



BC COMMERCIAL FISHING SECTOR LABOUR MARKET

Engagement Report
April 2023



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Prepared by R.A. Malatest & Associates Ltd. on behalf of the British Columbia Commercial Fishing Association.

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

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BACKGROUND AND APPROACH

About British Columbia's Commercial Fishing Industry

British Columbia's (BC's) Commercial Fishing Industry is a vital contributor to the provincial economy and to the economic, social, and cultural fabric of many of the province's coastal communities, including numerous First Nations communities. The industry harvests and processes a range of species found in BC's waters including finfish (e.g., salmon, halibut, and herring), and shellfish¹ (e.g., crab, prawn, and oysters). Over the past few decades, the sector has faced numerous challenges including rapidly changing fish stocks due to human and environmental factors. Further exacerbating the issue, licensing and regulatory practices have made fishing work financially unsustainable for many smaller, independent operators, many of whom have already left the sector. General perceptions of the sector and the seasonal nature of the work has made it difficult to attract and retain skilled and knowledgeable workers to these communities, which has further eroded the viability of the industry.

About the B.C. Commercial Fishing Association

The BC Commercial Fishing Association (BCCFA, also known as, the Commercial Fishing Caucus) was formed in 2010 when a broad-based representation of commercial fisheries came together to identify common interests and agreed to bring them into marine planning. Over the last thirteen years, the BCCFA has hosted and participated in hundreds of meetings bringing these common interests into processes including: PNCIMA, MaPP, Sgaan Kinghlas Bowie MPA, Hecate MPA, Gwaii Haanas, SSG NMCA, West Coast Aquatic, Offshore AOI, Northern Shelf MPAn, and Scott Islands mNWA. Through these processes, the CFC has built relationships with First Nations, senior governments, and marine sectors across the coast. We continue to be a strong advocate for integrated ecosystem based management (EBM).

The BCCFA remains open to the commercial fishing individuals and organizations interested in working together on our eight shared goals. Members include: United Fishermen and Allied Worker Union-Unifor, Native Fishing Association, Native Brotherhood of BC, Northern Native Fishing Corporation, Area A Crab Association, BC Longline Association, West Coast Trollers Association, Area C & D Gillnetters, West Coast Prawn Council, BC Sardine Fishermen's Association, and Canadian Highly Migratory Species Association.

One of the shared goals of the BCCFA is to help develop and support well educated, trained, and experienced professionals to manage and execute a diverse mix of jobs integral to the sector. Innovation, research and development, training programs, inter-generational transfer mechanisms, and full career considerations are needed to develop talented professionals for the sectors future.

¹ Includes shellfish aquaculture industry.

About the Sector Engagement and Labour Market Study

Given the continued impacts of climate change, rapidly changing ecosystems, and evolving markets, BC's commercial fishing sector is facing significant uncertainty. As a result, the sector is struggling to recruit and retain entrants. A lack of skilled and knowledgeable harvesters not only negatively impacts the sector's future it also negatively impacts the province's wider Blue Economy, as these skilled workers are also critical to supporting other marine sectors.

The Ministry of Post-Secondary Education and Future Skills (PSFS) has funded a Labour Market Study to examine the province's commercial fishing sector's labour challenges and needs, as well as labour pathways and models of integration of these workers into other marine-related sectors in the province.

Phase I Approach

Phase I planning began in February 2023. Between March 2, 2023 and March 27, 2023, eleven key informant scoping interviews were conducted with a diverse group of key stakeholders representing different harvesting and processing perspectives as well as other stakeholders within the sector and members within the wider blue economy. A copy of the interview guide used to conduct this research can be found in [Appendix A](#). Titles and affiliations for all informants who participated in Phase I scoping interviews can be found in [Appendix B](#).

Phase I sought to achieve the following:

- **Identify key research priorities for Phase II**, such as recruitment and retention issues / barriers; training needs or opportunities; occupational crossover or opportunities within the wider blue economy.
- **Identify broad sector trends and influencing factors** that should be accounted for in this research (e.g., impacts of new technologies, licensing and regulatory practices, and rapidly changing ecosystems due to climate change).

