
“Late afternoon in Kamloops”, Murray Foubister (CC BY-SA 2.0)

Kamloops Labour Attraction Partnership

Venture Kamloops

Final Report

May 26, 2017

Contents

1 Introduction

There is no doubt that the battle for talent is a rising concern among employers, reaching far beyond the borders of British Columbia (BC) and Canada. Studies, including the PWC 17th Annual Global CEO Survey[1], confirm that it is the access to skilled talent that keeps these leaders up at night. Based on over 1,300 responses, 63% indicated this as a serious concern. The recognition of the challenge is clear, however the response to address the challenge remains less clear. While 93% confirm that change in their strategy is necessary, 61% of CEO's haven't taken the first step.[2]

While solutions require direct and targeted action on the part of business, so to are municipalities becoming increasingly important actors in the attraction and retention of talent. Considering a community across a range of factors (such as social, cultural, economic, and environmental areas) is a critical element for workers when considering relocation for work. With the rise of telecommuting, quality of life factors play an even larger role in attracting workers; thoughts of location, amenities, culture, cost of living, and opportunities for spousal employment and career advancement are influencing decisions on where to live and work.

These challenges are further fueled by the changing demographics in the workplace, and the influencing factors that drive decisions of workers across each generation. Key attraction and retention drivers include pay and career advancement, however employees also place job security along with trust and considerence in leadership as key retention drivers.[3]

The Government of British Columbia forecasts that the Thompson-Okanagan and Kootenay regions will have 134,700 job openings by 2025. Previous research by Venture Kamloops suggests that for Kamloops, a significant number of new hires will require post-secondary education and there is a lack of candidates to fill skilled trades and engineering positions in the region.

In response to the global and national trends for talent attraction and the anticipated needs in the Kamloops area, Venture Kamloops has undertaken research to help inform employers in the region on strategies and tactical actions that can enhance their efforts to recruit and retain employees. The emphasis of the research is on supporting employers in Kamloops to access the right talent with the required skill levels and help employers utilize creative strategies to promote the benefits of life and work in Kamloops.

The project culminated with five sector specific talent attraction and retention strategies for employers to use in their hiring processes, focusing on the manufacturing, information and culture, professional services, construction, and transportation and logistics sectors. These strategies identified specific and tangible best practice approaches for employer talent attraction and retention, identified employment

What does the Labour Attraction Partnership Report do?

- Provide resources that strengthen employer approaches to attract the right talent in a timely manner
- Inform and fuel a longer-term strategy to ensure labour supply and demand alignment so people and jobs are better matched
- Informs on quality of life assets, current and future labour needs, labour shortages, and labour attraction and retention practices

[1] http://www.pwc.com/gx/en/services/people-organisation/publications/ceosurvey-talent-challenge.html
[2] Ibid
[3] http://www.benefitscanada.com/news/employers-facing-attraction-and-retention-challenges-55275

projections by sector and occupations to 2026, shared stories of successful recruitment and retention of talent to the area, and highlighted the quality of life factors that support Kamloops in attracting and retaining workers to the community.

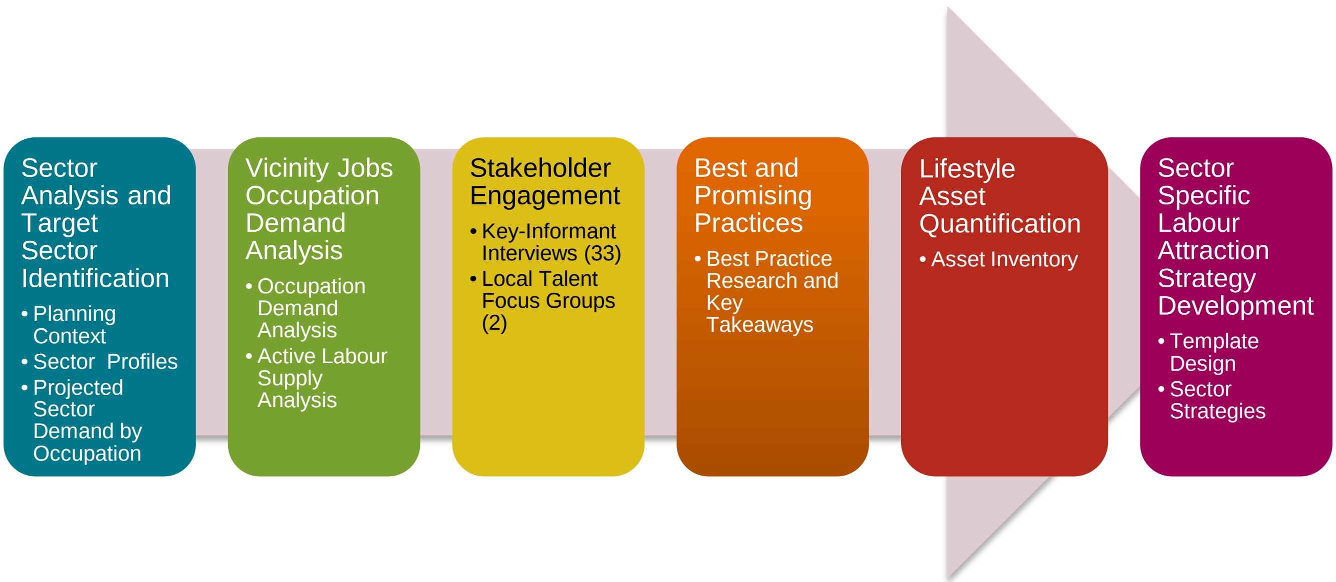
It is important to remember that this battle for talent goes beyond the borders of BC and Canada, extending to geographic regions across the globe. Businesses that recognize the seriousness of the situation, and take a proactive approach to harness the opportunities to attract the talent needed to maintain a competitive business will be well positioned to win this talent battle. Status quo is just not going to work any longer.

Project Approach

The approach used to develop the Labour Attraction Partnership report combined economic research and forecasting with a comprehensive consultation and engagement process (as seen in Figure 1). Significant emphasis was placed on consultations and engagement to include the perspectives of both employers and employees in Kamloops. Thirty-three interviews were completed with employers across the focus sectors to capture their experience with talent attraction and retention, the challenges they face, and the supports they benefit from. In addition, two focus groups were held with employees that had been attracted to Kamloops from a location outside of the region. The focus group discussions explored employee experiences during the recruitment process as well as the most important factors that continue to keep them in Kamloops.

Combined with research on best practices in talent attraction and retention, an inventory of the lifestyle assets in Kamloops, and five sector specific strategies for action, the Labour Attraction Partnership report provides a strong foundation from which Venture Kamloops can continue to engage with employers in the region for the betterment of their businesses and the region's workforce.

FIGURE 1: PROJECT PROCESS



2 Planning Context

2.1 The Global Competition for Talent

As the pace of globalization throughout the world increases, the competition to attract highly skilled workers (also known as “talent”) is becoming a larger and larger priority for companies and governments. Demographic factors, such as increasing life expectancy and declining birthrates are feeding into this competitive atmosphere as there are fewer people available to fill positions.[4] Furthermore, as governments remove legal and regulatory barriers to the free movement of people between countries, talent is increasingly able to relocate to where demand is highest and where the most attractive work incentives exist.[5] The increased role of innovation and knowledge-based employment, widespread use of technologies allowing people to work from any geographic location, and increased urbanization also add layers of complexity to the challenge in attracting talent.[6]

For the most part, these changes have led to the migration of talent away from rural settings towards more urban hubs. This shift has resulted in a “hollowing out” of many communities of younger generations and skilled workers who are leaving to seek employment in other areas.

While countries are competing for talent at the national level, regions and municipalities are becoming increasingly important actors in attracting talent. Highlighting a community’s work across a range of social, cultural, economic, and environmental areas is an important component to talent attraction and retention at a local level. Other differentiating factors include:

- **Having a strong place-based reputation** – strong reputations and positive overall place branding are important in peaking the interest of talent (especially for quality of life migrants)
- **Having a critical mass of enticing employers and job opportunities** – places that can demonstrate they have a variety of good employers and job opportunities are seeing success in talent attraction and retention as talent actively seeks new challenges and does not stay in one job for long
- **Demonstrating being a “liveable community” and strong quality of life assets** – above and beyond employment opportunities, talent is always looking for communities that can demonstrate they have a good quality of place, such as a vibrant cultural scene, opportunities to participate in the social life of the community, interconnectedness to the world through transportation infrastructure, and a pleasant physical environment
- **Having a work-ready labour force** – Companies are increasingly looking to hire skilled workers rather than providing training or apprenticeship opportunities. As

4 Beechler, S., and Woodward, I. (2009), “The global war on talent”

5 Ibid

6 Tendensor, “Tools and Strategies for Innovative Talent Attraction and Retention – A Handbook on Talent Attraction Management for Cities and Regions”, January 2014

such, educational institutions are focusing on developing work-ready students with the ability to meet the needs of the industry. It is also becoming increasingly more important to develop targeted policies around skill development for high-demand industries [7]

Globally, 40% of employers reported difficulties in filling jobs due to talent attraction issues in 2015.[8] Employers in North America experienced slightly higher talent attraction issues (42% indicating that they had challenges in filling positions). Researchers have found that the expansion of Western multinationals into emerging and low-cost jurisdictions (such as China and India) and the rise of Asian-based multinationals have contributed largely to this talent shortage. As firms looking for cost cutting opportunities relocate their product development and research and development functions to lower cost areas, knowledge based workers have new opportunities for career development outside of North America.[9]

For the fifth year in a row, skilled trade positions were the hardest to fill in 2015, followed by information and technology (IT) staff, sales representatives, and engineers.[10] IT sector businesses in particular have reported the largest talent shortages in years, moving from ninth to second place in terms of sectors experiencing talent gaps.[11] The agriculture and manufacturing sectors also continue to see declines in talent attraction as jobs move to lower cost emerging markets.[12]

Growing opportunities are being seen in business services, health care, scientific, and green sectors of the global economy, though there are significant deficits between the skills that companies need to operate well, and the skills that many local labour markets can provide.[13]

Employer Initiatives

Compensation related research has highlighted that employer concerns about employee retention increased between 2008 and 2013 and that 57% of all employers are concerned about this issue (with 70% of technology industry employers citing retention as a top or high concern for their business).[14]

With an increasingly competitive landscape for talent attraction, employers are responding by focusing on workplace culture and engagement to develop a more attractive workplace for employees. Important elements of this workplace culture and engagement include:[15]

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7 Adecco Group (n.d.), The global war on talent is on, but who's winning it. Retrieved from: http://www.adeccogroupuk.co.uk/news-and-analysis/the-global-war-for-talent.aspx. Accessed: Nov. 16, 2016.

8 Global Talent Shortage Survey- Press Release.

9 Global Talent Competitiveness Index: Talent Attraction and International Mobility (2015 to 2016)

10 Op cit, Global Talent Shortage Survey

11 Ibid

12 Op cit, Adecco Group (n.d.)

13 Ibid

14 Payscale Human Capital (2016), "Escape to Comptopia"

15 Op cit, Payscale Human Capital

- Competitive employment packages, transparent communication about pay, and team bonuses
- Flexible workplace arrangements (i.e. telecommuting and non-traditional work weeks)
- More job security
- Career advancement opportunities
- More effective management approaches (such as real-time feedback mechanisms rather than annual performance reviews for staff)
- In-house training and professional development supporting employee higher education interests
- Mentorship and experiential learning opportunities

Employers who can align their labour needs and business strategies with locations and markets with sufficient labourers will be in a better position to fill key positions. This labour first approach, along with adequate compensation and flexible work hours will help employers "win" the war on talent.[16]

2.2 Talent Attraction in Canada

As seen in Figure 2, Canada ranks ninth in terms of global talent competitiveness, with Switzerland and Singapore ranking first and second.[17] A key contributor to Canada's top ten positioning is its favourable immigration policies which help to attract workers and talent to the country. Other important factors for Canada's position include the quality of formal education opportunities, a strong existing labour pool of highly skilled workers, internal openness to diversity, and access to personal growth and lifelong learning opportunities.[18]

Nationally, however, the jobs outlook has fallen by 8% between 2011 and 2016.[19] This indicates that there were fewer jobs than expected over this period. The strongest areas where job growth is projected are in Ontario and Quebec, with Western and Atlantic provinces having poor outlooks.[20] The need to adapt to new workplace technologies, an aging workforce with less youth to fill positions and continued technological and rapid business model innovation are creating challenges at the national level for talent attraction.[21] This is due largely to the fact that Canadian businesses continue to underinvest in innovation and technology. As seen in Figure 3, Canada ranks poorly along a number of business innovation and sophistication factors, with Switzerland, Japan, Germany, Finland, the United States, and the Netherlands

16 CBRE, Aligning the Workforce and the Workplace.

17 Op cit, Global Talent Competitiveness Index

18 Ibid

19 Jobs outlook refers to the change in the number of people employed in a particularly occupation over a set period.

20 Manpower Employment Outlook Survey- Canada Q4

21 Human Capital Trends 2016: Out of Sync?

ranking particularly well. Canada also ranks 29th on technology absorption for its businesses.

FIGURE 2: TOP TEN GLOBAL TALENT COMPETITIVE COUNTRIES, 2015-2016

Rank	Country	Overall Score
1	Switzerland	72.65
2	Singapore	71.46
3	Luxemburg	68.98
4	United States	67.90
5	Denmark	67.87
6	Sweden	66.62
7	United Kingdom	66.60
8	Norway	66.34
9	Canada	65.35
10	Finland	65.33

Source: Global Talent Competitiveness Index: Talent Attraction and International Mobility (2015 to 2016)

FIGURE 3: TOP TEN COUNTRIES FOR BUSINESS INNOVATION AND SOPHISTICATION

Country	Innovation and Sophistication Factors	Business Sophistication	Innovation
Switzerland	1	1	1
Japan	2	2	5
Germany	3	3	6
United States	4	4	4
Finland	5	14	2
Netherlands	6	5	8
Israel	8	23	3
United Kingdom	9	6	12
Denmark	10	9	10
Canada	24	22	22

Source: Modified by MDB Insight from: The World Economic Forum's The Global Competitiveness Report 2015-2016

By 2025, Canada is expected to face a labour shortage of 1.2 million jobs.[22] It is expected that between 2016 and 2025, 250,000 skilled tradespeople will retire from the construction and maintenance industry alone, accounting for a large portion of the projected labour shortage.[23]

In the Western provinces, wholesale trade and public administration have experienced declines in hiring prospects while education, transportation, public utilities, and the finance, insurance, and real estate sectors have experienced increases.[24]

The top ten jobs that employers had difficulties filling in Canada in 2015 were:[25]

- Skilled trades workers
- Technicians
- Sales representatives
- Secretaries, PA's administrative professionals, and office support workers
- Drivers
- Engineers
- Management/Executives
- Production/machine operators
- Accounting and financial staff
- Labourers

Employers highlighted that they had difficulties filling these positions in 2015 due to a lack of available applications, a lack of suitable hard technical skills, an unwillingness of people to work for the salary being offered, and a lack of soft-skills/ interpersonal skills. [26]

An opportunity to address these labour shortages is the development of new labour market intelligence approaches. These approaches include:

- Promoting careers in specific subsectors
- Understanding and communicating timelines of major construction projects (for skilled trades jobs in particular)
- Developing internal training opportunities within companies
- Encouraging industrial sectors to work together to bring government, business, labour, and education together to develop policies to support effective training of younger workers and to promote employer-led workplace skills development strategies[27]

22 The Conference Board of Canada (2005)

23 Preparing Today for A Stronger Tomorrow: Buildforce Canada 2015-2016 Annual Report.

24 Op cit, Manpower Employment Outlook Survey

25 Industrial Education Council of Hamilton (2015), "Labour Shortage: The 10 hardest jobs for Canadian employers to fill in 2015". Retrieved from: http://www.iechamilton.ca/blog/2015/5/27/canadian-labour-shortage-top-10

26 Op cit, Industrial Education Council of Hamilton

27 Op cit, The Conference Board of Canada

2.2.1 Talent Attraction in British Columbia

By 2021, British Columbia (BC) is expected to have 1,027,400 job openings, falling to 934,000 openings by 2025.[28] Demand for workers is expected to grow by 1.4% annually until 2024 and, increasingly, job requirements will require some form of post-secondary education.[29] This indicates that the future labour market will need to be more educated than the current one.

Half of the total projected job openings by 2025 are expected to occur in sales and services, business, finance and administration, and management occupations.[30] New entrants into the labour force are expected to account for 46% of the total new supply of labour, while migrants are expected to fill 35% of the future labour supply. [31]

The top five competencies employers will be seeking by 2020 in BC are:[32]

- Complex problem-solving
- Critical thinking
- Creativity
- People management
- Coordinating with others

As a way to support training and education, BC has implemented the “Jobs Blueprint”, targeting in-demand employment opportunities. The Blueprint emanates from three main policy perspectives:[33]

- **Hands-on learning**, providing a head-start to hands-on learning in schools, including students from K-12 and for post-secondary students
- **Education and training**, enabling a shift in education and training to better match jobs in demand, including targeting funding to fields that will incur the greatest results (i.e. using student financial aid to support labour market needs and priorities)
- **Building partnerships with industry and labour to support apprenticeships**, creating stronger partnership with industry and labour to deliver training and apprenticeships, recognizing that training needs to keep up with the demand in the labour force

Since the introduction of the Jobs Blueprint, BC has invested $13 million in 3,000 critical trades training seats in public post-secondary institutions and put in place a policy to sponsor apprentices on publicly-funded infrastructure projects.[34]

Approximately 676,000 additional jobs will become vacant due to retirements by 2020 in BC, with only 650,000 young people emerging from the school system over the

28 British Columbia Labour Market Outlook 2010-2021; British Columbia 2025 Labour Market Outlook
29 Ibid
30 Ibid
31 Ibid
32 Ibid
33 British Columbia (2014), “BC’s skills for jobs blueprint: Re-engineering education and training”
34 Op cit, British Columbia Labour Market Outlook

decade to fill those jobs.[35] As a result, the provincial government is turning its attention to attracting immigrants to the province and supporting Aboriginal and women's involvement in the labour force to help fill the gaps.

Immigrants in particular are seen to be drivers of innovation, bringing forward new ideas, global connections, and skills to advance inward investment and high-value export. [36] As such, the province is working with the federal immigration system to increase the number of workers and entrepreneurs coming to the province through provincial economic immigration programs (including English language training, a job matching resource in partnership with the Immigrant Employment Council of BC). The provincial government is also establishing recruitment agreements with countries to support the flow of workers in in-demand occupations, and working to increase awareness of BC as a high-quality destination for international students.[37]

Despite these efforts, BC continues to face some significant labour attraction challenges, including: [38]

- **The need to overcome regional disadvantages, including the urban/rural divide**. Attracting talent to remote regions is difficult without a diversified economy and consumer base. Similarly, attracting talent to major cities in the province is increasingly difficult, given increased urban competition for talent
- **Including a diversity of talent in the labour force, including Aboriginal engagement and immigrant integration.** While Aboriginal graduation rates have increased, outreach by educational institutions and training investments among employers remains inadequate. Onerous immigration requirements and credential recognition continue to frustrate immigrants, contributing to skilled immigrants facing poorer labour market outcomes compared to the non-immigrant population
- **Improving workforce planning through ongoing improvements to labour market forecasting**. Strategic alignment across jurisdictions for policy development remains a barrier with provincial or federal governments taking the lead with little input from local governments

Building a business strategy based on a 'labour-first' approach, based on where it needs talent and possibly relocating to secondary markets will also reduce real estate and labour costs for businesses, providing a strategic advantage. [39] This is particularly true in attracting millennials. Second-tier markets are able to attract millennials who attracted with cost, community and cultural values, looking for areas which have a "cool factor" but also supports a child-friendly environment to raise a family.[40] These smaller markets, like Kamloops, are able to attract companies looking to lure younger workers and reduce costs, compared to tier-one markets like Vancouver. Additionally, partnering with universities or post-secondary institutions is starting to be recognized

35 Skills for Growth: British Columbia's Labour Market Strategy to 2020

36 Ibid

37 Ibid

38 Ahead of the Talent Curve: Ensuring BC's Competitive Edge

39 CBRE, Aligning the Workforce and the Workplace.

40 CBREVoice, Winning the War for Talent: Why Location Matters. Retrieved from: http://www.forbes.com/sites/cbre/2016/11/21/winning-the-war-for-talent-why-location-matters/#6b8f17a146a0

as a key opportunity in smaller markets for small-scale operations like R&D, providing a further advantage for firms operating in second-tier markets to attract and retain talent.

