




MIND THE GAP 2014 SUMMIT

FINAL REPORT

**A Platform For Moving Forward
On Global Talent For British Columbia**
June 2014

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“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 Papademetriou President, Migration Policy Institute

EXECUTIVE SUMMARY

PRE-EMPTIVE. BOLD. DECISIVE.

Three words that define how British Columbia must approach winning the competition for global talent for the world's top skilled workers in the coming years.

On March 28, 2014, more than 80 employers and industry representatives – along with representatives from government, post-secondary institutions and other key stakeholders – came together to address the looming shortage of skilled workers in BC at the Immigrant Employment Council of BC's (IEC-BC) 2014 Summit, Mind the Gap, Winning Global Talent for BC's Continued Prosperity.

British Columbia (BC) is expected to face a labour shortage of at least 61,500 skilled workers by 2020 according to BC Labour Market Outlook, 2010–2020, due to an aging workforce, low birth rates and economic growth in emerging sectors and major projects – and this figure does not include the proposed LNG projects. Further, in order to fill one million new job openings expected by 2020, the Province of BC has targeted the recruitment of 265,000 international workers as part of its labour supply plan. At the same time, pressures on the labour supply side include a relatively low BC fertility rate, a relatively faster aging workforce, geographic and sectoral mismatches,

a disconnect between labour demand and the supply of labour through existing employment and training programs, and highly under-utilized immigrant talent.

These and other related themes were discussed at the day-long Summit in downtown Vancouver. With a broad group of participants, the goal was to inspire BC's thought-leaders to develop solutions and commit to actions that will more effectively allow BC's employers to tap into skilled immigrant talent to help meet the province's workforce needs. The Summit was also intended to elicit local and global best practices in talent attraction and mobility.

Mind the Gap 2014 included a full day of dialogue, including two keynote presentations, two senior government representatives, panel discussion with four experts, and two sets of task force discussions followed by plenary sessions where ideas were shared and themes emerged. Based on a subsequent thematic analysis of presentations and the two task force discussions and plenary sessions, key themes and actions have been documented.



SUMMARY OF KEY THEMES

1. IMMIGRATION AND GLOBAL TALENT MOBILITY IS OF STRATEGIC SIGNIFICANCE

Immigration and succeeding in the global talent competition is critical to BC's economic and demographic future. Yet recent trends show a drop in immigration to BC, weaker immigrant outcomes, as well as skill and geographic mismatches. Experts advise that we are in an era of global competitiveness and that migration and talent mobility and creating talent hubs will be very important to BC's success. We have to stop wasting international talent.

2. A PLAN IS NEEDED TO STRATEGICALLY BRIDGE IMMIGRATION POLICY AND PROGRAM GAPS

The absence of a comprehensive, coordinated BC immigrant talent plan creates policy and program gaps which threaten our national and international competitiveness. Such a plan needs to reflect a comprehensive "total immigration package" including clear, fair and transparent rules and regulations, reasonable pathways to permanent residency, recognition of foreign qualifications, and opportunities for family members.

3. THERE ARE CRITICAL FACTORS FOR BC IMMIGRATION POLICY AND IMMIGRANT TALENT SUCCESS

Employers need supports and information that help, particularly, small businesses in attracting, hiring and retaining immigrants. Employers also need to balance valuing Canadian work experience with promoting and valuing global experience, and be encouraged to create talent hubs and networks in high-demand occupations and growth/emerging sectors. Also senior business leaders should be engaged on global talent and finding ways to increase venture capital, business investment and entrepreneurship among prospective immigrants. Finally, changing the narrative on immigrant talent by promoting business and immigrant success stories will increase awareness and knowledge among employers.

Government policies and programs must be fast, fair and flexible and must promote a strong awareness among employers, international workers and others of the new immigration processes. Governments also need to place more focus on the retention of immigrants once they are here, not only attraction; and they must consider the whole family – not just the skilled immigrant – in the attraction and settlement of new immigrants.

Governments and service providers can provide the necessary support to communities and sectors to attract immigrants to land and/or settle in rural and remote BC communities.

A CALL TO ACTION

IEC-BC proposes a Strategic Action Plan as a framework for Summit follow up and a platform for IEC-BC's next strategic agenda. This is a short-list of top actions, with additional ones provided in the main body of this report:

1

Build a BC strategic immigrant talent plan to ensure that the 265,000 international workers needed to meet BC's human capital needs by 2022 is achieved through attracting and retaining immigrants via federal and provincial economic streams, the Temporary Foreign Worker program and foreign qualification recognition strategies.

Role for IEC-BC – IEC-BC will work with and support the BC Government and key stakeholders to develop and execute this plan in a timely manner.

Role for Others – The BC Government needs to lead the development of this plan and integrate it within other pillars of its human capital policy (e.g. BC's Skills for Jobs Blueprint). Key employers and industry groups and the post-secondary system need to be engaged in this plan.

2

Support the Government of Canada (i.e. Citizenship and Immigration and Employment and Skills Development) in implementing its immigration reform in BC, including the Temporary Foreign Worker Program and the Express Entry system.

Role for IEC-BC – With its employers, business, community and other connections help the federal government promote, build awareness around and implement its demand-oriented, employer-focused immigration programs in BC.

Role for Others – Business and industry associations and other sectoral and regional (e.g. chambers of commerce) employer groups will be important conduits through which IEC-BC will engage employers. The BC Ministry of Jobs, Tourism and Skills Training could also play a facilitative role.

3

Educate employers and industry groups on the new Express Entry system as well on changes to the various streams in Canada's immigration system in order to facilitate employer access to the more demand-driven, immigration programs.

Role for IEC-BC – Along with its industry partners, IEC-BC could offer workshops, webinars and web tools throughout the province for employers in key sectors and communities.

Role for Others – Business and industry associations and other sectoral and regional employer groups will be important conduits with which IEC-BC will work.

4

Support small and medium-sized enterprises which have little experience with or capacity to tap into immigrant talent – whether it is attracting, hiring, or developing and retaining them. Employers need assistance that is practical, effective, SME-friendly and accessible.

Role for IEC-BC – Could offer a program of assistance in a comprehensive, reliable way if it can tap into federal and/or provincial funding to extend its limited resources across the province and key sectors and small business groups.

Role for Others – Business and industry associations and other sectoral and regional employer groups will be important conduits with which IEC-BC will work. Federal and provincial governments may be involved as some of these activities may be eligible for immigrant employment funding.

MOVING FORWARD

This report aims to summarize the Summit findings, in addition to identifying key actions that can be taken by IEC-BC and its partners. This is essential if we are to truly move forward on meeting the province's and BC industries' human capital needs and supporting economic growth.

Immigrants who have already chosen to make BC home want to put their skills, talent and experience to use, while those considering where they emigrate are seeking

to do the same. They will not settle for less in a global marketplace where their know-how is in high demand.

Since the competition for international talent is already fierce, and expected to become even more intense, those countries, regions, cities and communities that choose to leverage that talent will be the winners.

That talent is British Columbia's to lose.



“We need to re-emphasize the beauty, lifestyle and opportunity of our rural communities, and the amazingness of small towns and how that brings back families. It brings back heart. It brings wealth, all of those things.”

Donna Wilson, Senior VP, People, Lifelabs Medical Laboratory Services

“Canada, be prepared to compete with Mexico, Turkey, Southeast Asia, BRICs (Brazil, Russia, India, China, South Africa) for the brightest minds.”

Demetrios Papademetriou,
President, Migration Policy Institute

I. SUMMIT PURPOSE AND CONTEXT

As we move further into the second decade of the 21st century, the years ahead promise more than a few challenges on the human capital front due to a perfect storm of converging factors where talent shortages and a lack of skilled workers become the norm.

For all countries, including Canada, it is not a matter of if we address skills and labour shortages, but how preemptively and urgently we take action. Failing to act will, at best, leave our businesses, industries and communities ill-equipped to remain competitive. At worst, without actual skilled workers, employers may struggle to complete projects on time and budget or to keep doors open.

Specifically in BC, more than one million job openings are expected across the province by 2020. Moreover, in the years ahead insufficient numbers of students are expected to graduate from K–12 to fill those openings.

