several of the factors listed above. Given the need and trend for dual income earning, the size of community plays a further role when it comes to opportunities for advancement and career growth for each partner and these are seen to be limited in Prince Rupert.

The lack of interest for relocation to Prince Rupert puts additional pressure on wages to make them highly attractive, which is not necessarily doable for small- and medium-size business owners and operators. Whilst finding the labour is already a huge challenge, finding those who want to live, stay, and build a life in Prince Rupert is the even greater challenge.

Key Conclusions

With multiple reasons for why recruitment and retention are challenges, the most consistent feedback for resolving the problems was to find ways to improve lifestyle conditions in the community and develop a combined career and community approach to communicating what Prince Rupert offers as a place to live and work.

Various tactics to help with the challenges were reviewed and seen to have some potential to help the situation. These include efforts to improve local training, province-wide recruitment, regional marketing materials, career fairs, and a community website. The main point being that a combined and collaborative approach would be most effective.

Key Implications

Enhancing the attractiveness of the local living environment was recommended by interviewees as the most important way to create interest for new recruits from outside the region and, in so doing, also improve retention potential and improve the quality of life and pride in the community for those currently living in Prince Rupert.

Maximizing online presence in various forms is important. Existing methods can be expanded and enhanced through collaboration. A job matching site to connect employers with jobseekers and vice versa and a website that promotes and provides information about Prince Rupert's community resources and regional features with useful ideas would be utilized by employers to direct potential new hires from outside the region. Many survey respondents said that workers transferring or relocating to the community/region would appreciate such a site.

In short, opinions about Prince Rupert need to change. This requires new messages about the region, including accuracy regarding the location itself and more positive aspects of living in the mid-north coastal region. An important goal for a new strategy would be to find ways to reposition the area as a desirable place to live and provide evidence of this truth.

Finding new ways to invest in the service and facility infrastructure that appeals to the target populations, their spouses and families also seems necessary. The community resources and job matching website and other communications such as a promotional video should show an investment of services and facilities, including improved housing options. These can be explored from a partnership perspective since the need and the benefits are community-wide across all sectors, industries and populations.

Testimonials from a variety of past and recent residents from a cross-section of sectors and for relocation must take into account the need of spouses and families. Successful 'employer of choice' examples, awards and stories could perhaps create real-life examples of positivity; tools and resources for employers to pursue this goal could be provided by Redesign Rupert.

Since most couples and families are comprised of dual income earners who each have their own job satisfaction and career growth to consider, all strategies and tactics should communicate the multiplicity of work opportunities and the understanding that everyone relocating must feel content and connected in their new community.

Lastly, creating some kind of human support system, such as mentoring or coaching and ongoing follow-up and tracking of new recruits, transferees and their families could help with the difficult transition to the area and also provide lessons and insights for the future.

Geographic Locations and Talent Pools - Future Worker Attraction and Recruitment

This section summarizes employer responses to a series of questions regarding geographic locations they are targeting or suggest targeting for new employees as well as their experiences and views regarding attracting and recruiting from specific labour force groups.

Question 18

Where are new employees coming from and do you target any specific locations or regions?

When employers were asked 'Where are your new employees coming from and do you target any specific geographic locations or regions,' their responses were as follows:

- 25% (8) identified the local labour market as a source for new employees
- 22% (7) identified local post-secondary and secondary schools
- 34% (11) indicated other regions of British Columbia
- 16% (5) looked to the national labour market

No employers selected 'new Canadians' and 'under-represented groups' as a source of new talent. However, we know from open-ended responses to this question that this is not the case.

Based on the responses, 75% of employers in Prince Rupert are looking beyond their community to recruit new employees. Other parts of Canada as a source for talent depended on type of occupation or qualifications. For example, one employer sourced administrative management from Alberta; an

educational organization considered those being laid off in Ontario. Another employer recruited nationally through its union which has affiliates across the country. A hospitality employer has recruited cooks and chefs from Alberta and Newfoundland and Labrador. One employer observed that people from Atlantic Canada may find the transition to Prince Rupert easier than to Vancouver, for example. Another employer recently recruited a supervisor and a maintenance coordinator from Alberta and spoke of 'keeping an eye on rest of British Columbia (slowdown in sawmills) and Alberta (oil and gas).'

Most employers expressed a preference for local and/or regional talent, unless such labour with needed skills or qualifications are not available.

While not reflected in the forced-choice options, one employer spoke of working with a recruiter to go offshore for a skilled specialist, and a few employers reporting using temporary foreign workers.

A few employers indicated hiring youth or high school students was not an option because they consider them too young and/or they cannot serve alcohol.

Question 19

Age/Demographic of New Hires

Employers were asked what the demographic age profile of their new workers was:

- 39% of those who responded indicated their employees were mostly Baby Boomers (1944 to 1964)
- 6% indicated they were mostly Gen X (1965 to 1979)
- 33% employed mostly Millennials (1982 to 2002)
- An equal proportion (33%) employed mostly Gen Z (1995 to 2015)

Responses depended on the employer sector. For instance, retail, restaurants, and accommodation tended to tap into a younger age profile whereas goods producers and other services with more highly skilled positions relied on workers with more experience and employed proportionately more baby boomers and the Gen X cohort.

Most employers indicated they hire from all age groups, whomever has the experience and qualifications needed for the position.

Question 20

Importance of Core Skills, Experience, Training

Employers were asked to rate the importance of the following attributes when hiring, on a scale from 1 ('not at all') to 5 ('extensively'):

- Reliability/commitment to the company – Average rating per response – 5.0

- Training – 4.83
- Work experience – 4.73
- Communication skills – 4.46
- Leadership skills – 4.45
- Soft skills (people, teamwork skills) – 4.5

All of these attributes were rated relatively high, with reliability/commitment rated the highest in terms of average rating per response.

Question 21

Recruiting from Underutilized Workforce

Employers were asked to what extent they recruit from the following workforce groups, on a scale from 1 ('not at all') to 5 ('extensively'):

- Indigenous persons – Average rating – 4.3
- New Canadians – 3.7
- Women – 3.5
- Youth – 2.9 (but many more added 'yes' in open-ended comments)
- Persons with disabilities – 2.5

Most employers were open to recruiting from all of these workforce groups and many were actively doing so with regard to one or more of them. For some sectors, certain groups were more or less prevalent; for example, it may be harder to employ persons with certain physical disabilities in construction; or restaurants and hotels were more likely to tap into youth and new Canadians.

Many employers reported recruiting regularly from new Canadian, women, Indigenous people and youth workforce groups. Per the rating, and given the local population, many employers employ a high proportion of Indigenous people. Open-ended comments included the following:

- *Have staff in all these groups We out on special events for immigrants, Nov. 11 event for veterans and events to acknowledge First Nations*
- *Recruit from all except disabled who are not hired because of safety issues; we offer equal opportunities for women. 50% of staff is First Nations*
- *We employ 12 visible minority staff*
- *Women represent over 30% of our labouring positions. Indigenous is on par with community proportion. Easy to tap into because low barriers for our labouring positions*
- *More than 50% of workforce is Indigenous, very long term; First Nations Internship programs, provides skills ready pool, last 10 years or so; we send job posts to band offices*
- *Totally open to it; job fair last spring with Metlakatla and Lax'Kwalaams*
- *Strong with Indigenous communities for the last 20 years*

Question 22

Employees from Indigenous Communities

This question was a little redundant to the above information but added new information, asking employers whether they recruit and/or employ Indigenous people, and if so, what proportion of their current workforces.

Of the 18 employers who responded to this question, 13 or 72% indicated they recruit and/or employ Indigenous people. Half of these reported proportions of 50 to 75% of their current employees are Indigenous. Only one employer answered 'no' but indicated some of their volunteers are Indigenous.

Question 23

Recruiting Challenges From Specific Labour Force Groups

Employers were asked whether they have experienced certain challenges in recruiting from the previously mentioned labour force groups – persons with disabilities, new Canadians, Indigenous persons, women, youth and others. They were asked about challenges in the following areas:

- Communication skills (these were not identified as being a challenge by responding employers)
- Leadership skills (these were not mentioned as lacking by responding employers)
- Soft skills (people skills, teamwork) (these were not noted as concerns either)
- 3 employers cited finding people with necessary work experience as a challenge
- 2 cited jobseekers having adequate training as a challenge
- 1 cited finding individuals with reliability and commitment to company as a challenge

Other responses by employers involved the lack of 'life skills,' 'basic computer skills,' a 'willingness to work hard,' and 'cultural' differences as challenges for recruiting from these labour force groups.

Question 24

What Works in Recruitment and Retention?

Employers offered relatively few suggestions of what works well in recruiting and retaining members of the aforementioned labour force groups. They provided the following notable (mostly verbatim) comments:

- *Coordination of services*
- *Really need essential/soft skills training in Prince Rupert*
- *Equipping jobseekers with safety skills and certification*
- *Linking supports for spouses when recruiting*
- *The need for on-going relationships with First Nations and working closer together with some of the bands and some of their programs*
- *Respect for workers and being a better employer*

- *Word of mouth recruitment*
- *On-site (on-the-job) training*

Question 25

How can Redesign Rupert Best Help Employers?

Employers were asked, 'How can Redesign Rupert best help companies such as yours support the needs of your new workers and those from alternative labour markets and/or Indigenous communities?' The choices were:

1. Advocate for Improved training for the local workforce – selected by 6 employers
2. Strengthen intercultural communication and capacity building – selected by 7 employers
3. Assist with reaching out to underrepresented populations with career fairs and other activities – selected by 8 employers
4. Other

Specific ideas offered were:

- *A Welcome Wagon, drive-around tour, wine and dine candidates*
- *Bring more educational and training opportunities to town and work on more flexible entry requirements for teaching assistants, etc.*
- *Better readiness training for young people ('attendance – for example, phoning in for sick days rather than not showing up that day or ever again')*
- *Providing information on and selling Prince Rupert – the more the better*
- *Promoting Prince Rupert as an Arts and Culture Centre as other smaller communities in British Columbia have been successful in doing this*
- *Make the community more attractive – the community has a 700-seat venue that is active year-round and has been in existence for 30 years*
- *The City and Port employers should collaborate*
- *Communicate to the general population, especially youth; support Rotary programs for youth; young people care about lifestyle and water-based activities.*
- *Get the message out about how trades and small communities offer a good life*
- *Hire from First Nations communities through networking*
- *Address the sectors that need help – hospitality and tourism, retail, medical profession, school superintendent*

Key Conclusions

The Prince Rupert labour force is increasingly diverse with the relatively large Indigenous population, with increased hiring of newcomers, international students and temporary foreign workers, and increasing efforts to hire more women.

Prince Rupert employers prefer to hire locally but are willing and are recruiting across the Northwest region, across British Columbia, and across Canada for people with the specific qualifications needed.

Prince Rupert employers are open to recruiting from all labour force groups and their experience has been mostly with Indigenous people, immigrants and temporary foreign workers, and women. Some employers recruit mainly youth; other employers need workers with work experience, job skills and a maturity or work-readiness they do not find in youth. Few employers have tried and/or have experience in recruiting persons with disabilities.

Prince Rupert employers value related work experience, relevant training and qualifications, and the ability to be reliable and committed to them when recruiting. Soft/essential skills and basic work/job readiness are more important when recruiting youth and students.

Prince Rupert employers need help in promoting the community to prospective employees and families (especially spouses/partners). They suggested a number of ideas for marketing Prince Rupert and for supporting employers when recruiting, especially when recruiting from outside the community or region and when trying to tap into underrepresented labour force groups. Some of which includes making improvements to Prince Rupert's infrastructure and physical attractiveness.

Prince Rupert employers call for more coordination and cooperation among governments, service providers, major employers and key sectors in Prince Rupert. Some suggest more networking and outreach between companies and First Nations in the community/region.

Key Implications

Some implications for Redesign Rupert's work and recommendations for action include the following:

- **Marketing Prince Rupert to Prospective Workers**
 - Develop a strategy and tools to assist employers to promote Prince Rupert to potential new hires (and families).
 - Access funds and take action on making improvements to increase Prince Rupert's physical attractiveness.
 - Promote the diversity of the Prince Rupert population and labour force to encourage employers to continue to diversify their workforces in their recruiting and retention activities.

- **Coordination and Collaboration**
 - Coordinate efforts among the City and other governments, service providers, and business groups on recruiting workers.
 - Develop specific collaborative partnerships among same-sector employers with similar talent needs.
 - Pool employer resources to support recruitment and retention activities.

- **Improving Youth Readiness**
 - Work with youth service providers and the school system to create new work-readiness/essential skills training modules.
 - Increase connections between youth service providers and the school system on one hand and employers and industry groups to increase awareness of what employers need.

- **Increasing Awareness and Support for Hiring Persons with Disabilities**
 - Work with service providers to increase awareness among employers about opportunities to hire persons with disabilities and to provide tools to assist employers to hire.

Training and Education

This section asked Prince Rupert employers to identify their future training and education needs and asked for input into the extent to which regional trainers and secondary school graduates are meeting the training needs of the Prince Rupert labour market.

Question 26

To what extent are you satisfied with the regional opportunities provided for education, training, and professional development?

Question 27

Are local high school graduates well-prepared for employment in your entry level positions?

Combined Question 26 and 27

| | Very Dissatisfied | | Dissatisfied | | Neither | | Some What Satisfied | | Very Satisfied | | Total |
|---|--|-----|--------------|-----|---------|-----|---------------------|----|----------------|-----|-----------|
| | No. | % | No. | % | No. | % | No. | % | No. | % | |
| | <i>Regional Training Opportunities</i> | 7 | 41% | 4 | 24% | 4 | 24% | 0 | 0% | 2 | |
| <i>Employment Readiness of Secondary Students</i> | 2 | 14% | 4 | 31% | 5 | 38% | 0 | 0% | 2 | 15% | 13 |

Only 17 of 32 employers, roughly over 50%, responded to the question regarding regional training opportunities; 65% percent registered a dissatisfaction with present services, 24% were neutral, and only 12% registered satisfaction with training opportunities. Reasons identified for employer dissatisfaction include:

- Lack of focus on trades
- Lack of knowledge of college programs

- Duplication between college and Hecate Strait
- Apprentices must leave the community for training
- No hospitality or outdoor leadership training
- Lack of regional marine training

The response to this question points to a need for better communication, understanding, and planning between the regional trainers, post-secondary education providers, and employers.

With respect to the question on the preparedness of secondary graduates, only 41% of employers responded, and of these only 15% cited satisfaction with the work readiness of secondary graduates.

Reasons identified for employer dissatisfaction include:

- Lack of basic and essential skills required for the labour market
- Lack of communication and customer skills
- Motivation, interest, reliability and flexibility
- Require work experience or internships with employer

While there is a lack of satisfaction with secondary graduates, the majority of employers did not answer this question. The comments provided by employers indicated a willingness to engage with secondary educators to create work experiences, internships, and secondary apprenticeships for students.

Question 28

What would you like to see students learning at high school to make them more 'job-ready'?

When asked which skills they would like to see students learn employers responded as follows:

- 24% (6) would like to see an improvement in work communication and listening skills
- 20% (5) would like to see an increase in secondary school apprenticeship programs
- 12% (3) employers would like to see an increase in safety awareness and safety certification

32% of employers answered and specified skill, training, or attributes such as improved motivation and personality, budgeting and customer service skills, and professional development.

While a gap does exist between secondary graduates and entry level employment skills the responses from Prince Rupert employers are not out of line with most published reports or studies on secondary school graduates. A 2018 report from the Federation of Small Business reported 51% of employers were dissatisfied with secondary graduates and stated,

“However, the survey of CFIB members found the biggest difficulty is with high school-age workers -- with more than half indicating some level of dissatisfaction. It recommends high schools place more focus on soft skills and workplace literacy and that they create more partnerships with the business community to ensure the right skills are being taught.

The report says employers are overwhelmingly more interested in young employees with good motivation and attitude and other general skills while industry-specific knowledge and previous work experience are much lower priorities.”

Question 29

How could the regional education and training system be improved to fill any gaps in meeting your talent needs?

Fourteen employers responded to this question. Employers were able to provide multiple answers. Eleven of the 14 responses identified either improved e-learning (6), distance education(2), and virtual learning (3) as the means they would see to improve regional training. One employer acknowledged the limitations of e-learning.

Three employers currently use e-learning for in-house training and to assist employees to obtain safety tickets or other certification.

Summary of Future Training and Education Needs

Training and education issues are diverse and far ranging. From the interviews it is evident that the connectivity between the secondary school and local employers is in need of improvement. Most employers rated post-secondary training as not meeting their needs but, as in the case of secondary schools, are willing to engage with post-secondary training organizations. Employers indicated a need for:

- o professional commercial driving courses,
- o teaching assistants,
- o expanded apprenticeship training,
- o safety training,
- o first aid training,
- o marine training,
- o outdoor guide and education training,
- o improved entry level employment soft skills, and
- o aviation training.

One of the issues encountered in the small business KII interviews was that recruitment issues were so immediate that employers could not plan for growth or anticipate future training needs.

Employers rated graduating secondary students, in general, as not being work ready, but are ready to engage the secondary schools to increase job experience and job readiness skills.

Key Conclusions

- Regional training and post-secondary education opportunities are not sufficient to meet current and future labour market demands.

- The perception among employers is that graduating students are not prepared or equipped with the basic skills to add value to the workplace.
- Secondary students require opportunities for apprenticeships, internships, and practicums to prepare them for entry level positions.

Key Implications

- Mechanisms for improved program development and delivery are required between regional post-secondary institution and employers.
- Processes for improved coordination and engagement with the employer are required to grow secondary school work experience courses and secondary apprenticeship programs.
- Given the diversity of employee training needs and delivery systems there is a need for regional needs assessment and strategy for training in the region.

New Strategies and Evaluating Success

This section asks Prince Rupert employers about their own experiences with and awareness of other effective recruitment practices, how Redesign Rupert can assist employers, how new public policies or programs can assist employers, and how they can work with other employers on recruitment and retention priorities.

Question 30

Please rate the following recruitment practices.

Employers were asked to rate the relative effectiveness of the following recruitment practices, on a scale from 1 ('not effective at all') to 5 ('very effective'). Coordinated social media (4.7), regional recruitment fairs (4.27), and a regional web-based job board (4.25) were rated the highest:

- Regional recruitment fair in Vancouver – 11 responses with an average rating of 4.27 – comments included:
 - *Maybe for immigrants*
 - *Also, in Okanagan and Vancouver Island regions*
 - *More staying power in perhaps Port Hardy, Nanaimo*
- Joint recruitment advertisements – 9 with avg. of 2.94 – comments included:
 - *Too expensive and 'archaic'*
- International job fairs – 11 with avg. of 3.1 – comments included:
 - *For French teachers*
 - *Partner with HealthMatch BC*
- Regional web-based job board – 8 with avg. of 4.25

- Sharing of resumes and contact names – 6 with avg. of 3.7 – comments included:
 - *Legal and privacy issues*
- Agency recruitment – 8 with an avg. of 4.13
- Coordinated social media recruitment – 6 with avg. of 4.7 – comments included:
 - *Having a digital platform that applicants can be directed to Prince Rupert resources*
 - *Prepared to pay a subscription*
 - *Link opportunities (e.g. an applicant’s response)*
 - *Develop a testimonial brochure (see ‘Other’)*
- Other recruitment practices – other practices offered included:
 - *Testimonial brochure, marketing placement (bus ads, etc.) – driving someone to investigate Prince Rupert;*
 - *Universities through co-ops and other programs, a person positioned that was a friend of a friend that would try to recruit for Prince Rupert to his/her peers. (Is there a way we can track people who leave town for PSE, is there some way to stay engaged with them?)*
 - *Promote the Temporary Foreign Worker Program more – increase awareness about it.*
 - *Consider Newfoundlanders – lifestyle match. Work has to be long enough for people to relocate for.*

In relative terms, joint advertisements (2.94) and international job fairs (3.1) were the least popular recruitment practices among responding employers.

