

ASIA PACIFIC GATEWAY SKILLS TABLE

2016 – 2017 BUSINESS PLAN

Content:



May 2016

'Who We Are'

Our mandate

The Asia Pacific Gateway Skills Table ('Skills Table') is a non-profit, regional partnership between labour, business and education/training institutions. Our mandate is to coordinate decision-making and action to address overall concerns regarding labour shortages and skills gaps in the Gateway, and build appropriate capacity in labour resources in innovative ways.

We achieve our mandate by:

- Targeting pressing skills issues related specifically to the Gateway;
- Implementing stakeholder driven projects and oversee their successful completion;
- Leveraging investments in existing skills and human resource development projects;
- Brokering and support partnerships among industry stakeholders; and
- Advancing solutions and strategies adopted by the Skills Table for the benefit of other sectors provincially and nationally.

The sectors included in the mandate are diverse and operate fairly independently of one another; they include: Logistics, Marine, Rail, Trucking, Aviation and Construction.

In addition to anticipating and responding to skills and labour market issues affecting various Gateway sectors, the Skills Table offers a platform for stakeholders to share ideas, concerns and perspectives.

Our vision and mission

Our vision is a competitive, reliable and efficient transportation gateway system facilitating global supply chains between North America and Asia.

Our mission is to ensure the Asia Pacific Gateway has enough people with the right skills and training to meet its needs.

Our values

Our values guide us in all our activities. Foremost among them are:

Integrity

We act with honesty, fairness and transparency.

Trusted partner

We seek to build and maintain trust with our stakeholders through common goals, respect and following through on our commitments.

Unique value

We strive to add value to our stakeholders by enhancing their capacity and not duplicating existing work.

Excellence

We commit to the highest quality of work and service in all our efforts.

Our governance

At present, we are governed by a 19-member stakeholder advisory board with representatives from all gateway sectors.

Board members are the original applicants for incorporation of the Society, and those persons who subsequently become members. Individuals and/or organizations interested in joining the Board need to submit letters of request to the Executive Committee who also serves as the Nomination Committee. According to the current by-laws, new members must be persons or organizations interested in furthering the objectives of the Society and involved in the development and provision of services in the target sectors. Once the Committee reviews the request, it may make a recommendation to invite the individuals to the Board.

A person may cease to be a member by resignation, death (individual)/dissolution (organization) or expulsion.

The Skills Table Board also includes non-voting Observer members that consist of federal and provincial government representatives. The Board may appoint, from time to time, additional non-voting Observers as it deems necessary.

BACKGROUND

‘Where we have been’

2008 - 2011

In 2007, Human Resources and Skills Development Canada (HRSDC) and the British Columbia Ministry of Economic Development prepared a research report entitled *Situational Analysis of Projected Asia-Pacific Gateway Investments in the Western Provinces with a Focus on Human Resources*. The report indicated that the Lower Mainland and Prince Rupert/Kitimat regions would be most directly affected by the \$21 billion in investments in APG infrastructure projects. The study also said that labour and skills pressures would be felt in a wide range of occupations in several sectors in the Asia Pacific Gateway. It developed five recommendations for government to consider in addressing the Gateway skills gaps:

1. take a stronger leadership role in promoting the APG;
2. develop detailed labour force projections through primary research;
3. identify required skills sets;
4. identify skill development options; and
5. identify career paths within the APG sectors.

In response to the recommendations, the Asia Pacific Gateway Skills Table (‘Skills Table’) was created and incorporated in March 2008 under the British Columbia Society Act. The Skills Table began operations in September 2008 with three-year core funding agreement from HRSDC, Transport Canada and the Government of British Columbia.