What does this mean? It means BC industries and businesses will not have the labour to meet their needs. It also means we will need to rethink how we utilize the skills of those immigrants who are already here in BC, and those immigrants considering BC as a destination.

As we navigate the global talent map, not to tap into the expertise of skilled immigrants is a real waste. This waste is already reflected in landed immigrants whose talent is under-utilized. Now more than ever, especially from an economic well-being perspective, it is critical we embrace this thinking — as communities, as a province and as a country.



“Or 21,000 jobs that would be realized if we just simply had a better match with respect to participation as well as unemployment.”

Andrew Ramlo, Executive Director, Urban Futures

The “Mind the Gap” 2014 Summit had three overall objectives:

To raise the understanding of the impending talent crisis and the implications of global competition for human capital;

1

To increase the sharing of lessons learned from global and local employers; and,

2

To develop and commit to key actions that will contribute to a coordinated and strategic BC immigrant talent workforce strategy.

3

During a dynamic day that included two keynote presentations, remarks from two senior government representatives, a panel discussion of four experts, and two sets of roundtable discussions followed by plenary sessions, these three objectives and other related issues were explored in depth.

In short, this final report aims to:

1. Summarize the day’s findings, in terms of key themes;
2. Highlight key proposed actions that can be taken in the immediate, short and longer terms, in addition to identifying proposed lead actors; and
3. Most importantly, use the proposed Summit actions as a strategic platform with which IEC-BC moves forward with partners to pursue priority global talent, immigrant and mobility goals.

“BC needs to fill over 1 million job openings by 2022. The Province’s labour supply plan includes facilitating the recruitment of 265,000 international workers or more than one-quarter of the total needed.”

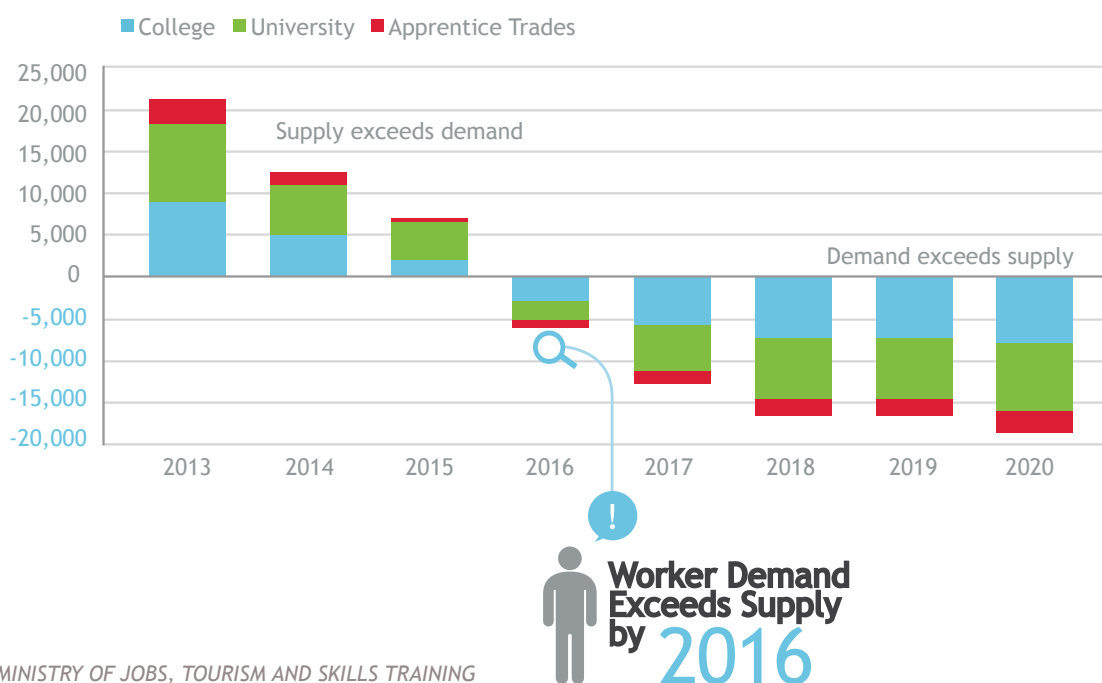
Dave Byng, Deputy Minister, Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour

II. KEY SUMMIT THEMES

There is no doubt about it: British Columbia will require a significant supply of skilled workers in the years and decades ahead if it is to remain competitive, both on a global scale and here at home in competing with other provinces for skilled workers.

While there were many different conversations during the Summit, some key themes emerged. The input from speakers and the task force groups have been analyzed and grouped into the following three categories of key themes. While many of the points in the second and third categories are themes, some of them also show up in the “Call to Action” section.

LABOUR SUPPLY VS LABOUR DEMAND IN BC



SOURCE: MINISTRY OF JOBS, TOURISM AND SKILLS TRAINING

1. IMMIGRATION AND GLOBAL TALENT MOBILITY IS OF STRATEGIC SIGNIFICANCE

- a. Immigration and succeeding in the global talent competition is critical to BC's economic and demographic future. Yet recent trends show a drop in immigration to BC, weaker immigrant outcomes, as well as skill and geographic mismatches.
 - b. BC has a relatively low fertility (i.e. birth) rate and a relatively faster aging population that will take a generation to make up for.
 - c. Economic demand for skilled workers will continue to increase and will exacerbate existing talent gaps in certain regions and sectors of BC. The Province of BC recognizes that about 25% (265,000) of the future labour force supply will need to come from international workers.
 - d. We are wasting international talent because of not utilizing or under-utilizing the skills for which they were selected to come here. As Dr. Papademetriou said, "Sometimes I think immigration systems are designed to waste human capital."
 - e. Policy and demographic experts advise that we are in an era of global competitiveness and that migration and talent mobility and creating talent hubs will be very important to BC's success. We must be prepared to compete with BRICs, Mexico, Turkey, Southeast Asia and other countries.
 - f. Furthermore, the U.S. is considering sweeping immigration policy reform that will significantly increase its access and attractiveness to international workers, adding even more competition to Canada's ability to attract and retain immigrants.
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2. A PLAN IS NEEDED TO STRATEGICALLY BRIDGE IMMIGRATION POLICY & PROGRAM GAPS

- a. There is currently the absence of a comprehensive, coordinated BC immigrant talent plan.
- b. The Canadian immigration system is in need of change. Policy-makers need to continue to push to convert the system into an approach that is demand-driven and employer-led.
- c. This approach needs to reflect a "total immigration package" including clear, fair and transparent rules and regulations, reasonable pathways to permanent residency with predictable outcomes, recognition of foreign qualifications and credentials, and opportunities for family members.
- d. There is a lack of a strong "First-Tier" focus in BC and Canadian immigration approaches that strategically uses the presence of other professionals, capital infrastructure and a clear value proposition (return on investment) to attract international workers.
- e. Policy and program reforms are needed to directly address the most common barriers (e.g. language, Canadian experience, FQR, cultural literacy and soft skills, cost of living) to immigrant employment and integration success.

