

B.C. FIRST NATIONS FORESTRY COUNCIL



PROJECT FINAL REPORT

Ministry of Jobs, Tourism and Skills Training

Phase 1 Sector Engagement

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Human Capital Strategies



Canada



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Table of Contents

1	INTRODUCTION	3
1.1	Strategic Background	3
2	LABOUR MARKET RESEARCH ANALYSIS (GAP ANALYSIS)	5
2.1	Summary of Gap Analysis	6
2.2	Labour Demand	7
2.3	Labour Supply	8
2.4	Recommendations	8
3	ENGAGEMENT	10
3.1	BCATEAM	10
3.2	Industry Majors	12
3.3	Engagement Objectives and Process	13
3.4	Engagement Session Process	13
3.5	Participant Profile of Engagement Sessions	15
3.6	Summaries of Teleconference and One-on-One Engagement Sessions	15
3.7	Summaries of Regional Engagement Sessions	19
3.8	Key Themes from the Engagement Sessions	24
3.9	Common and Unique Themes Across the Engagement Sessions	25
4	SUMMARY AND CONCLUSIONS	26
	APPENDIX 1 - Labour Market Research GAP Analysis	30
	APPENDIX 2 - ENGAGEMENT ZONES	55
	APPENDIX 3 - ENGAGEMENT PARTICIPANTS	58
	APPENDIX 4 - PARTNER COMMUNICATIONS	61
	APPENDIX 5 - FRAMEWORKS	69
	APPENDIX 6 - FIRST NATIONS FORESTRY WORKFORCE INITIATIVE STRATEGIC PATH DOCUMENT	72
	APPENDIX 7 - TERMS OF REFERENCE/GOVERNANCE STRUCTURE	91

1 INTRODUCTION

The First Nations Forestry Council Sector Labour Market Partnerships (LMP) Program is a Phase 1, Sector Engagement project. The project concept as outlined in our proposal is an approach to prepare, develop and enhance alliances and partnerships with regionally based Aboriginal Skills Employment and Training Society (ASETS) agreement holders, the local First Nations and local industry to collaborate on the framework and process of undertaking forestry sector specific regional opportunity studies. This project is intended to help define the necessary players and contributors within the context of each regional study, areas of necessary focus on a regional basis, specialized forestry considerations for local groups, the possible terms of examination for each study, and probable qualified contractors and subject matter experts that will be required to address the unique needs of each study. The relationships formalized through this project would help each study to provide an accurate and tangible assessment of the forestry based labour market in strategic First Nations regions of the province.

1.1 Strategic Background

Significant Provincial level labour market research and assessments have been undertaken by the Forestry Council, Industry and Government between 2011-2014 highlighting key evidence pointing to an imminent shortage of skilled forests workers that would be mostly due to the aging workforce turnover and that would occur over a 10-year horizon. This projection was seen by the Forestry Council as an urgent opportunity for our First Nations to increase participation and employment in the forest sector provincially and also to address the current and future workforce needs of our First Nations communities and businesses, who are playing an increased role in the sector as aboriginal tenure holders and managers.

As a call to action, in May 2014 the First Nations Forestry Council developed the BC First Nations Forestry Workforce Initiative Strategic Path document

with two primary goals:

- Increase the number of skilled and successful First Nations in the forest economy
- Develop partnerships and business involving aboriginal people, forest companies and government.

The major objectives of the initiative include:

- **Promotion** of forestry as a viable career path
- **Labour market research**
- **Recruitment** for job placement
- **Increased business capacity** and success of First Nations owned businesses
- **Training and skills development**
 - Laddering and Upgrading
 - Forest products and Trades training
 - Forestry Technician and management
 - Business development
- **Developing partnerships** to implement training and skills development

The Strategic path document was developed in partnership with the BC provincial and federal governments and the forest industry. Implementation has been largely ad-hoc and limited by year to year program funding. A Steering Committee comprised of industry and government partners has met in the past to provide strategic direction and project support but this committee has largely transitioned into the Forestry Council's current involvement with the BC Forest Sector Workforce Initiative and its 2015 Road Map Report.

In 2015-16 the Forestry Council completed four individual forestry opportunities studies with four First Nation communities that sought to provide a baseline structure to implement forestry related opportunities to develop members' capacity to participate in the industry, provide the First Nation with an

individualized forestry human resource strategy, and identify local opportunities for strategic expansion, along with existing industry and First Nation companies.

The Provincial and individual community labour market information and strategic path continue to provide foundational data used to identify gaps, opportunities and strategies for future job training, placements and long-term employment, ultimately increasing the participation of First Nations in the forest sector. However, in order to facilitate and implement strategies to match the scale of the opportunities over a five to ten-year time frame it was felt that regional level data and collaboration with key partners, including First Nations partners is required.

2 LABOUR MARKET RESEARCH ANALYSIS (GAP ANALYSIS)

Over the last three years in BC, the forest industry, the Forestry Council and others have conducted significant labour market research on the demand for, supply of and demand-supply gaps in forestry human capital, including available Aboriginal workers and First Nations forestry businesses.

The Forestry Council itself initiated a number of relevant studies in 2014. This includes a labour supply report by GMG Consulting Services in 2014, a labour demand report by the Conference Board of Canada in the same year, and three community-specific First Nations forestry case studies. Between 2013 and 2016, the Province of BC under its Sector LMP Program funded industry-led labour market studies in the coastal forestry and logging, pulp and paper, silviculture and solid wood industries. Nationally, the Forest Products Association of Canada has also undertaken a few labour market studies in recent years.

The findings of the four industry-led studies were synthesized in an industry-led BC Forest Sector Workforce Initiative report, *Recruitment and Training in the BC Forest Sector: A Roadmap Forward* (September 2015).

In addition to the above mostly labour demand data, MJTST published its *BC*

2025 Labour Market Outlook, including a ten-year forecast for over 50 industry categories and over 500 occupational categories. Further, the Ministry has made this data available in a detailed form through WorkBC reports and raw data that can be adapted for industrial, occupational and regional purposes. This data provides the most comprehensive labour demand data *ever* for the BC forest sector industries and occupations.

As well as engaging key Aboriginal and forest sector organizations on data about relevant forestry worker demand and supply, the FNFC considered if there are any significant gaps in existing available LMI related to the BC forest sector and Aboriginal workforce supply in the province that would form the basis from which regionally focused forestry opportunity studies would be undertaken.

2.1 Summary of Gap Analysis

Labour market research done in 2014 has identified that the BC forest sector is going through a transformation of its workforce and can expect to see 13,600 new workers required over a 5 year period (2,720 per year) while between 13,000 and 48,000 Aboriginal workers are becoming available for the workforce in the next 10 years (3,000 per year). Labour demand by sub-sector is: 37% lumber manufacturing (NAICS 321); 37% logging and forestry (NAICS 113); 16% paper manufacturing (NAICS 322); and 10% support activities for forestry (NAICS 1153). Of the new jobs predicted 66% are expected to be from the replacement of retired workers. Source Information:

1. Labour Market Skill Needs in BC's Forestry Sector (February 2014) – The Conference Board of Canada;
2. First Nations Forestry Workforce Supply and Opportunity Study (February 2014) – GMG Consulting Services;
3. Recruitment and Training in the BC Forest Sector: A Roadmap Forward (September 2015) – BC Forest Sector Workforce Initiative; and,
4. British Columbia 2025 Labour Market Outlook (2016) – Ministry of Jobs, Tourism and Skills Training.

During 2012-2015 the MJTST has supported extensive labour market research in the BC forest sector and all of its industries through its Sector LMP Program and other programs. This work has included detailed data collection and analysis at the industrial, occupational and, to some extent, regional levels. This research has also included useful qualitative research about forestry workforce challenges

and solutions related to the attraction, recruitment, training and development and retention of workers.

Not all of this LMI research has utilized consistent methodology, measurement or reporting. However – in relationship to the four industry-led studies – the more recent ‘Roadmap’ analysis brings it all together and identifies the common and unique needs and challenges from each study.

2.2 Labour Demand

On top of this forestry-related LMI research, the Ministry’s most recent Labour Market Outlook to 2025 has added even further, more granular data on forestry labour demand – both employment and forecasted job openings by industry, occupation and region. There are few labour demand information gaps from all of this labour market research and relevant LMI data during 2012-2017.

One type of information on the forestry labour demand side that might be useful for strategy development is an up to date scan of major forestry projects by region. This could include expansions and new forestry activities. The BC Major Projects Inventory may be useful in this regard. Similarly, intelligence on downsizing or any major downward pressures on forestry manufacturing and harvesting by region in BC would be useful.

Another type of data that would be useful for a workforce strategy is information on First Nations forestry businesses, partnerships and other activities. This could include information on the employees and self-employed persons in such enterprise. The FNFC would be an obvious umbrella organization to collect this and/or build on data it already has.

Another challenge with LMI demand data would be to reconcile the data in BC regions with Aboriginal Skills and Employment Training Strategy (ASETS) agreement holders in BC. This is based on the assumption that there may be some valuable administrative data on Aboriginal workforce supply by ASETS

region. From a brief scan of ASETS in BC, there appears to be significant correlation between BC economic or forestry regions and ASETS catchment areas.

2.3 Labour Supply

A small gap in LMI related to the forest sector is disaggregated demographic data about labour supply, including data on Aboriginal worker supply by region and other worker characteristics. In terms of the broader BC labour force by region, the latest Labour Market Outlook has some (e.g. interprovincial migration, international migration, new entrants, unemployed, etc.) supply data by forestry industry and by occupation. However, in terms of the regional or local First Nations supply and their characteristics, such up-to-date, reliable data is difficult to find.

When available, new data from the *2016 Census* may be useful, but more empirical information on First Nation members' demographic, labour market and education profiles will be important. ASETS and other mature Aboriginal organizations may play a vital role in providing such information, in proxy or direct forms. This need could be addressed in the first parts of a workforce strategy development phase with the participation of ASETS.

2.4 Recommendations

1. Engage the major forest companies from throughout the province to determine whether they have additional quantitative and qualitative labour market and human resource information which complements existing data and informs the development of a First Nations workforce strategy. This engagement could focus particularly on top priority occupations and workforce needs.
2. Engage ASETS and possibly other major First Nations organizations to determine their capacity for providing administrative and other data on the Aboriginal workforce in their respective regions.

3. Build on earlier Forestry Council work to quantify First Nations forestry businesses, partnerships and related activities and their workforces and needs.
4. After engaging ASETS, prepare a possible methodology for collecting and utilizing ASETS administrative data on Aboriginal clients as a means for obtaining a good understanding of the Aboriginal workforce supply and needs at the regional level.
5. Plan to mine *Census 2016* data to supplement Aboriginal demographic data by region.

3 ENGAGEMENT

The FNFC received funding under the Ministry of Jobs, Tourism and Skills Training's (MJTST) Sector Labour Market Partnerships (LMP) Program for Phase 1, Sector Engagement activities. The agreement with MJTST includes developing a scope and framework for completing up to twelve regional labour market studies.

As a provincial level organization, the Forestry Council's first line of communication was to obtain Provincial and regional level support and involvement for the project that would align with the Forestry Council's strategic path. It was determined that we would work with the top forest sector Industry employers and with the BCATEAM members, the Provincial and regional level representatives of our First Nations communities for training and skills development.

3.1 BCATEAM

The British Columbia Aboriginal Training Employment Alliance Members or BCATEAM is the Go to Body for Aboriginal employment and training initiatives in BC. Their purpose is to increase Aboriginal participation in the Labour Market. Employment related services are provided to 203 First Nations bands in BC. This includes all citizens both on and off reserve, non-Status, and Inuit peoples, as they relate to human resource development.

The fourteen Aboriginal Skills Employment Training Strategy (ASETS) Managers/Executive Directors come together to promote social change and labour market development for Aboriginal people. These Managers/Executive Directors are nominated by their regional boards and make up the membership of the BCATEAM.

The primary elements of the BCATEAM includes but are not limited to:

- Promoting and marketing of First Nations in the Provincial and National labour market
- Influencing social change and policy to advocate enhancement of First Nations in the labour force
- Participating at Industry Sector tables developing alliances and partnerships
- Examining and responding to future Economic Development trends
- Portal for Government and industry engagement
- Champion for adequate resources in relation to Human Resource Development
- Providing practical information and resources to assist in the development of partnerships and relationships that lead to meaningful work for Aboriginal people.

Table 1: ASETS Community Members - Regional Meeting Zones

Zone 1: Northern BC	
North West Tribal Resources Investment Corporation (TRICORP) Member Communities Taku River Tlingit; Good Hope Lake; Tahltan; Iskut; Gitlaxt'aamiks; Gitwinksihlkw; Laxgalt'sap; Gingolx; Metlakatla; Massett; Skidegate; Bella Bella; Gitiga'at; Gitxaala; Haisla; Nee Tahi Buhn; Kitsumkalum; Kitselas; Gitsegulka; Gitwangak; Gitanyow; Kispiox; Sik-e-Kakh; Gitanmaax; Hagwilget; Moricetown	North East North East Native Advancing Society (NENAS) Member Communities Blueberry River; Lower Post First Nation; Daylu Dena; Doig River; Fort Nelson; Halfway River; Prophet River; Sauteau; West Moberly
Prince George – Nechako Prince George Nechako Aboriginal Employment and Training Association (PGNAETA) Member Communities Burns Lake; Cheslatta Carrier; Kwadacha; Lake Babine; Lheidli T'enneh; McLeod Lake; Nadleh Whut'en; Nak'azdli Whut'en; Nee Tahi Buhn; Saik'uz; Skin Tyee; Stellat'en; Takla Lake; Tl'azt'en; Tsay Keh Dene; Wet'suwet'en; Yekooche	Nass Valley Nisga'a Lisims Government (NLG) Member Communities Gitlaxt'aamiks; Gitwinksihlkw; Laxgalts'ap; Gingolx
Zone 2: Coastal	
Fraser Valley Sto:lo Aboriginal Skills & Employment Training (SASET) Member Communities Samahquam; Skatin; Douglas; Boothroyd ; Boston Bar; Spuzzum; Yale; Union Bar; Chawathil; Peters; Seabird Island; Sts'ailes; Cheam; Popkum; Sq'welets; Skwah; Skoohale; Tzeachten; Soowahlie; Aitchelit; Sumas; Yakweawkwoos; Matsqui; Semiahmoo; Kwantlen; Katzie; Kwantlen; Kwikwetlem; N'Quatqua; Lil'wat	Central Coast Mid Coast First Nations Training Society (MCFNTS) Member Communities Heiltsuk; Nuxalk; Wuikinuxv
Southern Vancouver Island Coast Salish Employment and Training Society (CSETS) Member Communities Stzuminus First Nation; Cowichan Tribes; Halalt; Lake Cowichan;	West Vancouver Island Nuu Chah Nulth Employment Training Program (NETP) Member Communities Ahousaht; Ditidaht; Ehattesaht; Hupacasath; Huuayaht; Kyuquot; Mowachah/Muchalaht; Nutchatlaht; Toquaht;

Lyackson First Nation; Penelakut First Nation; Qualicum First Nation; Snuneymuxw First Nation; Snaw-naw-as First Nation; Esquimalt First Nation; Songhees First Nation; Tsartlip First Nation; Tsawout First Nation; Tseycum First Nation; Malahat First Nation; T'souke Nation	Tseshah; Uchucklesaht; Ucluelet; Hesquiaht; Tla-o-ui-aht;
North Vancouver Island North Vancouver Island Aboriginal Training Society (NVIATS) Member Communities Da'naxda'xw Awaetlala; Dzawada'enuxw; Gwa'Sala-Nakwaxda'xw; Gwawaenuk; Homalco; K'omoks; Klahoose; Kwakiutl; Kwiakah; Kwikwasut'inuxw Haxwa'mis; Mamalilikulla; Namgis; Quatsino; Tla'amin; Tlatlasikwala; Tlowitsis; We Wai Kai; Wei Wai Kum	Lower Mainland Urban Aboriginal Aboriginal Community Career Employment Services Society (ACCESS) Member Communities Serving urban Aboriginal clients throughout Metro Vancouver. Absorped temporarily 5 FNES Bands
Zone 3: Central Interior	
Cariboo – Chilcotin Cariboo-Chilcotin Aboriginal Training Employment Centre (CCATEC) Member Communities Alexandria Indian Band; Alexis Creek Band; Canim Lake Band; Canoe Creek Band; Esk'etemc; Kluskus Band; Nazko First Nation; Red Bluff Band; Soda Creek Indian Band; Stone Indian Band; Tl'etingox-T'in Government; Toosey Indian Band; Ulkatcho Band; Williams Lake Indian Band; Xeni Gwet'in First Nations Gov't	Central Interior Shuswap Nation Tribal Council (SNTC) Member Communities Adams Lake; Ashcroft; Bonaparte; Boothroyd; Bridge River; Cayoose Creek; Cold Water; Cook's Ferry; High Bar; Kanaka Bar; Little Shuswap Lake; Lower Nicola; Lytton; Neskonlith; Nicomen; Nooaitch; Oregon Jack Creek; Pavilion; Seton Lake; Shackan; Simpcw; Siska; Skeetchestn; Skuppah; Splatsin; T'it'q'et; Tk'emlups te Secwepemc; Upper Nicola; Whispering Pines/Clinton; Xaxli'p
East Kootenay Ktunaxa Nation Council (KNC) Member Communities Shuswap; ?Akisq/nuk; ?Aqam; Tobacco Plains; Lower Kootenay	Okanagan – West Kootenay Okanagan Training and Development Council (OTDC) Member Communities Okanagan; Westbank; Penticton; Osoyoos; Lower Similkameen; Upper Similkameen

The fourteen ASETS organizations have regionally identified service or catchment areas that are aligned with First Nations community members as per Table 1 above. These catchment areas are also closely (overlap exists) aligned with the BC development regions that the BC Outlook Report is statistically based on.

3.2 Industry Majors

The 20 top forest sector employers, the two largest private companies and B.C. Timber Sales were selected to participate in the Phase 1 Engagement process.

Table 2: Industry Majors

CANFOR CORP	TEAL-JONES GROUP	CARIBOO PULP&PAPER	HARMAC (NFP)
WEST FRASER	CONIFEX TIMBER INC	DELTA CEDAR GROUP	ISLAND TIMBERLANDS
TOLKO	PRT GROWING SERVICES	PINNACLE RENEWABLE	LOUISIANA PACIFIC
WESTERN FOREST PROD	ZELLSTOFF CELGAR LP	CARRIER LUMBER LTD.	SINCLAR GROUP
CATALYST PAPER CORP	WEYERHAEUSER	HUSBY FOREST PROD	TIMBERWEST
INTERFOR CORP	RICHMOND PLYWOOD	BRINK FOREST PROD	
PAPER EXCELLENCE	DOMTAR CORP	BCTS	

3.3 Engagement Objectives and Process

The engagement objectives of this project were to contact fourteen BC ASETS organizations and twenty-six of the top forest sector industry employers in BC. Input was received by the First Nations Forestry Council (FNFC) from forty individuals representing nine Aboriginal Skills and Employment Training Strategy agreement holders (ASETS) and seventeen forest companies throughout BC on forestry labour market information and a First Nations Workforce Strategy. The participants are listed in Appendix 3.

This input was received through one-on-one teleconference meetings that took place between August 2016 and January 2017, and through three regional in-person meetings held on February 20, 2017 in Prince George, February 27, 2017 in Kamloops, and March 2, 2017 in Nanaimo. Each meeting was hosted by the ASETS organization in the respective city.

