VENTURE KAMLOOPS

2015

Labour Market Study

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Executive Summary

About this study

This report provides the key findings for the Regional Labour Market Study completed to meet the requirements of Venture Kamloops to provide detailed information on the current and projected labour market. The results of the study can be viewed with confidence, as the survey data included 792 establishments, which represents 14% of the total estimated workforce in the region. This study utilized an in-depth survey instrument to collect data and information from local employers, key informant interviews with employers, educators, and other labour market stakeholders, and a variety of secondary data sources.

Key Findings

A significant number of new hires will require post-secondary education.
Over the next ten years approximately one-half of new hires will require some form of post-secondary education, requiring between 13,674 and 17,525 individuals with an advanced education.

Employers will require significant numbers of "new" workers in the next ten years.
Almost two-thirds of employers expect their workforce to increase over the next 10 ten years. Hiring requirements will include an estimated 34,919 new hires in the region over the next 10 years. Most new hires will be in low-skilled (26.8%), semi-skilled (22.2%), and professional/technical (21.1%) occupations. Based on an analysis of expected labour supply, it is estimated that the region will face a shortfall of more than 10,000 workers in the next 10 years.

There is a lack of candidates to fill skilled trades and engineering positions in the region.

Secondary data shows that other regions of the province are competitive for these occupations.

The smaller community workforce in the region needs access to training and professionals to meet labour demand.
Employers in the smaller communities of the region are challenged to engage their workforce in training opportunities due to the time and expense related to sending employees to other communities for training. There is considerable interest in satellite and mobile training opportunities for these areas. Additionally, small communities are challenged to attract experienced professionals (e.g., medical practitioners) to their areas to meet labour demand.

Planned major capital projects in the region will further increase labour supply shortage.
While it remains unclear as to when some of the major capital projects in the region will begin, these projects will account for new hires beyond total estimated workforce requirements. These projects will be competing for some of the most in-demand occupations and will also greatly impact short-term training requirements.

Recommendations

Regional Workforce Strategy

1. **Continue to build formal groups/committees to oversee human resource issues in the region.** Collaborative and advisory groups are well represented and engaged in the region and should continue to work toward understanding and progressively addressing human resource issues in the region. These groups should develop a means for employers to communicate their training needs to the training bodies, and coordinate training between employers to optimize cost-sharing opportunities and workforce development for in-demand occupations in the region. These groups should ensure that workforce development takes into consideration labour sources from.

2. **Economic development strategies should continue to be developed at a regional level.** The labour force needs of the region are unique in terms of sector representation. Traditionally a resource-based economy, the region has expanded into hospitality/tourism, education, government services, and professional and health care services. Ultimately the region is on the cusp of expanding into a more diversified economy with Kamloops as the central urban agglomeration. In order for the economy to continue to grow, continued regional investment to attract, retain, and support employment growth in a variety of sectors will help strengthen and support the expanding economy.

3. **Consider targeted recruitment/attraction strategies.** Employers and educators in the region understand the lifestyle and cost of living benefits offered by the region. However, potential workers living outside the region may not consider these factors when thinking about relocating for an employment opportunity. Recruitment/attraction strategies should include the benefits of the living and working in the region, but should also focus on competitive compensation packages (including benefits packages), employment flexibility (e.g., off-site employment, extended leaves), employee benefits (e.g., employee pricing, gym memberships, child care services), and other approaches to attract employment candidates and their families into the region (e.g., support for finding spousal employment opportunities).

4. **Collect labour market data on an annual basis**. Economic cycles are turning more rapidly and long term economic activity is becoming more challenging to predict. Short annual employer surveys to assess workforce composition can help to elucidate economic trends on a more regular basis and provide essential information for workforce planning.

Training Programming and Strategies to Address Skill Shortages

1. **Develop a regional labour force training committee.** Educators and human resource professionals in the region sit on advisory boards/committees to stay apprised of and provide insight into labour force training needs. These boards/committees should be maintained, specialized, or expanded to include active development of a regional labour force training plan designed to optimize cost-sharing, cost-savings, deployment of satellite training in rural regions, and other training efficiencies and innovative practices. This body should also explore collaborative training models with education/training providers external to the region that can partner with providers in the region to deliver cost-effective training opportunities for employers in the region. An area of focus for this committee (or for a subcommittee) should be for non-traditional labour force training including First Nations, women (who are generally under-represented occupationally in the region), and foreign workers.

2. **Develop an employer training program to assist in business growth and planning.** Businesses are not always aware of the cost-savings opportunities that are available to them for workforce training and development. WorkBC centres in local communities have access to information about funding for low- and semi-skilled workforce training. An employer training program that engages with workforce development organizations, such as the WorkBC centres that focus on connecting workers with employers, and supports employer understanding of human resource issues would promote workforce retention knowledge and activities in the region.

3. **Focus on increasing basic skills training to prepare the unemployed for skill upgrading.** With high demand for low- and semi-skilled occupations, there's a need to ensure that the potential labour pool in the region is available to fill these positions and is employment ready. Again, engaging with WorkBC centres and other organizations designed to connect job seekers with employers is recommended for addressing basic skills training for the low- and semi-skilled workforce.

4. **Support efforts to establish a regional engineering post-secondary program.** There is a high demand for engineering occupations in the region. While employers are also seeking experienced professionals, support for efforts to establish a regionally-based engineering program that includes practical training will help employers address some labour demand and will help serve as a sustained source of trained engineers entering the regional workforce.

5. **Expand trades training including in smaller communities (with blended training models), where possible.** Small communities understand the challenges of providing local training opportunities and are willing to support efforts to reach enrollment numbers that make offerings sustainable for training bodies. Providing training in the smaller communities means training offerings are more affordable for employers to support and easier for students to access

physically and financially. It also reduces the need for rural residents to uproot to another community. Furthermore, with major construction projects happening in the rural areas of the region, training demand is likely to increase for those affected regions. Blended training models should include both theoretical training (online or in-person) and hands-on practical training.

6. **Include basic workplace and word processing skills training in post-secondary programs.** Employers are struggling with new hires and recent graduates who are not quite workplace ready. While employers are satisfied with the academic achievements of their new hires, there is a need to include basic workplace skill sets in education/training programs to ensure that employees are customer/client friendly, dress professionally, have basic word processing skills (including typing speed, document formatting, and strong English language competencies), and appropriately engage with technology (e.g., smartphones, social media).

Section 1: Project Background

Venture Kamloops required a labour market study of the BC Interior region to provide detailed information on the current and projected labour market in this region. The Regional Labour Market Study assessed the nature and extent of the labour market in the subject region, as defined by Venture Kamloops. As a result of this study, stakeholders in the region and the general public will gain a deeper understanding of labour market trends education and training requirements, and anticipated labour market needs within the next 10 years.

R.A. Malatest & Associates Ltd. (Malatest) was contracted to complete this labour market study on behalf of Venture Kamloops and project partners: BCLC, Community Futures Thompson Country, Domtar, KGHM - Ajax, Kinder Morgan, Ministry of Social Development and Social Innovation, Thompson Rivers University, Thompson-Nicola Regional District, and Tk'emlúps te Secwepemc. By way of three complementary components—a thorough secondary data review, interviews with employers and key community agencies, and a skills training and education gap analysis—the research resulted in a comprehensive report that included the following elements:

- Estimation of the number of new workers (youth workers) coming into the market in the next ten years compared to the number of workers retiring (i.e., net supply of new labour);
- Identification of the impact on labour demand of large-scale capital projects that are likely to have;
- Identification of the trends in key employment-creating sectors in the region;
- General patterns of employment demand from the private sector;
- Identification of the underlying trends in labour supply and demand; and
- Data on labour supply and demand by various sub-regions in the area.

Malatest completed extensive primary data collection as part of this project. In total, approximately 600 stakeholders were consulted for this study. Malatest determined the number of stakeholders to interview within each of the three groups in consultation with Venture Kamloops. The key groups included in surveys/interviews were employers, education and training providers, and other stakeholders (e.g., economic development officials, representatives from industry and labour, and other stakeholders).

Project Partners:

The Employment Program of British Columbia is funded by the Government of Canada and the Province of British Columbia.

Section 2: Methodology

2.1 Current Labour Market Analysis

In order to ensure that the research is founded on a strong understanding of the labour situation in the region, Malatest completed a thorough secondary data review. The review included an analysis of existing population demographics, compensation data, turnover and retention rates, current labour shortages, and workforce training levels/needs. The review included the following data sources:

- BC Stats (e.g., BC Major Projects Inventory; Labour Force Activity by BC Development Region; Employment by Development Region and National Occupational Classification for Statistics (NOC-S); Employment and Unemployment Rates by Industry and Development Region; Regional Employment Projections);
- WorkBC (e.g., Regional Labour Market Projections);
- Statistics Canada (e.g., Labour Force Survey);
- Partnerships British Columbia;
- Other retail and service sector studies (for linkages and overlaps);
- Canadian Business Patterns - North American Industry Classification System (NAICS);
- Information available from post-secondary institutions in the Kamloops Region and surrounding areas (course offerings);
- Venture Kamloops labour force and economic impact studies;
- Academic research; and
- Other sources.

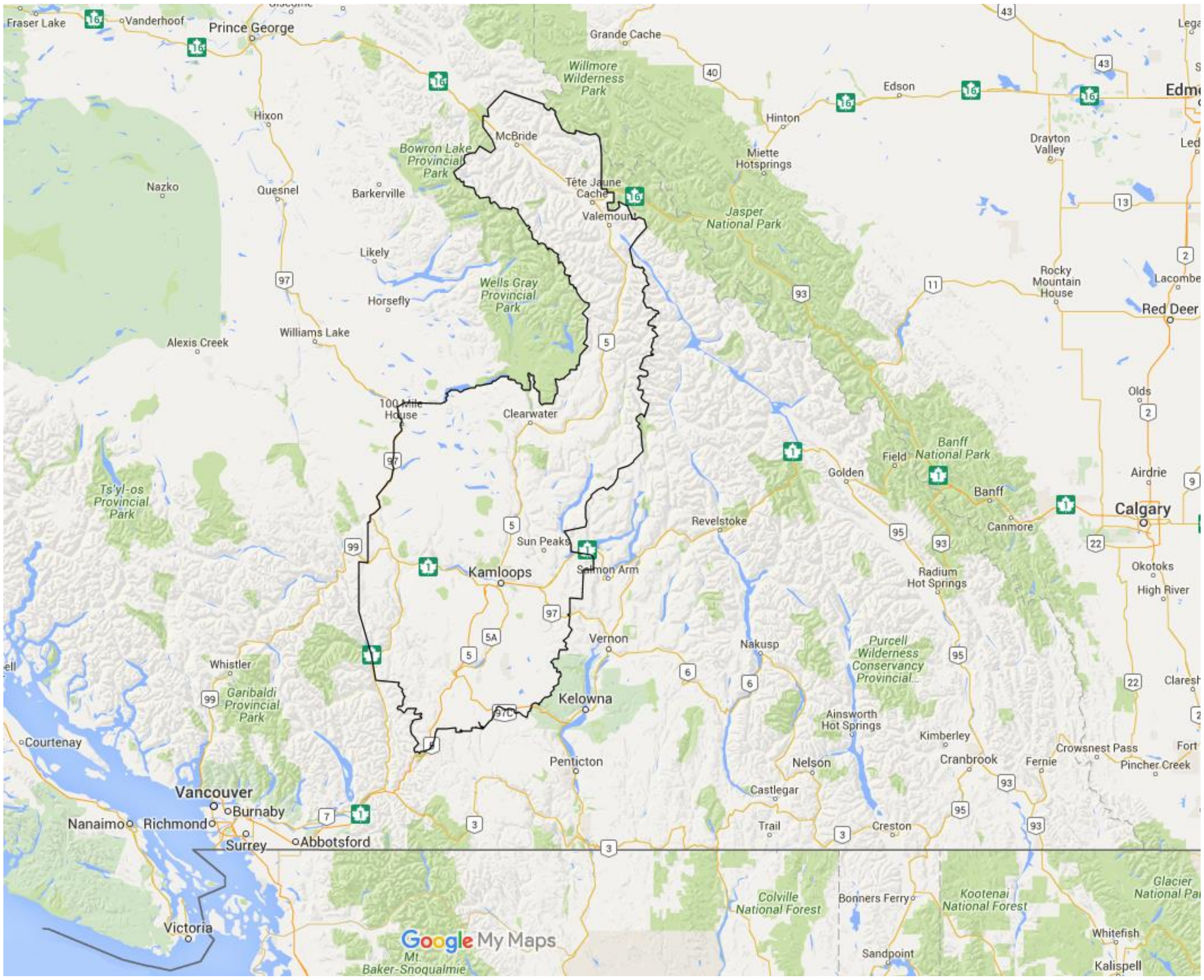
The current labour market analysis accessed information at the development region[1] level. As such, not all data was available at the individual municipal level, and regional aggregations do not always align with the study region. Granularity of data and potential analysis was enhanced through primary data collection.

Malatest conducted several analyses of available secondary data, including the following:

- Analysis of migration flows to and from the region (from other regions in BC, from other regions of Canada, and from international sources);
- Analysis of occupational/industry demand data based on the BC Labour Market Simulation Model (BC Stats);
- Secondary data review source listing; and
- Regional boundary delineation comparison with study region.

[1] http://www.bcstats.gov.bc.ca/StatisticsBySubject/Geography/ReferenceMaps/DRs.aspx

Figure 1.1: Regional Boundary Delineation



Source: Google Maps

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2.2 Labour Market Outlook Methodology

Research included a comprehensive examination of the region's labour market, both current and projected. The discussion was shaped through analysis of primary data (survey of employers in the region), and was supported or complemented by secondary data where possible. The secondary data sources consulted included labour market outlook databases developed by BC Stats and Statistics Canada. Highlighted in this section is a discussion of the profile of employers who participated in the research. In addition, also included in this section is an examination of several key labour market indicators including:

- Current region workforce estimates;
- Projected regional workforce estimates;
- Vacancies and vacancy rates;
- Retirements and turnover;
- Employee training; and
- Labour supply.

Malatest developed a survey instrument for employers, which was designed to take approximately 15 minutes to complete and collect the following information:

- Information about the establishment's industry (i.e., in order to do later NAICS coding);
- Current workforce numbers (both formal and informal employment, full-time and part-time) according to occupation family categories;
- Estimated workforce numbers over the next five years (both formal and informal employment, both full-time and part-time, and by level of skill and education) and estimated number of employees required to fill new demand and current vacancies, as well as replace retiring/exiting workers;
- Proportion of workers expected to retire over the next five years (both full-time and part-time and by level of skill and education); and
- Description of any secondary sources used to support primary data analysis.

2.2.1 Data Source

The labour market outlook was developed using available databases developed by BC Stats and Statistics Canada as well as the major survey of employers conducted in mid-2015.

2.3 Survey Methodology

This section of the report provides an overview of the approach taken to administering the 2015 Regional Labour Market Employer Survey.

2.3.1 Survey Completion and Response Rates

In total, 565 employers responded to the survey; 475 completed the full survey and 90 completed the majority of the survey (Table 2.1, next page). These employers represent 792 establishments within the region, providing data on 11,846 FTE positions, this is estimated to be approximately 14% of the total workforce in the region. These data represent a response rate[2] of 23.3%. The study region has been reported in four separate categories, North, South, Central, and Kamloops. The Central region information also includes the city of Kamloops. The total represents the sum of the North, South, and Central regions.

Table 2.1: Number of Employers, Establishments and Employees Represented in Survey

Region	Number of Survey Completions*	Number of Establishments	Number of Employees (FTEs)
North	113	143	2,136
South	56	64	275
Central West	66	82	660
Central East	353	503	8,775
Total	**565**	**792**	**11,846**

***** Total will not sum due to businesses having establishments in multiple regions.
Source**:** 2015 Regional Labour Market Employer Survey.

2.3.2 Survey Participant Profile

The following section provides a profile of the survey respondents. As can be seen, the respondents' profile closely reflects that of the entire employer population in the region, lending credibility to the survey results, generalizability to the larger population, and an analysis that is representative of the region (see Table 2.3).

The majority of individuals who responded to the survey are either owners/presidents/ CEOs/CFOs (47.8%) or senior managers/administrators of their organization (37.0%) (see Table 2.2). This provides a high level of confidence in the accuracy of the information provided about their organization and plans for the next five years.

Table 2.2: Type of Respondents Completing Survey

Type of Respondent	Number of Respondents	Percent of Respondents
Owner/President/CEO/CFO	270	47.8%
Senior Manager/Administrator	209	37.0%
Other/Clerical Staff	34	6.0%
Human Resource Manager/Specialist	27	4.8%
Vice President/Director/Senior Manager	19	3.4%
Prefer not to say	6	1.1%
Total	565	100.0%

Source: 2015 Regional Labour Market Employer Survey

[2] MRIA Response Rate Calculation: http://mria-arim.ca/about-mria/standards/response-rate-calculation-formula

Businesses responding to the survey were typically small in size, with over one-third (39.5%) having four or fewer FTE employees and over one-third of employers had 5 to 19 employees (38.4%) (see Table 2.3).

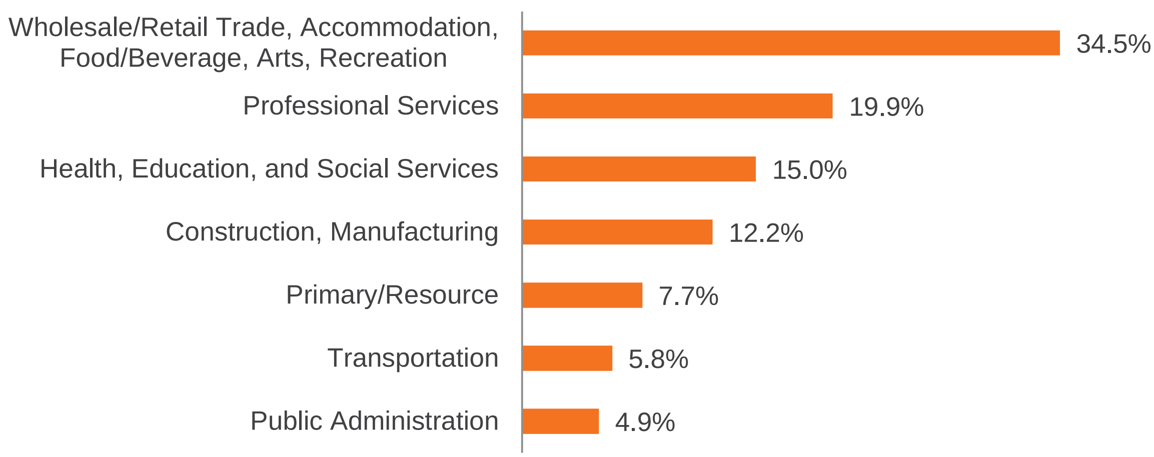
Table 2.3: Size (# of FTEs) of Businesses Responding to Survey Compared to Regional Estimates

Number of Employees (FTEs)	Number of Employers	Percent of Employers	Percent of Workforce in Survey	Percent of Employers in Region
1 to 4	223	39.5%	4.1%	53.3%
5 to 19	217	38.4%	17.6%	37.0%
20 to 99	108	19.1%	36.9%	7.6%
100 or more	17	3.0%	41.4%	2.1%
Total	**565**	**100.0%**	**100.0%**	**100.0%**

Source: 2015 Regional Labour Market Employer Survey; BC Stats.