Phase II Approach

Phase II of this project is expected to launch in April of 2023. This phase of the project will involve collecting primary and secondary data to create an overall understanding of the labour market for the commercial fishing industry in BC. Phase II research methods will include a literature review/secondary research and gap analysis, as well as gathering feedback from multiple stakeholders within the commercial fishing industry through the use of employer surveys, key informant interviews, and focus groups.

Labour market information priorities identified by stakeholders who were consulted in Phase I will form the basis of what will be explored in Phase II. The remainder of this report discusses the findings of Phase I and makes recommendations for areas of focus for Phase II.

PHASE I FINDINGS

The purpose of the Initial Sector Engagement (Phase I) was to collect input from key industry representatives about challenges the sector was facing including labour challenges and the sector's informational needs, which would be investigated during a Labour Market Study (i.e., Phase II of the project). Input from participants touched on topics related to current workforce challenges impacting the sector and the wider blue economy. These are discussed below.

Sector Challenges

1.1 Impact of Climate Change

Climate change is having a significant impact on commercial fisheries in British Columbia, affecting both the distribution and abundance of fish stocks. Some stocks are predicted to go up, others down, if the last decade is any indication of the future, it is likely that many stocks will act in a totally unpredicted manner. Rising sea temperatures and changes in ocean currents are causing shifts in the distribution of fish populations, which in turn can lead to changes in the timing and location of fishing efforts. Managing fisheries in the face of rapid change is a major challenge, with conservation as the number one priority, the easiest response is to reduce quotas. Rising ocean acidity levels can also affect the profitability of shellfish farms and the availability of shellfish for export. In response to concerns with fish stock volumes, the government has put controls in place (e.g., fishing closures, reduced quotas, increased marine protected areas), which have made it difficult for smaller, independent operators to remain in the industry. With management ill equipped to manage under rapid change, many are leaving the sector, which will have a devastating effect on the industry and BC's coastal communities.

1.2 Aging Workforce and Fleets / Loss of Key Knowledge and Infrastructure

One of the main challenges identified by key informants is the demographic profile of harvesters. A large proportion of harvesters are expected to retire in the next 5-10 years, resulting in further declines in the number of independent operators and vessels. Tax filer data from 2019 supports this view as it shows that 28% of workers employed (including self-employment) in the sector were 55+ years of age. The industry is poised to lose a large amount of valuable and specialized knowledge that is currently held by skippers/long-term members of the industry who are nearing retirement/getting out of the business. Their knowledge is highly specialized (i.e., species, method-specific, and region specific). Typically, knowledge is transferred to younger workers "on the job" within particular fisheries. With a large contingent of seasoned harvesters about to leave, the sector is faced with a possibility of permanent information loss. In addition to an aging workforce, fleets are also aging and key infrastructure (offloading stations, processing plants, etc.) is being dismantled as commercial fishing operations dwindle in remote communities along the province's coastline.

1.3 Unmet Labour Needs

Phase I participants noted that there are significant challenges meeting the sector’s current labour needs. A wide variety of factors are at play including, the large proportion of workers that are retirement age, the increasing consumer demand for seafood (i.e., market conditions), and strong competition for workers generally, and marine workers specifically. Another factor is the decline of certain key fisheries, such as salmon and herring, that often served as a training ground for new entrants. Without opportunities for initial exposure to commercial fishing, a number of fisheries are struggling to find skilled deckhands. Other blue economy sectors are also struggling to find workers, as the commercial fishing sector was identified as a key source of skilled labour.



Current Workforce Challenges

2.1 Difficulty Attracting New Entrants

Historically, individuals have typically entered the industry through exposure to family fishing enterprises. Beyond that, recruitment is typically conducted by “word of mouth”, rather than formal job postings, recruitment through job fairs or via educational institutions and training programs. Perceptions of commercial fishing jobs as “dirty”, “tough”, “menial”, and “isolating” do little to attract

new membership. Additionally, many perceive the economic outlook of the industry to be bleak. Current economic conditions and trends make it difficult for operators/owners to recommend the sector to the next generation of workers, with many owner-operators selling off equipment and closing rather than passing-on a business that is rife with economic risks. Similar to harvesting, attracting and recruiting workers to processing is difficult due to the nature of the work (i.e., menial, repetitive, dirty, seasonal) and the limited growth opportunities within the industry.