After a series of one-on-one discussions between the First Nations Forestry Council and individual ASETS and forest companies throughout BC, all (14) ASETS and all major (26) forest companies were invited to half-day engagement meetings (participants by zone) in the three locales mentioned above. See Appendix 4 for the invitation e-mail.

The primary questions to be answered at the sessions were:

- What, if any, further labour market data (i.e. demand, supply and gaps) collection/analysis regarding the BC forestry industry is required to inform a workforce strategy?
- What should be the scope of such activities including further primary research, if any?

3.4 Engagement Session Process

Each session was scheduled for 3.5 hours, starting at 8:30 a.m. and ending at

12:30 p.m., with a refreshment break in the middle. The start time at the last session in Nanaimo was adjusted to 9:00 a.m.

The intended outcomes of the sessions were:

1. Determine whether there is consensus from ASETS and industry on collaborating and partnering in future MJTST program phases (i.e. further labour market research and strategy development).
2. If there is a consensus, determine the scope of future projects:
 - LMI Research scope; and/or
 - Strategy Development scope.
3. Determine the governance structure of future projects/phases (committee/lead proponents).

After introductions of and opening remarks from participants, the FNFC Executive Director provided opening remarks including background and the purpose of the session.

The other agenda topics were:

1. Gap Analysis Report – Analysis Findings; Recommendations; Group Input
2. Labour Market Information and/or Strategy Development – Addressing Labour Market Information Gaps; Strategy Development
3. Administration and Governance – Terms of Reference for Phase 2 or 3; Confirmation of Leadership and Governance Structure for Phase 2 or 3; Other Next Steps
4. Closing Remarks

The meeting was chaired by the FNFC Executive Director. Kerry Jothen, Human Capital Strategies, presented the Gap Analysis Report and participated in other parts of the discussion. Questions asked about addressing LMI gaps were:

- What primary research is required?
- What should be the methodology and timelines?
- What should be the study area (ASETS catchment zones or multiple

zones)?

3.5 Participant Profile of Engagement Sessions

In addition to the teleconferences, as Table 1 shows, across the three regional engagement sessions, 31 individuals participated, representing 21 organizations, 6 ASETS and 16 forest companies. The companies represented logging, forestry support, wood product manufacturing and pulp and paper manufacturing activities.

The ASETS were located in the Cariboo, Nechako, Northwest, Thompson Okanagan and Vancouver Island regions of the province.

Table 1
Engagement Participant Profile – February/March 2017

Participants	Prince George February 20	Kamloops February 27	Nanaimo March 2	Total
Individuals participating	10	9	12	31
Organizations represented	7	5	9	21
ASETS represented	3 (1 by phone)	2	1	6
Industry companies represented	5	3	8	16
	5 forestry & wood products 2 pulp & paper	2 pulp & paper 1 forestry	6 forestry & wood products 2 pulp & paper	12 forestry & wood products 6 pulp & paper
Total participants including FNFC & HCS	14	13	15	35

3.6 Summaries of Teleconference and One-on-One Engagement Sessions

Below are five tables that summarize the input from ASETS and forest company representatives that were engaged in one-on-one, teleconference and three engagement meetings. Each table includes very similar theme areas.

Tables 2 and 3 are related to initial teleconference and one-on-one meetings and tables 4 to 6 are related to the in-person regional meetings.

The details within each theme area include from which stakeholder group the

input originated – one or more ASETS or one or more forest company representatives.

All participants – among both ASETS and forest company representatives – identified some gaps in labour market information and supported in principle moving forward on developing a First Nations Forestry Workforce Strategy. ASETS want to ensure that there is collaboration at all levels of government; and companies want to ensure that the First Nations they work with support such a Strategy and are tied together with FNFC and the ASETS.

Table 2
Teleconference and One-on-One Meetings: Summary of Aboriginal Skills and Employment Training Strategy Agreement Holders (ASETS)
 (11 participants/8 ASET organizations represented)

Theme Area	Theme Details
Labour Market Research/Strategy Development	<ul style="list-style-type: none"> • Information about labour needs from industry is required • ASETS labour market information is client based and cues are taken from client or community in terms of sector specific training and support • Information is foundational <ul style="list-style-type: none"> ○ What do you have ○ What do you need ○ Where is this going – 10-15 year horizon necessary to strategize and plan and manage • Regional ASETS area study or strategy would be more beneficial than additional labour market research • Labour will flow from strategies that are inclusive, timely, innovative • Inclusive of transferrable skills (Forestry–spring, summer, fall/Oil & Gas - winter)
Industry Engagement/Relationships	<ul style="list-style-type: none"> • Industry engagement critical to ASETS to better create programming <ul style="list-style-type: none"> ○ What are their needs ○ What kind of training would support and be beneficial for first nations clients seeking employment with their company? ○ In order for ASET to modify policies to fill a skills training need they must have employer data to show the need. • ASETS are committed to bridging the gap to improve Indigenous Employment in the Workforce. • ASETS provides training that is tied directly to the labour market demand. • In planning for the future of the program, it is important to know where the demands will be. • Proper planning requires training in order to build capacity. It is important to ensure that training matches the needs of employers.

	<ul style="list-style-type: none"> • When we know what the need is we can develop pathways to advance employment for youth.
Training	<ul style="list-style-type: none"> • Issues with spending training dollars and individual not gaining employment e.g. HEO (trained but unable to get job due to no hours on machine) <ul style="list-style-type: none"> ○ need bridging piece between training and getting the hours/experience • Employers need to commit to bringing up new labour force – will take money • ASET promotes what the client wants
Barriers	<ul style="list-style-type: none"> • Before we can see large numbers of youth able to see the opportunity need to address literacy <ul style="list-style-type: none"> ○ If comprehension/math/reading are not already there majority will hit a brick wall in year 2-3. ○ People will be interested if seeing and achieving different levels of success (laddering of sorts). ○ Anytime we look at need (educated/trained/ready) we look at vision for seeing FNs people sustainably employed.
Promotions/Recruitment	<ul style="list-style-type: none"> • Promotional campaigns • Begs something that is more relevant to today's environment to FNs in forestry <ul style="list-style-type: none"> ○ e.g. ITA poster sent to band offices for trades were not very successful ○ Rejigged the poster to have FNs students who had graduated in trades access with a quote. Those posters generated more interest • Identify product needs • Identify product development • Recruiting centre (PGNAETA Agreement w/CANFOR)

Table 3
Teleconference and One-on-One Meetings: Summary of Industry Employers
(17 participants/7 Industry organizations represented)

Theme Area (Alphabetical Order)	Theme Details
Labour Market Research/Strategy Development	<ul style="list-style-type: none"> • Need to understand what our commitment would be - funding employment opportunity? • We are in for this, need people in our business, demographics • Mutually beneficial strategies • Tangible and desirable outcomes • Although there is no official LM research done, very interested in working with First Nations. • Some have done HR plans but most have not • Do not see any benefit to more research

	<ul style="list-style-type: none"> • Work on program to target individuals already in forestry • Experiencing 10% workforce change annually • Are tired of talking and would like to move straight into strategies and would be very receptive to developing pilot/trial employment opportunities right now. • If we continue to do studies the opportunities will be missed Previous work done that can complement strategy (e.g. Nanwakolas Council – employment and training strategy) • Everybody already knows the labour market question • Ratios 2 to 1 to land someone who will continue in forest sector • Career perspective next step
Industry Needs	<ul style="list-style-type: none"> • Operations: <ul style="list-style-type: none"> ○ RPFs ○ Forest Technicians ○ Planners ○ Accountants ○ People with leadership skills that can grow into supervisors or superintendents • Production <ul style="list-style-type: none"> ○ Heavy Equipment Operators ○ Mill Wrights ○ Quality Control, Grading ○ Sawmill supervisors ○ People with engineering backgrounds ○ People with an aptitude for Technology • Administration <ul style="list-style-type: none"> ○ Safety ○ Accounting • Larger companies contract out most of work • Significant portion reaching retirement age
Training	<ul style="list-style-type: none"> • Success doing woods tours • Training & Employment w/Partners • Branding First Nations Forest Technician Program (FNFTP) Internship to Industry <ul style="list-style-type: none"> ○ Focus more on specific program (FN mentorship) ○ Access to funding – 1 individual over the summer (operations/trades/admin) • Build on individual skills, their entry level position • Like ASETS client focus (some industry has had successful relationship) • Like working with ASETS because they know who are the good candidates (screening) • Get more success when company identify individual • Internally – have preference to bring individual through program • All parts of workforce – training; mentorship • Basic training and certification
Promotions/Recruitment	<ul style="list-style-type: none"> • Working on overall Strategy • Want best person for job • Only do programming when FN wants to participate • Forestry has multiple career fields that people can work in so is not

	<p>limited to the traditional logging operation</p> <ul style="list-style-type: none"> • Identifying candidates to set up for success; find individuals to fill roles • Community champions identification (FNFC/ASETS) • Identify individuals already working in operations
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3.7 Summaries of Regional Engagement Sessions

Below are three tables (4-6) that summarize the input from ASETS and forest company representatives that were engaged in three regional engagement meetings. Each table includes very similar theme areas.

The details within each theme area include from which stakeholder group the input originated – one or more ASETS or one or more forest company representative.

All participants – among both ASETS and forest company representatives – identified some gaps in labour market information and supported in principle moving forward on developing a First Nations Forestry Workforce Strategy. ASETS want to ensure that there is collaboration at all levels of government; and companies want to ensure that the First Nations they work with support such a Strategy and are tied together with FNFC and the ASETS.

Table 4
Engagement Session: Summary of February 20, 2017 (Prince George) Themes

- 9 participants (excl. FNFC)
- 7 organizations represented
- 3 ASETS (including 1 by phone)
- 5 forest companies (incl. 2 pulp and paper)

Theme Area (Alphabetical Order)	Theme Details
ASETS' Needs	<ul style="list-style-type: none"> • We need to know which companies in our region want to work with First Nations, including smaller local companies (ASETS) • How do we educate our community about forestry opportunities? We need to reach the children (ASETS) • We need collaboration and open communication at all levels; we need to know what role you see the ASETS playing; what are the roles of Elders in this (ASETS) • We do not have the capacity to deal with large companies and organizations (ASETS) • We need an industry connector, connectivity to employers, creation of

	<p>relationships (ASETS)</p> <ul style="list-style-type: none"> We need an inventory of companies, true partners that will support the individual (ASETS) We need support at a regional level from FNFC; local and provincial relationships are necessary (ASETS)
ASETS clients/clients' needs	<ul style="list-style-type: none"> We need the companies to help pull them along (ASETS) Need to assist particularly the long-term clients (ASETS) There is an essential skills gap (FIC)
Effective Practices	<ul style="list-style-type: none"> We use a database and also contact ASETS directly, including PGNAETA and NENAS (FICs¹) BCTS partnership with FNFC on youth internships (FICs)
First Nations' Needs	<ul style="list-style-type: none"> People want to stay in their communities (ASETS) First Nations want sustainable forests more than trees or timber; they may not want harvesting in their territory but rather a functioning ecosystem (ASETS) Needs to be part of the treaty package strategy (ASETS)
FNFC Role	<ul style="list-style-type: none"> How could FNFC bring together the ASETS supply data across the province? (ASETS) What is the First Nations' level of support for FNFC? (FIC) What is our role in this with FNFC; how do we up our game? (FIC)
Industry Needs	<ul style="list-style-type: none"> We can provide opportunities for Aboriginal people, but we need to know they have supports in place to achieve success (FIC) We need a cohesive body to coordinate this for companies and First Nations (FIC) This needs to be delivered at the local level (FIC) Employers are moving to online platforms for hiring, but they need to have flexibility to allow ASETS to use traditional processes if it is the best fit for their clients (ASETS) We need to build relationships (FIC) We need a provincial strategy to tie this together and to provide long-term employment for First Nations now (FIC) Industry knowledge/understanding of ASETS (FIC)
Labour Market Information	<ul style="list-style-type: none"> Does the 2025 Labour Market Outlook factor in reductions in the Annual Allowable Cuts? (ASETS) ASETS have regional autonomy; we need to have common standards for research at different levels ASETS) See Supply Chain Connector (Northern Initiatives, July 2017) (ASETS)
Labour Market Supply	<ul style="list-style-type: none"> It would be useful to know how many First Nations members exist in each region, including their skill sets and needs (FIC)
Opportunities	<ul style="list-style-type: none"> Is there an interest promoting biomass? (ASETS)
Principles	<ul style="list-style-type: none"> First Nations are not interested in just entry-level jobs (ASETS) The importance of culture is huge to us (ASETS)
Public Policy	<ul style="list-style-type: none"> The need for alignment of provincial and federal programs (ASETS) There needs to be more connections between ASETS and the Province (e.g. WorkBC) (ASETS)
Workforce Strategy/ Solutions	<ul style="list-style-type: none"> Film forestry habitat and activities for use with children Collaboration is key – economic development in each region with ASETS connected with all First Nations in each

	<ul style="list-style-type: none"> • Also see “Needs” of each (ASETS, FICs) • This needs the support of First Nations at the provincial, regional and local levels (FICs) • Relationships between ASETS and unions needs to be considered (ASETS)
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Table 5

Engagement Session: Summary of February 27, 2017 (Kamloops) Themes

- 9 participants (excl. FNFC)
- 5 organizations represented
- 2 ASETS
- 3 forest companies (incl. 2 pulp and paper)

Theme Area (Alphabetical Order)	Theme Details
ASETS’ Needs	<ul style="list-style-type: none"> • Get the ‘A-TEAM’ and FNFC to sign off on moving forward with a strategy (ASETS) • We need to prepare with First Nations for future mill closures (ASETS) • We encourage youth to go back to school and attain a Dogwood Certificate (ASETS) • We need to better link our offices (ASETS and companies) and achieve more synergy, cohesiveness on employment and training (ASETS)
ASETS clients/clients’ needs	<ul style="list-style-type: none"> • Youth are important but we also must forget those young men 30 to 40 (ASETS) • We need to get people trained more than doing these studies (ASETS) • We need a laddering component in our and industry components (ASETS) • Retraining and upgrading are needed because some workers can no longer do physically demanded work in the sector and they need a pathway to other jobs (ASETS)
	<ul style="list-style-type: none"> • Graduates of training programs need opportunities to get their practical experience time (FIC) • Clients need driver licenses (ASETS) • Clients have challenges in moving forward in accessibility to the workforce including literacy, Fetal Alcohol Syndrome, etc. (ASETS) • Clients need to focus on transferable skills that can be used across companies and industries (ASETS)
Effective Practices	<ul style="list-style-type: none"> • BCTS went to the First Nations community to meet members and had great success after this (FIC) • Forest Rangers in Alberta could be replicated in BC (FIC) • Group or ‘cohort’ training where groups of Aboriginal people (peers) train together and progress together has proven successful (ASETS) • Temporary work placements give companies the chance to see how a candidate works (FIC)
First Nations Needs	<ul style="list-style-type: none"> • Building remote communities’ economic development and training capacity • Look at the hiring practices and policies of companies; know their expectation before work entry (ASETS)
FNFC Role	<ul style="list-style-type: none"> • FNFC is looking at an international Aboriginal Youth Internship program (FNFC)
Industry Needs	<ul style="list-style-type: none"> • People with experience in the industry are critical (FIC) • Help in making connections with ASETS and First Nations (FIC)

	<ul style="list-style-type: none"> • Cultural awareness training for companies (ASETS)
Labour Market Information	<ul style="list-style-type: none"> • The data for the Strategy needs to include off-reserve and urban Aboriginal people (ASETS)
Labour Market Demand	<ul style="list-style-type: none"> • Firefighting is a big area (ASETS) – why is the government hiring firefighters from Alberta to fight fires in BC? (ASETS) • Forestry is in top 2 in Thompson Okanagan (ASETS) • Many mills are closing down – what can we do so your companies hire our people (Chiefs’ resolution) (ASETS) • Need to gather industry regional intelligence (FIC) • Questions about whether the BC 2025 Labour Market Outlook factors in automation in the industry, AAC changes, assumptions about mill closures, international trade in wood products trends, etc. (ASETS and FICs) • Not just forestry skills but focus on natural resource skills for transferability across resource industries (FIC)
Labour Market Supply	<ul style="list-style-type: none"> • When we talked to youth in First Nations communities, the number 1 request and area of interest was forestry or resource-based training and careers (ASETS) • Interest and opportunities in Culinary Arts and Heavy Equipment Operator (ASETS) • Need to look at the Aboriginal child cohort – the biggest group right now is 3-5 years old – in 15 years, it will create a big youth cohort (ASETS)
Opportunities	<ul style="list-style-type: none"> • ESDC will be working with ASETS to pilot one community in each region regarding labour market information (ASETS) • There are small mills opening up and silviculture opportunities (ASETS) • Look at forest renewable agreements (ASETS) • Our First Nations have forestry contracts and we need to train and hire them for seasonal opportunities (ASETS) • Use technology in the industry to attract young people and reach into their minds (FIC) • We have an aging workforce with increasing retirements creating employment opportunities – 100 people retiring in next 3 years (FICs) • If a Strategy is developed by August 2017, it could inform ASETS/ESDC and other government funding for 2018/19 (ASETS) • ASETS’ role in self employment and entrepreneurship training (ASETS) • A lot of First Nations would support a program to get young people working on the land – maybe ACE-IT like programs (ASETS)
Partnerships	<ul style="list-style-type: none"> • You might want to partner with the AFN, it is going into communities to gather First Nations information (ASETS) • Working with Community Futures (ASETS)
Principles	<ul style="list-style-type: none"> • Companies downsizing should be commended for keeping their workers as long as possible (ASETS) • The Strategy needs to be flexible (FIC)
Public Policy	<ul style="list-style-type: none"> • ASETS are not mandated to work with high school students (ASETS) • We need better linkages between ASETS and the Province (e.g. WorkBC) (ASETS)
Workforce Strategy Implications/Solutions	<ul style="list-style-type: none"> • The Strategy should go down to the regional level (ASETS) • Work with the Forest Products Association of Canada and other industry associations (FIC) • We need to build laddering opportunities from entry level positions (FIC) • This needs a full (comprehensive) communication plan (FIC) • We need to reach out to children in schools, starting at least at 15 years old

	<p>(FIC)</p> <ul style="list-style-type: none"> • Create a ‘boot camp’ for young Aboriginal people to be exposed to the industry (ASETS) • Cultural awareness training for companies (ASETS)
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Table 6
Engagement Session: Summary of March 2, 2017 (Nanaimo) Themes

- 12 participants (excl. FNFC)
- 9 organizations represented
- 1 ASETS
- 8 forest companies (incl. 2 pulp and paper)

Theme Area (Alphabetical Order)	Theme Details
ASETS’ Needs	<ul style="list-style-type: none"> • Need to connect more with forestry, have been focused on marine sector (ASETS)
ASETS clients/clients’ needs	<ul style="list-style-type: none"> • Not a lot of interest in forestry among clients (ASETS) • Need more funding to help clients enter apprenticeships (they are costly) (ASETS)
Effective Practices	<ul style="list-style-type: none"> • BCTS partnership with FNFC on summer interns (FIC) • Assurances of ‘automatic’ summer placements will attract students to such fields (ASETS)
Industry Needs	<ul style="list-style-type: none"> • Trying to create strong partnerships (FIC) • We need qualified operators who have high school completed, technical training and are high-performing (FIC) • We need to factor in our union environment when hiring (FICs) • We need to identify jobs that Aboriginal can fill without having to leave their communities (FIC) • We need a person who wants to be in the industry (FIC) • Basic skills we need in job entrants (FICs): <ul style="list-style-type: none"> - First Aid - Driver’s License - S100 - Grade 12 (at least for pulp and paper)
	<ul style="list-style-type: none"> - Some post-secondary education (preferred) - Work experience (ideally) - Success test results (mechanical, aptitude, reasoning, Math)
Labour Market Information	<ul style="list-style-type: none"> • The BC 2025 Labour Market Outlook data significantly underestimates forecasted openings in pulp and paper – communicated to MJTST (via ITA Sector Advisory Group) (FIC) • The labour demand is compelling and shows lots of opportunities in our industry – we need to work on the matching potential (FIC)
Labour Market Gaps	<ul style="list-style-type: none"> • Aging workforce and increasing retirement • Short supply of talented people all parts of the industry (FICs) <ul style="list-style-type: none"> - Shake and shingle workers - Wood products and logging operators - Pulp and paper operators
Labour Market Supply	<ul style="list-style-type: none"> • We do not see First Nations people at our door (FIC)
Opportunities	<ul style="list-style-type: none"> • Strengthen the promotion of success stories to First Nations (FIC)

- | | |
|--|--|
| | <ul style="list-style-type: none"> • ASETS can get around waitlists by purchasing an entire class (ASETS) • Provide information to industry and ASETS about the FNFT Program (FIC) • We have filled 18 entry level positions since January 2017 (FIC) • 'Boot camps' to give individuals the opportunity to decide on a career pathway |
|--|--|

3.8 Key Themes from the Engagement Sessions

From a thematic point of view, the most input at the three engagement sessions was around (frequency in parentheses):

- Industry needs (14)
- ASETS needs (12)
- ASETS client needs (12)
- Opportunities (12)
- Workforce Strategy/Solutions (10)
- Effective practices (9)

This is not surprising given the participant profile and the purpose of the sessions. So in this sense, the sessions were successful.