3. THERE ARE CRITICAL FACTORS FOR BC IMMIGRATION POLICY AND TALENT SUCCESS

a. Employer Action and Support

- ➡ More involvement of employers in immigration selection.
- ➡ More direct skills matching in the immigration process between workforce demand and supply.
- ➡ Supports and information to help, particularly, small businesses in attracting, hiring and retaining immigrants.
- ➡ Balancing valuing Canadian work experience with promoting and valuing global experience.
- ➡ Encouragement of businesses and sectors to create talent hubs and networks in high-demand occupations and growth/emerging sectors (e.g. LNG, clean technology, IT, etc.).

b. Government Immigration Policy and Programs

- ➡ Streamlined, transparent, consistent and predictable, and time-sensitive immigration, foreign worker and settlement processes.
- ➡ Effective expenditure of federal and provincial immigrant settlement, employment and training funds.
- ➡ Faster, fair and flexible immigration policies, programs and processes.
- ➡ Promote a strong awareness among employers, international workers and others of the new immigration process, including the Expression of Interest system (now “Express Entry”).

c. Immigrant and Family Support

- ➡ Place more focus on how to retain immigrants once they are here, and not only on attraction.
- ➡ The need to help immigrants market themselves. Candidates are highly qualified and university-educated but marketing their skills in the wrong way, as their credentials do not specifically tell employers what they can do or their full capabilities for the long term.
- ➡ Consider the whole family – not just the skilled immigrant – in the attracting and settlement of new immigrants.
- ➡ Spousal support systems to facilitate connections to the community of international workers’ spouses, and change policies to allow spouses of low-skilled TFWs to work.

d. Communities

- ➡ Work with communities and sectors to attract immigrants to land and/or settle in rural and remote BC communities.
- ➡ Broader community infrastructure to foster valuable partnerships engaging businesses, immigrants, service providers and others.

e. Promotion and Communication

- ➡ Change the narrative on global talent by promoting business/immigrant success stories from immigrant and TFW programs, including countering some of the public’s image of and attitudes towards foreign workers.
- ➡ Promote and learn from best practices in attracting international workers in other jurisdictions such as Alberta and Australia.

f. Networks

- ➡ Connections with foreign-born Canadians working/living abroad, including incentives for them to pursue business and professional opportunities in BC.
- ➡ Engage senior business leaders on global talent and finding ways to increase venture capital, business investment and entrepreneurship among prospective immigrants.
- ➡ Value and reward post-secondary institutions to be talent magnets and international partners. Foreign students we recruit to study here are a viable future labour supply.

“I think BC has done reasonably well [in attracting skilled immigrants] in really focusing on certain sectors; for example, visual effects here in Vancouver – it’s huge. It’s well known around the world....There’s tons of new studios opening all the time.”

Jonathan Leebosh, Partner, Global Immigration, Ernst & Young LLP

III. A CALL TO ACTION

During this one-day Summit of insightful discussion involving more than 80 thought leaders, a common understanding emerged from the day: that there is an imperative need for pre-emptive action – now, in the shorter term and over the longer term.

Based on the presentations and task force inputs during the Summit and a subsequent analysis of the themes and suggested actions, IEC-BC proposes the following Strategic Action Plan as a framework for Summit follow up and a platform for IEC-BC’s next strategic agenda. The highest priority actions are noted.

1. GOVERNMENT AND PUBLIC POLICY

- a. **[PRIORITY] Build a BC strategic immigrant talent plan** to ensure that the 265,000 international workers needed to meet BC’s human capital needs by 2020 is achieved through attracting and retaining immigrants via federal and provincial economic streams, the TFWP and foreign qualification recognition strategies.

Role for IEC-BC – Work with and support the BC Government and key stakeholders to develop and execute this plan in a timely manner.

Role for Others – The BC Government needs to lead the development of this plan and integrate it with other pillars of its human capital policy (e.g. BC’s Skills for Jobs Blueprint). Key employers and industry groups and the post-secondary system needs to be engaged in this plan.

- b. **[PRIORITY] Support the Government of Canada** (i.e. Citizenship and Immigration and Employment and Skills Development) in implementing its immigration reform in BC, including economic streams, the TFWP and the Express Entry system.

Role for IEC-BC – Work with employers, business, community and other connections to help the federal government promote, build awareness around and implement its demand-oriented, employer-focused immigration programs in BC.

Role for Others – Business and industry associations and sectoral and regional employer groups (e.g. chambers of commerce) will be important conduits through which IEC-BC will engage employers. The BC Ministry of Jobs, Tourism and Skills Training could also play a facilitative role.

1. GOVERNMENT AND PUBLIC POLICY (CONTINUED)

- c. **Support the Ministry of Jobs, Tourism and Skills Training initiative on “Addressing Barriers to Foreign Credential Recognition in the LNG Sector”** including addressing labour market attachment barriers so that it is implemented in a timely, effective way and leads directly to value-added outcomes for international workers.

Role for IEC-BC – Facilitate and participate in the implementation of the Ministry’s action plans and to engage industries and LNG employers.

Role for Others – Obviously the Ministry will lead this, with heavy involvement of regulators and the LNG industry.

- d. **Ensure that key BC public policy initiatives** include elements to support immigrant talent attraction, recruitment, training and retention. Such initiatives would include the recently announced “BC’s Skills for Jobs Blueprint: Re-Engineering Education and Training”, recommendations for reforming the ITA and the apprenticeship system, and the Canada Job Fund, including its three streams – one being the new Canada Job Grant – and the Labour Market Development Agreement.

Role for IEC-BC – Along with its business partners, IEC-BC will need to ensure immigrant talent is seen as a strategic element across these initiatives and pursue opportunities for partnerships to link such talent with key occupations needed by BC employers.

Role for Others – Business and industry associations and IEC-BC other partners (e.g. regional organizations) will need to monitor these initiatives and advocate as necessary.

2. EMPLOYERS AND INDUSTRY ASSOCIATIONS

- a. **[PRIORITY] Educate employers and industry groups on the new Express Entry system** as well on changes to the various streams in Canada’s immigration system in order to facilitate employer access to more demand-driven, employer-led programs.

Role for IEC-BC – Along with its industry partners, IEC-BC could offer workshops, webinars and web tools throughout the province for employers in key sectors and communities.

Role for Others – Business and industry associations and other sectoral and regional employer groups will be important conduits with which IEC-BC will work.

- b. **[PRIORITY] Provide services to aid LNG employers to recruit immigrants and TFWs.** Despite a commitment to hiring British Columbians and Canadians first, most policy-makers, employers and others accept that LNG projects that go ahead will inevitably need help to recruit immigrants and temporary foreign workers. The Province and the Government of Canada will need to work closely with the industry (i.e. LNG owners, contractors, sub-contractors and unions) on this.

Role for IEC-BC – Reach out to all LNG industry players to offer its research, information and tools as they move forward with their labour supply planning leading up to and after possible final investment decisions.

Role for Others – Both governments, regional/community organizations and LNG industry representatives will need to play a role in this.

2. EMPLOYERS AND INDUSTRY ASSOCIATIONS (CONTINUED)

- c. **[PRIORITY] Support small and medium-sized enterprises** which have little experience with or capacity to tap immigrant talent – whether it is attracting them, hiring them, or developing and retaining them. They need assistance that is practical, effective, SME-friendly and accessible.

Role for IEC-BC – Offer a program of assistance in a comprehensive, reliable way if it can tap into federal and/or provincial funding to extend its limited resources across the province and key sectors and small business groups. This would build on the lessons learned and success achieved by IEC-BC through its existing tools and resources and its very successful Employer Innovation Fund.

Role for Others – Business and industry associations and other sectoral and regional employer groups will be important conduits with which IEC-BC will work. Federal and provincial governments may be involved in that some of these activities may be eligible for immigrant employment funding.

- d. **Support national corporations and employer groups** who are important players in the successful use of Canada's new immigration system and in maximizing the attraction, mobility and retention of international workers needed across Canada.

Role for IEC-BC – Along with the network of IECs across Canada, IEC-BC will reach out to national corporations and employer groups to partner with them on immigrant attraction. This work will benefit BC because many of these corporations employ workers in BC.

Role for Others – Citizenship and Immigration Canada could play a key role in facilitating and funding this network; and obviously other IECs across the country will play a role.

- e. **Engage Professional Immigration Networks (PINs)** who are important networks for governments, employers and service providers to connect with. Due to their focus on immigrants in particular occupational categories, PINs can adopt tailored strategies for immigrant employment, retention, settlement, FQR. To date, this potential has not been largely tapped in BC, either by government or employers.

Role for IEC-BC – Work with PINs, governments and key employer groups to explore partnerships and possible synergy in matching immigrants with employers/jobs related to their training and chosen profession/occupation.

Role for Others – PINs, both governments, key employer groups and other IEC-BC partners will need to play a role in this networking.

- f. **Use industry sector organizations** as key focal points for action on attracting international workers. Already some like the BC Construction Association and go2 have been very active in promoting and facilitating the recruitment of immigrants and temporary foreign workers. Many sector organizations of varying sizes and degrees of sophistication have not had the awareness, time or capacity to consider helping their members with international worker recruitment.

