



B.C. Building Supply Industry Sector Engagement *Final Report*

March 2022



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Prepared by R.A. Malatest & Associates Ltd. on behalf of the Building Supply Industry Association of B.C.

The views and opinions expressed in this report are those of its author(s) and not the official policy or position of the Government of British Columbia.



TABLE OF CONTENTS

1	BACKGROUND & INTRODUCTION	1
1.1	About the Building Supply Industry.....	1
1.1.1	About BSIABC	1
1.1.2	BSIABC Activities	1
1.1.3	BSIABC Governance and Project Involvement	1
1.2	Sector Engagement and Labour Market Study	2
1.2.1	Phase I	2
1.2.2	Phase II	2
2	FINDINGS.....	3
2.1	Structure of the Labour Market	3
2.1.1	Entry Points and “Pipelines” Into Sector.....	3
2.1.2	Training and Education Needs Among Workers	3
2.1.3	Key Occupations.....	5
2.1.4	Drivers of Demand for Labour	5
2.2	Current Challenges	6
2.2.1	Recruiting and Hiring	6
2.2.2	Succession Planning	6
2.3	Labour Market Information Needs.....	7
2.3.1	Wage and Compensation Data	7
2.3.2	Diversity and Inclusion	7
3	SUMMARY AND DIRECTION FOR PHASE II.....	8
3.1	Key Issues for the Sector	8
3.2	Recommendations for Phase II Priorities	8
3.2.1	Scope of Sector Vacancies	8
3.2.2	Wage and Compensation Data	9
3.2.3	Retention and Progression Plans	9
3.2.4	Education, Training and Mentorship Requirements.....	9
3.2.5	Diversity and Inclusion	9

APPENDIX A: GOVERNANCE COMMITTEE

APPENDIX B: PHASE I PARTICIPANTS

APPENDIX C: KEY INFORMANT INTERVIEW GUIDE

APPENDIX D: ROUNDTABLE DISCUSSION / FOCUS GROUP GUIDE



1 BACKGROUND & INTRODUCTION

1.1 **About the Building Supply Industry**

The building supply industry in B.C. encompasses manufacturers, distributors, and retailers working in spaces that provide building materials to both business (e.g., contractors, construction, restoration companies) and end consumers (e.g., homeowners). A wide variety of materials and products are included within this sector, such as lumber products, plumbing and electrical supplies, insulation and drywall, interior finishings (e.g., flooring, lighting, plumbing fixtures), and others.

The building supply sector in B.C. is highly varied, including retailers as well as manufacturers and distributors. Retailers range from smaller, independently owned hardware and supply stores to “big box” chain stores. Manufacturers and distributors in the sector include businesses focused on secondary product manufacturing (e.g., raw lumber into finished building materials) as well as those establishments that supply tertiary services and products (e.g., glazers, cabinetry carpenters). In total, the building supply industry in B.C. forms the supply chain that supports the construction, repair, and restoration of residential, commercial, and industrial buildings in the province.

1.1.1 **About BSIABC**

The Building Supply Industry Association of B.C. (BSIABC) is a membership-based association of manufacturers, distributors, and retailers in the building supply sector in the province. The BSIABC supports the sector through information and services for members, and advocacy to address issues of concern at all levels of government. BSIABC is the official voice of the building supply industry in B.C.

1.1.2 **BSIABC Activities**

BSIABC has been active in supporting the sector’s labour needs through a variety of initiatives.

Recently, BSIABC partnered with Northwest Skills Institute and the Community Workforce Response Grant program, funded through the Canada-British Columbia Workforce Development Agreement, to pilot online training programs. Northwest Skills Institute offered training in Manufacturing Production Worker and Building Supply Warehouse and Distribution roles in an entirely online format. The training approach has been noted by instructors and students as innovative, and responsive to the challenges of the COVID-19 pandemic.

BSIABC regularly hosts courses and seminars on a variety of topics relevant to the sector, ranging from developing work estimates to effective use of social media. BSIABC also partners with post-secondary institutes in the province, such as Northwest Skills Institute and UBC’s Sauder School of Business, to promote relevant training and education in job skills, trades, and business management.

1.1.3 **BSIABC Governance and Project Involvement**

As the contract holder for this project with AEST, BSIABC holds responsibility for the content and quality of this project. To ensure that sufficient oversight and quality control of project deliverables (created primarily by Malatest) are met, BSIABC convened a Governance Committee to provide review of project deliverables and data collection instruments.

The Governance Committee was developed based on an open call for interested BSIABC members. Many members of the Governance Committee are also members of BSIABC’s Board of Directors. A final



list of Governance Committee members, and their assent to the Terms of Reference developed for this project, are included **Appendix A**.

1.2 Sector Engagement and Labour Market Study

As B.C. looks forward to a post-COVID economic recovery and return to normal, the impacts of the pandemic on labour markets – across many sectors – are yet to be fully understood. BSIABC members have reported a variety of labour challenges, including shortages of needed staff and an aging workforce in senior and management roles.

To respond to these challenges and support its members in being better informed about the labour market in the sector, BSIABC partnered with the B.C. Ministry of Advanced Education and Training (AEST) to undertake labour market research in support of developing a long-term forecast for the sector. BSIABC was granted funding for this project through the Canada-British Columbia Labour Market Development Agreement. BSIABC contracted R.A. Malatest and Associates Ltd. (Malatest), an economic and social research consulting firm, to conduct the primary and secondary research needed to develop such a forecast.

In collaboration with AEST and Malatest, BSIABC decided to undertake this project in two phases: Phase I, a sector engagement study, and Phase II, a broader labour market research study.