Employers responding to the survey represented 14.9% of all establishments within the region, as well as prominent sectors in the region (see Figure 2.1). Results from the survey can be interpreted with a high level of confidence as they have a margin of error of ±3.2% at the 95% confidence level.

Figure 2.1: Sector Composition of Employers in Employer Survey



Source: 2015 Regional Labour Market Employer Survey

2.4 Forecasting Methodology

The final aspect of the analysis was the development of a labour supply and demand forecast model. The primary sources used to develop population and employment projections was the BC Labour Market Scenario Model (BCLMSM), BC Stats' P.E.O.P.L.E., and the 2015 Regional Employer Survey. The purpose of the forecast was to determine the overall hiring requirements for the area, as well as to highlight specific occupation families that require targeting to ensure businesses are able to operate and grow. It should be noted that the BCLMSM is only available at the Development Region level, not for the Regional District level. Therefore, the growth rate for the region was approximated to the Regional District from the Development Region data. The Thompson Nicola Regional District (TNRD) represents approximately 31.0% of the workforce within the Thompson-Okanagan Development Region. The forecast model was developed using both primary and secondary data, and used the following key information:

- Projected workforce;
- Projected labour needs; and
- Projected training gaps.

Two forecast models have been developed: a high estimate growth projection and a low estimate growth projection. The high estimate growth projection was based on employers' estimates over the next five years projected into the next ten years (2025). The low growth projection was based on the BC Stats BCLMSM. The BCLMSM's projection was based off of historical growth patterns from 2012 to 2022 projected into 2025.

2.4.1 Assumptions and Projections

In every forecasting model, certain assumptions must be made to address missing information. In the forecast model developed for this project, the following assumptions were employed in the analysis:

The region's growth is reflected in the growth of the Thompson-Okanagan Development Region;[3]

- Labour market estimates for the region outside of the TNRD (i.e., the northern arm of the study region including Valemount and McBride) is assumed to have the same characteristics as the region and is grouped with the North;
- Employer's projected growth in 2025 will be equal to the annual projected growth between 2015 and 2020; and
- Half of employees separated from their employment due to other forms of attrition (e.g., maternity leave, voluntary and involuntary termination of employment) were assumed to remain within the region, while the remainder were assumed to no longer participate in the labour force or move outside of the region.

The projected workforce is based on the natural population growth and net migration for the region as projected by BC Stats' P.E.O.P.L.E. model for the region. Projected labour needs were identified through the BCLMSM and the 2015 Regional Employer Survey. Differences between the two models (Regional Labour Market Employer Survey and BCLMSM) are examined on the TNRD level and region level and by general occupation families. The projected training gaps were identified using the 2015 Regional Employer Survey.

It should be noted that for the purposes of the employment forecast, the impacts of major capital projects, while discussed in the report, have not been formally incorporated into the employment forecast due to the uncertainty of many of the planned projects.

[3] The Thompson-Okanagan region's economic indicators were used for the study as data at the Regional District level were unavailable at the time of the study.

2.5 Key Informant Interviews

Key informant interviews (KIIs) were undertaken to support quantitative survey results with qualitative content. KIIs contribute to a deeper understanding of trends and other quantitative data observations in study results. A total of 24 key informants participated in the KIIs for this labour market outlook study. Key informants comprised employers, education/training providers, and other key stakeholders in the region's labour market. Education and training providers accounted for a total of 13 interviews, and employers/other key stakeholders accounted for 11 interviews.

2.6 Regional Allocation

Communities in the study region have been allocated to aggregated geographical areas as follows:

- North – Barrier, Clearwater, Valemount, McBride, and 100 Mile House;
- South – Lytton and Merritt;
- Central West – Ashcroft, Cache Creek, Clinton, and Logan Lake; and
- Central East – Chase, Kamloops, and Sun Peaks.

Employers from other communities in the region also participated in the survey. They are allocated according to the areas accordingly (e.g., Blue River would be allocated in the North).

Section 3: Findings – Current Labour Market Analysis

3.1 Population Demographics

In order to ensure that the research was founded on a strong understanding of the labour situation in the region, a thorough secondary data review was conducted. The review is comprised of three activities. First, an examination of population demographics and migration flows to and from the region was included from (a) other regions in BC, (b) other regions in Canada, and (c) international sources. Second, an analysis of occupational/industry demand data was undertaken based on BCLMSM. Third, an assessment of the adequacy of local/regional post-secondary education opportunities through a comparison of the highest level of education for the working age population in BC compared with the TNRD.

Examined in this study was the TNRD which contains the municipalities of Ashcroft, Barriere, Cache Creek, Chase, Clearwater, Clinton, Kamloops, Logan Lake, Lytton, Merritt, Sun Peaks, and, when available, three communities outside of the TNRD (i.e., 100 Mile House, Valemount, and McBride).

The research conducted with respect to the current labour market incorporated analysis of several key metrics including:

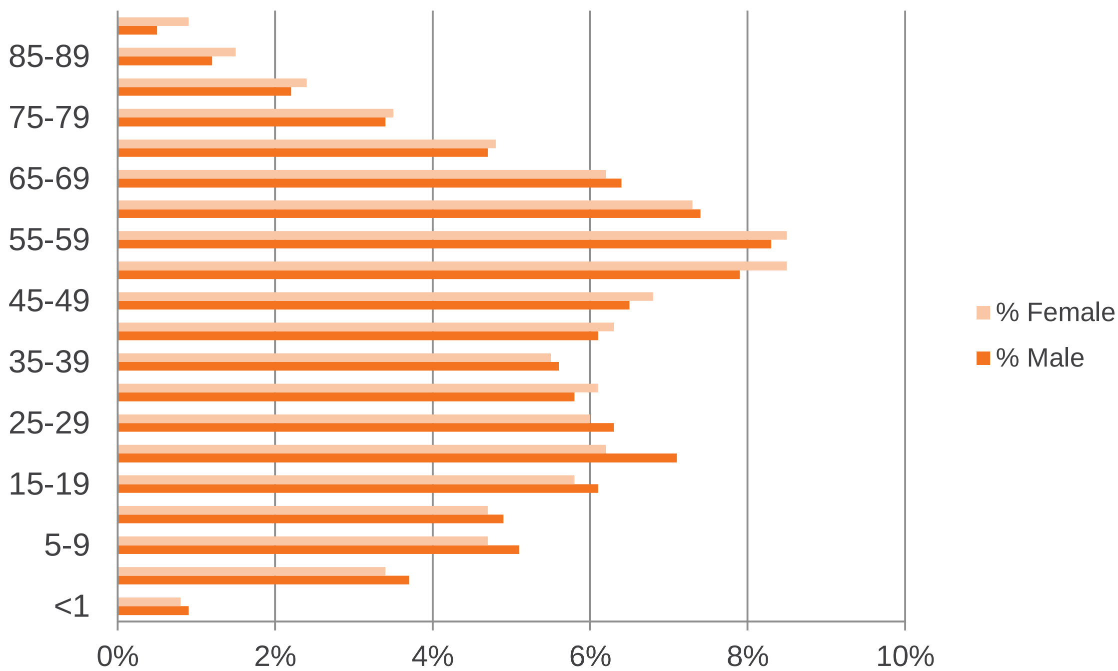
- Population demographics;
- Population growth;
- Labour Force Participation and Employment rates;
- Employment and Unemployment;
- Employment projections (BC Stats); and
- Post secondary education profiles.

Information pertaining to the current labour market for all communities included in this study are presented in the remainder of this section where possible. However, the majority of secondary data pertains to the Thompson-Okanagan Development Region or the TNRD, and, as such, most of the information in the secondary data review cannot account for communities outside the TNRD. Regional delineation is specified as appropriate.

3.2 Population Demographics and Growth

It is estimated that as of 2014 there are approximately 133,270 people residing in the TNRD[4]. Population stratified by age and gender for the TNRD is presented in Figure 3.1.

Figure 3.1: Population Distribution by Age and Gender for the Thompson-Nicola region

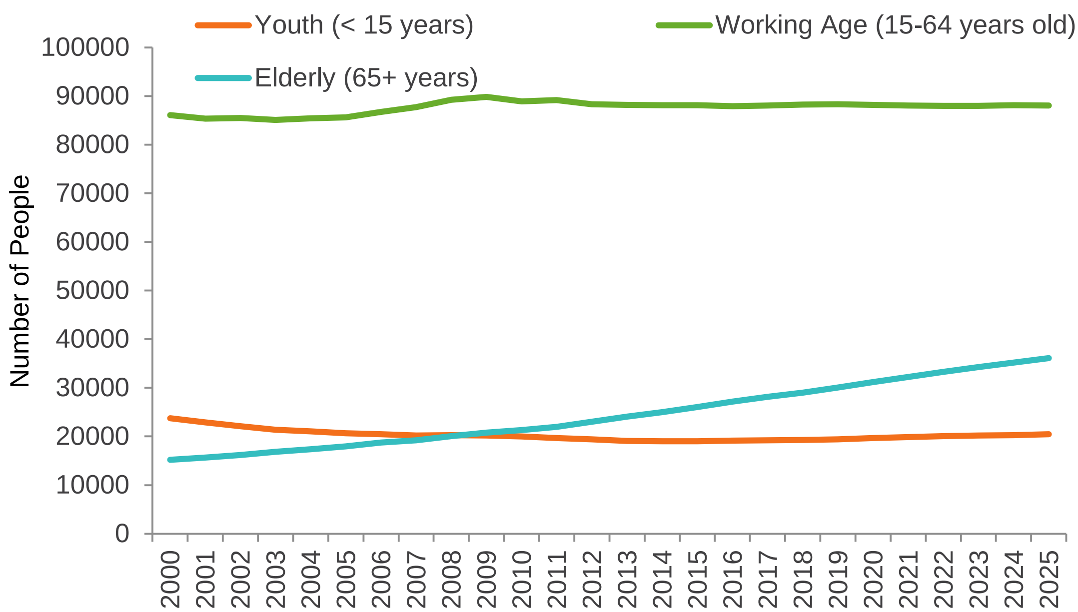


Source: BC Stats' P.E.O.P.L.E, January 2015.

The projected workforce for the region was developed using BC Stats P.E.O.P.L.E. population projection for the TNRD (see Figure 3.2 on the following page). The proportion of working age adults is expected to decrease by 5% over the next 10-year period. However, due to the aging demographic, the number of people expected to retire in the next 10-year period is anticipated to increase by 5%. By contrast, the number of youth is expected to remain stable over the same period.

[4] BC Stats. January 2015. Population Projections. Available Online: http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx

Figure 3.2: Thompson-Nicola Region's Projected Population Growth (2000 to 2025)



Source: BC Stats' P.E.O.P.L.E, January 2015.

Population Mobility

Migration (international, interprovincial, and intraprovincial) within BC has historically been volatile as factors affecting local economies (e.g., immigration policy, regional household development, and real estate prices) influence population mobility, which have been difficult to predict. However, historic migration patterns have the potential to provide a good estimation for predictable in-migration and out-migration within this region.

The migration flow patterns to and from the TNRD were based on the 2013-2014 sub-provincial population projects P.E.O.P.L.E. (BC Stats, Feb 2015). The data show that 4,020 persons (or 5.2%) immigrated intra-provincially to the TNRD and 3,518 persons (or 4.5%) migrated to other regions in BC. Among those who relocated inter-provincially, there were 1,500 (2.9%) who immigrated, and 1,697 (3.4%) who emigrated from the TNRD. On an international level, 169 (0.5%) immigrated to the TNRD from out of the country, and 140 (1.1%) emigrated to another country from the TNRD. The proportions are in relationship to the province as a whole.

3.3 Labour Force Participation and Employment Rates

While labour force participation and employment rates for the TNRD alone are not available, it is possible to make estimations based on data from the Thompson-Okanagan Development Region. The current labour force in the Thompson-Okanagan Development Region consists of 276,700 individuals, with 5.1% of the labour force unemployed (Statistics Canada Labour Force Survey, July 2015). The Thompson-Okanagan Development Region consists of Okanagan-Similkameen, Thompson-Nicola, Central Okanagan, North Okanagan, and Columbia-Shuswap, with the Thompson-Nicola Region making up approximately one third of the working-age population (89,257 out of 276,700).

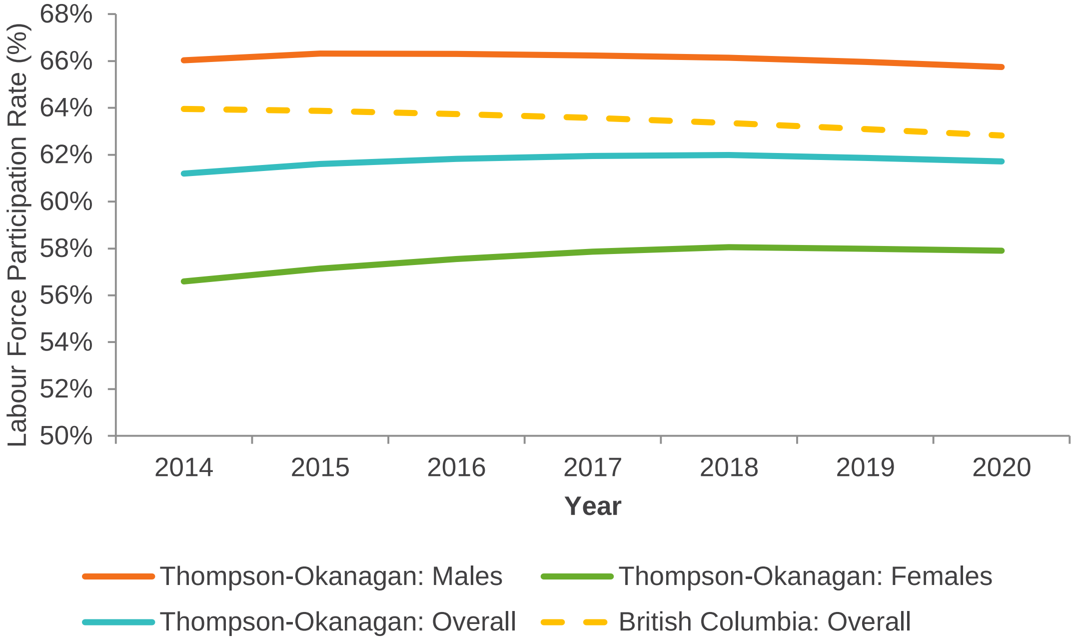
The Thompson-Okanagan Development Region has the highest proportion of elderly (65+ years) to working age population in the province. There are also proportionately more women compared to the provincial average.

The labour force participation rate measures the percentage of working-age persons (between 15 and 64) who are either employed or are unemployed and looking for work. The labour force participation in this region is lower than that of BC, at 62.1% in 2015, compared to 63.4% province-wide (Statistics Canada Labour Force Survey, July 2015). Participation rates are projected to decline in this region as the population ages, at a rate slower than the overall BC rates. By the end of the projection period, the participation rate in Thompson-Okanagan is expected to be higher than the overall provincial rate. Currently the gap between participation rates for men and women is approximately 8.8%. This value is marginally lower than the provincial gender gap and the discrepancy is expected to close faster in this region than what is expected province-wide.

The labour force participation rate for the Thompson-Okanagan Region and BC is expected to remain relatively stable between 2014 to 2020, moving from 61.2% in 2014 to 61.7% in 2020 (Figure 3.3, next page).[5] The male labour force participation rate is also projected to remain relatively stable during the period, moving from 66.0% in 2014 to 65.7% in 2020. However, during this time women are projected to increase their participation in the labour market from 56.6% in 2014 to 57.9% in 2020. Comparing the Thompson-Okanagan Development Region to the entire province highlights the stability of the region, as the labour force participation rate of the province is projected to decline marginally from 64.0% in 2014 to 62.8% in 2020.

[5] BC Stats. British Columbia Labour Force Participation Rate Projections: 2013 Edition. Retrieved on June 2, 2014 from http://www.bcstats.gov.bc.ca/Files/8249bb2a-7f29-4db5-825d-45e28e1bc2c8/BritishColumbiaLabourForceParticipationRateProjections2013Edition.pdf

Figure 3.3: Labour Force Participation Rate of the Thompson-Okanagan Region and BC (2014 to 2020)

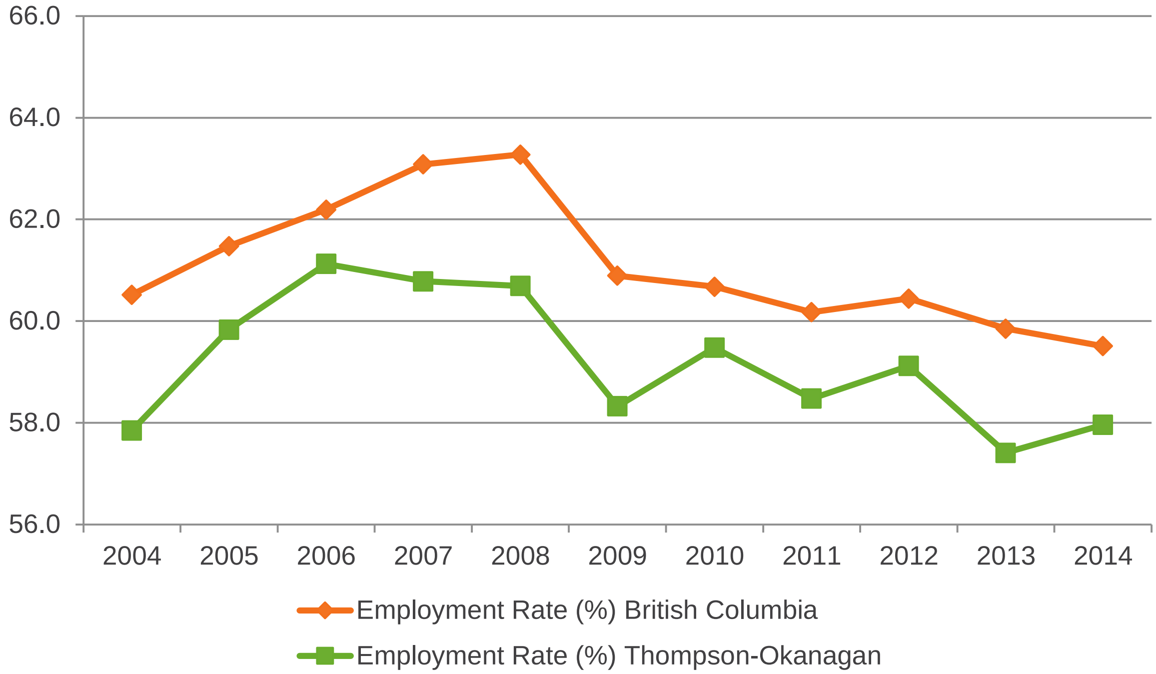


Source: BC Stats.