Question 31

What Would You Like to See Redesign Rupert Do to Support Employers and Employees?

Employers were asked about what they ‘would like to see Redesign Rupert do to support employers’ and employees’ future training and education needs in the region?’ Most notable comments were:

- *Work with employers; partnerships with good workers who can’t afford the training they need to move; provide funds for training*
- *Funds for more local training opportunities; promote Prince Rupert as a place to train*
- *Focus on community and culture – community needs attention – improve community amenities.*
- *We need professional networking and dollars for training opportunities*
- *Transit to Ridley Island – an issue with few people with cars and early shifts, and housing is an issue in the region*
- *Create a fund to assist with moving costs*
- *Continue to work with industry to get future trends and follow up the Asia Pacific Gateway survey and keep it current; people could see upcoming vacancies and wages*

[See responses to Question 32 also]

The following comments from employers demonstrate the passion they have for addressing recruitment challenges:

- *Stop doing studies and get working... take action; everybody knows what the issues are; we've lost another year; time is of the essence.*
- *Affordable housing will help everyone; incentives around housing; carriage houses in the back yard. How do we attract people being as truthful as we can? We are a city in a rainforest. We have a great lifestyle. Outdoors – if you are city person, this might not be right for you!*
- *I believe in the power of personal selling – testimonials, brochures, hard evidence to drive people to seek more info about Prince Rupert. Not just the outdoors but the industrial piece and employers that exist. Marry conversations between jobs and community amenities. Speaks to the individual to want to find out more. Not just the job.*
- *Building a platform to share information about Prince Rupert – schooling to housing to recreational opportunities. Next time probably engage more with the individual and spouse and not just the candidate.*

Question 32

Most Promising Practices or Experiences

Employers were asked, 'What are the most promising practices or experiences you have had or have knowledge about with respect to the retention and recruitment of your employees?' And, 'Why are they effective?'

Employer responses revolved around the following themes, many similar to above responses:

- Selling the location:
 - *They could be promoting PR as a great place to live. Leveraging the fact, we were featured on Amazing Race a few years ago.*
- Temporary Foreign Worker Program:
 - *Never had to use TFWP – it is complicated for small businesses – streamline this – reduction of red tape – provincially. See a lot of TFW at Tim Hortons – maybe the effort is done centrally. Could employers combine forces and with help from City to support TFW LMIA development?*
 - *TFWP – make it more flexible and accessible. Loosen up skill set criteria. 20 years ago – govt centralized depts e.g. forestry office moved from PR. Hard to fill today. Coast Guard – 12 positions (radio facility) vacant now. Moved from elsewhere 4 yrs. ago – can't compete against high wage jobs like at DP*

- Affordability and infrastructure:
 - *Addressing the housing issues more effectively. Low income housing, apts., SF homes. More day cares open. Affordability of day care*
 - *Also, infrastructure development (airport, bridge, etc.). The number of economic drivers coming through PR is huge. Recognize in order for communities like ours they have to start making programs so that the community can use grants to build out amenities because tax base will not be able to fund what residents need/want*
 - *More affordable childcare*

- Training and education:
 - *Provide grants to employers for hiring and training people; and make such programs more widely accessible*

- Taxes:
 - *Port tax caps; My taxes doubled when expanded – everything is going up from all sides – your squeezed; Fed/prov – focus more on trades*
 - *Move the Northern Allowance south to cover Prince Rupert – Haida Gwaii gets a federal tax credit*

- Recruitment and retention:
 - *Special tactics. Pay for referrals, Loyalty bonuses. Make sure employees are respected and valued and have a chance to grow*
 - *Treat people well*

Question 33

Helpful New Public Policies or Programs

Employers were asked, 'What NEW public policies or programs would help your company attract, recruit, train and retain employees for your company and sector?'

Employer responses involved the following themes:

- Training and education:
 - *Funding for training to improve skill sets, e.g. for FN's.*
 - *Minimum work experience hours to graduate high school. Minimum wage is double-edged sword. Gap between minimum wage and salaries that can be offered is now not big enough to keep workers.*
 - *Early childhood education for daycare providers*
 - *Get experienced equipment operators to Prince Rupert*

- *Need to subtract and not just add regulations – There are no longer any steamships, but trainees must qualify for steam to get tickets. Transport Canada needs to revisit and update the whole certification process.*
- Temporary Foreign Worker Program:
 - *It is complicated for small businesses – streamline this – reduction of red tape – provincially*
 - *See a lot of TFW at Tim Hortons – maybe the effort is done centrally. Could employers combine forces and with help from City to support TFW LMIA development.*
 - *Need a real honest discussion about value of temporary foreign workers; Treat TFW honestly and fairly, regulate to minimize/eliminate abuse*
- Infrastructure:
 - *A northern fund for infrastructure spending.*
 - *Build up city infrastructure; improve sad downtown; need new businesses, not just flowerpots*
- Other ideas:
 - *Government could support the trades and businesses by paying for travel and accommodations while at school.*
 - *Young families could use a tax break to afford study away from remote companies.*
 - *An employee referral video*
 - *Need to involve Indigenous people in decision-making*

Question 34

Working with Other Employers to Address Workforce Needs

Employers were asked about the extent to which they would like to work with other employers to pool resources and collaboratively address workforce needs. There were asked to rate their interest from 1 ('not interested at all') to 5 ('very interested').

There was an overwhelming positive response with 18 or 75% of 24 who responded rating this either a 4 or a 5. Comments included:

- *We do work with Hecate Straight group now. Starting a new group. There was an old regional group.*
- *Hearing what other people are doing to attract and retain employees and sharing information and successes.*
- *We need community solutions where employers all come to the table to invest.*
- *In Dawson Creek, a company does an annual trip to Germany and Ireland and come back with master roofers. Expensive to employers but if we do as a group with help from Redesign Rupert...*

- *Pooling labour with other employers, win-win for both; other sectors should look at doing so (e.g. hospitality and retail)*
- *We cannot collaborate with competition; we would only do generic partnerships*
- *Possibly – collaboration could be people rotating in and out in a community housing option*

Question 35

Effective Workforce Practices in Other Regions or Communities

Employers were asked if they are aware of specific geographic regions, communities and/or employers or sectors outside Prince Rupert that have some effective workforce strategies Redesign Rupert can learn from and consider implementing.

Employers offered few examples of other communities:

- *Kootenays and Castlegar are effectively branding themselves; Banff has Centre for the Arts*
- *Move Up Prince George*
- *Limiting services offered as they did in Fort McMurray; hotel offers option of not getting housekeeping services.*
- *All of northern British Columbia communities have similar problems; we need a concerted effort*
- *Target communities where businesses are closing (e.g. sawmill in Quesnel)*

Anything to add?

The final comments from employers interviewed were around the following themes:

- Inclusion:
 - *Involve everybody. Redesign Rupert missing Indigenous inclusion*
 - *Invite more inclusion*
 - *Friendship House, Nisga'a Local, local transition house for women (provincial body); need housing for individuals on social housing; not much to rent an affordable house, supply a cost of housing*
 - *Support the Indigenous community (all-inclusive), not just the well-to-do, very multi-cultural community (e.g. Filipino, Punjabi, Prince Rupert special events society)*
- Follow through:
 - *Last effort fell apart. Felt unappreciated, did not acknowledge previous efforts. Local arts community was the only other group still participating, everyone else walked away*
 - *We need follow through by the City and the Port.*
- Leadership:
 - *Lack of leadership, no shows*

- *Need leadership to get involved again, better communication, some small milestones of accomplishments to build confidence, this will build support and trust, build better energy*
- Community:
 - *Goal is to get community involved for everyone's benefit.*
 - *Build the community experience for those who are here now*
 - *Change the local mindset to make it more positive*

Key Conclusions

Prince Rupert employers call for a number of community-oriented actions to help attract and retain needed talent, for example:

- Increasing community amenities and community attractiveness
- Improving community infrastructure
- Providing more affordable housing options for workers and families
- Tax incentives and/or reductions

Employers call for a clear, strong value proposition that promotes the positive elements of working and living in the community.

Employers suggested specific coordinated marketing tactics that would be helpful for attracting talent:

- Coordinated social media efforts
- Web-based recruitment information – information on and referral to various community resources for prospective hires and families
- Regional recruitment fairs
- A local and/or regional web-based job board

Employers want governments, agencies, service providers and employer groups to work together (collaborate, coordinate, partner) on recruitment and retention strategies – and employers are very willing to be part of this collaboration.

Employers want to see new, innovative public policy measures to improve education and training, infrastructure and local employment programming in the community.

Employers have limited knowledge of and experience with successful recruitment and retention practices in other communities.

Employers identified a number of priority activities for Redesign Rupert to focus on, within the following themes:

- Local training and education improvements
- Marketing and promotion of Prince Rupert as a place to work and live
- Leveraging the community's lifestyle advantages in marketing
- Working to improve community amenities and image
- Greater coordination of and collaboration on recruitment and retention activities
- Advancing specific effective, innovative recruitment and retention tactics
- A coordinated effort around use of the Temporary Foreign Worker Program

Two 'elephant in the room' considerations that do not explicitly jump out in this summary are that many smaller employers are concerned about:

- The ability of large Port employers to recruit and retain large number of workers (both new to the region and from within the community); and
- The major projects in the region, particularly LNG Canada and Coastal GasLink and how they are and will be significant in attracting workers from across the region.

In their final comments, Prince Rupert employers focused on the need for leadership, action, follow-through, a strong community focus and inclusion in moving forward on identified needs and priorities.

Key Implications

The employer responses in this section identify a number of specific suggestions and needs that provide inputs to a Redesign Rupert recruitment marketing strategy and specific tools that could be part of such a strategy.

The employer responses demonstrate strong interest in and commitment to strategies and tactics that will address their talent challenges and priorities. Most Prince Rupert employers interviewed are fully willing to work together with other employers and others in the community to take collective action.

Prince Rupert employers would like coordinated action along with a strategy and practical resources and tools to assist them with retaining, recruiting, and educating and training the talent they need to be viable, sustainable and grow, and to create a viable and healthy community.

Summary

During the month of June 2019, representatives from RKA and HCS conducted 32 interviews with Prince Rupert employers. These interviews were conducted either in-person or by telephone. Local companies, tourism companies, and companies associated with the Port Economy represented 71% of the companies interviewed of which 63% were private companies. The remaining companies or organizations were drawn from the health, education, not-for-profit, or government services clusters.

Some of the key themes to emerge from the interviews are:

- All sectors of the Prince Rupert economy are challenged when recruiting skilled employees and anticipate the problem will become more acute with the addition of major projects.
- The Port Economy is having a major impact on the retention and recruitment of employees, however the challenges with respect to recruitment reach beyond companies impacted by the Port companies.
- Prince Rupert is perceived as too remote, with limited services and amenities and with additional concerns regarding housing and health care.
- Employers are committed to hiring locally and providing training.
- The Indigenous population makes up a relatively large part of the Prince Rupert labour force.
- Prince Rupert employers are in need of assistance in promoting the community to prospective employees and families.
- Students from post-secondary institutions, regional training organizations, and secondary school graduates are not meeting the needs of the local labour market. Employers indicated a willingness to engage with the education and training providers.
- Employers are looking for leadership, inclusion, and broad community involvement to address the labour market issues and to take advantage of the economic opportunities presented.

The employers interviewed identified the following priority activities for Redesign Rupert:

- Focus on expanding local post-secondary education/training opportunities.
- Increase secondary education options for students and improve programs.
- Develop a regional training strategy to improve certification and skill levels of the local labour market.
- Create and support a plan to market and promote Prince Rupert as a place to work and live.
- Improve community amenities, housing, and the commercial core.
- Improve community image by addressing perceived negative factors like climate, remoteness, and spousal employment opportunities.
- Leverage the community's lifestyle advantages in marketing.
- Encourage cooperation among governments, service providers, major employers and key sectors.
- Create greater coordination of and collaboration in recruitment and retention activities.
- Create a human resources strategy to advance specific effective, innovative recruitment and retention tactics.
- Coordinate an effort around use of the Temporary Foreign Worker Program.

Employer Online Survey Findings

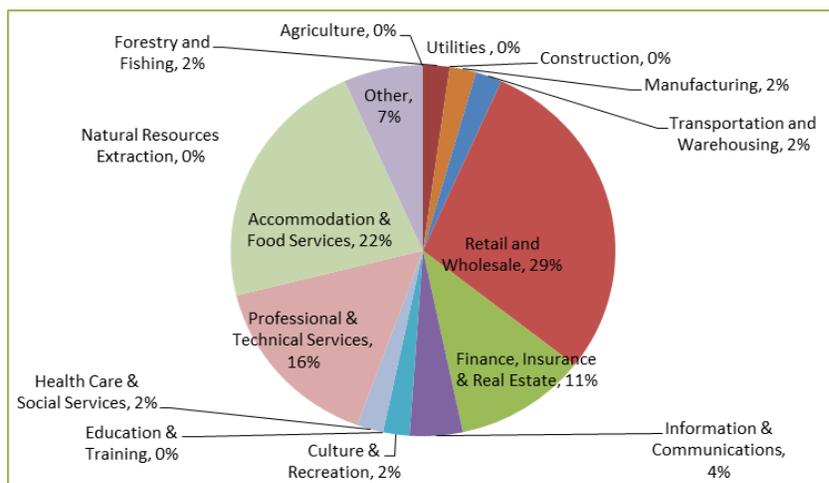
The employer online survey conducted for Redesign Rupert took place during July 2019. Its purpose was to provide an additional opportunity for employers of the Prince Rupert community to provide their input and feedback to issues, challenges, and concerns regarding the local labour market supply and how it relates to their operations, as well as to seek their ideas for developing an improved worker and talent pool. The online survey was designed in sections and with questions similar to those of the key informant interview (KII) guide. Following is a detailed description and analysis of the online survey results.

Profile of Survey Respondents

The two largest sectors represented by responding organizations were Retail/Wholesale (13 or 29% of total) and Accommodation and Food Services (10 or 22%). Professional and Technical Services (7 or 16%) and Finance, Insurance and Real Estate (5 or 11%) were fairly well represented. Construction, Forestry and Fishing, Natural Resources, Manufacturing and Transportation were under-represented in this sample response.

It is interesting that only 1 respondent was in the Transportation category given this includes ports and terminals.

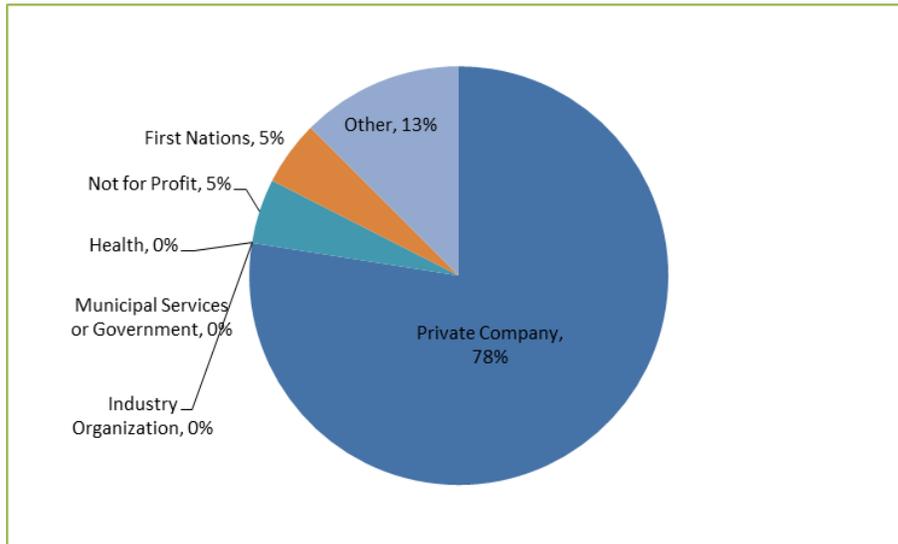
Figure 37 - Distribution of Employer Survey Respondents by Sector



(Source: Survey of Employers. n=45.)

In response to our request for information on the type of organizations the respondents represent, over three-quarters (31 or 78%) of respondents were private companies; however, this proportion is even higher given that at least 4 of the 5 'Other' responses were private companies. Two respondents were First Nations and two were not-for-profit organizations.

Figure 38 - Type of Organizations Represented by Respondents

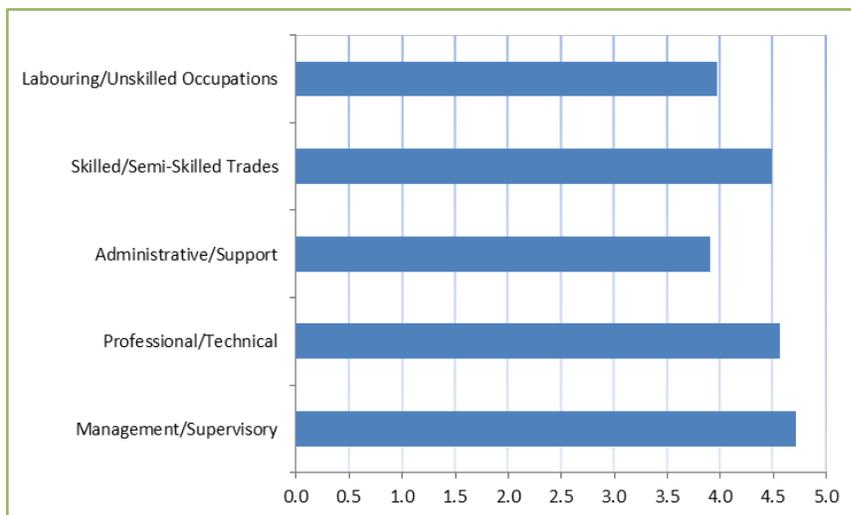


(Source: Survey of Employers. n=40.)

Q1. From your organization’s/company’s perspective, to what extent do you have hard-to-fill vacancies for any of your positions?

In terms of hard-to-fill vacancies, Management/Supervisory positions had the highest average rating of 4.7 (i.e. hardest-to-fill in relative terms). This was followed by Professional/Technical (4.6), Skilled/Semi-Skilled Trades (4.5), Labouring/Unskilled (almost 4.0) and Administrative/Support (3.9).

Figure 39 - Ranking of the Extent of Difficulty to Find Help by Occupational Group

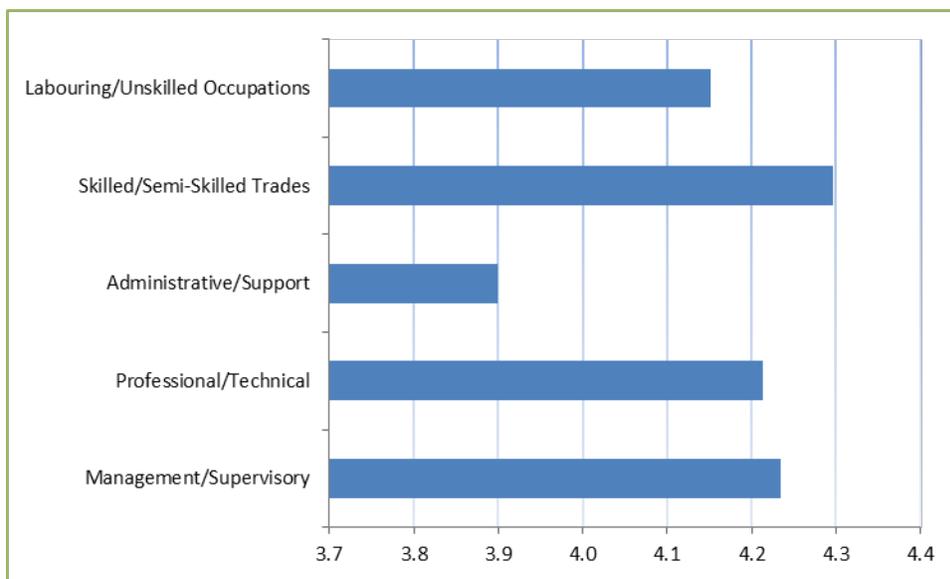


(Source: Survey of Employers. n=29 to 35.)

