West Kootenay Recruitment Agency (WKRA) Feasibility Study

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Executive Summary

Project Overview

The **West Kootenay Recruitment Agency (WKRA) Feasibility Study** set out to determine the viability of a recruitment agency in the West Kootenay Region (WKR) to help address forecast workforce shortages predicted over the next decade. Community Futures Central Kootenay (CFCK) - representing several regional economic, business and social development organizations plus Selkirk College - was successful in attaining a grant from the Province of BC's Rural Economic Diversification and Infrastructure Program (REDIP) to undertake the study from July 2023 to February 2024.

The project had three main phases:

1. **Demographic Analysis (*Section B*)** - workforce predictions for region, regional workforce composition, migration analysis, target demographic analysis, post-secondary education analysis
2. **Best Practice Research & Analysis (*Sections C & F*)** – research recruitment agency models, capacity of potential delivery agencies, pros/cons of each approach.
3. **Employer & User Engagement (*Sections D & E*)** – engage employers and potential employees to understand demand for services including recruitment needs, temporary workers, policy development and diversity, equity & inclusion training and the value of service to employers.

Demographics

The West Kootenay Region (WKR) is home to 95,000 people, about 58% of the population of the Kootenay Development Region (KDR). [The Province of BC has forecast nearly 21,900 jobs needed in the KDR](#) over the next decade (2022-2032), or about 1,270 per year in the WKR. In the WKR, seven out of every eight forecast jobs will be replacement jobs, typically because of a retiring workforce (the WKR has one of the oldest populations in the province). Canada requires 8,000,000 jobs over that same time frame, 50% more than those required in each of the past two decades, mainly because of the huge Baby Boomer cohort reaching retirement age. The situation in in the West Kootenay Region mirrors the workforce shortage issue in Canada and BC. The high cost and limited availability of housing in the West Kootenay, once a "competitive advantage in the region" (a comment from a large WKR employer), further exacerbates the problem, especially as larger centres can afford to pay higher wages. The number of new graduates, young people entering the workforce, new migrants to the region and foreign students is still nowhere near what is required to replace those leaving the workforce.

Employers

For this study, more than 150 employers were consulted (*Section D*) through: 1) interviews (20 large employers with 50+ FT employees); 2) focus groups in Nelson, Trail, Castlegar and Creston (25 large/medium employers with 20+ FT employees); and an 3) online survey (111 employers). Many WKR employers are already feeling the pinch, especially in management, trades and skilled positions, but also in general unskilled labour. Larger employers reported less difficulty with recruitment, as they could also pay more competitive wages, a distinct benefit, especially with employees reporting cost of living as a critical issue (*Section E. xi*). Larger employers (those with 50+ FT employees) were more likely to consider using a recruitment agency. In the survey, 52% of large employers versus 23% small/medium employers had used one. Larger employers were also more likely be willing to pay a commission fee, but there was price sensitivity beyond 20% of an employee's first year salary, slightly less than the 25- 30% industry standard commission. However, 37% of small/medium employers were willing to consider a fixed sum or hourly wage to hire a recruiter. More than 30% of small/medium employers, often without a dedicated

HR professional on staff, would consider hiring an outside agency for other HR issues like training, HR administration, retention planning and execution, and developing HR policies and strategy.

Recommendations

Recruitment Agency Feasibility, Other HR Services

The study concludes that a recruitment agency could break-even at 24 employees recruited per year (two per month) at a 20% commission with an average starting salary of $70,000 per recruited employee (including benefits) with two staff (a full-time CEO/recruiter and a full-time junior recruiter/administrative assistant).[1] This represents 1.9% of the total employees forecast by the province to be hired in the WKR each year. Among employers, there seems to be need and support for an agency (64% of large employers and 59% of small/ medium employers would consider using and paying for such a service). There was also support in focus groups and interviews that reinforced the survey data, especially if a recruitment agency is Kootenay-based, effective and responsive. While the cash flows examine only commission revenues, it would be prudent to also offer fixed-sum or hourly options for small/ medium-sized employers. The recruitment agency could also generate additional revenue through fee-based services, especially among small/medium employers that often do not have HR professionals or departments. The survey indicates a need - and willingness to pay - for training and staff development, HR administration, retention planning and execution, and developing HR policies and strategy (*Section C. 1*).

Delivery Models, Temp Agency

The study also considered three potential models of operation for an agency (*Section F*): Not-for-profit, social enterprise and for-profit. The former two models offer more regional control while the latter could be scalable and more responsive to the needs of employers. As one veteran recruiter interviewed from Montreal offered, "a recruiter is a realtor on steroids", referring to the 24/7 nature of the business. A recruiting professional that is committed to the region, can market effectively to capture those tourists and those familiar with the region (the low-hanging fruit, like seasonal employees at local ski hills), and specific targeted markets elsewhere, who can deliver results, would be viable. While there seemed to be some interest in a temp agency as well (27% of large employers and 41% of small employers were amenable to a $2-4/hour temp agency fee on top of wages), the nature of the business (described as a "grind" by one Okanagan-based temp agency) with many small transactions, incredibly fast responsiveness required for screening and placement, temp employees needing to move quickly to an employer (possibly a significant drive away) – might interfere with the recruitment functions of an agency. A temp agency break-even requires 57.5 temp employees deployed in any given week. The temp agency - as a revenue centre for the recruitment agency - would be better considered once the recruitment agency is established and proven. Alternatively, it could be performed by a not-for-profit or a social enterprise as a service to WKR employers.

A Strategic HR Council for the WKR

Recruitment shortages in the region will continue to grow. Over the next 10 years, the Canadian and BC labour shortage is expected to become more acute. The study recommends a West Kootenay HR Council (*Section G. 4*) to be out front strategically, to trade best practices and share information, to provide leadership, to assist in marketing the region, and to build the capacity of the region from an HR

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[1] This two-person staffing set-up has a capacity, if efficient, to be able to accommodate up to 15 clients/month or 300/year according to Shannon Wand, a recruiting professional with many years experience.

perspective. Selkirk College, some large private sector employers (some of which expressed interest in being part of a council in interviews), social/economic NGOs, and WorkBC contract holders would all be part of this. This group could also spearhead grant applications.

Select Findings from Employer Surveys – 111 Surveys (Section D for Graphs and Data)

- Employers were bullish on their expansion plans over the next two years. 60% of larger employers (50+ employees) anticipated growing by at least 10%, while 59% of the small/medium employers shared similar views. Only 4% of employers anticipated having fewer employees in the next 2 years.
- Not surprisingly, larger employers (50+ FT employees) rated themselves higher than small/ medium employers, 71.4 to 51.5 out of 100, in terms of recruitment success. The differences were smaller for self-rated retention success (73 to 69.5), and success in other areas of HR (73.6 to 67.5).
- When asked about issues employers are hearing are affecting their staff, the cost of housing and availability of housing were of far greater concern than any of the other seven issues - childcare, salaries and compensation, transportation issues within WK, remote work possibilities, growth opportunities, flexible schedules, transportation issues our of WK. Larger employers were also more likely to hear about childcare concerns while smaller/ medium employers were more likely to have issues of salaries and compensation listed.

- Word of mouth was the top response for most effective means of recruitment overall. However, large employers found the most success in large online job boards (e.g. Indeed, ZipRecruiter, etc.), followed by word of mouth, social media presence, website and then LinkedIn. Word of mouth (at 71%) dwarfed all other responses for medium/small employers with large online job boards, social media presence, website and local regional online job boards rounding out the top 5. Help wanted ads in local newspapers barely warranted a mention.
- Technical skills (trade or specialized skill) at 55%, were the hardest position to fill for large employers while low skills, at 47%, were the most challenging for small/medium employers. Interestingly, there was significant need in all skill categories (from low skills to technical to management) for all employers.
- More than half of large employers had tried using a recruitment agency while only 23% of small/ medium employers had.
    - 64% of large employers and 59% of small employers might use a recruitment agency for up to 10% of their recruitment needs.
- Employers were asked if they might have needs that a temp agency might be able to assist them with at a fee of $2-4 /hour. 27% of large employers expressed that they could have needs while 41% of small employers had some needs.
- While recruitment services were the number one HR need employers might be willing to pay for, there seemed to be substantial opportunities to provide fee-based services for other HR functions. Those services mentioned by more than 25% of employers included training and development, conflict resolution, developing HR policies and strategy, retention planning and execution, and HR administration (payroll, records, etc.).

Select Findings from Employee Surveys – 236 Surveys (Section E for Graphs and Data)

- The largest segment of respondents were those between 45-54, representing 30% of respondents. Younger respondents, those aged 18-34 made up 24% of respondents.
- Almost 32% of respondents live in Nelson, 21% in Castlegar and 18% in the Trail area. Creston area participants represented less than 5% of the respondents while other Kootenay locations were about 14% of the respondents. Almost 11% of respondents lived internationally 5 years ago. None do so now.
- 64% of younger respondents (those under 35) were employed full-time, 20% part-time, 5% were unemployed and 4% were students. 51% of older respondents (those 35 and older) were employed full-time, 22% part-time, 11% were unemployed, 3% were retired and 3% were students.
  - 3 of 5 of those younger employed full-time were happy where they were working compared with only 2 of 5 in the older group (35 and older). 40% of those 35+ were actively looking for another full-time opportunity compared to only 17% of the younger group.
- The five most frequently used methods of searching for work were:
  - Word of mouth, Networking
  - Large online job boards (Indeed, ZipRecruiter, etc.)
  - Local/regional job boards (Kootenay Jobs, Kijiji, etc.)
  - Federal/ provincial online job boards
  - Company/ organizational websites
  - Word of mouth was the top choice when all ages were factored in (2nd for those under 35). It was the most popular choice of those 35+.
- The top 5 reasons respondents live in the West Kootenay Region are:
  - Natural beauty
  - Outdoor recreational opportunities
  - Quality of life
  - Small-town atmosphere
  - Sense of community
  - Older respondents were more likely to choose quality of life, sense of community, sense of safety and proximity to family
  - Younger respondents were more likely to choose outdoor recreational opportunities, and proximity to friends.
- When asked to rank 11 factors around the importance to employment, work-life balance, compensation and benefits, company culture / social aspects of work, career development and promotion opportunities, and job security were the top five listed.
  - Work life balance and compensation and benefits were amongst the top two choices for more than 80% of participants.
  - Older participants were more likely to mention job security, flexibility, remote work opportunities, good holidays and reputation / values of the employer. Younger participants were more likely to mention company culture/ social aspects of work and learning new skills and improving existing ones.
- The top three issues or concerns about working in the region where the cost of housing, the availability of housing, and the cost of living.

- The availability of housing was a greater concern amongst young people than those over 35 years of age.
- The biggest differences among age groups were availability of housing and childcare, with younger respondents expressing more concern, and available health care services and work opportunities for spouse and family, with older respondents expressing more concern.

- 74% of younger respondents and 69% of older respondents said yes or maybe to registering for a temp agency.
- 82% of younger respondents and 83% of older respondents said yes or maybe to registering for a recruitment agency.

A. Context & Background

1. Project Goals

This project aims to address workforce shortages faced by West Kootenay employers by determining the viability of a West Kootenay Recruitment Agency (WKRA). The proposed WKRA would offer targeted

> *A recruitment agency, also known as a staffing agency, employment agency, or placement agency, is an organization that acts as an intermediary between employers and job seekers. The primary function of a recruitment agency is to help employers find suitable candidates for their job openings and assist job seekers in finding employment opportunities.* HireQuotient.com

employee recruitment services for permanent and temporary employees as well as human resource supports including policy development and diversity & inclusion training.

2. Steering Committee Role & Composition

A Steering Committee met five times during the course of the project to assist in overseeing it and to give it direction. The Steering Committee members represent WorkBC contractor holders and delivery partners, economic development focussed non-profits and economic development practitioners that are aware of the impact of workforce shortages on local employers and the difficulties employers face in recruiting employees for permanent and temporary positions. They also recognize employers would benefit from human resource services such as policy development support as well as diversity, equity & inclusion (DEI) training and are collaboratively seeking a solution to address this need.

Members of the Steering Committee:

a) Kootenay Career Development Society (KCDS): Savina Kelly

b) Kootenay Employment Services (KES): Leandri Kleinhans

c) Community Futures Greater Trail: Erik Kalacis

d) Lower Columbia Initiatives Corporation: Rebecca Richards (elected as Chair)

e) Castlegar & District Chamber of Commerce: Tammy Verigin-Burk

f) Destination Castlegar: Andrea Ryman (Adventure Castlegar/ Kootenay)

g) Nelson & Area Economic Development Partnership: Tom Thomson

h) Selkirk Innovates: Sarah Breen

i) Community Futures Central Kootenay (CFCK): Andrea Wilkey

3. Project Timeline

1.	**Steering Committee Formed** (May 2023) – project partners identify representatives to sit on Steering Committee, Chair elected, meeting schedule agreed upon.
2.	**Contract Awarded for Feasibility Study** (July 2023) – completion of RFP process for a contractor.

3.	**Best Practice Research & Analysis** (Sept 2023) – research recruitment agency models, capacity of potential delivery agencies, pros/cons of each approach.
4.	**Employer & User Engagement** (December 2023) – engage employers and potential employees to understand demand for services including recruitment needs, temporary workers, policy development and diversity, equity & inclusion training and the value of service to employers.
5.	**Feasibility Study Completed** (February 2024) - feasibility study findings provided including delivery and financial model recommendations
6.	**Next Step Recommendations** (March 2024) – to inform future funding applications.

4. Project Context

Labour shortages around Canada are becoming more acute. Following Covid, the number of Baby Boomers exiting the workforce increased by almost 50%, from 200,000 to 300,000/year. This exodus is expected to continue until at least 2030. Canada's birth rate is such that the number of workers ready to enter the work force – typically thought of as between 15-64 years of age– is nowhere near what it needs to be to replace the workers leaving. While Canada has tried recruiting foreign workers (and in many cases foreign students seeking to work in the greener pastures of Canada following graduation from Canadian post-secondary institutions), the number is nowhere near what is needed to fill the vacancies left behind, let alone meet the demands of businesses expanding.
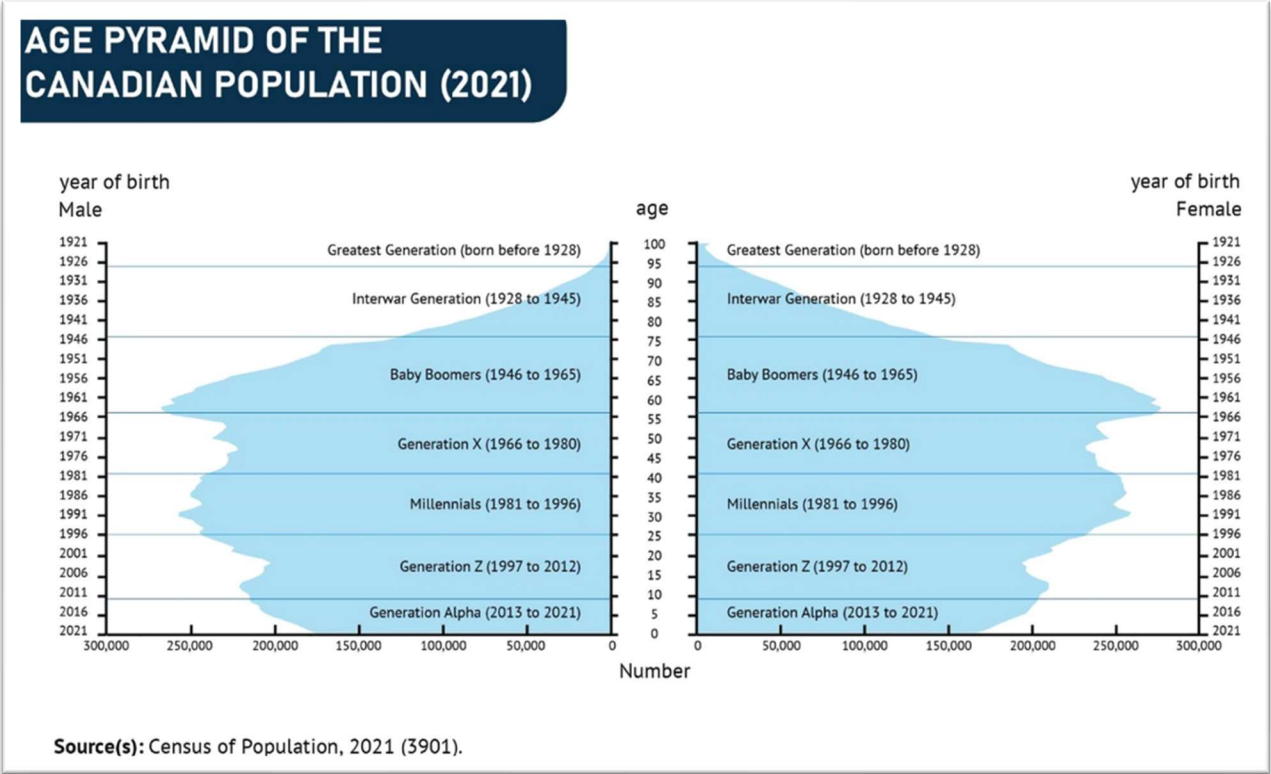
Figure 1 - A population pyramid shows the breakdown of age groups in Canada at Census in 2021. The large Baby Boom cohort leaving the workforce means significant labour force replacement needs.

Share of Population Aged 50 and Over and its Retirement Rate, 1990-2031 Job Openings (2022-2031) - Canadian Occupational Projection System (COPS) - Canada.ca (esdc.gc.ca)
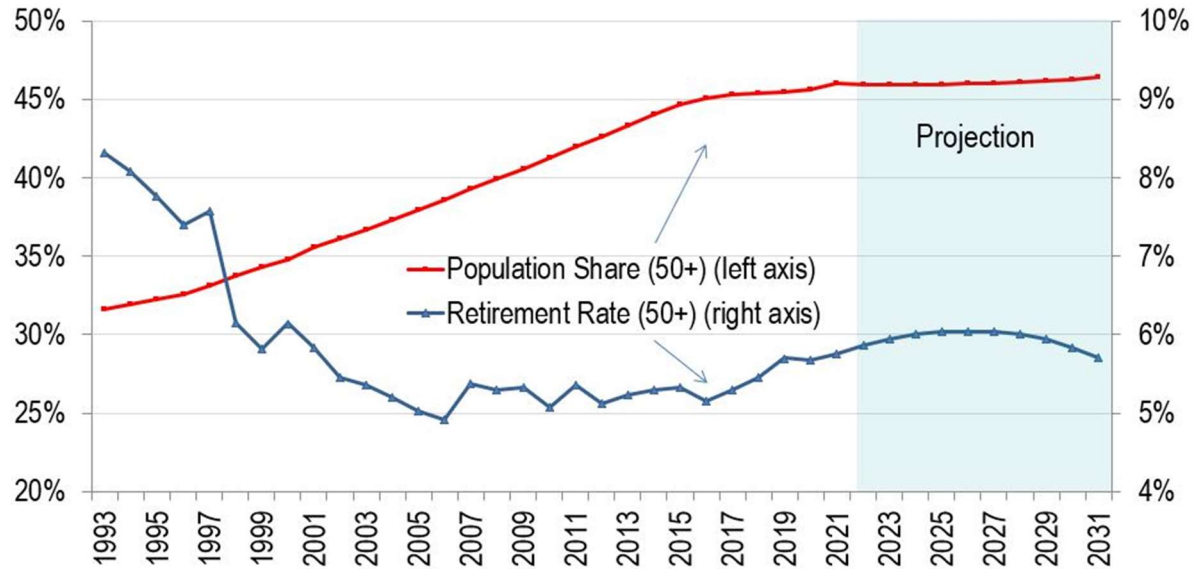
Figure 2 - The share of Canadian population greater than 50 years of age is at a record, largely because of the large Baby Boom cohort. This is reflected in record numbers of people leaving the workforce to retire.

Canadian Job Openings from Expansion and Replacement Demand - Job Openings (2022-2031) - Canadian Occupational Projection System (COPS) - Canada.ca (esdc.gc.ca)
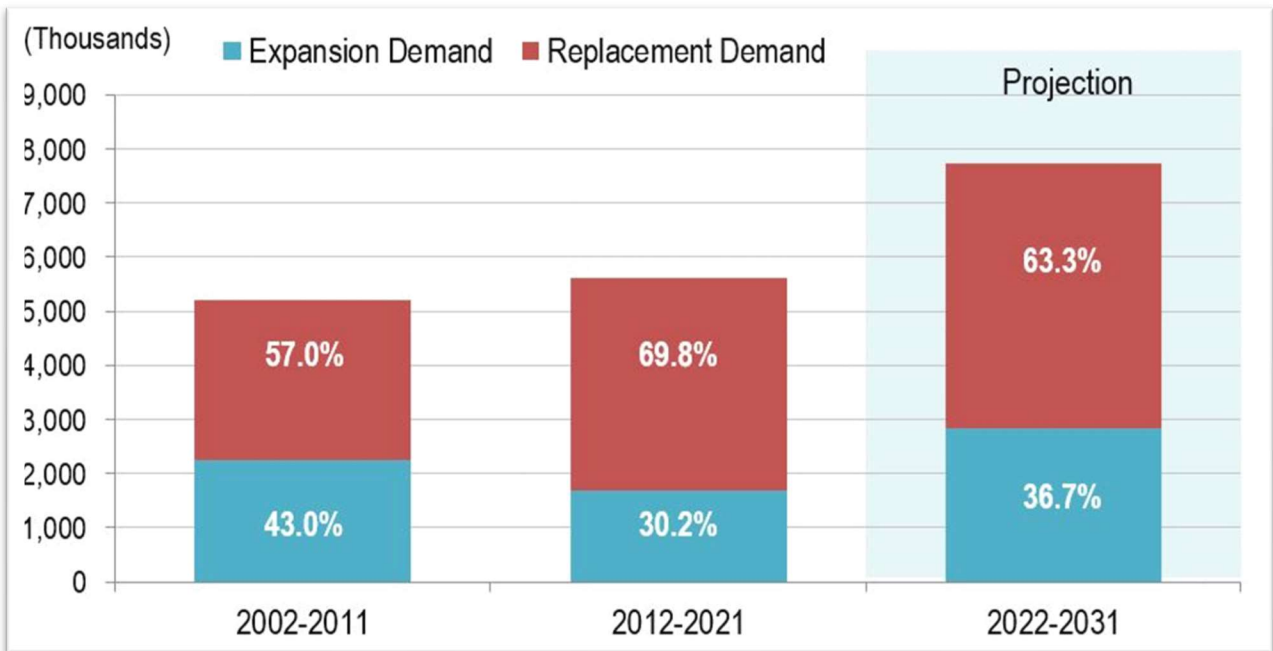
Figure 3 - The number of new employees needed is more pronounced in the next 10 years than the previous two decades. In fact, Canada requires almost 3 million more workers than in either of the previous two decades.

In fact, no corner of Canada is left untouched by this phenomenon where an additional 3 million more workers will be required to meet employer demands than the previous two 10-year periods, almost eight million workers required compared to a little over five million workers needed over the two previous decades.

The West Kootenay Region (WKR) is subject to similar high housing cost pressures and limited housing availability, while on a different scale, to larger centres like Vancouver and Toronto *(See Section E. xi - Top Concerns About Working in the Region)*. The WKR also must compete with wages of larger centres without large industries and companies – with some exceptions like Teck Resources, Mercer Celgar and Fortis BC - that typically can pay very competitive wages. Our remote geography, inaccessibility (no bus and limited air services) and high cost of living put us at a further disadvantage.

Yet the West Kootenay Region is home to 95,000 residents who are fiercely loyal to their communities, many of them small by Canadian standards (the whole Kootenay Development Region possesses less than 3% of the provincial population but is home to 23% of the communities). People in the WKR love their quality of life, the small-town feel, the ability to contribute to community life, not to mention the outdoors, natural beauty and slower-paced life (See graph below and *Section E. viii – Reasons Why You Live Here*). Small entrepreneurial businesses are the rule, not the exception in the WKR. These factors provide extra challenges when considering a West Kootenay Recruitment Agency, as smaller businesses can often not afford to pay recruitment agency fees.

If you currently live in the West Kootenay region, what are the reasons you live here?

Reason	18-34	35+
Natural beauty	76%	76%
Outdoor recreational opportunities	67%	58%
Quality of life	63%	76%
Small-town atmosphere	63%	67%
Sense of community	33%	42%
Proximity to friends	33%	19%
Sense of safety	29%	39%
Proximity to family	29%	37%
Cultural opportunities	16%	17%
Economic opportunities	10%	7%
Educational opportunities	4%	3%

Figure 4 - Natural beauty, outdoor recreational opportunities, quality of life and small-town atmosphere were the top reasons for people choosing to live in the WKR from 236 survey participants in WKRA survey in late 2023. The survey was further broken down by age of respondent.

5. Kootenay Employment Forecasts

The Province of BC, through [WorkBC's Labour Market Outlook](#), forecasts labour market needs each year by development region. In its 2022 edition, WorkBC's forecasts a 0.4% ten-year employment growth rate (2022-2032) for the Kootenay Development Region (KDR), about 1/3rd of the provincial average. That represents about 21,900 workers for the region, 19,000 of these as replacement workers (retirements, people leaving the region, etc.) and 2,900 other jobs created through the expansion (e.g. business growth). That's 7 of 8 new workers needed for to replace those retiring versus 1 of 8 for expansion.