2.2 Difficulty Retaining Workers

In addition to attracting workers, retaining workers is also a key challenge facing the commercial fishing sector. Due to the seasonality of the work, entry level positions, like deckhands, are often filled by workers who are more transient, who move in and out of the sector, and often have limited interest in participating in a second season. Another issue that was identified as a key issue impacting the commercial fishing sector was income security. The seasonal nature of the industry, fluctuating fish stocks, and regulatory restrictions (e.g., closures) can all impact the viability of the sector and ability for harvesters to make a living. Lack of income security often results in workers leaving the sector for other more stable sources of income and may discourage workers from considering long-term employment in the sector or even entering it to begin with. More skilled/senior workers may choose to leave the sector for positions in other marine sector industries, such a coastal piloting, oil spill response, tugboat operators, or BC Ferries, that offer year-round employment and income security.

2.3 Financial Barriers to Entry / Licencing / Access

Stakeholders identified the high prices of licences/quotas as a barrier to new enterers to the industry. The price of most fishing licenses have been driven artificially high because of licences being leased or bought up and owned by multinational corporations rather than by individual owner-operators. Key informants believe the industry would benefit from a system more akin to what has been implemented in Atlantic Canada which is more supportive of community-based, small boat, owner-operators. Shifting away from the current trend of industry consolidation by a few (sometimes foreign) corporate owners who control multiple licences and the majority of the total catch, will require major licensing reform. Uncertainties regarding access also make staying in the industry financially risky for harvesters. Increasingly, harvesting space is being reallocated by the Department of Fisheries and Oceans (DFO) into marine protected areas (MPAs) or, and in-keeping with the DFO's reconciliation strategy, as Indigenous spaces that are closed to non-Indigenous harvesters. Reallocation of marine spaces often comes with little warning and a general lack of transparency about the decision-making process, leaving harvesters uncertain about their future within the industry and their financial security.

SUMMARY AND DIRECTION FOR PHASE II

Overall, findings from the sector engagement phase of this research suggest that the Commercial Fishing Sector in BC is battling a number of reinforcing challenges that, together, make it difficult to attract and retain workers as well as keeping small, independent operators in business. Key issues impacting the

sector include an aging workforce with many of the more knowledgeable and skilled workers within 5-10 years of retirement; difficulties attracting and retaining workers in the sector due to the volatility of fish stocks and earnings as well as the seasonal nature of the work; competition for marine space from other sectors/interests; and system-level challenges which continue to erode the sector further, including the current licensing and quota system which makes the cost of entry prohibitive for those interested in entering the sector as business owners.

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

3.1 Scope of Sector Vacancies (Labour Market Profile)

The degree to which vacancies and short staffing within businesses is impacting the sector has not been quantified. This information will be crucial to developing a sound strategy for addressing labour shortages within the sector. Due to the need to collect representative and reliable data on this topic, we recommend conducting a wide-reaching sector survey on this topic. Data to be collected related to sector vacancies may include:

- Number of vacancies in each general job category;
- Number of days/weeks/months owners require labour and the timing (seasonality) of the labour need;
- Average turnover and attrition rates for each general job category;
- Demographic profile of current labour;
- Experience/certification needed for each general job category;
- Transferability of skills between commercial fishing occupations and other blue economy occupations; and,
- Employer perspectives on the impacts of new (and future) technologies in the sector and necessary skills requirements.

To standardize the data collection process and ensure a common set of terms for jobs in the industry are being communicated with employers, the following occupations will be of primary focus:

Harvesting (NAICS 1141)

- Fishing masters and officers (NOC 83120)
- Fishermen/women (Fishing vessel skipper; Gillnetter skipper) (NOC 83121)
- Fishing vessel deckhands (NOC 84121)
- Managers in Aquaculture (NOC 80022)
- Aquaculture and marine harvest labourers (Clam digger, Oyster picker) (NOC 85102)

Processing (NAICS 3117)

- Supervisors, food and beverage processing (NOC 92012)
- Fish and seafood plant workers (NOC 94142)
- Labourers in fish and seafood processing (NOC 95107)

A Sector Membership Database that catalogues registered operations will be developed to ensure the data collection processes is representative of harvesters and processors within the province. This database will be provided to BCCFA at the end of Phase II.

