

B.C.'S SKILLS FOR JOBS BLUEPRINT: RE-ENGINEERING EDUCATION AND TRAINING



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IN BRITISH COLUMBIA, WE HAVE AN INCREDIBLE OPPORTUNITY ON THE HORIZON: 1 MILLION JOBS. WE ARE RE-ENGINEERING EDUCATION AND TRAINING SO THAT B.C. STUDENTS AND WORKERS HAVE THE SKILLS TO BE FIRST IN LINE FOR JOBS IN A GROWING ECONOMY.

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Honourable Christy Clark
Premier of British Columbia

Premier's Message

Building a bright future for our province means building a strong economy. When I launched our *BC Jobs Plan* in 2011, I acknowledged that the foundation for our growing economy is a skilled workforce that is ready to meet the challenges of our expanding industry.

One of those challenges, and a key opportunity for our province, is the LNG sector. This sector alone has the potential for nearly \$175 billion in industry investment over the next decade. This in turn will support up to 100,000 jobs: 58,700 direct and indirect construction jobs, 23,800 permanent direct and indirect jobs for operations, and thousands more of induced jobs as a result of households having more income. This economic activity will contribute up to a trillion dollars to the province's GDP.

I have stated our government's commitment to actively pursue the opportunities presented by growing our LNG sector here in B.C. I have called together representatives from government, industry and labour to work together to map out how we can solve some of the complex challenges associated with developing this sector. This Premier's LNG Working Group has delivered a report with 15 recommendations on how to move forward. I have accepted all of these recommendations on behalf of government, and this plan reflects much of their best thinking.

By 2022, we are looking at a million job openings in all sectors and in all parts of the province. Filling these job openings is a significant challenge, and our ability to provide the right workers with the right skills in the right places will call for resourcefulness, innovation and a common purpose. These are qualities that British Columbians have in abundance.

Our primary goal will always be to put British Columbians first in line for job openings – something that can only happen if we ensure British Columbians have the training they need to take those jobs. However, because the challenge is so large, there will be a need, especially during peak construction periods, when we will need to attract workers from the rest of Canada and, when necessary, permanent and temporary workers from other parts of the world.

As part of our goal to maximize the potential of our existing workforce and our young workforce of the future, we have developed a plan that will give our young people a seamless path right from school through to the workplace.

B.C.'s Skills for Jobs Blueprint: Re-engineering Education and Training is that plan. It sets out the fundamental changes and shifts we must undertake

to make the most effective use of our existing resources and future investments in education and training.

It calls for a more targeted focus on training for high-demand jobs, providing all partners with more up-to-date and useful labour market information, encouraging innovation in how we provide education and training to better meet the needs of British Columbians and giving employers and industry a stronger role and voice in shaping and evaluating our skills and training funding and program delivery.

We recognize that some British Columbians such as at-risk-youth, Aboriginal people and persons with disabilities face unique challenges in finding their place in the workforce. Helping these British Columbians take full advantage of training and development that leads to jobs is an important part of meeting our broader objective of putting British Columbians first in line for job opportunities.

This Blueprint reflects our shared goals. It respects the perspectives, strengths and needs of all partners but also calls on all of them to break down barriers and collaborate.

Our Blueprint for government, industry, labour and Aboriginal partnerships is also our commitment – a commitment to deliver the skilled workforce B.C.'s growing LNG and other sectors need, and create the opportunity for long-term, well-paying jobs that strengthen our families and communities.

*Honourable Christy Clark
Premier of British Columbia*

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*Honourable Shirley Bond
Minister of Jobs, Tourism
and Skills Training*



*Honourable Peter Fassbender
Minister of Education*



*Honourable Amrik Virk
Minister of Advanced Education*

Ministers' Foreword

Employers should have the highest confidence in the skills and employability of youth emerging from our education and skills training system. Our greatest competitive advantage will be in developing a highly trained and educated workforce.

All British Columbians deserve the opportunity to access education and skills training. They need to be first in line for the the one million job openings we are expecting by 2022.

By 2022, more than 78 per cent of job openings will require some form of post-secondary education and training. Today, only 50 per cent of our young people have that level of training. Too many youth are still struggling to gain a foothold in the labour market. Too many British Columbians remain unemployed or under-employed – they represent huge untapped potential that can be realized with the right training and support programs.

Government is working with our partners in education and industry to make sure education and training programs are aligned with the demands of the labour market.

Every person in British Columbia should be equipped so they can realize career opportunities most in demand by industry. This means exposing students to the full range of options and opportunities available to them in the workplace starting in elementary school and getting them excited about those options. We must also help students find their best fit in the workplace and give them a broader range of graduation options in high school. We need to develop more flexible options for training, regardless of geographic, technological or other barriers, and we must support young people in moving through post-secondary skills and trades training as efficiently as possible. Overall, we need to make sure we are matching the skills we are graduating with the skills we need.

Our Ministries have been working closely together in the development of this Blueprint. We know that our success relies, not only on all partners sharing a common vision, but also on developing closer collaboration among schools, post-secondary institutions, industry and labour. Our planning and funding decisions must be based on solid information, and our entire education and training system should become more targeted and outcomes focused. Our entire system should be more regularly and rigorously measured and evaluated to make sure we are getting the best results for our investments.

We believe it is important to ensure all students have a clear path on their journey from elementary to high school, on to post-secondary education and then as they transition to the workforce. The *B.C.'s Skills for Jobs Blueprint* will provide the foundation for success.

*Honourable Shirley Bond
Minister of Jobs, Tourism and Skills Training*

*Honourable Peter Fassbender
Minister of Education*

*Honourable Amrik Virk
Minister of Advanced Education*

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B.C.'S SKILLS FOR JOBS BLUEPRINT: RE-ENGINEERING EDUCATION AND TRAINING

IN B.C., WE HAVE AN INCREDIBLE OPPORTUNITY ON THE HORIZON: 1 MILLION JOBS. WE ARE RE-ENGINEERING EDUCATION AND TRAINING SO THAT B.C. STUDENTS AND WORKERS HAVE THE SKILLS TO BE FIRST IN LINE FOR JOBS IN A GROWING ECONOMY.

1

A HEAD-START TO HANDS-ON LEARNING IN OUR SCHOOLS



If you're in elementary, middle or high school, we want to give you an earlier head-start to hands-on learning so you're ready for the workforce or more advanced training when you graduate.

Double ACE-IT

- 5000 spaces, extra recruitment and enrollment, relocation subsidies for up to 100 students, Aboriginal outreach

Expand WorkBC.ca

- Expand web tools and resources to help youth find work

Encourage partnerships

- School districts, municipalities, industry, post-secondary, and Aboriginal communities create at least 10 new programs together

Fund Trade Ambassadors

- Provide real-life info about careers in the trades

Reform Gr 10 – 12 high school graduation

- Personalized graduation plan

Review K – 9 curriculum

- Relevant hands-on training for students

Qualify more teachers

- 60 teachers per year qualified to teach foundation courses

Increase skills training scholarships

- 25% more scholarships

2

A SHIFT IN EDUCATION AND TRAINING TO BETTER MATCH WITH JOBS IN DEMAND



If you're in a college, university or institute, or are thinking about attending, we're matching training with jobs in demand, and maximizing the spaces available to provide the programs you need to compete successfully in the workforce.

Target grants for students

- Student aid grants (approx. \$40M) to support students to study for jobs our economy needs

Invest in programs

- Align \$270M in post-secondary funding to programs supporting in-demand jobs
- \$6.6M for critical trades seats

Invest in programs for persons with disabilities

- \$1.5M to support people with disabilities to access technical and trades training

Invest in labour market programs for youth

- \$3.5M for programs like Youth Skills
- \$3M to train youth in high-demand jobs

Invest in initiatives for Aboriginal people

- Aboriginal Youth Worker support networks
- Funding for community-based skills training
- Engage with Aboriginal youth
- Support skills training for urban Aboriginal people through the Off Reserve Aboriginal Action Plan
- Engage Aboriginal people in LNG opportunities

Find training spaces

- Easy to access info about waitlists and available spaces at post-secondary institutions

Invest in infrastructure

- \$185M targeted for skills and trades training infrastructure and equipment

3

A STRONGER PARTNERSHIP WITH INDUSTRY AND LABOUR TO DELIVER TRAINING AND APPRENTICESHIPS



If you're looking to move into or up in the workplace, we're building stronger partnerships with industry and labour to better connect you with the on-the-job and classroom training you'll need to boost your skills or achieve certification.

Publish important info

- Easy to access info about which jobs will be in demand

Refocus the ITA

- Enhance the Industry Training Authority, B.C.'s trades training system

Create more apprenticeships

- Hire 10 more Apprenticeship Advisors
- Continue to harmonize apprenticeship training across Canada
- ITA to hire 5 Aboriginal Apprenticeship Advisors
- Industry to share equipment and facilities
- Increase participation of sponsors by allowing multiple sponsors to train one apprentice

Harness Innovative Solutions

- In-class simulators
- E-learning modules
- Remote learning sites/mobile training facilities
- Video conferencing
- Classroom training at the beginning of an apprenticeship

Connect youth with the workplace

- Up to \$1M for research, updating curriculum

Harness Employment Program of BC

- Tools and supports for finding a job, including case management, training, and financial support
- Targeting \$74M to support apprentices during their training

Invest in Community Employer Partnership Program

- \$8M for creating local training and employment opportunities with a focus on persons with disabilities, youth, Aboriginal people and LNG

Invest in Canada Job Grant

- Maximizing employer investments up to \$19.5M

Train for the jobs we need

- Sector Advisory Councils will make sure that industry gives feedback
- Industry-validated, up-to-date information will drive programming and funding decisions, Labour Market Priorities Board established

B.C.'s Skills for Jobs Blueprint: Re-engineering Education and Training

Being prepared to take advantage of opportunities in our growing economy and ensuring that British Columbians are first in line for jobs that meet the needs of industry, means taking steps now to re-engineer education and training in B.C.

To make the most effective use of our education and training resources and develop responsive and meaningful targets, we will rely on the best data and labour market projections. The most up-to-date labour market information will be used to guide government decision-making and to determine spending priorities.

Reliable and up-to-date information will support our goal to better match training and education with industry needs and provide the best information on labour market trends to educators, counsellors, students and their families.

We also need to make sure our programs are effective, so we will track and report on performance and outcomes.

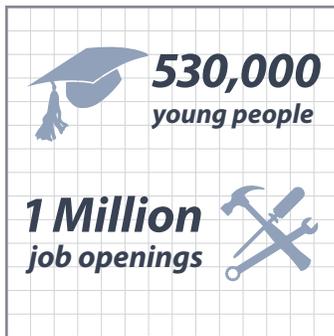
Government currently funds education and training in excess of \$7.5 billion per year. This is a lot of money from taxpayers. Re-engineering training and education doesn't mean spending more, it means targeting more of the substantial resources already available to meet labour market priorities. So starting this fiscal year, we're targeting over \$160 million to do just that. In four years, this will ramp up to nearly \$400 million per year. Over the span of our 10-year plan, this represents about \$3 billion redirected towards training for high-demand occupations. That's in addition to our capital plan, which over the next three years is targeting \$185 million towards trades training infrastructure and equipment.

Since our actions are data-driven, in partnership with industry and responsive to the economy, this amount can scale up or down to match labour market requirements.

Matching labour market requirements with the skills we are graduating will mean that British Columbians can take advantage of our growing economy.

By 2022, there are expected to be a million job openings in British Columbia. These jobs openings will be created by major new opportunities, including expanding liquefied natural gas (LNG) development in Northern B.C., increased trade with Asia, new mines and mining expansions, growing forestry exports as well as increased activity in the resource sectors, transportation, industry and business. These openings will also be created by retirements.





About 530,000 young people will enter the job market over the next ten years. Our goal is to make sure that British Columbians have a seamless plan that takes them from elementary to high school through post-secondary education and right into the workforce. We also need to provide more support to those who are struggling to gain a foothold in the job market or who face unique challenges – such as youth-at-risk, Aboriginal youth and persons with disabilities.

That’s why we have created a Blueprint to guide our education and training system to help British Columbians successfully navigate their educational and career journey. It’s why you can visit WorkBC.ca/skills and find resources and programs tailored to you – your own Blueprint to #FindYourFit.