TABLE 6-1: EMPLOYMENT AND JOB OPENINGS BY DEVELOPMENT REGION, B.C., 2022-2032

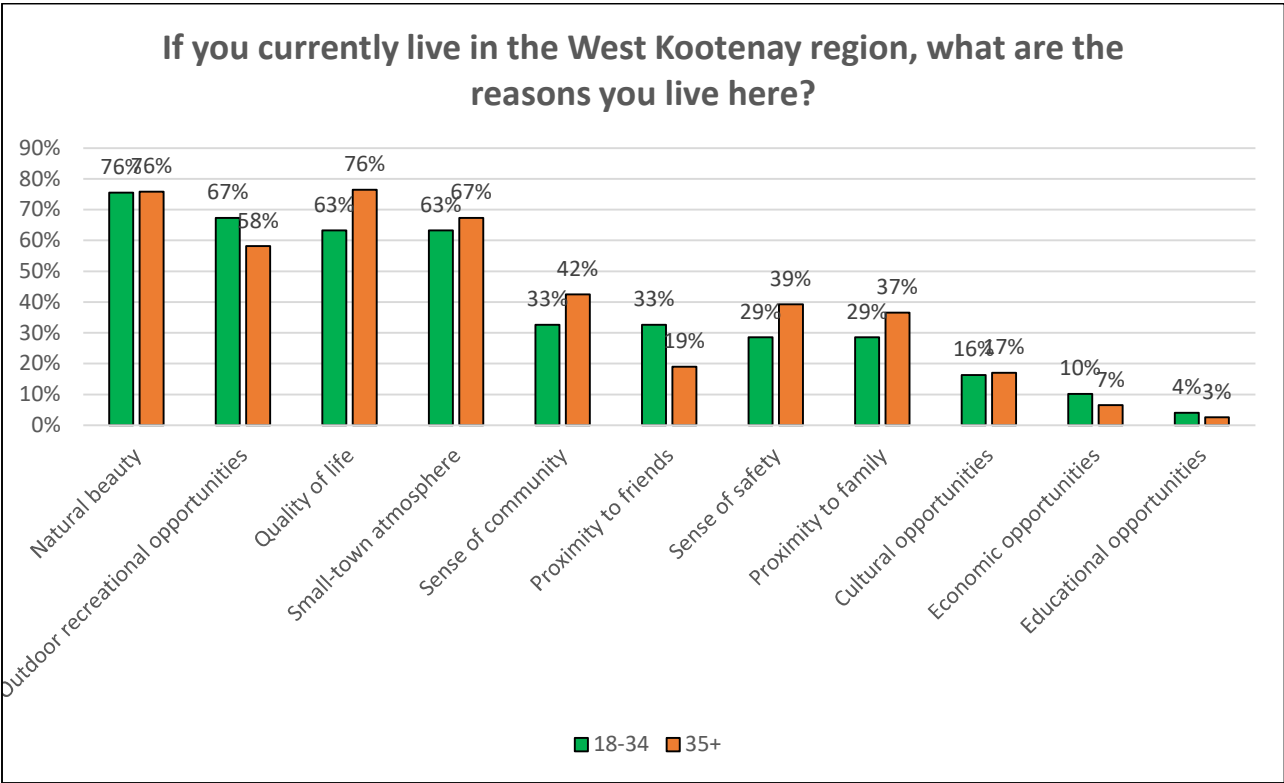| Region	Employment 2022	Ten-year Employment Growth Rate 2022-32	Job Openings 2022-2032		
			Expansion	Replacement	Total
Vancouver Island/Coast	425,200	1.5%	67,100	109,600	176,700
Mainland/Southwest	1,749,100	1.3%	255,600	399,000	654,600
Thompson-Okanagan	304,100	1.4%	45,900	74,000	120,000
Kootenay	80,500	0.4%	2,900	19,000	21,900
Cariboo	87,700	0.2%	1,300	17,200	18,500
Northeast	38,500	0.5%	1,900	7,800	9,700
North Coast/Nechako	43,900	1.3%	6,200	9,200	15,400
British Columbia	**2,728,900**	**1.3%**	**380,900**	**635,800**	**1,016,700**

Figure 5 – The Kootenay Development Region (KDR) is expected to grow by 21,900 jobs in next 10-year period, a 0.4% growth rate, amongst the lowest growth for regions in BC

The province further forecasts the largest growth by total number of jobs in the following industries for the Kootenay Development Region for the 2022-2032 timeframe:

Industry	Employment 2022	Employment Growth Rate			Job Openings 2022-2032			Annual Replacement Rate
		2022-27	2027-32	2022-32	Expansion	Replacement	Total	
Other retail trade (excluding cars, online shopping and personal care)	8,390	-0.2%	0.8%	0.3%	210	1,800	2,010	2.1%
Mining	5,250	1.3%	-0.9%	0.2%	90	1,350	1,450	2.5%
Elementary and secondary schools	4,280	0.4%	-0.6%	-0.1%	-60	1,180	1,120	2.7%
Personal, non-automotive repair and non-profit services	3,130	1.7%	1.4%	1.5%	520	600	1,120	1.8%
Nursing and residential care facilities	2,070	2.1%	2.2%	2.1%	500	480	980	2.1%
Hospitals	3,980	0.0%	0.6%	0.3%	130	800	930	2.0%
Business and building support services (excluding travel)	2,000	1.9%	1.6%	1.8%	390	450	840	2.0%
Ambulatory health care services	3,340	0.4%	-0.4%	0.0%	-10	810	800	2.4%
Food services and drinking places	3,810	-0.3%	0.8%	0.3%	100	670	770	1.8%
Residential building construction	2,860	-0.2%	-0.2%	-0.2%	-80	840	760	2.9%

Figure 6 - Largest forecast job growth in KDR from 2022-2032 by industry.

6. Top 30 Forecast Employment Openings by Job in Kootenay Development Region (2022-32)

Below is a list of the largest number of forecast job openings by National Occupations Classification System (NOCS) code in the Kootenay Development Region (KDR) published by the Ministry of Post-Secondary Education and Future Skills. The West Kootenay Region represents 58% of the population of the KDR. Several data sources were synthesized for the chart below.

See *Appendix 1* for a complete list of forecast jobs by National Occupations Classification System (NOCS) codes for the KDR over the coming decade.

	NOCS	Education Required	Job Title	Total in KDR over 10 years	Number/yr. in WKR
1	#0621	Diploma/Certificate Excluding Apprenticeship	Retail and wholesale trade managers	696	40
2	#6421	High School	Retail salespersons	569	33
3	#1221	Diploma/Certificate Excluding Apprenticeship	Administrative officers	473	27
4	#3413	Diploma/Certificate Excluding Apprenticeship	Nurse aides, orderlies and patient service associat	454	26
5	#7521	Apprenticeship Certificate	Heavy equipment operators (except crane)	424	25
6	#4032	Degree	Elementary school and kindergarten teachers	423	25
7	#0712	Diploma/Certificate Excluding Apprenticeship	Home building and renovation managers	406	24
8	#7511	High School	Transport truck drivers	406	24
9	#6733	High School	Janitors, caretakers and building superintendents	390	23
10	#3012	Degree	Registered nurses and registered psychiatric nurse	383	22
11	#4212	Diploma/Certificate Excluding Apprenticeship	Social and community service workers	348	20
12	#4021	Degree	College and other vocational instructors	315	18
13	#0632	Degree	Accommodation service managers	315	18
14	#6731	High School	Light duty cleaners	301	17
15	#6611	High School	Cashiers	296	17
16	#6211	High School	Retail sales supervisors	282	16
17	#1311	Diploma/Certificate Excluding Apprenticeship	Accounting technicians and bookkeepers	280	16
18	#6322	Apprenticeship Certificate	Cooks	270	16
19	#6711	High School	Food counter attendants, kitchen helpers and rela	255	15
20	#1411	Diploma/Certificate Excluding Apprenticeship	General office support workers	245	14
21	#0631	High School	Restaurant and food service managers	230	13
22	#4214	Diploma/Certificate Excluding Apprenticeship	Early childhood educators and assistants	227	13
23	#4031	Degree	Secondary school teachers	214	12
24	#8612	High School	Landscaping and grounds maintenance labourers	213	12
25	#1241	Diploma/Certificate Excluding Apprenticeship	Administrative assistants	210	12
26	#0711	Diploma/Certificate Excluding Apprenticeship	Construction managers	208	12
27	#7271	Apprenticeship Certificate	Carpenters	199	12
28	#1414	Diploma/Certificate Excluding Apprenticeship	Receptionists	196	11
29	#5254	Diploma/Certificate Excluding Apprenticeship	Program leaders and instructors in recreation, spo	190	11
30	#4413	Diploma/Certificate Excluding Apprenticeship	Elementary and secondary school teacher assistan	182	11

B. Demographics

1. Demographic Analysis

The West Kootenay Region of British Columbia - made up of the Regional District of Central Kootenay (RDCK) and the Regional District of Kootenay Boundary (RDKB) – is home to 95,661 people (2021 Census) - representing 58% of the population of approximately 169,000 in the Kootenay Development Region (KDR), or 1.9% of the total population of BC. (NOTE: *All numbers – unless expressly stated - are from the Canadian Census 2021.)*

	RDCK	RDKB	BC
Population (Census 2021)	62,509	33,152	5,000,879
Population Growth from 2016 Census (5 years)	5.0%	5.4%	7.6%
Population Growth from 2011 Census (10 years)	11.9%	7.8%	21.6%
Median Age of Population	49.2	51.2	42.8
Labour Force Participation Rate	57.4%	54.5%	63.3%
Unemployment Rate	10.0%	8.6%	8.4%

From the chart above, we can see that:

- The West Kootenay (WK) Region's population growth has been considerably slower than that of the Province of BC, especially over longer periods of time.
- The median age of the population is considerably older than that of the rest of BC. The two regional districts representing the WKR (RDCK and RDKB) are among the oldest populations in BC, both ranking amongst the top 5 of 27 regional districts.
- The labour force participation rate is considerably lower than the Province of BC.
- The unemployment rate (the Census was conducted during Covid) is typically higher than that of the province, although in recent months, the averages for the Kootenay Development Region (statistics only available at the development region level) were in line with that of the Province and other development regions.

The population of the Kootenay Development Region is forecast to grow at only 0.2% per year to 177,000 people over the next 20 years (to 2041), the smallest growth rate amongst BC's eight development regions.

BRITISH COLUMBIA POPULATION BY DEVELOPMENT REGION

Development Regions	Population as at July 1st (000s)			Average annual growth
	2020	2030	2041	2020-2041
Van Isle/Coast	893	979	1,057	0.8%
Mainland/Southwest	3,129	3,630	4,167	1.4%
Thompson Okanagan	618	679	738	0.9%
Kootenay	169	175	177	0.2%
Cariboo	169	177	181	0.3%
North Coast	57	62	65	0.6%
Nechako	38	45	52	1.4%
Northeast	66	73	78	0.9%
B.C. Total	5,140	5,820	6,516	1.1%

Source: BC Stats

Figure 7 – According to forecasts from BC Stats, KDR is expected to grow at 0.2%, the slowest growth of any region in BC over the next 10 years. The Province of BC is forecast to grow at more than 5 times the rate of the Kootenay Development Region.

2. Labour Force Make-up

The labour force (aged 15 and over) in the WKR is made up of 45,545 individuals.

The graph below represents the proportion of each in 10 major National Occupational Classification (NOC) categories comparing the RDCK with both the RDKB and the Province, for some context.

The West Kootenay Region has a higher proportion of its workforce in:

- *Natural resources, agriculture and related production occupations* (more than double the provincial rate for both RDCK ad RDKB)
- *Manufacturing and utilities* (50-80% higher than the province)
- *Trades, transport and equipment operators and related occupation* (15-20% higher)

The Region has significantly fewer of its residents employed in *Business, finance and administration occupations* (about 60% of the provincial rate).

Other than these deviations, the Region is like the rest of BC in terms of its labour force make-up.

**Proportion of Labour Force (RDCK and RDKB) by 10 Major NOC Categories
2021 Census**
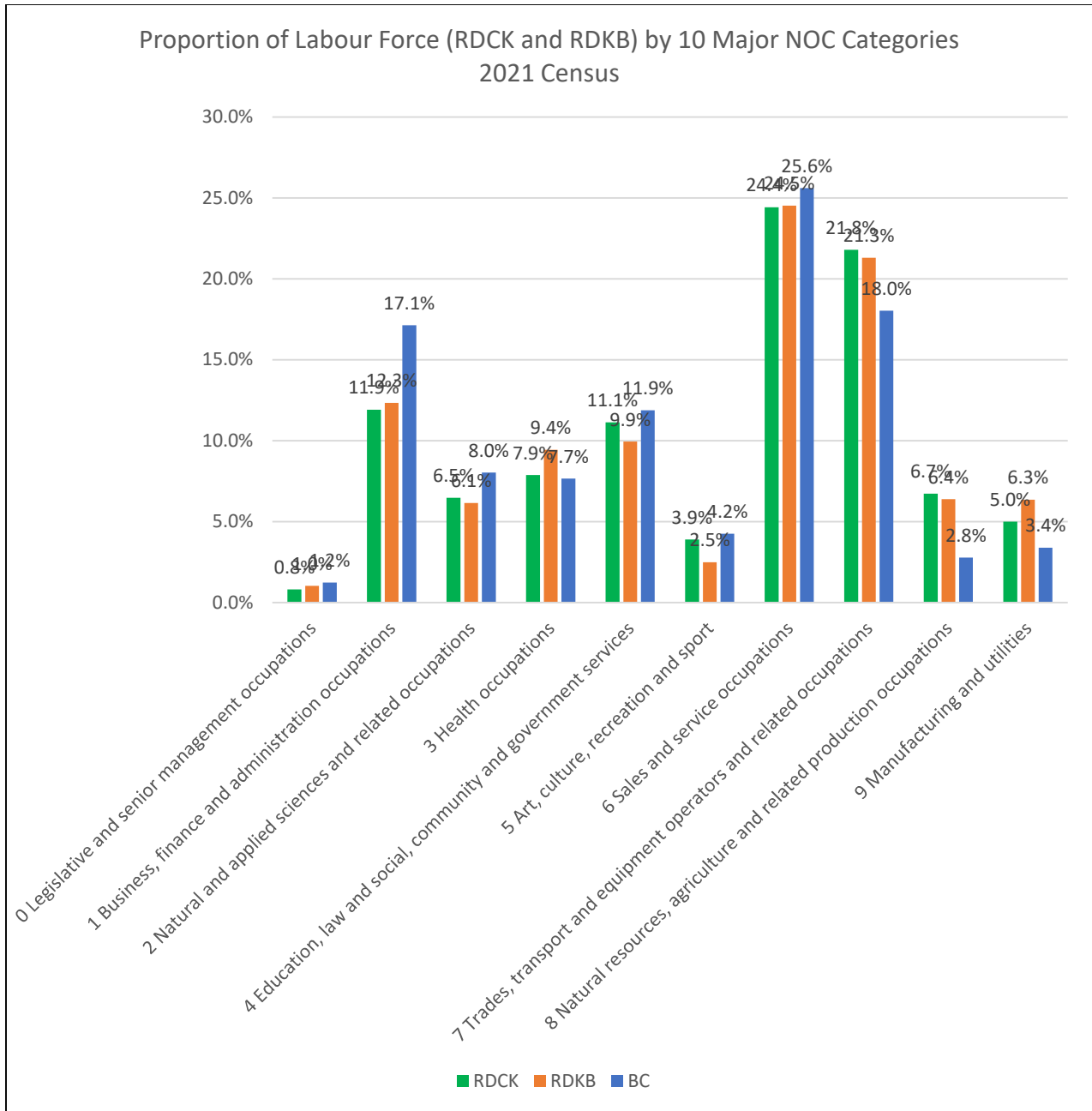
Figure 8 - The make-up of the workforce for the WKR, comprising the RDKB and the RDCK compared to BC at Census 2021.

3. Mobility and Migration to the Region

With an older population – the RDKB ranks 2nd oldest, while the RDCK ranks 5th oldest of BC's 27 Regional Districts – the WKR and KDR relies heavily on in-migration to replace (or grow) its labour force.

The province is able to track migrants to the region. Historically, our Region has grown in good economic times and contracted in slower economic times, like most rural Canadian communities. The chart below

represents total net migration to the KDR for the past 20 years. While some years have significant influxes of new residents, six of the last 20 years saw outflows.
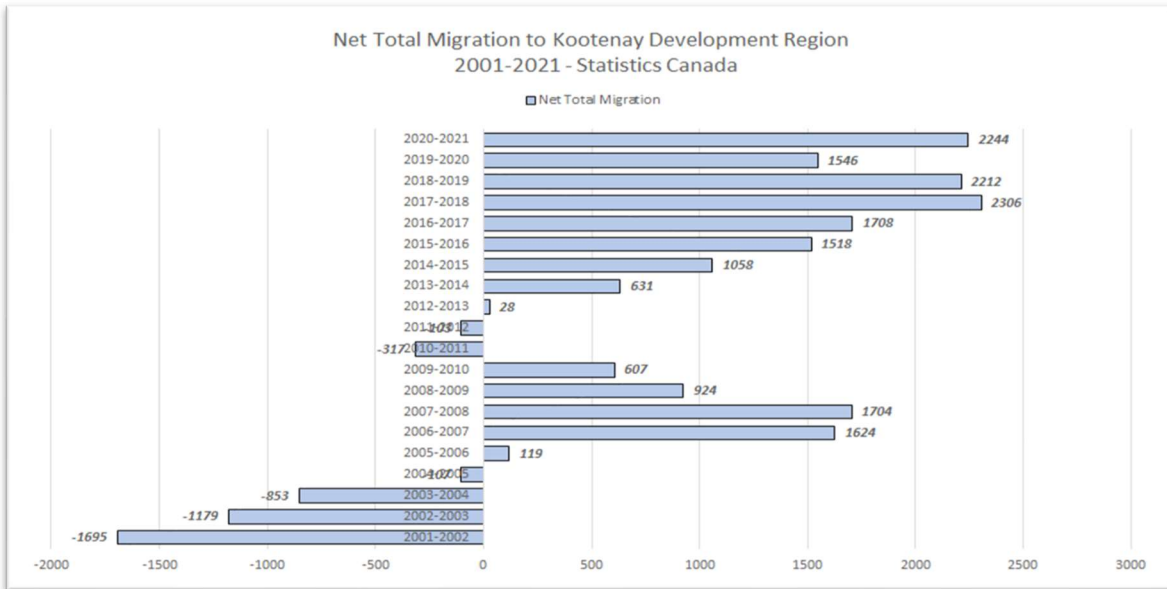
Figure 9 - Migrants to/from Kootenay Development Region in last 20 years (Statistics Canada).

This chart represents the makeup of migrants to the KDR over the past 20 years:
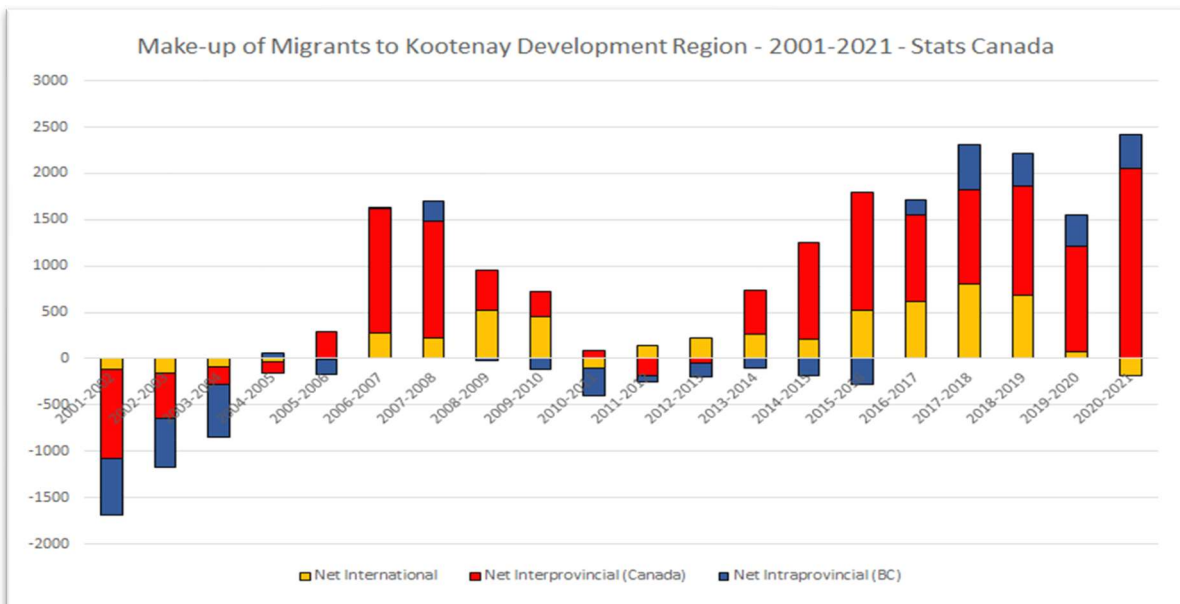
Figure 10 - Breakdown of migrants to KDR over last 20 years. Those from other parts of Canada (in red) have amounted to the largest component of net migrants to KDR (versus from other parts of BC (blue)/international migrants (yellow)).

The largest group of net migrants to the KDR have consistently been migrants from other parts of Canada. International migrants make up the smallest number while net migration from within the province (intraprovincial migrants) has also been somewhat small.

Looking at interprovincial migration to BC over the past 20 years (data only available at the provincial level), we can see that Alberta, at 43.7% of new interprovincial migrants, and Ontario (at 30.0% of interprovincial migrants), have been the top provincial suppliers of new BC residents (Source: https://doi.org/10.25318/1710002201-eng). Data for neither the KDR or WKR is available, however.
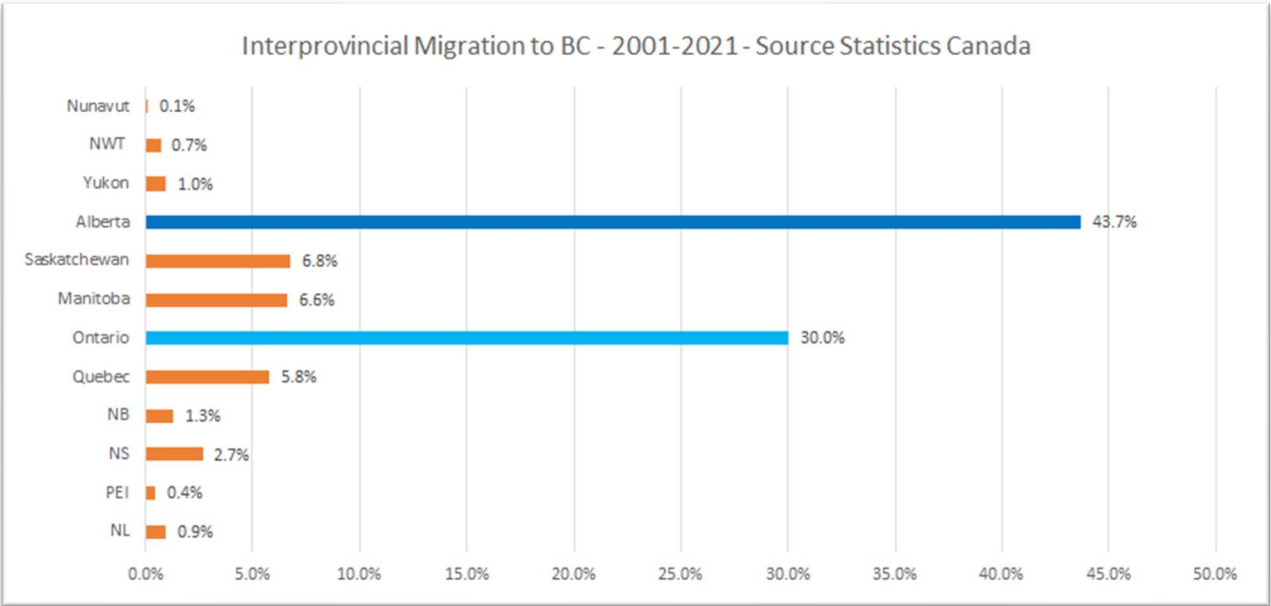
Figure 11 - Alberta and Ontario represent the largest sources of migrants to BC over the last 20 years. Data on source of immigrants is not available at the KDR or WKR level (Statistics Canada).
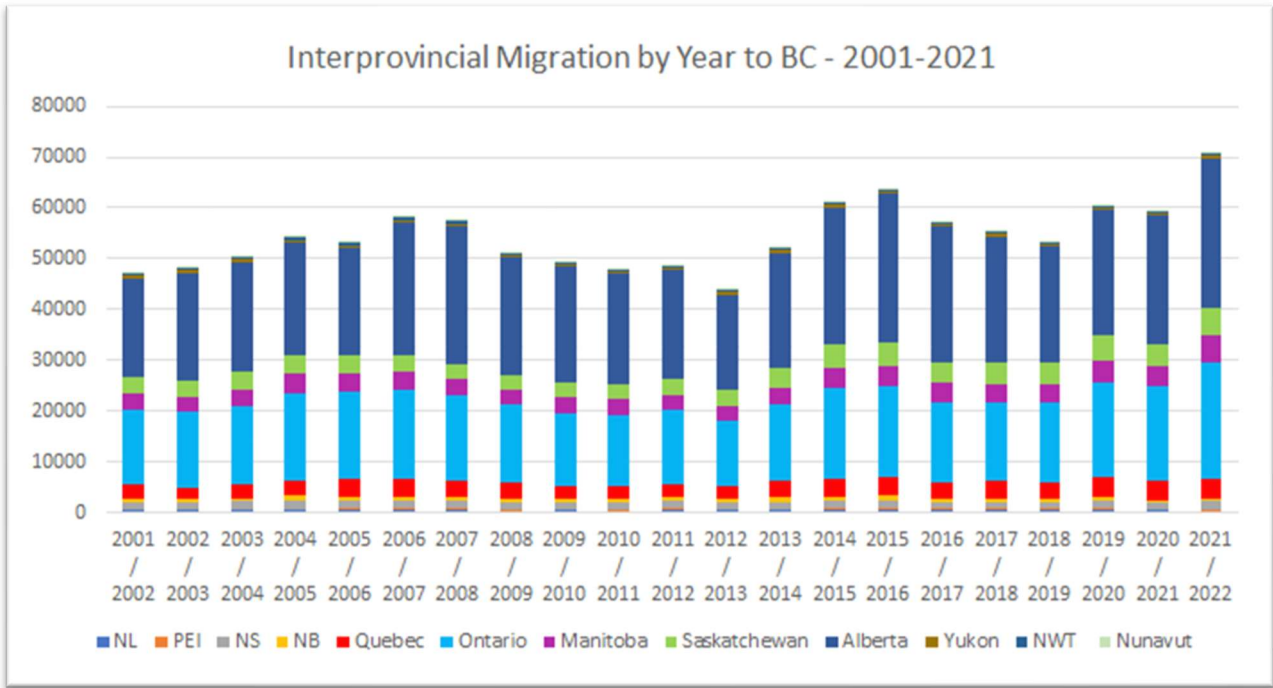
Figure 12 - Interprovincial migration to BC from 2001-2022 by province (Statistics Canada).