Role for IEC-BC – Hold meetings or forums with key sector organizations and pursue partnerships to help sector organizations help their members through workshops, web-based information, tools and other resources. With an interested sector organization, IEC-BC would like to pilot the development of a sector talent hub that includes activities to coordinate the attraction, recruitment and retention of international workers in that sector, and perhaps in a particular region of the province.

Role for Others – Business and industry sector associations will be the key role players for this action, possibly with funding from either level of government.

“So, fast means no backlogs. Fair means no abuse. Flexible means it has to lead to a job. It has to lead to success, the outcome that the immigrant is looking for or was recruited for.”

The Honourable Chris Alexander, Minister of Citizenship and Immigration Canada

3. COMMUNITIES

- a. Support rural and remote BC communities** which are adjacent to major projects (e.g. mines, proposed LNG plants and pipelines, hydro-electric, etc.) and have a shortage of local or BC talent to fill some of the jobs for these projects. Many of these communities are not aware of opportunities to recruit landed immigrants or new immigrants, nor do they have the experience or capacity to attract and support the settlement of immigrants.

Role for IEC-BC – Building on successful Employer Innovation Fund projects and community forums over the last year provides IEC-BC with a solid foundation of lessons learned, and it will work on a more strategic level with a provincial group(s) to support capacity building in immigrant talent attraction among small communities.

Role for Others – As well as organizations in individual regions and communities, this will need to involve partnerships with the Union of BC Municipalities, the BC Economic Development Association, and Community Futures BC.

- b. Encourage support of immigrants' spouses and families.** A key reason for not being able to retain immigrants and temporary foreign workers is focusing beyond the worker to his or her spouse and family. Especially in certain communities, immigrant employment, settlement and integration will not be successful without supports that reflect this broader approach to attracting and retaining immigrant talent.

Role for IEC-BC – This is not part of IEC-BC mandate but still an important theme and action from the Summit. IEC-BC will include in its communications the importance of this issue and encourage others to respond.

Role for Others – All governments, regional and community groups, service providers and employers need to work together on this need.



“Countries that continue to treat immigrants and foreign workers well will fare better in the hunt for talent.”

Demetrios Papademetriou, President, Migration Policy Institute

4. OTHER ACTIONS

- a. Encourage the development of entrepreneurial skills and experience among immigrants.** The single largest job category in British Columbia is “self-employed” entrepreneurs (almost 20% of total employment). In maximizing the attraction and utilization of immigrant talents, entrepreneurship opportunities should not be overlooked as part of an immigrant employment strategy.

Role for IEC-BC – This is not directly part of IEC-BC’s mandate but still an important theme and action from the Summit. It will consider how to promote this as part of IEC-BC’s ‘employment’ mandate and encourage others to respond.

Role for Others – The BC Chamber, Ministry of Jobs, Tourism and Skills Training, Small Business Roundtable, Small Business BC, local chambers of commerce, Asia Pacific Foundation of Canada, immigrant business groups and post-secondary institutions all could contribute to this need.

- b. Conduct and advocate for evidence-based research on immigrant employment.** There is a shortage of data on immigrant attraction, employment and retention in BC. There is a need for evidence-based research to evaluate government funding programs, to collect, package and distribute examples of best practices and positive case studies, and to research lessons learned on immigrant talent and mobility in other jurisdictions (within and outside Canada).

Role for IEC-BC – Work with provincial business associations, think tanks and governments to develop and find funding for a strategic research program.

Role for Others – IEC-BC partners such as Urban Futures and BC Stats, the Ministry of Jobs, Tourism and Skills Training, and others need to play a role in this need area. More empirical research is needed and both levels of government should play leadership roles.



IV. A PLATFORM FOR MOVING FORWARD ON GLOBAL TALENT FOR B.C.

“Mind the Gap” is all about moving beyond barriers and charting a path forward. Beyond the Summit, it is about reflecting on the issues and ideas presented and converting that thinking into action.

Moving forward beyond March 28th involves taking next steps and implementing some of the immediate, short- and long-term solutions that came out of the many different conversations, summarized in the previous section.

Moving forward also involves a critical component, something underscored during the Summit itself: collaboration is key.

In short, to make any kind of progress in ensuring BC is ready to tackle the coming skills shortage, and if our province is to make changes that will enable us to improve considerably in attracting and retaining skilled immigrants, success involves all stakeholders.

In the years and decades ahead, collaboration will not only help in the sharing of ideas, information, strategies and best practices, but will also ensure BC’s businesses, industries, the economy, new and existing immigrants, and many other partners involved all move ahead together.

As we navigate the coming competition for talent, it is extremely short-sighted for us not to tap into the expertise of our skilled immigrants in BC, or to seek out global all-stars to settle and work here. Moreover, from an economic well-being perspective, it’s imperative we do.

BC’s ability to attract the best and brightest will depend on our international reputation as a welcoming place where new and already-settled immigrants are quickly and efficiently integrated into the workplace and communities.

The BC Government's Labour Supply Plan includes utilizing 265,000 international workers to meet the one million job openings by 2020. The Province has identified federal and provincial immigration streams, temporary foreign workers and foreign qualifications recognition as key immigration levers necessary to fill over 25% of the needed human capital.



IEC-BC is well-positioned to help the BC Government develop and implement an immigrant talent plan to ensure the right number of international workers with the right skills at the right times are hired in British Columbia. Since 2008, IEC-BC has been working closely with employers, business associations and other key stakeholders to improve hiring practices, encourage new public policies and programs, and change perceptions about immigrants in order to grow BC's economy through effective immigrant labour market integration.



IEC-BC is also committed to working with other partners to find concrete solutions to the issues. Together, they can help employers and organizations become hiring champions for immigrants in the workforce.

In short, the Immigrant Employment Council of BC will be there with governments and BC's businesses – every step of the way.





V. THE DAY IN BRIEF SPEAKER SUMMARIES

Friday, March 28th, 2014 marked the start of a new chapter on tapping into global talent and the critical role they will play as BC charts a path forward.

1. OPENING REMARKS

Kelly Pollack, Executive Director - Immigrant Employment Council of British Columbia

In opening remarks, IEC-BC executive director Kelly Pollack set the stage for the day, talking about the need to change the conversation around skilled immigrants while highlighting key themes and emphasizing the shared issues that businesses, immigrants, governments, and the many other players involved face in meeting this challenge head-on. In addition, she outlined the role of the IEC-BC in helping bridge that gap – positioning BC, its communities and businesses for success.

This context framed the day's themes and discussions, which included exploring the following questions:

1. What are the key characteristics of BC's global talent brand?
2. What can British Columbia's employers and other sectors do to effectively integrate immigrant talent into BC workplaces?
3. What are some key actions that can be taken immediately to ensure BC continues successfully attracting and integrating immigrant talent?
4. What are some key actions that can be taken in the short term to ensure BC continues successfully attracting and integrating immigrant talent?
5. What are some key actions that can be taken over the long term to ensure BC continues successfully attracting and integrating immigrant talent?
6. Who will take the lead?

Kerry Jothen, Summit Moderator - CEO, Human Capital Strategies

After being introduced by Ms. Pollack as the day's moderator, Kerry Jothen, CEO of Human Capital Strategies introduced the Summit's three objectives and took a straw poll of participants, asking them if they believed there were skill shortages in BC. The overwhelming majority of participants answered affirmatively with a show of hands. Mr. Jothen talked about the reality: the nature and extent of skill and labour shortages in the province aside, the key factors for BC's labour market success will be optimizing labour supply and labour mobility.



2. KEYNOTE PRESENTATIONS

The day featured two keynote presentations, from an international migration expert and an informed national business authority.

Dr. Demetrios Papademetriou, President, Migration Policy Institute (MPI)
Talent, Competitiveness and Migration

Dr. Demetrios Papademetriou explored factors that are already contributing to the coming talent crisis in BC in his presentation “Talent, Competitiveness & Migration,” covering topics including demographic issues, low global fertility rates, increasing dependency ratios, the demographic “triple-squeeze” (fertility rates vs. median age of population vs. old-age dependency ratio), and key questions raised by these issues including:

1. Who will do the work that vibrant economies require?
2. Who will pay the taxes needed to support the dense social infrastructure that is a signal achievement of advanced industrial democracies?
3. Who will buy the products and services that first world firms produce?