Q2. Which occupations do you expect will be in the greatest demand over the coming 3 to 5 years for your organization/sector?

There was not much differentiation in expected growth for the five occupational categories among respondents, ranging from Skilled/Semi-Skilled Trades expected to on average have the most growth at 4.3 to Administrative/Support at 3.9.

Figure 40 - Expectation of Future Employment Growth (Next 3-5 Years) by Occupational Group



(Source: Survey of Employers. n=28 to 34.)

The online survey confirmed that all jobs are very difficult to fill and the labour market in Prince Rupert is extremely tight.

Port industry employers are clearly seen as the #1 competitor for many respondents. The City government and other public and unionized organizations (e.g. College, School District) are mentioned by some respondents. 'Any large corporation' or 'major industry' were also cited by survey respondents.

In looking forward, all occupations are expected to have similarly high demand over the next 3 to 5 years, further exacerbating the current situation.

Barriers/Issues With Recruitment and Retention

Q3. When you have a position to fill, what is your most effective way to find applicants? Choose from the following:

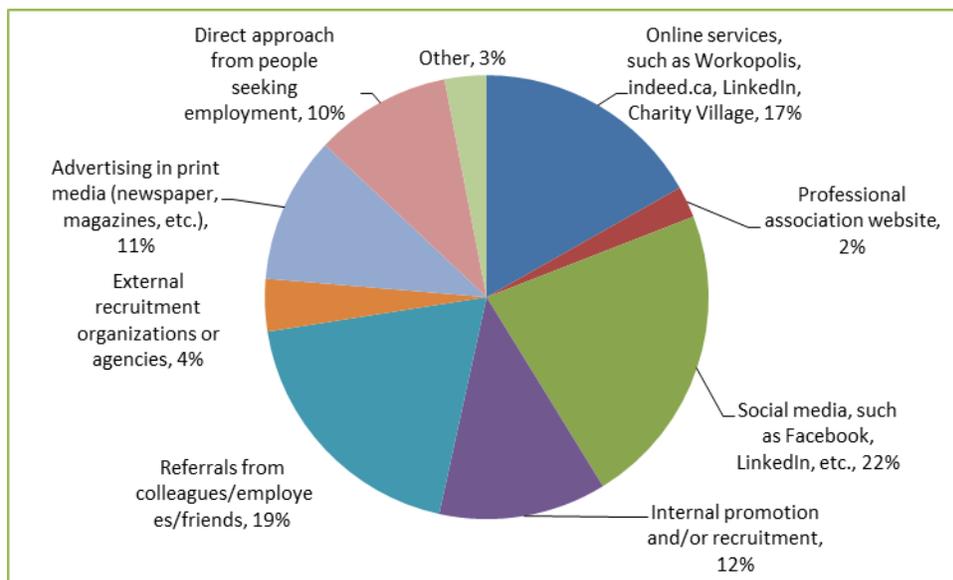
In terms of the most effective ways of finding job applicants, on average, the most highly rated recruitment means were:

1. Social media (e.g. Facebook, LinkedIn, etc.) – 22% of respondents identified this method

2. Referrals from colleagues/employees/friends – 19%
3. Online services (e.g. Workopolis, Indeed.ca, LinkedIn, etc.) – 17%
4. Internal promotion and/or recruitment – 12%
5. Advertising in print media (e.g. newspapers, magazines, etc.) – 11%

External recruitment organizations and professional associations were the least cited as most effective recruitment means by respondents.

Figure 41 - Type of Successful Recruitment Tools Used by Respondents



(Source: Survey of Employers. n=131.)

Q4. Do you have attraction or recruitment challenges?

Almost 88% of the responding organizations stated, 'yes' that they have attraction or recruitment challenges.

If yes, please describe what the local and/or regional impediments are to attraction/recruitment for your organization/company.

Almost all respondents responded to this open-ended question. The top reasons for attraction/recruitment challenges for them – in terms of frequency – were the following, some interrelated:

- Competition from Port employers (i.e. higher compensation)
- Attractiveness of the downtown area
- Work ethic/motivation of particularly younger people
- Remoteness of the city

- Housing costs and availability
- Lack of amenities, shopping, daycare, recreation, etc.

Q5. Have you experienced challenges in retaining your workers?

Three-quarters of responding organizations indicated they are experiencing worker retention challenges.

If yes, please describe what internal and external factors contribute to this.

Respondents' comments were similar to their response to attraction/recruitment challenges. The most frequent factors identified are:

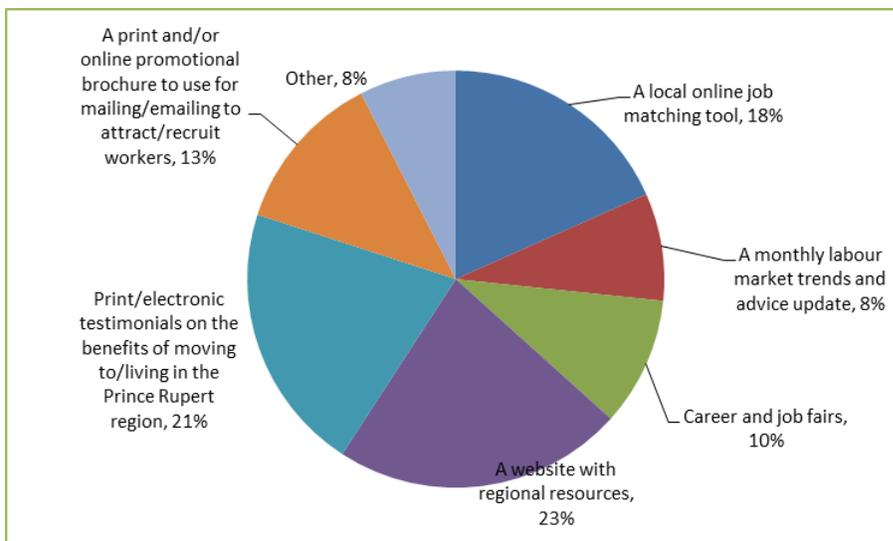
- Competition from higher-paying larger organizations, particularly the Port companies
- The ability to pay by low-margin retailers and non-profits and community organizations
- Retaining seasonal and part-time workers
- Attractiveness of and amenities in Prince Rupert

Q6. Would any of the following tools help your organization attract, and recruit employees?

When asked what tools would help their organization with attraction and recruitment of employees, the top 3 responses were:

- A website with regional resources such as housing, transportation, childcare, education, health care, social services for newcomers to region (22.5%)
- Print/electronic testimonials on the benefits of moving to/living in the Prince Rupert region (almost 21%)
- A local online job-matching tool (18%)

Figure 42 - Type of Attraction/Recruitment Tools Perceived to be Helpful by Respondents



(Source: Survey of Employers. n=120.)

Those respondents who selected 'Other' specified the following:

- *I don't have trouble finding youth help for my programs or sales floor.*
- *Teaching young people how to be professional in the workplace.*
- *Better local post-secondary education; need UNBC back as a satellite.*
- *Clean up the city and make it safe; there are far too many drunks roaming the streets.*
- *A free local website where employers could post their positions.*
- *More housing will result in more people.*
- *There are immigration advantages.*
- *A youth recruitment centre with some training as to necessary job attitudes.*
- *We need more people.*

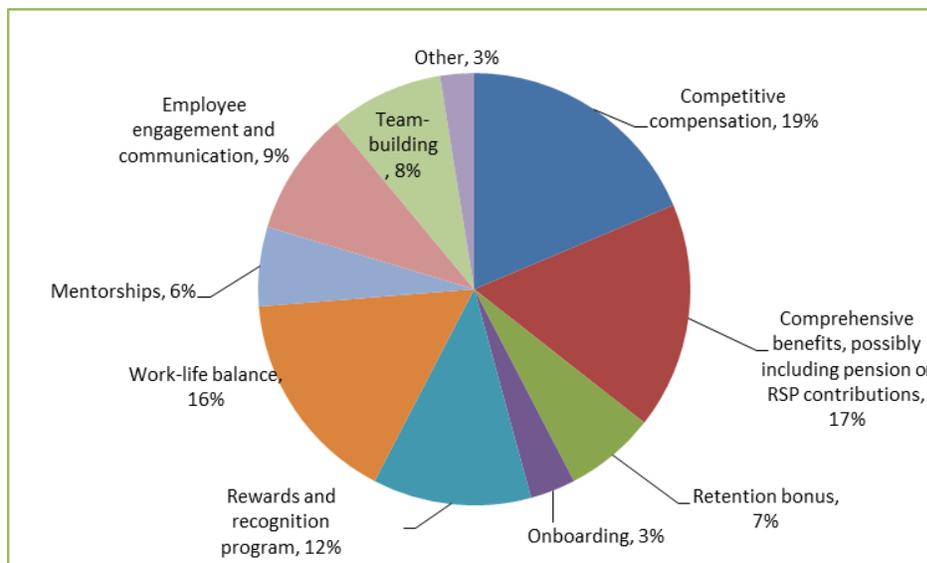
Q7. Would any of the following tools help your organization retain employees?

The tools that most respondent organizations indicated would help them with retention were as follows:

1. Competitive compensation (almost 19% of respondents)
2. Comprehensive benefits (17%)
3. Work-life balance (16%)

Retention bonuses, mentorships and onboarding were the least identified retention tools.

Figure 43 - Type of Retention Tools Perceived to be Helpful by Respondents



(Source: Survey of Employers. n=118.)

Geographic Locations and Talent Pools for Future Worker Attraction and Recruitment

Q8. Where are your new employees coming from and do you target any specific geographic locations or regions? Please explain.

Respondents were asked where their new employees were from, and whether they were targeting specific locations. Most respondents indicated their preference was to hire locally or within the Northwest, and in some cases from Northwest First Nations communities.

In addition to other parts of British Columbia, a number of employers indicated they are having to hire foreign workers or new immigrants. Some respondents mentioned specific locations in British Columbia and/or Alberta (e.g. Calgary, Kamloops, Kelowna, Prince George, and Vancouver).

Q9. There are five parts to this question regarding recruitment of specific labour force groups.

See below for responses to each of the five parts of this question. Overall, respondents were most positive about recruiting Indigenous people, women, and new Canadians. They were less certain about persons with disabilities and recruiting youth was mixed and dependent on what jobs they were trying to fill.

- a) What proportion of your employees are Indigenous or self-identify as Indigenous? What have you found works well in recruiting and retaining Indigenous workers?

More than half (28) of all 42 respondents provided a positive answer to this questions, and from these respondents, on average 36% of their workforce is Indigenous. Applying this average to the overall workforce, Indigenous people account for 24% of the workforce. Representation of Indigenous people in the workforce in this community is substantially higher than the provincial average.

Training and support, recognition of culture, and offering flexible hours but full-year work have been cited as contribution to a good working relationship.

- b) What proportion of your employees are women? What have you found works well in recruiting and retaining female workers?

32 of all 42 respondents provided a positive answer to this question. Of those who provided a positive response, the average is 61%. If we apply this average to the entire workforce, women account for 46% of the entire workforce.

Offering flexible hours especially for female workers with families has been cited as must to a good way of hiring and retention.

- c) What proportion of your employees are new Canadians? What have you found works well in recruiting and retaining new Canadian workers?

Only 14 of all 42 respondents provided a positive answer to this question. Of these who provided a positive response, the average is 12%. If we apply this average to the entire workforce, new Canadians account for about 4% of the overall workforce.

(Lack of) understanding of Canadian culture has been cited as a challenge.

- d) What proportion of your employees are persons with disabilities or self-identify as persons with disabilities? What have you found works well in recruiting and retaining these workers?

Few respondents identified that they have hired a person with a disability. Of all 42 respondents, only five indicated so, and their response shows that persons with a disability account for 14% of their workforce. If we apply this to the entire workforce, persons with a disability account for 1.7% of the workforce.

Employers have to try hard to accommodate, especially with respect to physical access limitation, to make it work.

- e) What proportion of your employees are youth? What have you found works well in recruiting and retaining youth workers?

16 of all 42 respondents provided a positive response to this question. Of these who provided a positive response, 21% is the average proportion of youth in the workforce. Applying this to the entire workforce, youth account for about 8% of the workforce.

Providing an enjoyable working environment and offering flexible hours have been cited as contribution to a successful experience with young people.

Summary

The preference of Prince Rupert employers is to hire locally or within the northwest and including from First Nations communities.

In addition to other parts of British Columbia, a number of employers are having to hire foreign workers or new immigrants if they are able to access and find the workers.

Some older and middle-aged workers choosing to reduce their workload or returning to the workforce are potential prospects for smaller operations offering attractive working conditions.

Overall, employers indicated being most positive about recruiting Indigenous people, women, and new Canadians. They were less aware/certain about persons with disabilities and recruiting youth given demands of job, lack of experience, and sometimes due to poor attitudes.

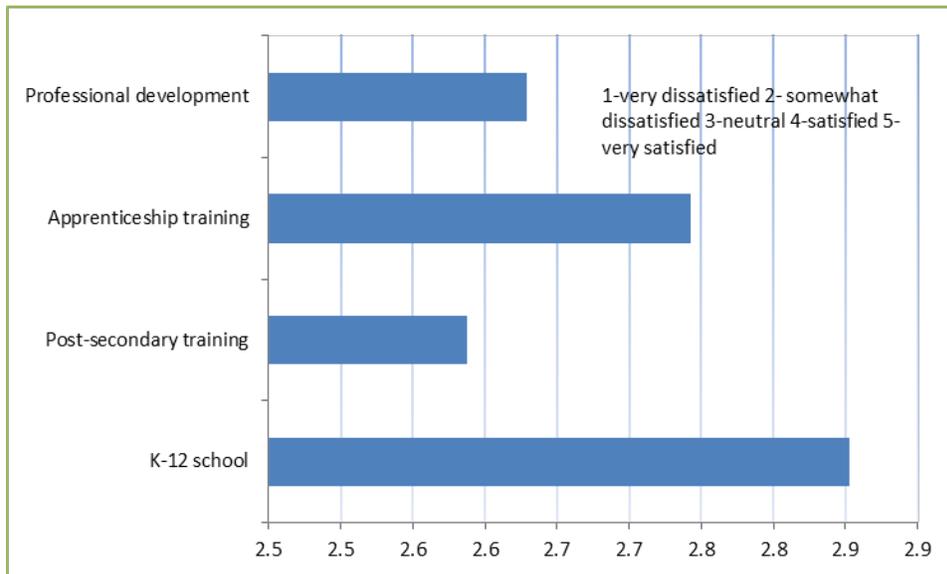
Understanding the preferred working conditions of various workers is an important part of developing a human resource plan that targets different groups.

Training and Education

Q10. To what extent are you satisfied with the local/regional opportunities provided for education, training, and professional development?

On a scale of 1 (Very Dissatisfied) to 5 (Very Satisfied), overall, respondents were lukewarm about K-12, post-secondary, apprenticeship, and professional developments in the region. K-12 was the highest with an average of 2.9 out of 5, and post-secondary was the lowest at 2.6.

Figure 44 - Extent of Satisfaction with Local/Regional Opportunities for Education, Training and Professional Development



(Source: Survey of Employers. n=34 to 35.)

Q11. What, if any, additional skills/knowledge/attitude would you like to see students acquire in high school to make them more 'job-ready'?

Respondents identified a number of competencies, many of which revolved around life skills, literacy/numeracy, job/career readiness, soft skills, etc.

Q12. What, if any, additional skills/knowledge/attitude would you like to see students acquire at post-secondary institutions to make them more 'job-ready'?

Reading, writing and soft skills were the most frequent responses when respondents were asked about how post-secondary students should make students job ready.

Q13. What education and training has worked and not worked well and how could the regional education and training delivery system be improved to fill any gaps in meeting your talent needs?

Responses to this question build off of responses to previous questions, here focusing on basic/soft skills, readiness and mentioning expansion of existing successful programs like Rising Stars and the high school work experience program.

Summary

Employers showed a fairly moderate level of satisfaction with local/regional opportunities provided for all types of education, training, and professional development of the local workforce?

They were most critical of the preparation of high school students and graduates for the world of work. They have little work experience or understanding and are seen as mostly unprepared for local employment opportunities. Multiple areas of weakness were identified including literacy, numeracy, communication, interpersonal skills, and general lack of job readiness as well as a low willingness and motivation to learn and work towards a career. Reading, writing and soft skills were the most frequent responses when respondents were asked about how post-secondary students should make students job ready.

While not essential, a driver's license is seen by employers as a useful job skill which many young people have not chosen to pursue.

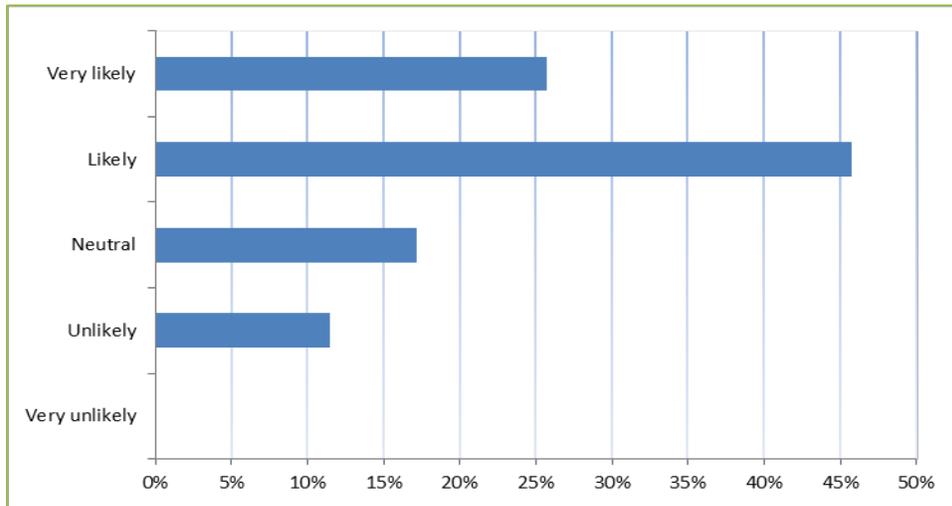
Employers would welcome any educational initiative that prepares students with a better baseline in reading, writing and math as well as real job experience learning to communicate with supervisors, coworkers and customers, along with computer skills, money management and, if possible, work ethic and attitude. All these capabilities will make a difference to prepare the younger population for improved career opportunities. Local employers will be happy to help build paths for their future advancement.

New Strategies and Evaluating Success

Q14. To what extent would your organization be interested in working collaboratively with other employers to pool resources and address workforce needs?

Over seventy percent of responding organizations indicated that they would be likely or very likely interested in working collaboratively with other employers to pool resources and address workforce needs. Conversely, only one in 10 respondents said they would be unlikely or very unlikely interested in this, perhaps being concerned about proprietary or competitive factors.

Figure 45 - Extent of Willingness to Collaborate with Other Employers to Pool Resource



(Source: Survey of Employers. n= 35.)

Q15. What would you recommend Redesign Rupert do to help organizations such as yours to recruit and retain workers for the region?

Recommendations for Redesign Rupert from respondents provided a range of several suggestions that responded to attraction/recruitment/retention barriers earlier identified. By far, the most frequently called for solution was more affordable housing, followed by website/electronic resources for attracting and recruiting. Less frequent recommendations involving cleaning up Prince Rupert, making it safer and more welcoming to young families.

Summary

Employers understand that offering competitive compensation in terms of salary and benefits is their own responsibility.

Local employers recommend that Redesign Rupert and/or the City help them to recruit and retain workers to the region by making the living arrangements more pleasant and desirable for workers. In particular, this means creating more affordable housing options in the community. This will help to retain the existing workforce and greatly assist to attract new workers to the region. Poor housing quality was identified as a major barrier to recruitment of individuals, couples and families from outside the region.

Employers feel there is a need to raise Prince Rupert's profile as a great place to work and live and this means creating a community with greens space for social and family gatherings and providing up-to-date amenities for sporting activities and events.