While this data seems to indicate that Alberta might be the ripest place from which to recruit new workers, the graphs above do not tell the complete story. In fact, one must consider net migration, that is numbers of people both coming to, and leaving BC. This chart shows that the number of migrants from Alberta is not much different than those leaving BC.
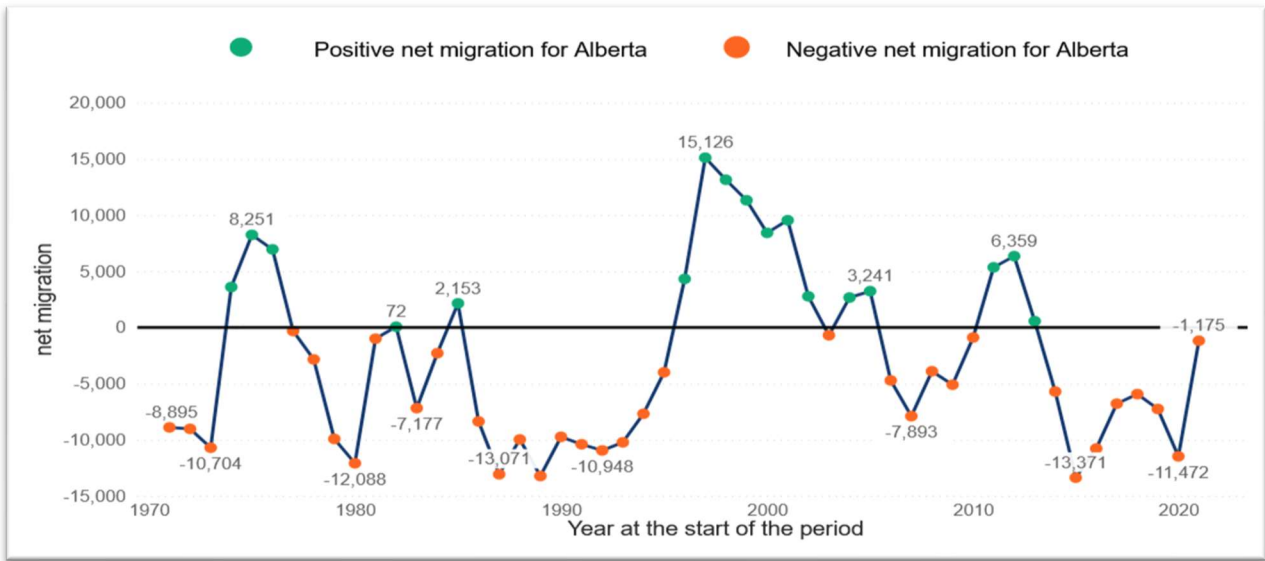
Figure 13 - Net migration numbers to BC from Alberta over 50 years indicate the story is complex. In some years more residents leave BC from Alberta than vice versa.

In fact, more people left BC in 2022 Q3 than moved here for first time in 10 years.

The Government of Alberta has recently been trying to recruit BC workers with a focused recruitment campaign as the number of Alberta businesses reporting labour shortages increased from 52% in July 2021 to 78% in July 2022. Some of their taglines are aimed at the high cost of housing in BC, relative to Alberta (https://storeys.com/alberta-is-calling-campaign-vancouver-toronto/):

- *"Find things you'd never expect. Like a centrally located house you can afford"*
- *"Bigger paycheques. Smaller rent cheques" "A shorter commute to a bigger house"*

Alberta Is Calling

URBAN LIVING

New Witty "Alberta is Calling" Campaign Aims to Entice Toronto and Vancouver Talent

4. Target Demographic

Statistics Canada allows for analysis of certain mobility data at the national and provincial levels. Data for municipalities above 10,000 in population (known as Census Agglomerations [CA]) is also available. Using data for age of movers from Nelson (as the only CA in the West Kootenay Region) provides a snapshot of the age of people moving to the area. It shows where residents lived 5 years before.
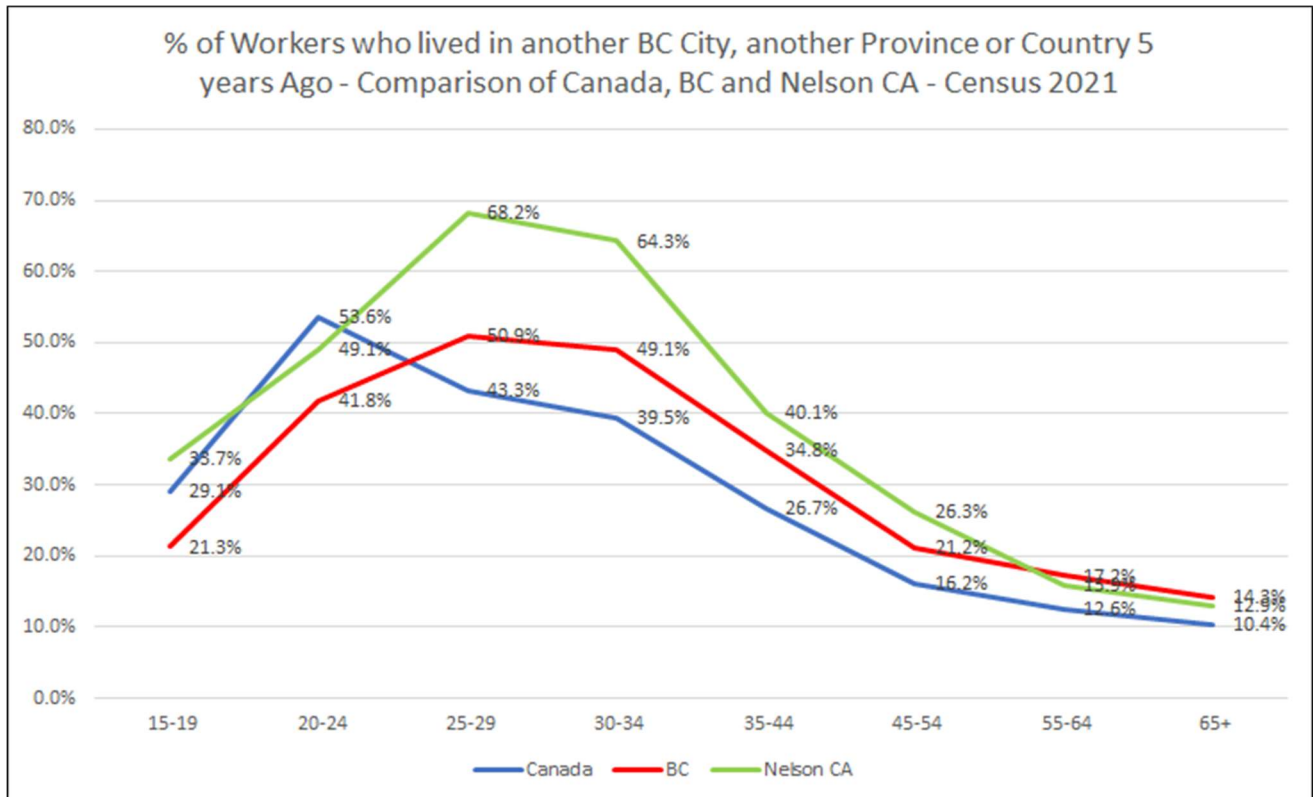
Figure 14 - Data from 2021 Census shows that 25-34-year-olds are much more mobile than those in older groups. The effect is more pronounced in BC than Canada, and in Nelson more than BC.

- 50.9 % of BC residents, 25-29 years of age, lived in another community, province of country in 2016. Mobility tends to slow as people age, like those between 55-64, where only 12.6% of the population moved.
- This means 25-29-year-olds are almost 400% more likely to move or be enticed to move than the average middle-aged person in BC.
- In Nelson, the migration of young people was even more pronounced than the BC average. More than 2/3rds (68.2%) of the population age 25-29 lived in another community 5 years previously. The effect was still very pronounced (64.3%) at the 30–34-year age group before falling off significantly in the 35–39-year age group.
- Therefore, the "**sweet spot**" for recruitment – those most likely to be attracted to the Kootenays - would therefore be those young adults aged 25-34. Much of the literature on Community Economic Development (*97 Ways to Make Small Communities Thrive;* Stolte and Metcalfe – 2009) supports this. This age group is more likely to be looking to settle down, buy real estate, start or buy existing businesses, start families and plant roots in the community.

- While we have no way of knowing if other West Kootenay communities experience a similar surge in young arrivals to that of Nelson, the evidence from the rest of BC would still support that demographic as a strategic sweet spot for recruitment.

5. Employment and Migration

This graph, based on the 2021 Census, display where those who moved to Nelson – the only CA (and therefore only data available) in the WK Region - lived 5 years ago. It demonstrates that while 58% of all workers who migrated here lived in other parts of BC five years previously, the biggest deviation from those is in the 25–29-year age group with a fairly even breakdown (26%/36%/38%) of people coming internationally from the rest of Canada and from other BC communities. This most likely factors in those coming to Selkirk College to study and staying on. International students, permitted to work 20 hours per week, often possess an undergraduate degree and are slightly older than the Selkirk student population, according to Selkirk College's Danny Beatty, Manager of International Education & Development, interviewed for this study. At time of report writing, the impacts of the federal government's intent to limit international students in BC's post-secondary education sector were unknown. However, any further tightening of foreign student numbers will further exacerbate an already tight situation for employers in the WKR. In the focus groups, conducted in Trail, Nelson, Castlegar and Creston, employers repeatedly said they would be struggling even more if international student intake is reduced in the region and/or the Rural Northern Immigration Pilot program (RNIP) were to not be continued beyond the scheduled March 31, 2024 expiration of the program.
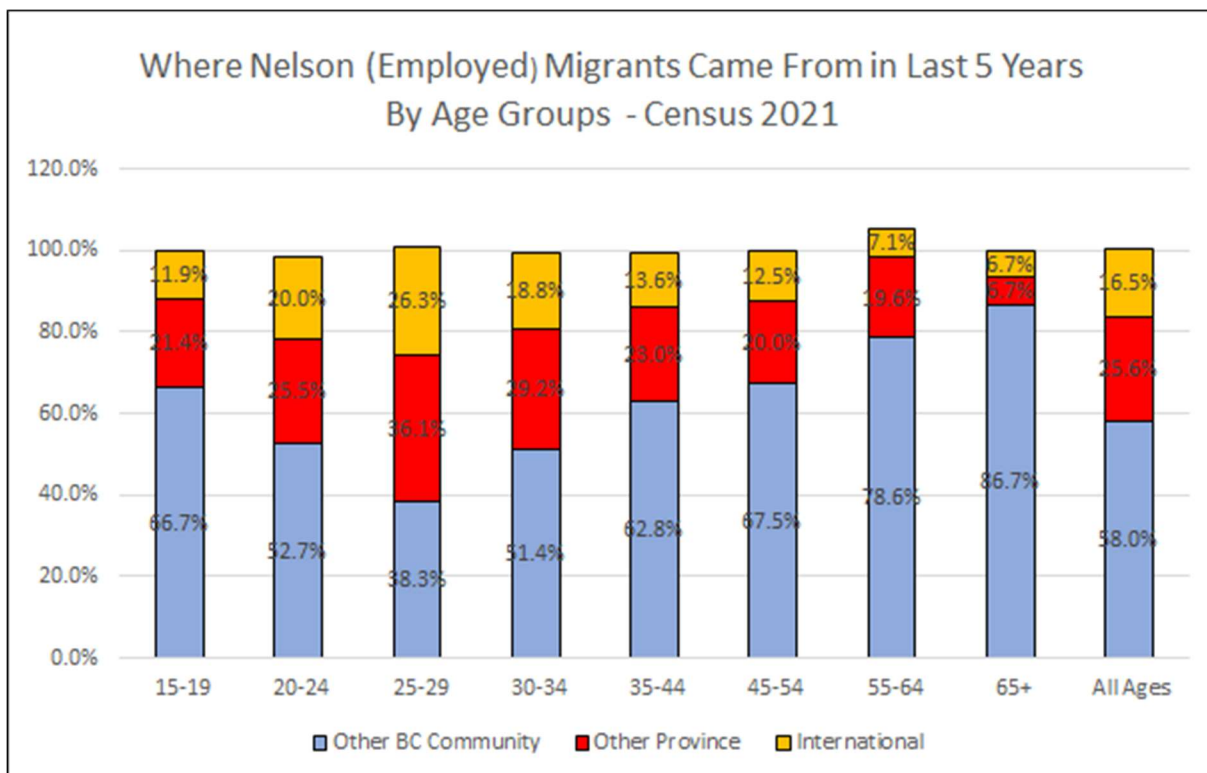
Figure 15 - Nelson (CA) - where new residents lived 5 years previously broken down by age group (from 2021 Census)

6. Post-Secondary Education

A simple solution to the WKR labour market shortage might be to look to the largest post-secondary education institution – Selkirk College - as a source of workers, especially looking to utilize international students while they are attending college here and keeping them here afterwards, using Permanent Residency (PR) status – much coveted amongst international students - as a carrot. The Rural Northern Immigration Program (RNIP) pilot (https://wk-rnip.ca/), coordinated by Erin Rooney at Community Futures Central Kootenay has been offering Permanent Residency (PR) to foreign workers being employed by Canadian employers for positions not filled by Canadian workers since 2019, giving the West Kootenay region a leg up on many other regions. The RNIP program is responsible for placing more than 500 international job seekers and their families with Permanent Residency in the region since 2020. There are 11 pilot locations in Canada. The status of the pilot program, however, after its scheduled ending in March 2024, is unknown.
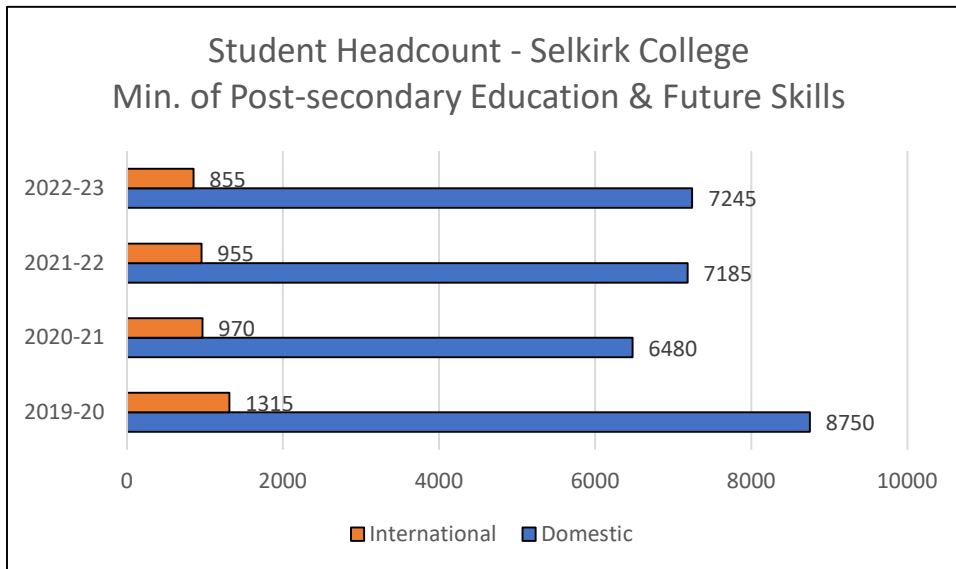
Figure 16 - Selkirk College's total international student enrollment from 2019-2023 compared to domestic enrollment (BC Ministry of Post-Secondary Education and Future Skills).

While Covid affected international student recruitment for two to three years, the numbers again appear to be rising, according to Selkirk's Danny Beatty. Selkirk has had the most success using student recruiting firms to solicit in India and the Philippines. Selkirk does not track locations of graduates post-graduation but

Beatty suspects many of them are looking to get a foothold in Canada (acquiring a diploma and PR status) before moving to larger centres like Vancouver, Edmonton, or Calgary where larger ex-pat communities have established a critical mass.

International F/T Students - Selkirk College
Min. of Post-secondary Education & Future Skills

Year	Students
2022-23	620
2021-22	645
2020-21	645
2019-20	860

Figure 17 - Selkirk College's total full-time student enrollment from 2019-2023 (BC Ministry of Post-Secondary Education and Future Skills)
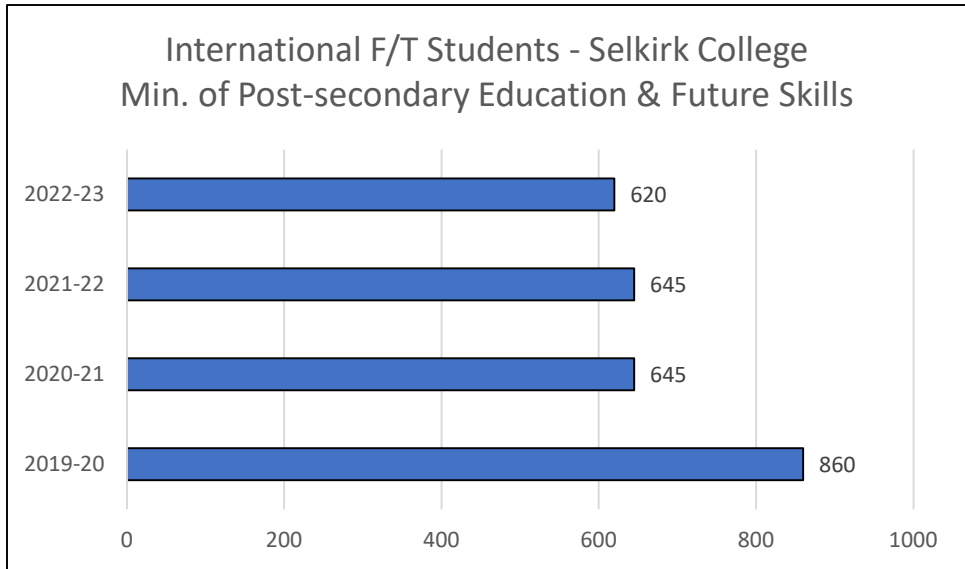
This graph shows a truer number of international students than the previous graph. The College has noted that many students counted in the earlier graph are students based out of Vancouver who must take an English class online, and never physically go to school in the WKR.

The graph below demonstrates the distribution of international students by program. According to Beatty, many come for Selkirk's Business program, the Hotel and Resort Management and increasingly, the Gerontology (Nursing) programs. With Selkirk's recruitment, there is no connection to the labour market needs of the region but rather an emphasis on maximizing international student numbers, which provide a lucrative and necessary revenue stream for Selkirk College.

International Student Headcount 2019-22- Selkirk College
Min. of Post-Secondary Education & Future Skills
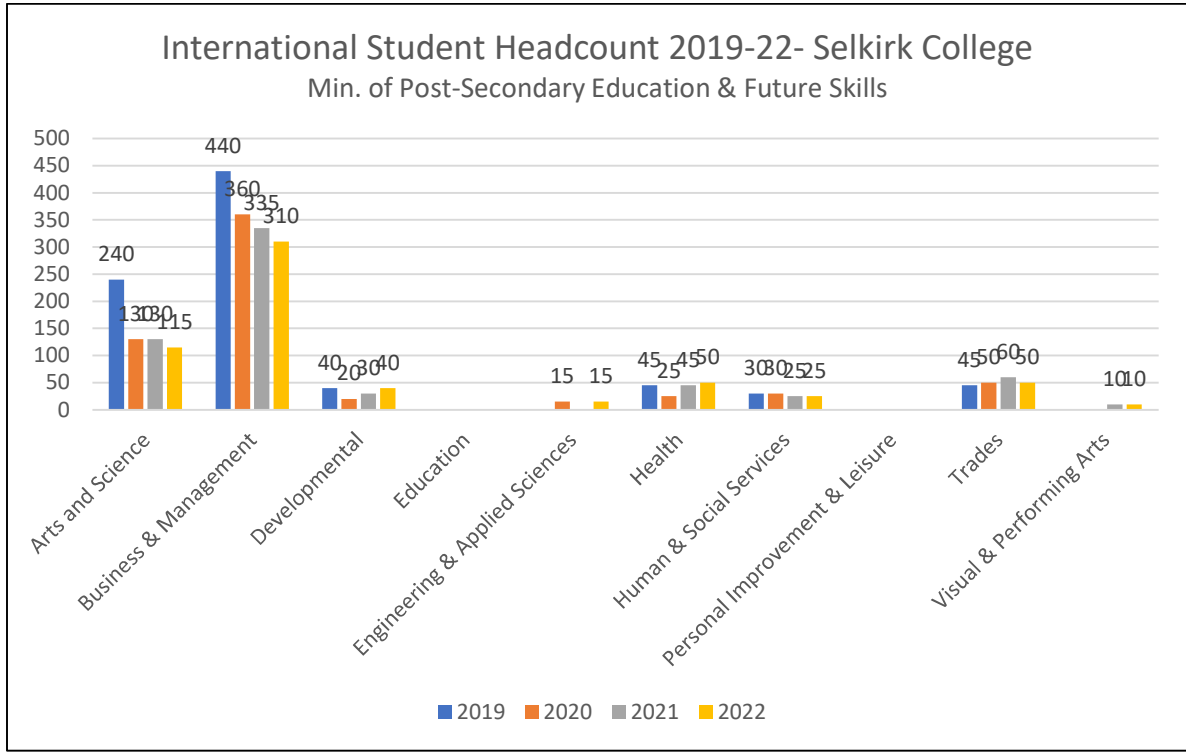
Figure 18 - Selkirk College international students by program 2019-2023 (BC Ministry of Post-Secondary Education and Future Skills)

C. Recruitment Agencies (RAs) and Temp Agencies

More than 15 recruitment and HR professionals, from Montreal to Washington State to Kelowna to Vancouver Island were consulted for the study. Post-Covid, HR professionals are now being better recognized and compensated as their function - "invisible before Covid" - according to an industry veteran, are now seen to be more important than ever as the entire Canadian economy deals with worker shortages. Recruitment agencies, however, are also having to dealing with the shortage of workers. They are increasingly turning to their personal networks and LinkedIn as their primary ways of recruiting.

Recruitment agencies typically talked about "relationship management". They preferred to be thought of as an extension of an employer's HR department. One recruiter would even travel great distances to sit in the office of the client for a day or two to really get the feel for the organization.

Most employ software that allows them to post the needs and positions of employers quickly on multiple job listing sites like Indeed and ZipRecruiter.

For more info on receptiveness to possible employer and employee usage of Recruitment Agencies and Temp Agencies please see *Sections D (Employer Feedback) and E (Employee Feedback)*.

1. Industry Trends

- **Digital Transformation:** Agencies are embracing technology for candidate sourcing, applicant tracking, and client management.
- **Remote Work:** The rise of remote work has led to increased demand for virtual recruitment services. This seems less of an issue in the WKR than in urban centres. A recent study from Ontario found urban employers 4x as likely to consider using remote work for their employees as those in rural areas, at 20% to 5%.
- **Specialization:** Niche recruitment agencies focusing on specific industries or roles are gaining prominence.
- **Diversity and Inclusion:** Agencies are emphasizing diversity in hiring practices.
- **AI:** The impact of AI is unknown at time of writing. It could bring significant changes to the recruitment industry, not to mention the workforce in general. One employer interviewed is utilizing an AI-enhanced software Teamtailor, that employs AI to place ads, summarize resumes, draft communication to candidates, and provide a written summary of interviews and searches for key words or attributes in the resumes and interview transcripts.

2. Possible HR Services

Many recruitment agencies, while offering recruitment as their key human resource (HR) function, do much more than simply recruit. After interviewing HR and recruitment professionals and researching HR services posted on the web, the study has determined that there are three essential HR functions that can be performed by RAs:

1. **Recruitment Services**

2. Determine short-term staffing needs
3. Forecast long-term staffing needs
4. **Create a recruitment strategy**
    a. **Create a company profile with mission, vision, core values**
    b. **Create an ideal candidate profile**
    c. **Create a job description**
5. **Execute strategy to recruit**
6. **Develop an appropriate compensation package**
7. Screen resumes
8. Conduct pre-screening interviews
9. Posting job listings
10. Attend job fairs and other recruitment opportunities
11. Meet with hiring managers/ supervisors
12. Schedule interviews
13. Negotiate job offers
14. Provide feedback to candidates and clients

2. Employee Management, Engagement & Retention Services

1. Develop HR policies
2. Develop HR strategy
3. Conduct assessments (e.g. employee engagement surveys)
4. **Manage employee relations and resolve conflicts**
5. Provide performance evaluation & feedback to employees
6. Manage employee records and documentation
7. **Provide support for employee development and career growth**
8. **Develop employee engagement & retention strategy**
9. Execute employee engagement & retention strategy

3. Other Services

1. Payroll and benefits administration
2. **Train and development**
3. Compliance management (Labour laws)
4. Compensation analysis
5. Conduct exit interviews. Make recommendations on changes required.

While most RAs specialize on those things listed under 1. Recruitment Services, others have expanded into offering specialized HR services that their clients need. Those things **bolded** above were seen to be the most promising fee-for-service opportunities based on interviews, focus groups, and employer responses to WKRA survey (*Section D – Employer Feedback*).

Any HR services you require and might be willing to pay for?
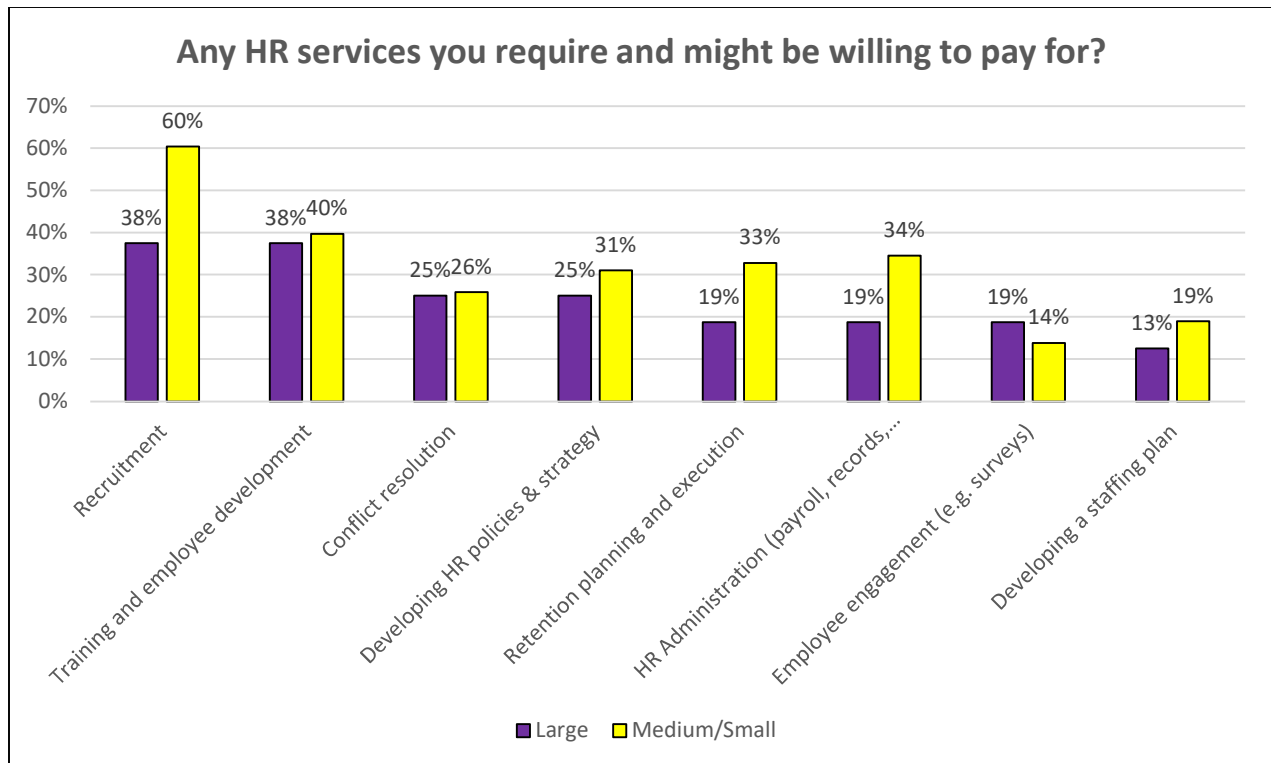
Figure 19 - There are many other HR services that employers might be willing to pay for. These potentially, could provide a recruitment agency with alternative revenue streams. The 'sweet spot' for other HR services is circled above. From WKRA Employer Survey of 110 employers

- While recruitment services were the number one HR need employers might be willing to pay for – especially with small/ medium employers (fewer than 50 FT staff) - there seemed to be substantial opportunities to provide fee-based services for many other HR functions. Those services mentioned by more than 25% of employers included:
  - Training and development
  - Conflict resolution
  - Developing HR policies and strategy
  - Retention planning and execution
  - HR administration (payroll, records, etc.)
- Not surprisingly, smaller employers expressed greater needs for other HR services, as many of them do not have a dedicated HR professional or an HR department, like some larger employers.
- While no specific interest arose in any of the employer feedback around Diversity, Equity and Inclusion training, many employers, especially small/ medium ones, were rather vague around their HR needs beyond recruitment. It was not uncommon for their HR practices to be reactive, with little planning, little training and little knowledge of their own needs and HR best practices. One large employer of more than 150 full-time employees did not even have an HR person on staff.