In June 2009, the Skills Table Board held a strategic planning session and set **five (5) strategic priorities** to meet its mission and mandate:

1. Provide Labour Market Information (LMI)
2. Serve as clearinghouse for LMI
3. Work to address skills gaps
4. Promote the Gateway as the place to work
5. Research the future of work in the gateway

Since inception, the Skills Table has developed and delivered over 30+ programs and projects¹ spanning across these 5 strategic priorities:

Priority	Completed Projects
1. Provide Labour Market Information (LMI)	<ul style="list-style-type: none"> • Asia Pacific Gateway Labour Market Information Project • Labour Force Profile of Port Drayage Drivers in Metro Vancouver • Terminal Trades Occupational Analysis • Labour Market Initiative • The Accelerator Project • Labour Market Information Gap Analysis

¹ Detailed program and project descriptions can be found at www.apgst.ca/projects/completed

Priority	Completed Projects
2. Serve as clearinghouse for LMI	<ul style="list-style-type: none"> • Clearinghouse Project (www.hrwire.ca; APGST website) • BC Security Labour Market Roundtable
3. Work to address skills gaps	<ul style="list-style-type: none"> • Tools for Assessing an Immigrant Truck Driver's Non-Canadian Experience • BC and WA Crane Certification Recognition Pilot Project • Drayage Excellence Metrics in Metro Vancouver • Vancouver Drayage Truck Turn-Time Analysis • Identifying Successful Business Practices of Profitable Drayage Owner Operators in Metro Vancouver • One-Year Experience in Canada • Foreign Training Assessment for Technologists and Technicians • Supervisor Foreperson Skill Development • BC Professional (Truck) Driver Training Pilot Project • Transferable Skills Training and Certification for APG Crane Operators • APGST Training Fund • Solving Skills Shortages at the Prince George Airport (YXS) • HR Essentials for Small-to -Medium Sized Enterprises • Business of Shipping
4. Promote the Gateway as the place to work	<ul style="list-style-type: none"> • Working in BC Project • BC Trucking Industry: Attraction, Recruitment and Retention Communications and Outreach Work Plan • APG Apprenticeship Engagement Initiative • UBC Youth Recruitment Report: Attracting Students to the APG
5. Research the future of work in the Gateway	<ul style="list-style-type: none"> • Accelerated Apprenticeship Learning for Mobile Crane Operators in BC • Technology and Skills in Transportation • Tracking Tradespersons: Understanding the Labour Mobility • Building Capacity for Integrated and Strategic Planning in the APG • Technology & Innovation in the APG

2011 - 2013

In 2011, HRSDC announced changes to the Sector Council Program, including the elimination of core funding for all councils by March 2013. The announcement had significant implications for all sector councils including the Skills Table.

As the Skills Table was nearing the end of its initial 3-year term and with the significant changes to the funding model, the Skills Table Board embarked on a planning process to determine whether its continuation made sense to the industries and sectors it was designed to support and if it was to continue, how it could be financially sustained.

The Board decided that the organization and its mandate did serve value to industry stakeholders and should continue if funding sources could be found to support operations. The Skills Table was able to continue with the following strategic changes and operational impacts:

- **The Skills Table became a 100% project funded organization.** With the elimination of core funding, the Skills Table's continuation depends on securing active project funding agreements.

IMPACT:

- No funding or dedicated resources for business development, communication or Board/governance activities
- No core funding for staff, only project based. Executive Director (ED) fulfills dual role of ED and project manager.

- **The Skills Table began to engage in partnership projects.** These projects are led by a Board member or Gateway stakeholder who is accountable to the funding agency of record but contracted with the Skills Table to provide project management services on a fee-for-service basis.

IMPACT:

- Allowed the Skills Table to increase capacity of stakeholder organizations while generating revenue for the organization

- **The Skills Table reduced its scope of work.** The significant change to the funding model impacted the organization's ability to maintain its original scope of work.

IMPACT:

- Scaled back scope of work; Skills Table work has been primarily focused on 3 of the 5 initial strategic priorities
- A more focused project portfolio with selection process based on: 1) evaluation of past successes, 2) where funding opportunities exist, and 3) pressing or future needs identified by industry stakeholders.