3.2 Attraction and Retention Strategies

Promoting the Sector to Youth (Attraction) Phase II of this research will explore how to effectively promote the commercial fishing industry to new entrants, particularly youth. Stakeholders suggested highlighting elements of the work that may resonate with the values of the up-and-coming workforce. These include focusing on messaging around sustainability within the fishing sector, or the integration of new, revolutionary technologies that improve worker experiences when harvesting and processing; for example, technologies to help locate fish (i.e., electronic monitoring, benthic imaging) which allows fisheries to maximize harvesting time. Additionally, stakeholders felt that direct exposure to water-based experiences may be an important component of inspiring youth to work in the sector. This along with more formal approaches to recruitment of new entrants will be explored in Phase II.

Leveraging the Sector's Diversity (Attraction) Stakeholders describe the industry as traditionally inclusive, with opportunities for most individuals who wish to participate. The industry has a relatively high proportion of Indigenous participation and, given the familial aspect of entry into the industry, it is less gendered than other resource-based industries. Temporary foreign workers and newcomers, particularly from Vietnam and the Philippines, are present in the industry, however, it was suggested further translation and language supports may strengthen participation from recent newcomers. Phase II can explore how to support current minority groups, as well as further engage other underrepresented groups (i.e., youth) in the industry.

Training and Mentorship Initiatives (Attraction/Retention) Those without familial ties to the industry often have a hard time acquiring the knowledge and skills sought by operators in the industry. Phase II of this research will explore the viability of an industry-led initiative that would provide new entrants to the industry with a structured, hands-on training program to learn the practical skills needed to work safely and efficiently in the industry; mentorship programs that connect new harvesters with experienced harvesters who can provide guidance and advice on how to succeed in the industry. Mentors would also provide valuable insights into fishing techniques, gear selection, market trends, and business management.

Blue Economy Opportunities (Retention) Phase II will also explore opportunities within the wider Blue

Economy that would allow workers to stay in their communities year-round, including government grant programs that are geared towards economic opportunities for coastal communities (e.g., shore reinforcement).

Further ideas that emerged from Phase I conversations that warrant investigation in Phase II include looking at the viability of off-season work in:

- Hatcheries operations
- Conservation / Land Stewardship / Shoreline cleanup and reinforcement
- Piloting / Skippering vessels (tugboats, BC Ferries, spill response)
- Seaweed harvesting / farming
- Scientific marine data collection
- Transportation, tourism
- Marine trades (ship building and repair, welding, small engine repair)

Phase II can explore interest and opportunity in these areas as well as document the transferable skills among the current commercial fishing workforce, to determine best fit with other areas of the blue economy.

3.3 Advocacy

Balancing economic growth with the long-term sustainability of fish stocks and the interests of local fishing communities is an ongoing challenge for the industry and regulators. Based on stakeholder conversations, it appears there is a need for more labour in fisheries management, specifically in roles for those who understand quotas, licensing policy, and issues surrounding access. These roles would act as liaisons between harvesters and government while also advocating on behalf of segments of the commercial fishing industry (e.g., small owner-operator fishermen, Indigenous harvesters), to protect their access and opportunities, as these groups likely do not have the resources or capacity to undertake these activities on their own. Phase II will look at similar roles and advocacy efforts in comparable jurisdictions (e.g., Atlantic Canada, the Pacific Northwest States, New England States, and Alaska), and how the BC commercial fishing sector might apply these principles and leverage existing organizations like the BCCFA to expand into an increased advocacy role in order to ensure a robust workforce for generations to come.

PROPOSED PHASE II METHODS

Phase II will include the following methods:

Area of Study	Data Gathering Strategy
Secondary Research and Gap Analysis Report	<ul style="list-style-type: none"> Literature Review Secondary Data Analysis
Estimation of Labour Vacancies and Projected Needs	<ul style="list-style-type: none"> Employer Surveys

Attraction Strategies for Under-Represented Groups (Youth and Newcomers)	<ul style="list-style-type: none"> Focus Groups with youth / young members of the sector (2) Employer Interviews (KIIs) <i>Potential Case Study Write-Up</i>
Training and Mentorship Initiatives	<ul style="list-style-type: none"> Employer Interviews (KIIs) <i>Potential Case Study Write-Up</i>
Blue Economy Opportunities	<ul style="list-style-type: none"> Focus Group with Blue Economy stakeholders Employer Surveys (transferrable skills documentation) Jurisdictional Scan of Government Programs
Advocacy	<ul style="list-style-type: none"> Jurisdictional Review

APPENDIX A: KEY INFORMANT SCOPING INTERVIEW GUIDE

B.C. Commercial Fishing Labour Market Research

Key Informant Scoping Interviews Guide

Introduction

Thank you for agreeing to participate in this interview today. The Ministry of Post Secondary Education and Future Skills and the B.C. Commercial Fishing Association (BCCFA) are supporting a Labour Market Study to examine the future of the commercial fishing sector, and related sectors in B.C.'s blue economy.

