



A MADE IN SURREY WORKFORCE STRATEGY: Towards a Surrey Talent Innovation Lab

October 2019 – December 2029



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Thank you all! Together, you made this Strategy relevant, meaningful and actionable. We look forward to working with you as we move ahead to implement this critical initiative.

Sincerely, Doug Tennant - Chair, Surrey Board of Trade

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Executive Summary

"By 2030, the global talent shortage could reach more than 85 million people. To be clear, the issue is not a shortage of workers – but a shortage of workers with the right skills. According to a 2018 report on the talent shortage's impact on employers, 45 percent of organizations can't find the skills they need. For large employers, the percentage is even higher at 67 percent. Almost a third of employers say the main reason they can't fill roles is a lack of applicants, while 20 percent say applicants don't have the necessary experience. More than a third are adjusting their education and experience requirements to fill positions"

(The Enterprise Guide to Closing the Skills Gap: Strategies for Building and Maintaining a Skilled Workforce. IBM Institute for Business Development, September 2019)

Surrey is the second largest city in British Columbia with a 2016 population of 518,000 residents. With the largest developable land base in the Mainland/Southwest (MSW) region, it is one of the fastest growing and most diverse communities in Canada, adding close to 10,000 residents annually since 2011. Surrey's resident population is projected to reach 650,000 by 2026 and 738,000 by 2036 – a growth rate of more than 2% annually over the next 20 years.

Today, Surrey finds itself in a prolonged period of economic growth largely driven by its fast-growing population. At the same time, the Surrey economy is undergoing a structural transformation as it seeks to develop new businesses and opportunities in more advanced and emerging sectors. Some of these opportunities involve the advancement of traditional industries through technology and innovation, such as in manufacturing and agriculture, while others represent a shift towards rapidly growing (even global) sectors, such as clean energy, health technology and the creative economy. This transformation is well underway as both new investment and business development are helping to propel Surrey's emerging industries.

As outlined in this Made in Surrey Workforce Strategy's Vision 2030:

Surrey is a leader among communities in embracing the new economy and a new future of work to produce great outcomes. It is an opportunity city with the livable space and quality of life to enable a growing economy and businesses that attract and retain highly motivated talent who choose to live, work and play in their community.

This vision is a statement of what Surrey will become over time. Surrey's growth and success in becoming a major metropolitan centre has been based on its ability to attract international migrants that is supported by a consumer-driven economy. Labour market needs have been largely met by this population and relatively less so through formal education and training. Surrey's vision of a more technological and innovative economy will not only depend on attracting new talent from across any and all jurisdictions, but more importantly, over time, through the development of local talent trained and educated for future opportunities in Surrey.

SBOT Labour Market Priorities Project: Made in Surrey Workforce Strategy

The Surrey Board of Trade (SBOT), with the support of the BC Ministry of Social Development and Poverty Reduction, undertook the Surrey Labour Market Priorities Project to determine Surrey's current and anticipated labour market demand, supply and gaps over the next ten years. The key output of the eight-month project is a community-based strategy for partnering with employers and other stakeholders throughout Surrey to address priority labour market needs over the coming decade.

Surrey is unique in that it is a major urban centre with an economy comprised mostly of businesses with fewer than 50 employees. This uniqueness is reflected in the significant primary and secondary research findings that reflect the workforce challenges and opportunities identified by Surrey employers and stakeholders.

Replacing an aging workforce while accounting for growth in traditional industries is but one side of the labour market challenge. Attracting and developing more highly skilled workers for Surrey's emerging industries will likely prove the greater test, as economies from across the globe compete for this talent. To this end, a Made in Surrey Workforce Strategy has been developed specific to the future needs of the Surrey community. The following highlights the strategy's mission, long-term goals and strategic priorities.

The Mission of the Made in Surrey Workforce Strategy is:

To create strong employer-labour supply connections by leading, managing and engaging stakeholders and influencers in Surrey to achieve the vision, goals, strategic priorities and outcomes of the Made-in-Surrey Workforce Strategy.

Fulfilling this mission will be achieved within the framework of a Workforce Development Ecosystem, an interconnected network of community infrastructure, assets and labour market expertise, leveraged to facilitate the attraction, development and retention of talent for the benefit of the Surrey economy, employers and the broader community. Contained within this framework are the goals, priorities and tactics identified to fulfill this mission.

The strategic goals of the Strategy are:

1. Surrey employers have access to talent and talent development capacity that produces the right competencies at the right time in the right place to support growth.
2. Surrey has a cohesive and coordinated world-class workforce development system involving responsive, flexible and innovative education, training and employment development programs, services and organizations.
3. Surrey businesses and other employers, and the workforce development system have the resources and data with which to make informed, evidence-based decision-making on workforce priorities.
4. Surrey has the reputation, infrastructure, amenities, transportation, housing and services for families, the community, workers and employers.

These goals are long-term and represent what will be the culmination of the effort of all stakeholders involved to produce a world-class workforce development system that continually meets the needs of workers, employers and the Surrey community.

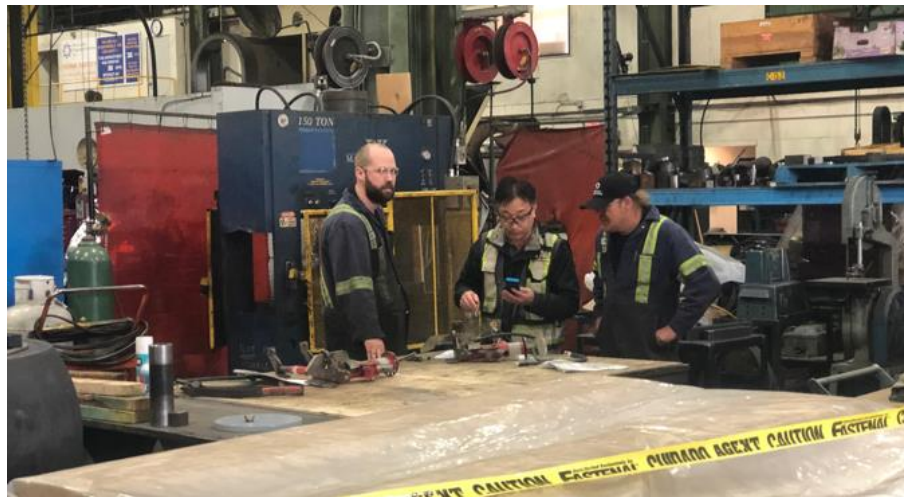
The strategic priorities that the Strategy will focus on are:

1. Attraction and retention of talent
2. K-12 and post-secondary education (PSE) student preparation and retention and connections with industries and employers
3. High quality job-specific, flexible, innovative skills development aligned with industry needs
4. Readiness and utilization of all talent pools
5. Information and awareness for workforce decision-making
6. Collaboration, coordination, cohesion and linkages

7. Advocacy and influencing to obtain government, political leadership and community support for major improvements in Surrey to enable talent development

These priorities are forward-looking and action-oriented to focus attention on those factors that contribute most to the success of the strategy in the near term. Each of these priorities is supported by a number of tactics (totalling close to 70) to be developed, implemented and managed by the various partners of the Surrey Workforce Development Ecosystem.

While each tactic has associated timelines and responsibilities, the Workforce Development Ecosystem will be enabled to attract, develop and retain talent over the long term. As a result, Surrey will have developed its own Employer Talent Innovation Lab to sustain existing businesses and to attract new ones to Surrey's growing and transforming economy – a gathering place of employer synergy on talent innovation and success.



"Traditional approaches are no longer enough: The talent crisis requires exploration of new paths.

Our most important priority in HR is finding talent for the future, not just for now. We're focused on the formidable challenge of attracting, developing, and retaining employees with skills we haven't yet determined."

CHRO, Banking, New Zealand

“Place Matters – More than Ever - Fifteen years ago, 80% of people said they chose the company before the city. Today, 64% choose the city before they choose the company or the job.”

Marcus Andersson, Nordic Place Academy / Tendensor International, 2016.
Charles Landry Nordic Place Academy

Introduction

The Surrey Board of Trade (SBOT), with BC Ministry of Social Development and Poverty Reduction funding, undertook the Surrey Labour Market Priorities Project to determine Surrey’s current and anticipated labour market demand, supply and gaps for the next ten years.

The key output of the eight-month project is this Made in Surrey Workforce Strategy that involves working with employers and other partners in the community to address priority labour market needs and support Surrey economic and community growth. A summary of the key findings of the research and of the vision, goals and strategies and implementation of the Surrey Workforce Strategy will be made available to the public and stakeholders by SBOT.



SBOT retained PEERs Employment & Education Resources (PEERs) to manage project and Steering Committee work on its behalf. SBOT also retained Human Capital Strategies (HCS) to conduct the research, engagement, strategy development and business implementation planning during February through September 2019.

This project reflects the perspectives of close to 200 Surrey employers and stakeholders related to workforce challenges and opportunities. Each individual voice contributed greatly to a current understanding of workforce dynamics in BC's fastest growing - and soon to be the largest city.

The three types of primary research, (i.e. online employer survey, employer interviews and employer and other stakeholder focus groups) used in this project were mutually reinforcing – bringing out, to varying degrees, similar challenges and solutions, but with more opportunities to delve or probe into topics during interviews and focus groups. Each primary research methodology also brought out some unique findings that were not as apparent in the other methodologies

The workforce strategy presented here is rooted in the significant primary and secondary research conducted by HCS and provides the reader with a clear picture of the major internal and external drivers, (i.e. economic, societal, cultural, global/geopolitical, technological, labour market, political and demographic), community infrastructure and assets, (i.e. reputation, service providers, social services, housing, leadership, critical mass, quality of life, land, amenities and transportation), along with pre-employment, employment and post-employment workforce levers, (e.g. education, advancement, retraining. Retirement prep, etc.)

This is more than a “Surrey Workforce Strategy.” It is critical to recognize that this is a **“Made in Surrey”** Workforce Strategy. Further, this Strategy will establish Surrey as a leader in creating a...

SURREY EMPLOYER TALENT INNOVATION LAB

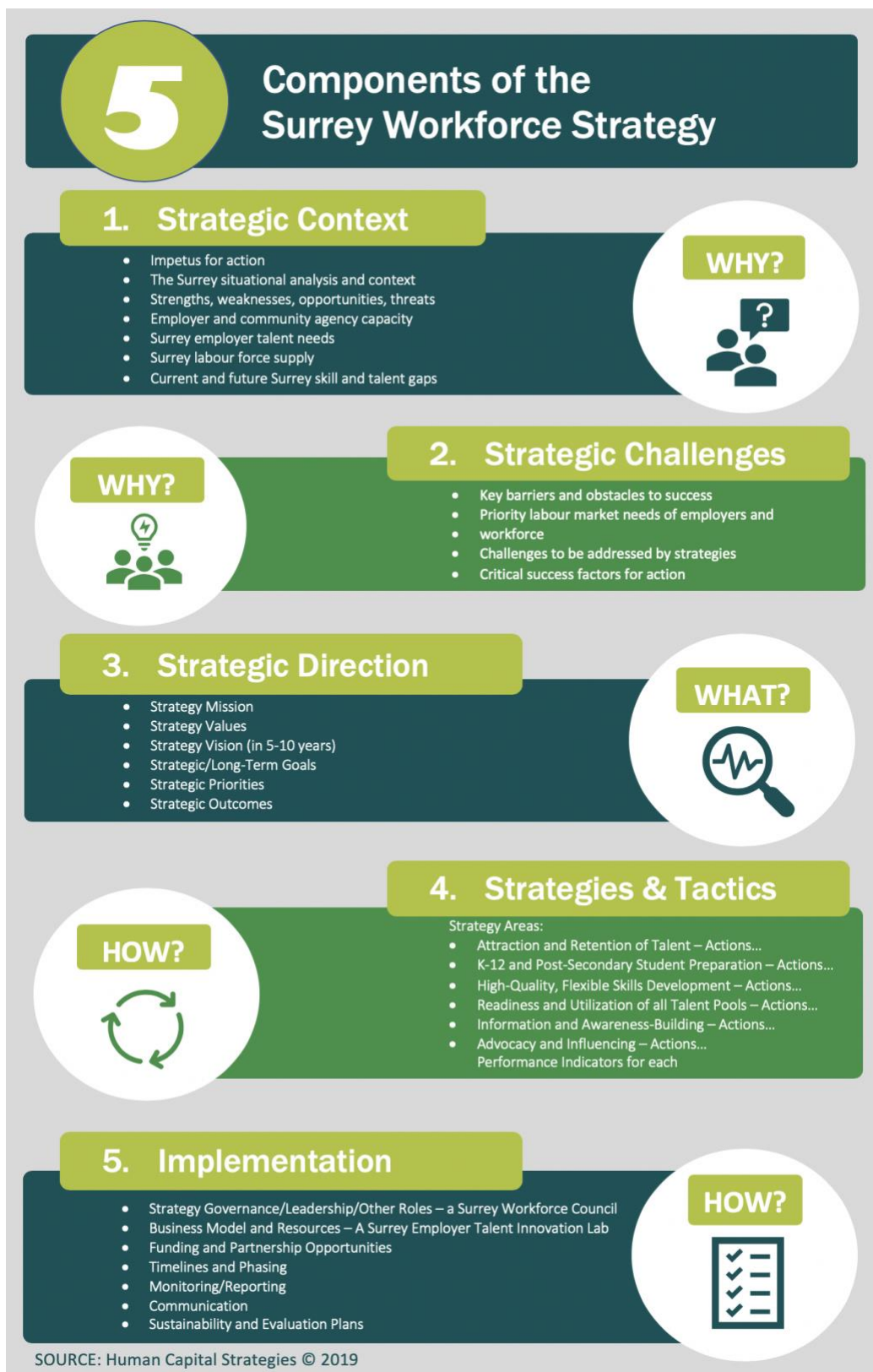
This Surrey Employer Talent Innovation Lab will be a centre for researching, developing and implementing talent attraction and retention excellence. The Lab will be key in supporting the community's employers and others in the Surrey workforce development ecosystem to creatively and effectively connect labour market demand and supply.

Surrey Workforce Strategy Development at-a-Glance

This visual captures the key phases of this important research and strategy development project during February through September 2019.



The visual below illustrates the key elements of the Made-in-Surrey Workforce Strategy that are described in detail in this document.



Strategic Context

1. Impetus for action



The economic and labour market analyses conducted during this study showed evidence of a strong Surrey economy and labour market supported by significant population growth and diversity, with key growth sectors, occupations and identified skill sets.

Surrey is the second largest city in BC with a 2016 population of 518,000 residents. With the largest developable land base in the Mainland/Southwest (MSW) region, it is one of the fastest growing and most diverse communities in Canada, adding close to 10,000 residents annually since 2011. Surrey's population is projected to reach close to 650,000 by 2026 and 738,000 by 2036 – a growth rate of more than 2% annually over the next 20 years. Surrey will be BC's largest city within a decade or so.

An overriding theme – thus the impetus for this project – was a lack of current and comprehensive Surrey-specific labour market data.



2. Situational analysis and context

A significant amount of secondary and primary research was conducted to guide the development of this strategy. The findings are contained in a detailed ***Surrey Labour Market Priorities Project: Research Report*** document that is available as a companion to this Strategy document.

Literature Review

HCS (the study team) gathered labour market information and reviewed a number of reports and visited numerous websites in addition to interviewing 31 employers. Also, employers and other stakeholders in three focus groups provided input and suggestions to help build a bold and effective Surrey Workforce Strategy.

The study team examined available data on the economy, business development, population, education, labour market, labour force, employment/unemployment, employment projections, job openings and gaps.

The literature review conducted for this project focused on a review of almost 40 reports and publications and more than 90 websites (see references). As much as possible, information was gleaned from the literature that was most relevant to Surrey. The review focused on:

- skills gaps (current and projected) by industry
- key growth industries and potential HR challenges/barriers
- labour sources including youth, underrepresented groups, secondary and post-secondary graduates and migrants (provincial, national, international)
- education and training gaps
- impacts of technology on workforce productivity and employment
- demographic trends impacting recruitment, development and retention

Of the reports that formed the basis for the secondary research, the study team identified ten reports (described in the Best Practices section) that claimed to reflect or imply best practices. It was challenging to find examples that were directly applicable to Surrey – some involved smaller communities or more rural areas, and different economies and labour market dynamics. Some of the examples also involved more broad geographic scope (i.e. national, provincial, statewide or broader regions). There were also many examples of sectoral (industry-wide)

workforce strategies in BC and elsewhere, but they involve industry sectors across the province or country.



