

ASIA PACIFIC GATEWAY SKILLS TABLE

2015 – 2016 BUSINESS PLAN

Content:



May 2015

‘Who We Are’

Our mandate

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

We achieve our mandate by:

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

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

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

Our vision and mission

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

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

Our values

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

Integrity

We act with honesty, fairness and transparency.

Trusted partner

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

Unique value

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

Excellence

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

Our governance

At present, we are governed by a 20-member stakeholder advisory board with representatives from all Gateway sectors.

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

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

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

BACKGROUND

‘Where we have been’

2008 - 2011

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

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

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

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

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

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

Priority	Completed Programs & Projects
1. Provide Labour Market Information (LMI)	• Labour Market Information Gap Analysis • Labour Market Initiative • The Accelerator Project • Terminal Trades Occupational Analysis • Labour Force Profile of Port Drayage Drivers in Metro Vancouver

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

Priority	Completed Programs & Projects
2. Serve as clearinghouse for LMI	• Clearinghouse Project (www.hrwire.ca; APGST website) • BC Security Labour Market Roundtable
3. Work to address skills gaps	• Supervisor Foreperson Skill Development • HR Essentials for Small-to -Medium Sized Enterprises • Transferable Skills Training and Certification for APG Crane Operators • APGST Training Fund • Solving Skills Shortages at the Prince George Airport (YXS) • Business of Shipping • BC Professional (Truck) Driver Training Pilot Project • Foreign Training Assessment for Technologists and Technicians • One-Year Experience in Canada • Drayage Excellence Metrics in Metro Vancouver • Vancouver Drayage Truck Turn-Time Analysis • Identifying Successful Business Practices of Profitable Drayage Owner Operators in Metro Vancouver • BC and WA Crane Certification Recognition Pilot Project • Tools for Assessing an Immigrant Truck Driver's Non-Canadian Experience
4. Promote the Gateway as the place to work	• APG Apprenticeship Engagement Initiative • UBC Youth Recruitment Report: Attracting Students to the APG • Working in BC Project • BC Trucking Industry: Attraction, Recruitment and Retention Communications and Outreach Work Plan
5. Research the future of work in the Gateway	• Technology and Skills in Transportation • Tracking Tradespersons: Understanding the Labour Mobility • Building Capacity for Integrated and Strategic Planning in the APG • Technology & Innovation in the APG • Accelerated Apprenticeship Learning for Mobile Crane Operators in BC

2011 - 2013

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

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

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

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

IMPACT:

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

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

IMPACT:

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

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

IMPACT:

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

CURRENT PLAN

‘Where we are now’

(Activities & Funding Sources)

2014- 2016

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

1
Provide Labour Market Information (LMI)

2
Work to address skills gaps

3
Research the future of work in the Gateway

Projects and activities are funded in 3 ways:

1) Funding Programs (95%)

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

In 2014, the Skills Table was awarded two major projects from Employment and Skills Development Canada (ESDC) that formed the foundation of the current 2015/2016 business plan activities:

<i>Funder</i>	<i>Project Name</i>	<i>Period</i>	<i>Total \$\$</i>
ESDC	Moving Canada’s Trade: Labour Market Information (LMI) Project	Jan 29, 2014 to Jun 3, 2016	\$1.6M
ESDC	Developing a National Mobile Crane Operator Demonstration of Skills Test (DOST)	Jan 29, 2014 to Mar 31, 2016	\$800K

2) Partnership Agreements (2.5%)

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

Currently there are active partnership agreements with ASTTBC and BCTA.

3) Consulting Agreements (2.5%)

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

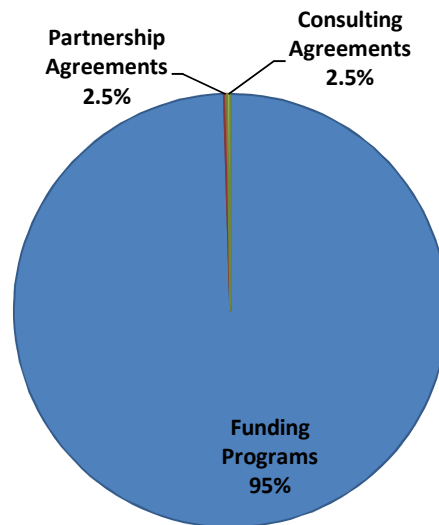
Currently there is no active consulting work. In the past years, the Skills Table was engaged to provide the following:

- Transport Canada -Understanding Women's Participation in Transportation Careers (Mar – May 2015); Technology and Innovation (2011)
- BC Ministry of Transport - Container Truck Dispute Resolution Program - Operator Survey (Jun – Sep 2014)
- ITA – Accelerated Apprenticeship Learning for Mobile Crane Operators (Aug 2013 – Feb 2014)
- PMV – various policy papers (2013-2014)

We do have a standing offer agreement with the Industry Training Authority (ITA) for research services until March 31, 2017.

