



**BC Ministry of Social Development and Social Innovation**  
**BC Ministry of Jobs, Tourism and Skills Training**

LMTA Stakeholder Consultation Summary Report  
FINAL – August 19, 2016



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## Executive Summary

The Ministry of Social Development and Social Innovation (SDSI) and the Ministry of Jobs, Tourism and Skills Training (JTST) and Minister responsible for Labour undertook a consultation initiative to solicit feedback on desired improvements to Labour Market Transfer Agreements (LMTAs) for British Columbians. The consultation process focused on how LMTAs could be more responsive to the needs of British Columbia's skilled workforce and its strong, diverse, and growing economy.

Between July 11 and August 1, 2016, over 100 different stakeholder organizations representing service providers, industry sectors, government, employers, educational institutions, disability organizations and Aboriginal organizations participated through facilitated sessions or an online survey to provide their feedback on LMTAs through three main guiding questions. The guiding questions and the major themes of the stakeholders' feedback are listed below:

***Impact: Given varied and changing labour market conditions, what should employment and skills training programs be trying to achieve and for whom?***

1. Agreements should ensure more British Columbians are able to access labour market programs by expanding and being more flexible in their eligibility requirements
2. Agreements should be focused on helping clients gain employment by expanding the traditional definitions of employment
3. Agreements should include financial supports and training that meets the specific needs of clients so they can develop skills that will be in demand in the long term and attractive to multiple employers
4. Programs should take better advantage of the skilled-labour immigrant and disability workforce
5. Programs should adapt and accommodate the differing needs in regions across BC
6. Funding should allow for open and proactive engagement of BC's students and youth to support their early career path development
7. Agreements should adapt to and accommodate BC's self-employment and entrepreneurial work culture
8. Employers should be empowered and supported in accessing BC's workforce through information and partnerships

***Innovate: Thinking to the future, what innovative approaches and partnerships could be used to address emerging issues and needs in the labour market?***

1. Invest in tools and infrastructure to support clients and employers in strengthening the labour market and workforce
2. Allow funding to be invested in local service providers to give them the resources to better serve the diverse needs of their communities
3. Design and implement new programs that are flexible and eligible to a broader base of clients
4. Coordinate and streamline access and delivery of programs to keep the focus on helping clients

5. Fund and expand wraparound services for clients dealing with barriers to employment to ensure positive employment outcomes
6. Proactively collaborate with employers and work with them to build their skills to ensure they are able to access BC's diverse workforce
7. Partner with educational institutions to better prepare BC youth for the workforce
8. Implement entrepreneurial practices to test innovative models of supporting small business and identify impactful projects for sustainable success

***Inform: What sorts of labour market information would increase understanding and inform better decision-making?***

1. More localized and detailed Labour Market Information (LMI)
2. More robust and qualitative pictures of career paths and market outlooks in BC offered to clients and citizens
3. Expanded employer related information, including demand and training requirements
4. Information should be consolidated and simplified to increase accessibility to more clients
5. Peer jurisdiction information should be analyzed and learnings adapted for BC's unique circumstances
6. Simple, regular, and transparent information should be provided to taxpayers on the value of program funding

The themes and feedback from stakeholders will be used to populate BC's submission of the "*Federal-Provincial / Territorial Consultations on the Labour Market Transfer Agreements / Discussion Paper*" Reporting Template to the Federal Government. This report will inform multilateral provincial/territorial and federal discussions and provide input to a final national report to be tabled at the Forum of Labour Market Ministers meeting in the fall of 2016. The final national report will be used to inform future labour market transfer agreements.

In addition to feedback on the LMTAs, stakeholders also provided comments and insights on labour and skills training programs that fall within a provincial delivery model scope. Key recurring insights from stakeholders have been captured by the ministries and will be used to inform future programming decisions.