A scan of promising practices identified a number of 'lessons learned' or principles for a successful workforce strategy including the following:

- Reliable, timely, local labour market information is critical to developing labour market strategies
- Local working groups or planning boards representing a mix of stakeholders provide valuable guidance and input on local initiatives
- Targeted training initiatives should be accessible and based on local priorities and delivery models should consider a mix of institutional, corporate and individualized training
- Workforce supply issues will intensify and will require multi-faceted approaches including maximizing pools of talent such as skilled immigrants, youth, indigenous workers and underrepresented groups – supply shortages will affect economic growth
- Local initiatives for attraction, recruitment and retention should be considered as elements of the broader labour market strategy
- Local/regional strategies can be informed by provincial, national and international strategies
- Local strategies and initiatives should consider the global economy
- Supports for labour force attachment should include initiatives to stabilize and sustain more than simply employment and extend to housing, transportation, etc.

Employer Survey

A comprehensive online survey provided an important snapshot of employer intelligence from among 125 Surrey-based business operations. With few exceptions, most major industries were included in the survey responses with representation highest amongst health care and social assistance providers, manufacturers and professional, scientific and technical businesses. Small companies with fewer than 50 employees dominated the response (69%). Of the survey respondents, employers of workers in education, law, social services and government account for the largest number of total employees (62%), though this result is heavily skewed by the inclusion of the Surrey School District which employs more than 11,000 workers.



The following is a brief summary of the findings from this employer online survey. These key findings helped to inform the areas that were explored further during the three subsequent focus group sessions.

Current job vacancies were reported by 31% of employers, while the majority indicated being fully resourced at this time. Labour and skills shortages are an important theme amongst respondents, particularly in occupations requiring higher levels of education and training, where competition for talent is high across most jurisdictions. The response would suggest the supply of workers for lower level occupations is adequate, though turnover remains high in most jobs. Surrey benefits in this regard from a more rapidly growing younger population than many other jurisdictions in BC.

A similar percentage of employers (30%) are optimistic that their business and staff requirements will increase over the next five years. This is particularly the case amongst employers of workers in business, financial and administrative jobs, and sales and service jobs.

For the most part, many of these jobs do not require higher levels of formal education or training. In-house training is important to developing productive workers in these occupations. The table below identifies anticipated job openings by industry in Surrey to 2028. Top priority areas are Health and Social Assistance, Transportation and Warehousing, Professional, Scientific and Technical, Retail Trade.

Surrey Job Openings by Industry				
Industry	Projected Job Openings			
	MSW 2028	Surrey % Share	Surrey 2023	Surrey 2028
Agriculture, forestry, fishing & hunting	3,970	19.6%	390	780
Mining, quarrying, oil & gas	3,175	11.2%	178	356
Utilities	2,600	17.6%	229	458
Construction	36,495	21.8%	3,976	7,953
Manufacturing	32,439	23.5%	3,806	7,612
Wholesale trade	23,819	19.9%	2,365	4,730
Retail trade	48,696	18.2%	4,438	8,876
Transportation & warehousing	41,990	28.1%	5,893	11,787
Information & culture	27,615	10.5%	1,454	2,908
Finance & insurance	29,546	15.3%	2,254	4,509
Real Estate	13,456	13.5%	911	1,822
Professional, scientific & technical	80,118	11.7%	4,686	9,371
Management of companies, administrative & support, waste	28,042	21.1%	2,953	5,906
Education	32,883	13.4%	2,211	4,422
Health & social assistance	88,044	18.3%	8,057	16,115
Arts, entertainment & recreation	15,871	12.8%	1,014	2,028
Accommodation & food	37,744	16.0%	3,012	6,023
Other services	21,158	17.6%	1,863	3,726
Public administration	20,811	17.1%	1,777	3,554
Total Job Openings	588,474	17.5%	51,467	102,934

BC Labour Market Outlook 2018; Census 2016



Employers facing labour and skills challenges report they are typically challenged both recruiting and retaining needed workers. Compensation is an important factor amongst all employers, but more so among small employers who have difficulty paying higher wage levels.

This results in high turnover rates as workers frequently seek higher paying job opportunities. Associated work challenges, such as housing affordability, cost of living expenses and inadequate transit options, are also major deterrents impacting workers in lower wage occupations. This is an important consideration for many employers having difficulty both attracting and retaining workers in Surrey operations.

Graduates of education and training programming at all levels are a key source of labour for employers at both entry-level and higher skilled positions. However, employers generally agree that too few experiential programs are currently available to Surrey students at either the high school or post-secondary level, limiting their progress in the workplace. Similarly, employers are generally supportive of industry training programming, as most program graduates possess the level of skill needed to perform the work. The table below identifies projected employment growth in Surrey by occupation. Highest growth areas are Health, Arts/Culture, Natural and Applied Sciences, Business/Finance.

Projected Employment – Surrey				
Occupation	Surrey 2018	2023	2028	% (10 years)
Management	28,134	29,415	31,260	11.1%
Business; finance and admin.	41,295	43,861	46,893	13.6%
Natural and applied sciences	15,590	16,862	18,557	19.0%
Health	19,876	21,762	24,025	20.9%
Education; law and social; community and gov't	25,534	27,033	28,804	12.8%
Art; culture; rec. and sport	6,776	7,366	8,074	19.2%
Sales and service	71,890	76,065	80,339	11.8%
Trades; transport and equipment operators	57,620	58,297	62,244	8.0%
Natural resources; agriculture and related	4,344	4,539	4,675	7.6%
Manufacturing and utilities	14,923	15,199	15,561	4.3%
Employment Totals	285,983	300,399 (5.0%)	320,433 (6.7%)	12.0%

BC Labour Market Outlook 2018; Census 2016

Based on the 2018 *BC Labour Market Outlook* data and extrapolation of data for Surrey from the *Census 2016*, through 2028, employment demand in Surrey is anticipated to increase 1.2 percent on average each year, which is faster than the BC annual average growth rate of 1.1 percent.

Also, this data shows that in 2018, Surrey employed an estimated 288,000 workers and employment demand is projected to increase by a total of 11.8% over the next 10 years. Industries with above average employment demand over this period include professional, scientific and technical, health and social assistance, transportation and warehousing, and accommodation and food.

More than two-thirds of total openings are anticipated in four of the 10 major occupations, led by sales and service; trades, transport and equipment; business, finance and administration; and management occupations.

Although gaps do not emerge at the major occupational level over this period, occupational gaps already exist at the sub-level (more specific) and will become more acute each year. BC's high-tech industry in Surrey, for example, is expected to continue to grow with occupations such as computer system designers projected to be one of the fastest growing jobs through 2028. These and other in-demand occupations were further explored throughout this study. An imbalance or shortage of almost 7,000 workers could materialize in Surrey by 2028 without preventative strategies.

As with any economic transformation, the process involves both opportunity and challenge. For the Surrey economy and employers specifically, the overriding challenge is to ensure a suitably skilled workforce to sustain economic growth and to attract future investment. Businesses locally, nationally and across the world will not consider investing in opportunities without the availability of an adequately trained workforce. Although Surrey benefits from a large and growing population, skilled and professional workers are in very short supply. In its current circumstances, the Surrey economy faces the dilemma of trying to fill current labour market needs of traditional industries, while also attracting and developing new talent to meet the requirements of emerging industries. Surrey is not alone in this situation.

Key Informant Interviews

The study team's Key Informant Interview process explored Surrey's workforce challenges with a mix of stakeholders. Interviewees were asked for their perspectives on five areas of focus. Responses are summarized here, beginning next page.

Focus Area 1: Factors Impacting Business Growth

Respondents offered their perspectives on labour supply, economic/political issues, cost of living/housing, public transit, location and the nature of work their organizations perform. Not surprisingly, there were differing views on each topic, however, respondents were united in their serious concerns about the lack of labour supply – especially skilled labour.

Focus Area 2: Expectations about Technological Developments

Interviewees were asked to share their perspectives on technology and its impact now and in the future. Several themes emerged from the conversations including rationalizing the expense of technology, HR implications (including training), Business process improvements, and leadership.

There was also a sizeable number of interviewees who reported ‘lagging behind’ in terms of technology.

Perspectives were mixed on the cost of technology. Some employers reported being heavily invested and reliant on new technologies while others questioned the value proposition. On balance, more companies appear to be willing to adopt new technologies and are able to recoup costs through greater productivity.



Focus Area 3: Positive and negative perceptions of being located in Surrey.

Respondents were overwhelmingly positive about being located in Surrey. There were very few negative comments received by the study team. The vast majority cited the favorable comparison in cost of living between Vancouver and Surrey, adding that the proximity to Vancouver was a very positive attribute.

A second significant positive attribute identified by a large proportion of respondents was the efficient transportation infrastructure (including public transit). These positive comments were offset somewhat by a few interviewees who felt that public transit was lacking in some communities.

Among the negative perceptions were references to high profile crime, especially drug and gang related. In addition, there were some negative comments made about land costs, taxes and the municipal political system.

Focus Area 4: Labour market policy actions

Respondents had some difficulty with this question and some required clarification on what type of information was being sought. The open-ended nature of the question elicited a range of responses with no easily identifiable themes apart from recurring references to immigrants as a source of labour. A significant number of interviewees expressed views on immigration policy, access to visas, the need for better, more streamlined access to skilled immigrants, language supports, etc.

Employers and other stakeholders in three focus groups identified a number of workforce challenges and, more importantly, they offered a number general strategies and concrete tactics within the following themes: youth preparation; attraction to Surrey; recruitment to address both labour and skill shortages; and retention of all types of workers.

Their solutions were targeted at taking action on:

- Workforce transportation and parking
- Creating larger more dense hubs of communities (by sector and by town centre and overall)
- Affordability of housing and services – such as childcare, social services, etc. – and higher incomes
- Increasing the training, recognition and availability of skilled workers in trades, technical, technology and professional occupations

- Connecting and equipping employers with the capacity to tap into underutilized talent pools in Surrey and equipping such talent with the necessary skills and capacity to achieve meaningful employment.
- Leveraging existing and new City, BC and Canadian government programs and funding for Surrey employers and workers as part of a Surrey Workforce Strategy.

“Talent, not capital, will be the key factor linking innovation, competitiveness and growth in the 21st century.”

Klaus Schwab, Founder and Chief Executive Chairman, World Economic Forum, May 2015

Focus Area 5: Other Labour Market Issues

While much of the input from the focus groups reinforced and supplemented the input from employers in the earlier survey and key informant interviews, some unique ideas came forth. These include a “park-share” initiative, the importance of creating more dense population and business/workforce ‘hubs’ and communities and information-sharing and clearinghouse mechanisms.



3. Employment and skill demand

Skills gaps (current and projected):

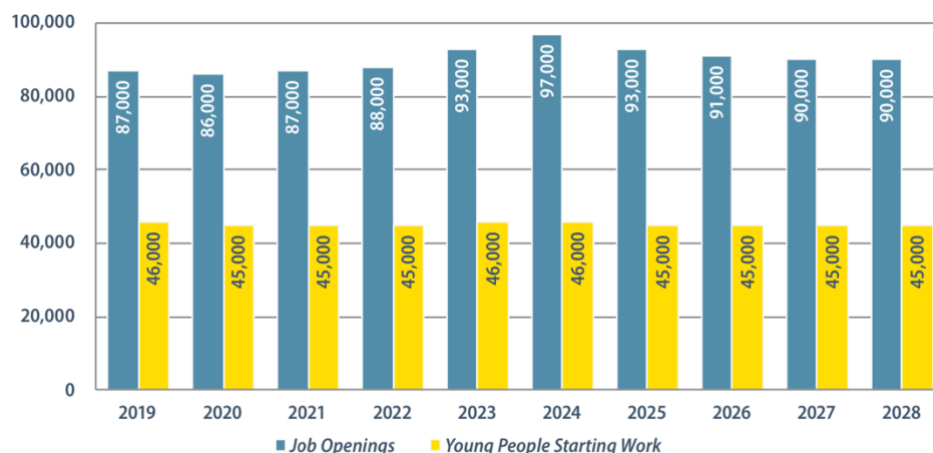
- People skills will be in demand, (i.e. active listening, speaking, reading comprehension, critical thinking, and social perceptiveness)
- Certain occupations – notably technical and advanced manufacturing - will benefit from Science, Technology, Engineering and Math (STEM) skills
- Short-term training to address skills gaps is suggested as a solution
- Creative use of available funding should be used to support skills gap training initiatives

4. Labour force supply

Workforce supply issues will intensify and will require multi-faceted approaches including maximizing pools of talent such as skilled and unskilled immigrants, youth, indigenous workers and underrepresented groups – supply shortages will affect economic growth. Labour sources including youth, underrepresented groups, secondary and post-secondary graduates and migrants (provincial, national, international), must be fully explored by Surrey employers.

- Close to 600,000 job openings are anticipated for the Mainland/Southwest Region by 2028
- Employment demand will increase by 1.2% annually
- Immigrants represent a significant pool of skilled workers.

Supply issues are captured graphically below. New entrants will be insufficient to meet anticipated needs.



BC Labour Market Outlook: 2018-2028. Ministry of Advanced Education, Skills and Training.

5. Current and future skill and talent gaps

Population data and research findings indicate a number of current and projected skill and talent gaps including:

- Population growth is directly linked to employment growth.
- It is expected that the gap between births and deaths will grow, leading to a lower rate of natural population growth.
- Millennials are moving into their 30's.
- GenZ (those born between 1995 and 2015) numbers are smaller, meaning that the number of workers in their 20's will continue to decline in the coming decade.
- Strategic approaches to training and skill development are needed to ensure that the economy is able to expand.
- Surrey and other communities in the Mainland/Southwest Region are not immune to these demographic changes but the area will continue to be a strong driver of employment.
- Projections indicate that 75% of jobs will require post-secondary training by 2028
- Surrey's workforce post-secondary education level currently stands at 50%.
- Immigration alone will not offset the decline.

Strengths, Weaknesses, Opportunities, Threats (SWOT)

The **SWOT** analysis provided in the following tables summarizes key positive and negative factors within the Surrey economy and the broader community. Information contained in the analysis is based on the primary and secondary research undertaken by HCS and SBOT.

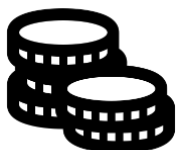


Population

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Fastest growing and second largest population in Mainland Southwest region</p> <p>Linguistically and culturally diverse</p> <p>Relatively younger population than Mainland Southwest and BC</p>	<p>Growth driven primarily by international migration</p> <p>Weak interprovincial migration</p> <p>Negative intraprovincial migration</p>	<p>Attract more British Columbians and other Canadians</p> <p>Celebrate diversity</p>	<p>Continued reliance on international migration risks population growth</p> <p>Inability to attract other British Columbians/ Canadians could undermine business development and growth</p>
<p>Part of Greater Vancouver (Canada's fastest growing metro region)</p> <p>Adjacent to US border and Fraser Valley</p> <p>Largest developable land base in Mainland Southwest region</p> <p>Significant agricultural base and history</p>	<p>In competition with surrounding communities, (e.g. Vancouver)</p> <p>Lacks amenities/ attractions, (i.e. Social, cultural, recreational) versus surrounding communities</p> <p>Public transportation system has not kept pace with population growth</p> <p>Increasing cost of living</p>	<p>Distinguish Surrey as a place to live and work</p> <p>Establish 'go-to' destinations, (e.g. art, culture, history, recreation)</p> <p>Expand public transportation options</p>	<p>Negative perceptions hinder attractiveness as a place to live and work</p> <p>Inability to compete with surrounding communities</p> <p>Inadequate public transportation limits integration within and outside Surrey</p> <p>Living costs limits development</p>



Location

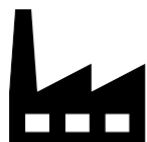


Economy

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Second largest economy in Mainland Southwest region (\$29 billion GDP)</p> <p>Diversified economy with significant and growing small business sector</p> <p>Goods sector growth presently outpacing service sector</p> <p>Significant agricultural base</p>	<p>Consumer-driven economy</p> <p>Limited goods and services for export</p> <p>Relatively smaller number of large businesses</p>	<p>Develop more goods and services for export</p> <p>Expand markets into US Northwest and Fraser Valley</p> <p>Develop Surrey as “transactional” hub</p>	<p>Inability to capitalize on opportunities in future economy</p> <p>Risks development of Surrey as ‘dual’ metropolis</p>
<p>Integrated transportation infrastructure (i.e. Road, rail, water, air)</p> <p>Fraser Surrey docks largest multi-purpose marine terminal on west coast</p> <p>Adjacent to US border with ready access to the Pacific Northwest</p>	<p>Topography in Mainland Southwest</p> <p>Road congestion</p> <p>Heavy reliance on trucking</p>	<p>Leverage benefits of location and transportation to open new markets</p>	<p>Risk to business development if transportation infrastructure does not keep pace</p>



Transportation Infrastructure (Commercial)



Industry

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Robust growth across most sectors (i.e. Real estate, construction, transportation, manufacturing, professional/scientific/technical)</p> <p>Emerging growth industries, (i.e. Agri-innovation, advanced manufacturing, clean technology, health technology, creative arts)</p>	<p>Industry growth largely dependent on population and monetary stimulus, (i.e. Low interest rates)</p> <p>Small business sector most susceptible to economic downturn</p>	<p>Economic diversification focused on growth industries, (i.e. New economy)</p> <p>Export driven, (domestically and internationally)</p> <p>Tax incentives, (provincial, federal) to stimulate capital investment, (new technology) and consolidation for small businesses</p>	<p>Rising interest rates and stricter lending requirements (federal)</p> <p>Limits on international investment (federal, provincial)</p> <p>Limits on land development (municipal)</p> <p>Limits on international immigration (federal)</p>
<p>Robust labour force participation rate, (66% in 2016)</p> <p>Strong labour force growth, (2.5% annually)</p> <p>Declining unemployment in goods and services, (i.e. near full employment)</p>	<p>Risk of labour shortages across most industries</p> <p>Risk of skills shortages in emerging growth industries</p>	<p>Aggressive strategy to attract skilled recruits</p> <p>New education and training programming within Surrey to help meet demand</p>	<p>Mismatch of skills to opportunities</p> <p>Competition for talent from surrounding communities</p> <p>Lack of investment, (private and public) in human resource development</p>



Labour Force



Education

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Surrey possesses the largest school district in BC</p> <p>Major public post-secondary institutions include Simon Fraser, Kwantlen and numerous private institutions</p> <p>More than three-quarters of high school graduates go on to post-secondary</p>	<p>Post-secondary education attainment levels lower than surrounding communities</p> <p>Fewer students participating/graduating in trades training programs</p> <p>Post-secondary programming not aligned with emerging economy</p> <p>Insufficient post-secondary programming available in Surrey proper</p>	<p>Develop new post-secondary programming to align with economic need</p> <p>Expand existing institutions to address trades programming and/or establish new post-secondary institutions within Surrey, (i.e. locally produced graduates)</p>	<p>Competition for talent from surrounding communities</p> <p>Continued reliance on recruits from outside Surrey risks economic development and growth</p>

Strategic Challenges

“Artificial intelligence has the potential to boost productivity and economic growth and spur innovation in economies around the world that embrace it. At the same time, AI’s impact on work is likely to be profound. Some occupations as well as demand for some skills will decline, while others grow and many change as people work alongside ever evolving and increasingly capable machines. While most scenarios we have developed suggest that more jobs will be created than lost to automation, the transition is likely to be disruptive, and occupations and skill requirements will shift significantly.”