2.2.2 Talent Attraction in Kamloops

According to provincial forecasts for the Thompson-Okanagan and Kootenay regions as a whole, it is expected that there will be 134,700 job openings by 2025 (a 1.1% annual demand in growth).[41] The top five occupations forecasted to expand the fastest are:[42]

- Urban and land use planners
- Insurance adjusters and claims examiners
- Firefighters
- Aircraft instrument, electrical and aviation mechanics, technicians and inspectors
- Air traffic controllers and related occupations

For the Kamloops region specifically, the most in-demand jobs are forecasted to be: [43]

- Qualified and experienced tradespeople (5,200 jobs)
- Administration, finance and clerical staff (4,300 jobs)
- Healthcare (2,500 jobs)
- Hospitality and tourism (1,100 jobs)

Following the broader trend, the 2015 Venture Kamloops Labour Market Study found that a significant number of new hires will require post-secondary education. Additionally, there are a lack of candidates to fill skilled trades and engineering positions in the region and major capital projects planned in the region will further exacerbate these labour supply shortages.[44]

The Labour Market Study recommended a number of initiatives to further regional workforce planning, including:[45]

- **Creating targeted recruitment and attraction strategies** – working with employers and educators in the region to understand the quality of life benefits, encouraging competitive compensation packages and employment flexibility, and supporting spousal employment opportunities
- **Building formal groups/committees to oversee human resource issues in the region** – understanding and progressively addressing HR issues in the region. These groups should develop a means of communicating their training needs to training bodies and coordinate training between employers to optimize cost-sharing opportunities

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41 Op cit, British Columbia Labour Market Outlook
42 Ibid
43 Venture Kamloops, 2015 Labour Market Study
44 Ibid
45 Ibid

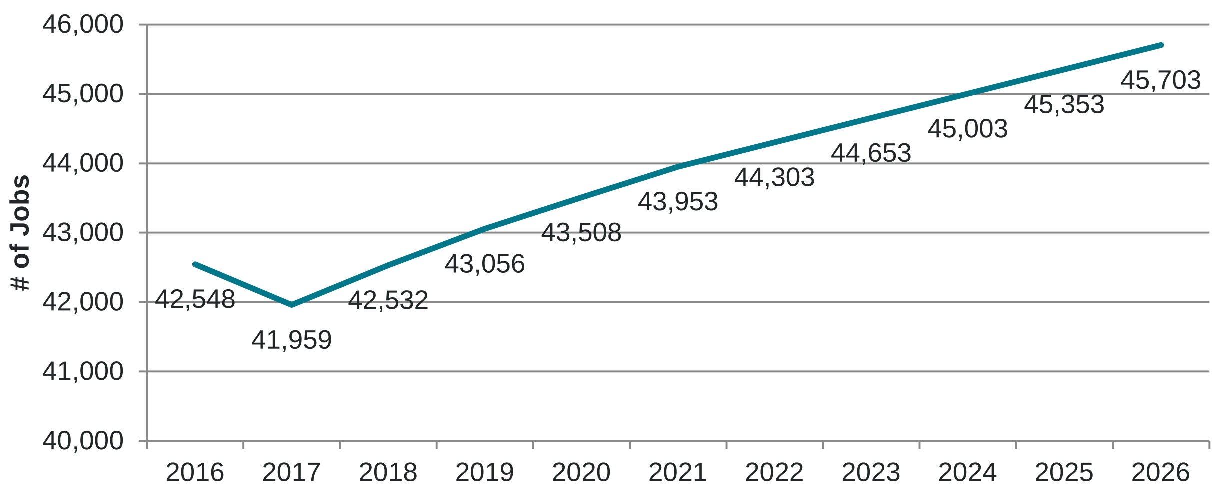
- **Including basic workplace and word processing skills training in post-secondary programs** – ensuring that employees are customer/client friendly, dress professionally, and are proficient with basic computer skills
- **Developing an employer training program to assist in business growth and planning** – engaging employees within a company, and for employers to gain a better understanding of human resource issues that would promote workforce retention knowledge and activities

2.3 Projected Employment by Industry and Occupation

2.3.1 Employment by Industry[46]

Employment demand in the Kamloops area grew by 6,333 jobs between 2001 and 2016 (from 36,215 to 40,875). Employment is projected to continue to grow in the area between 2016 and 2026 by 3,155 jobs (from 42,548 to 45,703, as seen in Figure 4). Population in the area is also projected to increase during this time from 90,280 people in 2016 to 96,550 people in 2026 (an increase of 7%).

FIGURE 4: EMPLOYMENT DEMAND PROJECTIONS ACROSS ALL INDUSTRIES, KAMLOOPS, 2016-2026



Source: metro economics projections

The largest growth in employment between 2016 and 2026 is projected in the following industries (as seen in Figure 5):

- Accommodation, food (+635 jobs)

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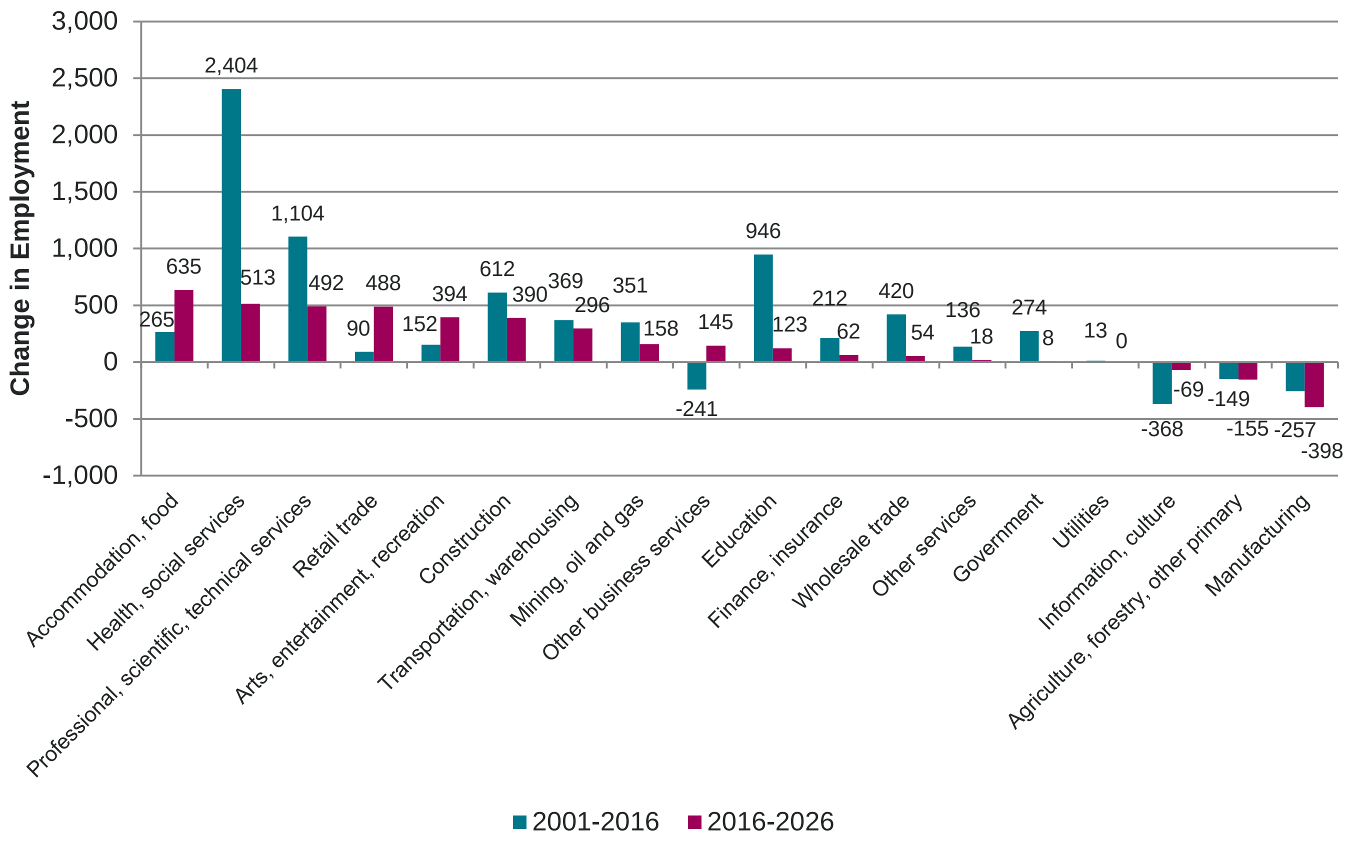
[46] Projections for employment by industry on a place of work basis for the Kamloops area were drawn from **metro economics**' base case projection files. **metro economics** creates and updates employment by industry projections on a regular basis for each of the 5,000 plus municipalities across the country.

- Health, social services (+513 jobs)
- Professional, scientific, technical services (+493 jobs)
- Retail trade (+488 jobs)
- Arts, entertainment, recreation (+394 jobs)
- Construction (+390 jobs)

The largest decreases in employment from 2016 to 2026 are projected to be in:

- Information, culture (-69 jobs)
- Agriculture, forestry, other primary (-155 jobs)
- Manufacturing (-398 jobs)

FIGURE 5: CHANGE IN EMPLOYMENT BY INDUSTRY, KAMLOOPS



Source: metro economics projections

2.3.2 Employment by Occupation[47]

As mentioned above, it is estimated that a total of 3,155 new jobs will be created in the Kamloops area between 2016 and 2026. Based on data regarding the age distribution for each occupation in Kamloops, projections on the potential number of retirees per year from 2016 to 2026 were also developed, reflecting the expected annual retirements within each occupation across all industries. These calculations result in a projected total of 7,288 jobs for retirement by 2026. Combining new jobs created with retirements leads to an increase in total employment demand between 2016 and 2026 of 10,442 jobs (70% of which comes from retirement).

As seen in Figure 6, the top occupations projected to see the highest employment demand by 2026 are:

- Retail salesperson (444 jobs)
- Retail and wholesale trade managers (314 jobs)
- Registered nurses and registered psychiatric nurses (293 jobs)
- Food counter attendants, kitchen helpers and related support occupations (229 jobs)
- Administrative assistants (212 jobs)
- Nurse aides, orderlies and patient service associates (203 jobs)

FIGURE 6: PROJECTED EMPLOYMENT BY TOP OCCUPATIONS ACROSS ALL INDUSTRIES, 2016-2026

NOC Code	Occupation	Total # of Jobs	# of New Jobs	# of Jobs Due to Retirement
6421	Retail salespersons	444	161	283
621	Retail and wholesale trade managers	314	86	228
3012	Registered nurses and registered psychiatric nurses	293	79	214
6711	Food counter attendants, kitchen helpers and related support occupations	229	158	71
1241	Administrative assistants	212	38	174
3413	Nurse aides, orderlies and patient service associates	203	50	154
7511	Transport truck drivers	186	60	126
6322	Cooks	182	108	74

[47] The projections by industry described above were transformed into projections for each of 500 occupations based on a 2011 National Household Survey matrix of detailed occupations by detailed industry for the Kamloops area.

The projections assume that the occupational mix of jobs in each industry will not change over time. In fact the shares likely will change, but it is difficult to discern with any certainty how large the changes in shares might be. The resulting projections, therefore, reflect expected underlying changes in the shares of employment by industry only.

NOC Code	Occupation	Total # of Jobs	# of New Jobs	# of Jobs Due to Retirement
1414	Receptionists	179	46	133
1411	General office support workers	178	37	141
6611	Cashiers	174	89	85
1111	Financial auditors and accountants	165	53	112
6733	Janitors, caretakers and building superintendents	158	40	118
1221	Administrative officers	151	40	111
1311	Accounting technicians and bookkeepers	150	39	112
6513	Food and beverage servers	137	115	22
6731	Light duty cleaners	136	59	78
4032	Elementary school and kindergarten teachers	132	23	109
4212	Social and community service workers	128	33	95
631	Restaurant and food service managers	127	64	63
4214	Early childhood educators and assistants	107	36	71
4413	Elementary and secondary school teacher assistants	104	12	92
6622	Store shelf stockers, clerks and order fillers	101	34	67
4412	Home support workers, housekeepers and related occupations	99	21	78

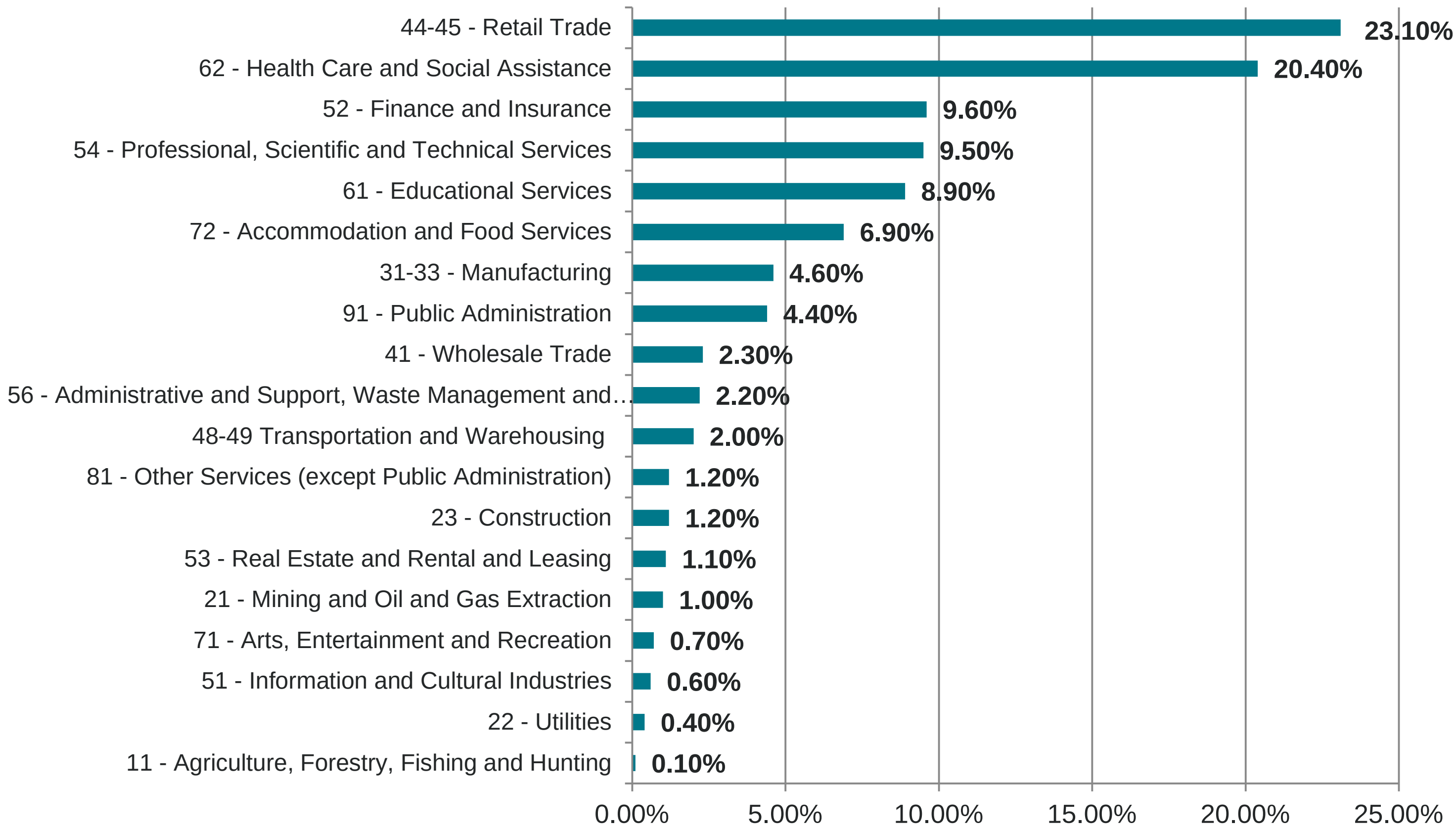
Source: metro economics projections
Note: The "Total # of Jobs" column already accounts for retirement projections included in the table

2.4 Examining Job Postings by Industry and Occupation

2.4.1 Job Postings by Industry

Employment projections help inform the story of what is expected to occur, based on economic activity and an aging workforce. Examining actual job postings (through a validated series of on-line job boards), shares the actual activity by employers to take action to fill a vacancy. According to Vicinity Jobs Inc., a Canadian big data analytics and Internet search company that offers real-time regional hiring demand and labour supply reporting, there were a total of 2,427 job postings by industry in Kamloops[48] between October 1st, 2015 and September 30th, 2016. Figure 7 below, illustrates the percentage of job postings by industry over that time, and highlights the demand for jobs for each specific industry.

FIGURE 7: JOB POSTINGS BY INDUSTRY (2-DIGIT NAICS LEVEL)



Source: Vicinity Jobs Data. Based on newly published job postings first found between 10/01/2015 AND 09/30/2016 (Location is 'Kamloops'). Excludes job postings posted by unknown or unidentified employers and/or industries

The following industries posted the greatest number of jobs in Kamloops:

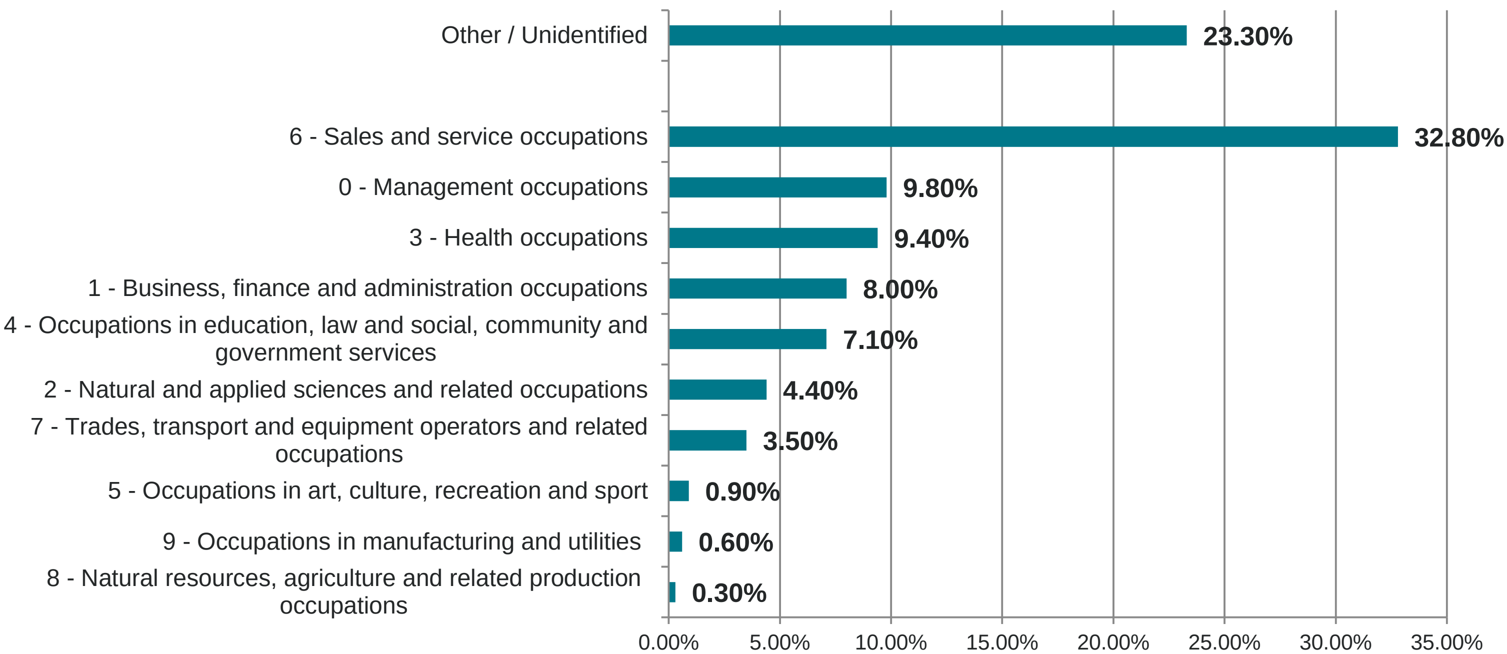
- Retail trade: 23.10% of job postings (a total of 559 jobs posted)
- Health care and social assistance: 20.40% of job postings (a total of 496 jobs posted)
- Finance and insurance: 9.60% of job postings (a total of 232 jobs posted)
- Professional, scientific and technical services: 9.50% of job postings (a total of 230 jobs posted)

[48] Roughly 3,100 additional job postings were made but were not able to be categorized by industry because: (1) the employer advertised the job anonymously, or (2) the job was advertised by a known employment agency, or (3) the employer information given in the posting could not be matched to a known employer profile in the Vicinity Jobs employers database and identification is not possible based on the employer's name alone.