3. Geography vs Employee Type

Recruitment agencies (RAs) are an integral part of the human resources scene in many mid-to large-sized communities. There are no existing recruitment agencies in the WKR[2]. However, many agencies are not confined by geography and place staff wherever an employer needs them. This has become increasingly so since Covid, when remote recruitment became the norm, according to several RAs consulted. Therefore, geography is not a barrier for a recruitment agency.

Most RAs depend on personal networks within specialized industries as their primary pools for recruitment. For instance, **A Few Good Lads**, an RA based out of the Lower Mainland, recruits specifically for the construction industry, casting their nets at European trade shows, where the employees are already familiar with North American building standards, versus those used in South Asian countries. Conversely, many recruiters specifically focus on the recruitment of upper management, where industry-specific information isn't necessary but good management skills are paramount. There are more RAs involved in executive recruitment than other job areas because higher compensation is linked to higher commissions, the most common method of RA compensation.

4. Compensation

There are essentially four primary models of compensation (listed in order of popularity):

1. **Commission** – This is commonly based on a percentage of the first-year salary and bonuses. While some firms have a floating range (e.g. 20-30% based on the volume of work with one employer), the most common commission was 25-30%. Therefore, an employer would expect to pay an RA $25,000 for a manager who in their first year would receive $100,000 as total compensation. Most RAs have some sort of sliding scale should the employee leave before completing the first year (e.g. if they make it to six months, the RA would either return 50%, or work to recruit another candidate).
2. **Fixed Fee** – This was less often used but still somewhat common amongst RAs. For instance, one Vancouver-based recruiter charges $2,000-5,000/ position for positions requiring multiple hires.
3. **Hourly Rate** – This was seen less often. Rates ranged from $60-150/ hour. The downside of this for the client is they have no idea how much they might end up paying. However, it could be used for other HR services with a more defined timeframe (e.g. drafting a personnel policy or conflict resolution).
4. **Referral Fee** – One Vancouver-based firm had a unique compensation scheme. They insisted that the best hires were those made by employees who referred people from within their own networks. The employees would already know the culture of the organization and could therefore refer candidates that fit the culture and were therefore most likely to be retained by the organization. The fee was the equivalent of 5% of the first year's salary with a 1% signing bonus for the employee him/herself. If someone referred themselves, they would get a 6% signing bonus (like the commission, it would be pro-rated on whether someone successfully navigated the first year). Many of the employers spoken to over the course of the study noted

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[2] The Trail Skills Centre set up Inside Job Consulting (IJC), a Recruitment Agency in 2019, just before Covid to serve the HR needs of the Greater Trail area. Uptake for the service has been slower than expected according to Morag Carter, Skills Centre Executive Director. There has been more demand for conflict resolution than recruitment.

they had a nominal employee referral scheme - often $50, a gift certificate for a dinner, or at the most $500.

5. Temp Agencies

A temporary or temp agency, also known as an employment agency or staffing agency, plays a crucial role in connecting job candidates with employers. They match job seekers with employers. They are responsible for understanding employers (their clients), screening candidates, matching candidates with employers and setting up contracts. Employers often hire temporary staff to address hiring gaps, seasonal demands, or large-scale projects.

Employees are classified as employees of the temp agency. This means the temp agency is responsible for much administration including being able to front a payroll before receiving payment from a client.

Temp agencies typically charge an hourly premium to an employer. The range can be $2-5/ hour.

Temp agencies spoke to the changing nature of the industry. While the Canadian staffing industry was projected to grow by 13% in Canada in 2022 reaching $10.3 billion (according to *Staffing Industry Analysts* report), temp agencies consulted spoke about adapting to changing workforce dynamics and technological advancements.

One Okanagan based recruitment/ temp agency referred to the recruitment side of the business as the "gravy", while the temp agency side as the "grind", with many transactions and many complicated moving parts. Growing expectations from both employees and employers have changed significantly in the last few years, making the operation of a temp agency more challenging. Both employers and employees are reporting more diverse needs. In fact, an established 25-year-old temp business in Kelowna was shutting down during the study period because of this.

According to Statistics Canada, 51% of recently retired Canadians would be interested in temporary work (the number is much higher in the US) if it were flexible. Given the abundant number of seniors in the WKR who already have housing needs taken care of (something new residents to the WKR increasingly struggle with), a temp agency could target this underutilized segment of the population.

D. Employers' Feedback

1. Approaches

The WKRA Feasibility Study approached employers in 3 different ways:

1. **Key stakeholder interviews** by Zoom and in person. This method was used for larger employers (at least 50 full-time staff). Approximately 20 employers were engaged in this manner.
2. **Focus groups** in Nelson, Trail, Castlegar and Creston. The study relied upon its Steering Committee members' networks to identify employers who might have significant recruitment demands and invite them to a luncheon focus group meeting. Most employers engaged in this way had at least 20 employees. Many employers had more than 50 employees. Approximately 25 employers were engaged in this way.
3. **On-line Survey** promoted through the networks of Steering Committee members and through an article originally published in the Nelson Star, and then published throughout the Black Media regional newspaper network, including the West Kootenay Advertiser, in print and on-line. 110 employers completed the survey - Study asks West Kootenay employers if they would support recruitment agency - Nelson Star.

2. General Findings

- Not surprisingly, the needs of employers differed greatly – one employer with more than 150 full-time employees did not have anyone specifically involved in recruitment, or in any HR function, while another 100-person workplace had four full-time staff dedicated to HR, with one solely focused on recruitment.
- The HR landscape has changed greatly since Covid. Many employers reported employees with different attitudes following Covid; many reported less of a sense of commitment to the employer (a shift in attitude) among workers.
- Many employers reported employees utilizing sick days and employees reporting many more mental health issues (some suggested that the issues could have been compounded during the isolation of Covid or that the landscape has changed where there is less stigma in reporting mental health issues).
- The industries that report the most recruitment issues in the WKR are:
  - Construction and skilled trades
  - Hospitality (the two area ski hills and a large snowcat operator seem to be exceptions to this, with many foreign young adults from the UK, Australia and New Zealand filling these roles)
  - Health care
  - Social services
  - Information Technology (IT), computers
- Most larger businesses who could afford to pay wages competitive with provincial averages reported fewer recruitment issues in general – typically those involving specialized recruitment – e.g. trades like millwrights, saw filers, pipefitters - and with recruitment for management staff.
- Few employers, especially smaller/ medium employers, have staffing plans and strategies.

- The specific survey data (below) and the comments (*Appendices 2 & 3*) shed much more light on the employers' scene

3. Specific Findings from Survey

The WKRA approached employers using an online Survey Monkey survey posted for approximately four weeks in late November early December 2023. An iPad was offered as a draw prize to incent participation. The Steering committee was asked for assistance in identifying issues and questions for the survey. Steering Committee members were asked to promote the survey through their networks.

i. Location of Business (as many locations as apply)

Where is your business/ organization located?

Location	Percentage
Nelson and area	46%
Trail, Rossland, Fruitvale, Montrose and area	26%
Slocan Valley, Slocan Lake and Nakusp and area	24%
Castlegar and area	23%
Creston and area	18%
Elsewhere in the Kootenays	9%
Kaslo and North Kootenay Lake	8%
Elsewhere in BC	6%
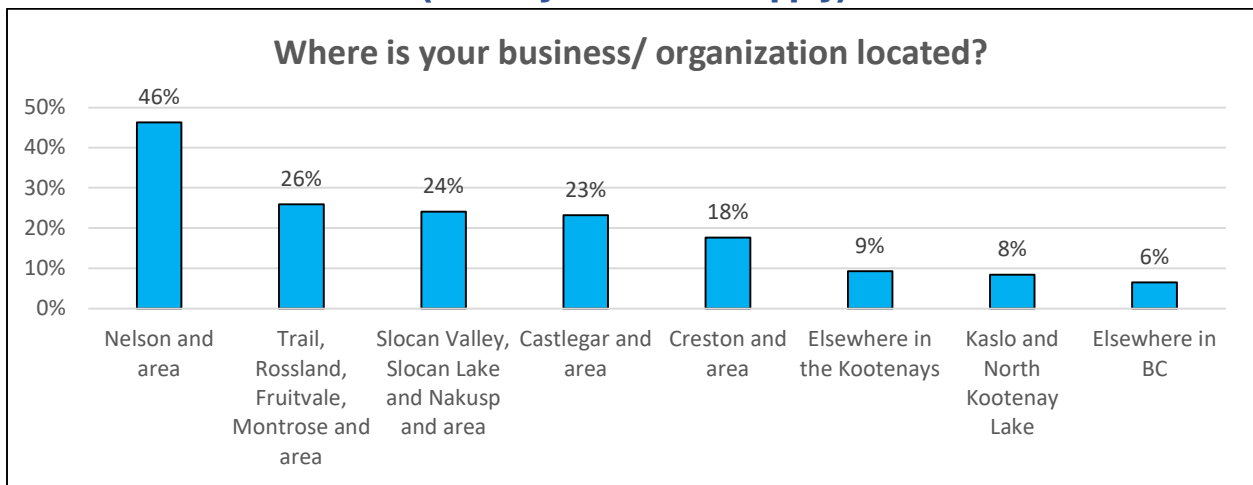
- Employers responding to the survey were spread out throughout the WKR. However, employers from Nelson and area represented a larger share.

ii. Length of Time Business has Been in Operation

How long has your business/ organization been operating?

Length of time	Percentage
Less than 2 years	6%
2-5 years	10%
5-10 years	16%
10-20 years	20%
20+ years	49%
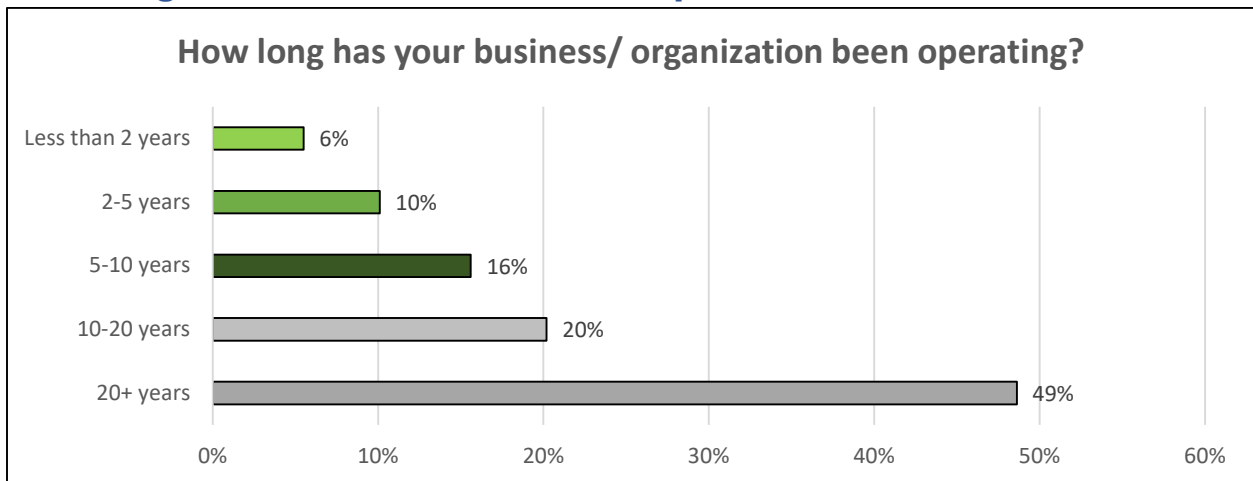
- 84% of employers responding to the survey had been in operation for at least five years. 69% of employers had been in operation for at least 10 years.

iii.   Number of Full-Time Employees

Number of F/T Employees

Category	Percentage
1-5	37%
6-10	15%
11-20	11%
21-50	15%
51-100	9%
100 +	12%
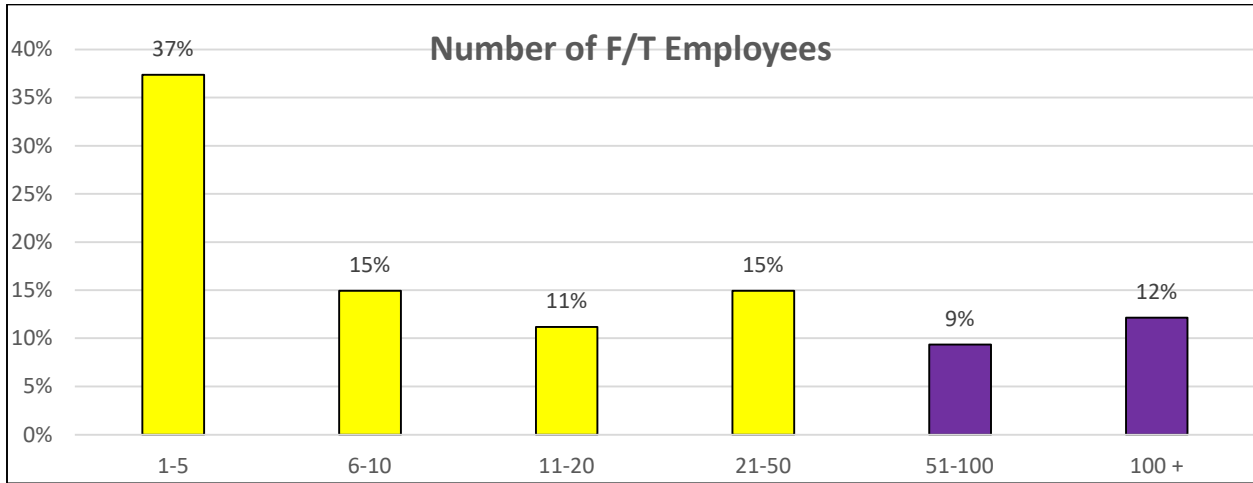
- For the purposes of easier analysis, the graphs have been broken down into small and medium-sized employers in yellow (up to 50 full-time staff) and large employers in purple (51+ full-time employees). In all, 21% of businesses responding to the survey were considered large. The greatest number of responses, however, came from employers with 5 employees or fewer (37%).

iv.   HR Expansion Plans in the Next 2 Years
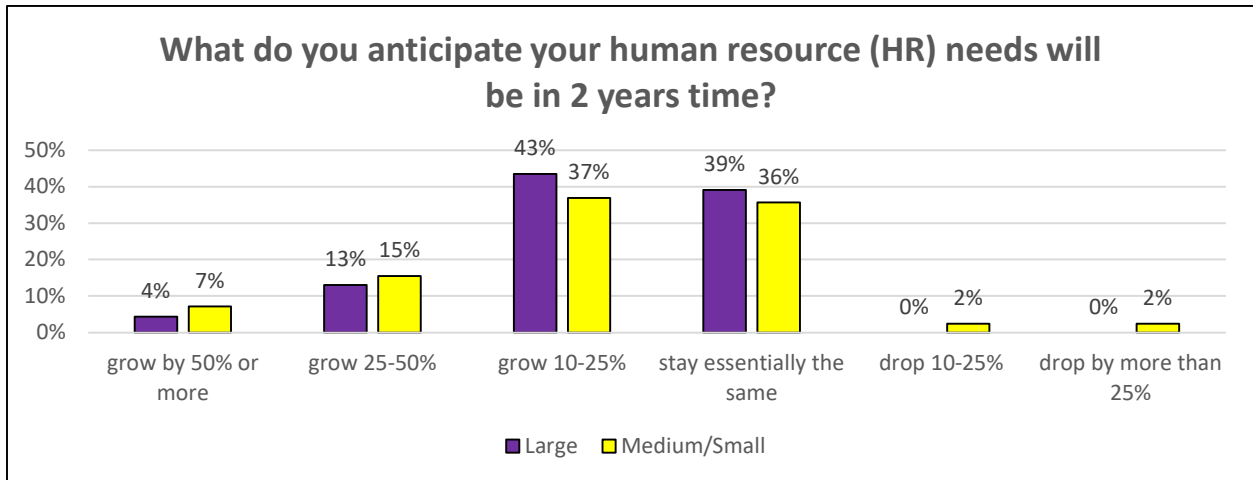
What do you anticipate your human resource (HR) needs will be in 2 years time?

	Large	Medium/Small
grow by 50% or more	4%	7%
grow 25-50%	13%	15%
grow 10-25%	43%	37%
stay essentially the same	39%	36%
drop 10-25%	0%	2%
drop by more than 25%	0%	2%

- Employers were bullish on their expansion plans over the next two years. 60% of larger employers anticipated growing by at least 10%, while 59% of the small/medium employers shared similar views. Only 4% of employers anticipated having fewer employees in the next 2 years.

v.   Self-Rated Recruitment Success

Recruitment Success - Self-rated Out of 100

	Large	Medium/Small
	71.4	51.5
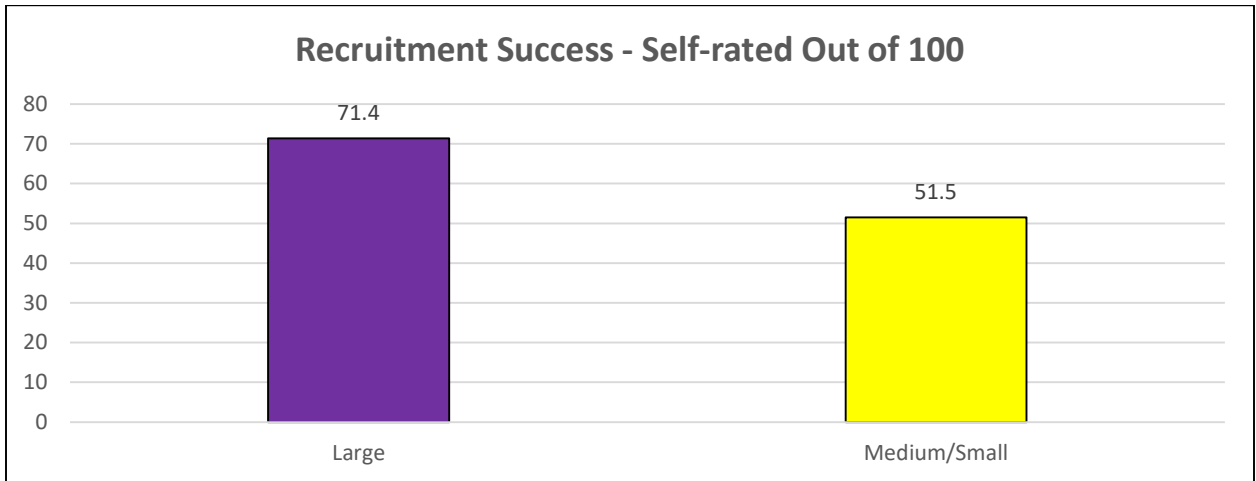
- Not surprisingly, larger employers rated themselves higher than small/ medium employers, 71.4 to 51.5 out of 100 in terms of recruitment success. Larger employers were more likely to have HR professionals on staff, have robust recruitment campaigns, utilize recruitment agencies already, and were better able to pay competitive wages.

vi.   Self-Rated Retention Success

Retention Success - Self-rated Out of 100

	Large	Medium/Small
	73	69.5
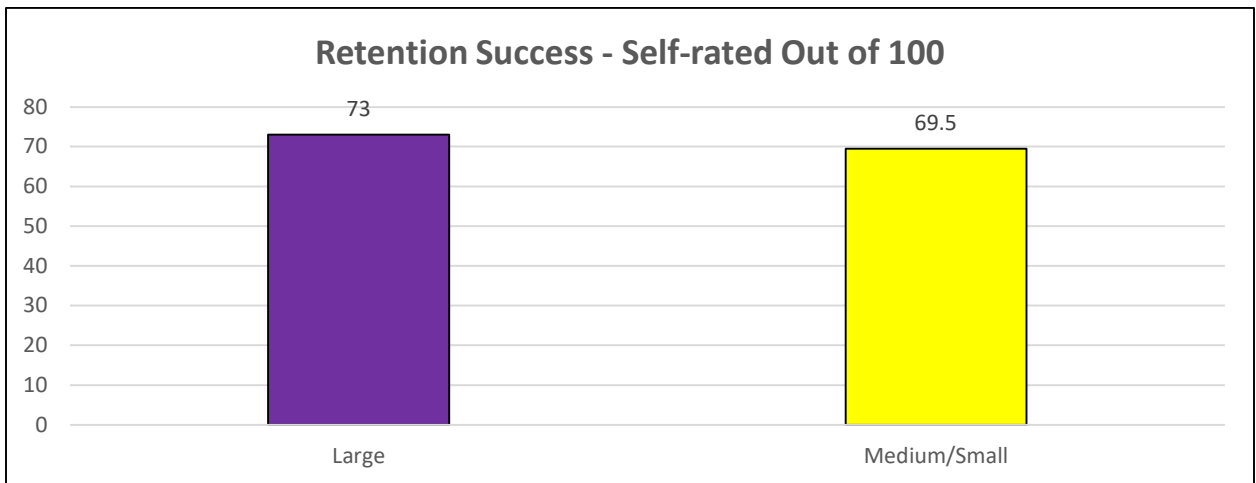
- Large and small employers rated themselves similarly in terms of retention success, 73 compared to 69.5 out of 100.

Other HR Practice Success - Self-rated Out of 100
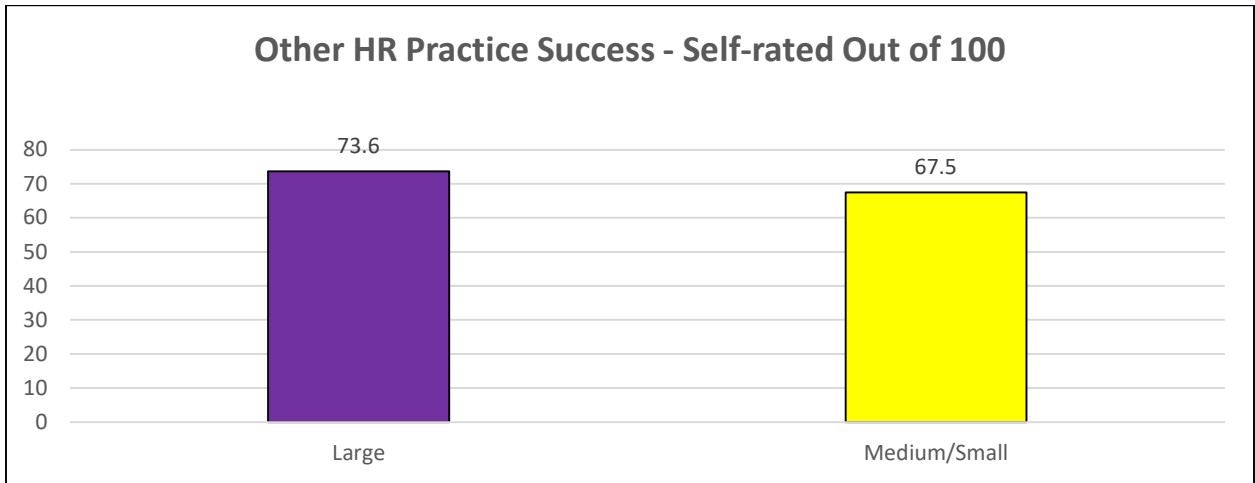
- While recruitment and retention are part of the HR suite of services (See *Section C* for a larger listing of HR services), there was little difference in self-rated success between big and small/ medium employers at 73.6 to 67.5 for Other HR Practice Success.

viii.   **Things that Attract and Retain Your Employees (List Top 5)**

Other Things to Attract & Retain Employees (List Top 5)
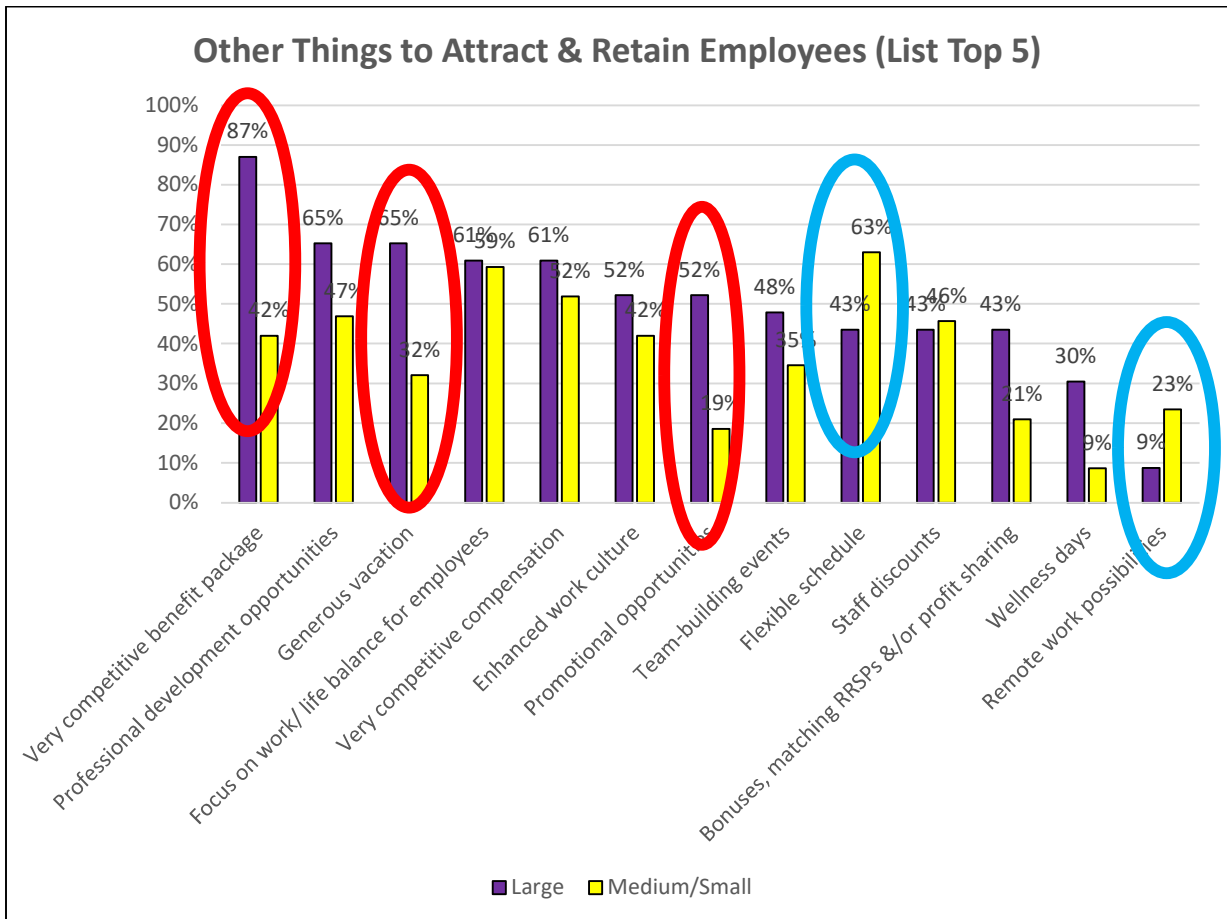
- When asked what is attracting and retaining employees, larger employers fared significantly higher in offering competitive benefit packages, professional development opportunities and generous vacation and promotional opportunities. Small/medium employers were able to offer flexible schedules and more remote work possibilities, possibly compensating for larger compensation and benefits packages that larger employers could afford. Some significant differences between large and small/ medium-sized employers are circled in the graphs.

ix. Most Pressing Issues Affecting Staff (Top 3)

Most pressing issues you're hearing affecting staff and potential staff (List Top 3)

Housing costs: Large 74%, Medium/Small 65%
Housing availability: Large 70%, Medium/Small 78%
Child care: Large 39%, Medium/Small 19%
Salaries and compensation: Large 30%, Medium/Small 62%
Transportation issues within West...: Large 22%, Medium/Small 23%
Remote work possibilities: Large 17%, Medium/Small 10%
Growth opportunities: Large 17%, Medium/Small 12%
Flexible schedules: Large 9%, Medium/Small 21%
Transportation issues out of West...: Large 4%, Medium/Small 6%

Legend: ■ Large ■ Medium/Small

- When asked about issues employers are hearing are affecting their staff, the cost of housing and availability of housing were of far greater concern than any of the other 7 issues in the survey. Larger employers were also more likely to hear about childcare concerns while smaller/ medium employers were more likely to have issues of salaries and compensation listed.