AI’s impact on the economy and work: Extracts from MGI research
McKinsey & Company <http://aieconomy.digitalsummit.ee>

Challenges to be addressed by the Workforce Strategy



Nine priority labour market and human resource challenges were identified during the course of this project. Each is described below. These challenges informed the strategic direction, strategies and tactics identified in this workforce strategy.

1. Attracting Talent

Surrey is an attractive area to establish or relocate a business from higher cost centres, such as Vancouver. Nevertheless, the city is challenged in attracting the necessary talent across most industries, largely due to the increasing cost of housing and a lack of amenities that are needed to attract talent, particularly younger workers. The city of Surrey needs to distinguish itself from other municipalities in the region as a “go to” destination for living and working. Also, more emphasis needs to be placed on the value of trades training programming and the need to expand opportunities for students and apprentices within the system.

2. Recruiting Talent

Related to the above is the challenge of recruiting talent for specific occupations, particularly in trades, technical and professional occupations. With Surrey’s rapid growth, it is a

highly competitive market for talent. Expanding education and training programming in Surrey-based institutions is seen as one approach to addressing this challenge. Companies cannot always compete on wages and benefits alone and rely more so on the value of work and career opportunities within the organization to help retain workers.

3. Retaining Talent

Given low unemployment levels across the region, competition for talent is intense in Surrey and its surrounding municipalities. In-demand workers are often pursued by other companies offering better wage and benefit packages. Retaining high-end talent in Surrey is often more difficult than in surrounding communities, such as Vancouver. Also, retaining talent is easier in unionized environments, but attracting and recruitment new workers is still challenging.

4. The shortage of skilled labour

For many employers, the lack of skilled labour in or near Surrey is a challenge. This is particularly true in skilled trades, (e.g. construction), technical positions, (e.g. skilled machine operator) as well as technology workers, (e.g. software, animation, etc.). Also, professionals such as qualified teachers are in short supply in Surrey; and professions with shortages like engineering and health care are hampered by having a supply of foreign-trained professionals in Surrey whose credentials are not recognized and cannot be applied. English workplace language skills are also lacking among some newcomers who would otherwise be employable and productive.

5. The gap between labour supply and demand

A gap or mismatch exists between people with the skills that employers need and can attract, and the skills and interest available in the Surrey labour force is manifested in different ways. This is partly an information gap in which some Surrey employers and some workers do not know what is available and what is needed. Sometimes the gap is recognition of credentials of internationally trained workers. Changing and increasing technologies in the workplace also create gaps for workers who do not possess the necessary new skills and knowledge. Stakeholders identified some specific occupations in which there were gaps in supply of qualified workers, particularly in various trades, technologies and professions and in high-skilled

manufacturing occupations. Labour market gaps were also identified in connecting employers with Indigenous people, members of visible minorities, persons with disabilities and other underutilized groups in the Surrey labour market.

6. Affordability of housing, transit, daycare, etc.

Affordable housing, transportation, childcare and other supports were identified as significantly contributing to developing a Surrey workforce. This is particularly true for low-income workers, recent post-secondary graduates who do not earn a 'living wage'. Newcomers who migrate here and students who graduate in Surrey and cannot afford to stay in the community. In addition to low wages for certain occupations, many do not have basic employee benefits to supplement their hourly wage. While housing in Surrey is less expensive than in Vancouver and adjacent communities, it is still relatively high and certainly higher than in communities east of Surrey – so it can be difficult for employers to draw workers from Abbotsford, Chilliwack, Maple Ridge.

7. Transit and parking issues

Employers vary in terms of the extent to which transportation for workers is an issue for them. For some, it is a function of employer proximity to the SkyTrain and major bus routes. Surrey's width and length stretches to over 20 kilometers each way, so even living in or adjacent to Surrey does not guarantee accessible transit. In some areas of the community, there may be bus routes close-by an employer's premise, but the transit schedules do not match the work schedule, (i.e. early/late starts/stops, multi-shift workplaces, etc.). For those workers who have vehicles and travel to work from within or outside Surrey, depending on the workplace location, they may not have adequate and/or accessible, (i.e. affordable) parking. With pressure on building for commercial and residential use making space a premium, density and workforce volumes are not necessarily matched with workforce parking.

8. The lack of a central 'Hub'

While parts of Surrey, (e.g. Central City) are increasing residential and non-residential density and creating hubs for businesses and sectors, as a whole, Surrey is not a geographically synergistic city - yet. The necessary breadth and depth of residents, businesses

and workforces is not in place to create critical mass, information-sharing, collaboration and a 'community' of practice nor to attract other businesses and workers into Surrey. Creating bigger and more dense community spaces with more amenities and meeting venues can facilitate better matching of employers and workers and create 'clearinghouses' to share information and resources for workforce development.

9. Lack of policies and programs to support the workforce

Generally, stakeholders believe that all levels of government should provide more and innovative supports for workforce development in Surrey. This ranges from ensuring professional regulators are more flexible and supportive of foreign credential recognition to addressing worker barriers to more health and social service infrastructure and programs and increasing awareness among Surrey employers about government funding for workforce development. Also, some stakeholders suggested governments should provide more help with connecting employers and underutilized jobseekers, particularly Indigenous people, immigrants and refugees and persons with disabilities.



Critical Success Factors (CSFs) for action

Research for this Strategy, including input from Key Informants, identified the following seven CSFs which influence the priorities, strategies and tactics described in this document:

1. Ensure that timely, local labour market information is available for the purposes of decision making and strategic planning
2. Develop a local Surrey Workforce Development Council representing a mix of stakeholders to provide valuable guidance and input on local initiatives
3. Encourage investment in accessible training based on local priorities using delivery models that consider a mix of institutional, corporate and individualized training
4. Respond to workforce supply issues with multi-faceted approaches including maximizing pools of talent such as skilled immigrants, youth, indigenous workers and underrepresented groups
5. Foster initiatives for attraction, recruitment and retention
6. Analyze and adapt provincial, national and international workforce strategies for practical application in Surrey
7. Ensure that local strategies and tactics consider the global economy



- **BC and Canada can no longer attract talent simply with its natural beauty and quality of life.**
- **Your competitors are not just down the street.**
- **“They are all fishing in the same talent pool, and increasingly, they will do so with big, industrial-size fishing fleets, rather than mere fishing hooks!”**

(Demetrios G. Papademetriou, Former President, Migration Policy Institute)

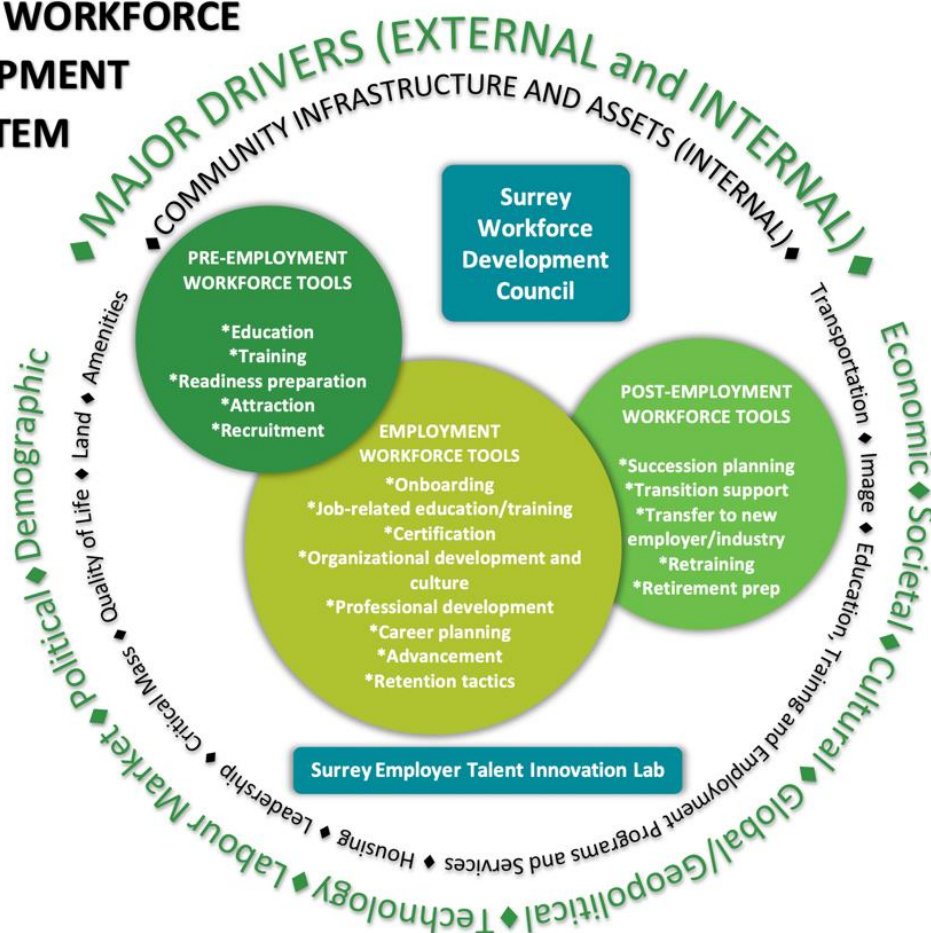
Strategic Direction

The Surrey Workforce Development Ecosystem

Central to this Strategy is considering it and its elements within the paradigm or model of a Surrey Workforce Development “Ecosystem”. In its simplest definition, an ecosystem is a complex network or interconnected system. The visual below is intended to show that:

- this Strategy provides three types of "tools" (i.e. programs, services, initiatives, resources, expertise, etc.) to facilitate the attraction, development and retention of talent in Surrey;
- these tools are influenced by and interdependent with community infrastructure and assets, which in turn is affected by major drivers within and outside of Surrey; and,
- all will be guided by a Workforce Development Council comprised of representative employers/sectors and other stakeholders

SURREY WORKFORCE DEVELOPMENT ECOSYSTEM



As indicated previously, it is critical to recognize that this is a Made in Surrey Workforce Strategy that will establish Surrey as a leader in creating the first...

Surrey Employer Talent Innovation Lab

This centre for researching, developing and implementing talent attraction and retention excellence will be key to supporting the community's employers and others in this Workforce Development Ecosystem.

The Surrey Workforce Strategy will guide the work of the Lab to creatively and effectively connect labour market demand and supply in Surrey, about to be largest city in BC and one of our most diverse cities.



This Strategy attempts to directly address the tools needed by employers, workers and service providers; and make recommendations for advocating for change or influencing the major drivers and Surrey infrastructure.

Ten strategies for skills in the new economy:

Learning ecosystem strategies:

1. *Build, adapt and certify foundational skills*
2. *Build, adapt and certify advanced skills*
3. *Build, adapt and certify skills among the adult workforce*
4. *Realize the potential of education technology*

Workforce ecosystem strategies:

5. *Map the skills content of jobs*
6. *Design coherent and portable certifications*
7. *Rethink organization and talent management processes*

Core enabling strategies:

8. *Drive momentum around the concept of skills*
9. *Align skills taxonomies*
10. *Shape mindsets, the culture and mechanisms for lifelong learning*

Strategies for the New Economy: Skills as the Currency of the Labour Market
(World Economic Forum, 2019)

Mission

Surrey is in the new economy and the new era of the future of work and Surrey employers are in the ‘eye of the storm.’ New rules and new paradigms in the world of work require innovation, creativity and boldness in order for Surrey, its economy and employers continue to grow, be competitive and successful. This requires a new approach to “skills” or competencies to succeed.

The mission of this Strategy will be the mission for the Surrey Board of Trade and for the newly created Surrey Workforce Development Council in implementing the Strategy.

Our mission is to create strong employer-talent supply connections by leading, managing and engaging stakeholders and influencers in Surrey to achieve the vision, goals, strategic priorities and outcomes of the Made in Surrey Workforce Strategy.

Core Values

“Talent has never been more important to the success of a corporation. Talent is king. Talent, even more than strategy, is what creates value. The implications of this are profound. You must deploy talent as successfully as you deploy capital.”

Talent Wins: The New Playbook. Ram Charan, Dominic Barton, Dennis Carey. 2018

The following core values are guiding principles will are guiding principles for the implementation of this Strategy. The Strategy leadership and team will reflect these values in the execution of the strategies and tactics. They are presented in alphabetical order.

- **Accountability** – Clear outcomes, indicators and measures with which to track Strategy progress and report on results, and accounting for public and private expenditures in this Strategy.
- **Comprehensiveness** – Focus on all key industries, all geographic parts, all key skill areas, all labour force talent pools and all workforce programs and services in Surrey.

- The mission of the
Surrey Labour
Market Priorities
Project was to build
and implement the
best surrey
workforce strategy
ever by October
2019

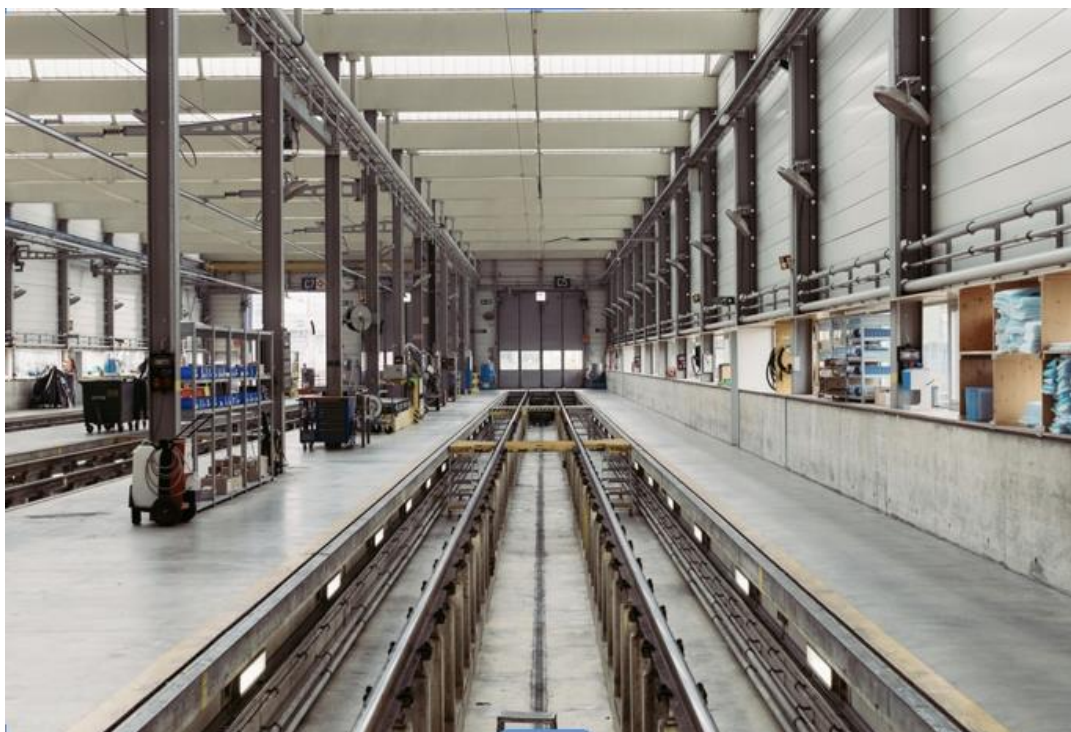


Vision (2030)

This vision is an anchor point for this Strategy – it highlights what collectively Surrey stakeholders want to ultimately achieve and gives purpose to pursuing this Strategy by 2030 or sooner!