Labour market information (5), labour market demand (6), labour market supply (3) and labour market gaps (2) involved a relatively small proportion of participant input. This is not surprising because participants did not identify much missing labour market information. An exception to this was the pulp and paper industry representatives indicating that the *BC 2025 Labour Market Outlook* underestimates those companies forecasted job openings.

It is interesting that partnerships, principles and public policy thematic topics received relatively small amounts of input. The first two topics may have been covered by other topics (e.g. effective practices instead of partnerships or principles, First Nations' needs were covered off indirect through ASETS client needs).

3.9 Common and Unique Themes Across the Engagement Sessions

The most frequent themes listed above were also the most common across the three sessions (e.g. industry needs, ASETS needs, ASETS client needs, etc.).

To a large extent, the differences in input across the three sessions were a function of:

- Different geographic regions;
- The relative balance of numbers of ASETS vs. companies at each session;
- The strength of individual voices at the table (e.g. some ASETS representatives were very strong voices and contributed many comments).

In Prince George, ASETS needs and industry needs, along with workforce strategy / solutions represented the most input.

In Kamloops, ASETS client needs, labour market demand, opportunities and workforce strategy / solutions were the most popular topics. The two ASETS representatives spoke strongly on ASETS client needs and examples of solutions.

In Nanaimo, industry needs and opportunities came up the most. This session had the most industry and least ASETS representatives.

4 SUMMARY AND CONCLUSIONS

The forest sector (Industry), over a 10-year horizon is expecting an imminent shortage of skilled forest workers due mostly to the aging workforce turnover. Replacement of this workforce is well underway. ASETS are established skills employment and training organizations that have been on the ground representatives of First Nations individuals and communities for twenty-five years. The Forestry Council is a Provincial forest sector advocacy group mandated by BC First Nations through the BC Leadership Council (UBCIC/FNS/BCAFN) to provide support to our First Nation communities and businesses in matters related to the forest sector. Engagement between these three groups is seen as a logical Provincial and regional level partnership for collaboration.

Overall, engagement participation has provided good input from a broadly representative group of ASETS and major forest companies in most regions of the province. Engagement determined that both ASETS and industry feel that current Labour Market Research adequately identifies the scale of labour demand and that the more urgent need is an updated provincial level strategy, a strategy that provides linkages to communities, ASETS and industry for innovative implementation solutions, a strategy that focuses on increasing the number of aboriginal peoples filling the jobs that are currently available and maximizing the opportunity for increasing aboriginal employment and participation in the forest sector.

All of the participating ASETS and major forest companies support the Forestry Council's intent of developing a First Nations Forestry Workforce Strategy. Some companies want to ensure individual First Nations support for this; and some ASETS want to ensure alignment with the Province and Government of Canada on this initiative.

Engagement has lead to a better understanding of the needs of ASETS and Industry:

- ASETS require resources to improve industry connections, alignment with Provincial programs, increasing collaboration and communication, ,

facilitating more coordination among themselves and with other programs, making programs more accessible, ability to offer laddering opportunities, emphasizing transferable skills, etc.

- ASETS require resources and information to better promote forestry careers to clients, intelligence on forest companies in their regions and at the provincial level, information on career options and pathways beyond entry level employment etc.
- Industry requires improved connections amongst stakeholders and partners, calling for relationship-building among themselves, ASETS and First Nations, etc.
- Industry was articulate in identifying what they look for in new job entry candidates, needing to understand ASETS more in support of recruitment efforts,
- Industry supports having an organization to coordinate a cohesive approach to training and hiring from First Nations,

Many ideas were offered by participants that had implications for the Forestry Councils workforce strategy, including:

- Review and promote effective practices (e.g. BCTS partnership with FNFC on youth internships);
- Expanding principles for action beyond entry level employment (e.g. Aboriginal people are not just interested nor should be relegated to entry level jobs, the need to focus the Strategy at the regional and local levels);
- Expanded Partnerships to increase awareness and support scope of Workforce Initiative (e.g. partner with the BC Assembly of First Nations who are going into First Nations communities to gather new information);
- Innovative Opportunities for Improved Programming (e.g. using technology to attract young Aboriginal people into forestry careers);
- Strategy and solutions (e.g. it needs a comprehensive communication plan directed at all audiences).

ASETS and industry companies had suggestions for the role of Forestry Council in First Nations workforce development

- Coordinating role with ASETS to provide supply data
- Facilitating ASETS and forest companies working together at the local level, within regions and provincially
- Provincial strategy development led by the Forestry Council with the participation of representative ASETS and industry companies on some type of steering committee.

There is a good quantitative level of detail on forest sector labour demand in the *BC 2025 Labour Market Outlook*, and a good sense of qualitative needs of both the forest sector and the Aboriginal labour force in BC through several industry-related studies and ASETS intelligence. The challenges and barriers for Aboriginal labour force participants have been identified in several projects including the forest sector LMP studies and the industry's "Road Map" report, as well as regional differences identified by ASETS in this engagement and elsewhere. *Census 2016* data on Aboriginal Peoples and on Education and Labour will be released October 25 and November 29, 2017, respectively. An analysis of such data may inform Aboriginal labour supply trends.

Industry can provide useful intelligence on their labour needs and can provide suggestions for utilizing Aboriginal talent (e.g. data on upcoming retirements and subsequent to backfill for entry level positions, providing qualifications needed by new entry candidates). ASETS can provide useful information on the Aboriginal client base, and although this component of available workforce is not 100% representative of the Aboriginal labour force, this is a good start for supplementing existing supply data. ASETs have a strong understanding of the barriers and constraints to developing workforce ready clients, an important area of focus in developing strategies for successful employment goals.

In conclusion, based on past labour market research (GAP Analysis) and on the important input received during the engagement process from Industry and ASETS we feel that there is broad support to move forward to a Phase 3 project of Strategy Development. Throughout the engagement process a common theme emerged that time is of the essence and that it is an urgent matter to move forward with developing strategies and implementing those strategies so that the jobs opportunity is seized and acted upon for our First Nations workforce in the forest sector. Another common theme in our engagement was that Labour Market Research is an important ongoing process but was not afforded the priority status. We do feel however that pursuing targeted labour market research projects as per GAP analysis recommendations, that could be completed in tandem with Strategy Development, should be pursued by the Forestry Council.

A draft Terms of Reference/Governance Structure and strategy framework has been developed and provided to all participants for their review and consideration (Appendix 7). This constitutes our invitation to participate in finalizing the terms of reference and establishing the governance structure (steering committee) for developing and implementing a Provincial/Regional First Nations forest sector Strategic Planning project (LMP Phase 3).

Our next steps will be to begin developing a LMP-Phase 3 proposal with MJTST and our partners so that we can begin work on Strategy Development as soon as possible.

APPENDIX 1 - Labour Market Research GAP Analysis (Human Capital Research)



**An Analysis of Gaps in Labour Market Information on the
British Columbia Forest Sector as Related to a First Nations
Forestry Workforce Strategy**



Prepared for the First Nations Forestry Council

Prepared by Kerry Jothen, Human Capital Strategies

FINAL: March 31, 2017

Table of Contents

Executive Summary	i
1. Purpose	1
2. Background and Scope	1
3. Province of BC's General Standards for Sector LMP LMI Analysis	2
4. Summary of Available Labour Market Information	3
5. Summary and Conclusions	16
6. Recommendations	19
References	20

Executive Summary

The purpose of this report is provide a summary of existing available labour market information (LMI) related to the British Columbia (BC) forest sector and to Aboriginal worker supply in the province. This report has been prepared for the First Nations Forestry Council (FNFC) as part of its work towards the development and implementation of a First Nations Forestry Workforce Strategy.

The FNFC has received funding under the Ministry of Jobs, Tourism and Skills Training's (MJTST) Sector Labour Market Partnerships (LMP) Program for Phase 1, Sector Engagement activities. This work has been undertaken by FNFC in order to move towards the development and implementation of a workforce strategy to support Aboriginal people in BC to enter and sustain meaningful employment and business development in the BC forest sector.

During 2012-2015 the MJTST has supported extensive labour market research in the BC forest sector and all of its industries through its Sector LMP Program and other programs. This work has included detailed data collection and analysis at the industrial, occupational and, to some extent, regional levels. This research has also included useful qualitative research about forestry workforce challenges and solutions related to the attraction, recruitment, training and development and retention of workers.

Not all of this LMI research has utilized consistent methodology, measurement or reporting – hence the MJTST updated LMI guidelines of 2016. However – in relationship to the four industry-led studies – the more recent 'Roadmap' analysis brings it all together and identifies the common and unique needs and challenges from each study.

Labour Demand

On top of this forestry-related LMI research, the Ministry's most recent *BC 2025 Labour Market Outlook* has added even further, more granular data on forestry labour demand – both employment and forecasted job openings by industry (over 50), occupation (over 500) and region (7). There are few labour demand information gaps from this labour market forecast and the relevant LMI data collected during 2012-2017.

One type of information on the forestry labour demand side that might be useful for strategy development is an up to date scan of major forestry projects by region. This could include expansions and new forestry activities. The BC Major Projects Inventory may be useful in this regard. Similarly, intelligence on downsizing or any major downward pressures on forestry manufacturing and harvesting by region in BC would be useful.

Another type of data that would be useful for a workforce strategy is information on First Nations forestry businesses, partnerships and other activities. This could include information on the employees and self-employed persons in such enterprise. The FNFC would be an obvious umbrella organization to collect this and/or build on data it already has.

Another challenge with LMI demand data would be to reconcile the data in BC regions with Aboriginal Skills and Employment Training Strategy (ASETS) agreement holders in BC. This is based on the assumption that they may possess some valuable administrative data on Aboriginal workforce supply by ASETS region. From a brief scan of ASETS in BC, there appears to be significant correlation between BC economic or forestry regions and ASETS catchment areas.

Labour Supply

A small gap in LMI related to the forest sector is disaggregated demographic data about labour supply,

including data on Aboriginal worker supply by region and other worker characteristics. In terms of the broader BC labour force by region, the latest Labour Market Outlook has some (e.g. interprovincial migration, international migration, new entrants, unemployed, etc.) supply data by forestry industry and by occupation. However, in terms of the regional or local First Nations supply and individuals' characteristics, such up-to-date, reliable data is difficult to find.

When available later this year, new data from the *2016 Census* may be useful, as more empirical information on First Nation members' demographic, labour market and education profiles will be important. ASETS and other mature Aboriginal organizations may play a vital role in providing such information, in proxy or direct forms. This need could be addressed in the first parts of a workforce strategy development phase with the participation of ASETS.

First Nations Workforce Strategy

In addition to the quantitative LMI data available in the aforementioned studies and in the *BC 2025 Labour Market Outlook*, the Conference Board, GMG and four sector studies collectively provide a rich amount of qualitative data on workforce attraction, recruitment, training, retention and Aboriginal workforce challenges and needs. This information can be refined and corroborated during the first half of a strategy development phase.

In summary, the existing labour market information, with supplemental labour market research/data to fill gaps, may be adequate to inform a Phase 3 strategy development project as defined by the Ministry LMP Program standards.

Recommendations

1. Engage the major forest companies from throughout the province to determine how whether they have additional quantitative and qualitative labour market and human resource information which complements existing data and informs the development of a First Nations workforce strategy. This engagement could focus particularly on top priority occupations and workforce needs.
2. Engage ASETS and possibly other major First Nations organizations to determine their capacity for providing administrative and other data on the Aboriginal workforce in their respective regions.
3. Build on earlier FNFC work to quantify First Nations forestry businesses, partnerships and related activities and their workforces and needs.
4. After engaging ASETS, prepare a possible methodology for collecting and utilizing ASETS administrative data on Aboriginal clients as a means for obtaining a good understanding of the Aboriginal workforce supply and needs at the regional level.
5. Plan to mine *Census 2016* data to supplement Aboriginal demographic data by region.
6. After engaging both groups in regional meetings, refine the methodology and build in into a proposal to propose Province of BC (MJTST) funding for a strategy development project (i.e. development of a First Nations Forestry Workforce Strategy). Further focused labour market research could be undertaken with industry and ASETS and could be completed in the first half of such a phase.

1. Purpose

The purpose of this report is provide a summary of existing available labour market information (LMI) related to the British Columbia (BC) forest sector and to Aboriginal worker supply in the province, with a view to identify any gaps and future necessary labour market research. This report has been prepared for the First Nations Forestry Council (FNFC) as part of its work towards the development and implementation of a First Nations Forestry Workforce Strategy.

2. Background and Scope

The FNFC has received funding under the Ministry of Jobs, Tourism and Skills Training's (MJTST) Sector Labour Market Partnerships (LMP) Program for Phase 1, Sector Engagement activities. This work has been undertaken by FNFC in order to move towards the development and implementation of a workforce strategy to support Aboriginal people in BC to enter and sustain meaningful employment and business development in the BC forest sector.

FNFC completed a workforce strategy in 2014, and will update and refine it after conducting due-diligence on the need for additional labour market information and/or conducting additional labour market research related to the BC forest sector.

Over the last three years in BC, the forest industry, FNFC and others have conducted significant labour market research on the demand for, supply of and demand-supply gaps in forestry human capital, including available Aboriginal workers and First Nations forestry businesses.

FNFC itself initiated a number of relevant studies in 2014. This includes a labour supply report by GMG Consulting Services in 2014, a labour demand report by the Conference Board of Canada in the same year, and some community-specific First Nations forestry business strategies. Between 2013 and 2016, the Province of BC under its Sector LMP Program funded industry-led labour market studies in the coastal forestry and logging, paper, silviculture and solid wood industries. Nationally, the Forest Products Association of Canada has also undertaken a few labour market studies in recent years.

The findings of the four industry-led studies were synthesized in an industry-led BC Forest Sector Workforce Initiative report, "Recruitment and Training in the BC Forest Sector: A Roadmap Forward" (September 2015).

In addition to the above mostly labour demand data, the MJTST published its *BC 2025 Labour Market Outlook*. Further, the Ministry has made this data available in a detailed form through WorkBC reports and raw data that can be adapted for industrial, occupational and regional purposes. This data provides the most comprehensive labour demand data for the BC forest sector industries and occupations.

As well as engaging key Aboriginal and forest sector organizations on relevant forestry worker demand and supply, before proposing a Phase 3 Strategy Development project to the Ministry, the FNFC must consider if there are any significant gaps in existing available LMI related to the BC forest sector and Aboriginal workforce supply in the province.

After the next section, this report summarizes the available LMI and deals with the question of appropriate next steps towards a First Nations Forestry Workforce Strategy.

3. Province of BC's General Standards for Sector LMP LMI Analysis

According to its *Labour Market Information Research Guidelines*, the MJTST “expects all LMI produced under the Sector LMP Program to adhere to standards” listed below:

- **Scope:** Define the scope of the research and how the results apply to the sector. Note the differences among sector-wide characterizations, subsector or regional characterizations, and employer-specific descriptions. Reports should not assume that nationwide generalizations about the sector apply to each employer, or assume that findings based on a specific employer represent the whole sector.
- **Detail:** The sector analysis should be at a level of detail that is not easily captured through other data sources. Sector analysis should provide a specific picture of labour market challenges by articulating those at the National Occupational Classification (NOC) code level, with details related to specific segments, occupations, certifications and/or specializations within a NOC code.
- **Sensitivity to the history and evolution of the industry:** Note chronological and geographic trends, as well as key turning points that draw attention to the dynamics of the industry. For example, a significant change in a commodity price, introduction of new technology, arrival of new competition, etc.
- **Replicability:** Ensure that the methodology, data sources and analysis have enough information and detail that they can be reproduced in the future for comparability across sectors and over time.

The Ministry defines LMI as “the information needed to make a labour market decision.”

The visual below highlights the FNFC thought process in its Phase 1 project.



As indicated, the impetus for this Phase 1 project for FNFC is to develop a workforce strategy for increasing Aboriginal participation, employment, success and businesses in the BC forest sector. According to the Sector LMP Program guidelines:

“The Strategy Development phase also relies on a foundation of deep primary research. Research data can be obtained through a formal Labour Market Information (LMI) project (Phase 2), or through independent research deemed acceptable and equivalent by Ministry of Jobs, Tourism and Skills Training staff.

Once these foundational supports are in place, the strategy phase will help sector partners further refine key workforce and human resources issues while also identifying and prioritizing goals, objectives and tactics that will be undertaken to address these issues in the implementation phase.”

4. Summary of Available Labour Market Information

This summary of available pertinent LMI data focuses on the following documents:

1. *Labour Market Skill Needs in BC's Forestry Sector* (February 2014) – The Conference Board of Canada;
2. *First Nations Forestry Workforce Supply and Opportunity Study* (February 2014) – GMG Consulting Services;
3. *Recruitment and Training in the BC Forest Sector: A Roadmap Forward* (September 2015) – BC Forest Sector Workforce Initiative; and,
4. *British Columbia 2025 Labour Market Outlook* (2016) – Ministry of Jobs, Tourism

and Skills Training.

The four industry-led studies are summarized in the above-cited (#3) 'Roadmap' report, and therefore are not individually summarized here.