## Introduction

BC invests \$7.84B annually in employment and skills training and is actively redesigning its skills training system through the Skills for Jobs Blueprint, the BC Jobs Plan, the BC Tech Strategy, Accessibility 2024 and BC's Education Plan to meet the needs of its growing and diverse economy. BC has a strong future and led economic growth in Canada in 2015 and is expected to have similar results in 2016 and 2017. Employment growth in BC is trending upwards with 1.2 percent growth per year, and has reached a record high of over 2.3 million people employed. The overall outlook to 2025 is a balanced labour market. Between 2015 and 2025, the Province is expecting 934,000 job openings (excluding potential future LNG projects), with approximately 42 percent of those openings requiring a diploma, certificate or trades apprenticeship training and 36 percent requiring a bachelor, graduate or professional degree. Over two-thirds of openings over that period will be from retiring workers. The top three occupational groups will be (1) Sales and Service, (2) Business, Finance and Administration, and (3) Management, and will account for approximately 50 percent of total openings. By industry, the top four industries are expected to be (1) Health and Social Assistance, (2) Professional Services, (3) Retail Trade, and (4) Arts, Recreation, and Hospitality, representing approximately 50 percent of total openings.

Over \$500 million of the funding for skills training programs comes via Labour Market Transfer Agreements (LMTAs) from the federal government. These agreements are being discussed and the federal government is seeking feedback from the Provinces and Territories to inform the review process (see Appendix A for feedback questions asked by the Federal Government).

The Ministry of Social Development and Social Innovation (SDSI), and the Ministry of Jobs, Tourism and Skills Training (JTST) and the Minister Responsible for Labour undertook a consultation initiative with various stakeholders to solicit their feedback on potential improvements to the LMTAs. This consultation process will ensure that federal policy allows British Columbia to take full advantage of its skilled workforce, and the needs of those accessing and delivering programs. This input will provide insights into how LMTAs can be more responsive to the needs of British Columbia's strong, diverse, and growing economy.

Feedback obtained through this consultation initiative was focused on gaining an understanding of how LMTAs currently **impact** the BC Labour Market, what opportunities exist to **innovate** program and service delivery, and what information should **inform** decision-making. SDSI and JTST obtained stakeholder feedback through their regular consultations and ad hoc meetings with stakeholder groups and the following formal consultation activities were undertaken:

- Facilitated in-person roundtable session in Prince George, BC (July 22, 2016)
- Facilitated in-person roundtable session in Vancouver, BC (July 26, 2016)
- Facilitated virtual session (July 28, 2016)
- Online survey (July 11 – August 1, 2016)

Approximately 280 different stakeholder organizations representing service providers, industry sectors, government, employers, educational institutions, disability organizations and Aboriginal organizations were

invited to participate and over 100 provided their feedback and insights (see Appendix B for the detailed list of organizations). This document is a high-level summary and key themes of their comments and feedback.

In addition to feedback on the LMTAs, stakeholders also provided comments and insights on labour and skills training programs that fall within a provincial delivery model scope. Key, recurring insights from stakeholders have been captured by the ministries and will be used to inform future programming decisions.

## Stakeholder Feedback

The following section summarizes the key themes that emerged from stakeholders’ feedback and input in the areas of Impact, Innovate and Inform.

### Impact

The following table provides a summary of stakeholders’ responses to the question, *“given varied and changing labour market conditions, what should employment and skills training programs be trying to achieve and for whom?”*

Impact Key Theme	Supporting Feedback
<p><b>1. Agreements should ensure more British Columbians are able to access labour market programs by expanding and being more flexible in their eligibility requirements</b></p>	<ul style="list-style-type: none"> <li>• The Canada Job Fund Agreement (CJFA) and Labour Market Development Agreement (LMDA) restricts programming too much by directing specific programming or client type. This results in inflexibility and inability to respond to regionality or uniqueness of labour market or individuals needs</li> <li>• Other groups should have as much ease as Employment Insurance (EI)-eligible clients in accessing different programs and funding. Current eligibility rules and policies aren’t flexible enough to accommodate the various individual needs or to reduce the barriers clients have to entering the labour market</li> <li>• Employment programs should be serving those that need the services the most – vulnerable populations like youth, immigrants, Aboriginal people, people with disabilities – regardless of how much, if any, they have paid into the EI system. Otherwise the focus isn’t on preventing reliance on EI and is reactive rather than proactive</li> <li>• Reduce the efforts on navigating eligibility, and keep the focus on ensuring all clients can access what they need</li> <li>• Programs should be designed with flexibility in mind to anticipate changes to needs, emerging trends and variations in levels/types of demand</li> <li>• Open up services like BC’s Single Parent Employment Initiative (SPEI) to all clients and provide more services for skills training to income assistance clients</li> <li>• Restrictions on eligibility limit the benefits to Aboriginal clients who would be interested in starting a small business</li> <li>• Ensure immigrants with degrees are able to effectively integrate, look for work in Canada and eventually work in their field</li> </ul>

