



PARKSVILLE QUALICUM BEACH

REGIONAL LABOUR MARKET ANALYSIS AND STRATEGY

AUGUST, 2018

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CONSULTANTS

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EXECUTIVE SUMMARY

Sustainable growth and development in the Parksville/Qualicum Beach Region require that residents can obtain and maintain fulfilling, family-sustaining work, and that employers can recruit and retain workers who contribute to productivity, profitability and long-term viability.

In early 2018, The Parksville & District Chamber of Commerce (the Chamber) and its partner, the Career Centre, identified two interrelated needs in the region:

- A lack of current and local labour market intelligence.
- No clear strategy to assist the region in ensuring a healthy, balanced labour market.

To address these issues, early in 2018 the Chamber secured funding from the Province of British Columbia to complete a Labour Market Analysis and a Labour Market Strategy.

The Labour Market Analysis contained in Section 3 of this document, consisting of primary and secondary research, describes a region with a dramatic undersupply of the workers employers need. There are shortages of labour at all skill levels and in most, if not all, industrial sectors.

**THERE ARE
SHORTAGES OF
LABOUR AT
ALL SKILL LEVELS
AND IN MOST, IF NOT
ALL, INDUSTRIAL
SECTORS**

Shortages are evident in part time, full time and seasonal work, and in all geographic areas of the Parksville/Qualicum Beach Region. Particularly evident are shortages in the Accommodation and Food Services sector, the Health Care and Social Services sector, of skilled and qualified tradespersons across all sectors, and in the shellfish aquaculture industry. Workers in physical, lower skilled work, such as room attendants, constructions labourers and shellfish workers, are in a clear shortage situation.

There are several interrelated primary reasons underlying the current situation. These include:

- a small pool of younger labour force participants living in the region.
- a large proportion of the population – mainly older persons – who are not in the labour force.
- multiple barriers to working in the region, including housing and transportation.
- a high proportion of seasonal work.
- a lack of qualified persons in skilled occupations.

Recruitment is not the only problem – many employers are having difficulty retaining people. While some employers are responding with creative solutions, and some are more able than others to find and retain workers, these in-house solutions are not entirely effective.

The services that employers provide and the products they produce are being directly impacted as employers are forced to cut back due to worker and skill shortages. Opportunities for growth are being set aside as workers are not available to fulfil the expected demand.

The current undersupply situation is expected to continue for the foreseeable future as the workforce ages and the population of the Region continues to grow and age.

To date, approaches to addressing labour market issues have lacked a focussed, collaborative approach in the Region. Activities have been implemented based on the mandates of stakeholders, and on some identified needs as they unfold. Communication between stakeholders in the region has been inconsistent. The linkages between labour market balance and broader economic and community development have not been clarified. Reconciliation with indigenous persons has not been adequately addressed.

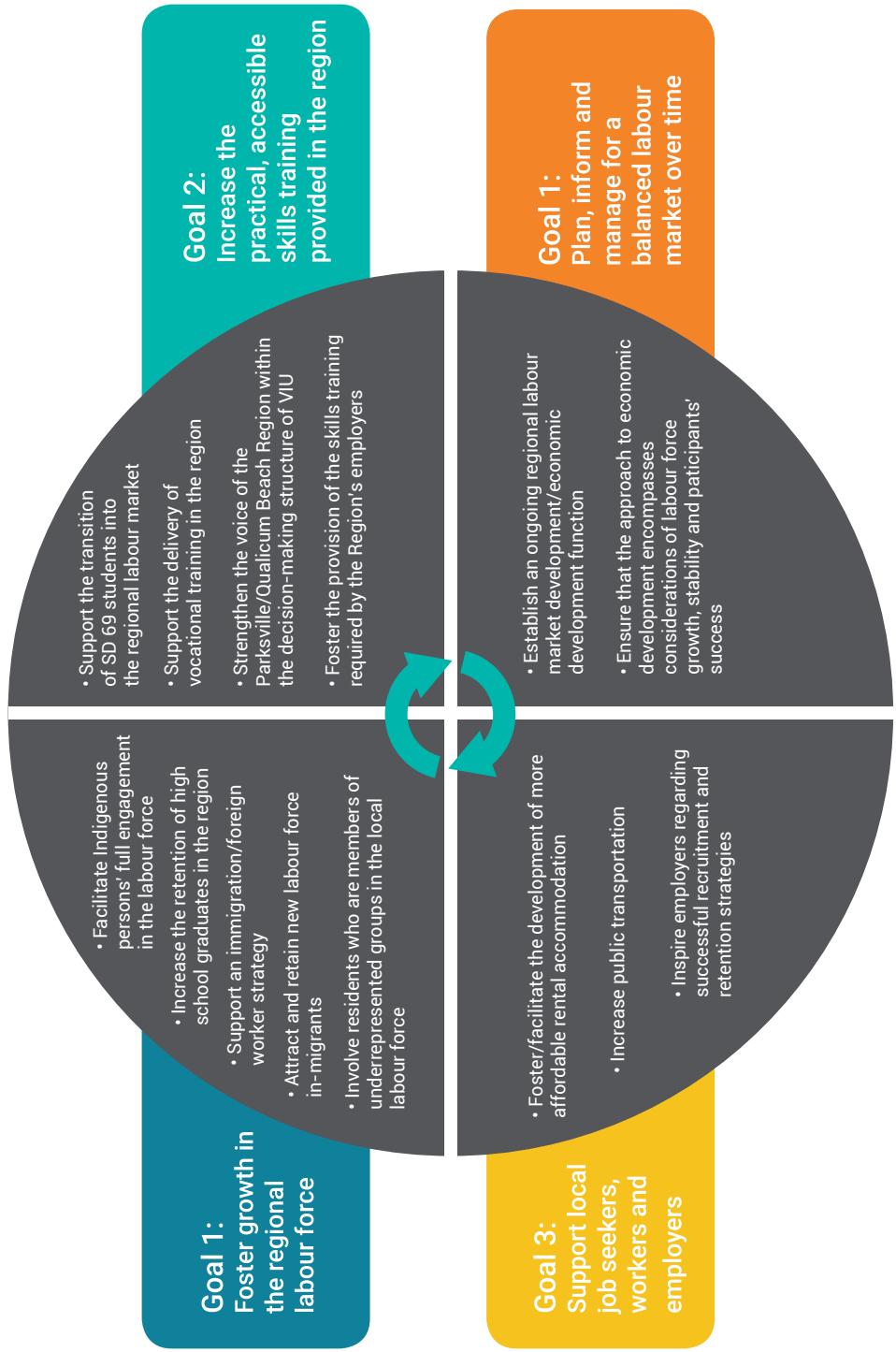
The Labour Market Strategy cannot be entirely uncoupled from economic or social development strategies. Thus, this Strategy speaks to broader issues where they directly impact the labour market.

To address these issues, the Labour Market Strategy establishes four overarching goals:

GOAL 1	FOSTER GROWTH IN THE REGIONAL LABOUR FORCE
GOAL 2	INCREASE THE PRACTICAL, ACCESSIBLE SKILLS TRAINING PROVIDED IN THE REGION
GOAL 3	SUPPORT LOCAL JOB SEEKERS, WORKERS AND EMPLOYERS
GOAL 4	PLAN, INFORM AND MANAGE FOR A BALANCED LABOUR MARKET OVER TIME

Each of these goals has supporting strategies and implementation recommendations as described in **Figure 1**.

Figure 1 – Parksville/Qualicum Beach Labour Market Strategy



GOAL #1:

FOSTER GROWTH IN THE REGIONAL LABOUR FORCE

Strategy 1.1:

Facilitate Indigenous persons' full engagement in the labour force

Implementation Recommendations:

1.1.A.

Respond to Qualicum and Nanoose First Nations' determinations of what would assist in helping residents prepare for and enter the labour market.

1.1.B.

Ensure both First Nations are invited to participate in all further actions related to this strategy, including the proposed Workforce Planning and Action Committee.

1.1.C.

Respond to the Truth and Reconciliation Commissions Calls to Action.

Strategy 1.2

Increase the retention of high school graduates in the region

Implementation Recommendation:

1.2.A.

Support School District 69's career development activities.

Strategy 1.3

Support an immigration/foreign worker strategy

Implementation Recommendations:

1.3.A.

Increase the number of work-ready immigrants entering the region.

1.3.B.

Link immigrants to jobs, housing, transportation and social and cultural supports.

1.3.C.

Provide employers with support to access foreign worker programs.

1.3.D.

Support foreign workers in the region.

Strategy 1.4:
Attract and retain new labour force in-migrants

Implementation Recommendations:

1.4.A.

Advocate for and assist in planning and encouraging activities and supports that will attract and keep younger workers in the region.

1.4.B.

Market the region to youth and young adults.

Strategy 1.5

Involve residents who are members of underrepresented groups in the local labour force

Implementation Recommendations:

1.5.A.

Involve more older workers in the workforce.

1.5.B.

Involve more persons with disabilities in the workforce.

GOAL #2:

INCREASE THE PRACTICAL, ACCESSIBLE SKILLS TRAINING PROVIDED IN THE REGION

Strategy 2.1:

Support the transition of School District 69 students into the regional labour market

Implementation Recommendations:

2.1.A.

Support School District 69's proposed Trades "Sampler" program.

2.1.B.

Support the implementation of the "Mid Island Partnership".

Strategy 2.2:

Support the delivery of vocational training in the region

Implementation *Recommendation:*

2.2.A.

Facilitate delivery of health care training in the region.

Strategy 2.3:

Strengthen the voice of the Parksville/Qualicum Beach Region within the decision-making structure of VIU.

Implementation Recommendations:

2.3.A.

Request that VIU change the terms of reference for the Planning and Priorities Committee of the Senate to include representation from the Parksville/Qualicum Beach Region.

2.3.B.

Request that VIU change Procedure 31.09.001 Program Advisory Committees to include mandated representation from employers in the Parksville/Qualicum Beach Region on all Instructional Programs and Special Interest committees.

Strategy 2.4

Foster the provision of on-the-job skills training required by the Region's employers.

Implementation Recommendations:

2.4.A.

Inform employers of training funding and incentives that are available.

2.4.B.

Continue and expand targeted programs such as BladeRunners, Job Creation Partnerships (JCPs) and Project Based Labour Market Training projects (PBLMTs).

GOAL #3:

SUPPORT LOCAL JOB SEEKERS, WORKERS AND EMPLOYERS

Strategy 3.1:

Foster/facilitate the development of worker and family-friendly housing

Implementation Recommendation:

3.1.A.

Communicate the impact of housing shortages on the workforce.

Strategy 3.2:

Increase access to public transportation

Implementation Recommendations:

3.2.A.

Engage with the Regional District of Nanaimo to formally advocate for increased public transportation with routes and scheduling that support access to work and school.

3.2.B.

Assist in increasing ridership on routes in the Parksville/Qualicum Beach Region.

Strategy 3.3:

Inspire employers regarding successful recruitment and retention strategies

Implementation Recommendation:

3.3.A.

Support employer's success by continuing to help employers foster the adoption of excellent human resource recruitment and retention strategies.

GOAL #4:

PLAN, INFORM AND MANAGE FOR A BALANCED REGIONAL LABOUR MARKET OVER TIME

Strategy 4.1:

Establish an ongoing regional labour market development/economic development function

Implementation Recommendations:

4.1.A.

Convene a sustainable structure to lead, champion and support workforce development in the Parksville/Qualicum Beach Region.

4.1.B.

Prepare and execute a Detailed Implementation Plan for this Strategy.

Strategy 4.2:

Ensure that the approach to economic development encompasses considerations of labour force growth, stability and participants' success

Implementation Recommendation:

4.2.A.

Ensure the Parksville/Qualicum Beach Region is identified as a distinct sub-region and represented in decision-making regarding economic development planning and support.

SECTION 1:

CONTEXT AND PURPOSE OF THE LABOUR MARKET ANALYSIS AND THE LABOUR MARKET STRATEGY

Context:

Sustainable growth and development in the Parksville/Qualicum Beach Region require an adequate supply of labour that is diverse, adaptable and skilled. The overarching labour market goal is that residents can obtain and maintain fulfilling, family-sustaining work, and that employers can recruit and retain workers who contribute to productivity, profitability and sustainability.

In early 2018, The Parksville & District Chamber of Commerce (the Chamber) and its partner, the Career Centre identified two interrelated needs in the region:

- A lack of current and local labour market intelligence.
- No clear strategy to assist the region in ensuring a healthy, balanced labour market.

**AN IMPORTANT
CONTEXTUAL
CONSIDERATION IS
RECONCILIATION
WITH INDIGENOUS
PERSONS**

The Chamber and the Career Centre recognized that various activities relating to anticipating the skills needed to drive economic growth in the Parksville/Qualicum Beach Region are being undertaken by government agencies, the private sector and social partners without a co-ordinated approach. While the Regional District of Nanaimo's Regional Growth Strategy speaks to the need for establishing a consistent and coordinated approach to economic development, that approach is not yet fully realized.

The Regional Growth Strategy is based on an approach to economic development in the broader context of society and the environment. That understanding of integration predicates the approach to this analysis and strategy. Examining the labour market and developing a strategy must be undertaken within the context of the goals of economic, social and environmental sustainability.

An important contextual consideration is reconciliation with indigenous persons. The Truth and Reconciliation Commission of Canada's Calls to Action¹ set out both general and specific action items which relate directly and indirectly to labour market wellbeing. Perhaps the most directly relevant calls to action are as follows:

¹Truth and Reconciliation Commission of Canada: Calls to Action 2012 http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf

Business and Reconciliation 92. We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- *Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.*
- *Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.*
- *Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.*

Purpose:

The Labour Market Analysis:

The purpose of this Labour Market Analysis is to better understand the labour market of the region, with its primary focus being on the demand/employer side of the equation. The results of the research and analysis that comes from the assessment will identify:

- where the labour market opportunities currently exist;
- where the region's employers predict the opportunities to be over the next 1-3 years;
- any skills gaps currently being experienced by employers;
- the training required to fill any identified skills gaps;
- the education that will best prepare the region's youth for the labour market they will be entering into.

The Analysis contained in this document supports the Strategy in the following section. In addition, the Analysis provides labour market information that can be shared, understood and acted upon, over time.

The Labour Market Strategy:

The purpose of the Labour Market Strategy is to identify and recommend viable opportunities and solutions that can be championed and implemented at the local/regional level.

The Region:

Parksville/Qualicum Beach is not officially a stand-alone region in any formal definition. It is diverse – being made up of two First Nations, two municipalities and four rural areas, each of which is distinct from one another. Despite this, the historical perception of Parksville/Qualicum Beach as a region along with the social, economic and environmental commonalities and the desire to collaborate on a regional strategy, create a logical basis to treat the area as a region.

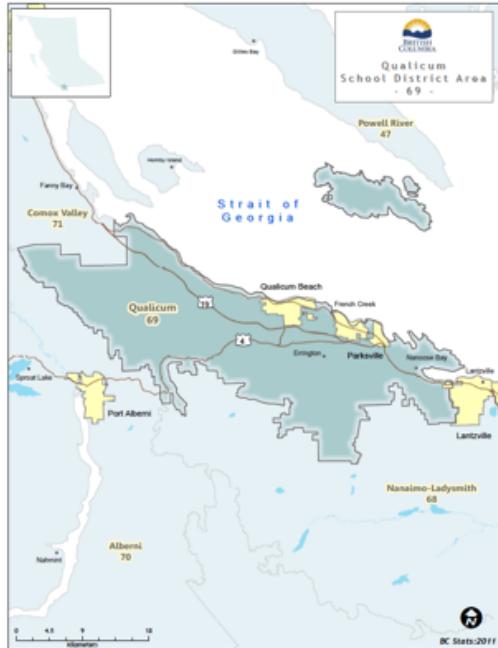
The geographic areas included in the Analysis and Strategy cover:

- Qualicum First Nation
- Nanoose First Nation
- The Town of Qualicum Beach
- The City of Parksville

The Regional District's Electoral Areas:

- Electoral Area E: Nanoose Bay
- Electoral Area F: Coombs, Hilliers, Errington
- Electoral Area G: French Creek, Dashwood, Englishman River
- Electoral Area H: Shaw Hill, Qualicum Bay, Deep Bay, Bowser

Figure 2 illustrates the boundaries of these areas, which are closely aligned with the boundaries of School District 69



Source: <https://www2.gov.bc.ca/gov/content/data/geographic-data-services/land-use/administrative-boundaries/school-district> accessed April 3, 2018

Process:

The Chamber engaged TaylorMade Learning Solutions Inc. (the Contractor) to conduct a labour market analysis and to develop a labour market strategy across the private and public sectors of the Parksville/Qualicum Beach region.

The Chamber convened a Stakeholder Advisory Committee made up of the following members:

Don Bold	Principal, Collaborative Education Alternative Program (CEAP) School District 69
Kim Burden	Executive Director, Parksville & District Chamber of Commerce
Lori Camire	Executive Director Community Futures Alberni-Clayoquot
Cheryl Dill	Executive Director, Career Centre
Anne Dodson	CEO, Qualicum Beach Chamber of Commerce
Jolynn Green	Executive Director, Community Futures Central Island
Diana Jolly	Employer Services Coordinator, Career Centre
Ross MacKay	Interim Associate Vice-President, Academic
Blain Sepos	Executive Director, Parksville/Qualicum Beach Tourism
Rachel Watts	Employment Assistance Services, Nanoose First Nation
David Witty	Provost and Vice-President Academic, Vancouver Island University
Nicole Yusep	Research Analyst, University Planning & Analysis

With the guidance of the stakeholder group, the Contractor first completed comprehensive secondary research using a variety of sources. Data was extracted, collated and analyzed. A review of provincial, sectoral and regional research, strategies, analyses, surveys, and reports was conducted.