Historical Regional Employment and Unemployment Rates

The employment rate provides an indication of an economy's capacity for generating employment, and is represented by persons employed as a percentage of the total working age population (15 to 64). Figure 3.4 (next page) illustrates the historical employment rate profile of the Thompson-Okanagan Development Region and BC. Of note, Thompson-Okanagan has historically maintained a lower employment rate than the provincial average (typically being around 2.0% lower), meaning its capacity for generating employment is slightly lower.

Figure 3.4: Historical Employment Rates of BC and Thompson-Okanagan



Source: Statistics Canada. Table 282-0122 - Labour force survey estimates (LFS), by provinces and economic regions based on 2011 Census boundaries, 3-month moving average, unadjusted for seasonality, monthly (persons unless otherwise noted).

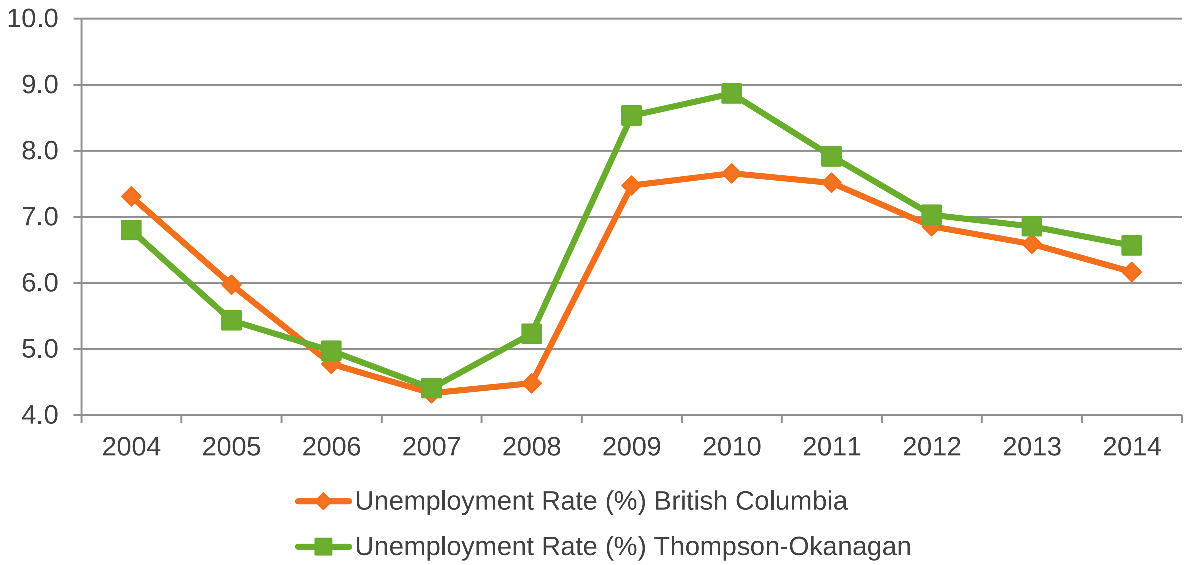
Figure 3.5 (next page) provides the historical unemployment rates (percentage of the labour force not employed but actively searching for work) for the Thompson-Okanagan Region versus the province as a whole. The following insights should be noted:

- All areas experienced a marked increase in unemployment around 2008 with the onset of the recession. Each area's unemployment rate increased by almost 4.0%. The recovery since then has been modest and each area's unemployment rate is still recovering; and
- Since 2006, Thompson-Okanagan has maintained an unemployment rate that is slightly above the provincial level.

The data presented in **Figure 3.5** is in annual terms and masks the seasonal unemployment swings that can be observed in the Thompson-Okanagan's monthly Labour Force Survey Data.[6]

[6] Labour Force Survey Table 282-0054, Labour Force Estimates by Provinces and Economic Regions Based on 2006 Census Boundaries, Unadjusted for Seasonality.

Figure 3.5: Historical Unemployment Rates of BC and Thompson-Okanagan



Source: Statistics Canada. Table 282-0122 - Labour force survey estimates (LFS), by provinces and economic regions based on 2011 Census boundaries, 3-month moving average, unadjusted for seasonality, monthly (persons unless otherwise noted).

A review of data from 2010 to 2014 suggests that unemployment in the region can vary throughout the year by as much as 3.0% from peak to trough. Typically, the summer months (i.e., July and August) have the lowest unemployment, as this is when the region's major industries (i.e., construction, tourism, food service, and accommodation) are most active. Unemployment typically begins climbing in the fall (i.e., September or November) and reaches its peak in early spring, around March or April.

Thompson-Okanagan Industry Composition

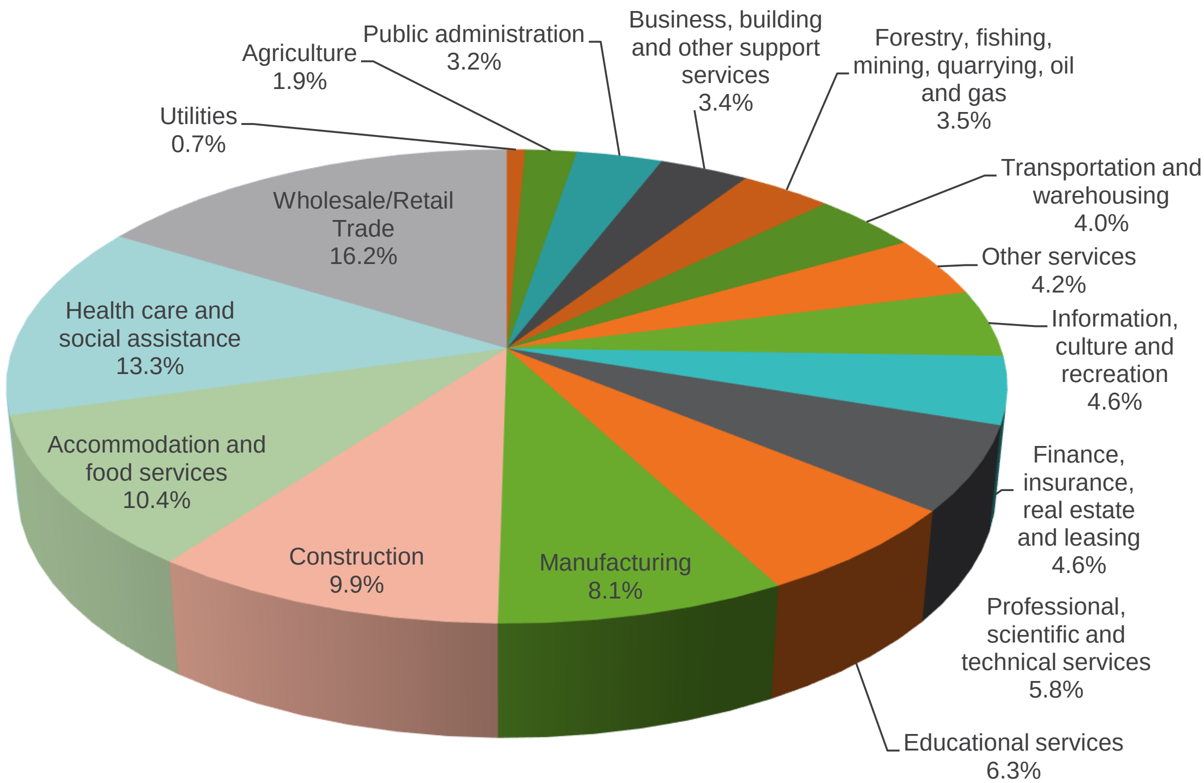
Figure 3.6 (next page) provides the employment in each industry as a percentage of total employment for the Thompson-Okanagan Region. The region's largest industry is trade (wholesale and retail sales), which accounts for nearly 16.2% of total employment. Healthcare and social assistance, construction, and accommodation and food services are also major industries providing employment in the region.

This industry profile is similar to the province-wide profile, with a few notable exceptions:[7]

- The region has a two percentage point higher representation of accommodation and food services. Construction and healthcare and social assistance each also have a two percentage point higher representation in the region versus the province.
- The region's agricultural sector, while small in absolute terms, is nearly twice as large as the provincial average.

[7] Comparison made using Labour Force Survey Table 282-0061: Employment by Economic Region and North American Industry Classification System (NAICS).

Figure 3.6: Percentage of Total Employment by Industry in Thompson-Okanagan (2014)



Source: Statistics Canada. Table 282-0124 - Labour force survey estimates (LFS), employment by economic region based on 2011 Census boundaries and North American Industry Classification System (NAICS), 3-month moving average, unadjusted for seasonality, monthly (persons).

The Labour Force Survey provides 2014 unemployment data for most of the major industries in Thompson-Okanagan, and the following data should be noted:[8]

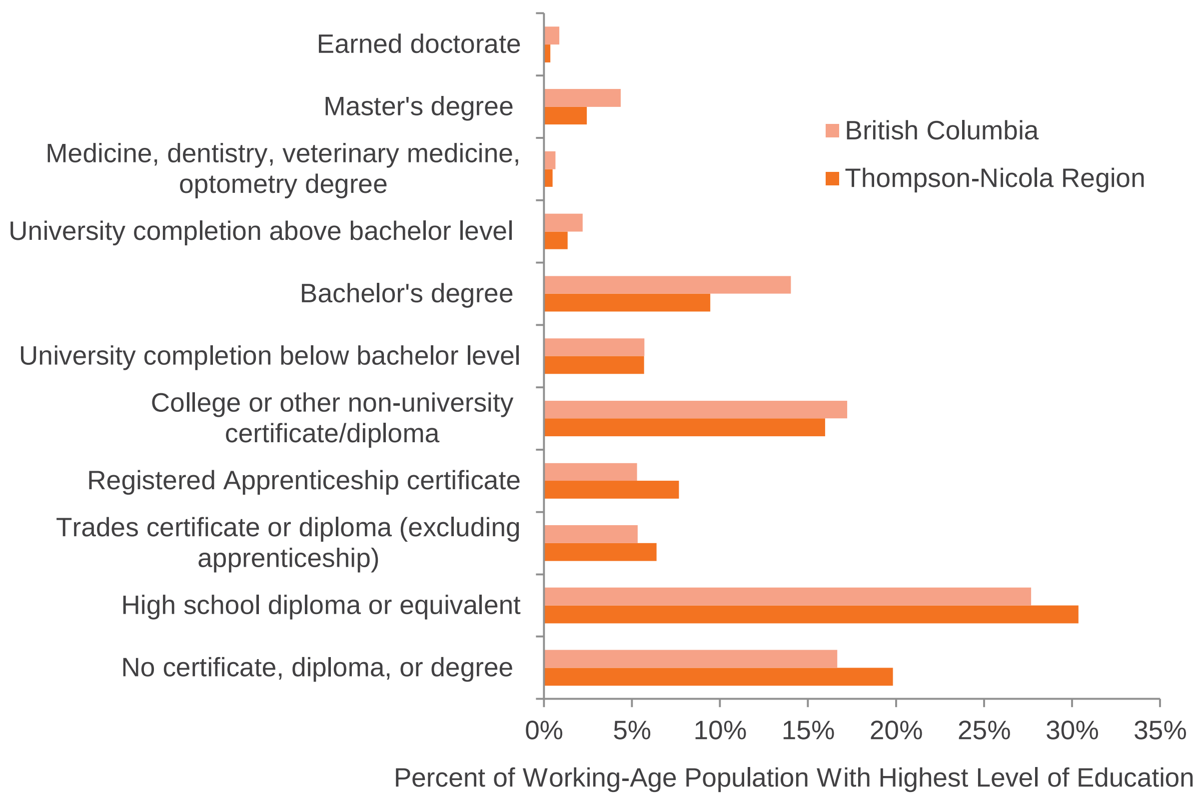
- Accommodation and food services had a 2014 unemployment rate of 5.4%, which is a reduction from 2013 (7.2%) and 2012 (8.3%);
- Construction had a 2014 unemployment rate of 9.8%, which was more than three percentage points higher than the province (6.4%); and
- The following industries had no regional data reported: Agriculture; Forestry, Fishing, Mining, Oil and Gas; Trade; Transportation and Warehousing; Finance, Insurance, Real Estate and Leasing; Professional, Scientific and Technical Services; Business, Building and Other Support Services; Educational Services; Health Care and Social Assistances; Information, Culture and Recreation; Other Services; and Public Administration.

[8] Regional unemployment rate data by industry was obtained from a BC Stats custom run Labour Force Survey dataset, available online at: http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/BusinessCountsEmploymentByIndustry.aspx

Thompson-Nicola Region Education

The 2011 National Household Survey (NHS) provides the most recent profile for the highest levels of education obtained by working age population in the Thompson-Nicola region. Figure 3.7 details the findings regarding education level in the TNRD versus the province as a whole.

Figure 3.7: Highest Level of Completed Education for Working Age Population



Source: NHS, 2011.

The following points can be observed:

- The TNRD has a lower representation of university-educated workers, as indicated by the percentage of persons earning bachelor's, master's, and doctoral degrees.
- There is a notably higher representation of persons holding trades certificates/diplomas and registered apprenticeship certificates. This outcome may be reflective of the fact that there is a higher representation of trades-related activities/employment than in the rest of the province.
- The TNRD has a higher proportion of high school non-completion, as well as a higher proportion of persons who have no post-secondary credentials (beyond high school), as compared to the provincial average.

3.4 BC Labour Market Scenario Model Projection

The BC Labour Market Scenario Model generates a 10-year forecast for BC's labour market. The forecast is based on historical data, including population by age, employment by industry and occupational categories. The model makes assumptions about the future, including retirement rates, economic growth rates and immigration levels.

BC Labour Market Scenario Model (BCLMSM) Projection

The BCLMSM is a projection system that provides growth forecasts for three-digit NOC codes. It is widely used in labour market research to identify growth profiles for the province's seven development regions, including the Thompson-Okanagan Development Region.[9] The study region is estimated to represent 31% of the Thompson-Okanagan Development Region employers. The findings from the utilization of this model for the regional labour market analysis are presented in this section.

The following description of the methodological approach and assumptions is as follows:

All projected employment figures are benchmarked on the 2011 NHS's four-digit NOC employment estimates. All growth projections (percentage increases due to expansion and replacement demand) are based on the BCLMSM's forecasts for the Thompson-Okanagan Region (at 31%).

Regional Employment Growth

The BCLMSM projects the region will experience a slightly slower annual employment growth rate of 1.0%, which is lower when compared to the overall province, which is expected to have a growth rate of 1.3%. This translates into total employment growth for the region of 29,820 between 2015 and 2025. The region is forecasted to lag the province in employment growth by approximately 0.2% from 2015 to 2025.

[9] A fuller description of the BCLMS can is available on the WorkBC website: http://www.workbc.ca/Statistics/Labour-Market/Forecasting-the-Labour-Market.aspx

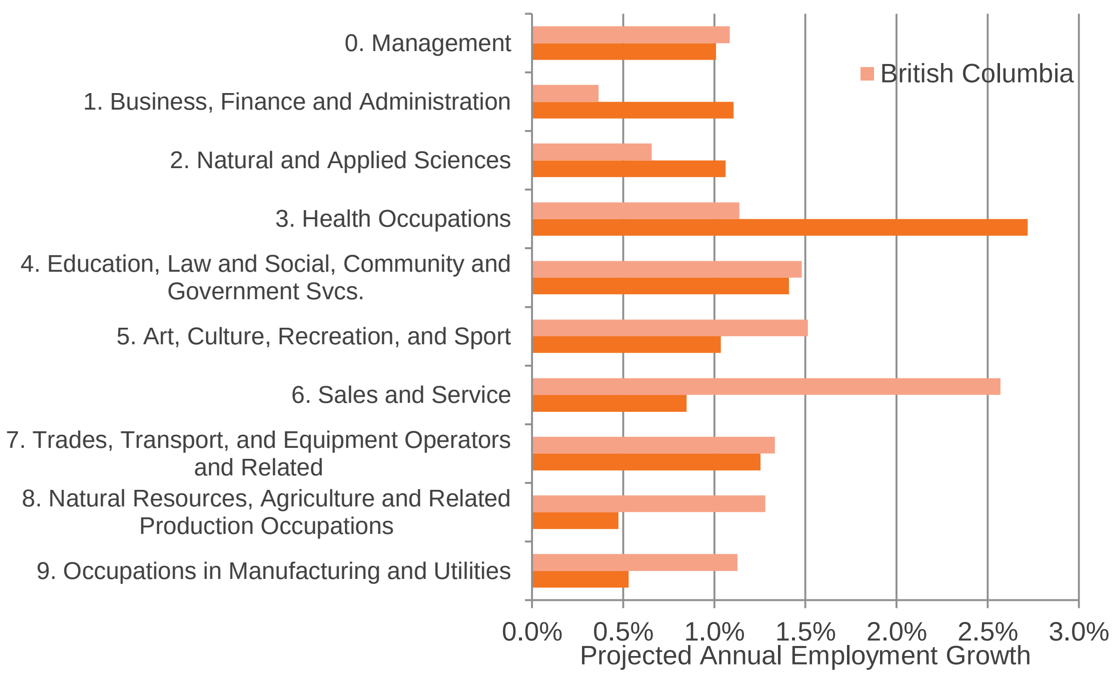
Projected Labour Force

It is estimated that the current (2015) workforce within the region is 85,014 individuals and it is projected that there will be 94,250 individuals available in 2025. It should be emphasized that the BCLMSM provides a projection of the total labour force in the region, but does not provide an estimate for the total number of new hires required in the region. The total number of positions to be filled in the region will be higher as new workers will be needed to replace existing workers who will retire or leave the region's workforce for other reasons (e.g., outmigration, exiting the labour force). According to the BCLMSM, the accumulative job openings over 10 years (2012-2020) for the Thompson-Okanagan Region is as follows: 20.1% or 6,122 new jobs due to economic growth (expansion) and 79.9% or 24,363 openings from replacement of retiring workers.