**Impact Key Theme****Supporting Feedback**

- Immigrant clients are working several jobs to get by, and because of the amount of hours they are working, they are considered employed and not eligible for Employment Program of BC. However, they really need support to find sustainable employment
  - No reach to people with persistent, multiple barriers to employment or mental illness, they don't get employed; funding needs to be flexible to address needs of all people with disabilities
  - Flexibility in participant eligibility in the program is important to address needs and innovate in the community. e.g. currently service providers may be able to support EI clients only but there is real need in other client groups, like youth and people with disabilities
- 2. Agreements should be focused on helping clients gain employment by expanding the traditional definitions of employment**
- Recognize and acknowledge the variation of jobs available and that working less hours per week (e.g. seasonal, part-time) is a reality in many communities and can be sustainable
  - Many clients and employers are shifting towards non-traditional work week hours (25 -32 hours)
  - Expand the definition of 'barriers to employment' (e.g. people who have never been part of the workforce)
  - Current models of various programs limit the eligibility of clients to access these supports. For example, in Employment Program of BC youth are unable to access wage subsidies
  - Rural clients would benefit from modified work-week hour requirements. Employers struggle to offer 35 hours/week (may not be able to afford this)
- 3. Agreements should include financial supports and training that meets the specific needs of clients so they can develop skills that will be in demand in the long term and attractive to multiple employers**
- Provide the financial supports to access training programs as well as the required tools, computers or technology (e.g. those on disability might have difficulty accessing computers or technology to train or improve their skills based on their current funding)
  - Focus on the development of soft skills in elder workers' programs (TIOW), job options programs, and youth programs to get clients ready for employment
  - BC has a need for increased emphasis on trades training
  - Essential computer skills are a significant skills development opportunity for many clients in a range of demographics. Most employers are requiring this
  - Short-term essential training courses are available, but with the anticipation of more complicated career paths and shortages, short-term courses not likely to be sufficient for the client
  - Offering online training and distance learning options while retaining community learning and support for clients to travel for training
  - Training programs need to be applicable to the specific labour market needs in that region
  - Need a focus on skills development beyond the traditional, including essential skills, emotional intelligence, literacy and numeracy