Beyond these questions, Dr. Papademetriou examined what might be done about these issues (e.g. adjusting retirement rates and pensions, increasing labour market participation and continuing to try to increase fertility rates); and including using migration, immigration policy and immigrants much more strategically. He then identified other key questions as being: “How might competition for the best and brightest sort itself out?” and “How do we attract and keep the best immigrants?” which, for him, are a natural extension of the question, “How will they choose us?”

In exploring this last question, Dr. Papademetriou's presentation focused on "choice of destination" and the factors that influence where skilled immigrants settle, such as:

a. "FIRST TIER" VARIABLES

Presence of other talented professionals

Capital infrastructure

Opportunity - best rate of return on one's human capital investments

b. "SECOND TIER" VARIABLES

Fair and generous social model

Lifestyle and environmental factors

Tolerant society that embraces differences

As was corroborated later in the day, Dr. Papademetriou's suggested Canada and BC have been relying more on their inherent second tier qualities, and they must step it up on the more strategic first tier efforts.

His talk closed with his perspective on Canada's immigrant point system (which he suggested is antiquated) and the need for a "total immigration package", including: clear, fair and transparently applied immigration rules; reasonable paths to permanent residency/citizenship that have predictable outcomes; recognition of foreign qualifications and credentials/licensing facilitation; and opportunities for family members.

In referring to what the future holds for talent mobility, Dr. Papademetriou warned of "beggar-thy-neighbour" labour market policies that "seek to protect the jobs of domestic workers above all else (what The Economist has called 'people protectionism') will prove to be shortsighted when it comes to the talent and competitiveness game."

He suggested it is time for demand-driven and employer-led selection systems, and without Canada and BC stepping up its strategic global talent hunt, they will lose this war because:

- ➡ Skill and locational mismatches will continue to be significant and rising and concerns about worker shortfalls will continue to grow
- ➡ Educational and workforce-preparation systems will still not produce enough workers that competitive economies need
- ➡ Fertility rates for many high income countries will continue to be low or very low
- ➡ The aging of the Baby Boom generation will continue to fuel demographic labour force and safety net challenges and pressures
- ➡ Talented workers will become even more valued
- ➡ Knowledge-intensive jobs will continue to underpin economic growth and competitiveness which will not be filled totally by domestic labour supply

In summary, Dr. Papademetriou said, "countries that continue to treat immigrants and foreign workers well will fare better in the hunt for talent. In reminding us to mind the BRICs (Brazil, Russia, India and China), Turkey, Mexico, much of South East Asia, South Africa and others, he used a fishing analogy to make his point: "They are all fishing the same talent pool, and increasingly, they will do so with big, industrial-sized fishing fleets, rather than mere fishing hooks!"

Dr. Papademetriou ended his presentation with a thought that all stakeholders must heed as we attempt to attract and retain skilled immigrant talent in the years ahead, namely: that we need to foster a welcoming environment, as it is "the body language of a government and a society to which immigrants pay attention."



Warren Everson, Senior Vice-President of Policy, Canadian Chamber of Commerce
Competitiveness and Talentism

After introductory remarks, Mr. Everson spoke of how, “in every corner of this country, employers and governments are seized with the urgency of these issues.” He referred to the Canadian Chamber of Commerce’s work being very firmly focused on competitiveness, and how for three years in a row in its “The Top Ten Barriers to Competitiveness” the top issue has been skills. Mr. Everson referred to the Summit paper and the appropriateness of leading it off with a quote from Klaus Schwab (World Economic Forum Chairman) that included the phrase, “The world is moving towards ‘talentism’”.

Mr. Everson touched on the current debate around skill gaps or skill shortages. While perhaps not yet a “crisis”, he encounters hundreds of business leaders who are suffering from hard to fill vacancies shortages of labour. Everson added that forecasts show some real shortfalls, particularly in certain occupations and in certain regions. His key point was whether or not we call it a crisis, we should recognize that “the better we produce talent, the higher the level of talent we employ in businesses large and small, the more successful we are going to be – we are going to win in the business marketplace if we have the best workforce, and lose if we don’t.”

Referring to the 1 million new job openings in BC, Mr. Everson pointed to the potential labour demand for LNG projects. He suggested that for every LNG project that goes ahead, the labour supply issue will have been a key part of the decision.

Mr. Everson pointed to the competition for talent from other countries, citing China and the U.S. as examples. The latter example, he stated is worrisome because of the U.S.’s consideration of sweeping immigration reforms that would make it much easier for skilled workers to lawfully enter that country on a permanent or temporary basis – thus making Canada far less attractive to foreign talent.

“America is considering the most substantial immigration reforms in a generation. Every advanced economy with even modest economic growth – from the U.S. to Australia – is upping its game with immigration strategies. Canada simply cannot be complacent and the recent changes suggest it isn’t. BC cannot rest on its natural appeal.... BC is in a pitched battle with other provinces and nations.”

Warren Everson, Senior VP, Canadian Chamber of Commerce

In shifting to what to do about the immigration challenges, Mr. Everson called for a much more strategic approach to economic immigrants. He cited the fact that unemployment among working age immigrants in Canada is twice the rate of Canadians, and that only 4 of 10 newcomers actually work in their field. The difference-makers for immigrant success are language proficiency, Canadian work experience, and having Canadian credentials.

Mr. Everson then focused on the TFWP, referring to the federal government “clamping down” and making it harder for the 60% of applicants who are small businesses. He referred to the example of it taking 13 weeks for TFW applications in Whistler to be processed for seasonal workers, thereby jeopardizing businesses. Mr. Everson asked, if Canadian employers cannot bring workers here to do a job, what stops them from moving the job to the workers? Nothing. Instead of stealing Canadian jobs, he argued that foreign workers create opportunities for dozens of other – Canadian – workers.

Mr. Everson praised the federal government for its new demand-driven (i.e. not first come, first serve), highly selective Expression of Interest (now named Express Entry) system with a strong employer role. He suggested the immigration reform will result in fewer low-skilled immigrants entering Canada, fewer people arriving without employment, maybe very fewer low-skilled workers able to become permanent residents, outside of the caregiver category.

Mr. Everson warned that with the U.S. considering its most substantial immigration reforms in a generation, that it, Australia and other countries are “upping their game” with immigration strategies. Thus, Canada cannot be complacent nor can BC rest on its natural appeal – “BC is in a pitched battle with other provinces and nations”! Mr. Everson ended by congratulating IEC-BC for a great Summit and said he looked forward to working with it over the coming months as the sweeping reforms to immigration take effect.

3. REMARKS FROM GOVERNMENT

A Government of Canada Cabinet Minister and a Government of British Columbia Deputy Minister both provided thought-provoking remarks at the Summit.

**The Honourable Chris Alexander, Minister of Citizenship and Immigration
Facilitating the Arrival of the Most Ambitious and Talented Immigrants to Canada and BC**

Minister Alexander talked about “renew[ing], revamp[ing] and relaunch[ing] Canada’s immigration system for a new era, to make it more relevant and more effective than it ever has been.” In addition to speaking about the system, and various federal government programs and initiatives designed for bringing new immigrants to Canada, the Minister touched on several of the day’s key themes, specifically: that there are already skills shortages in specific sectors and regions of the province, and that BC is naturally positioned to benefit from its proximity to Asia. In this, he referenced China, “far and away the biggest marketplace for all our [Canada’s] programs,” later adding that BC “... is literally an Asia-Pacific gateway on a scale we haven’t had before...,” and that BC “... is the only provincial economy that is fully turned towards Asia, that has more trade with Asia than the United States.”

This Asian focus, the Minister maintains, will also pay dividends for international trade and investment and business opportunities and partnerships (e.g. Trans-Pacific Partnership, Canada-Korea free trade agreement, etc.)