Most effective means of recruitment recently (Top 3)
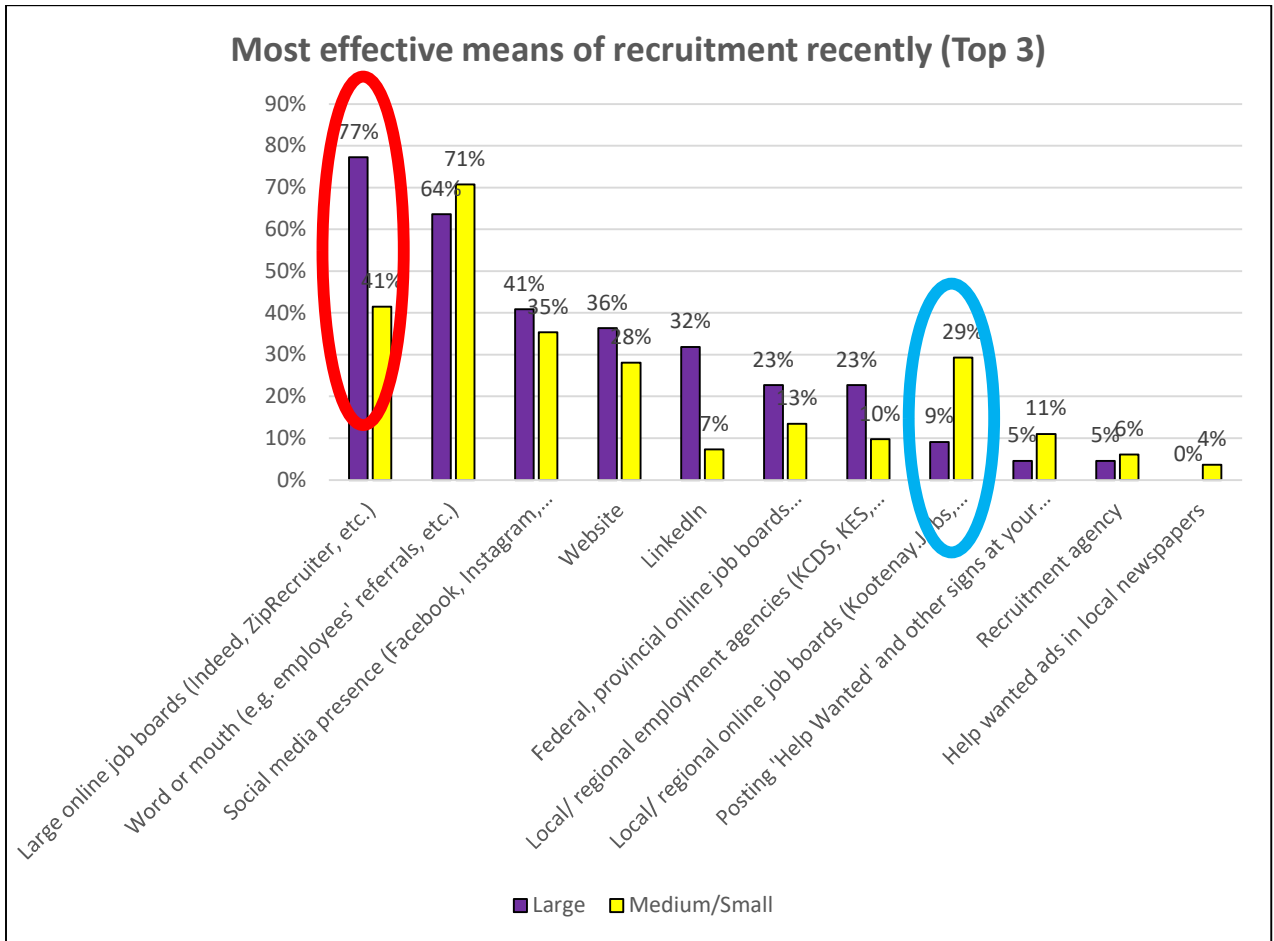
- Word of mouth was the top response for most effective means of recruitment overall. However, large employers found the most success in large online job boards (e.g. Indeed, ZipRecruiter, etc.), followed by word of mouth, social media presence, website and then LinkedIn. Word of mouth (at 71%) dwarfed all other responses for medium/small employers with large online job board, social media presence, website and local regional online job boards rounding out the top 5. Help wanted ads in local newspapers barely warranted a mention.

xi. Positions Having a Hard Time Filling
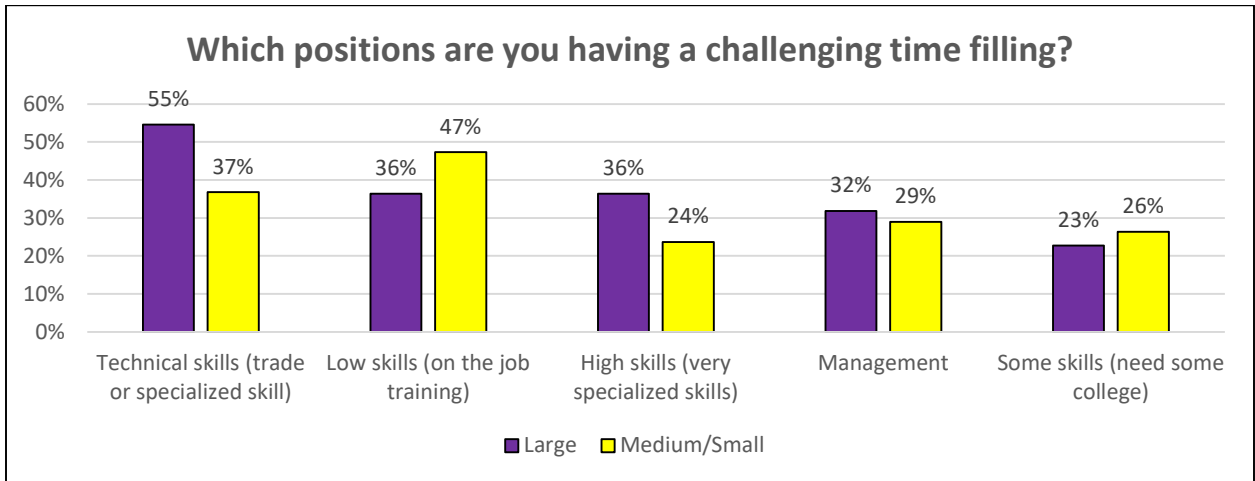
Which positions are you having a challenging time filling?

Position	Large	Medium/Small
Technical skills (trade or specialized skill)	55%	37%
Low skills (on the job training)	36%	47%
High skills (very specialized skills)	36%	24%
Management	32%	29%
Some skills (need some college)	23%	26%

- Technical skills (trade or specialized skill) at 55%, were the hardest position to fill for large employers while low skills, at 47%, were the most challenging for small/medium employers. Interestingly, there was significant need in all skill categories (from low skills to technical to management) for all employers

xii. Have You Ever Used a Recruitment Agency?
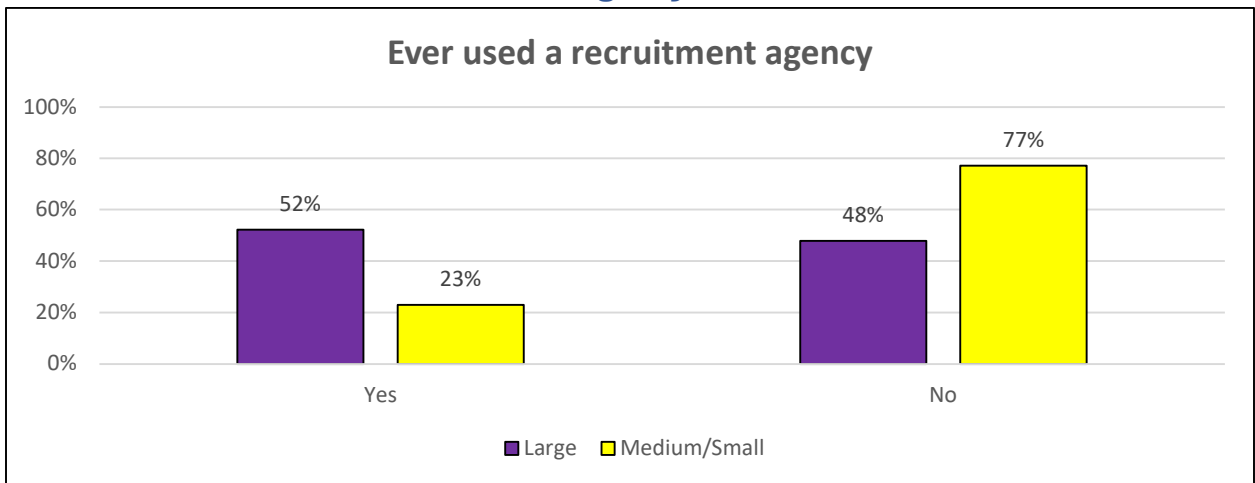
Ever used a recruitment agency

	Large	Medium/Small
Yes	52%	23%
No	48%	77%

- More than half of large employers had tried using a recruitment agency while only 23% of small/ medium employers had.

xiii.   Amount Employer Might be Willing to Pay Recruitment Agency
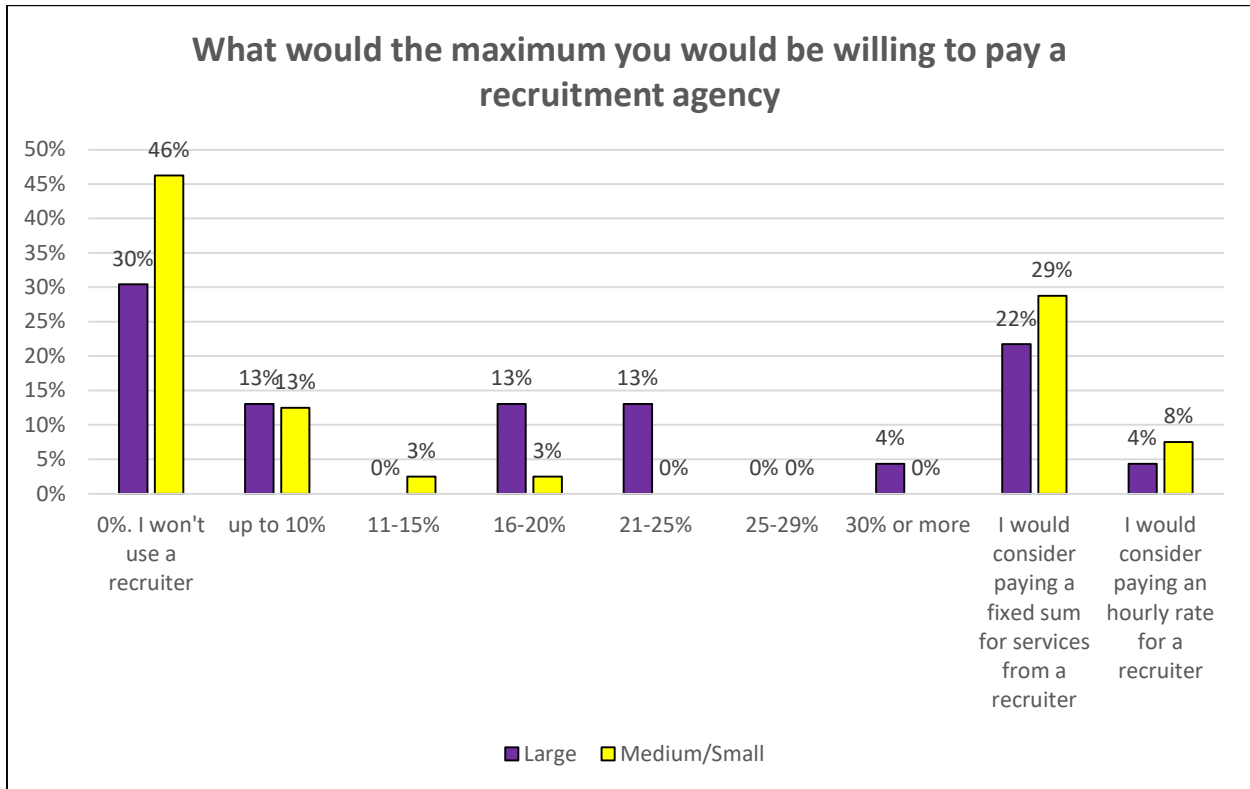
Figure 20 - Amount employer might be willing to pay recruitment agency. There is not much uptake at the industry-standard 25-30% RA commission (based on first year salary and bonuses). However, there is some support at 20% and substantial support for a fixed sum fee, especially amongst small/ medium employers.

- An industry standard commission of 25-30% of the first year's salary is unlikely to have much uptake (4% of large employers; 0% of small medium employers).
- It is more than likely that a more modest 20% would have more chance of success (26% of large employers; 3% small/medium employers).
- In speaking with several recruiters it is more likely that a mixed fee strategy might be employed, possibly using elements of commission (20% recommended), and a fixed fee sum (22% of large employers; 29% of small/medium found this acceptable). For the sake of the feasibility study, the 20% commission will be used going forward.

How much of your workforce might you be willing to use a recruitment agency for?

Have some Needs
- 64% of large employers
- 59% of small employers
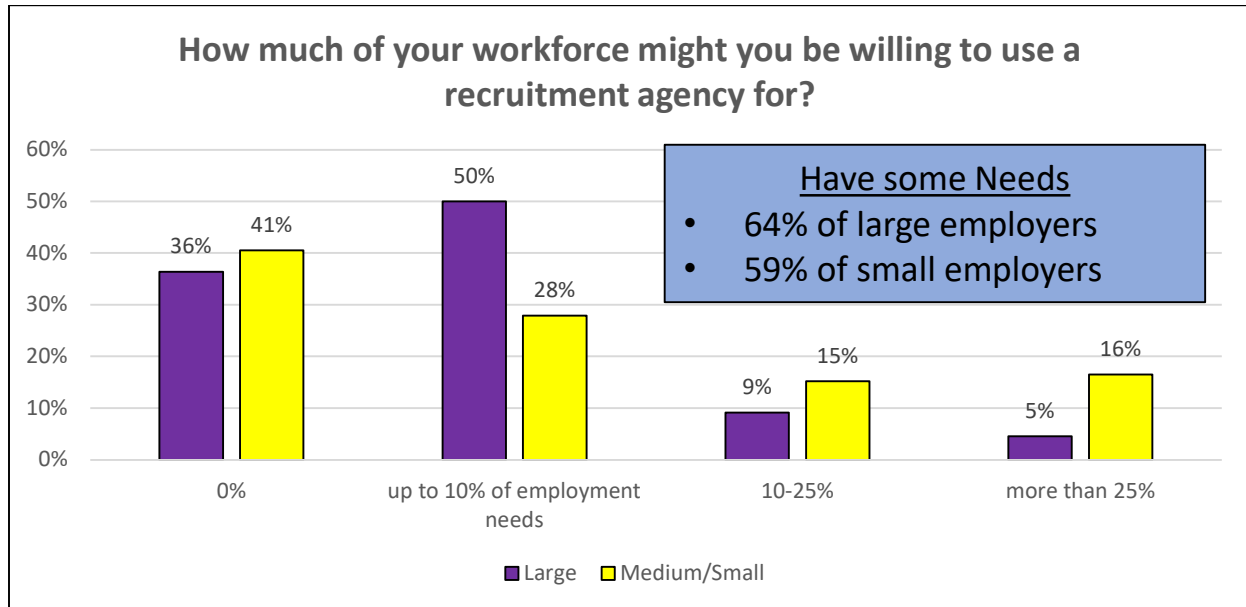
- Almost 50% of large employers and just over a quarter of small employers might use a recruitment agency for up to 10% of their recruitment needs
- In fact, 64% of large employers and 59% of small/ medium employers felt they had some needs a recruitment agency could help them with

xv.   **Temp Agency Needs (at $2-4/ hour fee)**

Any temporary employment needs that a temp agency could assist with
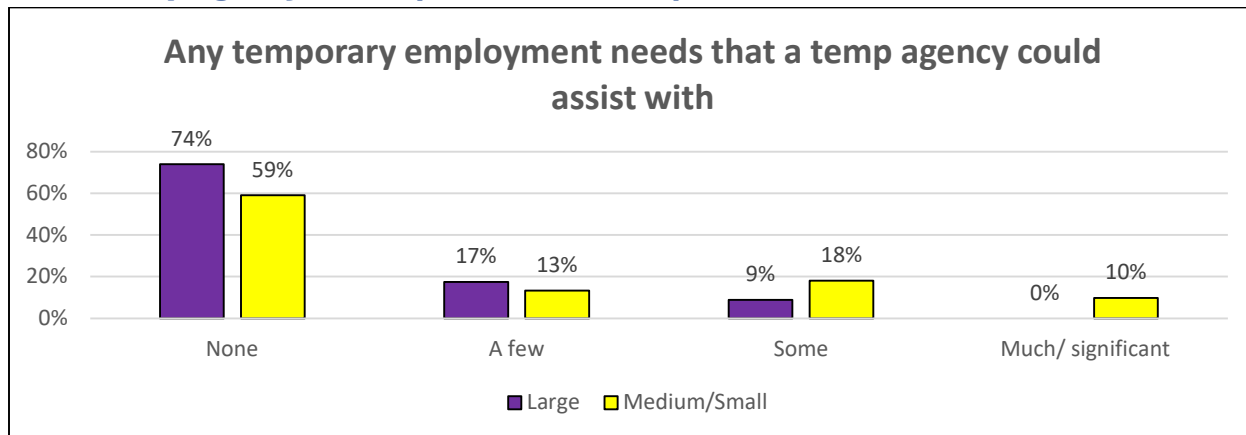
Figure 21 - More than 40% of employers expressed having some needs filled by a temp agency. About a quarter of large employers expressed some needs.

- Employers were asked if they might have needs that a temp agency might be able to assist them with at a fee of $2-4 /hour. 27% of large employers expressed that they could have needs while 41% of small employers showed some needs.
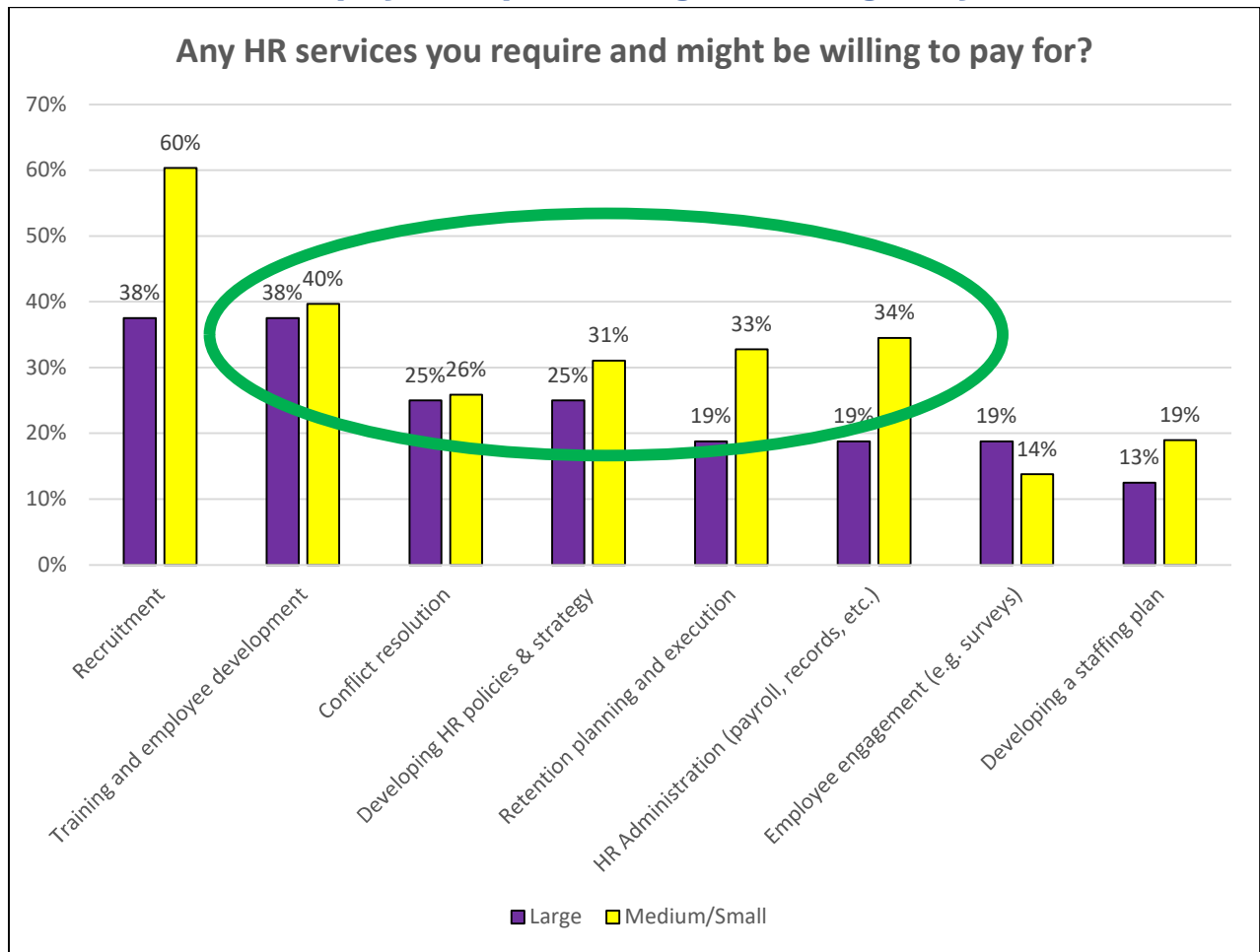
Figure 22 - There are many other HR services that employers might be willing to pay for. These potentially, could provide a recruitment agency with alternative revenue streams. The possible 'sweet spot' for other HR services is circled above.

- While recruitment services were the number one need employers might be willing to pay for, there seemed to be substantial opportunities to provide fee-based services for many other HR functions. Those services mentioned by more than 25% of employers included:
    o Training and development
    o Conflict resolution
    o Developing HR policies and strategy
    o Retention planning and execution
    o HR administration (payroll, records, etc.
- Not surprisingly, smaller employers expressed greater needs for other HR services, as many of them do not have a dedicated HR professional like larger employers.
- These other HR services potentially, could provide a recruitment agency with alternative revenue streams. The 'sweet spot' for other HR services is circled above.

E. Employee Feedback

The WKRA approached employees using an online Survey Monkey survey posted for approximately four weeks in late November early December 2023. An iPad was offered as a draw prize to incent participation. The Steering committee was asked for assistance in identifying issues and questions for the survey.

Steering Committee members were asked to promote the survey through their networks. In addition, Community Futures Central Kootenay used social media to push the survey to younger workers, to target regions outside the West Kootenay and to get some student feedback, targeting Selkirk College students. The survey was boosted by front page coverage in the Nelson Star. The same article was published in other Black Press outlets, including the West Kootenay Advertiser – distributed to much of the region.

236 people completed the survey.

i. Age of Respondents
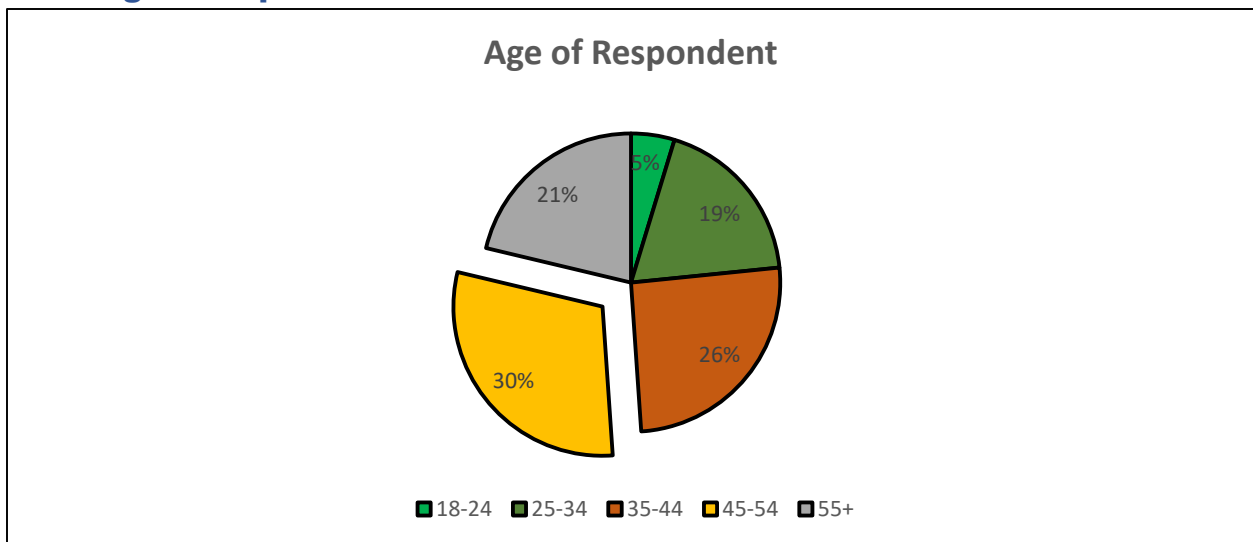
Figure 23 - 236 people participated in the survey. The largest group was 45-54-year-olds making up 30% of respondents. 24% of survey participants - represented by the two shades of green - represented about a quarter of all responses.

