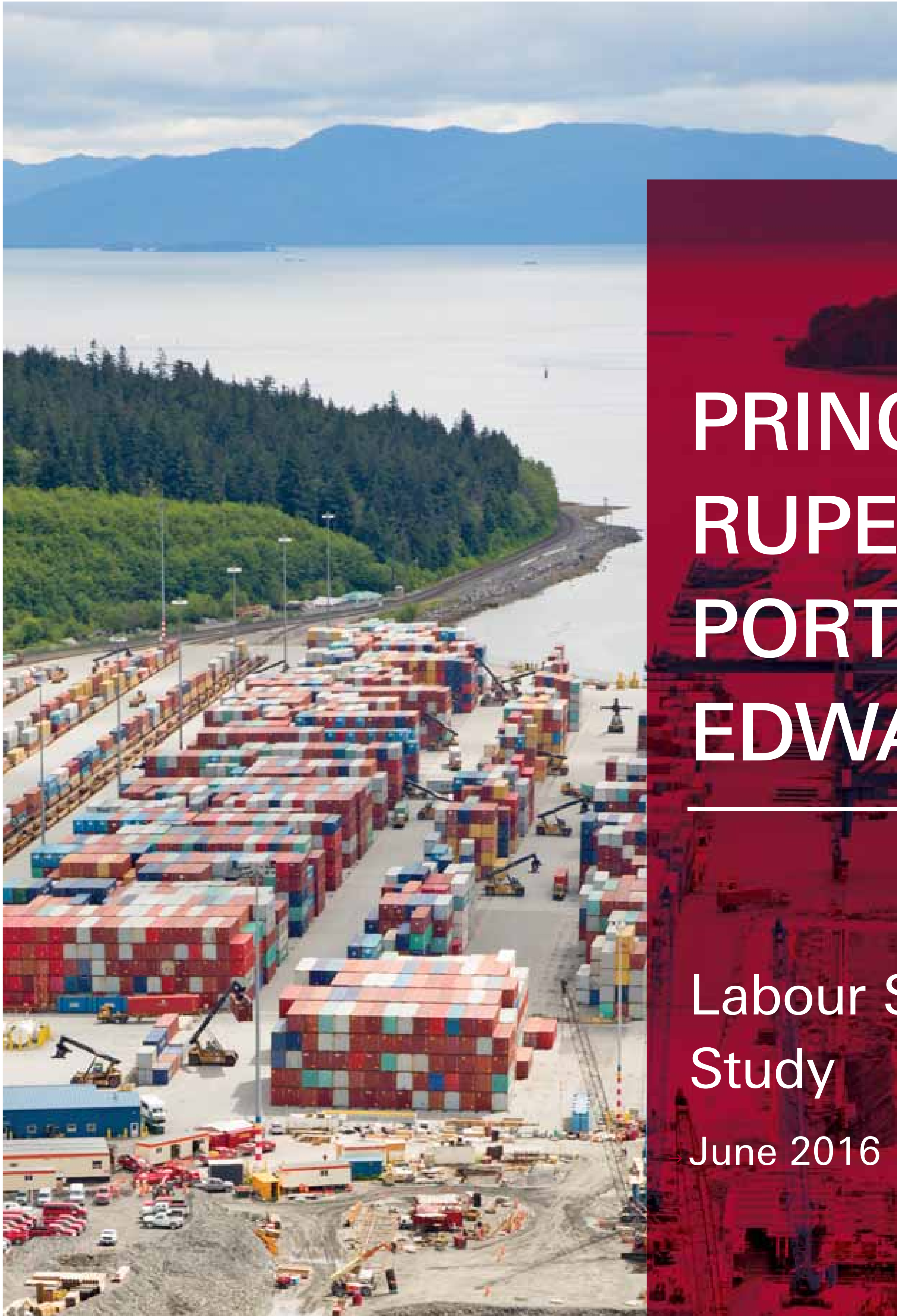

PRINCE RUPERT / PORT EDWARD

Labour Supply Study

June 2016

ASIA PACIFIC GATEWAY
SKILLS TABLE

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www.apgst.ca

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The report was prepared by Roslyn Kunin & Associates.

Photos in this report courtesy of the Port of Prince Rupert.

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EXECUTIVE SUMMARY

Since the 1996 Canada Census reported the combined population of Prince Rupert and Port Edward to be 17,500 it has settled to approximately 13,000 today (2011 Census).

The region experienced major decline in the local logging, forest products, fishing, seafood products and coastal transportation industries. The 2006 Canada Census declared these communities to be 13,400.

In addition, a large contingent of multi-skilled, mobile industrial workers was employed by the coastal industries, often seasonally, up and down the coast of British Columbia for many decades. This labour pool, once numbering in the tens of thousands, has all but disappeared.

Since 2007, the local economy and labour force has been transitioning from coastal resource industries to global trade involving the full range of consumer and industrial commodities.

The transformation is gaining momentum. New terminals have been constructed and others are undergoing expansions. The ability of the local population to provide industrial labour sufficient to meet the needs of this growing sector is questioned.

In response, a local Project Committee was formed with the Asia Pacific Gateway Skills Table, the BC Maritime Employers Association and a group of Prince Rupert/District of Port Edward employers to determine the capacity of the local labour supply. The Project Committee identified three Research Topics, with eleven research Questions, but all under one main Research Problem:

Is the supply of local labour sufficient to meet the demands of the PR/PE port facilities and related employers?

Overall, the region has a population of 13,000 people, with flat or declining population growth, and this trend expected to continue. There is no projected growth in the youth population with expected high levels of out-migration, while the projected growth in the senior population will mean older workers retiring from the labour force at high rates in the very near future. Overall, the proportion of the working age population is expected to move from its current levels of around 67%, to around 60% by 2030.

Although the region has lower than average high school graduation rates compared to the rest of BC, it also has a higher than average number of workers with some type of trades' qualification. The region's workforce is well suited for the industrial and natural resource sector of the Northwest. While there may be low numbers of these workers in the area, for the most part, they match the required skill sets.

Prince Rupert is unique. There is no comparable community of similar size and attributes. Deep water and a reliable rail network connecting the Port of Prince Rupert to Eastern and Central North America allow Prince Rupert to be competitive with terminals in larger centers like Vancouver, Seattle and Los Angeles.

Expansion of the container sector and stagnant populations are impetus for this study.

For workers in Prince Rupert and Port Edward longshore is the pinnacle of non-trades industrial employment opportunity and earnings. Even so, there are draw backs that may discourage a number of individuals from moving to these jobs. The main draw backs are: it takes a few years to establish sufficient seniority and hours for full-time employment and work is randomly scheduled each day over three shifts, seven days a week governed by ship arrivals.

If expansion plans for a third container berth are realized, more than 10 percent of total labour force of the community would be employed at the Fairview Container Terminal.
As well, there is the promise, or spectre, of a massive shift to the local economy if one or more of the liquefied natural gas (LNG) terminals is built in Prince Rupert, Kitimat, or both. Should even one of these facilities be constructed, it would be the largest ever single private sector investment in BC. The construction phase alone would last several years and provide thousands of jobs, directly or indirectly, to any local in a wide ranging variety of opportunities. The ongoing operation and maintenance of the LNG facilities offers far fewer opportunities, but can provide many specialty and highly skilled jobs.

Despite all of the current and projected economic activity, and the lure of new mega- projects, the population of the region has remained static, contrary to many conventional expectations. The growth has mostly been in the Aboriginal community, only to be offset by the out-migration of youth. The only age cohort with any projected real growth is people moving out of the prime working age (15-64 years old), into the category of seniors 65 years and older.

In response to the original Research Problem, the local workforce can meet the demands of the terminal expansion for 2017, but at the expense of the other industrial, retail, and hospitality employers in the area. The expected delay in LNG projects will give time for the terminals to build the new workforce. Adjusted hiring practices and recruitment methods to include workers from outside the region may be considered, in order to build the population base. The third berth expansion expected ten years from now may require a restructuring of the hiring practices of the terminals in order to maintain equilibrium with the other local employers.

The real labour force problem is not for the marine terminals but for the lower paying retail, hospitality, and light industry workforce. These employers are already losing good workers to the terminals, a trend that will only intensify. In addition, the flat youth population, high rates of out-migration, and the impending retirements, means that the demand for entry-level and low-skilled workers will out-pace the local supply. While all attempts need to be made to maximize the local workforce, other accommodations must be considered through detailed local planning efforts.

KEY FINDINGS

1. PR/PE is moving from an economy largely based on natural resource extraction and manufacturing, to an economy based on trade and services. The economic transition continues.

2. The economic transition in the region has not lead to an increase in population in the region.

3. The regional population is older, with higher proportions of First Nations people, unemployed people, and tradespersons than the rest of the province. There are also lower proportions of immigrants, high school graduates and people in the labour force. The unemployed, (heightened because of the seasonality of much local work), and those not in the labour force may potentially meet the need for entry level workers.

- → The proportion of 65 years and older in the Regional District of Skeena-Queen Charlotte (SQCRD) is 14.6% in 2015, and is projected to increase to 23.3% by 2030. In absolute numbers, this group will go from 2,670 in 2015 to 4,670 by 2030. By comparison, the proportion of seniors in BC is 17.5% in 2015, expected to increase to 23.9% by 2030.
- → In the region, 43% of the population has Aboriginal identity, compared with 5.4% in BC's overall population. There were 7,980 persons of Aboriginal identify in the region in 2011.
- → Unemployment rate was 14.2% in the region in 2011, compared with 7.8% average for BC. The number of unemployed was estimated at 1,330 in 2011.
- → Labour force participation rate in the region was 62.8% in 2011, lower than the provincial average of 64.6%. The number of persons not in the labour force was estimated at 5,530 in the region.
- → The proportion of the adult population having completed a trades certificate was 13.3% in the SQCRD, higher than the BC average of 11.7%. The proportion of the adult population who had completed other types of post-secondary training and education in the SQCRD was lower than the BC average

4. PR PE is unique in the fact that it is really a "First Nations Town" due to the portion of population. Really unlike no other in Canada.

5. Overall, the local labour pool is shrinking.

- → School age youth (15-19 years old) in the workforce is declining as a percentage of the overall population, is expected to decline at a rate of 0.8% per year from 2015 to 2030. In absolute numbers, the population in this age cohort is expected to decrease from 1,259 in 2014 to 1,114 by 2030.
- → However, those entering the labour force (20-24) are staying constant. From 2014 to 2030, this cohort is expected to experience a modest increase at a rate of 0.3% per year. In absolute values, the cohort will increase from 1,112 in 2014 to 1,162 by 2030.

→ The regional population is ageing, and ageing fast. Retirements in large proportions are pending soon. The group of 65 years and older is projected to increase from 2,516 in 2014 to 4,674 by 2030.
→ The regional population displays the continuing trend from rural to urban areas and from smaller to bigger centers.

6. Some current terminal workers want more shifts and thus are part of an increased supply of labour.

7. New Terminal workers come from general labour jobs and customer service jobs. Increased pay is the greatest attractor to changing jobs.

8. As the terminals draw workers from retail and other services, and it is hard for these employers to recruit, it diminishes the future supply pool which the terminals can draw from.

9. To get more people into the labour force, whether at the terminals or in services, understanding the barriers and developing local solutions for the following is needed

→ increase the participation of local First Nations in town and on the reserves
→ Increase the participation of local women
→ Increasing the participation of the local part-time workforce

10. A plan is needed to increase the participation of the local workforce and position PR to be more inviting to non-local workers such as immigrants and those from BC and rest of Canada.

SECTION 1: INTRODUCTION

1.1 PRINCE RUPERT / PORT EDWARD REGION

For thousands of years a vast area that includes today's Prince Rupert and Port Edward (PR/PE) has been the traditional territory of the Tsimshian peoples. The Skeena estuary and protected harbours make the area an important food gathering and meeting place for many coastal and inland First Nations. Today, PR/PE is home to thousands of Aboriginal people from many distinct First Nations. Over the past hundred and twenty years, PR/PE served as an important coastal hub in British Columbia (BC) and Canada. People were engaged in large coastal industries – fish harvesting and processing, logging and wood processing and of course an elaborate coastal transportation network that stretched from San Francisco to the Bering Sea.

Slowly, over the past sixty years the international reach of PR/PE began to take shape. The role of the Port of Prince Rupert and Port Edward (the Port) began to change as grain, pulp, logs, lumber, and then coal were exported to markets around the world. Modest amounts of steel and project cargo were imported. However, by 2000 the tide had turned on many of the traditional coastal industries. The local economy and population fell off dramatically.

This past decade has seen a significant economic re-orientation through Port usage and development – a cruise facility, record grain exports, record coal exports and coal terminal expansion, a new container terminal and expansion underway, a wood pellet export facility, a rail road utility corridor and the establishment of logistics support.

Despite this increased investment and economic activity, the region's population has not recovered to the level of the mid 1990's.

1.2 PORT EXPANSIONS

In 2007, the Port added an international deep water container terminal connecting to a rail line leading into the heart of the North American supply chain. This relatively small terminal can move up to 850,000 TEU's (twenty foot equivalent container units) per year, with shipping times to Asia one or two days faster than its southern west coast competitors. The location, low fees, and a currently low Canadian dollar, allow the Port to provide great value to its customers.

Over 500 longshore workers with the International Longshore and Warehouse Union (ILWU) provide a dedicated well-paid workforce including industrial workers, tradespersons, and foremen. The Port and its related supply chain operators in rail, trucking, and logistics now provide the economic backbone of the local economy, which used to rely upon the cyclical nature of natural resources. The container terminal is currently set for an expansion with a second berth to open in 2017, when the capacity will grow to 1.35 million TEU's, and is expected to require up to 250 new workers. Plans are already underway for yet another expansion of the container terminal which could require a doubling of the current workforce, along with other plans for potash, and large scale terminals for exporting liquefied natural gas (LNG).

Prince Rupert, Port Edward, and the surrounding area boast only a small population of approximately 13,000 people, and a history of a boom/bust economy. As a result, the region has had little growth and has often experienced a shrinking population. With the container terminal expansion set for 2017, and other expansions down the road, the terminal operators and local business are asking if there is enough local labour to fill these new jobs.

While there has been significant research and analysis aimed at understanding the potential labour demand, there have been far fewer studies aimed at determining labour supply – and this is, of course, the more pressing issue.

1.3 DRAFT REPORT

The Asia Pacific Gateway Skills Table (Skills Table) has partnered with the BC Maritime Employers Association (BCMEA), as well as key PR/PE employers to initiate this study, and expand upon the Skills Table's work in their multi-year project "Moving Canada's Trade: Labour Market Information". The Skills Table formed a Project Committee to provide guidance and validation throughout the Study. The Project Committee is made up of key stakeholders who have functioned as an invaluable resource, ensuring that the right questions are asked of the right people, in order to support industry in meeting their labour needs well into the future.