Learning is an activity, not a classroom. By introducing students to a wide variety of hands-on experience at an early age, we can help kindle a passion they may otherwise never have discovered.

As we continue to transform B.C.’s education and training system, more of today’s students will have an increasing variety of career options, including exciting, well-paying careers in the growing skilled trades and technology fields.

Our Blueprint outlines important improvements to better tailor programs and opportunities to meet their needs and lays out three primary objectives – fundamental improvements to make education and training more effective and more relevant to the needs of industry and today’s workplace.

These objectives are:

1. *A head-start to hands-on learning in our schools.*
2. *A shift in education and training to better match with jobs in demand.*
3. *A stronger partnership with industry and labour to deliver training and apprenticeships.*

What will this mean for British Columbians?

For students in elementary, middle or high school

Students in elementary, middle or high school will get a better, earlier head-start to hands-on learning so they’ll be ready for the workforce or more advanced training when they graduate.

For students in a college, university or an institute

For students in a college, university, or an institute, or those thinking about attending, we’re better matching training with jobs in demand and maximizing the spaces available to provide the programs they need to compete successfully in the workforce.

For people entering the workforce or already on the job

For those looking to move into or upward on the worksite, we’re building stronger partnerships with community, industry and labour to better

connect them with the on-the-job and classroom training they'll need to boost their skills or achieve certification.

Our Blueprint is designed to get our growing economy working for all British Columbians by making it easier for British Columbians to get working.

1 **A head-start to hands-on learning in our schools**

For young people and their families to make informed choices about future career paths, they need the best possible information about their options as well as an education that will support their choices. Students need first-hand knowledge and experience and more pathways to in-demand careers. This means more hands-on learning experiences while in school and more opportunities for apprenticeships in the workplace.

We are committed to expanding choices and supports for students in our K-12 system because we know the better prepared they are, the more successful they will be in finding meaningful jobs and careers.

Our Blueprint for action includes:

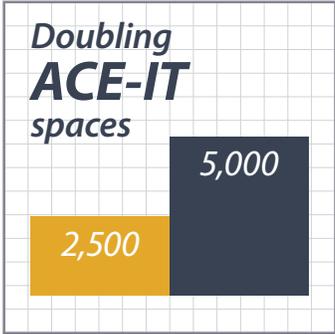
▣ Doubling the number of ACE-IT spaces to 5,000 over the next two years

The Accelerated Credit Enrolment in Industry Training (ACE-IT) program works in two parts. It lets high school students take their first level of technical training in certain trades, which could qualify them for apprenticeship or industry training programs, while at the same time giving them high school credits needed for graduation. Doubling ACE-IT spaces will not only increase student choices but also encourage more students to pursue skills and trades training.

- » The Ministry of Education will work with all school districts to increase their skills training and recruitment capacity, starting with on-the-ground support for northern districts in the LNG corridor.
- » Relocation subsidies will help up to 100 students who need to relocate to another community to participate in ACE-IT programs.
- » Rather than just the one intake period currently available for registering for ACE-IT, in 2014-15 funding will be provided to allow for additional enrollment during the year.

▣ Expand WorkBC website and web tools to focus on youth

WorkBC (workbc.ca) is an online access point to the world of work in British Columbia. The WorkBC website helps people find jobs, explore career options and improve their skills. It also helps employers fill jobs, find the right talent and grow their businesses. The website offers a comprehensive database of B.C. job postings, career tools, job-search tips and



EXPAND
WorkBC.ca

New and improved web tools to help you find work

information on employment programs. The popular and valuable online resource will be expanded to include a section specifically dedicated to youth. This section will include a skills training micro-site housing B.C.'s Blueprint tool which helps British Columbians create their own custom skills training blueprint. It will also include video success stories to show how young people are meeting the challenges to find work and job satisfaction.

Expanding dual credits in our schools to get students trained more quickly

Dual credit programs are developed in partnership with school districts and local post-secondary institutions. They let students take relevant courses and programs and help them move into post-secondary studies or the workplace faster and with the skills they need. Students taking these programs are graduating from high school with credentials and skills that are in demand and are going on to work in manufacturing, hospitality, high-tech, healthcare, construction and business. Dual credit programs appeal to students of all academic levels, including those with special needs and disabilities.

Encouraging partnerships

Incentives and tool kits will be offered to school districts. This will encourage them to partner with industry, municipalities, post-secondary and Aboriginal communities to create at least ten new programs to get more students into jobs, including high-demand jobs in specific sectors and regions. Work sites are the classrooms of the future.

Funding for apprenticeship Trades Ambassadors

Students look to people already in the workforce or with experience in a particular career or trade for information and guidance when making career choices. Providing funding for apprenticeship Trades Ambassadors to visit students in their schools and communities will promote trades careers and provide students with first-hand information and examples to guide their own career choices.

Reforming Grade 10-12 graduation requirements to allow personalized graduation plans

Graduating from high school is an important milestone for students. We need to make changes to recognize a broader range of hands-on learning and work experiences that allow students to meet graduation requirements. As a result, we'll be graduating more students with skills and knowledge that apply both to academic studies and trades and technical training – students who have more options and are better able to find the right fit after high school.

Applied Skills Curriculum in Grades K-9 should excite and prepare students

We know that the earlier we can expose students to information about the full range of career options and hands-on work-related experience,



the more successful they will be in developing successful career paths and finding work after school. We need to provide more and better information about skilled trades and improve school district capacity to support and deliver relevant and exciting programs to students. The curriculum review is underway and will be completed in 2015.

More teachers qualified to teach skills foundation courses in high schools

Our high schools need more teachers who have the qualifications and skills to teach foundation courses for skills and apprenticeship training. We will develop innovative ways to allow and encourage teachers to upgrade their existing skills.

Suggest making it faster and easier for qualified tradespeople to earn teaching certificates

Qualified Red Seal tradespeople have a lot to offer students in terms of work experience and as role models. We are suggesting that the education and the training sectors look for ways to help qualified tradespeople more quickly and easily acquire teaching skills and credentials so that we can use their experience and skills to improve our school programs.

More skills training scholarships

We will increase scholarships dedicated to skills training by 25 per cent. This will help students facing financial barriers to skills training.

Raise awareness on full range of options

Students and their parents need to be informed about the broadest range of career options in our growing economy. Helping students find their fit means recognizing that not all students want to pursue the same career paths. Information should expose students to the full range of employment opportunities from professionals and managers to skilled technicians and tradespersons.

Inform and engage parents, teachers and counsellors

Students rely on the support and guidance of their families, teachers and counsellors to help them make the right career choices. Providing up-to-date education, training and labour market information to all involved will help students explore and pursue a full range of training and career options, that match the in-demand labour opportunities emerging in the province.

Involve education-sector leaders in a skills outreach strategy

We will involve leaders in our education sector, such as the British Columbia School Trustees Association and the British Columbia Principals' and Vice-Principals' Association, in designing and developing a skills outreach and promotion strategy. This will include the work of the new Superintendent for Careers and Student Transitions to support and promote skills and trades in our school system as part of the outreach strategy.





A shift in education and training to better match with jobs in demand

We want to make sure that we are giving British Columbians the right skills for the right jobs. This means making changes to better match training and education with the jobs that are in demand. Making the most efficient use of our investments in education and skills training means targeting funding to the areas that will deliver the best results.

For the first time in more than a decade, funding for post-secondary training will be significantly overhauled. By 2017-18, twenty-five per cent of provincial operating grants to public post-secondary institutions (\$270M) will be aligned to training that matches with high-demand occupations and jobs.

We are encouraging more students to choose training that leads to high-demand jobs and to consider relocating to areas of the province where work and training are readily available. We'll do this by focusing student financial aid grants and loan forgiveness programs to meet industry and regional needs.

We are increasing funding for trades training seats by \$6.6 million. This investment will significantly reduce waitlists for the top LNG trades training spaces and high-demand trades.

Our Blueprint for action includes:

▣ Using student financial aid to support labour market needs and priorities

Student loan forgiveness and loan reduction programs benefit students who finish their studies by helping them get out of debt faster. We will re-engineer our student financial aid programs to target \$40 million per year in student aid grants to support occupations that are in high demand.

The BC Access Grant for Labour Market Priorities will be expanded to provide up-front money to cover the costs of relocation for training and tools for students who enrol in targeted priority programs at specific public post-secondary institutions. The Loan Reduction Program will be rebranded as the BC Completion Grant to better reflect the program purpose of rewarding students who complete a year of study in a program of two years or longer, with a focus on programs that are in high demand.

Loan forgiveness has been used successfully in the past as an incentive to get graduates such as doctors, nurses and other health providers to work in underserved or designated communities.



The Loan Forgiveness Program will be refocused to make sure that it aligns with broader provincial labour market priorities, including health-related professions.

■ **Re-engineering operating grants to support high-demand occupations**

This year, government will be re-engineering an additional \$40 million of the operating grants for public post-secondary institutions to target training in high-demand occupations and programs for Aboriginal persons and persons with disabilities. This aligned funding will increase to \$90 million next year, and over the next three years, it will increase until it reaches \$270 million or 25 per cent of total operating funding. These funds will be redirected if student demand is less than anticipated. Funds will also be re-directed if programs do not meet measurable outcomes. Not only will the new system be data-driven, it will be outcome driven. As the economy evolves, we will adjust funding and programming.

■ **Providing more funding for trades training seats**

Government is providing an additional \$6.6 million this year for critical trades seats – a ten per cent increase over the current Industry Training Authority funding to public institutions. This funding will significantly reduce waitlists by adding spaces starting September 2014 for the jobs needed in our economy such as: heavy equipment operators, heavy-duty equipment mechanics and electricians.

■ **Programs for persons with disabilities**

We will direct \$1.5 million to support persons with disabilities to access technical and trades training.

Skills Development for Employment Benefit funding from the Canada-BC Job Grant Labour Market Development Agreement will be used to test innovative training and initiatives at public post-secondary institutions to increase the success of persons with disabilities in technical and trades programs.

Through the Labour Market Agreement for Persons with Disabilities (LMAPD), the government of B.C. will invest \$61 million each year over the next four years for a range of employment supports aimed at assisting persons with disabilities to gain employment. Examples of LMAPD-funded programs include: Employment Program of BC \$4.3 million (2013-14 baseline investment) Community Living BC Employment Services \$11.5 million (2013-14 baseline investment) Ministry of Advanced Education Services \$17.9 million (2013-14 baseline investment).

■ **Labour market programs for youth**

\$3.5 million will be committed each year to get youth into the workforce through the renewed Canada-BC Job Fund. Programs like Bladerunners, Youth Skills and a potential Bladerunners for the

**Investing
in Programs**

\$6.6M
for critical
trade seats





emerging LNG industry give youth a hand getting into the workforce and in getting on-the-job experience and training.

Each year, \$3 million will be available for training providers to offer project-based youth training. This training will be targeted to meet the job-training needs in priority trades and skills and in regions with a high demand.

■ Engaging Aboriginal youth and focusing on their needs

Aboriginal youth experience challenges in getting from school to the workplace. They are a huge pool of new talent because they are the youngest and fastest growing population group in the province – almost half of all the Aboriginal people in the province are under the age of 25¹.

At 59.6 per cent, school completion rates for Aboriginal students in B.C. are amongst the best in the country and have increased significantly over the past decade. However, this remains below the provincial average of 83.1 per cent . We remain committed to working with the First Nations Education Steering Committee and other education partners to ensure Aboriginal students have access to high-quality educational opportunities enabling them to take advantage of skills training and economic opportunities in their communities and throughout B.C.

We are taking innovative measures to reach out to Aboriginal youth in their communities and work with them to make sure they have the education, training and support they need to find their place in our economic future.