Subsequently, primary research was completed, including 61 telephone interviews with employers in 12 industrial sectors. A focus group with 10 employers in the Health and Social Services sector was completed. Responses from 15 respondents to a region-specific BC Chamber of Commerce MindReader survey were incorporated. In addition, consultations with 24 representatives of stakeholders, influencers and advisors were conducted.

SECTION 2:

LABOUR MARKET ANALYSIS

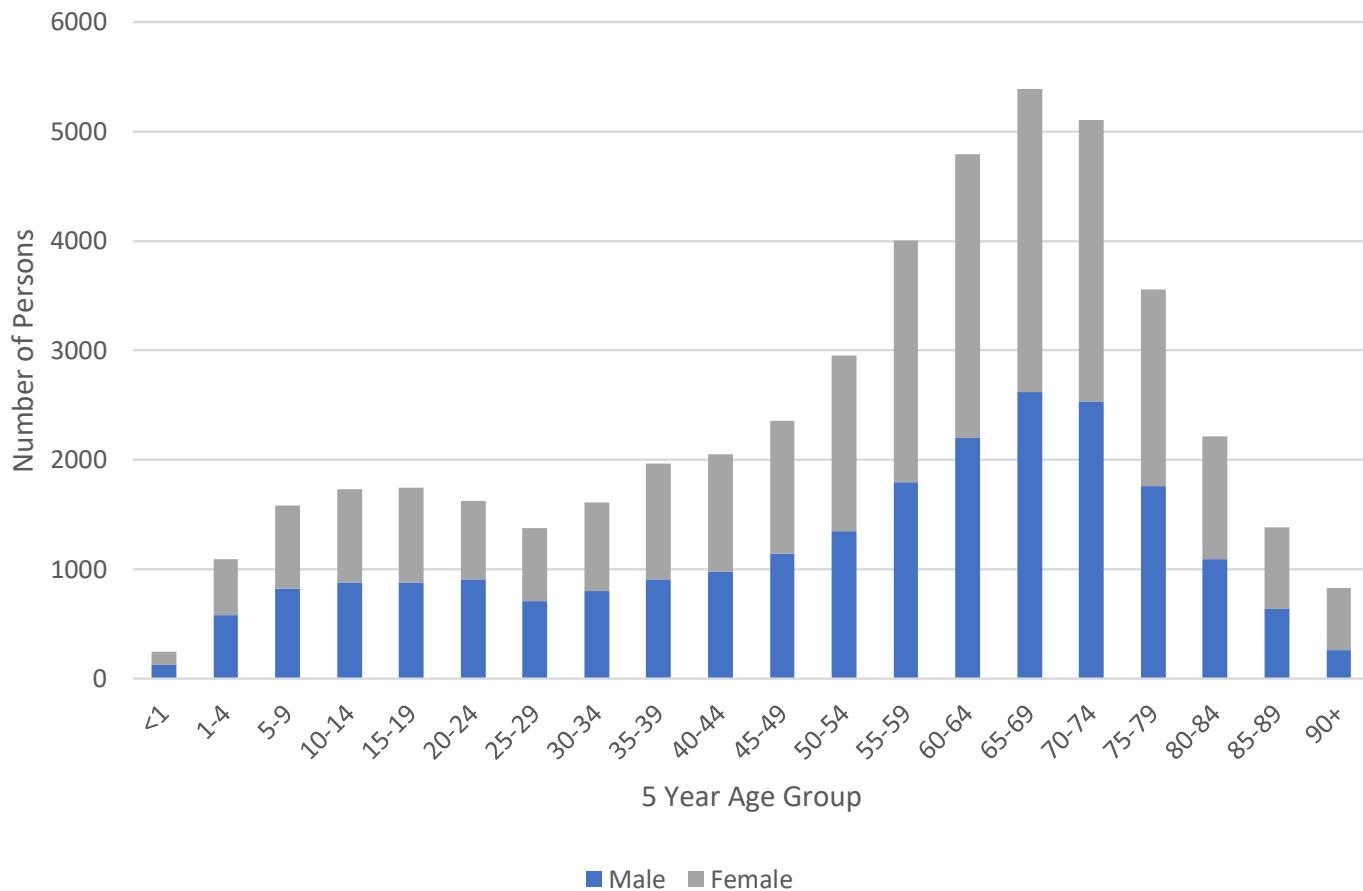
2.1 The Current Labour Market – Parksville/Qualicum Beach Region

2.1.1 Current Population

The population of the Parksville/Qualicum Beach Region (School District 69) in 2018 is estimated by British Columbia's P.E.O.P.L.E.² as 47,581 persons. Of these, 22,959 (48%) are male and 24,622 (52%) are female.

Figure 3 illustrates the population age breakdown by gender for School District 69.

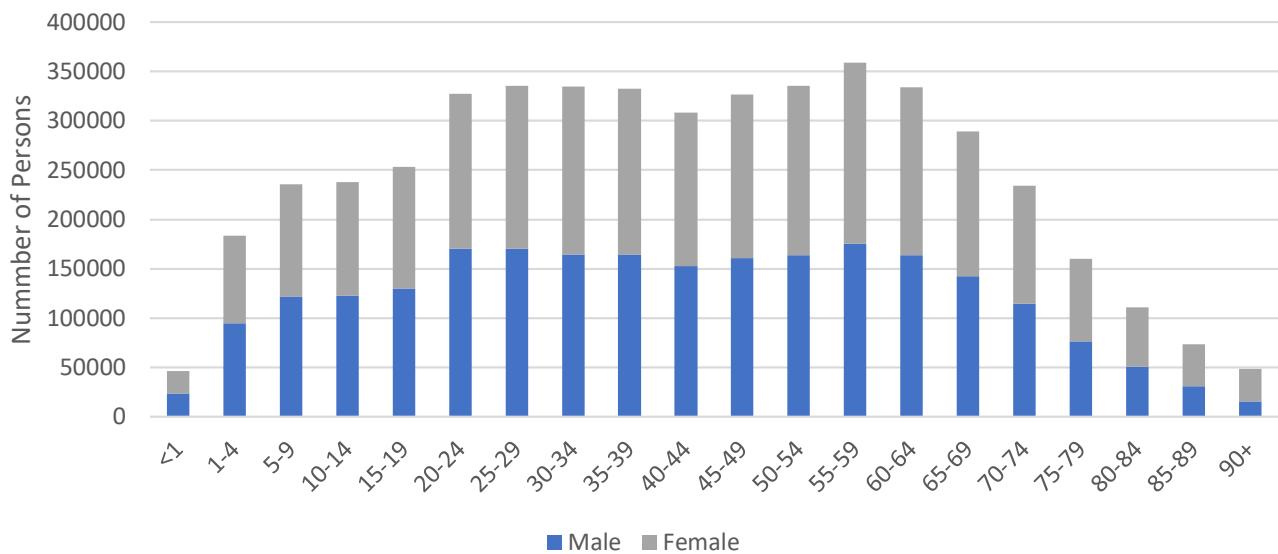
**Figure 3 Population Age Distribution 2018
School District 69**



² Province of British Columbia P.E.O.P.L.E. Projections <https://www.bcstats.gov.bc.ca/apps/PopulationProjections.aspx> accessed April 3 2018

Figure 4 illustrates the B.C. population by 5 year Age group for 2018. The School District 69 population profile differs significantly from the profile for B.C. as a whole. Particularly noticeable are the relatively lower numbers of the 'working age' population compared to the numbers of persons over 65 years of age. As well, the proportion of persons in the later senior years is clearly dramatically higher than for the province as a whole. The comparison of these two charts confirms that the Parksville/Qualicum Beach Region's population is heavily weighted towards older persons. The charts also describe what can reasonably be extrapolated as an exodus of young persons as they leave school after age 19. The loss of young people is not fully 'recovered' until after age 55.

**Figure 4 British Columbia Population
By 5 Year Age Group, 2018**



Source: Province of British Columbia P.E.O.P.L.E. Projections <https://www.bcstats.gov.bc.ca/apps/PopulationProjections.aspx> accessed April 3 2018

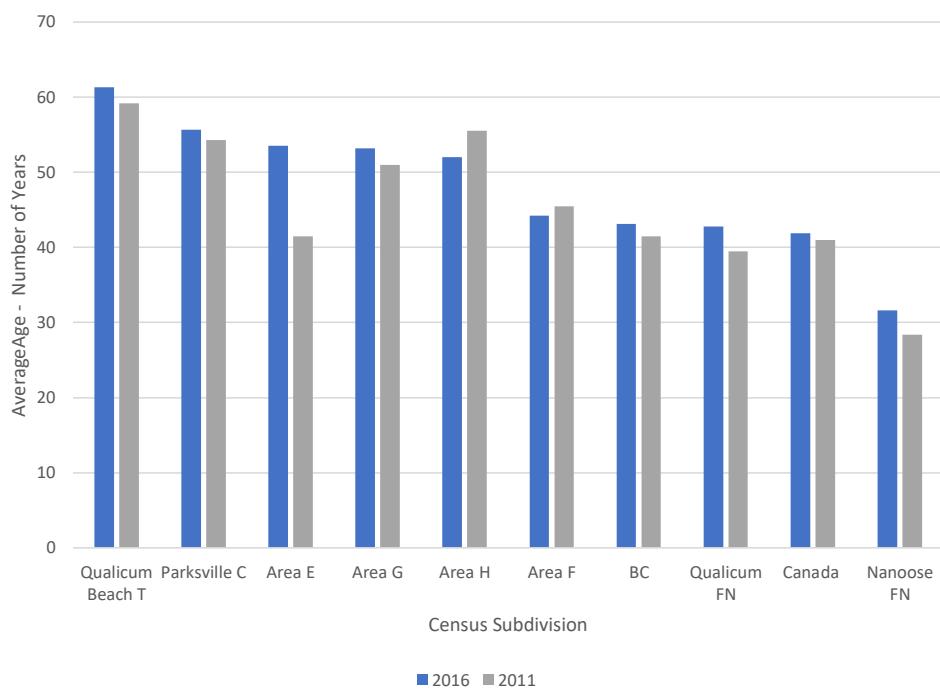
The population continues to grow at approximately the same rate as for B.C. as a whole.

2.1.2 Average Age

The Average age for the population of Qualicum Beach, Parksville and electoral areas E, G and H are much higher than for B.C. and for Canada. Leading the way in age, Qualicum Beach's average age is almost 20 years older than Canada's.

The higher average age is not, however, consistent throughout the Parksville/Qualicum Beach Region. **Figure 5 and Table 1** illustrate the significant differences between subdivisions within the Region. Both of the Region's First Nation reserves stand out as having much younger populations, as does Area F (Coombs, Hilliers, Errington). It is clearly not prudent to conceptualize the entire region as a "retirement area".

Figure 5 Average Age, Census Subdivisions of the Parksville/Qualicum Beach Region, Canada and BC 2011 and 2016



Source: Source: 2011 and 2016 Census of Canada: Topic-based tabulation: Age (131) and Sex (3) for the Population of Canada, Provinces, Territories, Census Divisions, Census Subdivisions and Dissemination Areas, 100% Data

Census Year	Table 1: Average Age of Population by Census Subdivision									
	Qualicum Beach T	Parksville C	Area E	Area G	Area H	Area F	BC	Qualicum FN	Canada	Nanoose FN
2016	61.3	55.7	53.5	53.2	52	44.2	43.1	42.8	41.9	31.6
2011	59.2	54.3	41.5	51	55.5	45.5	41.5	39.5	41	28.4

Source: Source: 2011 and 2016 Census of Canada: Topic-based tabulation: Age (131) and Sex (3) for the Population of Canada, Provinces, Territories, Census Divisions, Census Subdivisions and Dissemination Areas, 100% Data

The average age in the City of Parksville increased by 2.7 years between 2011 and 2016, compared to 2 years for B.C. and .9 years for Canada. With the exception of Areas H and F, average age increased more rapidly than for B.C. or Canada. The average age in the more rural Electoral Areas H and F has decreased over the same time period.

2.1.3 Population Growth 2011-2016

During the 2011-2016 period the population of Canada grew by 5% and the population of B.C. grew by 5.6%.

Table 2 describes the population growth in each subdivision of the Region. Growth within the Region's Census Subdivisions³ varies significantly, with no discernable pattern. The highest population growth was in the Nanoose First Nation, followed by Area H (Shaw Hill, Qualicum Bay, Deep Bay, Bowser).

³Please see Appendix 1 Definitions for descriptions/cross references regarding these Subdivisions

Table 2 - Population Growth 2011-2016 By Census Subdivisionvarie

Subdivision³	2011	2016	% Change
Parksville	11,977	12,514	4.5%
Qualicum Beach	8,687	8,943	2.9%
Nanaimo E	5,674	6,125	7.9%
Nanaimo F	7,422	7,724	4.1%
Nanaimo G	7,158	7,465	4.3%
Nanaimo H	3,509	3,884	10.7%
Nanoose First Nation	204	230	12.7%
Qualicum First Nation	81	74	-8.6%
TOTAL Parksville/Qualicum Beach Region	44,712	46,959	5%

Source: Source: 2011 and 2016 Census of Canada: Topic-based tabulation: Age (131) and Sex (3) for the Population of Canada, Provinces, Territories, Census Divisions, Census Subdivisions and Dissemination Areas, 100% Data

The Parksville/Qualicum Beach Region's overall growth is comparable to Canada's although slightly lower than for B.C. as a whole.

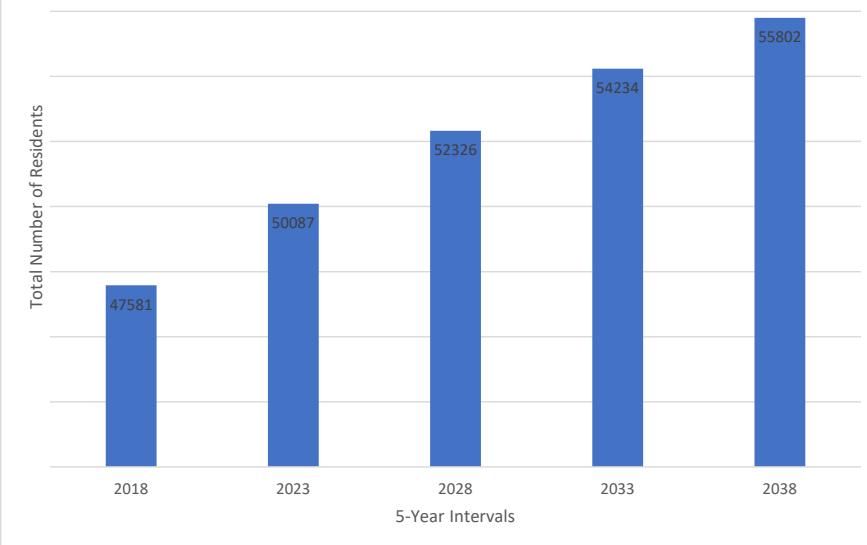
2.1.4 Population Projections ⁴

The Government of British Columbia undertakes population projections that include considerations of births, deaths and migration. P.E.O.P.L.E.⁵ population projections indicate steady growth in School District 69's total population over the next 20 years, as illustrated by Figure 6. The total population is expected to increase by 8,200 persons over that time period.

⁴In general, all assumptions relating to the components of population change (i.e., migration, births and deaths) by small area are based on past conditions, modified wherever possible to take into consideration possible future changes. Consequently, the resulting population projections are not necessarily what will be, but rather what could be given the realization of these conditions. It is certainly possible that unforeseen changes in factors such as government policy, economic development, land use and zoning will affect future populations. Consequently, the projections should be regarded as only one possible scenario of the future size and age-gender structure of the population. British Columbia small area population projections result from the application of a "Component/Cohort-Survival" population model to assumptions dealing with fertility, mortality and migration. The Component/Cohort-Survival method requires separate projections of each of the components of population change, namely fertility, mortality and net migration. With this information, and with a base year age-specific estimate of population, a projection for any subsequent year is made by promoting each age group in the preceding year to the next highest age group, while at the same time taking into account the effects of net migration, deaths and births. From Population Extrapolation for Organizational Planning with Less Error (P.E.O.P.L.E.) Population Section, BC STATS, Ministry of Finance and Corporate Relations, Government of British Columbia, August, 1999 file:///Users/kathleen savvy/Downloads/Population%20Extrapolation%20for%20Organizational%20Planning%20with%20Less%20Error%20 (P.E.O.P.L.E.).pdf

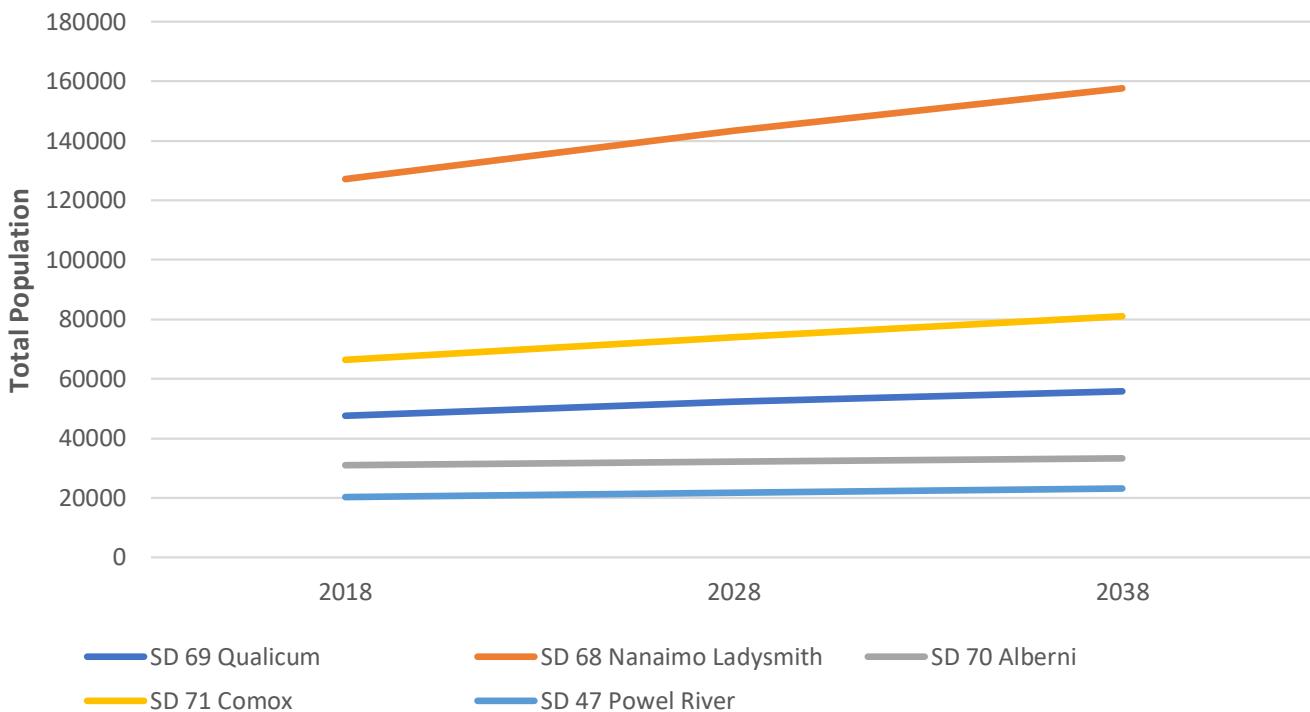
⁵ BC Stats Sub-Provincial Population Projections August 2017

Figure 6: Projection of Total Population of Residents Living in School District 69 Area, 2018 - 2038



As shown in **Figure 7**, the population of School District 69 is expected to grow at about the same rate as for surrounding school districts, with the exception of Nanaimo which is expected to grow more quickly.