The research conducted includes a review of secondary data, statistics, and case studies, interviews with key stakeholders, and a survey of terminal workers to develop a Draft Report, which was vetted, discussed, and validated by the Project Committee.

The Report identifies the key research questions, providing summaries of the related research, along with the analysis to answer the specific questions. This section provides an introduction to the study. Section 2.0 identifies the purpose, background and methodology, and Section 3.0 provides a short background on the PR/PE region. Section 4.0 presents detailed statistical data and analysis of the regional population and workforce, while Section 5.0 describes the various workforce issues relating to the Port and other industrial employers.

Section 6.0 addresses all of the research topics, questions, and the overall research problem, as identified in the sub-sections below. Section 7.0 presents a short conclusion of the key findings.

SECTION 2: THE LABOUR SUPPLY STUDY

2.1 PROJECT PURPOSE

The objective of this study is to provide insight and information to stakeholders on current and potential PR/PE labour supply in order to inform:

- The development of an action plan to help PR/PE employers access the identified labour supply sources and recruit workers as required by their business needs and requirements, and
- Ongoing recruitment, retention, and training decisions.

To achieve this objective, the study addresses questions related to the evolution and origins of the current labour pool; issues impacting the local labour supply; and potential sources of labour that can be engaged to meet employers' current and future labour supply needs in the PR/PE area.

2.2 RESEARCH PROBLEM, TOPICS, AND QUESTIONS

This study has one overarching research problem, with three main research topics, and eleven research questions identified by the Project Committee, all to determine if the current and projected supply of local labour is sufficient to meet the needs of the PR/PE port facilities, and the other related employers of industrial workers.

The table below outlines the study research problem, the research topics, and the questions. These research questions will be revisited and answered directly in Section 6.0

Figure 1: Research Problem, Topics, and Questions

Topics	Research Questions
Research Problem: Is the supply of local labour sufficient to meet the demands of the PR/PE port facilities and related employers?	
A. What are the evolutionary elements	
	1. How have rural community populations changed with economic growth over the last 30 years? In BC? In select rural communities in Canada?
	2. What is the typical career ladder/progression for industrial workers in PR/PE?
	3. Looking at the workers who have entered into, and stayed with, local industrial employers' and industries in the last 5 years: where have they come from?
	4. Can the above labour supply be relied upon to meet short (2 years) and longÐterm (5 years) needs?
	5. Can it be determined if, or when, a wall will be reached where there are insufficient skilled and industrial local
B. What are the issues impacting the local labour supply?	
	6. What are the impacts on the local labour supply resulting from the other major BC infrastructure projects?
	7. What issues must be addressed to successfully develop labour in the region?
	8. What issues must be addressed to successfully attract labour to the region? (i.e. migration and labour mobility)
C. What are the potential sources of labour?	
	9. What are the potential local and other labour supply pools that could be engaged? (for both skilled and industrial workers)
	10. Where will future workers come from and what will be the effect on other businesses?
	11. What are the prospects to back fill and grow the local labour pool?

2.3 METHODOLOGY

The research for this study was conducted using a variety of established methods, including secondary review of existing reports, literature, and data; interviews with selected stakeholders; and survey of terminal workers. Throughout the research process, the Project Committee served as a sounding board providing advice and direction on the research steps, and critical support with the promotion of the survey. Additionally, the Project Committee provided validation of the research findings, through an Interim Report and a Draft Report, presented to the Project Committee for discussion and feedback.

2.3.1 SECONDARY RESEARCH

Two sets of secondary data were compiled: a literature review and a statistical data set. The literature includes existing reports and research documents on the labour market in the Northwest of BC. It also includes case studies of communities with similar attributes to PR/PE.

The statistical data includes the demographics of the region for the general population, including the historical growth and projections. It includes relevant age, gender, educational, and mobility profiles. The data was culled from existing amalgamations of data through the Skeena - Queen Charlotte Regional District, Area A, which includes Prince Rupert and Port Edward and the immediate surrounding areas. Some data from secondary sources is presented in distinct categories such as the entire Skeena - Queen Charlotte Regional District, as available.

For topic areas that are very occupation and location specific, secondary data applicable to the general workforce was of limited use and the researchers in these studies invariably resorted to original primary data collection methods.

The research process for this study began with the secondary research to build profiles of the community, and to identify experiences with related issues. This research informed the development of the primary research tools.

See Appendix A for a list of secondary sources.

2.3.2 PRIMARY RESEARCH

Primary research has been collected through two methods: Interviews with employers and key stakeholders; and a survey of workers at the Fairview Terminal.

Stakeholder Interviews

The interviews were conducted in late 2015, with some in early 2016. The interviews helped inform the survey questions.

- → 24 Interviews with key local industry stakeholders
- → 15 with Port related employers and agencies
- → 9 with other employers and agencies

See Appendix B for the Interview Guides and a list of respondents.

Worker Surveys

A survey of recent hires at the Fairview Terminal was completed in February 2016. Paper copies of the survey were distributed to ILWU lower board members by Tom MacDonald, Secretary-Treasurer, ILWU 505, resulting in 54 complete responses received. They were then entered by the research team into the tool Survey Monkey.

See Appendix C for the Survey Guide.

SECTION 3: BACKGROUND: PORT OF PRINCE RUPERT/PORT EDWARD

3.1 REGIONAL DESCRIPTION

Located on British Columbia's North Coast at the mouth of the Skeena River, Prince Rupert is Canada's Northern Gateway for trade between Asia and North America. The nearby community of Port Edward is a partner to Prince Rupert for economic development, as it has a large inventory of developable commercial and residential land to address the expansion needs of industry and communities alike.

Framed and protected by mountains and islands, Prince Rupert has the world's second deepest, natural, ice-free harbour, and is North America's closest port to Asia. The harbour is home to a modern cruise ship terminal and a new, expanding container terminal that moves products of all kinds between Asia and the rest of North America. It's established and highly efficient road, rail, air, and sea network connects Asia to the heart of Canadian and US consumer markets.

3.2 PORT TERMINALS DESCRIPTION

The Port of Prince Rupert currently has five main terminals as well as the Prince Rupert Harbour in operation. The different type of commodities that are moved through each terminal is described below: [1]

Fairview Container Terminal
This terminal is operated by DP World Canada with an operational capacity of 850,000 TEU's per year. The terminal mainly handles import and export containers (and a small throughput of liquid bulk wax).

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

This terminal, operated by Ridley Terminals Inc., a federal crown corporation, has an operational capacity of 18 million tonnes per year. The terminal exports several dry bulk commodities including metallurgical coal, thermal coal, and petroleum coke.

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

Northland Cruise Terminal
This terminal is operated by Prince Rupert Port Authority, and is the terminal for large passenger cruise ships. In addition to Northlands, the Port also facilitates commercial passengers through Atlin Terminal (small cruise), BC Ferries Terminal (car ferry to Vancouver Island) and Alaska Marine Highway System Terminal (car ferry to Alaska).

Prince Rupert Harbour
The harbour itself handles a variety of break bulk cargoes outside of the primary terminals, in particular the transport of logs and the transport of chemicals and liquid gases through CN's 'aqua-train' barge service.

[1] *InterVISTAS Consulting Inc., 2015. "Port of Prince Rupert Economic Impact Study".*

3.2.1 POTENTIAL CAPITAL PROJECTS AT TERMINALS

Since its conversion from a breakbulk handling operation in 2007, Fairview Container Terminal has been operated by Maher Terminals until 2015 when DP World Canada purchased the right to operate the terminal. The terminal anchors an efficient trade lane served by CN's North American Class 1 railroad providing extensive reach into both central Canada and the US Midwest.

In the years of its operation as a container terminal, traffic has grown at the fastest pace of any container terminal in North America as shippers have discovered its advantages of speed and reliability.

The Port has plans to undertake further expansions to increase its economic impact on the region's economy. According to a recent study released by the Port, the future will bring substantial economic benefits to the region when a number of major projects are completed. These potentially can bring forward the following impacts: [2]

2 www.250news.com/2016/01/12/port-of-prince-rupert-study-projects-thousands-of-new-jobs/.

- → an increase of 4,780 full-time equivalent jobs directly related to port activity;
- → $310 million annually in additional wages;
- → $59 million annually in additional local municipal taxes for the City of Prince Rupert and the District of Port Edward;
- → $178 million annually in combined taxes to all levels of government;
- → $400 million annually in additional Gross Domestic Product for Canada;
- → In addition to the sustained economic benefits of planned infrastructure and terminals, their construction could provide as many as 26,000 person years of employment, $1.7 billion in wages and over $2 billion in GDP.

The potential construction and development around the Port are listed below. [3]

3 www.rupertport.com/future/prince-rupert-lng.

Alaska Ferry Terminal Rebuilding
The State of Alaska is planning to rebuild its Marine Highway ferry terminal in Prince Rupert.

Aurora LNG at Digby Island
Aurora Liquefied Natural Gas Ltd. is proposing to construct and operate a LNG facility and marine terminal near Prince Rupert. Two alternate locations are currently being considered and: Grassy Point and Digby Island.

Canpotex Potash Terminal on Ridley Island
The Canpotex Potash Export Terminal will have the capacity to provide an annual throughput of approximately 12.5 million tonnes of red potash and approximately 500,000 tonnes of white potash, a total of 13 million tonnes per year.

Fairview Container Terminal Phase II Expansion
In 2015, the Port announced that the second phase of the terminal expansion would start in the second quarter of 2015. Phase II includes both a northern and southern expansion of the terminal. The project will expand the wharf to 800m in length and enable an increase in throughout capacity to 1.2 million TEU per annum.

Pacific NorthWest LNG on Lelu Island
Pacific NorthWest LNG is a proposed natural gas liquefaction and export facility on Lelu Island

within the District of Port Edward on land administered by the Prince Rupert Port Authority. The first phase of the Project would include two liquefaction trains, two LNG storage tanks, marine infrastructure, a material off-leading facility, administration and auxiliary buildings, and a bridge to Lelu Island. The Project would create up to 4,500 jobs during construction, 330 careers during operations and an additional 300 spinoff jobs in the community.

Prince Rupert LNG on Ridley Island

The proposed Prince Rupert LNG project would be located on the southwestern section of Ridley Island and would include the construction of an LNG plant and associated port facilities to export natural gas to international markets. Potential economic impact includes over 3,000 person-years of employment created during the construction phase (400-600 full time permanent positions).

Ridley Island Propane Export Terminal

The Ridley Island Propane Export Terminal is a proposed propane export facility on the portion of lands leased by Ridley Terminals from the Prince Rupert Port Authority on the Ridley Island Industrial Site. The proposed facility will be designed to ship up to 1.2 million tonnes of propane per year to international markets.

WCC LNG Ltd. in Tuck Inlet

WCC LNG is a proposed project to develop and operate a LNG export facility at Tuck Inlet in Prince Rupert. The export facility would initially have the capability to process up to 15 million metric tonnes of natural gas per year to export to global markets, with the potential to expand to 30 million tonnes per year.

SECTION 4: PRINCE RUPERT / PORT EDWARD POPULATION

4.1 POPULATION OVERVIEW

In 2011 Prince Rupert and Port Edward had a population of just over 13,000 people (12,802 in PR and 548 in PE), with a slight population decline by 2014 (11,918 in PR and 536 in PE), a decline of approximately 2%.

Quick Fact
In the SQCRD, 43% of the population has Aboriginal identity, compared with 5.4% in BC's overall population.

While the municipalities of the Prince Rupert and Port Edward are the core focus of this study, much of the available secondary data is for the Skeena Queen-Charlotte Regional District (SQCRD). In 2011 population was 19,135 but declined to 18,165 in 2014. There are several unique features associated with the SQCRD's population and workforce.

Aboriginal Population
In the SQCRD, 43% of the population has Aboriginal identity, compared with 5.4% in BC's overall population. In general, the Aboriginal population in BC and Canada is younger than the non-Aboriginal population. This is the same case in the SQCRD where Aboriginal children (aged 14 and under) represented 24.3% of the total Aboriginal population, and also comprised 52.8% of all children in the SQCRD. Non-Aboriginal children accounted for 16.5% of the non-Aboriginal population.

Immigrant Population
Approximately 9.5% of SQCRD population was foreign-born (immigrants), while 90% were Canadian-born (non-immigrants). Non-permanent residents accounted for only a very small percentage of the total population (0.7%). By comparison, the proportion of the total population of BC who were immigrants was 27.6%, 70.9% were non-immigrants, and 1.5% were non-permanent residents. Of the immigrants living in the SQCRD in 2011, 205 came to Canada between 2006 and 2011. These recent immigrants made up 11.6% of the immigrants in the SQCRD. The most common countries of birth of immigrants living in the SQCRD were United Kingdom (accounting for 23.9% of the immigrant population in the SQCRD), India (12.4%), Viet Nam (11.0 %), and the Philippines (8.5%). By comparison, the top countries of birth of immigrants living in BC were China (accounting for 14.1% of the immigrant population), and India (12.0%).

In 2011, among the SQCRD's population (aged 15 and over), essentially all spoke English and/or French most often at work. The three most frequently reported non-official languages spoken most often in the SQCRD were Punjabi, Vietnamese, and Italian. This compared to the top three non-official languages for immigrants in BC, which were Punjabi, Cantonese, and Mandarin.

Levels of Education
The proportion of the adult population (25 and over) that had never completed high school or any other post-secondary education stood at 27.7% in the SQCRD, much higher than the BC average of 13.7%. The proportion of the adult population that had a high school diploma was 24.4% in the SQCRD, quite comparable with 24.8% province wide.

Conversely, the proportion of the adult population having completed a trades certificate was 13.3% in the SQCRD, higher than the BC average of 11.7%. The proportion of the adult population who had completed other types of post-secondary training and education in the SQCRD was lower than the BC average.

It should be noted, however, that the proportion of the adult population that has never completed high school or other post-secondary education decreases with each generation. For the SQCRD senior's population (65 years of age and older), 50.1% did not even complete high school; for those aged between 45 and 64, the proportion fell to 28.2%. For those between the ages of 25 and 44, the proportion dropped even further, to 16.4%.