1.2.1 Phase I

Phase I, sector engagement, began in October 2021. The purpose of this phase of the project is to collect input from key sector stakeholders and businesses regarding their needs for labour market information. This phase of the research included outreach to business owners and sector leaders, soliciting input through key informant interviews and roundtable discussion groups. A list of all participants in Phase I of this project can be found in **Appendix B**. Copies of the interview and moderator guides used to conduct this research are found in **Appendix C** and **Appendix D**, respectively.

Phase I of the project was originally scheduled to be completed by the end of 2021. However, due to challenges associated with the flooding of the Fraser Valley in November 2021, many employers were unavailable to participate in this project at the time. As such, deadlines were extended and consultation for Phase I of the project concluded in mid-February 2022, with delivery of this Final Phase 1 Report by the end of February.

1.2.2 Phase II

Phase II of this project, labour market research, is expected to launch in March of 2022. This phase of the project will involve directly collecting information from businesses regarding issues such as labour shortages, wage and compensation information, turnover and retirements, and other labour market issues. In addition, Phase II will involve research with employees in the sector, particularly youth, to better understand the labour market from the supply side. Phase II research methods will include a business survey, a post-secondary institution survey, key informant interviews, and focus groups.

Specific issues to be addressed through these research methods will be largely determined by the findings of Phase I, based on the labour market information priorities identified by stakeholders and businesses consulted in this phase. The remainder of this report discusses the findings of Phase I, and makes recommendations for areas of focus for Phase II.



2 FINDINGS

The purpose of the initial Sector Engagement, as stated above, was to collect input from key industry representatives regarding the sector’s informational needs from the upcoming Labour Market Study (i.e., Phase II of the project). Input that we heard from participants touched on topics related to the general structure of the sector and labour market, current “pain points” or challenges in workforce management, and specific types of data stakeholders are looking for in the final Labour Market Study report. These are discussed below.

2.1 Structure of the Labour Market

2.1.1 Entry Points and “Pipelines” Into Sector

All participants in discussion groups and interviews noted that entry-level positions, requiring no specialized education or work experience, were a common entry point into the sector for many individuals who continued on to be long-term employees or have long careers in the sector. In particular, work as cashiers or in lumber yards were noted as entry-level positions from which additional training and progression could be built upon.

Despite entry-level positions being noted as a common point of entry into the sector, many participants noted that the types of individuals applying for these entry-level positions were varied, and not largely composed of young people looking for jobs after high school. Participants noted that it was common to hire ex-tradespeople whose skills were relevant to the work, and/or older, semi-retired people looking for part-time work. In this context, as part of the Phase II study, it was noted that the research should focus on examining non-traditional workers as a source of new entrants to the sector.

2.1.2 Training and Education Needs Among Workers

General, Skilled and Semi-Skilled Labour

For positions that required more experience and skill, such as distributors and wholesale salespeople or contractor-facing retail jobs, most participants noted that the most important attribute for a hire was experience in the sector and knowledge of the industry. Many participants noted that it was common for people to work their way up to these higher-skill positions within a single workplace, as they gained experience and on-the-job training. Even for positions where some skills may be transferrable between industries (e.g., wholesale sales and distribution), several participants noted that there is a strong preference for candidates with experience in the sector. There did appear to be greater willingness to hire or poach from other, similar industries among larger businesses and organizations that participated in this engagement (See Appendix B); it may be that these larger organizations have the capacity to provide training on products and so are more willing to look to less conventional labour pools to fill their hiring needs. However, it is important to note that this was a trend seen only among the very large organizations that participated in this engagement, and represents a minority of all businesses that provided input on this Phase of the study.

As a result, it was noted during one discussion group that rather than emphasizing a division between “general” (i.e., unskilled or not needing formal training) labour and “skilled” labour, considerations in organizing job types should emphasize length of tenure in the sector and accrued on-the-job training. This approach would acknowledge the difference in expertise and capability between, for example, a contractor-facing salesperson with 20 years of experience and a newly hired cashier, even though both may have no formal training or education. Despite this acknowledgement that there are important skills



and specialized training needed for more advanced positions in the industry, none of the skills or positions noted by employers would qualify for mandatory trades certification in B.C.¹

There was one small set of roles that many participants noted formal training or education may be required: administration and office duties. Roles in this area included positions such as accounting, IT, and human resources. For these types of positions, several participants noted that they would expect candidates to have an appropriate credential for the role. However, many participants also noted that these positions were less of a concern to their businesses, for two reasons. First, these types of roles tend to be needed at larger operations only, and many small businesses get by without needing to hire specifically for these positions, or by contracting out the work on the occasions where support is needed. Second, even among businesses that do require these types of roles, they are usually filled by just one person and so turnover and recruitment work is less than for other roles which may require an entire team (e.g., sales or production staff).

Finally, among distributor and wholesale businesses that participated in this engagement (See Appendix B), many noted issues similar to that of retailers, regarding the strong need for labour to make up a “base sales team” – employees working inside and outside sales accounts, in sufficient numbers to keep up with demand and grow the business – as well as warehouse workers such as order pickers and loaders. While for sales positions, there was a preference (but not a requirement) for a four-year degree among many businesses, warehouse workers had no requirements, or just a requirement for a forklift operator ticket in some cases. Turnover was noted to be higher for warehouse positions and thus many businesses experienced “always hiring” for these positions. In contrast, for sales positions there was a general trend among businesses that, while they tend to retain people in these positions for long tenures (i.e., five years or more), they simply are struggling to fill positions as they do not get good candidate responses from job postings.