Overview of Occupation Growth

The average annual growth rates by major occupational groups for the Thompson-Okanagan Development Region are provided in Figure 3.8 (below). This figure also provides comparisons between the development region and the province.

Figure 3.8: Average Annual Growth Forecasts by Occupation



Source: BCLMSM (Thompson-Okanagan region).

The following findings are highlighted:

- The Thompson-Okanagan Development region is forecasted to experience positive annual employment growth for all major occupation types between 2015 and 2020;
- Health occupations are forecasted to experience the strongest growth in the region (over 2.6% per year on average); and
- Most occupations are expected to grow at around 1% per year, which is on par with the overall regional forecast. The exceptions are health services (which will outpace average growth) and natural resources/agriculture and manufacturing/utilities (which are expected to experience higher growth).
- Employment maybe much higher should some of the major capital projects come on-stream over the forecast period.

Section 4: Findings – Current and Future Regional Workforce

4.1 Current Regional Workforce Estimates

The current regional workforce is estimated to include a total 85,014 full-time equivalent (FTE) positions. Over one-quarter of positions are low-skilled (27.4%), followed by semi-skilled (21.7%), professional/technical (20.3%), skilled/trades (19.2%), and management (11.5%). Almost three-quarters of the workforce work in the Central East (including Kamloops) area of the region (74.1%), followed by the North area (18.0%), Central West are (5.6%), and the South area (2.3%). Table 4.1 provides FTE counts for each occupational family and by area. Low- and semi-skilled occupations as well as skilled/trades occupations are relatively more predominant in the South area than in other areas of the region.

Table 4.1: Current (2015) Regional Workforce

Occupations	North	South	Central West	Central East	Total	% Share
Management	2,055	108	520	6,909	**9,740**	**10.4%**
Professional/Technical	3,444	69	994	13,200	**17,244**	**16.7%**
Skilled/Trades	2,410	201	947	12,586	**16,294**	**20.1%**
Semi-skilled	4,129	675	982	13,052	**18,439**	**19.6%**
Low-skilled	3,289	919	1,286	17,090	**23,296**	**33.3%**
Total	**15,327**	**1,973**	**4,730**	**62,838**	**85,014**	**100.0%**

Source: Regional Labour Market Employer Survey 2015; BC Labour Market Outlook; n = 565.

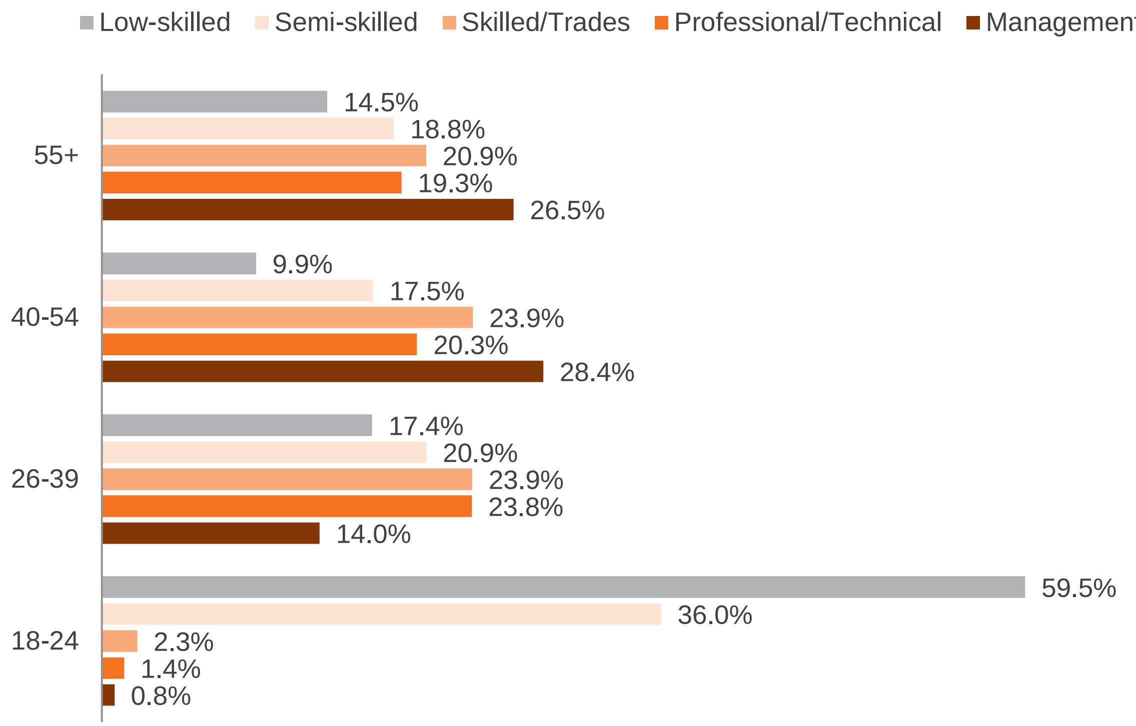
Regional Workforce Demographics

Demographic profiling of the current regional workforce (see Figures 4.1 and 4.2) show that over one-half of the workforce (58.4%) is 18 to 24 years of age and typically working in low-skilled (55.9%) or semi-skilled (16.4%) positions. Over one-quarter of the workforce (27.7%) is 40 years of age and over, with 9.3% in the 55 years of age an over category. The 40 to 54 and 55 years of age and over categories hold the majority of management positions in the region (51.7% and 24.4% respectively). Skilled-trades occupations are more evenly distributed among the 26 to 39 (30.1%), 40 to 54 (40.0%), and 55 years of age and over (17.7%) categories.

Males comprise over one-half of the workforce (56.3%) and females comprise 43.7% of the workforce. Female FTEs exceed male FTEs in low-skilled occupations (10.2% versus 9.2% of the total workforce).

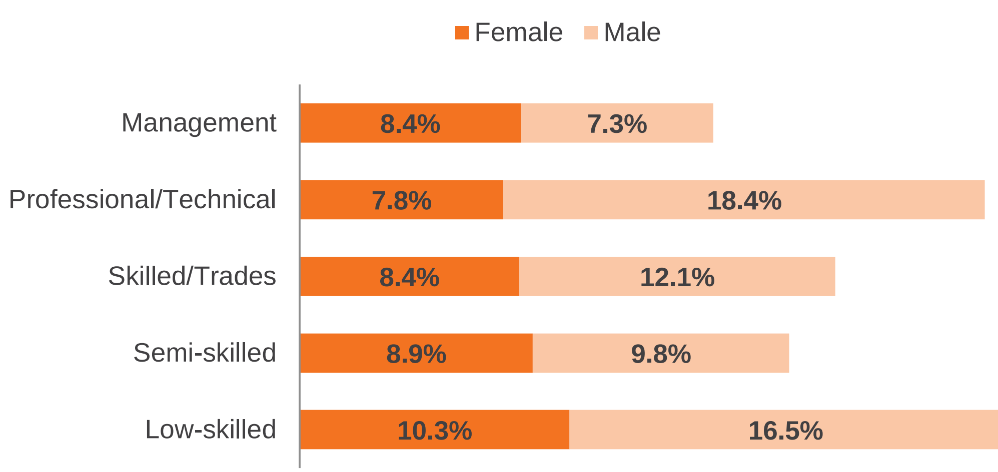
Males are more represented in all other occupations with management and skilled-trades showing the largest gap between female and male employment.

Figure 4.1: Current (2015) FTE Age Profile by Occupation Family



Source: Regional Labour Market Employer Survey 2015; BC Labour Market Outlook; n= 510.

Figure 4.2: Current (2015) FTE Gender Profile by Occupation Family



Source: Regional Labour Market Employer Survey 2015; BC Labour Market Outlook; n = 510.

4.2 Employer Projected Regional Workforce Estimates

The estimated annual regional employment growth rate based on employer projections is 1.7%. This amounts to an overall percentage increase in FTE positions in the region of 16.8% between 2015 and 2025. As further explored in Section 4.4, employers in the region expect to see an increase in jobs amounting to an estimated 93,751 FTE positions in the region, including 34,919 new hires between 2015 and 2025. Table 4.2 provides estimates for total employment in each area of the region in 2025. All areas except the North anticipate an annual growth rate near 2.0%, while the North anticipates a growth rate of 0.9%. However, due to major construction projects in the North, employment growth may significantly exceed employer projected estimates in the short-term and to some extent over the long-term (see Section 6).

Table 4.2: Projected (2025) Regional Workforce

Occupations	North	South	Central West	Central East	Total
Management	2,450	177	653	8,675	**11,954**
Professional/Technical	3,631	79	1,136	15,089	**19,934**
Skilled/Trades	2,500	308	1,125	14,948	**18,882**
Semi-skilled	4,388	656	1,089	14,467	**20,599**
Low-skilled	3,769	1,038	1,619	21,509	**27,980**
Total	**16,737**	**2,302**	**5,622**	**74,688**	**99,350**

Source: Regional Labour Market Employer Survey 2015; BC Labour Market Outlook.

Occupations expected to experience the highest growth rates in the region between 2015 and 2025 are management (2.3% annual growth) and low-skilled (2.0% annual growth) positions. However, these positions are not always the most challenging positions to fill. Key informants consistently discussed challenges with hiring in the skilled/trades and professional/technical occupation families. Specifically, skilled trades and engineers were repeatedly noted as difficult to fill positions for a variety of reasons, including:

- An insufficient number of applicants;
- Insufficient qualified candidates for positions in terms of both education and experience;
- Challenges bringing in lower level trades staff without journeyperson on staff and challenges to fill journeyperson position; and
- Engineering and some trades professional are in such demand that they can create their own opportunities and are not interested in available positions (as a matter of compensation, lifestyle, work hours, etc.).

Other occupations noted by key informants as hard to fill in the region include:

- Low- and semi-skilled hospitality and tourism staff;
- Administrative, clerical, and accounting staff; and
- Skilled professional (e.g., health care professionals) – demand for these occupations is most acute in smaller communities.

Removing Kamloops from the total estimated workforce in 2025 shows that the highest occupational demand for smaller communities in the region is for management positions (1.9% annual growth). The lowest growth rate is for semi-skilled positions (0.6% annual growth) in the smaller communities, with all other occupations expecting an annual growth rate of 1.1% between 2015 and 2025 in the smaller communities.

4.3 Current (2015) Vacancies and Employee Turnover

Current vacancies in the region reveal areas of occupational and regional demand for employees. Currently the highest proportion of vacancies is in the city of Kamloops, as can be expected. In the remainder of the region, the North area has the highest proportion of vacancies (53.5%), followed by the Central East (excluding Kamloops) area (29.7%), the Central West area (14.5%), and the South area (2.3%). As can be seen in Table 4.3, one-third (33.3%) of vacancies are for low-skilled occupations, followed by skilled/trades (20.1%), semi-skilled (19.6%), professional/technical (16.7%), and management (10.4%). Vacancy rates were computed to be 8.2%, but in the North area of the region vacancy rates were higher at 9.1%

Table 4.3: Current (2015) Vacancies

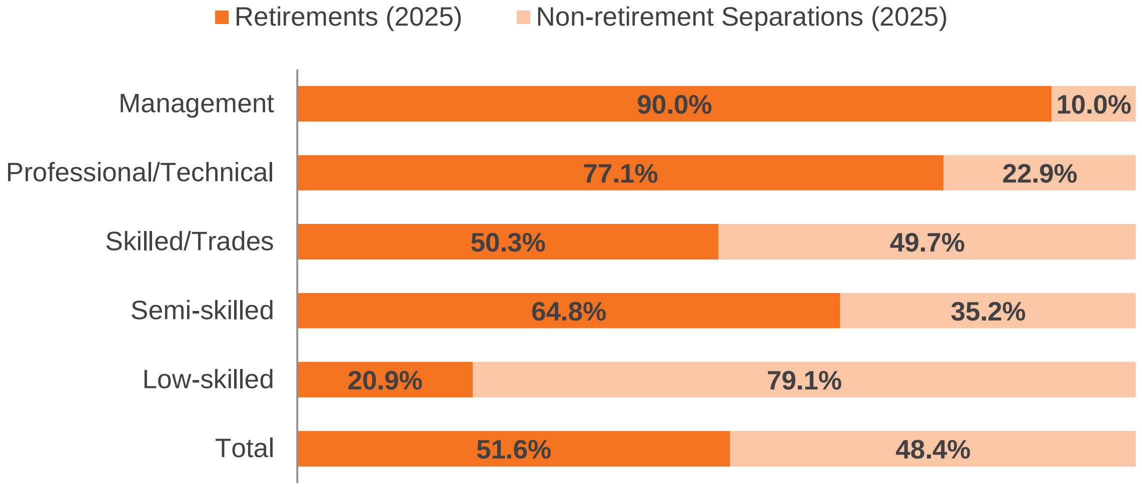
	North	South	Central West	Central East	Total	Occupational Vacancy Rates
Management	168	7	13	594	**782**	**7.4%**
Professional/Technical	161	6	34	1,066	**1,267**	**6.8%**
Skilled/Trades	271	15	7	1,221	**1,514**	**8.5%**
Semi-skilled	187	1	7	1,287	**1,482**	**7.4%**
Low-skilled	746	43	28	1,695	**2,512**	**9.7%**
Total	**1,534**	**67**	**89**	**5,862**	**7,552**	**8.2%**
Regional Vacancy Rates	**9.1%**	**3.3%**	**1.6%**	**7.3%**	**8.2%**	

Source: Regional Labour Market Employer Survey 2015; n = 511.

Employee turnover rates have been estimated based on employer current and projected total workforce against retirement and other separations. The estimated turnover rate based on current turnover for the region is 6.2%. The highest turnover rates are for low-skilled (9.8%) and semi-skilled (5,9%) positions.

Employers anticipate that one-half (51.6%) of employee turnover in the region in 2025 will be related to retirement, and retirement will account for the majority of management (90.0%), professional technical (77.1%), and semi-skilled (64.8%) occupation turnover. Retirements will also account for about one-half (50.3%) of skilled/trades turnover.

Figure 4.3: Projected (2025) Retirement and Other* Workforce Separations (Share of Total Separations)



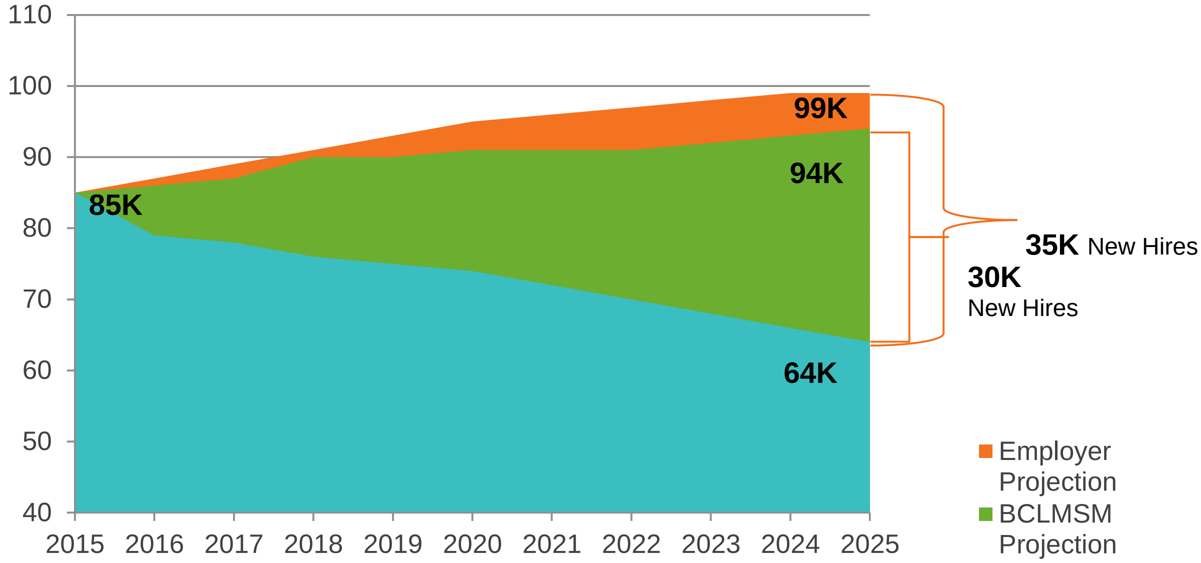
Source: Regional Labour Market Employer Survey 2015; n = 510.
*It has been assumed that 50.0% of the non-retirement separations will return to the regions workforce.

4.4 Total Hiring Requirements and Labour Demand Gap

The majority of employers in the region expect their workforce will either increase (63.0%) or remain the same (32.1%), and only 4.9% of employers expected their workforce to decrease. Overall, the employer projected annual growth rate in the region was 1.1%, with the highest project growth in the Kamloops area (1.3%) and the lowest in the South area (0.2%). While the North area projected an annual growth rate of only 0.6%, major projects in the region may result in positively impacting this area’s short-term (from 2 to 4 years) annual growth. Additionally, the planned ski resort in the North area may positively impact the growth rate for a longer term. Figure 4.4 (next page) illustrate the estimated requirement for new hires in the region based on employer projections and the BCLMSM.

It should be noted that total hiring requirements do not incorporate hiring demand for major capital projects, as detail in Section 6 of this report. In this context total hiring requirements likely underestimate regional hiring requirements.