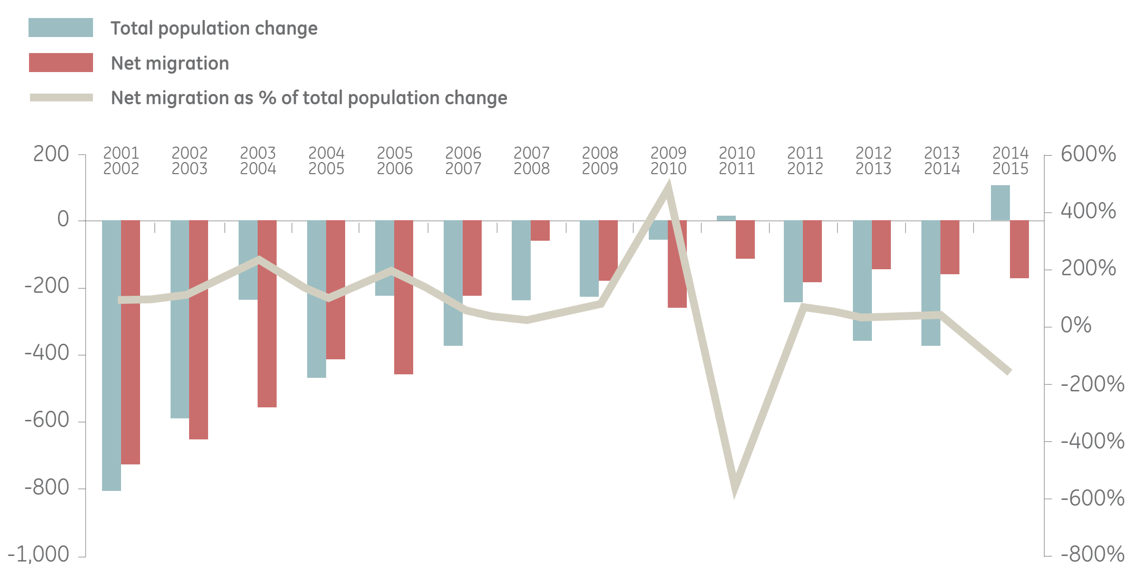
4.2 DEMOGRAPHIC PROJECTIONS

Between 1986 and 2014, the population in the SQCRD has been declining at the rate of 1.1% per year. By contrast, the BC population over this period has been growing at the rate of 1.6% per year. Comparing mobility statistics available, between 2001/2002 and in subsequent years up to 2014/2015, negative net migration (i.e., out-migration higher than in-migration) in the SQCRD contributed to a shrinking population base.

The change of population from one year to the next is made up of changes in net migration (in-migration over out-migration) and natural increase (births over deaths).

Figure 2 shows the total population change in the SQCRD between 2001/2002, and in each subsequent set of years until 2014/2015, and the net migration (including net immigration, net interprovincial migration, and net intra-provincial migration) during the same period. These are shown as the blue and red columns in the graph.

Figure 2: Total Population Change, Net Migration, and Net Migration as % of Total Population Change, in SQCRD, 2001/2002 to 2014/2015



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

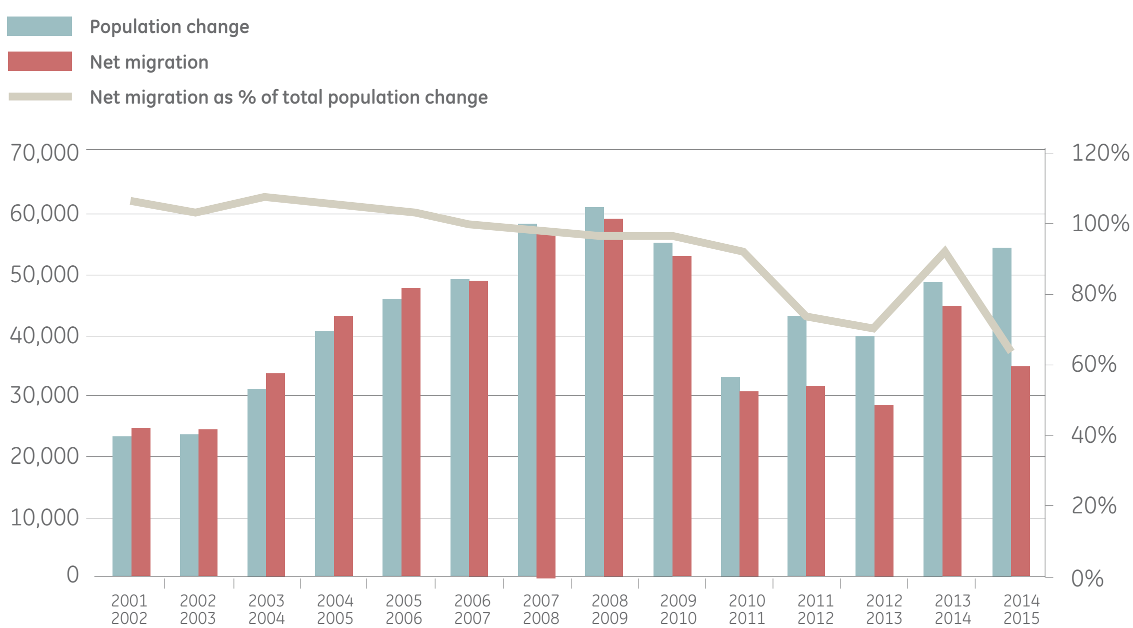
Over this period of 2001 to 2015, net migration levels were all negative, meaning that out-migration surpassed in-migration throughout the whole period. Year-to-year changes in the overall population followed the same trend, indicating that net migration has been the driving force behind population change in the region.

Also shown in Figure 2, is the extent of the contribution of net migration to overall population change, as shown by the orange line. Where both net migration and total population change between two years are negative, the sign of the value on the orange line is positive, indicating the extent by which negative net migration contributed to the decrease of the population over the same period. Absolute values along the orange line indicate such contributions were highly significant. For example, in 2009/2010, out-migration from the SQCRD surpassed in-migration by about 250 persons.

Total population change between these two years was only about 50 people, which means that even with strong natural population increase, out-migration substantially offset such positive impact. Net out-migration was almost five times larger than the net decrease in population. By the same token, where the change in overall population is positive between two years, but net migration is negative, the resulting sign of the value on the orange line is negative. Again, the absolute values on the orange line indicate the extent of the impact of the negative net migration.

For comparison purposes, a similar graph in Figure 3 shows the positive impact of net migration to BC's population increase in 2001/2002, as well as in subsequent years up to 2014/2015.

Figure 3: Total Population Change, Net Migration, and Net Migration as % of Total Population Change, in BC, 2001/2002 to 2014/2015



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

Population Growth

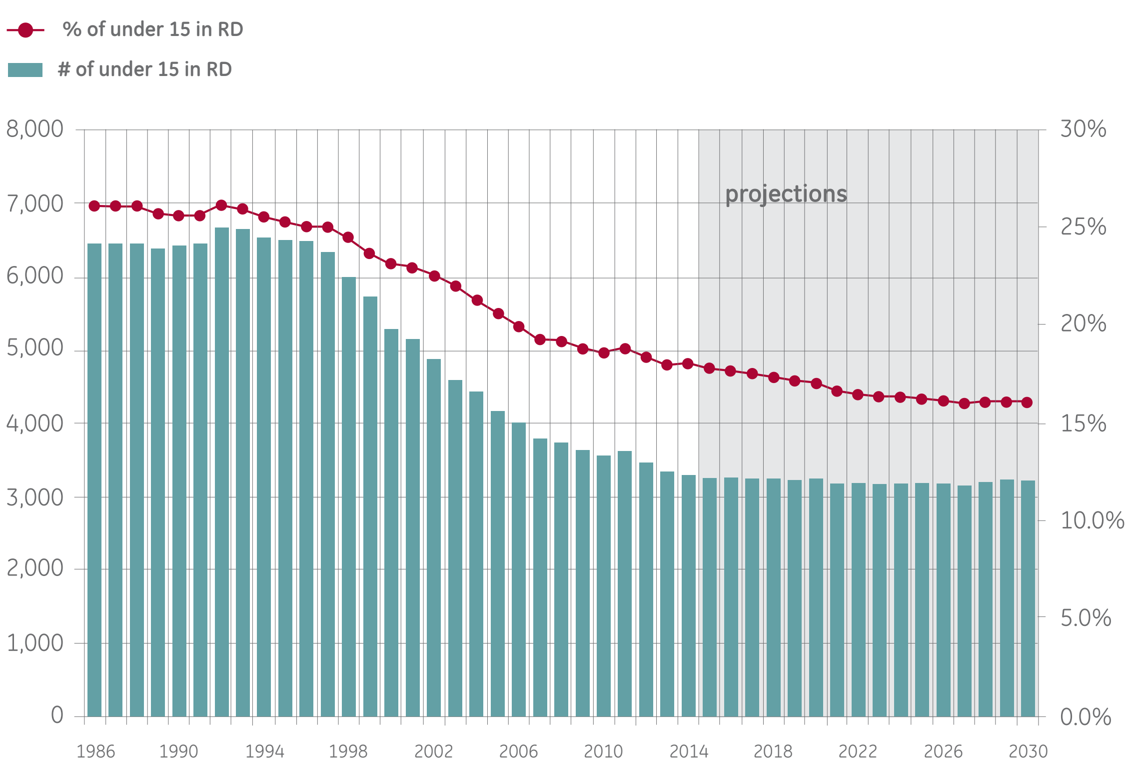
Going forward, the overall population in the SQCRD is projected to grow at a rate of 0.6% per year between 2015 and 2030, although this rate is still lower than the BC average of 1.2% per year. The 0.6% rate of population growth is to an extent reflective of the higher birth rates among the Aboriginal populations in the region.

Figures 4 through 6, below, illustrate the population estimates (1986 to 2014), and projections (2015 to 2030) of three different age groups (children, seniors, and working age), to highlight how each group impacts the change of overall population in the region. Each graph shows the number of individuals in that age cohort, and the age group's share of the overall population.
Children

Figure 4 shows the population estimates of children declining at 2.4% per year between 1986 and 2014; but is expected to decline at a rate of 0.1% per year from 2015 to 2030. The number of children in this cohort is expected to decrease from 3,278 in 2014, to 3,223 by 2030.

Consequently, its population share (as shown by the red line) trended downwards, from 26% of the overall population in 1986, to 18% in 2014. In the future, it is expected to continue the downward trend, although the speed of the decrease may be slower (from 18% in 2015, to 16% by 2030).

Figure 4: Children (Under 15) Population and Share, SQCRD, 1986-2030



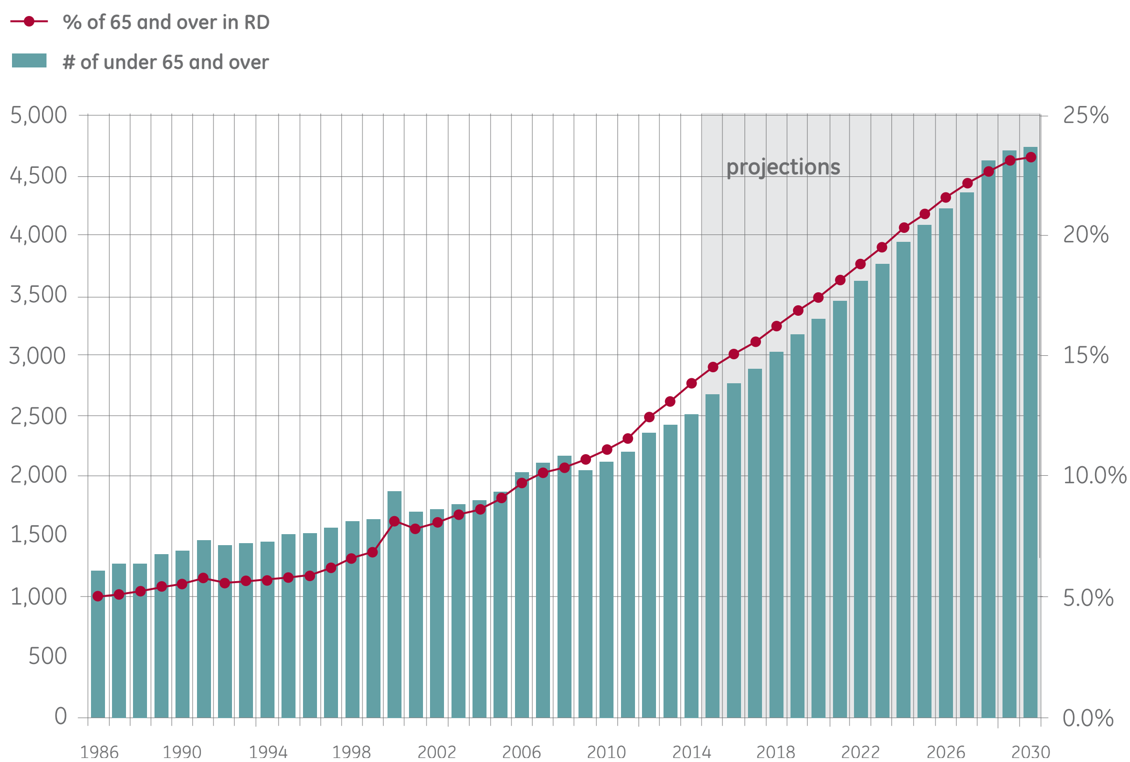
(Source: BC Stats: Sub-Provincial Population Projections, September 2015) [4]

[4] The note inside this diagram and others use the abbreviation RD as a shorter form of SQCRD

Seniors

The population in the SQCRD is aging and it is aging fast. In fact it is the major contributing factor to the projected annual population growth of just 0.6% in the region between 2015 and 2030. While ageing baby-boomers is a trend across Canada and in many places around the world, it is expected to drastically affect the overall workforce numbers in the region. The figure below shows the proportion of those 65 years and older moving from around 15% to almost 25% of the population by 2030.

Figure 5: Senior's (65+), Population and Share, SQCRD, 1986-2030



(Source: BC Stats: Sub-Provincial Population Projections, September 2015)

Compared with other regions all across the nation that were remote from population centres, the share of seniors in SQCRD in 2011 was at 12%, lower than the average for these regions (17.9%). However, the steep increase of this share of the population poses additional challenges in a tight labour market.