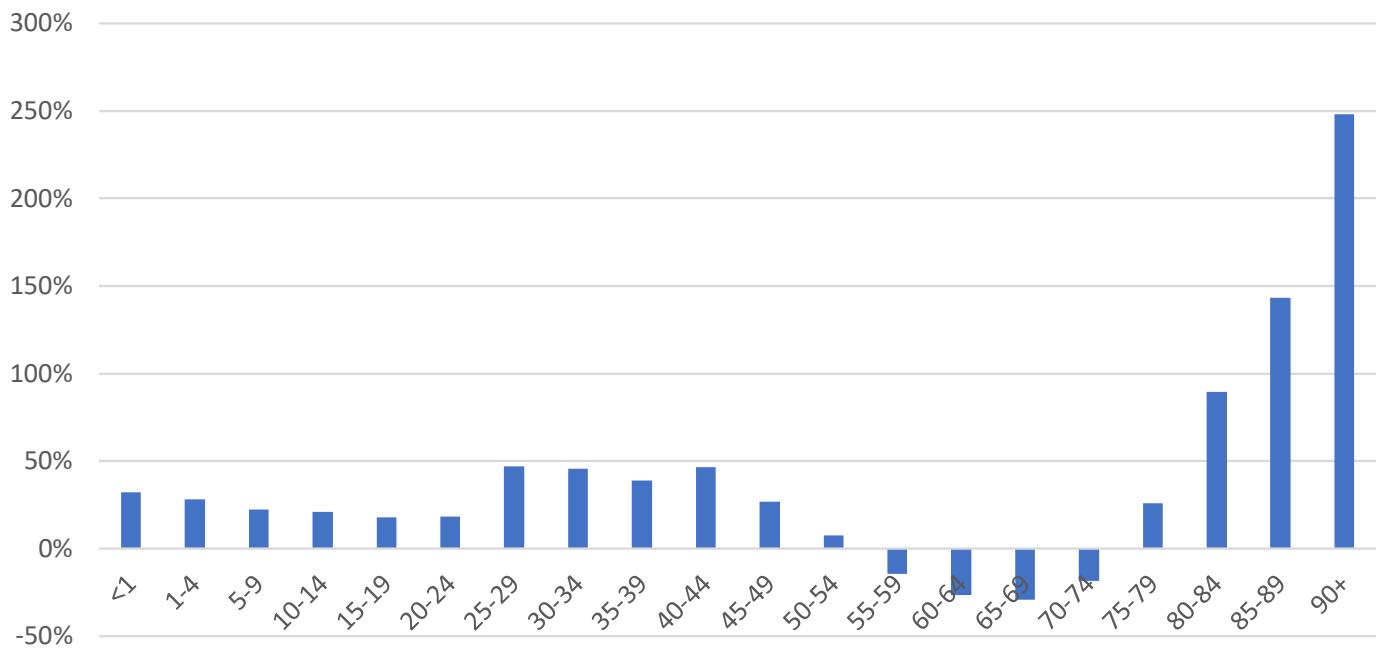
**Figure 7 Population Projections
School District 69 and Surrounding School Districts 2018 - 2038**



Source: Province of British Columbia P.E.O.P.L.E. Projections
<https://www.bcstats.gov.bc.ca/apps/PopulationProjections.aspx> accessed April 3 2018

Perhaps surprisingly, the projected changes in population for the Parksville/Qualicum Beach Region are not expected to be an entirely steady aging process. Figure 8 describes the projected changes by percentage over the next 20 years. The projected decrease in population in the 55-74-year-old range correlates to the lower current population of young adults. These projections, of course, must be interpreted with significant caution, however, they do mean that the projected rate of in-migration is not expected to make up for the low numbers of current residents who will be entering that age range.

Figure 8 School District 69 Population Projections Percentage Change by Age Group 2018-2038



Source: <https://www.bcstats.gov.bc.ca/apps/PopulationProjections.aspx>

The dramatic projection of growth in the population above Age 75, if borne out, would result in an additional 2,049 persons in this age range living in the Region over the next 20 years.

2.1.5 Labour Force Profile

Labour force data extracted from the 2011 and 2016 Census indicates continued patterns identified by previous studies. The School District 69 labour force is growing, although more slowly than for British Columbia as a whole, as described in **Table 3**.

Table 3 Labour Force Summary 2011/2016 Parksville/Qualicum and British Columbia

Labour Force Indicators ⁶	SD 69 2011	SD 69 2016	% Change	% Change for B.C. as a Whole
Total – Population aged 15 years and over by Labour force status - 25% sample data	38,790	41,270	2.1%	6.1%

Source Data Tables, 2016 Census Labour Force Status (8), Highest Certificate, Diploma or Degree (15), Age (12A) and Sex (3) for the Population Aged 15 Years and Over in Private Households of Canada, Provinces and Territories, Census Divisions and Census Subdivisions, 2016 Census - 25% Sample Data Released March 28 2018 Accessed March 30 2018.

The Parksville/Qualicum Beach Region 's labour force grew at a slower rate (3.3%) between 2011 and 2016 when compared to the growth for British Columbia as a whole. The number of employed persons grew at a slower rate than for British Columbia. The unemployment rate declined, but not as much as it did for British Columbia.

As illustrated in **Table 4** Labour Force growth between 2011 and 2016 in the "not in the labour force" category was much higher (9.2%) than growth of employed or unemployed persons. This growth is likely almost entirely made up of retired persons. Considering the large proportion of the population which is in the over 65 age group, we can infer that the retired population continues to grow at a rate significantly higher than the rate for BC, especially when compared against the population as a whole.

THE RETIRED
POPULATION
CONTINUES TO
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RATE
SIGNIFICANTLY
HIGHER THAN
THE RATE
FOR BC

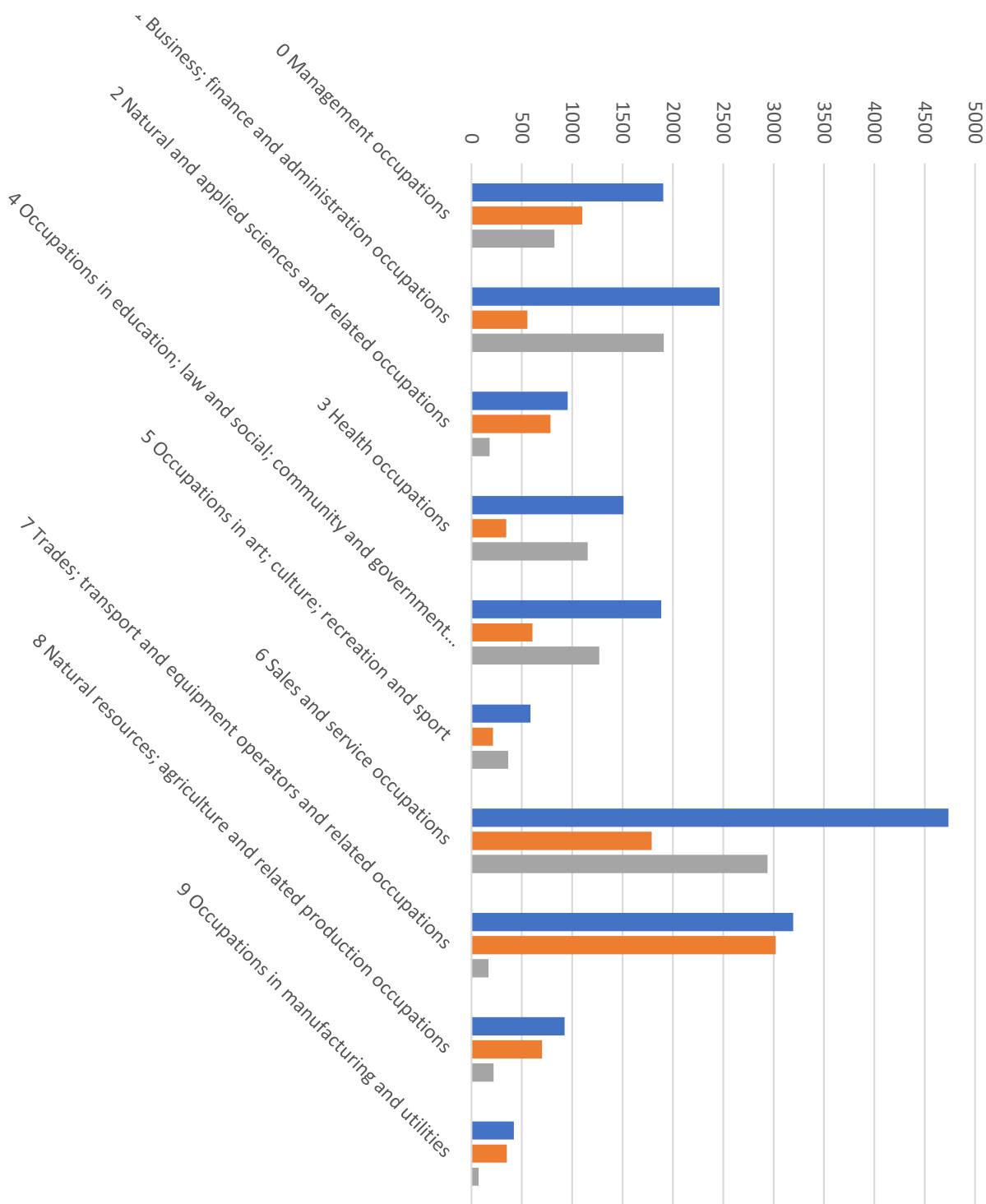
Table 4 - Labour Force Indicators 2011/2016 SD 69, Canada and British Columbia

Labour Force Indicators ⁶	2011			2016		
	Canada	BC	SD 69	Canada	BC	SD 69
Participation rate	66	64.6	47.15	65.2	63.9	45.75
Employment rate	61	59.5	43.39	60.2	59.6	42.29
Unemployment rate	8	7.8	8	7.7	6.7	7.63

Source Data Tables, 2016 Census Labour Force Status (8), Highest Certificate, Diploma or Degree (15), Age (12A) and Sex (3) for the Population Aged 15 Years and Over in Private Households of Canada, Provinces and Territories, Census Divisions and Census Subdivisions, 2016 Census - 25% Sample Data Released March 28 2018 Accessed March 30 2018.

⁶Please see Appendix 1 "Definitions" for explanation of these terms.

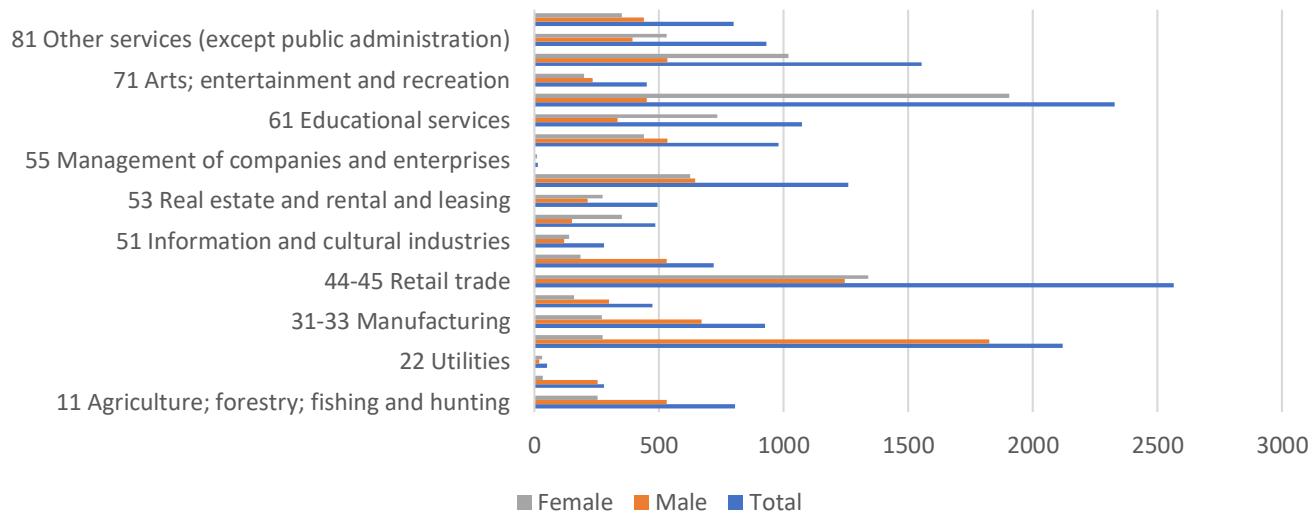
Figure 9 illustrates that the employed labour force is concentrated, in terms of numbers, in sales and service occupations, followed by Trades, Transport and Equipment and Business, Finance and Administration occupations.



Source: Census of Canada 2016 <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> accessed April 4, 2018

Figure 10 describes the breakdown of employment by industrial sector, showing the largest numbers of residents are working in the Health Care and Social Assistance sector, followed by Retail Trade, Construction and then Accommodation and Food Services.

Figure 10 Employment By Industry 2016
Parksville Qualicum Region



Source: Census of Canada 2016 <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> accessed April 4 2018

2.1.6 Job Openings

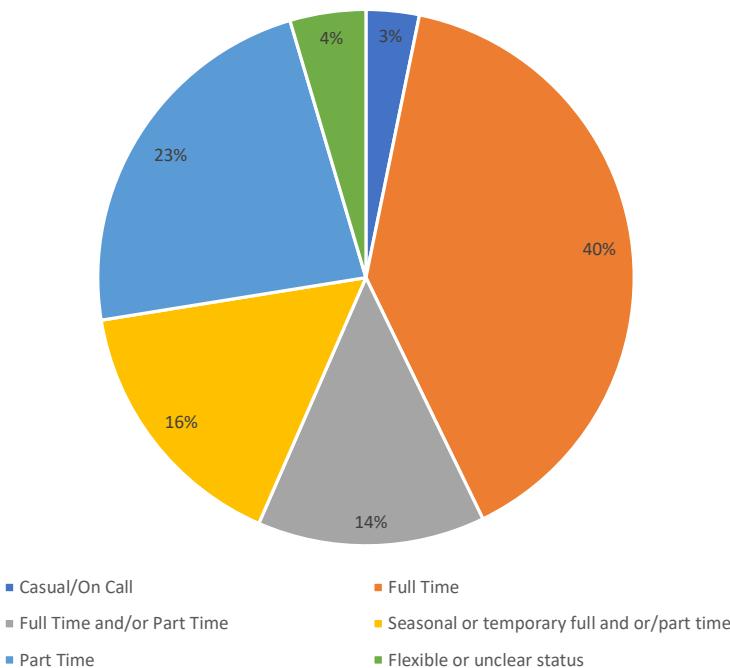
In 2017, the Career Centre⁷ processed 1,093 job orders. Figure 12 shows that of these, 40% were full time

(ongoing, not seasonal or temporary) and 23% were part time. Seasonal jobs, both full and part time, accounted for 16% of the job orders. All jobs were in the Parksville/Qualicum Beach Region.

The job opportunities posted through the Career Centre are classified according to the 2016 National Occupational Classification (NOC) system.

Figure 13 describes the percentages of employment opportunities processed by the Career Centre In 2017 in each of the NOC major groups.