The goal of this research is to better understand the sector's labour needs, the impacts of new technologies, skills requirements and training in digital skills for remote workers, and to identify transferable skills and related sectors in the blue economy.

This Sector Labour Market Partnerships (SLMP) project is funded by the Ministry of Post-Secondary Education and Future Skills, under the B.C.- Canada Labour Market Development Agreement.

This project is currently in its first phase. At this stage, we are interested in hearing from key stakeholders representing the diversity of the B.C. commercial fishing sector as well as other stakeholders associated with the blue economy. Findings from this phase, will inform Phase II of this research by determining key areas of importance and interest to the sector.

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

Do we have your permission to include the name of your organization in an appendix to our interim and final reports to show levels of outreach for Phase 1? Your name will **not** be included, and your organization's name will **not** be connected to any of your responses.

This interview should take approximately 45-60 minutes to complete.

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

Do you have any questions before we begin?

Questions

Section A: Your Role in the B.C. Commercial Fishing Sector

1. Can you tell me a bit about yourself, about your current role, and your background in the commercial fishing sector? How long have you been in the industry, and in what roles? Where in B.C., and outside of B.C. if applicable, have you worked?

Section B: Labour Market Issues Affecting the B.C. Commercial Fishing Sector

As previously mentioned, Phase I of this project is being conducted to identify issues that need to be explored in more depth to determine the needs of the B.C. commercial fishing sector and develop a comprehensive workforce strategy.

2. What do you see as the major trends that will impact the B.C. commercial fishing sector over the next 5 to 10 years (e.g., aging workforce, new technologies, climate change, changing markets, rights-based fisheries, protected areas)?

[PROBE] Are these trends likely to impact certain types of operations more than others, or are they relevant to the entire B.C. commercial fishing sector? Please explain.

3. What do you see as the major trends that will impact related sectors in the blue economy over the next 5 to 10 years (e.g., aging workforce, new technologies, climate change, changing markets, rights-based fisheries, protected areas)?
4. What impacts (if any) do the following labour market issues have on BC's commercial fishing sector, now and into the future?

Labour Market Issue	How does/will this issue impact the commercial fishing sector now and into the future?
A. Workforce recruitment / attraction	
B. Workforce retention	
C. Education / training	
D. Upskilling and training on new technologies	
E. Succession planning	
F. Business development	
G. Income security	
H. Remote connectivity	
I. Other	

5. What impacts (if any) do the following topics of potential interest have on BC’s commercial fishing sector now, and into the future?

Additional topics of potential interest	How does/will this issue impact the commercial fishing sector now and into the future?
A. Limited marine access from competing marine interests or protected areas	
B. Integrating seasonal fishers into other sectors of the blue economy during the offseason / Occupational pluralism	
C. The impact of new technologies (e.g., electronic monitoring, remote internet connectivity, eLogs, eDNA, and AI support)	
D. Rapidly changing ecosystems due to climate change	
E. Training and business development in rural/remote communities	
F. Increasing reconciliation by involving Indigenous perspectives	
G. Workforce diversity and inclusion	
H. Other	

6. In labour market studies, we typically group positions into broad categories, such as

- General labour or unskilled / semi-skilled labour
- Trades and technical or skilled labour, and
- Management positions.

Do these groupings resonate with how the labour market operates in the commercial fishing sector?

[PROBE] If yes – what types of positions would you include in each group?

[PROBE] If no – in what ways is the labour market different in the commercial fishing sector? Are there more groups / more finely graded groups, or fewer? Is training or skill level the best way to categorize work in this sector?

7. Another aspect of labour market studies is to look at the *supply* of labour, meaning the number of people – especially young people – seeking education, training, and work in the sector of interest.

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

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

[PROBE] For technical and skilled positions, are there specific training and/or educational institutions that tend to result in people entering the commercial fishing sector after graduating? If yes, what is special about these programs?