Surrey is a leader among communities in embracing the new economy and a new future of work to produce great outcomes. It is an opportunity city with the livable space and quality of life to enable a growing economy and businesses that attract and retain highly motivated talent who choose to live, work and play in their community.

Surrey is supported by an innovative and flexible workforce development ecosystem with a diversity and inclusion of sectors and talent working together.



Strategic Goals

The long-term or strategic goals to be achieved by this Strategy are:

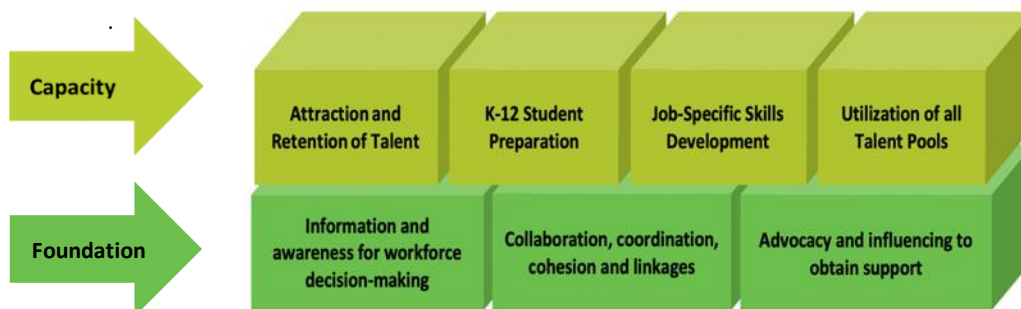
1. Surrey employers have access to talent and talent development capacity that produces the right competencies at the right time in the right place to support growth.
2. Surrey has a cohesive and coordinated world-class workforce development system involving responsive, flexible and innovative education, training and employment development programs, services and organizations.
3. Surrey businesses and other employers, and the workforce development system have the resources and data with which to make informed, evidence-based decisions on workforce priorities.
4. Surrey has the reputation, infrastructure, amenities, transportation, housing and services for families, workers and employers and the community at large.

Strategic Priorities

“As intelligent machines enter the workplace, some occupations are shrinking. At the same time, the economy is generating new jobs – although they may be different occupations in different locations.”

McKinsey & Company. America’s Future of Work. Insights, September 2019

These strategic priorities are forward-looking and action-oriented and will help focus attention on a small number of choices that matter most to the success of this Strategy over the next two to three years and beyond. The first four are direct workforce development-related and the last three are supporting and foundational priorities that underpin all elements of the workforce strategy.



Priorities Directly Increasing Employer and Talent Capacity

1. **Attraction and retention of talent** – A major talent attraction and retention initiative is needed in Surrey. This will involve a Surrey-wide effort as well as by individual employers and sectors. This also involves better connections between education and industry. This includes developing a strong place-based reputation for Surrey among prospective talent.
2. **K-12 and PSE student preparation and retention and connections with industries and employers** – High school and post-secondary graduates need to enter the labour market with the skills and attributes employers need – soft skills, practical skills, exposure to the world of work, technology skills, etc.
3. **High quality job-specific, flexible, innovative skills development aligned with industry needs** – Employers, jobseekers and employees in Surrey need better access to job-specific skills development to enter employment, advance in positions, respond to changing technology and retrain and transition, if necessary.
4. **Readiness and utilization of all talent pools** – The Surrey workforce is very diverse, and employers and the workforce development system need help and greater focus to tap into many talent pools. In many cases, employment readiness development is the first step and employers also must be ready to integrate a diversity of talent into their workplaces.

Cross-Cutting Foundational Priorities

5. **Information and awareness for workforce decision-making** – The Strategy leadership and team, employers, sectors, workers, workforce development system proponents and others all need timely, accurate and reliable and disaggregated labour market data, intelligence and other information. This also includes creating awareness and sharing information on what resources and tools exist and about best practices in talent management, competency assessment, certification and credential recognition.
6. **Collaboration, coordination, cohesion and linkages** – There are many ways in which Surrey stakeholders and workforce system proponents need to better work together to achieve greater ROI from investments by taxpayers, employers, workers and others. This will also build capacity for employers and the workforce system to respond to talent priorities for growth. This also includes alignment among Surrey leaders, employers, workforce system proponents and others.

7. **Advocacy and influencing to obtain government, political leadership and community support for major improvements in Surrey to enable talent development** – Creating a Surrey Workforce Development Council to lead this Strategy and advocate for addressing the number of big issues (e.g. infrastructure, housing, transportation, amenities, etc.) that this Strategy in itself cannot tackle, but it can identify and advocate for improvement in and/or funding/resourcing of areas that affect workforce development.

“More than 120 million workers in the world’s 12 largest economies may need to be retrained/reskilled in the next 3 years as a result of intelligent/AI-enabled automation; half of businesses have no skills development strategy in place.”

2018 IBM Institute for Business Value Global Country Survey; “Labor force, total by country.” The World Bank. 2017; IBM Institute for Business Value analysis and calculations. 2019.



Strategies and Tactics

Strategies and corresponding tactics and actions are organized around each strategic priority. Specific timelines and other implementation considerations are discussed in the Implementation section.

The almost seventy tactics will be reduced to a short-list of priority actions in the shorter, medium and longer terms during the development of the Strategy Implementation Plan. This will involve SBOT and the later described Workforce Development Council

In the following tables of Strategy tactics, as the lead organization for this Strategy, SBOT is listed in the "Responsibility" column. When other organizations or categories of organizations are listed in this column, they are listed on a provisional basis and are subject to confirmation as the Strategy is being implemented. Such organizations would play a role - subject to confirmation - along with SBOT in helping implement the tactic they are listed beside.

Tactics to close the skills gap:

What are executives using?

- *Acquire talent from outside the organization*
- *Move talent across business units and divisions*
- *Reskill employees based on business priorities*
- *Leverage visa programs to source international talent*
- *Leverage apprenticeship/internship programs to train talent*
- *Leverage new and emerging educational programs/platforms to enhance employee skills*
- *Apply analytics to analyze and predict skill supply and demand*
- *Implement skill recognition initiatives to recognize and track skills progression*
- *Leverage talent through ecosystem partners*

Source: 2019 Open Standards Talent Development Benchmark Study. IBM Institute for Business Value Performance Data and Benchmarking.

Strategic Priority #1 – Attraction and Retention of Talent

	Tactics	Responsibility
1	Position this Strategy and the employer-related priorities and tactics listed below in a Surrey Employer Talent Innovation Lab as the operational/secretariat arm of this Strategy (see Implementation section for more details). Q1-Q2	SBOT, key Surrey employers, relevant government funders
2	Develop and implement a major Surrey Workforce Attraction & Retention campaign, led by SBOT with support and participation of major companies and key industry groups and employers (e.g. see Tendensor's 10 Attraction Factors for talent-oriented place branding – a world-class approach).	SBOT, Industry, Major Employers, City of Surrey
3	Increase focus on workplace culture and engagement by leveraging industry associations' diversity and inclusion tools (e.g. CME Diversity and Inclusion Tool Kit, ISSofBC Cultural Competency training, IEC-BC tools and resources, etc.).	SBOT, Industry Associations
4	Promote workplace wellness, work-life balance and employer development among employers through tools, resources and awareness building.	SBOT, Industry Associations and Employers
5	Influence and provide training for business leaders on adopting talent best practices (e.g. see McKinsey's 21 Best Practices among Talent).	SBOT, Industry Associations and Employers
6	Promote the use of progressive HR practices by employers – ROI, tools and resources, showcase, celebrate role models. Q3-Q4	SBOT, Employer Recognition organizations, Major Employers
7	Identify, promote and celebrate Surrey employers who are recognized as "BC Top 100 Employers" and in other similar recognition platforms. Also promote "employer of choice" as a goal for Surrey employers and build into tools developed through other tactics.	SBOT, Employer Recognition organizations, Major Employers
8	Create a Surrey HR consultancy to provide workforce-related services to small and medium-sized enterprises (SMEs). SMEs could pay a monthly fee for legal and HR services. It would provide short, task-focused HR seminars for employers. The entity would sponsor best practice roundtables and HR peer groups for employers on key workforce topics, focusing on real and practical solutions. Q5-Q6	SBOT, HR Consultancy, Industry, Employers

Ten attraction factors most important for communities and employers

1. *A place with a strong reputation.*
2. *A critical mass of attractive employers and job offerings.*
3. *A livable city with scenes for a talented lifestyle.*
4. *Home sweet home – a perfect match in housing.*
5. *Access to the world. Now!*
6. *A safe, healthy and clean local environment.*
7. *Public services with world-class quality.*
8. *An open social climate.*
9. *Co-creating the future of the place.*
10. *The personal connection – Factor X.*

Marcus Andersson, Tendensor, 2014

Strategic Priority #2 – K-12 and Post-Secondary Education student preparation and retention and connections with industries and employers

	Tactics	Responsibility
1	Support and create opportunities for industries/employers to connect directly with schools and the School District, including establishing mechanisms for regular two-way communication and dialogue. Q3-Q4	SBOT, School District
2	Work with the Surrey School District to develop a Surrey Work Experience, Soft Skills and Readiness Strategy in conjunction with SBOT and industry and employer leaders to identify ongoing opportunities to increase high school work experience, embed soft skills training in the curriculum and provide opportunities for students (and teachers and counsellors) to be exposed to the world of work in Surrey and informed on where future jobs will be.	SBOT, Ministry of Education, School District
3	Work with employers to advocate (also Priority #7) to create opportunities and mechanism for K-12 and post-secondary students and employers to connect for co-ops, internships, career awareness building and employment. Q5-Q6	SBOT, School District, Post-Secondary Institutions
4	Create a relationship between Surrey parents (via Surrey School District and Parent Advisory Councils) and industries and employers to explore opportunities for career promotion, particularly in non-university careers in construction, manufacturing, trades and technologies, and build awareness.	SBOT, PACs, School District
5	Create a program of school tours of Surrey employer premises in key sectors to promote awareness and connections.	SBOT, Employers
6	Recommend making work experience mandatory again in High School. Increase the number of experiential High School programs. Foster strategic K-12/Employer connections. Q3-Q4	SBOT, Ministry of Education, Employers, Industry Associations, School District
7	Tap into the Construction Foundation of BC's Skills Ready Program to expand it into Surrey schools and leverage it into other industries. Incorporate soft skills in High School. High School career awareness and exploration – non-university careers including trades. Provide career info in early grades – encouraging parents to make decisions earlier. Q5-Q6	SBOT, School District, Employers, Industry Associations, Construction Foundation of BC
8	Model strategies and principles of the for promoting technology education in schools. https://www.excelined.org/wp-content/uploads/2019/06/ExcelinEdCode.AddressingAmericasGrowingDemandforITandCS.TheCaseforChangeinK12Ed.June2019.pdf	SBOT, School District
9	Leverage BC Tech's K-12-related initiatives to promote STEAM (Science, Technology, Engineering, Arts and Math) to students, including women and girls in technology initiatives and apply this to schools in Surrey.	SBOT, School District, Surrey tech employers, BC Tech, Science World, ASTTBC
10	Work with the Industry Training Authority, Surrey School District, KPU and SFU to expand trades training and apprenticeships in Surrey schools and post-secondary institutions. Work to increase more trades 'sampler' programs in K-12 (including earlier grades and for particular populations such as Trades Discovery programs for Indigenous students. Hold a forum with ITA and post-secondary students to problem-solve the two-year waiting lists for apprentice technical training. Q5-Q6 (FIRST PHASE)	SBOT, ITABC, School District, Post-Secondary Institutions
11	Create a mechanism for employers to influence work/career-related curriculum, program design, new programs and student/graduate placement in K-12 and post-secondary programs. (may link with Tactic 1 above)	SBOT, School District, Employers
12	Build into the proposed (earlier mentioned) workforce clearinghouse of information for employers on K-12 and PSE contacts, programs and resources. Q3-Q4	SBOT, School District, Post-Secondary Institutions

Strategic Priority #3 – High quality job-specific, flexible, innovative education and training aligned with industry needs

	Tactics	Responsibility
1	Create a partnership among employers, training institutions and SBOT to increase employer capacity for formal in-house job training, including SBOT managing a training grant fund (Ministry of Advanced Education, Skills and Training) for smaller employers (grant to be applied for); and provide other tools and resources to assist employers in building this capacity. Q3-Q4	SBOT, Post-secondary Institutions, Provincial Government
2	Advocate for more health, manufacturing, technology and other post-secondary seats (in high demand occupations) in Surrey. Q1-Q2	SBOT, Provincial Government, Industry
3	Work with BC Tech to adopt some of its technology talent initiatives in Surrey. Q3-Q4	SBOT, BC Tech, Tech Employers
4	Work with key industries, employers and post-secondary institutions to expand flexible, innovative work-related training in Surrey, including online learning and other technology-based learning courses for employees, more competency-based training, more work-integrated learning, more short-term, flexible, modular training to meet employer needs.	SBOT, Industry, Employers, Post-secondary Institutions
5	Develop and deliver in Surrey an Introduction to Manufacturing entry-level course (with specialized modules for various types of manufacturing) and consider as pilot or demonstration project for other sectors. Q5-Q6	SBOT, ITA BC, Manufacturers, Post-secondary Institutions
6	Develop an inventory of cross-sector common training needs and strategies that may lead to a common entry-level training course in Surrey; and develop a centralized repository of training resources.	SBOT, Industry Associations, Major Employers
7	Connect SBOT and employers with the Industry Training Authority Sector Advisory Groups (SAGs) to lead dialogue and take action on what is needed in Surrey, Q3-Q4	SBOT, Employers, ITA Sector Advisory Groups
8	Advocate for more resources for employers and employees transitioning from companies experiencing downturns to growth employers. Use existing BC Government funding programs.	SBOT, Employers, Provincial Government
9	Develop a pilot for a sector-specific language training for newcomers in Surrey manufacturing businesses. Learn from this and consider expanding to other sectors. Q5-Q6	SBOT, Service Providers, Manufacturers

“The qualifications achieved in schools, colleges and universities, the brand of an educational institution or an employer, the social networks of a potential job applicant are all signals currently used to indicate the potential fit between individuals’ capabilities and job opportunities in the labour market. This system of skills proxies contributes to negative outcomes in the economy, to labour market inefficiencies and to social inequalities. It is outdated, based on a traditional life model of ‘learn, do, retire’ which presupposes linear career progressions.”