This is a summary of LMI information available about the BC forest sector, and is focused on the four industries that constitute to forest sector in BC. These definitions are based on the *BC 2025 Labour Market Outlook* and four WorkBC industry profiles:

- The *Forestry and Logging* industry comprises establishments primarily engaged in growing and harvesting timber on a long production cycle (of ten years or more). Long production cycles use different production processes than short production cycles, which require more horticultural interventions prior to harvest, resulting in processes more similar to those found in the Crop Production industry. Consequently, Christmas tree production and other production involving production cycles of less than ten years are classified to the Crop Production industry.
- The *Support Activities for Agriculture and Forestry* industry comprises establishments primarily engaged in providing support services that are essential to agricultural and forestry production.
- The *Wood Product Manufacturing* industry comprises establishments primarily engaged in manufacturing products from wood. There are three industry groups in this subsector, comprising establishments engaged in sawing logs into lumber and similar products, or preserving these products; making products that improve the natural characteristics of wood, by making veneers, plywood, reconstituted wood panel products or engineered wood assemblies; and making a diverse range of wood products, such as millwork.
- The *Paper Manufacturing* industry comprises establishments primarily engaged in manufacturing pulp, paper and paper products. The manufacture of pulp involves separating the cellulose fibres from other impurities in wood, used paper or other fibre sources. The manufacture of paper involves matting these fibres into a sheet. Converted paper products are produced from paper and other, materials by various cutting and shaping techniques.

Labour Market Skill Needs in BC's Forestry Sector (February 2014) – The Conference Board of Canada

In a forecast of forestry employment in BC for the period 2014-2018, the Conference Board concluded the four forest industries would need to hire new workers in the coming year to replace those retiring and leaving for other reasons. This report suggests both the wood products and forestry and logging industries will hire the largest number of workers by 2018, both around 5,000.

Overall, the Conference Board predicted that the forest sector will hire close to 14,000 workers to 2018, and 9,000 of these will be replacing employees who are retiring. The tables below show expected openings through expansion and attrition.

Table 1: Expansion Demand Over the 2014–18 Period (number of employees)

	Forestry and logging	Support activities	Wood products manufacturing	Paper manufacturing
2014	1,480	518	2,127	422
2015	88	76	238	95
2016	-281	-77	-669	90
2017	-212	-68	-457	79
2018	-29	-5	-137	68
Total expansion demand	1,047	444	1,102	754

Sources: Statistics Canada; The Conference Board of Canada.

Table 2: Replacement Demand due to Retirement Over the 2014–18 Period (number of employees)

	Forestry and logging	Support activities	Wood products manufacturing	Paper manufacturing
2014	655	159	704	243
2015	667	163	710	245
2016	672	164	725	250
2017	756	196	745	258
2018	768	200	767	265
Replacement demand (retirement)	3,518	882	3,651	1,261

Sources: Statistics Canada; The Conference Board of Canada.

This Conference Board report provides an occupational breakdown of projected hiring

but only for the forecast period 2014 to 2018, and this is only at a one-digit NOC level. The following table and regional breakdowns of it are examples of this.

Table 9: Top 10 Occupations in the Overall Forestry Sector as a Share of the Overall Forestry Workforce (per cent)

Occupations	Share of workforce
(9614) Labourers in wood, pulp, and paper processing	8.6
(9431) Sawmill machine operators	5.2
(8241) Logging machinery operators	5.1
(7311) Construction millwrights and industrial mechanics	4.8
(7452) Material handlers	4.6
(7511) Transport truck drivers	3.2
(2223) Forestry technologists and technicians	2.9
(8421) Chainsaw and skidder operators	2.8
(8616) Logging and forestry labourers	2.7
(9215) Supervisors, forest products processing	2.6

Sources: Statistics Canada; The Conference Board of Canada.

The table above and the report do have a four-digit occupational breakdown but only for current (at the time) 2014 data (not forecasted).

The Conference Board report indicates Aboriginal workers account for a relatively large proportion of share of forestry employment. In 2006, 6.1% of employees indicated they have Aboriginal identities compared with 2.8% of the overall workforce in Canada.

During the period 2006-2011, the Aboriginal population in BC increased by 18% compared to 5.2% for the non-Aboriginal population. The Conference Board notes Aboriginal people often live in areas where forestry is prevalent.

Also, with provincial government forestry management changes in recent years, First Nations now (2014) hold 15% of the province's annual allowable cut. However, at that time, only 54% of these tenures were managed by First Nations communities.

While the Conference Board report's focus is on labour demand and it does not provide quantitative information about Aboriginal labour supply in BC, it does make some interesting observations, and provides insight about Aboriginal workforce challenges and opportunities.

Given the *BC 2025 Labour Market Outlook* is much more up to date and has a longer

forecast period, has more granular information and is BC-based, it should be considered a more reliable and complete indication of future job openings in forestry.

First Nations Forestry Workforce Supply and Opportunity Study (February 2014) – GMG Consulting Services

The authors of this report conclude that in BC, anywhere between 13,000 and 48,000 First Nations forest workers will be available in the next decade to meet a growing demand for talent.

The table below shows this range of demand would equate to 1,300 to 4,800 First Nations people entering the forestry workforce each year. Accounting for both replacement demand and expansion, this supply forecast is based on a number of variables: regional forestry labour demand with its variances accounting for both replacement demand and expansion demand; intra-region similarities; and competing jobs in other industries within the region.

Forest Region	Total Population	Working Age (2014)	Working Age (2024)	Low Range	High Range
British Columbia	230,760	157,180	175,000	13,000	48,000
Cariboo	10,775	7,327	8,200	800	3,000
Kootenay/Boundary	6,465	4,396	4,900	400	1,500
Northeast	9,365	6,368	7,200	600	1,500
Omineca	18,250	12,410	14,000	1,300	6,000
Skeena	12,935	8,795	9,800	900	4,000
South Coast	78,585	53,438	59,700	2,500	10,000
Thompson/Okanagan	36,895	25,088	28,000	2,500	10,000
West Coast	57,490	39,093	43,200	4,000	12,000

GMG consulting indicates that this low-to-high range provides a conservative estimate of potential labour supply for each forest region. The potential First Nations workforce supply is expected to be largest in the West Coast, Thompson/ Okanagan, South Coast and Omineca forest regions in BC. It is expected to be smallest in Kootenay/Boundary, Northeast, Cariboo and Skeena forest regions. To some extent there will be a positive correlation among regions in terms of size of total First Nations population and size of available supply in the ten-year period.

GMG offer the following other general considerations about Aboriginal workforce supply for forestry jobs:

- The working age Aboriginal population is on track to exceed 175,000 people by 2024. With the median age being 28.9 years for Aboriginal people in BC (and getting younger each year), who are largely First Nations, and with the high proportional population in rural and remote areas throughout the province, First

Nations youth represent the single greatest labour market in British Columbia.

- In addition to this large youth population, there is a potential workforce of under employed First Nations people, many with seasonal forestry experience, who could benefit from laddering into new career opportunities.
- Key participant interviews indicated that First Nations are looking for new opportunities for prosperity and business development within their territories and that communities are trying to reduce the out-migration of members heading to urban centres for employment.

This report provide some useful aggregated data and observations regarding the supply of First Nations workers in BC forest regions, and will inform planning for preparation and development of First Nations people for forestry-related jobs. The report also provides useful qualitative information on Aboriginal persons' challenges in the labour market.

Recruitment and Training in the BC Forest Sector: A Roadmap Forward (September 2015) – BC Forest Sector Workforce Initiative

According to this report, the “main driver for new recruits over the next decade is the sector’s aging workforce, as evidenced by anticipated turnover rates of 60% for forestry and logging and 40% for the solid wood and pulp & paper sectors.” It cites the recent industry-led studies that forecast shortages in the professional, production management and skilled trade occupations, as well as a broad “range of production workers employed to harvest and transport products from the forest to the market.” The four industry studies total the need for over 27,000 new entrants or an average of approximately 2,500 per year over the next decade.

This is summarized in the table below.

This report reflects evidence from the individual sector studies of a decreasing size of the youth cohort and that many youth perceive the forest sector as ‘low tech’, environmentally ‘unfriendly’, seasonal with unstable employment, and geographically remote. A few of the studies point to an increasing First Nations youth population who tend to be more positive about forestry jobs that are often local. The report also cites the additional support that is often required to upgrade, ladder and advance job candidates through the skilled jobs available.

Most of the industry studies identify significant training and recruitment shortcomings, including:

- Insufficient training programs and/or facilities;
- Missing standards and associated certifications;
- A lack of human resource (HR) capacity; and,
- Insufficient financial support for on-the-job training.

Table 1

	Forestry & Logging	Silviculture	Solid Wood	Pulp & Paper
Jobs per Year (next 5 years)	1050	1500 (seasonal or 360 FTE)	1050	250
Jobs per Year (following 5 years)	1130	As above	1050	450
Ten Year Total	10,900		10,500	5750
% Turnover (over 10 years)	60%		40%	40%
Priority Occupations	<ul style="list-style-type: none"> • Logging Machine Operators • Logging & Forestry Ground Workers • Logging Truck Drivers • Hand Fallers • Forest Techs & Professionals • Heavy Duty Mechanics • Heavy Equipment Operators 	<ul style="list-style-type: none"> • Tree Planters • Brushing and Spacing • Wildfire Fighter • Forest Restoration Worker • Supervisors 	<ul style="list-style-type: none"> • Millwrights • Industrial Electricians • Heavy Duty Mechanics • Saw Filers / Fitters • Supervisors 	<ul style="list-style-type: none"> • Engineers (Power, Electrical, Mechanical and Chemical) • Millwrights • Maintenance Supervisors • Instrument Technician/Mechanics • Machine Operators • Pipefitters

In terms of methodology, the four industry-led studies used similar labour market research methodology, although, each had some differences due to the reality of their industries, the timing of the studies, the availability of needed data and unique methodologies.

Each industry-specific study includes some type of employer survey, and some use of administrative data and other proxies. Each includes estimates of employment demand by 3 or 4-digit NOC occupations, and includes both baseline and forecasted employment and job openings. This was calculated from employer surveys, some unique administrative sources of data, standard federal data sources (e.g. Statistics Canada *Census* and *Labour Force Survey* reports), supplemented by available data from the annual *BC 2025 Labour Market Outlook* at the time of each study.

Each of these four studies attempts to estimate labour supply and also demand/supply gaps. The easier part of the supply data was describing the current workforce. For future labour supply only broader indicators that could not be aggregated to specific industries, occupations and regions were estimated. In other words, these supply forecasts do not predict forest worker supply per se, but rather general supply in a region. These proxies included immigration, interprovincial migration, unemployment and EI beneficiaries, high school and post-secondary graduates, welfare recipients, etc.

While a few of the studies noted the growing source of Aboriginal talent, none

quantified this for the forest sector per se or by occupational category or for other industries.

The four industry-led studies also included more qualitative information on workforce challenges and obstacles to ensuring an adequate supply of needed talent. They each also provided a strategy or elements for a workforce strategy. While there are commonalities across forest industries, the nature and extent of the challenges and strategies varied across the four industries. This qualitative information will be useful for FNFC's eventual workforce strategy development.

The studies also included reaching out to training institutions, key employer informants and employee focus groups and others as part of their supply work, and to other industry associations and unions for additional data.

BC 2025 Labour Market Outlook (2016) – Ministry of Jobs, Tourism and Skills Training

Overall for BC, the Outlook estimated 2016 forestry employment to be 66,900, and forecasted total forestry job openings during 2016-2025 to be 12,488 or 19% of current employment. Due to relatively slow employment growth of most parts of the sector, most of this job opening growth.

Of the 12,500 new openings in the sector over the next ten years, -59% of new openings or (a loss of 7,400 jobs) will be offset by 159% (19,900) through the attrition of workers. The biggest loss of jobs will be in wood manufacturing (-4,300) and paper manufacturing (-2,100). The largest areas of openings from attrition will be in wood manufacturing (10,500) and forestry and logging (3,600).

The list below shows the occupations expected to experience the greatest job openings in the forest sector in BC. It includes many highly and moderately skilled categories, again, mainly due to attrition (aging) of the workforce.

Top¹ Occupations in Terms of Job Openings across the Whole Sector

1. Sawmill machine operators – 1,034
2. Other Level C (NOC) occupations – 772
3. Supervisors, forest products processing – 694
4. Construction millwrights and industrial mechanics – 670
5. Transport truck drivers – 598
6. Forestry technologists and technicians – 595
7. Forestry professionals – 580
8. Other Level B (NOC) occupations – 570

¹ Occupations with more than 300 job openings

9. Logging machine operators – 512
10. Supervisors, logging and forestry – 476
11. Labourers in wood, pulp and paper processing – 444
12. Managers in natural resources production – 437
13. Other wood processing machine operators – 416
14. Logging and forestry labourers – 384
15. Lumber graders and other wood processing inspectors and graders – 353

Below is a summary of the Outlook forecasted job openings by each of the four forest industries.

Forestry and Logging

Total Job Openings 2016-2025 = 2,307 (avg. 231 per year)

Top² Occupations

1. Logging machine operators – 512
2. Supervisors, logging and forestry - 340
3. Managers in natural resources production – 282
4. Transport truck drivers – 272
5. Accounting technicians and bookkeepers – 144
6. Chain saw and skidder operators – 141
7. Other Level C occupations – 130

Support Activities for Agriculture and Industry

This industry's jobs are most in support of forest activities.

Total Job Openings 2016-2025 = 3,095 (avg. 310 per year)

Top³ Occupations

1. Forestry professionals – 471
2. Logging and forestry labourers – 384
3. Transport truck drivers – 326
4. Silviculture and forestry workers – 273
5. Accounting technicians and bookkeepers – 161
6. Managers in natural resources production – 155
7. Supervisors, logging and forestry – 136

² Occupations with more than 100 job openings

³ Occupations with more than 100 job openings

Wood Product Manufacturing

Total Job Openings 2016-2025 = 6,164 (avg. 616 per year)

Top⁴ Occupations

1. Sawmill machine operators – 1,034
2. Other Level C occupations – 642
3. Construction millwrights and industrial mechanics – 621
4. Other Level B occupations – 570
5. Supervisors, forest products processing – 508
6. Other wood processing machine operators – 416
7. Labourers in wood, pulp and paper processing – 408
8. Lumber graders and other wood processing inspectors and graders – 353
9. Manufacturing engineers – 287
10. Material handlers – 284
11. Other wood products assemblers and inspectors – 178
12. Other trades and related occupations – 159
13. Industrial electricians – 102

Paper Manufacturing

Total Job Openings 2016-2025 = 922 (avg. 92 per year)

Top⁵ Occupations

1. Pulp mill machine operators – 260
2. Supervisors, forest products – 186

Regional Job Openings in Forestry

The table on the next page shows the occupations projected to have the most jobs openings to 2025 in the four forestry industries and each provincial region.

Most of the opportunities will be in the Thompson-Okanagan, Cariboo and Mainland/Southwest regions of the province, with little growth on Vancouver Island/Coast and a slight negative growth in North Coast/Nechako. The Northeast and Kootenays regions will see moderate growth.

⁴ Occupations with more than 100 job openings

⁵ Occupations with more than 100 job openings

Job Openings by Forestry Sector, Occupation and Region

Region	Total Job Openings 2016-2025 – Occupations with the Most Job Openings (50 openings or more)				
	Forestry and Logging	Support for Agriculture and Forestry	Wood Products Manufacturing	Paper Manufacturing	Total Forestry
Cariboo	Total: - 289 <ul style="list-style-type: none"> No substantial growth occupations in terms of job openings 	Total: 722 <ul style="list-style-type: none"> Transport truck drivers: 161 Silviculture and forestry workers: 136 Forestry technologists and technicians: 104 Accounting technicians: 90 Managers in natural resource processing and fishing: 76 Forestry professionals: 54 Supervisors, logging and forestry: 53 	Total: 2,220 <ul style="list-style-type: none"> Labourers in wood, pulp and paper processing: 299 Construction millwrights and industrial mechanics: 287 Sawmill machine operators: 262 Other wood processing machine operators: 187 Material handlers: 170 Supervisors, forest products processing: 146 Lumber graders, etc.: 128 Other trades: 75 Industrial electricians: 65 	Total: 435 <ul style="list-style-type: none"> Pulp mill machine operators: 96 Power engineers and power systems operators: 54 Supervisors, forest products processing: 50 	Total: 3,088 <ul style="list-style-type: none"> Construction millwrights and industrial technicians: 311 Labourers in wood, pulp and paper processing: 306 Sawmill machinery operators: 258 Supervisors, forest products processing: 196 Other wood products machinery operators: 187 Material handlers: 172 Transport truck drivers: 160 Technologists and technicians: 141 Lumber graders, etc.: 128
Kootenays	Total: 342 <ul style="list-style-type: none"> Logging machine operator: 103 Transport truck drivers: 75 Supervisors, logging and forestry: 64 	Total: 578 <ul style="list-style-type: none"> Forestry technologists and technicians: 179 Transport truck drivers: 105 Logging and forestry labourers: 101 Silviculture and forestry workers: 77 Accounting technicians: 59 Forestry professionals: 57 	Total: 484 <ul style="list-style-type: none"> Sawmill machine operators: 121 Labourers in wood, pulp and paper processing: 59 Supervisor, forest products processing: 58 Construction millwrights and industrial mechanics: 55 	Total: 255 <ul style="list-style-type: none"> Pulp mill machine operators: 60 	Total: 1,659 <ul style="list-style-type: none"> Technologists and technicians: 190 Transport truck drivers: 180 Sawmill machine operators: 121 Logging and forestry labourers: 119 Logging machinery operators: 103 Supervisors, forest products processing: 96
Mainland Southwest	Total: -92 <ul style="list-style-type: none"> No substantial growth occupations in terms of job openings 	Total: 377 <ul style="list-style-type: none"> No substantial growth occupations in terms of job openings 	Total: 2,319 <ul style="list-style-type: none"> Sawmill machine operators: 354 Supervisors, forest products processing: 159 Construction millwrights and industrial mechanics: 146 Other wood products assemblers and inspectors: 132 Lumber graders, etc.: 126 Other wood products machine operators: 118 Manufacturing managers: 113 Labourers in wood, pulp and paper processing: 106 Material handlers: 91 Woodworking machine operators: 52 	Total: 504 <ul style="list-style-type: none"> Paper converting machine operators: 82 Supervisors, forest products processing: 69 	Total: 3,108 <ul style="list-style-type: none"> Sawmill machinery operators: 354 Supervisors, forest products processing: 228 Construction millwrights and industrial mechanics: 189 Manufacturing managers: 150 Other wood product assemblers and inspectors: 130 Lumber graders, etc.: 126 Other wood products machine operators: 118 Labourers in wood, pulp and paper processing: 117 Material handlers: 115

Job Openings by Forestry Sector, Occupation and Region (cont'd)