Some steps we are taking include:

- » Establishing and supporting networks of Aboriginal youth workers at the regional and provincial level to provide better support to Aboriginal youth in all parts of the province.
- » Funding projects through the Labour Market Partnerships that work with Aboriginal youth to help them find education and training services to meet their specific training needs.
- » Working with Aboriginal youth to get their advice on how to develop skills-training programs, policies and support services to help Aboriginal youth.
- » Linking the Industry Training Authority's (ITA) Aboriginal Advisory Council with Aboriginal youth and other partners to provide advice on innovative ways to address the challenges facing Aboriginal youth.
- » Working with the Ministry of Education, FNEESC and the First Nations Schools Association to ensure skills and trades information is available to students attending band-operated

1 Statistics Canada, 2011 National Household Survey, Statistics Canada Catalogue no. 99-011-X2011026

schools. B.C., together with the federal government and First Nations as represented by FNEESC, is implementing the Tripartite Education Framework Agreement, which includes a focus on ensuring smooth transitions for Aboriginal students moving between the First Nations and B.C. public school systems.

We need to work with the broader Aboriginal community to realize the potential of Aboriginal youth and under-employed Aboriginal people to help meet our economy's workforce challenges and realize its emerging opportunities.

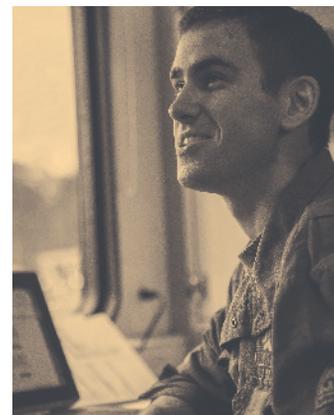
- » We will continue to implement the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan to increase participation and success for Aboriginal learners.
- » We will support skills training for urban Aboriginal people through the Off-Reserve Aboriginal Action Plan.
- » Through the ITA we will provide five new Aboriginal Apprenticeship Advisors to work specifically at recruiting and supporting Aboriginal apprentices.
- » Ministry of Aboriginal Relations and Reconciliation (MARR) is engaging with First Nations and Aboriginal organizations to gather information on barriers and best practices that will be shared across government to help in the development and delivery of skills training programs to Aboriginal people.
- » We will, through MARR, provide ongoing research that supports skills training for Aboriginal people.
- » We will set achievable targets for increasing Aboriginal workforce participation. We will add 15,000 new Aboriginal workers over the next ten years.
- » We will support community-based delivery of training for Aboriginal youth and under-employed Aboriginal people.

Finding training spaces

Providing up-to-date and easy-to-access information on waitlists and vacant seats available in colleges and institutes for programs leading to high-demand jobs will help students make better education and training choices and offer them a broader range of options.

Increasing our investment in infrastructure and equipment for skills and trades training

Up-to-date training facilities with the latest technology and equipment are critical to making sure students have the right skills for high-demand jobs. Over the next three years, government will spend \$750 million for infrastructure and equipment at our post-secondary institutions, including \$185 million targeted toward trades training infrastructure and equipment.



\$185M targeted
for **skills and**
trades training
infrastructure and
equipment



3

A stronger partnership with industry and labour to deliver training and apprenticeships

We have to make sure we have the skilled workers we'll need to respond to the opportunities and challenges of a growing economy. Our trades training system must change to keep up with the growing demand for skilled workers and put British Columbians first in line for new job opportunities.

We are re-engineering our apprenticeship system to better match industry needs, provide the highest level of training for our apprentices, and get students from study to the workplace more quickly.

We are working closely with employers, industry, labour and the ITA – the provincial body responsible for apprenticeship training – to target skills training to high-demand occupations, remove barriers that limit labour mobility and increase the participation of industry and labour in the skills training system.



Our Blueprint for action includes:

Getting and using better data to drive decisions

To make the most effective use of our education and training resources and develop responsive and meaningful targets, we will rely on the best data and labour market projections. A solid base of information is the critical foundation for all our education and training programs and actions.

Reliable and up-to-date information will support our goal to better match training and education with industry needs and provide the best information on labour market trends to educators, counsellors, students and their families.

We also need to make sure our programs are effective, so we will track and report annually on youth performance by measuring rates of participation, completion and transition to the workplace.

The Ministry of Jobs, Tourism and Skills Training will expand its current team of professionals who obtain and analyze labour market information. The most up-to-date labour market information will be used to guide government decision-making and to determine spending priorities. Labour market projections are based on available labour market data from Statistics Canada and other sources, industry growth and population projections and consultations with employers, industry partners and representatives from key sectors. This data helps guide our decisions on what programs we need to develop, how to target funding and to identify high-demand occupation trends.

Each economic quarter we will publish up-to-date labour force projections for each industry sector. These projections will be made available online and through other communication vehicles. We'll use detailed workforce data from major project employers and proponents in preparing these projections.

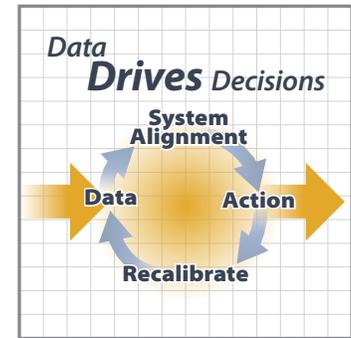
A Labour Market Priorities Board has been created to regularly review projections and make recommendations on how to improve them, make them more useful and relevant, and ensure they are up-to-date.

The Labour Market Priorities Board will also ensure that government funding in key skills training and educational areas is aligned and allocated to labour market priorities that will promote the economic growth of B.C.

Refocusing the ITA

Today, B.C. has twice as many apprentices, and is issuing around three times as many credentials compared to 2004. But the ITA was created almost ten years ago, and since then B.C.'s economy has changed considerably.

In order to ensure that B.C.'s trades training system continues to meet the demand for workers, we are re-engineering our apprenticeship system to better match industry needs, provide the highest level of training





for our apprentices, and get students from study to the workplace more quickly.

To achieve these priorities, government undertook an independent review of the ITA. The final report was submitted to government in February, 2014 and sets out 29 recommendations to enhance and strengthen B.C.'s trades training system. The key trades training shifts include:

- » Moving the system to be demand driven to meet the needs of workers and employers.
- » Unifying cross government decision-making with funding allocated based on labour market information and workforce targets (demand driven).
- » Reconstituting the ITA board of directors.
- » Holding the ITA and post-secondary institutions accountable for system results.
- » Bringing the functions of Industry Training Organizations inside the ITA.
- » Establishing Sector Advisory Councils.

These shifts will set out a clear path that will ensure:

- » There is accountability in the system for outcomes that are evidence-based and demand driven.
- » A high performing ITA with strong leadership.
- » A meaningful role for industry and employers, including labour.
- » An increased supply of skilled trades people in the right trades for the right times.

We are committed to making these changes and working with all partners in B.C.'s industry training system to meet the demand for skilled workers in LNG and other critical sectors, now and over the next decade.

Government continues to provide the ITA with a core budget of over \$94 million dollars annually to support trades training in B.C. This investment has remained consistent since 2010.

To view the full report: http://www.jtst.gov.bc.ca/ITA_Review/docs/ITA_Review_Final_Report.pdf

A summary of the ITA Review Final Report Recommendations can be found in Appendix 1.

▣ Increasing employer sponsors for apprenticeships

Employers play a central role in apprenticeship training. Without the participation of employer sponsors, apprenticeships are not possible. We need to do more to actively encourage employers to step up and become sponsors.

We will use online tools like WorkBC to make it easier for employers to post apprenticeship jobs and opportunities and to enrol as sponsors. We will recognize the changing needs and circumstances of employers and enable apprentices to train under more than one employer during the term of their apprenticeship.

We'll use industry Sector Advisory Councils to involve industry in taking a stronger role in apprenticeship planning and promoting employer sponsorships within their sector.

Developing innovative solutions to make trades training work better

Mobile training facilities give students access to equipment and training in locations where jobs are located and where specific skills are needed. Working with industry and post-secondary institutions, we'll identify short-term needs in remote communities that will benefit from having mobile training facilities.

We will work with employers and the training sector to develop and deliver in-camp training to better help working British Columbians upgrade their skills, and acquire new skills and qualifications to take advantage of emerging opportunities. Work sites are the classrooms of the future.

Changes can be made that make it easier and more attractive for employers to take on apprentices in their workplace. One example of a flexible approach is front-end loaded apprenticeship courses where all the classroom course work is taken at the beginning of the course of study rather than being spread out throughout the program. This lets apprentices have uninterrupted time at work and means that employers are getting young employees with all the classroom and theoretical knowledge they need for the job once they start in the workplace. We will work with employers, industry and the ITA to identify more opportunities for this, and other types, of flexible programming.

The world of training and learning is changing. New tools and approaches are being made available that shrink distances for learners and instructors and provide the opportunity to create virtual classrooms. We need to take better advantage of emerging technology and educational tools and materials to meet the needs of students.





Some training innovations include:

- » In-class simulators that give students hands-on, real-time practice and experience.
- » E-learning modules that let students learn at their own pace and at the most convenient time for them from any location equipped with a computer or internet access.
- » Remote learning sites that bring teachers and resources to students in remote locations through the use of technology such as video conferencing.

The training needs of industry are diverse and are not all achieved through apprenticeship programs delivered through the Industry Training Authority. Some non-apprenticeable trades, such as surveyors, are skilled trades we will continue to need. Other industry-led certifications are available through professional associations where people train for jobs in a variety of fields, including robotics, building design, environmental protection, aviation, mining, petroleum drilling, and reservoir engineering. Many of these programs are shorter in duration, offered at the work site, and are based on industry standards and regulations to ensure the certification reflects the current requirements of the workplace.

We'll continue to engage with the employers and associations in priority sectors to ensure the standards and certification are relevant to industry and available for British Columbians.

▣ Investing in connecting youth with the workplace

We need to do a better job of connecting young people with the workplace. To encourage these connections, we will invest up to \$1 million each year to:

- » Support research on new strategies to better connect youth with the workplace.
- » Improve the delivery of up-to-date and relevant curriculum and course content.
- » Create new tools aimed at attracting students to trades and technical careers.

▣ Creating more work-based training

Students who have hands-on work experiences and opportunities to apply their learning and acquire employment-related skills are better prepared for entry into the workforce and better equipped to make training choices that fit with their interests and abilities.

We will work with employers, industry and education institutions to expand the opportunities available for students to gain work-based training.



We'll also look for ways to give young workers access to additional training to build their skills while they are on the job.

▣ **Preparing and matching British Columbians with jobs**

Through the Employment Program of BC and its 85 WorkBC Employment Service Centres across the province, we will offer British Columbians self-service and case management services tailored to their individual employment needs and interests. This includes targeting \$7.4 million to support apprentices during their training if they are an EI eligible British Columbian.

We will ensure WorkBC Employment Service Centres have up-to-date information on training and career opportunities in priority sectors, like LNG, and that counsellors are able to assist individuals in taking advantage of employment opportunities.

\$8 million has been made available through the Federal Labour Market Development Agreement to increase employment-targeted training and work experience through community and employer partnerships, information sharing, technology and innovative practices. Projects funded under the Community and Employee Partnership program are focused primarily on persons with disabilities, youth and Aboriginal people and the LNG sector.

▣ **Maximizing employer investment in Canada-BC Job Grant**

Our government has recently renewed its labour market agreement with the federal government. The new Canada-BC Job Fund, will work to directly connect skills training with employers and result in more jobs for Canadians. The centrepiece of the new agreement is the Canada-BC Job Grant. The Canada-BC Job Grant will provide government funds to match employer contributions to support employee skills training. Investments of up to \$5,000 by employers can be matched by up to \$10,000 in federal funding, resulting in as much as \$15,000 per person for training. We will be looking to maximize employer investments through this program to as much as \$19.5 million by year four of the six-year agreement in order to take full advantage of federal contributions.

▣ **Formalizing the role for Sector Advisory Councils**

Most major industries and economic sectors are represented on industry forums that give advice to government and educational institutions. The number of industry councils has been expanding in recent years because of the increased importance of skills training and development in all parts of the province.

We will rely on industry councils to validate labour market data and labour force projections. We'll also ask their advice on how to use the information to better guide our investments in training, equipment and facilities to make sure we are meeting industry needs and taking advantage of all opportunities.



▣ Increasing the number of apprenticeships in high-demand areas

We will direct \$10 million from the new Canada-BC Job Fund and Labour Market Development Agreement to increase the number of apprenticeships available in high-demand areas and in high-demand trades.