2.4.2 Job Postings by Occupation

Vicinity Jobs Inc. also identified a total of 5,198 jobs posted by occupation in Kamloops between October 1st, 2015 and September 30th, 2016. Figure 8 below illustrates the percentage of job postings by occupation that were posted during this 12 month period, and in turn, highlights the demand for jobs for each specific occupational category.

FIGURE 8: JOB POSTINGS BY OCCUPATION



Source: Vicinity Jobs Data. Based on newly published job postings first found between 10/01/2015 AND 09/30/2016 (Location is 'Kamloops'). Category 'Other / Unidentified' (and its sub-categories 'Other - Known Job Titles' and 'Other - Unknown Job Titles') includes all job postings that do not provide a sufficiently specific job title and employer information to allow allocation to a 4-Digit NOC code, as per NOC 2011 specifications.

The following occupational categories (excluding Other/Unidentified category) had the greatest job demand in Kamloops:

- Sales and service occupations: 32.80% of job postings (a total of 1,706 jobs posted)
- Management occupations: 9.80% of job postings (a total of 507 jobs posted)
- Health occupations: 9.40% of job postings (a total of 491 jobs posted)
- Business, finance, and administration occupations: 9.00% of job postings (a total of 414 jobs posted)

2.4.3 Job Postings by Top Sub-Occupations

Figure 9 below highlights the top 20 sub-occupations by the number of job postings placed by employers within the City of Kamloops. These top 20 sub-occupations account for more than 2,000 of the job postings within the City. Close to half (a total of 8) of top sub-occupations below are within sales and service occupations with retail salespersons being the sub-occupation with the highest amount of job postings. Health occupations had the second largest amount of sub-occupations within the top 20; with registered nurses and registered psychiatric nurses being the highest health occupation in demand with 196 job postings.

FIGURE 9: TOP 20 SUB-OCCUPATIONS BY NUMBER OF JOB POSTINGS

Occupational Sub-Categories	Number of Job Postings
6421 - Retail salespersons	306
0621 - Retail and wholesale trade managers	255
6322 - Cooks	240
3012 - Registered nurses and registered psychiatric nurses	196
6623 - Other sales related occupations	156
6411 - Sales and account representatives - wholesale trade (non-technical)	132
6552 - Other customer and information services representatives	126
4212 - Social and community service workers	111
6622 - Store shelf stockers, clerks and order fillers	111
1114 - Other financial officers	81
0601 - Corporate sales managers	79
6611 - Cashiers	76
3414 - Other assisting occupations in support of health services	68
6235 - Financial sales representatives	65
4012 - Post-secondary teaching and research assistants	60
1241 - Administrative assistants	44
7514 - Delivery and courier service drivers	35
3413 - Nurse aides, orderlies and patient service associates	30
3112 - General practitioners and family physicians	28
2242 - Electronic service technicians (household and business equipment)	26

Source: Vicinity Jobs Data. Based on newly published job postings first found between 10/01/2015 AND 09/30/2016 (Location is 'Kamloops'). Category 'Other / Unidentified' (and its sub-categories 'Other - Known Job Titles' and 'Other - Unknown Job Titles') includes all job postings that do not provide a sufficiently specific job title and employer information to allow allocation to a 4-Digit NOC code, as per NOC 2011 specifications.

3 A Sector Approach

3.1 Overview

This project centres on supporting industries in the attraction of talent. To validate the industry selection, a combination of qualitative and quantitative research was carried out, resulting in the identification of four sectors of focus. As a value-add, the strategies and tactics resulting in this report, can often times be applied across many sectors. Based on the projected employment demand presented previously, Venture Kamloops provided final approval for sector selection. These four sectors are:

- Construction
- Manufacturing
- Transportation and warehousing
- Professional, scientific and technical services

Projections were also created to look at growth of high tech occupations in Kamloops across a variety of sectors.[49]

Employment demand in the selected four sectors is projected to grow from a total of 9,313 jobs in 2016 to 10,093 in 2026 (a growth of 780 jobs, as seen in Figure 10). A total of 1,621 jobs due to retirement from all four selected industries[50] are also projected, resulting in a projected increase in employment demand from all four selected industries of 2,401 jobs between 2016 and 2026.

Of the industries selected for analysis, those projected to see increases in employment demand by 2026 are:[51]

- Professional, scientific and technical services (+492 jobs)
- Construction (+390 jobs)
- Transportation and warehousing (+296 jobs)

Industries projected to see decreases in employment demand by 2026 are:

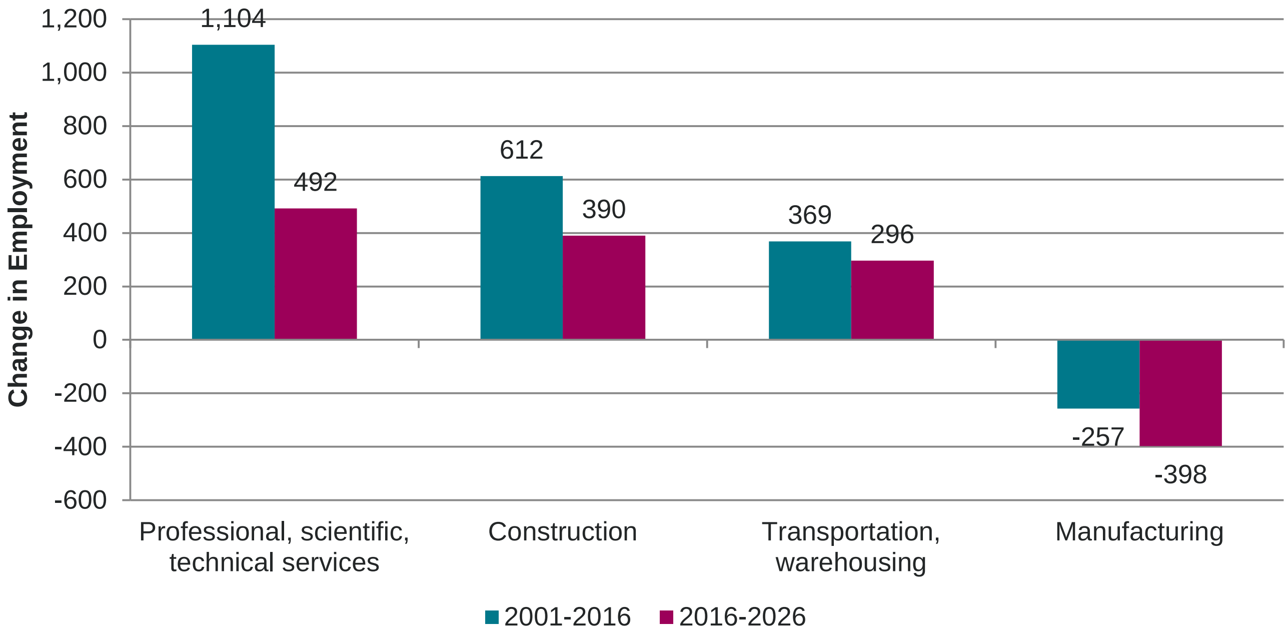
- Manufacturing (-398 jobs)

[49] Note that due to data restrictions, high tech was only included on an occupations level and not as a sector in itself. In this way, only high tech occupations were projected across all sectors in Kamloops rather than the high tech sector specifically.

[50] Estimates were not prepared on an industry-by-industry basis and as such detailed information for 2011 for the Kamloops area is not available

[51] Does not include retirements as estimates were not prepared on an industry-by-industry basis as such detailed information for 2011 for the Kamloops area is not available

FIGURE 10: EMPLOYED BY PLACE OF WORK PROJECTIONS ACROSS SELECTED PROFILED INDUSTRIES, KAMLOOPS



Source: metro economics projections

Note: Does not include retirements as estimates were not prepared on an industry-by-industry basis as such detailed information for 2011 for the Kamloops area is not available

Labour supply and demand are seen as two elements that make up the labour market equation. Each speaks to the increase or decrease relevant to both sides of this equation. However, experience has clearly demonstrated that it is not as simple as looking at the numbers in isolation, rather it is necessary to keep several key points top of mind when considering labour supply and demand and its alignment to fill vacancies. The projections indicate the number of new workers that will be required over the established time span (2016-2026), reflecting beyond the current employment numbers. This demand for new workers is referred to as the economic demand.

In addition, the projections model also considers likely retirements based on reaching age 65 between 2016 and 2026. Assuming that each retiree will need to be replaced to ensure the industry's overall requirements for workers are met, this demand for new workers is referred to as the replacement demand for workers. It does not take into account advances in technology, streamlining of processes or positions which will likely influence the one-to-one replacement. The economic demand and the replacement demand together define the industry's need for new recruits.

However, to give full consideration to supply and demand activity, another complex element needs to be examined. Labour churn which is the movement of employees in and out of an occupation or sector is important to consider. It is common for employees to transition to other sectors and occupations that may align with their career aspirations, financial goals, or other attractive benefits. This leaves a vacancy for the current employer. So while the data may indicate a decline in the number of vacancies projected, it does not reflect the potential labour churn which may occur. Hence, even sectors where the overall job vacancies may show decline or smaller numbers, can be impacted and find that recruitment remains a high priority.

3.2 Construction

National and Provincial Context

The construction industry in Canada accounted for roughly 7.3% of the national gross domestic product (GDP) in 2015 (a total contribution of just over $120 billion).[52] The construction industry has seen a modest increase in its GDP between 2013 and 2015, however it has seen a recent decline of 2.6% between September 2015 and September 2016.[53] The sector ranks second in terms of the number of jobs created within the goods producing sector, employing just fewer than 1.4 million people (roughly 7.7% of the Canadian labour force).

Within the construction industry, specialty trade contractors accounted for 57% of the companies within the sector, construction of buildings for 32% of companies (with residential buildings companies responsible for 85% of that total), and heavy and civil engineering companies were 11% of the sector.

Sustainability and energy efficiency remains a top trend according the Canada Green Building Council, as well as the increasing inclusion of smart technology and home automation in residential construction. Both trends pose a great opportunity for businesses as demand for including sustainability and technology will increase as the capabilities of in-home sustainability and technology grows.

In British Columbia, the construction industry was responsible for 8.3% of the total GDP within the province in 2015, with a total value of current construction projects underway estimated at $77.4 billion.[54] Construction is the number one employer in the goods producing sector in BC, where employment has increased year over year to where the sector was employing 210,100 people in 2015.

British Columbia's construction companies represent 18% of all Canadian construction companies, second only to Ontario. When compared to the Canadian average, BC has increased the amount of building permits at a faster rate, increasing by 8.8% between 2013 and 2014, compared to the Canadian rate of increase of 5.5 %.[55] Currently, building permit numbers sit comfortably at just over 11 million, the highest it has been since 2007 and within reach of the pre-2008 recession numbers. Residential building

[52] Statistics Canada, Gross domestic product at basic prices, by industry (monthly). http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/gdps04a-eng.htm

[53] Ibid.

[54] British Columbia Construction Association, Stat Pack & Surveys. https://www.bccassn.com/resources/stat-pack-&-surveys/default

[55] Small Business Accelerator Program, Industry Overview: Construction. https://sba.ubc.ca/blog/industry-overview-construction

permits make up 66% of the total permits issued in 2015, followed by commercial at 20% and industrial and government at 14%.

The Kamloops Context

In 2015, the City of Kamloops received 1,701 building permits (up from 1,618 in 2014), 1,859 building information requests (up from 1,754 in 2014) and 46 applications for subdivisions (up from 39 in 2014).[56] As a result, total building permit construction value in 2015 was roughly $175 million, slightly lower than the total value in 2014 but is expected to be higher than the projected value in 2016.

Roughly 450 new residential units were constructed within Kamloops in 2015, up from 410 in 2014. However, residential housing starts in 2016 are projected to be below 2015 levels. In terms of location, 42% of all new dwelling units in 2015 were located in East Kamloops. The South Shore area accounted for 38% of new dwelling units, while the North Shore was responsible for 20%. Development by location in 2015 is quite different than the past five year average (2011-2015).[57] Within the past five years, 38% of new dwelling units were in the North Shore area and 24% were in East Kamloops. This provides the indication that new dwelling construction is now occurring more readily in East Kamloops, while the North Shore has seen the least amount of new dwelling construction. The expected new dwelling construction within Kamloops will increase the demand for workers in the construction industry. This is important for Venture Kamloops to consider as the increasing demand for construction workers is not just expected in the future, but is currently underway within the region.

Employment Demand Projections

Employment demand in the Kamloops construction industry is projected to grow by 22% from 2016 to 2026, from 1,757 jobs to 2,147 jobs (an increase of 390, as seen in Figure 11). This increase is below the increase in employment demand of 612 jobs experienced in the industry between 2001 and 2016, highlighting the fact that employment growth in the industry is projected to slow relative to this earlier time period. Although the growth in projected employment within the construction industry is slow relative to the growth between 2001 and 2016, Venture Kamloops none the less needs to ensure that a skilled and trained workforce exists within the Kamloops to meet the projected demand of the construction industry.

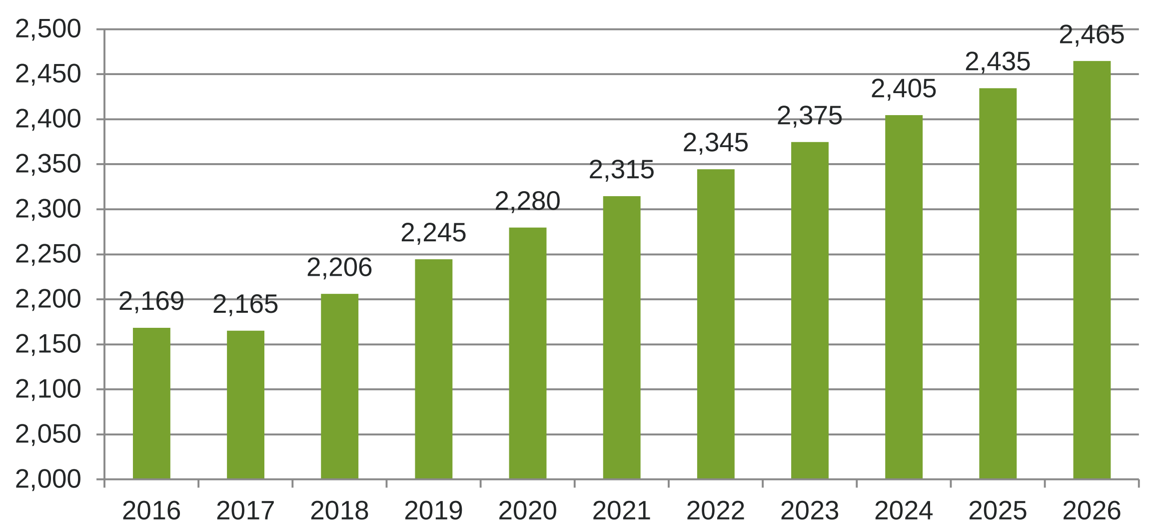
The occupations projected to see the largest increases in employment demand between 2016 and 2026 are (as seen in Figure 12):

- Carpenters (+52 jobs)
- Construction trades helpers and labourers (+34 jobs)
- Electricians (except industrial and power system) (+25 jobs)
- Construction managers (+24 jobs)
- Painters and decorators (except interior decorators) (+17 jobs)

[56] City of Kamloops, 2016 Presentation to Canadian Home Builders' Association – Central Interior. February 10, 2016.
[57] Ibid.

- Plumbers (+16 jobs)
- Heavy equipment operators (except crane) (+13 jobs)
- Home building and renovation managers (+13 jobs)
- Plasterers, drywall installers and finishers and lathers (+11 jobs)

FIGURE 11: EMPLOYMENT DEMAND PROJECTIONS FOR KAMLOOPS CONSTRUCTION INDUSTRY, 2016-2026



Source: metro economics projections

FIGURE 12: CHANGE IN EMPLOYMENT DEMAND BY TOP OCCUPATIONS IN THE KAMLOOPS CONSTRUCTION INDUSTRY, 2016 & 2026

NOC	Occupation	2016	2026	Change
7271	Carpenters	235	288	52
7611	Construction trades helpers and labourers	152	185	34
7241	Electricians (except industrial and power system)	112	136	25
711	Construction managers	110	134	24
7294	Painters and decorators (except interior decorators)	79	96	17
7251	Plumbers	72	88	16
7521	Heavy equipment operators (except crane)	59	72	13
712	Home building and renovation managers	56	69	13
7284	Plasterers, drywall installers and finishers and lathers	49	60	11
7291	Roofers and shinglers	42	52	9
7441	Residential and commercial installers and servicers	40	49	9

NOC	Occupation	2016	2026	Change
7205	Contractors and supervisors, other construction trades, installers, repairers and servicers	40	48	9
7302	Contractors and supervisors, heavy equipment operator crews	33	40	7
1311	Accounting technicians and bookkeepers	28	34	6
1221	Administrative officers	27	33	6
7295	Floor covering installers	26	31	6
7204	Contractors and supervisors, carpentry trades	23	28	5
1241	Administrative assistants	22	27	5
7511	Transport truck drivers	19	24	4
7313	Refrigeration and air conditioning mechanics	19	23	4
7281	Bricklayers	17	21	4
7233	Sheet metal workers	17	21	4
1411	General office support workers	17	20	4
16	Senior managers - construction, transportation, production and utilities	16	20	4
7283	Tilesetters	16	19	4
2234	Construction estimators	15	18	3
7292	Glaziers	14	17	3
7282	Concrete finishers	14	17	3
7237	Welders and related machine operators	14	17	3

Source: metro economics projections

3.3 Manufacturing

National and Provincial Context

Manufacturing is a significant contributor to the Canadian economy, with a direct impact of $183 billion to the national GDP (accounting for roughly 11% of the national economy).[58] It is the largest goods-producing industry in Canada, and is second only to real estate and rental and leasing in terms of GDP contributions. Beyond the direct impacts of the manufacturing sector, it also contributes to the Canadian economy through indirect and induced impacts. According to the Canadian Manufacturers & Exporters, the manufacturing sector in Canada contributes an additional $186 billion in

[58] Industries 2030: Manufacturing Growth, Innovation and Prosperity for Canada. 2016

indirect impacts and $106 billion in induced impacts.[59] These indirect and induced spinoff effects create an additional $292 billion in value-added output for the Canadian economy. In total, the direct, indirect and induced impact on the Canadian GDP is equivalent to 28% of the national economy or $475 billion.

Not only does the manufacturing sector contribute to a significant portion of the national GDP, it is also a major source of employment for Canadians. Roughly 1.8 million individuals are employed in the manufacturing sector in Canada, representing 10% of the total employed labour force.[60] The indirect and induced spinoff effects from manufacturing activities create an additional 2.9 million jobs in Canada, bringing total employment attributable to manufacturing up to 4.7 million (roughly 27% of all jobs across the country).

The manufacturing sector in BC generated roughly $14.3 billion in GDP in 2013 (approximately 8.5% of the total GDP output by the manufacturing sector in Canada).[61] In comparison, the manufacturing hubs of Ontario and Quebec accounted for just over 70% of manufacturing in Canada by GDP contributions. Manufacturing is the fourth largest industry sector in BC, contributing slightly less than 7% to the total GDP output in the province.

In 2014, there were roughly 161,000 individuals employed in the manufacturing sector in BC. This was the third highest share of manufacturing workers across Canada, with BC accounting for roughly 9.3% of the total manufacturing labour force in Canada. In comparison, just over 72% of all manufacturing jobs in Canada were located in Ontario and Quebec.[62] Within BC, most of the manufacturing employment is concentrated in the Mainland-Southwest region, with roughly 65% of the employed labour force in manufacturing located in this region.

The Kamloops Context

With more than 120 fabrication and manufacturing companies operating in the Kamloops area, over 7.1% of the population is employed in this sector making manufacturing a major contributor to the local economy.[63] Kamloops manufacturers have traditionally been tied to the resource sector, and in recent years, have experienced growth in smaller, niche-oriented companies.