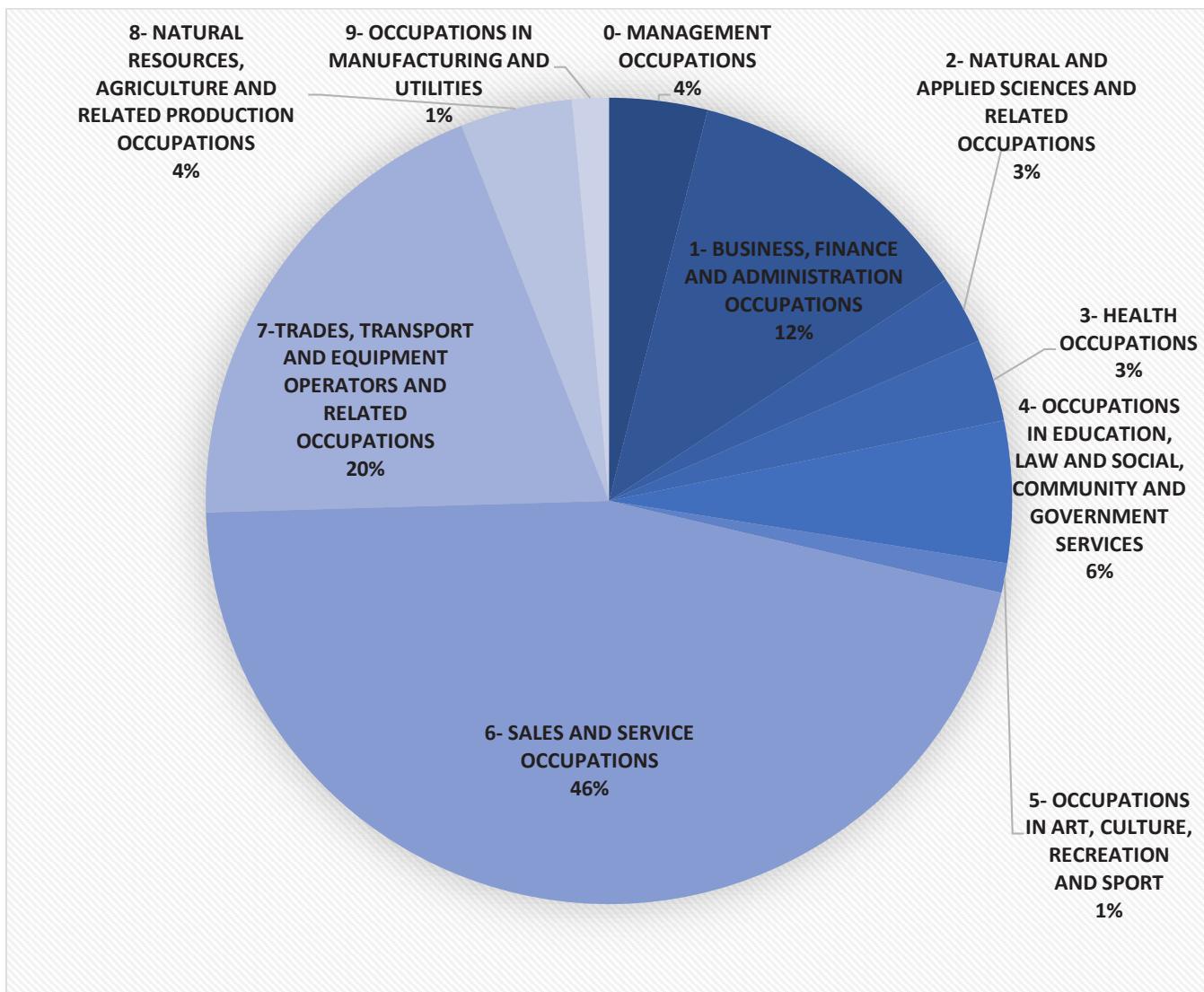
Figure 12 Career Centre Job Orders by Employment Status 2017



Source: Career Centre Tracking Documents

⁷ The Career Centre is a project of the Central Vancouver Island Job Opportunities Building Society (CVIJOBS), a non-profit Society that provides work and career related services to residents of the Parksville/Qualicum area.

Figure 13 - Career Centre Posted Employment Opportunities by National Occupational Classification⁸ Major Group 2017



2.1.7 Commuting

Figure 11 illustrates that the Parksville/Qualicum Beach Region has a higher percentage of the employed labour force commuting long distances when compared with B.C. and Canada. This data refers to the commuting patterns of residents of the Region. Some census subdivisions in the Parksville/Qualicum Beach Region have even greater proportions of the employed labour force commuting long distances, with Area H showing the highest percentage at 23%, and the Town of Qualicum Beach at 18.3%. In the Parksville/Qualicum Beach Region, 12.9% of the employed labour force commutes 35 kms or more each way. This would include persons commuting to Nanaimo, Port Alberni or Courtenay/Comox. The percentage of persons commuting 35 kms or further in B.C. is 5.6%, and for Canada it is 8.2%.

⁸ The National Occupational Classification (NOC) 2016 is the authoritative resource on occupational information in Canada providing a standard taxonomy and framework for dialogue on Labour Market Information. It gathers more than 30,000 occupational titles into 500 Unit Groups, organized according to skill levels and skill types.

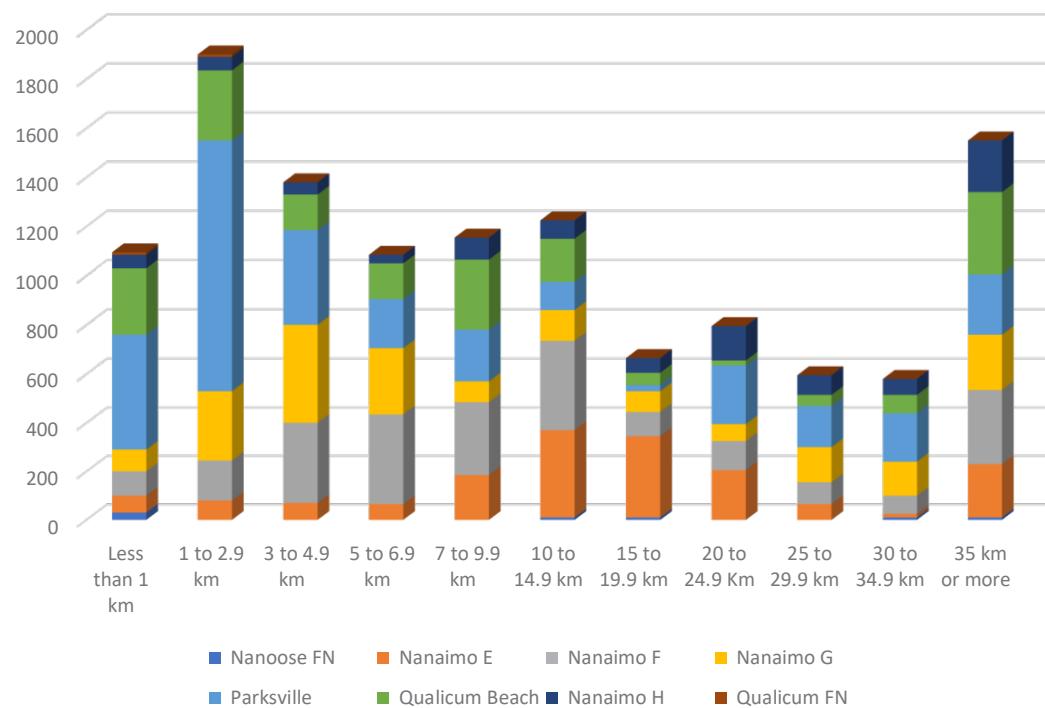
This high level of commuting is expensive in terms of time, money and environmental costs, since the vast majority of commuters in every subdivision of the region are travelling in vehicles, mostly alone⁹.

Canada's 2016 Census also provides information about people who are working in Parksville and Qualicum Beach. The census reports that of the 4,910 persons working in the City of Parksville, 3,200 or 65% of them did not live in the City. Of persons working in the City, 2,185 persons (44%) were commuting from within other parts of the Parksville-Qualicum Beach Region and 1,015 persons (21%) were commuting from other places, particularly Nanaimo (760 persons).

The 2016 Census¹⁰ reports that of the 1935 persons working in the Town of Qualicum Beach, 1295 or 67% of them did not live in the Town. Of persons working in the Town, 1100 or 57% were commuting from other parts of the Parksville-Qualicum Beach Region and 10% from outside the Region.

Other small municipalities on the Island have lower ratios of persons commuting to work – for example, Port Alberni 31%, Ladysmith 52%, and Comox 61%. Duncan had 89% of its workers commuting into the town.

Figure 11 Commuting Distances, Employed Labour Force, Oceanside Region (2016 Census)



⁹ Census of Canada 2016; <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/dt-td/Rp-eng.cfm?TABID=6&LANG=E&AP-ATH=3&DETAIL=0&DIM=0&FL=A&FREE=0&GC=5921030&GID=1262140&GK=3&GRP=1&PID=111334&PRID=10&PTY-PE=109445&S=0&SHOWALL=0&SUB=0&Temporal=2017&THEME=125&VID=0&VNAMEE=&VNAMEF=&D1=0&D2=0&D3=0&D4=0&D5=0&D6=0> Accessed March 29 2018

¹⁰ Source Canada Census 2016 Data Tables <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/dt-td/Rp-eng.cfm?TABID=4&LANG=E&A=W&APATH=3&DETAIL=0&DIM=0&FL=A&FREE=0&GC=0&GL=-1&GID=1353882&GK=0&GRP=1&O=D&PID=111332&PRID=10&PTY-PE=109445&S=0&SHOWALL=0&SUB=0&Temporal=2017&THEME=125&VID=0&VNAMEE=&VNAMEF=&D1=0&D2=0&D3=0&D4=0&D5=0&D6=0> Accessed June 21, 2018

2.2 Factors Influencing Labour Force Performance

2.2.1 Real Estate and Housing

According to the Vancouver Island Real Estate Board¹¹, residential real estate in the Parksville/Qualicum Beach Region is more expensive than anywhere else on Vancouver Island. This is consistent for single family residential, apartments and townhouses. The sales prices have remained higher over the past 60 months. In March of 2018, the benchmark price in Parksville/Qualicum was 29.5% higher than for Vancouver Island as a whole. The benchmark price of residential dwellings in Parksville/Qualicum has increased more rapidly over the past year than all other areas of the Island, except Port Alberni/West. The benchmark price in March 2018 (\$667,542) is 67% of the benchmark price in the Lower Mainland for the same period (\$991,700).

**RESIDENTIAL
REAL ESTATE
IN THE PARKSVILLE/
QUALICUM BEACH
REGION
IS MORE EXPENSIVE
THAN ANYWHERE
ELSE ON VANCOUVER
ISLAND**

Real estate values have an impact on the rental prices and on the labour market, both in terms of attracting workers to the region and to lower wage employment.

The Canada Mortgage and Housing (CMHC) corporation conducts rental housing surveys in municipalities across Canada including Parksville and Qualicum. Primary rental market statistics paint a picture of a difficult market for renters due to 0% vacancy. 'Primary rental market' includes only purpose-built rental units.

Table 5 Rental Statistics – 2 Bedroom Private Apartment

	Vacancy Rates October 2017	Average Rent	Average Rent Change April 15 – October 17
Town of Qualicum Beach	0%	\$930	4.3%
City of Parksville	0%	\$795	1.1%
Canada	4.1%	\$989	2.7%

Source: CMHC Rental Market Survey

CMHC also monitors the number of private apartments located in a community. This number decreased for Parksville from 520 in April 2015 to 449 in October 2017 and remained consistent for Qualicum Beach at 64 units. In Parksville, there were 19 three-or-more bedroom rental units, and in Qualicum Beach, the CMHC did not record any three-or-more bedroom units.

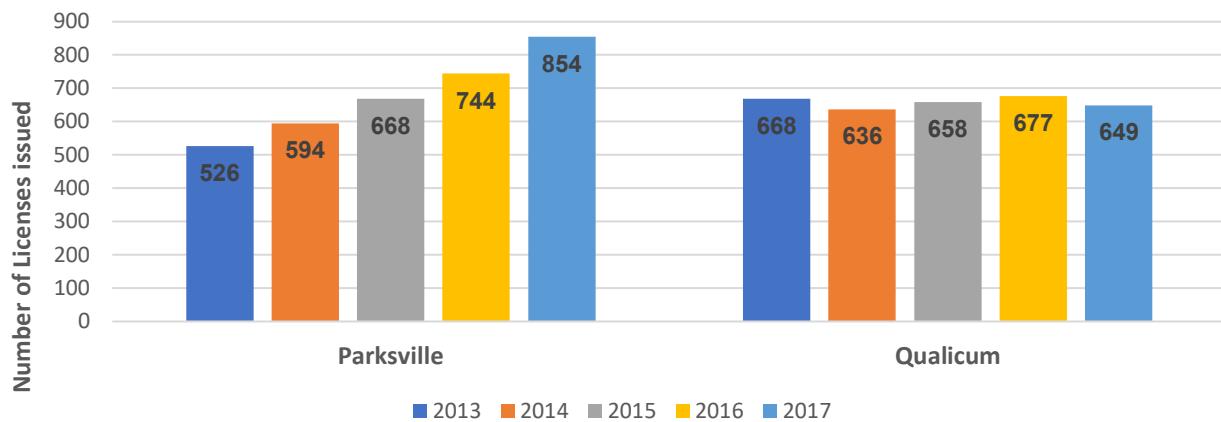
¹¹ Real Estate Statistics are drawn from the Vancouver Island Real Estate Board Market Statistics March 2018 <http://www.vireb.com/index.php?page=20> and the Real Estate Board of Greater Vancouver's Monthly Statistics for March 2018 <https://www.rebgv.org/monthly-reports>

2.2.2 - Business Licences

Business licence statistics¹² for the City of Parksville and the Town of Qualicum Beach describe growth in Parksville but stability in Qualicum Beach between 2013 and 2017, as illustrated by **Figure 14**.

Business licences are not required in the electoral areas or First Nations.

**Figure 14 Business Licences
City of Parksville/Town of Qualicum by Year**

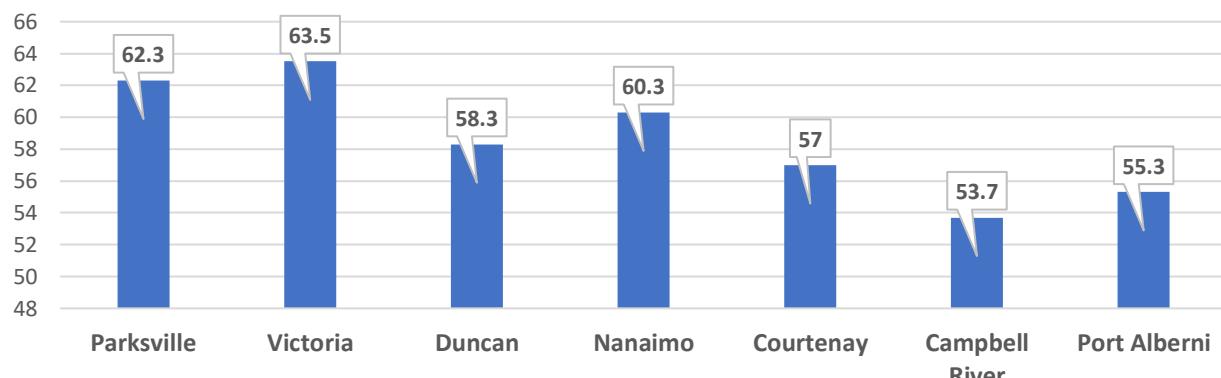


Source – Town of Qualicum Beach and City of Parksville, March 2018

2.2.3 - Entrepreneurship

The Canadian Federation of Independent Business reports on entrepreneurship in Canadian cities on an annual basis. Parksville is the only large enough centre in the Region to be included in this assessment. Parksville's overall ranking was 30th out of the 121 cities included in the analysis. Figure 15 shows that Parksville held up very well when compared with other Vancouver Island cities, with only Victoria being considered more entrepreneurial.

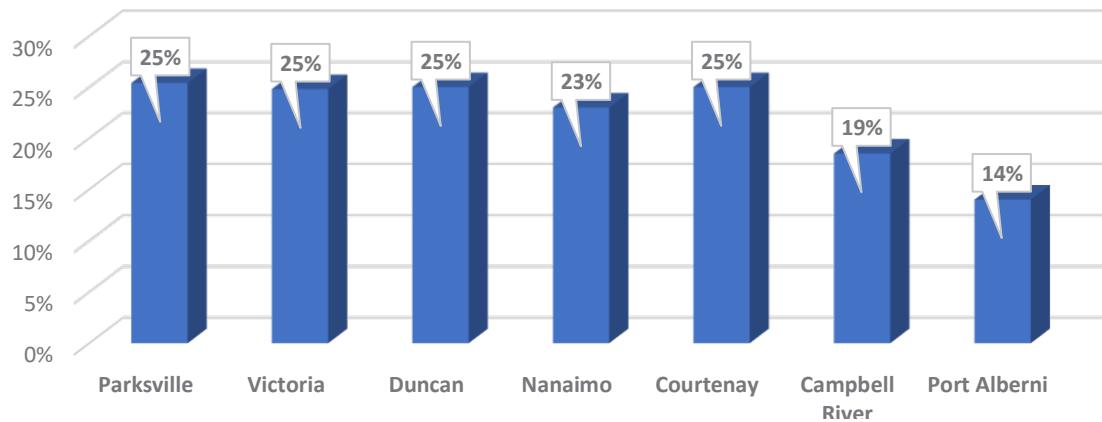
Figure 15 Vancouver Island Cities - Overall Entrepreneurial Score 2016



Source: Canadian Federation of Independent Business, Entrepreneurial Communities, 2016 <https://www.cfib-fcei.ca/sites/default/files/2017-12/rr3413.pdf>

¹² The statistics for each City are totals including inter or multi-city permits, renewals and temporary permits.

**Figure 16: % of Businesses Planning Full time Hiring - 2016 -
Vancouver Island Cities**



Source: Canadian Federation of Independent Business, Entrepreneurial Communities, 2016 <https://www.cfib-fcei.ca/sites/default/files/2017-12/rr3413.pdf>

2.2.4 - Grade 12 Enrollment Projections

Table 6 demonstrates that Grade 12 enrollment is projected to increase in School District 69 at a higher rate than for the surrounding school districts between 2019 and 2026.

Table 6 demonstrates that Grade 12 enrollment is projected to increase in School District 69 at a higher rate than for the surrounding school districts between 2019 and 2026.