A website and/or other electronic resources for attracting and recruiting workers are the tools to relay the information and opportunities; however, the infrastructure that is required in the community must be addressed to create labour solutions and stability.

Q16. What industry(ies) currently do you have to compete with to attract and retain necessary human resources to maintain and grow your business/organization?

Responses to this question were similar to answers to some of the attraction/recruitment/retention responses. The Port or Port-related companies are clearly seen as the #1 competitor for many respondents. The City government and other public and unionized organizations (e.g. College, School District) are mentioned by some respondents. 'Any large corporation' or 'major industry' were also cited by a few. Also, some respondents see their main competitors to be others in their sector (e.g. retail, hospitality). Two respondents indicated 'none' (no competitors) and one said 'all' industries/employers.

In summary, virtually all employers are challenged by recruitment and retention of staff. They actively utilize all methods to recruit. Social media and various online employment sites are maximized together with word-of-mouth/referrals which are preferred whenever possible to identify quality candidates.

Competition for workers is fierce and the Port and its supporting operations are the biggest employer. The Port, City, and other public and unionized organizations (e.g. College, School District) as well as 'any large corporation' or 'major industry' are all strong competition and threats to smaller businesses when hiring.

There are several barriers that are local Prince Rupert specific issues, however concern regarding competition from Port employers and the associated higher compensation is the biggest barrier for recruitment for all occupation types and for workers already residing in the region. Locally, the workforce including high school students and graduates does not provide sufficient workers with the required skills and training and/or is not adequately prepared for entry into the workforce in terms of attitude/work ethic and motivation.

Recruitment of 'new' talent from outside the region is held back by major lifestyle and community specific concerns including:

- o Geography, weather, and perceived remoteness of Prince Rupert and region;
- o Unattractiveness of the downtown area and limited amenities, shopping, daycare, recreation and other services and facilities;
- o Expensive housing and lack of quality options;
- o Limited long-term career opportunities for professional spouses; and
- o Limited educational options for children.

Given these well-known challenges, local employers feel there is poor representation by regional leaders to improve conditions and change outside perceptions.

From a retention perspective, once workers are hired, competitive compensation, comprehensive benefits, and a satisfactory work-life balance are identified as the most successful combination for the long term.

Implications

Priority Activities for Redesign Rupert from Employers

In summary, employers surveyed online identified a number of priority activities for Redesign Rupert:

1. Acknowledge the tight labour market environment and the pivotal role played by the Port and related operations.
2. Address the value workers place on living happily in their community when choosing to work in the region, by improving the local conditions, i.e. housing, amenities, downtown services and facilities.
3. Make the area more livable for individuals, couples, and families so they are encouraged to relocate and stay.
4. Better prepare the local workforce, young people in particular, to enter the workforce with a career potential capacity. Improve classroom learning and build real-life work experience into the curriculum.
5. Develop online communication tools and methods to provide improved community information and resources, to change opinions and perspectives about living and working in Prince Rupert and to recruit new talent to the region.

Validation Focus Group Findings

Discussion Questions

Focus group participants were asked to identify solution areas – strategies that could be actioned without modifying outside conditions (such as policy changes, community infrastructure, amenities, housing and/or funding from third parties). They were presented with the following 12 options, which emerged from the research, and were asked to rank them by using up to five ‘votes.’

The 12 possible solutions are listed (with number of votes from participants) and described below and were not presented in any particular order. Four of the solutions areas stood out for participants above the others, the first three of which were discussed in detail. Number three below was not discussed, even though most of those at the session saw it as a priority for action. They deemed it beyond the control of the organizations present. Also, number five below may have received more votes if the sub-options were aggregated and if more small businesses were participating.

Potential Solution Areas

1. Work with employers, Coast Mountain College, Hecate Strait Employment Society and other job training and employment service providers to complete and implement a Prince Rupert **training needs assessment and strategy** including identifying specific training needs that are not being met locally including short-term certifications. (13 votes)
2. Work with School District #52 on a **strategy directed at high school** teachers, counselors, and students about the world of work so students are better prepared, including offering more experiential learning opportunities. Basic financial literacy was a lack that was often mentioned. (13 votes)
3. Advocate for Prince Rupert residents to be included in the **Northern Living Allowance** and for a northern fund to tap into for workforce strategies. (11 votes)
4. Develop and deliver a **human resource function** that offers services to smaller employers to help them recruit, train and retain workers. (9 votes)
5. Develop and implement a Prince Rupert **workforce attraction and marketing strategy** that includes the following elements:
 - A **portal** with Prince Rupert information and resources that prospective employees (and families) and employers can use (5 votes)
 - **Resources and tools** (e.g. video, testimonials, brochures, etc.) that employers and others can use to ‘sell’ Prince Rupert to prospective employees (3 votes)
 - Strongly **promoting ‘live, work and play’** selling features of Prince Rupert including all media channels (4 votes)
 - A **‘welcome wagon’** and ‘drive-around tour’ capacity for new workers and families (no vote)

- A focus on **helping spouses and families** of prospective employees (4 votes)
6. A more coordinated effort among employers around recruiting, training, hiring, and retaining **international workers**, including newcomers, international students and temporary foreign workers; and including advocating for improvements and flexibility to governments. (5 votes)
 7. Create a Prince Rupert fund to cover **moving/location costs** (incurred by employers or employees during relocation). (4 votes)
 8. Create an **ongoing employer committee** supported by the City and Port companies that would facilitate employers collaborating and coordinating their efforts regarding workforce activities; and establishing creative ways to share and address workforce availability needs (e.g. pooling labour supply. (4 votes)
 9. **Repeat surveys of employers** to measure changes of levels of difficulty in filling positions and the success of recruitment efforts. (2 votes)
 10. Consider **Calgary and other Alberta communities** as a source of labour as well as former Alberta workers who have returned to Atlantic Canada. (1 vote)
 11. Engage with and interview **former Prince Rupert residents/employees** on their experiences and their ideas for promoting to and attracting them and others. (no vote, but note, DP World representative stated, 'do not count this out, DP World does this and have brought people back')
 12. Create a one-time forum for employers, particularly the Port, the City and other Prince Rupert employers – to the extent possible – to develop an **attraction, recruitment, and training coordination protocol**. (no vote)

Summary of Discussion Points

The discussion of these priority solution areas is summarized below.

Priority solution area #1 - Training Needs Assessment and Strategy Development

- The existing mechanism is already there, employers need to be added.
- Who: multiple sector employers. The port is currently taking the lead, but this only helps the port. The province needs to be involved.
- Create employer advisory group.
- The challenge is the small population to serve.

Priority solution area #2: High School Education Strategy

- Currently doing a poor job at selling careers at HS.
- What can be done? Include hands-on training, co-op, internship, career nights.
- Mechanism: employers willing to go to HS to talk, but teachers not in line.

- Students not knowing what a job is, parents not sending children to summer and part time jobs.
- Important to build relationship with schools (principals, councilors, teachers).
- Career prep: HS years already too late, need to start in middle years.
- Work experience needs to be incorporated in curriculum. E.g., get kids to tour facilities.
- Community Futures rep: had a Junior Achievement Fund to encourage business and financial literacy, although fund not available now.
- DP World rep: World Tour program – teach HS kids to host service sector.
- Curriculum not having career prep component right now. Work experience should be part of the career unit.
- How do we measure if HS strategy has been successful?
- The development of a plan to train HS youth should include community-based HS career training and relationship building with teachers and principals. What is the best way to go into schools to have this conversation? Start early in middle schools.
- Need to work with unionized staff and collective agreements in terms of what can be done

Priority solution area #3: HR Consultancy for Small Businesses

- HR functions – not all small businesses have an off-site HR dept. They lack advice/tools on interviewing and the hiring process.
- Good to create a template for HR practices: where to find resources, such as labour relations board, legal, etc.; Network to ask who knows what; Bringing training to the North, who needs it. Meet to assess.
- RR rep: A portal is already underway by RR to devise a website to pool resources. A central database of jobs.
- DP World rep: shared service (not just HR but comprehensive). DP would contribute to that.
- Such solutions aiming for small businesses need to use language appropriate to employers, use their mechanism.
- Not just recruitment – retention is even more important. Why do people leave?
- We provide a ticket out – even for professionals, once they get work/contract complete they move out. Hard to keep people beyond 18 months.
- Some work so much overtime that they don't have time to enjoy the city at all.
- Amenities: We need to know numbers; who are using them?
- Community service provider rep: 'we have come to accept PR is just the training ground.'

- Does the school district do exit surveys? Sometimes kids leave after HS to take a gap year, etc. alumni association network can help to bring them back.
- DP world rep: exit survey (of ex workers) once or twice a year.
- Action: Build a data driven plan and share it with everybody. Business wants to know where the opportunities are to provide services (day care, housing, etc.)

Project Findings and Implications

In addition to the findings from the research summarized in the previous sections, we draw from the project findings to more directly answer the 7 questions in the project's terms of reference.

Key Themes Across the Research Methods

The Prince Rupert Labour Market Study started with seven research questions laid out, followed by the research team conducting data collection and analysis to answer these questions. In this section, we bring out our findings based on each of these seven questions and draw implications, thus laying the groundwork for recommendations in the next section.

1. What is the composition of Prince Rupert's labour market? What percentage of local employment does each industry/sector make up?

The main industry in Prince Rupert is transportation and warehousing, as the port companies are the largest employers, with various types of workers ranging from those in handling goods and materials, to those managing the day-to-day operation of the port and terminals.

Retail industry is the next largest sector, its workforce accounting for 12% of the total. Other workers in the service sector, whether they are in health services or public administration or food and beverage services, make up more than half (51%) of the total workforce.

Longshore worker is the single largest occupational group, as shown in data from the 2016 Census. However, those working in retail and wholesale services (combining retail salesperson and managers) are essentially the largest occupational group, as some of these retail sales managers are business owners and salespersons at the same time.

Other occupations making to the 'top 20' list (by size) include construction trades, elementary and kindergarten teachers, social and community service workers, truck drivers, chefs and food and beverage servers.

2. Where are the largest employment-gaps, now and projected? Which industries/sectors are most in need of human capital, and which will be most affected in the future?

Construction, health care and social services, retail trade, and accommodation and food services are industries that will generate the largest number of job openings between 2018 and 2028. Truck drivers, retail salespersons, and building caretakers are also expected to see the largest number of openings.

However, based on the extent of major infrastructure project construction activity in Prince Rupert planned by the Port Authority, the largest openings will be in the construction industry and transportation and warehousing services.

The Port Authority has projected that there will be cumulatively 1,910 person years of employment attributable to port-related operation between 2019 and 2027, and 3,340 person-years of employment in

the construction industry over the same period⁶⁸. Consequently, we project that employment is expected to grow at an average annual rate of 3.3% between 2018 and 2028, faster than the provincial average.

All sectors of the Prince Rupert economy are challenged when recruiting skilled employees and anticipate the problem will become more acute with the addition of major projects.

The port economy is having a major impact on the retention and recruitment of employees generally. However, the challenges with respect to recruitment reach beyond companies impacted by the Port companies.

3. What specific occupations are most in demand/will be with proposed projects announced? How can employers in Prince Rupert prepare to fill these positions, either through external recruitment or local training and educational opportunities?

At the moment, Prince Rupert has just completed construction of the Ridley Island Propane Export Terminal (RIPET) project. According to the information most recently released (Q1 of 2019), there were 75 major construction projects in various state of status of the projects – proposed, under construction, completed or on hold – in the North Coast and Nechako Development Region.

These major construction projects in the Region are associated with mining, oil and gas extraction, transportation and warehousing, and utilities. In Prince Rupert itself, there are a number of major projects in various stages of planning, approval, and development, including a potential expansion of the container terminal, new road & bridge infrastructure, and the addition of new terminals at the port.

When some or all of these major projects proposals have been approved and construction starts, they will no doubt have implications for human resource requirement in an area already facing labour shortages.

No doubt the above projects could attract workers away from employers in Prince Rupert. Therefore, local employers will need to invoke innovative, flexible strategies for attracting to fill vacancies created and keeping workers from leaving for these projects. We address strategy and tactic ideas later.

4. What factors specific to Prince Rupert are impeding local workforce recruitment efforts?

Prince Rupert is perceived as too remote, with limited services and amenities. With the additional concerns regarding housing and health care, it will require a collaborative effort to address this perception.

The most consistent feedback for resolving talent attraction problems was to improve lifestyle conditions in the community and to develop a combined career and community approach to communicating the strategic advantages Prince Rupert offers as a place to live and work.

We heard from many employers that it is difficult to compete with port companies in attracting and recruiting workers into their non-port jobs.

⁶⁸ It is noted that employment impact associated with these potential major capital investments are expressed in person years, i.e., they refer to one person working for the duration of a year. The actual number of jobs can be much smaller, for example, if a job is a permanent full time job, 40 person years of employment over 10 years is equivalent to 40 jobs.

5. What links can be drawn to a larger, either provincial or national, labour market imbalance?

The links are the many employers throughout British Columbia that are having difficulty in attracting both lower-skilled service workers (i.e. retail, wholesale, accommodation, food services, drinking establishments, etc.) and higher-skilled talent in trades, technical and management positions.

This is a British Columbia-wide phenomena made more difficult for employers in remote or rural parts of the province.

Employers are committed to hiring locally and providing training. Various tactics are required to assist with the challenges. Employer suggestions to address the include efforts to improve local training, province-wide recruitment, regional marketing materials, career fairs and a community website.

Prince Rupert employers recognize they are in need of assistance in promoting the community to prospective employees and families and willing to collaborate with other stakeholders, governments, and agencies.

Employers are looking for leadership, inclusion, and broad community involvement to address the labour market issues and to take advantage of the economic opportunities presented.

The Indigenous population makes up a relatively large and significant part of the Prince Rupert labour force. Students from post-secondary institutions, regional training organizations, and secondary schools are not meeting the needs of the local labour market.

Employers indicated a willingness to engage with the education and training providers.

6. In which target cities/regions/countries would recruitment efforts potentially be most successful for specific occupations that have been identified as most in demand/most difficult to fill?

Alberta Communities Affected by the Announced Coal Phase-Out

| | | |
|--|----------------------|-----------------------|
| Battle River Region | Leduc County | Village of Wabamun |
| Paul First Nation | Spruce Grove | Village of Youngstown |
| Stony Plain | Town of Grande Cache | |
| Town of Hanna | Village of Warburg | |
| The sector directly employs 4,200 people across Alberta and according media reports layoffs have begun. | | |

BC Communities Affected by Mill Closures by the Announced Mill Closures

1. Maple Ridge – Closure of Hammond Cedar Sawmill - Anticipated job loss 200
2. Vancouver Island and Fraser Valley (Surrey) – Teal Jones Group – Anticipated job loss 300 logging contractors and 500 lumber, and shake and shingle mills
3. Mackenzie – Canfor closure and Conifex curtailment - Anticipated loss 600 sawmill workers, loggers, drivers
4. 100 Mile House – Chasm Sawmill, West Fraser, Norbord OSB Mill - Anticipated job loss 370
5. Fort St. James – Conifex - Anticipated job loss 170

6. Quesnel – Tolko Sawmill - Anticipated job loss 149

7. Kelowna – Tolko Mill - Anticipated job loss 90

8. Vavenby – Canfor Mill - Anticipated job loss 172

Downturn and lack of harvest may threaten an additional two pulp mills, one pellet plant, and one power plant.

7. How can we measure the success of a recruitment campaign?

This is addressed in the recommendations in the Implications section.

Implications

The following key implications can be drawn.

All sectors of the Prince Rupert economy are challenged when recruiting skilled employees and anticipate the problem will become more acute with the addition of major projects.

The port economy is having a major impact on the retention and recruitment of employees. However, the challenges with respect to recruitment reach beyond companies impacted by the port economy. If the skill shortage is not addressed, Prince Rupert will not be able prosper and meet the growth potential offered by the port economy, tourism, and major projects.

Prince Rupert is perceived as too remote, with limited services and amenities. With the additional concerns regarding housing and health care, it will require a collaborative effort to address this perception.

The most consistent feedback for resolving talent attraction problems was to improve lifestyle conditions in the community and to develop a combined career and community approach to communicating the strategic advantages Prince Rupert offers as a place to live and work.

Employers are committed to hiring locally and providing training. Various tactics are required to assist with the challenges. Employer suggestions to address the include efforts to improve local training, province-wide recruitment, regional marketing materials, career fairs and a community website.

Prince Rupert employers recognize they are in need of assistance in promoting the community to prospective employees and families and willing to collaborate with other stakeholders, governments, and agencies. Employers are looking for leadership, inclusion, and broad community involvement to address the labour market issues and to take advantage of the economic opportunities presented.

The Indigenous population makes up a relatively large and significant part of the Prince Rupert labour force; and while many employers already employ a significant portion of workers who self-identify as Indigenous, there is the opportunity to work with employers and First Nations and Indigenous communities in and around Prince Rupert to increase employment and retention among their members with Prince Rupert employers.

Students from post-secondary institutions and regional training organizations, and secondary school graduates are not meeting the needs of the local labour market. Employers indicated a willingness to engage with the education and training providers.

Recommendations

In this report we have examined existing literature and data, interviewed key informants, conducted a comprehensive survey of employers and reviewed and derived lessons learned from attraction and retention initiatives in five rural communities.

The material obtained was then verified and ranked by a focus group of community leaders listed in Appendix E. Their conclusions centered not only on what were the most important solutions, but also on which solutions were the most practical and feasible and could be undertaken using available resources within the community.

Ideas that required legislative changes or other actions by external governments such as those involving tax policies or foreign workers have been identified as important - but will have to be addressed in the longer term through targeted advocacy work.

At all levels, a strong preference was expressed for hiring locally. Even though the number of current residents is not sufficient to meet all demand, hiring people already in the area should be the first option. Workers and potential workers need to be aware of employment options and adequately trained to fill them.

Therefore, two of the most fundamental recommendations focus on education, the first dealing with the local college and post-secondary education and the second revolving around initiatives related to K-12 education, particularly in high schools. Although work has been done, and continues to be done, on linking the education and training provided locally to labour market needs, much more remains to be done.

At the post-secondary level, some needs for training and certification are not being met locally. At the high school level, graduates often emerge with insufficient knowledge about opportunities available and inadequate preparation for the world of work.

Good intentions exist and efforts are being made within the educational system to deal with these challenges. However, a major obstacle to their successful resolution has been very limited communication between those training (potential) workers and the employers who will be seeking to hire them. These organizations must work together.

While we have not been asked to develop a Prince Rupert 'workforce strategy' per se, our recommendations provide a comprehensive range of recommendations that represent the building blocks for such a strategy – a Prince Rupert Workforce Strategy, including attraction and retention components.

Strategy Infrastructure

Recommendation 1: A Local Workforce Council for Coordinating Action and Decision-Making

Recommendation: Form a local community-wide workforce council to bring together educational institutions, employment service providers and employers to establish ongoing dialogue and partnerships. This can build on existing groups provided that both the educational side and the employers are involved. It may also be useful to include a few local workers to add their perspective to solution development.

This Council would be a champion for Redesign Rupert's go-forward plan and its first order of business would be to implement the accepted recommendations of this report and other workforce priorities of the Redesign Rupert initiative.

An important function of an ongoing Council supported by the City and Port companies would be to facilitate employers collaborating and coordinating their efforts regarding workforce activities; and establishing creative ways to share and address workforce availability needs (e.g. sharing information, pooling labour supply, scheduling, sharing apprentices, etc.).

It should also create a one-time forum for major employers - particularly the Port and the City and other Prince Rupert employers (large and small) to develop an attraction, recruitment, and training coordination protocol. This is the 'elephant in the room' and needs to be addressed – alignment among Port companies and other employers, including the City.

The Council would also put in place a plan for evaluating its progress and effectiveness.

Whoever is selected must have the support and confidence of employers, training institutions, and the rest of the community if it is to function well.

Without such a leadership and champion entity, the effectiveness of achieving the outcomes of future workforce strategies will be jeopardized.