Impact Key Theme	Supporting Feedback
<b>4. Programs should take better advantage of the skilled-labour immigrant workforce</b>	<ul style="list-style-type: none"> <li>• Training is available for EI recipients through Employment Program of BC. But, it and other similar programs should also support immigrants who do not have Canadian work experience</li> <li>• Develop methods to expedite the validation of foreign credentials and work skills for clients who have proven skills and experience in foreign territories</li> <li>• Despite wanting to work, immigrant clients may not be informed of ways to afford foreign credentials, or access foreign credentialing in a timely manner. There are many cases of highly-skilled workers being underutilized in the workforce because they are working where they can, out of need</li> </ul>
<b>5. Programs should adapt and accommodate the differing needs in regions across BC</b>	<ul style="list-style-type: none"> <li>• LMTAs should define broad outcomes, but local communities should have the flexibility to define how to achieve them within the context of local labour market changes (e.g. the use of LMP work and community solutions roundtables)</li> <li>• Training facilities are limited in rural areas (e.g. Nakusp). Non-EI clients do not receive supports to travel for training (e.g. overnight accommodation, living away from home costs)</li> <li>• Training programs need to be specifically tailored to each location as BC's geography and communities are unique</li> <li>• Training should be accessible in smaller communities and developed with awareness that the needs of workers in smaller communities may be different than those in larger communities</li> <li>• We are moving in the right direction with new funding to complete study on First Nations' needs; Limiting funding by client types creates inequities, flexibility allowed for under aboriginal agreements (ASETS) why not for all LMTA</li> </ul>
<b>6. Funding should allow for open and proactive engagement of BC's students and youth to support their early career path development</b>	<ul style="list-style-type: none"> <li>• Listen to and engage youth in how they want to learn and work (e.g. engaging through technology)</li> <li>• Youth programs should focus their skill development on decision-making, prioritizing, and critical thinking skills</li> <li>• Evolve wage subsidy programs for students to have a career path focus. Currently there is funding allocated for training but not for career path development</li> <li>• Allow youth to take part in unpaid work experience to give them exposure to different careers and mentorship opportunities</li> <li>• Leverage experience from the effective Response to Economic Downturn (RED). It met the needs of youth as it was an excellent way for youth to access training without a lot of process or administration</li> <li>• Employment strategy for young aboriginal people do not work, they need stronger interventions, they need pre-employment programs which would help them understand employer needs</li> <li>• More could be done for person(s) with disabilities through these agreements; clear advantages of focusing on youth with disabilities, as</li> </ul>

**Impact Key Theme****Supporting Feedback**

- early as high school age and one; one of the key factors in the research was that youth with disabilities need some paid work experience prior to leaving school this makes a huge difference to their long term success
- New, emerging demographics – changing needs, changing service and support needs including such options as mentorship (youth/refugees/people with disabilities) and other approaches that support connecting to employers and ultimately, employment
- 7. Agreements should adapt to and accommodate BC's self-employment and entrepreneurial work culture**
- Few programs consider eligibility for entrepreneurship and self-employment clients specifically young entrepreneurs and immigrant entrepreneurs
  - Self-employment should be more valued and is large portion of the BC economy. There is some consideration through Employment Program of BC, but should have more and broader consideration
  - Small business is growing in BC – a key area of education is to recognize that such employers play multiple roles within the business – approach cannot be labour intensive or bureaucratic as they are balancing many things
- 8. Employers should be empowered and supported in accessing BC's workforce through information and partnerships**
- An overall strategy that allows for flexibility of employer support across funding agreements would increase employer awareness on how to access and best utilize these programs
  - Increase employer outreach mechanisms as part of the programming and funding structure
  - Services should be clear for employers to ensure they are well informed about what services are available (e.g. Small Business), including funding and support services
  - Focus on directly reaching out to employers proactively as they are typically busy and may not realize all their options
  - Some programs limit participation from potential employers who prefer not to disclose their financials
  - Services should be clear for employers reduced navigation points would ensure they are well informed about what services are available, this includes funding and support services for Aboriginal employees
  - Increase awareness and supports for employers in the community to support hiring the growing BC immigrant and refugee population and people with disabilities
  - Coordinate supports for employers across multiple agreements to maximize the return from funding. Currently, the siloed nature of these programs is not efficient

## Innovate

The following table provides a summary of stakeholders' responses to the question, *“thinking to the future, what innovative approaches and partnerships could be used to address emerging issues and needs in the labour market?”*