Table 6: Grade 12 Projected Enrollment by Year, School District 69 and Surrounding School Districts

	SD 68 Nanaimo- Ladysmith	SD 69 Parksville - Qualicum	SD 70 Alberni	SD 71 Comox Valley	SD 47 Powell River
2019	996	310	320	541	117
2020	982	345	314	538	114
2021	1,028	352	317	514	119
2022	1,063	357	333	531	116
2023	1,072	357	346	550	109
2024	1,104	353	373	566	109
2025	1,125	375	354	571	120
2026	1,106	371	369	574	123
Increase 2019- 2026	11%	20%	15%	6%	5%

2.3: Projections and Considerations for The Labour Market Strategy

2.3.1 The 2015 Economic Development Strategy

In 2015, the *ECONOMIC DEVELOPMENT STRATEGY: PARKSVILLE-QUALICUM BEACH REGION*¹³ was released by Oceanside Initiatives. This Labour Market Analysis and Strategy include and build on the recommendations from the 2015 strategy.

The community consultation phases of the 2015 strategic planning process led to the development of a SWOC (Strengths, Weaknesses, Opportunities and Challenges) analysis to provide a picture of where the community saw the current state of the region in more qualitative terms.

Clearly, an economic development strategy and a labour market strategy are deeply interconnected. It is not prudent to try to separate one from another. However, given the focus of this Labour Market Analysis, the elements of the SWOC which are most relevant to the labour market have been extracted and summarized in **Table 7**¹⁴.

¹³ ECONOMIC DEVELOPMENT STRATEGY: PARKSVILLE-QUALICUM BEACH REGION PREPARED BY WAZUKU ADVISORY GROUP INC

¹⁴ WAZUKU ADVISORY GROUP INC, Economic Development Strategy Parksville/Qualicum Beach Region 2015 pages 13-17. The contents of the original SWOC have been summarized or paraphrased for brevity/clarity.

Table 7: Excerpts from the 2015 Parksville/Qualicum Beach Economic Development Strategy

Strengths	
Road, Water & Air Access	Transportation accessibility enables residents to commute to larger urban centers for work should they chose to do so.
Housing Affordability	the cost of residential housing in the region is considered to be highly affordable.
Lifestyle	The region is a destination of choice.
No Single Dominant Employer	The region is not reliant on any one large-scale employer. This mitigates the community's economic risk.
Seniors Demographic	With an aging populating, opportunities exist for businesses that provide services to seniors (e.g, health care).
First Nations	First Nations in the region have a vested interest in and a capacity for regional economic development.
Weaknesses	
Economic Leakage	The close proximity to major urban centers such as Vancouver and Nanaimo can lead to economic leakage.
Transportation System	Gaps exist within the transportation system.
Availability of Rental Property	There is a gap in availability of rental options. As a result, prospective residents are driven away.
Lack of Diversity	The region lacks business and cultural diversity.
Aging Population	The population is aging rapidly, which could create widespread social and economic implications.
Retention of Younger Demographic	Limited career opportunities exist for the younger demographic. Many young people leave the community to pursue professional careers (and higher income jobs).
Limited Employment Opportunities	The job market in the region is relatively limited, particularly for higher income jobs.
Education System	School closures in the region have driven young families away and could create barriers to attracting new families to the area.
Transient Population	A significant number of homes in the region are vacation properties. The region's transient vacation population contributes to cyclical swings in the summer months.
Opportunities	
Build Education Link	An opportunity exists to build partnerships with post-secondary institutions in the region to support the development of education programs that are linked to regional demand (e.g., healthcare, natural fiber, etc.)
Mentorship	There are many skilled retirees living in the region. An opportunity might exist to engage young professionals and the skilled retirement community in a mentorship program.
Challenges (Threats)	
Buy-in for Economic Development	the case for the importance of economic development needs to be built to obtain buy-in from City Council and the broader community.
Buy-in for Importance of Immigration	the case for the importance of attracting new immigrants must be built.
Limited Employment Opportunities	Develop a strategy to "raise the average wage" in the region.
Aging Population	The population is aging rapidly, which could create widespread social and economic implications (e.g. conservative spending habits, dependence on health care system, etc.).

2.3.2 Labour Market Projections

It is critical to include a look beyond the borders of the Parksville/Qualicum Beach Region, and to compare information from multiple sources. This is important because:

- Labour market projections are normally undertaken only for larger regions. The Parksville/Qualicum Beach Region is part of the Vancouver Island Coast Region for most forecasting activities.
- Data quality is higher at the broader regional level.
- Workers, job seekers and potential job seekers are not constrained to work in the Region. While the Labour Market Strategy focuses on the Parksville/Qualicum Beach Region, it is in the best interests of the Region's residents to consider broader geographic areas for work.

2.3.3 - Employment Potential by Industrial Sector

Table 8 provides projections about employment growth by industry from four sources.

The first column lists the top 12 Major Industrial Groups in terms of the employed labour force in the Parksville/Qualicum Beach Region in 2016. The classification is according to the North American Industrial Classification System (NAICS).

Column 2 contains the Oceanside Economic Development Plan's 'Critical Sectors' (desirable growth sectors) as identified by local Working Group and Business Roundtable participants in 2015. Column 2 does not conform to standard classification and contains both industries and occupations at different levels of specificity. However, using reasonable logic, it provides some very useful insights.

The third column reflects projected growth – it lists the top 10 Major Industrial Groups by expected job openings for the Vancouver Island Coast economic development region from 2015 to 2025.

The fourth column is also a projection, this time for more specific industries. These are subsets of the Major Industrial Groups listed in columns 1 and 3.

Considering all of these lists at once is prudent because it allows us to balance local interests and projected growth industries against projections for a broader geographic area.

While the categories in column 2 do not align perfectly with those in the other columns, there are some remarkable similarities. Health Care stands out on four lists, as does Accommodation and Food Services (described as Tourism in Column 2). While Retail Trade and Construction are high in three of the lists, they are missing from the ideas generated as part of the Oceanside Economic Development Strategy (Column 2).

Table 8: Comparison of Current Labour Force and Projections of Growth by Industrial Sector and Industry

District 69 Employed Labour Force 2016 Census by Industry	Oceanside Economic Development Strategy 2015	B.C. Labour Market Outlook (2015-2025) for Vancouver Island Coast ¹⁵ (by expected job openings)	Work BC Labour Market Outlook 2017-2027 Vancouver Island Coast Region 2017-2027 ¹⁶
Top 12 Industries	Critical Sectors¹⁷	Top 10 Major Industrial Groups	Top 10 Growth Industries
Retail trade	Healthcare	Health Care and Social Assistance	Construction
Health care and social assistance	Tourism	Wholesale and Retail Trade	Ambulatory health care services
Construction	Clean technology (e.g. renewable energy)	Accommodation and Food Services	Other Retail Trade
Accommodation and food services	Aquaculture (shellfish)	Construction	Other Private Services
Professional; scientific and technical services	Green manufacturing	Educational Services	Nursing and residential care facilities
Educational services	Home-based entrepreneurs	Professional, Scientific, and Technical Services	Hospitals
Administrative and support; waste management and remediation services	Education	Public Administration	Food services and drinking places
Other services (except public administration)	Medical marijuana	Finance, Insurance, Real Estate and Leasing	Elementary and secondary schools
Manufacturing	Retirement community entertainment	Transportation and Warehousing	Computer Systems Design and Related Services
Agriculture; forestry; fishing and hunting		Other Services	Provincial and territorial public administration
Public administration			
Transportation and warehousing			

2.3.4 - Employment Potential by National Occupational Classification

The second standardized approach to classifying the labour force is to break it down and analyse it by occupational group using Canada's National Occupational Classification system, referred to earlier in this report.

As with the industrial lens applied in the previous section, it is important to compare projections, which are normally made only for larger geographic regions, with the local employed labour force and the currently local labour market.

Table 8 compares a limited number of occupational groups for consideration, based on numbers of job openings at the Career Centre in 2017, the 2016 Census employed labour force numbers, and Work BC projections for job openings on Vancouver Island from 2017-2027. It is clear that health, sales, administration and food services occupations will figure prominently in the Region's future labour market growth. When developing a strategy, however, both expected growth and size of the labour force are key considerations, as turnover of employees plays a large role in the labour exchange.

¹⁵ Province of BC Work BC <https://www.workbc.ca/Labour-Market-Information/Regional-Profiles/Vancouver-Island-Coast#bc-labour-market-outlook-2015-2025-for-this-region>

¹⁶ Work BC Labour Market Outlook 2017-2027 https://www.workbc.ca/getmedia/66fd0e7c-734e-4fc8-b1a6-0454862525a6/BC_Labour_Market_Outlook_2017_Edition_Nov_2017.PDF.aspx page 26

¹⁷ WAZUKU ADVISORY GROUP INC., ECONOMIC DEVELOPMENT STRATEGY: PARKSVILLE-QUALICUM BEACH REGION page 18

Table 8: Occupational Groupings in the Region Compared to Occupational Growth Projections

Rank	NOC Groups by # of Career Centre Job Postings 2017	NOC Groups By # of Employed Labour Force Census 2016	Top 10 Occupations with Largest # of Job Openings ¹⁸ Vancouver Island Region 2017-2027
1	6- Sales and service occupations	6 Sales and service occupations	3012 Registered nurses and registered psychiatric nurses
2	7-Trades, transport and equipment operators and related occupations	7 Trades; transport and equipment operators and related occupations	0621 Retail and wholesale trade managers
3	1- Business, finance and administration occupations	1 Business; finance and administration occupations	3413 Nurse aides, orderlies and patient service associates
4	4- Occupations in education, law and social, community and government services	0 Management occupations	6421 Retail salespersons
5	8- Natural resources, agriculture and related production occupations	4 Occupations in education; law and social; community and government services	1221 Administrative officers
6	0- Management occupations	3 Health occupations	1241 Administrative assistants
7	3- Health occupations	2 Natural and applied sciences and related occupations	4212 Social and community service workers
8	2- Natural and applied sciences and related occupations	8 Natural resources; agriculture and related production occupations	6711 Food counter attendants, kitchen helpers and related support occupations
9	9- Occupations in manufacturing and utilities	5 Occupations in art; culture; recreation and sport	1411 General office support workers
10	5- Occupations in art, culture, recreation and sport	9. Occupations in manufacturing and utilities	6733 Janitors, caretakers and building superintendents

2.4 What Employers in the Region are Experiencing

2.4.1 - Results of Primary Research

Primary research findings reflect:

- Telephone interviews with 61 employers in the Parksville/Qualicum Beach Region between April and July 2018.
- Telephone and in-person consultations with representatives of industry associations and other stakeholders in the Region.
- A Health Care and Social Services sector focus group with 10 participants conducted in April 2018.
- Results of an online survey with 15 respondents, conducted in partnership with the BC Chamber of Commerce using their MindReader platform.

Following is a summary of the results of these interactions:

- *Difficulty Recruiting Suitable Workers*

Employers are clearly experiencing significant difficulty recruiting suitable staff, with 84% of telephone respondents across all sectors, and 100% of focus group members reporting difficulty

¹⁸BC Labour Market Outlook Vancouver Island Region 2017-2027 <https://www.workbc.ca/Labour-Market-Information/Regional-Profiles/Vancouver-Island-Coast#view-full-profile>

with recruiting. Of the 15 respondents to the online survey, 100% of them felt there would be at least some degree of difficulty finding the staff they expect to need, with 83% expecting at least moderate difficulty.

- *Size of The Available Labour Pool*

Employers commented on the difficulties of sharing a small labour pool of working age applicants to draw from. In some sectors, particularly Accommodation and Food Services and Health Care and Social Services, employers are keenly aware that they are sharing the same limited labour pool. Often, employers are unable to find staff at the entry level, including:

- Room Attendants
- Labourers
- Servers
- Fast Food Attendants
- Dishwashers

- *Lack of Accommodation*

While 48% of employers surveyed mentioned lack of housing as an issue, many of these employers illustrated their comments with dramatic examples which are having a major effect on their organizations. Anecdotes related to losing key staff due to housing issues were not uncommon. Employers see both availability and cost as issues. Lack of accommodation affects both recruitment and retention of workers. Accommodation is an issue for permanent staff but can be particularly problematic for seasonal workers.

- *Wages Don't Meet Expectations*

Just less than half (46%) of employers in the telephone surveys and 47% of the MindReader respondents mentioned not being able to pay workers what they want or need as critical issues. This was also a very clear issue discussed during the Health Care and Social Services focus group, where private and non-profit employers find themselves competing against the wages and benefits offered by the Vancouver Island Health Authority.

- *Transportation Issues*

Thirty-two percent of employers mentioned transportation as a key factor that limits their ability to recruit and/or retain workers. The issues include lack of public transit that meets worker's needs, the cost of fuel to commute, and lack of driver's licences amongst young people. The graduated licencing program was also occasionally mentioned as a limiting factor as young people cannot car pool when they have a new licence.

- *Lack of Qualified Staff*

In occupations where formal education is required, employers are reporting significant difficulty in recruiting. Employers noted that it is difficult to attract skilled workers into the region from larger centres.

ACCOMMODATION IS AN ISSUE FOR PERMANENT STAFF BUT CAN BE PARTICULARLY PROBLEMATIC FOR SEASONAL WORKERS

Managing Their Existing Workforce

- *Retention of Workers*

Retention is also a significant challenge for the region's employers across most sectors, with 56% of employers reporting difficulties. Some of the issues are the same as for recruitment; transportation and housing in particular. Retention is a particular challenge in the Accommodation and Food Services sector where 80% of employers are having difficulty retaining workers, and in the Health Care and Social Services sector at 88%. Retention is also a significant issue in the Agriculture, forestry, fishing and hunting sector.

- *Work Ethic*

Many employers reported issues with "work ethic". Of these, almost all of them were specifically referring to younger workers. They provided numerous examples, sharing their frustrations and the impacts on their operations. They often reported workers not wanting to work their scheduled hours, not wanting to do specific tasks, being distracted by social media, and not wanting to "work hard". Many employers feel there is a lack of commitment to the workplace.

Despite this, there were a number of employers who are not experiencing this kind of frustration. Some factors in this differing experience appear to be the employer's approach, the investment they have made in taking care to adapt to worker's needs and preferences and the type of work required.

- *Scheduling and Seasonality*

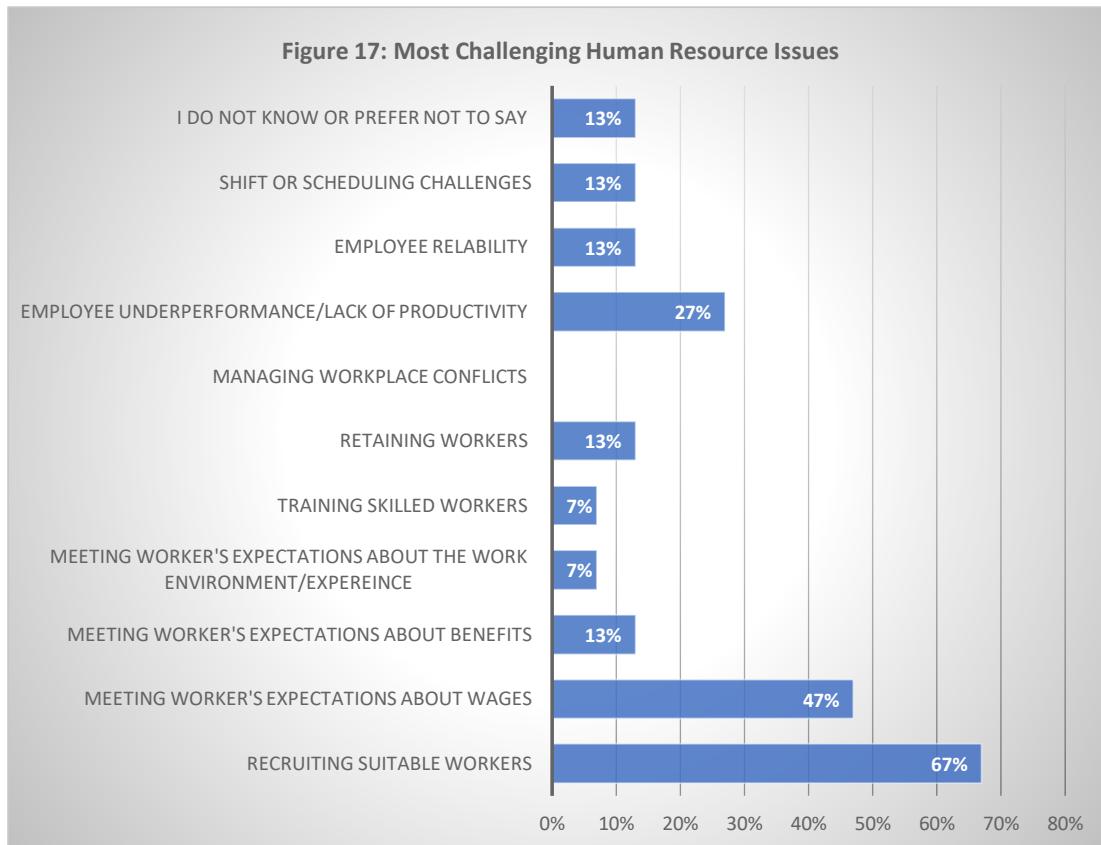
Several employers commented on scheduling difficulties. Many workers have several jobs in order to be able to afford to live in the region, and employers are compelled to schedule around other jobs and activities of employees.

The predominance of seasonality in some sectors, specifically the Accommodation and Food Services sector and the agriculture and shellfish aquaculture industries, impacts both recruitment and retention of workers.