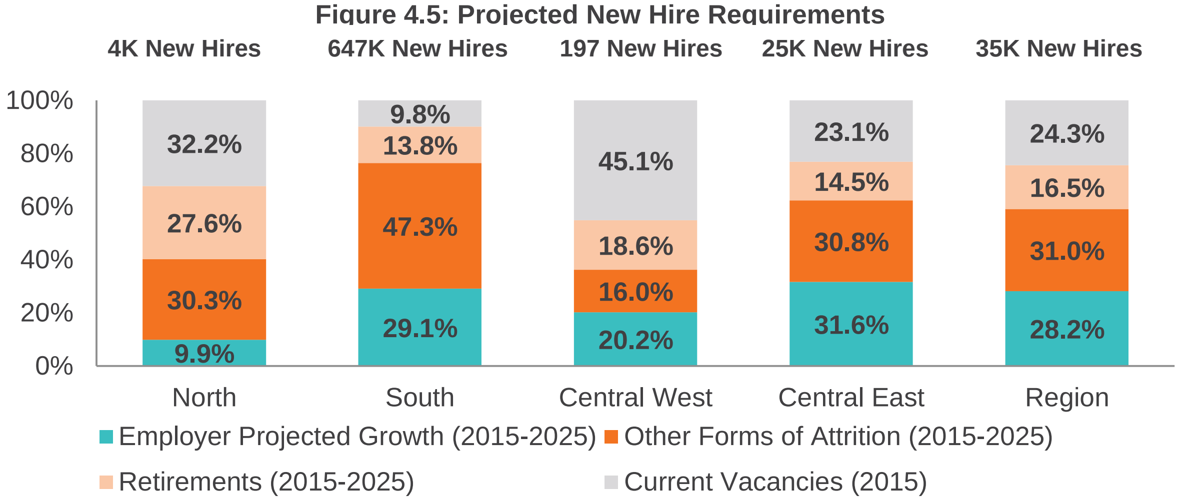
Figure 4.4: Required New Hires for BCLMSM and Employer Projected Growth (2015-2025)



Source: Regional Labour Market Employer Survey 2015; BC Labour Market Outlook.

Overall, employers estimate a need for 34,919 new hires in the region, while the BCLMSM estimates the need for an additional 29,820 new hires. As shown in Figure 4.5, new hires in the region are anticipated to result from retirement and non-retirement separations (47.5%), employer projected growth (28.2%), and current vacancies (24.3%).

Figure 4.5: Projected New Hire Requirements



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Source: Regional Labour Market Employer Survey 2015; BC Labour Market Outlook.

Based on employer projections, there remains a gap of 10,421 positions to fill by 2025 that are not being met by the projected labour supply, while the BCLMSM projects a gap of 5,322 that will not be met by the projected labour supply. As show in Table 4.4, the labour supply will be able to accommodate an estimated 24,498 positions in the region, which will only cover 70.2% of employer projected demand and 82.2% of BCLMSM projected demand.

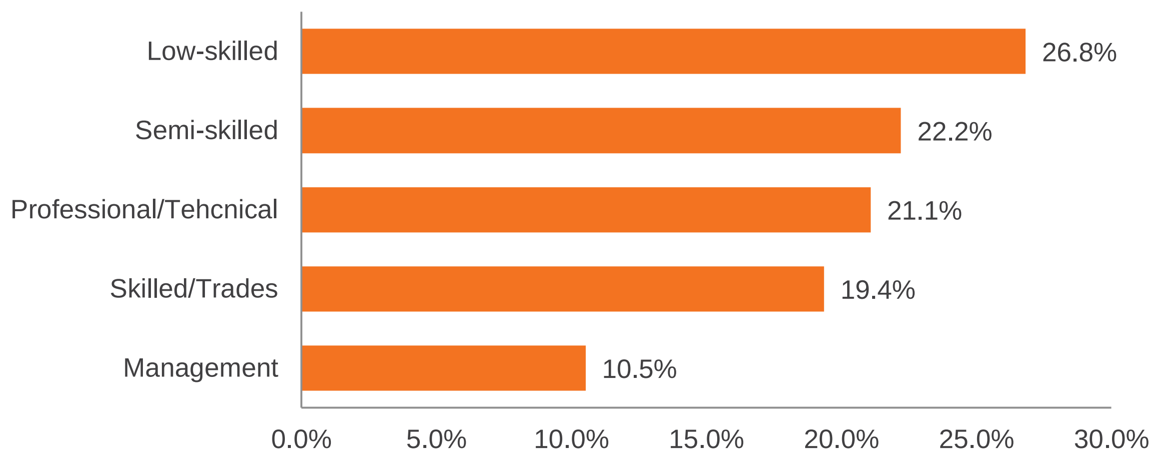
Table 4.4: Source of Labour Supply

Area	Unemployed		Labour Force Growth		Non-retirement Separations		Total Available Employees	
	#	%	#	%	#	%	#	Gap
North	966	31.2%	1,410	45.5%	722	23.3%	3,098	1,318
South	124	20.2%	329	53.5%	162	26.3%	616	262
Central West	297	21.2%	869	62.1%	233	16.6%	1,399	619
Central East	3,969	20.5%	11,727	60.5%	3,690	19.0%	19,385	8,222
Total	**5,356**	**21.9%**	**14,336**	**58.5%**	**4,807**	**19.6%**	**24,498**	**10,421**

Source: Regional Labour Market Employer Survey 2015; BC Stats.

Total hiring requirements show that the majority of new hires will be for low-skilled occupations (26.8%), semi-skilled occupations (22.2%), and professional/technical occupations (21.1%). As shown Figure 4.6, while management positions will be in demand due to retirement and other attrition, they will account for about 10.5% of new hires.

Figure 4.6: Relative Proportions of New Hires in the Region by Occupation Family



Source: Regional Labour Market Employer Survey 2015; n = 510.

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Employers noted that some specific occupations in the region are difficult to hire for or are challenging in terms of retaining employees. These occupations contribute to job openings and new hire requirements in the region. According to the BCLMSM, there will be job openings in these “in-demand” occupations requiring at minimum the following numbers of employees to fill positions in the region:

- Tradespersons: 5,239 job openings
- Healthcare workers/professionals: 2,499 job openings
- Business, finance, and administrative workers: 4,284 job openings
- Hospitality and tourism workers: 1,128 job openings

Section 5: Findings – Skills Training/Education Gaps and Employee Attraction/Retention

5.1 Labour Force Training

Labour force training in the region is essential to the development of a competent workforce. Information provided through the Regional Labour Market Employer Survey and key informant interviews were examined in this section with respect to education and training needs, preferences, and gaps. This section will also consider the sufficiency of human resource strategies in the region for addressing workforce development.

Table 5.1 shows the common types of education/training required for employers in the region for each occupation family. Professional/technical and skilled/trades occupations rely more heavily than other occupations on external programs/courses for workforce training. Employers are also strongly engaged in in-house training through on-the-job training or other internal training options offered by their business/organization. Over one-half (67.8%) of employers offer training opportunities to promote skills upgrading and career development. Internal training opportunities offered by employers include:

- General on-the-job training (e.g., store management training);
- On-the-job professional development opportunities (e.g., Lunch N Learns);
- Web-based and external training during work hours (e.g., webinars, seminars);
- Subsidized learning opportunities (e.g., university programs); and
- Specific technical training for general or specific occupations (e.g., accounting courses, computer courses).

Table 5.1: Employer Education/Training Requirements by Occupation Family

Occupation Category	On-the-job training	Internal programs / courses offered by business / organization	External programs / courses offered by outside educational service providers	Membership in professional associations
Management	45.3%	29.4%	41.4%	25.0%
Professional/Technical	23.7%	16.3%	29.4%	16.3%
Skilled/Trades	26.9%	19.5%	27.4%	6.9%
Semi-skilled	27.1%	15.0%	13.3%	1.4%
Low-skilled	27.4%	12.0%	4.8%	0.7%

Source: Regional Labour Market Employer Survey 2015; n=442.
Note: Percentages may not equal 100.0% due to multiple responses.

In general, employers in the region are aware of the training opportunities available for their employees. All key informants were familiar with the growing body of online training opportunities, and many suggested that this method of training is ideal for skills upgrading and career development because online courses can be taken after hours and are not limited by locality (i.e., training opportunities once available only in specific locations can now be accessed from any location). Many employers observed that online opportunities are a valuable way for staff to advance through increased educational attainment, and key informants in the smaller communities noted that online opportunities provide financially feasible options for the local labour force as they allow for remote completion of programs. Furthermore, many employers stated that they offer web-based in-house training programs for their staff. Some key informants also observed that online course/program offerings reduce or eliminate the need for weekend/after hours education offerings.

While employers and educators alike extolled the virtues of online training opportunities, those who employ and train staff in the skilled/trades occupations strongly cautioned against online-only training for these occupations. Particularly, key informants stated that hands-on oriented professions require hands-on training and practical work experience components to education programs.

Overall, only one-third (32.5%) of employers agreed/strongly agreed to the statement: "there are adequate industry training/upgrading opportunities in the region" (see Table 5.2). Similarly, more than one-half (54.5%) of employers agreed/strongly agreed with the statement: "we would benefit from a technical/vocational satellite campus in the region". Further analysis showed that employers in smaller communities where much more likely to report agreement with benefiting from technical/vocational satellite campus than employers in operating in Kamloops.

Table 5.2: Employer Agreement with Adequacy of Regional Education/Training

	Strongly Disagree / Disagree	Neutral	Strongly Agree / Agree
There are adequate industry training/upgrading opportunities in the region (n=397)	32.5%	33.0%	34.5%
The industry training/upgrading opportunities are relevant to my business needs (n=414)	36.5%	33.1%	30.4%
We would benefit from a college or university satellite campus in the region (n=388)	31.2%	22.4%	46.4%
We would benefit from a technical/vocational satellite campus in the region (n=402)	25.4%	20.1%	54.5%

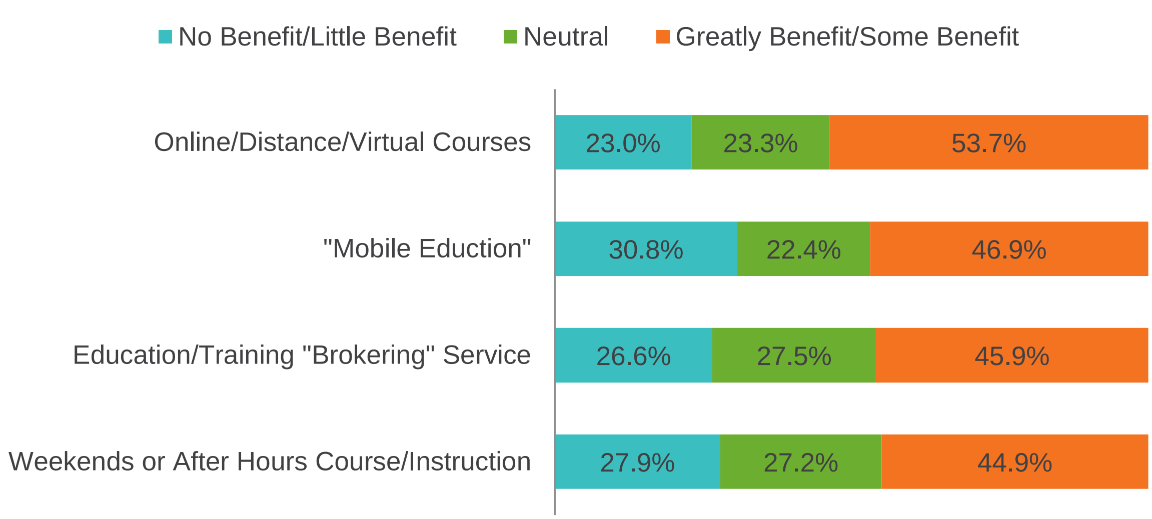
Source: Regional Labour Market Employer Survey 2015.

Key informants commenting on satellite training needs typically observed that training opportunities available in Kamloops satisfy training needs in terms of educational requirements. It should be noted, however, that both employers and the workforce in smaller communities are challenged to take advantage of opportunities in Kamloops. The expense and time commitment for employers and employees is greater than most can support. There is strong interest in the smaller communities to increase local offerings for trades/technical training as well as general skills upgrading.

Educators are aware of these interests and are working toward building innovative programs that increase the use mixed models (e.g., online and hands-on training) to deliver training where it is needed. Educators are also looking at cost-savings methods of program delivery, such as repurposing disused buildings/facilities (e.g., former school shop class facilities) to deliver training in rural regions, however, course/program enrollment in rural regions must meet headcount requirements to ensure that delivery of courses/programs is sustainable. As is often observed among employers with respect to sending staff away for training, staff costs are among the highest business expenses. This is no less the case for educators who are required to bring in experienced professionals (equally as in demand as for employers) to offer desired training programs.

As shown in Figure 5.1, training models most desired by employers in the region are online/distance/virtual courses (53.7%), “mobile education” (46.9%), education/training “brokering” services (45.9%), and education/training offered on weekends or after hours (44.9%). Further to the desire for education/training opportunities offered in the local community, 65.1% of employers expressing some benefit/great benefit from “mobile education” opportunities (in which trades/technical training can be provided in the local community via trailer or portable facility) operated in locations outside of the city of Kamloops.

Figure 5.1: Employer Agreement with Adequacy of Regional Education/Training



Source: Regional Labour Market Employer Survey 2015; n = 447.

5.3 Employee Recruitment and Retention

With the exception of employer operations in Kamloops and Merritt, employers in all regions reported dissatisfaction with the adequacy of the supply of skilled workers in their area of the region (see Table 5.3). Employers operating in Kamloops, representing the majority of employment in the region, were nearly evenly split between dissatisfaction (34.2%) with the adequacy of skilled worker supply, neutral (32.7%), and satisfied (33.1%). The general dissatisfaction among employers with the adequacy of the skilled labour supply indicates a need to increase the skilled labour supply in the region.

Table 5.3: Employer Agreement with Adequacy of the Supply of Skilled Workers in Specific Areas of the Region

Region	Strongly Disagree / Disagree	Neutral	Strongly Agree / Agree
Ashcroft (n=57)	61.4%	24.6%	14.0%
Barriere (n=62)	58.1%	24.2%	17.7%
Cache Creek (n=57)	63.2%	24.6%	12.3%
Chase (n=56)	60.7%	26.8%	12.5%
Clearwater (n=71)	63.4%	22.5%	14.1%
Clinton (n=42)	78.6%	11.9%	9.5%
Kamloops (n=260)	34.2%	32.7%	33.1%
Logan Lake (n=57)	66.7%	19.3%	14.0%
Lytton (n=37)	70.3%	24.3%	5.4%
Merritt (n=84)	44.0%	31.0%	25.0%
Sun Peaks (n=51)	58.8%	25.5%	15.7%
Valemount/McBride (n=13)	61.5%	38.5%	0.0%
One Hundred Mile House (n=22)	63.6%	13.6%	22.7%

Source: Regional Labour Market Employer Survey 2015.

Employers outside of Kamloops and Sun Peaks were also notably discouraged regarding worker willingness to relocate to their area of the region (see Table 5.4, next page). This sentiment was reinforced by many key informants who frequently observed the lifestyle benefits of living in Kamloops extend to the surrounding communities, however some of the urban benefits that residents of Kamloops enjoy are less available in the rural areas. Key informants in smaller communities commonly expressed a need for more skilled professional (specifically medical) and skilled trades professionals in their areas. Considering that employers in Kamloops also noted that skilled professionals and tradespersons are in high demand, rural communities are significantly challenged to attract needed workers.

Table 5.4: Employer Agreement with Worker Willingness to Relocate to their Area

Region	Strongly Disagree / Disagree	Neutral	Strongly Agree / Agree
Ashcroft (n=52)	82.7%	13.5%	3.8%
Barriere (n=55)	74.5%	12.7%	12.7%
Cache Creek (n=50)	88.0%	8.0%	4.0%
Chase (n=51)	70.6%	21.6%	7.8%
Clearwater (n=62)	74.2%	19.4%	6.5%
Clinton (n=38)	89.5%	5.3%	5.3%
Kamloops (n=220)	28.2%	31.8%	40.0%
Logan Lake (n=50)	76.0%	14.0%	10.0%
Lytton (n=33)	93.9%	3.0%	3.0%
Merritt (n=73)	53.4%	30.1%	16.4%
Sun Peaks (n=43)	48.8%	37.2%	14.0%
Valemount/McBride (n=12)	41.7%	25.0%	8.3%
One Hundred Mile House (n=23)	60.9%	26.1%	13.0%

Source: Regional Labour Market Employer Survey 2015.

Employer survey data and key informant observations are more disparate regarding compensation. Well over one-half of employers operating in all regions agreed/strongly agreed that their wage and benefits packages are competitive with other companies outside of their area (see Table 5.5, next page). Key informants differed slightly in opinion on the competitiveness of wage and benefits packages in the region. While key informants believed that the region is reasonably competitive in terms of compensation packages, some sectors (e.g., oil and gas) and regions (e.g., northern BC, Alberta, Vancouver) offer more attractive compensation packages for the in-demand occupations in the area.

Table 5.5: Employer Agreement with the Statement "Our business/organizations wage and benefit package is competitive with other companies in the same industry/sector outside of our area."

Region	Strongly Disagree / Disagree	Neutral	Strongly Agree / Agree
Ashcroft (n=60)	6.7%	13.3%	80.0%
Barriere (n=63)	11.1%	14.3%	74.6%
Cache Creek (n=60)	5.0%	11.7%	83.3%
Chase (n=62)	6.5%	21.0%	72.6%
Clearwater (n=71)	7.0%	15.5%	77.5%
Clinton (n=47)	4.3%	10.6%	85.1%
Kamloops (n=253)	11.9%	18.6%	69.6%
Logan Lake (n=60)	6.7%	16.7%	76.7%
Lytton (n=40)	7.5%	5.0%	87.5%
Merritt (n=85)	7.1%	18.8%	74.1%
Sun Peaks (n=53)	7.5%	9.4%	83.0%
Valemount/McBride (n=12)	8.3%	0.0%	91.7%
One Hundred Mile House (n=21)	28.6%	28.6%	42.9%

Source: Regional Labour Market Employer Survey 2015.