Management

Similar to the expectation of sector experience for semi-skilled labour discussed above, most participants noted that one of the most important qualifications for working in a management position in their workplaces was experience in the sector and/or their specific workplace. While overall store management was discussed relatively little by most participants (perhaps because most businesses represented in this Phase were owner-operators), management and supervisory positions for departments and teams were identified as an area of opportunity for advancement among long-term employees.

The primary concern that appeared to emerge, regarding readiness for management positions, was an in-depth knowledge of the area a manager would be responsible for (e.g., lumber, paint, electrical, etc.). There was relatively little noted regarding knowledge of other management-relevant topics such as labour law and human resource management; participants instead tended to emphasize the importance of topic-specific expertise. Participants noted that it can take several years of work in a business to acquire the expertise expected of a manager. However, despite this long investment time for employers into training and preparing workers for this progression, none noted challenges with turnover, recruitment or hiring for these roles specifically at this time.

¹ In the summer of 2021, the B.C. government announced a reintroduction of mandatory certification in select trades. More trades may be phased in over the coming years, but at the time of this writing only ten have been announced.



2.1.3 Key Occupations

Based on consultations conducted in this Phase I of the study, we have developed a listing of key occupations in the building supply industry, provided below. This list is intended to provide structure to Phase 2 of this study, and a common set of terms for jobs in the industry.

- Senior managers – construction, transportation, production and utilities (NOC 0016);
- Corporate sales managers in retail and wholesale trade and customer service (NOC 0601);
- Retail and wholesale trade managers in retail and wholesale trade and customer service (NOC 0621);
- Retail and wholesale buyers (NOC 6222);
- Sales and account representatives – wholesale trade (non-technical) (NOC 6411);
- Retail salespersons (NOC 6421);
- Cashiers (NOC 6611);
- Store shelf-stockers, clerks and order fillers (NOC 6622);
- Other sales-related occupations (NOC 6623);
- Transport truck drivers (NOC 7511); and
- Heavy equipment operators (NOC 7521).

2.1.4 Drivers of Demand for Labour

Nearly all participants in this Phase noted long-standing challenges meeting their businesses' labour needs. A wide variety of factors were noted as currently playing into the high demand for labour, including consumer demand for products, retirements, and strong competition for workers in the labour market generally.

British Columbia has faced a strong housing market for nearly two decades, which has incentivized both new builds and renovations or updating of existing residential structures. These factors have a knock-on effect in the building supply industry of creating high demand for products and services. The COVID-19 pandemic has further exacerbated this trend among a select subsector of consumers (e.g., homeowners with remote jobs, who have not experienced a loss of income during the pandemic). Several participants noted that the hot housing market has had an impact on their businesses' need for workers, to meet the high consumer demand.

Retirements were also noted by some participants as a driver of demand for labour. As with many other industries in Canada, the building supply sector is facing an aging workforce, with a large cohort from the baby boomer generation anticipated to retire in the next five to ten years. This has been another issue exacerbated by the COVID-19 pandemic; it was noted by a couple of participants that early retirements among older workers and among business owners have increased over the past eighteen months. Notably, these retirements are more likely to occur among owners, managers, and highly skilled workers, making their replacement a greater challenge than hiring for entry-level positions.

Finally, nearly all participants noted a general challenge in recruiting workers due to an overall high level of competition for labour. Changes in the nature of work are perceived to be challenging businesses in



the building supply sector, as well as shifting expectations among workers (e.g., the gap between a living wage and minimum wage). Again, these challenges were exacerbated by the COVID-19 pandemic which forced many people to look for alternative sources of income that can be accomplished remotely or otherwise outside of a regular workplace (e.g., gig economy jobs such as driving for ride-hailing companies). Overall, participants spoke to a general trend of much higher competition for general labour, which has created a sustained higher demand for labour to fill ongoing vacancies.

2.2 Current Challenges

2.2.1 Recruiting and Hiring

As noted above, most businesses that participated (see Appendix B) in this sector engagement reported ongoing vacancies, and challenges hiring and retaining employees for entry-level positions. Causes of these difficulties included, as noted previously, the shifting nature of work and changing expectations among workers, as well as broader economic issues such as the high cost of living in many urban areas of the province (e.g., Vancouver, Victoria).

Because so many mid- and higher-level positions at these businesses rely on a pipeline of entry-level employees working their way to higher roles over the course of several years, these vacancies and worker shortages may be putting businesses at risk of a shortage of more skilled positions in the mid- to long-term future (e.g., three to five years from now). Without a current base of workers engaging in on-the-job training and learning, there is the potential for a lack of sufficiently trained workers to take on mid-level management and other similarly skilled positions to take over for future retirements and attrition.

It was noted by many participants during these consultations that their workplaces had become accustomed to chronic lean staffing and reactive hiring decisions (i.e., making major recruiting and hiring efforts only after a sustained increase in business and/or loss of multiple workers). Most of these participants noted that some other measures, such as cross-training long-term employees, was one strategy they employed to minimize the impact of chronic vacancies in their workplace. Only four participants (of 20, 20%) noted that their business operates with the goal of retaining as many workers as possible during slower periods, to maintain continuity in their workforce and build long-term relationships with employees. While a few participants noted that they did undertake forecasting and projections for future demand, they also reported not engaging in hiring for increased future demand until they began to experience increased business, taking a conservative stance and not hiring until they were sure they had the business to sustain additional hires.