**MANY WORKERS
HAVE SEVERAL
JOBS IN ORDER TO
BE ABLE TO AFFORD
TO LIVE IN
THE REGION.**

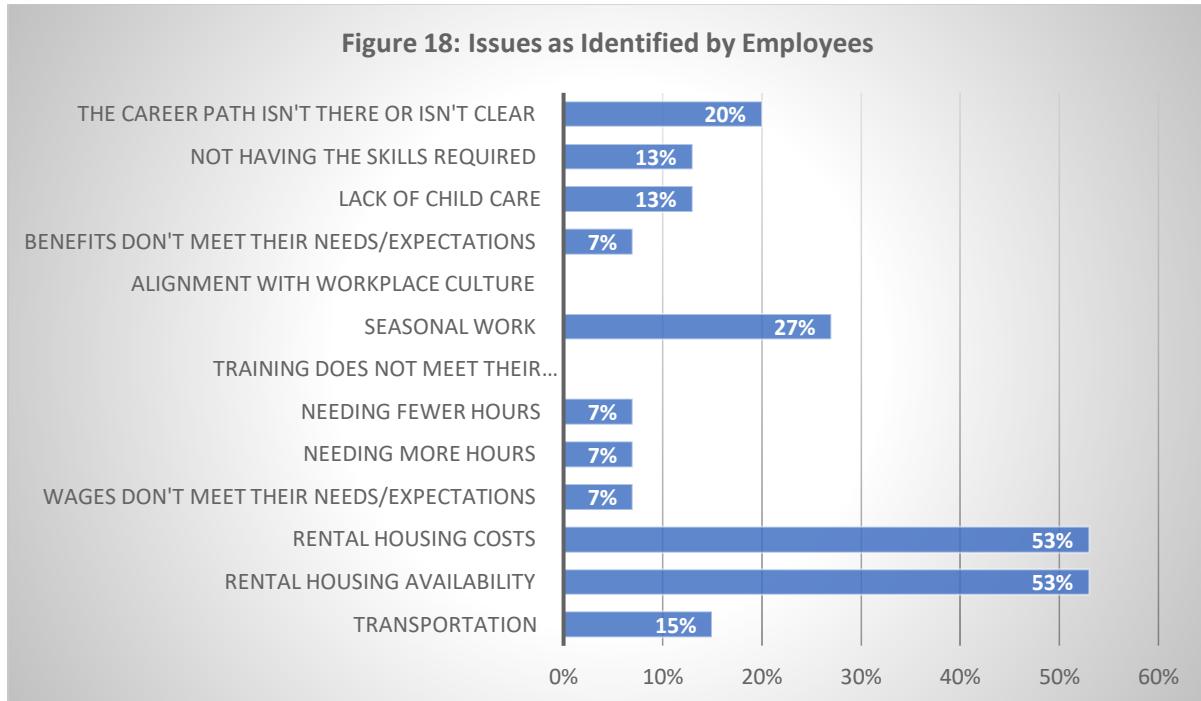
2.4.2 - Summary of BC Chamber of Commerce – MindReader Survey

The results of the MindReader survey, while it is a very small sample size, are consistent with the telephone conversations with employers. **Figure 17** illustrates how prevalent recruitment, wages and employee productivity are as issues.



Source: BC Chamber of Commerce MindReader survey, June 2018, Parksville Qualicum Beach Region

Figure 18, also derived from the MindReader Survey, describes what workers are identifying to their employers as issues. This dramatically reinforces the rental housing and seasonality issues.



Source: BC Chamber of Commerce MindReader survey, June 2018, Parksville Qualicum Beach Region

2.5 What Employers in the Region are Doing to Address Issues

2.5.1 - Employers' Reported Actions to Address Labour Market Issues

Employers are responding to the sense that they must compete for suitable staff. Employers recognize they need to employ both proven and creative methodologies to keep workers and to have them optimally productive. Employers have used job carving, job sharing, acknowledgement and reward systems, pay increases, scheduling options, profit sharing and subcontracting to deal with human resource management challenges. Of those employers who have invested in a focussed, deliberate approach to retention, many reported successes with these initiatives.

The following is a list of employer's current actions:

- *Adjusting Recruitment Methodologies:*

Some employers are adjusting their recruitment methodologies, using techniques such as:

- using social media and fee-for-service online recruiting when they did not in the past.
- paying current employees bonuses for referrals of new workers who stay with the organization for a period of time.
- asking workers if they have a friend they would like to work with and then hiring that friend to work alongside the first worker.

FIFTY PERCENT OF EMPLOYERS IN ALMOST ALL SECTORS, REPORT ADJUSTING SCHEDULES TO MEET THE NEEDS OF CURRENT AND POTENTIAL WORKERS

- *Adjusting Assignments of Workers:*

Employers are adjusting the tasks assigned to people who require it.

Examples are:

- assigning older, experienced room attendants work as room inspectors.
- assigning persons with disabilities tasks they can complete with the highest success.

- *Adjusting Schedules:*

Fifty percent of employers in almost all sectors, report adjusting schedules to meet the needs of current and potential workers. They are:

- working around the other jobs employees have.
- adjusting to meet the needs of moms who drop off and pick up children from school.
- reducing the hours for older workers if desired.
- offering the workers their choice of full time or part time work to try and keep staff.
- offering set schedules.
- planning schedules specifically for high school students.
- planning schedules around bus schedules.
- being flexible about switching shifts.

- *Increasing Pay and Benefits:*

In terms of direct financial incentives, employers reported:

- increasing wages beyond minimum wage.
- increasing wages of more highly paid workers the equivalent of the minimum wage increases.
- deliberately trying to pay more than other similar employers.
- providing gas subsidies to workers from Nanaimo.

- *Engaging with Staff:*

Many employers described putting significant effort into building a positive culture at work – they work hard to attract and keep good staff. Employers described:

- feeding staff while on shift.
- providing employee appreciation events.
- driving staff to and from work.
- taking on stress themselves and not placing it on staff.

The provision of training was mentioned by 4 employers, and those employers felt that the training they provide is one of the things that helps them retain staff, even casual staff.

- *Changing Employment Models:*

Three employers mentioned changing their employment model entirely. One has moved to a Co-op model, meaning she is no longer in control of her company. She reports that she and all her workers are making more money than before the switch. Two other employers, both in the Construction sector, have moved away from hiring to job specific sub contracts.

2.5.2 - Employers' Human Resource Plans

Across every sector, employers are experiencing growth and expecting to do more hiring. Finding and retaining the people they need is holding back the growth of employers in all sectors. It is causing employers to curtail hours, reduce services, turn away clients and rethink their basic business models. While some creative solutions are bearing results, in many cases employers are at a loss as to what to do to address the situation. In the Health Care and Social Assistance Sector, in particular, the demand for trained workers, particularly in working with seniors, is growing and the demand is expected to continue.

**ACROSS EVERY SECTOR,
EMPLOYERS ARE EXPERIENCING GROWTH AND EXPECTING TO DO MORE HIRING**

2.6: What Employers in the Region are Recommending

2.6.1 - Employer's Recommended Local Action

- *Address the Housing Shortage:*

Of the employers interviewed, 20% recommended that the housing shortage in the region needs to be addressed as a priority. Four employers mentioned that they already are or are considering providing employee housing on site.

- *Link Economic Growth to Workforce Issues:*

A handful of employers linked housing concerns to economic growth, stating that they are worried that increased growth, specifically in the Accommodation and Food Services and the Health Care and Social Services sectors, means that there will be even more pressure on housing in the region. Some employers also expressed concern over new employers putting more pressure on the already-small pool of workers in the region.

- *Make the region Attractive to Working Age People:*

Many employers expressed the sense that the region needs to improve what it has to offer to young/working-age people to make it more attractive as a place to live and work. Some of these employers also spoke about marketing the region as a destination to live in, specifically marketing the outdoor activities.

- *Provide Local Training:*

Twenty five percent of employers interviewed by telephone and 8 of the 10 Health Care and Social Services Focus Group participants commented they want more local training for the skills they need. In addition, the need for local training was the most prevalent topic discussed at the Health Care and Social Services sector focus group.

The desire for the provision of training in the local area was most clearly articulated during the Health Care and Social Services sector focus group. During this session, the ten participants clearly described their current and expected demand for health care workers, particularly for workers caring for seniors. There was unanimous support for local training, particularly for the current and projected acute shortage of Health Care Assistants.

- *Link Students More Closely to Local Employment:*

During telephone interviews, many employers mentioned that they want the public secondary and post-secondary systems to orient student to occupations and focus on the occupations that are required locally. A number of employers discussed a desire for young people to come into the workforce better oriented to the requirements of a workplace. Employers seem to be very interested in opportunities to work with the School District, although they are cautious about time commitments.

- *Utilize Foreign Workers and Immigrants:*

A minority of employers, along with industry associations, believe that immigration and/or the Temporary Foreign Worker programs offer opportunities for the region. They would like to see more support and information regarding how to attract immigrants and how to utilize the Temporary Foreign Worker Program.

2.6.2 - Specific Skill Shortages Identified by Employers in the region

1. Construction

- Roofers, Roofing Apprentices
- Carpenters, Carpentry Apprentices

2. Manufacturing

- Mechanics
- Cheese Maker

3. **Retail Trade**
 - Journey person Mechanics
 - Automotive Technicians

4. **Finance and Insurance**
 - Insurance Salespersons

5. **Professional, scientific and technical services**
 - Civil Engineers
 - Civil Engineering Technicians/Technologists
 - Senior draftspersons/designers
 - Plan Checkers

6. **Health Care and Social Services**

During both the focus group sessions and the telephone interviews with employers in this sector, the shortage of workers who care for older persons in their own homes or in a residential setting was made very clear. The shortage of workers is evident now, and is projected to become even more critical due to:

- The plans for, or current construction of, new, high capacity residential care homes in the region,
- Changes to regulations which allow for more hours of care for certain persons,
- The aging of the current population of seniors in the region (older seniors are expected to require more care),
- The expected continued population growth of the region, dominated by in-migration of financially stable older persons.
- Specific occupations are:
 - Registered Nurses
 - Licensed Practical Nurses
 - Health Care Assistants
 - Activity Aides
 - Social Workers
 - Medical Office Staff

- Rehabilitation Assistants
- Employment Counsellors
- Child Care Providers
- Nurse Practitioners
- Cooks

7. **Accommodation and Food Services**

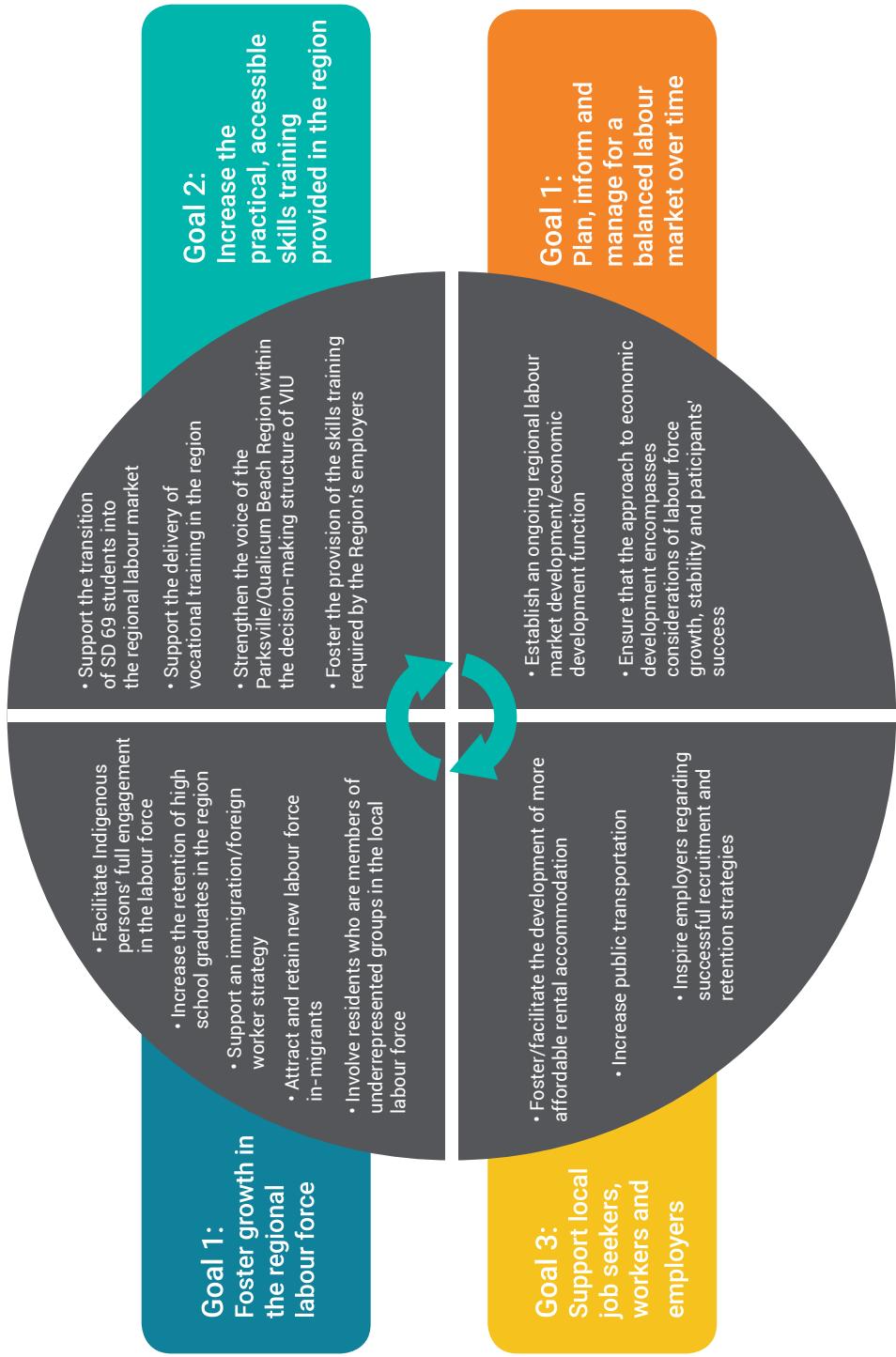
- Cooks
- Chefs
- Front of House

8. **Entertainment and Recreation**

- Lifeguards
- Pool Attendants
- Swim instructors

**THE SHORTAGE
OF WORKERS IS
EVIDENT NOW,
AND IS
PROJECTED
TO BECOME EVEN
MORE
CRITICAL**

SECTION 3: LABOUR MARKET STRATEGY



GOAL #1:

FOSTER GROWTH IN THE REGIONAL LABOUR FORCE

Currently, across most industrial sectors, there is a labour force imbalance. There are worker shortages in skilled, semi-skilled and unskilled occupations. These shortages are expected to continue and, in some cases, grow. In many situations, particularly in the Accommodation and Food Services, Health Care and Social Services and Construction sectors, worker shortages are having a dramatic impact on employers' abilities to serve their customers and clients, to survive financially and to be able to fully support their existing workforce.

The Parksville/Qualicum Beach Region's population is significantly older than the national and provincial populations and is expected to continue to age. A much higher than average population of older elderly persons in combination with a lower population in the age 25 – 54 age group puts pressures on the workforce's ability to meet employer needs. However, the growth and potential growth of the numbers of older persons in the region is also an economic driver and a major source of current and projected work in a variety of occupations.

Data obtained from the Census of Canada and BC Stats, supplemented by anecdotal information gathered from primary research with employers and stakeholders, makes it clear that young people who go to school in the region leave the region when they complete high school. The region is not attracting enough young in-migrants to satisfy labour demand. Anecdotal evidence suggests that in many cases, when younger workers do move to the region, they leave after a short period of time.

Strategy 1.1: Facilitate Indigenous persons' full engagement in the labour force

Improving the engagement of Indigenous persons in the labour force is a strategy that will benefit the Indigenous community, employers, other members of the labour force and the Region as a whole.

One aspect of engagement relates to employment opportunities for Indigenous persons, and the reciprocal access to young, capable workers for employers. While many members of the two local First Nations – Qualicum and Nanoose, are highly educated, qualified and fully employed, there remains work to be done on several aspects of labour market engagement for a cohort of the population. The two First young populations include persons who are not currently receiving effective career preparation services.

Leadership of the Nanoose First Nation describe a portion of the population who would benefit from in-community programs to assist in breaking down barriers to employment. These persons, in the context of the Region's undersupply of workers, are a valuable untapped resource.

Implementation Recommendation 1.1.A.

Respond to Qualicum and Nanoose First Nations' determinations of what would assist in helping residents prepare for and enter the labour market.

Nanoose First Nation has identified a need for career orientation/career development services in-community. The Career Centre, Vancouver Island University, School District 69 should jointly reach out to Nanoose First Nation to establish a planning, implementation and evaluation process for these activities.

Specific Truth and Reconciliation Commission Calls to Action are designed to not only assist indigenous persons to get training and work, but to ensure that economic development plans, stakeholders and workplaces foster a culture of reconciliation, respect and opportunity for Canada's indigenous persons. In the Parksville/Qualicum Beach Region this means closer collaboration with the two First Nations alongside specific actions to ensure that training is provided to employers and workers in the public and private sectors. This includes skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

Implementation Recommendation 1.1.B.

Ensure both First Nations are invited to participate in all further actions related to this strategy, including the proposed Workforce Planning and Action Committee.

Implementation Recommendation 1.1.C.

Respond to the Truth and Reconciliation Commissions Calls to Action.

The Career Centre and the proposed Workforce Planning and Action Committee (See Goal 4), and the future Regional Economic Development function, should respond to the Calls to Action in collaboration with appropriate Indigenous organizations including local First Nations.

Strategy 1.2: Increase the retention of high school graduates in the region

School District 69 is already a provincial leader in career development. Senior leaders and staff have established strong working relationships with employers, educational institutions and vocational training

providers. The District's career development professionals are focussed on building achievable pathways for students and graduates. However, their success requires continued and very active support from employers and stakeholders.

Implementation Recommendation 1.2.A.

Support School District 69's career development activities.

A number of employers who were interviewed expressed an interest in working with students. They indicated that they do not know how to connect with students, or what activities might be beneficial. Some employers also commented that they are unsure if the investment in time will result in any benefits to the employer. Encouraging employers to be more proactive and assisting them to see the benefits coupled with increased communication regarding the opportunities to work with students will help the School District to continue to tailor its career education mandate to local needs.

Strategy 1.3: Support an immigration/foreign worker strategy

The Parksville/Qualicum Beach Region has dramatically lower ethnic diversity than many comparable areas in Canada. The numbers of immigrants entering the workforce in the region is lower than Canada's average. Knowledgeable local employment practitioners believe that many highly skilled workers have entered through the Foreign Worker Program and are underemployed, working in entry level jobs. They are not able, even when eligible, to transition into work in the occupations they are trained in, due to complex regulations and their inability to access local supports.