Region	Total Job Openings 2016-2025 – Occupations with the Most Job Openings (50 openings or more)				
	Forestry and Logging	Support for Agriculture and Forestry	Wood Products Manufacturing	Paper Manufacturing	Total Forestry
North Coast/ Nechako	Total: 179 • No substantial growth occupations in terms of job openings	Total: 226 • No substantial growth occupations in terms of job openings	Total: -459 • No substantial growth occupations in terms of job openings	• No substantial growth occupations in terms of job openings (no paper mills in this region)	Total: -54 • Forestry professionals: 111
Northeast	Total: 306 • Supervisors, logging and forestry: 104 • Managers in natural resource production and fishing: 81 • Accounting technicians: 64 • Logging machine operators: 57	Total: 135 • No substantial growth occupations in terms of job openings	Total: 155 • Construction millwrights and industrial technicians: 50	Total: 113 • No substantial growth occupations in terms of job openings	Total: 709 • Labourers in forestry and logging: 135 • Supervisors, logging and forestry: 104
Thompson-Okanagan	Total: 1,534 • Logging machine operators: 335 • Transport truck drivers: 170 • Managers in natural resource production and fishing: 169 • Supervisors, logging and forestry: 123 • Chainsaw and skidder operators: 116 • Heavy equipment operators: 85 • Logging and forestry workers: 73 • Silviculture and forestry workers: 53	Total: 588 • Technologists and technicians: 161 • Forestry professionals: 118 • Senior managers, construction, transportation, production and utilities: 51	Total: 1,266 • Sawmill machine operators: 233 • Construction millwrights and industrial mechanics: 89 • Other wood processing machine operators: 85 • Manufacturing managers: 84 • Supervisors, forest products processing: 83 • Lumber graders, etc.: 59 • Labourers in wood, pulp and paper processing: 56	Total: 86 • No substantial growth occupations in terms of job openings	Total: 3,474 • Logging machinery operators: 340 • Sawmill machinery operators: 233 • Managers in natural resource processing and fishing: 199 • Technologists and technicians: 198 • Transport truck drivers: 189 • Supervisors, logging and forestry: 173 • Forestry professionals: 151 • Chain saw and skidder operators: 128 • Other wood processing machine operators: 119 • Heavy equipment operators: 116 • Construction millwrights and industrial mechanics: 114 • Logging and forestry labourers: 110 • Senior managers – construction, transportation, production and utilities: 101
Vancouver Island/ Coast	Total: 302 • Logging machine operators: 91	Total: 465 • Forestry professionals: 104 • Technologists and technicians: 94 • Managers in natural resource production and fishing: 61	Total: 198 • Sawmill machine operators: 88 • Supervisors, forest products processing: 66	Total: -489 • No substantial growth occupations in terms of job openings	Total: 476 • Forestry professionals: 119 • Technologists and technicians: 102 • Sawmill machine operators: 99 • Logging machinery operators: 91
All Regions	2,292 job openings	3,095 job openings	6,164 job openings	922 job openings	12,473

Top Occupations⁶

The BC forest industry is expected to produce job openings in most the following BC regions during 2016-2025:

- Cariboo – 3,088 (job openings mostly in Wood Products and Support activities)

⁶ Occupations with 50 or more job openings

- Kootenays – 1,659 (modest amounts of job openings across the four forestry sectors)
- Mainland/Southwest – 3,108 (mostly in Wood Products and smaller amounts in Paper)
- North Coast/Nechako – -54 (little positive growth with negative growth in Wood Products)
- Northeast – 709 (small amounts across the four forestry sectors with 40% in forestry and logging)
- Thompson-Okanagan – 3,474 (mostly in Wood Products and Forestry and Logging with some in Support activities)
- Vancouver Island/Coast – 476 (some in Forestry and Logging and Support activities, and negative growth in Paper)

Below, key forestry occupations (in terms of size of expected job openings) are identified for each region (all occupations with more than 90 openings over 10 years):

- Cariboo:
 - Construction millwrights and industrial technicians: 311
 - Labourers in wood, pulp and paper processing: 306
 - Sawmill machinery operators: 258
 - Supervisors, forest products processing: 196
 - Other wood products machinery operators: 187
 - Material handlers: 172
 - Transport truck drivers: 160
 - Technologists and technicians: 141
 - Lumber graders, etc.: 128
- Kootenays:
 - Technologists and technicians: 190
 - Transport truck drivers: 180
 - Sawmill machine operators: 121
 - Logging and forestry labourers: 119
 - Logging machinery operators: 103
 - Supervisors, forest products processing: 96
- Mainland/Southwest:
 - Sawmill machinery operators: 354
 - Supervisors, forest products processing: 228
 - Construction millwrights and industrial mechanics: 189
 - Manufacturing managers: 150
 - Other wood product assemblers and inspectors: 130
 - Lumber graders, etc.: 126
 - Other wood products machine operators: 118
 - Labourers in wood, pulp and paper processing: 117

- Material handlers: 115
- North Coast/Nechako:
 - Forestry professionals: 111
- Northeast:
 - Labourers in forestry and logging: 135
 - Supervisors, logging and forestry: 104
- Thompson-Okanagan:
 - Logging machinery operators: 340
 - Sawmill machinery operators: 233
 - Managers in natural resource processing and fishing: 199
 - Technologists and technicians: 198
 - Transport truck drivers: 189
 - Supervisors, logging and forestry: 173
 - Forestry professionals: 151
 - Chain saw and skidder operators: 128
 - Other wood processing machine operators: 119
 - Heavy equipment operators: 116
 - Construction millwrights and industrial mechanics: 114
 - Logging and forestry labourers: 110
 - Senior managers – construction, transportation, production and utilities: 101
- Vancouver Island/Coast:
 - Forestry professionals: 119
 - Technologists and technicians: 102
 - Sawmill machine operators: 99
 - Logging machinery operators: 91

The 2025 Outlook also includes more and useful information on the forecasted supply composition to 2025 by industry and occupation. However, this information does not include any detail on the Aboriginal population or workforce.

Overall, this current updated Outlook provides a rich and granular amount of labour market demand data across several industries and over 500 occupational categories.

5. Summary and Conclusions

During 2012-2015 the MJTST has supported extensive labour market research in the BC forest sector and all of its industries through its Sector LMP Program and other programs. This work has included detailed data collection and analysis at the industrial, occupational and, to some extent, regional levels. This research has also included useful qualitative research about forestry workforce challenges and solutions related to the

attraction, recruitment, training and development and retention of workers.

This LMI research has not utilized consistent methodology, measurement or reporting – hence the MJTST updated LMI guidelines of 2016. However – in relationship to the four industry-led studies – the more recent ‘Roadmap’ analysis brings it all together and identifies the common and unique needs and challenges from each study.

Labour Demand

On top of this forestry-related LMI research, the Ministry’s most recent *BC 2025 Labour Market Outlook* has added even further more granular data on forestry labour demand – both employment and forecasted job openings by industry, occupation and region. There are few labour demand information gaps from all of this labour market research and relevant LMI data during 2012-2017.

One type of information on the forestry labour demand side that might be useful for strategy development is an up to date scan of major forestry projects by region. This could include expansions and new forestry activities. The BC Major Projects Inventory may be useful in this regard. Similarly, intelligence on downsizing or any major downward pressures on forestry manufacturing and harvesting by region in BC would be useful.

Another type of data that would be useful for a workforce strategy is information on First Nations forestry businesses, partnerships and other activities. This could include information on the employees and self-employed persons in such enterprise. The FNFC would be an obvious umbrella organization to collect this and/or build on data it already has.

Another challenge with LMI demand data would be to reconcile the data in BC regions with Aboriginal Skills and Employment Training Strategy (ASETS) agreement holders in BC. This is based on the assumption that there may be some valuable administrative data on Aboriginal workforce supply by ASETS region. From a brief scan of ASETS in BC, there appears to be significant correlation between BC economic or forestry regions and ASETS catchment areas.

Labour Supply

A gap in LMI related to the forest sector is disaggregated demographic data about labour supply, including data on Aboriginal worker supply by region and other worker characteristics. In terms of the broader BC labour force by region, the latest Labour Market Outlook has some (e.g. interprovincial migration, international migration, new entrants, unemployed, etc.) supply data by forestry industry and by occupation. However, in terms of the regional or local First Nations supply and their characteristics, such up-to-date, reliable data is difficult to find.

When available later this year, new data from the *2016 Census* may be useful, but more empirical information on First Nation members' demographic, labour market and education profiles will be important. ASETS and other mature Aboriginal organizations may play a vital role in providing such information, in proxy or direct forms. This need could be addressed in the first parts of a workforce strategy development phase with the participation of ASETS.

First Nations Workforce Strategy

In addition to the quantitative LMI data available in the aforementioned studies and in the 2025 Labour Market Outlook, the Conference Board, GMG and four sector studies collectively provide a rich amount of qualitative data on workforce attraction, recruitment, training, retention and Aboriginal workforce challenges and needs. This information can be refined and corroborated during the first half of a strategy development phase.

In summary, the existing labour market information, with supplemental labour market research/data to fill gaps, may be adequate to inform a Phase 3 strategy development project as defined by the Ministry LMP Program standards.

6. Recommendations

Recommendations

1. Engage the major forest companies from throughout the province to determine how whether they have additional quantitative and qualitative labour market and human resource information which complements existing data and informs the development of a First Nations workforce strategy. This engagement could focus particularly on top priority occupations and workforce needs.
2. Engage ASETS and possibly other major First Nations organizations to determine their capacity for providing administrative and other data on the Aboriginal workforce in their respective regions.
3. Build on earlier FNFC work to quantify First Nations forestry businesses, partnerships and related activities and their workforces and needs.
4. After engaging ASETS, prepare a possible methodology for collecting and utilizing ASETS administrative data on Aboriginal clients as a means for obtaining a good understanding of the Aboriginal workforce supply and needs at the regional level.
5. Plan to mine *Census 2016* data to supplement Aboriginal demographic data by region.

6. After engaging both groups in regional meetings, refine the methodology and build in into a proposal to propose Province of BC (MJTST) funding for a strategy development project (i.e. development of a First Nations Forestry Workforce Strategy). Further focused labour market research could be undertaken with industry and ASETS and could be completed in the first half of such a phase.

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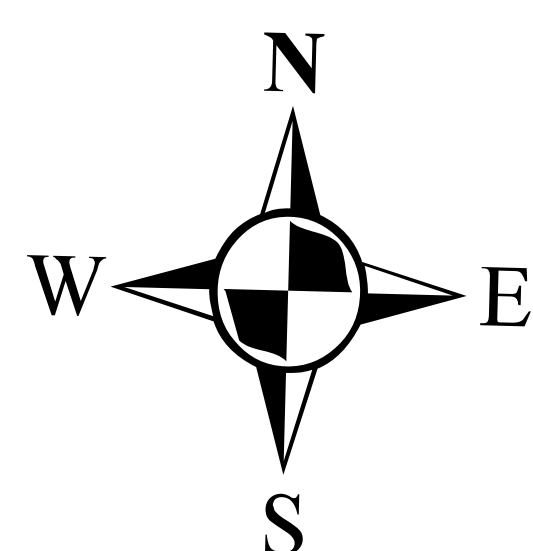
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APPENDIX 2 - ENGAGEMENT ZONES

MJTST Labour Market Program Phase 1 - Engagement DRAFT STUDY ZONE MAP



NORTHERN	REGION	ASET	INDUSTRY
ZONE 1	Skeena	TRICORP	Canfor
	Omineca	NEST	BCTS
	Northeast	PGNAETA	West Fraser
		NENAS	Louisiana Pacific

BC-ASETS

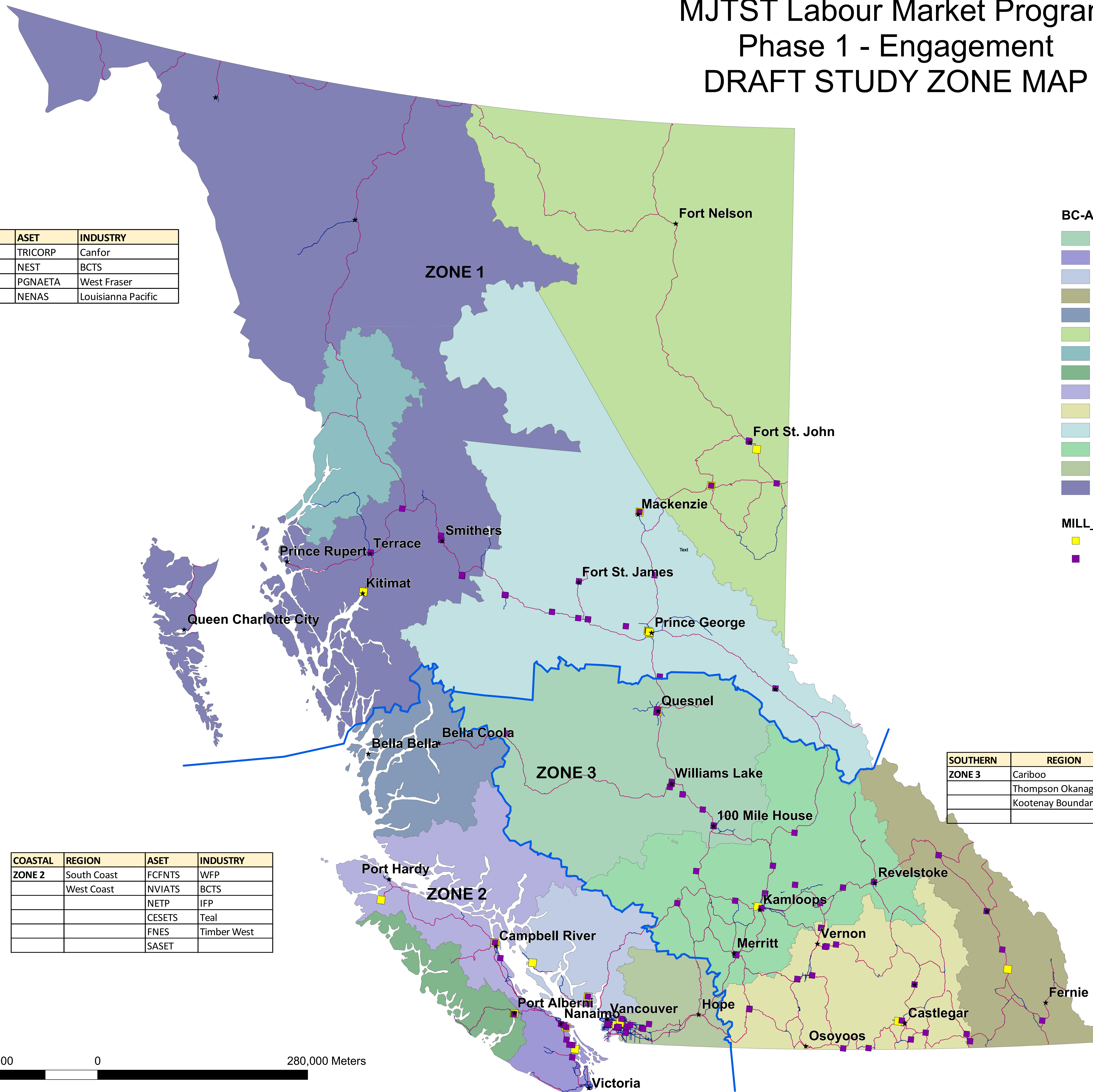
- CCATECS
- CSETS
- FNES
- KNC
- MCFNTS
- NENAS
- NEST
- NETP
- NVIATS
- OTDC
- PGNAETA
- SNTCS
- STO:LO HRD
- TESTS

MILL_TYPE

- Pulp and Paper
- All other Mills

SOUTHERN	REGION	ASET	INDUSTRY
ZONE 3	Cariboo	KNC	West Fraser
	Thompson Okanagan	OTDC	BCTS
	Kootenay Boundary	SNTC	Tolko
		CCATEC	Canfor

COASTAL	REGION	ASET	INDUSTRY
ZONE 2	South Coast	FCFNTS	WFP
	West Coast	NVIATS	BCTS
		NETP	IFP
		CESETS	Teal
		FNES	Timber West
		SASET	





British Columbia Development Regions Regional Districts

- 1 - Vancouver Island/Coast
 - 17 Capital
 - 18 Cowichan Valley
 - 21 Island
 - 22 Alberni Central
 - 24 Strathcona
 - 25 Tofino/Alberni
 - 26 Powell River
 - 27 Mount Washington
 - 28 Central Coast
- 2 - Lower Mainland/Southwest
 - 3 Fraser Valley
 - 4 Delta
 - 5 Fraser-Fort George
 - 6 Squamish
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- 6 - North Coast
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Legend
Municipal and Community
Byways

TESTS
Nechako
NORTHCOAST/NECHAKO: -54
Forestry professionals: 111

NORTHEAST: 709
Labourers in forestry and logging: 135
Supervisors, logging and forestry: 104

NEST
North Coast

NENAS
Northeast

CARIBOO: 3,088
Construction millwrights and industrial technicians: 311
Labourers in wood, pulp and paper processing: 306
Sawmill machinery operators: 258
Supervisors, forest products processing: 196
Other wood products machinery operators: 187
Material handlers: 172
Transport truck drivers: 160
Technologists and technicians: 141
Lumber graders, etc.: 128

THOMPSON-OKANAGAN: 3,474
Logging machinery operators: 340
Sawmill machinery operators: 233
Managers in natural resource processing: 199
Technologists and technicians: 198
Transport truck drivers: 189
Supervisors, logging and forestry: 173
Forestry professionals: 151
Chain saw and skidder operators: 128
Other wood processing machine operators: 119
Heavy equipment operators: 118
Construction millwrights and industrial mechanics: 114
Logging and forestry labourers: 110
Senior managers - construction, transportation, production and utilities: 101



VANC ISLAND/COAS: 476
Forestry professionals: 119
Technologists and technicians: 102
Sawmill machine operators: 99
Logging machinery operators: 91

MCFNTS

CCATECS



LOWER MAINLAND/SOUTHWEST: 3,106
Sawmill machinery operators: 354
Supervisors, forest products processing: 228
Construction millwrights and industrial mechanics: 189
Manufacturing managers: 150
Other wood product assemblers and inspectors: 130
Lumber graders, etc.: 128
Other wood products machine operators: 118
Labourers in wood, pulp and paper processing: 117
Material handlers: 115

NVIATS

NVIATS

FNES

STO:LO'HRD

SNTCS

KNC
Kootenay

OTDC

KOOTENAY: 1,859
RPFs and RFTs: 190
Transport truck drivers: 180
Sawmill machine operators: 121
Logging and forestry labourers: 119
Logging machinery operators: 103
Supervisors, forest products processing: 96 57

APPENDIX 3 - ENGAGEMENT PARTICIPANTS

Engagement Participants: One-on-One, Teleconferences and Regional Sessions

1) Aboriginal Skills Employment and Training Strategy Agreement Holders

Organization	Participants
Cariboo Chilcotin Aboriginal Training Employment Centre (CCATEC)	Rhonda Labelle, Executive Director Janine Alphonse, Employment Coordinator Catherine Thompson, Financial Office Manager
Coast Salish Employment and Training Society (CSETS)	Faren Charlie, Employment Assistant Manager Pam Sam, Program Manager Reg Gladstone, Contractor
North East Native Advancing Society (NENA)	Deanne McLeod, Executive Director Shannon Morrow, Community Program Officer
Nuu Chah Nulth Employment Training Program (NETP)	Marisa Bennett, Manager
Nisga'a Lisims Government (NLG)	Gary Patsey, Manager Adam Perry, Data Analyst
North Vancouver Island Aboriginal Training Society (NVIATS)	Sherry Simms, Manager
Prince George Nechako Aboriginal Employment and Training Association (PGNAETA)	Karin Hunt, Executive Director Marvin George
Central Interior Shuswap Nation Tribal Council (SNTC)	Cherlyn Billy, Director Clorinda Sasakamoose, Program Manager Roxanne Herperger
Sto:lo Aboriginal Skills & Employment Training (SASET)	Anna Celesta, Manager

2) BC Forest Industry Companies

Organization	Participants
BC Timber Sales	Mike Watson, Woodlands Manager Jason Yates Sarah Ozog, Business Relations Officer
Canadian Forest Products Ltd.	Amy Rose, Aboriginal Relationships Manager
Carrier Lumber Ltd.	Madison Kordyban, Human Resources
Catalyst Paper Corp	Kerris Hougardy, Director, Talent & Corporate HR Graham Kissack, Vice President, Corporate Social Responsibility
Conifex Timber Inc.	Davey Palmantier, Communications and Marketing Manager
Domtar	Nels Goddard, HR Manager Stephanie Blier, HR Advisor
Harmac Pacific	Cam Milne, Fibre Supply Manager Grant Webber
Husby Forest Products Ltd.	Jonathan Fane, Vice President
Interfor	Sarah Mukai, First Nations Community Coordinator Rhiannon Poupard,
Island Timberlands	Makenzie Leine, Manager, Community and Government Relations

	Mark Leitao, Human Resource Manager
Sinclar Group	Trudy Langthorne, Human Resources Director
Teal-Jones	Rob Ravai, Manager, Log Supply Initiatives
West Fraser Cariboo Pulp & Paper	Jeff Mycock, Chief Forester Brook Backlund, Human Resources Coordinator
Western Forest Products Ltd.	Seanna McConnell, Aboriginal Relations Specialist Andy Steinke, Strategic Planner
Weyerhaeuser	Jason Cerenzie, HR Manager

APPENDIX 4 - PARTNER COMMUNICATIONS

E-mail to Engagement Session Invitees

January 17, 2017

Thank you everyone for your involvement to date in one-on-one discussions regarding the First Nations Forestry Council's Ministry of Jobs, Tourism and Skills Training (MJTST) LMP Project – Sector Engagement. In follow-up to those discussions I would like to provide an update on the process so far and propose the following half-day engagement meetings (participants by zone):

- Prince George February 20 Northern Interior Participants
- Kamloops February 27 Southern Interior Participants
- Nanaimo March 2 Coastal Participants

Please note that I have included all potential Aboriginal Skills Employment and Training Services (ASETS) organizations and the potentially interested forest sector employers in this email that have been contacted by letter. We have not had the opportunity to speak to all potential participants at this point and hope to have that opportunity over the next two weeks.