2.2.2 Succession Planning

Succession planning for owner-operated businesses was noted as a challenge by some participants in this sector engagement. While several participants (mostly those nearing retirement age) reported having put some thought into their retirement plans and succession of the business, there were some participants at the provincial and national level who reported seeing a trend in insufficient succession planning for owner-operators. In particular, would-be retirees trying to sell their businesses but without buyers was noted as an issue in the sector. One participant noted that he expected the outcome of this would be greater, but still limited, consolidation within the sector (e.g., a few well-placed, younger business owners buying additional locations from these retirees to expand their operations within a region).



Succession for non-owner managerial and higher-skilled roles will likely be an issue in the future, as a smaller entry-level pool of workers currently will result in a smaller pool of candidates for progression to more skilled roles. Due to the expectation of in-depth knowledge of the sector or retail area in these roles, it is unlikely that recruitment from other, similar sectors (e.g., other consumer retail spaces) would be sufficient to meet these labour needs, emphasizing the importance of greater recruitment and retention of entry-level workers with a strong plan for progression and advancement in the workplace.

2.3 Labour Market Information Needs

2.3.1 Wage and Compensation Data

All participants in this sector engagement to date have indicated an interest in seeing sector data, at both the provincial and regional levels, on wage and compensation rates for employees. Due to ongoing challenges with filling vacancies, there is a strong interest across the sector for a clear idea of what typical compensation rates are for these types of jobs, what is “average” and what is “competitive” both within the sector and relative to other similar sectors (e.g., other retail sectors). Further, given the large variation in the cost of living across the province, it was noted by several participants that seeing these data broken down to regional levels will be important for them to make use of the information.

In addition, several participants noted that other forms of compensation are of interest to them, such as extended benefits plans, retirement contributions, and other compensation or benefits that may make a workplace attractive to workers.

2.3.2 Diversity and Inclusion

Finally, several participants noted that they would like to see information that would be helpful in addressing diversity and inclusion issues in the sector. While nearly all participants acknowledged that the sector lacks diversity, particularly with respect to gender, only some participants expressed a desire for information on how to address these issues. However, given the large number of ongoing vacancies reported by businesses and the deep need for workers, information on how best to reach and attract other pools of workers may represent a key strategy for addressing businesses’ labour needs, and should be included in Phase II research.



3 SUMMARY AND DIRECTION FOR PHASE II

3.1 Key Issues for the Sector

Overall, findings from the sector engagement phase of this research suggest that the building supply sector takes a relatively “old fashioned” approach to labour and workforce management. The industry is one of few remaining where one can build a career with relatively little or no specialized education prior to entry into the sector, and progress to positions of greater skill and responsibility based on on-the-job learning and job performance. This runs the risk of requiring long-term commitment from employees and needing many years to prepare workers for higher-skill positions such as supervisory and management roles. It also appears to be out of step with what young people expect and are seeking from their careers, as there are large numbers of businesses reporting chronic vacancies and staffing issues in entry-level positions.

Businesses report being in need of strategic information to support recruitment and retention efforts. Wage and compensation data were noted as a major need, but other information may be of use to this approach as well. A better understanding of youths’ expectations in jobs, opportunities to recruit and retain a more diverse pool of workers, and long-term progression planning for workplaces may all contribute to addressing labour shortage issues.

3.2 Recommendations for Phase II Priorities

Based on the findings of the sector engagement, this interim report has identified four key areas of focus for Phase II of this project, the Labour Market Study.

3.2.1 Scope of Sector Vacancies

Despite nearly all participants reporting challenges hiring and retaining workers, all comments collected for this research are anecdotal. This phase of the research has reached a relatively small proportion of the total sector, and as such the degree of vacancies and short staffing experienced by businesses in the sector is not known. This information will be crucial to developing a sound strategy for addressing labour shortages within the sector.

Due to the need to collect representative and reliable data on this topic, we recommend including items in a wide-reaching sector survey on this topic. Data to be collected related to sector vacancies may include:

- Number of vacancies in each general job category;
- Average turnover and attrition rates for each general job category; and
- Experience and/or credentials needed for each general job category (estimates).



3.2.2 Wage and Compensation Data

Learning about the range of compensation rates in the sector, for different general job categories, was noted as being of high importance to most participants in this sector engagement. Again, as data representativeness and reliability will be important to this information, we recommend collecting data on this topic in Phase II through a sector survey. Specific elements to be included in the survey would be:

- Wages for each general job category (including low, average, and high wages for each category); and
- Estimated additional benefits paid to employees (e.g., extended health care), by general job category and employment status (i.e., full-time, part-time, casual).

3.2.3 Retention and Progression Plans

As noted throughout this report, the expectation that higher-skilled positions at businesses will be filled by those who began in entry-level positions and were “trained up” is strong in the sector. Due to this, it is of interest to long-term labour market planning to understand the extent to which businesses see the value of, and have created, retention and progression plans for their workforces.

Retention and progression plans may include elements such as regular wage increases, opportunities for training and cross-training in different areas of the business, support for earning credentials such as forklift operator tickets, and specific pathways of progression for different roles. Phase II of this project should seek information from businesses on, one, the extent to which they see this as being of value to their business, and two, whether they have such plans in place already. Best practices from businesses that have successfully implemented such plans may be extremely helpful to making recommendations to other businesses in the sector.

Due to the in-depth nature of this information, we recommend collecting these data points via key informant interview with a representative cross-section of the industry, rather than through a survey, in Phase II.

3.2.4 Education, Training and Mentorship Requirements

As noted previously, the projected turnover among senior staff and even among owners suggest that some training programs may need to be established to facilitate the “upskilling” of existing workers to take on management roles. Furthermore, the study may wish to examine if specific training courses would be beneficial to “fast track” employees to gain necessary skills rather than the continued reliance on time-based on the job experience to provide middle and senior management with the skills necessary to operate building supply establishments.