Strategies for the New Economy. World Economic Forum. 2019

Strategic Priority #4 – Readiness and Utilization of All Talent Pools

	Tactics	Responsibility
1	Work with WorkBC and service providers to create an enhanced model to: <ul style="list-style-type: none"> - better coordinate efforts among employment service providers in Surrey. - initiate forums for them and employers to come together to discuss how to improve employer/service provider connections on employment. - create a virtual one-stop clearinghouse of information, resources and job-matching. Q2-Q3 	SBOT, Service Providers
2	Create and implement an initiative to help employers understand and hire and integrate youth into employment in Surrey.	SBOT, Provincial Government
3	Expand existing or create a new initiative to help employers connect with and tap into the 55+ workforce in Surrey.	SBOT, Provincial Government
4	Increase awareness of and build on existing women in trades, women in manufacturing and women in technology initiatives to expand women's employment in Surrey.	SBOT, Provincial Government
5	Create a roundtable of employers and Indigenous representatives in Surrey to identify means to increase Indigenous job readiness, training and employment to tap into the talent of 17,000 Indigenous people in Surrey. This could be a new mechanism or could build on the Surrey Urban Indigenous Leadership Committee for coordination of services; and leverage other existing Indigenous programs and resources. Q3-Q4	SBOT, Indigenous communities, Provincial Government
6	Create a roundtable of employers and organizations that provide employment services to persons with disabilities to better connect them and employers, to increase employer awareness and to expand employment opportunities. Q3-Q4	SBOT, Service providers
7	Partner with the BC Construction Association (BCCA) on its Integrating Newcomers Program and tap into its Regional Employment Placement Specialists for Surrey (particularly construction) employers.	SBOT, BCCA
8	Launch a major initiative to promote the recognition of internationally acquired competencies. Focus this on a few sectors and types of occupations. Combine it with advocacy to and resources from federal and provincial governments. Learn from local projects, (e.g. Progressive Intercultural Society's employment-readiness programs and MOSAIC's manufacturing-specific training for youth.	SBOT, Service Providers, IEC-BC (FAST), Provincial Ministries, Occupational Regulators, Surrey Local Immigration Partnership
9	Promote BC Tech's talent policy recommendations and diversity and inclusion initiative in Surrey. Q5-Q6	SBOT, BC Tech

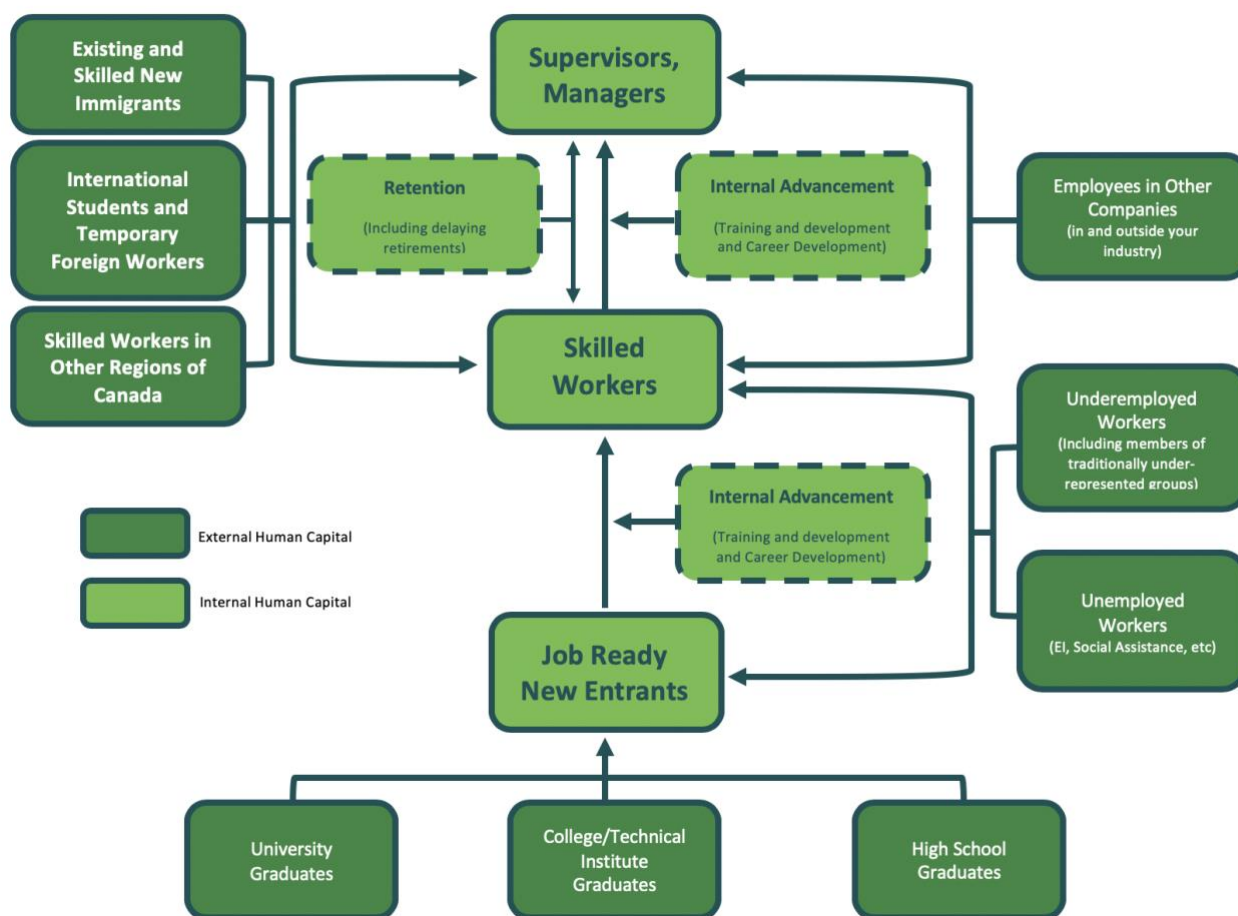
"Half of businesses have no skills development strategy in place."

2018 IBM Institute for Business Value Global Country Survey; "Labor force, total by country." The World Bank. 2017; IBM Institute for Business Value analysis and calculations. 2019.

The graphic (below) shows all of the internal and external sources of talent for Surrey industries and employers. A key tenet of this Strategy is that employers need to explore and attempt to tap into as many talent pools as possible. Some sources will be more important than others to certain industries and employers; other talent pools will be more possible than others at certain times or in certain locations.

To remain competitive and productive and grow, Surrey employers must, nevertheless, attract and recruit from a wide array of talent pools.

Sources of Human Capital for Surrey Employers and Industries



© Human Capital Strategies

"Emsi's mission in higher education is to connect students, education, and work. We do this by providing data and analytics that help colleges and universities make smarter decisions and create successful strategies."

"We provide the best labor market data available to professionals in higher education, economic development, workforce development, talent acquisition, and site selection. Our data, which covers more than 99% of the workforce, is compiled from a wide variety of government sources, job postings, and online profiles and résumés."

Our amazing clients use Emsi data to solve a variety of problems: align programs with regional needs, equip students with career visions, understand regional economic and workforce activity, and find and hire the right talent. We serve clients across the US, the UK, Canada, and Australia. Headquartered in Moscow, Idaho, in the heart of the beautiful Palouse region, Emsi has US and UK offices."

<https://www.economicmodeling.com/higher-education/>

Strategic Priority #5 – Information and awareness for workforce decision-making

	Tactics	Responsibility
1	Research and determine feasibility of a Surrey job board portal managed by SBOT. Better coordinate and improve speed and quality of job matching of unemployed, underemployed and employed job seekers and employers. Create a SBOT or other employer-led 'master' portal that links to existing platforms. Develop a registry of workers with specific skills shared between employers. Integrate existing online employment marketplaces for various talent pools. Q5-Q6	SBOT, Employers
2	Launch a Surrey labour market information project involving existing and new survey and administrative data, including: <ul style="list-style-type: none"> - Conduct a regular survey of Surrey employers on job vacancies and other workforce problems and solutions. - Link CIP (course) codes with occupational/employer codes (see *Emsi, above). Work closely with Small Business BC to tap into its data for Surrey employers and industries. - Conduct Surrey-wide workforce planning based on economic, demographic and other data on a regular basis and distribute results. - Work with the Ministry of Advanced Education, Skills and Training to disaggregate labour demand and supply forecasts for the Surrey area. - The above reference to Emsi is an example of how data is collected and managed to make labour market decisions. It is suggested that SBOT could explore such a model. Q3-Q4 	SBOT, Ministry of Advanced Education, Skills and Training, City of Surrey

Strategic Priority #5 – Information and awareness for workforce decision-making

	Tactics	Responsibility
3	<p>Establish SBOT as the ‘go-to’ HR hub of information and resources for small and medium-sized establishments, including:</p> <ul style="list-style-type: none"> - Enhancing the ability of all Surrey WorkBC Centres to work together and connect to employers through SBOT. Create a ‘call centre help desk’ for employers to obtain help with recruitment and other HR needs. - Creating a clearinghouse of information for employers; a website with a central repository of resources; list hard to fill vacancies and information on them. <p>This could be a one-stop clearinghouse of information for employers that consolidates all jobs, jobseekers, and other labour market/workforce information and tools. Q3-Q4</p>	SBOT
4	Create and promote information on “jobs of the future” (and jobs with no future), awareness about the impact of artificial intelligence on future labour and jobs trends and link this activity with K-12 career planning activities.	SBOT, Ministry of Advanced Education, Skills and Training School District
5	Develop and pilot a <i>Credential Engine</i> in Surrey (see Walmart example, www.credentialengine.org and Credential Engine, below). The intent of such an initiative is to focus on ‘skills currency’, in which key work skills are identified in an inventory with information for employers and workers on certification, training, etc.	SBOT, Employers
6	Monitor workforce-related legislation and policy changes at all levels of government – provide input and communicate changes through SBOT, the HR Hub and BC Chamber and other mechanisms.	SBOT
7	Conduct secondary research on and promote awareness about the implications of climate change on workforce development.	Provincial Government, Federal Government
8	Create a Surrey employer mentorship portal (e.g. Women’s Executive Network).	SBOT

“Credential Engine is a non-profit whose mission is to create credential transparency, reveal the credential marketplace, increase credential literacy, and empower everyone to make more informed decisions about credentials and their value. Credential Engine provides a suite of web-based services that creates for the first time a centralized Credential Registry to house up-to-date information about all credentials, a common description language to enable credential comparability, and a platform to support customized applications to search and retrieve information about credentials.”

(<https://credentialengine.org/about/>)

Strategic Priority #6 – Collaboration, coordination, cohesion and linkages

	Tactics	Responsibility
1	Work with appropriate federal and provincial government representatives to establish a standing Surrey Funders Coordination Table of regional representatives to support employers and service providers in creating cohesion and coordination and facilitate other tactics identified here and elsewhere. Q3-Q4	SBOT, provincial ministries responsible for advanced education, education, jobs, skills, social development, federal departments responsible for employment development, immigration and Indigenous services
2	Create formal partnerships (i.e. MOUs, agreements, strategic alliances, etc.) among SBOT, industry groups, town centres, post-secondary institutions, etc. ONGOING	SBOT, Industry Associations, Post-Secondary Institutions
3	Strengthen linkages between employers and industry associations and the Surrey School District and schools. Q3-Q4	SBOT, Industry Associations, School District
4	Stimulate industry sector partnerships at the Surrey level to take action on common workforce needs. BC Tech, Canadian Manufacturers & Exporters, Greater Vancouver Homebuilders, Vancouver Regional Construction Association are examples of provincial or regional associations that have resources and initiatives that could be applied to Surrey needs. Q3-Q4	SBOT, Provincial Government, Industry Associations
5	Create concrete linkages between elements of this Strategy and other Surrey economic, social, cultural and business planning and other initiatives. ONGOING	SBOT
6	Work with all Surrey workforce service providers to coordinate efforts and create a cohesive planning and delivery approach vis-à-vis employers and industries. Q1-Q4	SBOT, Service Providers
7	Create stronger connections between employers and workforce agencies, particularly who serve Indigenous people and people with disabilities. Q3-Q4	SBOT, Employers, Service Providers for Indigenous and Disabled client groups
8	Improve coordination among service providers looking for placements of immigrants and refugees in Surrey, including SBOT helping to tap into the capacity of Surrey WorkBC Centres. Q3-Q4	SBOT, Immigrant and Refugee Service Providers
9	Establish a cross-sector committee and plan for working together on career awareness and promoting key Surrey careers to K-12 students. Q3-Q4	SBOT, School District, Provincial Government
10	As efforts are needed to attract national and international workers, influence all provincial and regional industry associations to focus on Surrey partnerships (SBOT) and Surrey workforce needs.	SBOT, ITA Sector Advisory Groups, Industry Associations
11	Establish an SBOT committee to work with businesses and TransLink to better coordinate transportation for their employees (e.g. share shift times, share with TransLink). Create a system matrix that allows employers and employees to more easily navigate the city. Involve industry in transit planning. Q3-Q4	SBOT, TransLink and Industry

Strategic Priority #7 – Advocacy and influencing to obtain government, political leadership and community support for major improvements in Surrey to enable talent development

	Tactics	Responsibility
1	Create a Surrey Workforce Development Council to oversee and lead the implementation of the Strategy Q1-Q2	SBOT and key stakeholders

Strategic Priority #7 – Advocacy and influencing to obtain government, political leadership and community support for major improvements in Surrey to enable talent development

	Tactics	Responsibility
2	Obtain Surrey Mayor and Council active and visible support for this Strategy and help SBOT advocate for certain workforce-related resources and policy or program changes. Q1-Q2	City of Surrey
3	Create an advocacy plan to influence larger community-wide enhancements that cannot be affected directly through this Strategy, (e.g. housing supply, community ‘hubs’, transportation, schools, parking, amenities, etc.). Q3-Q4	SBOT
4	Advocate for making foreign credential recognition easier and fairer, including undertaking a Surrey pilot with employers and one or more regulator to demonstrate this.	SBOT
5	Build on the work of the Surrey Schools Coalition and advocate for more resources for Surrey School District including, more capital for construction, more capital for equipment and facilities for trades and technical education. Q3-Q4	SBOT, School District
6	Advocate with the Surrey School District to increase experiential programming (e.g. co-op education, job shadowing, apprenticeships, other trades and technology training, etc.), to introduce ‘soft skills’ training and to promote more concerted non-university careers. Q5-Q6 (Link with SP Priority #2)	SBOT, School District
7	Advocate for more post-secondary spaces in Surrey for trades, technology and other STEAM (Science, Technology, Engineering, Arts and Math) programs that are aligned with Surrey employer and industry needs. Q1-Q2	SBOT, Post-Secondary Institutions
8	Advocate for the City of Surrey to (in addition to Tactic #1) contribute resources to strategies for attracting and retaining workers and to make better use of public labour market funding programs in Surrey.	SBOT, City of Surrey
9	Influence TransLink and the City of Surrey for short-term and long-term actions to address employer workforce needs, including a transit/workforce schedule pilot and a park-sharing pilot. Q3-Q4 (Link with SP #6)	SBOT, TransLink, Regional Government
10	Work with the Surrey School District to work with influencers of K-12 students – parents, teachers and career counsellors, media, others – to promote the need for more soft skills and non-university (especially manufacturing, trades, technology careers) programs and careers. Q3-Q4	SBOT, School District
11	Work closely with business leaders to influence occupational regulators and Provincial Ministries responsible to be more innovative and flexible in recognizing internationally acquired competencies.	SBOT, Key Surrey Employers, Provincial Ministries, Occupational Regulators
12	Work with industry groups to explore creating in Surrey Centres of Excellence for different sectors and involving business and workforce development excellence.	SBOT, Industry Associations

This table shows each of the seven Strategic Priorities and corresponding Strategies and Tactics. Where appropriate, tactics have been highlighted with a coloured bar indicating suggested timing, (i.e. first and second quarter, third/fourth, and fifth/sixth). SBOT and the Workforce Development Council will determine timelines beyond this. See legend.



Attraction and retention of talent



K-12 and PSE connections with industry/employers



Skills development aligned with industry needs



Utilization of all talent pools



Information for workforce decision-making



Collaboration, coordination, cohesion and linkages



Advocacy and influencing for support

Legend

Q1-Q2

Q3-Q4

Q5-Q6

Position this Strategy and the employer-related priorities and tactics listed below in a Surrey Employer Talent Innovation Lab as the operational/secretariat arm of this Strategy.

Support and create opportunities for industries/employers to connect directly with schools and the School District.

Create a partnership among employers, training institutions and SBOT to increase employer capacity for formal in-house job training.

Work with WorkBC and service providers to create an enhanced model to better coordinate efforts among with employment service providers in Surrey.

Consider a Surrey job board portal managed by SBOT. Better coordinate and improve speed and quality of job matching of unemployed, underemployed and employed job seekers and employers.

Work with appropriate federal and provincial government representatives to establish a standing Surrey Funders Coordination Table of regional representatives.

Create a Surrey Workforce Development Council to oversee and lead the implementation of the Strategy.

Develop and implement a major Surrey Workforce Attraction & Retention campaign, led by SBOT with support and participation of major companies and key industry groups and employers.

Work with the Surrey School District to develop a Surrey Work Experience, Soft Skills and Readiness Strategy.

Advocate for more work-related health, manufacturing, technology and other post-secondary seats (in high demand occupations) in Surrey.

Create and implement an initiative to help employers understand and hire and integrate youth into employment in Surrey.

Launch a Surrey labour market information project involving existing and new survey and administrative data. Conduct a regular survey of Surrey employers.

Create formal partnerships (i.e. MOUs, agreements, strategic alliances, etc.) among SBOT, industry groups, town centres, post-secondary institutions, etc.

Obtain Surrey Mayor and Council active and visible support for this Strategy.

SBOT to promote employers increasing focus on workplace culture and engagement by leveraging industry associations' diversity and inclusion tools.

Create opportunities and a mechanism(s) for K-12 and post-secondary students and employers to connect.

Work with BC Tech to adopt some of its technology talent initiatives in Surrey.

Expand existing or create a new initiative to help employers connect with and tap into the 55+ workforce in Surrey.

Establish SBOT as the 'go-to' HR hub of information and resources for small and medium-sized establishments.

Strengthen linkages between employers and industry associations and the Surrey School District and schools.

Create an advocacy plan to influence bigger things that cannot be changed directly through this Strategy.

Promote workplace wellness, work-life balance and employer development among employers through tools, resources and awareness building.

Create a relationship between Surrey Parent Advisory Councils and industries and employers to explore opportunities for career promotion.