Specifically, key informants believed that skilled tradespersons, engineers, medical professionals, skilled hospitality and tourism employees, professional accountants, and other skilled professionals (e.g., instructors) could find higher wage/salary opportunities in other regions/sectors. Indeed, several key informants observed that highly skilled professionals located in the Kamloops area are able to transition between employment opportunities as they become available and leave an inevitable gap that must be filled by professionals outside of the region. Some key informants also noted that career advancement opportunities in the region are limited requiring regionally-based employees who wish to develop their career to seek employment opportunities in other regions. Another challenge commonly noted regarding recruitment and retention of skilled professionals from outside the region was spousal employment opportunities. It was observed by several key informants that there is a need to support recruits from outside the region to establish roots when relocating including spousal employment opportunities, which can be challenging due to less diversity of employment opportunities in the region than in other metropolitan centres. A few informants, however, believed that employment options are becoming increasingly versatile with more individuals pursuing web-based careers and off-site working opportunities, although such employment opportunities are limited by the type of occupation.

Over one-half of employers agreed/strongly agreed with statements about employee recruitment and attraction (see Table 5.6) including company provision of training and other career development opportunities (58.4%), no problems with employee turnover (57.6%), and potential employees of employment awareness of opportunities at their business/organization (52.9%).

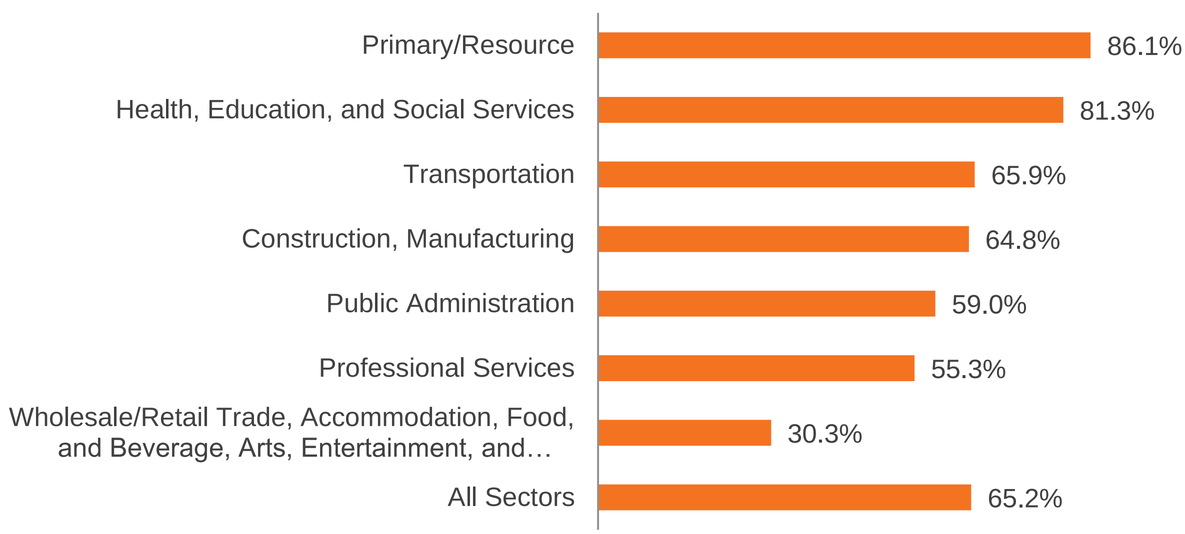
Table 5.6: Employer Agreement with Employee Recruitment/Attraction Statements

Statement	Strongly Disagree / Disagree	Neutral	Strongly Agree / Agree
Your company provides training, upgrading, and career development opportunities for its workforce (n=450)	17.8%	23.8%	58.4%
Employee turnover is typically not a problem for your business/organization (n=467)	21.4%	21.0%	57.6%
Potential new workers are aware of employment opportunities at your business/organization (n=414)	15.0%	32.1%	52.9%

Source: Regional Labour Market Employer Survey 2015.

Over one-half (65.2%) of employers reported have a human resource strategy to address workforce requirements over the next ten years. As shown in Figure 5.2, over one-half of employers in the region have HR strategies (65.2%). Employers in the services sectors (e.g., wholesale/retail trade, food and beverage) are the least likely to have HR strategies.

Figure 5.2: Percentage of Employers with a Human Resource Strategy by Sector



Source: Regional Labour Market Employer Survey 2015.

5.4 Skills Training Needs

Skills training needs were primarily examined through key informant interviews. Overall, most employers were very satisfied with the training available in the region and noted that most training that was not available could be accessed online. However, a few informants (employers and trainers alike) noted the absence of an engineering program in the region suited to meeting employer demand for engineering professions. As previously noted, some employers and trainers saw a need for more regional trades training opportunities in the smaller communities in the region, but expressed challenges with respect to the financial viability of providing satellite offerings.

All employer key informants stated that they are able to address all or most of their current workforce training needs through their in-house training options, however, those that expressed a need for additional training requirements typically observed that new graduates are lacking some of the skill sets that had not been a concern in the past, such as word processing competencies, effective interpersonal and customer service acumen, and workplace conduct awareness (e.g., professional dress, appropriate cell phone use).

Employers and educators also expressed positive views on apprenticeship and other training/employer collaborations. Few additional training needs were expressed by key informants beyond the need to expand offerings. Key informants would like to see offerings expanded in terms enrollment capacity of regionally-based programs, professional designation programs (e.g., project management), apprenticeships/practicums, and training offered in rural areas. Educators in the region are keenly aware of employer needs and concerns and actively maintain community connections as well as program demand metrics to help inform programming decisions.

Most employers had limited familiarity with collaborative training models, such as education “brokering” services (where specific training needs of employers could be coordinated as a cost-sharing approach). With the number of major constructions projects planned in the region, employers recognize and are interested in considering collaborative training models. Some employer observed that not only would collaborative training help address some of the short-term employer training needs for major construction projects, it could also be of long-term advantage for the region to address general skill shortages for skilled/trades occupations.

Section 6: Major Project Inventory Employment Analysis

The sectors with high trades and engineering occupational requirements are important within the region, and their employment dynamics are unique in that they vary according to capital projects. As such, an input-output analysis of capital projects in the region was conducted to measure the potential employment that will be required resulting from capital projects (either currently under construction or planned). However, as it is yet unclear when these projects will begin and the extent to which these projects will impact the regional labour market (i.e., allocation of the considerable demand for workers from the planned Kinder Morgan pipeline), this analysis has been conducted separately from the regional workforce projections. Should all these major capital projects move forward, they will be source of job creation well beyond the capacity of the region.

This section presents the capital projects evaluation and input-output analysis that were conducted to measure construction industry related job creation (related to high access of in-demand trades and engineering occupations).

6.1 Analysis and Research Approach

The analysis was carried out as follows:

- The March 2015 BC Major Projects Inventory was queried for the purpose of collecting all major capital projects that fall within the region. This yielded a database of 41 major projects for the region.
- The database was cleaned to remove projects that have a timeline ending before 2015 and projects that appear to be inactive, on-hold, or too speculative to merit inclusion. This resulted in 31 projects that remained for inclusion in the input-output analysis.
- An input-output analysis was conducted utilizing the 31 projects to identify the likely employment gains associated with each individual project, which is based on the capital cost of the project and the "employment multiplier" for the project. The employment multiplier provides the number of jobs per year the project generates for each million dollars of capital cost. There are five possible types of multipliers that can be applied to a construction project, depending on the type of construction. Table 6.1 (next page) provides the employment multipliers associated with each type of construction.
- An analysis was conducted for each project to identify the employment required per year between 2015 and 2017. The reason this window was examined specifically is because it is likely that all projects that will be carried out during this time period are fully represented in the March 2015 BC Major Projects Inventory (versus subsequent years, which will see projects enter the inventory that are currently not established or not announced). As such, the 2015 to 2017 window was considered representative of the typical "ebb and flow" of capital projects and employment requirements in the region.

Table 6.1: Simple Employment Multipliers

Construction Type	Employment Multiplier (Yearly Employment per $ million of Project Cost)
Residential construction	9.1
Non-residential building construction	8.9
Engineering construction	7.3
Repair construction	10.3
Other activities of the construction industry	6.7

Source: Statistics Canada, Input-Output Multipliers by Province, 2009.

6.2 Findings from the Input-Output Analysis

The bottom line finding from the input-output analysis is that between 2015 and 2017, about 29,000 workers will be required *annually* (2015-2017) resulting from capital projects assuming all of these projects move forward. This number is significantly affected by potential construction of the Kinder Morgan pipeline. Without pipeline construction, it's anticipated that the region will experience an annual requirement for about 16,000 workers related to capital projects. Construction related jobs could include skilled tradespersons, project managers, general labourers, support staff, etc. (any occupation involved in the construction of a facility). Employment generated by major capital projects includes direct, indirect, and induced employment. It should be noted, however, not all of this employment would be located in the Kamloops region as many of the indirect or induced jobs would be located in the Lower Mainland or other areas of the province.

As Table 6.2 shows, engineering construction projects will account for the majority of employment generated by capital projects, followed by non-residential building construction. Other projects are mainly related to residential construction, commercial buildings, and non-residential health care and education facilities.

Table 6.2: Employment Creation by Construction Type

Construction Type	Proportion of Total Construction
Engineering construction	59.5%
Residential construction	24.3%
Non-residential building construction	13.5%
Other activities of the construction industry	2.7%

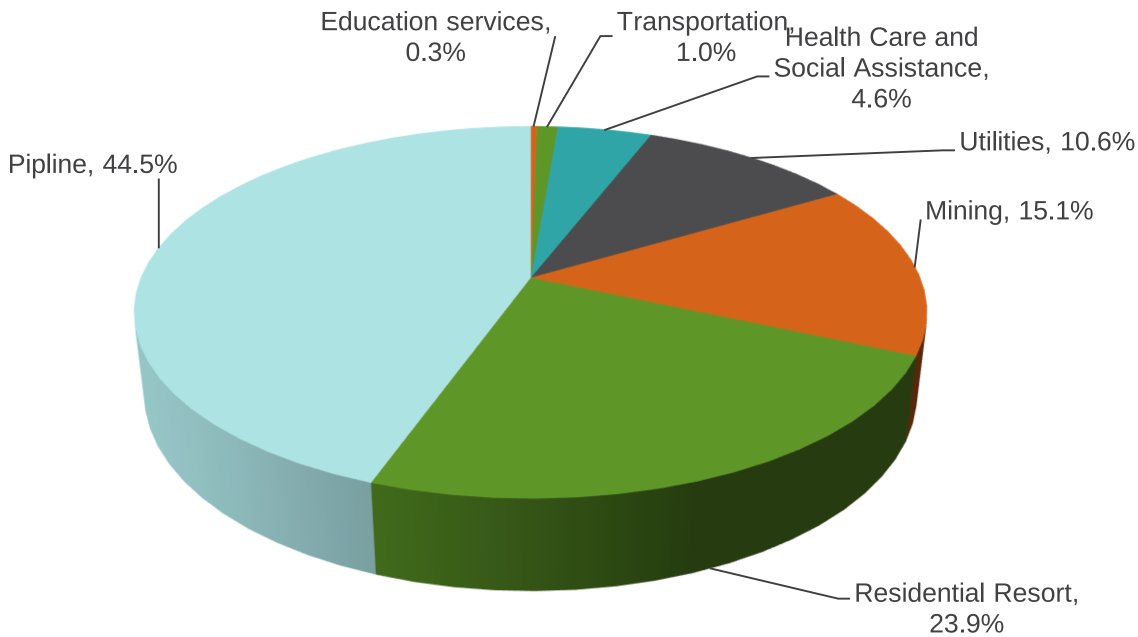
Source: Internal Analysis and Organization of BC Major Projects Inventory (March 2015).

Construction Employment Requirements by Project Type

The types of facilities the capital projects are creating were also analyzed. As Figure 6.1 illustrates, employment demands from capital projects are mainly arising from pipeline construction (44.5%), residential/resort construction (23.9%), and mining construction (15.1%).

Construction of the Kinder Morgan pipeline represents the largest share of potential capital investment in construction in the region. Resort construction investment in the north (Cariboo) region and the two proposed mines represent the next largest share of capital investment in the region.

Figure 6.1: Employment Creation by Capital Project Type



Source: BC Major Projects Inventory (Input-Output Analysis). Excluded are projects that appear to be inactive, on hold, or too speculative to merit inclusion.

Section 7: Conclusions and Recommendations

7.1 Conclusions

Employers in the region are facing an impending period of workforce expansion due to local business development and major construction projects planned for the region. In addition, there will be considerable hiring demands associated with retirement and worker turnover. Employers and educators have a substantial understanding of workforce development needs required to meet the challenges of workforce expansion, however a collaborative commitment to workforce recruitment and retention is still needed to address labour supply shortages.

Regional labour supply sources will not meet projected employer demand and there is further need for in-demand occupations to address labour demand for major construction projects. While the regional labour supply can be trained to fill some of the demand, the highest occupational demand is for low-skilled occupations which would fall in short supply should the regional labour force engage in training much of the low-skilled labour pool. Ultimately, there is a forthcoming need to explore recruitment of skilled tradespersons, engineers, and other skilled professionals (workers and trainers alike) from sources outside the region in order to meet employer demand. In addition, there will also be a need to access and train potential sources of unskilled labour in the region to fill the demand for low- and semi-skilled positions. Furthermore, employers in the region need to work toward a workforce retention strategy to maintain the skilled/trades and professional/technical workforce in the region.

7.2 Recommendations – Regional Workforce Strategy

1. **Continue to build formal groups/committees to oversee human resource issues in the region.** Collaborative and advisory groups are well represented and engaged in the region and should continue to work toward understanding and progressively addressing human resource issues in the region. These groups should develop a means for employers to communicate their training needs to the training bodies, and coordinate training between employers to optimize cost-sharing opportunities and workforce development for in-demand occupations in the region. These groups should ensure that workforce development takes into consideration labour sources from all communities in the region.

2. **Economic development strategies should continue to be developed at a regional level.** The labour force needs of the region are unique in terms of sector representation. Traditionally a resource-based economy, the region has expanded into hospitality/tourism, education, government services, and professional and health care services. Ultimately the region is on the

cusp of expanding into a more diversified economy with Kamloops as the central urban agglomeration. In order for the economy to continue to grow, continued regional investment to attract, retain, and support employment growth in a variety of sectors will help strengthen and establish a robust workforce.

3. **Consider targeted recruitment/attraction strategies.** Employers and educators in the region understand the lifestyle and cost of living benefits offered by the region. However, potential workers living outside the region may not consider these factors when thinking about relocating for an employment opportunity. Recruitment/attraction strategies should include the benefits of the living and working in the region, but should also focus on competitive compensation packages (including benefits packages), employment flexibility (e.g., off-site employment, extended leaves), employee benefits (e.g., employee pricing, gym memberships, child care services), and other approaches to bring employment candidates and their families into the region (e.g., support for finding spousal employment opportunities).

4. **Collect labour market data on an annual basis.** Economic cycles are turning more rapidly and long term economic activity is becoming more challenging to predict. Short annual employer surveys to assess workforce composition can help to elucidate economic trends on a more regular basis and provide essential information for workforce planning.

7.3 Recommendations – Training Programming and Strategies to Address Skill Shortages

1. **Develop a regional labour force training committee.** Educators and human resource professionals in the region sit on advisory boards/committees to stay apprised of and provide insight into labour force training needs. These boards/committees should be maintained, specialized, or expanded to include active development of a regional labour force training plan designed to optimize cost-sharing, cost-savings, deployment of satellite training in rural regions, and other training efficiencies and innovative practices. This body should also explore collaborative training models with education/training providers external to the region that can partner with providers in the region to deliver cost-effective training opportunities for employers in the region. An area of focus for this committee (or for a subcommittee) should be for non-traditional labour force training including First Nations, women (who are generally under-represented occupationally in the region), and foreign workers.

2. **Develop an employer training program to assist in business growth and planning.** Businesses are not always aware of the cost-savings opportunities that are available to them for workforce training and development. WorkBC centres in local communities have access to information about funding for low- and semi-skilled workforce training. An employer training

program that engages with workforce development organizations, such as the WorkBC centres that focus on connecting workers with employers, and supports employer understanding of human resource issues would promote workforce retention knowledge and activities in the region.

3. **Focus on increasing basic skills training to prepare the unemployed for skill upgrading.** With high demand for low- and semi-skilled occupations, there's a need to ensure that the potential labour pool in the region is available to fill these positions and is employment ready. Again, engaging with WorkBC centres and other organizations designed to connect job seekers with employers is recommended for addressing basic skills training for the low- and semi-skilled workforce.

4. **Support efforts to establish a regional engineering post-secondary program.** There is a high demand for engineering occupations in the region. While employers are also seeking experienced professionals, support for efforts to establish a regionally-based engineering program that includes practical training will help employers address some labour demand and will help serve as a sustained source of trained engineers entering the regional workforce.

5. **Expand trades training including in smaller communities (with blended training models), where possible.** Small communities understand the challenges of providing local training opportunities and are willing to support efforts to reach enrollment numbers that make offerings sustainable for training bodies. Providing training in the smaller communities means training offerings are more affordable for employers to support and easier for students to access physically and financially. It also reduces the need for rural residents to uproot to another community. Furthermore, with major construction projects happening in the rural areas of the region, training demand is likely to increase for those affected regions. Blended training models should include both theoretical training (online or in-person) and hands-on practical training.

6. **Include basic workplace and word processing skills training in post-secondary programs.** Employers are struggling with new hires and recent graduates who are not quite workplace ready. While employers are satisfied with the academic achievements of their new hires, there is a need to include basic workplace skill sets in education/training programs to ensure that employees are customer/client friendly, dress professionally, have basic word processing skills (including typing speed, document formatting, and strong English language competencies), and appropriately engage with technology (e.g., smartphones, social media).