Most companies service both a local market and a broader regional market, which includes Western Canada, the U.S., Europe, and Asia.

Employment Demand Projections

Employment demand in the manufacturing industry in Kamloops is projected to shrink by 15% from 2016 to 2026, from 2,598 jobs to 2,200 jobs (a decrease of 398, as seen

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[59] Ibid.

[60] Ibid.

[61] A Profile of British Columbia's Manufacturing Sector. BC Stats, 2015

[62] Ibid.

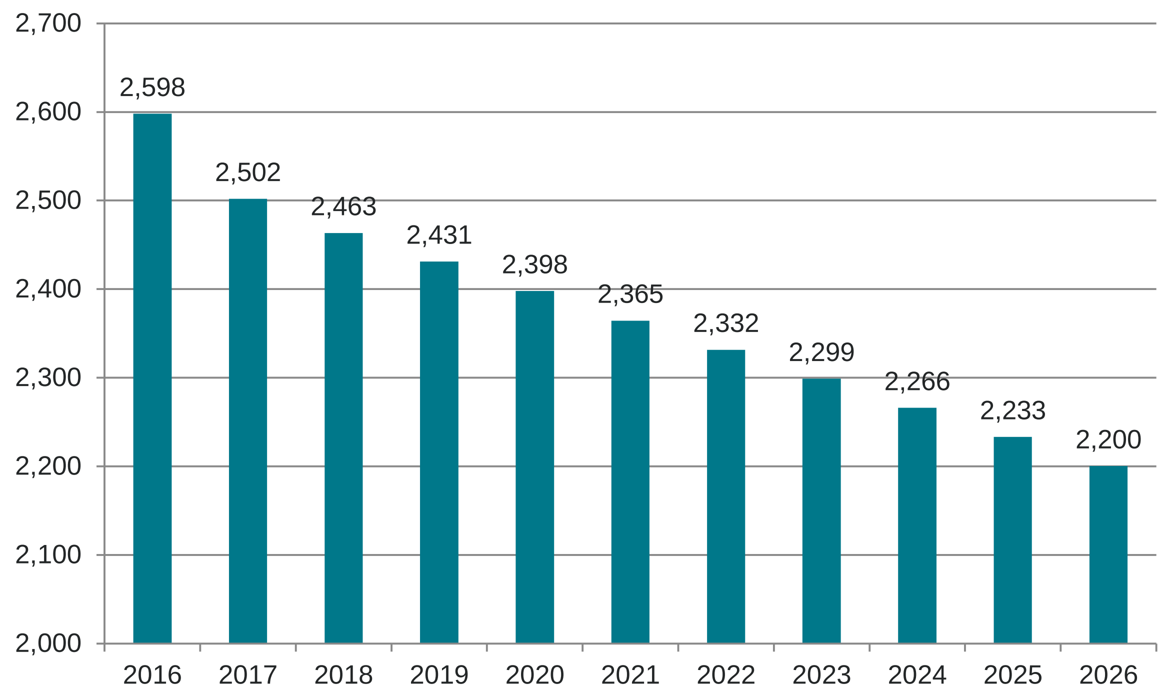
[63] Venture Kamloops. "Manufacturing in Kamloops – an Industry Snapshot". http://venturekamloops.com/industries/manufacturing/

in Figure 13). This decrease is larger than the decrease in employment demand of 257 jobs experienced in the industry between 2001 and 2016.

The occupations projected to see the largest decreases in employment demand (as seen in Figure 13) between 2016 and 2026 are:

- Labourers in wood, pulp and paper processing (-18 jobs)
- Manufacturing managers (-18 jobs)
- Cabinetmakers (-16 jobs)
- Construction millwrights and industrial mechanics (-15 jobs)
- Material handlers (-13 jobs)
- Pulp mill machine operators (-12 jobs)
- Furniture and fixture assemblers and inspectors (-11 jobs)
- Welders and related machine operators (-9 jobs)
- Supervisors, forest products processing (-9 jobs)
- Power engineers and power systems operators (-9 jobs)

FIGURE 13: EMPLOYMENT DEMAND PROJECTIONS FOR KAMLOOPS MANUFACTURING INDUSTRY, 2016-2026



Source: metro economics projections

FIGURE 14: CHANGE IN EMPLOYMENT DEMAND BY TOP OCCUPATIONS IN THE KAMLOOPS MANUFACTURING INDUSTRY, 2016 & 2026

NOC	Occupation	2016	2026	Change
9614	Labourers in wood, pulp and paper processing	125	107	-18
911	Manufacturing managers	124	107	-18
7272	Cabinetmakers	44	28	-16
7311	Construction millwrights and industrial mechanics	96	81	-15
7452	Material handlers	99	86	-13
9432	Pulp mill machine operators	34	22	-12
9532	Furniture and fixture assemblers and inspectors	31	21	-11
7237	Welders and related machine operators	70	61	-9
9215	Supervisors, forest products processing	42	33	-9
9241	Power engineers and power systems operators	32	23	-9
1521	Shippers and receivers	47	40	-8
7511	Transport truck drivers	54	47	-7
6411	Sales and account representatives - wholesale trade (non-technical)	50	43	-6
7231	Machinists and machining and tooling inspectors	48	42	-6
9619	Other labourers in processing, manufacturing and utilities	39	33	-6
9431	Sawmill machine operators	66	62	-5
601	Corporate sales managers	37	32	-5
16	Senior managers - construction, transportation, production and utilities	35	30	-5
7242	Industrial electricians	29	23	-5
6421	Retail salespersons	35	30	-4
1221	Administrative officers	29	25	-4
1431	Accounting and related clerks	26	22	-4
1311	Accounting technicians and bookkeepers	23	20	-4
9533	Other wood products assemblers and inspectors	33	30	-3
9434	Other wood processing machine operators	28	25	-3
5244	Artisans and craftspersons	24	21	-3
9537	Other products assemblers, finishers and inspectors	22	20	-3
1111	Financial auditors and accountants	23	20	-3
9617	Labourers in food, beverage and associated products processing	50	47	-2
9461	Process control and machine operators, food, beverage and associated products processing	45	44	-1
9436	Lumber graders and other wood processing inspectors and graders	22	21	-1

Source: metro economics projections

3.4 Transportation and Warehousing

National and Provincial Context

In 2016, the transportation and warehousing industry contributed more than $75.4 billion to the Canadian economy, accounting for roughly 4.4% of national GDP (growing by 2.9%, and up from $73.3 billion in 2015).[64] As of December 2014, according to Canada Cartage, there are 62,085 businesses whose primary activity is trucking transportation in Canada. BC is home to approximately 14.2% of all transportation and warehousing related businesses in Canada, while 57.1% are located in Ontario and Quebec.[65] Approximately 896,000 people worked in the transportation and warehousing industry in 2014, representing roughly 5% of the total employment in Canada (an increase by 1.6% from 2013).

Trade with the United States continues to be a driving factor in the transportation and warehousing industry in Canada (with $179 billion in exports from Canada to the U.S. in 2014 and $192 billion in exports from the U.S. to Canada).[66] The top commodities shipped between Canada and the U.S. include automotive products, machinery & electrical, miscellaneous products, and agricultural products.

The transportation and warehousing sector contributed more than $11.2 billion to the BC economy in 2014. Contributions to provincial GDP were supported by a 4% growth in the value of exports transporting through BC between 2013 and 2014 to a total of $71 billion. Of these exports transported through BC: [67]

- $44.2 billion were shipped by sea
- $9.5 billion were shipped by truck
- $8.6 billion were shipped by pipelines
- $6.7 billion were shipped by rail
- $2 billion were shipped by air

Approximately 140 million tonnes of cargo was shipped through the Port of Metro Vancouver alone in 2014 (up 3% from 2013).

More than 133,000 individuals were employed in the transportation and warehousing industry sector in 2014 within the province (an increase of 5% from 2013). The growth of container traffic is greatly tied to the level of employment in BC, as every 1% increase in container traffic results in approximately 4,000 new jobs in the BC labour market.[68] Opportunities continue to arise in the transportation and logistics industry in

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[64] Statistics Canada, Gross domestic product at basic prices, by industry (monthly). http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/gdps04a-eng.htm

[65] Transportation: 4-Year Progress Update. BC Jobs Plan. http://engage.gov.bc.ca/bcjobsplan/files/2015/12/4yearUpdate_Transportation_web.pdf

[66] Ibid.

[67] Ibid.

[68] Ibid.

BC, where for example, YVR and Shanghai Pudong International Air Cargo signed an agreement to help move more perishable goods between the two gateways.[69]

The Kamloops Context

With over 50 trucking and transport companies, Kamloops is a vital transportation hub in Western Canada providing a diverse range of logistics solutions with direct links to the rest of Canada, United States, Europe and the Pacific Rim by road, rail and air.[70] Located in the heart of the Interior of BC, Kamloops is strategically located at the intersection of Western Canada's four major highways: Coquihalla (Hwy 5), TransCanada (Hwy 1), Yellowhead (Hwy 5), and Highway 97. Currently Kamloops is serviced by Kamloops Airport (YKA), which is one of the fastest growing regional airports in the province. The airport handles both passenger transport and air cargo and is strategically located nearby Fulton Field, home to a strong industrial base of aircraft sales, parts, and maintenance.[71] Both Canadian National Railway and Canadian Pacific Railway service Kamloops with their railways providing transcontinental carrier capabilities within the area.

The City of Kamloops enjoys several advantages in transportation and warehousing beyond those mentioned above. These are:[72]

- An established warehousing centre with bonded and public warehouses
- Eight industrial parks with a mix of rail and highway access
- Over 1,600 acres of land zoned for industrial uses
- Home to prominent transportation and distribution companies, including NRI Distribution, one of Canada's key logistic providers catering to the active sports apparel and equipment industry

As illustrated above, Kamloops has a number of advantages that can be leveraged into developing the Kamloops region as a centre of transportation and logistics innovation and knowledge. This would allow Venture Kamloops to support existing transportation and logistics companies in attracting the most skilled and brightest talent to the region. Venture Kamloops can market the region as a hub of innovative and forward thinking businesses that will naturally attract skilled and educated workers.

Employment Demand Projections

Employment demand in the transportation and warehousing industry in Kamloops is projected to increase by 14% from 2016 to 2026, from 2,169 jobs to 2,465 jobs (an increase of 296, as seen in Figure 15). This increase is smaller than the increase in employment demand of 369 jobs experienced in the industry between 2001 and 2016.

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69 Transportation: 4-Year Progress Update. BC Jobs Plan. http://engage.gov.bc.ca/bcjobsplan/files/2015/12/4yearUpdate_Transportation_web.pdf

70 Venture Kamloops. "Transportation and Logistics – an Industry Snapshot". http://venturekamloops.com/industries/transportation-logistics/

71 Ibid.

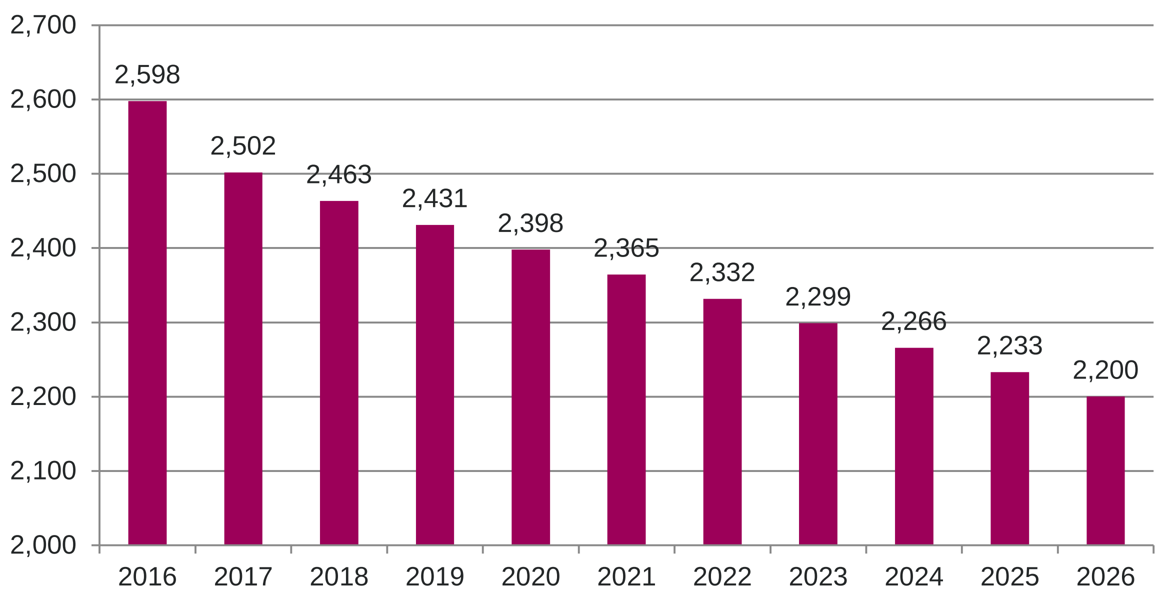
72 Ibid.

Although increases in employment demand are projected to be slightly smaller than the employment demand increase experienced between 2001 and 2016, a supply of skilled and trained workers will still be needed. Specifically in the next decade, Venture Kamloops will need to ensure that the projected vacancies in transport truck drivers and transit operators will be filled. Transport truck drivers and bus drivers, subway operators and other transit operators represent roughly 25% of the projected occupational demand in transportation and warehousing for the Kamloops region

The occupations projected to see the largest increases in employment demand between 2016 and 2026 are (as seen in Figure 16):

- Transport truck drivers (+52 jobs)
- Bus drivers, subway operators and other transit operators (+20 jobs)
- Material handlers (+14 jobs)
- Taxi and limousine drivers and chauffeurs (+13 jobs)
- Letter carriers (+11 jobs)
- Mail, postal and related workers (+9 jobs)
- Delivery and courier service drivers (+9 jobs)
- Managers in transportation (+7 jobs)
- Air pilots, flight engineers and flying instructors (+7 jobs)

FIGURE 15: EMPLOYMENT DEMAND PROJECTIONS FOR KAMLOOPS TRANSPORTATION AND WAREHOUSING INDUSTRY, 2016-2026



Source: metro economics projections

FIGURE 16: CHANGE IN EMPLOYMENT DEMAND BY TOP OCCUPATIONS IN THE KAMLOOPS TRANSPORTATION AND WAREHOUSING INDUSTRY, 2016 & 2026

NOC	Occupation	2016	2026	Change
7511	Transport truck drivers	380	432	52
7512	Bus drivers, subway operators and other transit operators	147	167	20
7452	Material handlers	100	113	14
7513	Taxi and limousine drivers and chauffeurs	92	105	13
1512	Letter carriers	79	90	11
1511	Mail, postal and related workers	68	77	9
7514	Delivery and courier service drivers	62	71	9
731	Managers in transportation	54	61	7
2271	Air pilots, flight engineers and flying instructors	54	61	7
6522	Pursers and flight attendants	42	47	6
7315	Aircraft mechanics and aircraft inspectors	40	46	5
7451	Longshore workers	39	45	5
6523	Airline ticket and service agents	39	45	5
1513	Couriers, messengers and door-to-door distributors	38	43	5
1525	Dispatchers	33	37	4
7321	Automotive service technicians, truck and bus mechanics and mechanical repairers	30	34	4
1411	General office support workers	29	33	4
2273	Deck officers, water transport	28	32	4
7534	Air transport ramp attendants	28	32	4
1215	Supervisors, supply chain, tracking and scheduling co-ordination occupations	24	28	3
1521	Shippers and receivers	24	28	3
7362	Railway conductors and brakemen/women	22	25	3
7611	Construction trades helpers and labourers	21	24	3
7532	Water transport deck and engine room crew	21	23	3
714	Facility operation and maintenance managers	19	22	3
6552	Other customer and information services representatives	19	22	3
1431	Accounting and related clerks	18	21	2
1221	Administrative officers	18	20	2
6411	Sales and account representatives - wholesale trade (non-technical)	16	19	2
2244	Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	16	18	2
7305	Supervisors, motor transport and other ground transit operators	16	18	2
7531	Railway yard and track maintenance workers	16	18	2

NOC	Occupation	2016	2026	Change
1241	Administrative assistants	16	18	2
1311	Accounting technicians and bookkeepers	16	18	2

Source: metro economics projections

3.5 High Tech

National and Provincial Context

Canada is home to a vibrant and diverse tech sector that has become a major driver of innovation and economic growth. These contributions to Canada's economic performace come from not only the traditional information and communication technology (ICT) sector, but also from other tech industries such as aerospace manufacturing, architecture, engineering and design, as well as chemical and pharmaceutical manufacturing.

The tech sector contributed $117 billion in economic output in Canda in 2015, representing 7.1% of GDP. Between 2007 and 2015, the tech sector in Canada grew at an annual GDP rate of 1.4%.[73] Tech sector growth during this time period was less than that of the construction, and finance and insurance sectors, but greater than that of the mining, quarrying, and oil and gas extraction sector.

Tech sector firms can be found across Canada and are primarily categroized as small, profitable, and fast-growing.[74] In 2015, there were nearly 71,000 tech firms in Canada, representing roughly 6.1% of all Canadian businesses. This is geater than the transportation and warehousing sector and wholesale trade sector, but less than the construction and retail trade sectors. When compared to all other Canadian industries, Canada's tech sector is comprised of a disproportionate number of very small firms. In 2015, roughly 69% of all tech sector firms with staff had four or fewer employees, compared to 54% across all other industries. In terms of employment, the tech sector employed just over 864,000 people in 2015 which accounted for roughly 5.6% of Canada's total employment.[75]

Within Canada, the bulk of the nation's high tech sector is located in central Canada, with Ontario and Quebec accounting for approximately two-thirds of Canada's high tech GDP. In 2015, BC ranked fourth in the country in high tech GDP contributions, accounting for just over 11% of total Canadian high tech GDP.[76] Ontario also has by far the most people employed in the high tech sector, with almost 42% of all Canadian high tech employees while BC has the third largest high tech workforce accounting for roughly 11% of high tech employment in Canada in 2015.

73 Brookfield Institute. "The State of Canada's Tech Sector, 2016".
74 Ibid.
75 Ibid.
76 BC Stats. "Profile of the British Columbia Technology Sector: 2016 Edition".

British Columbia's tech sector (known within the province as 'High Tech')[77] has evolved into a key sector in the BC economy, generating over $14 billion in economic output in 2015 (roughly 7% of the province's GDP).[78] By comparision, BC's forest sector produced just over 3% of total GDP, while the real estate sector was the largest contributor to GDP at 18%.[79] Between 2014 and 2015, the GDP of BC's high tech sector expanded by 2.4%. Interestingly, GDP in BC's high tech sector has generally expanded faster than the overall economy over the last decade.

Roughly 93% of BC's high tech businesses were in the service sector in 2015 (of those with employees, 9,175 high tech businesses were in service industries and 730 were manufacturers). Computer and Related Services comprise the largest industry group within BC's high tech sector, with 39% of the province's high tech businesses. "Other services" (24%) (composed largely of environmental, scientific and technical consulting industries)[80] and Engineering (18%) are the next two largest high tech industry groups.

Similar to sector growth, employment in the high tech sector in BC has grown in 2015. Employment in the high tech sector surpassed 100,000 for the first time in 2015, where employment rose by 2.9% to a total of 101,780 indivudals employed in the sector (the fifth consecutive year of growth in employment for B.C.'s high tech sector).[81] Employment growth in the high tech sector was also slightly higher than total employment growth in BC, which grew by 2.5%.

The Kamloops Context

Kamloops has become a hub for high tech firms. The high tech sector in Kamloops is diverse with more than 80 high tech firms located in the area providing a number of job opportunities in the industry.[82] Kamloops is home to call centres, data centres, software providers, technology support services, many research organizations, and four long distance and international telecommunications service providers.

As the tech sector continues to grow across Canada and within BC, there has also been growth locally in the number of tech firms in Kamloops which has translated into a clustering of high tech and innovative firms. Over the past 4 years, more than 35 technology-based startups have entered the market in Kamloops, creating a cluster of high-tech and innovative firms.

The hub of high tech firms in Kamloops is supported by robust communication infrastructure with an extensive fibre optic network that allows the ability to provide high-speed digital voice and data access across the city. Major telecommunications

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77 For this report, BC Stats uses an industry-based approach to measure high tech's contribution to the British Columbia economy. The industry-based definition includes manufacturers of pharmaceuticals and other chemicals, computers and other electronic products, aerospace products and parts, and medical equipment and supplies. Also included are service industries such as engineering, computer services, motion picture and video production, surveying and mapping, scientific and technical consulting, telecommunications, and research and development.