Work with key industries, employers and post-secondary institutions to expand flexible, innovative work-related training in Surrey.

Increase awareness about and build on existing women in trades, women in manufacturing and women in technology initiatives.

Create and promote information on "jobs of the future" (and jobs with no future), awareness about the impact of artificial intelligence

Stimulate industry sector partnerships at the Surrey level to take action on common workforce needs.

Advocate with governments and regulators on making foreign credential recognition easier and fairer.

Influence and provide training for business leaders on adopting talent best practices

Create a program of school tours of Surrey employer premises in key sectors to promote awareness and connections.

Develop and deliver in Surrey an Introduction to Manufacturing entry-level course and consider as pilot or demonstration project for other sectors.








Create a roundtable of employers and Indigenous representatives in Surrey to identify means to increase Indigenous job readiness, training and employment to tap into the talent of 17,000 Indigenous people in Surrey.

Develop and pilot a Credential Engine in Surrey The intent of such an initiative is to focus on 'skills currency', in which key work skills are identified in an inventory.

Create concrete linkages between elements of this Strategy and other Surrey economic, social, cultural and business planning and other initiatives.

Advocate for more resources for Surrey School District including, more capital for construction, more capital for equipment and facilities for trades and technical education.

This table shows each of the seven Strategic Priorities and corresponding Strategies and Tactics. Where appropriate, tactics have been highlighted with a coloured bar indicating suggested timing, (i.e. first and second quarter, third/fourth, and fifth/sixth). SBOT and the Workforce Development Council will determine timelines beyond this. See legend.

						
Attraction and retention of talent	K-12 and PSE connections with industry/employers	Skills development aligned with industry needs	Utilization of all talent pools	Information for workforce decision-making	Collaboration, coordination, cohesion and linkages	Advocacy and influencing for support
Legend	Q1-Q2	Q3-Q4	Q5-Q6			
Promote the awareness of the use of progressive HR practices by employers – ROI, tools and resources, showcase, celebrate role models.	Recommend making work experience mandatory again in High School. Increase the number of experiential High School programs.	Develop an inventory of cross-sector common training needs and strategies that may lead to a common entry-level training course.	Create a roundtable of employers and organizations that provide employment services to persons with disabilities to better connect them and employers.	Monitor workforce-related legislation and policy changes at all levels of government – provide input and communicate changes.	Work with all Surrey workforce service providers to coordinate efforts and create a cohesive planning and delivery approach vis-à-vis employers and industries.	Advocate with the Surrey School District to increase experiential programming.
As a tool for promoting excellence in workforce development among Surrey employers, identify, promote and celebrate Surrey employers.	Tap into the Construction Foundation of BC's Skills Ready Program to expand it into Surrey schools.	Connect SBOT and employers with the Industry Training Authority Sector Advisory Groups to dialogue on what is needed in Surrey.	Partner with the BC Construction Association (BCCA) on its Integrating Newcomers Program and tap into its Regional Employment Placement Specialists for Surrey.	Conduct secondary research on and promote awareness about the implications of climate change on workforce development.	Create stronger connections between employers and workforce agencies, particularly who serve Indigenous people and people with disabilities.	Advocate for more post-secondary spaces in Surrey for trades, technology and other Science, Technology, Engineering, Arts and Math programs.
Create a Surrey HR consultancy to provide workforce-related services to small and medium-sized enterprises (SMEs).	Model strategies and principles of the U.S. Information Technology and Computer Science Business Council.	Help obtain more resources to employers and employees on the transition workers from companies experiencing downturns to growth employers.	Launch a major initiative to promote the recognition of internationally acquired competencies.	Create a Surrey employer mentorship portal (e.g. Women's Executive Network).	Improve coordination among service providers looking for placements of immigrants and refugees in Surrey.	Advocate for the City of Surrey to contribute resources to strategies for attracting and retaining workers.
	Leverage BC Tech's women and girls in technology initiatives and apply to schools in Surrey. School Districts with BC Tech.	Develop a pilot for a sector-specific language training for newcomers in Surrey manufacturing businesses. Learn from this and consider expanding to other sectors.	Promote BC Tech's talent policy recommendations and diversity and inclusion initiative in Surrey.		Establish a cross-sector committee and plan for working together on career awareness and promoting key Surrey careers to K-12 students.	Influence TransLink and the City of Surrey for short-term and long-term actions to address employer workforce needs.
	Work with the Industry Training Authority, Surrey School District, KPU and SFU to expand trades training and apprenticeships.				Influence all provincial and regional industry associations to focus on Surrey partnerships (SBOT) and Surrey workforce needs.	Work with the Surrey School District to work with influencers of K-12 students – parents, teachers and career counsellors, media, others
	Create a mechanism for employers to influence work/career-related curriculum, new programs.				Establish an SBOT committee to work with businesses and TransLink to coordinate transportation for their employees.	Work closely with business leaders to influence occupational regulators and Provincial Ministries.
	Build into the proposed workforce clearinghouse of information for employers on K-12 and PSE contacts, programs and resources.					Work with industry groups to explore creating in Surrey Centres of Excellence for different sectors and involving business and workforce development excellence.

Implementation

Strategy Governance/Leadership and Other Roles

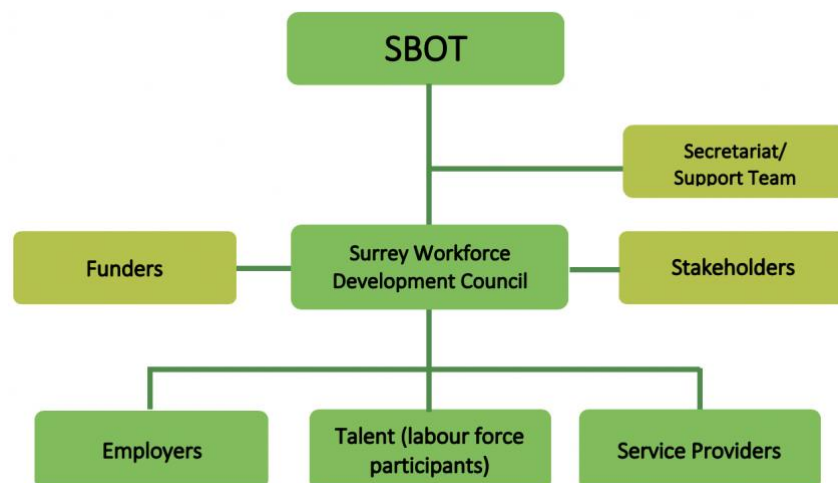


The Surrey Workforce Strategy will require the collaboration, co-operation and coordination among SBOT, Surrey employers and several stakeholder groups. While continuing to exert its leadership on this initiative, SBOT will work with others to put in place a Strategy leadership structure to oversee it, prioritize activities and drive results. Specific roles regarding each priority area and tactics are provided; the governance for the Strategy will be defined in a Terms of Reference.

As a starting point, the current Project Steering Committee (see Appendix A) will be repurposed and transitioned into the eventual Surrey Workforce Development Council. Initially, it will stand as a ‘provisional’ Council until Terms of Reference, composition, governance procedures are finalized and adopted.

Once the Council is in place, it will go through a process of prioritizing strategies and tactics, reviewing them in the context of confirmed resources and approving a phased implementation plan. The latter element will include starting gradually with priority demonstration projects and building on this momentum in a scaled approach.

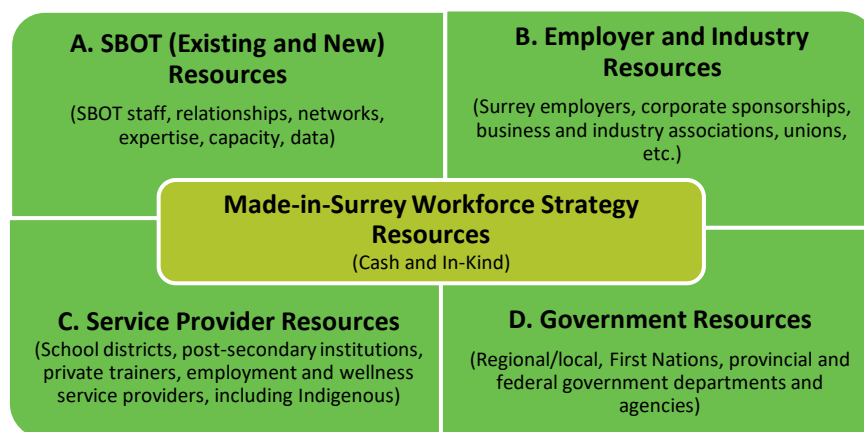
The chart below illustrates relationship between the Council, SBOT, its secretariat/support team, stakeholders, funders and the recipients – employers and talent (labour force participants).



Sustainability, Funding and Partnership Opportunities

A critical component of the final Surrey Workforce Strategy includes consideration of and planning for the sustainability of all strategies and tactics to be implemented. Some strategies/tactics may be shorter term with immediate results, and others may be more involved and/or need ongoing support beyond the initial implementation.

The eventual plan (developed by SBOT and the Workforce Development Council) for resourcing this Strategy will be multi-year and multi-pronged. While some revenue sources may provide a significant portion of the necessary resources, there are several funding sources from which to draw. In principle, cash, in-kind and knowledge resources will be tapped into for this Strategy implementation as captured in the chart below.



Priorities for early funding for the Strategy:

A Strategy Sustainability Plan consistent with funder priorities and reporting requirements for workforce strategies is included within this Strategy (see Appendix B).

- SBOT activities to start-up and support the Strategy implementation, including an operational project manager for at least the first year
- Start-up, support and operation of the Surrey Workforce Development Council
- An operational/support team or secretariat to support the Council and manage the implementation of the Strategy
- Priority Year 1 demonstration and pilot projects
- Investment resources to leverage other major contributions

An important point should be made when asking funders for resources for this Strategy. While this is a “Made-in-Surrey” Strategy, many priorities tactics in it will test and demonstrate opportunities for innovation and positive outcomes and will provide models for replication and adaptation in other communities and regions across Canada.

Major Partnerships

Major partnerships with SBOT and the Surrey Workforce Development Council will be sought during the implementation of this Strategy, including the following types of organizations:

- Surrey business associations
- Industry associations in key sectors
- Major public and private sector employers
- Major provincial and regional business groups
- Post-secondary institutions and major employment service providers in Surrey
- First Nations and Indigenous communities
- Labour organizations
- Government agencies
- Media outlets
- Others to be determined

SBOT and/or the Council will pursue formal agreements or memoranda of understanding with some of these organizations, both at the start of and throughout the Strategy implementation. Many of these potential partners are delineated in the aforementioned Strategic Priorities.

There is a recognition here that some major partnerships are yet to be developed and will be confirmed before, or in the early phase of the implementation.

Timelines and Phasing

Not all Strategy areas or actions are of equal importance or have the same immediacy or urgency; some will be more important to advance sooner than others, and some may be easier to accomplish than others. This Strategy indicates general timelines for elements of each Strategy area. Specific dates will be included in a more detailed implementation plan that will be developed, executed and monitored immediately after completion of the Strategy by SBOT and the Council and subject to funding availability.

Communication

SBOT is developing a high-level Communication Plan for communicating and building awareness about this Strategy as it is implemented. It will include communication objectives and messaging for pre-implementation, early implementation and longer-term implementation. Communication, marketing and awareness-building are also imbedded in some of the previously mentioned strategies and tactics.

Accountability and Evaluation

Accountability for implementing the Strategy will be enabled through an evaluation plan. It will be refined and updated as necessary as implementation planning proceeds.

This plan will also provide the basis for monitoring and measuring progress and reporting on inputs, outputs and results of the Strategy implementation to funders, partners, stakeholders and others. Please see Appendix C for the Strategy Evaluation Plan.

Provisional Implementation Plan

The table below shows the proposed timelines for the implementation of this Strategy on a provisional basis (subject to further input and resource development).

PHASE	ACTIVITY	TIMELINE
1	Strategy launch and implementation planning, resource confirmation and partnership development	October-December 2019
2	Development of implementation plan	January 2020
3	Early Strategy 'wins' and demonstration/pilot projects	January-August 2020
4	Strategy review, expansion and updating	September-December 2020 (end of Year 1)
5	Ongoing Strategy implementation, monitoring and updating	January 2021 and beyond

Conclusion

"I expect AI to change 100 percent of jobs in the next five to ten years."

Ginni Rometty, IBM Chairman, President, and CEO

Surrey is one of the fastest growing cities in Canada and will soon surpass Vancouver as the largest city in British Columbia. It is also one of the most diverse and increasingly cosmopolitan communities in Canada. The economic and social well-being of Surrey will rely heavily on the capacity of its industries and employers to be innovative, productive and competitive. In turn, this prosperity will depend to a large degree on the ability of companies and the Surrey community as a whole to attract and retain the most skilled and engaged talent available. It will also require supporting individuals in the labour force who are underutilized and/or unemployed and facing barriers to meaningful employment by creating strong connections between Surrey's labour market demand and supply.

Over the past several months, the Surrey Board of Trade (SBOT) has worked with many partners – particularly employers and education, training and employment service providers – to develop a Made in Surrey Workforce Strategy. This has included extensive primary and secondary research, engaging several employers, industry groups, institutions, service providers, Indigenous communities and others to identify strategic workforce challenges that need to be addressed. The Surrey Workforce Strategy includes a vision, long-term goals and a number of key strategic priorities and tactics for addressing workforce challenges, particularly supporting employers and labour force participants. This Strategy will be completed and initiated this fall.

Central to this Strategy will be the SBOT working with employers and many others to help develop employer capacity – collectively and individually – for pursuing demand-driven solutions to address workforce skills challenges. It focuses particularly on employers tapping into all talent pools including marginalized and underutilized labour force groups. We call this capacity-building and engagement of employers the Surrey Talent Innovation Lab.

One may call it a 'hub', an "incubation or virtual centre" – we see it as a 'lab', a collective and synergy of community stakeholder energy for researching, developing and executing innovative talent attraction and retention excellence that will be key to supporting Surrey's employers and others in the workforce development ecosystem. Creatively and effectively connecting labour market demand and supply to grow and

diversify Surrey's key industry sectors and develop the new and existing workforce will be the major outcome of the Surrey Talent Innovation Lab

This Strategy will engage employers on continuing to grow and prosper through talent attraction, management, training and development and retention through:

- An HR hub of resources and support to employer, tailored to key sectors in Surrey;
- Developing and expanding work-integrated learning models – including apprenticeships and internships – with employers for their existing employees;
- Identifying and developing skill sets that employers across Surrey increasingly need, particularly soft skills and STEAM skills and tailored to key growth sectors;
- Collecting and making effective use of labour market intelligence among employers in Surrey and working with them and education/training and employment service providers to ensure labour supply matches labour demand; and,
- Creating specific strategies – with service providers – that address specific barriers of those not fully participating in the Surrey labour force – Indigenous people, members of visible minorities, newcomers, persons with disabilities, veterans and youth, many of which are under- or unemployed.

“To properly leverage the power of AI, we need to address the issue at an educational level, as well as in business. Education systems needs to focus on training students in roles directly associated to working with AI, including programmers and data analysts. This requires more emphasis to be put on STEM subjects (science, technology, engineering and mathematics). Also, subjects centered around building creative, social and emotional skills should be encouraged. Whilst artificial intelligence will be more productive than human workers for repetitive tasks, humans will always outperform machines in jobs requiring relationship-building and imagination.”

Vishal Marria, Forbes.com. January 2019

<https://www.forbes.com/sites/vishalmarria/2019/01/11/the-future-of-artificial-intelligence-in-the-workplace/#311eec9273d4>

Appendix A - Steering Committee Members

Sunit Bector, Affinity Manufacturing
David Bennet, Fortis BC
Amrita Bhogal, Sunrise Kitchens
Olivia Chang, Health and Technology District, Lark Group
Grace Cleveland, South Surrey White Rock Chamber of Commerce
Marlyn Graziano, Kwantlen Polytechnic University
Anita Huberman, Surrey Board of Trade (Chair)
Raj Hundal, Progressive Intercultural Community Services
Azra Hussain, Surrey Hospital Foundation
John Kearns, Sheraton Guildford Hotel
Jennifer Kuenzig, Douglas College
Balraj Mann, BM Group of Companies
Dan Reader, Murray Latta Progressive Machine (SBOT Board Member)
Mark Sakai, Homebuilders' Association Vancouver
Geoff Sale, Applied Science Technologists and Technicians of BC
Patrick MacKenzie and Sangeeta Subramanian, Immigrant Employment Council of BC
Dr. Greg Thomas, G3 Consulting (SBOT Board Member)
Seema Tripathi, UNITI
Ann Walsh, BC Landscape and Nursery Association
Scott Wheatley, Coverdale Chamber of Commerce

Appendix B - Surrey Workforce Strategy Sustainability Plan

A critical component of this Surrey Workforce Strategy development includes consideration of and planning for the sustainability of priority strategies and tactics to be implemented. While some strategies and tactics may be shorter term with immediate results, others may be more involved and/or need ongoing support beyond the initial implementation.