The project purpose is to ultimately develop workforce strategies in collaboration and partnership with the ASETS, First Nations, Forestry Council and forest sector employers. The strategies would be focused at the ASETS catchment area level and would provide a roadmap/work plan developed by First Nations and industry that could be one of the tools to help facilitate addressing the very real workforce issue of a large amount of forest sector workforce attrition and the significant unemployment and underemployment in Aboriginal communities.

We are encouraged and excited by the dialogue we have had with ASETS and industry to date. Common themes in all the discussions include:

- A desire to pursue strategy development as opposed to more labour market research;
- The turnover in the forest sector workforce is happening now with significant levels of attrition annually – some employers have cited that they are halfway through this turnover; and,
- The intent is for strategy development that is innovative and reflective of challenges and barriers faced by First Nations communities and individuals.

The MJTST Sector Labour Market Partnerships (LMP) Program is a multi-phased funding model where progress to the next phase is subject to demonstrated need and satisfactory completion of deliverables outlined in the previous phase (see visual below).

However, not all phases are mandatory if the proponent feels this work has already been undertaken and there is clear leadership and consensus to move into other phases of the program.

The desired outcome of this Phase 1 is to develop a strong partnership with clearly defined labour market needs or gaps that can support the Labour Market Information (LMI) Research phase (Phase 2); or if the research is solid enough, to move into a strategy development phase (Phase 3).

To guide the decision to undertake labour market studies or move directly into strategy development, we have contracted Kerry Jothen of Human Capital Strategies (HCS) to complete a gap analysis and to develop a draft

terms of reference and scope that will guide our engagement discussion and ultimately will be one of the key determinants for a terms of reference or agreement to move forward into a Phase 2 or Phase 3 application. The primary questions to be answered before we proceed are:

- What, if any, further labour market data (i.e. demand, supply and gaps) collection/analysis regarding the BC forestry industry is required to inform a workforce strategy?
- What should be the scope of such activities including further primary research, if any?

An initial cursory review of existing labour market information by HCS leads to two key general observations:

- Significant information exists regarding the shift in workforce turnover and future demand, however there may be more granular detail required at the proposed ASETS regional level (catchment area/zone);
- Significant information is missing regarding Aboriginal/First Nations workforce supply data.

Regarding the latter observation, any current not-otherwise available labour market information that ASETS and industry organizations have may be a very useful contribution to the FNFC gap analysis. This could include industry employment, labour demand and skills gap data beyond what has already be supported through the LMP Program; and ASETS administrative and survey data regarding their Aboriginal clients pertinent to this project.

Once the gap analysis and draft terms of reference/scope for next steps is complete we will distribute to all potential participants for your review and consideration for discussion at the engagement sessions.

In the meantime, we will be in touch on the logistics for the engagement sessions and to confirm your invaluable participation. If you have any questions, please contact me at sandy@forestrycouncil.ca or [250.327.4838](tel:250.327.4838).

Regards

Sandy Atkinson
First Nations Forestry Council

B.C. FIRST NATIONS FORESTRY COUNCIL



November 22, 2016

British Columbia Aboriginal Training Employment Alliance Members

RE: MJTST - First Nations Regional Forestry Opportunity Studies Update

Dear BCATEAM:

In follow-up to our letter dated October 21, 2016 and recent phone calls with individual ASET organizations I would like to provide additional background information regarding the First Nations Forestry Workforce Initiative and an update on the current Ministry of Jobs, Tourism Skills Training (MJTST) LMP project – First Nations Regional Forestry Opportunity Studies.

The First Nations Forestry Council has been advancing its efforts in building the *BC First Nations Forestry Workforce Initiative* to support and assist our Nations towards the following goals:

- Increase the number of skilled and successful First Nations in the forest economy
- Develop partnerships and business involving aboriginal people, forest companies and government

The major objectives of the First Nations Forestry Workforce Initiative are to:

- Promote forestry as a viable career path for our First Nations youth
- Undertake labour market research to determine forest sector demand and opportunities
- Assist in recruitment of First Nations for job placement
- Increase capacity, success and access of First Nations owned forestry businesses
- Promote training and skills development in partnership with ASETS organizations
- Develop partnerships with and between BC and Federal Government, Industry, First Nations and ASETS to implement training and skills development

The MJTST Sector Labour Market Partnerships Program is a five phase program designed to produce sector specific labour market research, develop strategies and implement those strategies:

- **Phase 1:** Sector Engagement
- **Phase 2:** Labour Market Information Research
- **Phase 3:** Strategy Development
- **Phase 4:** Implementation
- **Phase 5:** Evaluation

We are currently engaged in a Phase 1 project to seek partnership commitment and collaboration towards building clear consensus and direction for a Phase 2 Labour Market Information Research project.

Forest sector labour market research has been undertaken in the past by industry and by the forestry Council (provincial/ community level), however we see this as a unique opportunity to develop research reports that are regionally aligned with the ASETS boundary areas and that will provide specific forest sector HR demands and skill needs forecasts by those regions. Industry feedback to date has been very positive with eight of the top 20 forest sector employers committing to participate so far.

We are requesting that the BCATEAM support and participate as the key partner in this project and future Phases of the LMP. As service providers to the 203 First Nations communities in BC in training and labour market needs, we believe your organizations and the Forestry Council, in collaboration with the forest sector Industry employers can produce meaningful labour market data and develop innovative strategies that when implemented will ensure that the opportunity of a very large turnover in the forest sector workforce is not missed by our people.

In closing, we are aware that many of our ASETS organizations are already actively involved in developing industry partnerships in the forest sector and we see this project as a regional layer of information that can assist all of our organizations in strategy development and implementation and in leveraging proposal and partner funding over a long-term horizon.

Next Steps

- To complete the GAP analysis of existing Labour Market research specific to forest sector and share with ASETS – December 2016
- Complete engagement with ASETS and Industry to determine the partners for moving forward – January 2016
- Prepare a schedule for meeting(s) with the partners (ASETS/Industry/FNFC) to build consensus on the scope of the studies, the number of studies, terms of reference and the governance and leadership structure or committee for the Phase 2 labour market research project – January/February 2016

Yours truly,
FIRST NATIONS FORESTRY COUNCIL



Sandy Atkinson, Project Manager

cc. Keith Atkinson

BC First Nations Forestry Council

B.C. FIRST NATIONS FORESTRY COUNCIL



November 8, 2016

Canadian Forest Products Ltd.
PO Box 9000
Prince George, BC V2L 4W2

Attention: Amy Rose, Aboriginal Relationships Manager

Dear Amy,

Re: First Nations Regional Forestry Opportunity Studies Engagement

On September 9, 2016 the Ministry of Jobs, Tourism, Skills and Training (MJTST) announced a new partnership project with the Forestry Council to be delivered through their Sector Labour Market Partnership Program. The Program is a multi-phase funding model (five phases) that includes Sector Engagement, Labour Market Information Research, Strategy Development, Implementation and Evaluation.

We are currently operating within Phase 1, engaging with key partners, to garner broad based partnerships for participation and collaboration on proposed regionally-based First Nations Forestry Studies (Phase 2) that will identify gaps and opportunities, and will establish the foundation for Strategy Development (Phase 3) that focuses on programs that will assist our youth for readiness to enter the forest sector workforce.

It has become apparent that not all forest sector companies have an HR plan in place to deal with the workforce turnover, and furthermore, it appears most companies do not have aboriginal procurement or employment programs. We see this project as an opportunity to build this solution with First Nations and as such we are seeking a partnership commitment from CANFOR as one of BC's largest forest sector employers, to collaborate with our Aboriginal Skills, Employment and Training Society (ASETS) agreement holders and the Forestry Council with a vision to increasing the number of skilled and successful First Nations in the forest economy and developing partnerships and business involving aboriginal people, forest companies, and government.

Next Steps

- FNFC to provide a summary of partnership engagement and participants

-
- FNFC to provide a schedule for round table discussions for determining the scope of work and to form the leadership and governance structure for Phase 2 and 3.

I look forward to discussing this initiative with you. I can be reached at 250.327.4838.

Yours truly,
FIRST NATIONS FORESTRY COUNCIL



Sandy Atkinson, Project Manager

cc. Keith Atkinson

B.C. FIRST NATIONS FORESTRY COUNCIL



October 21, 2016

Cariboo-Chilcotin Aboriginal Training Employment Centre
PO Box 9000
Prince George, BC V2L 4W2

Attention: Rhonda Labelle, Executive Director

Dear Rhonda,

Re: First Nations Regional Forestry Opportunity Studies Engagement

As you may be aware on September 9, 2016 the Ministry of Jobs, Tourism, Skills and Training (MJTST) announced a new partnership project with the Forestry Council to be delivered through their Sector Labour Market Partnership Program.

We are currently undertaking Phase 1 of the project (sector engagement), the initial phase of a broader initiative, Phase 2, to deliver up to 12 regionally specific forest sector labour market studies. Phase 1 is expected to be completed by January 2017 with Labour Market studies commencing shortly there-after.

The objective of Phase 1 is to engage with partners such as our ASET organizations, First Nations and forest industry companies to guide this work and to build consensus on methodology, scope of studies, terms of reference and study zones for the Phase 2 labour market studies. The regional level studies will seek to ensure that our people are aware of what forestry jobs (forestry and logging, silviculture, pulp and paper or solid wood) will be available locally in the next 5-10 years, allowing for focused efforts in the promotion, training and support needed to fill those jobs with First Nations youth.

Attached is BC's news release regarding the project and a draft Study Zone map for your review and consideration. Each study zone as identified includes multiple First Nations, ASET organizations and the four largest employers in the forest sector within those regions.

I would like to discuss this project with you at your earliest convenience to get your input and feedback and develop a proposed schedule for meetings and dialogue. I will follow-up with you this week or you can contact me at 250.327.4838 or sandy@forestrycouncil.ca to setup a meeting time.

Yours truly,
FIRST NATIONS FORESTRY COUNCIL

Sandy Atkinson, Project Manager

APPENDIX 5 - FRAMEWORKS

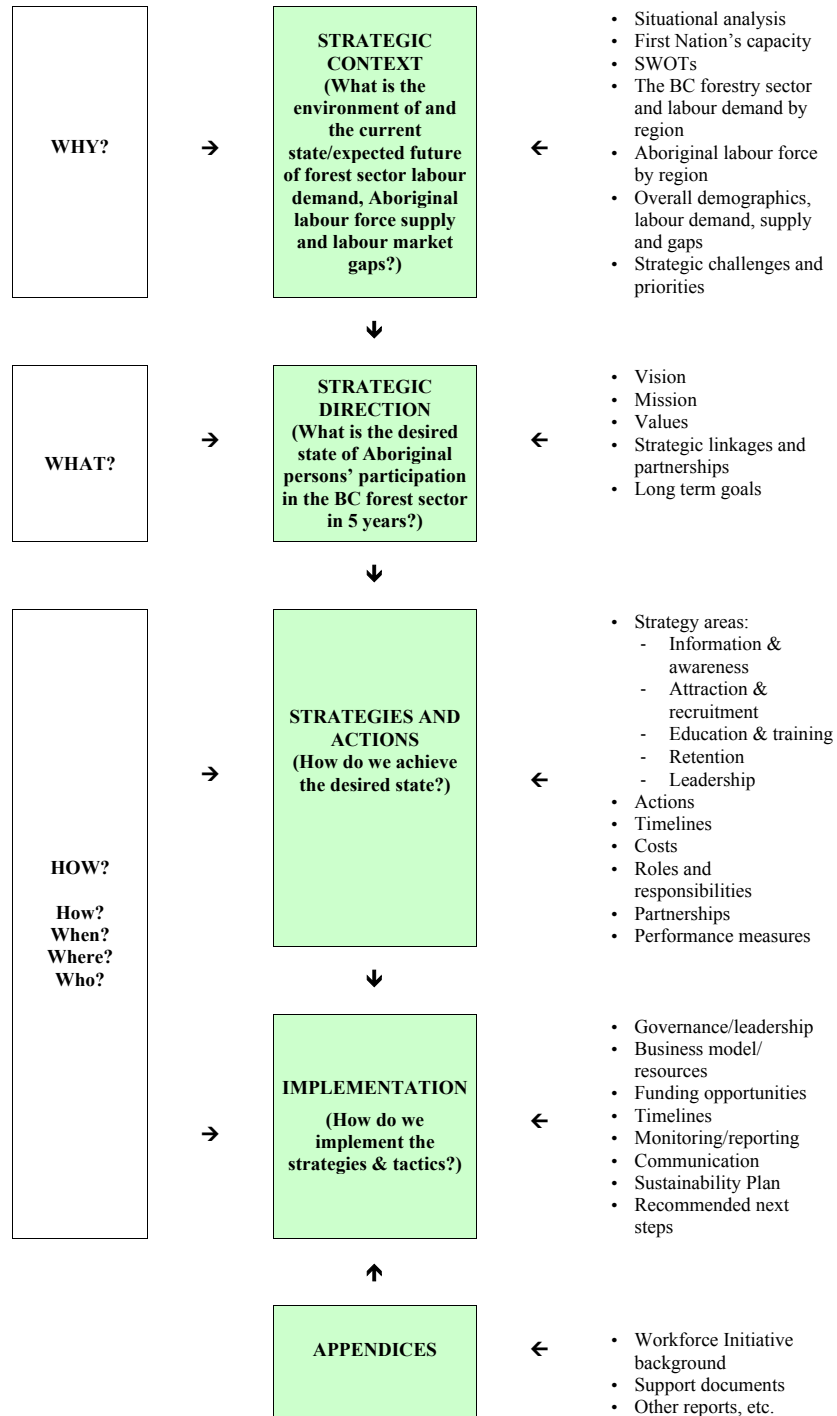
(Labour Market Studies/Strategies)

Framework: Labour Market Research for a First Nations Forestry Workforce Strategy

Aboriginal Labour Supply Data ↓	Forest Sector Labour Demand Data ↓	Local/Regional Labour Market Intelligence ↓	First Nations Forestry Workforce Strategy Development ↓
<ul style="list-style-type: none"> • Pilot with 3 ASETS a project to enable them to create a regular report of Aboriginal labour supply in their catchment areas • Work with MJTST and others to develop a report template • Provide funding to ASETS to develop reports • Distribute reports • Evaluate process • Consider expanding to other ASETS • Inform workforce strategy development → 	<ul style="list-style-type: none"> • FNFC and MJTST work with forestry companies to review regional LMO demand data • Validate data for region • Develop anecdotal information on how the data breaks down by sub-region and local levels • Share anecdotal information with ASETS and others • Inform the workforce strategy development → 	<ul style="list-style-type: none"> • Pilot a First Nations Forestry Labour Market Intelligence Committee in each of three provincial regions or sub-regions • Include ASETS, forestry company, FNFC, First Nation forestry businesses, others • Meets regular to share information on labour supply, demand and gaps in the region or sub-region to inform local/regional education, training and employment strategies • inventory: <ul style="list-style-type: none"> ○ Translating LMO data to local ○ Share intel on startups, closures, reductions, expansions ○ First Nation forestry businesses ○ High priority skills/occupations • Inform workforce strategy development → 	<ul style="list-style-type: none"> • Use framework in Appendix 4 and earlier FNFC Workforce Initiative and work to start to develop strategy • Complete strategy development as additional labour market information/ research becomes available ↑

Framework for a First Nations Forestry Workforce Strategy

Framework for a First Nations Forestry Workforce Strategy



**APPENDIX 6 - FIRST NATIONS FORESTRY WORKFORCE INITIATIVE
STRATEGIC PATH DOCUMENT**
(First Nations Forestry Council)

First Nations Forestry Council



First Nations Forestry Workforce Initiative Strategic Path Document

12 May 2014



Contents/Section Index

FIRST NATIONS FORESTRY WORKFORCE INITIATIVE	3
Introduction	3
The Need	4
Objectives	7
Goals	7
PARTNERS IN THE INITIATIVE	8
WORKFORCE INITIATIVE IMPLEMENTATION	11
Workforce Demand Identified	11
First Nations Forestry Business	11
Training and Skills Development	11
Program Recruitment	12
Mentoring	12
Creation of BC First Nations Training Forests	13
Guidance, Mentoring, Facilitation and Coordination	14
Delivery of Training Endowment for New and Continuing Students	14
Ongoing Applied Forest Labour Market Research	14
STRATEGIC DEVELOPMENT	14
Key Considerations	14
Workforce Initiative Development Path	15
CONCLUSION	17



FIRST NATIONS FORESTRY WORKFORCE INITIATIVE

Introduction

On April 27, 2006, BC First Nations, through the First Nations Leadership Council, established the First Nations Forestry Council as a non-profit society to provide support to BC First Nations with respect to forestry-related matters.

As part of its Strategic Plan, the First Nations Forestry Council envisioned BC First Nations Forestry Training Partnership Program as an innovative and progressive model of capacity building and employment training for First Nations individuals to successfully enter British Columbia's forest economy.

In January 2012, the First Nations Relations Branch of BC Ministry of Forests, Lands and Natural Resources Operations (FLNRO) entered into a working partnership with the British Columbia First Nations Forestry Council to develop a plan to create a First Nations Forestry Training Program (FNFTP) to be activated within 2012.

The First Nations Forestry Council started the Program as a pilot with 5 students sponsored by BC Timber Sales (BCTS) and participating in Forest Technician diploma programs in 2012/2013. Lessons learned from the initial pilot delivery helped to formalize the structure, solidify support and justify the program's subsequent funding proposals.