▣ Improving apprenticeship completion rates

We are working to ensure that apprentices have the support they need to complete their training and become certified trades professionals. We will continue to improve apprenticeship completion rates annually starting with a two per cent increase by June 2015.

▣ Sharing equipment and facilities for training

The technical needs, tools and skills requirements for industry are constantly changing. It is costly to provide students with state-of-the-art equipment and facilities for training and ensure they have the most current knowledge and skills. By developing strong partnerships between post-secondary institutions, educators and industry, we can create innovative ways to share facilities, equipment and staff to make sure that training is more relevant for students, better meets industry's changing needs and is available in more locations.

▣ Hiring more Apprenticeship Advisors

We will work with our current Apprenticeship Advisors to learn how to improve our apprenticeship training system and increase the number of apprentices. We'll also hire ten more Advisors to work throughout the province and support employers and apprentices.

▣ Work in partnership with the Government of Canada

As a significant economic driver in rural and remote regions, the resource industry has the potential to create thousands of jobs in British Columbia. And those jobs will require skilled workers. That's why the governments of B.C. and Canada signed a Memorandum of Understanding (MOU) on a Strong Resource Economy at the end of March 2014.

This new partnership lines up directly with *B.C.'s Skills for Jobs Blueprint*. The goals of the MOU are:

- » Gathering the best possible workforce information to better track and project job needs.
- » Harnessing the existing capacity of the education and training sector and the employer community to increase the number of skilled trade workers and professionals for the resources industry.
- » Increasing training and job opportunities for Aboriginal people and groups under-represented in the labour market.
- » Ensuring training investments are more responsive to employers' needs.

- » Reducing barriers to labour mobility and foreign credential recognition for workers who choose to move for jobs in the resources industry. To view the MOU, please see appendix two.

■ Making it easier for workers to move between major projects

We will bring major employers together to look at how we can develop processes that make it easier for workers to move from one major project to the next and maximize the employment opportunities available to B.C. workers. At the same time, we will work with apprentice training organizations across Canada to continue to harmonize apprenticeships so qualifications are consistent and recognized all across our country. Removing barriers to mobility for skilled workers is a key to better meeting industry needs and getting the right workers where they are most needed, when we need them.

Through the New West Partnership with Alberta and Saskatchewan, we have committed to ensure labour mobility among apprentices in all three provinces so that we can meet our mutual labour market interests.

■ Possibly increasing apprenticeship positions on public projects

Government is considering the feasibility of increasing the number of apprenticeships on major, public projects. A review is being conducted based on information from similar programs in Canada and the world. Based on the outcomes of this research, government will determine the best course of action for the province.

Applying the Blueprint to industry need

Over the next ten years, B.C. will see the development of hundreds of major projects, three-quarters of which are slated to take place in Northern B.C.

Large development initiatives rely on a skilled workforce. We need to give industry and investors confidence that we will be able to provide the right workforce, in the right place, at the right time.

We will meet the labour supply opportunity and challenge by:

- » Making the best use of our existing workforce through re-training and relocation.
- » Preparing the next generation of our workforce through re-engineering our education and training systems.
- » Creating a welcoming and stable labour environment that is attractive to workers from across Canada and from around the world.





Applying the Blueprint to LNG: The Right Skills, in the Right Place, at the Right Time

The LNG opportunity²

In September 2011, our government announced its intention to aggressively pursue liquefied natural gas' (LNG) potential to create jobs and boost our economy. To date, over \$7 billion in investments have been made by industry to acquire natural gas assets needed to support the LNG industry and make acquisitions to provide the foundation for the development of pipelines and LNG plants. It is estimated that

2 Occupation projections in this section are based on the LNG Occupation Projections by KPMG, April 2014.

another \$2 billion has been spent preparing for the construction of LNG infrastructure.

The Premier's LNG Working Group a roadmap for an LNG workforce

In 2013, Premier Christy Clark established the Premier's LNG Working Group with representatives from organized labour, industry, First Nations and the provincial government to develop a road map to ensure British Columbia has the skilled labour force it needs to seize the opportunity of the LNG sector.

Between November 2013 and March 2014, the Working Group's 18 representatives met and worked together to address some of the complex problems associated with LNG development. In April 2014, the Premier accepted all 15 of the recommendations contained in the Working Group's Final Report.

The Final Report's recommended strategies for LNG skills training in B.C. are:

1. *Develop an ongoing structure with equal representation from industry (including contractor associations), organized labour, First Nations, and governments to participate and enable the skills training and workforce planning issues leading to employment in the LNG opportunity. The structure should be established in co-ordination with other LNG workforce activities already underway.*
2. *Begin planning and training British Columbians immediately for the LNG opportunity.*
3. *Training should be co-ordinated throughout B.C. and Canada to maximize the effectiveness of the existing labour pool and lead to employment.*
4. *Identify and remove barriers to entry into training while supporting literacy and essential skills development to support local and B.C. work-based training and employment.*
5. *Increase the efficiency and effectiveness of the investment in training by leveraging successful government, union, and private training programs.*
6. *In conjunction with recommendation #7, industry, governments, organized labour, and First Nations should partner to conduct campaigns and career fairs in high schools, colleges and cultural centres on the LNG opportunity.*
7. *Promote awareness of job opportunities in B.C., including work-based training with a focus in rural, northern, and First Nations communities.*





8. *Establish an inventory of individuals currently in apprenticeship programs and other non-apprenticeship skilled workers seeking employment. Include in the inventory journeypersons who are available to provide mentoring and on-the-job training to apprentices.*
9. *Aspire to a goal of having 25 per cent overall of the apprenticeable trades workforce on LNG-related construction projects and whether funding for apprentices can come from industry and/or government. In addition, government should consider having a minimum number of apprentices on public infrastructure projects.*
10. *Review the approach used by private-sector unions with respect to apprentices and by First Nations with respect to training to determine if their approach can be improved or applied more broadly.*
11. *Explore and analyze projects that have used a mobile workforce. In addition, it is important to identify and resolve the barriers to worker mobility in relation to trades qualification and certification.*
12. *Target areas of opportunity by focusing on workers finishing construction or other projects in all areas of the province.*
13. *Explore best practices within the LNG sector and other competing industries with respect to the conditions necessary to attract a mobile workforce.*
14. *Develop a plan to support workers from other jurisdictions to stay in B.C.*
15. *Further refine and develop a process for the use of Temporary Foreign Workers in the context of an overall strategy that identifies the workforce needs of the LNG opportunity and immediately begins a skills training plan to develop as many British Columbian and Canadian workers as possible to meet those needs. The structure contemplated in recommendation #1 will be seized with the responsibility to refine and develop a process for the use of Temporary Foreign Workers.*

The recommendations from the Premier's LNG Working Group will help to guide the efforts of government, industry, labour and First Nations in working together to address the workforce challenges for the LNG sector. They are reflected in the B.C. LNG Workforce Plan.

To view the full Premier's Liquefied Natural Gas Working Group: Final Report: http://www.labour.gov.bc.ca/pubs/pdf/lng_final_report.pdf

British Columbia is committed to realizing the potential of the LNG industry to grow our economy and create good, family-supporting jobs. We recognize that one of the commitments industry is seeking from us is to demonstrate our capacity to provide the skilled workforce they require to capitalize on the significant investment they must make.

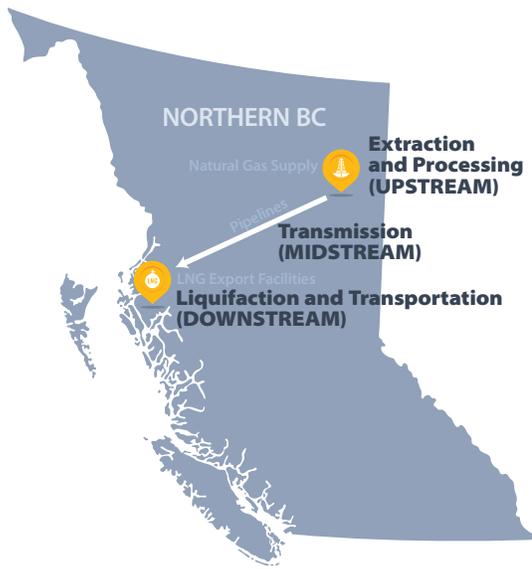
We have developed a plan for meeting the LNG industry's workforce challenges and we have engaged labour, industry, First Nations and government in the planning process. We will continue to work with these

partners moving forward and can assure industry that B.C. has the qualified and skilled workforce to meet the challenge.

We are committed to making sure British Columbians are first in line for the job opportunities associated with LNG development. This includes a particular focus on ensuring that Aboriginal people benefit fully from economic and labour market opportunities. It also means re-calibrating our apprenticeship system and re-engineering our education and training model to be more responsive to labour market demand.



Labour projections of the LNG sector³



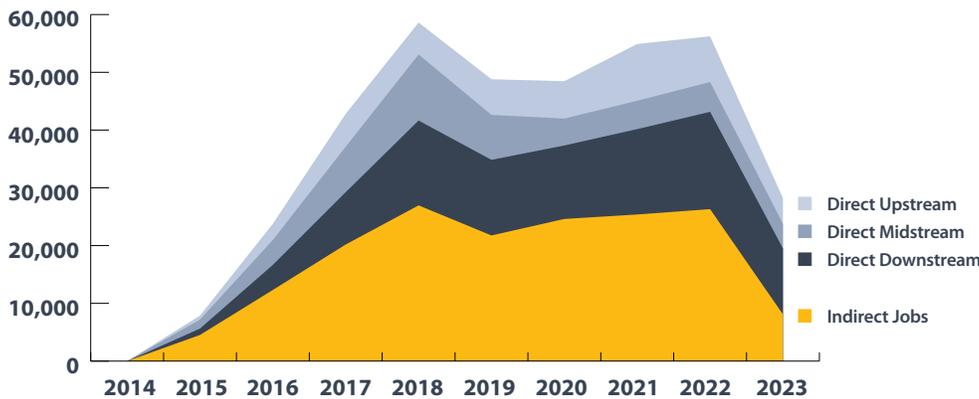
To demonstrate how labour market data can be used to align skills training and education programming with high-demand occupations, we have contracted KPMG to develop up-to-date workforce projections based for the emerging LNG sector. The projected workforce demand was created based on direct input from industry proponents including: Pacific Northwest LNG, Fortis BC, Apache Corporation, Shell Canada, BG Group, Spectra Energy Transmission, Chevron, Woodfibre, Imperial Oil, Progress Energy Resources Corp., Petroleum Human Resources Council, Petroleum Services Association, Canada, and the BC Natural Gas Workforce Strategy Committee.

The data provide detailed projections for specific occupations that will be in demand during the various stages of industry development. They provide multiple investment scenarios to provide greater latitude for policy and program planning purposes. Our latest data indicate that a scenario with five LNG plants constructed in B.C. between 2015-2024 would create a total industry investment of \$175 billion creating up to 100,000 jobs: 58,700 direct and indirect construction jobs, 23,800 permanent direct and indirect jobs for operations, and thousands more of induced jobs as a

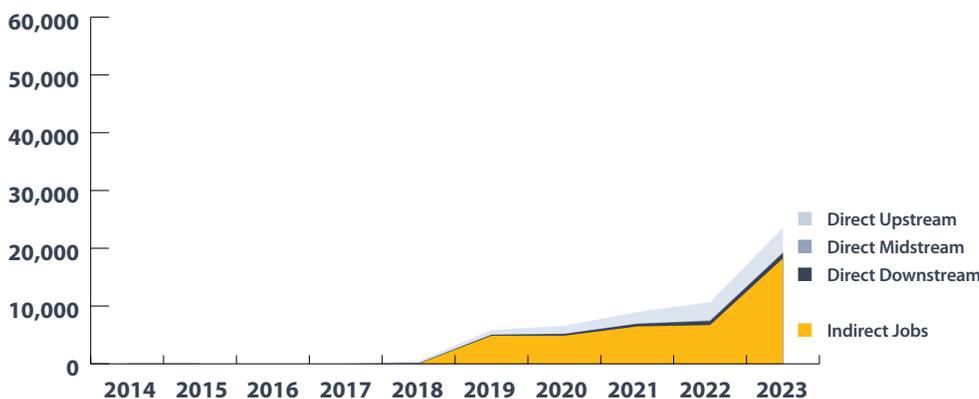
result of households having more income. This economic activity will contribute up to a trillion dollars to the province's GDP.