- The largest segment of respondents were those between 45-54, representing 30% of respondents.
- Younger respondents, those aged 18-34 made up 24% of respondents, represented by the two shades of green.
- For the sake of comparison going forward on reporting results, these younger respondents – the established target group for recruitment – will be compared to the older group for analysis of subsequent survey data

Where did you live 5 years ago versus now?
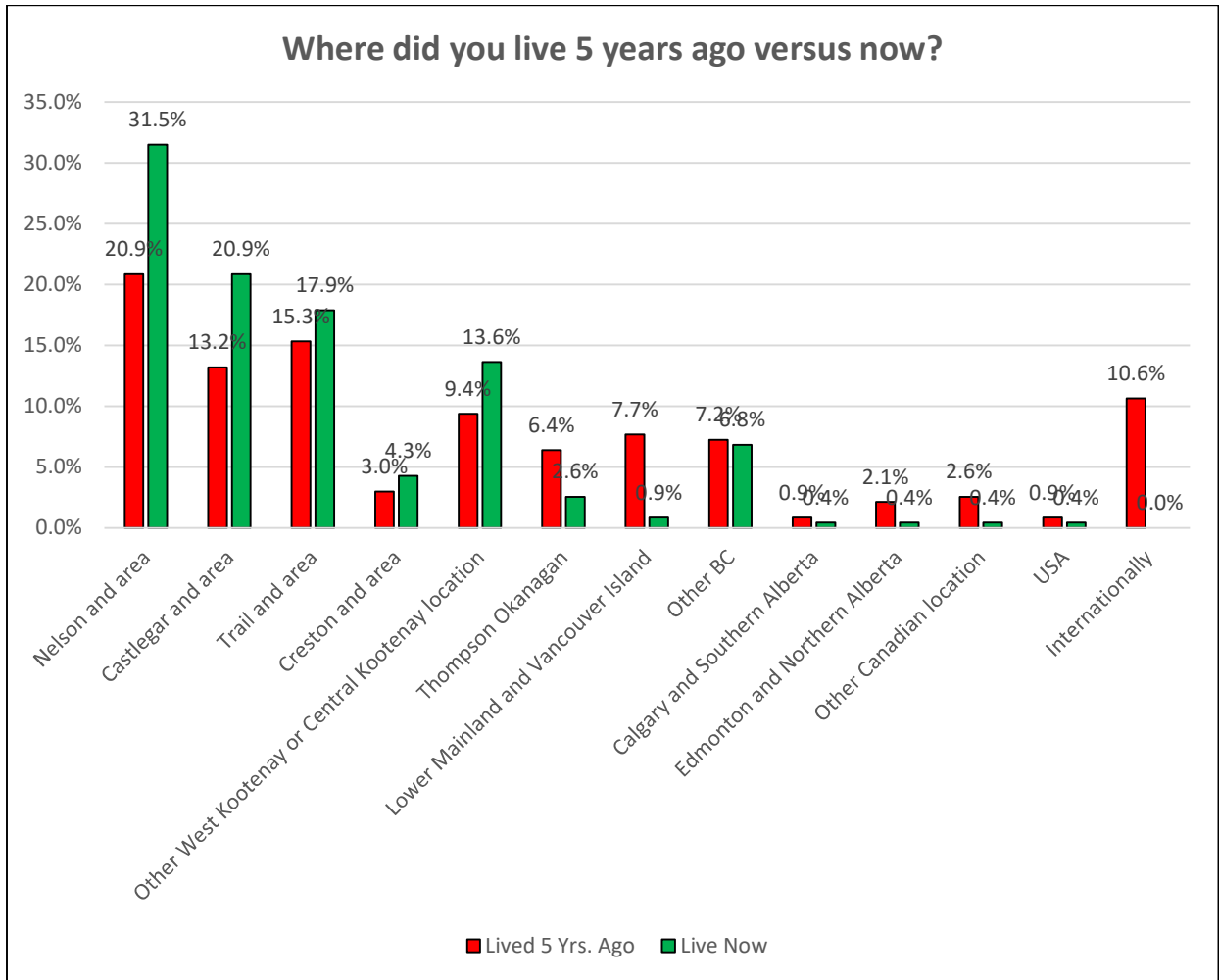
Figure 24 - Nelson, Castlegar and Trail garnered most of the responses. However, there were some from other parts of the Kootenays, BC and Alberta.

- This graph shows where respondents lived 5 years ago (in red) and where they live now.
- Almost 32% of respondents live in Nelson, 21% in Castlegar and 18% in the Trail area. Creston area participants represented less than 5% of the respondents while other Kootenay locations were about 14% of the respondents.
- Almost 11% of respondents lived internationally 5 years ago. None do so now.
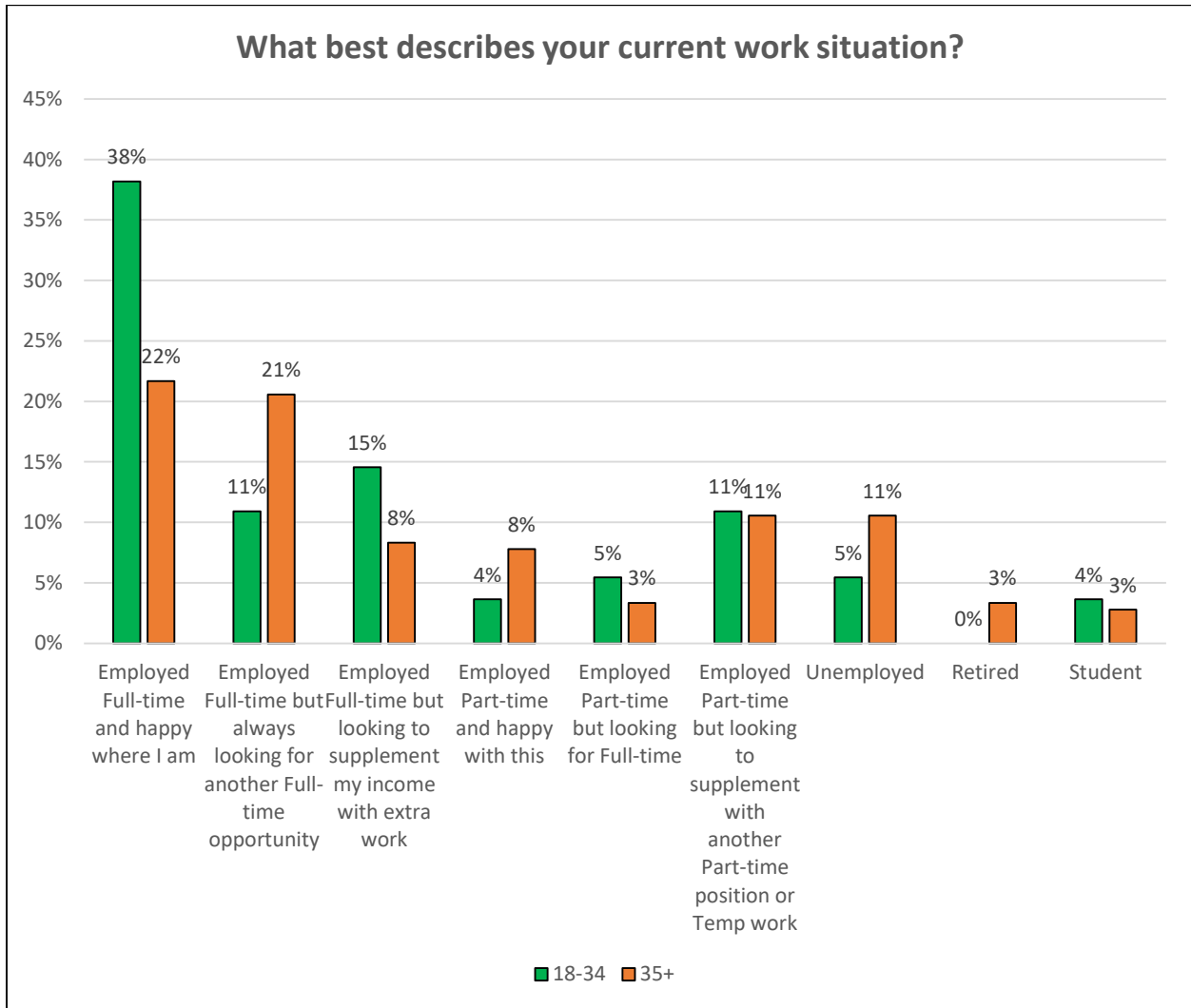
Figure 25 - The largest group of respondents were employed full-time. About a quarter of respondents were employed part-time. The rest were unemployed, students or retirees. This graph is broken down by age of respondents with younger employees represented in green.

- This graph shows the current employment situation of survey respondents.
- 64% of younger respondents (those under 35) were employed full-time, 20% part-time, 5 % were unemployed and 4% were students.
- 51% of older respondents (those 35 and older) were employed full-time, 22% part-time, 11% were unemployed, 3% were retired and 3% were students.
- A breakdown and analysis of full-time and part-time respondents by age follows in the next two graphs.

iv. Breakdown of Those Employed Full-Time
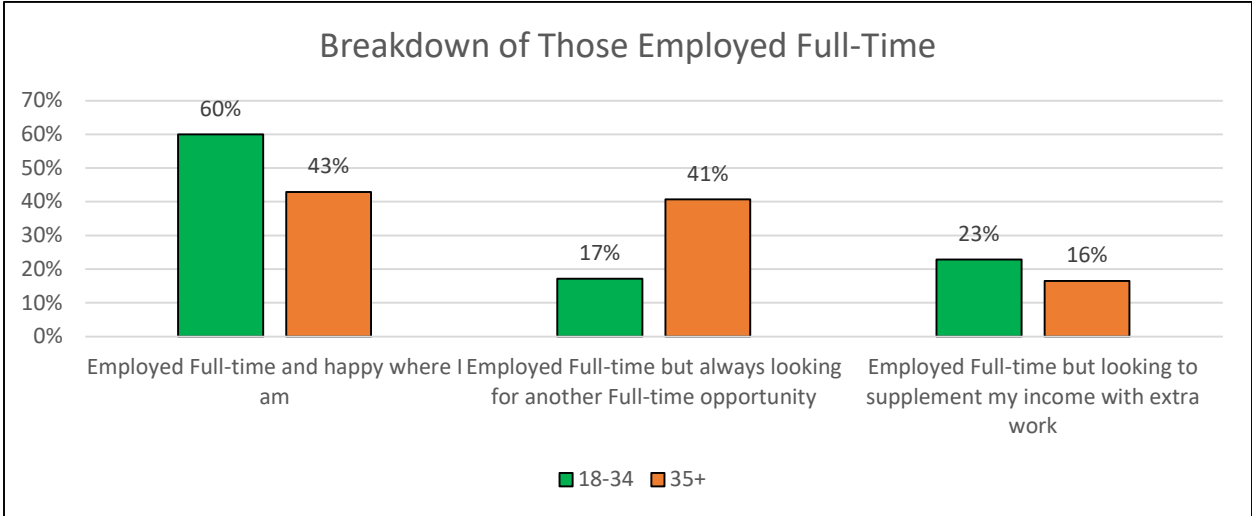
Breakdown of Those Employed Full-Time

Legend: 18-34 (green), 35+ (orange)

- Employed Full-time and happy where I am: 60% (18-34), 43% (35+)
- Employed Full-time but always looking for another Full-time opportunity: 17% (18-34), 41% (35+)
- Employed Full-time but looking to supplement my income with extra work: 23% (18-34), 16% (35+)

- 3 of 5 of those younger employed full-time were happy where they were working compared with only 2 of 5 in the older group (35 and older).
- 40% of those 35+ were actively looking for another full-time opportunity compared to only 17% of the younger group.
- 23% and 16% of the younger and older groups were employed full-time but looking to supplement their income with extra work.

v. Breakdown of Part-Time Respondents

Breakdown of Those Employed Part Time

Legend: 18-34 (green), 35+ (orange)

- Employed Part-time and happy with this: 18% (18-34), 36% (35+)
- Employed Part-time but looking for Full-time: 27% (18-34), 15% (35+)
- Employed Part-time but looking to supplement with another Part-time position or Temp work: 55% (18-34), 49% (35+)
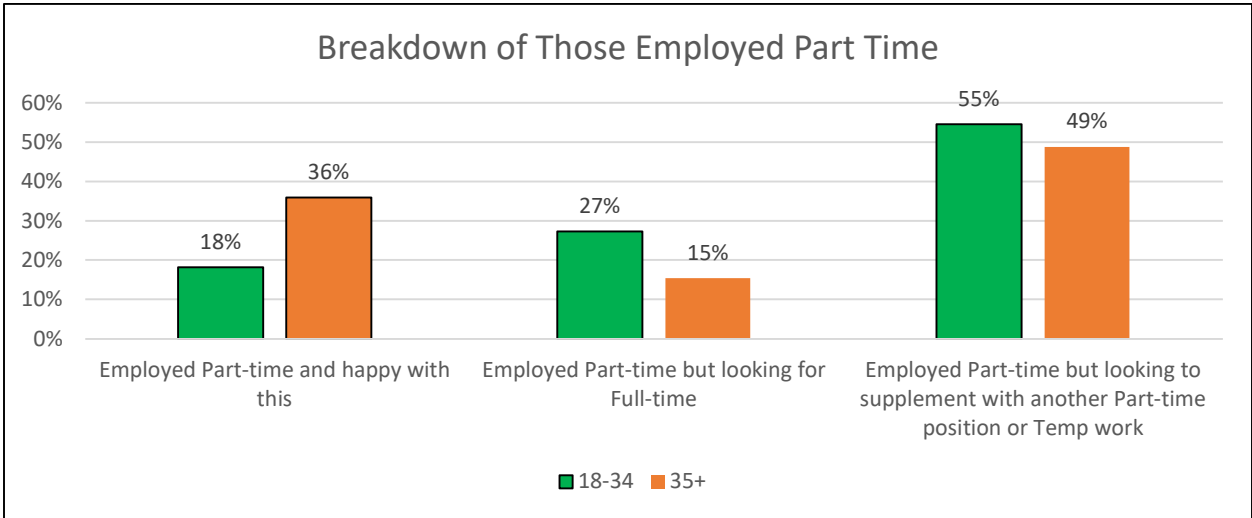
- Only 18% of younger respondents were happy with their part-time status. 27% were looking for a full-time job while 55% were looking to supplement their income with another part-time position or temp work

- 36% of older respondents were happy with part-time work. 15% were looking for full-time work while 49% of those employed part-time were looking for other part-time work.
- The full-time and part-time questions indicate that many employees might be able to consider registering and working with a temp agency.

vi. Highest Level of Schooling
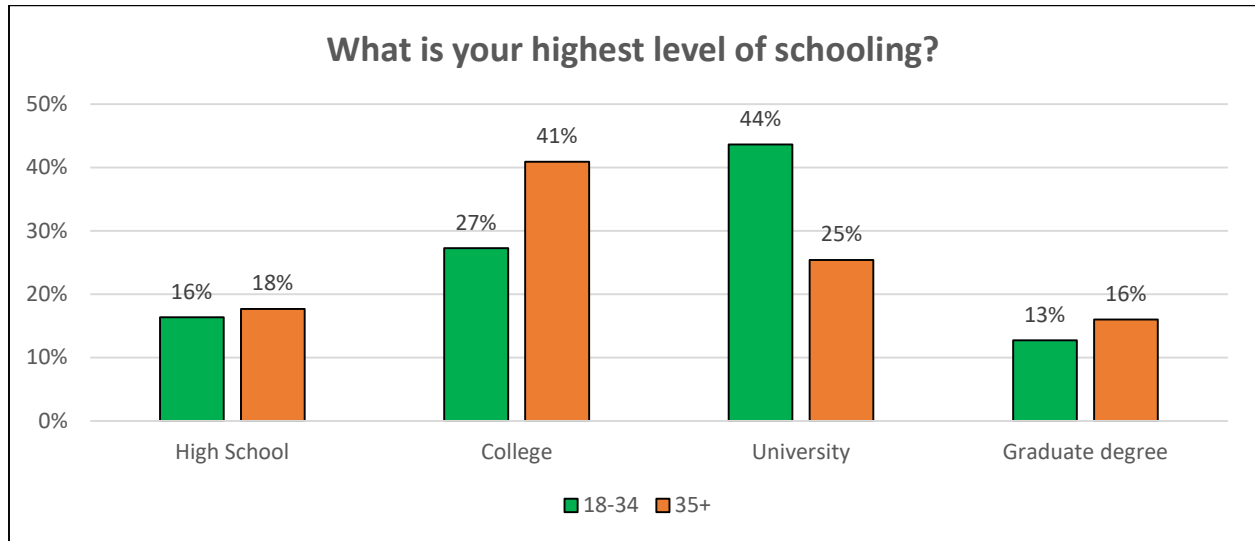
Figure 26 - Breakdown of respondents by highest level of schooling.

- Respondents were slightly better educated than the Canadian average. In Canada 57% of adult Canadians have at least a college diploma versus slightly more than 80% who participated in the survey.
- Younger respondents were slightly better educated with 57% of them possessing some university (or graduate degree) compared with 41% of the older respondents.

How do you typically look for employment opportunities?
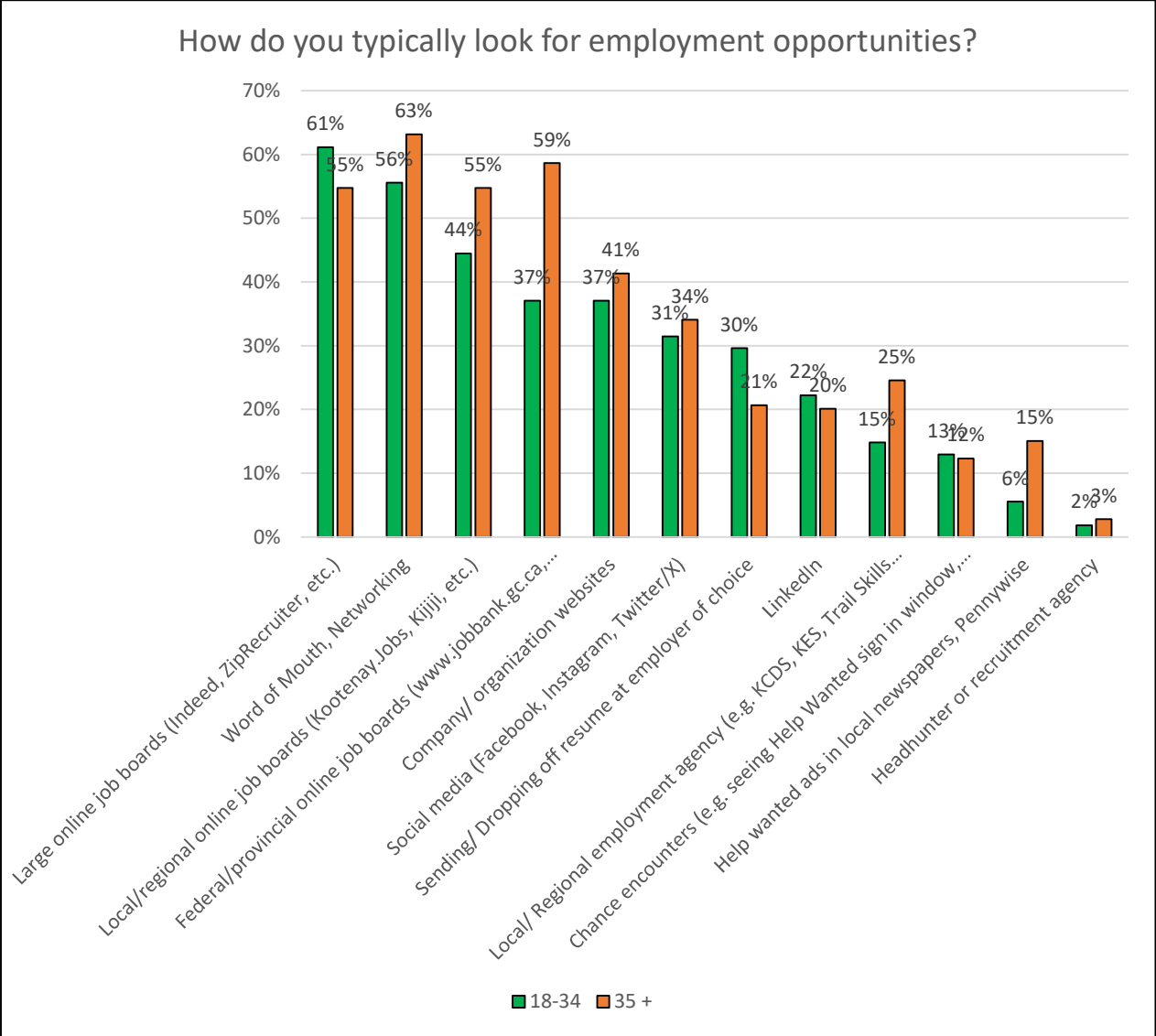
- The five most frequently used methods of searching for work were:
  - Large online job boards (Indeed, ZipRecruiter, etc.)
  - Word of mouth, Networking
  - Local/regional job boards (Kootenay Jobs, Kijiji, etc.)
  - Federal/ provincial online job boards
  - Company/ organizational websites
- Word of mouth was the top choice when all ages were factored in. It was also the most popular choice of those 35+.
- Younger respondents were more likely to send or drop off a resume than their older counterparts. However, old respondents were more likely to use a variety of methods than their younger counterparts.
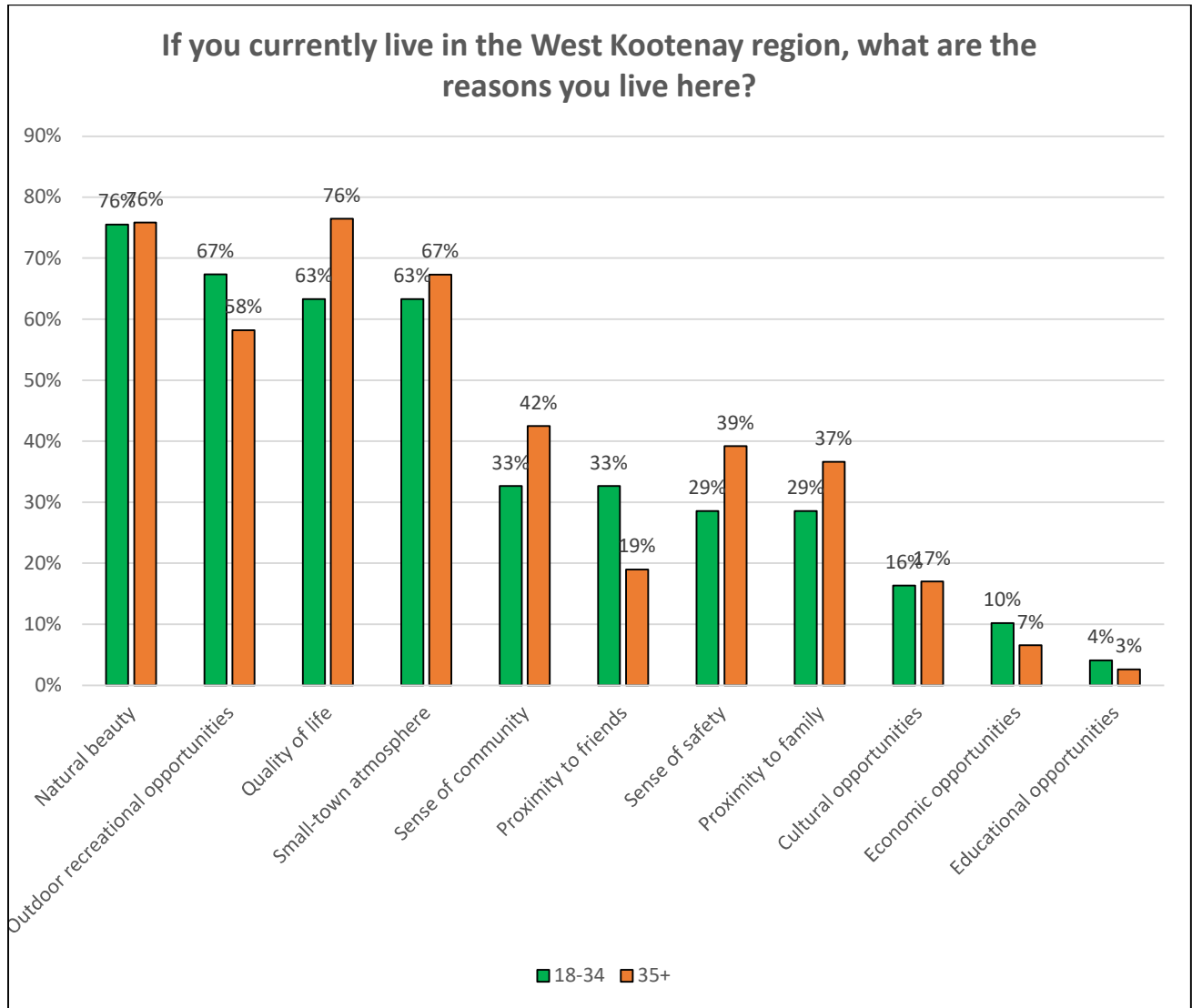
Figure 27 - Natural beauty, outdoor recreational opportunities, quality of life, small-town atmosphere and sense of community topped the list as the most popular reasons for living in the WKR.

- The top 5 reasons respondents live in the West Kootenay Region are:
  o Natural beauty
  o Outdoor recreational opportunities
  o Quality of life
  o Small-town atmosphere
  o Sense of community
- Older respondents were more likely to choose quality of life, sense of community, sense of safety and proximity to family
- Younger respondents were more likely to choose outdoor recreational opportunities, and proximity to friends.