[PROBE] How do you get new entrants interested in and aware of the sector?

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

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

9. Are there any occupations that are difficult to hire for (in your fishery or in the B.C. commercial fishing sector) due to a shortage of qualified candidates?

[PROBE] To what extent is this related to lack of applicants or lack of skills/experience matching requirements for the position(s)?

10. What are the main education/training needs for the workforce in your sector(s)?

[PROBE] Do you anticipate that education/training needs will change over the next five years?

[PROBE] How have changes in technology affected training needs?

[PROBE] Are you aware of any challenges your sector faces in providing training to employees?

11. In your experience, what barriers (if any) exist to enhance participation of underrepresented groups (e.g. youth, Indigenous persons, recent newcomers) in the sector? Are you aware of any efforts or programs to address any barriers that may exist? If yes, what have been their outcomes?

12. Do you know of any innovative business models or examples of linkages between commercial fishing and other blue economy sectors? (Examples could be; use of disruptive technologies to restructure distribution channels, development programs for youth in high schools or colleges, partnerships to keep workers employed during the ‘off season’, etc.).

Section C: Interest in Phase II Labour Market Information Project

13. Would you or your organization be willing to participate in Phase II of this Labour Market Information Project? Phase II will include surveys, key information interviews, and focus groups with B.C. commercial fishing industry and blue economy stakeholders, government and nongovernment organizations and other technological experts.

Section D: Conclusion

14. Are there any documents, data, or reports that you know of on the commercial fishing sector that may support the work being completed for this project?
15. Are there any other organizations or individuals you suggest we should contact as part of this research? If so, please provide contact information or please forward on our contact information.
16. That brings me to the end of my questions today. Before we wrap up, is there anything else about our findings you'd like to comment on, or any final thoughts you have about the research that we haven't touched on?

Thank you again for your time today, your input is greatly appreciated. Please don't hesitate to contact us if you have anything else to ask, or to add.

APPENDIX B: PHASE I PARTICIPANTS

B.C. Commercial Fishing Sector Labour Market Study

Phase I Participants

Business / Organization	Role or Position of Participant	Area/ Perspective
Association of British Columbia Marine Industries	Director	Blue Economy
BC Commercial Fishing Association	Managing Director	Global Perspective
BC Shellfish Growers Association	Executive Director	Shellfish / Processing
Coastal Community Network / Groundfish Development Authority	Member	Community / Local Economy
Coastal First Nations	Chief Executive Officer	Indigenous / Community
Native Fishing Association	Executive Director	Indigenous / Community
Municipality of Port Hardy	Deputy Mayor	Community / Local Economy
Seafood Center for Innovation at Vancouver Island University	Manager	Post-Secondary / Processing / Business Development
Skipper Otto Community Supported Seafood	Chief Operating Officer	Distribution
United Fishermen and Allied Workers' Union (UFAWU)	Business Agent	Harvester / Union
Walcan Seafood	President	Processing

APPENDIX C: GOVERNANCE COMMITTEE DOCUMENTATION

Governance Committee Members

Individual	Company or Organization
Cam Pirie	Walcan Seafood
Mabel Mazurak	Northern Native Fishing Corporation
Sonia Strobel	Skipper Otto Community Supported Seafood
Nico Prins	BC Shellfish Growers Association
Des Nobels	Coastal Community Network
Andy Olson	Native Fishing Association
Emily Orr	UFAWU-Unifor
Chelsey Ellis	Area A Crab Fishermen's Association
Leann Collins	Association of BC Marine Industries (ABCMI)
Debra Hellbach	VIU-Centre for Seafood Innovation
Rick Williams	Canadian Council Professional Fish Harvesters
Jim McIsaac	BC Commercial Fishing Association

Terms of Reference – Project Governance Committee

B.C. Commercial Fishing Sector Labour Market Study

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

Project Overview

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

The project is being completed in two (2) phases, between January 2023 and April 2024. Anticipated activities and timelines for each phase are below.