As the LNG projects mature and refine their project plans, the labour market data will similarly be refined. Adjustments to the skills training programming will continue to be modified to as needed based on new and updated data.

Aggregate Construction Employment per Project Stream



Aggregate Operations Employment per Project Stream

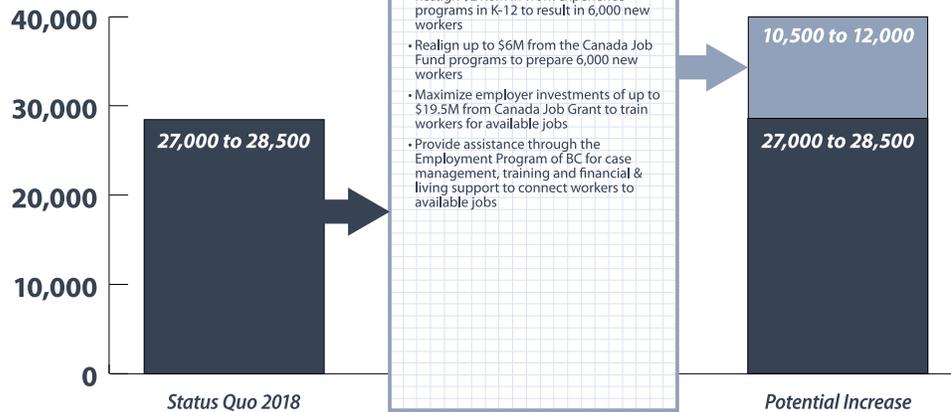


³ Occupation projections in this section are based on the LNG Occupation Projections by KPMG, April 2014

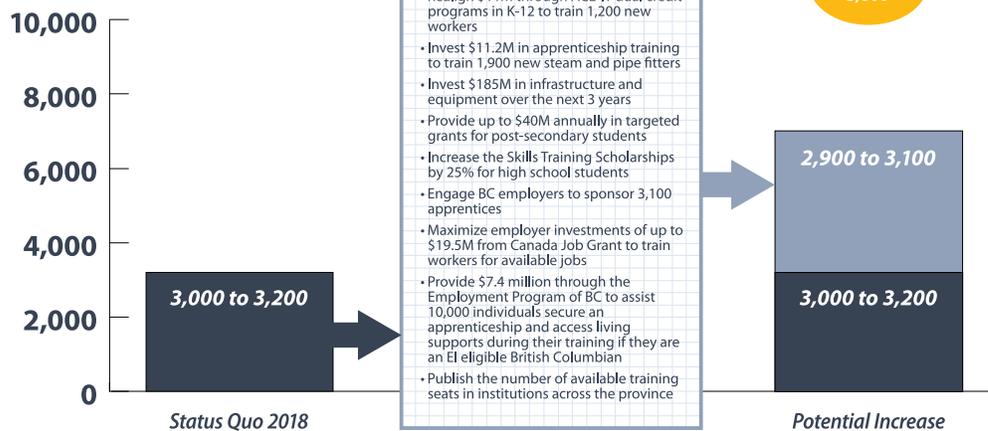
Top 10 LNG occupations required in 2018

We've taken the Blueprint and applied it to the Top Ten LNG occupations in 2018, but these numbers are good for all industries that require these occupations.

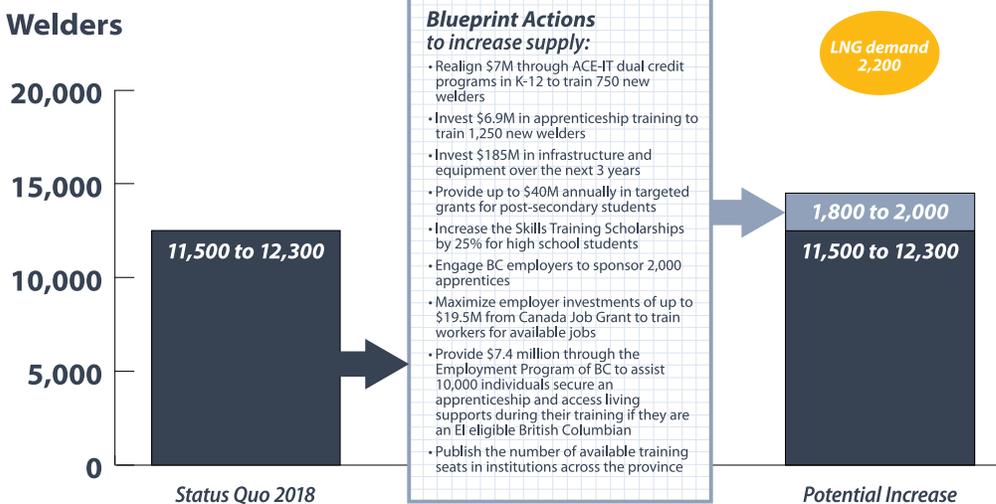
Construction Trades Helpers and Labourers