Similar to concerns about retention and progression plans, the in-depth and qualitative nature of this information is best suited to qualitative research methods, such as key informant interviews with businesses and educational institutions.

3.2.5 Diversity and Inclusion

Finally, as noted in the Findings section, limited diversity in the workforce is broadly acknowledged in the sector. As an important element of addressing recruitment challenges, we recommend collecting information on workforce diversity in two ways. First, using the sector survey asking employers to estimate what proportion of their workplace are women and/or non-binary, Indigenous, and persons of



colour will support the creation of a baseline estimate of diversity in the sector, against which future progress can be judged. Second, using key informant interviews to learn more from employers about the importance of diversity in their workforce will be helpful in understanding what, if any, barriers exist to expanding recruitment efforts and creating more inclusive workplaces. As with retention and progression plans, there is an opportunity to collect information on leading practices in the sector through key informant interviews with a representative cross-section of the industry.



APPENDIX A: GOVERNANCE COMMITTEE DOCUMENTATION



Governance Committee Members

Individual	Company or Organization
Brad Dixon	Castle Building Centres Group
Travis Nanninga	Castle (Telkwa)
Ron Tu	Cedarline Industries
Carole Hamanishi	Wilway Lumber Sales Inc. (former)
Stuart Gibb	Stuart Gibb Consulting
Alex Yakovysenko	Haney Builders Supplies Ltd.
Michael McLarney	Hardlines Inc.
Dale MacPherson	Home Hardware
Mark MacDonald	Lowes Canada
Michael Allen	Powell River Building Supply
Sharon Rothwell	RONA Tye
Majid Tasharofi	Standard Building Supplies
Erik Ostensen	Western Forest Products
Ryan Hare	Windsor Plywood



Terms of Reference – Project Governance Committee

Sector Engagement and Labour Market Study

Thank you for volunteering to be part of the Project Governance Committee for our upcoming labour market study. Detailed below is a very brief description of the project and I have highlighted the key responsibilities for the Committee and level of effort associated with the project.

Project Overview

The purpose of the Project is to engage stakeholders of the building supply sector in BC to identify labour market trends, recruitment and retention challenges and conduct detailed labour market research to develop insights into labour market challenges and opportunities facing the sector. We are interested in hearing from both members and non-members of the BSIA who are involved in the industry.

The project is being completed in two (2) phases, between September 2021 and February 2023. Anticipated activities and timelines for each phase are below.

Phase 1 is the “Industry Engagement Study” where we will spend time with key stakeholders and employers (through interviews and regional focus groups) to gain in-depth insight into the key issues that should be explored in the broader labour market study. This Phase will be conducted between September and December of 2021. Key activities and outcomes include:

- Forming a governance committee that represent the diverse perspectives of the B.C. building supply industry, including employers and other relevant stakeholders from each of the following four regions – Lower Mainland Southwest, Vancouver Island Coast, Interior Southeast B.C., and Northern B.C.
- Conducting 5-7 key informant interviews (KIIs) with highly informed and embedded stakeholders in the industry (e.g., those with many years of experience, highly involved in industry associations and activities). The purpose of these KIIs will be to gain an in-depth understanding of what key industry issues will be set for the focus groups (see below).
- Conducting four regional focus groups (via web conference) with employers in the industry, each with 8-10 participants. The purpose of these focus groups will be to identify the following:
 - Industry trends and anticipated issues related to training, hiring, and retention in the sector;
 - Key occupations and roles that are crucial to workplace operations; and
 - Other information that employers are hoping to see come from this labour market study (e.g., compensation data, training and education programs and availability, other).
- Delivering an interim report (November 8) and a final report (December 20) on the findings of this Phase 1 engagement.

Phase 2 is the “Labour Market Study” where we will examine current and anticipated future labour market issues, such as supply (e.g., training and education), recruitment and hiring, and retention trends. This Phase will be conducted between January 2022 and February 2023. Key activities and outcomes for this Phase include:



- Conducting primary research on the building supply industry to describe the building supply workforce and develop a five-year labour market forecast. Specific research activities in support of this will include:
 - A training and education institution survey with relevant program representatives in B.C.;
 - An employer survey; and
 - Focus groups with youth and entry-level workers in the industry.
- Identifying employment trends highlighting relevant occupations, skill and training needs, and examining the impacts of technology and automation in the building supply industry (to draw from the primary research described above as well as secondary research such as literature reviews and analysis of secondary data sources from BC Stats and/or Statistics Canada, as appropriate).
- Identifying any diversity and inclusion considerations including, but not limited to, potential barriers to participation for underrepresented groups (to draw from primary research in both Phases 1 and 2 of this project).

Much of the work for the study will be managed by our Consultant (R.A, Malatest & Associates Ltd. www.malatest.com) who have managed dozens of similar studies in BC and across Canada. The BSIABC will manage the Contractor and work with the Ministry of Advanced Education and Skills Training as required.

Role of the Governance Committee

The Governance Committee is expected to provide review of project deliverables, which will be an opportunity for members to provide important insights on key issues to be explored in this research. Members of the Governance Committee are also expected to champion and promote the study to employers and other industry stakeholders.