Phase I is the “Sector Engagement Study” where we will spend time with key stakeholders (through interviews) to gain in-depth insight into the key issues that should be explored in the broader labour market study. This Phase will be conducted between February and April of 2023. Key activities and outcomes include:

- Forming a governance committee that represent the diverse perspectives of the B.C. commercial fishing industry.
- Conducting at minimum 10 key informant interviews (KIIs) with highly informed and embedded stakeholders in the industry (e.g., those with many years of experience, highly involved in industry associations and activities). The purpose of these KIIs will be to gain an in-depth understanding of what key industry issues should be explored in Phase II as well as identify industry trends and anticipated issues related to training, hiring, and retention in the sector; Key occupations and roles that are crucial to workplace operations; and any other information that employers are hoping to see come from this labour market study.
- Delivering a final report (April 10, 2023) on the findings of this Phase 1 engagement.

Phase II is the “Labour Market Study” where we will examine in more depth the current and anticipated future labour market issues, such as supply, training, recruitment and hiring, and retention trends. This Phase will be conducted between April 2023, and April 2024. Key activities and outcomes for this Phase include:

- Conducting primary research on the B.C. commercial fishing sector to describe the workforce and develop a labour market forecast. Specific research activities in support of this will include surveys, key informant interviews and focus group with key industry stakeholders (such as employers, educators, entry-level workers, youth, etc.)
- Identifying employment trends highlighting relevant occupations, skill and training needs, (to draw from the primary research described above as well as secondary research such as literature reviews and analysis of secondary data sources from B.C. Stats and/or Statistics Canada, as appropriate).

- Identifying any diversity and inclusion considerations including, but not limited to, potential barriers to participation for underrepresented groups (to draw from primary research in both Phases I and II of this project).

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

Role of the Governance Committee

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

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

1. Review project deliverables when distributed by BCCFA, in advance of scheduled meetings (documents will be available in PDF and Word format, distributed by email).
2. Attend scheduled meetings to convene and discuss suggestions for edits and revisions to deliverables. Meetings are expected to last between 1.5 and 2 hours. Meetings are tentatively scheduled as follows:
 - a. Introductory meeting – February 3, 2023
 - b. Review of Final Engagement Report – March 31, 2023
 - c. Review of LMI Research Methods and Tools – June 2023
 - d. Review of Draft LMI Report – December 2023
 - e. Review of Final LMI Report – February 2024
3. Participate in key informant interviews during Phase I, if invited.
4. Assist in the promotion of the research. This could for example include promoting the broader survey to employers in Phase II.
5. Complete the Phase II survey or interview for their own organization.
6. Approve the reports and findings developed by the Consultant. The Consultant will prepare two reports, the Phase I Engagement Report, and the Phase II LMI report. Before these documents can be submitted to the Ministry, the Project Governance Committee must approve the reports.
7. Maintain a brief log of the time spent working on the project. The Ministry expects some “in-kind” support by the industry as a prerequisite for funding. You will need to maintain a monthly log of dates/hours worked on the project so we can provide a record to the Ministry of such “volunteer” hours provided by the industry to the project.

Key Contacts

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

Jim McIsaac
 jxmcisaac@gmail.com
 (778) 655-7515

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

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

Laura Templeton (Project Manager)
l.templeton@malatest.com
(250) 384-2770 ext 407

Stéphanie Lefebvre (Lead Analyst)
s.lefebvre@malatest.com
(250) 384-2770 ext 319

Amanda McIntyre (Analyst)
a.mcintyre@malatest.com
(250) 384-2770 ext 428

Please note that, as the funder of the project, the Ministry of Post-Secondary Education and Future Skills (PSFS), will also be participating as an ex-officio member of our committee meetings to provide support on SLMP process and will be responsible for reviewing and approving deliverables.

The Ministry contact is:

Matthew Boddy (Senior Program Manager, SLMP)
Matthew.Boddy@gov.bc.ca
(250) 387-7318

Acknowledgement of Terms of Reference:

I, _____ acknowledge and endeavor to meet the terms and responsibilities associated with being a Governance Committee member for the BC Commercial Fishing Sector Labour Market Study.

(Signature)

(Date Signed)

Original Email Sent Requesting Assent to Terms of Reference

From: Jim McIsaac <jxmcisaac@gmail.com>
Sent: Fri 2023-03-31 8:22 AM
To: All Governance Committee Members
Subject: Fisheries Sector LMS Governance Committee Meeting

Morning folks,

One other item: we need your support for the Terms of Reference for the Governance Committee, a draft is attached.

Please indicate your support for the TOR by responding positively to this email, or suggest changes to this, by next Thursday.