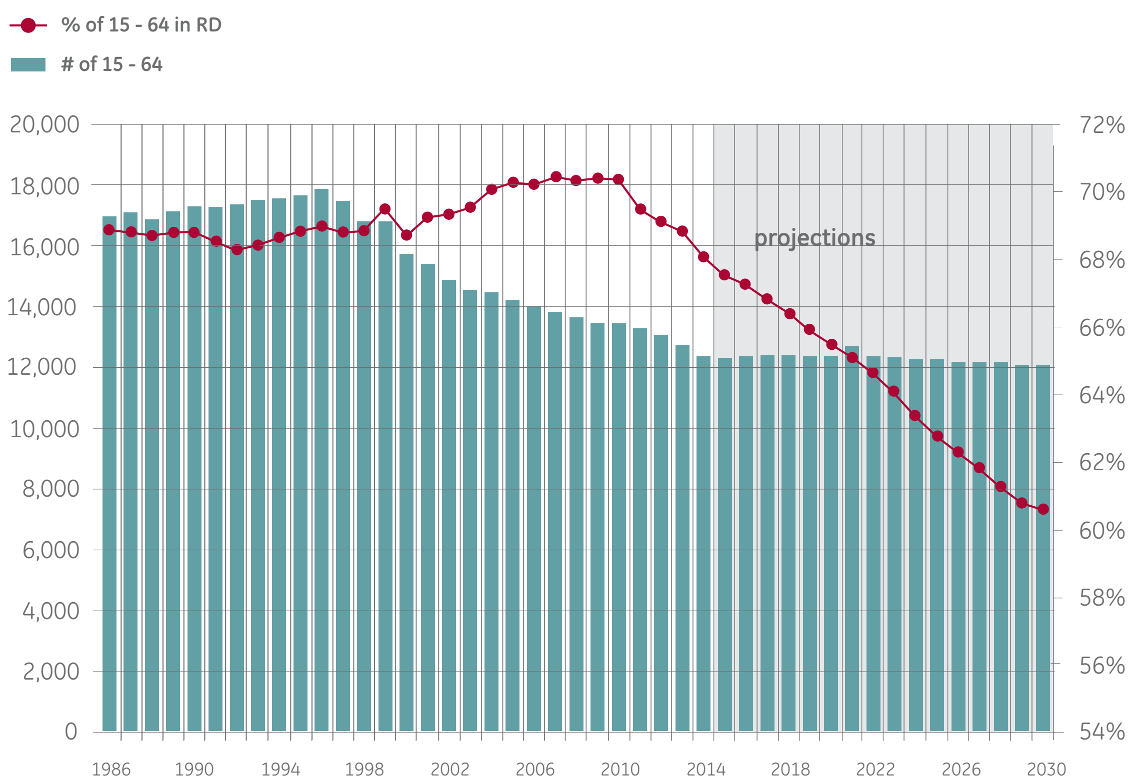
Working Age

The working age (15-64 years old) population is where any potential labour force can be drawn from. Combining information from the two previous graphs – a declining youth population and a rapidly growing senior's population – leads to the conclusion in Figure 6 that the proportion and overall population of working age is declining.

According to the data shown in Figure 6 below, this cohort increased from 17,000 people in 1986 to about 17,500 in 1997. The number then started to decrease, and by 2014 had reached 12,400. Moving forward, it is projected to decrease at a much slower rate, reaching about 12,140 by 2030. What is striking in this graph is the steep decline of the population share. Up until about 2010, the working age population accounted for about 70% of the overall population.
In the projection period, even though the absolute number of this age cohort is only expected to decrease slightly, the population share drops substantially from 67.5% in 2015, to 60.6% by 2030. By comparison, the share of working-age population in BC increased slightly between 2006 and 2011, reaching 69.0%, which was higher than Canada's average of 68.5%. [5]

5 *"The Canadian Population in 2011: Age and Sex". www12.statcan.ca/census-recensement/2011/as-sa/98-311-x/98-311-x2011001-eng.cfm*

Figure 6: Working Age (15-64), Population and Share, SQCRD, 1986-2030

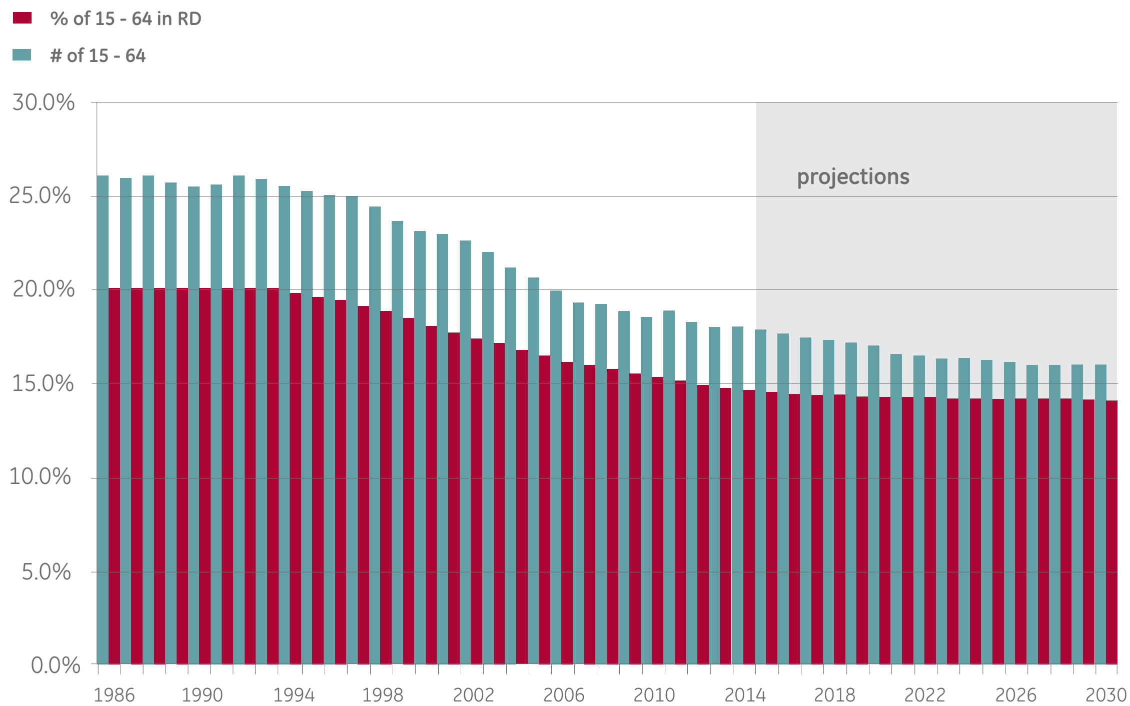


(Source: BC Stats: Sub-Provincial Population Projections, September 2015)

4.3 YOUTH POPULATION

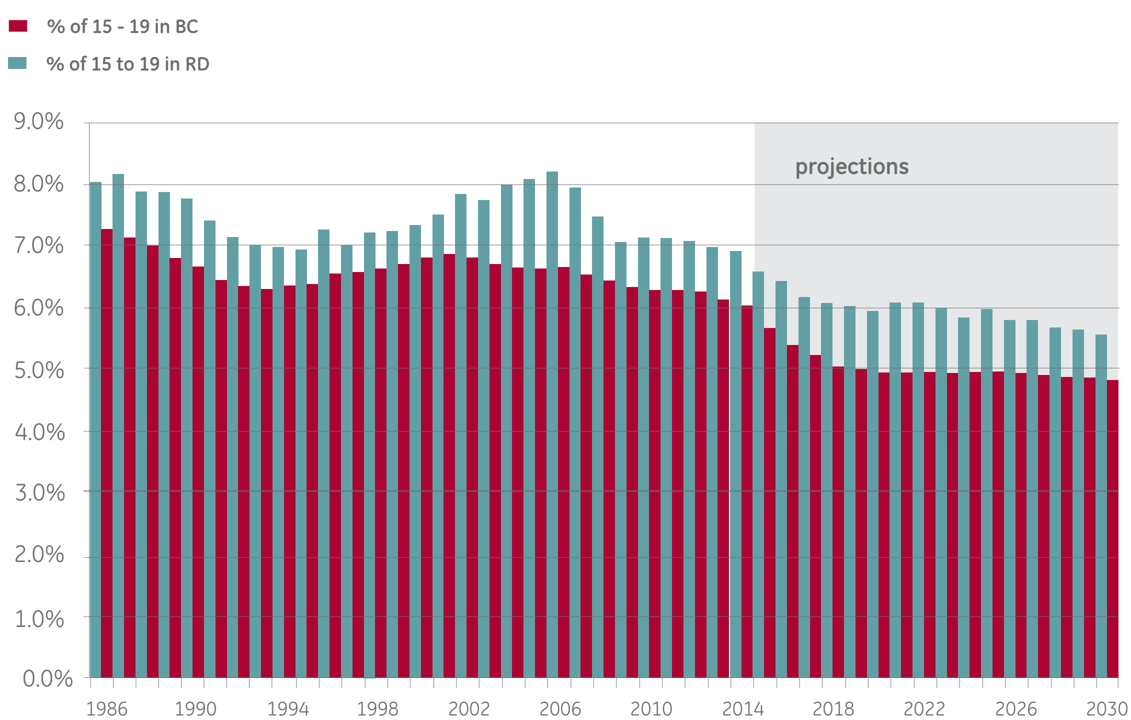
For the industrial workforce, which is the focus of analysis in this study, an understanding of the region's youth population is important as it could be the primary source of labour supply. Due to a large Aboriginal population with a traditionally higher than average fertility rate, the share of youth population in the SQCRD has been higher than the BC average between 1986 and 2014, and is expected to remain so in the foreseeable future. The figures below show the shares of population of children, and youth aged 15-19.

Figure 7: Children (Under 15) in Overall Population, SQCRD and BC



(Source: BC Stats: Sub-Provincial Population Projections, September 2015)

Figure 8: Youth (15-19) in Overall Population, SQCRD and BC



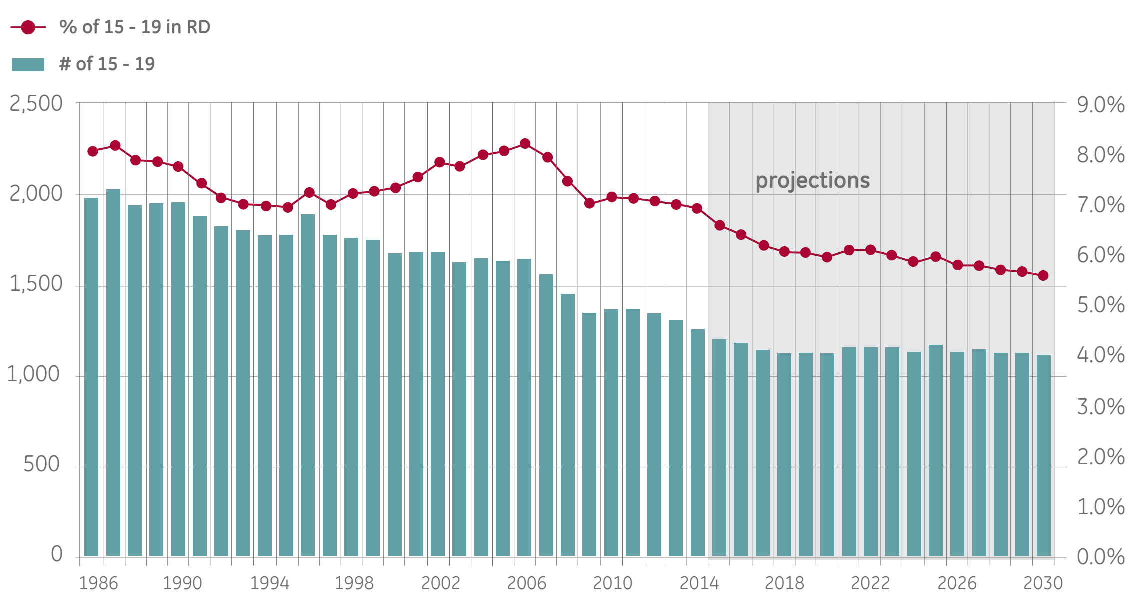
(Source: BC Stats: Sub-Provincial Population Projections, September 2015)

However, out-migration probably played a more important role in shaping the youth population in the region. For children under the age of 15, the population has been declining at a rate of 2.4% per year between 1986 and 2014, and is expected to continue to decline, although at a slower rate of 0.1% per year.

Youth 15-19 Years Old

For the youth (15-19) cohort, the population has declined at a rate of 1.6% per year between 1986 and 2014, but is expected to decline at a slower rate of 0.8% per year from 2015 to 2030. In absolute numbers, the youth population is expected to decrease from 1,259 in 2014, to 1,114 by 2030. See figure 9 below.

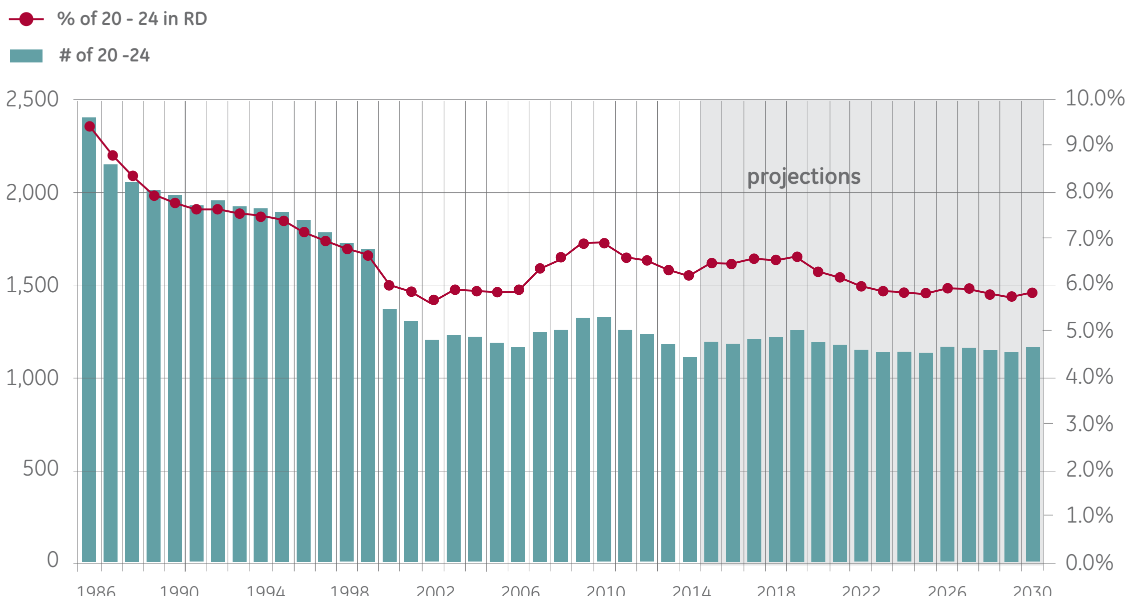
Figure 9: Youth (15-19), Population and Share, SQCRD, 1986-2030



(Source: BC Stats: Sub-Provincial Population Projections, September 2015)

Figure 10 shows the population of the Entry-Level (20-24) age group, who may enter the labour force for the first time after pursuing post-secondary education or training. In the projection period, this cohort is expected to experience a modest increase at a rate of 0.3% per year. In absolute values, the cohort will increase from 1,112 in 2014, to 1,162 by 2030.

Figure 10: Entry-Level (20-24) Population and Share, SQCRD, 1986-2030



(Source: BC Stats: Sub-Provincial Population Projections, September 2015)

School Enrollment

In conjunction with the declining population of the region and the youth population, the Prince Rupert School District #52 (PRSD #52)has had declining enrollment in recent years. The school district has an enrollment of just over 2,000 students per year, approximately 64% with Aboriginal identity. The figure below provides a current snapshot of student enrollment in PRSD #52.