Further funding was obtained through the LMSS Stream of BC Ministry of Jobs Tourism and Skills Training (MJTST) providing for placement of up to 38 seats in four different streams of forestry related. Delivery is currently underway within the 2013/2014 fiscal year; 22 students have been sponsored (6 of them female), and several working partnerships with forestry companies have now been created.

Currently, the First Nations Forestry Training Program is a co-operative partnership among the Government of British Columbia; the First Nations Forestry Council; the BC Timber Sales Program (BCTS); and First Nations. Federally coordinated ASETS (Aboriginal Skills and Employment Training Strategy) agreement holders serve as "on-the-ground" coordinators with local educational institutions and First Nations.

The First Nations Forestry initiative includes a steering committee to provide guidance in development of this program. As a result of this direction, the training program is transforming into the First Nations Forestry Workforce Initiative. The training component provides a unique structure to deliver specialized training to First Nations participants through locally accredited institutions; creating and taking advantage of working partnerships between First Nations and BC forest companies.

Forest Companies and First Nations work together under the current delivery structure of the training program and as part of this larger First Nations Workforce Initiative. As of the writing of this document, the Program now has 7 signed partnership agreements with individual major forest companies with agreement to invest in, and mentor, local students to foster success in



applied training, leading toward long term employment and ongoing working partnerships between First Nations, government and industry.

Under the training programs existing structure, First Nations and forest sector participants form working partnerships locally to oversee and support their student through the Program; fostering communication on a local level. Along with industry sponsors and mentors, the First Nations Forestry Council maintains an ongoing role of facilitating mentorships and overseeing individual students' placement and advancement in their forestry career.

This structure was originally developed to address the emerging opportunity for forest sector workforce demands and the expanding role and involvement that First Nations are playing through increased aboriginal tenure holdings, and involvement in the forest sector generally.

This pilot program of First Nations Capacity Building in forestry, along with partnership building efforts with industry and government has now evolved into a First Nations Workforce Initiative as outlined in this document.

The Need

Although the BC forest sector is not rebounding as optimistically forecasted by some industry experts, a significant shortage of skilled forest workers over the next 10 years and beyond remains eminent. As evidenced in the ongoing research of the First Nations Forestry Council and others, the workforce replacement demand in industry is unavoidable and is significant.

The First Nations Forestry Council has completed research and assessments on both the capacity building and employment opportunities for First Nations in the forest sector. A benchmarking survey within communities on tenure and employment potential was completed which identified the growing involvement in tenure management and the potential for employment at that level.

The First Nations Forestry Council also completed an assessment of silviculture capacity and participation in the silviculture sector by First Nations operators that highlights opportunities for participation and growth in this sector. Both benchmarking research projects continue to showcase the significant interest from Aboriginal communities to participate in the sector.

A key reference available today is "Renewing Canada's Greenest Resource" (2011) a study completed by the Forest Products Sector Council; a report that underscores and provides key labour market statistics related to the anticipated upcoming needs for specialized positions and training in British Columbia's forest economy.

The FN Forestry Council is in ongoing contact with provincial interest groups currently completing regional and sector based labour market studies, including: Western Silviculture Contractors Association; Pulp and Paper Human Resources Committee and the Truck Loggers Association.

Each of these studies directly underlines the ongoing need to address current and future labor demands in forestry and the strategic advantage provided by increasing direct First Nations participation in British Columbia's forest economy.



At the time of this document's drafting, the FN Forestry Council has recently concluded two different studies to further understand projected needs in BC's forestry workforce, along with the abilities for First Nations to address this need. These two studies were conducted during the fall and winter of 2013, within the context of ongoing efforts to understand the nature of the emerging forest economy over a 5-10 year horizon and providing for strategic placement of resource and efforts of this Workforce Initiative.

The evidence underlined by these studies, along with qualitative trend information from industry opinion leaders, clearly highlights the need for the focused approach of this Workforce Initiative.

Key Supported Findings to be addressed by this Workforce Initiative:

- *New and replacement demand within British Columbia's forest sector will be primarily through attrition - pointing toward a need for specialized and individualized training to match industry's actual need.*
- *First Nations in British Columbia have a clear demographic that can be quickly and readily prepared to address the forest sectors need for entry-level employees on one hand, and to use specialized skills training to match emerging industry developments.*

An abundance of workforce potential exists within the Aboriginal communities of British Columbia. The recent study conducted by Victoria's GMG Consulting on behalf of the First Nations Forestry Council (Appendix IV) underlines and substantiates this ability, and identifies the scalable efforts needed to achieve this potential.

The study clarifies and analyzes the readily available workforce in First Nations communities within each region of British Columbia. The aboriginal workforce in British Columbia (up to 50,000 individuals anticipated over the next 15 years) represents a significant demographic with a unique geographic association with resource sector employment demands. Although the workforce is available, the reports identify specific areas that can be readily addressed to provide toward employment needs within the forest sector.

Two common themes emerge: one of base academic requirement upgrades and lifeskill needs (as simple as achieving a drivers license). This is contrasted with another category of First Nations individuals with appetite for upgrading their existing positions and abilities as working members of the forest economy (moving toward management and business creation roles). The study breaks down the profile of First Nations workers by region and allows the First Nations Forestry Council and its delivery partners (ASETS, BCTS and industry) to better understand the profile and training needs of their local target audience.

To match this ability with the true projected need: The outlook of the recovering British Columbia forest sector, as described in the recent report by the Conference Board of Canada (Appendix III) points toward specialized skill needs in a modernizing industry, and identifies the ability to couple training needs with anticipated workforce replacement demands.



The Conference Board of Canada (2014) states in its report to the First Nations Forestry Council:

Given that a huge number of employees in many sectors are getting ready to retire, beyond just the forestry sector—this is a national issue that will seriously limit the growth in Canada’s workforce over the medium and long term—the province’s forestry sector will have to compete in a difficult recruiting environment when looking for new workers to meet its labour market needs.

Moreover, recent job losses have made the forestry sector unattractive to younger generations. Part of the solution will be to focus on under-represented groups such as women and immigrants in the sector’s own workforce, and on Aboriginal groups in the overall labour force

The Conference Board’s study, attached to this document, provides an overview of the true expected demand in different worker categories. It quantifies anticipated emphasis on replacement demand for traditionally identified forest activities (logging and milling) anticipated in the need of well over 10,000 new workers over the 5 year horizon across British Columbia to be supplemented by an expanding demand for forestry service and specialized subsector areas, resulting in anticipated replacement driven demand of at least over 14,000 new workers in traditionally identified and tracked areas of employment in the sector. There is also emphasis in the report on the need to match workers entering or retraining in the workforce with specialized training and skill needs to better suit a modernizing industry.

It is clear that a holistic and informed perspective will best guide the proper development of efforts to match the workforce need of the forest sector with an able, available and skilled indigenous workforce.

Other studies, as noted below, provide additional ongoing context to inform the specific and targeted areas of inquiry of the First Nations Forestry Council labour market research projects:

- BC Solid Wood Sector Labour Market and Training Needs Analysis,
- BC Pulp and Paper Committee: An Analysis of BC’s Pulp and Paper Labour Market: Present and Future opportunities,
- TLA-led study: British Columbia Forest Sector Labour Market and Training Needs Analysis, Forest Products Sector Council (FPSC): Renewing Canada’s Greenest Workforce: A Labour Market Intelligence Report.

In addition to these efforts to respond directly to current labor market intelligence, organizers have established a partnership Steering Committee to further guide strategic development. The Committee provides a holistic and informed perspective on the state of training needs in the forest sector, and helps guide development to address real training needs in response to knowledge learned through labour market studies and other industry authorities.

A key consideration in addition to qualitative and quantitative evidence available is that First Nations currently hold about 15% of British Columbia’s fibre supply through tenure agreements



and other arrangements. Similarly, the provincial BC Timber Sales program holds approximately 20% of supply, making this provincial program the largest timber operating organization in the province. BCTS, as the largest forest sector tenure holder in BC, has shown leadership in working with our program in the development of aboriginal workforce solutions.

This Initiative has the potential to assist BC First Nations to increase involvement in the forest sector in a real and tangible manner, by boosting First Nations business capacity and by efforts in recruitment and advancement of First Nations individuals pursuing forestry careers.

Objectives

The First Nations Forestry Workforce Initiative increases First Nations involvement in the forest economy by building essential and unique forest sector skills and by creating working partnerships between First Nations, forest companies and the governments of BC and Canada, improving the employability of participants in the forest sector.

The Initiative seeks to see First Nations developing successful forestry business and employment in permanent positions with BC companies, with key objectives as follows:

- Increase capacity, success and access of First Nations owned forestry businesses
- Develop opportunities for First Nations to take advantage of the revitalizing forest sector.
- Provide ongoing skills advancement leading to continuing and sustained employment in the forest sector for participants.
- Develop partnerships per year between forest companies, government offices and First Nations (Increased joint venture and partnership activity).
- Increase First Nation business/economic development.
- Ladder First Nations individuals into diploma and degree level forestry knowledge, RFT (Registered Forest Technologist) and RPF (Registered Professional Forester) programs, sustained and permanent employment.
- Advance aboriginal participation in the forest sector.

Goals

Goal 1: Increase the number of skilled and successful First Nations in the forest economy

A primary goal of the First Nations Forestry Workforce Initiative is to increase skilled and meaningful aboriginal involvement in the forest economy. This is especially necessary in today's climate of increasing First Nations involvement in land use planning, First Nations held tenures, economic development ventures, and ongoing business development opportunities in the context of the recovering BC Forest Sector.

Goal 2: Develop partnerships and business involving aboriginal people, forest companies, and government

The First Nations Forestry Workforce Initiative strives to create and enhance positive working relationships between industry, First Nations and government. These relationships help to



facilitate processes of sustainable development, increase aboriginal involvement in the forest economy, and build opportunities.

PARTNERS IN THE INITIATIVE

The Training Program has been and continues to be a cooperative Partnership among many groups with interests in First Nations skills development and forest sector work force employment. The British Columbia First Nations Forestry Council has lead this program with initial support from the Government of Canada, the Government of British Columbia, the BC Timber Sales Program and BC First Nations. Federally funded ASETS (Aboriginal Skills and Employment Training Strategy) agreement holders have served as “on-the-ground” coordinators with local institutions and First Nations.

BC First Nations Forestry Council: Initiative coordination and delivery

The First Nations Forestry Council provides administration and strategic direction for the delivery and coordination of the Initiative. This includes ongoing administration of the Steering Committee, coordination of labour market study efforts, training program development, outreach, marketing/promotional materials, and all day-to-day necessities that are required to properly administer and strategically implement the initiative.

The First Nations Forestry Council is well positioned to deliver the Initiative:

- established a Steering Committee to impartially guide the partnership;
- participated on the board of the Forest Products Sector Council who focused on labour market studies for the Canadian forest sector;
- ongoing inquiries and studies into the state of the forestry labour market, particularly in relation to British Columbia First Nations communities
- working relationships with groups currently completing regional and sector based labour market studies, including: Western Silviculture Contractors; Truck Loggers; Interior Loggers;
- completed benchmarking surveys for First Nations communities on tenure and employment
- completed assessments of silviculture capacity and participation in the silviculture sector by First Nations operators;
- established partnership roles with ASET agreement holders – First Nations organizations that have expertise in First Nations recruitment, skills development and training

BC Timber Sales (BCTS):

Participant placement and work experience training and mentoring

BCTS has provided the base of work placement during the pilot delivery of the Program. Similar to the industry partnership role described below, BCTS will provide an ongoing contribution in the mentorship, work placement and delivery of the work experience portion of the Program.

BC Forest Companies and Organizations:

Participant placement and work experience training and mentoring



British Columbia forest companies through their ongoing participation on the Steering Committee and through letters of support (examples attached) have voiced their ongoing commitments (both monetary and mentoring) to provide a key role in the delivery of the partnership structure for training.

The Council of Forest Industries, along with a number of benchmark members (such as CANFOR, West Fraser, Western Forest Products, and others), have committed themselves as project partners to provide for workplace placements within their individual divisions as labour market needs dictate, along with mentor and sponsorship commitments.

To date the First Nations Forestry Council has signed working partnerships for workforce sponsorship with seven of British Columbia's largest forest companies.

The program to date has allowed for creating and activating upon job opportunities and workplace experiences driven by industry needs. Using the Initiative's existing partnership base of forest companies, government contacts and industry mentors, the FNFC will serve to generate new work placements with existing and new industry and business partners in the forest sector. The creation of new business partnership opportunities will be part of this process.

BC Ministry of Forests Lands and Resource Operations (MFLNRO): Program Support

The British Columbia Ministry of Forests Lands and Natural Resource Operations served as a partner organization in the training program and provided support in the Program's 2012 initial pilot delivery, and subsequent expansion. The Ministry has provided ongoing support for the Partnership's expansion and delivery through making connections with other agencies and advocating for the expansion of delivery and implementation.

The Ministry has partnered with the First Nations Forestry Council to provide support toward program development. This coming year, the Ministry anticipates confirmation of a number of sponsorships across British Columbia within its existing regional and district structure.

BC Ministry Jobs Tourism and Skills Training (MJTST): Skills Training

The British Columbia Ministry of Jobs Tourism and Skills Training provided funding toward student training and skills development during the 2013/2014 pilot of the First Nations Forestry training program. These funds were essential in our second year of our training pilot by increasing the number of participants and helping to attract industry participation. Skills training financial support will continue to be an essential requirement of the workforce initiative moving forward.

Aboriginal Skills Employment & Training Strategy Agreement Holders (ASETS): Participant funding assistance and support

ASETS provide an established regional delivery authority for regional relationship building and training delivery.



ASETS are federally funded (HRSDC) agreement holders that work with local First Nations education and training coordinators and industry mentors at the local level to identify and coordinate the delivery of specialized instruction, and training.

The pilot delivery engaged with all of the ASETS, including ongoing communications meetings for those involved with the pilot deliveries, and participation in ASETS planning sessions. Program organizers have involved the regional ASET office contacts in terms of local organization and promotion of the Program.

ASETS currently provide a key administrative and coordinative function with the delivery of the training and laddering aspects of the Workforce Initiative. ASETS are delivering coordinated workforce recruitment, assessment and training at a local/regional level.

FNFC seeks to maintain a supportive role of First Nations people and companies through advancement at each stage of advancing their contribution to British Columbia's forest economy. While there are a number of differences in approach between regional ASETs offices in terms of resource availability that the Program has been willing to accommodate. Further defining the ASETs ongoing role on their ongoing contribution and responsibilities remains a primary priority for organizers in terms of structuring training delivery areas, recruitment, and potential partnerships to obtain funding. The existing base of agreements conducted with individual ASETS can provide a more formalized structure for future success in delivery of workforce partner initiatives.

British Columbia Institutions and Training Organizations: QSP Training delivery

The Initiative will take advantage of already existing delivery structures within locally accredited institutions (Qualified Service Providers) for delivery of training within each of the Program's delivery streams. A number of BC institutions have voiced their strong support and participated in the delivery the training component. Such institutions provide certification under their existing delivery structures to provide proper training accreditation.

Natural Resources Canada

Natural resources Canada through the Canadian Forest Service (NRCan) has provided ongoing support and advice in relation to the overall strategic development of the Workforce Initiative. NRCan has funded the two contextual labour market studies that inform the overall development of the Workforce Initiative to identify opportunities for First Nations businesses developing in today's market, and also gaps with respect to advancing aboriginal individuals within their forestry careers.

British Columbia First Nations and Aboriginal Communities

The First Nations Forestry Council is a not-for-profit organization mandated by the British Columbia First Nations Leadership Council. This initiative recognizes all aboriginal communities in BC and supports its members in skills training and opportunities for workforce placement. We actively encourage participation from First Nations, Metis and Inuit individuals, along with special attention to bring women into the First Nations forestry workforce.



WORKFORCE INITIATIVE IMPLEMENTATION

Workforce Demand Identified

The partnership with industry has been essential in building out the ability to bring First Nations into the forest sector workforce. Although a forecast for demand in the industry exists, it is only relevant when a company actually has jobs that need to be filled. As such, it is up to the industry groups to demonstrate the demand in the sector. Our research and research done by industry shows the key employment areas that are becoming available and in-demand.

First Nations Forestry Business

- First Nations forestry business is a unique and newly established segment of the forest sector that requires human resource development
- Review, guide, assist and sponsor / foster specific business initiatives
- Business development services for starting or continuing / expanding forestry ventures
- Grant approval / project contribution and sponsorship capability for specific First Nations business initiatives – merit based authority to provide grants to projects

Training and Skills Development

Training and skills development to prepare aboriginal people for the workforce has been underway for many years. Developing skilled forest sector workers in BC has also been underway for many years, however, it is the unique “baby boomer” generation change of workforce that has created an environment for increased immediate needs for a new skilled workforce.

Skills training that applies to the development of First Nations forestry workforce preparation includes various levels or streams of training and education. ASET offices have been in place for many years and fulfill the first level of employment readiness training, which is essential in the development pathway to the workforce. Further advanced skills training programs such as specialized trades training and forestry specific training and education are also required at an increased level to enhance the available supply of workforce candidates.

Developing a pathway for skills training includes multiple options depending on individual needs. Our Initiative will focus on the following streams of development:

<i>First Nations Forest Laddering and Upgrading</i>	Basic skills training that upgrades or ladders candidates into a forest development path.
<i>Forest Products & Trades Training Stream</i>	Mill related industries, value added products, technical trades, equipment operators and maintenance/safety in skilled occupations.
<i>Forestry Technician and Forest Management Stream</i>	Training to become a forest technician or forester involves 2-4 years of academic study at an accredited institution, including 4 months of summer work experience



<i>Forestry Business Development Stream</i>	Business skills and management capacity for the operations of existing business and in the creation of new and start up First Nations companies.
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Program Recruitment

Discussions with participants of the Steering Committee over the past years have underlined the need to start recruitment efforts as soon as possible to best coordinate with local training institutions and create sponsoring partnerships between First Nations and industry/government.

To participate in the Program Training Partnership, a sponsoring forest company or government forest ministry district office works with a participating First Nations forestry business, band or tribal council to create a working partnership and sponsor a student participant.

Participants enter the Program by meeting and coming to an agreement with their local industry or ministry sponsor. The student recruitment process is the mutual responsibility of the sponsoring ministry district or company and their First Nation / tribal council partner (along with ASETs providing guidance at the local level).

Mentoring

A notable component of the Training Program's success (and benefits through sustained local partnerships) is its reliance on mentoring. A forest district / industry mentor/ASET guidance councilor is assigned to the student and assists them by building a relationship that mutually benefits the successful transition of the student into the workforce.

The mentoring relationship with a skilled supervisor at a forest company sponsor is an important value component of the Program. While courses in natural resource management and other related subjects prepare students with technical skills, the on-the-job work term with a forest company provides direct application and working knowledge that will lead toward long-term and sustained employment.

The mentoring platform also forms lasting working relationships between Aboriginal people and their industry partners. Sponsoring companies and First Nations can build lasting and working partnerships – partnerships that the Program fosters and that continues to remain in place over time.

One notable observation that often goes unmentioned is that mentors who have participated in previous programs such as this (similar in structure with a cross-cultural mentoring component) are individuals who frequently further advance into leadership and key management roles within the ranks of their forest companies and organizations. This is a likely co-relation to the fact that mentors are frequently already leaders within their ranks when appointed or volunteer to be part of the Program.