In general, it will be expected that Committee members will have the following duties:

1. Review project deliverables when distributed by BSIABC, in advance of scheduled meetings (documents will be available in PDF and Word format, distributed by email).
2. Attend scheduled meetings to convene and discuss suggestions for edits and revisions to deliverables. Meetings are expected to last between 1.5 and 2 hours. Meetings are tentatively scheduled as follows:
 - a. Introductory meeting – November 12, 2021
 - b. Review of Final Engagement Report – December 13, 2021
 - c. Review of LMI Research Methods and Tools – January 31, 2022
 - d. Review of Literature Review and Environmental Scan – March 25, 2022
 - e. Review of Draft LMI Report – December 2, 2022
 - f. Review of Final LMI Report – February 7, 2023
3. Participate in key informant interviews and/or regional focus groups during Phase I, if invited.
4. Assist in the promotion of the research. This could for example include identifying/encouraging a small number of employers to participate in the regional focus groups for Phase 1, and to also promote the broader survey to employers in Phase 2.
5. Complete the Phase 2 employer survey for their own establishment.



6. Approve the reports and findings developed by the Consultant. The Consultant will prepare 2 reports, the Phase 1 Engagement Report, and the Phase 2 LMI report. Before these documents can be submitted to the Ministry, the Project Governance Committee must approve the reports.
7. Maintain a brief log of the time spent working on the project. The Ministry expects some “in-kind” support by the industry as a prerequisite for funding. You will need to maintain a monthly log of dates/hours worked on the project so we can provide a record to the Ministry of such “volunteer” hours provided by the industry to the project.

Key Contacts

The BSIA will be your main point of contact and most communications should be directed to:

Thomas Foreman
thomas@bsiabc.ca
(604) 328-3460

You will also receive communications from our project consultant, R.A. Malatest & Associates Ltd. (Malatest), who include:

Robert Malatest (Senior Advisor)
r.malatest@malatest.com
(250) 384-2770 ext 0

Joanne Barry (Project Manager)
j.barry@malatest.com
(250) 384-2770 ext 406

Kate Black (Lead Analyst)
k.black@malatest.com
(250) 384-2770 ext 309

Please note that, as the funder of the project, the BC Ministry of Advanced Education and Skills Training, who will also be participating as an ex-officio member of our committee meetings to provide support on SLMP process and will be responsible to review and approval deliverables. The Ministry contact is:

Matt Boddy
Matthew.Boddy@gov.bc.ca
[250 217-0230](tel:2502170230)



Original Email Sent Requesting Assent to Terms of Reference

From: Maggie Juszko BSIABC <maggie@bsiabc.ca>
Sent: February 25, 2022 1:53 PM
To: Thomas Foreman BSIABC <thomas@bsiabc.ca>
Subject: LMS Governance Committee - Term of Reference
Importance: High

Good afternoon,

Further to our discussion to the BSIA Labour market study we have attached the Terms of Reference for Governance Committee

Could you please review this document and confirm that you are in agreement with the information by Wednesday, March 2nd?

This is a critical piece of information that we need from you to continue on in our project. A simple "yes, we agree" is all we need.

Kindest regards,
Thomas Foreman
604.328.3460

Brad Dixon

From: Brad Dixon <bdixon@castle.ca>
Sent: March 15, 2022 12:53 PM
To: Thomas Foreman BSIABC <thomas@bsiabc.ca>
Subject: RE: Thomas Needs your Help.....re: LMS Governance Committee - Term of Reference

Yes I approve!

Brad

Ron Tu

From: Ron Tu <routu@shaw.ca>
Sent: March 16, 2022 10:17 AM
To: 'Ron Tu' <rtu@cedarline.net>; Thomas Foreman BSIABC <thomas@bsiabc.ca>
Cc: routu@shaw.ca
Subject: RE: Thomas Needs your Help.....re: LMS Governance Committee - Term of Reference

Yes I am in agreement.

Ron Tu



Carole Hamanishi

From: Carole Hamanishi <carole@hamanishi.com>
Sent: Monday, February 28, 2022 12:58 PM
To: Maggie Juszko BSIABC <maggie@bsiabc.ca>
Cc: Thomas Foreman BSIABC <thomas@bsiabc.ca>
Subject: Re: LMS Governance Committee - Term of Reference

Yes, I agree.

Carole Hamanishi

Stuart Gibb

From: Stuart Gibb <stuart@stuartgibb.com>
Sent: March 15, 2022 12:55 PM
To: Thomas Foreman BSIABC <thomas@bsiabc.ca>
Subject: Re: Thomas Needs your Help.....re: LMS Governance Committee - Term of Reference

Hi Thomas,

Yes I agree with the terms of reference.

Stuart

Alex Yakovysenko

From: Alex Yakovysenko <alex@haneybuilders.com>
Sent: March 15, 2022 1:35 PM
To: Thomas Foreman BSIABC <thomas@bsiabc.ca>; bdixon@castle.ca; travis@bvhome.ca;
rtu@cedarline.net; stuart@stuartgibb.com; mike@hardlines.ca; dale.macpherson@homehardware.ca;
marc.macdonald@rona.ca; mallen@homebuilders.ca; sharon@tyee.ca; majid@standardbuilding.ca; Erik Ostensen <EOstensen@westernforest.com>
Subject: RE: Thomas Needs your Help.....re: LMS Governance Committee - Term of Reference

Hello Thomas,

In general, it makes sense. However, I do have questions regarding 5. and 7. in regards to the survey and log of time spent. Perhaps a template exists or will be provided as I'm not overly familiar with what these clauses really mean other than their description.

Thanks,
Alex.



Michael McLarney

From: Michael McLarney <mike@hardlines.ca>
Sent: March 15, 2022 2:14 PM
To: Thomas Foreman BSIABC <thomas@bsiabc.ca>
Subject: RE: Thomas Needs your Help.....re: LMS Governance Committee - Term of Reference

In that case, It looked fine. Yes from me.