Figure 11: PRSD #52 School Enrollment, 2011/12 to 2015/16

	Elementary Total	Aboriginal Students	Secondary Total	Aboriginal Students	All Students	Aboriginal Students
2011/12	1,180	771	1,048	606	2,232	1,380
2012/13	1,169	763	977	583	2,153	1,352
2013/14	1,169	776	934	551	2,103	1,327
2014/15	1,162	771	904	550	2,066	1,321
2015/16	1,173	775	898	553	2,072	1,328

(Source: Ministry of Education, PRSD #52)

Statistics available from the Ministry of Education also show that year-to-year transition from one grade to the next in PRSD #52 has been close to 100% for Grade 6 children. However, by Grade 11, only about 80% of the school-aged children made the successful transition to Grade 12. That means about 20% of those completing Grade 11 would not have continued to Grade 12. In absolute numbers, there would be between 35 and 38 students not entering Grade 12 every year.

The overall low level of enrolment also predicts relatively low numbers of graduates, resulting in only 125 high school graduates last year. Figure 12 below shows high school graduation rates in PRSD #52, measuring graduates as a percentage of first-time Grade 12 students.

Figure 12: PRSD #52 First Time Grade 12 Graduation, 2010/11 to 2014/15

	Total Grade 12	Graduates	Graduate Rates
2011/12	224	164	73%
2012/13	185	131	71%
2013/14	167	127	76%
2014/15	169	105	62%
2015/16	184	125	68%

(Source: Ministry of Education, PRSD #52)

It is noted that a proportion of the high school graduates do make transition to post-secondary education and training, which further reduces the pool of available labour supply.

4.4 WORKFORCE PROFILE

In general, the labour market in the SQCRD faced more challenges than the rest of the province. Overall, the employment rate in the SQCRD in May 2011 was 53.8% and the unemployment rate was 14.2%. By comparison, at the same time the employment rate in BC was 59.6%, and the unemployment rate was 7.8%.

The workforce in the SQCRD was also older than the BC average. In 2011, 11.9% of the employed labour force was aged 15 to 24, and 18.8% was aged 55 to 64. This compared to 12.4% and 16.5% respectively for BC.

In the SQCRD, the top three industries employing the most number of individuals were Transportation and warehousing(13.1%); retail trade (12.3%); and public administration (12.1%). For BC as a whole, the top three industries with highest employment were: retail trade; health care and social assistance; and professional, scientific and technical services. Self-employment was not as common in the SQCRD (11.7% of total workforce) as in the overall workforce in BC (13.7%).

Appendix 4 outlines the identified occupational composition of the workforce in the SQCRD. For occupations not mentioned, it is noted that the size of the occupation would have been fewer than ten persons.

Figure 13 shows the labour force participation rates, employment rates, and unemployment rates for the general workforce in the SQCRD.

Figure 13: Labour Force Participation, Employment, & Unemployment

	Labour Force Participation Rates	Employment Rates	Unemployment Rates
2011	62.8%	53.8%	14.2%
2006	68.6%	58.3%	15.0%
2001	71.9%	60.0%	16.5%

(Source: Statistics Canada, National Household Survey 2011, Census 2006 & 2001)

As shown in Figure 13, labour force participation rates of the region's workforce has been on decline over the ten year period. While there are many reasons for declining labour force participation, but in this case the likely explanation is the ageing of the workforce. With a declining proportion of the overall population in working age, it is no surprise the employment rates have been on the decline.

4.5 SIMILAR JURISDICTIONS

4.5.1 COMPARABLE PORT COMMUNITIES

Jurisdictions with ports across North America were examined looking for comparable models. Key considerations included relatively small populations, isolated communities, and significant port operations.

Thunder Bay, Ontario has an old substantial port, and while remote, it has ten times the population from which to draw workers. Port Alberni on Vancouver Island once boasted the highest wages in the province due to the substantial port operations, but was mostly trading in bulk and break bulk. Coos Bay, Oregon provides a multi-disciplinary port, similar to PR/PE, but is surrounding by a much larger workforce. While these ports all serve international destinations, none of them move containers.

Port of Thunder Bay, Ontario

The Port of Thunder Bay is located at the head of the Great Lakes/St. Lawrence Seaway System, a dynamic navigable waterway that stretches 3,700 kilometres into the heart of the North American continent. In 2015, more than 8.9 million metric tonnes of cargo went through the Port, accounting for approximately 1.6% of Canada's total.[6] The main cargo handled by the port in 2015 was grain, coal, potash, dry bulk, liquid bulk, and general cargo. There is no container traffic through this port.

6 Based on 2011 statistics. "Shipping in Canada" in 2011 produced by Statistics Canada, the last year in which comparative statistics were produced.

The City of Thunder Bay has a total population of 105,950 (from 2011 Census), of which 89,860 are aged 15 and over. Labour force participation rate is 61.3%, indicating that there are about 55,200 individuals in the labour force. Employment rate is 56.4%. About 9.5% of the City's population is of Aboriginal identity.

In comparison, the port in Prince Rupert handled about 4.0% of total cargo through Canada's ports. Main cargo through the port includes containerized cargo (imports such as textile and furniture and exports such as lumber and wood products and agricultural products), wheat, and metallurgical [7] coal. The City of Prince Rupert and Port Edward had a combined population just over 13,000 in 2011 (12,802 in PR and 548 in PE).

7 www.rupertport.com/documents/2014-annual-report/pdf.

Port Alberni, BC

Similar to the Port of Prince Rupert, Port Alberni on the west coast of Vancouver Island is prone to calm waters, is free from any navigational obstacles, and offers a direct shipping route to the Pacific Rim. With a length of just over 40 kilometres and an average width of roughly 1.5 kilometres, the Alberni Inlet can easily accommodate Panamax size vessels.

The Port's primary exports are forest products that have been produced in local mills. This consists mainly of lumber destined to international markets. The Port does not operate any container terminal. According to most recent statistics, the port handled approximately 1.4 million tonnes of cargo in 2011, accounting for 0.3% of Canada's total. The Port directly contributed to 930 jobs in the Alberni Valley. [8]

The City of Port Alberni had a population of 17,390 in 2011 (from 2011 Census), of which 12.7% reported that they were of Aboriginal identity. Similar to Prince Rupert, there is a higher than average Aboriginal population in the 0-15 years age group (31.1%, versus the provincial average of 15.7% in the general population). Total population aged 15 and over was 14,545 in the City of Port Alberni. Labour force participation rate was only 49.2%, and employment rate only 43.7%. Unemployment rate was relatively low at 11%, yet we have to keep in mind that the labour force participation rate was much lower than provincial average.

Port of Coos Bay, Oregon

The Oregon International Port of Coos Bay is located in the Coos County, on the southern coast of Oregon State. It is Oregon's largest coastal deep-draft harbour, also Oregon's second busiest maritime commerce center after the Port of Portland.

However, the port is considered very small in terms of the total tonnage of cargo handled. In 2014, about 1.86 million short tons of cargo went through the harbor, making it the 118th amongst all US ports. [9] The primary types of cargo handled through the port are wood chips and wood in the rough. It does not process any containerized cargo. Similar to Port of Prince Rupert, there is a 134-mile rail line (Coos Bay Rail Link) connecting the port with its customers.

Even though the port is at Coos County, the population base where port workers are drawn from is much larger. The port includes Curry County, Lane County, and Douglas County, in addition to Coos County. [10] The combined population in this area is estimated at 557,700 in 2015.

4.5.2 LESSONS FROM REMOTE AND RURAL COMMUNITIES

The data and analysis in this section indicate that small rural communities such as Prince Rupert and Port Edward have a challenging job to fill both skilled and un-skilled jobs.

Statistical data from the Census and National Household Survey have indicated that rural areas close to urban centres experienced a much higher rate of population growth than more remote rural areas. The population of remote rural areas has also been older than that of rural areas close to urban centres. Remote rural areas had a much higher proportion of people aged 65 and over than metropolitan areas or rural areas close to urban centres.

Existing literature does point to the general guidelines in terms of attracting labour to these communities. [11] Past studies involving best practices reviews suggest that the following are elements of a successful community economic development program:

1. Political Commitment - providing both adequate resources and 'operating freedom.'

2. Investment in economic development:

→ having an Economic Development Officer or equivalent,
→ multiple funding sources and
→ a dedication to research and analysis.

3. Plan or Strategy - a vision for the future is needed for community commitment

4. Participation - broad participation is recommended from Council, business, community groups, and the general public.

5. Collaboration - partnering with community groups, business groups, institutions, service clubs, other municipalities, and other levels of government has proven to be efficient and effective

8 www.portalberniportauthority.ca/files/PAPA%202012%20Economic%20Impact%20Study%206Nov2012%20-%20FINAL%20REPORT.pdf.

9 US Army Corps of Engineers, Waterborne Commerce Statistics Center.

10 http://portofcoosbay.com/index.html

11 See, for example, report to Huron Economic Development Corporation in www.smallbusinesshuron.ca/publications/edri/best_practices_report_final.PDF.

These studies found that the municipalities that have the willingness and initiatives to succeed, can be the driving force in putting forward these measures.

The recommended strategic approaches to be taken include:

1. Capacity Building:
→ Expanding citizenship participation
→ Expanding leadership base
→ Strengthened individual skills
→ Widely shared vision
→ Strategic community agenda
→ Progress toward goals
→ Effective community organizations and institutions
→ Efficient resource utilization.

2. Building on Strengths:
→ A close working relationship between local government and businesses to respond to industry needs more effectively;
→ Strong business relations create the reputation of a good place to do business;
→ Working closely with business adds significantly to the municipality's knowledge base;
→ Such relationships offer early warning of problems and/or reduce the potential for conflict.

3. Self Development: literature has shown that programs to help business start-ups are effective.

SECTION 5: PROFILE OF THE INDUSTRIAL WORKFORCE

5.1 PORT TERMINAL WORKFORCE

In order to fully understand the specific and intricacies of the regional requirements for industrial labour, a detailed description of the main industrial employer, the marine terminals, is presented in the first half of this section. The industrial longshore workforce for the five marine terminals in PR/PE are members of the ILWU through four Locals, based on collective agreements between the ILWU Canada, representing the workers, and the BCMEA, representing the terminal employers:

- ILWU Local 505 has a pool of 405 workers to draw on for four of the Terminals (Fairview Container, Northland Cruise, Westview Wood Pellet, and Prince Rupert Grain), and for log and project cargo ships in the harbor.
- In addition, there is a regular workforce of mechanics, electricians, head checkers, and janitors at Fairview Terminal, which number around 30 per day.
- ILWU Local 523 has a pool of 130 workers to draw from for the Ridley Coal Terminal, largely certified tradespersons: electricians, millwrights, heavy duty mechanics, and heavy equipment operators.
- ILWU Local 514 provides 35-40 foremen to the Fairview Terminal.
- ILWU Local 517 provides foremen to the other terminals.

5.1.1 ILWU 505 LONGSHORE CLASSIFICATIONS

As this study is primarily concerned with the industrial workforce, that is those without prior certifications or designations, a closer examination of the workers from Local 505 is required.
The ILWU Local 505 classifies workers by seniority as determined by the number of hours previously accrued on the job. Local 505 has full union members and five Welfare Casual Board classifications, all with an increasing range of rights and benefits. The table below shows the approximate numbers in each level, and their benefit status.

Figure 14: ILWU 505 Board Membership

ILWU 505 Boards	Benefit Status	Approximate Numbers
Full Members: Full-Time	Full benefits / Hours worked count towards retirement allowance	135
A – Welfare Casuals	Full benefits	60
B – Welfare Casuals	Half benefits	60
C – Casuals	No benefits	30
D – Casuals	No benefits	30
Z – Starting	No benefits	150

The full Union Members, and both the A and B Welfare Casual workers can typically earn enough income to work only this job. Levels C and D workers typically need other income. Level Z workers definitely need other income, or some other accommodations such as living/supported by family.

Approximately 50 members of the Z Board are no longer functional members; they have either never had a shift, or have only had one or two shifts and no longer show up. After two years of inactivity, these workers move to “Inactive” status, and must go through the employers hiring course again to become active.

Traditionally this has been a male dominated industry, although Local 505 had the first woman as a member in the 1990’s. Since the opening of the container port in 2007, many women have been hired. The ILWU 505 currently has about 20% to 25% female workforce, including 10% of the Full Members. First Nations people represent approximately half of the workforce of Local 505. Approximately half the members of Local 505 come straight out of high school or have been unemployed or under employed since high school.

5.1.2 LONGSHORE SHIFTS

The ILWU Local 505 for the industrial workers has three specific sets of shifts each day. While predicting employment day-to-day is uncertain, the shifts are consistent.
There are up to three shifts per day, depending upon the work available:

→ Dayshift: 8:00 am to 4:30 pm
→ Nightshift: 4:30 pm to 1:00 am
→ Graveyard: 1:00 am to 8:00 am

The Day shift is by far the busiest, with the Night shift the second busiest. The Graveyard shift does not operate at all terminals, and may not operate at all on some days.

All Union Members and Welfare Casuals (Boards A & B) are assumed to be available to work 24/7, unless they voluntarily call to unplug.

- Each day, after 4:30 pm they telephone a recorded information tape to see if they are working either Graveyard or Dayshift for the following day.
- If they are not working either the graveyard or dayshift they check the information tape after 12:00 pm (noon) to see if they are working the upcoming nightshift.
- All other casuals check the information tape each day after 4:30 pm to see if there is enough work that they might be required for the Dayshift, the next day.
- If the tape indicates there is work for the Casual Boards, (C, D, and Z) then those members that are available to work, come to the Union Hall at 7:00 am for the Round-Up.
- They are dispatched, first by Board, then by alphabetical order. A “pin” is used to indicate who is next in line for work on each Board.
- If they do not get a job at the 7:00 am Round-Up, they then call the information tape again after 12:00 noon, to see if they are required for the Nightshift or the following Graveyard shift.
- If the tape indicates available work, they show up at the Union Hall at 3:30 pm for Round-Up, and are dispatched where the 7:00 am Round-Up left off.

5.1.3 TERMINAL REQUIREMENTS FOR INDUSTRIAL WORKERS

Unlike almost all other workforces, the need for longshore labour changes daily. The number of workers varies depending upon the number of vessels and the amount of cargo to be loaded or unladed from the vessels to the rail and trucks.

→ Most typical range is 50-100 workers on one shift, up to 300 workers in a day
→ Highest number of longshore workers per day is 300; this reaches the upper limit of the available workforce
→ The lowest number of people working last year was fewer than 20; it only occurred a few times last year
→ Typically, 2-3 days a week, requiring 250 workers a day
→ Typically, 1 day per week may only require 50 workers

The table below shows the requirements of the PR/PE terminals, and the vessels in harbour.