Encouraging temporary workers and immigration is a complex strategy, and one which can take a significant amount of time before the benefits are felt. There does not appear to be a consensus amongst employers that immigration is a solution.

Implementation Recommendation 1.3.A.

Increase the number of work-ready immigrants entering the region.

Success in accomplishing this objective will be strongly linked to improvements in housing affordability and accessibility. Presently, increasing the profile of immigration as a potential tool in balancing labour supply and demand, addressing perceived/potential resistance by the public, and providing more assistance to employers wishing to access skilled worker immigration programs can result in direct benefits to employers.

Implementation Recommendation 1.3.B.

Link immigrants to jobs, housing, transportation and social and cultural supports.

The Central Vancouver Island Multicultural Society, working with the Career Centre, already provides settlement and employment services to immigrants in the region. However, the services are limited, and more outreach would be beneficial. Immigrants face housing and transportation issues along with other members of the labour force.

Implementation Recommendation 1.3.C.

Provide employers with support to access foreign worker programs.

Employers who are interested in accessing foreign worker programs may find the process daunting. Some employers who were interviewed during the primary research phase of this project have not considered the foreign temporary worker programs because they are not familiar with it.

Implementation Recommendation 1.3.D.

Support foreign workers in the region.

In some cases, temporary foreign workers can transition into permanent employment. Anecdotal evidence suggests that a number of temporary foreign workers in the Parksville/Qualicum Beach Region possess skills needed by local employers and are currently underemployed. The Central Vancouver Island Multicultural Society, working with the Career Centre, could provide further services to assist skilled persons to make this transition.

Strategy 1.4: Attract and retain new labour force in-migrants

Stakeholders and employers have frequently mentioned that young people leave the region and that it is difficult to attract young people as new in-migrants. The Region is considered to be attractive to young persons who love the outdoors, however, there is little else for young people in their twenties. Many community activities target children, teens or the senior population, which is logical in terms of supporting the 'status quo' but which does not support a forward-thinking labour market development approach.

Implementation Recommendation 1.4.A.

Advocate for and assist in planning and encouraging activities and supports that will attract and keep younger workers in the region.

There is a growing number of recreational activities designed for children and teens as evidenced by the Regional District of Nanaimo's Active Living Guide listings. Continued attention to this will attract and retain families. However, the gap appears to be in social activities or engagement opportunities for single persons in the twenty to thirty-year-old range. A Youth Strategy for the region would assist in changing the approach of local organizations to all of its activities.

Implementation Recommendation 1.4.B.

Market the region to youth and young adults.

A number of other communities and regions have developed marketing strategies and materials, particularly videos, social media campaigns, and interactive online tools, aimed at showcasing the region or community as a place to live and work. While the success of these materials is difficult to measure, stakeholders anecdotally report a definite impact.

Developing marketing tools may be an iterative process. As the attractiveness of the region is built, the marketing tools will need to keep up. The tools will need to be targeted to youth and young families.

Strategy 1.5: Involve residents who are members of underrepresented groups in the local labour force

The Region has untapped human resource potential in persons who have often been overlooked or underutilized by employers. While many employers have embraced older workers and are treating them in a way that maximizes their contributions, others have not.

THE REGION HAS UNTAPPED HUMAN RESOURCE POTENTIAL IN PERSONS WHO HAVE OFTEN BEEN OVERLOOKED OR UNDERUTILIZED BY EMPLOYERS

With respect to persons with disabilities, very few employers are fully utilizing this resource.

Persons with disabilities are potentially an underutilized resource in the Region. Statistics Canada¹⁹ indicates that 10% of the population in the 15-64-year-old age group have disabilities of some type. Using the Census of Canada's 2016 total of 24,555 for the Region's population age 15-64, this means that an estimate of just under 2,500 working age persons living in the region have a disability. Clearly not all of these persons are in the labour market.

Implementation Recommendation 1.5.A.

Involve more older workers in the workforce.

Many local employers are already utilizing older workers and have developed very creative strategies to attract and retain them. However, census data shows us there are many older persons who are not in the labour force. These persons should be considered a significant resource and a campaign to identify and draw on their skills and abilities should be initiated.

Orienting employers to successful recruitment and retention approaches for older workers could help to increase their participation. Stakeholders in the region can utilize work done by other organizations, including, for example, the Government of Canada's *Promoting the labour force participation of older Canadians*²⁰. This document identifies a number of practical initiatives that could be implemented at the local level.

Implementation Recommendation 1.5.B.

Involve more persons with disabilities in the workforce.

Although several local organizations are already successfully working to assist persons with disabilities to find and retain fulfilling work, more can be done in terms of awareness-raising and promotion.

¹⁹ A profile of persons with disabilities among Canadians aged 15 years or older, 2012 <https://www150.statcan.gc.ca/n1/pub/89-654-x/89-654-x2015001-eng.pdf>

²⁰ Promoting the labour force participation of older Canadians Promising initiatives May 2018 Employment and Social Development Canada <https://www.canada.ca/en/employment-social-development/corporate/seniors/forum/labour-force-participation.html>

GOAL #2:

INCREASE THE PRACTICAL, ACCESSIBLE SKILLS TRAINING IN THE REGION

Strategy 2.1: Support the transition of SD 69 students into the regional labour market

School District 69, like all other School Districts in the Province, is responsible for implementing the new B.C. Curriculum. With respect to career development, this new curriculum is deliberately non-prescriptive – students and teachers can work together to create learning opportunities that support the student's needs and interests. The high school experience is completed with the delivery of a Capstone Project, which may be very directly built around a student's career goals. There are ample opportunities for employer involvement in the School District's implementation of the new curriculum.

Implementation Recommendation 2.1.A.

Support School District 69's proposed Trades "Sampler" program.

School District 69 would like to see a "Youth Explore Trades Sampler" Program offered in District 69. This is an Industry Training Authority Program that allows students to "sample" several trades. It is 300 hours of training offered to students in grades 10 – 12. It would require a partnership between VIU, School District 69 and the Industry Training Authority (Province of British Columbia).

Implementation Recommendation 2.1.B.

Support the implementation of the "Mid Island Partnership".

VIU and the central Island school districts are developing a partnership to coordinate access to VIU programs for local high school students and graduates. the partnership will be supported by the hiring of a VIU staff member to coordinate seats and programs, implementing new offerings and accessing emerging funding.

THE HEALTH CARE SECTOR IS THE SECOND LARGEST EMPLOYER IN THE PARKSVILLE/ QUALICUM BEACH REGION

Strategy 2.2: Support the delivery of vocational training in the region

Currently in School District 69 there is very little being offered in terms of post-secondary vocational training. Vancouver Island University operates a Centre in Parksville, offering the Esthetics program.

Discovery Community College delivers a limited number of vocational programs including Health Care Assistant and Police Foundations in Parksville. Students and job seekers typically leave the region for training.

Implementation Recommendation 2.2.A.

Facilitate delivery of health care training in the region.

The Health and Human Services sector has been singled out as the priority sector for in-region training, based on the following considerations:

- The Health Care sector was identified as a critical sector by the Oceanside Economic Development Plan²¹.
- Occupations in this sector are in demand across Vancouver Island and British Columbia; it is identified as the highest growth sector by the B.C. Labour Market Outlook (2015-2025) for Vancouver Island Coast²² (by expected job openings).
- Employers in this sector are strongly advocating for local training.
- Local job seekers have been supported in out-of-region training in this sector through \$280,000 direct funding between 2012 and 2018. Keeping these funds in the region would benefit the region.
- Wages in this sector are likely to be at or above the Living Wage for Parksville²³, supporting the City's Living Wage Policy.
- The Health and Human Services sector is more immune to economic downturns than many of the other large sectors in the Parksville/Qualicum Beach Region.
- Credentials are fully recognized and portable.
- There are employment opportunities for older workers in this sector, and employers have already developed a culture of creatively accommodating older workers.
- The curriculum for the in-demand occupations in the Health and Human Services sector has already been developed and in many cases approved by public and private institutions including Vancouver Island University.
- An increase in delivery of training is supported by the Vancouver Island Health Authority and the BC Care Providers Association (BCCPA).
- Nanoose First Nation has recently opened a Health Centre.

²¹ WAZUKU ADVISORY GROUP INC., ECONOMIC DEVELOPMENT STRATEGY: PARKSVILLE-QUALICUM BEACH REGION page 18

²² Province of BC Work BC <https://www.workbc.ca/Labour-Market-Information/Regional-Profiles/Vancouver-Island-Coast#bc-labour-market-outlook-2015-2025-for-this-region>

²³ The City of Parksville became the fourth municipality in BC to pass a living wage policy on June 6, 2016. The Living Wage in Parksville is set at \$16.76 per hour.

Specific occupations for which training delivered in the Parksville/Qualicum Beach Region would have the most significant short-term return on investment for both graduates and local employers are:

- Health Care Assistant
- Pharmacy Technician
- Food Services Supervisor
- Licensed Practical Nurse
- Community Support Worker
- Rehabilitation Assistant
- Recreation Assistant
- Educational Assistant
- Social Worker

A health care workforce planning and development committee should immediately be struck to lead the process of preparing for and delivering health care training in the region. The committee can be informed by a thorough review of the following documents, amongst others:

Situation Critical – A Made in BC Plan to Address the Seniors Care Labour Shortage – June 2018

The Perfect Storm – A Health Human Resources Crisis in Seniors Care (2018)

Planning for and implementation of health care training should include guidance from the relevant Calls to Action from Truth and Reconciliation Commission of Canada, as follows²⁴ :

20. *We call upon all levels of government to:*
 - i. Increase the number of Aboriginal professionals working in the health-care field.*
 - ii. Ensure the retention of Aboriginal health-care providers in Aboriginal communities.*
 - iii. Provide cultural competency training for all health-care professionals.*
21. *We call upon medical and nursing schools in Canada to require all students to take a course dealing with Aboriginal health issues, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, and Indigenous teachings and practices. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.*

Strategy 2.3: Strengthen the voice of the Parksville/Qualicum Beach Region within the decision-making structure of VIU

VIU is the only public post-secondary institution with a physical presence in the Parksville/Qualicum Beach Region and is the public institution with historical program delivery in Parksville/Qualicum Beach. VIU's presence in the community at present is tenuous.

²⁴ Truth and Reconciliation Commission of Canada: Calls To Action 2012 page 3 http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf

Implementation Recommendation 2.3.A.

Request that VIU change the terms of reference for the Planning and Priorities Committee of the Senate to include representation from the Parksville/Qualicum Beach Region.

Currently the committee's resource persons include the regional campus directors from the Cowichan and Powell River campuses. Although Parksville is not yet a campus, a faculty member or administrator from the Parksville/Qualicum Beach Centre could be appointed as a resource person. This will require a Senate policy change.

Implementation Recommendation 2.3.B.

Request that VIU change Procedure 31.09.001 Program Advisory Committees to include mandated representation from employers in the Parksville/Qualicum Beach Region on all Instructional Programs and Special Interest committees.

Currently, advisory committees do not adequately represent employers in the Parksville/ Qualicum Beach Region.

Strategy 2.4: Foster the provision of on-the-job skills training required by the Region's employers.

Employers across several sectors have indicated a sustained shortage of skilled workers, particularly in trades and technical occupations. Construction and manufacturing trades were noted by employers, as were skilled culinary occupations.

There are opportunities for employer-based or collaborative, innovative programs to train individuals outside formal classroom approaches. Employers mentioned that paperwork is daunting, application procedures appear complicated, and that the ongoing time commitment to work directly with individual job seekers or new workers who require training is overwhelming. All actions related to increasing on-the-job or innovative, collaborative training must focus on ensuring simple, well supported, streamlined services which deliver easily identifiable returns on investment to employers and workers.

Implementation Recommendation 2.4.A.

Inform employers of training funding and incentives that are available to them.

Currently the B.C. Employer Training Grant offers opportunities for employers to coordinate and fund training for prospective or current employees. This funding could be useful for employers in

construction, manufacturing, health care or other sectors. The Career Centre already facilitates access to a Wage Subsidy Program and a Training Support Program.

High-profile information sessions could be prioritized to promote training grants as well as training tax credits, and financial support for hiring persons from specific populations. Support in the process would be beneficial for employers, especially if coupled with assistance in completing applications and training in managing the contracts.

Implementation Recommendation 2.4.B.

Continue and expand targeted programs such as BladeRunners, Job Creation Partnerships (JCPs) and Project Based Labour Market Training projects (PBLMTs).

The Career Centre is already running a very successful BladeRunners program, which helps employers and young job seekers through the provision of training and work experience. This program should be continued and expanded if possible. The region's stakeholders should continue to encourage and support partnership training programs such as Job Creation Partnerships (JCPs) and Project Based Labour Market Training projects (PBLMTs). Employers should be informed about these program and encouraged to participate.

GOAL #3: SUPPORT LOCAL JOB SEEKERS, WORKERS AND EMPLOYERS

Strategy 3.1: Foster/facilitate the development of worker and family-friendly housing

Housing availability and affordability are having a significant negative impact on job seekers, workers and employers throughout the Parksville/Qualicum Beach Region. Employers across all industrial sectors voiced their concerns and described direct impacts on their ability to maintain service and production levels and to grow their businesses. All levels of government are already well aware of the issue and are working to mitigate it through zoning and bylaws, incentives and rental and affordable housing development. To date, this has not been nearly effective enough. Market demand is unlikely to solve this issue easily in the region as new, financially stable older persons continue to migrate in.

Implementation Recommendation 3.1.A.

Communicate the impact of housing shortages on the workforce.

Stakeholders and employers can influence decision-making related to accessible and affordable and housing by communicating the impact of housing shortages on the workforce, to influence the decisions of local, regional and the Provincial government.

Strategy 3.2: Increase access to public transportation

The Regional District of Nanaimo has been investing in new public transportation in the Parksville/Qualicum Beach Region for the past several years. Despite this, public transportation remains a critical impediment for job seekers, workers and employers.

The younger populations of the two First Nations in the Region and the rural Electoral Areas could facilitate access to much needed young workers to the employers in the municipalities, however, they cannot get to and from many work opportunities. It is in these geographic areas where the population is less dense, that routes are either not in place or not functional for daily commuting purposes.

Part of the transportation issue, however, is perception. In fact, the current routing and schedules to and from Qualicum Beach, Parksville and Nanaimo do make commuting to and from work or educational institutions in the municipalities and Nanaimo feasible.

Employers are frequently unaware of the routes and schedules which do exist. Ridership on some routes is low.

Implementation Recommendation 3.2.A.

Engage with the Regional District of Nanaimo to formally advocate for increased public transportation with routes and scheduling that support access to work and school.

The engagement process should include employers, particularly in sectors where wages tend to be lower. Stakeholders in the Parksville/Qualicum Beach Region should ensure that a close, collaborative working relationship between transportation planning and the emerging economic development function of the Regional District of Nanaimo is fostered.

Implementation Recommendation 3.2.B.

Assist in increasing ridership on routes in the Parksville/Qualicum Beach Region.

Stakeholders in the Parksville/Qualicum Beach Region could deliver a campaign to share information regarding public transit in the region. Employers could avail themselves of information regarding routes close to them and use the schedule information as input into work schedules.

Strategy 3.3: Inspire employers regarding successful recruitment and retention strategies

Employers are struggling to find and keep workers primarily because of factors fully or partially outside of their control. However, many employer-respondents described effective strategies they are using to recruit and retain workers. Even when very hard to fill positions in shortage occupations are considered, specific employers are not having the same difficulties that others are.

Employers often mentioned that programs and services are too much work to access, that they do not have time to conduct research into what is available, and that they are simply too busy working to plan. This means that initiatives to assist employers with recruitment and retention need to be simple, low cost, effective and time-sensitive.

Implementation Recommendation 3.3.A.

Support employer's success by continuing to help employers foster the adoption of effective human resource recruitment and retention strategies.

Stakeholders including the Career Centre and the Chambers of Commerce can support employer's success by continuing to help employers through the delivery of information or provision of support services. By sharing local success stories, featuring local best practices or inspiring employers with new and innovative ideas and providing short, easy to access training, employers can learn from the success of others.

GOAL #4: PLAN, INFORM AND MANAGE FOR A BALANCED REGIONAL LABOUR MARKET OVER TIME

As noted in Section 1 of this document, the current approach to labour market planning and development in the Region is fragmented. There is no structure or process in place to action the implementation recommendations in this Strategy.

Successful strategies to keep the balance between labour supply and demand must be adaptable to both the current undersupply of workers, as well as potential oversupply when the economic situation changes. The capacity to respond to sector-specific or skill-specific issues must be built in. Contextual issues as well as

cyclical, structural and frictional unemployment can be addressed through a coordinated, resourced effort. For many industrial sectors, labour demand is closely tied to the health of the economy. For example, the Accommodation and Food Services and Construction sectors, while experiencing shortages now, may not continue to exhibit the same imbalance during an economic downturn. The Health and Human Services sector is less directly impacted by economic cycles.

This means that over time, other goals in this strategy may change, and it is imperative that the region is able to anticipate and respond to these changing conditions. Job seekers, students, educators, job development professionals, employers and training providers need accurate and timely information.

Stakeholders in the region do not currently have access to regional (Parksville/Qualicum Beach Region) labour market information. A planning and coordination function could take on the responsibility of providing updated information.

Strategy 4.1: Establish an ongoing regional labour market development/economic development function

There is a clear opportunity to address both the lack of current, ongoing regional labour market information and the fragmented approach to labour market interventions in the Parksville/Qualicum Beach Region.

Implementation Recommendation 4.1.A.

Convene a sustainable structure to lead, champion and support workforce development in the Parksville/Qualicum Beach Region.

This initiative must be adequately resourced. A committee structure could follow the model of the Workforce Planning and Action Committee in the Mount Waddington Regional District.