Michael Allen

From: Michael Allen <mallen@homebuilders.ca>
Sent: March 15, 2022 1:02 PM
To: Thomas Foreman BSIABC <thomas@bsiabc.ca>
Subject: Re: Thomas Needs your Help.....re: LMS Governance Committee - Term of Reference

YES

Sent from Michael Allen's iPhone

Sharon Rothwell

From: Sharon Rothwell/Tyee Building Supplies <sharon@tyee.ca>
Sent: March 15, 2022 1:29 PM
To: Thomas Foreman BSIABC <thomas@bsiabc.ca>
Subject: Re: Thomas Needs your Help.....re: LMS Governance Committee - Term of Reference

Yes

Sent from my iPad

Ryan Hare

From: Ryan Hare <rhare@windsorplywood.com>
Sent: Monday, February 28, 2022 12:42 PM
To: Maggie Juszko BSIABC <maggie@bsiabc.ca>
Subject: RE: LMS Governance Committee - Term of Reference

Yes, we agree.

-Ryan



Erik Ostensen

From: Erik Ostensen <EOstensen@westernforest.com>

Sent: March 16, 2022 8:32 AM

To: Thomas Foreman BSIABC <thomas@bsiabc.ca>; rtu@cedarline.net

Subject: Re: [EXTERNAL] Thomas Needs your Help.....re: LMS Governance Committee - Term of Reference

Yes, in agreement.



APPENDIX B: PHASE I PARTICIPANTS



Sector Engagement and Labour Market Study for the Building Supply Industry Association of B.C.

Phase I Participants

Region(s) Represented	Business or Organization	Type of Business (Retailer or Distributor)	Roles or Positions of Participant(s)
National	Western Forest Products	Distributor	Director, Marketing & Product
	CanWel Building Products	Distributor	Sales Manager
Provincial	Castle Building Centres	Retailer	Business Development Manager
	Coast Distributors	Distributor	Owner & General Manager Business Development Manager
Northern B.C.	RONA Tye	Retailer	General Manager
Interior B.C.	Kamloops Home Hardware	Retailer	Owner & General Manager Sales and Buying Manager
	Kaslo Building Supplies	Retailer	General Manager
Vancouver Island and Coast	Hardy Builders	Retailer	General Manager
	Valley Building Supplies	Retailer	COO
	Powell River Building Supplies	Retailer	Owner / Regional Manager
Lower Mainland	Cedarline Industries	Distributor	Sales and Distribution Lead
	Haney Builders' Supplies	Retailer	CEO & General Manager
	Windsor Plywood, Langley	Retailer	General Manager
	Windsor Plywood, Coquitlam	Retailer	Owner & General Manager
	Powerhouse Building Solutions	Distributor	Owner & General Manager
	Shell Busey's Home Improvements	Other	Owner & General Manager
	Country Lumber	Retailer	Purchasing Lead
	Paterson Products	Distributor	Owner & General Manager
	Crown Building Supplies	Retailer	General Manager
Metrie	Distributor	Sales Manager	



APPENDIX C: KEY INFORMANT INTERVIEW GUIDE



Sector Engagement and Labour Market Study for the Building Supply Industry Association of B.C.

Key Informant Interview Guide

Thank you for agreeing to participate in this interview today. The Building Supply Industry Association of B.C. is working towards creating a labour market forecast for the building supply sector in the province. The goal of this research is to better understand training, hiring, and labour retention needs of building supply businesses in B.C. This project is being funded by the B.C. Ministry of Advanced Education and Skills Training (AEST) under the Canada-B.C. Labour Market Development Agreement.

This project is currently in its first phase, *sector engagement*. At this stage, we are interested in hearing from industry leaders about what their concerns are regarding labour in the sector, and what information will be most helpful to them in planning for their future workforces. This interview today is part of this stage.

Your participation in this interview is entirely voluntary. You may end the interview at any time, or skip any questions you wish. In any reporting we do about this project, we will keep your identity confidential. Anything you share with us will be reported on in aggregate, and/or with any identifying details removed, so nobody outside of Malatest will be able to link your answers to your identity.

Is it all right with you if I record this interview for note-taking purposes?

Do you have any questions before we begin?

-
1. Can you tell me a bit about yourself? How long have you been in the building supply industry, in what roles? Where in B.C., and outside of B.C. if applicable, have you worked?
Probe: What types of businesses, in general, have you worked in during your time in the building supply sector? For example, manufacturers, wholesalers, retailers, other?
Probe: What role do you currently have in the sector (e.g., business owner, manager, retired, etc.)?
 2. In your experience, what roles or positions at your current business (or the last business you were employed at, if retired) are most crucial to the continued operation of those businesses?
Probe: What makes that role(s) so crucial to the operation of the business? Can you describe their duties and responsibilities?
Probe: What training and/or educational background is needed for that role(s)?
 3. *Ask only if respondent has experience in other types of businesses in the sector.* What roles or positions at other types of businesses in the sector (e.g., other business type respondent has mentioned working at) are most crucial to the continued operation of those businesses?
Probe: What makes that role(s) so crucial to the operation of the business? Can you describe their duties and responsibilities?
Probe: What training and/or educational background is needed for that role(s)?



4. In labour market studies, we typically group positions into broad categories, such as *general labour* or *unskilled / semi-skilled labour, trades and technical or skilled labour*, and *management positions*. Do these groupings resonate with how the labour market operates in the building supply sector?
Probe: If yes – what types of positions would you include in each group?
Probe: If no – in what ways is the labour market different in the building supply sector? Are there more groups / more finely graded groups, or fewer? Is training or skill level the best way to categorize work in this sector?