Looking forward to talking shortly.

Regards,

Jim

Leanna Collins

From: Leann Collins <leann@abcmi.ca>
Date: April 8, 2023 at 9:38:08 AM PDT
To: James McIsaac <jxmcisaac@gmail.com>
Subject: Re: TOR Fisheries Sector LMS Governance Committee

Good morning Jim,

I agree with the Terms of Reference as provided.

Happy Easter to you as well.

Kind regards,

Leann Collins | Director Projects & Stakeholder Relations
Association of British Columbia Marine Industries
201–2527 Beacon Ave. Sidney, BC V8L 1Y1
t: 778.430.2264 | c: 250.216.6408

Des Nobels

RE: Fisheries Sector LMS Governance Committee Meeting - Mar 31 8:...



des nobels <dnobels@citywe

To 'JxMclsaac'; 'Debra Hellbach'; 'Cam Pirie';
 'Sonia Strobel'; 'Andy Olson'; +5 others
Cc Laura Templeton; Stephanie Lefebvre;
 Amanda McIntyre; 'Matthew Boddy'; +1 other



2023-03-31

You don't often get email from dnobels@citywest.ca. [Learn why this is important](#)

** NOTICE: This email has originated from an external source **

Hello Jim, I gave the TOR a quick read and found nothing amiss. Looks good and I have nothing to add other than I've started to log my efforts. Best Wishes, Des.

Sonia Strobel

Acknowledgement of Terms of Reference:

I, SONIA STROBEL acknowledge and endeavor to meet the terms and responsibilities associated with being a Governance Committee member for the BC Commercial Fishing Sector Labour Market Study.

(Signature)

March 31, 2023

(Date Signed)

Debra Hellbach



Debra Hellbach

To: JA, Laura >

2023-03-31



Hi Jim & Laura,
Good meeting today!

The TOR looks good to me. Here are my hours thus



far (7:05 total)

Laura reviewed report is attached. Sorry for brevity.
Lots going on these days!

All the best, have a good weekend!

Debra

Debra Hellbach M.A. Communications, B.Sc. Food Science
Manager – [Centre for Seafood Innovation](#) | Faculty of Science
and Technology
Vancouver Island University | 900 Fifth St. Nanaimo, BC
Canada V9R 5S5
250-618-1549 | [LinkedIn](#) | debra.hellbach@viu.ca

Mabel Mazurek

72 Messages

Fisheries LMS Governance Committee Work Plan Review

Found in JA Mclsaac Inbox

MM From: **Mabel Mazurak** >
To: **JA Mclsaac** >
April 3, 2023 at 11:19 AM

Hi Jim
Sorry I missed meeting, other commitments on same day.

Yes, I support GC TOR.

Mabel Mazurek
nfc@citywest.ca

Megan Eadie

Acknowledgement of Terms of Reference:

I, Megan Eadie acknowledge and endeavor to meet the terms and responsibilities associated with being a Governance Committee member for the BC Commercial Fishing Sector Labour Market Study.

Megan Eadie

(Signature)

April 4, 2023

(Date Signed)

Chelsey Ellis

Acknowledgement of Terms of Reference:

I, Chelsey Ellis acknowledge and endeavor to meet the terms and responsibilities associated with being a Governance Committee member for the BC Commercial Fishing Sector Labour Market Study.

Chelsey Ellis

(Signature)

April 5, 2023

(Date Signed)

Emily Orr

Acknowledgement of Terms of Reference:

I, Emily Orr acknowledge and endeavor to meet the terms and responsibilities associated with being a Governance Committee member for the BC Commercial Fishing Sector Labour Market Study.



(Signature)

April 5th 2023

(Date Signed)

Rick Williams



Rick Williams
To: JA Mclsaac >

10:52 AM

Re: TOR Fisheries Sector LMS Governance Committee

Sorry, Jim, very distracted here. The TOR looks great.

Rick

Nico Prins



Nico Prins

2023-03-31

To: JA Mclsaac >

Re: Fisheries Sector LMS Governance Committee Meeting - Mar 31 8:30am

Happy with TOR Jim, see you now.

Nico Prins
Executive Director, BCSGA

O [250-890-7561](tel:250-890-7561)

C [250-702-7645](tel:250-702-7645)



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GROWERS ASSOCIATION**