Education and Skills Development

Recommendation 2: Enhanced Local K-12 and Youth Preparation for Work

Recommendation: Work with School District #52 on a strategy directed at the awareness of high school teachers, counselors, and students about the world of work (including local occupations in high demand) and so students are better prepared, including the offering of more experiential learning opportunities, soft skills development and highly transferable job skills, (i.e. common across many local sectors).

This would prepare the local workforce, young people in particular, to enter the workforce with a career potential capacity. Improve classroom learning and build real-life work experience into the curriculum.

This strategy will increase communication, linkages and connections between employers and the K-12 system. It should include many of the suggestions we heard from stakeholders:

- Hands-on training, co-operative education, internships, job-shadowing and other work-integrated learning.
- Build ongoing dialogue and relationships with schools (principals, councilors, teachers).
- Start career awareness building in the middle years, as doing so later may be too late.
- Work experience needs to be incorporated into the curriculum (e.g. have students tour workplaces).
- A Junior Achievement Fund to encourage business and financial literacy should be considered.
- A 'World Tour' program to teach students to host in the service sector.

In addition to K-12, this strategy needs to build the capacity of the existing youth workforce – educate, train, employ in ways that appeal to youth and if/when they leave to pursue other opportunities, stay connected with them through social media and other channels in case they would consider returning in the future.

Recommendation 3: A Workforce Education and Training Strategy

Recommendation: Work with employers, Coast Mountain College, Hecate Strait Employment Development Society, and other job training and employment service providers to complete and implement a Prince Rupert training needs assessment and then develop a strategy including identifying specific training needs that are not being met locally and building stronger collaboration with and among employers and coordination of employment and training programs and services. The assessment should be conducted at least every few years and the results included in an ongoing workforce strategy.

This could involve oversight by creating an ongoing committee or using an existing mechanism already in place, perhaps supplemented with employers and others.

This strategy should include new training programs for preparing workers for jobs in Prince Rupert but also in the broader region; and which reflect the knowledge-based economy and automation (including at the Port).

Supporting Local Employer Capacity

Recommendation 4: Supporting Local Employer Capacity – A Local Human Resource Consultancy

Recommendation: Develop and deliver a human resource service that offers assistance to smaller employers to help them recruit, train and retain workers. Examples of this are an HR consultancy created and operated by Canadian Manufacturers and Exporters (BC) to support smaller manufacturers (mostly in southern British Columbia) without HR (including recruitment and retention) capacity, and go2hr that provides training and certification services to tourism and hospitality employers throughout the province.

As indicated, employers are committed to hiring locally and providing training. Various tactics are required to assist with the challenges. Employer suggestions to address this include efforts to improve local training, province-wide recruitment, regional marketing materials, career fairs, and a community website. Employers are looking for leadership, inclusion, and broad community involvement to address the labour market issues and to take advantage of the economic opportunities presented.

The HR Consultancy's activities could include any of the following services:

- Advice and tools on recruiting: posting; short-listing; interviewing; selection; job offers; etc.
- Templates for HR practices: where to find resources such as labour relations requirements; safety compliance; etc.
- HR training could be delivered locally to employers.
- As part of this resource or part of the broader strategy, a central automated database of jobs to match applicants with employers.

- Large employers could share their HR capacity and services with small businesses through this consultancy.
- Resources, tools and information on retention strategies for local employers.
- Connecting employers with available local programs and service providers (i.e. broker role).

Recommendation 5: A Long-Term Comprehensive Workforce Attraction and Retention Strategy

Recommendation 5.1: Develop and implement a Prince Rupert (community-wide) workforce attraction and marketing strategy that includes the following elements:

- A portal with Prince Rupert information and resources that prospective employees (and families) and employers can use
- Resources and tools (e.g. video, testimonials, brochures, etc.) that employers and others can use to ‘sell’ Prince Rupert to prospective employees
- Strongly promoting ‘live, work, and play’ selling features of Prince Rupert including all media channels
- A ‘welcome wagon’ and ‘drive-around tour’ for new workers and families
- An innovative focus on helping – in practical ways – spouses and families of prospective employees

To be successful in getting workers in today's and tomorrow's labour markets, Prince Rupert must be visible and proactive. A comprehensive marketing strategy needs to be developed and actively implemented, involving making the community visible online and elsewhere, selling its attractions, and having programs and supports in place to settle and retain the workers and families who *do* come here.

Recommendation 5.2: Use the following list of twenty occupations in five key sectors as initial priorities (as per the employment demand forecasts developed earlier in this report) for the recruitment and retention of workers in Prince Rupert. Continually scan available labour market forecast information and other intelligence to modify this priority list on an annual basis, as economic and labour market conditions can change within one or two years.

Figure 46 - Priority Occupations for Recruitment and Retention

| Key Sector | Occupations |
|---------------------------------|--|
| Accommodation and food services | Cooks Food counter attendants, kitchen helpers and related support occupations Light duty cleaners |
| Construction industry | Carpenters |

| | |
|-----------------------------------|--|
| | <p>Construction millwrights and industrial mechanics</p> <p>Construction trades helpers and labourers</p> <p>Electricians</p> <p>Heavy equipment operators</p> |
| Health care and social assistance | <p>Nurse aides, orderlies and patient service associates</p> <p>Registered nurses and registered psychiatric nurses</p> <p>Social and community service workers</p> |
| Retail | <p>Cashiers</p> <p>Retail salespersons</p> <p>Retail and wholesale trade managers</p> <p>Store shelf stockers, clerks and order fillers</p> |
| Transportation and warehousing | <p>Contractors and supervisors, heavy equipment operator crews</p> <p>Longshore workers</p> <p>Material handlers</p> <p>Transport truck drivers</p> <p>Water transport deck and engine room crew</p> |

Finally, a robust strategy must answer the following questions: what, why, when who and how. The ‘what’ and the ‘why’ of Prince Rupert's labour shortage problems have been answered earlier in this report. The ‘how’ is covered in the other recommendations.

The ‘who’ is vitally important and is addressed in Recommendation #1. Without a champion for devoted to this strategy’s implementation and continuation, it will not succeed.

See *Recommendation 10* on labour market intelligence for suggestions regarding monitoring and tracking of this strategy.

Recommendation 6: Maximizing the Utilization of Local Indigenous Talent

Recommendation: This strategy should include a component with clear tactics, timelines and resources for engaging the local Indigenous population and First Nations leaders and increasing their community members’ interest in and readiness for employment with local employers (Indigenous and non-Indigenous owned).

The Indigenous population makes up a relatively large and significant part of the Prince Rupert labour force; and while many employers already employ a significant portion of workers who self-identify as Indigenous, there is an opportunity to work with employers and First Nations and Indigenous communities in and around Prince Rupert to increase local employment and retention among their members.

External Talent Sources

Recommendation 7: Applying Results from Other Communities

Recommendation: Explicitly build into this strategy key lessons learned from the case studies reviewed for this project.

The five communities studied have dealt with difficult ‘image’ issues and been compelled to find ways to address peoples’ perceptions and misperceptions, needs and concerns in order to survive and attract new opportunities, new workers and new residents.

- Rebranding and changing reputations – changing image perceptions, education and change happen slowly; and create a unique community brand that is memorable and separate from the others.
- Messaging should be around values for career opportunities and growth, affordability, safety, short commutes, healthy lifestyles, wholesome living around recreation and amenities.
- Know one’s community’s strengths, (e.g. safety, housing affordability, clean environment).
- Promote one’s equality and inclusion – openness, inclusivity, tolerance important to Canadians and immigrants considering relocation options.
- Rely on community history to create interest – previous experience, past friendships, and memories of growing up are ways to bring back former residents.
- Strive to improve lifestyle conditions in the community and to develop a combined career and community approach to communicating the strategic advantages the community offers as a place to live and work.
- Reflect the value in marketing that workers place on living happily in their community when choosing to work in the region.

Recommendation 8: Targeting Talent in Other Communities

Recommendation: Focus on selected communities in British Columbia, Alberta and the Atlantic provinces and build into the strategy the capacity to regularly scan Canadian communities impacted by downside labour adjustment.

Here, Prince Rupert is in competition with almost all other communities in British Columbia and beyond because the same demographic factors that affect this area are widespread. Three key geographical regions which are likely to have surplus labour right now and into the near future are those in: 1) Alberta which has been hit by the downturn in the oil sector; 2) British Columbia resource-dependent communities which have

experienced shut-downs in forestry and mining in particular; and 3) parts of the Atlantic provinces whose workforces are not being tapped by regional major industrial projects.

Prince Rupert should consider recruiting from industries in these areas that are experiencing unemployment from significant shutdowns. However, this needs to be qualified by the fact that commodity markets, government regulation, and other factors can change quickly and affect these downsizing trends.

The most important part of this recommendation is that, going forward, Redesign Rupert should build the capacity to be able to scan and collect timely intelligence – on an ongoing basis – regional and local economic developments in particularly resource-based communities across Canada, particularly within BC and western Canada. If one wants to go beyond its community or even region to tap into external talent pools (and, we conclude Prince Rupert needs to), this would be an innovative component of its attraction and retention strategy.

Recommendation 9: Implementing a Comprehensive and Coordinated Approach on International Talent

Recommendation: A more comprehensive and coordinated effort among employers is needed regarding recruiting, training, hiring and retaining international workers, including existing immigrants (already here and offshore), international students and temporary foreign workers; and including advocating for improvements and flexibility in foreign worker programs for rural communities to governments.

While there has been increased activity by individual employers on this in Prince Rupert, there does not appear to much coordination across the community and with the bigger voice of many employers together more success in attracting, recruiting and retaining international workers could be achieved. This could even include offshore recruiting missions of groups of companies in Prince Rupert and/or the region.

Information, Research and Other

Recommendation 10: Utilizing Labour Market Intelligence

Recommendation: Reliable information and data informed by ongoing research, fact-finding and analysis needs to be an integral part of this strategy. The knowledge base around rural and remote community economic and workforce development is rapidly expanding and changing, and regular intelligence gathering and learning from other cases need to continue.

All the communities studied conducted extensive research, including labour market research to understand their current local/regional labour situation, public perceptions, and potential targets' needs and interests. The next step was an attraction/recruitment and/or branding type of strategy with many key elements or activities for implementation that were monitored. In order to monitor and assess change, there is a need for ongoing research, tracking and evaluation. All these elements come with a cost and time commitment of community leaders, businesses, residents, staff and financial resources.

The other form of learning and updating the strategy approach will be to track, monitor and report on strategy inputs, activities, outputs, outcomes and key performance indicators. This should start with a project logic model as part of a strategy monitoring and evaluation plan going forward:

1. Attraction and retention indicators of success – In addition to having a plan with inputs (human, financial and other resources), key activities, intended outputs and short and longer-term outcomes, it will be important to identify key indicators of success. For example:
 - Number of vacancies
 - Duration of vacancies
 - Responses to job postings
 - Attrition metrics
 - Individuals moving to/leaving the community
 - Job postings with employment service providers
 - Enrolment in and graduation from relevant education, training and post-secondary education programs
2. Identify sources of existing data such as the City of Prince Rupert, the Prince Rupert Port Authority, The Prince Rupert and District Chamber of Commerce, Coast Mountain College, British Columbia Government. (e.g. BC Stats, Ministry of Advanced Education, Skills and Training, Ministry of Social Development and Poverty Reduction), Hecate Strait Employment Development Society, WorkBC, etc. and develop a protocol for regularly obtaining such data.
3. Define methodology for collecting new data through employer surveys, focus groups, data panels, etc., particularly annual surveys of employers to measure changes of levels of difficulty in filling positions and the success of recruitment efforts.
4. Monitoring and tracking existing and new data – provide data by industry sector, occupation, skillset, etc.
5. Reporting and sharing data vis-à-vis the attraction and retention indicators and providing reports to those organizations participating in the Strategy.
6. Strategy updating as necessary in terms of introducing new or changing existing tactics, updating target sectors and occupations

Other useful pieces of intelligence can be gathered through targeted research to inform the attraction and retention efforts. For example:

- Follow up with graduates of Prince Rupert institutions who have left the area with the aim to recruit them back home and collecting intelligence from them to inform this aim and related activities. Even if some are not interested in coming back, they may have useful insights on why not and how to interest and support others.
- Engage with and interview former Prince Rupert residents/employees on their experiences and their ideas for promoting to and attracting them and others.

Recommendation 11: Other Recommendations

Recommendation 11.1: Part of a long-term attraction and retention strategy can also involve Prince Rupert introducing or enhancing specific or niche community features or amenities such as high-speed internet, easier transportation options into and out of the community, drive-in or fly-out work arrangements, employer group total rewards programs, etc.

Recommendation 11.2: There are public policy-related issues that Prince Rupert can (and should) try to positively influence through advocacy with one or more senior level of government. For example:

1. Advocate for Prince Rupert residents to be included in the Northern Living Allowance and for a northern fund to tap into for workforce strategies.
2. Obtain funding to create a Prince Rupert fund to cover moving/location costs (incurred by employers or employees during relocation).
3. Encourage stronger cooperation, coordination and integration regarding rural policies and programming among relevant departments in both the provincial and federal governments.
4. Consider strengthening or helping employers to strengthen their retention efforts particularly in occupations that major projects in the region will compete for and advocate for government funding to do this. There is a major government effort to do everything possible to support the LNG Canada project to make it a successful case in attracting, training and retaining local talent. The same effort should be exerted for those employers not in the LNG value chain.

Recommendation 11.3: Use the Workforce Council mentioned above to provide background materials, training and support to employers, managers and supervisors in best practices to retain existing employees especially where competition is most keen. These would include occupations required by major projects construction labourers and trades, equipment operators, engineering and technologists, project managers and supervisors, safety personnel, and basic service jobs like cooks, cleaners, and security personnel.

Closing Remarks

Those approached in Prince Rupert, and our analysis, have made clear that labour shortages are a widespread and ongoing challenge. However, the problem is not insurmountable.

The recommendations above are derived from local sources, literature, and other communities dealing with similar issues. Most of them are neither quick nor easy. Implementing them will require time and both human and financial resources.

In Prince Rupert, however, we detected clear recognition of the challenges and the determination and will, under the guidance of Redesign Rupert, to take effective action in attracting and retaining the needed workers. We wish you every success.

By working together to implement a comprehensive set of actions across all talent challenge areas (i.e. attraction, recruitment, onboarding and integration, training and development and retention in the shorter and longer terms), Prince Rupert employers, students, jobseekers and service providers should all benefit. The findings and recommendations of this report provide a blueprint or framework with which Redesign Rupert, its members and stakeholders can achieve success in ensuring the Prince Rupert community has the talent needed to support local economic, business and community development.

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<https://www.cbc.ca/news/canada/ottawa/a-project-for-the-entire-town-how-goderich-seduced-doctors-1.5213135>

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Statistic Canada. *Census 2016. Population count*. City of Quesnel, Mount Waddington Regional District, Town of Hanna, and Village of Youngtown.

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Websites

City of Quesnel

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

City of Prince George

<https://www.princegeorge.ca/Business%20and%20Development/Pages/Economic%20Development/About/Statistics.aspx>

Port of Prince Rupert

<https://www.rupertport.com/>

City of Prince Rupert Economic Development Office

http://www.princerupert.ca/business_development/economic_development_office

Mount Waddington Regional District

<http://www.rdmw.bc.ca/>

Town of Hanna Alberta

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

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Appendix A: Annotated Bibliography

Affiliation of Multicultural Societies and Services. (December 2015). BC Syrian refugee settlement working group meeting report. Prepared for Immigration, Refugees and Canada and the United Way Lower Mainland.

<https://www.amssa.org/wp-content/uploads/2015/05/BC-Syrian-Refugee-Settlement-Working-Group-Meeting-Report.pdf>

The meeting report is a summary of the three-part process to gather information from services providers to assist in identifying a community's capacity to settle Syrian refugees. It was prepared for both short and long term. The three-part processes consisted of a distributed survey, 5 regional webinars, and a meeting held in December 2015 to continue the process of creating a Provincial map of the capacity, services available, and gaps in each community. Seven areas were covered, Language Services, Housing, Education, Employment, Health, Trauma Services, and Settlement Services. Prince Rupert was included in the Northern Region.

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http://www.risimk.cz/userfiles/file/Konference/Talent%20Attraction%20Management_Marcus%20OAndersson.pdf

Examines case studies of programs in northern Europe that focus how to retain talent from university grads in university towns to maintain and drive innovation. Mentions the 'Trainee SØR Program in southern Norway.' (see reference to this in Kamloops report). Good ideas for HR handbook.

Asia Pacific Gateway Skills Table. (2011). *BC labour market requirements for the Asia Pacific Gateway: 2011 – 2019. building markets growing jobs*, The Pacific Gateway Transportation Strategy 2012-2020, Moving Goods and People.

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This study provides the vision, investment targets, goals, and actions required to build and expand a transportation export and import network for Vancouver and Prince Rupert. The report committed to creating and supporting a reliable labour supply through actions such as labour market analysis, long term union agreements, ensuring infrastructure spending supported local communities, and creating incentives to attract workers to BC

Block, M. (2017). *Leaving timber behind, an Alaska town turns to tourism*. NPR.

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Radio broadcast (available in print) on how the town of Ketchikan Alaska reinvented itself after the decline of the timber industry. The community went from lumber to tourism and with this change came different types of retail businesses, work, and expectations.

Canada Border Service Agency (CBSA). (December 2018). *Audit of the commercial program in marine mode*.

<https://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/ae-ve/2018/acpmm-vpcmm-eng.html>

The objective of the audit was to provide assurance that CBSA could manage the responsibilities of the Commercial Marine Program.

Canada Public Policy Forum. (September 2015). *Ahead of the talent curve, ensuring BC's competitive edge, white paper*. Prepared in collaboration with Human Resource Management Association.

<https://ppforum.ca/wp-content/uploads/2018/05/Ahead-of-the-Talent-Curve-Ensuring-BC%E2%80%99s-Competitive-Edge-PPF-report.pdf>

The research focuses on overcoming regional disadvantages, building agile workplaces, maximizing diverse talent, and developing a versatile workforce. The study is optimistic that new economic opportunities, emerging intergovernmental and cross-sectional cooperation will help BC stay ahead of the talent curve. One recommendation calls for the rebranding of cities as attractive career destinations by showcasing unique advantages and challenging common misconceptions.

Canada Public Policy Forum. (August 2019). *Beyond the big city, how small communities across Canada can attract and retain newcomers*. Prepared for the Pathways to Prosperity Partnership and University of Western Ontario.

<https://ppforum.ca/wp-content/uploads/2019/07/BeyondTheBigCity-PPF-July2019-EN-1.pdf>

With the trend of intensification and urbanization, most newcomers to Canada settle in a few major cities. This is because of greater economic opportunities and cultural diversity. The study examines how newcomers can be attracted to rural and smaller communities. Multiple factors influence whether immigrants chose to a smaller rural community, including perceptions of the community, the presence of family, friends and/or other immigrants, employment opportunities, educational opportunities, access to cultural and religious amenities, employer support, and their desire for a small-centre lifestyle. Immigrants tend to leave a community because of a lack of large immigrant population, lack of cultural and religious amenities, lack of adequate settlement services, lack of fulfilling employment, inadequate employment opportunities for spouses, inadequate public transportation and housing, and racism and intolerance. The study provides a number of initiatives to encourage immigrants to settle. As the cost of housing in major centres rises small centres compete to attract newcomers and Canadians.

Canadian Rural Revitalization Foundation. Main, H., Breen, S.P., Collins, D., Gaspard, V, Lowery, B., Minnes, S., and Reimer, W., Editors. (2019). *State of Rural Canada III: Bridging the rural data gaps*. Electronic monograph in PDF format.

<http://sorc.crrf.ca/sorc3/>

The report details information gaps and examines the challenges in data gaps. As the report points out the data challenges have real implications for rural communities across Canada. Rural communities are at a disadvantage due to the availability and access to data, including analysis and mobilization. Small communities face confidentiality issues. Collecting is more expensive, and these issues create barriers to data analysis and use. The report contains recommendations for changes.