Innovate Key Theme	Supporting Feedback
<b>1. Invest in tools and infrastructure to support clients and employers in strengthening the labour market and workforce</b>	<ul style="list-style-type: none"> <li>• Sponsor shared office and work spaces for individuals and small businesses to encourage networking and problem-solving</li> <li>• Support distance learning as clients need an environment that enables disciplined e-learning (e.g. young mom who struggles to study at home). There is a need for learning environments with staff who have expertise on supporting e-learning behaviours to ensure success</li> <li>• Employment Programs don't reflect Aboriginal peoples' needs</li> <li>• Through the Canada Job Fund Agreement (CJFA) the Employment Training programs need to be applicable to labour market needs in that region</li> <li>• Leverage existing and continue to provide support through virtual tools and e-training</li> <li>• Economic development initiatives should align with regional needs better (e.g. corridors, small business development access, transportation)</li> <li>• Utilize existing models like <a href="#">BC Partners in Workforce Innovation</a> to offer innovative solutions to employers. BC Partners creates links with employers in industries with workforce shortages to hire people with disabilities. They work with employers and a network of local disability employment service agencies to streamline the recruitment process. Making it easier to connect businesses to qualified, job ready candidates with diverse abilities.</li> </ul>
<b>2. Allow funding to be invested in local service providers to give them the resources to better serve the diverse needs of their communities</b>	<ul style="list-style-type: none"> <li>• Federal and provincial governments should come together to agree on broad priorities and outcomes for agreements but program delivery and design should be left to jurisdictions</li> <li>• Fund and partner with service providers to go out into the areas where clients are, instead of waiting for those who require services to approach a service provider</li> <li>• Support training programs for service providers to learn a second language (e.g. 46% of BC population is Asian), and place an emphasis on service providers hiring within each community</li> <li>• Create opportunities for flexible funding. For example, flexibility around eligibility for rural communities so all clients with employment</li> </ul>

needs have access.

**3. Design and implement new programs that are flexible and eligible to a broader base of clients**

- Provide allowances for group learning to support clients who work and learn better in groups as opposed to one-on-one
- Support employers in creating flexible employment to increase the workforce participation rate (e.g. part-time, self-employment, seasonal employment)
- Create more incentive programs such as wage subsidies. The sliding scale should be up to 80-100% even if it's for a shorter period, as it would be more attractive for employers and increase uptake. Wage subsidies in smaller employers helps retain businesses in smaller communities and contributes to community viability
- Increase access and flexibility of training programs for those who need to get new skills training to transfer industries due to an injury or the industry is eliminating jobs
- Wage subsidies would encourage employers to take the chance on some clients, overcome their nervousness and test fit. This does not need to be exclusive to wage subsidies. Encourage employers to be innovative in other areas (i.e. hours, type of role, etc.)
- Introduce incentives for employers to move to rural communities (e.g. nurses are incentivized to work in rural communities)
- Possibility of a social enterprise to create a paid work experience or a micro loan program

**4. Coordinate and streamline access and delivery of programs to keep the focus on helping clients**

- Better partnerships between ASETS and WorkBC Employment Services Centres
- Implement programming design changes with the intent of minimizing procurement re-work. Build on what is working well (e.g. partnerships, services, programming)
- Coordinate funding streams across ministries. Create stipends for individuals and that various services can draw down on
- Information between organizations, levels of government (Service Canada and Ministry) is an area of challenge on a regular basis; most of the problem is people who are in decision making positions about eligibility may not be aware of the program or service or criteria of the program

**5. Fund and expand wraparound services for clients**

- Define a clear career path to advance clients who have barriers beyond entry-level job positions. (e.g. currently, most jobs for clients with mental health issues are entry-level positions with little

**Innovate Key Theme****Supporting Feedback**

**dealing with barriers to employment to ensure positive employment outcomes**

- opportunity to grow their role or responsibility)
- Provide and increase access to counselling services and addiction treatment to help individuals to overcome their personal needs and barriers to thrive in the workforce, including supporting their financial needs, emotional needs, and building community support
  - Incorporate life skills training components to programs
  - Develop and train soft skills (e.g. problem solving, critical thinking, financial literacy, social and emotion competency) employers cannot be expected to achieve this
  - Focus on transferable skills early on to ensure clients are attractive to many industries and minimize the risk of changing labour markets downstream
  - For clients with disabilities, a holistic approach offers them a chance at rebuilding their confidence, focusing on the whole person in addition to offering them sustainable work
  - Replicate a model of target initiatives for youth (e.g. similar to the model for targeting elder workers). Large volumes of youth have been turned away from existing programming due to lack of funding or eligibility issues depending on the LMTA stream
  - There remains a frustrating mismatch between our supply of people with disabilities looking for work and employers wanting to hire them. We cannot seem to bridge that gap and the agreements need to be more flexible to support that. We need to get at this before government or employers give up, we need to make this a priority to fix it while employers are still at the table