78 BC Stats. "Profile of the British Columbia Technology Sector: 2016 Edition".

79 Ibid.

80 Ibid.

81 BC Stats. "Profile of the British Columbia Technology Sector: 2016 Edition".

82 Venture Kamloops. "High-Tech in Kamloops – an Industry Snapshot". http://venturekamloops.com/industries/ high-tech/

firms such as Bell, Telus, Big Pipe (Shaw), and BCNET all have major fibre access locations in Kamloops.[83]

Employment Demand Projections

The occupations projected to see the largest increases in high tech employment demand in Kamloops between 2016 and 2026 are (as seen in Figure 17):[84]

- Information systems analysts and consultants (+46 jobs)
- Graphic designers and illustrators (+41 jobs)
- Computer and information systems managers (+39 jobs)
- Geoscientists and oceanographers (+18 jobs)
- Computer programmers and interactive media developers (+18 jobs)
- Biologists and related scientists (+16 jobs)
- Engineering managers (+15 jobs)
- Database analysts and data administrators (+12 jobs)
- Software engineers and designers (+10 jobs)

FIGURE 17: CHANGE IN HIGH TECH EMPLOYMENT DEMAND BY TOP OCCUPATIONS IN KAMLOOPS, 2016 & 2026

NOC	Occupation	2016-2026 Change
2171	Information systems analysts and consultants	46
5241	Graphic designers and illustrators	41
213	Computer and information systems managers	39
2113	Geoscientists and oceanographers	18
2174	Computer programmers and interactive media developers	18
2121	Biologists and related scientists	16
211	Engineering managers	15
2172	Database analysts and data administrators	12
2173	Software engineers and designers	10
2175	Web designers and developers	8
2133	Electrical and electronics engineers	7
2132	Mechanical engineers	6
2147	Computer engineers (except software engineers and designers)	3
2148	Other professional engineers, n.e.c.	2
212	Architecture and science managers	2
2211	Chemical technologists and technicians	2
2112	Chemists	2

83 Ibid.

84 Based on definitions of what constitutes a high tech occupation from the Brookfield Institute, “The State of Canada’s Tech Sector”, 2016

NOC	Occupation	2016-2026 Change
2221	Biological technologists and technicians	1
2161	Mathematicians, statisticians and actuaries	1
2111	Physicists and astronomers	1
2115	Other professional occupations in physical sciences	1

Source: metro economics projections

Based on definitions of what constitutes a high tech occupation from the Brookfield Institute, "The State of Canada's Tech Sector", 2016

3.6 Professional Services

National and Provincial Context

The professional, scientific and technical services (PSTS) sector accounted for roughly 5.4% of the Canadian GDP in 2016, with more than $91 billion in contributions.[85] The PSTS sector has seen a modest increase in its GDP contributions between 2013 and 2015, and has also seen growth of 1.5% between September 2015 and September 2016.[86] At the end of 2014, the PSTS sector had a total of 420,504 business establishments in Canada. Of those business establishments, 67.6% did not have employee (i.e. non-employers)[87] and 32.4% had one or more employees. BC is home to approximately 15.4% of all PSTS related business in Canada, while 77% are located in Ontario, Quebec, and Alberta.

Across Canada, there were roughly 136,146 PSTS businesses that hired at least one employee in December 2014 (20,891 in BC).[88] The breakdown of employer establishments in the PSTS sector highlights the importance of micro and small-sized business within the sector. 75.1% of them were considered micro, employing less than five employees (74.8% in BC). Small establishments accounted for 23.9% (24.4% in BC) and medium-sized establishments accounted for an additional 0.9% of the total number of establishments (0.64% in BC). Large employers, those with more than five hundred persons on payroll, accounted for 0.1% of the total establishments in the Professional, Scientific and Technical Services sector (0.06% in BC).[89]

In 2014, the PSTS sector contributed just over $11 billion to BC's provincial GDP, accounting for roughly 6% of provincial GDP.[90] The GDP produced by the PSTS sector had grown at a stable pace between 2010 and 2014, with a growth of 3.8% between

[85] Statistics Canada, Gross domestic product at basic prices, by industry (monthly). http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/gdps04a-eng.htm

[86] Canadian Industry Statistics. Professional, Scientific and Technical Services (NAICS 54) https://www.ic.gc.ca/app/scr/sbms/sbb/cis/establishments.html?code=54&lang=eng

[87] Some establishments do not employ any individuals, and in some cases the employment type of an establishment cannot be determined (indeterminate). Non-employers are in effect owner operated and the owners do not pay wages or salaries to themselves as an employee of the company. Even though some establishments do not maintain employee payrolls, they may have work forces, which may consist of contracted workers, part-time employees, family members or business owners.

[88] Canadian Industry Statistics. Professional, Scientific and Technical Services (NAICS 54) https://www.ic.gc.ca/app/scr/sbms/sbb/cis/establishments.html?code=54&lang=eng

[89] Ibid

[90] Ibid

2013 and 2014. BC had the fourth highest GDP produced from the PSTS sector in 2014, behind Ontario, Quebec, and Alberta.[91] By the end of 2014, the PSTS sector had a total of 64,618 business establishments in BC. Of those business establishments, 68% were non-employers and 32% had one or more employees.[92]

The Kamloops Context

The PSTS sector employed roughly 18,100 individuals in the Thompson-Okanagan economic region in November 2016.[93] Employment in the PSTS sector in the Thompson-Okanagan economic region has increased by 12.7% since 2011 (from here 15,800 employed in the sector in 2011).[94] This growth of the PSTS sector in Kamloops is especially visible in the rapid growth the community has experienced in the green energy and bioenergy industries.

In particular, Kamloops is the proud home of Nexterra Energy Corporation's research and development facility, developing, manufacturing, and delivering advanced gasification systems that enable customers to self-generate clean, low cost heat and power at industrial and institutional facilities using waste fuels.[95] Some local companies that have benefited from their technology include Domtar and Tolko Industries Ltd. In fact, the city is also home to the first geothermal community in Canada – Sun Rivers Community Development Corporation.[96] These companies are also supported by educational institutions such as The School of Advanced Technologies and Mathematics at Thompson Rivers University. The school provides instruction ranging from the theoretical to the applied and is comprised of Computing Science, Computer Information Systems Technology, Digital Art & Design, Electronics & Engineering, Architectural & Engineering Technology, and Mathematics & Statistics departments.

The synergies being developed between businesses and the opportunities for professional development in the Kamloops region that exists makes it an attractive destination for prospective employees. As well, the quality of life and lifestyle that a community offers is usually top of mind when speaking of prospective professional, scientific, and technical service workers. This is an aspect that separates the Kamloops region from most other jurisdictions.

Employment Demand Projections

Employment demand in the professional, scientific and technical services industry in Kamloops is projected to increase by 18% from 2016 to 2026, from 2,789 jobs to 3,281 jobs (an increase of 492, as seen in Figure 18). This increase is smaller than the

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[91] Ibid

[92] Canadian Industry Statistics. Professional, Scientific and Technical Services (NAICS 54) https://www.ic.gc.ca/app/scr/sbms/sbb/cis/establishments.html?code=54&lang=eng

[93] Statistics Canada. Labour force survey estimates (LFS), employment by economic region based on 2011 Census boundaries and North American Industry Classification System (NAICS), 3-month moving average, unadjusted for seasonality

[94] Ibid

[95] Venture Kamloops. "Green Energy in Kamloops – an Industry Snapshot". http://venturekamloops.com/industries/green-energy

[96] Ibid

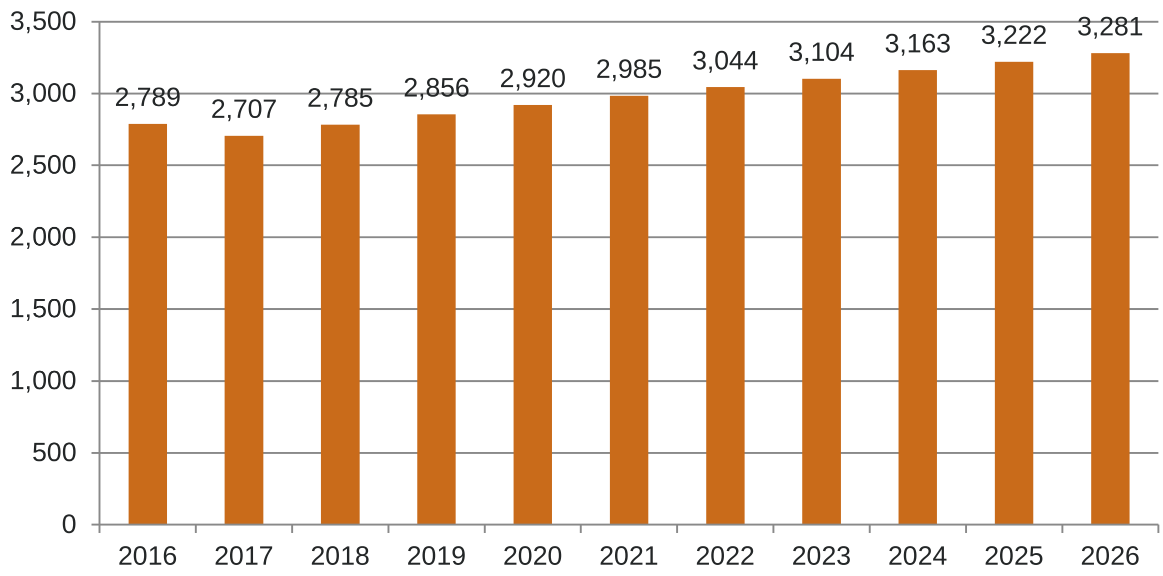
increase in employment demand of 1,104 jobs experienced in the industry between 2001 and 2016.

As employment demand in the professional, scientific and technical services industry is projected to increase within the region, Venture Kamloops will need to make this sector a priority in terms of attracting talent. The professional, scientific and technical services sector is projected to see the largest demand for employment among all industry sectors from 2016 to 2026.

The occupations projected to see the largest increases in employment demand between 2016 and 2026 are (as seen in Figure 19):

- Financial auditors and accountants (+39 jobs)
- Lawyers and Quebec notaries (+27 jobs)
- Accounting technicians and bookkeepers (+22 jobs)
- Computer programmers and interactive media developers (+18 jobs)
- Information systems analysts and consultants (+17 jobs)
- Legal administrative assistants (+15 jobs)
- Professional occupations in business management consulting (+14 jobs)
- Civil engineers (+13 jobs)
- Graphic designers and illustrators (+13 jobs)

FIGURE 18: EMPLOYMENT DEMAND PROJECTIONS FOR KAMLOOPS PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES INDUSTRY, 2016-2026



Source: metro economics projections

FIGURE 19: CHANGE IN EMPLOYMENT DEMAND BY TOP OCCUPATIONS IN THE KAMLOOPS PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES INDUSTRY, 2016 & 2026

NOC	Occupation	2016	2026	Change
1111	Financial auditors and accountants	219	257	39
4112	Lawyers and Quebec notaries	152	178	27
1311	Accounting technicians and bookkeepers	125	147	22
2174	Computer programmers and interactive media developers	100	117	18
2171	Information systems analysts and consultants	96	113	17
1242	Legal administrative assistants	84	99	15
1122	Professional occupations in business management consulting	77	91	14
2131	Civil engineers	77	90	13
5241	Graphic designers and illustrators	73	86	13
1241	Administrative assistants	65	76	11
1221	Administrative officers	61	72	11
2173	Software engineers and designers	60	71	11
13	Senior managers - financial, communications and other business services	49	57	9
1123	Professional occupations in advertising, marketing and public relations	44	52	8
1431	Accounting and related clerks	44	52	8
2151	Architects	41	48	7
4211	Paralegal and related occupations	41	48	7
2175	Web designers and developers	40	47	7
1411	General office support workers	39	46	7
2253	Drafting technologists and technicians	37	43	6
5242	Interior designers and interior decorators	37	43	6
5221	Photographers	35	41	6
2132	Mechanical engineers	35	41	6
4163	Business development officers and marketing researchers and consultants	34	40	6
2133	Electrical and electronics engineers	34	40	6
1414	Receptionists	34	40	6
213	Computer and information systems managers	32	38	6
3213	Animal health technologists and veterinary technicians	30	35	5
2281	Computer network technicians	27	32	5
4161	Natural and applied science policy researchers, consultants and program officers	27	32	5

NOC	Occupation	2016	2026	Change
2121	Biologists and related scientists	27	31	5
124	Advertising, marketing and public relations managers	26	31	5
2282	User support technicians	25	29	4

Source: metro economics projections

4 Stakeholder Engagement

The planning process for the Labour Attraction Partnership project prioritized consulting with employers throughout the region and employees that had been recruited to work in Kamloops. These consultations were designed to encourage participants to share their insights, ideas, and opinions on their approaches to talent attraction, challenges they face, and ideas to improve the talent attraction process.

Outreach activities included:

- **Stakeholder Interviews** – 33 one-on-one telephone and in-person interviews were conducted with employers throughout the Kamloops area. The interviews included employers from each of the sectors of focus for this project and were structured with open-ended questions averaging approximately 20-30 minutes in length. The interview questions explored employer experiences with talent attraction, their approaches, and challenges they face.

- **Focus Groups** – Two focus group sessions were hosted inviting employees that had been recruited to Kamloops for work to share their recruitment experience and offer insights into what worked well and what could have been improved. The first focus group was hosted in Kamloops in February 2017 while the second was hosted online through an Adobe Connect workshop in March 2017. Five follow-up interviews were also completed with those unable to attend the focus groups.

4.1 Interviews with Employers Summary

Interviews began by reading three statements based on key challenges identified through previous talent attraction research in the Kamloops area. These statements were:

- **Statement #1:** The top challenge faced by companies is the recruitment and retention of qualified and experienced candidates with the right skills for the job.
- **Statement #2:** Finding employees that have the “soft skills” (i.e. work ethic, commitment, interpersonal skills, etc.) is a large barrier for companies when hiring.
- **Statement #3:** Finding the resources (both time and money) to train employees is a big challenge that limits companies’ ability to have the workforce they need.

While a number of employers highlighted that available talent is meeting business need, interviewees agreed that they have had issues in recruiting and retaining skilled employees over time. Employers mentioned that challenges in finding talent often occur in cycles, largely tied to the broader regional economy. Employers discussed the difficulty in attracting workers for a wide range of jobs, including office support, truck drivers, mechanics and technicians, computer programming, creative entrepreneurs, as well as other specific sub-trades. Some interviewees, however, did indicate that this labour shortage is seen across the sector, not solely in Kamloops. Employers indicated that the challenges stem from a low concentration of certain industries in the community as well as the lack of training opportunities or programs specific to what they are looking for offered through Thompson Rivers University. Other issues identified were the difficulty in attracting workers from Vancouver or the lower mainland largely due to the lack of awareness of the opportunities and quality of life in Kamloops, and the challenge of finding specific talent as certain businesses leave town or programs at the TRU close. Employers did, however, indicate that there is little turnover over time once they are able to recruit people to the area.

While many employers highlighted issues in finding employees with technical skills, they also found a shortage of candidates with adequate “soft skills” (e.g. work ethic, commitment, and interpersonal skills). Employers discussed the lack of long-term commitment of employees, increased entitlement from people applying, and that it has become increasingly difficult to find loyal employees looking to build careers within a single company. One employer commented that it is typically easier to teach technical skills compared to the soft skills and that their company hires for soft skills primarily with the expectation that they will teach the technical skills. Employers also commented on the smaller labour pool in Kamloops contributing to the hiring difficulties and the desire to find employees who fit well with their existing office culture.

Interviewees discussed the importance of finding skilled workers to support the growth of the company, highlighting the need for experience in providing customer service and in supporting the overall growth of the business. One interviewee highlighted their preference in hiring lower-level talent, training them to fit the company’s culture, and promoting from within rather than hiring talent that is more experienced. A number of employers indicated that training has never been an issue, due to existing internal training and mentoring programs. One interviewee indicated that their training programs have contributed to their long-term success in attracting and retaining workers. Other employers spoke about difficulties in training workers, related to:

- Lack of programs available in their sector
- Cost of taking employees off-line to train new hires
- Time required to train new employees
- Cumbersome processes for applying to hiring and training grants

What is your company’s approach to attracting and retaining skilled workers?

A number of interviewees indicated that they hire locally, often through Thompson Rivers University or talent agencies. Others indicated that they follow a more traditional approach of posting detailed job descriptions for positions on job boards and through LinkedIn or existing networks. Some employers suggested that their reputation alone works to attract new employees. Interviewees discussed that the lack of industry concentration, particularly in the technology sector, has hurt their ability to attract and retain employees.

Many employers indicated that they used incentives to attract and retain employees, including:

- Mentorships with more experienced employees

- Continual learning and training opportunities
- Flexible work hours and working from home
- Emphasis on work-life balance
- Paid time off to volunteer in the community
- Competitive wages
- Health and medical benefits
- Emphasis on a strong work and company culture
- Paid relocation
- Strong brand and reputation

While most interviewees revealed that they hire locally, others discussed how they use and leverage the quality of life in Kamloops to attract workers. A number of interviewees highlighted that they have not had issues attracting skilled workers to Kamloops, largely due to the high quality of life in the city. Interviewees pointed to the various sports teams and social events as assets for Kamloops. Others pointed to the affordability of housing, the ability to experience four seasons as well as a range of outdoor activities when recruiting employees from out of town.

What solutions are needed to help you address your labour force challenges?

Thompson Rivers University was seen as a key asset for supporting the local labour force. While employers discussed the opportunity of developing dedicated programs and training through the University to support their employee needs, the lack of programming in specific fields (e.g. digital arts, engineering) were cited as negatively affecting their ability to hire locally. Interviewees stated that it is more difficult to attract recent graduates who have established connections and networks elsewhere. One employer indicated the need for the University to engage with businesses to understand what training needs exist locally.

Other employers indicated the need to build awareness of opportunities and the quality of life in Kamloops, including

- Developing a package of information on housing, education, lifestyle in Kamloops
- Creating a video showcasing the quality of life in Kamloops at tradeshows
- Establishing an online “welcome to Kamloops” portal

One employer also discussed the opportunity to develop sector partnerships, where businesses cooperatively attract talent to the city. Another highlighted the need to recognize the value of the non-profit sector as important and valuable employers in Kamloops, most especially in its ability to provide good employment opportunities to spouses of workers recruited to the area.

What types of support systems do you think are needed?

Interviewees recognized that jobs and opportunities are what drive attraction to a community. This includes training programs, a local pipeline for talent, and re-branding of the City in terms of quality of life and as a business-friendly environment. Once again, Thompson Rivers University was pointed to as an important support structure. Interviewees also discussed the need for training and development support including succession planning, and internships or co-op opportunities. Employers discussed the idea of the University working with them to explore the feasibility of building dedicated programs or training activities specific to their industry needs.

Other University related opportunities include:

- Establishing closer ties between the high school and Thompson Rivers University to create a pipeline of local talent (e.g. apprenticeship program for truck drivers)
- Developing a stronger partnership between Venture Kamloops and the University to support talent creation

Interviewees highlighted the positive impact of existing government training grants, and discussed the prospect of establishing new hiring grants. One employer pointed to a former hiring grant that targeted recent Thompson Rivers University graduates as an important asset for Kamloops to be re-established.

Other employers discussed the lack of awareness of existing supports in the region, including the range of hiring and training grants, availability of online business resources, and accessibility to a number of business associations in the region. Other potential support structures discussed included:

- Helping spouses find employment
- Using the tourism industry to ‘sell’ the area to candidates
- Promoting the affordability of Kamloops over other regional neighbours
- Showcasing Kamloops as a hub for business opportunities
- Attracting additional doctors to the area
- Coordinating marketing efforts for attracting professionals
- Increasing awareness for attracting and recruiting immigrants and foreign trained workers
- Developing stronger partnerships with unions to allow for more part-time employee flexibility

Are there any examples of companies (in your industry or any other) that you think are doing a great job of attracting and retaining skilled workers?

Most interviewees pointed to the qualities of successful attraction and retention programs rather than specific businesses, citing the need for incentives, employee engagement, professional growth and development opportunities, as well as induction programs and support. Employers highlighted the need for a strong brand, which helps in attracting workers from outside the area.