A chapter on Economy, Demography, and Workforce points out current data is insensitive to job satisfaction, place livability, and community resources. In this chapter several projects were reviewed and include steps to make communities attractive to skilled workers.

CBC News (January 14, 2017). *Hanna Alta. could be hit hard by coal phase-out*

<https://www.cbc.ca/news/canada/calgary/hanna-alberta-coal-mine-shut-down-1.3936178>

Early announcement of the panel to examine the impact of coal phase out in Alberta. Hanna will lose 7.5% of their workforce or 200 plus well-paying jobs with the closure, equivalent to 90,000 jobs in Calgary. Reports that Hanna commissioned an impact report to negotiate a transition plan.

CBC News (July 17, 2019). *How one Ontario town is luring young doctors — and keeping them there*.
<https://www.cbc.ca/news/canada/ottawa/a-project-for-the-entire-town-how-goderich-seduced-doctors-1.5213135>

CBC news story How one Ontario town is luring young doctors — and keeping them there. Different place, different problem but possible similar solution earlier or later career building years and thus have more flexibility. Both partners in the relationship/marriage must be happy in the relocation so targeting multiple professions at the same time could be beneficial and save efforts/costs.

City of Prince George. (2017). *2017-2019 economic development strategy & 2017 work plan*.
https://www.princegeorge.ca/cityhall/mayorcouncil/councilagendasminutes/Agendas/2017/2017-01-09/documents/2017_to_2019_Economic_Development_Strategy_-_Draft.pdf

Canadians under 40 are considerably more likely to consider moving to a new community than older Canadians. In fact, Canadians under 40 were the only groups to become more willing to move since 2014; older Canadians became less willing to consider a major move.

The issues that Canadians care most about, when considering a new place to live, are mainly economic issues. The top issues identified as important in the survey are affordable housing; the cost of living; the quality and availability of health care; and job and advancement opportunities.

Community Development Institute. (March 2015). *Best practices guiding industry-community relationships, planning, and mobile workforces*.
<https://www.unbc.ca/community-development-institute>

UNBC's Community Development reports focus on best practices for a mobile (fly-in fly-out, workcamp) workforce – from planning to implementation. Excellent resource guides: from regulation framework to implementation guidelines.

Community Futures Central Kootenay. (2017). *Annual report 2016-2017*. Community Futures Central Kootenay.
<https://futures.bc.ca/wp-content/uploads/2013/11/Annual-Report-and-Audited-Financial-Information-for-2016-17.pdf>

Annual report from Community Futures Central Kootenay that explains Imagine Kootenay initiative.

Community Futures Central Kootenay. (2018). *Annual report 2017-2018*. Community Futures Central Kootenay.
https://futures.bc.ca/wp-content/uploads/2018/11/2018-Annual-Report-Financial-_-CFCK-website.pdf

Annual report provides information regarding the funding of Imagine Kootenay from the BC Rural Dividend Fund and reports on the success of the programs. Identifies metrics used for measurement.

Creative Links. (November 2011). *Northwest transmission line labour market partnerships, labour market research summary*. Prepared for Northwest Transmission Line Labour Market Partnership Steering Committee.

<https://apps.neb-one.gc.ca> > REGDOCS

The Northwest Transmission Line provides the region and towns of the northwest an opportunity to grow. In order to take advantage of the opportunity report recommends that the following, there is a need for regional thinking from all sector champions, a need to cooperatively, adequate funding must be made available for planning to avoid higher labour costs and shortages, communication and cooperation is required between communities, and clear evaluation criteria must be used to adapt strategies and change actions to meet changing circumstances.

Doll, C. (2018) *Facilitating workforce development: The economic developer's role in supporting economic stability in medium and small resource-based British Columbian cities. Papers in Canadian Economic Development Volume 18. University of Waterloo.*

This study focused on providing economic developers in smaller resource reliant communities with tools to adjust to the changing realities by leveraging community strengths to attract and retain skilled talent. The study focused on the BC communities in Kootenay and Cariboo regions.

EcoPlan. (2015). *Strategic sectors study*. Prepared for Mount Waddington Regional District.

This study examined the size and growth potential, and overall analysis of opportunities and threats of the forestry, marine, small business, cultural and adventure tourism, and learning sectors in the regional district. The report was designed to provide the regional district with direction for the development of policies and actions to support the local economy.

Esses, V., and Charlie Carter. (2019). *Beyond the big city: how small communities across Canada can attract and retain newcomers*. For Public Policy Forum

<https://ppforum.ca/wp-content/uploads/2019/07/BeyondTheBigCity-PPF-July2019-EN-1.pdf>

Main findings: There is an overall trend of immigrants who were destined to live in smaller centres not residing in these intended destinations at landing. While they intended to live in a small centre, they choose to reside elsewhere. These losses are not offset by an inflow from other areas in the province or from other provinces, and there is a persistent issue of either zero or negative net migration for many of these communities. In addition, with a close linear relationship between 'immigration stock' and retention rates, some smaller centres in Ontario are in double-jeopardy, as these communities do not receive a lot of immigrants to begin with and do not retain immigrants.

Study outlines strategic themes and goals for the county: under collaboration: Economic: Social: Support: Programs and Services Delivery: and Environment.

Government of Prince Edward Island, University of Prince Edward Island (2018). Recruiting talent to PEI survey: build a career. Create a life.

https://www.princeedwardisland.ca/sites/default/files/publications/recruiting_talent_to_pei_report.pdf

Recruiting Talent to PEI Survey offers better understanding why the individuals originally from PEI moved away and what they see as the opportunities and possible barriers to returning to PEI. Offers insight into who to target, but it does not offer much in solutions (as to what can be done).

Hall, P. (November 2017). *Presentation: port-logistics in Prince Rupert and northern BC: lessons and questions for development in remote urban regions*. University of Manitoba.

http://umanitoba.ca/faculties/management/academic_depts_centres/centres_institutes/ti/media/Port_Logistics_in_St_Rupert_and_Northern_BC_Presentation.pdf

Peter Hal discussing port-logistics in Prince Rupert and Northern BC presents lessons and questions for development in remote urban regions. Data cited were from Census 2006 to 2011, population up to 2016, cargo up to year 2016. Author presented his major argument there was lots of change in employment mix and locations plus their regional trajectories of economic development, long-established patterns (resource extraction cycles), mediated by existing and emergent institutions (PRPA, FN), lacking advantages of scale and independent global connections, and secure the local benefits through less formal and historically contingent arrangements.

Hamilton, T. (May 13, 2019). *Prince Rupert port authority container terminal master planning confirms potential of second terminal identified as next phase of development*. The Northern View.

<https://www.thenorthernview.com/business/prince-rupert-port-authority-container-terminal-master-planning-confirms-potential-of-second-terminal-identified-as-next-phase-of-development/>

Report on the latest Port Authority Study that outlines future growth for the Port of Prince Rupert. The article outlines expect growth and expansion of both the port infrastructure and cargo capacity. It is expected that Prince Rupert will be the second largest port in Canada in five years' time.

Hyndman, J., Nadine Shuurman, and Rob Fielder (December 2006). *Size matters: attracting new immigrants to Canadian cities*. Journal of International Migration and Integration.

<https://yorkspace.library.yorku.ca/xmlui/bitstream/handle/10315/6369/Size%20Matters.pdf?sequence=1&isAllowed=y>

This study used findings from the Longitudinal Survey of Immigrants to Canada (LSIC) (2003 data) to construct an index that ranks five medium-sized cities in British Columbia in terms of their potential

attractiveness to new immigrants. The index created proves robust and reliable from a statistical viewpoint. The study confirms that immigrants are attracted to cities where friends and family or other immigrants live. Moreover, the increase in attractiveness of a city is primarily related to its size. The index is an indicator of the role that population and the existing number of immigrants in situ plays in determining the appeal of smaller cities. Of the five communities ranked (CRD, Kelowna, Nanaimo, Prince George and Prince Rupert), PR ranked the lowest in the index. From a policy perspective, if governments wish to spread the wealth associated with immigration and an expanded labour force, a proactive policy stance that enumerates and communicates the appeal of less prominent communities is vital. The authors argue that from a policy perspective, this circularity can be overcome only by strong incentives. One such draw might be a future option for family unification not normally allowed under Canada's Immigrant and Refugee Protection Act. Another might include offers of tax credits or exemptions from provincial governments if new immigrants are willing to relocate in areas without dense immigrant populations. A more enforcement-oriented measure would be to use temporary work status instead of full immigration status to control settlement patterns by making admission to Canada conditional on settlement in a specified smaller urban centre.

Immigration, Refugees and Citizenship Canada (Spring 2019). *Immigration matters, economic profile series: Prince George BC.*

<https://www.canada.ca/content/dam/ircc/migration/ircc/english/pdf/immigration-matters/economicprofile-princegeorge-britishcolumbia-en-final.pdf>

Paper examines the impact of changing demographics will have on Prince George's workforce and industries. Points out that since 2013 all net growth in the labour market has come from immigration and that there is a direct correlation between immigrant attraction and workforce growth. One of 20 reports prepared for regions in Canada.

InterVISTAS. (2019). *2019 economic impact of port of Prince Rupert.*

The Prince Rupert Port Authority's 2018 Economic Impact Study revealed that employment associated with moving trade through northern BC to the Port of Prince Rupert has grown from 5,200 jobs to 6,200 jobs since 2016. The economic impact study analyzed a wide variety of factors based on the 26.7 million tonnes shipped through the Port in 2018 and determined significant economic and employment benefits continue to grow throughout the northern BC region.

In total, the international trade cargo handled in 2018 at the Port of Prince Rupert was valued at approximately \$50 billion and the business of transporting that trade through the gateway created \$1.5 billion of economic activity in the region. The businesses and organizations involved in marine, terminal, rail, truck logistics and other activities required to safely move goods through the region employed 3,600 full time equivalent jobs, and the contracted services and supplies required by those businesses (i.e. indirect employment), generated another 2,600 jobs. Although many of the total 6,200 jobs are located in the Prince

Rupert area, thousands of women and men find employment as residents of communities throughout northern BC.

The study provides breakdown of taxes paid by PPR to each level of government. Prince Rupert receives 7.4% or \$9.3M of the \$125.5M paid.

Ingenia Consulting. (November 2011). *Human resource strategy for the northwest transmission line labour market partnership*. Prepared for the Northwest Transmission Line Labour Market Partnership.

https://www.bchydro.com/content/dam/hydro/medialib/internet/documents/projects/ntl/NTL_H_R_StrategicPlan.pdf

Labour market research indicated that showed that between 2012 and 2016 the northwest region would face shortages of up to 1,900 workers, with over two-thirds of the new jobs being well paid trade and related occupations, and they will be in demand for almost a decade. The study includes short term, medium term, and supporting actions that can enhance and strengthen the regional economy and increase workforce participation.

Kurjata, A. (August 29, 2017). 'A hail Mary pass': how the port of Prince Rupert became a player in the world of global trade. CBC News.

<https://www.cbc.ca/news/canada/british-columbia/prince-rupert-port-ten-years-1.4267502>

A CBC article recounts the development of the container port in Prince Rupert over the last ten years and how it the port is reviving the local economy after the closure of wood and pulp mills.

Maru Matchbox (2018). *summary report for regional district of Mt Waddington*.

Maru Matchbox summary report for Regional District of Mt Waddington - to understand what would motivate young and middle age people in British Columbia and Alberta to live in the Regional District of Mt. Waddington (Vancouver Island North) in the next 5 yrs. Key findings: Vancouver Island North has the highest familiarity and conversion to moving rate among all regions. Recommendation: Familiarity, although high, can still be improved on by casting a wide net as those open to moving come from all backgrounds.

As familiarity improves conversion to considering moving to the region increases, eventually more people will take action. Rather than focusing marketing materials on a specific physical or household demographic, focus on the specific values people hold. Affordability, safety, and close to basic services are key attributes to bring new people to a rural community.

Recommendation: Affordable housing is a key attribute but is not associated with the region – even among those who want to move there. To move the needle among those who are not currently open, focus on this benefit. Those who want to live already know about the recreation, lack of crowds, and mild weather. A second benefit is safety – an attribute somewhat associated with all the rural communities tested. Potential

residents need to know how Vancouver Island North stands out from other smaller communities on this specific attribute.

MDB Insight. (2016). *Resident attraction and retention strategy*. Prepared for the Columbia Valley.

<http://www.radiumhotsprings.ca/sites/default/files/Columbia%20Valley%20Resident%20Attraction%20and%20Retention%20Strategy%20FINAL.PDF>

The report provides good analysis of strategies and having a strong place-based reputation – strong reputations and positive overall place branding are important in piquing the interest of talent (especially for quality of life migrants). The importance of having a critical mass of enticing employers and job opportunities – places that can demonstrate they have a variety of good employers and job opportunities are seeing success in talent attraction and retention as talent actively seeks new challenges and does not stay in one job for long

Demonstrating being a ‘livable community’ – above and beyond employment opportunities, talent is always looking for communities that can demonstrate they have good quality of place, such as a vibrant cultural scene, opportunities to participate in the social life of the community, and a pleasant physical environment. Having good housing options – access to well-suited housing that comes in a variety of forms (such as short-term living, apartments, and housing)

- Being accessible to the world – talent in this day and age lives a relatively mobile life, expecting easy transportation access to the outside world in order to go on trips, participate in national and international networking events and conferences, and be able to tap into creative

Having opportunities for co-creation of the community – talent wants to take part in local debate and community development, wants to be heard, and be co-creators of services that help shape the future of the community.

MDB Insight. (May 2017). *Kamloops labour attraction partnership, final report*. Prepared for Venture Kamloops.

http://venturekamloops.com/pdf/labour-attraction/Venture%20Kamloops%20-%20Labour%20Attraction%20Partnership%20FINAL_2017-05-30.pdf

This study presented the best and most promising practices: Connecting University and College Students to Local Job Opportunities; Creating a Talent Management Strategy; Attracting and Retaining Skilled Immigrant Workers; Hiring for ‘Fit’ and Training for Technical Abilities; Retaining a Diverse and Talented Workforce; and Leveraging Social Media for Recruitment.

General recommendations for recruitment for Kamloops: Increase Awareness of the Opportunities and Quality of Life in Kamloops; Develop Sector Partnerships to Cooperatively Attract Talent to Kamloops; Create a Spousal Employment Support Program; and Deepen Partnerships with Thompson Rivers University. No sector specific recommendations for Kamloops.

Mendelson, M. (March 2004). *Aboriginal people in Canada's labour market: work and unemployment, today and tomorrow*. Caledon Institute of Social Policy.

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.549.8045&rep=rep1&type=pdf>

The report analyzes two main indicators of labour market activity – unemployment and participation rates to see how Aboriginal People have been doing in Canada's labour market. The observation is that Canada has performed better than expected in absorbing large numbers of Aboriginal workers into the labour force. The report ends with a review of policy implications for governments to consider as Aboriginal workers play a larger role in Canada's labour market.

Mitchell, C.J.A. (2008). *Counterurbanization and the growth of Canada's rural and small-town municipalities: 1996-2001*. Canadian Journal of Regional Science é Revue canadienne des sciences régionales XXXI :1

<http://www.cjrs-rcsr.org/archives/31-1/MITCHELL.pdf>

Mitchell's study focuses on migration to those Canadian Rural and Small Town (RST) municipalities that experienced growth between 1996 and 2001. The primary goal is to assess the contribution of 'counterurbanization' to this demographic trend.

More than one-third (41%) of migrants who moved to a rural residence (between 1996 and 2001), came directly from a metropolitan centre. About one-fifth of all RST in-migrants left Canada's smaller urban agglomerations and elected to relocate in a less concentrated setting. However, for more than one third of the sample, the decision to move was taken by residents already living in the countryside; a migration path that dominated in five of Canada's thirteen regions. This study also has demonstrated, as expected, that the magnitude of intra-provincial moves is influenced greatly by the number of residents located within each region. Relative variance in economic conditions, as measured by gross domestic product per capita, was found to be a good indicator of the size of the migrant pool crossing a provincial border. Thus, the decision to move to a rural setting outside the province is, to a large extent, influenced by favorable economic conditions in the destination region.

Munro Thompson Communications. (March 2018). Workforce and resident attraction marketing plan. Prepared for the Regional District of Kitimat-Stikine in Collaboration with the City of Terrace, District of Kitimat and the City of Prince Rupert.

The goal of the 2017 strategy was to increase public awareness and support for a regional funding agreement and to make it a topic of conversation and debate during the provincial election in the Northwest. The strategy included a communications plan with a primary focus on media and stakeholder relations. Munro Thompson performed a brand refresh, developed a campaign platform and style guide, and a completely new and updated website. Supporting print materials, including posters, conference materials, infographics and postcards helped to better communicate the goals and purpose of the RBA.

Norman, H. (August 2018). *Quesnel's program to attract and retain new residents, Susan Paulsen rolls out the red-carpet treatment to help new residents adjust. Quesnel Cariboo Observer*. August 16, 2018. <https://www.quesnelobserver.com/community/quesnels-program-to-attract-and-retain-new-residents/>

Reports on the success of the Quesnel's red-carpet program and how the program was expanded to include other sectors beyond health. The was achieved with a grant from the BC Rural Dividend Fund.

Northwest British Columbia Resource Benefits Alliance (2018). *Rural development strategy stakeholder's submission*. <https://www.nwresourcebenefits.ca/wp-content/uploads/2018/03/RBA-Submission-to-the-Rural-Development-Strategy-Engagement-Process-FINAL.pdf>

Submission reflects current priorities and hindrance of community economic development. Should go through its analysis when it comes to issues around why some of the initiatives, such as increasing (local) taxes to fund service needs, may or may not work.

Recommendations from stakeholders: Develop a framework for rural development that is flexible enough to meet the needs of different regions. Ensure the work done to create the Rural Development Strategy includes adequate research on existing conditions in different regions of the province. Make sure the strategies developed take into account the level of current and potential economic activity within different regions, with a focus on translating that activity into sustainable communities. Recognize that the benefits of economic development in rural areas must improve the long-term sustainability of rural communities. Commit to working closely with groups such as the RBA in each region to formulate a governance model for a particular region. Use the proposal put forward by the RBA as a pilot project to develop and test strategies to support sustainable economic development and sustainable communities in rural BC.

Parkland County Council. (2017). *Parkland County long-term strategic plan 2040 and beyond*. <https://www.parklandcounty.com/en/county-office/resources/Documents/strategic-plan/Long-Term-Strategic-Plan---FINAL---Web.pdf>

Parkland County priorities are (they call it the pillars), complete communities, strategic economic diversification, respected environment, and responsible leadership.

Peak Solutions Consulting. (2018). *City of Quesnel Economic development transition strategy report – final*. Prepared for the City of Quesnel.

The report identified long term economic direction for the Quesnel and the actions that reflect Quesnel's future vision for prosperity. The report focuses on activities that support business retention and expansion, resident, visitor and business attraction, and workforce development and attraction.

Polese, M., and Richard Shearmur. (2005). *Why some regions will decline: a Canadian case study with thoughts on local development strategies*. INRS Urbanisation, Culture et Société.

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.466.8806&rep=rep1&type=pdf>

The authors present the case of five Canadian peripheral regions, which they argue are destined to decline. The explanation of the reasons why future decline (in absolute population and employment numbers) is inevitable constitutes the article's central focus. The authors suggest that regional decline will become an increasingly common occurrence in nations at the end of the demographic transition whose economic geographies display centre-periphery relationships. Such broad structural trends cannot be easily altered by public policy. The authors reflect on the implications of regional decline for the formulation of local economic development strategies. Local economic development strategies should not, they argue, be advanced as a means of arresting population and employment decline. To suggest that the regions studied in this article will decline because of a lack of social capital or insufficient number of local entrepreneurs, is not only misleading but may also be counterproductive.

Polese, M., and Richard Shearmur. (2005). *Why some regions will decline: a Canadian case study with thoughts on local development strategies*. INRS Urbanisation, Culture et Société.