**6. Proactively collaborate with employers and work with them to build their skills to ensure they are able to access BC's diverse workforce**

- Provide more training for employers on how to work with employees with challenges (e.g. mental health issues, physical disability): how to support them, accommodate them, and the benefits they can provide to the business
- Improve partnerships with local businesses to develop more sustainable employment programs inputs
- Create a Service Provider position to proactively and continually connect with employers and initiate dialogue about understanding and meeting their needs
- Link with trades and other employers to try and remove barriers and complexity (real and perceived) to entering their industry or trade.
- Support efforts to make entry and transfer more streamlined for multibarriered clients
- Effectively and efficiently share with employers' best practices related

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|---|--|
| <p>7. <b>Partner with educational institutions to better prepare BC youth for the workforce</b></p>   | <p>to job development and remaining up to date with employers</p> <ul style="list-style-type: none"> <li>• We need to think about employers as they are key to this discussion, more supports of employers, educating employers and their staff, educating them about persons with disabilities</li> </ul>   |
| <p>8. <b>Implement entrepreneurial practices to test innovative models of supporting small business and identify impactful projects for sustainable success</b></p> | <ul style="list-style-type: none"> <li>• Start training at the high school level with grade 11 and 12 student participating in career planning, skills training initiatives or transition projects</li> <li>• Establish employment services into high schools and partnerships between employment counsellors and schools</li> <li>• Educational institutions could partner with employer organizations to leverage their expertise to divide and conquer the delivery of all the supports students require</li> <li>• Service providers can help bridge the gaps from Planning 10 or Career 12 to provide skills training (e.g. resume writing, interview skills, set up job panels, job search workshops)</li> <li>• Build programs and mentorship opportunities for secondary students. Focus on getting them to reflect on what they did or did not like, what skills they learned, define career goals and planning</li> <li>• Support the long-term success of youth with disabilities by providing them with the same opportunity to have some paid work experience prior to leaving school</li> <li>• Post-secondary institutions should work towards career planning to help students align with labour market needs</li> </ul> |

# Inform

The following table provides a summary of stakeholders’ responses to the question, *“what sorts of labour market information would increase understanding and inform better decision-making?”*

Inform Key Theme	Supporting Feedback
<p><b>1. More localized and detailed Labour Market Information (LMI)</b></p>	<ul style="list-style-type: none"> <li>Granularity of LMI to the community level would provide better understanding of local needs, the ability to react and support accordingly, and better align access to proper funding</li> <li>Currently, the most effective data is self-generated and community driven because the current LMI doesn’t align with local markets or Statistics Canada and is often dated</li> <li>Information that doesn’t seem accurate to the smaller communities often gets ignored or deemed irrelevant to the local community for example First Nations communities</li> <li>LMI needs to be timely and relevant to the industry and in-demand jobs. Currently, this information is best obtained from employers and industry groups on an ongoing basis, which creates a drain on resources that could be applied more directly to clients</li> </ul>
<p><b>2. More robust and qualitative pictures of career paths and market outlooks in BC offered clients and citizens</b></p>	<ul style="list-style-type: none"> <li>Provide individuals with information to demonstrate that career paths are not linear. Identify how many options an individual has to their career path or the different paths to achieving their career goals</li> <li>Develop communication strategies (e.g. newsletter) with more personal stories about success and the winding career path that individual took to get to where they are</li> <li>Provide information to expose youth and individuals new to the workforce on the complexity of career paths and the diversity of what’s available to them beyond the traditional careers</li> <li>Clients need more industry-wide information on what they need to do (e.g. training requirements, skills/abilities, typical salary, and how to pursue these opportunities)</li> </ul>
<p><b>3. Expanded employer related information, including demand and training requirements</b></p>	<ul style="list-style-type: none"> <li>Provide information and support to employers to identify their training needs, the lifespan of those skills, and options on where that training can be obtained.</li> <li>Employers can struggle with knowing the exact training they require of new employees, which makes it hard for clients to understand what they need or how relevant their skill will be</li> <li>Capture information on number of openings by industry/occupational type and identify the relevant primary employers at a regional level or link to employers that are hiring</li> </ul>