A Workforce Planning and Action Committee in the Region should invite and encourage active membership from:

- Qualicum First Nation
- Nanoose First Nation
- Parksville and District Chambers of Commerce
- Qualicum Beach Chamber of Commerce
- Career Centre
- Town of Qualicum Beach
- City of Parksville

- School District 69
- Vancouver Island University
- Private Post-Secondary Education
- Community Futures Central Island and Alberni/Clayoquot
- Regional District of Nanaimo
- Central Vancouver Island Multicultural Society
- Parksville Qualicum Beach Tourism Association
- Lighthouse Country Business Association
- Oceanside Construction & Development Association
- Employer representatives selected from each of the following industrial sectors:

Sector	Rationale
Retail trade	Very large sector regionally
Health care and social assistance	Very large sector regionally
Professional; scientific and technical services	Growth potential
Manufacturing	Growth and diversification potential
Agriculture; forestry; fishing and hunting	Growth potential, especially agriculture and aquaculture; community sustainability
Arts; entertainment and recreation	Growth potential; linked to elements in the Labour Market Strategy
Information and cultural industries	Growth and diversification potential

The health care workforce planning and development committee mentioned in Implementation Recommendation 2.2.A. may be established as a sub-committee of this proposed group.

Implementation Recommendation 4.1.B.

Prepare and execute a Detailed Implementation Plan for this Strategy.

At the time of writing this report there are several potential funding sources which can be brought to bear on making sure the region can move into action on the Strategy. Training and labour force development funding which could be sought for a number of the elements of this strategy, may be available through:

- The Ministry of Forests, Lands, Natural Resource Operations & Rural Development's Rural Development Fund.
- The Island Coastal Economic Trust's Infrastructure Program or Readiness Program.
- The Ministry of Social Development and Poverty Reduction's Project Based Labour Market Training.
- The Rural Dividend Fund²⁵.

Strategy 4.2: Ensure that the approach to economic development encompasses considerations of labour force growth, stability and participants' success

The Regional District of Nanaimo is currently wrestling with revising its methodology for fulfilling its economic development function.

The vast majority of economic development functions in British Columbia are focused on business attraction and retention. The current challenges that the Parksville/Qualicum Beach Region is facing would benefit from a broader approach. To foster a vibrant, successful economy, economic development in the Parksville/Qualicum Beach Region must be supported by a workforce strategy. Business attraction and retention is tightly interwoven with the supply of skilled workers who can, in turn, adequately support themselves in the region. An approach that prepares the region for the kinds of employers it would like to attract and retain, will support all of the goals of this strategy and of broader community socio-economic health and wellbeing.

In defining success, economic development planning must strive for the opportunity for full labour force participation for all the Region's residents. The Truth and Reconciliation Commission's Calls to Action should be woven into any approach developed for the Region.

Implementation Recommendation 4.2.A.

Ensure the Parksville/Qualicum Beach Region is identified as a distinct sub-region and represented in decision-making regarding economic development planning and support.

Stakeholders in the region must articulate their economic development goals and ensure the region's voice is well represented at discussions facilitated by the Regional District of Nanaimo. Contributing to the planning of the new economic development initiative and helping to shape the terms of reference and the new service's objectives to include a strong workforce development agenda, is critical to success. Stakeholders feel that the Parksville/Qualicum Beach Region's economy, potential and goals are distinctly different from the remainder of the Regional District of Nanaimo. Although collaboration will remain essential, a separate plan and implementation structure is required for the Parksville/Qualicum Beach Region.

²⁵ At the time of writing, the B.C. Ministry of Forests, Lands, Natural Resource Operations and Rural Development has an open call for proposals from communities for sub-regions with a population of \$25,000 or less. This is expected to be the only call for the 2018/19 fiscal year. However, this Dividend may be utilized for the 2019/20 fiscal year.

SECTION 4:

RESEARCH METHODOLOGY

4.1 Approach

To achieve the best results, the project required a strong sense of ownership from key stakeholders in the Region. The goal was to identify and recommend viable opportunities and solutions that can be implemented and championed; and to provide labour market information that can be shared, understood and acted upon, over time.

Stakeholders were asked to share their expertise in both identifying potential pathways to address issues identified in the labour market analysis and in determining the plausibility and applicability of proposed recommendations.

4.2 Secondary Research

Although robust at the provincial and national levels, current labour market information was scant at the regional level. The project included a thorough review of available existing information. The research included utilizing data supplied by BC Stats, Statistics Canada, Work BC and municipal and regional authorities. The quality of the information varied depending on the sample size, currency and robustness of the research.

The purpose of the secondary research phase was to identify all the existing sources of direct and proxy labour market information that describes the region, and to organize and present this material. It provides one of the foundations for comparison and for further analysis.

A literature review was conducted in order to:

- Extract results from previous studies and reports regarding the region's labour market.
- Ensure consistency between the Strategy and other work guiding the Region's economic, social and labour force development.
- Identify potential funding sources for elements of the strategy.
- Identify sectoral data, strategies and reports which bear on the larger sectors in the region.

4.3 Primary Research

Primary research was conducted using best practices in labour market research to ensure valid, reliable information – both quantitative and qualitative – to shape an understanding of the region's labour market skills (and training required) as well as gaps. Conducting primary research was an iterative, somewhat organic process, as consultations with different parties revealed new lines of investigation.

The Contractor utilized the following primary research methodologies in combination:

- structured focus groups.
- An employer online survey, using the MindReader online survey platform provided by the BC Chamber of Commerce.
- in-person interviews, either in person or over the telephone with a valid sample of employers, with a focus on the key sectors represented currently across the Region.
- Consultations with industry associations, local governments including First Nations, steering committee members and service providers in the region.

4.3.1: Focus Groups

The consultants' initial strategy included conducting four focus groups – two in the largest groups of employers – Health Care and Accommodation and Food Services, one in Construction and two more general groups – Service Industries and Goods Producing industries.

Despite significant effort on the part of the Stakeholder Group members, particularly the Parksville Chamber of Commerce and the Career Centre, as well as the Consultants, it was extremely difficult to convince employers to participate. Only one sectoral focus group, Health Care and Social Services, was completed. That focus group provided a great deal of useful information.

4.3.2: Input from First Nations

A focus group with the Nanoose First Nation was conducted on June 5 2018. Participants included professionals working in Employment Services, Economic Development, Social Services, Education and Finance. The session informed many aspects of the Strategy.

4.3.3: Telephone Interviews

Survey instruments were designed by the consultants and verified by the project sponsor. The telephone Interview respondents, both for the focus groups and the telephone interviews were selected from:

- Lists of employers provided by the Career Centre.
- Memberships of the Qualicum Beach and Parksville Chambers of Commerce.
- Memberships of the Lighthouse Country Business Association.
- Recommendations from Stakeholder Group members.
- Recommendations from other employers.
- Respondents who had registered on the BC Chamber of Commerce's MindReader platform.

The selection of respondents was not random.

Number of Completed Interviews by Major Industrial Sector:

NAICS 2 Digit Code (links to NAICS Descriptions)	Number of Establishments Interviewed
11 Agriculture, forestry, fishing and hunting	1
21 Mining, quarrying, and oil and gas extraction	0
22 Utilities	0
23 Construction	5
31-33 Manufacturing	9
41 Wholesale trade	
44-45 Retail trade	6
48-49 Transportation and warehousing	0
51 Information and cultural industries	1
52 Finance and insurance	4
53 Real estate and rental and leasing	0
54 Professional, scientific and technical services	6
55 Management of companies and enterprises	0
56 Administrative and support, waste management and remediation services	1
61 Educational services	1
62 Health care and social assistance	8 plus responses from 10 focus group participants
71 Arts, entertainment and recreation	6
72 Accommodation and food services	10
81 Other services (except public administration)	
91 Public administration	3
Total	61

Telephone and Focus Group Employer Respondents:

Telephone or in-person interviews were conducted with the following employers:

Aquilla Cedar Products, Parksville
Arrowsmith Golf and Country Club (Food and Beverage), Qualicum Beach
Arrowsmith Golf and Country Club (Golf), Qualicum Beach
Arrowsmith Lodge, Parksville
Bayshore Home Health, Parksville/Qualicum Beach Region
Berwick Retirement Communities Qualicum Beach and Parksville
Black Press, Parksville
Blue Coast Research, Parksville
BMO Bank of Montreal, Parksville
Bo Me Cheese, Coombs
Bosleys, Parksville
Bowser Builders Supply, Bowser
Canadian Electric Vehicles, Errington
Canadian Forces Maritime Experimental Test Range, Nanoose Bay
Career Centre, Parksville
Close to You, Parksville
Cloudhead Games, Qualicum Beach
Coastal Community Credit Union, Parksville
Courtyard Café, Qualicum Beach
Cuckoo Café, Coombs
Deep Bay Marine Field Station, Deep Bay
Digg Contracting, Nanoose Bay
Fast Time Grand Prix, Coombs
Fern Tree Medical Clinic, Qualicum Beach
Forward House, Parksville
Harris Oceanside Chevrolet Buick GMC, Parksville
Inclusion Parksville, Parksville
Independent Shipwrights, Coombs
Island Scallops, Bowser
Island Soda Works, Qualicum Beach
Jake's Roofing, Coombs
Jorgensen Osmond Ltd., Parksville

Little Qualicum Cheeseworks, Parksville
Milner Gardens, Qualicum Beach
Mount Arrowsmith Brewing, Parksville
Nanoose First Nation, Nanoose Bay
Nurse Next Door, Parksville/Qualicum Beach Region
Ocean Trails Resort, Parksville
Oceanside Hospice, Qualicum Beach
Oceanside Village Resort, Parksville
Pacific Brimm, Parksville
Pacific Shores Resort, Nanoose Bay
Precision Wealth Management, Parksville
Qualicum Manor, Qualicum Beach
Quality Drafting, Parksville
Quality Resort, Parksville
Radcliffe Developments, Parksville
RCL Parks Services, Region
Regional District of Nanaimo, Parksville/Qualicum Beach Region
School District 69, Parksville/Qualicum Beach Region
Sere Home Care, Qualicum Beach
Shorewater Resort, Qualicum Beach
Society of Organized Services, Parksville
Stanford Care Home, Parksville
Sue's Senior Care, Parksville
The Gardens at Qualicum Beach, Qualicum Beach
Thrifty Foods, Parksville
Tiger Lily Farm, Errington
Tigh Na Mara Resort, Parksville
Timberlake Jones Engineering, Parksville
Town of Qualicum Beach, Qualicum Beach
Triple H Construction, Parksville
Vancouver Island Health Authority, Parksville/Qualicum Beach Region
Waypoint Insurance, Parksville
Weather Wise Industries, Parksville
Wellington Foundry, Parksville
Wheaton Industrial Saws, Coombs
World Construction, Parksville

4.3.4: Contributors and Sources:

Braden T Batch	Senior Market Analyst, Office of the VP, Housing Markets and Indicators Canada Mortgage and Housing Corporation (CMHC)
Daisy Baluran Bereska	Settlement Worker, Central Vancouver Island Multicultural Society
Don Bold	Principal, Collaborative Education Alternative Program (CEAP) School District 69
Kim Burden	Executive Director, Parksville & District Chamber of Commerce
Carl Butterworth	Manager, Deep Bay Marine Field Station, VIU
Lori Camire	Executive Director Community Futures Alberni-Clayoquot
W.R. Bob Colclough	Councillor, District of Lantzville
Sheila Cooper	Indigenous Community Engagement Coordinator Office of Aboriginal Education, Vancouver Island University
Ian Darling	Manager BC Stats, Ministry of Jobs, Trade and Technology
Cheryl Dill	Executive Director, Career Centre
Anne Dodson	CEO, Qualicum Beach Chamber of Commerce
Dorothy Easton	Policy Analyst, go2HR The resource for people in Tourism
Craig Edwards	Economic Development Operations Manager, Nanoose First Nation
Patti Edwards	Education Coordinator, Nanoose First Nation
Pat English	Manager of Economic Development, Mount Waddington Regional District/Mt. Waddington Workforce Planning and Action Committee (WPAC)
Jolynn Green	Executive Director, Community Futures Central Island
Judith Halliday	CDCP - Employment Consultant, Central Vancouver Island Multicultural Society
Patrick Jiggins	Lighthouse Country Business Association
Diana Jolly	Employer Services Coordinator, Career Centre
Tammy Kobe	Collector, Town of Qualicum Beach
Rollie Koop	Superintendent of Schools, School District 69
Val Litwin	President & CEO, BC Chamber of Commerce
Ross MacKay	Interim Associate Vice-President, Academic
Amrit Manhas	Economic Development Officer, City of Nanaimo
Liisa McCollum	Financial Control Officer, Nanoose First Nation
Rod O'Connell	Strategist, Talent Acquisition & Retention, Vancouver Island Heath Authority
Patricia O'Hagan	Dean, Health and Human Services, Vancouver Island University
Debbie Paquette,	Director of Operations, Nanoose First Nation
Ed Poli	Chair, Board of Directors, Community Futures Central Island
Bob Rogers	Director, Regional District of Nanaimo, Electoral Area E Nanoose
Kendra Sampson	Youth Mentor, Nanoose First Nation
Blain Sepos	Executive Director, Parksville/Qualicum Beach Tourism
Glynis Steen	Dean, Trades and Applied Programs, Vancouver Island University
Deb Tardiff	Manager of Communications, City of Parksville
Bill Veenhof	Regional District of Nanaimo Board Chair Director, Electoral Area H Shaw Hill, Deep Bay, Bowser
Lisa Wallace	Sales/Marketing and Communications, Parksville & District Chamber of Commerce
Kelli Watts	Social Development, Nanoose First Nation
Rachel Watts	Employment Assistance Services Officer, Nanoose First Nation
Darlene Winterburn	Executive Director, BC Shellfish Growers Association
David Witty	Provost and Vice-President Academic, Vancouver Island University
Nicole Yusep	Research Analyst, University Planning & Analysis

4.3.5: Utilization of the BC Chamber of Commerce's MindReader Survey Results

With the support and assistance of the Parksville and District Chamber of Commerce, The Consultants collaborated with the BC Chamber of Commerce to design and implement a brief online survey of employers who were already registered with the MindReader platform. To this end, the Consultants actively encouraged all their employer contacts to join the MindReader platform.

SECTION 5:

KEY REFERENCES

2011 and 2016 Census of Canada <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/index-eng.cfm>

BC Labour Market Outlook Vancouver Island Region 2017-2027 Work BC <https://www.workbc.ca/Labour-Market-Information/Regional-Profiles/Vancouver-Island-Coast - view-full-profile>

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Entrepreneurial Communities, 2016, Canadian Federation of Independent Business, <https://www.cfib-fcei.ca/sites/default/files/2017-12/rr3413.pdf>

Housing Market Information Portal, Canada Mortgage and Housing Corporation <https://www03.cmhc-schl.gc.ca/hmiportal#Profile/1/1/Canada>

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NOC – National Occupational Classification 2016

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North Island Regional Resource Portal – Mount Waddington Workforce Planning and Action Committee <http://www.northislandresource.ca/employers/government-resources/>

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Truth and Reconciliation Commission of Canada: Calls to Action 2012, http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf

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SECTION 6:

APPENDIX 1 – DEFINITIONS

Employed Person

'Employed person' refers to those persons 15 years and over who, during the reference period:

- (a) Did any work at all at a job or business, that is, paid work in the context of an employer-employee relationship, or self-employment. This also includes persons who did unpaid family work, which is defined as unpaid work contributing directly to the operation of a farm, business or professional practice owned and operated by a related member of the same household; or
- (b) Had a job but were not at work due to factors such as their own illness or disability, personal or family responsibilities, vacation or a labour dispute. This category excludes persons not at work because they were on layoff or between casual jobs, and those who did not then have a job (even if they had a job to start at a future date).

Employment Rate

Refers to the number of persons employed, expressed as a percentage of the total population aged 15 years and over. The employment rate for a particular group (age, sex, marital status, geographic area, etc.) is the number of employed persons in that group, expressed as a percentage of the total population in that group.

Frictional Unemployment

The unemployment which exists due to people being in the process of moving from one job to another.

Labour Force

The labour force consists of persons 15 years of age or older, who contribute or are available to contribute to the production of goods and services. Statistically the term refers to persons who were either employed or unemployed.
Labour force = Employed + Unemployed.

Participation Rate

Refers to the labour force expressed as a percentage of the population aged 15 years and over. The participation rate for a particular group (age, sex, marital status, geographic area, etc.) is the total labour force in that group, expressed as a percentage of the total population in that group.

Unemployed

Refers to persons who, during the week of the Census, were without paid work or without self-employment work and were available for work and either:

- (a) had actively looked for paid work in the past four weeks; or
- (b) were on temporary lay-off and expected to return to their job; or
- (c) had definite arrangements to start a new job in four weeks or less.

Unemployment Rate

Refers to the unemployed expressed as a percentage of the labour force. The unemployment rate for a particular group (age, sex, marital status, geographic area, etc.) is the unemployed in that group, expressed as a percentage of the labour force in that group.

Geographic Boundaries and Subdivisions

The boundaries of the study area correspond with the boundaries of School District 69. This area, however, does not correspond with other areas for which data is normally collected such as a complete Regional District, College Region, Health Area or Census Division.

Sub-areas of Parksville/Qualicum Beach Region (School District 69)		
Regional District of Nanaimo Electoral Areas/Municipality	Census Subdivision	Census Subdivision Reference #
Electoral Area E: Nanoose Bay	Nanoose IR	5921805
	Nanaimo E	5921030
Electoral Area F: Coombs, Hilliers, Errington	Nanaimo F	5921032
Electoral Area G: French Creek, Dashwood, Englishman River	Nanaimo G	5921034
Electoral Area H: Shaw Hill, Qualicum Bay, Deep Bay, Bowser	Nanaimo H	5921036
	Qualicum IR	5921806
City of Parksville	Parksville, C	5921023
Town of Qualicum Beach	Qualicum Beach, T	5921023



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