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.466.8806&rep=rep1&type=pdf>

Authors review why five Canadian regions are destined to decline. Written in 2001 the report argues that regional decline will become prevalent in Canada because of demographic transition whose economy favours cities, Economic development alone cannot arrest population and employment decline.

Praxis Consulting: (June 2016). Economic impact study. Prepared for Gateway Keewatin corridor.

http://www.townofthepas.ca/wp-content/uploads/2011/11/Gateway_Keewatin_Study_Final_Report_June_9_sir.pdf

Gateway Keewatin Corridor is an organization of made up of Saskatchewan and Manitoba governments as well as Aboriginal communities and stakeholders. The report examines the transportation requirements to improve trade development to international markets via the Port of Churchill.

Prism Economics and Analysis. (July 2019). *Economic Impact study of digitization and automation of marine port terminal operations in British Columbia*. Prepared for the International Longshore and Warehouse Union.

https://ilwu.ca/wp-content/uploads/prism-ilwu_report-a3-aug14.pdf

The report examines the impact that automation technology on BC ports. The report notes that automation will result in substantial job loss and impact on local economies. The Brownfield Scenario indicates 700 jobs may be a risk in Prince Rupert, and Greenfield Scenario estimates 1,200 may be at risk. Brownfield automation is upgrading existing terminals and Greenfield automation is building new facilities and eliminating the need to remodel or demolish existing structures.

Productivity Commission. (2017). *Transitioning regional economies, productivity commission initial report*. Australian Government.

<https://www.pc.gov.au/inquiries/completed/transitioning-regions/initial>

The report examines the impact and opportunities of the resource boom in Australia. It reviews the both the challenges and opportunities for business, communities, and governments. Commissions report identified regions that face significant challenges in transitioning to more sustainable economies, established a single economic metric to highlight regions most at risk, factors that influence a regions capacity to adapt, and devised and an analytical framework for assessing economic and social development.

R.A.Malatest & Associates. (2014). *Identifying Canadian talent pools for Prince George's in-demand occupations*. Prepared for Initiatives Prince George (IPG)

<https://www.princegeorge.ca/Business%20and%20Development/Economic%20Development%20Documents/InitiativesPrinceGeorgeWorkforceIntelligenceStudyFinalReportV2.pdf>

In this 2014 study, major findings were: *Economic Recovery*: Prince George is experiencing a broad-based economic resurgence. Unemployment is at a 20-year low, and job opportunities are being created in emerging industries as well as regional capital projects.

Workforce Shortages: Local employers are reporting hiring difficulties for professionals and skilled trades. The labour force has not grown sufficiently in recent years to satisfy demands for workers, and in 2013 it suffered a contraction due to such factors as net out-migration, a falling participation rate, and retirement.

Migration Patterns: Historically, Prince George's most important sources of migration have been its neighboring regional districts; Vancouver, BC; Edmonton, AB; and several cities in BC's Lower Mainland.

A Perception Gap: One of Prince George's greatest stumbling blocks for attraction is a perception gap. The Perceptions of Prince George (POPG) survey finds that Prince George is more often than not seen by Canadians as high in crime; economically depressed; and not worth relocating to for employment.

Marketability: Prince George has a series of marketable qualities that can be leveraged for attracting workers. Its low unemployment rate, highly affordable housing and rent, healthcare system, post-secondary education system, and medium size should be promoted in future attraction campaigns.

Attraction Cities: A 'top ten' list of cities for future attraction activities has been identified for Prince George. These cities contain high numbers of unemployed workers in the occupations of interest to Prince George. Among those 'top ten' cities are Toronto, ON; Montréal, QC; Windsor, ON; and London, ON.

Major recommendations are: Conduct Effective General Attraction Activities; Encourage Employer Programs; Attract High Demand Occupations; and Overcome the Perception Gap.

R.A.Malatest & Associates Ltd. (May 2017). *Perception of Prince George survey*. Prepared for city of Prince George – Economic Development Division.

https://edac.ca/wp-content/uploads/gravity_forms/13-c679d41cedee6e04e8b1e9ec6fe2b743/2017/07/2017-Perceptions-Of-Prince-George-Survey.pdf

This was an update to a 2014 study and followed a marketing campaign undertaken by the City of Prince George. The study reported that people who say ads were less likely to think of Prince George as a small, remote community, that they were less negative regarding health care, and more likely to express a desire to live in smaller city. The conclusion was that the messaging campaign about regarding quality of life in Prince George was improving the perception of the community.

Rop, E. (January 2017). Hanna: *How one Alberta town is using its own history to survive coal crisis*. *The Calgary Journal*. January 31, 2017.

<https://www.calgaryjournal.ca/index.php/living/3516-alberta-small-town-is-using-their-history-to-survive-coal-crisis>

Reports on the impact of changing technologies have on vibrant communities and how the Town of Hanna will adapt to the latest change with the closure of the coal mine and coal generation station. The community is hoping to mitigate the risks and identify their assets and opportunities.

Stantec Experts-conseils ltée. (June 2012) *socio-economic baseline study, final report, Kami Iron ore project Kami concentrate storage and load-out facility, Quebec*. Prepared for Alderon Iron Ore Corp.

<https://acee.gc.ca/050/documents/p64575/81793E.pdf>

The report examines the development of a port and storage facility in a region with characteristics similar to Prince Rupert: a declining population and a forest sector that is in decline. It is a baseline study.

Statistic Canada, (2003 Data). *Longitudinal survey of immigrants to Canada*.

Data from the 2003 study.

Tendensor and Authors (Marcus Andersson, Christer Asplund, Mikael Byström and Per Ekman). (2014). *Tools and strategies for innovative talent attraction and retention – a handbook on talent attraction management for cities and regions*.

http://onebsr.eu/wp-content/uploads/2014/06/One_BSR_Toolkit_2014_FINAL.pdf

Calling it the defining issue of the 21st century the study provides strategies for talent retention and attraction. 2010 was the defining year for many countries as for the first-time labour market entrants fell below the levels of retiring workers. The study outlines strategies for talent attraction, reception, integration, and reputation. The study states that talent retention is about reception and integration of skilled workers.

Transport Canada: *backgrounder on Canada's port system*. <https://www.tc.gc.ca/eng/backgrounder-canada-port-system.html>

This document provides information on Canada's port system. The Port of Prince Rupert accounts for 11% (2016) of Canada's port revenues and is among the five largest Port Authorities in the country.

Ventures Kamloops. (2016). *Talent attraction and retention strategy high tech*. Ventures Kamloops.

<http://venturekamloops.com/pdf/labour-attraction/VentureKamloops-HighTech.pdf>

One of five papers written to help attract and retain talent for the manufacturing, high tech, construction, transportation and logistics, and professional services sectors in Kamloops. Part of the labour attraction partnership to address the labour shortages in the Kamloops region. The High-Tech report provides employers with strategies and tactics to develop initiatives and approaches to attract and retain talent.

Urban Systems. (2017). *Cactus corridor asset mapping and opportunities study*. Prepared for the Climate Change Strategy Task Force.

This report is an analysis, narrative and exploration of transition opportunities in light of the closing of the Sheerness Mine and Sheerness Generating Station. The report is an asset mapping study for the communities, citizens, and residents of the Cactus Corridor.

Appendix B: Key Informants

| | Company | Cluster |
|----|--|------------------------|
| 1 | BC Housing | Municipal Services/GVT |
| 2 | Broadwater | Local Businesses |
| 3 | Canadian Border Control | Port Economy |
| 4 | City of Prince Rupert | Municipal Services/GVT |
| 5 | City West | Municipal Services/GVT |
| 6 | Coast Mountain College | Education/Training |
| 7 | Coastal Shellfish | Local Business |
| 8 | Crest Hotel (Tourism PR) | Tourism |
| 9 | Dubai Ports World | Port Economy |
| 10 | Eby & Sons Construction Ltd | Local Business |
| 11 | Kristoff Trucking | Port Economy |
| 12 | Lester Centre | Not-for-Profit |
| 13 | North Pacific Cannery | Not-for-Profit |
| 14 | Northern Health | Health |
| 15 | Ocean Pacific air | Tourism |
| 16 | Opa Sushi | Local Business |
| 17 | Outer Coast Outfitters | Tourism |
| 18 | Pavilion Restaurant | Local Business |
| 19 | Pinnacle Renewable Resources | Port Economy |
| 20 | Prestige Hotel/Chances Casino | Local Business |
| 21 | Prince Rupert Port Authority | Port Economy |
| 22 | Quick Load | Port Economy |
| 23 | Rainbow Chrysler | Local Business |
| 24 | Ray-Mont Logistics | Port Economy |
| 25 | RBC | Local Business |
| 26 | Ridley Terminals Inc. | Port Economy |
| 27 | School District #52 | Education/Training |
| 28 | SMIT Marine | Port Economy |
| 29 | Tidal Transport | Port Economy |
| 30 | TRICOR | Education/Training |
| 31 | Western Canadian Marine Response Corp. | Port Economy |
| 32 | Wheelhouse Brewing Company | Local Business |

Appendix C: Key Informant Interview guide

Redesign Rupert Interview Guide

| | |
|--|---|
| Introduction | This questionnaire is from Roslyn Kunin and Associates (RKA). RKA is conducting questionnaire on behalf of Redesign Rupert. |
| Key Elements | Redesign Rupert sponsored The Prince Rupert Labour Market Study. The study is seeking to understand the composition of Prince Rupert's current labour market, identify critical shortages, and determine how future major projects in northern BC will continue to affect the current local labour force shortage. |
| <ul style="list-style-type: none">• Thank you• Name• Purpose• Time Commitment• How interview will be conducted• Opportunity for feedback and questions• Agreement to proceed | <p>Redesign Rupert, a civic initiative working to develop strategies to support local access to human capital, has now partnered with Community Futures, the City of Prince Rupert, the Port of Prince Rupert, and Hecate Strait Development Society, to undertake this comprehensive study to better understand the dynamics of the local labour force, and to design a recruitment strategy to combat the issue of local workforce recruitment and retention.</p> <p>Please refer to the backgrounder that was sent to you in advance of the questionnaire if you have any questions or contact RKA at with your question.</p> <p>This questionnaire should take about 30 minutes.</p> <p>Your responses will be kept confidential. Your responses will only be shared with the research team and we will ensure that any information included in the report does not identify you as the respondent, without your written permission.</p> <p>Thank you for taking the time to participate in this questionnaire.</p> |

Research Questions

- i. What are the main industries/occupations facing skills and labour shortages right now, and in the foreseeable future? Are these unique occupations or in unique industries?

| Employer Interview Questionnaire | |
|----------------------------------|---|
| Key Elements (Questions) | |
| • Current trends by sector | |
| • Current trends by industry | |
| • Future trends by sector | |
| • Future trends by industry | |
| • Current education and training | |
| • Future education and training | |
| | 1. Which of the following best describes your company? |
| | <input type="checkbox"/> Private Company |
| | <input type="checkbox"/> Industry Organization |
| | <input type="checkbox"/> Municipal Services or Government |
| | <input type="checkbox"/> Health |
| | <input type="checkbox"/> Not for Profit |
| | <input type="checkbox"/> First Nations |
| | <input type="checkbox"/> Other _____ |
| | 2. Please indicate the Sector to which you belong: |
| | <input type="checkbox"/> Agriculture and Agri-Food |
| | <input type="checkbox"/> Construction |
| | <input type="checkbox"/> Culture and Leisure |
| | <input type="checkbox"/> Education and Training |
| | <input type="checkbox"/> Energy |
| | <input type="checkbox"/> Health |
| | <input type="checkbox"/> Information and Communications |
| | <input type="checkbox"/> Manufacturing |
| | <input type="checkbox"/> Natural Resources |
| | <input type="checkbox"/> Retail and Wholesale |
| | <input type="checkbox"/> Science and Technology |
| | <input type="checkbox"/> Transportation |
| | <input type="checkbox"/> Travel and Tourism |
| | 3. How many people are working in your company? |
| | <input type="checkbox"/> <10 |
| | <input type="checkbox"/> <20 |
| | <input type="checkbox"/> <30 |

- < 40
- 50+
- Unsure

Qualifications (Skills, Education and Training, Experience, Credentials)

4. From your company’s perspective – to what extent do you have hard to-fill positions?

Please indicate appropriate number on a scale from 1 to 5 – ‘1’ being ‘no difficulties’ or ‘a minimal vacancies’ and ‘5’ being ‘extensive hard-to-fill vacancies.’

- 1 (Very easy to fill positions)
- 2 (Easy to fill positions)
- 3 (Neither easy nor difficult to fill positions)
- 4 (Somewhat hard to fill positions)
- 5 (Very Hard to fill positions)

Please explain your rating. (Comment Section)

5. Which occupations do you expect will be in the greatest demand over the coming 3 to 5 years for your company and sector?

Rate the future demand of the following occupational categories on a scale from 1 to 5 – ‘1’ being ‘significantly reduced demand’ and ‘3’ being ‘no change’ and ‘5’ being ‘significantly increased demand’.)

- | | Company | Sector | Ranking |
|--------------------------|---------|--------|---------------------------------|
| <input type="checkbox"/> | | | Management/Supervisory |
| <input type="checkbox"/> | | | Professional/Technical |
| <input type="checkbox"/> | | | Administrative/Support |
| <input type="checkbox"/> | | | Skilled/Semi-Skilled Trades |
| <input type="checkbox"/> | | | Labouring/Unskilled Occupations |
| <input type="checkbox"/> | | | Other please specify: _____ |

6. What types of qualifications (skills, education/training, experience, credentials, etc.) are you looking for when hiring your new employees? (if any?) **Please indicate all that are applicable.**

- Demonstrated communication skills
- Demonstrated leadership skills
- Demonstrated soft skills (people skills, teamwork, public speaking, networking, etc.)
- Demonstrated work experience
- Relevant work experience
- Professional Diploma or Degree
- IT Skills and IT experience
- Trade Qualification
- Continuing education credentials
- Other, please specify: _____
- Nothing, applicants generally have what it takes to do the job.

7. What are your challenges in finding workers for your company? **Please indicate all that are applicable.**

- Unable to find qualified candidates in Prince Rupert
- Lack of work experience
- Lack of related experience
- Appropriate certification or training
- Lack of basic communication skills
- Unable to attract qualified candidates to Prince Rupert
- Community amenities and housing
- Lack of employment opportunities for recruits' spouses

8. Which specific occupations are currently difficult to fill? **Please indicate all that are applicable.**

- Management/Supervisory
- Professional/Technical
- Administrative/Support
- Skilled/Semi-Skilled Trades
- Labouring/Unskilled Occupations
- Other please specify: _____

| | |
|--|--|
| | <p>9. How, why and with whom (if anyone) does your company compete with when it comes to hiring? Please indicate all that are applicable.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Large National Companies (CN, TELUS, BC Hydro) <input type="checkbox"/> Municipal and Regional Governments <input type="checkbox"/> Health Authority <input type="checkbox"/> School District <input type="checkbox"/> Port Authority <input type="checkbox"/> Other Regional Employers specify _____ <input type="checkbox"/> Opportunities from other parts of the BC <input type="checkbox"/> All of the above |
|--|--|

ii. What are the main barriers/issues facing local businesses with regards to recruitment and retention?

| | |
|--|--|
| <p>Key Elements (Questions)</p> <ul style="list-style-type: none"> • Regional and local impediments to recruitment and retention • Impact of current projects on recruitment and retention • Impact of future projects on recruitment and retention • Current strategies to attract and retain human resources • Potential future strategies for cooperation | <p>Questions</p> <p>Recruitment and Tools</p> <p>10. When you have a position to fill, what is your most effective way to find applicants? Please indicate all that are applicable.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Online services, such as Workopolis, indeed.ca, LinkedIn, Charity Village, etc. <input type="checkbox"/> Professional association website (name) <input type="checkbox"/> Social media, such as Facebook, LinkedIn, etc. <input type="checkbox"/> Internal promotion and/or recruitment <input type="checkbox"/> Referrals from colleagues/employees/friends <input type="checkbox"/> External recruitment organizations or agencies <input type="checkbox"/> Advertising in print media (newspaper, magazines, etc.) <input type="checkbox"/> Direct approach from people seeking employment <input type="checkbox"/> Other, please specify: _____ <p>11. What are the local and regional impediments to attraction/recruitment? Please indicate all that are applicable.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Perception of local weather <input type="checkbox"/> Housing <input type="checkbox"/> Wages |
|--|--|

- Opportunities for advancement
- Spousal opportunities for employment
- Post-Secondary opportunities for children
- Perception of a lack of community amenities
- Perception of a lack of health care

12. What challenges does your company face when it comes to retaining employees? **Please indicate all that are applicable.**

- Wages and Benefits
- Promotion and career paths
- Training opportunities
- Recruitment from larger companies
- Opportunities in other regions of the BC
- Family needs

13. How can these challenges be overcome? **Please indicate all that are applicable.**

- Improved training of local workforce
- Province wide recruitment
- Regional marketing materials or websites
- Reaching out to under representative populations
- Career Fairs
- Other please indicate other _____

14. Do you foresee how any major projects in the will impact your ability to recruit and /or retain employees over the next 3 to years?

- No impact
- Minor impact
- Challenge
- Major Impact

15. If you foresee a major impact on your ability to recruit and/or retain employees can you name the project (s)?

| | |
|--|---|
| | <p>Comment Box</p> <p>16. Would any of the following tools help your company attract, recruit and retain employees: Please indicate all that are applicable.</p> <ul style="list-style-type: none"> <input type="checkbox"/> A local online job matching tool <input type="checkbox"/> A monthly labour market trends and advice update <input type="checkbox"/> Career and job fairs <input type="checkbox"/> A website with regional resources such as housing, transportation, childcare, education, health care, social services for newcomers to region <input type="checkbox"/> Print/electronic testimonials on the benefits of moving to/living in the Prince Rupert region <input type="checkbox"/> A print and/or online promotional brochure to use for mailing/emailing to attract/recruit workers <input type="checkbox"/> Other – please specify <p>17. Is there anything else you recommend Redesign Rupert do to help companies such as yours to recruit and retain workers in the region?</p> <p>Comment Box</p> |
|--|---|

iii. Which geographic locations and labour force groups should be targeted for recruitment efforts to attract and retain workers for key occupations in the future?

| | |
|--|--|
| <p>Key Elements (Questions)</p> <ul style="list-style-type: none"> • Geographic locations • Demographic segments • Non-traditional workforce • National recruitment | <p>Questions</p> <p>New and Alternative Labour Market</p> <p>18. Where are your new employees coming from and do you target any specific geographic locations or regions? Please indicate all that are applicable.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Local labour market <input type="checkbox"/> Local post-secondary and secondary schools <input type="checkbox"/> Other regions of BC <input type="checkbox"/> National Labour Market <input type="checkbox"/> New Canadians <input type="checkbox"/> Underrepresented labour markets please specify: _____ |
|--|--|

• Promotion of region and quality of life.