Overview of Funding Sources

The Skills Table is principally financed through Funding Programs (95%) with minor supplement from Partnership (2.5%) and Consulting Agreements (2.5%).



CURRENT PLAN

2015/ 2016 Business Plan

The following is a summary of the current 2015/2016 Business Plan, including goals, projects and outcomes.

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

Why this is a priority for the Skills Table:

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

Value Proposition of the APGST LMI Model

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

Key features include:

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

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

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

2015/2016 Goals:

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

2015/2016 Plan:

Goal	2015/2016 Plan (Project + Outcomes)
• Provide timely, relevant labour market information to support BC businesses with resource planning and decision-making	2015 Asia Pacific Gateway (APG) LMI Project Outcomes: • Updated LMI forecast and occupational snapshots for 56 APG occupations will be available in July 2015 • Also available will be a summary of BC APG LMI findings in the Fall 2015 – that can be further tailored to meet specific industry needs
• Build and expand our unique labour model to new occupations and jurisdictions	BC Engineers, Technologists and Technicians LMI Project Partnerships: • APEGBC, ASTTBC and ACEC-BC Outcomes: • Final LMI forecasts and snapshots for 32 engineering, technologist and technician occupations will be available in August 2015 Asia Pacific Gateway Corridor (APGC) LMI Project Outcomes: • The labour market forecasts for key transportation occupations for key transportation APG occupations across MB, SK, AB, and BC. The forecasts are expected to be ready by June 2016.

- Actively share labour market information and model with government and industry stakeholders across Canada

National Drayage Labour Profiles

Partnerships:

- Montreal Port Authority
- Trucking Human Resource Sector Council Atlantic

Outcomes:

- Labour force profile and technology usage study for Port of Montreal is expected by September 2015 and for the Atlantic Ports by December 2015.

Additional Project Opportunities:

(Areas of potential growth and expansion)

- **Evolving the APGST LMI model**
Leverage the investment in the model development and further refine to respond to APG employer needs for LMI metrics that will help them make business decisions
- **Expansion of APGC LMI scope**
Initial scope analyzed 30 occupations of a possible 52
- **Expansion of ETT LMI scope**
Expanded occupational scope and industry analysis
- **Customized labour supply analysis**
Better understanding regional conditions and future potential labour supply
- **Expand communications of LMI**
After 5 years of LMI in the conversation, employers are starting to have greater awareness and understanding of what it is and how they may be able to use it. In 2015, the Skills Table will offer a new suite of LMI products that has been tailored for employers' use in their business decision.

Strategic Focus #2 - Work to address skills gaps

Why this is a priority for the Skills Table:

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

2015/2016 Goals:

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

2015/2016 Plan:

Goal	2015/2016 Plan (Project + Outcomes)
• Improve worker mobility and the availability of qualified, skilled workers	<i>Mobile Crane Operator Demonstration of Skills Test (DOST) Project</i> Outcomes: • The development and pilot of the voluntary, national mobile crane operator demonstration of skills test (DOST) is to be completed by March 2016. <i>ASTTBC Internationally Trained Technology Professional Projects</i> Agreement holder: • ASTTBC Outcomes: • The 3 ITTP projects targeted for 1st quarter 2015 completion include: ○ Workplace Experience Project – Phase 3 ○ Foreign Qualifications Database Project ○ BC/Canada and India Mutual Recognition Agreement Project
• Support training and development to address identified skills gaps	<i>NorKam Secondary School Commercial Driver Training Program</i> Agreement holder: • BCTA Outcomes: • The resulting Commercial Driver Training (CDT) Program Blueprint is a template that will help other school districts and high schools implement the CDT program. The Blueprint is scheduled to be available to school districts in December 2015.

Additional Project Opportunities:

(Areas of potential growth and expansion)

- **Develop national practical assessment for occupations**
More international jurisdictions are trending towards practical assessments as part of work certification standards. Moving down this path would promote Canadian worker mobility on an international level.
 - Under the Strengthening the Red Seal Initiative, there is a commitment to expand to include new forms of assessment. The Skills Table could support expanded assessment work on Red Seal trades and non-Red Seal trades where there is industry demand.
 - The Canadian Ready Mix Concrete Association (CRMCA) is considering the development of a practical assessment for concrete pumpers. The Skills Table could leverage current DOST work to help with this effort.
- **Support BC's LNG industries workforce development efforts**
Sharing our expertise, the Skills Table can collaborate on areas of shared occupations and regional presence.
- **Support the implementation of BCTA's HR Strategy and ASTTBC's initiative for Internationally Trained Technologist and Technicians (ITTPs)**
Both organizations have partnered us on several initiatives relevant to our strategic focus areas. There are opportunities to continue this work.