The Minister referred to his partnership with BC and the Honourable Shirley Bond, Minister of Jobs, Tourism and Labour and Minister Responsible for Labour, and emphasized because of the “fierce international competition” for immigrants that both governments, employers, educators, service providers and others must work together to ensure BC and Canada remain competitive in the marketplace for skilled immigrants.



In his remarks, the Minister also touched briefly on several key industries in BC going forward, including finance, logistics, LNG, and software design, in addition to talking about the federal government’s approach to the workforce of the future, **an approach that involves:**

1. Reinforcing the value of citizenship;
2. Totally revamping the way [Canada] does immigration;
3. Reforming the Temporary Foreign Worker Program; and,
4. Doing more to attract the business visitors, students, tourists and transit traffic in even larger quantities that we know are also part of the picture.

Minister Alexander, in referring to his government’s immigration reforms, spoke of a fast, fair and flexible approach: “So fast means no backlogs. Fair means no abuse. Flexible means it has to lead to a job. It has to lead to success, the outcome that the immigrant is looking for or was recruited for.” He went on to describe the elements of the reform and the four categories of immigration, and the Express Entry system. This will enable Canada to process applications in six months or less, complemented by a strong Canada Job Bank, tripling funding in settlement, and doing more work “upstream” (offshore) such as orientation, language assessment, recognition of qualifications, validation and matching.

Finally, the Minister concluded his talk by suggesting that successfully attracting skilled immigrants to Canada and BC also involves settling and integrating them well, what he called “the BC approach,” summarized as: “Follow the immigrant. Meet him or her early. Provide information. Meet needs. Accompany at the airport, accompany to the Greater Vancouver Area, accompany to Fort St. John.”



Dave Byng, Deputy Minister, Ministry of Jobs, Tourism and Skills Training and Ministry Responsible for Labour
Attracting Skilled Immigrants to BC

Mr. Byng spoke of the importance of attracting skilled immigrants to the BC and how this strategically fit within the Province's labour supply plan priorities. Driven by 1 million job openings by 2020 and \$165 billion in major project investments – including up to \$98 billion for LNG projects alone – Mr. Byng identified three key labour supply levers to ensure the necessary skilled workers would be available to support the projected significant growth:

1. Maximizing BC's workforce with 670,000 new workers by 2020 through K-12 and post-secondary education, apprenticeships, labour market programming and web and marketing.
2. Recruiting 75,000 new workers from across Canada by 2020 through promotion and attraction, labour mobility and credential harmonization.
3. Utilizing 265,000 skilled international workers by 2020 through immigration streams, temporary foreign workers (TFWs) and foreign qualifications recognition (FQR).

Mr. Byng indicated the third level will be achieved by increasing the number of economic immigrants to BC, improving the matching of immigrant skills to labour market needs, and attracting and retaining skilled immigrants outside of the Lower Mainland.

The Deputy Minister briefly touched on the new federal Expression of Interest application system (now named Express Entry) and how it will expedite the processing of applicants based on labour market demand. Mr. Byng spoke of good federal/provincial cooperation on immigration and labour market matters.

Mr. Byng also referred to the need for BC employers to access the Temporary Foreign Worker Program (TFWP) to hire temporary workers when necessary, and how BC has the authority to expedite entry of TFWs when local labour sources have been exhausted.

FQR allows immigrants to fully utilize their skills in BC, and the Deputy Minister indicated the Province is undertaking a review of FQR barriers for LNG occupations that will lead to an action plan for addressing them. Mr. Byng ended by highlighting the Province's world-class digital services and social media on its Welcome BC website.

His remarks included a look at BC's current labour force; major projects driving labour demand; the province's labour supply plan priorities; key levers to attract and retain skilled international workers to BC; and the province's digital portal.



4. PANEL DISCUSSION - BC'S BRAND – COMPETITIVE ADVANTAGES AND SHORTCOMINGS

A diverse panel of experts responded to the following questions:

1. How strong is BC's global talent brand in the international arena and what are its competitive advantages?
2. Where are we falling short in attracting the global talent we need and why?
3. In your opinion what could be done to address these shortcomings?

The panel was moderated by Kerry Jothen, CEO of Human Capital Strategies, and featured the four following panellists who offered unique perspectives and insights on these questions, and included:

Andrew Ramlo, Executive Director,
Urban Futures

Jonathan Leebosh, Partner,
Egan LLP, Vancouver

Donna Wilson, Senior Vice-President, Lifelabs Medical
Laboratory Services

Yuen Pau Woo, President and CEO,
Asia Pacific Foundation of Canada



1. HOW STRONG IS BC'S GLOBAL TALENT BRAND IN THE INTERNATIONAL ARENA AND WHAT ARE ITS COMPETITIVE ADVANTAGES?

Panelists agreed that BC (partly through a “Canadian” brand) has a strong brand in terms of lifestyle/quality of life, geography (natural resources, clean environment), and safety, security and political stability (i.e. the so-called “second tier” factors). However, BC’s immigration rate has slipped from 1.4% of its total population in the early 1990s to 0.8% recently. This translates into 55,000 immigrants in the early 1990s to 36,000 currently.

While BC has a significant stock of extended families from earlier immigration and a lot of immigrant-receiving communities, panelists agreed we have to achieve results related to the first-tier factors, drawing the immigrants BC needs through the presence of other talented professionals, appropriate capital infrastructure, and showing the opportunity of high rates of returns.

BC has a weaker brand when it comes to global talent and business opportunities, to attract individuals to come to BC to pursue professional and commercial interests. We need to promote an attractive business environment. While we have done so in some isolated examples with clusters such as digital media (visual effects, animation, games) and information technology, these are exceptions and BC’s effort needs to be broader scale.

One panellist asserted that Vancouver is not a global city:

“We’re not a city where there’s a buzz of business activity, and that, I think, is really where we need to pay a little more attention.”



2. WHERE ARE WE FALLING SHORT IN ATTRACTING THE GLOBAL TALENT WE NEED AND WHY?

A PANELIST SUMMARIZED THE IMMIGRANT OUTCOME GAP, POINTING TO:

- * A participation rate of 6% to 16% points below the BC average
- * An unemployment rate of 11% compared to the BC average of over 7%
- * Average income of \$26,000 compared with a BC average of \$39,000

In addition to some points already made in response to Question 1, other areas of falling short offered by panelists included the following:

- * While not a panacea, a panelist suggested that even second tier activities (lifestyle, geography) are important for attracting skilled workers to BC's rural and remote communities where they are/will be greatly needed. This is critical given the propensity to date among almost all immigrants to BC to settle in southern BC, when we know there will be a number of huge projects in the northern two-thirds of the province.
- * We are attracting highly skilled people to BC but many (60%) are not able to utilize their skills.
- * We are not attracting enough regional head offices from Asia, although kudos to the BC Government's recent efforts.
- * We are not creating attachments to BC for the 600,000 Canadians (mostly foreign born) living and working in Asia.
- * More efforts need to be put on retention (not just attraction) of immigrants, and part of this means a strong family and spouse focus on integration/settlement, particularly for TFWs.
- * Better coordination and collaboration is needed among employers and sector groups to create talent hubs and networks.
- * While "Canadian experience" is often identified as a barrier to immigrant employment, BC companies should not lose sight of the importance of the international skills that immigrants bring and that are important in the integrated global economy. A panelist argued, "We don't have an economy that's truly globally oriented – that's the reality."
- * Cost of living in southwestern BC is a major challenge for newcomers.
- * The need to establish BC and Vancouver in particular as a place where business activity "hums."

3. IN YOUR OPINION WHAT COULD BE DONE TO ADDRESS THESE SHORTCOMINGS?

The BC government's focus on attracting Asian companies to set up regional head offices in Vancouver is good. Some of the immigration reforms connecting immigration with business start-ups are also promising. Ultimately, the challenge involves creating a "gateway economy" with jobs for global talent rather than focusing on recruiting global talent to a marketplace with no jobs or an unsuitable business climate for them to use their skills.

One way to maximize performance in the labour market is to ensure a sound understanding of the demand aspects of BC's labour market requirements in the coming years and the supply of workers entering BC. This has as much to do with ensuring those graduating from BC's colleges and universities are going to sectors where there is or will be demand as the make-up of immigrants arriving in the province each year.