CURRENT PLAN

‘Where we are now’

(Activities & Funding Sources)

2014 - 2016

With a more focused scope of work, projects and activities are being pursued in alignment to the Skills Table’s mandate and 3 key strategic focus areas:

<p>1 Provide Labour Market Information (LMI)</p>	<p>2 Work to address skills gaps</p>	<p>3 Research the future of work in the Gateway</p>
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2015/2016 Outputs

Priority	Completed Projects
<p>1. Provide Labour Market Information (LMI)</p>	<ul style="list-style-type: none"> • Engineers, Geoscientists, Technologists and Technicians (EGTT) Labour Market Information Project 2015 • Asia Pacific Gateway (APG) Labour Market Information Project 2015 • Port of Montreal Drayage Labour Profile and Technology Penetration Study • Labour Force Profile of Port Drayage Drivers in Atlantic Canada
<p>2. Work to address skills gaps</p>	<ul style="list-style-type: none"> • Study of Innovative Technologies for Communicating Real-Time Information to Port Drayage Drivers • NorKam Secondary School Commercial Driver Training Program • Internationally Trained Technology Professional Projects: BC/Canada and India Mutual Recognition Agreement Project
<p>5. Research the future of work in the Gateway</p>	<ul style="list-style-type: none"> • Attrition in Gateway Management & Knowledge Transfer • Women in Transportation Careers in Canada

Projects and activities are funded in 3 ways:

1) Funding Programs

These are Federal and/or Provincial government funding programs in which the Skills Table submits a response to the Request for Proposal opportunities and if successful, acts as the primary agreement holder.

In 2014, the Skills Table was awarded two major projects from Employment and Skills Development Canada (ESDC), now Employment Workforce Development and Labour (EWDL), that formed the foundation of the current 2014/2016 business plan activities:

<i>Funder</i>	<i>Project Name</i>	<i>Period</i>	<i>Total \$\$</i>
ESDC	Moving Canada's Trade: Labour Market Information (LMI) Project	Jan 2014 to Sep 2016	\$1.6M
ESDC	Developing a National Mobile Crane Operator Demonstration of Skills Test (DOST)	Jan 2014 to Jun 2016	\$800K

2) Partnership Agreements

These are projects led by a Board member or Gateway stakeholder who is accountable to the funding agency of record but contracted with the Skills Table to provide project management services on a fee-for-service basis.

Currently there are active partnership agreements with ASTTBC.

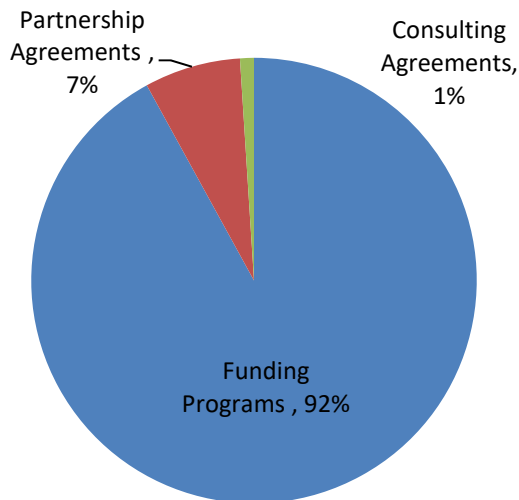
3) Consulting Agreements

These are projects or activities primarily resulting from a direct request by a government or Gateway stakeholder asking the Skills Table to consider submitting a proposal for work that does not fall under any formal funding program.

Currently, there is no active consulting work. In the past years, the Skills Table was engaged by Transport Canada, BC's Ministry of Transport and Infrastructure, Industry Training Authority (ITA), and Port Metro Vancouver (PMV). We do have a standing offer agreement with the Industry Training Authority (ITA) for research services until March 31, 2017.

Overview of Funding Sources

In 2015/2016, the Skills Table was principally financed through Funding Programs (92%) with minor supplement from Partnership (7%) and Consulting Agreements (1%).