Figure 14: ILWU 505 Board Membership

Terminal/Union	Typical Daily Requirements	Shifts	Notes
Fairview Container (PR) **Local 505**	50 - 300	50 – 100 per shift Up to 3 shifts/day	
Northland Cruise (PR) **Local 505**	10 per vessel	4 hour shifts per vessel	Cruise season May - September
Westview Wood Pellet (PR) **Local 505**	Up to 5 per shift	Usually 1 shift per day	Day shift only Sometimes Nightshift
Prince Rupert Grain (PE) **Local 505**	6 - 12	6 workers per shift Dayshifts and Nightshifts	Slower on weekends Occasional Graveyard shifts
Log Ships **Local 505**	35	Dayshift only 8 or 9 days per ship	Loading log ships in Prince Rupert Harbour 15-20 ships per year
Project Cargo Ships **Local 505**	10	2 shifts per ship	Unloading Project Cargo Ships 5-7 per ships year
Ridley Coal (PE) **Local 505**	130		Permanent Full Time Tradespersons

5.2 INDUSTRIAL WORKFORCE

5.2.1 WORKFORCE SURVEY OF TERMINAL WORKERS

A survey of newer terminal workers was conducted in order to better understand the industrial workforce in PR/PE. The results of the survey provide a variety of insights, but are especially useful for informing Research Question #2 which addresses typical career ladder/progression, and Research Question #3 which addresses where the current industrial workforce has come from. The Port Worker Survey was completed by 53 respondents, of whom 80% (42) were male and 20% (11) were female. The majority of respondents were aged 20-29, and 80% had been working at the terminals for two years or less. Most respondents (85% or 45) were Z Board.

While 77% (41) of workers surveyed said they were ready, able and wanting to work five shifts a week, only two respondents reported actually working four or five days a week. The majority, 74% (40) work only one shift or less per week on average. Despite this, 85% (45) of workers surveyed said they were "Very Confident" or "Confident" that they will have full time work at the terminals within the next five years.

Of the workers surveyed, 35% (18) also hold a second job. Of those, most are employed by fisheries or other natural resource related companies in entry-level positions. Several (4 or 22%) were also self-employed. Half of them (9) have held their second job for five or more years. Despite this established connection to their second job, all but two respondents said they would not keep their second job if they received more shifts at the terminals. The number of shifts respondents wanted before they would leave their second job ranged from three to five or more.

The survey asked respondents about their previous jobs in order to gain insight into the ways in which industrial workers have laddered into their positions with the port. With regards to their most recent jobs, the majority worked in the trades as general labourers, as helpers to ticketed tradespersons, or at entry-level work in natural resources. The second most common response was deckhand or other fishing related occupation. Finally, a few respondents reported that their previous job was in customer service. The majority of these jobs (35%) were held for five or more years.

When asked to think back even further to the job before their previous job, the majority of respondents worked as general labourers, and this was followed by customer service as the most frequent occupation noted. These jobs were held for significantly less time than the most recent previous jobs, with the majority (45%) indicating they had only held the job between one and two years.

Overall, career laddering for survey respondents was predictable with workers maneuvering into positions with greater pay and responsibility over time. Most of the survey respondents indicated that their intention was to obtain full-time employment with the terminals so as to make a long-term career there.

When asked what they liked best about working at the terminals, respondents provided a variety of answers including (in order of reported frequency):

- pay
- fitness/physical labour
- opportunity for advancement and learning new things
- being outdoors
- flexibility and stability

When asked what they like the least about their job at the Port, a majority of respondents (66%) indicated that the lack of shifts is what they liked the least. Other respondents indicated that inclement weather and disrespectful coworkers were what they liked least about the job. Interestingly, five respondents (13%) indicated that they liked everything about working at the terminals.

5.2.2 RECRUITMENT

The BCMEA and the ILWU recruit new workers every couple of years, utilizing different methods, including a general call, targeted applications to workers in closing industries, and through existing union members. Recruiting through existing union members has been the most successful in terms of finding workers with the understanding and expectations of the unusual work patterns.
The BCMEA conducts a five day cognitive and physical testing, primarily on safety issues. The successful candidates then go to the ILWU for final selection, in order to get new workers their registration numbers. Most applicants pass the testing process, and there are supports available for persons with recognized learning disabilities.

5.3 INDUSTRIAL EMPLOYERS

The industrial employers interviewed represented diverse industries, yet all reported that they were experiencing the same challenges around hiring and retaining entry-level workers. The shared assumption is that while high wages will draw workers locally and from further afield, entry-level positions and industries with lower wages will not be able to attract or keep the workers they need to be successful. Particularly in customer service related industries, the business model does not provide for the wages or opportunities that will satisfy workers long-term.

When asked about the labour pools that they traditionally drew from for entry-level employees, a picture emerged of the changing socio-demographic landscape both in the PR/PE area and in wider society. In the past, many families relied on the well-paying natural resource related jobs of their male head of household. Men could hold these jobs over decades and earn enough to support their families. Women often stayed at home until their children were in school and then they would take on entry-level positions on a part-time basis in order to “get out of the house” and supplement the family income.

5.3.1 KEY GROUPS

Women
Over the last twenty years, well-paying jobs have decreased in number and the cost of living has risen. As a result, women’s labour has become critical for families. This has had an impact on the local labour pool as these women have sought higher education and/or worked to move quickly beyond entry-level industrial employment. Likewise, when families move to PR/PE for opportunities, both adults in the family are often professionals.

An additional factor impacting women as a labour pool is the availability and affordability of child care. Some employers noted that the cost of childcare has reached a point where a minimum wage worker cannot justify working outside the home.

Youth

Youth made up another traditional source of labour, with young people filling entry-level positions on a part-time basis, working after school, weekends, and seasonally over summers. In the last ten years or so, employers report that fewer youth are seeking this kind of employment. This is likely due to both demographic shifts, and the shifting focus of youth towards different opportunities. In order to establish better access to youth labour, some employers are attempting to build connections with the School District #52 through job fairs and other initiatives. Still, these efforts seem to bear little fruit for those employers looking to fill low-skill and low-wage positions.

First Nations

In the PR/PE area, First Nations people have been a traditional source of labour for certain jobs. Fisheries related work in particular relied on the seasonal labour of the local First Nations people. As these businesses have downsized and closed, some First Nations workers have become unattached to the labour market and others have moved to northeastern BC or Alberta in search of opportunity. Today, the local Aboriginal population constitutes an under-utilized source of labour – both in terms of those First Nations people living in or near PR/PE, and those working outside the region.

First Nations people face multiple barriers in accessing and maintaining employment. Transportation, childcare, criminal records, lack of driver's licenses, a fear of being labeled, and limited skills and experience were all sited by interviewees as challenges that need to be addressed in order to get the local First Nations population working.

Additionally, it was noted that employers need to have a better understanding of First Nations people and the barriers they face. First Nations workers may have greater success in workplaces with zero tolerance policies for racism, and where more than one First Nations person is employed. Employers can also take steps to help First Nations who have been out of the workforce, to transition back into employment by being open to part-time scheduling and slowly working up to full time.

Interviewees also suggested that employers need a better understanding of First Nations people's cultural obligations and planning accordingly would help break down some barriers that lead to First Nations workers quitting or being fired. For example, if a death occurs, First Nations workers need time off to attend to cultural traditions.

Of the First Nations workers who have moved to other jurisdictions for employment, many would move back if there were opportunities in PR/PE. These workers could be very valuable to local employers as they could provide a much needed bridge to the local First Nations labour pool. These workers could provide on site mentorship and support to new First Nations workers, and help maintain a workplace culture that values First Nations people.
Immigrants

Immigrants

Some employers noted that an influx of immigrants could serve as a viable pool of labour. However, nobody interviewed was currently undertaking activities to support or encourage immigration to the area. Another potential pool of labour identified by employers was workers from Alberta. As the downturn in oil and gas continues to impact Albertans, some workers will come to the northwest to work at the port or on potential LNG projects. The hope is that these workers will bring with them spouses and youth who may be able to fill some of the demand for entry-level workers in other industries.

5.3.2 CHALLENGES

Recruitment

Each employer interviewed expressed that they are currently unable to meet their labour needs. When asked about their recruitment practices and cycles, all employers, except those with seasonal work, indicated that recruitment is an ongoing activity. Significant resources and energy are being expended trying to recruit new workers. Most employers participate in job fairs, post want-ads in all manner of local and national media, and attempt to make connections with potential workers via community organizations and existing employees. Likewise, some employers noted that they would refer applicants to other employers if they weren't a good fit for their business but might fit well in another.

Retention

When asked about the steps they were taking to retain their existing labour force, most employers indicated that they were working to incorporate greater flexibility for their workers. For example, one employer said that she "works to make the job fit the employee" by tailoring it to their needs: if a worker needs to work split shifts so they can collect their children from school, the employer will work to accommodate that. Likewise, another employer noted that if their workers were commuting from out of town and needed a later start time, they would accommodate that rather than lose the worker. Closing on holidays was another way employers are offering flexibility to workers.
Overall, it is clear that industrial employers are currently experiencing a labour supply shortage and are expecting that shortage to become more critical over both the short and long term. While employers are working hard to think outside the proverbial box to address the challenges they are facing, none indicated that they felt a solution was in sight.

Pressures from the Container Terminals

While recruitment and retention challenges have been building over the last ten years, with the opening of the port the pressure on local employers has been magnified significantly. The first wave of terminal hires drew heavily from industrial employers. One employer described it as a skills drain for their operation, in that all employees with a certain level of skill were lost to the terminals. These workers have not yet been replaced and some employers have had to shift their business model in order to accommodate the lack of skilled workers available, and, while causation couldn't be directly confirmed, some small businesses even closed.

Each employer interviewed had concerns for the future of their operation and expressed low confidence that they would be able to meet their labour needs over the next two to five years. One employer noted that Phase 2 of the terminal expansion would make it "impossible" to staff his business unless he could offer higher wages – a possibility seen as highly unlikely.

SECTION 6: PRINCE RUPERT/PORT EDWARD INDUSTRIAL WORKFORCE ANALYSIS

This section looks at the three Research Topics in the subsequent Sub-Sections, along with the eleven Research Questions, first identified in Figure 1 of Section 2.2. In some cases, two Research Questions are combined into a single response as there is sufficient cross-over. Section 6.3 then presents an analysis and response to the overall Research Problem.

6.1 EVOLUTIONARY ELEMENTS OF THE LABOUR POOL

A. What are the evolutionary elements and origins of the current labour pool?

1. How have rural community populations changed with economic growth over the last 30 years? In BC? In select rural communities in Canada?

Rural and remote communities in BC and Canada have all faced similar patterns over the last thirty years, a continuous decline in populations, even as resource extraction in these regions continues. Specialization, automation, globalization, and urbanization have all drawn people from these communities to the cities. Of course there are examples of boom-towns, but the populations are dependent upon the boom.

In addition, many natural resource extraction operations now utilize fly-in/fly-out models of their workforce, limiting the impact and benefits on the local communities. A tradesperson in Prince Rupert could just as easily work in nearby Kitimat as they could in Fort McMurray, Alberta.
While the communities with significant port operations can provide a different model, most of the ports in the smaller remote communities tend to specialize in bulk and break-bulk, moving the natural resources from the area, and are thereby subject to the same whims of commodity pricing as the boom bust cycles.

The PR/PE terminals bring in a unique factor with the international container terminal, which is not dependent upon one or even several commodities, but remains reliant on international trade. Additionally, since the Port is situated closer to Asia than the other west coast ports, and yet remains tied to the intercontinental supply chain system through rail, PR/PE is in a great position to withstand global downturns, as they become the most cost effective Port in times of cost cutting.

Prince Rupert, like so many rural communities in BC and Canada struggles to maintain its population, struggles to attract new people, and therefore struggles to maintain an infrastructure and set of services. It can be a vicious cycle.

2) What is the typical career ladder/progression for industrial workers in PR/PE?

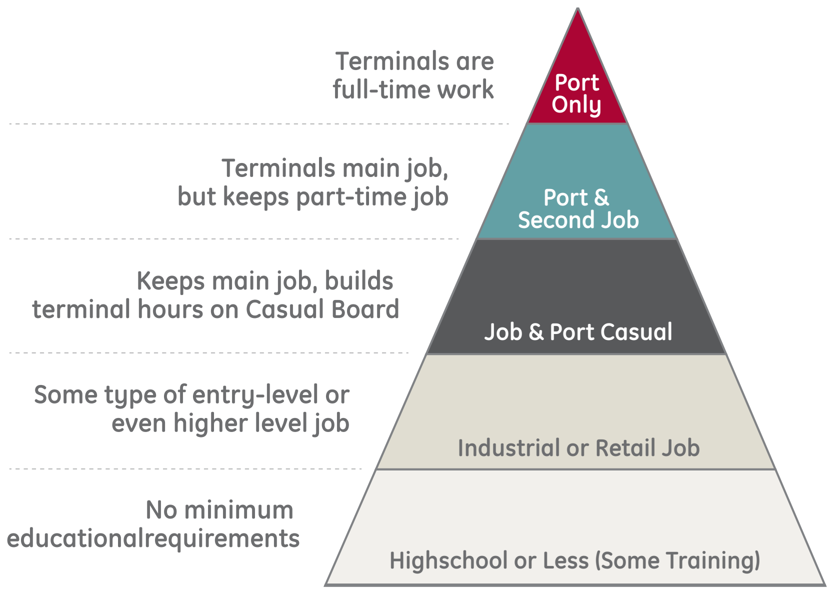
3) Looking at the workers who have entered into, and stayed with, local industrial employers' industries in the last 5 last years: where have they come from?

There is no one typical career ladder or pathway for industrial and terminal workers: some come straight out of high school, some are recruited from the natural resource sector or the construction industry, and some come from industrial facilities that have closed. More recently, new workers have been recruited through the existing workforce.

However, the commonalities seem to be in how they keep a second job while moving up the union board from causal to full-time. The workers start with a variety of educational backgrounds, from less than high school, to high school completion, to some post-secondary or other training. Most typically, have some other job, in a variety of sectors.

Once they get accepted into the union Casual Boards they tend to treat the Port job as the second job, and eventually gain enough hours to treat the second job as the part-time job. Many people in the region prefer to keep that second job, as they have not yet established trust in a large industrial employer. However, once they reach the top of the union Casual Boards they tend to let go of their part-time job.

Figure 16: Typical Career Laddering of the Terminal Workforce



This figure presents a view of the progression of career paths for many of the terminal workers.