Other panellist responses to this question included:

- We must leverage our existing community-based organizations so they can partner with employers to provide the welcome "blanket" needed by new immigrants, which extends to providing funding to enable creation of more supports around basic technical job training.
- Internationally, we must shift emphasis to showcase both employment and business and lifestyle opportunities available in BC, rather than focusing on lifestyle only.
- We must raise the bar of investment for our underemployed in BC by working with employers, community groups and schools to move people from school to pre-apprentice, to full work.
- Managed appropriately, the TFWP should be seen as a quick way – like international students – to get skilled workers into the labour market and address employer skill gaps.
- Our immigration system needs to shift toward employer-driven selection. We are getting better; under our current economic immigration stream, only about 5,000 applications are being accepted annually among people who do not have a job offer or some form of Canadian work experience already. And the new Expression of Interest system will further narrow the numbers of immigrants without a job offer.

Summit audience questions yielded some further important points on the panel discussion:

- Concern was expressed about the impact of all the negative media coverage of the TFWP on the public's image of/attitudes toward immigrants in general. This needs to be countered in some positive ways.
- Immigration policy priorities should be foremost on making TFWs, international students and others permanent residents of Canada.
- Small and medium sized businesses without HR specialists need extra help to use and navigate immigration/TFWP programs.
- We should focus more on the soft skills and cultural literacy of immigrant workers, not just the technical skills.
- A specific idea was offered regarding the LNG opportunity, recognizing that if a few or more of these proposed projects go ahead, TFWs will be needed. However, the LNG owners and contractors couple hiring of TFWs with investments in local training and hiring of local people. Also, eventually, BC could export its LNG expertise and human capital.
- As was pointed out, family is a key success indicator – more needs to be done here including open work permits for spouses of TFWs. The current policy is biased against spouses of low-skilled TFWs, while spouses of high-skilled ones are allowed to work. Yet the two largest TFW occupational categories are food service attendants and live-in caregivers.
- Agreement among audience and panellists on the importance of creating employer networks and sector talent hubs to facilitate migration and mobility and linking demand and supply.

5. TASK FORCES AND PLENARY SESSIONS

In two Task Force sessions, one in the morning and one in the afternoon, participants were grouped into tables of 8-10 people to discuss and develop responses to key questions.

Task Force session #1 and plenary #1 focused on the following questions:

* What are some critical success factors for attracting and retaining immigrant talent?

* What are some examples in BC and other jurisdictions where this is working and why?

Task Force session #2 and plenary #2 focused on the following questions:

* What are the top two key strategies/actions to be taken by the private sector, and what are the top two strategies/actions to be taken by others to ensure BC can attract, integrate and retain global talent?

* What role can each of us play to advance these actions now, over the next year and over the longer term?

The key points from the task force groups are reflected in various sections of this report as well as in Appendix 1, Notes of Summit Task Force Groups.

4. CLOSING REMARKS

Bob Elton, Board Chair, Immigrant Employment Council of B.C., and Executive Sponsor, Banking Applications Renewal Project, Vancity Credit Union



Mr. Elton, in referring to the day's speakers, commented on how he was really struck by the need for BC to take a global perspective, "the need for us as Canadians to understand the world and not just to understand things purely in terms of Canada and its needs."

Mr. Elton emphasized the significance of this Summit being that it will provide the next strategic platform from which IEC-BC and its partners will move forward on global talent, immigrant and mobility priorities for British Columbia.

Mr. Elton ended by acknowledging the valuable contributions of the day's participants while emphasizing where BC needs to be headed if the province is to be a serious contestant in the coming competition for talent, while retaining the skilled immigrant talent that is already here.

APPENDIX 1: NOTES FROM SUMMIT TASK FORCE GROUPS

1. IMMEDIATE ACTIONS

1. Help small and medium-sized businesses with business development and planning, with the goal of identifying their workforce needs and planning ahead such that they can properly consider skilled immigrant workers in the work mix.
2. Better assess where the gaps are between skills required and available skilled immigrants by industry, and according to city and/or region.
3. Use recruiters more strategically, especially sector-specific recruiters who understand the nuances of each sector to properly fill gaps.
4. Consider creating a multi-stakeholder job fair; through collaboration, leverage the opportunity to sell a city/region as an attractive destination: by fostering partnerships between communities and businesses, everyone wins.
5. Study the impact of the coming skills shortage specifically on small- and medium-sized businesses in BC and report findings.
6. Begin making changes to workplace culture so skilled immigrants feel more welcome/at home in the workplace; the body language of current employees should ensure new employees feel welcome whether the business has five, 50 or 500 employees.
7. Educate businesses and employers on how to access the different immigrant communities.
8. Share best practices; big employers have the resources to share their best practices, thereby saving small- and medium-sized businesses time and resources, so they can avoid making similar mistakes.
9. Use storytelling and the power of narrative to showcase business and skilled immigrant success stories, as there are many negative myths around immigrants and hiring skilled immigrants.
10. Identify those countries successfully attracting and retaining skilled immigrants and learn from them; model our steps/actions after them.

2. 2. SHORT-TERM ACTIONS

1. Begin changing the narrative about BC; we need a new narrative about BC's economy that is real and reflects what our regions, communities and cities are about today.
2. Provide good information and set clear standards.
3. Focus on engaging employers to be really effective in integrating employees.
4. Broaden skill set delivery beyond settlement and language.
5. Build strategic partnerships between employment agencies and small businesses so employers are linked directly into skilled immigrant talent pool.
6. Introduce a program to reach out to employers to do diversity training, policy-writing, cultural awareness and more that will enable businesses to better meet the needs of their skilled immigrant workforces and attract new skilled immigrants to the workforce.
7. Create opportunities for small and large employers in sectors without associations to come together to facilitate helping attract skilled immigrant talent that can be shared.
8. Develop immigrant-friendly programs for those who with a defined level of language and professional proficiency but who need additional technical or language proficiency to thrive.
9. Foster greater dialogue and awareness among private businesses about skilled immigrant issues and coming skills shortage.
10. Help businesses better assess and anticipate their workforce needs: a needs analysis will identify those companies without workforce plans.
11. Encourage apprenticeships and family settlement.
12. Increase the role of associations such that they can influence policy.
13. Recruit globally; encourage transparency between organizations so skilled workers can be "shared".
14. Create a business-to-business mentorship program to connect large businesses to small and medium-sized businesses.
15. Work at integrating foreign national employees so they move away from an 'expat' mentality, whether that means working with individuals or families.
16. Triage client work to match worker's needs; create a curriculum of experiences, and give it to the workers who need that experience.

3. LONGER TERM ACTIONS

1. Look at succession planning early, charting the investment in people required for the next five years.
2. Create a spousal transition program to help the spouses of skilled workers better connect to their new communities through workshops (résumé-building), social media, networking opportunities, to help them connect and reduce homesickness.
3. Create a start-up visa or venture capital visas; BC needs angel investors as only 1,500 people now enter the program per year.
4. Create a connector program, as per Malcolm Gladwell, with the goal of referring employees to “connector networks,” business networks for skilled immigrant employees.
5. Create “community families” instead of solely focusing on immigrants; Manitoba is successful at creating communities around ethnic populations and retaining them.
6. Change recruiting approach to consider whole family rather than just individual skilled immigrants.
7. Modify the system so accreditation is easier to achieve in BC.
8. Encourage businesses of all sizes to develop education programs that will allow them to explain their businesses and industries to secondary and high school students; similarly, educate young kids early on the topic of diversity, inclusivity and integration.
9. Expand settlement service offerings to include high-level ESL services, housing and child care (especially in Northern BC for women in leadership positions).
10. Bridge gaps by creating a fast-track program for employers that need skilled workers now.
11. Focus on marketing and outreach initiatives to promote Canada and BC abroad, as Australia did in Canada — a tour that included business, government, resources and more.
12. Develop a BC-specific strategy for hiring skilled immigrants; other provinces have clear, accessible strategies so employers know how they fit into the strategy.
13. Build talent clusters; bigger, more vibrant clusters work in everyone’s favour.