Business that were identified include:

- Bison Transport which has done well in branding themselves and using self-promotion

- BSB which has name recognition and has focused on serving its clients rather than being the biggest firm
- Wrable Brothers Construction who are seen as great employers who have been able to attract a high caliber of employees due to their culture and reputation
- Rocky Mountaineer Vacations which has developed strong internal training programs and have created a family environment

Can you share specific examples of your success in attracting and retaining an employee(s) to your business from outside of the area?

Many interviewees highlighted that they have only hired locally or have had limited success in retaining non-local residents. However, employers pointed to the quality of life as well as the University, which has focused on attracting foreign students as two important assets for attracting employees from outside of the area.

4.2 Focus Groups Summary

The focus group discussions started by asking participants about their recruitment experiences. Most indicated that they had phone or Skype interviews. Others indicated that they had a formal in-person interview with human resources staff. The interview process ranged from informal discussions with a director to a two-stage panel discussion and presentation with a number of senior employees. Overall the process was seen as positive, however, stakeholders did highlight the long wait times between application and acceptance (generally two to four months). Some stakeholders had been to Kamloops previously (for ski trips or to visit family), whereas others had never been.

In general, participants said that the recruitment process went well. Strategies that worked particularly well focused on explaining to candidates in detail the opportunities that their skills and training bring to the position and how that fits with the things the company does, and to focus on the quality of life assets that exist in Kamloops. In one participant's case, he was flown to Kamloops to sign his contract and meet the senior management of the company and was taken out on a mountain bike ride followed by a visit to the pub (two things the company thought the new employee would enjoy). In another case, the candidate was hosted by the employer for a weekend when he was first deciding whether to move to Kamloops and shown all the great spots (given the 'insider' experience), which helped him experience Kamloops for the first time and imagine his future there.

To support the recruitment process, participants discussed the opportunity of developing and promoting a job bank for Kamloops or having companies collaborate to find job opportunities for spouses. Others discussed the need to prepare a promotional package highlighting the quality of life assets in Kamloops, selling the lifestyle and housing affordability of the community for young and mature workers. It was recognized that Kamloops is a bit of a 'hidden gem' in BC, where not a lot of people in the province know about the draws of the community. This is due to a bit of an image bias that people have of Kamloops thinking it's a working class town focused largely on the resource industries and not seen as a lifestyle destination.

Despite that image bias that may exist, focus group participants overwhelmingly discussed the lifestyle draws of Kamloops as important elements that drew them to Kamloops in the first place and that continue to keep them there today. These draws include:

- Easy access to the outdoors and outdoor activities (such as skiing, biking, hiking, boating, motorcycle riding)
- A beautiful natural environment
- Good cost of living and access to affordable housing
- Access to quality cultural and recreational amenities (sporting facilities seen by some as equal if not better than Vancouver)
- Good work-life balance
- Good schools (no overcrowding, well-funded, French immersion opportunities)
- Solid public transit infrastructure
- Small town feel (no traffic and everything is close, not a feeling of being overcrowded in the way that Vancouver feels, friendliness)
- Easy access to the rest of the province
- Easy to integrate into the community (many events and things happening in the community)
- A diverse economy that has a lot going on leading to a sense that there are a lot of long-term job prospects that can offer good job security

5 Best and Promising Practices

5.1.1 Connecting University and College Students to Local Job Opportunities

Across the world, communities with universities and colleges are looking for creative ways to retain graduating students in their communities. These students represent a huge opportunity for communities to attract new young talent to the area, especially since they are already familiar with the area from their years of studies.

Despite this opportunity, many students leave these communities once finished school in search of job opportunities.

Trainee Sør Program – Southern Norway[97] [98]

The Trainee Sør program is a regional trainee program in the greater Kristiansand region of Southern Norway. The program was established in 2004 as a collaboration between the regional energy company, the regional skills development agency, the City of Kristiansand, and the regional university as a way to strengthen the area's competitiveness by helping local companies recruit the most ambitious and talented masters-candidates from the local university. The program is widely regarded as a success, giving trainees unique professional and personal development opportunities while also creating the conditions for innovation and knowledge sharing within the participating businesses.

The program runs over the course of 18 months with trainees working for three different participating employers for six months at a time (mostly private companies but also public organisations). The program has grown to include more than 35 of Norway's leading businesses in a variety of sectors including technology services, finance, ICT, public policy and management, education, law, and marketing and communications.

In addition to the professional development training gained through on the job experience, the Trainee Sør program offers significant personal development opportunities for trainees. Examples of this personal development include mentorship for each trainee, educational courses, study excursions, and team building and social events. The combination of professional and personal development helps to build the networks of trainees as well strengthens the business community in the region by spurring more cooperation and partnership between companies.

Since 2009, the program has been entirely funded by its 35 member companies, with costs related to paying a salary for each trainee as well as roughly $15,000 in mentoring, administration, and membership costs.

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[97] Tendensor, "Tools and Strategies for Innovative Talent Attraction and Retention: A Handbook on Talent Attraction Management for Cities and Region", 2014, pg. 131

[98] Trainee Sør, www.traineesor.no

Since its inception, the Trainee Sør program has had over 110 trainees complete the program. The majority of these trainees were not originally from the region. After completing the program, roughly 90% of those trainees have been offered work in the region, with a large majority of those still living and working in the area.

Relevance to Venture Kamloops

- The Trainee Sør program offers an innovative example of how to create working relationships between the public sector, educational institutions, and the private sector to align their interests for the betterment of the region. Leveraging this type of program in Kamloops through TRU offers a compelling opportunity to capitalize on the captive market of young talent that is already in the region and working to get them to stay in Kamloops after graduating.
- The program also demonstrates that under the right conditions, the private sector can come together and will wholly fund an initiative that supplies them a consistent stream of needed talent for their businesses.

5.1.2 Creating a Talent Management Strategy

Businesses have always used incentives (both financial and other) to attract and retain employees. With increased global competition for talent and a changing labour force demographic, businesses have had to expand the scope of the incentives they offer, recognizing that elements such as company culture, employee engagement, and long-term job satisfaction are also critical factors in creating an attractive workplace for talent.[99] Factors such as pay, transparency, job satisfaction, company leadership, continuous learning and development opportunities, effective management, and team morale are some of the important elements that are playing more central roles in today's talent attraction and retention landscape.[100]

TD Bank Group – Financial Services (Canada)[101] [102]

TD Bank Group is a leader in talent management in Canada, recognized with multiple awards for its approach in attracting and retaining skilled workers (most recently, TD was awarded the TWC International Executive Search Limited Award for Best Talent Management Strategy at the 2016 Canadian HR Awards).[103] TD recognizes that attracting, developing, engaging, and retaining the best talent is a top priority because having the best employees underpins the bank's ability to deliver a superior customer service experience.

There are two main components of TD's talent management success:

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99 Cancialosi, C (2014), "Using Your Culture to Attract Top Talent"

100 Payscale Human Capital (2016), "Escape to Comptopia"; Cancialosi, C (2014), "Using Your Culture to Attract Top Talent"

101 TD Bank, "Developing Leaders" & "Striving to be an Employer of Choice", 2017

102 Engagement Strategies Media, "TD Bank Exec Says Success Requires Finding Common Ground Between Business and HR", 2015

103 TD Bank (2016), "We have the Best Talent Management Strategy and have two Awards to prove it!"

- **Alignment with the business strategy,** which includes understanding what type of talent is required in the company, what attracts and engages this type of talent, the strengths of this talent, and the future roles needing within the organization
- **Leadership support**, with senior leaders in the company focusing on the culture of the organization, taking a genuine interest in employee development, encouraging managers to foster a positive employee experience, succession planning, and recognizing talent

For TD, talent management isn't solely about the individual but rather working effectively in teams and the creation of an environment, mindset, and reward system that fosters creativity and innovation. It recognizes that team interventions play an important role in shaping the business' culture, helping to reinforce behaviour and set the tone for the entire team.

To support talent management and leadership growth, TD offers (among other things):

- More than 30 employee recognition programs including an Employee Appreciation Week and the WOW! Rewards program which encourages managers and employees to recognize great performance by presenting WOW! stickers to each other
- A number of skill development programs aimed at establishing a talent pipeline and helping to support employee engagement
- A number of benefits and compensation packages that promote work-life balance and work flexibility, including paid time off for community volunteering during the work day as well as wellness programing with back-up child care options and on-site medical and wellness treatment
- A Wellness Account that allows employees to use their TD-paid benefit credits toward fitness memberships, exercise equipment, health improvement programs, counselling, and preventive items for themselves and their eligible family members
- The opportunity for employees to mentor new immigrants

Relevance to Venture Kamloops

- Establishing an attractive company culture that goes beyond financial incentives is a critical component in attracting talent to TD and ensuring long-term employee satisfaction. Acknowledging and rewarding performance and providing continuous learning opportunities to support the professional development of employees and management are important parts of the culture TD has built.
- Aligning talent management approaches with the broader business strategy of the company is a very important part in attraction and retention to ensure that the right skills are available to support the firm into the future.

5.1.3 Attracting and Retaining Skilled Immigrant Workers

As talent shortages worsen and the labour force ages, businesses across Canada are increasingly looking at attracting and integrating immigrants and new Canadians into their workforce. Tapping into the skilled-immigrant population offers an important solution for firms, particularly in the research and technology-based sectors which are acutely feeling the pressure of the global competition for talent.[104] Immigrants are seen as drivers of new and innovative ideas, an asset already recognized by British Columbia's Labour Market Strategy to 2020. Immigrant recruitment and integration acts as an opportunity for small and large businesses to:[105]

- Enhance creativity, productivity, and decision-making through diverse approaches
- Reduce training costs by hiring required international skills and experience
- Improve employee relations through increased diversity

Epocal Inc. – Medical Device Manufacturing (Ottawa, Ontario)[106] [107]

Epocal is an Ottawa-based medical device manufacturer that developed and commercialized a smart-card-based blood-testing tool for critical-care situations. The company has experienced very rapid growth (a three year growth rate of 162%) and has been expanding over the past few years from 100 employees to over 300.

Epocal's management firmly believes that there is no way that the company could have grown as rapidly and hit its milestones without the benefit of internationally educated doctors, biologists, software developers, mechanical engineers, and other savvy professionals from Canada's immigrant communities. The firm has recognized the importance and opportunities associated with hiring immigrant talent by developing a company culture which supports employees from a range of cultural backgrounds. Epocal works to break down employment barriers for immigrants through a number of initiatives, including:

- Recognizing international academic, professional, and work experience qualifications at face value
- Reviewing and standardizing interview procedures to ensure all interview questions focus solely on the candidate's qualifications (and not subjective biases the interviewers may have)
- Establishing flexibility regarding various holidays and cultural observances, with accommodations for cultural and religious dress
- Subsidizing English-language training
- Pairing and mentoring new staff with existing staff from the same cultural background for one year to create a confidant in the company and relieve the stress of starting a new job
- Running a performance-recognition program, rewarding employees financially and with peer recognition (most especially understanding that recognizing employees in front of their peers has a large positive impact on staff morale)

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[104] Advisory Council on Economic Growth, "Attracting the Talent Canada Needs Through Immigration", 2016

105 Ottawa Chamber of Commerce, "Employer's Guide to Integrating Immigrants into the Workplace"

106 Hire Immigrants Ottawa, "Epocal Honoured with 2015 Employer Excellence Award for Immigrant Recruitment and Integration Programs", 2015

107 Government of Ontario, "Return on Culture: Winning the Battle for Talent", Leading Growth Firm Series, Report 24

Epocal has received awards for its efforts and systems of recruiting and integrating immigrant talent into the company, most recent of which is the 2015 Employer Excellence Award at the 2015 Employer Council of Champions Summit.

Epocal has recognized the importance of building the right business culture to support employees of all backgrounds, focused on ongoing communications, little tolerance for office politics, and reducing barriers between departments and employees. The initiatives offered by Epocal help to not only support the business' growth but also the employment of skilled knowledge workers from around the world.

Relevance to Venture Kamloops

- Epocal represents a great example of a company that prioritizes the contributions that talented professionals from immigrant communities play in helping the company to find the necessary talent to help it continue to grow. Having the right company culture to enable immigrants to integrate effectively into the company is a critical element of Epocal's success in recruiting and retaining its skilled immigrant workforce.

5.1.4 Hiring for 'Fit' and Training for Technical Abilities

In a recent survey of executives in the United States, 44% of those surveyed identified that a lack of soft skills (i.e. personal attributes that enable someone to interact effectively and harmoniously with other people) was the biggest proficiency gap they saw in the workforce of the country.[108] Other survey findings support this concern, with HR managers citing that they are much more likely to hire a candidate with strong soft skills even if his or her technical abilities are lacking.

In a world where competition for skilled talent is fierce, companies are increasingly finding that they are better off to develop their talent pipelines based on fit to the company culture and soft skills that new hires bring with them. These elements are playing larger roles in the hiring process, with technical skills being taught through on-the-job training.

CenterLine Limited – Advanced Manufacturing (Windsor, Ontario)

CenterLine Limited is a manufacturing company based in Windsor, Ontario that specializes in designing and building advanced automation machinery and products that satisfy resistance welding, metal forming, and cold spray application needs. CenterLine started as a small family-run company that has grown into a company with over 500 employees and a client base throughout the world that operates largely within the automotive, mass transit, aerospace, and defense industries.

CenterLine's approach to hiring employees is to "get 'em young and train 'em." The company develops many of its employees through high-school co-op and

[108] Society for Human Resource Management, "HR's Hard Challenge: When Employees Lack Soft Skills", Mark Feffer, Apr 1, 2016, https://www.shrm.org/hr-today/news/hr-magazine/0416/pages/hrs-hard-challenge-when-employees-lack-soft-skills.aspx

apprenticeship programs, hiring largely for attitude and providing the skills training and cross-training needed to turn young workers into experienced problem-solving professionals. As a result, the company generally starts new employees on the plant floor to learn about the company culture and processes, and once comfortable in that role, helps employees find their passions within other roles in the company (ranging from die-making, electrical, engineering, or design). CenterLine's approach focuses on people that have a "go-getter" attitude and a desire to learn new skills and not necessarily their technical background.

In general, CenterLine runs co-op and apprenticeship programs in partnership with local high schools, St. Clair College, and the Ontario Youth Apprenticeship Program. These placements create opportunities for promising Grade 11 students, offering them work for a year while earning high-school credits and a full wage. After a year, the best of those students are offered full-time jobs and some are invited to enter the four-year apprenticeship program. With a 90% employee retention rate and years of accepting five to ten new apprentices a year, CenterLine has a healthy talent pipeline of trained professionals that it can draw on to help the company grow into the future.

In recent years, CenterLine has also adopted a strategy to build its reputation as being seen as a desirable place to work by employees. In this respect, the company offers a pension plan, discloses financial results to all employees through quarterly meetings, sponsors regular social events, and offers a generous profit-sharing system where 25% of the company profits go to the employees. Employees from all disciplines and levels are also invited to take part in annual meetings to set the three-year strategic plan for the company.

Relevance to Venture Kamloops

- CenterLine has invested its future success in being able to attract and retain young people to the company. By working with youth still in high school, the company has been able to secure and train the workforce it needs to grow the company around the world.
- Hiring based on fit and attitude and training for technical skills is a critical component of CenterLine's successful approach.

5.1.5 Retaining a Diverse and Talented Workforce

As innovation increasingly becomes a key driver of global competition, organizations now see having a diverse and inclusive workforce as critical to driving the creation and execution of new products, services, and business processes.[109] Diversity is no longer simply a matter of creating a heterogeneous workforce, but instead using that diverse workforce to innovate and give it a competitive advantage in the marketplace. In the fight for global talent, diversity and inclusion policies are being designed specifically as recruiting and retention tools, helping to broaden the pool of talent a company can

[109] Forbes Insights, "Global Diversity and Inclusion: Fostering Innovation through a Diverse Workforce". July 2011

recruit from, while also helping to build an employment brand that is seen as fully inclusive.[110] In the end, if you want to attract the best talent, your organization should be reflective of the talent in that market.

Whirlpool Corporation – Household Appliance Manufacturing (Michigan, United States)[111]

Whirlpool Corporation is the number one major appliance manufacturer in the world, with approximately $21 billion in annual sales, 93,000 employees and 70 manufacturing and technology research centers in 2016. The company markets Whirlpool, KitchenAid, Maytag, Consul, Brastemp, Amana, Bauknecht, Jenn-Air, Indesit and other major brand names in nearly every country throughout the world.

Whirlpool recently revamped their HR strategy into a People Excellence Strategy, establishing an operating system based on specific analytics they had gathered. In reviewing their diversity scorecard, it became apparent that Whirlpool had a "leaky bucket" problem. While they had made strides in the attraction and hiring of diverse talent, they were losing that talent at the same, if not faster, rate.

To address this issue, Whirlpool developed a retention risk assessment toolkit. The toolkit includes three phases:

- Assessing the impact Whirlpool would face should an employee leave
- Understanding the likelihood that an employee will leave
- Creating action plans to prevent this regrettable loss

To test this retention risk assessment toolkit, Whirlpool targeted a pilot group of 65 employees at the senior manager, director and senior director levels, who had been identified as the organization's top diverse talent. Managers were trained on the toolkit and were provided with a "*Retention Risk Manager Guide*" and a "*Stay Interview Manager Reference Guide*".

The risk retention assessment includes 25 yes or no questions, where managers were asked to answer about their employees and their relationship to those employees. Whirlpool quickly discovered that many managers had difficulty answering a significant number of questions about their employees. Understanding the importance of the manager/employee relationship to retaining talent, Whirlpool created a template for stay interviews as a way to help managers answer those questions, and to create dialogue between managers and employees. This approach directly impacted the level of interaction between the diverse talent and their individual supervisors.

Whirlpool has found success in retaining its diverse talent through its implementation of a retention risk assessment toolkit. The attrition rate of female employees who were in the pilot program was 12 points lower (9% vs. 21%) than those not in the program and 14 points lower (14% vs. 28%) for underrepresented minorities. The vision is that the retention risk assessment and stay interviews will be fully integrated into the

[110] Ibid.
[111] Diversity Best Practices, "Case Study: Whirlpool's Diverse Talent Retention Strategy". September 2015

personal development planning process already being used by managers across the organization by 2018.

Relevance to Venture Kamloops

- Whirlpool's retention risk assessment toolkit provides an innovative example of how companies can develop an internal process for reducing the turnover of its diverse talent. Increasing the dialogue between managers and employees, while formalizing the approach through guides and training, is a great way to have team members develop positive working relationships with individuals who are different from them.
- This demonstrates the value of inclusion, as interaction with employees who are different from each other, creates an intentional focus and effort within the company.

5.1.6 Leveraging Social Media for Recruitment

With the landscape of recruiting continuing to change, different methods are now needed to reach talent. Social media has developed into a key and affordable channel for companies to conduct their recruitment. As a result, recruitment has become a two way process and it is now just as essential for employers to sell their company and job vacancies to prospective employees as it is for the candidate to promote their skills and experience. If businesses are going to attract the best talent available, they are going to have to sell themselves as a great place to work. A company's social media presence is now more crucial than ever, as when checking out a company before applying for a role, social media is often the first touch point for prospective talent.

Intuit – Financial Software (California, United States)[112]

Intuit is an American company that provides financial software and services for individuals and small businesses. They have been widely recognised for keeping up with, and becoming a leader in, the evolving world of social media in online recruitment and employer branding. Competing for top talent with the likes of Microsoft, Cisco, Adobe and SalesForce has made the company focus heavily on a clear social recruiting strategy.

Through an internal social media boot camp, a six-week program to mould 'effective social recruiters, Intuit recruiters learn to build social profiles, craft constructive bios and find useful information to post and talk about. The program teaches recruiters the importance of sharing valuable content with their networks and not just tweeting or posting about job openings. This boot camp highlights that recruiting through social media is about branding and content marketing just as much as it is about attracting talent. There are over 100 people on the Intuit Global Recruiting Team who contribute to helping the company create a great recruiting experience, and Intuit encourages all employees to become brand ambassadors with their "Everyone Recruits" campaign

[112] Link Humans, " How Intuit Uses Social Media to Recruit"

Intuit's social media campaign conducts its outreach through the following channels:

- **LinkedIn -** All Intuit recruiters have individual LinkedIn profiles with information that allows jobseekers to engage with the right recruiter. Intuit also created a LinkedIn group for careers, which has over 5,000 members.
- **Facebook** – A user-friendly platform that provides a wealth of information and opportunities for candidate engagement. Intuit's Facebook page also serves as a hub for live video chats and wall discussions about technology and careers, videos, job posts and blogs.
- **Twitter** – The @IntuitCareers Twitter account is a channel through which Intuit posts job openings, interacts with candidates and shares updates about the company and industry.
- **Pinterest** – Has more than 36 boards and over 1,000 followers, with their most popular boards being "Life at Intuit" and "Celebrating Women in Technology". These boards do an excellent job at showcasing the people and the culture behind the brand.
- **YouTube** – Intuit has utilized the use of YouTube videos for both recruitment and branding and has garnered over 120,000 video views, and includes videos about specific jobs, business units and the company's corporate culture. These videos are also embedded in Intuit job descriptions and used in emails to follow-up with applicants after interviews.