It has also been the experience that the mentoring experience is enriching for both the student and the mentor alike; this is in part due to the fact that people interested in becoming a mentor are often empathetic in nature, good communicators, and able to view the actions and motivations of other persons through a different cultural lens. Mentors often find themselves



explaining and understanding new within their companies that are of benefit to them, their student, and their co-workers alike.

Role of Industry Mentors

Introduce Employee / Ensure Employee Comfort and Integration

Mentors act as a liaison and advocate on behalf of the students in workplace; providing cross cultural understandings in some cases between existing employees and participants; and helping to foster a comfortable work experience for students.

Follow, Track and Encourage Student During Classroom Training

During classroom training, a record with a local delivery agency is kept to accredit and track each student's performance and mentors are encouraged to share this information with the partnering First Nation or Tribal Council.

Expose participant to different areas and applications of forestry

Sponsoring companies/districts/BC Timber Sales offices are encouraged to provide as much variety of forestry experience as possible when the students return to their home communities for a workterm experience.

Take time to learn about the participant and understand their experience

Are there barriers to the student's success within your operations? What steps can you take to be sensitive to the barrier? What steps can you appropriately take with the student to directly address the barrier? What other supports can be offered to the student that they may not be aware of?

Find ways to provide "soft support" to the participant

Does the student have any particular individual hardships that present a barrier to a meaningful training / workterm experience? Many past mentors have invested time in providing transportation to their work placements, attending cultural events outside of the workplace to "represent" the interest of their company, or "witness" an event that is important to the First Nations participant.

Document participant successes / failures and provide learning examples from them

Taking time to review student performance and achievements in an objective manner, with the objective of creating understanding through their work experience (discussing "why" in addition to "how").

During the work term portion of the Program, participants apply classroom knowledge in a workplace setting under the direction and guidance of a one-on-one program mentor. Sponsoring companies/districts are encouraged to provide as much variety of forestry experience as possible when the students return to their home communities for the four-months of work experience with their sponsor.

Creation of BC First Nations Training Forests

- Use existing provincial tenure system to establish working forest training tenures administered in cooperation with local First Nations and the First Nations Forestry Council



- Portion of the stumpage and tax of the new tenures (in addition to local First Nations) will help to sustain the implementation of the training forests as part of the Workforce Initiative and the management of the forests as positive working tenures

Guidance, Mentoring, Facilitation and Coordination

- Career counseling / mentoring services
- Outreach and opportunity awareness
- Guidance document / handbook for forestry career progression
- Work experience placement
- Industry partnership development / Coordination with ASETS Partners
- Matchmaking between companies and skilled individuals
- Printed and online Directory of Forestry Education and Training Programs with geographic and spatial information on forest employment opportunities, local training QSPs for delivery, and mentoring sponsor opportunities

Delivery of Training Endowment for New and Continuing Students

- Continuing sponsorship of continuing batch of students (BCTS / Industry)
- Work placement services for current group of students
- Intake new batch of students with ASETS, industry partners, and BCTS

Ongoing Applied Forest Labour Market Research

- Data dissemination, analysis and follow up from first two studies
- Linkages and application / contribution with other forestry labour market studies ongoing
- Continuing focused studies: Benchmarking specific need areas for each of the Labour Categories in First Nations Communities this is the next consecutive step of research.

STRATEGIC DEVELOPMENT

Key Considerations

Through the delivery of the original pilot, and the subsequent implementation of an expanded model, the First Nations Forestry Council has identified a number of key priority issues that need to be taken into account with respect to the Program's future development

To enable the Initiative to respond to evolving labour market needs in forestry and to address the long skill development needs within the First Nations community, organizers have taken the approach of seeking to implement a 5-10 year window of outlook and sponsored delivery.

The First Nations Forestry Council started the Program in 2012 as a pilot, funded through FLNRO, and with 5 students sponsored by BC Timber Sales (BCTS) in Forest Technician diploma programs in 2012/2013. Lessons learned from the initial pilot delivery helped to formalize the structure, steel support and justify the program's subsequent funding proposal.



Further funding was obtained in August 2013 through the Labour Market Sector Solutions (LMSS) Stream of MJTST providing for placement of up to 38 seats in four different streams of forestry related training in forest technology, specialized skills and trades.

However, funding has sometimes been received with restrictions and an uncertain future. Program organizers are placed frequently into the difficult position of quickly having to “roll-out” recruitment and deliveries processes under unreasonable timelines, and often turn away potential First Nations candidates, due to government funding holdbacks and restrictive entry criteria that conflict with the inherently seasonal nature of employment within the forest sector (especially at the entry of an individual’s forestry career).

The 2013/14 funding delivery contract came with a restriction that students entering the Program cannot have an EI-affiliation. This restriction has been particularly prohibitive in terms of this year’s recruitment; program organizers have had to screen out a number of potentially suitable candidates in this regard.

The Steering Committee, along with many program supporters and organizers all point toward the conclusion that such a restriction is unreasonable in relation to our target demographic and particularly in relation to the inherently cyclical, often seasonal, nature of employment in forestry. The primary sentiment is that the Program should increase, not restrict, access for potentially successful candidates and subsequent resulting partnerships.

The comprehensive structure throughout this British Columbia First Nations Forestry Workforce Initiative provides a core for Partners to link with a comprehensive approach; this comprehensive structure is necessary to produce true results in forestry business creation, employment and advancement in aboriginal communities.

Implementing such an initiative within an ever-changing funding landscape provides a continuing challenge to the FNFC for effective delivery.

Workforce Initiative Development Path

The FNFC, along with the Steering Committee has charted out a strategic path to provide a meaningful initiative for BC First Nations and the BC forest sector. There remains significant goodwill between the Program and partner organizations, and a willingness to continue with the partnerships established to date.

The Steering Committee continues to be briefed and updated on the rollout and development of this overall strategic path document for the Initiative, along with its development timeline.

“It is hard to fail, but it is worse never to have tried to succeed.”
— Theodore Roosevelt



Challenges

- Overcoming Fiscal Year Restrictions
Organizers have taken the approach of seeking to implement a 5-10 year window of sustained delivery to enable the Program to respond to evolving labor market needs in forestry, and address the long skill development needs within the First Nations community.
- Clear path laddering need
- Flexible training areas / fluidity of training
- Skills training that includes laddering toward post secondary / degree programming

Opportunities

- Ongoing work placement commitment from industry
- Mentoring component – mentoring role for FNFC – fostering student success through career progression and facilitating workplace experience
- Communication and coordination with companies
- Developing First Nations owned business capacity development role for FNFC

The Initiative’s “Value Proposition”

- First Nations are an ideal population in BC that can be utilized and supported to accurately and efficiently address the true forestry workforce need
- Advancing and improving the relationship between forest sector companies, provincial government, aboriginal organizations and First Nations communities
- Provides clarity and a point of unity during a time of debate over skills training funding jurisdiction debate between the Provincial and Federal Governments
- Advantage in both levels of government cooperating to use existing delivery structures



CONCLUSION

With progression from the past three years of pilot deliveries and partnership creation, the BC First Nations Forestry Workforce Initiative is at a critical point in its evolution. Bolstered with current intelligence from the Workforce Initiative's two labour market studies, British Columbia's forestry labor need is now quantified along with knowledge of the readily available First Nations workforce that can be developed to accommodate this need.

With working partnerships and arrangements already in place between First Nations, the forestry industry, government and ASETS, the BC First Nations Forestry Workforce Initiative outlined in this document provides an opportunity for the Partners to readily address the defined needs of the industry over a sustained delivery horizon.

This structure provides relevant areas for involvement for existing partners, and opportunities for different government agencies to link with the Initiative under their mandate areas to provide meaningful and cost-efficient delivery.

An abundance of workforce potential exists within the Aboriginal communities of British Columbia. Findings from the two studies of this Project indicate an aboriginal workforce in British Columbia in the range of 50,000 individuals over the next 15 years.

The First Nation Forestry Council and its partners have now substantiated that new and replacement demand within British Columbia's forest sector will be primarily through attrition - pointing toward specialized and individualized training to match industry's specific regional needs. The Workforce Initiative provides the ability to respond to the projected demand for traditionally identified forest activities (logging and milling), approximately 10,000 new workers in British Columbia over next the 5 years, along with specialized areas of training to address emerging opportunities and new First Nations business requirements.

Government and the Forest Sector are now positioned to take advantage of the opportunity of having the First Nations as a key component through the continuation of the First Nations Forestry Council's First Nations Forestry Workforce Initiative.

It is more than an obvious fit and a good opportunity - First Nations can be the primary resource to fill the forest workforce need, now is the time to actively build this workforce and deploy it into the sector.



APPENDIX 1
BRITISH COLUMBIA FORESTRY LABOUR MARKET ASSESSMENT

APPENDIX 2
FIRST NATIONS FORESTRY WORKFORCE OPPORTUNITY STUDY

APPENDIX 7 - TERMS OF REFERENCE/GOVERNANCE STRUCTURE

B.C. FIRST NATIONS FORESTRY COUNCIL



May 1, 2017

TO: Participants (Industry and ASETS)

RE: MJTST Phase 1 Sector Engagement - Terms of Reference and Governance Structure

Dear Participants,

Thank you for your participation and input into the Forestry Council's MJTST Phase 1 project - Sector Engagement. The original project concept was to prepare, develop and enhance alliances and partnerships with regionally based Aboriginal Skills Employment and Training Society (ASETS) agreement holders, the local First Nations and local industry to collaborate on the framework and process of undertaking forestry sector specific regional opportunity studies.

Based on overwhelming consensus from participants during the engagement sessions the Forestry Council has recommended in our final report that we move forward with developing a First Nations Provincial workforce strategy. This recommendation has been accepted by MJTST. We will also continue to explore options with MJTST to complete further targeted labour market research under a separate project or program funding.

Attached please find our draft Terms of Reference and governance structure and a draft strategy development and labour market research framework document for your review and consideration. We will follow-up with each of the participants to discuss this document and your involvement in the next phase of this program.

We look forward to working with you in the very near future.

Yours truly,
FIRST NATIONS FORESTRY COUNCIL

Sandy Atkinson, Project Manager

cc. Keith Atkinson, CEO

Draft

**First Nations Workforce Strategy Development
Terms of Reference and Governance Structure**

Preamble

Significant Provincial-sponsored labour market research and assessments have been undertaken by the First Nations Forestry Council (FNFC), industry and Government of British Columbia (BC) between 2011-2014 highlighting key evidence pointing to an imminent shortage of skilled forests workers that would be mostly due to the aging workforce turnover and that would occur over a 10-year horizon. This evidence has since been corroborated by the Ministry of Jobs, Tourism and Skills Training (MJTST) *BC 2025 Labour Market Outlook*. These projections represent an urgent opportunity for BC First Nations to increase participation and employment in the forest sector provincially and also to address the current and future workforce needs of our First Nations communities and businesses, who are playing an increased role in the sector as Aboriginal tenure holders and managers.

The MJTST Sectoral Labour Market Partnerships (LMP) Program is a multi-phased funding program. Progress to the next phase is subject to demonstrated need and satisfactory completion of deliverables outlined in the previous phase.

The FNFC completed a Phase 1 engagement project whereby there was broad consensus from Aboriginal Skills Employment and Training Strategy agreement holders (ASETS) and industry that there is adequate LMR that provides valuable information about the current forest sector labour demand (jobs) that will inform the urgent need for a provincial level strategy that provides linkages to communities, ASETS and industry for innovative implementation solutions to increasing the number of Aboriginal peoples filling the jobs that are currently and temporarily available.

Purpose and Objectives

The FNFC, the BC Aboriginal Training Employment Alliance Members (“BCATEAM”), BC forest sector industry partners and other participants appointed as Working Group members, seek to work in collaboration on the development of an overarching BC First Nations Forestry Workforce Strategy and framework, including the development of regional strategies that are aligned with our BC ASETS regions.

The draft framework for strategy development includes, but is not limited to:

- Developing a strategic context (challenges and opportunities)
- Developing a strategic direction (mission, vision, values)
- Developing specific strategies and tactics/actions

See the attached Draft Framework

Deliverables (minimum)

- **Comprehensive Strategy**

Identify the labour market issues that will be addressed by the Strategy based on existing labour market information, the outcomes of the FNFC's Phase 1 Engagement project and subsequent targeted labour market research.

Define the goals, objectives and specific strategies and tactics that will be undertaken in order to address the identified labour market issues.

Develop a detailed strategy implementation plan

- **Sustainability Plan**

How project outcomes will be sustained after implementation has been completed.

- **Evaluation Plan/Logic Model**

Metrics used to measure project outcomes that will be further developed in Evaluation Phase 5.

GOVERNANCE LEADERSHIP STRUCTURE

Contract Holder

The FNFC is and will remain the future MJTST Sector LMP project *Contract Holder* and as such is responsible for ensuring the project is delivered according to the terms of the contract and for developing a sector partnership to provide project governance and quality control of the contract deliverables, and for the oversight of any contractors engaged to complete the project.

Partners

Partners are representative of a broad base of a sector and have committed to being responsible for the oversight and quality control of the deliverables that are developed under the Sector LMP contract.

Partners sit on the Governance Steering Committee, providing advice and decisions to the contract holder on project direction and delivery, as well as providing review and approval of project deliverables prior to their submission to the Province.

Partners will be organizations that represent key elements of the Workforce Initiative:

- Research (Contractor(s)/MJTST/ASETS)
- Employer's (Industry (Majors)/First Nations/Associations)
- Training Organizations (ASETS/Education Institutions)
- Promotions/Recruitment/Retention

Partners may be expected to make in-kind or direct financial investment to support deliverables in the implementation of a Provincial/Regional strategy or to leverage funding opportunities.

Stakeholders

Stakeholders are parties that are inherently interested and involved in the sector's labour market. These may include sector organizations, employers, employees, potential employees, government representatives,

academics or others. Stakeholders contribute to engagement, research and other project activities but are not formally partners with responsibility for project deliverables.

Stakeholders will be determined by the Governance Steering Committee.

Approved:

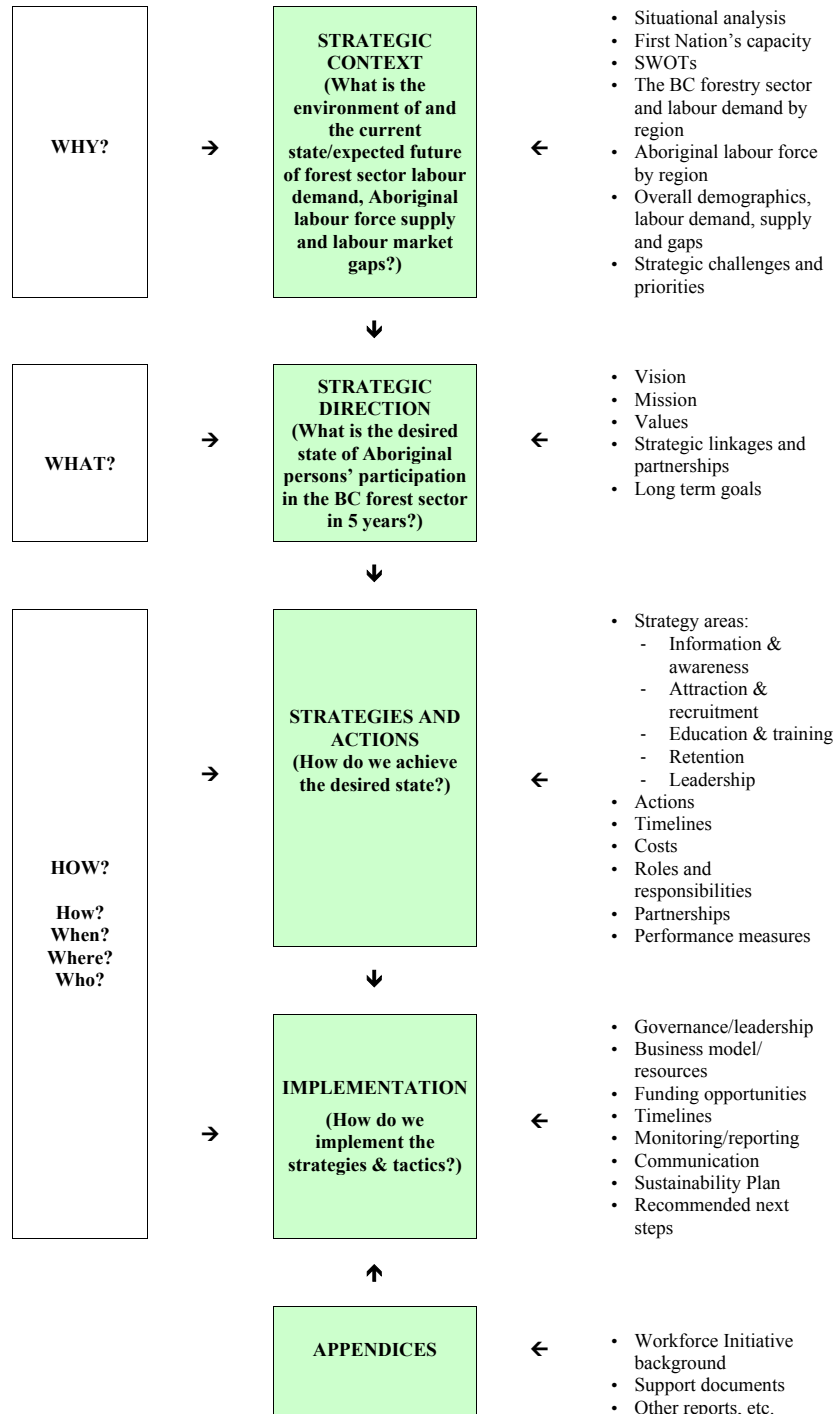
Aboriginal Skills Employment and Training Strategy
Agreement Holder

Industry Organization

Chief Bill Williams
President, First Nations Forestry Council

Framework for a First Nations Forestry Workforce Strategy

Framework for a First Nations Forestry Workforce Strategy



**Framework:
Labour Market Research for a First Nations Forestry Workforce Strategy**

Aboriginal Labour Supply Data ↓	Forest Sector Labour Demand Data ↓	Local/Regional Labour Market Intelligence ↓	First Nations Forestry Workforce Strategy Development ↓
<ul style="list-style-type: none"> • Pilot with 3 ASETS a project to enable them to create a regular report of Aboriginal labour supply in their catchment areas • Work with MJTST and others to develop a report template • Provide funding to ASETS to develop reports • Distribute reports • Evaluate process • Consider expanding to other ASETS • Inform workforce strategy development → 	<ul style="list-style-type: none"> • FNFC and MJTST work with forestry companies to review regional LMO demand data • Validate data for region • Develop anecdotal information on how the data breaks down by sub-region and local levels • Share anecdotal information with ASETS and others • Inform the workforce strategy development → 	<ul style="list-style-type: none"> • Pilot a First Nations Forestry Labour Market Intelligence Committee in each of three provincial regions or sub-regions • Include ASETS, forestry company, FNFC, First Nation forestry businesses, others • Meets regular to share information on labour supply, demand and gaps in the region or sub-region to inform local/regional education, training and employment strategies • inventory: <ul style="list-style-type: none"> ○ Translating LMO data to local ○ Share intel on startups, closures, reductions, expansions ○ First Nation forestry businesses ○ High priority skills/occupations • Inform workforce strategy development → 	<ul style="list-style-type: none"> • Use framework in Appendix 4 and earlier FNFC Workforce Initiative and work to start to develop strategy • Complete strategy development as additional labour market information/ research becomes available ↑