APPENDIX 2: ATTENDEES

JENNA NOWSON
Accenture

KENNY ZHANG
Asia Pacific Foundation

YUEN PAU WOO
Asia Pacific Foundation

GILLIAN PICHLER
Association of Professional Engineers

RYAN BETTS
bazinga! Technologies

RUTH WITTENBERG
BC Association of Institutes and Universities

JOHN WINTER
BC Chamber of Commerce

ABIGAIL FULTON
BC Construction Association

LISA STEVENS
BC Construction Association

CHRISTIAN CODRINGTON
BC Human Resources Management Association

GEOFF STEVENS
BC Natural Gas Workforce Committee

BILL TAM
BC Technology Industries Association

KATHY KINLOCH
BCIT

KATE NOVA
BeeDIE Development Group

COLLEEN EVANS
Campbell River Chamber of Commerce

WARREN EVERSON
Canadian Chamber of Commerce

ZAFIRA NANJI
CBC

CHRISTINE WILLOW
Chemistry Consulting

MINISTER CHRIS ALEXANDER

Citizenship & Immigration Canada

DIANE MIKAELSSON
Citizenship & Immigration Canada

LUCY SWIB
Citizenship & Immigration Canada

PATRICK MACKENZIE
Citizenship & Immigration Canada

SOPHIA LEE
Citizenship & Immigration Canada

CHRISTINA MEDLAND
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JIM WHITE
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BILL WALTERS
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DAVID BERRINGTON
Contact HR Consulting Inc.

CHARISSE CHAND
DDB Canada

JONATHAN LEEBOSH
Egan LLP

MONA FORSTER
Entrée Gold

FIONA MACFARLANE
Ernst & Young LLP
Chartered Accountants

KATHERINE MARTELLA
Flatiron Constructors
Canada Limited

FRED MORLEY
Greater Halifax Partnership

KERRIS HOUGARDY
HAYS Executive

ALEX RUEBEN
Industrial Marine Training & Applied Research Centre

GARY HERMAN
Industry Training Authority

HEATHER OLAND
Initiatives Prince George

PATRICIA WOROCH
ISSofBC

PAUL SIMPSON
Jacob Bros. Construction

TRISH PARSONS
Kitimat Chamber of Commerce

DONNA WILSON
Lifelabs

GEOFF HIGUCHI
Mac's & Subway

DR. DEMETRIOS PAPADEMETRIOU
Migration Policy Institute

DEPUTY MINISTER DAVE BYNG
Ministry of Jobs, Tourism and Skills Training

KEITH GODIN
Ministry of Jobs, Tourism and Skills Training

SCOTT MACDONALD
Ministry of Jobs, Tourism and Skills Training

SHANNON RENAULT
Ministry of Jobs, Tourism and Skills Training

EYOB NAIZGHI
MOSAIC

MARK STARTUP
MySTORE

DR. PETER NUNODA
Northern Lights College

DAVE O'LEARY
Northwest Community College

TREVOR VAN EERDEN
PEERs Inc

CLIFF YEO
Safeway

HARSHARN DHATT
Seaspan

JOAN SHUMKA
Seaspan

BEN HUME
Sheppard's Building Materials

PHILIP STEENKAMP
Simon Fraser University

WERNER KNITTEL
Sitka Solutions Inc.

LAINE MCDONALD
Small Business BC

DEVIRANI NAIDOO
Spectra Energy

MICHAEL KENNEDY
Stantec

QUEENIE CHOO
SUCCESS

SANDRA OLDFIELD
Tinhorn Creek Vineyards

HEATHER PRESS
Tolko Industries

DANIEL HIEBERT
University of British Columbia

DR. MARK EVERED
University of the Fraser Valley

ANDREW RAMLO
Urban Futures

YAZMIN HERNANDEZ
Urban Futures

BOB ELTON
VanCity Credit Union

BILL RADFORD
Vancouver Community College

DR. RALPH NILSON
Vancouver Island University

KHALED ABDEL RAHMAN
Video Participant

NARCISO OCHOA
Video Participant

ANDREW TZEMBELICOS
WERDNA Communications

APPENDIX 3: SUMMIT MARKETPLACE

The 2014 Summit Marketplace featured projects developed by employers and business associations through the IEC-BC's Employer Innovation Fund, as well as the IEC-BC Employer Tools & Resources Library.

Employer Innovation Fund Projects



BC Construction Association: The Hire Guide

The Hire Guide is an interactive tool for BC construction employers who need to source skilled workers in a sector where candidates are scarce. It powerfully describes the emerging labour market and takes employers through recruitment, hiring and retention best practices with simple solution-oriented tools and content from experts in the field.



BC Trucking Association: International Trucking Reference & IDRIVE

This project has two parts: the first describes trucking environments based on recommendations by BC trucking employers and includes information to support a business case for hiring and retaining foreign-trained drivers. The second part, IDRIVE, is an assessment tool that provides third-party verification of an immigrant job applicant's readiness for employment.



Campbell River Chamber: Successful Integration Project

This project assists Campbell River employers to be more successful in recruiting and retaining immigrant employees. The project's tools and supports help build the capacity with small- and medium-sized employers to hire new immigrants. This includes a readiness audit, four streams of entry based on employers' level of readiness, targeted solutions and responses to build employer capacity.



Central Interior Logging Association: Gateway to the Forest Industry

This project directly links immigrants with forestry contractors by providing on-the-job experience and mentoring. The project offers tools to build capacity for employers, link immigrants and their forestry employers to support services in their communities and provide specialized orientation and safety training that is specific to the forest industry.



Go2 Tourism HR Society: The Professional Cook Placement Project

This project recruited, screened and trained 10 professional immigrant chefs, assessed and provided provincial credentials, upgraded skills and occupation-specific language, and placed immigrants with employers in the North and in the Kootenay Rockies.

Employer Innovation Fund Projects (Continued)



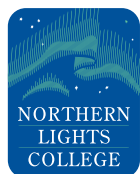
Initiatives Prince George: The Prince George Online Job Fairs

This project was designed to connect new Canadians living in Metro Vancouver with employment and lifestyle opportunities in Prince George. With a 2013 annual unemployment rate of 5.1 per cent in Prince George, it is clear local companies must attract a skilled workforce from outside the area. These virtual career fairs provided the ability for prospective employees and employers to learn about and engage with each other without travel or accommodation costs being incurred.



Kitimat Chamber of Commerce: Hiring Immigrants Competently

This project involved designing and delivering nine workshops in seven locations across three regions in Northern BC to inform employers about ways to use a competency-based approach for hiring new immigrants.



B.C.'s Energy College™

Northern Lights College: The Hiring Assessment Toolkit

This toolkit is a competency-based approach for hiring new Canadians for high-demand positions in the oil & gas and mining industries. This project involved developing and piloting a toolkit to help employers gain practical experience in making hiring assessment and training decisions based on demonstrated evidence of an applicant's skills, knowledge and abilities.



Prince George Chamber of Commerce: ConsiderPG

This project is a community outreach campaign to recruit and retain skilled new Canadians and their families from the Lower Mainland and island regions of BC to a prosperous life in Prince George. The multi-media advertising and social media campaign was based on the stories of new Canadians who have built successful work and family lives in Prince George.



Surrey Board of Trade: HR Solutions for Immigrant Talent

This project is an employer-focused pilot project developed by the Surrey Board of Trade to assist small- and medium-sized businesses with integrating new Canadians into their workplaces. The project focused on the skills shortage and the importance of immigrants in fulfilling that shortage and involved workshops, resource navigation and HR support for Surrey employers.



Tolko Industries: Innovation, Immigration & Integration (I₃)

I₃ is designed to enhance Tolko's ability to attract immigrant talent to operating regions in the Thompson Okanagan and Cariboo. This project helped Tolko become a culturally inclusive employer of choice and provide new opportunities for immigrants to achieve labour market attachment. I₃ included development of a multilingual recruiting website and the creation of an inclusive onboarding program to support immigrant integration within the company.

**Mind the Gap
2014 Summit**
Final Report



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