4. Can the above labour supply be relied upon to meet short (2 years) and long term (5 years) needs?

5. Can it be determined if, or when, a wall will be reached where there are insufficient skilled and indsutrial local workers to supply the need?

The local workforce is currently stretched to meet the demands of local employers. While the terminals and higher paying industrial employers are able to find local workers, the lower paying retail and hospitality workforce is experiencing difficulties recruiting good workers, and is experiencing the loss of good workers to other employers.

Should the demand for local heavy and light industry increase due to LNG or other projects, this is expected to consume many of the Casual Board members, at least temporarily, as well as many of the good workers in the Prince Rupert region. This will leave the local retail, hospitality, and even light industrial sector with serious labour issues.

For the next two years, the local labour force can be stretched a little further, but not much beyond five years. The Port expansion in 2017, combined with no growth in the youth population and local retirements will create that wall by 2020.

6.2 ISSUES IMPACTING LOCAL LABOUR SUPPLY

B. What are the issues impacting the local labour supply?

6. What are the impacts on the local labour supply resulting from the other major BC infrastructure projects?

Forestry and fishing will continue with their seasonal demand for workers, providing jobs for many new workers. As the cornerstone of the local economy, these jobs will continue to attract new workers, but in lower numbers and in shorter timeframes.

The Alcan upgrading project in Kitimat is an interesting example of the nature of mega-projects and the local labour force. Even though the project was in relative close proximity to Prince Rupert, the fly-in fly-out nature of the workforce resulted in very few direct benefits to the Prince Rupert economy.

However, the investments to be made in the LNG terminals are significantly larger, and if one or even two are located in the Prince Rupert / Port Edward area, the workforce implications will be huge. Over the last five years, the region has already felt the benefits of environmental assessments, consultations, conferences, and other activities just in preparation to make a final investment decision on an LNG terminal. If such an investment is made, new dollars are expected to flow to communities, First Nations, and to existing contractors and suppliers.

The communities have also experienced the down side with spikes in housing prices, as well as the overall cloud of uncertainty. Additionally, not all residents are supportive of these projects, sometimes creating a division amongst friends and families.

7. What issues must be addressed to successfully develop labour in the region?

The development of the labour force in terms of skills and experience is not so much the issue as the sheer numbers of people required. The region simply has a very small population base from which to draw.

However, some employers have raised the issue of work ethic and a growing sense of entitlement, limiting productivity. In order to meet the demands of the local industrial workforce – Port and others – workers will need to boost their productivity through a stronger work ethic, and through additional on the job skills. Technology is ever changing and will likely be a part of the labour solutions in the near future, so the workers must be able to adapt to maximize their productivity.

The other issue is, of course, wages. While the Port pays the highest wages, other employers might have to raise wages to compete, even if this may force some into tough or even untenable situations. Unfortunately for employers in retail and hospitality, their business models limit their ability to raise wages. As such these employers will need to continue to be flexible and creative in their recruitment and retention strategies, including offering more part-time options.
Other issues to be considered include a more integrated workforce between industrial employers, and creating a large labour pool by building connections with the School District, First Nations, and community organizations serving minority populations.

8. What issues must be addressed to successfully attract labour to the region? (i.e. migration and labour mobility)

The region has both high migration out and low migration in. Numerous factors have been cited, including: the weather, the distance to other locations, the lack of housing options, limited shopping, and limited health, education, and recreation services.
The good news is that the people that stay want to stay and build their lives in the region. The area boasts some of the most stunning scenery in all of British Columbia, with weather that may include lots of rain, but not the freezing temperatures of Fort McMurray or other places across Canada.
The region has been home to people for millennia providing clean water, fresh air, fish and wildlife, and community. There are opportunities to expand upon what already exists through investment in infrastructure and communications.

6.3 POTENTIAL SOURCES OF LABOUR

C. What are the potential sources of labour?

9. What are the potential local and other labour supply pools that could be engaged? (for both skilled and industrial workers)

The local labour pool is fairly topped out. Some people expressed the idea that everyone who wants to work is working, and that there are no untapped labour pools. However, there remains movement within the labour force, and interest in all of the jobs from retail to light industry and the terminals.

The local First Nations – Lax Kw’alaams and Metlakatla - have young populations with many people still unemployed and under-employed. Issues or challenges to the workforce include transportation and daycare, as well as the soft skills of confidence and the understanding of the workforce.

Outreach can also be made to other area First Nations and their members including Gitxaala (Kitkatla) and Gitga’at (Hartley Bay), as well as the Nisga’a local and other Aboriginal people.

While women make up a large proportion of the retail and hospitality workforce, they make up a much smaller proportion of industrial workers. Opening up the industrial, construction, and natural resource industries to women – both through communications and actual results – can provide opportunities for an under-utilized but very significant portion of the workforce.

As well, recent and not-so recent immigrant groups such as the Indian, Vietnamese, and Chinese communities can provide specific outreach opportunities.

The terminals and other employers have had success recruiting from mills and canneries when they close, from completed construction projects, and from end of season fishing and forestry workers. These types of recruiting initiatives all have the opportunity to re-organize and re-energize the local workforce. These opportunities tend to be ad hoc, but can provide a source of good workers. Currently, there are no other similar operations in the region expected to close from which to draw workers.

Finally, the high schools provide a graduating class each and every year. While many students may choose opportunities outside the region, and others may pursue further education or training as the next immediate step, there are still groups of graduates looking for a local opportunity.
While none of these options may provide large numbers of workers, or be timely to the needs of the employers, together they constitute the best options to continuously engage the local workforce.

10. Where will future workers come from and what will be the effect on other businesses?

The terminals, to some extent, and the local workforce to a larger extent, need workers from the outside. The Prince Rupert Port Authority, the LNG companies, and other large specialized employers routinely recruit and hire professionals from across BC and Canada to provide specialty services. Local retail and industrial employers must also look to recruit from outside the region for skilled and experienced workers, as well as industrial and entry-level workers.

With the 2017 Port expansion and the potential third berth expansion, the longshore workers alone could account for over 10% of the entire region's population, never mind the labour force. This future labour scenario needs to be supported by a larger workforce overall. The network of light industry to support the terminal operations will need to expand as well, plus the network of services.

While contributing large salaries to the region, a greater demand for retail services will be created, as well as education, health care, and recreation. This will put demands on all of the other parts of the local workforce, which are also already stretched.

11. What are the prospects to back fill and grow the local labour pool?

Other than the scenarios outlined, there are minimal opportunities to back fill or grow the labour pool. The flat youth population combined with the older workers ageing out of the labour force means a declining overall pool.

While there is no specific statistics available pertaining to the extent of under-employment in the PR/PE area, one source of labour supply that can potentially be utilized is the number of unemployed persons. Based on data from the 2011 National Household Survey, of the 14,875 total population in the 15 and over age group, 1,330 were unemployed, or 14.2% of the labour force. More study and analysis should be taken to understand the nature of their unemployment – whether individuals were in transition to a different job, or if they face skill mismatch.

6.4 RESEARCH PROBLEM: SUFFICIENT SUPPLY OF LOCAL LABOUR

Is the supply of local labour sufficient to meet the demands of the PR/PE port facilities and related employers?

The initial research problem can be viewed two parts.

1. Is the supply of local labour sufficient to meet the demands of the PR/PE port facilities?

The answer is yes for now, for the current projects.

Invariably, the high wages will attract local workers.

The BCMEA and ILWU 505 are confident that they can recruit enough workers from the local pool. The success of the last hiring call generated sufficient leads to local workers with minimal effort, by utilizing the existing workers as recruiters. There is room to grow this concept, and room to make the hiring process more transparent and predictable to those outside the circle of port workers, and outside the region. Previous recruitment drives from closing facilities like fish plants, seems to have been exhausted for now.

There are opportunities to better understand and utilize existing Casual Board members through direct communications with the workers. In particular there are a number of Casual Board members who have never accessed a shift.

While there have been success recruiting women and First Nations people, there are other local groups, such as South Asian people, that could be targeted for group hires as well. Increased flexibility in the shifts, or an adjustment of some timing issues, could allow for greater participation by women, and those looking after families.

The communications to the community needs to open up the hiring process, and explain how one builds hours, seniority, and a career.

2. Is the supply of local labour sufficient to meet the demands of the related employers?

No, and in the future it will get tighter.

There is a problem now, with many local employers experiencing difficulties recruiting, and more importantly retaining workers, and in particular good workers. The Port expansion is expected to exacerbate the situation, as many of the workers lost to the Ports are not their low-skilled workers, but those with skills, ambition, and aptitude. The other employers cannot come close to matching the wages of the Port opportunities for any type of industrial jobs, even in management.

The limited numbers of young people, with limited local post-secondary education and training opportunities, contributes to high levels of out-migration. The fastest growing demographic is seniors, set to retire. The ageing of the local workforce means that as the second berth opens, and the third berth moves from planning to construction, the local workforce will start to retire, putting further pressure on an otherwise tight workforce.

The terminals and the local employers will have difficulty recruiting non-locals for their entry-level jobs. The terminals will have difficulty recruiting for the entry-level Casual Board as it also requires a second job, and the other employers will have difficulty recruiting low-skilled workers for entry-level low-paying jobs.

It is very difficult for these employers to recruit for entry-level low-skilled positions from out of the immediate area, and it is definitely difficult to recruit for these positions from outside the region.

There is a need to increase both the quantity and quality of the local labour force participation. While there are no major closures in the foreseeable future, the employers should all be aware of any impending opportunities for recruitment.

SECTION 7: CONCLUSION

7.1 KEY FACTORS FOR CONSIDERATION

Key Factors for Consideration

1. Static Population: The small and static population has resulted in little or no growth in local amenities, which makes recruiting people from outside the region problematic.

- The local amenities such as shops, restaurants, and community meeting places are limited.
- The rain forces many social activities indoors, which can seem insular to newcomers.

2. Limited Land: There is limited land in the area.

- Limited opportunities for other industrial activities, means limited work opportunities for other industrial workers moving up the ladder
- Limited housing stock for newcomers

3. Major Projects: The ups and downs, and promises of major projects

- More than most areas in BC, Prince Rupert has had numerous promises and false starts of major projects, resulting in a boom and bust mentality and skepticism for the Port work
- Speculation as the result of potential major projects like LNG has twisted the local housing, land and labour markets

7.2 KEY FINDINGS

Below is a list of key findings:

1. PR/PE is moving from an economy largely based on natural resource extraction and manufacturing, to an economy based on trade and services. The economic transition continues.

2. The economic transition in the region has not lead to an increase in population in the region.

3. The regional population is older, with higher proportions of First Nations people, unemployed people, and tradespersons than the rest of the province. There are also lower proportions of immigrants, high school graduates and people in the labour force. The unemployed, (heightened because of the seasonality of much local work), and those not in the labour force may potentially meet the need for entry level workers.

- The proportion of 65 years and older in the Regional District of Skeena-Queen Charlotte (SQCRD) is 14.6% in 2015, and is projected to increase to 23.3% by 2030. In absolute numbers, this group will go from 2,670 in 2015 to 4,670 by 2030. By comparison, the proportion of seniors in BC is 17.5% in 2015, expected to increase to 23.9% by 2030.
- In the region, 43% of the population has Aboriginal identity, compared with 5.4% in BC's overall population. There were 7,980 persons of Aboriginal identify in the region in 2011.
- Unemployment rate was 14.2% in the region in 2011, compared with 7.8% average for BC. The number of unemployed was estimated at 1,330 in 2011.
- Labour force participation rate in the region was 62.8% in 2011, lower than the provincial average of 64.6%. The number of persons not in the labour force was estimated at 5,530 in the region.
- The proportion of the adult population having completed a trades certificate was 13.3% in the SQCRD, higher than the BC average of 11.7%. The proportion of the adult population who had completed other types of post-secondary training and education in the SQCRD was lower than the BC average

4. PR PE is unique in the fact that it is really a "First Nations Town" due to the portion of population. Really unlike no other in Canada.
5. Overall, the local labour pool is shrinking.

→ School age youth (15-19 years old) in the workforce is declining as a percentage of the overall population, is expected to decline at a rate of 0.8% per year from 2015 to 2030. In absolute numbers, the population in this age cohort is expected to decrease from 1,259 in 2014 to 1,114 by 2030.
→ However, those entering the labour force (20-24) are staying constant. From 2014 to 2030, this cohort is expected to experience a modest increase at a rate of 0.3% per year. In absolute values, the cohort will increase from 1,112 in 2014 to 1,162 by 2030.
→ The regional population is ageing, and ageing fast. Retirements in large proportions are pending soon. The group of 65 years and older is projected to increase from 2,516 in 2014 to 4,674 by 2030.
→ The regional population displays the continuing trend from rural to urban areas and from smaller to bigger centers.

6. Some current terminal workers want more shifts and thus are part of an increased supply of labour.

7. New Terminal workers come from general labour jobs and customer service jobs. Increased pay is the greatest attractor to changing jobs.

8. As the terminals draw workers from retail and other services, and it is hard for these employers to recruit, it diminishes the future supply pool which the terminals can draw from.

9. To get more people into the labour force, whether at the terminals or in services, understanding the barriers and developing local solutions for the following is needed

→ increase the participation of local First Nations in town and on the reserves
→ Increase the participation of local women
→ Increasing the participation of the local part-time workforce

10. A plan is needed to increase the participation of the local workforce and position PR to be more inviting to non-local workers such as immigrants and those from BC and rest of Canada.

APPENDIX 1

SECONDARY DATA SOURCES

SECONDARY SOURCES

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BC Stats. Population Estimates and Projections.	www.bcstats.gov.bc.ca.
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APPENDIX 2
STAKEHOLDER INTERVIEWS

STAKEHOLDER INTERVIEWS

Name::	Position:	Organization:
Peter Allen-Reid	Area Representative	BC Commissionaires
Maynard Angus	Manager Community Relations	Prince Rupert Port Authority
Kristina De Araujo	Director of Corporate Services and Business Development	Quickload
John Beckett	Vice-President Training, Safety and Recruitment	BCMEA
Ron Brinkhurst		Tidal Transport
Chris Bromley		Bandstra Transportation
Michelle Bryant	Corporate Affairs Manager	Ridley Terminal
Philip Clement	Director of Lands	Metlakatla First Nation
Tyler Halliday	Operations Manager	AMIX Group
Tom Harwood	Manager	Pathways to Success
Peter McSorley		Gat Leedm Trucking
Tom MacDonald	Secretary-Treasurer	International Longshore and Warehouse Union, Local 505
Michael Melia	Health Services Administrator	Northern Health
Rosa Miller	President	Prince Rupert Chamber of Commerce
Ian Munson	President	Bear Creek Group
Mark Newbery	Maintenance Superintendent	Prince Rupert Grain
Valerie Oakes	Crewing Officer	North Coast BC Ferries
Herb Pond	Community Relations Advisor	BG Group
Steve Robin	Terminal Manager Westview Terminal	Pinnacle Pellet
Sharon Rothwell	Manager	Rona/Tyee Building Supplies
Jim Rushton	Manager Labour and Corporate Government Affairs	DP World Fairview Terminal
Chris Sankey	Councillor	Law Kw'alaams
Paul Vendittelli	Economic Development Officer	City of Prince Rupert
Lori Wilson	Manager	Canadian Fishing Company

APPENDIX 3

INTERVIEW GUIDE EMPLOYERS AND COMMUNITY ORGANIZATIONS

INTERVIEW GUIDE: EMPLOYERS

These Interviews are being conducted as a part of Prince Rupert/Port Edward Labour Supply Study, to study the availability of the industrial, and impact of the anticipated port expansion on such pool of labour. This study is being conducted to provide insight and information on current and potential PR/PE labour, and will inform the development of an action plan to help PR/PE employers access the identified local labour supply sources.