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

Why this is a priority for the Skills Table:

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

2015/2016 Goals:

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

2015/2016 Plan:

Goal	2015/2016 Plan (Project + Outcomes)
• Work with Gateway industry to better understand the pressing labour and skills issues	<i>Management in Attrition Project</i> Outcomes: • Working with employers to study their specific attrition issues, and develop knowledge transfer plans for their respective companies. Data will be aggregated into a report to help industry understand the issues and develop strategies to address attrition and knowledge transfer. Final report is expected to be available by March 2016.
	<i>Northern Employer Collaboration Project</i> Outcomes: • Forming a collaborative team consisting of individual Northern BC employers working to find solutions to common HR issues. Upon successful implementation of the pilot group, the final deliverable will include a model that can be used in other communities. Final report is expected May 2016.
	<i>Gateway Employer HR Trend Analysis</i> Outcomes: • Based on a survey of employer feedback in Gateway sectors employing selected occupations. The resulting Trend Analysis Report is expected by year-end 2015.
• Research innovative labour and skills solutions being developed in other sectors and/or jurisdictions	<i>Women in Transportation Careers in Canada</i> Outcomes: • The final report has been submitted to Transport Canada and the project is expected to conclude in May 2015.

Additional Project Opportunities:

(Areas of potential growth and expansion)

- **Assist employers in preparing for technological changes in their sectors**
- **Expand Research and Project Management work**

The Skills Table has internal research and project management expertise, a solid network of high-performing consultants, wide stakeholder reach, and track record for producing cost-effective, high quality reports.

The Skills Table has a unique, cross sectoral perspective and has developed expertise in labour market information, labour mobility, and international trained workers.

The Skills Table has potential to offer research/project management services to:

- Organizations that have previously engaged Skills Table (i.e. Transport Canada, Port Metro Vancouver, BC Ministry of Transportation, Industry Training Authority)
- Board member organizations that have not previously engaged the Skills Table
- Organizations previously serviced by ITOs outside of the ITA's mandate

FUTURE STRATEGY

‘Where we are going’

With current funding agreements ending by June 2016, the Skills Table Board will need to decide whether the organization continues to provide value and should continue beyond the current agreements.

Board Decision:

Agree/Disagree

The Skills Table and its mandate provide value to industry stakeholders and should continue to operate.

If **agree**, the Board will need to commit to a Fall 2015 Strategic Planning process, which can include a review of current governance, mission, mandate and strategic priorities. The strategy will also require a plan for future funding required to sustain operations.

If **disagree**, a dissolution plan will need to be developed to formally ramp down the organization by September 30, 2016.

Supporting Information

The Board may wish to conduct an assessment of the internal organization performance and external environment to support their decision.

To help inform the Board’s decision process, the following preliminary information has been included in the attached appendices:

- Appendix 1 – SWOT (Strengths, Weakness, Opportunities, Threats)
- Appendix 2 – External Environment

Further, the *Skills Table Historical Performance Report* provides further information to assist in the assessment of the organization’s value.

Appendix 1 – Skills Table SWOT Analysis

The below draft SWOT analysis of the Skills Table as an organization has been developed for Board review and validation.

Once the SWOT has been validated, its purpose is to support the Board by identifying internal and external factors that will affect the organization's future viability and performance and providing the information to make critical decisions for the organization.

Strengths • Unique and inclusive Board membership • Successful track record with funders • Federal relationships • Non-partisan third party organization • Unique LMI model and process that offers accessible labour supply information • Responsive to stakeholders needs • Flexibility of service • Broad experience in occupations and sectors • Unique scope – APG • Project management capabilities	Weaknesses • Crowded space - existing skill and workforce organizations in most sectors • Short Term Funding - short term makes a more difficult sell to funders and employers; no core funds therefore can only support project activities (very limited communication and governance activities) • Cross sector relationship not always applicable • Large Board composition
Opportunities • Increasing understanding and use of LMI by employers • Greater interest within industry in understanding labour supply • Anticipated LNG workforce requirements • Extension of interest in Skills Table services throughout the Gateway Corridor • Phasing out of ITOs and the increase workload for the ITA • Increasing interest in practical assessments to test for competency • Limited capacity of stakeholders executed one off projects	Threats • Duplication of efforts • Increased competition for government funding as more organizations pursue it • Ability to deliver effective governance and organizational communication activities with limited funds • Increasing levels of effort required for business development and proposal writing

Appendix 2 – External Environment

As supporting information, included below are some driving forces that may influence the growth and decision making in the APG sectors. This could help with framing the external environment in which the Skills Table operates currently and will operate in the future, thereby informing our strategic planning activities.