5. In labour market studies, we often look at the *supply* of labour, meaning the number of people – especially young people – seeking education, training, and work in the sector of interest. When thinking about how people get started in your industry, what would you say the main “pipelines” into the sector are?
Probe: For general or unskilled/semi-skilled labour, what is the general path to entry? For technical and skilled positions? For managers?
Probe: For technical and skilled positions, are there specific training and/or educational institutions that tend to result in people entering the building supply sector after graduating? If yes, what is special about these programs?

6. In labour market studies, we look at the *demand* for labour, meaning the number of positions that businesses need to hire for, as well as the overall number of businesses in the sector with hiring demands. When thinking about what types of things drive *hiring demand* among businesses in your sector, what comes to mind?
Probe: What internal factors drive hiring demand (whether expansion or contraction of demand)? Do they see demand for expansion, to replace workers who are retiring, or to replace workers that are leaving the sector to work in other sectors?

7. Are there any human resource issues that you think would be key for the study to examine – this could include for example issues around training, issues related to attraction, issues related to retention and/or succession planning to name a few?
Probe: In your experience, what barriers (if any) exist to the attraction and retention of underrepresented groups in the sector – for example, women, people of colour, Indigenous people, etc.? Are you aware of any efforts or programs to address any barriers that may exist? If yes, what have been their outcomes?

That is all the questions I have for you today. Thank you for your participation.

Before we end our conversation, is there anything we haven't touched on that you think is important for me to know as we move forward with this project?

Thank you again for your time today. If you have any follow-up questions, concerns, or additions to your comments here today, please feel free to reach out by email or phone.



APPENDIX D: ROUNDTABLE DISCUSSION / FOCUS GROUP GUIDE



Sector Engagement and Labour Market Study for the Building Supply Industry Association of B.C.

Focus Group Guide

Thank you for agreeing to participate in this discussion today. The Building Supply Industry Association of B.C. is working towards creating a labour market forecast for the building supply sector in the province. The goal of this research is to better understand training, hiring, and labour retention needs of building supply businesses in B.C. This project is being funded by the B.C. Ministry of Advanced Education and Skills Training (AEST) under the Canada-B.C. Labour Market Development Agreement.

This project is currently in its first phase, *sector engagement*. At this stage, we are interested in hearing from industry leaders about what their concerns are regarding labour in the sector, and what information will be most helpful to them in planning for their future workforces. This focus group today is part of this stage.

Your participation in this discussion group is entirely voluntary. In any reporting we do about this project, we will keep your comments confidential; while we are required to report the businesses that participated in this engagement for transparency, we will not link your comments to your business or position in our reporting. We ask that everyone participating today similarly be respectful of one another's privacy and confidentiality regarding anything that is shared here today.

I am going to start the transcript now.

Do you have any questions before we begin?

-
1. To get started, can we introduce ourselves – first names, years in the building supply sector, and current role? I'll start.
 2. As I mentioned earlier, this is Phase I of a two-phase project. The second phase, scheduled to happen in 2022, will be a broad labour market trends and forecast report for the sector. What types of information are most important to you to be included in this report?
Examples: Wage and salary information; benefits and other compensation; technological trends and their anticipated impacts on labour needs; training and education programs of need; retirement forecasts and the state of succession planning.
 3. In labour market studies, we typically group positions into broad categories, such as *general labour* or *unskilled / semi-skilled labour*, *trades and technical* or *skilled labour*, and *management positions*. Do these groupings resonate with how the labour market operates in the building supply sector?
Probe: If yes – what types of positions would you include in each group?
Probe: If no – in what ways is the labour market different in the building supply sector? Are there more groups / more finely graded groups, or fewer? Is training or skill level the best way to categorize work in this sector?
 4. In labour market studies, we often look at the *supply* of labour, meaning the number of people – especially young people – seeking education, training, and work in the sector of interest. When



thinking about how people get started in your industry, what would you say the main “pipelines” into the sector are?

Probe: For general or unskilled/semi-skilled labour, what is the general path to entry? For technical and skilled positions? For managers?

Probe: For technical and skilled positions, are there specific training and/or educational institutions that tend to result in people entering the building supply sector after graduating? If yes, what is special about these programs?

5. In your experience, what roles or positions at your current business (or the last business you were employed at, if retired) are most crucial to the continued operation of those businesses?

Probe: What makes that role(s) so crucial to the operation of the business? Can you describe their duties and responsibilities?

Probe: What training and/or educational background is needed for that role(s)?

6. In labour market studies, we look at the *demand* for labour, meaning the number of positions that businesses need to hire for, as well as the overall number of businesses in the sector with hiring demands. When thinking about what types of things drive *hiring demand* among businesses in your sector, what comes to mind?

Probe: What internal factors drive hiring demand (whether expansion or contraction of demand)? Do they see demand for expansion, to replace workers who are retiring, or to replace workers that are leaving the sector to work in other sectors?

7. Are there any human resource issues that you think would be key for the study to examine – this could include for example issues around training, issues related to attraction, issues related to retention and/or succession planning to name a few?

Probe: In your experience, what barriers (if any) exist to the attraction and retention of underrepresented groups in the sector – for example, women, people of colour, Indigenous people, etc.? Are you aware of any efforts or programs to address any barriers that may exist? If yes, what have been their outcomes?

That is all the questions I have for you today. Thank you for your participation.

Before we end our conversation, is there anything we haven’t touched on that you think is important for me to know as we move forward with this project?

Thank you again for your time today. If you have any follow-up questions, concerns, or additions to your comments here today, please feel free to reach out by email or phone.