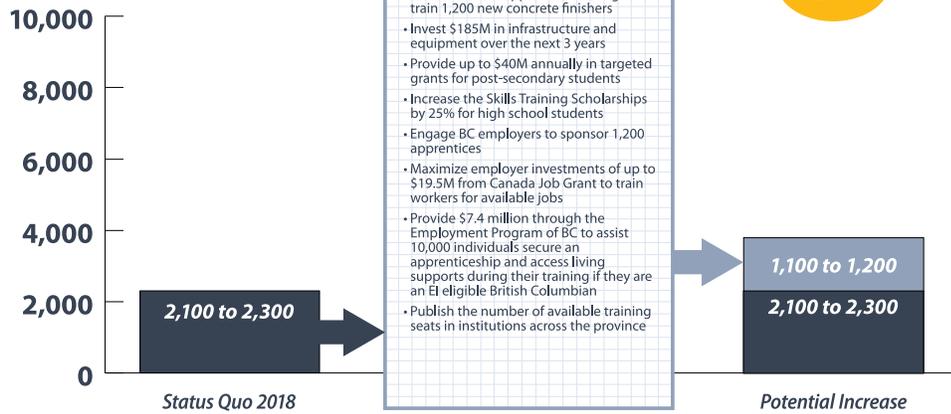
Steamfitters and Pipefitters



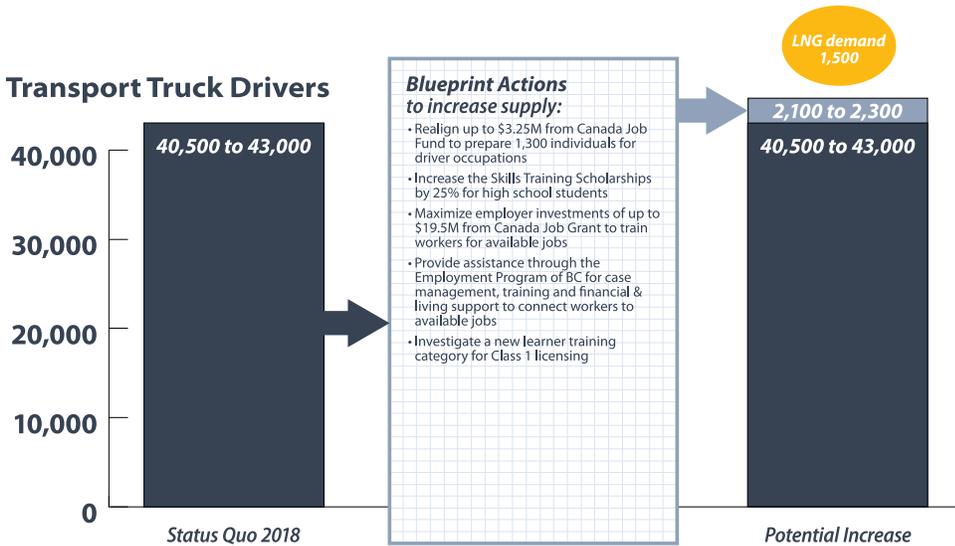
Welders



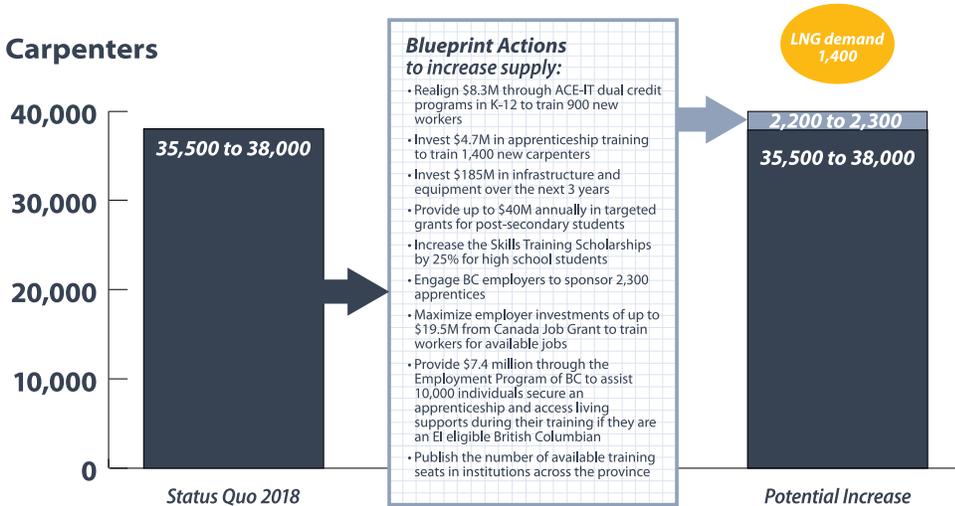
Concrete Finishers



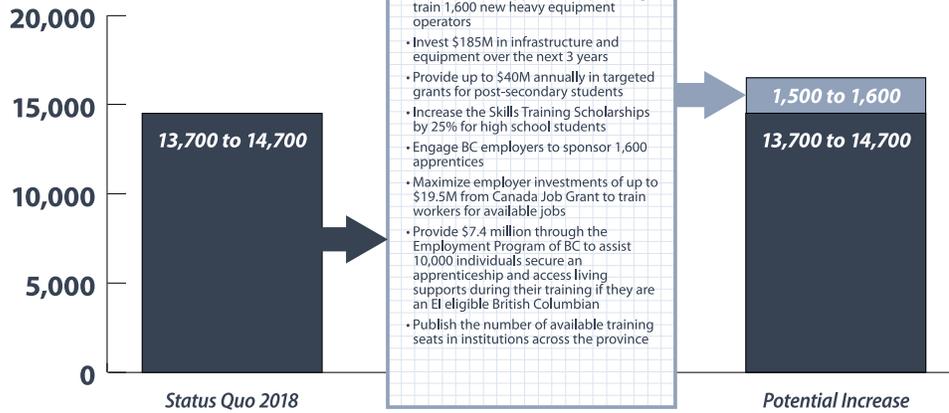
Transport Truck Drivers



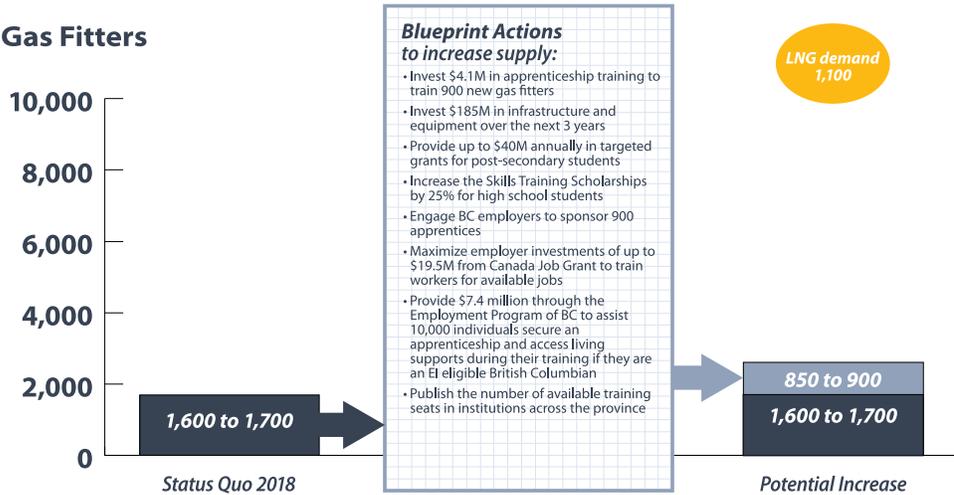
Carpenters



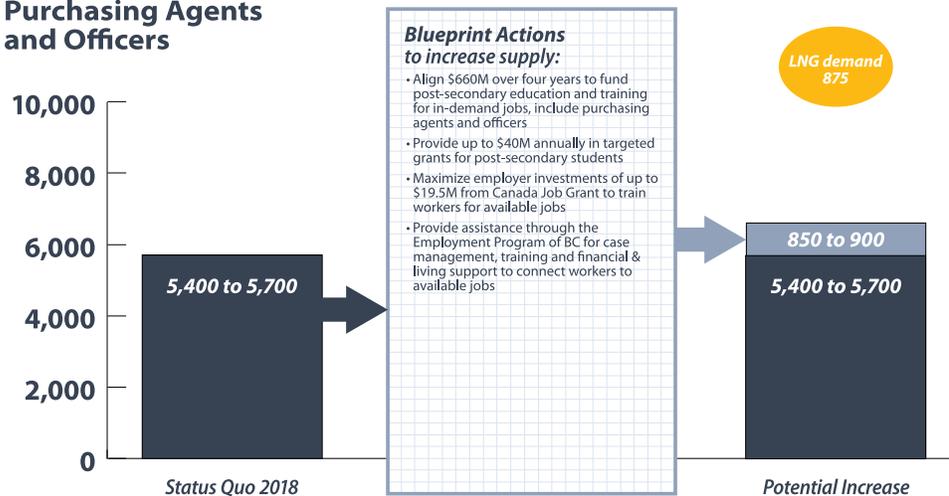
Heavy Equipment Operators



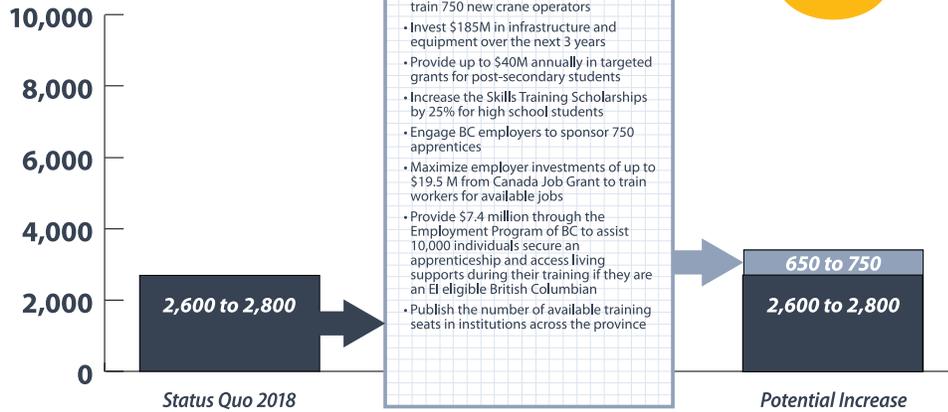
Gas Fitters



Purchasing Agents and Officers



Crane Operators



LNG upstream activity, which involves drilling and processing of gas for transport, is already employing 13,000 people. Another 5,300 direct new permanent jobs will be created to support operations across all LNG sectors.

Fully exhausting B.C.'s existing workforce supply is our first priority, but we know that even if we are 100 per cent successful in matching our existing labour force to job opportunities, we may still face a labour shortage at certain points in the LNG construction and development cycle.

To meet the job opportunities created by the LNG sector, we will need to fully utilize our local supply of British Columbia workers. We will also need to recruit skilled workers from across Canada, use new immigrant Canadians, and only when absolutely necessary, temporary skilled international workers for temporary jobs..



Maximize British Columbia's workforce

British Columbians will be first in line for job opportunities in B.C. At peak construction in 2018, we will require 58,700 workers.

We are making significant shifts in our education and training sector to make it more responsive to high-demand sectors like LNG. We are targeting funding and making strategic investments to increase our training capacity, adjust our program offerings to respond to employers' changing needs and provide students with education and support at all stages from school to work.

We are re-engineering our apprenticeship system and breaking down barriers between our trades training and education sectors so that our students are able to explore a full range of workforce and training options.

A HEAD-START TO HANDS-ON LEARNING IN OUR SCHOOLS

Giving students a head-start through earlier exposure to trades and making it easier for them to get started on training will get young workers

from learning to earning more quickly and provide more skilled workers for the LNG workforce.

We will designate the \$10.5-million BC Education Plan grant to districts for skills training and work with them to:

- » Increase the number of seats in the ACE-IT program that lets students in high school get graduation credit for trades foundation courses taken in high school.
- » Provide students with relocation subsidies so they can get training where seats are available.
- » Support regional partnerships.
- » Train teachers as trades foundation instructors.

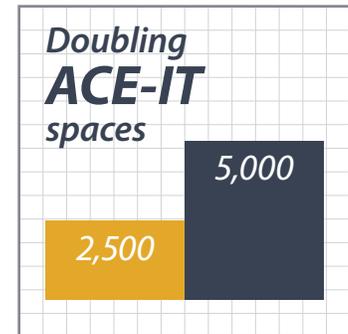
We will expand WorkBC. WorkBC (*workbc.ca*) is an online access point to the world of work in British Columbia. Currently it serves over 650,000 users per month. WorkBC helps people find jobs, explore career options and improve their skills. It also helps employers fill jobs, find the right talent and grow their businesses. WorkBC offers a comprehensive database of B.C. job postings, career tools, job-search tips and information on employment programs. The popular and valuable online resource will be expanded to include a section specifically dedicated to youth. This world-class online resource will support our LNG workforce plan by providing expanded LNG sector information.

Features include:

- » WorkBC offers employers a comprehensive job bank that lets them post ads for free. It also has up-to-date information on labour laws and regulations and information on tax credits, loans and grants available to support them.
- » The site features 18 detailed industry profiles including construction, oil and gas and transportation.
- » The website features more than 500 detailed job profiles including LNG-related skills trades such as pipefitters, welders, heavy equipment operators, transport drivers and construction trades. These are kept up-to-date and added to in response to labour market trends and industry needs.
- » Site users can access more than 60 CareerTrek videos that help bring occupations to life. These include a range of LNG-related skills and trades.

We will expand dual credits in our schools to get students trained quicker through partnerships between school districts and local colleges.

We will provide funding for apprenticeship Trades Ambassadors to visit students in their schools and communities to promote trades careers in sectors such as LNG and give students first-hand information.



Reform Gr. 10-12
High School
Graduation
Personalized
graduation
plan



Increasing
Skills Training
scholarships



Up 25%

Investing
in **Programs**

\$6.6M
for critical
trade seats

Create
LNG
opportunities for
Aboriginal
people

We will reform Grade 10-12 graduation requirements. As a result, we'll graduate more students with skills and knowledge that apply both to academic studies and trades and technical training resulting in more students pursuing high-demand trades for the LNG sector.

We will increase scholarships dedicated to skills training by 25 per cent. This will help those students facing financial barriers take skills training in high-demand occupations.

A SHIFT IN EDUCATION AND TRAINING TO BETTER MATCH WITH JOBS IN DEMAND

We will target our student financial aid programs and make available \$40 million per year for student aid programs to target LNG and other occupations that are in high demand. The BC Access Grant will provide up-front money to cover relocation costs and tools, the BC Completion Grant will provide loan reductions for students completing training and the Loan Forgiveness Program will be expanded to include students entering high-demand occupations, such as LNG, who move to remote parts of the province.

This year, government will target \$40 million of post-secondary operating grants to target training in high-demand occupations including the LNG sector. This aligned funding will increase to \$90 million next year and over the next three years it will increase until it reaches \$270 million, or 25 per cent of total operating funding.

Government will spend an additional \$6.6 million to pay for more critical trades seats. This ten per cent increase will significantly reduce waitlists for the top LNG trades training spaces.

We will make \$3 million available every year for competitive bids for training providers to offer project-based youth training. This training will be targeted to meet the job requirements in high-demand sectors like LNG.

We will commit \$3.5 million each year to get youth into the workforce through the renewed Canada-BC Job Fund with the federal government. Programs like Bladerunners, Youth Skills and a potential Bladerunners for the emerging LNG industry will give youth a hand getting into the workforce to obtain on-the-job experience and training.

We are taking innovative measures to reach out to Aboriginal youth in their communities and work with them to make sure they have the education, training and support they need to find their place in our economic future by:

- » Establishing and supporting networks of Aboriginal youth workers at the regional and provincial level.
- » Supporting community-based delivery of training for Aboriginal youth. and under-employed Aboriginal people.

- » Using the Labour Market partnerships funding to support Aboriginal communities' education and training services.
- » Working with the Aboriginal youth to develop skills training programs, policies and support services needed to ensure Aboriginal youth are supported to enter the job market.
- » Linking the ITA Aboriginal Advisory Council with Aboriginal youth and other partners to provide advice on ways to address the challenges facing Aboriginal youth.
- » The Ministry of Education will work with FNEESC and First Nations Schools Association to ensure skills and trades information is available to students attending band-operated schools. B.C., together with the federal government and First Nations as represented by FNEESC, is implementing the Tripartite Education Framework Agreement, which includes a focus on ensuring smooth transitions for Aboriginal students moving between the First Nations and B.C. public school systems.

\$185 million of government's spending on post-secondary facilities and equipment will be specifically aligned to support skills and trades training in areas such as LNG skills development.

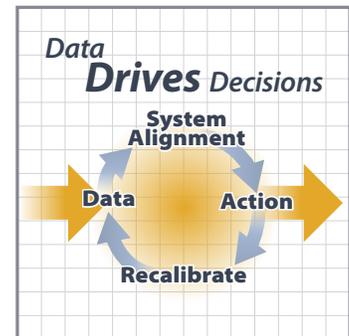
A STRONGER PARTNERSHIP WITH INDUSTRY AND LABOUR TO DELIVER TRAINING AND APPRENTICESHIPS

To better match training and education with industry needs and provide the best and most up-to-date information on labour market trends to educators, counsellors, students and their families, the Ministry of Jobs, Tourism and Skills Training will expand its current team of professionals who obtain and analyze labour market information. Up-to-date labour market information will be used to guide government decision-making and target funding and identify high-demand occupation trends.

We need to do more to actively encourage employers to step up to become sponsors. Online tools like WorkBC will make it easier for employers to post apprenticeship jobs and opportunities and to enrol as sponsors. We will pursue changes to enable apprentices to train under more than one employer during the term of their apprenticeship, and we'll use industry Sector Advisory Councils to involve industry in taking a stronger role in apprenticeship planning and promoting employer sponsorships.

We will take advantage of emerging technology and training innovations to meet industry demands for skilled workers and provide instruction to students in remote locations through the use of technology such as video conferencing. Particular emphasis will be on high-demand occupations for the LNG sector in Northern B.C. We will encourage in-camp training by providing online instruction and simulation equipment that allows students to learn at their own pace, at any time and in any location with internet access. Work sites are the classrooms of the future.

\$185M targeted
for **skills and trades training infrastructure and equipment**





We are reaching out to First Nations' communities to provide them with information on workforce opportunities.



We will harness the Employment Program of BC. The Employment Program of BC provides services to all British Columbians, dependent on eligibility, to prepare them to become job ready and find sustainable employment. Services are delivered through 85 WorkBC Employment Service Centres across the province with self-service and case management services tailored to individuals' employment needs and interests. The Employment Program of BC also offers assistance, such as living supports, to apprentices during their training if they are an EI eligible British Columbian.

We will ensure WorkBC Employment Service Centres have up-to-date information on training and career opportunities in the LNG sector and that counsellors are able to assist individuals in taking advantage of employment opportunities.