Appendix A

Community Profiles

Ashcroft – Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	12.9%	12.8%	12.6%	12.9%
Professional/Technical	14.6%	14.7%	17.3%	16.9%
Skilled/Trades	26.4%	25.6%	26.3%	26.3%
Semi-skilled	28.9%	28.9%	28.2%	27.6%
Low-skilled	17.0%	18.0%	15.5%	16.0%

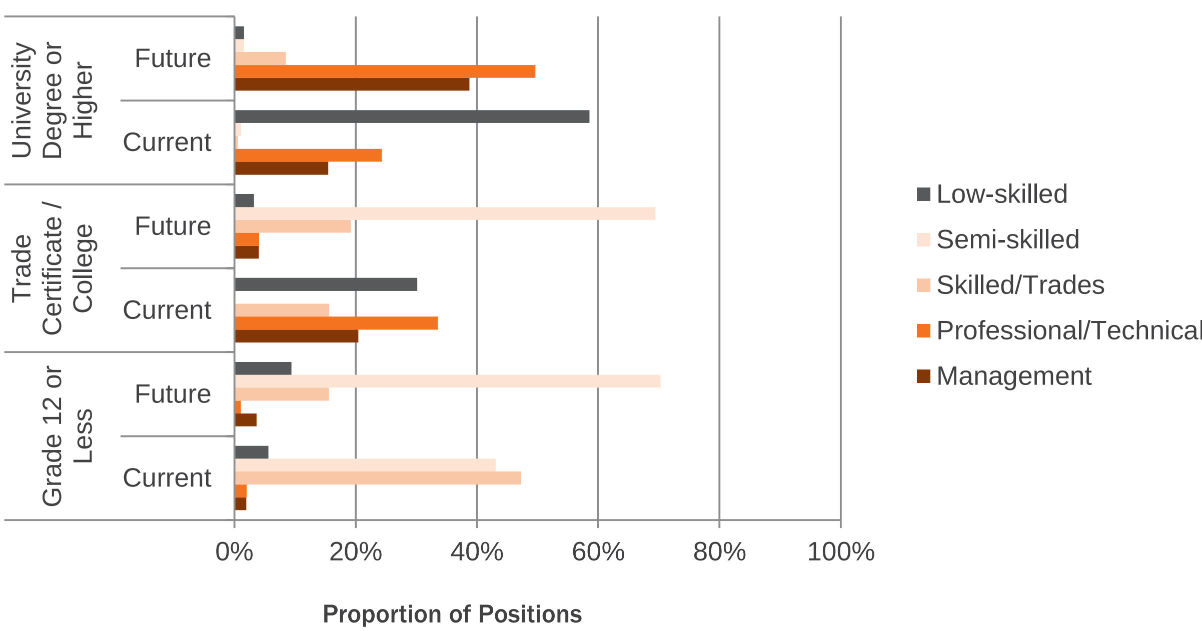
Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	14.0%
25-39	30.4%
40-54	31.7%
55+	23.9%
Gender	
Female	37.9%
Male	62.1%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	11.2%
Professional/Technical	7.9%
Skilled/Trades	27.8%
Semi-skilled	39.0%
Low-skilled	14.1%

Current and Future Workforce Training Requirements



Barriere – Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	11.4%	11.5%	12.1%	12.4%
Professional/Technical	25.2%	25.8%	25.8%	25.3%
Skilled/Trades	21.4%	20.6%	21.5%	21.5%
Semi-skilled	23.5%	23.7%	22.1%	21.6%
Low-skilled	18.5%	18.5%	18.5%	19.0%

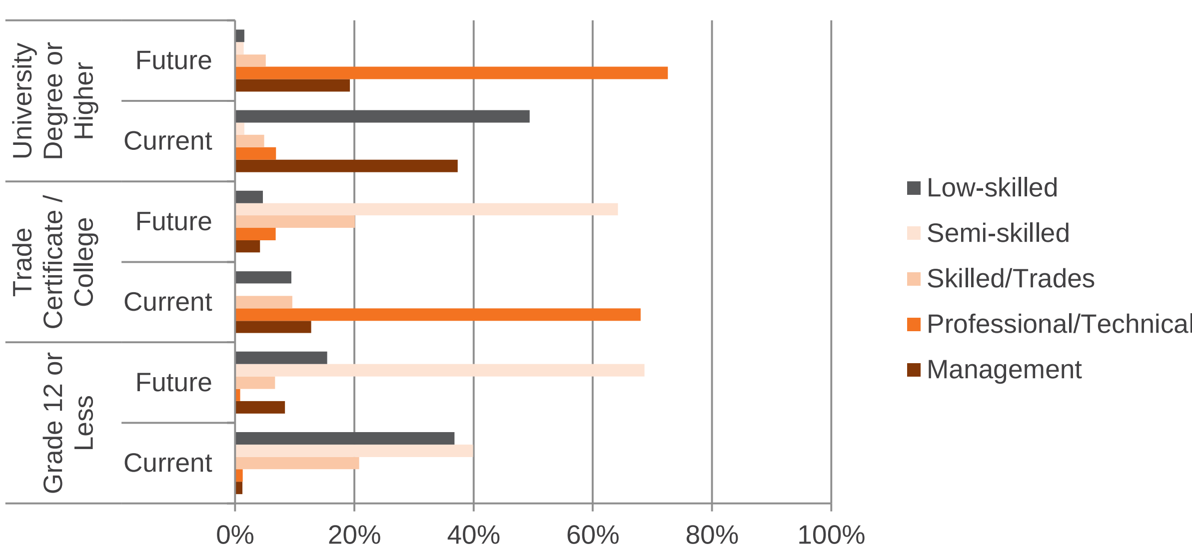
Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	9.3%
25-39	38.7%
40-54	30.1%
55+	21.9%
Gender	
Female	48.5%
Male	51.5%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	6.6%
Professional/Technical	16.6%
Skilled/Trades	21.3%
Semi-skilled	21.7%
Low-skilled	33.9%

Current and Future Workforce Training Requirements



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Cache Creek – Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	15.9%	15.1%	15.1%	15.4%
Professional/Technical	18.8%	19.4%	20.8%	20.3%
Skilled/Trades	23.2%	22.6%	23.9%	23.9%
Semi-skilled	14.3%	14.8%	14.6%	14.3%
Low-skilled	27.8%	28.1%	25.6%	26.3%

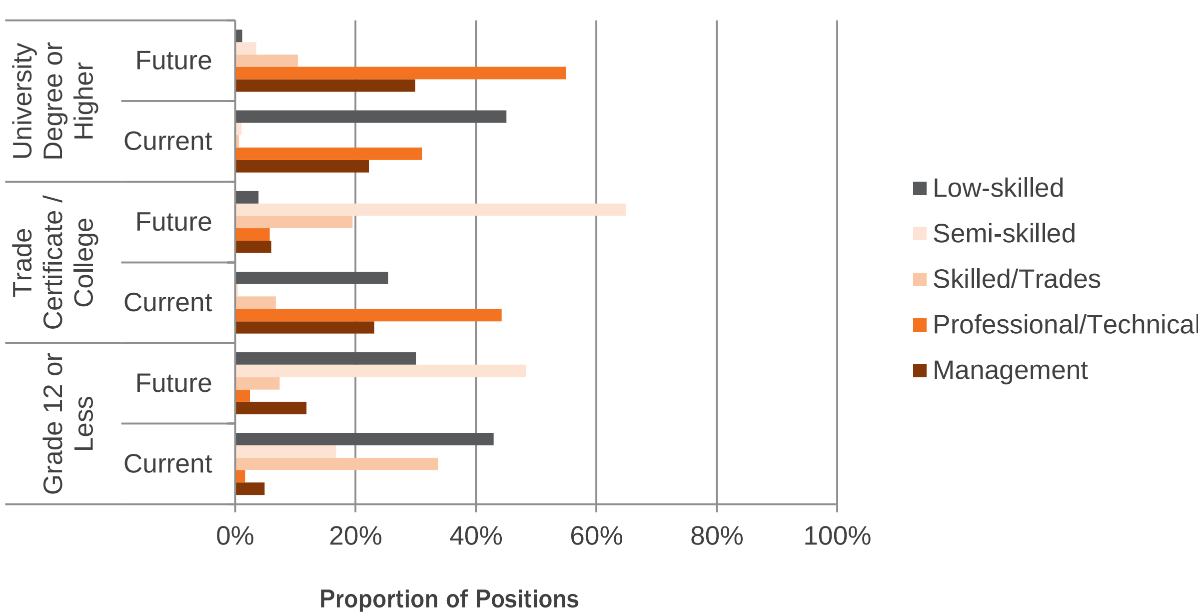
Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	9.8%
25-39	28.5%
40-54	36.3%
55+	25.4%
Gender	
Female	34.2%
Male	65.8%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	11.8%
Professional/Technical	8.2%
Skilled/Trades	22.3%
Semi-skilled	37.7%
Low-skilled	20.0%

Current and Future Workforce Training Requirements



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Chase – Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	17.4%	16.4%	16.4%	16.8%
Professional/Technical	31.8%	31.6%	30.3%	29.6%
Skilled/Trades	22.0%	22.9%	23.6%	23.6%
Semi-skilled	18.3%	18.1%	17.5%	17.1%
Low-skilled	10.5%	11.0%	12.2%	12.5%

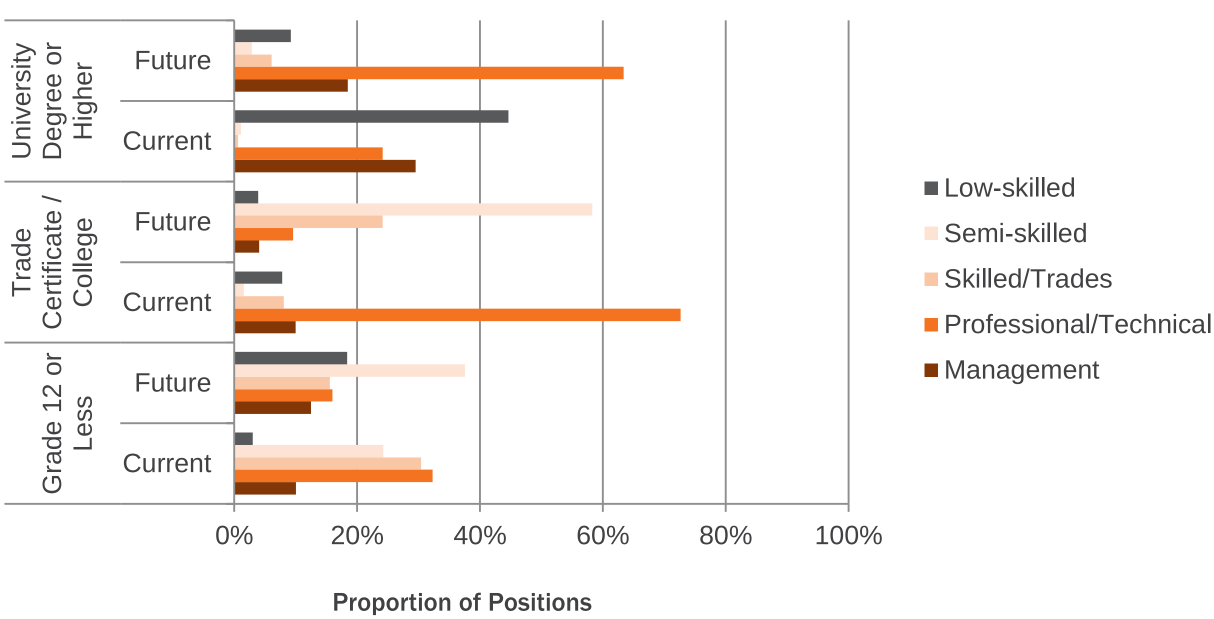
Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	6.9%
25-39	32.7%
40-54	38.5%
55+	21.9%
Gender	
Female	54.9%
Male	45.1%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	15.0%
Professional/Technical	56.6%
Skilled/Trades	11.3%
Semi-skilled	6.1%
Low-skilled	11.0%

Current and Future Workforce Training Requirements



Clearwater– Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	12.5%	12.6%	12.5%	12.8%
Professional/Technical	19.6%	19.4%	19.2%	18.8%
Skilled/Trades	19.2%	18.4%	18.8%	18.8%
Semi-skilled	30.0%	30.2%	29.1%	28.5%
Low-skilled	18.7%	19.5%	20.3%	20.9%

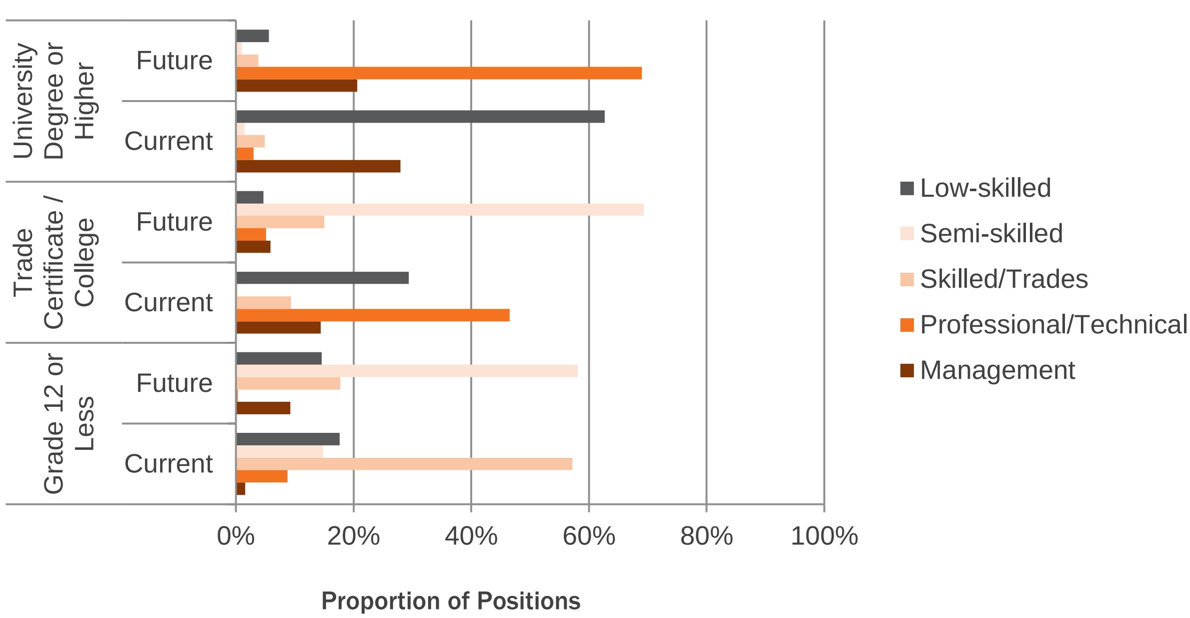
Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	11.2%
25-39	34.0%
40-54	34.2%
55+	20.6%
Gender	
Female	44.8%
Male	55.2%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	7.5%
Professional/Technical	11.8%
Skilled/Trades	30.1%
Semi-skilled	20.1%
Low-skilled	30.5%

Current and Future Workforce Training Requirements



Clinton– Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	16.0%	15.4%	15.6%	15.9%
Professional/Technical	19.0%	20.4%	22.4%	21.9%
Skilled/Trades	31.9%	30.5%	30.6%	30.6%
Semi-skilled	11.2%	11.8%	10.5%	10.3%
Low-skilled	21.9%	21.9%	20.9%	21.5%

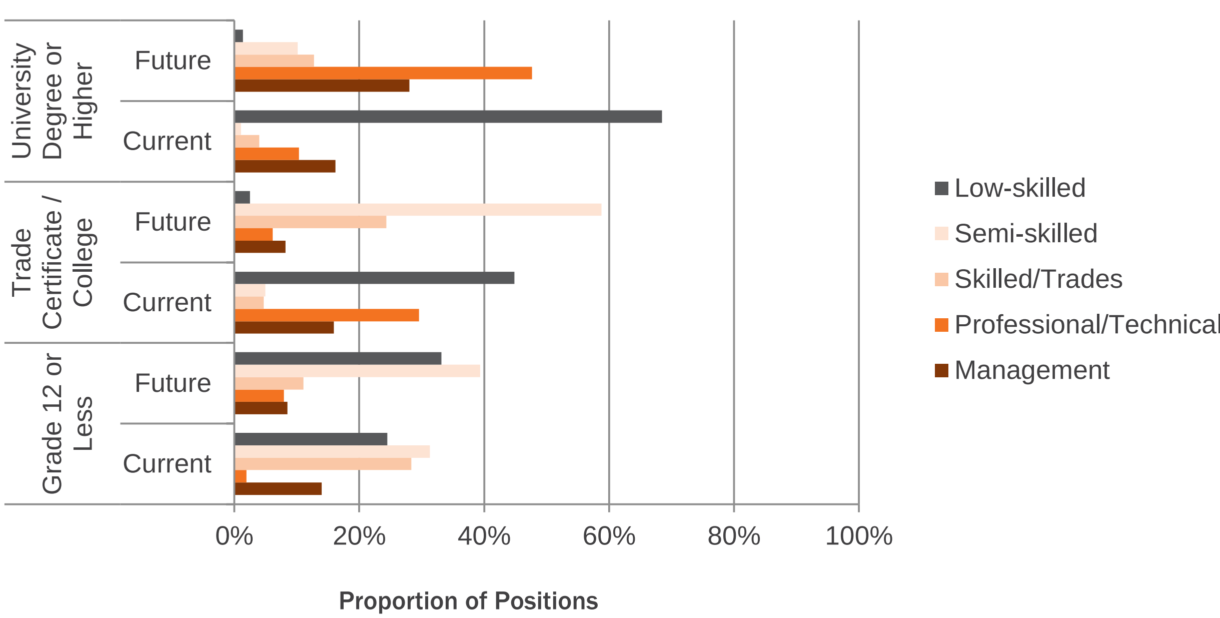
Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	11.6%
25-39	32.3%
40-54	39.1%
55+	17.0%
Gender	
Female	40.1%
Male	59.9%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	17.6%
Professional/Technical	22.5%
Skilled/Trades	16.1%
Semi-skilled	21.2%
Low-skilled	22.7%

Current and Future Workforce Training Requirements



Kamloops – Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	10.6%	10.7%	11.0%	11.2%
Professional/Technical	20.3%	20.6%	20.4%	19.9%
Skilled/Trades	19.3%	18.4%	18.6%	18.6%
Semi-skilled	22.0%	22.3%	21.7%	21.2%
Low-skilled	27.8%	27.9%	28.4%	29.1%