CURRENT PLAN

2016/2017 Business Plan

The following is a summary of the current 2016/2017 Business Plan, including goals, projects and outcomes.

Strategic Focus #1 - Provide Labour Market Information (LMI)

Why this is a priority for the Skills Table:

A properly functioning labour market is vital to a modern economy. It permits the economy to adjust to economic changes and helps match workers' skills with job requirements of business. For a labour market to work efficiently, its participants need easy access to accurate, current and reliable labour market information.

Value Proposition of the APGST LMI Model

The Skills Table has the flexibility of using information from a variety of sources, which allows it to generate a wide range of information for the APGST LMI model. The APGST LMI model has been recognized as providing unique value in the area of labour market information.

Key features include:

- **Gateway Focus** - a focus on the key occupations of the Transportation, Logistics and Infrastructure sectors serving Canada's Gateway.
- **By Industry, For Industry** - the APGST LMI model has been developed for and, more importantly, by industry through validation/focus group sessions.
- **Independence** - the Skills Table is a non-partisan, non-profit organization that is led by a Board of Directors made up of industry, labour and government executives. There are no limitations from a policy, practical or political perspective, which allows the work to stand the tests of independence, validity and accuracy, and to be recognized by a wide range of APG stakeholders.
- **Economic Scenarios** - enable an analysis of the impact of varying levels of investment, commodity prices and growth in the economy.
- **4-digit NOC level analysis** - every occupation is analyzed at the 4-digit NOC level. From an employer and education delivery perspective, this is essential in making the information valuable at both tactical and strategic levels.
- **Analysis of key supply metrics** - such as attrition, worker mobility, new entrants, and immigration.
- **Occupation Snapshots** - the LMI analysis is presented in Occupational Snapshots, a 20-page document that provides all aspects of the LMI analysis for a given occupation in one place. These have proved to be very popular with industry because of their accessibility and ease of understanding.

- **Consistency with other forecasts** - the underlying economic model is developed by C4SE, which ensures alignment with many other forecasts, both provincial and sectoral, while enabling greater flexibility in the degree and extent of analysis for any occupation.

The APGST LMI Model generates information that is used by business, industry, labour and education sectors in strategic and tactical planning for recruitment, retention and training. It also supports and augments LMI analyses done by governments by using a common model and adding a focus on the APG specifically, as well as depth to the level of analysis, and a range of outcomes from varying economic scenarios.

2016/2017 Goals:

- Provide timely, relevant labour market information to support BC business with resource planning and decision-making
- Build and expand our unique labour model to new occupations and jurisdictions
- Actively share labour market information and model with government and industry stakeholders across Canada

2016/2017 Plan:

Goal	2016/2017 Plan (Project + Outcomes)
<ul style="list-style-type: none"> • Provide timely, relevant labour market information to support BC businesses with resource planning and decision-making 	<p>2016 Asia Pacific Gateway (APG) LMI Project</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Updated LMI forecast including regional outlooks, sector outlooks and occupational snapshots for 52 APG occupations will be available in July 2016
<ul style="list-style-type: none"> • Build and expand our unique labour model to new occupations and jurisdictions 	<p>2016 Asia Pacific Gateway Corridor (APGC) LMI Project</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • The labour market forecasts for key transportation occupations across MB, SK, AB, and BC are expected to be ready by June 2016.
<ul style="list-style-type: none"> • Actively share labour market information and model with government and industry stakeholders across Canada 	<p>2016 Asia Pacific Gateway Corridor (APGC) LMI Project (description above)</p>

Future opportunities as confirmed by Board and/or key stakeholders:

- **Evolving the APGST LMI model**
Leverage the investment in the model development and further refine to respond to users' needs for LMI metrics that will help them make business decisions.
- **Update the APG LMI forecast**
For 5 years, APG stakeholders have used the Skills Table's LMI and expect updated forecasts, particularly during dynamic economic conditions.
- **Update the APGC LMI forecast and expansion of scope**
Initial scope analyzed 30 occupations of a possible 52
- **Update the Engineers, Geoscientists, Technologists and Technicians (EGTT) LMI forecast and expansion of scope**
Update and expand occupational scope and industry analysis
- **Develop LMI for airport operations**
Current APG LMI scope includes 15 aviation related occupations. Interested in conducting a more comprehensive focused study.
- **Develop LMI for pipelines construction**
Quantifying the trained workforce capacity to support pipeline construction in Canada
- **Customized labour supply analysis**
Better understanding regional conditions and future potential labour supply
- **Expand delivery and use of LMI**
After 5 years of LMI in the conversation, employers are starting to have greater awareness and understanding of what it is and how they may be able to use it. In 2015, the Skills Table offered a new suite of LMI products, to positive response. An effort to get products into key user audiences such as employers, agencies, and post-secondary institutions is a priority.

Strategic Focus #2 - Work to address skills gaps

Why this is a priority for the Skills Table:

Real impact comes from executing practical, timely and relevant solutions to identified skills and labour issues. The Skills Table has continued not only to conduct research work, but also to implement stakeholder driven projects to advance solutions and strategies to help address identified issues and gaps.

2016/2017 Goals:

- Improve worker mobility and the availability of qualified, skilled workers
- Support training and development to address identified skills gaps

2016/2017 Plan:

Goal	2016/2017 Plan (Project + Outcomes)
<ul style="list-style-type: none"> • Improve worker mobility and the availability of qualified, skilled workers 	<p><i>Mobile Crane Operator Demonstration of Skills Test (DOST) Project</i> Outcomes:</p> <ul style="list-style-type: none"> • The development and pilot of the voluntary, national mobile crane operator demonstration of skills test (DOST) is to be completed by June 2016. <p><i>ASTTBC Internationally Trained Technology Professional Projects</i> Agreement holder:</p> <ul style="list-style-type: none"> • ASTTBC <p>Outcomes:</p> <ul style="list-style-type: none"> • The 2 ITTP projects targeted for 2016 completion include: <ul style="list-style-type: none"> ○ Workplace Experience Project – Phase 4 ○ Applicant Database Replacement Project
<ul style="list-style-type: none"> • Support training and development to address identified skills gaps 	<p><i>No current projects</i></p>

Future opportunities as confirmed by Board and/or key stakeholders:

- **Support recruitment of underrepresented groups in the APG, particularly women and First Nations**
Traditional sources are not meeting demand. To stay competitive, the APG needs to attract and retain key labour pools.
- **Support youth recruitment to the APG**
That youth have endless options, opportunities and a reward of a career in the APG needs to be promoted.

- **Support recruitment in tight regions**
Regional dynamic exists and customizing solutions will drive results
- **Develop business skills training for owner operators**
Increasing the productivity of owner operators in the trucking sectors
- **Support training for world leading marine emergency response in BC**
As world leading oil spill prevention, preparedness, response, and recovery policies and practices are developed in BC, Transport Canada certified response organizations will be needed to ensure the workforce has the knowledge and skills required to perform.
- **Improve essential skills**
A growing need as the APG relies on immigration to meet labour demands
- **Develop national practical assessment for occupations**
More international jurisdictions are trending towards practical assessments as part of work certification standards. Moving down this path would promote Canadian worker mobility on an international level.
- **Support BC's LNG industries workforce development efforts**
Sharing our expertise, the Skills Table can collaborate on areas of shared occupations and regional presence.

Strategic Focus #3 - Research the future of work in the gateway

Why this is a priority for the Skills Table:

To remain relevant and competitive, it is essential for government and industry to act and address labour and skills issues that meet the changing business environment and workforce demographics.