We will harness the Community and Employee Partnership Program. \$8 million has been made available through the Federal Labour Market Development Agreement to increase employment-targeted training and work experience through community and employer partnerships, information sharing, technology and innovative practices. Projects funded under the Community and Employee Partnership program are focused primarily on persons with disabilities, youth and Aboriginal people and the LNG sector.

We will direct \$10 million from the new Canada-BC Job Fund and Labour Market Development Agreement to increase the number of apprenticeships available in high-demand areas and in high-demand trades with an emphasis on the LNG sector.

We will encourage the development of strong partnerships between post-secondary institutions, educators and industry to create innovative ways to share facilities, equipment and staff to make sure that training better meets industry's changing needs.

We will hire ten more Apprenticeship Advisors to work throughout the province and support employers and apprentices.

We will work with major employers to develop processes that make it easier for workers to move from one major project to the next – maximizing the employment opportunities available to B.C. workers.

We will work with apprentice training organizations across Canada to continue to harmonize apprenticeships across Canada and better respond to high-demand areas like the LNG sector.

We will work with First Nations and Aboriginal communities to realize the potential of Aboriginal youth and under-employed Aboriginal people to realize opportunities in emerging sectors like LNG by:

- » Supporting skills training for urban Aboriginal people through the Off-Reserve Aboriginal Action Plan.
- » Engaging with First Nations and Aboriginal organizations to gather information on barriers and best practices that will be

shared across government to help in the development and delivery of skills training programs to Aboriginal people.

- » Providing ongoing research that supports skills training for Aboriginal people.
- » Providing five new Aboriginal Apprenticeship Advisors to work at recruiting and supporting Aboriginal apprentices.

More than 40,000 Aboriginal British Columbians aged 15-64 live in our Northern communities and almost half of all the Aboriginal people in the province are under the age of 25⁴. Aboriginal people are the youngest and fastest growing population group in the province. They are a huge pool of new talent. We will work with Aboriginal communities and organizations to significantly increase their participation in the workforce. We are developing an approach to Aboriginal skills training, guided by our Ministry of Aboriginal Relations and Reconciliation (MARR), in conjunction with other provincial ministries, the federal government and Aboriginal partners.

This skills training approach has a Northern stream that is focused on the LNG and mining sectors. MARR negotiators working on LNG agreements with First Nations are gathering information from First Nations on barriers and best practices that is being shared across government to help in the development and delivery of skills training programs to Aboriginal people. MARR is also helping develop a comprehensive listing of programs and supports services available for Aboriginal people who want to access skills training.

We are reaching out to First Nations' communities and Aboriginal organizations to provide them with information on workforce opportunities and developing targeted labour market programming. Through the ITA and its Aboriginal Advisory Committee, we are creating an Aboriginal Apprenticeship Strategy to increase the numbers of Aboriginal apprentices and successes in trades.

We are working on a variety of fronts with the goal of increasing Aboriginal student training completion and transition to the workplace by two per cent a year. Over the next ten years, we are aiming to have 15,000 more Aboriginal youth working across the province. Many of these young Aboriginal workers will work in Northern communities and directly or indirectly support LNG development.



4 Statistics Canada, 2011 National Household Survey, Statistics Canada Catalogue no. 99-011-X2011026



Recruit from across Canada

We know that people want to work and live in B.C. LNG presents an opportunity to attract skilled workers from across Canada who want to relocate because of the quality lifestyle and well-paying and exciting work opportunities our province and our employers have to offer.

As signatories to the Agreement on Internal Trade (AIT), we have established full labour mobility for workers in regulated occupations across Canada, and the B.C. Labour Mobility Act requires all provincial regulatory bodies to operate in a manner that respects labour mobility provisions. For example, an engineer from Ontario can move to B.C. to take advantage of the LNG opportunity and have their existing credentials easily recognized. In addition, the national Red Seal trade designation provides labour mobility for trades workers so that they can work anywhere in Canada.

Promotion and Attraction

In support of the Premier's LNG Working Group recommendation #14, we are taking actions to support workers from other jurisdictions to stay in B.C.

- » Expand WorkBC marketing across Canada, with a particular focus on areas from where B.C. historically attracts workers, such as Ontario and Atlantic Canada.
- » Make WorkBC and Blueprint LNG promotional materials and youth awareness packages, like #FindYourFit, broadly available across Canada.

Training Co-ordination & Credential Harmonization

In support of recommendation #3 from the Premier's LNG Working Group, we are working to co-ordinate training across B.C. and Canada to maximize the effectiveness of the existing labour pool and lead to employment by:

- » Harmonizing apprenticeship training across Canada by creating common standards, processes and outcomes in collaboration with other provinces and the federal government.
- » Through the New West Partnership with Alberta and Saskatchewan we have committed to ensure labour mobility among apprentices in all three provinces so that we can meet our mutual labour market interests.

Utilize skilled international workers

The workforce demand is so great that even after we fully utilize all of B.C.'s and Canada's workers, we know we will need to rely on skilled international workers in certain circumstances, for temporary jobs.



B.C. is working closely with the federal government to increase the number of skilled international workers and their families through a variety of permanent immigration streams. In addition to immigrants, we know we will also require some temporary workers to meet labour market demand during peak periods of project construction. Where Canadians and permanent residents are not available, B.C.'s LNG workforce strategy approach will support the use of the Federal Temporary Foreign Worker Program.

We are also making Foreign Qualifications Recognition (FQR) investments in high-priority occupations related to the LNG sector, such as engineers and technologists, so that internationally skilled workers can be a part of the supply solution.

Increase Number of Permanent Skilled Workers

- » Work with the federal government to position B.C. as an early adopter of the new federal express entry immigrant intake system to increase the number of economic immigrants entering B.C.
- » Advocate to the federal government for an increased allocation of Provincial Nominees to meet our unique labour market demands and job openings in high-demand areas.

Process for Use of Temporary Foreign Workers

- » As a follow up to recommendation #15 from the Premier's LNG Working Group, refine and develop a process for the use of Temporary Foreign Workers within a broader overall LNG workforce strategy that is focused on employing British Columbians first.
- » Once the protocol is established, B.C. will initiate strategic use of the authorities in the Canada-BC Immigration Agreement to expedite the entry of temporary foreign workers in high-demand occupations.

Investments in Foreign Qualifications Recognition

- » Continue to focus investments on key LNG occupations. Major projects are planned for 2014-15 with the Association of Professional Engineers and Geoscientists and the Applied Science Technologists and Technicians of B.C. These investments are expected to result in quicker and more efficient certification for internationally trained workers, allowing them to work in their occupation of choice and support high-demand sectors like LNG, as soon as possible.
- » Complete review of the FQR process to identify barriers to provincial certification in high-demand permanent LNG occupations and implement an Action Plan in 2014-15 to take immediate actions specific to the LNG sector.

Conclusion

Our Blueprint sets out our ambitious plan for re-engineering our education and training system to support our growing economy and help British Columbians take full advantage of the opportunities in our changing economy.

It also addresses the specific challenges associated with the development of liquefied natural gas industry in our province and draws on the collaborative efforts of government, industry, labour and First Nations and Aboriginal people in proposing solutions.

The Blueprint proposes actions for all parts of our education and training sector – from elementary school to post-secondary education and training. It invites the participation of all partners – students, families, educators, employers, industry and labour, and it sets a common goal to put British Columbians first in line for jobs and provide support to those struggling to find their fit in our workforce.

The actions build on a decade of capital investment in our schools and world-class post-secondary system. It sets out an innovative and results-focused path for our education and training system through the next decade. It draws on best practices from within the province and beyond and challenges all partners to work together to focus our resources on delivering tangible results and making strategic investments based on the needs of employers and industry.

We have set clear targets in our Blueprint and will be monitoring progress. We will also report out regularly to the public, education and training sectors, employers, industry and labour to let everyone know if we are achieving our targets.

The aim of all our planning and efforts is to get our growing economy working for all British Columbians by making it easier for British Columbians to get working.

Appendix 1

Summary of ITA Review Final Report recommendations

1. Government should introduce annual and multi-year planning to define province-wide sectoral and regional labour market demand targets for sectors and high priority trades that fall under ITA oversight. Planning should clearly identify fixed factors such as demographics, and variable factors, such as economic assumptions. Through this planning, government should set galvanizing targets for the overall outcomes of the system. Industry should be involved in endorsing the planning process in advance, including data sources and assumptions (see Recommendation 12 regarding Sector Advisory Councils).
2. Clear sectoral sub-targets should be set by government to address the potential to increase participation from aboriginal communities, and from the K-12 system. Annual evaluation of overall system outcomes should pay close attention to whether these sub-targets are being met.
3. The remaining projected trades-related supply/demand deficit should be analyzed to determine a minimum necessary target to be filled by temporary foreign skilled workers by sector.
4. As a separate initiative, the planning process should also be used to assess whether the right proportion of available funding is directed to trades training versus other academic and vocational programming, based on projections of relative labour market demand and costs of programming.
5. Government should confirm that its own decisions will be aligned with these targets in every way, and reinforce that every partner in the system has a role in meeting them. In addition:
 - a. Government should no longer independently direct training funding to post-secondary institutions (PSIs) or other organizations but instead empower accountability within the ITA for both decisions and outcomes. This will require transferring existing base and discretionary funding from AVED so overall funding levels are not reduced.
 - b. Capital funding decisions made by AVED related to trades must be directly linked to the same planning process and identified strategies to meet targets.
 - c. An appropriate portion of Labour Market Agreement (LMA) and Labour Market Development Agreement (LMDA) funding should be moved to the ITA, and integrated into its planning process to meet outcome targets.

- 6.** Government should create a cross-ministry shared services mechanism to ensure alignment of funding decisions, including, but not limited to, trades training.
- 7.** The ITA should be retained as a Crown Agency, with its current role re-confirmed.
- 8.** The Province should take steps to resolve any competing authority of PSIs to set program standards, if necessary introducing legislative change to clarify the roles and responsibilities of the ITA.
- 9.** Memorandums of Understanding (MOUs) should be formalized between the ITA and the BC Safety Authority and the BC Association for Crane Safety regarding co-operation to avoid overlap or conflict in certification responsibilities.
- 10.** The Trades Training Consortium of BC should no longer be designated as a Crown Agency.
- 11.** The employer engagement, training plan validation, and standards/program development setting functions of Industry Training Organizations (ITOs) should be brought into the ITA, with industry expertise and the infrastructure of industry subject matter expert committees that ITOs have developed to inform standards development/updating incorporated into the ITA's core functions.
- 12.** Sector Advisory Councils should be created to increase the direct role of industry in planning and decision making. Councils should strive for representation by employers rather than employer associations or consultants, and should include organized labour.
- 13.** The ITA Board should be re-constituted in the immediate term to reflect the following membership:
 - a.** rejuvenation of board members; and
 - b.** broad sectoral representation (although not on an "equal" or "interest-based" formula); and
 - c.** long-term industry/trades experience, ideally at a senior level; and
 - d.** inclusion of individuals with knowledge and experience in labour organizations; and
 - e.** recognition by others as having demonstrated personal leadership achievements related to the goals of the system (e.g. innovative accomplishments in recruitment, training and retention of workers; partnerships between employers, trainers, equipment manufacturers or others); and
 - f.** strong capability to fulfill Board responsibilities (knowledge and experience in the role and functions of an effective Board); and
 - g.** widely recognized by others as a "corporate" player who can bring past experience yet rise above individual interests to focus on overall outcomes...