Inform Key Theme	Supporting Feedback
	<ul style="list-style-type: none"> <li>Identify and communicate the context of labour supply gaps to better understand labour demand trends</li> </ul>
<p><b>4. Information should be consolidated and simplified to increase accessibility to more clients</b></p>	<ul style="list-style-type: none"> <li>The information should be packaged with the goal of being accessible and relevant to every type of client or audience (e.g. consideration for those with dyslexia, autism, individuals with a developmental disability). The most useful information is visual or in simple language and keeps the focus on how to find local jobs</li> <li>Separate communities are funding their own special community reports. These should be consolidated as the information is valuable but time consuming to track down</li> <li>Consolidate and coordinate the funding of studies to reduce duplication and ease access to statistical information about federal and provincial programs</li> </ul>
<p><b>5. Peer jurisdiction Information should be analyzed and learnings adapted for BC's unique circumstances</b></p>	<ul style="list-style-type: none"> <li>Examine the participation rates of other provinces and sponsor a study that provides an easy to understand breakdown and what provinces could do to increase participation rates</li> <li>Readjust how the definition of careers, and subsequently success is measured in BC. British Columbians may not want to work 35 hours, or 9-5 anymore, and redefine the measures of employment (e.g. happiness, finding the job they want)</li> <li>Define a small set of metrics that are tailored to BC to assess the value for every dollar invested. The metrics should be logical, easy to understand, and presented graphically where possible</li> <li>Through partnerships with employees and communities there should be information sharing offered to clients</li> </ul>
<p><b>6. Simple, regular, and transparent information should be provided to taxpayers on the value of program funding</b></p>	<ul style="list-style-type: none"> <li>British Columbians need to be able to hold training institutions more accountable. Data should be provided to assess how well the institutions meet the needs of the local labour market they serve</li> <li>Develop an annual report on the results of employment training and skills programs to citizens. The focus should not be on investment return, but how we are empowering individuals to find a job and compete in the labour market</li> <li>Value both quantitative and qualitative information in evaluating and reporting results. Numbers alone do not describe the value of our programs</li> </ul>

## Appendix A – LMTA Questions Posed by the Federal Government

The following nine questions are posed in the Federal Government’s template report to facilitate the discussion and input on LMTAs.

### **IMPACT** (What do we need to do now)

1. Given varied and changing labour market conditions, what should employment and skills training programs be trying to achieve and for whom?
2. Are current employment and skills training programs flexible enough to respond to the needs of a diverse workforce, e.g. vulnerable workers, youth, Indigenous Peoples, recent immigrants and others who need particular support? If yes, what in particular is working best, or how can these groups best be supported?
3. Are all Canadians, in particular jobseekers and potential jobseekers, aware of and able to access appropriate employment and training programs to find and/or keep a job? If yes, what in particular is working best? If not, who and why?
4. What are the employment and skills training needs that employers see as critical to address their workforce and economic objectives? What is the role of employers versus government?

### **INNOVATE** (Future needs)

5. What innovative approaches and partnerships could be used to address emerging issues and needs in the labour market?
6. How could employment and skills training programs be more responsive? (e.g. changing nature of work, increasing entrepreneurship, diverse workforce)

### **INFORM** (What do we know)

7. What kinds of labour market information are most valuable in supporting planning and informed decision making? This could include: Information to support career planning for a jobseeker; or Information for employers to support workforce development needs.
8. What forms of engagement with stakeholders work best? What approaches to outreach might be considered to improve the sharing of information between labour market partners?
9. What information do Canadians need to better understand the outcomes of investments in employment and skills training programs?

## Appendix B – Stakeholder Participant List

The list below provides an alphabetical listing of the organizations whose representatives participated in the stakeholder consultation, either through the online survey or a facilitated session.