Their success in recruiting and engaging talent through social media has not gone unnoticed. In previous years, Fortune has ranked Intuit as #2 of the "Top 100 Companies to Work For" for being most social. As well, in 2011 the Huffington Post had named Intuit as the #2 most social media-savvy companies, in which the list also includes major companies like Google and Apple.

Relevance to Venture Kamloops

- Intuit's approach to recruiting illustrates the potential success of using social media to recruit talent, while at the same time creating a branding and marketing strategy that effectively targets the companies sought after talent.
- Intuit is also a great example of how a company can utilize and train its internal staff to recruit through social media channels. The boot camp provides not only training, but instills consistency in branding and recruiting amongst its internal team.

6 Lifestyle Asset Quantification

6.1 Quality of Life as an Attraction Asset

Generally, quality of life, with regard to talent attraction, is a function of three general dimensions: 1) social and cultural activities, 2) regional activities, and 3) healthcare and education opportunities. Some potential talent may find one of these elements more important than the others, but the consensus is that in order to compete with larger urban areas in talent attraction it is necessary to address each of these dimensions.

Social and cultural activities can be thought of as the ability for potential talent to consume and participate in social and artistic ventures. This includes the promotion and availability of culturally relevant spaces for both the creation and consumption of artistic ventures such as art studios/apartments (e.g. art space), theatres, and music. Providing these spaces creates both a direct and indirect function for attracting talent. Directly, these spaces provide opportunities to attract talented people within the arts; indirectly, they attract talented individuals outside of the artistic realm but are active consumers of art and are attracted to areas that support artistic ventures.

The report titled *The Young and the Restless: How Philadelphia Competes for Talent* defines specific strategies for enhancing the social and cultural activities of an area. This report argues that changing social norms, such as being open and welcoming to new inhabitants to the area, welcoming new ideas, creating a place where people can be themselves, and allowing newer generations to create new history, will be the catalyst to creating vibrant and attractive cities. Furthermore, the report indicates that a city's attractiveness is also a function of that city's ability to take care of residents' basic needs, such as clean streets and aesthetic beauty.

Regional activities can be thought of as the ability for potential talent to participate in recreational activities specific to the region. These activities can include regional assets such as skiing, hiking, swimming, boating, eco-tourism, hunting, and other, generally outdoor activities that are specific to a topography and/or climate. The strategy here is not to enhance or create these activities, but to promote and provide easier access to them. Of the quality of life elements, areas such as Kamloops, that is strategically located in one of Canada's richest outdoor locations, would be more competitive compared to heavier populated urban centers on regional activities; however, the difficulty lies in promoting these natural resources.

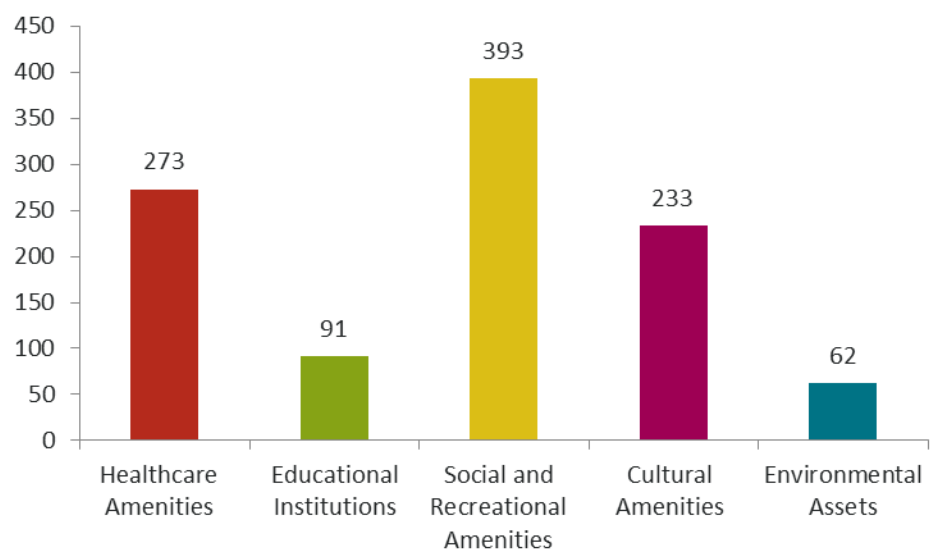
Lastly, and often cited as one of the most important, healthcare and education opportunities can be thought of as the ability for potential talent to access these services to improve their health and knowledge. Education is an important component for any professional. Education is also an essential factor to any knowledge economy. Although standard primary/family education is a major component in attraction, it is not the only important element. Communities will have greater success in attracting professionals by working with post-secondaries and local training programs to develop internships and residencies. Mere exposure to these options will increase the likelihood that professionals will choose to stay. Quantity and quality of healthcare access is also a critical factor in providing talent with the comfort of regular health services (dentists, opticians, therapists, and chiropractors) and specialized health services (hospitals, specialized treatment facilities).

Enhancing overall quality of life includes providing social and cultural opportunities, regional activities, and healthcare and education opportunities. Identifying and further supporting, through promotion, these quality of life 'lifestyle' assets provides the community the ability to grow the economy and attract and retain talent around that regional specialty.

6.2 Kamloops Lifestyle Assets

Examining the lifestyle assets within a community builds a stronger understanding of the current opportunities which exist to attract businesses and residents while also identifying gaps in assets which may hinder attraction efforts. These lifestyle assets help to provide strong quality of life for residents of all ages in the community, reinforcing opportunities to attract businesses and residents. The lifestyle assets examined in Kamloops include healthcare amenities (273), educational institutions (91), social and recreational amenities (398), cultural amenities (233), and environmental assets (62). The high number of each of these asset categories, particularly for social and recreational, healthcare, and cultural amenities, indicates that Kamloops offers a variety of services and opportunities for residents, supporting broader business attraction and retention efforts. Maps of each of the six lifestyle asset categories are found in the Appendix.

FIGURE 20: NUMBER OF LIFESTYLE ASSETS BY CATEGORY, 2017

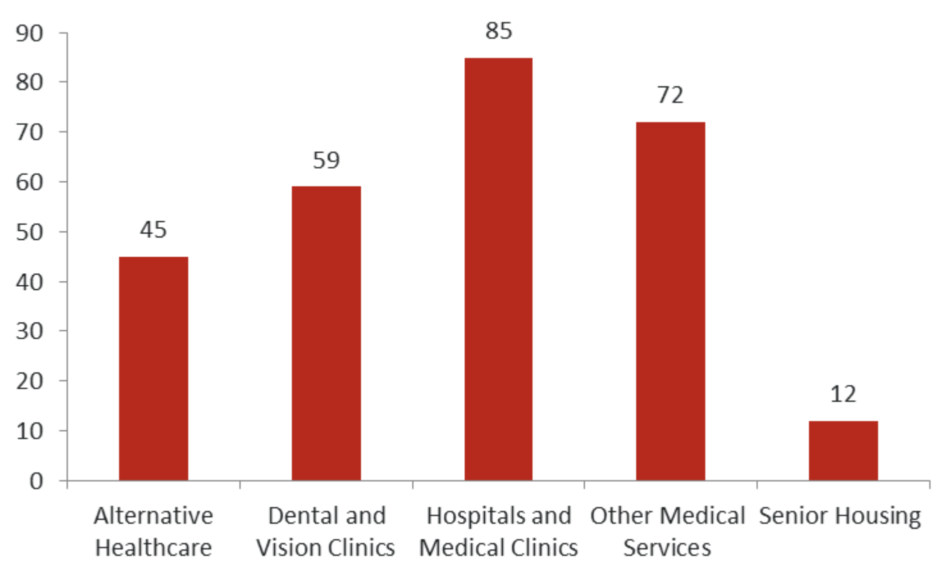


Healthcare Amenities

Regardless of the lifestyle residents have, being close to doctor offices, dentists and hospitals is an important consideration for making residential and business choices. Kamloops is home to the Royal Inland Hospital, a high-level, specialty medical institutions with 24 hour emergency and trauma services. Kamloops is well served by a full complement of doctors, clinics, dentists and other speciality care providers. There are over 80 doctors and medical clinics, 44 dentists and dental clinics, 16 chiropractors, 11 optometrists, and three traditional Chinese medicine providers. Figure 21 shows that there are 77 other medical services, which includes audiologists, cancer and aids information providers, midwives, and long term care facilities (e.g. Overlander Extended Care Hospital). A map of the healthcare amenities in Kamloops can be found in the Appendix.

As roughly 19% of Kamloops residents are over the age of 65, and an additional 14% of residents are between the age of 55 and 64, seniors-specific supports also play a critical role supporting a high quality of life community. The City is home to nine assisted living facilities, including Shores Retirement Residence and Riverbend Manor, two private nursing homes, and one Alzheimer care facility. These facilities provide opportunities for the aging population to maintain an active lifestyle in close proximity to other healthcare service and social and recreational amenities. While the 12 senior housing facilities may be adequate to address the current needs of Kamloops residents, the aging population may require additional senior healthcare opportunities, including additional home care and senior-specific medical care.

FIGURE 21: HEALTHCARE AMENITIES

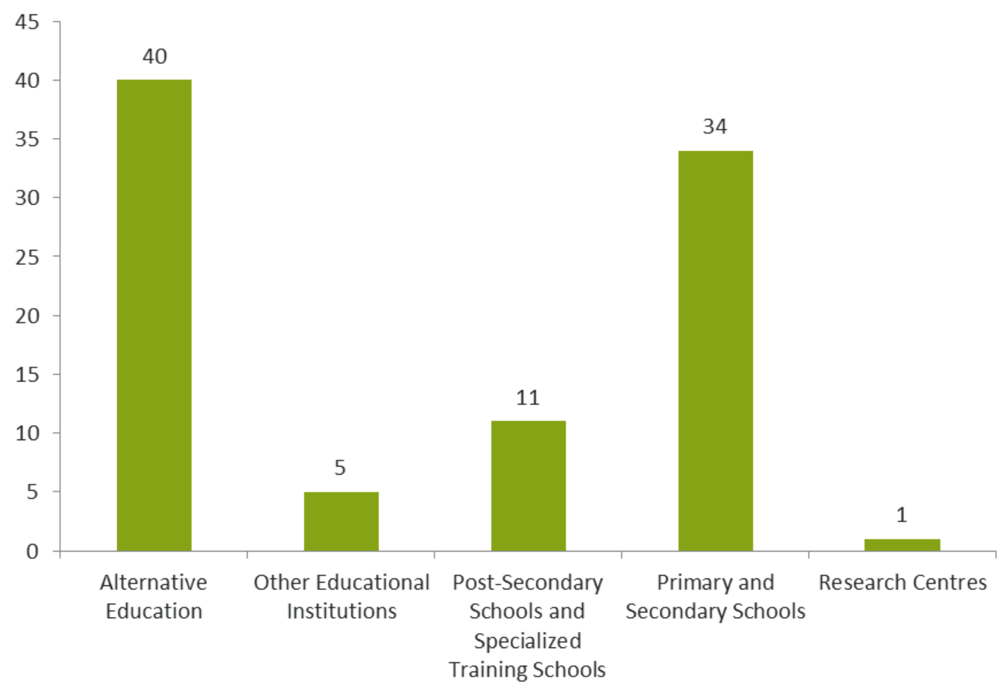


Educational Institutions

Educational facilities play an important role in attracting a labour force with children and post-secondary students and in providing additional training for workers. In total, there are 40 alternative education facilities, which include 29 child care and pre-schools as well as two music schools (as seen in Figure 22). Having access to child care services is an important assets for Kamloops' labour force, as roughly 5% of the City's population is between the age of 0 and 4, thereby allowing parents of small children to continue to work if they wish to do so. Building on the child care assets, Kamloops is also home to 22 public primary schools and six public secondary schools.

Universities, community colleges and training facilities help to attract students from a variety of backgrounds and educational levels by providing post-secondary credentials and training opportunities. Thompson Rivers University, Sprott-Shaw College, Thompson Career College, and PCT Kamloops are some of the post-secondary and specialized training assets in Kamloops. Kamloops is also home to the Kamloops Centre for Water Quality, which provides opportunities for water quality research and training in a working water treatment plant. This is the first facility of its kind in North America. A map of all educational institutions in Kamloops can be found in the Appendix.

FIGURE 22: EDUCATIONAL INSTITUTIONS



Social and Recreational Amenities

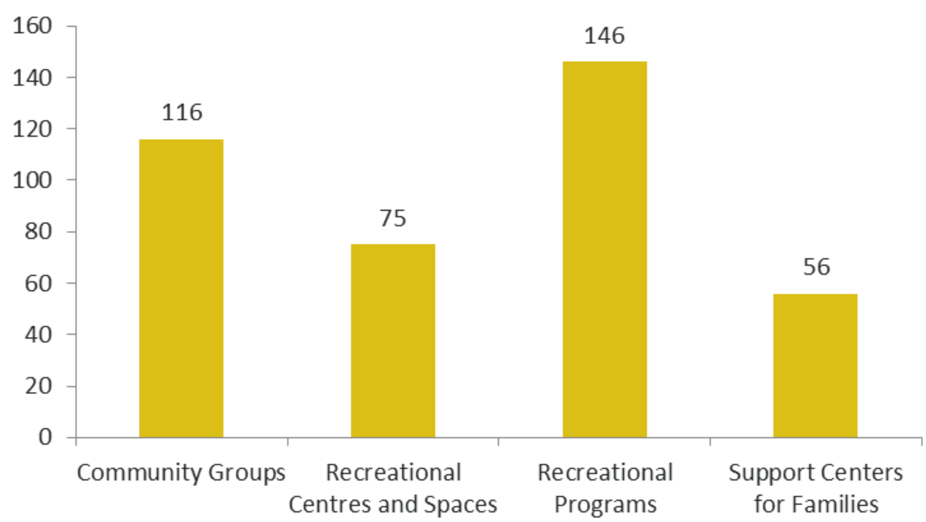
Social and recreational assets are critical components of any community. They help to bring residents together based on similar interest, provide opportunities for residents to gather formally and informally, and help to ensure that residents of all ages can live a full life. Support centres for families include social service and welfare organizations (e.g. United Way, Kamloops Native Housing Society), charitable organization (e.g. The Salvation Army), and counselling facilities (e.g. marriage and family counselors).

Kamloops is home to 116 community groups, including 44 athletic groups, 11 dance groups, 4 multicultural groups and 2 Aboriginal Friendship Centres. A map of all the social and recreational assets in Kamloops can be found in the Appendix.

Figure 23 highlights 146 reoccurring or scheduled recreational programs bud does not include one day workshops or one off sessions available to Kamloops residents. Included in this category are 85 athletic programs, 20 dance programs, and 9 Visual Arts and Crafts Programs for children, adults, and seniors. Additionally, this category also includes the Kamloops Blazers, a major junior hockey team, and members of the B.C. Western Conference Division. The abundance of community groups, recreational programs and the Kamloops Blazers help to provide a high quality of life for residents of all ages, helping to attract new residents and businesses alike.

The recreational centres and spaces include 10 community centres and 13 sport complexes and arenas. The sport complex and arenas include the Charles Anderson Stadium, Hillside Stadium, the McArthur Island Sport and Event Centre, and the Tournament Capital Ranch, which also include baseball diamonds and soccer fields.

FIGURE 23: SOCIAL AND RECREATIONAL AMENITIES

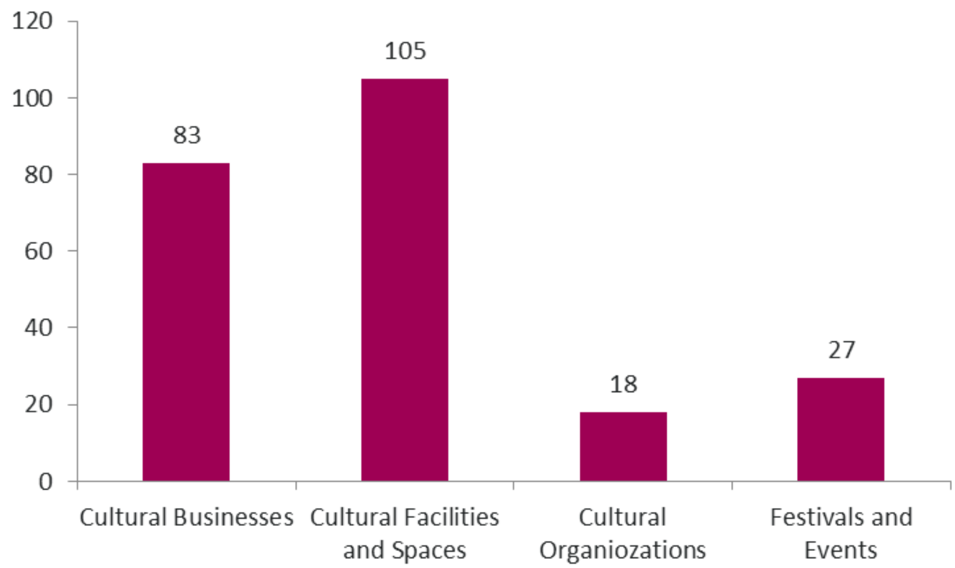


Cultural Amenities

In total there are 233 cultural amenities in Kamloops, including 105 cultural facilities and spaces and 83 cultural businesses. In total there are 53 religious institutions in Kamloops, 22 historical sites, 5 performing arts venues, and 2 museums (as seen in Figure 24). These assets are important strengths for the City, helping to attract visitors from surrounding areas and providing opportunities for residents to enjoy arts and cultural opportunities in their own community. A possible weakness is that Kamloops is home to only two private art galleries. Privet art galleries and studios help to create an animated retail environment and neighbourhood in the downtown and pedestrian oriented areas of a community. While the Chazour Gallery is recognized as a cultural hub in Kamloops, the lack of other small scale galleries diminishes the potential impact of this type of creative business and may lower the City's potential of establishing a broader arts community or district.

Both the social and recreational as well as cultural amenities provide local residents with a range of year-round actives as well as help to attract visitors from the region. By attracting visitors to the Kamloops, the City is able to capture new sources of money, helping to support the continued growth and development of cultural and recreational opportunities and the community as a whole. A map of all cultural amenities in Kamloops can be found in the Appendix.

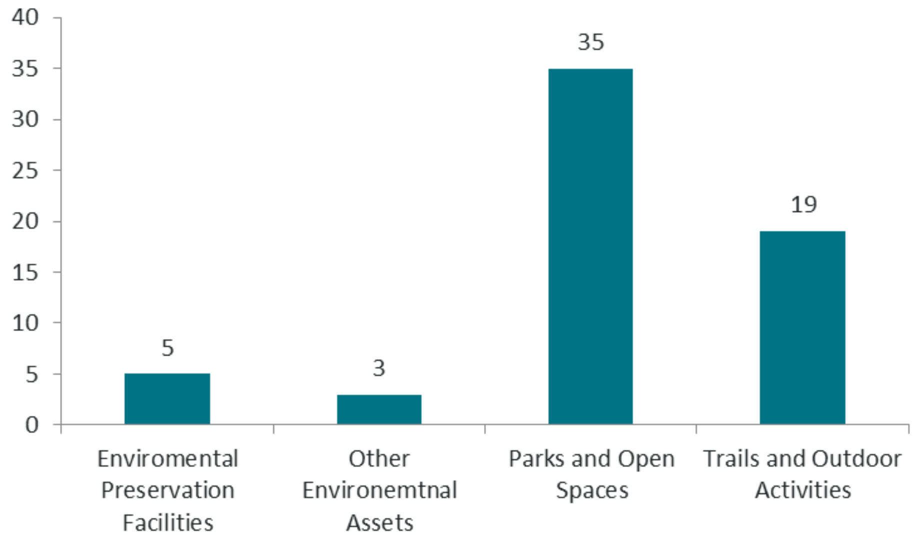
FIGURE 24: CULTURAL AMENITIES



Environmental Assets

Kamloops' environmental assets are dominated by 27 local parks as well as 13 local trails and 7 golf courses (as seen in Figure 25). Kamloops is also home to give conservation and preservation areas, including the Lac de Bois Grasslands Protected Area made up of 15,712 ha of grasslands, forests, hills and ponds as well as the British Columbia Wildlife Park and a butterfly conservatory. Despite the close proximity to the Thompson River there is only one fishing location, in Lac Le Jeune Provincial Park. This range of outdoor and natural asset provide additional opportunities for Kamloops residents to enjoy their environment and help to attract visitors from the region, further support the City's tourism sector. A map of all environmental assets in Kamloops can be found in the Appendix.