This sustainability plan for the Surrey Workforce Strategy is a deliverable of the overall SBOT Labour Market Priorities Project.

An important point should be made when asking funders for resources for this Strategy. While this is a “Made-in-Surrey” Strategy, many priorities tactics in it will test and demonstrate opportunities for innovation and positive outcomes and will provide models for replication and adaptation in other communities and regions across Canada.

Workforce Strategy Budget

Part of the implementation planning that will occur once the Strategy is launched this fall will involve a detailed budget analysis and estimate. The table below should be considered a preliminary estimate with a focus on key elements of the Strategy, particularly in the first phase (Year 1) of its implementation.

Some key elements in the Strategy to focus on early and start to build momentum on are:

- A Surrey Employer Talent Innovation Lab
- A Surrey Attraction and Retention Strategy
- A Surrey HR Consultancy
- New K-12 work experience initiatives
- Increased post-secondary seats in high-demand occupations
- A Training Grant allocation to manage for Surrey companies
- Expanded and/or new job-specific training in high need skillsets
- Increased participation in job training and employment among those underrepresented in the Surrey workforce
- Career promotion and workforce development awareness initiatives
- Linkages and connections for enhanced collaboration and coordination

- Advocacy activities to influence government policies, programs and local infrastructure and amenities
- An ongoing Strategy tracking, monitoring and reporting system

The following budget estimate is designed to support these priorities.

The non-program support and infrastructure parts of the Strategy total \$985,000 over three years or a 10% of the total budget estimate – a reasonable “overhead/administrative” ratio.

The five largest estimated cost areas in the Strategy are:

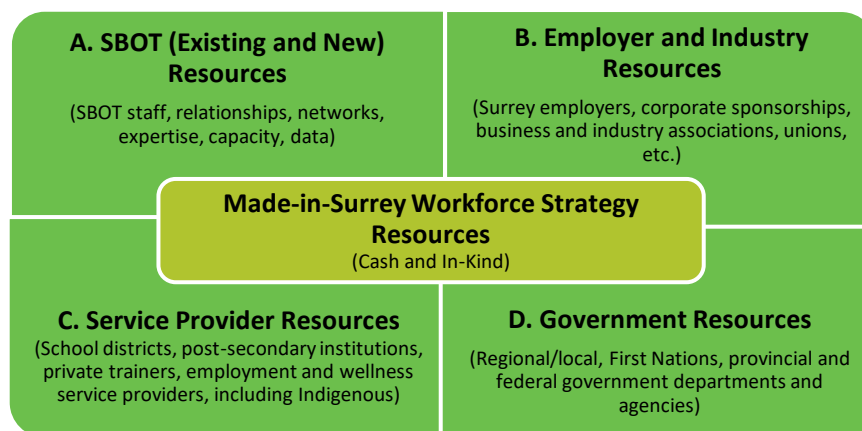
1. Strategy Priority #2 (K-12 and PSE Education) - \$4.5 million over three years because of the costs of additional education and training seats and new work experience/career programs.
2. Strategy Priority #3 (Job-Specific Training) - \$2.475 million over three years in order to receive an allocation of the Canada-BC Training Grant to cost-share training with 450 or more employers.
3. Strategy Priority #4 (Talent Pool Readiness) - \$1.2 million over three years to prepare and integrate 600 members underrepresented labour force groups into employment.
4. Strategy Priority #2 (Attraction and Retention) - \$650,000 over three years to implement three innovative components of the Strategy – a Talent Innovation Lab, an Attraction and Retention Strategy and an HR Consultancy.
5. The Project Management and Support Secretariat function - \$500,000 over three years.

Three-Year Strategy Budget Estimate				
Strategy Cost Area	Year 1	Year 2	Year 3	Total 3 Years
1. Project Mgmt. and Support Secretariat including support to the Surrey Workforce Development Council	\$150,000	\$175,000	\$175,000	\$500,000
2. Strategy Priority #1 - Attraction and Retention Talent Lab (net avg. \$1000/company)	\$50,000	\$100,000	\$150,000	\$300,000
• A&R Strategy	\$50,000	\$50,000	\$25,000	\$125,000
• HR Consultancy (net avg. \$2000/company)	<u>\$100,000</u>	<u>\$75,000</u>	<u>\$50,000</u>	<u>\$225,000</u>
• Total	\$200,000	\$225,000	\$225,000	\$650,000
3. Strategy Priority #2 - K-12 and PSE Education	\$1,000,000	\$1,500,000	\$2,000,000	\$4,500,000

Three-Year Strategy Budget Estimate				
Strategy Cost Area	Year 1	Year 2	Year 3	Total 3 Years
<ul style="list-style-type: none"> (Additional Seats, Promotion, Linkages, Pilots) 				
4. Strategy Priority #3 - Job-Specific Training <ul style="list-style-type: none"> (Manage Training Grant Fund) (avg. \$5,000 per employer + 10% admin. fee) 	\$550,000 (100)	\$825,000 (150)	\$1,100,000 (200)	\$2,475,000 (450)
5. Strategy Priority #4 - Talent Pool Readiness and Utilization (avg. \$2,000 per LF participant)	\$200,000 (100)	\$400,000 (200)	\$600,000 (300)	\$1,200,000 (600)
6. Strategy Priority #5 - Information and Awareness	\$50,000	\$50,000	\$50,000	\$150,000
7. Strategy Priority #6 - Collaboration and Coordination	\$15,000	\$20,000	\$25,000	\$60,000
8. Strategy Priority #7 - Advocacy and Influencing	\$25,000	\$50,000	\$50,000	\$125,000
9. Evaluation Costs - Evaluation, Tracking, Reporting	\$20,000	\$20,000	\$25,000	\$65,000
10. Communication Costs	\$50,000	\$25,000	\$25,000	\$100,000
Total per Year	\$2,270,000	\$3,310,000	\$4,300,000	\$9,825,000

Workforce Strategy Revenue Plan

The plan for resourcing this Strategy will be multi-year and multi-pronged. While some revenue sources may provide a significant portion of the necessary resources, they are several funding sources from which to draw. The range of funding sources for this Surrey Workforce Strategy is as follows:



1. Surrey Board of Trade Contributions

SBOT has a strong administrative infrastructure and track record for implementing and managing major projects. While it will contribute human capital for leadership and make other in-kind contributions, SBOT's efforts will need to be supplemented by funding to ensure effective and successful implementation and management of the Strategy and its key elements.

2. Employers and Industry Contributions

Surrey major employers, companies and industry associations will need to make significant in-kind contributions (e.g. staff participation, expertise, systems, promotion, materials, space, etc.) to support this Strategy. It is also hoped that they will contribute to the Strategy through fees for service in the roll out of the Talent Innovation Lab, the HR consultancy and other key priorities of the Strategy.

Major employers with operations in Surrey have a direct interest in the success of this Strategy. For instance, a cash investment of \$25,000 from each of Surrey's top 20 largest employers would contribute 5% of the estimated 3-year budget.

Several BC and national industry associations have human capital initiatives that are provincial or regional in scope but which this Strategy may be able to leverage and build on. These include BC Chamber of Commerce, BC Construction Association, BC Tech, BC Trucking Association, Canadian Association of Petroleum Producers, Canadian Homebuilders' Association of BC, Canadian Manufacturers' & Exporters (BC), etc.

3. Service Provider Contributions

Collectively, employment service providers in Surrey receive millions of dollars of public funding for client services. This Strategy involves SBOT, employers and industries working together with service providers to leverage better connections between labour demand and supply and to effect better coordination of services, increasing greater efficiencies. Strategy partners will also work with service providers to make cases for more targeted funding for priorities, some of which could be used to resource this Strategy.

4. Government Contributions

Obvious key government departments to be approached for funding this Strategy include the following:

Provincial government examples:

- Ministry of Advanced Education, Skills and Training
- Ministry of Education
- Ministry of Labour
- Ministry of Jobs, Trade and Technology
- Ministry of Social Development and Poverty Reduction
- Sector-specific ministries (e.g. Agriculture, Energy and Mines, Environment, Tourism and Transportation)

Federal government examples:

- Employment and Social Development Canada (funder of Indigenous Skills and Employment Training Program service deliverers)
- Immigration, Refugees and Citizenship Canada
- Indigenous Services Canada
- Federal Crown Corporations

Other public sector examples:

- City of Surrey
- Fraser Basin Council
- Fraser Health Authority
- Industry Training Authority
- Metro Vancouver
- Other Crown Corporations (BC Hydro, BC Innovation Council)

5. Fee-Payer Contributions

Employers, job seekers and other individuals could pay a fee for receiving services during the implementation of this Strategy. For employers, this would be most likely with regard to the Talent Innovation Lab, Attraction and Retention Strategy, the HR Consultancy and job-specific training aspects of this Strategy. Each of these priorities have direct benefits for Surrey companies and they may be interested in contributing to the start-up and expansion of these three initiatives and others.

6. In-Kind Contributions

Major employers, companies, industry groups, public sector employers, professional associations and other entities should be canvassed to make various types of non-cash contributions to the Strategy. Stakeholders have shown generous and good practice in this regard during the development of this Strategy.

The education sector – School District, post-secondary and private training institutions – and large service providers should be able to make material in-kind contributions as well.

Such contributions will be important for leveraging government funding needed for this Strategy.

7. Other/New Revenue Streams

In addition to possible fee for service revenue streams, there are other potential creative alternatives for generating revenue for this Strategy. For example, revenue could be generated by collecting fees from Surrey employers when job seekers are matched with employment through an employment database and portal. Large employers could pay an annual membership fee to be part of local employment partnerships with service providers. Organizations participating in the Strategy could tap into large foundations and private sector donors to fund parts of this Strategy.

Specific Revenue Options

Revenue Options to Address Budget Items	
Strategy Cost Area	Existing Revenue Source/New Revenue Options
Project Management and Support Secretariat Costs Staff costs and expenses Project management costs (staff or contract) Council and Sub-Committee meeting and secretariat costs	<ul style="list-style-type: none"> • SBOT • Ministry of Advanced Education, Skills and Training • Ministry of Social Development and Poverty Reduction
Strategy Priority #1 – Attraction and Retention Talent Lab A&R Strategy HR Consultancy	<ul style="list-style-type: none"> • Ministry of Advanced Education, Skills and Training • Ministry of Social Development and Poverty Reduction • Revenue from fees for services from employers
Strategy Priority #2 – K-12 and PSE Education Needs Assessment K-12 pilots and programs Additional PSE seats Engagement and Coordination	<ul style="list-style-type: none"> • School District • Public post-secondary institutions • Private training institutions • Ministry of Education • Ministry of Advanced Education, Skills and Training • Ministry of Social Development and Poverty Reduction • Industry Training Authority • Construction Foundation of BC • Other Foundations
Strategy Priority #3 – Job-Specific Training Needs Assessment	<ul style="list-style-type: none"> • Ministry of Advanced Education, Skills and Training

Revenue Options to Address Budget Items	
Strategy Cost Area	Existing Revenue Source/New Revenue Options
Program Development Training Grant Fund Promoting Training Culture	<ul style="list-style-type: none"> • Ministry of Social Development and Poverty Reduction • Post-secondary institutions • Industry associations • Employment Service Providers • Industry Training Authority • Revenue from fees for services from employers
Strategy Priority #4 – Talent Pool Readiness and Utilization Improved Funder and Delivery Coordination Linkages with Employers Readiness Training Employer Hiring and Onboarding	<ul style="list-style-type: none"> • Ministry of Social Development and Poverty Reduction • Immigration, Refugees and Citizenship Canada • Employment Service Providers • ACCESS • Employment and Social Development • Indigenous Services Canada • Other Indigenous service providers • Industry Training Authority • Revenue from fees for services from employers
Strategy Priority #5 – Information and Awareness Portal/Hub LMI intelligence and dissemination	<ul style="list-style-type: none"> • SBOT • Industry associations • Ministry of Advanced Education, Skills and Training (Labour Market Information Office)
Strategy Priority #6 – Collaboration and Coordination	<ul style="list-style-type: none"> • SBOT • Funders
Strategy Priority #7 – Advocacy and Influencing	<ul style="list-style-type: none"> • SBOT • Funders
Evaluation Costs – Evaluation, Tracking/ Monitoring, Reporting	<ul style="list-style-type: none"> • SBOT • Funders
Communication Costs	<ul style="list-style-type: none"> • SBOT • Media

Sustainability Considerations

Four areas of the Strategy will require comprehensive sustainability efforts to manage implementation risks:

1. **Project Management and Secretariat Support** – Without strong project management and internal (SBOT) and external (consultant/s) leadership and support of the Workforce Development Council, this Strategy will not achieve traction or momentum, let alone be sustained. This has to be the first funding priority – without leadership, project management and stakeholder oversight and buy-in, the rest of resources needed for this Strategy will be a moot consideration. Part of the value proposition to funders should be that the costs of this critical success factor is estimated to not exceed 10% of the total
2. **Innovation and Risks** – There are many points of innovation in this Strategy – particularly a Workforce Development Council, an Employer Talent Innovation Lab, an HR Consultancy, much better coordination and collaboration between partners on the labour market demand and supply sides, and new connections between employers and service providers, educators and post-secondary institutions. It will be important to leverage targeted funding for these priorities, to leverage employer and other private investments and to start early on these priority areas – demonstrate some degree of success in the first year in at least two of three of the Strategy priorities.
3. **Large Unit Cost Programming** – The biggest unit cost parts of the Strategy budget are secondary and post-secondary program spaces, a Training Grant allocation for Surrey employers and program funding for unemployed and underemployed Surrey labour force participants. Almost all of this funding will be ‘flow-through’ (with the exception of an administrative fee for the Training Grant) to service deliverers and employers. It will be important to work very closely with employment service providers, the School District and post-secondary institutions and employers, (i.e. united front/one voice) when submitting funding requests for these elements of the Strategy.
4. **Non-Public Investments and In-Kind Contributions** – The budget doesn’t explicitly show it but cash investments and in-kind contributions from employers and other non-government organizations will be an important part of this Strategy’s implementation. Employer investments can be leveraged in the Attraction and Retention, (e.g. Talent Lab, HR Consultancy), Job-Specific Training (i.e. cost-sharing) and Talent Readiness, (i.e. cost-sharing) priorities of the Strategy. Also, for the overall Strategy,

including the Attraction and Retention priority, funding will be pursued from major Surrey employers as an investment in the overall Strategy, (e.g. X\$ per year over three years). In-kind contributions will be sought from employers and service deliverers in the form of meeting hosting, advertising and social media, staff exchanges/loans, participation in new K-12 and PSE programs, providing work experience opportunities, etc.

An important part of the implementation planning on the Strategy later this year will be to include a risk mitigation plan.

Appendix C - Strategy Evaluation Plan

Purpose

This appendix includes logic model tables with which to evaluate the Surrey Workforce Strategy implementation. It will be refined and updated as necessary as implementation planning proceeds.

Evaluation Plan

The following high-level measures, evaluations and metrics of the long-term results of the Surrey Workforce Strategy were presented at each session:

The Surrey Workforce Strategy is designed to achieve the following long-term or **strategic goals**:

1. Surrey employers have access to talent and talent development capacity that produces the right competencies at the right time in the right place to support growth.
2. Surrey has a cohesive and coordinated world-class workforce development system involving responsive, flexible and innovative education, training and employment development programs, services and organizations.
3. Surrey businesses and other employers, and the workforce development system have the resources and data with which to make informed, evidence-based decision-making on workforce priorities.
4. Surrey has the reputation, infrastructure, amenities, transportation, housing and services for families, the community, workers and employers.

These goals will be achieved through the implementation of almost 70 tactics or actions in the following seven **strategic priority areas**:

1. Attraction and retention of talent
2. K-12 and PSE student preparation and retention and connections with industries and employers
3. High quality job-specific, flexible, innovative skills development aligned with industry needs
4. Readiness and utilization of all talent pools

5. Information and awareness for workforce decision-making
6. Collaboration, coordination, cohesion and linkages
7. Advocacy and influencing to obtain government, political leadership and community support for major improvements in Surrey to enable talent development

The ultimate **strategic outcomes** of the Surrey Workforce Strategy are:

1. An increased supply of highly motivated and skilled workers in Surrey
2. Companies and industries in Surrey that are leading-edge and high-performance in terms of innovation, technology, productivity, competitiveness and talent practices.
3. A meaningfully employed and fully utilized diverse Surrey workforce.
4. Optimal coordination, collaboration and cohesion in workforce development among the Surrey labour market partners.
5. A successful, growing, vibrant and increasingly diversified Surrey economy and community supported by excellence in entrepreneurship and in business and talent practices.

Evaluation Timing

The following schedule will define the sequencing and timing of evaluation steps; however, these may be refined once detailed implementation planning is undertaken at the start-up of the Strategy execution.