- Abbotsford Community Services
- Aboriginal Business & Community Development Centre
- Aboriginal Business Service Network Society
- Aboriginal Engagement - Trans Mountain Expansion Project
- Aboriginal Skills Employment & Training Strategy
- Applied Science Technologists & Technicians of B
- Arrow and Slokan Lakes Community Services
- ASPECT
- ASTTBC
- Automotive Retailers Association
- Back in Motion
- BC Aboriginal Network on Disability Society
- BC Alliance for Manufacturing
- BC Building Trades Council
- BC Centre for Ability Association
- BC Centre for Employment Excellence
- BC Colleges
- BC Construction Association
- BC Road Builders & Heavy Construction Assoc.
- Beacon Community Services
- Bowman Employment Services Inc.
- Burns Lake Band
- CLAC
- Canadian Mental Health Association (BC)
- Canadian Mental Health Association for the Kootenays
- Canadian Vocational Training Centre
- Central Vancouver Island Multicultural Society
- Cerebral Palsy Association of British Columbia
- Cloverpoint
- Coast Mental Health
- College of New Caledonia
- College of the Rockies
- Community Futures Boundary
- Community Futures Development Corporation of Fraser Fort George
- Construction Labour Relations Association of BC
- Council of Forest Industries
- Creative Employment Access Society
- Dawson Creek Catholic Social Services
- Destination BC
- Disability Alliance of BC
- Douglas College
- Electrical Joint Training Committee
- Employment Action
- ETHOS Career Management Group Ltd
- Family Services of Greater Vancouver
- First Nations Education Steering Committee
- First Nations Technology Council
- Fraser Works Coop - AWARE Society
- Gitxsan Development Corporation
- Global Vocational Services Inc.
- go2HR
- GT Hiring Solutions Inc
- Hecate Strait Employment Development Society
- Horton Ventures Inc.
- ISS of BC
- Inclusion BC Board
- Independent Contractors & Businesses Association of BC
- Indigenous Community for Leadership & Development
- Industry Training Authority of BC
- Island Work Transitions, Inc.

- Kelowna Community Resources
- Kitimat Community Services Society
- Kitselas First Nation
- Kootenay Career Development Society
- Kootenay Employment Services
- Kopar Administration Ltd
- Kwantlen Polytechnic University
- Lheidli T'enneh First Nation
- Lululemon Athletica
- MAXIMUS
- MOSAIC
- Musqueam Indian Band
- NIEFS
- Nanaimo Youth Services Association
- NexusBC Community Resource Centre
- Nisga'a Employment Skills & Training
- North East Native Advancing Society
- North Island College
- North Shore Multicultural Society/North Shore Immigrant Inclusion Partnership
- Northwest Community College
- North Vancouver Island Aboriginal Training Society
- Northwest Training Ltd
- Obair Economic Society
- Okanagan Training & Development Council
- Opportunities Career Services Society
- Partners in Resources Inc
- PGNEATA
- PREP/PRDI
- PTP ASEP Training Society
- Preston & Associates
- Progressive Employment Services Limited
- Research Universities' Council of BC
- Rethink Learning Inc./BC Chamber of Commerce
- S.A.G.E. Trainers
- Saik'uz First Nations
- Seaspan ULC
- Selkirk College
- Sitka Solutions Inc.
- Skin Tyee Nation
- Social Planning and Research Council
- SPARC BC
- Stolo Aboriginal Skills Employment & Training
- SUCCESS
- Taylor Pro Training
- The Canadian Centre for Aboriginal Entrepreneurship, Inc.
- The Greater Trail Community Skills Centre
- Thompson Rivers University
- Tolko Industries Ltd
- Triangle Community Resources Inc.
- UA Piping Industry College of BC
- University of Victoria
- Vancouver Island Vocational & Rehabilitation Services
- Western Maritime Institute
- Whalley WorkBC Employment Services Centre
- Whistler Blackcomb
- Women in Trades Training (WITT)
- WorkBC Employment Services Centre - Westside & Career Zone
- WorkBC Mackenzie Employment Services Centre
- WorkLink Employment Society
- Youth Works Employment Program
- YMCA of Greater Vancouver
- YWCA Metro Vancouver
- YMCA Okanagan
- YWCA - Vancouver South ESC