FIGURE 25 ENVIRONMENTAL ASSETS



7 Labour Attraction Strategies

The Labour Attraction Partnership report has been undertaken to build a body of research and understanding to support the development of talent attraction and retention in Kamloops. The recommendations that follow are made based on research and engagement findings to help specific industries with talent attraction as well as all businesses within the Kamloops area.

7.1 General Recommendations

Increase Awareness of the Opportunities and Quality of Life in Kamloops

There is a strong need to raise the profile and image of Kamloops as a city known for good employment opportunities and an unparalleled quality of life. While many that live in Kamloops are aware of these strengths, there is a general feeling that many from outside of the community do not see Kamloops as a place they would like to live.

To help improve the brand and reputation of Kamloops, a number of initiatives should be considered:

- Develop a package of information on housing, education, lifestyle, affordability, etc. in Kamloops and use that in marketing initiatives to sell the community (build on the Asset Quantification work of Venture Kamloops)
- Create a video showcasing the quality of life in Kamloops and show it at select tradeshows
- Establish an online “Welcome to Kamloops” portal
- Consider creating a brand for the city focused on being a lifestyle destination that highlights quality of life and a business-friendly environment
- Develop and promote a job bank for Kamloops where companies collaborate to post job opportunities
- Work closely with the tourism industry to showcase the strengths of Kamloops to visitors to help improve the area’s reputation
- Increase efforts and awareness for attracting and recruiting immigrants and foreign trained workers to the area

Develop Sector Partnerships to Cooperatively Attract Talent to Kamloops

Bringing businesses, educational institutions, organizations/associations, and governments together to collaborate and create unified talent attraction initiatives in Kamloops is important. Creating a Talent Development Program in Kamloops building on the success of the Trainee Sør Program in Southern Norway (as described in the best practices) offers an excellent opportunity to do this.

A Talent Development Program in Kamloops would help strengthen the area’s competitiveness by helping local companies recruit the most ambitious and talented employees to their companies. The program could run over the course of 18 months with the cohort of program trainees working for three different participating employers across a variety of sectors for six months at a time. In addition to the professional development training gained through on the job experience, the program could also offer personal development opportunities for trainees, including mentorship, educational courses, study excursions, team building, and social events. This combination of professional and personal development was a critical component of success for the Trainee Sør Program, helping to build networks and spurring more cooperation and partnership between companies.

A talent program of this nature would help not only draw new talent to Kamloops but would also encourage recent graduates from Thompson Rivers University to stay in the community.

Create a Spousal Employment Support Program

Dual career family employment is a very significant consideration for families when they look to move to a new community. A lack of good job opportunities for spouses could present a large barrier to encouraging that family to relocate to the community.

In Kamloops, there is recognition that the social services and non-profit sectors act as important and valuable employers for spouses of workers recruited to the area. Some of these employers even position themselves as opportunities for "spousal employment". Harnessing the importance of spousal employment across other industries in Kamloops is very important, with the potential to create a single local resource that can match skills/competencies with potential local employers (both virtual and live, an example can be found at http://www.hellowestmichigan.com).

Deepen Partnerships with Thompson Rivers University

Thompson Rivers University is a very important part of talent attraction in Kamloops. Deepening the connectivity between the business community and the University, and harnessing the training/programming and student talent of the University should be a priority. This includes:

- Developing dedicated programs and training through the University to support business employment needs (e.g. programming in specific fields such as digital arts and engineering)
- Creating more apprenticeship and co-op opportunities for students to gain work experience as part of their curriculum
- Encouraging businesses to tap into the knowledge of the student body to help solve specific problems (e.g. developing a marketing strategy)
- Establishing closer ties between high schools and the University to create a pipeline of local talent
- Establishing hiring grants that support employers to hire recent graduates

7.2 Sector Specific Strategies

Five sector strategies have also been created as separate documents for Venture Kamloops to share with employers in the region. Each strategy contains recommendations on talent attraction and retention best practices, information on the projected growth by occupation in the sector, and information on quality of life factors that make Kamloops a desirable place to live.

The intention of these strategies is to provide a resource to employers to support their talent attraction and recruitment efforts.

8 Appendix

8.1 Lifestyle Asset Maps

While the figures in Chapter 6 highlighted the number of assets in each of the five categories, equally important is to understand the geographic location of these asset to understand where gaps in programming and services exist.

The categories explored include:

- Healthcare Amenities (273 assets)
- Educational Institutions (91 assets)
- Social and Recreational Amenities (393 assets)
- Cultural Amenities (233 assets)
- Environmental Assets (62 assets)

The following figures illustrate the location of the lifestyle assets in Kamloops.

FIGURE 26 HEALTHCARE AMENITIES IN KAMLOOPS

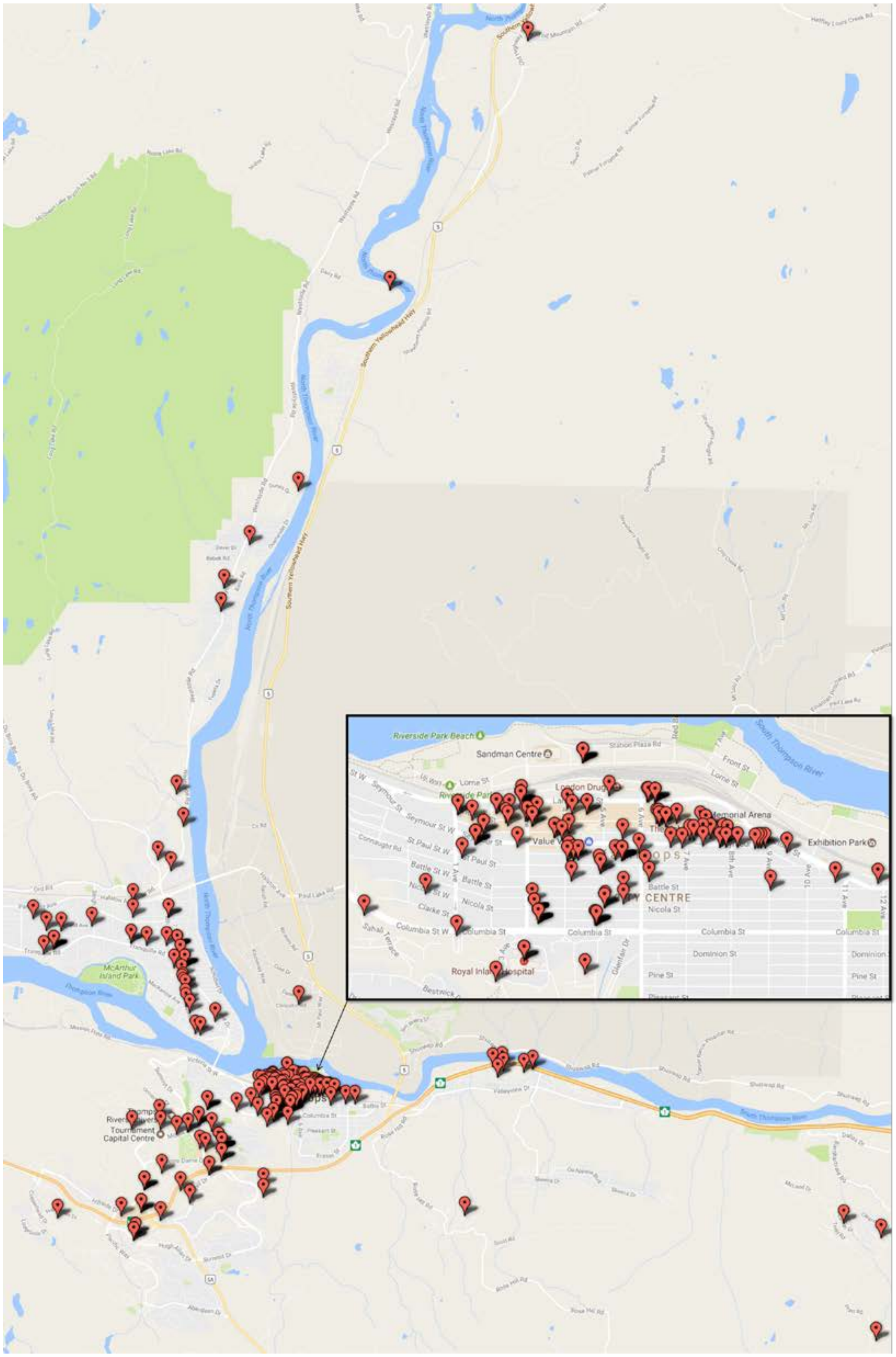


FIGURE 27 EDUCATIONAL INSTITUTIONS IN KAMLOOPS

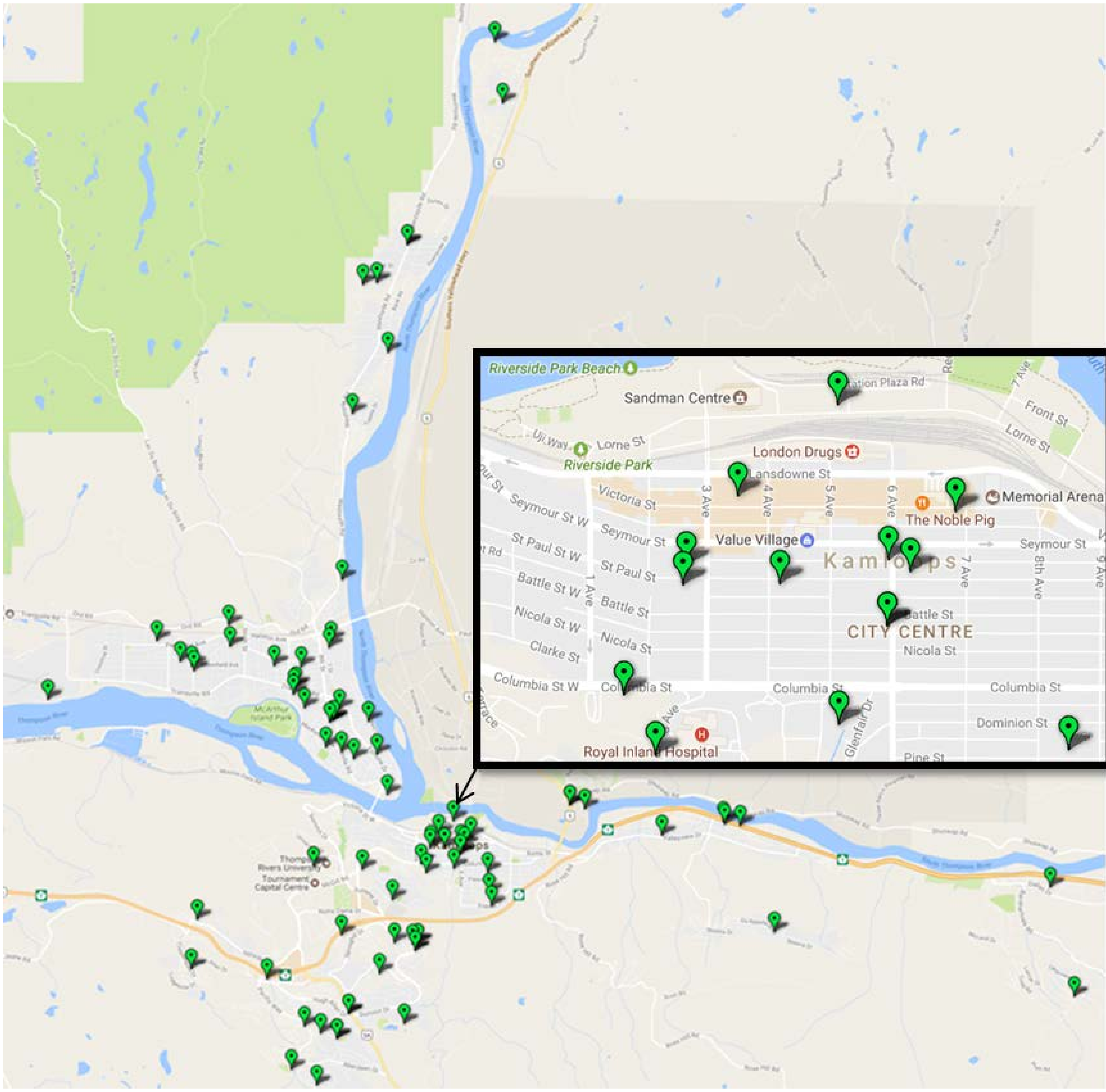


FIGURE 28 SOCIAL AND RECREATIONAL AMENITIES

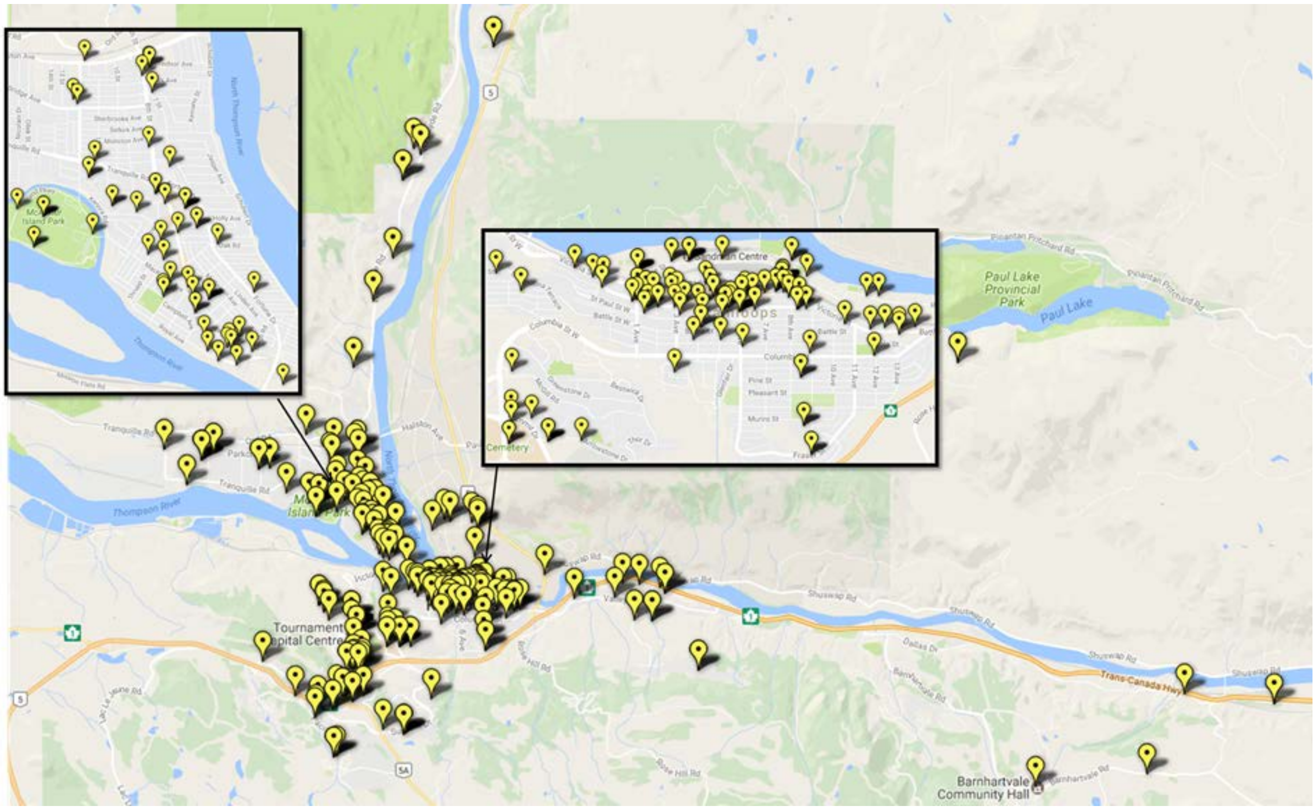


FIGURE 29 CULTURAL AMENITIES

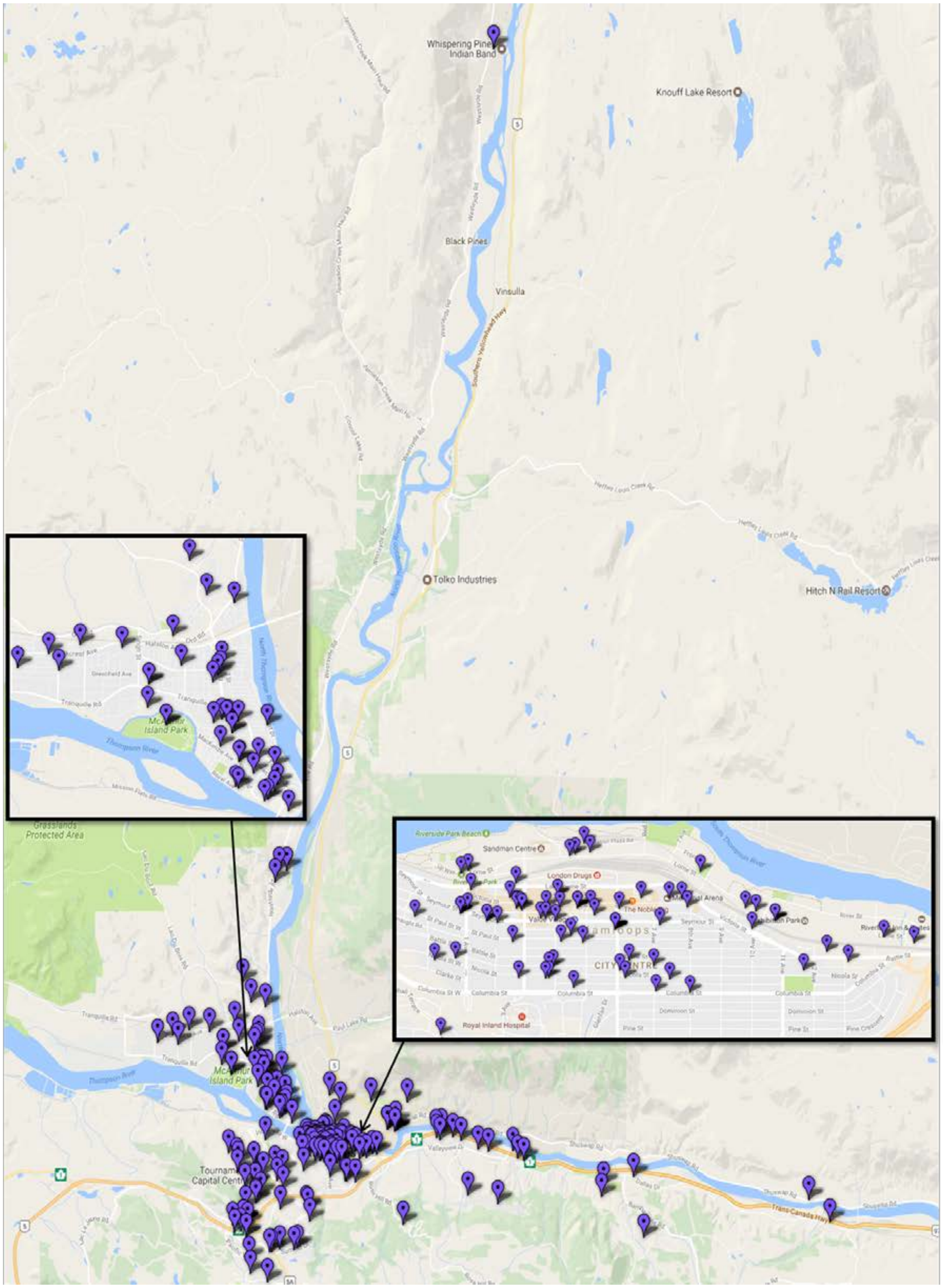


FIGURE 30 ENVIRONMENTAL ASSETS IN KAMLOOPS