14. Organized labour should be recognized in the definition of “industry”.
15. Sector Advisory Councils should be asked to advise government on the relevance and need for specific policy directions for each sector, with resulting recommendations backed up by clear evidence relating to projected impact on achieving demand/supply alignment targets. These policy issues may include the need for re-introduction of compulsory certification, apprentice quotas/ratios, expanded opportunities for challenging for trades credentials, etc.
16. Working with its partners and users, the ITA should develop a clear and simple Service Charter to guide its operations, standards of service quality and to serve as the basis for annual feedback from users, system partners, and internal employees.
17. Government’s Letter of Expectations to the ITA, and its approval of the ITA Service Plan, should set out outcome-based measures rather than general objectives. Key performance indicators for the ITA should be tightly linked to meeting labour market demand targets, as well as achieving high feedback scores from its users.
18. Involving Sector Advisory Councils and with input from training providers, the ITA should implement a new evidence-based, multi-year planning process to set priorities and allocate funding in direct alignment with demand/supply targets.
19. Through its annual training investment planning process, the ITA should work towards providing greater multi-year planning certainty for training providers. Involving advice from Sector Advisory Councils, the ITA should eliminate the present system of fiscal year-end holdbacks for courses that are not delivered by public training institutions and instead consider introducing new flexibilities for training providers including variable class sizes.
20. Government should consider the introduction of mechanisms to enable the ITA to undertake multi-year budgeting, with any surplus returned to government periodically.
21. The ITA should identify and apply internal cost savings to more rapidly introduce a larger number of regional advisors to co-ordinate, track and support apprentices, and liaise with employers and other partners such as training providers and the K-12 system. A minimum target of 15 advisors should be introduced within the next calendar year.
22. The ITA should develop a plan for improved data collection and reporting, focusing on accuracy and the ability to track registrants in the system more effectively. This data should be used to evaluate the effectiveness of programs and be provided annually to government to supplement other data sets to track demand/supply alignment.
23. Consideration should be given to the introduction of a new group training organization within the ITA geared towards SMEs.

- 24.** Similarly, the ITA should consider creating an internal group training organization with a specific focus on achieving targets to increase participation for all sectors from Aboriginal communities.
- 25.** Industry sectors and employer associations should be encouraged to work together with ITA, PSIs and the K-12 system to improve the culture of trades and bridging into training and employment for youth.
- 26.** Government should lead an initiative with the broader public sector to analyze future workforce needs in relation to the trades, and to explore the potential for a collaborative plan to increase the number of apprentices employed in the public sector, including possible joint sponsorship and shared work experience opportunities.
- 27.** Government should assess the opportunity to enhance bid criteria on public sector procurement projects in relation to apprentice quotas.
- 28.** The Ministry of JTST and the ITA should jointly host an annual Innovation Forum where leaders from training institutions, the K-12 system, First Nations' communities, employers and other stakeholders can learn from each other and make new connections to work together.
- 29.** A 90-day transition plan should be developed with the participation of an oversight committee of industry representatives to ensure smooth and transparent implementation.

Appendix 2

Intergovernmental Memorandum of Understanding (MOU) between the Government of Canada and the Government of the Province of British Columbia on a Strong Resource Economy

CONTEXT

The Government of Canada and the Government of the Province of British Columbia are committed to work together in the spirit of partnership on labour market matters of national significance.

The resources industry is a significant economic catalyst in rural and remote regions that is becoming increasingly important to British Columbia's economy and strategically important to Canada's economic future. Moreover, responsible resource development plays an important role in the economic and social well-being of hundreds of Aboriginal communities across Canada, including British Columbia.

Many potential resource projects are located in, near or pass directly through Aboriginal communities and First Nations territories. Ensuring that Aboriginal people can participate in and benefit from emerging opportunities in natural resources sector is critical to the success of many of the natural resource projects.

Both orders of government are committed to working collaboratively with the resources industry employers and unions, communities -- including First Nations communities, the education and training sector and other domestic and international partners -- to develop the workforce the resources industry will need in the years to 2020 and beyond. This includes providing supports to address many of the barriers to labour market participation faced by Aboriginal people, and encouraging greater participation and investments by employers in skills training.

Canada, including British Columbia, has a unique and time limited opportunity to expand its energy export industry that will generate billions of dollars of investment, create thousands of jobs, and strengthen Canada's global reputation as an energy leader. The increased global demand for new and expanded energy sources, including liquefied natural gas (LNG), has created a highly competitive global environment, requiring Canada and British Columbia to move quickly and responsibly to ensure Canada's energy industry is export ready. Canada's other resource industries such as mining and forestry continue to expand and provide strong economic opportunities as well.

This strategic partnership will help give communities and investors confidence to proceed with energy development projects, including those related to LNG. The new Canada-British Columbia Jobs Fund is among several innovative measures at the heart of the Canada-British Columbia resources industry workforce strategy as we agree to work cooperatively to build a strong and adaptable workforce to meet the needs of the resources industry in British Columbia.

OVERARCHING OBJECTIVES

Through this new strategic partnership, Canada and British Columbia will build on a successful foundation of cooperation on labour market development to ensure that British Columbians and other Canadians are first in line for jobs in British Columbia's fast growing resources industry. This includes Aboriginal people.

This new partnership approach to workforce development will require a coordinated effort, and the creative use of tools within each government's respective areas of responsibility, with a view to:

1. *gathering the best possible workforce information to better track and project job needs;*
2. *harnessing existing capacity of the education and training sector and the employer community to increase the number of skilled trade workers and professionals for the resources industry;*
3. *increasing training and job opportunities for Aboriginal people and groups under-represented in the labour market;*
4. *ensuring training investments are more responsive to employers' needs; and,*
5. *reducing barriers to labour mobility and foreign credential recognition for workers who choose to move for jobs in the resources industry.*

AREAS OF COLLABORATION

1. Gather the Best Possible Workforce Information to Better Track and Project Job Needs

Collect, analyze and share the best possible community, regional, provincial and national workforce data, including administrative data from each jurisdiction, to improve the tracking of current job needs, and enhance job projections.

This will include working with industry to build on work already underway and, as needed, initiating new work to understand industry's current and future workforce needs and the extent to which skills training initiatives are meeting industry's needs for skilled workers.

Information will also be used to inform student career decisions and support job matching between employers and job seekers in the industry.

2. Harness Existing Capacity of the Education and Training Sector and the Employer Community to Increase the Number of Skilled Trade Workers and Professionals for the Resources Industry

This will include activities that focus on significantly increasing students' awareness of and enrolment in studies for careers in the resources industry; working multi-laterally with other provinces and territories to harmonize apprenticeship training; leveraging skills training investments under the new Canada-British Columbia Job Fund; and, reorientation of the Canada-British Columbia Labour Market Development Agreement towards labour market demand.

This will also include working with employers, regulators and other stakeholders to enhance qualification pathways in the skilled trades; as well as, facilitating employer – education partnerships for better employment pathways for students, and encouraging greater employer investment and participation in skills training.

3. Increase Training and Job Opportunities for Aboriginal People and Groups Under-represented in the Labour Market

Work in partnership with employers, employment service providers and Aboriginal communities to increase the participation of under-represented groups, notably Aboriginal people, persons with disabilities, and also women in resource sector opportunities.

This will include targeted training-to-employment initiatives for opportunities in the resources industry with significant involvement of employers, employment services providers, and other key stakeholders. This could also include a re-oriented Labour Market Agreement for Persons with Disabilities to increase job opportunities by better addressing employers' needs.

This will also include bridging programs and supports, linked directly to jobs in and around Aboriginal communities; culturally-relevant programs to address life skills and employment readiness; and, working with employers to ensure culturally-relevant supports are available for Aboriginal employees in the workplace. Existing best practices will be modelled and scaled, where possible.

4. Ensure Training Investments Are More Responsive to Employers' Needs

Forge stronger ties between the resources industry employers and British Columbia's education and training sector, and increase the role of employers in workforce development.

This will include working directly with employers to increase sponsorship of apprentices in the skilled trades, with a particular focus on up-skilling existing workers to ensure the current workforce acquires skills for emerging jobs in the resource sector.

5. Reduce Barriers to Labour Mobility and Foreign Credential Recognition for Workers Who Choose to Move for Jobs in the Resources Industry

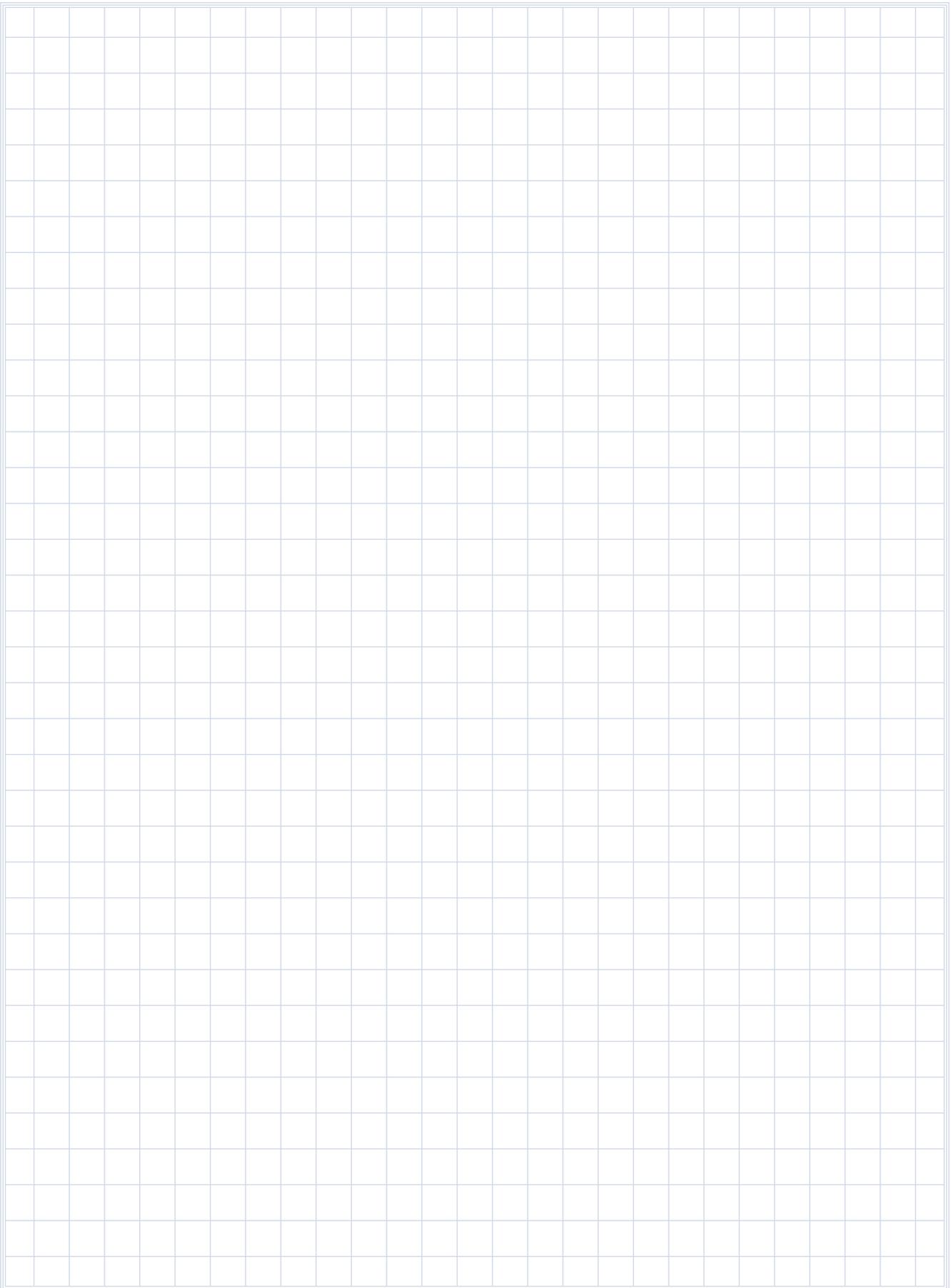
Work in collaboration with other provinces and territories, through the Forum of Labour Market Ministers, to reduce barriers to mobility of skilled workers, particularly those in the resource industry.

This will include continued efforts to harmonize apprenticeship training and trades qualification requirements across jurisdictions and accelerated efforts to improve credential recognition for foreign-trained workers in the resources industry.

Canadians and Permanent Residents should always have the first chance at available jobs. However, in cases where employers can clearly demonstrate that domestic workers are unavailable, employers may seek to hire temporary foreign workers but will need to have a plan in place to transition to a domestic workforce.

This MOU is not a contract and does not create legal or financial obligations binding on Canada and British Columbia.

Governments will resolve differences in relation to this MOU, including any question regarding its interpretation or application, through consultation and consensus.

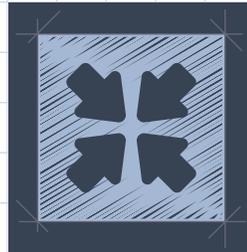




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