Decreasing commodity prices

- The recent drop in crude oil prices has left many wondering what the implications are for Canada. The Energy Futures 2013 report includes a Low Price Case that shows how Canadian energy supply and demand may evolve in a sustained lower price environment.
- A sustained low price environment over the long-term is likely to lead to: a) reduced Canadian oil production, and b) increased Canadian oil product demand.
- Over the near term, the difference is limited as many projects that are already under construction are expected to continue. Over the longer term, however, reduced prices could lead to lower capital investment and lower production levels.

Source: National Energy Board, Government of Canada, December 2014²

LNG investment decisions

- The turmoil in global energy markets likely means further delays for LNG, although an expanded labour supply linked to faltering growth in Alberta may be positive for these proposed BC projects by easing cost pressures.
- If one or more large LNG projects commence in 2016, BC's real GDP growth should accelerate to about 3%. Over 2015-16, BC is expected to be near the top of the economic growth rankings among the provinces.

Source: Business Council of BC, January 2015³

Changing immigration policies

- Since July 1st, 2012, Canada's immigration system has been undergoing a significant and rapid transformation. This transformation has created a cloud of uncertainty for many prospective immigrants and unpredictability for policy analysts, non-state actors, scholars, and other stakeholders.
- On November 19, 2014, a panel of experts convened at Ryerson University to discuss the consequences of recent developments in Canada's immigration and settlement policies. The panelists identified a number of trends in Canadian immigration policy. Increasingly, the federal government's immigration system reflects a two-tiered approach to immigration, with pathways to permanent residency for highly skilled workers recruited through the Federal Skilled Worker category, and lower skilled

² National Energy Board, Government of Canada, December 2014, 'Market Snapshot: The Impact of Sustained Low Oil Prices in the NEB's Energy Futures Report': <http://www.neb-one.gc.ca/nrg/ntgrtd/mrkt/snpsht/2014/12-04lwprc-eng.html>

³ Business Council of BC, January 2015, 'BC Economic Review & Outlook – BC Poised for Decent Growth in a Turbulent World': <http://www.bcbc.com/publications/2015/economic-growth-and-tighter-labour-markets-in-bc-some-implications-of-the-demographic-shift-ahead>

workers entering Canada under the Temporary Foreign Worker category, which contains few avenues to permanent residency. In addition, some occupations have been reclassified as low skilled, thus making it more difficult for foreign workers in these occupations to transition into permanent residency.

Source: Ryerson Centre for Immigration & Settlement, Ryerson University, May 2015⁴

Changing workforce demographics – increasing attrition, decreasing rate of new entrants

- BC's population is aging. The number of people aged 65 and over is growing at four times the rate of the number of working-aged people (25-64).
- Currently, there are 31 persons aged 65 years and up for every 100 working aged persons (25-64). By 2025 this ratio rises to 41 and to 48 by 2035. In other words, within two decades there will essentially be one "retirement-aged" person in BC for every two "working-aged" persons.

Source: Business Council of BC, May 2015⁵

BC education system reform - education blueprint

- BC's Skills for Jobs Blueprint lays out a major shift to a data-driven system where training dollars and programs are targeted to jobs in demand. This system will also be outcome focused. Success will be measured and funding and programs adjusted as the economy evolves.
- The blueprint has three objectives to maximize the school-to-jobs plan, including focusing on early, hands-on learning in schools, shifting education to match jobs in demand and entering partnerships with industry and labour to deliver training.

Source: Government of British Columbia, April 2014⁶

New Alberta government

- Once the euphoria of the Alberta NDP's historic election victory subsides, Premier Notley and her leadership team will have to make a fundamental decision about the fiscal-policy path the new government will pursue. This decision will shape the immediate and future prosperity of Albertans and could impact neighboring provinces.

Source: Fraser Institute, May 2015⁷

⁴ Ryerson Centre for Immigration & Settlement, Ryerson University, May 2015, 'Canada's Changing Immigration Policies: Report on Panel Discussion': <http://www.ryerson.ca/content/dam/rcis/documents/RCIS%20Brief%20-%202015%20Final%20Nyagano%20et%20al.pdf>

⁵ Business Council of BC, May 2015, 'Policy Perspectives - Economic Growth and Tighter Labour Markets in BC: Some Implications of the Demographic Shift Ahead': <http://www.bcbc.com/publications/2015/economic-growth-and-tighter-labour-markets-in-bc-some-implications-of-the-demographic-shift-ahead>

⁶ Government of BC, April 2014, 'B.C. launches Skills for Jobs Blueprint to re-engineer education and training': <http://www.newsroom.gov.bc.ca/2014/04/bc-launches-skills-for-jobs-blueprint-to-re-engineer-education-and-training.html>

⁷ Fraser Institute, May 2015, 'Which path will Alberta's NDP government take?': <http://www.fraserinstitute.org/research-news/news/display.aspx?id=22593>