19. What is the age demographic profile and pattern of your new workers?

- Baby Boomer (1944 to 1964)
- Mostly Gen X (1965 to 1979)
- Mostly Millennials (1982 to 2002)
- Mostly Gen Z (1995 to 2015)

20. Please rate the skills, behaviours, work-related lifestyles and requirements of their employment on a scale of 1 to 5 '1 being 'not at all' and '5' being 'extensively' Please rate each

1 2 3 4 5

- Communication skills
- Leadership skills
- Soft skills (people skills, teamwork,
- Work experience
- Training
- Reliability and commitment to company
- Other, please specify: _____

21. To what extent do you recruit from the underutilized workforce? On a scale of 1 to 5 '1 being 'not at all' and '5' being 'extensively' Please rate for each:

1 2 3 4 5

- Persons with disabilities
- New Canadians,
- Indigenous persons,
- Women,
- Youth

22. Do you recruit and/or have employees from Indigenous communities?

- Yes
- No

Please specify number: _____

| | |
|--|---|
| | <p>23. What challenges have you experienced in recruiting from the above labour force groups? Please indicate all that are applicable.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Communication skills <input type="checkbox"/> Leadership skills <input type="checkbox"/> Soft skills (people skills, teamwork, <input type="checkbox"/> Work experience <input type="checkbox"/> Training <input type="checkbox"/> Reliability and commitment to company <input type="checkbox"/> Other, please specify: _____ <p>24. What have you found works well in recruiting from and retaining workers from different labour force groups?</p> <p>Comment Box</p> <p>25. How can Redesign Rupert best help companies such as yours support the needs of your new workers and those from alternative labour markets and/or Indigenous communities? Please indicate all that are applicable.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Advocate for Improved training for the local workforce <input type="checkbox"/> Strengthen intercultural communication and capacity building <input type="checkbox"/> Assist with reaching out to under representative populations with career fairs and other activities <input type="checkbox"/> Other please Specify: _____ |
|--|---|

iv. What are future training or education needs?

| | |
|--|---|
| <p>Key Elements (Questions)</p> <ul style="list-style-type: none"> • Qualifications and skill to fill current positions | <p>Questions</p> <p>Training and Education</p> <p>26. To what extent are you satisfied with the regional opportunities provided for education, training, and professional development? How would you rate how satisfied you are on a scale from 1 to 5 – ‘1’ being ‘very dissatisfied’ and ‘5’ being ‘very satisfied’</p> <ul style="list-style-type: none"> <input type="checkbox"/> 1 (Very Dissatisfied) <input type="checkbox"/> 2 (Dissatisfied) |
|--|---|

| | |
|--|--|
| <ul style="list-style-type: none"> • Qualifications and skills to fill future positions • Training and education sources | <p style="text-align: right;"> <input type="checkbox"/> 3 (Neither satisfied nor dissatisfied) <input type="checkbox"/> 4 (Some What Satisfied) <input type="checkbox"/> 5 (Very Satisfied) </p> <p>27. Are local high school graduates well-prepared for employment in your entry-level positions?</p> <p>How would you rate their-preparedness on a scale from 1 to 5 – ‘1’ being ‘not prepared at all’ and ‘5’ being ‘very prepared’</p> <p style="text-align: right;"> <input type="checkbox"/> 1 (Very Dissatisfied) <input type="checkbox"/> 2 (Dissatisfied) <input type="checkbox"/> 3 (Neither satisfied nor dissatisfied) <input type="checkbox"/> 4 (Some What Satisfied) <input type="checkbox"/> 5 (Very Satisfied) </p> <p>28. What would you like to see students learning at high school to make them more ‘job-ready’? Please indicate all that are applicable.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Improved work communication and listening skills <input type="checkbox"/> Improved mathematical, reading and writing skills <input type="checkbox"/> Improved safety awareness and safety certification <input type="checkbox"/> Improve work experience opportunities <input type="checkbox"/> Increase in high school apprenticeship programs <input type="checkbox"/> Other Please specify _____ <p>29. How could the regional education and training delivery system be improved to fill any gaps in meeting your talent needs? Please indicate all that are applicable.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Improved E-Learning <input type="checkbox"/> Distance Education <input type="checkbox"/> Virtual Learning <input type="checkbox"/> Workplace based training <input type="checkbox"/> Secondary Apprenticeships <p>Other Please Specify: _____</p> |
|--|--|

v. What are the strategies to undertake and what are the parameters to evaluate their success?

| | |
|--|--|
| <p>Key Elements (Questions)</p> | <p>Questions</p> <p>New Strategies</p> <p>30. Please rate the following recruitment practices.</p> |
|--|--|

- Promising practices and lessons learned
- How will success be evaluated

Rate each of the following practices in terms of how effective you think they would be for your company and Prince Rupert; how would you rate each of these on a scale from 1 to 5, with '1' being 'not effective at all' to '5' being 'very effective'

Rating 1 to 5

- In a regional recruitment fair in Vancouver ____
- Joint recruitment advertisements in major newspapers
- International job fairs ____
- Regional website-based job board ____
- Sharing of resumes and contact names ____
- Agency recruitment ____
- Coordinated social media recruitment ____
- Other (please specify __

31. What is the single most important thing you can recommend Redesign Rupert undertake to support employers to recruit and retain new talent for the region?

Comment Box

32. What are the most promising practices or experiences you have had or have knowledge about with respect to the retention and recruitment of your employees? Why are they effective?

Comment Box

33. What NEW public policies or programs would help your company attract, recruit, train and retain employees for your company and sector?

Comment Box

34. To what extent would your company like to work with other employers to pool resources and collaboratively address workforce needs?

Rate this on a scale of 1 to 5 with '1' being 'not at all' and '5' being 'very much'. Please comment on what you see being most effective.

- 1_(Not all Interested)
- 2 (Not Interested)

| | |
|--|--|
| | <input type="checkbox"/> 3 (Worth Discussing) <input type="checkbox"/> 4 (Somewhat Interested) <input type="checkbox"/> 5 (Very interested) <input type="checkbox"/> Please contact me_to discuss |
| | <p>35. Are there specific geographic regions, communities and/or employers or sectors outside Prince Rupert you are aware of that have some effective workforce strategies Redesign Rupert can learn from and consider implementing?</p> <p>Comment Box</p> |

Closing

Thank you for completing this questionnaire.

Closing Key

Elements

- Additional Comments
- Next Steps
- Thank you

RKA will be analyzing the information provided in the questionnaire and stakeholders and First Nations interviews and a draft summary will be prepared for Redesign Rupert by July 30, 2019.

Redesign Prince Rupert will share a copy of the summary report with you when it is available.

Should you think of any points you would like to add please contact RKA at _____ e-mail

Appendix D: Online Survey Questionnaire

Roslyn Kunin and Associates is conducting this questionnaire on behalf of Redesign Rupert.

The Prince Rupert Labour Market Study is seeking to understand the composition of Prince Rupert's current labour market, identify critical shortages, and determine how future major projects in northern BC will continue to affect the current local labour force shortage.

Redesign Rupert, a civic initiative working to develop strategies to support local access to human capital, has now partnered with Community Futures, the City of Prince Rupert, the Port of Prince Rupert, and Hecate Strait Employment Development Society, to undertake this comprehensive study to better understand the dynamics of the local labour force, and to design a recruitment strategy to combat the issue of local workforce recruitment and retention.

This questionnaire should take approximately 30 minutes to complete.

Your responses will be kept confidential. Your responses will only be shared with the research team and we will ensure that any information included in the report does not identify you nor your organization as the respondent without your written permission.

If you have already completed the telephone or in-person interview, we thank you for your participation and ask that you not complete this questionnaire.

Thank you for taking the time to participate in this questionnaire.

1. Please tell us a little bit about your organization/company:

a) Sector: _____, or choose from the following

- Agriculture (e.g. farming)
- Forestry and Fishing
- Natural Resources Extraction (e.g., mining, oil and gas)
- Utilities
- Construction
- Manufacturing (e.g. Agri-food manufacturing, equipment manufacturing)
- Transportation and Warehousing (including ports and terminals)
- Retail and Wholesale
- Finance, Insurance and Real Estate
- Information and Communications
- Culture and Recreation
- Education and Training
- Health Care and Social Services
- Professional and Technical Services
- Accommodation and Food Services
- Other – please specify

b) Workforce: regular (including full- and part-time) employees: ____ seasonal employees: ____

c) Type of organization: _____

2. From your organization's/company's perspective, to what extent do you have hard-to-fill vacancies for any of your positions?

Please rate on a scale from 1 to 5 – '1' being 'no difficulties,' 3 being 'minimal vacancies,' and '5' being 'extensive hard-to-fill vacancies.'

- Management/Supervisory – 1 to 5
- Professional/Technical – 1 to 5
- Administrative/Support – 1 to 5
- Skilled/Semi-Skilled Trades – 1 to 5
- Labouring/Unskilled Occupations – 1 to 5
- Add n/a to ranking for each category.

3. Which occupations do you expect will be in the greatest demand over the coming 3 to 5 years for your organization/sector?

Please rate on a scale from 1 to 5 – ‘1’ being ‘significantly reduced demand’ and ‘3’ being ‘no change’ and ‘5’ being ‘significantly increased demand.’

- o Management/Supervisory – 1 to 5
- o Professional/Technical – 1 to 5
- o Administrative/Support – 1 to 5
- o Skilled/Semi-Skilled Trades – 1 to 5
- o Labouring/Unskilled Occupations – 1 to 5
- o Add n/a to ranking for each category.

4. When you have a position to fill, what is your most effective way to find applicants?
Choose from the following:

- i. Online services, such as Workopolis, indeed.ca, LinkedIn, Charity Village, etc.
- i. Professional association website (name)
- ii. Social media, such as Facebook, LinkedIn, etc.
- iii. Internal promotion and/or recruitment
- iv. Referrals from colleagues/employees/friends
- v. External recruitment organizations or agencies
- vi. Advertising in print media (newspaper, magazines, etc.)
- vii. Direct approach from people seeking employment
- viii. Other, please specify

5. Do you have attraction or recruitment challenges?

- Yes. If yes, please describe what the local and/or regional impediments are to attraction/recruitment for your organization/company.
- No.

6. Have you experienced challenges in retaining your workers?

- Yes. If yes, please describe what internal and external factors contribute to this.
- No.

7. Would any of the following tools help your organization attract and recruit employees?

- ii. A local online job matching tool
- iii. A monthly labour market trends and advice update
- iv. Career and job fairs
- v. A website with regional resources such as housing, transportation, childcare, education, health care, social services for newcomers to region

- vi. Print/electronic testimonials on the benefits of moving to/living in the Prince Rupert region
- vii. A print and/or online promotional brochure to use for mailing/emailing to attract/recruit workers
- viii. Other – please specify

8. Would any of the following tools help your organization retain employees?

- i. Competitive compensation
- ii. Comprehensive benefits, possibly including pension or RSP contributions
- iii. Retention bonus
- iv. Onboarding
- v. Rewards and recognition program
- vi. Work-life balance
- vii. Mentorships
- viii. Employee engagement and communication
- ix. Teambuilding
- x. Other – please specify

9. Where are your new employees coming from and do you target any specific geographic locations or regions? Please explain.

10. There are five parts to this question.

- i. What proportion of your employees is Indigenous or self-identify as Indigenous? What have you found works well in recruiting and retaining Indigenous workers?
- ii. What proportion of your employees are women? What have you found works well in recruiting and retaining female workers?
- iii. What proportion of your employees is youth? What have you found works well in recruiting and retaining youth workers?
- iv. What proportion of your employees are new Canadians? What have you found works well in recruiting and retaining new Canadian workers?
- v. What proportion of your employees are persons with disabilities or self-identify as persons with disabilities? What have you found works well in recruiting and retaining these workers?

11. To what extent are you satisfied with the local/regional opportunities provided for education, training, and professional development?

Please rate on a scale from 1 to 5 – ‘1’ being ‘very dissatisfied’ and ‘5’ being ‘very satisfied.’

- K-12 School – 1 to 5
 - Post-secondary training – 1 to 5
 - Apprenticeship training – 1 to 5
 - Professional development – 1 to 5
 - Additional comments
12. What, if any, additional skills/knowledge/attitude would you like to see students acquire in high school to make them more ‘job-ready’?
13. What, if any, additional skills/knowledge/attitude would you like to see students acquire at post-secondary institutions to make them more ‘job-ready’?
14. What education and training has worked and not worked well and how could the regional education and training delivery system be improved to fill any gaps in meeting your talent needs?
15. To what extent would your organization be interested in working collaboratively with other employers to pool resources and address workforce needs?

Please rate on a scale of 1 to 5 with ‘1’ being ‘not at all’ and ‘5’ being ‘very much.’ Please comment on what you see being most effective.

16. What would you recommend Redesign Rupert do to help organizations such as yours to recruit and retain workers for the region?
17. What industry(ies) currently do you have to compete with to attract and retain necessary human resources to maintain and grow your business/organization?
18. Is there anything you would like to add?

Thank you for your assistance.

Appendix E: Community Focus Group Participants

List of community stakeholder focus group invitees and attendees

| Business | |
|--|----------|
| City of Prince Rupert | |
| Prestige Hotel/Chances Casino | Attended |
| SMIT Marine | Attended |
| Coast Mountain College | |
| Coast Mountain College | Attended |
| Northern Health | Attended |
| TRICORP | Attended |
| Quick Load | Attended |
| Ocean Pacific Air | |
| Dubai Ports World | |
| Dubai Ports World | Attended |
| Coastal Shellfish | Attended |
| Crest Hotel (Tourism PR) | Attended |
| Project Advisory Committee Members | |
| City of Prince Rupert | Attended |
| Community Futures | Attended |
| Prince Rupert Port Authority | Attended |
| Hecate Strait Employment Development Society | Attended |

Appendix F: Focus Group Discussion Questions

Redesign Rupert *PRINCE RUPERT LABOUR MARKET STUDY*

STAKEHOLDER FOCUS GROUP

Focus Group Discussion Questions

The scope for these questions and this discussion is factors or variables that affect the following workforce outcomes:

- Attraction and recruitment of workers
- Education, training and employment development for current and future labour force participants
- Retention of workers
- Workforce-related information for action and decision-making

Unless you otherwise qualify: All sectors, all occupational categories, all locations in Prince Rupert

A. Please **validate** the following set of potential workforce solution areas for Prince Rupert by:

- 1.1) Indicating which ones are the most important and why?
- 1.2) Identifying any important solutions missing and that need to be included?
- 1.3) Identifying ones that are definitely not useful and not needed?

Potential Solution Areas

1. Create a one-time forum for employers, particularly the Port, the City and other Prince Rupert employers – to the extent possible – to develop an **attraction, recruitment and training coordination protocol**.
2. Work with employers, Coast Mountain College, Hecate Strait Employment Society and other job training and employment service providers to complete and implement a Prince Rupert **training needs assessment and strategy** including identifying specific training needs that are not being met locally including short-term certifications.
3. Create an **ongoing employer committee** supported by the City and Port companies that would facilitate employers collaborating and coordinating their efforts regarding workforce activities; and

establishing creative ways to share and address workforce availability needs (e.g. pooling labour supply).

4. Work with School District #52 to a **strategy directed at high school** teachers, counselors and students about the world of work so students are better prepared, including offering more experiential learning opportunities. (Basic financial literacy was a lack that was often mentioned.)
 5. Consider **Calgary and other Alberta communities** as a source of labour as well as former Alberta workers who have returned to Atlantic Canada.
 6. Develop and deliver a **human resource function** that offers services to smaller employers to help them recruit, train and retain workers.
 7. Engage with and interview **former Prince Rupert residents/employees** on their experiences and their ideas for promoting to and attracting them and others.
 8. **Repeat surveys of employers** to measure changes of levels of difficulty in filling positions and the success of recruitment efforts.
 9. Advocate for Prince Rupert residents to be included in the **Northern Living Allowance** and for a northern fund to tap into for workforce strategies.
 10. A more coordinated effort among employers around recruiting, training, hiring and retaining **international workers**, including newcomers, international students and temporary foreign workers; and including advocating for improvements and flexibility to governments.
 11. Develop and implement a Prince Rupert **workforce attraction and marketing strategy** that includes the following elements:
 - A **portal** with Prince Rupert information and resources that prospective employees (and families) and employers can use
 - **Resources and tools** (e.g. video, testimonials, brochures, etc.) that employers and others can use to 'sell' Prince Rupert to prospective employees
 - Strongly **promoting 'live, work and play'** selling features of Prince Rupert including all media channels
 - A **'welcome wagon'** and 'drive-around tour' capacity for new workers and families
 - A focus on **helping spouses and families** of prospective employees (4 votes)
 12. Create a Prince Rupert fund to cover **moving/location costs** (incurred by employers or employees during relocation).
 13. **Other** solution areas (if we missed any priority ones)?
- B. For the short-list of 'most important' solution areas you identified, please **prioritize** each of them based on the following types of criteria (i.e. why are they the most important areas for action?):
- Urgency to act on the solution

- Impact/value of the solution
 - Affordability of the solution
 - Do-ability/viability of the solution
 - Short- vs. long-term solution required
 - Other criteria?
- C. For these most important solution areas, please consider **who** should take action on each of them? Who should lead; who else should be involved? In addition, if not already covered, who needs to be influenced to facilitate this solution area?
- D. Do you have any quick thoughts on the specific **'how to's'** on these top solution areas? On where to get, if needed, the resources for each solution?
- E. Roundtable – Any other **final comments** or advice?



Redesign Rupert
PRINCE RUPERT LABOUR MARKET STUDY

STAKEHOLDER FOCUS GROUP

Project Backgrounder

PURPOSE

The Prince Rupert Labour Market Study seeks to understand the composition of Prince Rupert's current labour market, identify critical shortages, and determine how future major projects in northern BC will continue to affect the current local labour force shortage, and to develop recommendations and strategies for recruitment planning, local education and training initiatives, and quantifiable benchmarks for recruitment success.

BACKGROUND

Prince Rupert's port industries now support over 3,100 fulltime direct employees, 2,100 indirect employees through supporting businesses, and 1,300 induced employees through spending in the local economy. Rapid port industries' expansion has required a larger workforce, sapping the resources of small businesses as their employees seek higher-paying work in the port industries and requiring local employers, both industrial and small-business, to spend considerable time, effort, and money on external recruitment. As a result, Prince Rupert is now facing a critical labour shortage.

Redesign Rupert, a civic initiative working to develop strategies to support local access to human capital, is now partnering with Community Futures, the City of Prince Rupert, the Port of Prince Rupert, and Hecate Strait Development Society, to undertake a comprehensive study of the local labour force in an effort to plan both the activation of the local population to fill the workforce and implement a far-reaching recruitment campaign to bring more people to the community of Prince Rupert.

PROJECT SCOPE

Redesign Rupert has retained, through a competitive process, RKA, Inc. (Dr. Roslyn Kunin, Principal) in partnership with HCS (Kerry Jothen, Principal) to answer the following key questions:

1. What is the composition of Prince Rupert's labour market? What percentage of local employment does each industry/sector make up?
2. Where are the largest employment gaps, now and projected? Which industries/sectors are in most in need of human capital, and which will be most affected in the future?
3. What specific occupations are most in demand/will be with proposed projects announced? How can employers in Prince Rupert prepare to fill these positions, either through external recruitment or local training and educational opportunities?
4. What factors specific to Prince Rupert are impeding local workforce recruitment efforts (i.e. rental housing)?
5. What links can be drawn to a larger, either provincial or national, labour market imbalance? (i.e. is this an issue specific to Prince Rupert, or is it a symptom of a broader labour market issue?)
6. In which target cities/regions/countries would recruitment efforts potentially be most successful for specific occupations that have been identified as most in demand/most difficult to fill? (i.e. Identifying specific target recruitment geographies will inform marketing/recruitment plans)
7. How can we measure the success of a recruitment campaign? (Establishing benchmarks for success and analytics to measure them annually).

PROJECT PHASES and PROCESS

This study includes three phases: (1) literature and secondary data review, (2) primary data collection, and (3) a report and recommendations by August 31st, 2019. Community engagement will be a key part of this project, particularly during the primary data collection phase. This will start with a Project Advisory Committee (PAC) composed of representatives from the project partners:

- Redesign Prince Rupert
- City of Prince Rupert
- Community Futures Prince Rupert
- Hecate Strait Employment Development Society
- Prince Rupert Port Authority

Engagement of community members – including employers, First Nations, education and training providers, community agencies and others – was be undertaken through key informant interviews, surveys of employers and employees and a validation focus group in May through August 2019. Redesign Rupert, the PAC and the consultants will work together to broadcast participation opportunities to ensure representative community stakeholder and Indigenous input.

PROJECT OUTCOMES

This study is expected to produce the following results:

- A thorough overview of Prince Rupert's current labour market to help local employers and service providers understand major gaps and challenges.
- Profiles of specific current and future in-demand occupations.
- Data-driven projections to identify future gaps for human resource and workforce planning.
- Recommendations for attraction, recruitment and retention strategies to address current and anticipated labour market gaps.
- Targeted geographic recruitment areas, as well as tools to measure the success of a recruitment campaign.