Evaluation Steps	Timeline
1. Finalize implementation plan	Year 1, Quarter 1
2. Finalize logic model including key performance indicators	Year 1, Quarter 1
3. Finalize evaluation methodology and procedures	Year 1, Quarter 1
4. Finalize tracking, monitoring and reporting requirements and procedures	Year 1, Quarter 1
5. Establish baseline measures for key performance indicators	Year 1, Quarter 2
6. Start tracking, monitoring and reporting on Strategy results	Year 1, Quarter 2
7. Start formative evaluation of strategy implementation	Year 1, Quarters 3-4
8. Amend Strategy implementation as appropriate	Year 1, Quarter 4

Evaluation Steps	Timeline
9. Complete 1 st Strategy Annual Report	Year 2, Quarter 1
10. Ongoing tracking, monitoring of and reporting on Strategy implementation	Year 2 and beyond
11. Ongoing formative evaluation and adjustments as necessary	Year 2
12. Complete 2 nd Strategy Annual Report	Year 3, Quarter 1
13. Complete summative evaluation and 3 rd Annual Report	Year 3, Quarter 4
14. Further steps to be defined or updated as needed	Ongoing

A key part of the Evaluation Plan is tracking, monitoring and reporting progress on the Strategy implementation. Once the implementation planning is started and the logic model is finalized, it will be important to establish baseline measures to the extent possible vis-à-vis Strategy outcomes. The implementation planning will include for priority tactics and outcomes identifying *what* measures to use and *how* to obtain data.

Logic Model

A logic model is a tool used by funders and evaluators of programs to evaluate the effectiveness of a program, strategy or initiative. They can also be used during planning, strategy development and implementation. Below, the logic model table show the relationships among the Surrey Workforce Strategy goals and inputs, activities, outputs and outcomes. The table differentiates between different outcome time horizons to the best of our ability at this time:

- Short-term outcomes – Year 1 through 2
- Intermediate outcomes – Years 3 through 5
- Long-term outcomes – > After 5 years through Year 10

The logic model table includes a short set of general key performance indicators (KPIs) with which the overall Strategy is evaluated. Key performance indicators could be in the form of outputs and short-term, intermediate and long-term outcomes.

Surrey Workforce Strategy Project Logic Model

Strategy Goals	<ol style="list-style-type: none"> 1. Surrey employers have access to talent and talent development capacity that produces the right competencies at the right time in the right place to support growth. 2. Surrey has a cohesive and coordinated world-class workforce development system involving responsive, flexible and innovative education, training and employment development programs, services and organizations. 3. Surrey businesses and other employers, and the workforce development system have the resources and data with which to make informed, evidence-based decision-making on workforce priorities. 4. Surrey has the reputation, infrastructure, amenities, transportation, housing and services for families, the community, workers and employers.
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Strategy Resources / Inputs	Strategy Priority Areas	Strategy Outputs	Strategy Outcomes (Short-, Intermediate- and Long-Term)	Preliminary Strategy Key Performance Indicators (KPIs)
<ul style="list-style-type: none"> • SBOT leadership (Board, CEO, senior management) and staff • SBOT systems (i.e. financial, information, networks, social media, HR) and policies and procedures • Project manager and assistant • Project equipment and software • Project budget • Workforce Development Council members • Partnership 	1. Attraction and retention of talent	<ul style="list-style-type: none"> • Surrey Employer Talent Innovation Lab • Surrey Workforce Attraction & Retention Campaign • Employer Talent Best Practice case studies and lessons learned resource • Surrey Employer HR Consultancy • Employer attraction, recruitment, onboarding and retention tools, resources and 	<ul style="list-style-type: none"> • Increased employer awareness of the importance of and resources for attracting, recruiting and retaining talent • Increased employer capacity to attract, recruit, onboard and retain talent • Increased employer awareness of new hiring channels, all talent pools and ways to attract and recruit from them, particularly those from 	<p>Upon completion of an Implementation Plan later this year, KPIs will be set and baseline data will be collected. These are preliminary and not final:</p> <ul style="list-style-type: none"> • Number of employers served • Number of labour force participants served • Number of workers recruited • Increased awareness (% of students, youth, job seekers) • Increased employee

Strategy Resources / Inputs	Strategy Priority Areas	Strategy Outputs	Strategy Outcomes (Short-, Intermediate- and Long-Term)	Preliminary Strategy Key Performance Indicators (KPIs)
<p>organizations</p> <ul style="list-style-type: none"> • Participating employers • Participating labour force participants • Partner and employer in-kind contributions • Information, knowledge, expertise, lessons learned from research • Advisor(s) and professional services • Service provider organizations (School District, PSE institutions, employment service providers) • Other government funding and programs • Media partners 		<p>information</p> <ul style="list-style-type: none"> • Employer HR awareness and promotion strategy • Employer of Choice tool kit 	<p>underrepresented labour force groups</p> <ul style="list-style-type: none"> • Increased employer awareness of employment supports needed for labour force participants with specific barriers employment entry and sustainability • Increased employer awareness of and connections with Surrey service providers, programs and services and potential employees • Increased employer recruitment of qualified jobseekers they are satisfied with • Increased employer retention of employees • Increased employer satisfaction with education, training and employment programs and services 	<p>retention/turnover rate</p> <ul style="list-style-type: none"> • Frequency of use of tools, information, resources, etc. by employers and workers • Number and type of website visits
	2. K-12 and PSE student preparation and retention and connections with	<ul style="list-style-type: none"> • Updated inventory and clearinghouse of Surrey K-12 career-related and PSE institution industry/employer- 	<ul style="list-style-type: none"> • Increased employer awareness and understanding of relevant education and training programs and 	<p>Upon completion of an Implementation Plan later this year, KPIs will be set and baseline data will be collected. These are preliminary and not final:</p>

Strategy Resources / Inputs	Strategy Priority Areas	Strategy Outputs	Strategy Outcomes (Short-, Intermediate- and Long-Term)	Preliminary Strategy Key Performance Indicators (KPIs)
	industries and employers	<p>related programs</p> <ul style="list-style-type: none"> Joint K-12, PSE and Employer Linkages Committee Surrey K-12 Work Experience, Soft Skills and Readiness Strategy Surrey K-12/Surrey Industry/Industry Training Authority Dialogue Table Employer Engagement of Surrey K-12 Parents Program of Employer School Tours Surrey K-12 Mandatory Work Experience Policy Expansion of Skills Ready (Const. Foundation of BC) Program to Surrey schools BC Tech STEM Skills Promotion in Surrey 	<p>how to access them</p> <ul style="list-style-type: none"> Increased dialogue, linkages, communication and sharing of information among education and training providers and employers and industry groups Increased high school work experience and career programs Increased PSE co-op education, internships and work-integrated learning partnerships with industries and employers Increased soft skills training in high schools and PSE institutions Increased K-12 student graduate and PSE student graduate work readiness Increased STEM-related skills training in K-12 and PSE programs Increased K-12 student and teacher and counsellor awareness of the world of work, high- 	<ul style="list-style-type: none"> Percentage of Surrey employers which participate in K-12 work experience and career programs Number of meetings between Surrey employers, schools and parent advisory committees Number of Surrey K-12 students who complete a work experience program Number of K-12 students who complete a sector-specific education program (e.g. trades, technology, manufacturing, etc.) Number of PSE students who complete a sector-specific education program (e.g. trades, technology, manufacturing, etc.) Number of Surrey employers who participate on Surrey PSE Program Advisory

Strategy Resources / Inputs	Strategy Priority Areas	Strategy Outputs	Strategy Outcomes (Short-, Intermediate- and Long-Term)	Preliminary Strategy Key Performance Indicators (KPIs)
			demand careers and employer needs •	Committee
	3. High quality job-specific, flexible, innovative skills development aligned with industry needs	<ul style="list-style-type: none"> • A strategic partnership between Surrey education and training providers and industries and employers to increase company in-house training capacity • SBOT to manage a Training Grant allocation to use to incent in-house training among Surrey SMEs • Increased training seats in health, construction, manufacturing and technology programs in PSE institutions • Delivery of a new Introduction to Manufacturing entry-level course with specialized modules by mfg. product • A scan and inventory or 	<ul style="list-style-type: none"> • Increased communication, information sharing and partnerships between PSE institutions and employers • Increased in-house training capacity among Surrey employers • Increased PSE graduates available to Surrey employers in high-demand jobs and sectors • Increased readiness of workers for employment in manufacturing in Surrey • New job training programs for key skills shared by various sectors • Increased formal apprenticeships and skilled trades workers among Surrey companies • Increased access to 	Upon completion of an Implementation Plan later this year, KPIs will be set and baseline data will be collected. These are preliminary and not final: <ul style="list-style-type: none"> • Percentage of Surrey employers which participate in and hire from job-specific training programs • Amount of leveraged funding from Surrey employers to contribute to Training Grant programs for employees • Number of students/employees who successfully complete new Surrey job training programs in high-demand occupations • Number of Surrey employers who create apprenticeships • Number of apprentices

Strategy Resources / Inputs	Strategy Priority Areas	Strategy Outputs	Strategy Outcomes (Short-, Intermediate- and Long-Term)	Preliminary Strategy Key Performance Indicators (KPIs)
		<p>matrix of cross-sector training needs and strategies</p> <ul style="list-style-type: none"> • A strategy for increasing online learning courses and other technology-based training for employers and employees in Surrey • A mechanism for dialogue among Surrey employers and the Industry Training Authority and its Sector Advisory Groups • A sector-specific language training pilot project for newcomers in or seeking employment in manufacturing in Surrey • Promotion of government funding for Surrey workers going through transition to re-employment after downsizing 	<p>flexibly delivered job training programs in high-demand occupations by Surrey jobseekers and employees</p> <ul style="list-style-type: none"> • Increased English language capacity among Surrey immigrants and refugees who are newly hired 	<p>sponsored by Surrey employers</p> <ul style="list-style-type: none"> • Number of Applied Science Technologists and Technicians employed in Surrey • Number of newcomers who complete sector-specific language courses
	4. Readiness and	<ul style="list-style-type: none"> • A one-stop 	<ul style="list-style-type: none"> • Increased linkages, 	Upon completion of an

Strategy Resources / Inputs	Strategy Priority Areas	Strategy Outputs	Strategy Outcomes (Short-, Intermediate- and Long-Term)	Preliminary Strategy Key Performance Indicators (KPIs)
	utilization of all talent pools	<p>clearinghouse of information, resources, job-matching (e.g. job boards, online) shared by WorkBC and other employment service providers</p> <ul style="list-style-type: none"> • A Surrey youth employment strategy to better connect employers to youth jobseekers and help employers better understand youth needs • Promote awareness of and support women in trades and women in technology occupations among Surrey employers • An employer/ Indigenous representatives table to dialogue on increasing Indigenous employment in Surrey • An employer/persons with a disability table to dialogue on increasing PWD's 	<p>coordination and collaboration among Surrey employers and service providers</p> <ul style="list-style-type: none"> • Increased readiness for employment and increased employment in Surrey of Indigenous people, mature workers (55+), newcomers, racialized citizens, veterans, women and youth • Increased dialogue, connections and collaboration between Surrey employers and the above labour force groups • Increased full employment of unemployed and underemployed newcomers in their chosen training and career 	<p>Implementation Plan later this year, KPIs will be set and baseline data will be collected. These are preliminary and not final:</p> <ul style="list-style-type: none"> • Percentage of employers who are aware of opportunities to and benefits of hiring local persons with a disability • Percentage of employers who are aware of the opportunities to and benefits of hiring local Indigenous peoples • Number of members of underrepresented labour force groups in Surrey who complete a new or revised employment readiness training program • Percentage of Surrey employers who are satisfied with a new or revised employment readiness training program • Percentage of Surrey

Strategy Resources / Inputs	Strategy Priority Areas	Strategy Outputs	Strategy Outcomes (Short-, Intermediate- and Long-Term)	Preliminary Strategy Key Performance Indicators (KPIs)
		<p>employment in Surrey</p> <ul style="list-style-type: none"> • Implement a Surrey Veterans' Retraining and Employment Strategy • Promotion of diversity and inclusion among Surrey companies • A roundtable of Surrey employers and Surrey service providers to coordinate program and service delivery and connections between both types of parties • An initiative with Surrey immigration service organizations and employers to increase the recognition of foreign credentials and immigrant full employment 		employers who hire underrepresented labour force participants
	5. Information and awareness for workforce decision-making	<ul style="list-style-type: none"> • Disaggregated, up to date, reliable and access Surrey labour market data • A Surrey-wide technology-based job 	<ul style="list-style-type: none"> • Effective labour market and workforce planning • Increased employer access to and use of labour market information for planning 	Upon completion of an Implementation Plan later this year, KPIs will be set and baseline data will be collected. These are preliminary and not final:

Strategy Resources / Inputs	Strategy Priority Areas	Strategy Outputs	Strategy Outcomes (Short-, Intermediate- and Long-Term)	Preliminary Strategy Key Performance Indicators (KPIs)
		<p>board for matching employers and jobseekers, supported by a SBOT portal of information and links</p> <ul style="list-style-type: none"> • Establish SBOT as a 'go-to' hub of information and resources on talent attraction and development for SMEs • Updated and widely distributed information on jobs of the future and increasing K-12 awareness of the impact of artificial intelligence on jobs and careers • A Surrey Credential Engine pilot project to promote a skills currency approach on key work skills competencies, credentials and training • Create awareness of climate change implications for the Surrey labour market • Create a Surrey employer mentorship 	<p>and decision-making</p> <ul style="list-style-type: none"> • More efficient and effective job-matching for employers and jobseekers • Increased awareness of K-12 students, teachers and counsellors and PSE students and faculty of labour market trends, high-demand jobs and jobs of the future in Surrey • Increased awareness of how climate change and climate policy are affecting the labour market • Increased transparent approaches to identifying and assessing the competencies employers need and how they can be tied to specific skill development in PSE programs • Increase mentors among Surrey employers for new entrepreneurs, particularly women 	<ul style="list-style-type: none"> • Percentage of Surrey employers that have access to current labour market information with which to plan and make workforce decisions • Percentage of Surrey K-12 students who are aware of jobs of the future and the impacts of artificial intelligence • Number of employers who visit SBOT website and office to obtain information on workforce resources • Number of employers, jobseekers and service providers who have used and been connected through a new Surrey job matching portal

Strategy Resources / Inputs	Strategy Priority Areas	Strategy Outputs	Strategy Outcomes (Short-, Intermediate- and Long-Term)	Preliminary Strategy Key Performance Indicators (KPIs)
		portal	entrepreneurs	
	6. Collaboration, coordination, cohesion and linkages	<ul style="list-style-type: none"> A Surrey Funders Coordination Table to facilitate coordination among them, employers and service providers Create industry sector strategic partnerships (where they do not already exist) to address common workforce needs among employers in the same sector Create an SBOT committee of employers and TransLink to implement creative solutions and coordinate employee scheduling for improving access to transportation 	<ul style="list-style-type: none"> Increased coordination among all parts of the Surrey workforce development ecosystem Increase the results of government workforce development funding to employers and service providers Increase intra-sector collaboration and talent-related activities among companies Improved transportation options for Surrey employees 	<p>Upon completion of an Implementation Plan later this year, KPIs will be set and baseline data will be collected. These are preliminary and not final:</p> <ul style="list-style-type: none"> Percentage of employers in Surrey who have a clear sense of available employment and training programs Number of Surrey industry sectors which are collaborating on workforce strategies Number of service providers which are working on joint planning and delivery with Surrey employers or employer groups
	7. Advocacy and influencing to obtain government, political leadership and	<ul style="list-style-type: none"> Local political leadership support for the Surrey Workforce Strategy An advocacy plan for influencing public 	<ul style="list-style-type: none"> City of Surrey (political and bureaucratic support for the Surrey Workforce Strategy Increased support for workforce development 	<p>Upon completion of an Implementation Plan later this year, KPIs will be set and baseline data will be collected. These are preliminary and not final:</p>

Strategy Resources / Inputs	Strategy Priority Areas	Strategy Outputs	Strategy Outcomes (Short-, Intermediate- and Long-Term)	Preliminary Strategy Key Performance Indicators (KPIs)
	community support for major improvements in Surrey to enable talent development	policies and programs to support workforce development in Surrey	<p>in Surrey from relevant provincial and federal skills and training policies and programs</p> <ul style="list-style-type: none"> Improvements in housing, transportation, community amenities in Surrey which attract and retain talent needed by employers 	<ul style="list-style-type: none"> Number of transportation (bus) lines near workplace centres Number of parking spaces near or at workplace centres Amount of ridesharing and ride-hailing options for Surrey workers Percentage of workers who have access to affordable childcare Amount of public funding for employment and training funding for Surrey service deliverers, institutes and employers Percentage of employers and employees that find Surrey an attractive to community to live and work in

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