Interviews are expected to take no more than 20 minutes, and responses to will be kept confidential and presented only as amalgamated data.

RESPONDENT INFORMATION

Name: ______________________________

Organization: ______________________________

Title: ______________________________

INTERVIEW QUESTIONS:

1. What type of work is your main focus?

a. Marine Terminal and Support
b. Rail/Air
c. Trucking
d. Natural Resources – Fishing/Forestry/Environmental Services
e. Construction/Camps/Manufacturing
f. Tourism/Hospitality
g. Retail
h. Other: Specify: ______________________________

2. What is the average size of your workforce?

3. How has your industrial workforce changed over the last 5 years? Describe.

→ *How is it different from 10 or 30 years ago?*

4. Where do your industrial workers come from?

→ *Has this changed over the last 5 years?*

5. What are your typical sources of local industrial labour today?

→ *What have they been in the past? In the future?*

6. When your workers leave your company, where do they usually go?

→ *Has this changed over the last 5 years?*

7. How do you recruit new hires of industrial workers?

a. Has this changed over the last 5 years? If yes, how?

8. Have you had problems recruiting new hires?

→ *Please describe (Lack of applicants/interest; respondents not qualified; wage/compensation not competitive?)*
→ *Is this a change over the last five years? What did you do?*
→ *Any innovative approaches to share?*

9. Do you believe the local labour supply can be relied upon to meet your needs:

→ *In the short term (2 years)? In the longer term (5 years)?*

9. How many applicants do you get per job opening?

→ *How many of these would you consider quality applicants?*

10. What skills or certificates if any do you require of your industrial workers?

→ *What skills and certificates do you provide for your employees?*

11. Where do you envision potential sources of industrial labour in the region?

12. What do you see as the biggest challenges employers like you face in attracting labour to the community?

13. Are you considering alternative approaches to make sure you have the workers you need in the future? e.g. shared pool, casual pool etc.

14. When hiring in the past, have you ever hit the point where you have not had sufficient numbers of qualified applicants? If so, please describe the conditions.

15. Is there anything related to labour supply that we haven't discussed that you think is important for the study to consider?

INTERVIEW GUIDE: COMMUNITY ORGANIZATIONS

These Interviews are being conducted as a part of Prince Rupert/Port Edward Labour Supply Study, to study the availability of the industrial labour, and impact of the anticipated port expansion on such pool of labour. This study is being conducted to provide insight and information on current and potential PR/PE labour, and will inform the development of an action plan to help PR/PE employers access the identified labour supply sources.

Interview are expected to take no more than 20 minutes, and responses to will be kept confidential and presented only as amalgamated data.

RESPONDENT INFORMATION

Name: ______________________________

Organization: ______________________________

Title: ______________________________

INTERVIEW QUESTIONS:

1. **What is the mandate or focus of your organization?**

2. **How has the local labour force changed in the last 5 years?**

→ *How is it different from 10 or 30 years ago?*

3. **How have port expansions in the past changed the community labour force?**

4. **What are the typical local pools of labour today?**

→ *What have they been in the past?*

→ *What do you think they will be in the future?*

5. **What do you see as typical career ladders for industrial workers?**

6. **Do you think there are barriers to developing a local labour force? Please explain.**

7. **What do you see as the biggest challenges employers face in attracting labour?**

8. **Is there anything related to labour supply that we haven't discussed that you think is important for the study to consider?**

APPENDIX 4

PORT WORKER SURVEY

ASIA PACIFIC GATEWAY
SKILLS TABLE

WELCOME

This is a survey to gather the opinions of existing ILWU 505 Casual and Starting Board Members. The responses you provide will inform an analysis of the issues impacting the local labour supply, and potential sources of labour that can be engaged to meet current and future labour supply needs in the Prince Rupert/Port Edward area.

Your individual responses to the survey questions will be kept confidential and will only be presented as a group. This is your chance to speak your mind!

There are 25 questions, and the survey should take about 10-15 minutes to complete.
This study is sponsored by the Asia Pacific Gateway Skills Table, and directed by a Steering Committee of local employers, union, and community leaders, to learn more about the Prince Rupert/Port Edward workforce. The research is being conducted by the firm of Roslyn Kunin and Associates Inc.

If you have any questions or concerns on this study, please contact Krista Bax, Executive Director, Asia Pacific Gateway Skills Table at (604) 684-1471 x105 or krista@apgst.ca.
If you have a second job, you may get a similar survey through the other employer. Please just complete one or the other.

Thank you

SURVEY

PRINCE RUPERT / PORT EDWARD SURVEY FOR PORT WORKERS

1. Are you male or female?
○ Male
○ Female

2. What is your age?
○ 19 or younger
○ 20-29
○ 30-39
○ 40-49
○ 50- or older

3. How long have you been working for the Port as an ILWU member?
○ Less than 1 year
○ 1-2 years
○ 2-5 years
○ 5 or more years

4. Which is your current ILWU Board status?
○ Full Member
○ A - Welfare Casual
○ B - Welfare Casual
○ C - Casual
○ D - Casual
○ Z - Starting

5. Approximately how many Port shifts are you currently ready and able to work per week? (Choose the best answer.)
○ Less than 1
○ 1
○ 2
○ 3
○ 4
○ 5

6. Approximately how many Port shifts do you typically work per week? (Choose the best answer.)
○ Less than 1
○ 1
○ 2
○ 3
○ 4
○ 5

7. Approximately how many Port shifts would youlike to work per week? (Choose the best answer.)

○ Less than 1
○ 1
○ 2
○ 3
○ 4
○ 5

8.How confident are you that you will have full time employment at the Port within the next 5 years?

○ Very Confident
○ Confident
○ Unsure
○ Somewhat Unconfident
○ Not Confident

9.How confident are you that you will have full time employment at the Port within the next 10 years?

○ Very Confident
○ Confident
○ Unsure
○ Somewhat Unconfident
○ Not Confident

As many Port workers have more than one job, we would like to know a little about your other job if you have one.

10. Are you currently working another job?

○ Yes
○ No (please skip to question 17)

11. Who is your other employer?

____

12. What is your job title?

____

13. How long have you been working there?

○ Less than 1 year
○ 1-2 years
○ 2-5 years
○ 5 or more years

14. Approximately how many hours per week do you work there?

____

15. Will you keep this other job even with more shifts at the Port?

○ Yes
○ No

If "Yes", why?

____

____

____

16. Approximately, how many Port shifts per week do you need in order to give up the other job?

○ 1 Shift
○ 2 Shifts
○ 3 Shifts
○ 4 Shifts
○ 5 or more Shifts

Here we have a few questions about some of your previous jobs.

17. Thinking of your last job, before your job at the port, who was your employer?

____

18. What was your job title?

____

19. How long did you work there?

○ Less than 1 year
○ 1-2 years
○ 2-5 years
○ 5 or more years

20. Thinking of your second last job, who was your employer?

____

21. What was your job title for that job?

____

22. How long did you work there?

○ Less than 1 year
○ 1-2 years
○ 2-5 years
○ 5 or more years

Finally we have a few questions about what it's like to work at the Port.

23. What do you like best about your job at the Port? Please explain:

____
____
____

24. What do you like the least about your job at the Port? Please explain:

____
____
____

25. Please indicate how challenging (or not) you find the following aspects of working at the Port:

	Not Challenging	Somewhat Challenging	Neutral	Challenging	Very Challenging
Shift work	O	O	O	O	O
Check-In times	O	O	O	O	O
Check-In process	O	O	O	O	O
Child Care or Family	O	O	O	O	O
Care	O	O	O	O	O
Transportation to Worksite	O	O	O	O	O
Working outdoors	O	O	O	O	O
Uncertainty around the amount of work available each month	O	O	O	O	O

Thank you for taking the time to complete the survey!

If you are interested in reviewing the results of this study, a preliminary report will be published on www.apgst.ca in April or May 2016. A copy of the report will also be provided to the ILWU Local 505. The final report will also be available through these channels at a later date.

APPENDIX 5

OCCUPATIONS IN THE SKEENA QUEEN-CHARLOTTE REGIONAL DISTRICT

OCCUPATIONS IN SKEENA QUEEN-CHARLOTTE REGIONAL DISTRICT

NOC	Occupational Title	# workers
Total	**All NOCs in select region**	**8015**
A211	Retail trade managers	320
G211	Retail salespersons and sales clerks	270
E132	Elementary school and kindergarten teachers	205
G961	Food counter attendants, kitchen helpers and related occupantions	205
B511	General office clerks	160
G933	Janitors, caretakers and building superintendents	160
D112	Registered nurses	145
E217	Early childhood educators and assistants	145
H811	Longshore workers	140
B211	Secretaries (except legal and medical)	130
E212	Community and social service workers	130
G412	Cooks	130
G311	Cashiers	120
B311	Administrative officers	115
H121	Carpenters	115
H411	Consturction milwrights and industrial mechanics (except textile) / H417 Textile machinery mechanics and repairs	115
H812	Material handlers	115
E022	Social workers	105
1172	Fishing Vessel skippers and fishermen/women	105
B011	Financial auditors and accountants	90
G812	Elementary and secondary school teacher assistants	90
G972	Grocer clerks and store shelf stockers	85
H412	Heavy-duty equipment mechanics	85
H711	Truch drivers	85
H821	Construction trades helpers and labourers	85
B533	Customer service representatives - Financial services	80
E131	Secondary school teachers	80
G611	Police officers (except commissioned)	80
G942	Bakers	75
I212	Landscaping and grounds maintenance labourers	75
B111	Bookkeepers	70
B514	Receptionists and switchboard operators / B524 Telephone operators	70
G513	Food and beverage servers	70
G931	Light duty cleaners	70
H733	Deck crew, water transport / H734 Engine room crew, water transport	70
H712	Bus drivers and subway and other transit operators	65
J173	Fish plant workers	65
B571	Shippers and receivers	60
A302	Banking, credit and other investment managers	55
A361	Other service managers	55
H735	Lock and cable ferry operators and related occupations / H736 Boat operators	55
A012	Senior government managers and officials	50
C173	Deck officers, water transport	

NOC	Occupational Title	# workers
Total	**All NOCs in select region**	**8015**
G011	Retail trade supervisors	50
G131	Insurance agents and brokers	50
G512	Bartenders	50
H221	Stationary engineers and auxiliary equipment operators / H222 Power	50
	systems and power station operators	50
I161	Chain saw and skidder operators	
D313	Other assisting occupations in support of health services	50
E033	Business development officers and marketing researchers and consultants	45
H611	Heavy equipment operators (except crane)	45
H713	Taxi and limousine drivers and chauffeurs	45
J318	Labourers in fish processing	45
A221	Restaurant and food service managers	45
A323	School principals and administrators of elementary and secondary	40
	education	40
D312	Nurse aides, orderlies and patient service associates	40
E121	College and other vocational instructors	40
G631	Security guards and related occupations / G625 Other protective service occupations	35
A112	Human resources managers	35
A371	Construction managers	35
B531	Accounting and related clerks	35
C021	Biologists and related scientists	35
C002	Forestry professionals	35
G715	Hotel front desk clerks	35
H017	Contractors and supervisors, heavy construction equipment crews	35
H111	Plumbers	35
H326	Welders and related machine operators	35
H831	Public works and maintenance labourers	35
A114	Other administrative services managers	30
A141	Facility operation and maintenance managers	30
A332	Government managers - Economic analysis, policy development and program administration	30
A334	Other managers in public administration	30
C171	Air pilots, flight engineers and flying instructors	30
C174	Engineer officers, water transport	30
G971	Service station attendants	30
H211	Electritians (except industrial and power stystem)	30
I151	Loggin machinery operators	30
I216	Logging and forestry labourers	30
J319	Other labourers in processing, manufacturing and utilities	30
A011	Legislators	25
A391	Manufacturing managers	25
B112	Loan officers	25
B415	Supervisors, recording, distributing and scheduling occupations	25
B553	Customer service, information and related clerkes	25
C142	Electronic service technicians (household and business equipment)	25
F154	Program leaders and instructors in recreation, sport and fitness	25
G612	Firefighters	25
H714	Delivery and corier service drivers	25

NOC	Occupational Title	# workers
Total	**All NOCs in select region**	**8015**
A111	Financial managers	25
A131	Sales, marketing and advertising managers	20
A222	Accommodation service managers	20
A321	Managers in health care	20
B318	Immigration, employment insurance and revenue officers	20
B513	Records management and filing clerks	20
C122	Agricultural and fish products inspectors	20
C181	Computer network technicians	20
D012	General practitioners and family physicians	20
D211	Medical laboratory technologists and pathologists' assistants	20
G811	Visiting homemakers, housekeepers and related occupations	20
A014	Senior managers - Healthy, education, social and community services and membership organizations	20
B312	Executive assistants	15
B562	Letter carriers	15
B572	Storekeepers and parts clerks	15
C121	Biolological technologists and technicians	15
C123	Forestry technologists and technicians	15
D215	Medical radiation technologists	15
E023	Family, marriage and other related counsellors	15
F144	Artisans and craftspersons	15
G814	Babysitters, nannies and parents' helpers	15
I181	Fishing vessel deckhands	15
A331	Government managers - Health and social policy development and program administration	10
B314	Property administrators	
B522	Data entry clerks	10
B532	Payroll clerks	10
B561	Mail, postal and related clerks	10
C155	Mapping and related technologists and technicians / C113 Meteorological	10
	technicians	10
D234	Ambulance attendants and other paramedical occupations	
E034	Social policy researchers, consultants and program officers	10
F036	Painters, sculptors and other visual artists	10
I171	Fishing masters and officers	10
J134	Water and waste plant operators	10
		10

ASIA PACIFIC GATEWAY
SKILLS TABLE

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Prince Rupert / Port Edward
Labour Supply Study
—
Final Report
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Prepared by
Asia Pacific Gateway Skills Table