Listed as one of the <u>top 5 factors</u> around importance to employment
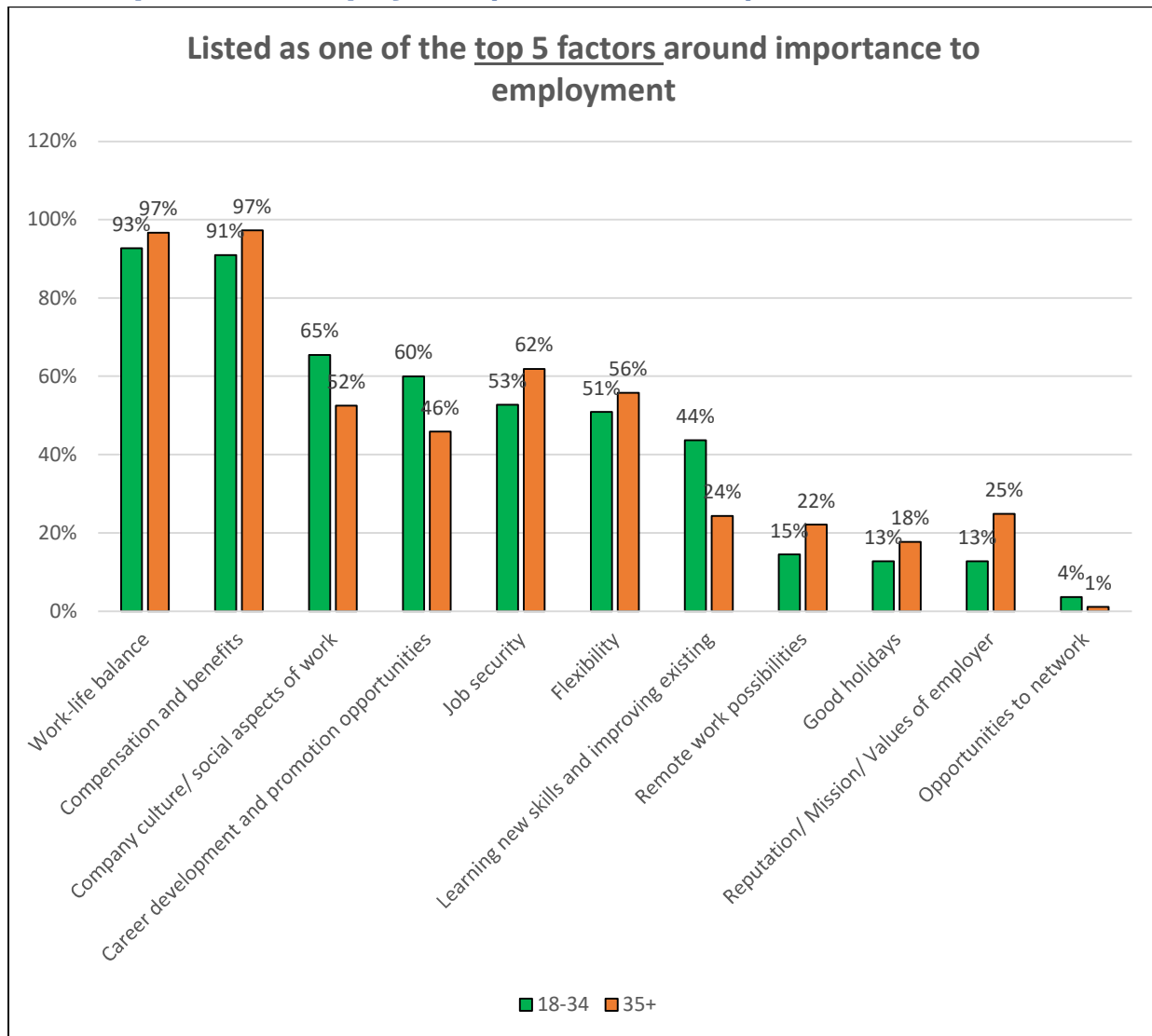
Figure 28 - Work-life balance and compensation and benefits were the two most important factors for choosing employment for both older and younger workers. More than 80% of survey participants chose these as their first and second most important factors for choosing employment.

- When asked to rank 11 factors around the importance to employment, work-life balance, compensation and benefits, company culture / social aspects of work, career development and promotion opportunities, and job security were the top five listed.
- Work life balance and compensation and benefits were amongst the top two choices for more than 80% of participants
- Older participants were more likely to mention job security, flexibility, remote work opportunities, good holidays and reputation / values of the employer.
- Younger participants were more likely to mention company culture/ social aspects of work and learning new skills and improving existing ones.

x.   Top 5 Needs by Age Group Ranked

18-34	35+
1. Work-Life Balance	1. Compensation and Benefits
2. <u>Compensation and Benefits</u>	2. <u>Work-Life Balance</u>
3. Company Culture/ Social Aspects of Work	3. Job Security
4. Career Development and Promotional Opportunities	4. Flexibility
5. Job Security	5. Company Culture/ Social Aspects of Work

What are your top concerns/ considerations about working in the region?
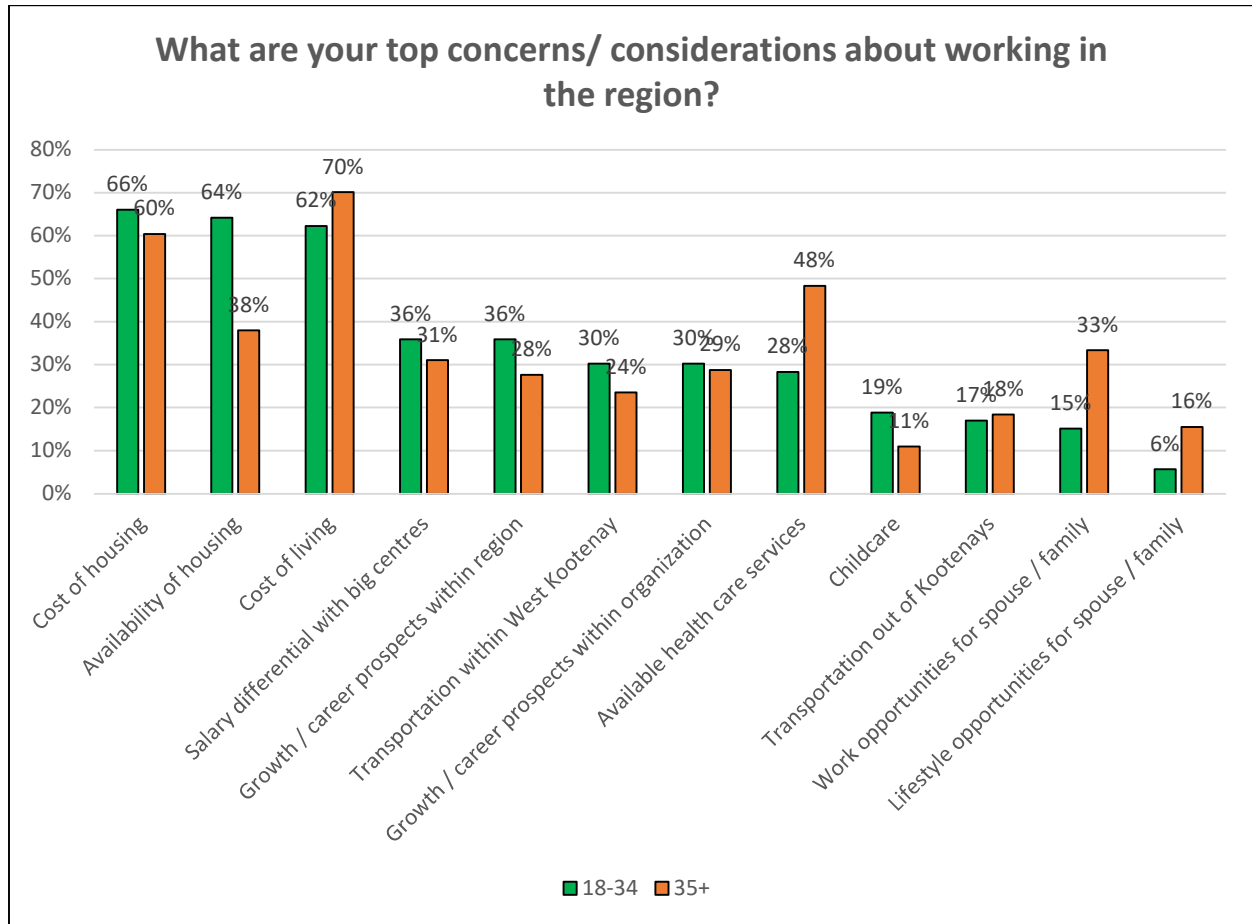
Figure 29 - Respondents were asked to list up to 5 concerns about working in the region. Cost of housing, availability of housing (especially in the younger group) and cost of living were the biggest concerns. Available health care services were the third largest concern for older respondents.

- The top three issues or concerns about working in the region where the cost of housing, the availability of housing and the cost of living.
- The availability of housing was a greater concern amongst young people than those over 35 years of age.
- The biggest differences among age groups were availability of housing and childcare, with younger respondents expressing more concern, and available health care services and work opportunities for spouse and family, with older respondents expressing more concern.

Willingness to Register for a Temp Agency
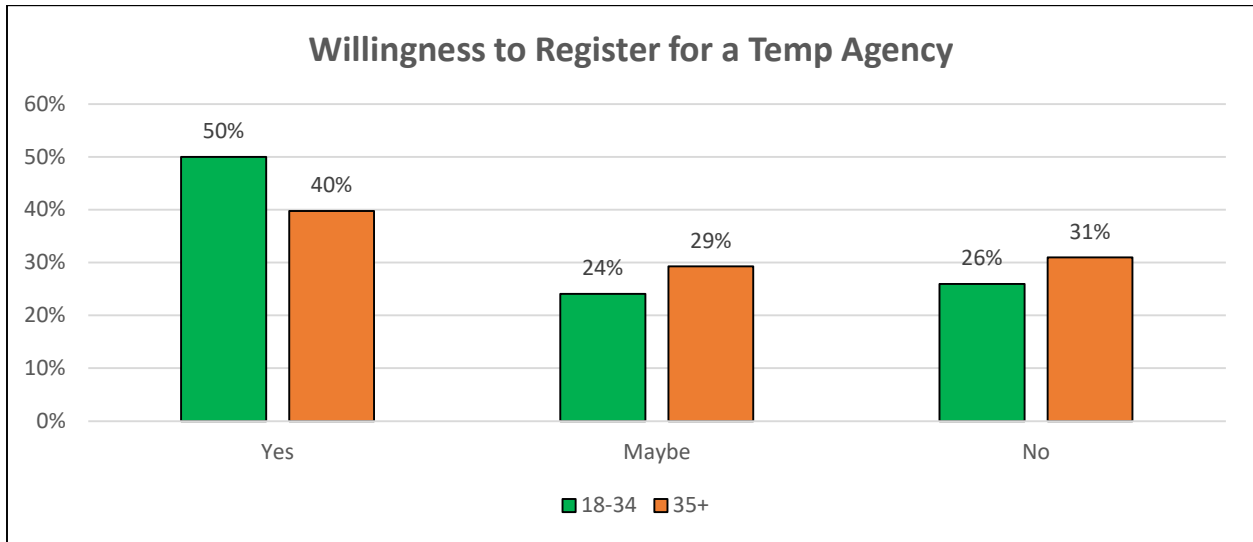
- 74% of younger respondents and 69% of older respondents said yes or maybe to registering for a temp agency.

xiii.   **Willingness to Register for a Recruitment Agency**
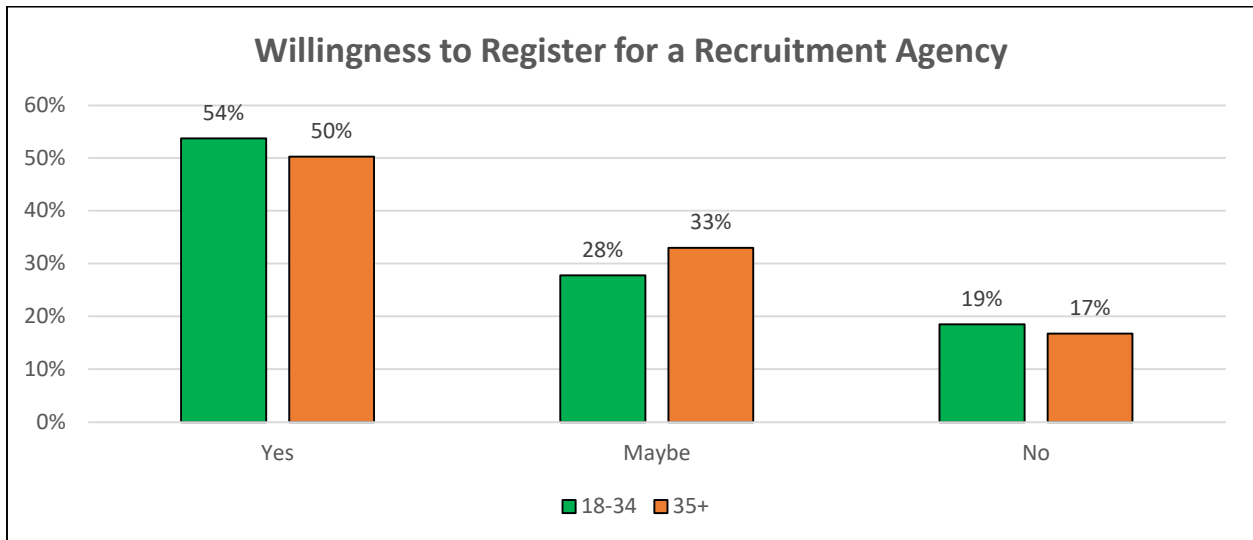
Willingness to Register for a Recruitment Agency

- 82% of younger respondents and 83% of older respondents said yes or maybe to registering for a recruitment agency.

F. Assessing Different Delivery Models

Below are three charts summarizing advantages and disadvantages of the three types of models for running a recruitment agency. The most critical issues are **bolded**.

1. Not-for-Profit

Advantages	Disadvantages
• **More local/regional control** • **If profitable, can invest in other HR services (possibly subsidized) to assist employers in the region** • **Could apply for grants and other funding to help set up** • Local/Regional NGOs involved understand needs of region • Allows for organization to be connected to important HR resources in the Region (e.g. KCDS, KES. etc.), assuming they are on the Board • Possibility of more social impact in region • Existing HR NGOs already have administrative infrastructure and access to resources	• **Might be less responsive to the speed of recruitment needs** • **Requires a champion organization to move it forward, set it up and help to manage it** • Requires a Board and oversight from organizations that are already stretched

2. Social Enterprise

Advantages	Disadvantages
• **Allows for profits to be reinvested back into the region and into organization** • **Some local/regional control** • Local/Regional NGOs involved understand needs of region. Would be involved. • Allows for organization to be connected to important HR resources in the Region (e.g. KCDS, KES. etc.) • Might be eligible for some grants • Possibility of some social impact in region	• **Might be slightly less responsive to the speed of recruitment needs than for-profit** • **Requires a champion organization to move it forward, set it up and help to manage it** • Requires some oversight from at least one regional organization where resources are already stretched

3. For-Profit Business

Advantages	Disadvantages
• **Very responsive to the needs of recruitment** • **Independent** • **Scalable**	• **Less local/regional control** • **Need to find or incent a business** • May not be as connected to the key HR NGOs in the region

• More expertise available	• Cannot apply for grants • May only work with high-end or profitable clients (less social impact)

4. For-Profit Recommendation

Because there is no identified champion organization, the for-profit model would be considered the most desirable.

Several recruiters spoke to the 24/7 nature of the business and the frenetic schedules recruiters keep. Another referred to a recruiter's position as being a "realtor on steroids." Given the almost vocational nature of a recruiter, it would be prudent to seek out a recruiter committed to the region and the craft of recruiting to optimize the effectiveness of a recruitment agency.

G. Recommendations

1. Recruitment Agency

A small Kootenay-led private sector recruitment agency is financially feasible. With a modest two-person set-up, the agency has the capacity to place 15 individuals per month (according to Shannon Wand, a recruitment professional with more than 20 years experience). However, break-even is closer to two individuals placed per month (24 per year) in the first year, representing a little less than 1.9% of the province's annual 1,270 forecast job openings in the West Kootenay Region. This appears realistic and feasible.

Many large WKR employers are using in-house recruiters or already using out-of-region recruitment agencies. However, many indicated they were willing to try out a Kootenay-led agency, especially if it were good, responsive and effective. An agency will be most effective if it is able to connect with those already familiar with the West Kootenay and its particular lifestyle – repeat tourists to the region (75% of new residents from 1995-2010 were tourists first before becoming residents of Nelson – *Nelson New Resident Survey Compilation*), people coming to work temporarily (local ski hills) and those who have lived here before and those with friends and family already in the region. Sone sort of referral reward program should also be considered to assist in drumming up recruits.

Young adults aged 25-34 should also be the target demographic of the recruitment agency. (*See Section B. 4*). They are much more likely to relocate than older age groups and are more likely to plant roots, buy real estate, start families and invest in the WKR.

The management and careful staffing of an agency with seasoned, trusted recruitment professionals who know the region, can market inside and outside the region, and can effectively deliver will be the key determinants of success.

2. Temp Agency

A temp agency, while filling a need for employers and potential employees, is less financially viable, especially with small volumes forecast (57.5 temps working 15 hours per week was the forecast break-even). One recruitment/temp agency dubbed the recruitment side of the agency as the 'gravy' while the temp agency was referred to as the 'grind', referring to the increasingly difficult nature of keeping employers and employees happy with temp placements. Some of the challenges include the large geography of the region (where a personally owned car is essential), changing expectations of employees and employers, the number of transactions required to make it viable, the need for responsiveness to the quickly changing needs of employers. If the recruitment agency can add this service once established, it would definitely be a benefit to the region, its employers and employees. This temp agency niche might be better served in the sort-term by an existing WorkBC contractor that has less of a profit motivation.

3. Other HR Services

While there seems to be a demand for other HR services (e.g. conflict resolution, staffing plan, training and workforce development, payroll and admin, etc.), it is difficult to gauge the level of interest and estimate the possible fees generated. The Trail Skills Centre set up an HR consultancy in 2019 to do this and has struggled to find paying clientele, except in the realm of conflict resolution. Should the recruitment agency be set up, this would more than likely provide some additional consulting revenue to assist the bottom line, a bonus so to speak.

There is a demand for, and a willingness to pay, for these services from employers, especially small/ medium employers that do not have any HR functions on staff (see Section C. 2):

- Training and development*
- Conflict resolution
- Developing HR policies and strategy
- Retention planning and execution
- HR administration (payroll, records, etc.
- Employee engagement (e.g. surveys)
- Developing a staffing plan

*While no specific interest arose in any of the employer feedback around training in Diversity, Equity and Inclusion, many employers, especially small/ medium-sized ones, were rather vague around their HR needs beyond recruitment. It was not uncommon for their HR practices to be reactive, with little planning, little training and little knowledge of their own needs and basic HR best practices. It would be prudent to bring basic attention to basic HR best practices and trends as a starting point (this is a huge blind spot for many employers who view HR as if in a bygone era, expecting resumes to be walked in the door to fulfill needs). This need could be filled using a vehicle like a Regional HR Council (see below).

4. West Kootenay HR Council (WKHRC)

Throughout the study, it was demonstrated that there was a need for better coordination, information sharing and a more strategic approach to HR issues in the region. There is no agency that knows it all. Given an increasingly challenging labour market in the region over the next decade, a strategic West Kootenay HR Council – akin to a Ministry of Labour for the Province of BC - could assist in several important functions bringing together key private sectors organizations, Selkirk College and social and economic NGOs:

1. **Provide leadership, share intelligence and develop strategy on key issues**
   a. E.g. Housing (while not specifically addressed in this report, the housing issue – and coordinated planning on it is key for the success of the region and its employers). This was the proverbial elephant in the room in every WKRA conversation. Some employers have bought units in new condo developments, after losing new recruits who could not find housing after accepting positions. Other employers are building staff housing.
   b. Breaking down the data and forecasts from the province to better know the needs of the region
2. **Promoting employment in the region.**

      a. This could be tied in with existing ventures/portals like Imagine Kootenay. Working in tandem with a Kootenay-based recruitment agency, this could take the form of web and social media-based promotion, educating key points of first contact (e.g. Chambers, airports, hotels, services stations), etc.

3. **Training and workforce development**
   a. Providing education on best HR practices
   b. Presenting other learning opportunities to its members
   c. Determining the training needs of the region. Selkirk College could provide responsive solutions to the needs.

4. **Coordination of efforts**

5. **Acquiring resources.**
   a. This Council (West Kootenay HR Council), given more weight by its collective membership, could accomplish more than actors working alone in applying for and acquiring resources for solutions.

APPENDICES

1. Kootenay Development Region Jobs Forecast 2022-32

				WKR % of KDR	58%
Kootenay Development Region Jobs Forecast 2022-32 - BC Labour Market Outlook 2022				**Total in KDR over 10 years**	**Number/yr. in WKR**
	NOCS	**Education Required**	**Job Title**		
1	#0621	Diploma/Certificate Excluding Apprenticeship	Retail and wholesale trade managers	696	40
2	#6421	High School	Retail salespersons	569	33
3	#1221	Diploma/Certificate Excluding Apprenticeship	Administrative officers	473	27
4	#3413	Diploma/Certificate Excluding Apprenticeship	Nurse aides, orderlies and patient service associates	454	26
5	#7521	Apprenticeship Certificate	Heavy equipment operators (except crane)	424	25
6	#4032	Degree	Elementary school and kindergarten teachers	423	25
7	#0712	Diploma/Certificate Excluding Apprenticeship	Home building and renovation managers	406	24
8	#7511	High School	Transport truck drivers	406	24
9	#6733	High School	Janitors, caretakers and building superintendents	390	23
10	#3012	Degree	Registered nurses and registered psychiatric nurses	383	22
11	#4212	Diploma/Certificate Excluding Apprenticeship	Social and community service workers	348	20
12	#4021	Degree	College and other vocational instructors	315	18
13	#0632	Degree	Accommodation service managers	315	18
14	#6731	High School	Light duty cleaners	301	17
15	#6611	High School	Cashiers	296	17
16	#6211	High School	Retail sales supervisors	282	16
17	#1311	Diploma/Certificate Excluding Apprenticeship	Accounting technicians and bookkeepers	280	16
18	#6322	Apprenticeship Certificate	Cooks	270	16
19	#6711	High School	Food counter attendants, kitchen helpers and related support occupations	255	15

20	#1411	Diploma/Certificate Excluding Apprenticeship	General office support workers	245	14
21	#0631	High School	Restaurant and food service managers	230	13
22	#4214	Diploma/Certificate Excluding Apprenticeship	Early childhood educators and assistants	227	13
23	#4031	Degree	Secondary school teachers	214	12
24	#8612	High School	Landscaping and grounds maintenance labourers	213	12
25	#1241	Diploma/Certificate Excluding Apprenticeship	Administrative assistants	210	12
26	#0711	Diploma/Certificate Excluding Apprenticeship	Construction managers	208	12
27	#7271	Apprenticeship Certificate	Carpenters	199	12
28	#1414	Diploma/Certificate Excluding Apprenticeship	Receptionists	196	11
29	#5254	Diploma/Certificate Excluding Apprenticeship	Program leaders and instructors in recreation, sport and fitness	190	11
30	#4413	Diploma/Certificate Excluding Apprenticeship	Elementary and secondary school teacher assistants	182	11
31	#6513	High School	Food and beverage servers	179	10
32	#6524	High School	Hairstylists and barbers	178	10
33	#0714	Diploma/Certificate Excluding Apprenticeship	Facility operation and maintenance managers	176	10
34	#6622	High School	Store shelf stockers, clerks and order fillers	175	10
35	#8221	Diploma/Certificate Excluding Apprenticeship	Supervisors, mining and quarrying	165	10
36	#7311	Apprenticeship Certificate	Construction millwrights and industrial mechanics	162	9
37	#6411	Diploma/Certificate Excluding Apprenticeship	Sales and account representatives - wholesale trade (non-technical)	160	9
38	#7312	Apprenticeship Certificate	Heavy-duty equipment mechanics	157	9
39	#8231	Apprenticeship Certificate	Underground production and development miners	138	8
40	#7321	Apprenticeship Certificate	Automotive service technicians, truck and bus mechanics and mechanical repairers	138	8
41	#7302	Apprenticeship Certificate	Contractors and supervisors, heavy equipment operator crews	133	8

42	#4412	Diploma/Certificate Excluding Apprenticeship	Home support workers, housekeepers and related occupations	128	7
43	#7452	High School	Material handlers	125	7
44	#7237	Apprenticeship Certificate	Welders and related machine operators	121	7
45	#3233	Diploma/Certificate Excluding Apprenticeship	Licensed practical nurses	118	7
46	#7242	Apprenticeship Certificate	Industrial electricians	114	7
47	#1111	Degree	Financial auditors and accountants	113	7
48	#3236	Diploma/Certificate Excluding Apprenticeship	Massage therapists	112	7
49	#1431	Diploma/Certificate Excluding Apprenticeship	Accounting and related clerks	103	6
50	#5241	Diploma/Certificate Excluding Apprenticeship	Graphic designers and illustrators	101	6
51	#0111	Degree	Financial managers	99	6
52	#0122	Degree	Banking, credit and other investment managers	98	6
53	#2171	Degree	Information systems analysts and consultants	98	6
54	#0213	Degree	Computer and information systems managers	94	5
55	#9241	Diploma/Certificate Excluding Apprenticeship	Power engineers and power systems operators	92	5
56	#7611	High School	Construction trades helpers and labourers	87	5
57	#2282	Diploma/Certificate Excluding Apprenticeship	User support technicians	87	5
58	#8255	High School	Contractors and supervisors, landscaping, grounds maintenance and horticulture services	85	5
59	#2132	Degree	Mechanical engineers	85	5
60	#2174	Degree	Computer programmers and interactive media developers	83	5
61	#0014	Degree	Senior managers - health, education, social and community services and membership organizations	83	5
62	#0422	Degree	School principals and administrators of elementary and secondary education	81	5

63	#6552	Diploma/Certificate Excluding Apprenticeship	Other customer and information services representatives	80	5
64	#6232	Diploma/Certificate Excluding Apprenticeship	Real estate agents and salespersons	79	5
65	#0811	Degree	Managers in natural resources production and fishing	79	5
66	#7512	Diploma/Certificate Excluding Apprenticeship	Bus drivers, subway operators and other transit operators	78	5
67	#5133	Degree	Musicians and singers	76	4
68	#0821	Diploma/Certificate Excluding Apprenticeship	Managers in agriculture	75	4
69	#7301	Apprenticeship Certificate	Contractors and supervisors, mechanic trades	72	4
70	#2131	Degree	Civil engineers	72	4
71	#0912	Degree	Utilities managers	71	4
72	#4152	Degree	Social workers	70	4
73	#0311	Degree	Managers in health care	70	4
74	#4153	Degree	Family, marriage and other related counsellors	69	4
75	#3112	Degree	General practitioners and family physicians	69	4
76	#0911	Diploma/Certificate Excluding Apprenticeship	Manufacturing managers	67	4
77	#7205	Apprenticeship Certificate	Contractors and supervisors, other construction trades, installers, repairers and servicers	66	4
78	#6722	Diploma/Certificate Excluding Apprenticeship	Operators and attendants in amusement, recreation and sport	66	4
79	#1114	Degree	Other financial officers	64	4
80	#3234	Diploma/Certificate Excluding Apprenticeship	Paramedical occupations	64	4
81	#6551	Diploma/Certificate Excluding Apprenticeship	Customer services representatives - financial institutions	63	4
82	#1224	Diploma/Certificate Excluding Apprenticeship	Property administrators	63	4
83	#2242	Diploma/Certificate Excluding Apprenticeship	Electronic service technicians (household and business equipment)	63	4
84	#6343	High School	Shippers and receivers	63	4
85	#7514	High School	Delivery and courier service drivers	62	4