2016/2017 Goals:

- Work with Gateway industry to better understand pressing labour and skills issues
- Research innovative labour and skills solutions being developed in other sectors and/or jurisdictions

2016/2017 Plan:

Goal	2016/2017 Plan (Project + Outcomes)
<ul style="list-style-type: none"> • Work with Gateway industry to better understand the pressing labour and skills issues 	<p>Northern Employer Collaboration Project Outcomes:</p> <ul style="list-style-type: none"> • Forming a collaborative team consisting of individual Northern BC employers working to find solutions to common HR issues. Upon successful implementation of the pilot group, the final deliverable will include a model that can be used in other communities. Final report is expected July 2016. <p>Gateway Employer HR Trend Analysis Outcomes:</p> <ul style="list-style-type: none"> • Based on a survey of employer feedback in Gateway sectors employing selected occupations. The resulting Trend Analysis Report will be available July 2016.
<ul style="list-style-type: none"> • Research innovative labour and skills solutions being developed in other sectors and/or jurisdictions 	<p><i>No current projects</i></p>

Future opportunities as confirmed by Board and/or key stakeholders:

- **Impact of Trans-Pacific Partnership (TPP) on APG workforce**
The TPP has the real prospect of being more impactful on the Canadian economy and workers than any other agreement that the country has signed – understanding the impact on the APG workforce is important.
- **Impact of out of jurisdiction work on the local labour outlook**
Today's worker does not need to be located where the work is and understanding the impact on labour market forecasts is required.

- **Attrition in management**
Losing the experienced workers with management and training responsibility continues to be an issue for employers.
- **Workforce and skills required as a result of technological changes**
Technology continues to change how work is done, who is doing it, and the skills required.
The fast rate at which technology evolves requires employers to have up to date intelligence.

FUTURE STRATEGY

‘Where we are going’

At the Skills Table’s June 2015 AGM/Board meeting, the Board of Directors approved work to continue the Skills Table. Board members participated in a Strategic Planning survey in Fall 2015 that confirmed the Skills Table’s priorities and noted potential project activities for future funding calls.

As of September 2016, the Skills Table’s federal funding agreements with EWDL’s Sector Initiatives Program (SIP) will conclude. Federal government funding from EWDL has been the mainstay of the Skills Table’s existence since inception and will continue to be. Since 2012, EWDL has not extended a Call for Proposals for the SIP Program, nor has information been made available about when a call may be issued or the future of the program.

As first priority to support continuation, the Skills Table will keep working with EWDL via existing agreement amendments to see how the Skills Table can maintain executing value-added activities that ensure the Gateway has the skilled workers it needs.

The Skills Table will also develop an unsolicited proposal that is based on stakeholder input collected by the Skills Table via the 2015 Board Strategic Planning Survey and 2016 Gateway Employer HR Trends Survey, along with EDWL’s mandate letter. The Skills Table will work to help ensure the Gateway gets its share of workforce development funds.

The Skills Table will also continue to pursue partnerships and consulting agreements to bridge the gaps until a new federal agreement is confirmed.

Key Principles for Continuation:

- Pursue funding opportunities that support the sectors that support the construction and operation of the Asia Pacific Gateway and Corridor and the Strategic Priorities outlined in the Business Plan – no duplication
- Prioritize federal partnerships – government commitment needed
- Active promotion of the quality and value of Skills Table’s work

The Skills Table has accumulated contingency funds, earned by partnership and consulting agreements, which can support reduced organizational operation after September 2016 for approximately 3 months.

In the case where additional funding is not secured to continue the Society’s activities, approval of dissolution by special resolution will be requested. Execution of the *Liquidation and Dissolution Plan* (Appendix 1) will then follow.

Appendix 1 – Liquidation and Dissolution Plan

The Liquidation and Dissolution Plan offers details of the activities and timeline to dissolve the Skills Table. The Plan is strategical and tactical in nature.

The following steps to dissolution are described in the Plan.

Step 1: Approving Dissolution

Step 2: Closing Liabilities

Step 3: Distributing Assets

Step 4: Preserving Organization Legacy

Step 5: Communication of Dissolution to Stakeholders

Step 6: Filing Legal Documents

The Plan details activities in each step, timelines and budget.