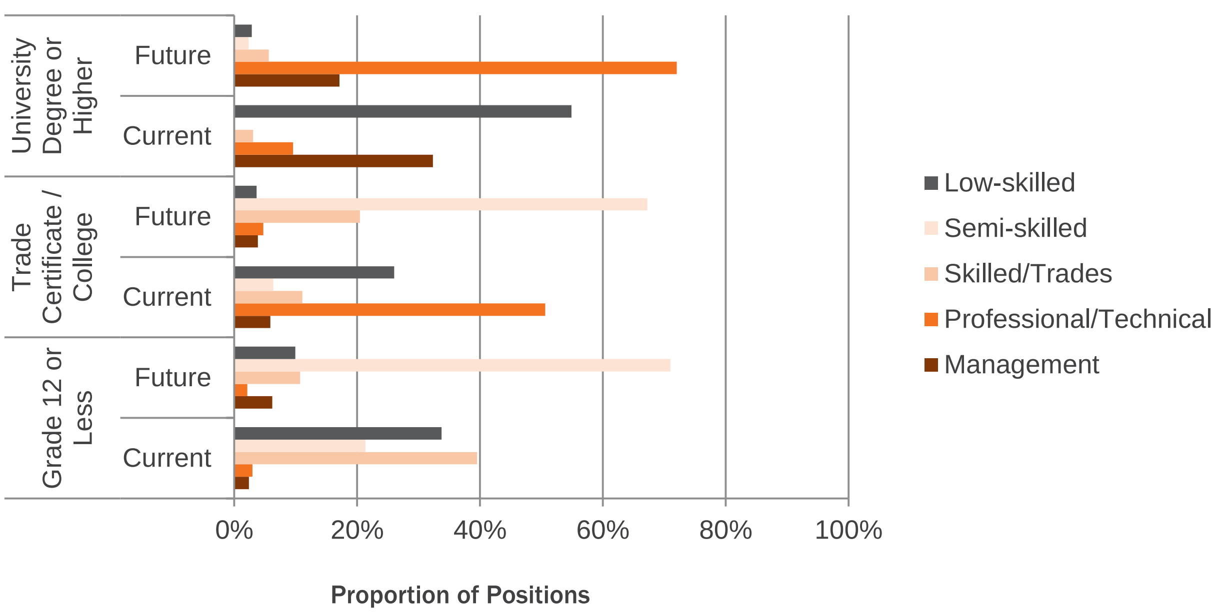
Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	19.3%
25-39	34.4%
40-54	29.6%
55+	16.7%
Gender	
Female	49.5%
Male	50.5%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	9.6%
Professional/Technical	12.4%
Skilled/Trades	20.5%
Semi-skilled	20.4%
Low-skilled	37.1%

Current and Future Workforce Training Requirements



Logan Lake– Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	13.1%	12.1%	12.0%	12.3%
Professional/Technical	25.1%	25.1%	26.1%	25.5%
Skilled/Trades	18.0%	17.5%	18.3%	18.3%
Semi-skilled	16.2%	16.6%	16.0%	15.6%
Low-skilled	27.7%	28.7%	27.6%	28.4%

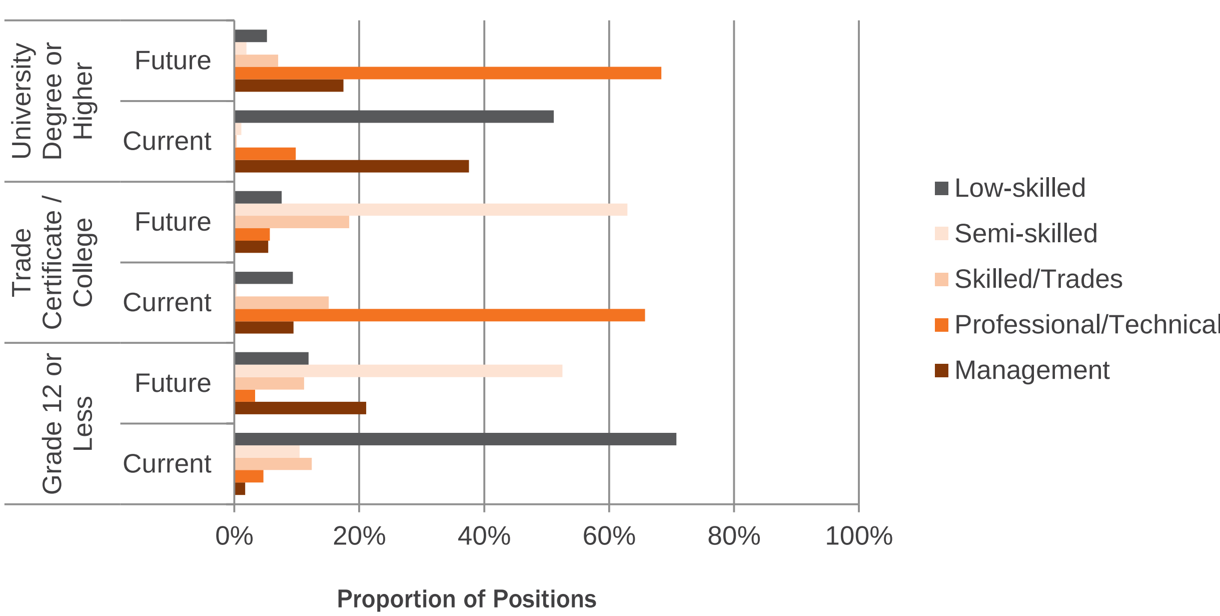
Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	9.8%
25-39	44.7%
40-54	28.7%
55+	16.8%
Gender	
Female	58.6%
Male	41.4%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	9.1%
Professional/Technical	16.0%
Skilled/Trades	30.1%
Semi-skilled	25.7%
Low-skilled	19.1%

Current and Future Workforce Training Requirements



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Lytton– Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	14.3%	14.1%	13.6%	13.9%
Professional/Technical	19.3%	19.4%	21.4%	20.9%
Skilled/Trades	24.8%	24.7%	26.2%	26.2%
Semi-skilled	27.8%	28.1%	26.0%	25.4%
Low-skilled	13.9%	13.6%	12.7%	13.0%

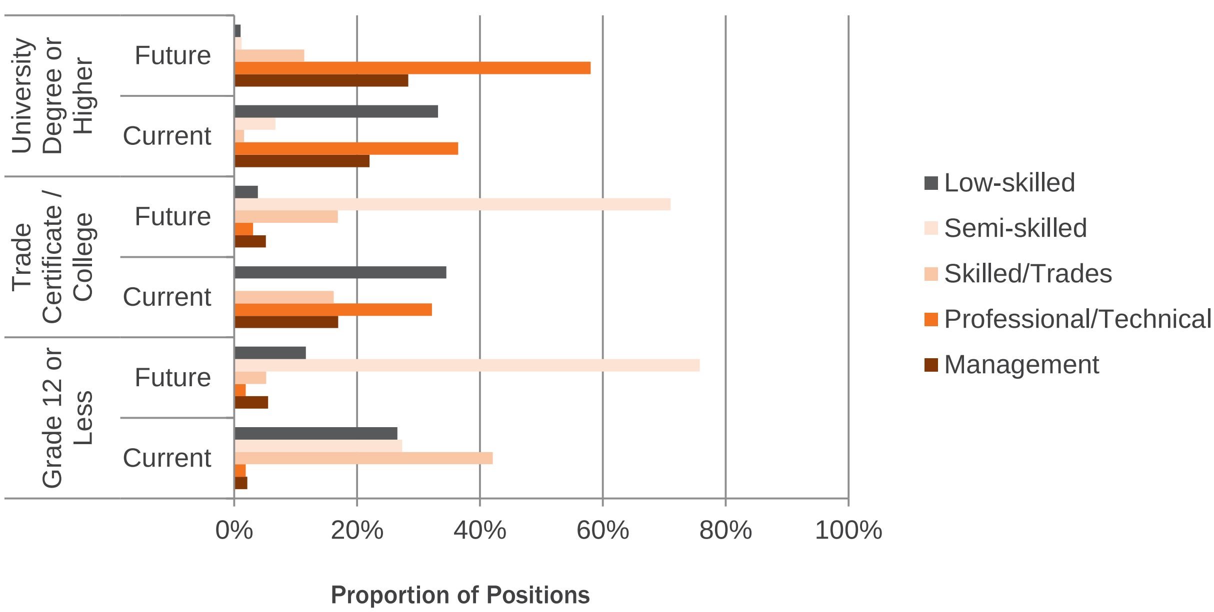
Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	6.3%
25-39	29.7%
40-54	37.6%
55+	26.4%
Gender	
Female	24.6%
Male	75.4%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	12.5%
Professional/Technical	13.8%
Skilled/Trades	27.0%
Semi-skilled	21.9%
Low-skilled	24.9%

Current and Future Workforce Training Requirements



Merritt – Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	11.6%	12.8%	11.8%	12.1%
Professional/Technical	10.8%	10.8%	12.0%	11.7%
Skilled/Trades	19.7%	17.8%	20.0%	20.0%
Semi-skilled	20.0%	18.4%	18.1%	17.7%
Low-skilled	37.9%	40.2%	38.1%	39.2%

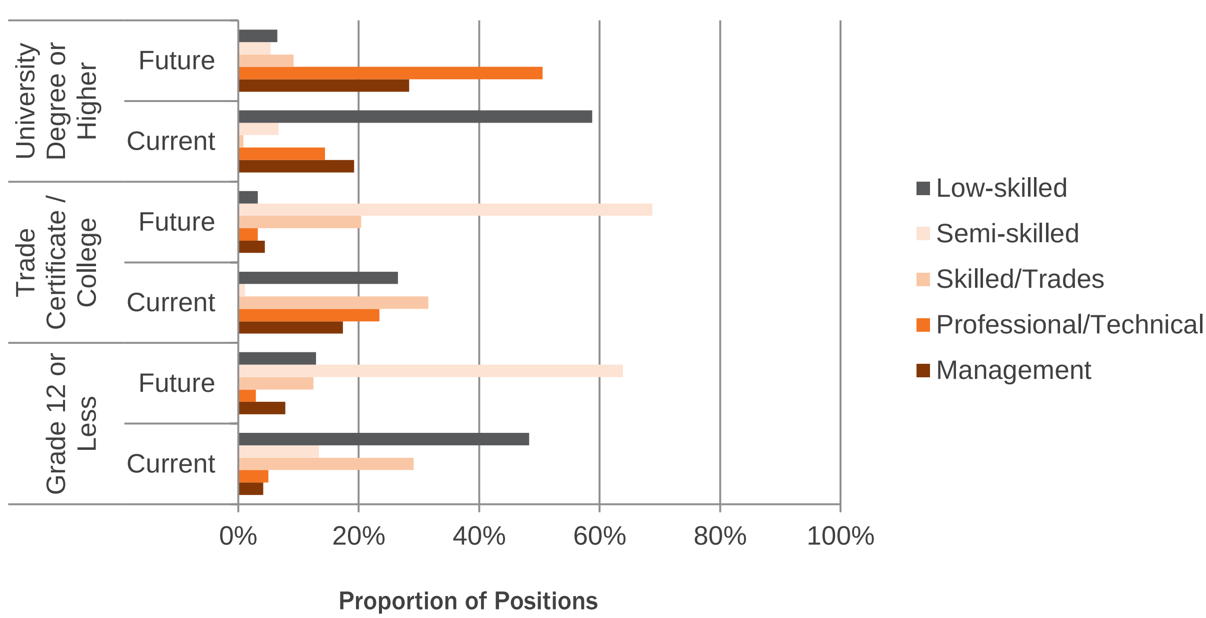
Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	23.4%
25-39	22.9%
40-54	34.9%
55+	18.8%
Gender	
Female	48.8%
Male	51.2%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	10.2%
Professional/Technical	7.2%
Skilled/Trades	18.7%
Semi-skilled	24.5%
Low-skilled	39.5%

Current and Future Workforce Training Requirements



Sun Peaks – Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	8.0%	8.0%	8.4%	8.5%
Professional/Technical	11.0%	11.2%	11.8%	11.5%
Skilled/Trades	15.2%	15.5%	16.4%	16.4%
Semi-skilled	5.6%	5.8%	5.7%	5.6%
Low-skilled	60.3%	59.6%	57.7%	59.3%

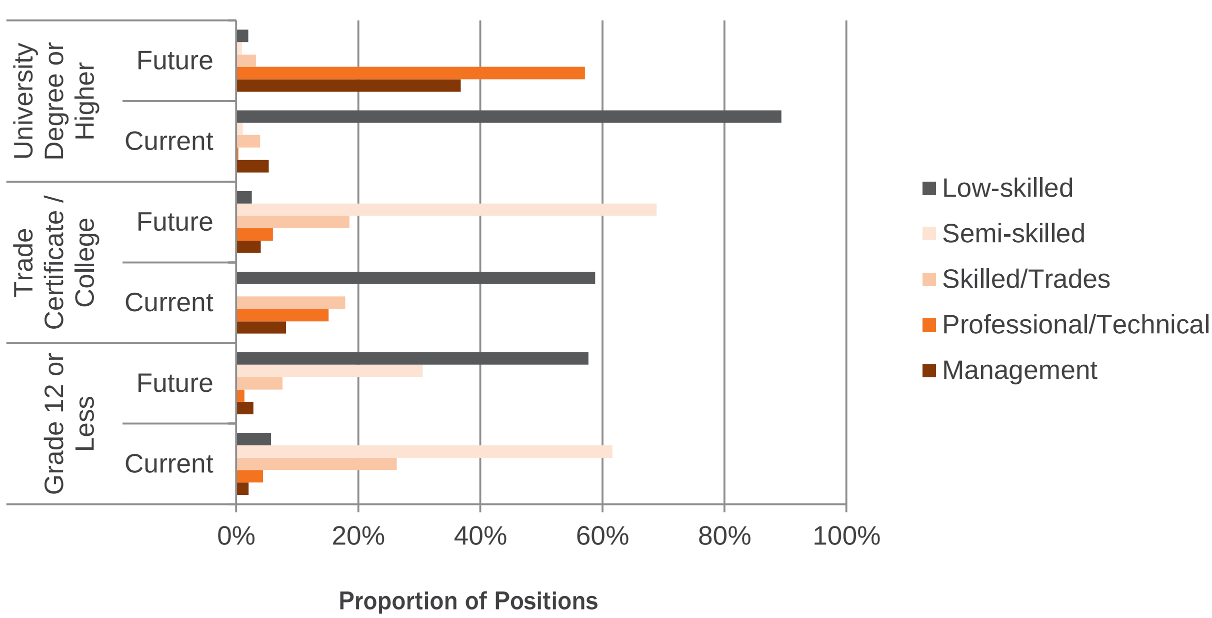
Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	57.9%
25-39	25.9%
40-54	11.9%
55+	4.4%
Gender	
Female	49.3%
Male	50.7%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	6.3%
Professional/Technical	8.3%
Skilled/Trades	19.3%
Semi-skilled	10.9%
Low-skilled	55.2%

Current and Future Workforce Training Requirements



Valemount/McBride– Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	18.3%	17.6%	18.7%	19.2%
Professional/Technical	20.7%	19.0%	20.2%	19.8%
Skilled/Trades	9.1%	11.1%	10.6%	10.6%
Semi-skilled	29.1%	27.2%	32.6%	31.9%
Low-skilled	22.8%	25.2%	17.9%	18.4%

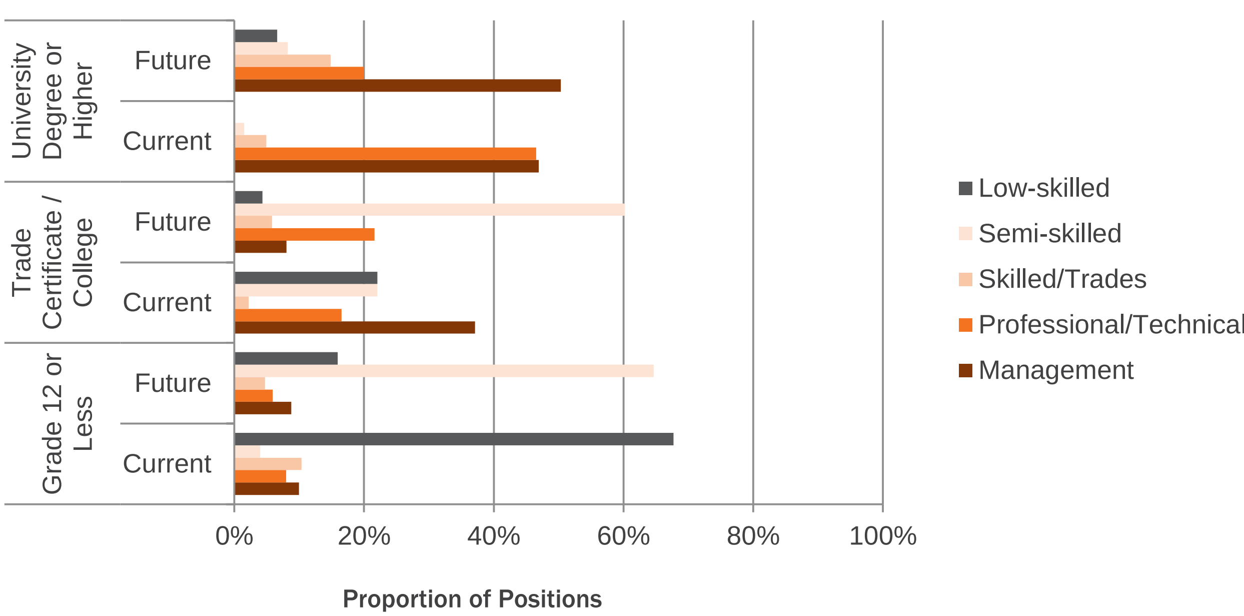
Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	9.9%
25-39	44.0%
40-54	28.8%
55+	17.3%
Gender	
Female	56.2%
Male	43.8%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	11.6%
Professional/Technical	6.5%
Skilled/Trades	11.1%
Semi-skilled	17.9%
Low-skilled	52.9%

Current and Future Workforce Training Requirements



100 Mile House – Labour Market Highlights

Workforce Trends by Occupation Family

Occupation Family	2015	2016	2020	2025
Management	11.6%	12.1%	12.4%	12.7%
Professional/Technical	33.0%	33.5%	31.3%	30.6%
Skilled/Trades	12.8%	12.7%	13.3%	13.3%
Semi-skilled	33.9%	33.5%	33.6%	32.8%
Low-skilled	8.7%	8.2%	9.4%	9.7%

Workforce Age and Gender Composition

Demographics	% of Current Workforce
Age	
15-24	4.6%
25-39	30.5%
40-54	50.1%
55+	14.8%
Gender	
Female	45.3%
Male	54.7%

Current Vacancies by Occupation Family

Occupation Family	% of Current Workforce
Management	10.3%
Professional/Technical	20.7%
Skilled/Trades	27.7%
Semi-skilled	3.4%
Low-skilled	37.9%

Current and Future Workforce Training Requirements