86	#0423	Degree	Managers in social, community and correctional services	61	4
87	#5244	Diploma/Certificate Excluding Apprenticeship	Artisans and craftspersons	61	4
88	#6541	Diploma/Certificate Excluding Apprenticeship	Security guards and related security service occupations	60	3
89	#1243	Diploma/Certificate Excluding Apprenticeship	Medical administrative assistants	59	3
90	#3414	Diploma/Certificate Excluding Apprenticeship	Other assisting occupations in support of health services	59	3
91	#0821	Diploma/Certificate Excluding Apprenticeship	Managers in customer and personal services, n.e.c.	59	3
92	#6332	Apprenticeship Certificate	Bakers	59	3
93	#2223	Diploma/Certificate Excluding Apprenticeship	Forestry technologists and technicians	58	3
94	#4154	Degree	Professional occupations in religion	57	3
95	#9232	Diploma/Certificate Excluding Apprenticeship	Petroleum, gas and chemical process operators	57	3
96	#1522	Apprenticeship Certificate	Storekeepers and partspersons	57	3
97	#9212	Diploma/Certificate Excluding Apprenticeship	Supervisors, petroleum, gas and chemical processing and utilities	55	3
98	#1123	Degree	Professional occupations in advertising, marketing and public relations	54	3
99	#0015	Degree	Senior managers - trade, broadcasting and other services, n.e.c.	54	3
100	#6562	Apprenticeship Certificate	Estheticians, electrologists and related occupations	54	3
101	#4216	Degree	Other instructors	53	3
102	#9231	Diploma/Certificate Excluding Apprenticeship	Central control and process operators, mineral and metal processing	52	3
103	#2263	Degree	Inspectors in public and environmental health and occupational health and safety	52	3
104	#3142	Degree	Physiotherapists	51	3
105	#2173	Degree	Software engineers and designers	51	3
106	#6563	Diploma/Certificate Excluding Apprenticeship	Pet groomers and animal care workers	50	3

107	#1513	High School	Couriers, messengers and door-to-door distributors	50	3
108	#6732	High School	Specialized cleaners	50	3
109	#7243	Apprenticeship Certificate	Power system electricians	50	3
110	#6221	Degree	Technical sales specialists - wholesale trade	50	3
111	#3411	Diploma/Certificate Excluding Apprenticeship	Dental assistants	48	3
112	#4161	Degree	Natural and applied science policy researchers, consultants and program officers	48	3
113	#1122	Degree	Professional occupations in business management consulting	48	3
114	#8222	Apprenticeship Certificate	Contractors and supervisors, oil and gas drilling and services	48	3
115	#1121	Degree	Human resources professionals	48	3
116	#6321	Diploma/Certificate Excluding Apprenticeship	Chefs	47	3
117	#6235	Degree	Financial sales representatives	47	3
118	#2212	Diploma/Certificate Excluding Apprenticeship	Geological and mineral technologists and technicians	47	3
119	#3111	Degree	Specialist physicians	47	3
120	#3011	Degree	Nursing co-ordinators and supervisors	47	3
121	#0124	Degree	Advertising, marketing and public relations managers	47	3
122	#9431	High School	Sawmill machine operators	47	3
123	#7362	Diploma/Certificate Excluding Apprenticeship	Railway conductors and brakemen/women	46	3
124	#1225	Degree	Purchasing agents and officers	46	3
125	#0016	Degree	Senior managers - construction, transportation, production and utilities	45	3
126	#0421	Degree	Administrators - post-secondary education and vocational training	45	3
127	#0121	Degree	Insurance, real estate and financial brokerage managers	45	3
128	#6222	Diploma/Certificate Excluding Apprenticeship	Retail and wholesale buyers	44	3

129	#0013	Degree	Senior managers - financial, communications and other business services	44	3
130	#0513	Degree	Recreation, sports and fitness program and service directors	44	3
131	#7522	High School	Public works maintenance equipment operators and related workers	44	3
132	#6512	High School	Bartenders	43	3
133	#2225	Apprenticeship Certificate	Landscape and horticulture technicians and specialists	43	2
134	#9411	Apprenticeship Certificate	Machine operators, mineral and metal processing	43	2
135	#8211	Diploma/Certificate Excluding Apprenticeship	Supervisors, logging and forestry	42	2
136	#7251	Apprenticeship Certificate	Plumbers	42	2
137	#2175	Degree	Web designers and developers	42	2
138	#1511	High School	Mail, postal and related workers	42	2
139	#2253	Diploma/Certificate Excluding Apprenticeship	Drafting technologists and technicians	41	2
140	#6532	Diploma/Certificate Excluding Apprenticeship	Outdoor sport and recreational guides	41	2
141	#2121	Degree	Biologists and related scientists	40	2
142	#1523	Diploma/Certificate Excluding Apprenticeship	Production logistics co-ordinators	40	2
143	#9211	Diploma/Certificate Excluding Apprenticeship	Supervisors, mineral and metal processing	40	2
144	#6525	Diploma/Certificate Excluding Apprenticeship	Hotel front desk clerks	40	2
145	#9215	High School	Supervisors, forest products processing	39	2
146	#7246	Diploma/Certificate Excluding Apprenticeship	Telecommunications installation and repair workers	39	2
147	#4411	Diploma/Certificate Excluding Apprenticeship	Home child care providers	39	2
148	#5252	Degree	Coaches	39	2
149	#5122	Degree	Editors	39	2
150	#7361	Diploma/Certificate Excluding Apprenticeship	Railway and yard locomotive engineers	39	2

151	#0125	Degree	Other business services managers	38	2
152	#9243	Diploma/Certificate Excluding Apprenticeship	Water and waste treatment plant operators	37	2
153	#4112	Degree	Lawyers and Quebec notaries	37	2
154	#0012	Degree	Senior government managers and officials	37	2
155	#1251	Diploma/Certificate Excluding Apprenticeship	Court reporters, medical transcriptionists and related occupations	36	2
156	#0211	Degree	Engineering managers	36	2
157	#1432	Diploma/Certificate Excluding Apprenticeship	Payroll clerks	36	2
158	#7241	Apprenticeship Certificate	Electricians (except industrial and power system)	36	2
159	#0731	Diploma/Certificate Excluding Apprenticeship	Managers in transportation	35	2
160	#3211	Diploma/Certificate Excluding Apprenticeship	Medical laboratory technologists	35	2
161	#0112	Degree	Human resources managers	35	2
162	#3113	Degree	Dentists	35	2
163	#1525	Diploma/Certificate Excluding Apprenticeship	Dispatchers	34	2
164	#7371	Apprenticeship Certificate	Crane operators	34	2
165	#2281	Diploma/Certificate Excluding Apprenticeship	Computer network technicians	34	2
166	#6742	Diploma/Certificate Excluding Apprenticeship	Other service support occupations, n.e.c.	34	2
167	#9619	High School	Other labourers in processing, manufacturing and utilities	34	2
168	#7202	Apprenticeship Certificate	Contractors and supervisors, electrical trades and telecommunications occupations	34	2
169	#1451	Degree	Library assistants and clerks	33	2
170	#5131	Degree	Producers, directors, choreographers and related occupations	33	2
171	#8421	High School	Chain saw and skidder operators	33	2

172	#2241	Diploma/Certificate Excluding Apprenticeship	Electrical and electronics engineering technologists and technicians	33	2
173	#5136	Degree	Painters, sculptors and other visual artists	32	2
174	#7441	High School	Residential and commercial installers and servicers	32	2
175	#0114	Degree	Other administrative services managers	32	2
176	#0512	Degree	Managers - publishing, motion pictures, broadcasting and performing arts	31	2
177	#7244	Apprenticeship Certificate	Electrical power line and cable workers	31	2
178	#6311	High School	Food service supervisors	31	2
179	#4164	Degree	Social policy researchers, consultants and program officers	31	2
180	#2133	Degree	Electrical and electronics engineers	30	2
181	#7384	Apprenticeship Certificate	Other trades and related occupations, n.e.c.	30	2
182	#2264	Diploma/Certificate Excluding Apprenticeship	Construction inspectors	30	2
183	#3219	Diploma/Certificate Excluding Apprenticeship	Other medical technologists and technicians (except dental health)	30	2
184	#9214	High School	Supervisors, supply chain, tracking and scheduling co-ordination occupations	29	2
185	#6316	Diploma/Certificate Excluding Apprenticeship	Other services supervisors	29	2
186	#4312	Diploma/Certificate Excluding Apprenticeship	Firefighters	29	2
187	#7535	High School	Other automotive mechanical installers and servicers	28	2
188	#4156	Degree	Employment counsellors	28	2
189	#1211	Diploma/Certificate Excluding Apprenticeship	Supervisors, general office and administrative support workers	28	2
190	#3232	Diploma/Certificate Excluding Apprenticeship	Practitioners of natural healing	28	2
191	#9461	High School	Process control and machine operators, food, beverage and associated products processing	27	2
192	#4166	Degree	Education policy researchers, consultants and program officers	27	2

193	#6741	High School	Dry cleaning, laundry and related occupations	27	2
194	#3114	Degree	Veterinarians	27	2
195	#0432	Diploma/Certificate Excluding Apprenticeship	Fire chiefs and senior firefighting officers	27	2
196	#3132	Degree	Dietitians and nutritionists	27	2
197	#7204	Apprenticeship Certificate	Contractors and supervisors, carpentry trades	26	2
198	#8241	High School	Logging machinery operators	26	2
199	#9614	High School	Labourers in wood, pulp and paper processing	26	1
200	#1212	Degree	Supervisors, finance and insurance office workers	26	1
201	#6331	Apprenticeship Certificate	Butchers, meat cutters and fishmongers - retail and wholesale	25	1
202	#4033	Degree	Educational counsellors	25	1
203	#8411	Apprenticeship Certificate	Underground mine service and support workers	25	1
204	#1452	Degree	Correspondence, publication and regulatory clerks	25	1
205	#2113	Degree	Geoscientists and oceanographers	24	1
206	#4151	Degree	Psychologists	24	1
207	#0011	Degree	Legislators	24	1
208	#3212	Diploma/Certificate Excluding Apprenticeship	Medical laboratory technicians and pathologists' assistants	24	1
209	#7253	Apprenticeship Certificate	Gas fitters	24	1
210	#5111	Degree	Librarians	23	1
211	#7445	Diploma/Certificate Excluding Apprenticeship	Other repairers and servicers	23	1
212	#7531	High School	Railway yard and track maintenance workers	23	1
213	#3124	Degree	Allied primary health practitioners	23	1
214	#2231	Diploma/Certificate Excluding Apprenticeship	Civil engineering technologists and technicians	23	1
215	#3144	Degree	Other professional occupations in therapy and assessment	22	1
216	#4165	Degree	Health policy researchers, consultants and program officers	22	1
217	#1524	Diploma/Certificate Excluding Apprenticeship	Purchasing and inventory control workers	22	1

218	#1223	Degree	Human resources and recruitment officers	22	1
219	#0212	Degree	Architecture and science managers	22	1
220	#3122	Degree	Chiropractors	22	1
221	#7294	High School	Painters and decorators (except interior decorators)	22	1
222	#2151	Degree	Architects	22	1
223	#9617	High School	Labourers in food, beverage and associated products processing	21	1
224	#7322	Apprenticeship Certificate	Motor vehicle body repairers	21	1
225	#5123	Degree	Journalists	21	1
226	#7201	Apprenticeship Certificate	Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	21	1
227	#3222	Diploma/Certificate Excluding Apprenticeship	Dental hygienists and dental therapists	21	1
228	#1242	Diploma/Certificate Excluding Apprenticeship	Legal administrative assistants	21	1
229	#6345	High School	Upholsterers	20	1
230	#2147	Degree	Computer engineers (except software engineers and designers)	20	1
231	#6312	High School	Executive housekeepers	20	1
232	#2255	Degree	Technical occupations in geomatics and meteorology	20	1
233	#4163	Degree	Business development officers and marketing researchers and consultants	19	1
234	#3131	Degree	Pharmacists	19	1
235	#2261	Diploma/Certificate Excluding Apprenticeship	Non-destructive testers and inspection technicians	19	1
236	#7621	High School	Public works and maintenance labourers	19	1
237	#1222	Degree	Executive assistants	19	1
238	#7231	Apprenticeship Certificate	Machinists and machining and tooling inspectors	19	1
239	#0511	Degree	Library, archive, museum and art gallery managers	19	1
240	#6621	High School	Service station attendants	19	1
241	#2143	Degree	Mining engineers	19	1
242	#4311	Diploma/Certificate Excluding Apprenticeship	Police officers (except commissioned)	19	1

243	#2211	Degree	Chemical technologists and technicians	19	1
244	#9611	High School	Labourers in mineral and metal processing	19	1
245	#3121	Degree	Optometrists	18	1
246	#2144	Degree	Geological engineers	18	1
247	#3215	Diploma/Certificate Excluding Apprenticeship	Medical radiation technologists	18	1
248	#0414	Degree	Other managers in public administration	17	1
249	#5121	Degree	Authors and writers	17	1
250	#4012	Degree	Post-secondary teaching and research assistants	17	1
251	#9434	High School	Other wood processing machine operators	17	1
252	#6346	Apprenticeship Certificate	Funeral directors and embalmers	17	1
253	#1512	High School	Letter carriers	17	1
254	#7245	Diploma/Certificate Excluding Apprenticeship	Telecommunications line and cable workers	16	1
255	#5221	Diploma/Certificate Excluding Apprenticeship	Photographers	16	1
256	#5243	Diploma/Certificate Excluding Apprenticeship	Theatre, fashion, exhibit and other creative designers	16	1
257	#2172	Degree	Database analysts and data administrators	16	1
258	#2232	Diploma/Certificate Excluding Apprenticeship	Mechanical engineering technologists and technicians	16	1
259	#1422	Diploma/Certificate Excluding Apprenticeship	Data entry clerks	15	1
260	#0131	Degree	Telecommunication carriers managers	15	1
261	#7281	Apprenticeship Certificate	Bricklayers	15	1
262	#3213	Diploma/Certificate Excluding Apprenticeship	Animal health technologists and veterinary technicians	15	1
263	#1226	Degree	Conference and event planners	15	1
264	#2233	Diploma/Certificate Excluding Apprenticeship	Industrial engineering and manufacturing technologists and technicians	15	1
265	#4215	Diploma/Certificate Excluding Apprenticeship	Instructors of persons with disabilities	15	1
266	#7291	High School	Roofers and shinglers	15	1

267	#7612	Apprenticeship Certificate	Other trades helpers and labourers	15	1
268	#5225	Diploma/Certificate Excluding Apprenticeship	Audio and video recording technicians	15	1
269	#9437	High School	Woodworking machine operators	15	1
270	#2251	Diploma/Certificate Excluding Apprenticeship	Architectural technologists and technicians	15	1
271	#0601	Degree	Corporate sales managers	15	1
272	#3143	Degree	Occupational therapists	14	1
273	#6342	Diploma/Certificate Excluding Apprenticeship	Tailors, dressmakers, furriers and milliners	14	1
274	#2243	Apprenticeship Certificate	Industrial instrument technicians and mechanics	14	1
275	#3141	Degree	Audiologists and speech-language pathologists	14	1
276	#6231	Diploma/Certificate Excluding Apprenticeship	Insurance agents and brokers	13	1
277	#7295	High School	Floor covering installers	13	1
278	#3214	Diploma/Certificate Excluding Apprenticeship	Respiratory therapists, clinical perfusionists and cardiopulmonary technologists	13	1
279	#3216	Degree	Medical sonographers	13	1
280	#1454	Diploma/Certificate Excluding Apprenticeship	Survey interviewers and statistical clerks	13	1
281	#7513	High School	Taxi and limousine drivers and chauffeurs	13	1
282	#2154	Diploma/Certificate Excluding Apprenticeship	Land surveyors	13	1
283	#4423	Diploma/Certificate Excluding Apprenticeship	By-law enforcement and other regulatory officers, n.e.c.	13	1
284	#1314	Degree	Assessors, valuators and appraisers	13	1
285	#2134	Degree	Chemical engineers	13	1
286	#3237	Diploma/Certificate Excluding Apprenticeship	Other technical occupations in therapy and assessment	13	1
287	#5134	Degree	Dancers	13	1
288	#6521	Diploma/Certificate Excluding Apprenticeship	Travel counsellors	13	1
289	#9213	Diploma/Certificate Excluding Apprenticeship	Supervisors, food, beverage and associated products processing	12	1

290	#4167	Degree	Recreation, sports and fitness policy researchers, consultants and program officers	12	1
291	#2122	Degree	Forestry professionals	12	1
292	#2254	Diploma/Certificate Excluding Apprenticeship	Land survey technologists and technicians	12	1
293	#8431	High School	General farm workers	12	1
294	#5212	Degree	Technical occupations related to museums and art galleries	12	1
295	#6511	High School	Maîtres d'hôtel and hosts/hostesses	12	1
296	#7313	Apprenticeship Certificate	Heating, refrigeration and air conditioning mechanics	12	1
297	#6523	Diploma/Certificate Excluding Apprenticeship	Airline ticket and service agents	12	1
298	#6533	High School	Casino occupations	12	1
299	#6313	High School	Accommodation, travel, tourism and related services supervisors	11	1
300	#7372	Apprenticeship Certificate	Drillers and blasters - surface mining, quarrying and construction	11	1
301	#7334	Apprenticeship Certificate	Motorcycle, all-terrain vehicle and other related mechanics	11	1
302	#6623	Diploma/Certificate Excluding Apprenticeship	Other sales related occupations	11	1
303	#5227	Diploma/Certificate Excluding Apprenticeship	Support occupations in motion pictures, broadcasting, photography and the performing arts	11	1
304	#8616	High School	Logging and forestry labourers	11	1
305	#7332	Apprenticeship Certificate	Appliance servicers and repairers	11	1
306	#2221	Degree	Biological technologists and technicians	10	1
307	#2222	Degree	Agricultural and fish products inspectors	10	1
308	#2224	Diploma/Certificate Excluding Apprenticeship	Conservation and fishery officers	10	1
309	#9536	High School	Industrial painters, coaters and metal finishing process operators	10	1
310	#2153	Degree	Urban and land use planners	10	1
311	#0412	Degree	Government managers - economic analysis, policy development and program administration	10	1

312	#5211	Degree	Library and public archive technicians	9	1
313	#5242	Diploma/Certificate Excluding Apprenticeship	Interior designers and interior decorators	9	1
314	#0113	Degree	Purchasing managers	9	1
315	#6531	Degree	Tour and travel guides	9	1
316	#8432	High School	Nursery and greenhouse workers	9	1
317	#4011	Degree	University professors and lecturers	9	1
318	#7232	Apprenticeship Certificate	Tool and die makers	9	1
319	#7292	Apprenticeship Certificate	Glaziers	9	0
320	#5226	Diploma/Certificate Excluding Apprenticeship	Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	9	0
321	#9436	High School	Lumber graders and other wood processing inspectors and graders	8	0
322	#2271	Diploma/Certificate Excluding Apprenticeship	Air pilots, flight engineers and flying instructors	8	0
323	#6343	High School	Shoe repairers and shoemakers	8	0
324	#7272	Apprenticeship Certificate	Cabinetmakers	8	0
325	#9522	High School	Motor vehicle assemblers, inspectors and testers	8	0
326	#2142	Degree	Metallurgical and materials engineers	8	0
327	#7282	High School	Concrete finishers	7	0
328	#4211	Diploma/Certificate Excluding Apprenticeship	Paralegal and related occupations	7	0
329	#9462	High School	Industrial butchers and meat cutters, poultry preparers and related workers	7	0
330	#7233	Apprenticeship Certificate	Sheet metal workers	7	0
331	#8252	Diploma/Certificate Excluding Apprenticeship	Agricultural service contractors, farm supervisors and specialized livestock workers	7	0
332	#7315	Apprenticeship Certificate	Aircraft mechanics and aircraft inspectors	7	0
333	#2252	Degree	Industrial designers	7	0
334	#7622	High School	Railway and motor transport labourers	7	0

335	#7305	Diploma/Certificate Excluding Apprenticeship	Supervisors, motor transport and other ground transit operators	6	0
336	#1214	Diploma/Certificate Excluding Apprenticeship	Supervisors, mail and message distribution occupations	6	0
337	#9412	Apprenticeship Certificate	Foundry workers	6	0
338	#4217	Degree	Other religious occupations	6	0
339	#7283	Apprenticeship Certificate	Tilesetters	6	0
340	#1415	Degree	Personnel clerks	6	0
341	#1213	Degree	Supervisors, library, correspondence and related information workers	6	0
342	#7203	Apprenticeship Certificate	Contractors and supervisors, pipefitting trades	6	0
343	#7284	Apprenticeship Certificate	Plasterers, drywall installers and finishers and lathers	6	0
344	#1228	Degree	Employment insurance, immigration, border services and revenue officers	6	0
345	#4169	Degree	Other professional occupations in social science, n.e.c.	6	0
346	#7444	Diploma/Certificate Excluding Apprenticeship	Pest controllers and fumigators	5	0
347	#1112	Degree	Financial and investment analysts	5	0
348	#2272	Diploma/Certificate Excluding Apprenticeship	Air traffic controllers and related occupations	5	0
349	#7534	High School	Air transport ramp attendants	5	0
350	#2141	Degree	Industrial and manufacturing engineers	5	0
351	#9442	High School	Weavers, knitters and other fabric making occupations	5	0
352	#1312	Diploma/Certificate Excluding Apprenticeship	Insurance adjusters and claims examiners	5	0
353	#7335	Diploma/Certificate Excluding Apprenticeship	Other small engine and small equipment repairers	5	0
354	#2123	Degree	Agricultural representatives, consultants and specialists	4	0
355	#9532	High School	Furniture and fixture assemblers and inspectors	4	0

356	#7235	Apprenticeship Certificate	Structural metal and platework fabricators and fitters	4	0
357	#6344	Diploma/Certificate Excluding Apprenticeship	Jewellers, jewellery and watch repairers and related occupations	4	0
358	#1434	Degree	Banking, insurance and other financial clerks	4	0
359	#9418	High School	Other metal products machine operators	4	0
360	#0822	Diploma/Certificate Excluding Apprenticeship	Managers in horticulture	4	0
361	#6721	Diploma/Certificate Excluding Apprenticeship	Support occupations in accommodation, travel and facilities set-up services	4	0
362	#7252	Apprenticeship Certificate	Steamfitters, pipefitters and sprinkler system installers	4	0
363	#7293	Apprenticeship Certificate	Insulators	4	0
364	#4422	Diploma/Certificate Excluding Apprenticeship	Correctional service officers	4	0
365	#4155	Degree	Probation and parole officers and related occupations	3	0
366	#4168	Degree	Program officers unique to government	3	0
367	#9446	High School	Industrial sewing machine operators	3	0
368	#7234	Apprenticeship Certificate	Boilermakers	3	0
369	#9465	Degree	Testers and graders, food, beverage and associated products processing	3	0
370	#9533	High School	Other wood products assemblers and inspectors	3	0
371	#8422	Diploma/Certificate Excluding Apprenticeship	Silviculture and forestry workers	3	0
372	#9537	High School	Other products assemblers, finishers and inspectors	2	0
373	#9417	Diploma/Certificate Excluding Apprenticeship	Machining tool operators	2	0
374	#5253	Degree	Sports officials and referees	2	0
376	#4313	High School	Non-commissioned ranks of the Canadian Forces	2	0
377	#1416	Diploma/Certificate Excluding Apprenticeship	Court clerks	2	0
378	#2152	Degree	Landscape architects	2	0

379	#9421	High School	Chemical plant machine operators	1	0
380	#9423	High School	Rubber processing machine operators and related workers	1	0
381	#8615	High School	Oil and gas well drillers, servicers, testers and related workers	1	0
382	#9523	Diploma/Certificate Excluding Apprenticeship	Electronics assemblers, fabricators, inspectors and testers	1	0
383	#2273	Diploma/Certificate Excluding Apprenticeship	Deck officers, water transport	0	0
384	#7532	Diploma/Certificate Excluding Apprenticeship	Water transport deck and engine room crew	0	0
385	#6341	Apprenticeship Certificate	Harvesting labourers	0	0
386	#5251	High School	Athletes	-1	0
387	#7333	Apprenticeship Certificate	Electrical mechanics	-1	0
388	#7236	Apprenticeship Certificate	Ironworkers	-7	0
389	#9235	Diploma/Certificate Excluding Apprenticeship	Pulping, papermaking and coating control operators	-10	-1
390	#8412	Apprenticeship Certificate	Oil and gas well drilling and related workers and services operators	-11	-1
391	#9432	Apprenticeship Certificate	Pulp mill machine operators	-16	-1
392	#8614	High School	Mine labourers	-21	-1

2. About Mike Stolte, the Author of this Report

Mike came to Nelson, BC in 1995 after serving as an economist with the Government of Canada in Vancouver.

Mike is the President of the Centre for Innovative & Entrepreneurial Leadership (CIEL – www.theCIEL.com). He is the originator and co-creator of the Business Vitality Initiative, the Community Vitality Initiative, the Communities Matrix, and Tourism 360, all tools and processes to assess and strengthen communities.

Mike has spent many years working in the field of community, economic & business/ entrepreneurial development. He was Business Analyst and then Community Economic Development (CED) Manager at Community Futures Central Kootenay. He has worked on many feasibility studies and economic analyses pieces in BC and elsewhere in Canada.

Mike has facilitated several national conferences and think-tanks, and has written many articles and publications in the field of community and economic development. He has made presentations in Australia, New Zealand, and in many parts of Canada. His subject matter most often centers around the need and the method for creating entrepreneurial, vital and sustainable communities. His work has been featured in the Globe & Mail's *Report on Business*, *Canadian Living* & *Profit* magazines, on CBC Radio's *Sounds Like Canada*, and on the Australian Broadcasting Corporation.

Mike is the past president of the Canadian Rural Revitalization Foundation (www.crrf.ca). He holds degrees from Carleton University (MA in Public Administration) and the University of Western Ontario (Economics).

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