

# Labour and Training Plan

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*Site C Clean Energy Project*

*Revision 1: June 5, 2015*

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## **1.0 Background**

### **1.1 The Site C Clean Energy Project**

The Site C Clean Energy Project (the Project) will be the third dam and generating station on the Peace River in northeast B.C. The Project will provide 1,100 megawatts of capacity and about 5,100 gigawatt hours of energy each year to the province's integrated electricity system. The Project will be a source of clean, reliable and cost-effective electricity for BC Hydro's customers for more than 100 years.

The key components of the Project are:

- an earthfill dam, approximately 1,050 metres long and 60 metres high above the riverbed;
- an 83 kilometre long reservoir that will be, on average, two to three times the width of the current river;
- a generating station with six 183 MW generating units;
- two new 500 kilovolt AC transmission lines that will connect the Project facilities to the Peace Canyon Substation, along an existing right-of-way;
- realignment of six segments of Highway 29 over a total distance of approximately 30 kilometers; and
- construction of a berm at Hudson's Hope.

The Project will also include the construction of temporary access roads, a temporary bridge across the Peace River, and worker accommodation at the dam site.

### **1.2 Project Benefits**

The Project will provide important benefits to British Columbia and Canada. It will serve the public interest by delivering long term, reliable electricity to meet growing demand; contribute to employment, economic development, ratepayer, taxpayer and community benefits; meet the need for electricity with lower GHG impact than other resource options; contribute to sustainability by optimizing the use of existing hydroelectric facilities, delivering approximately 35 per cent of the energy produced at the W.A.C. Bennett Dam, with only five per cent of the reservoir area; and include an honourable process of engagement with First Nations and the potential for accommodation of their interests.

### **1.3 Environmental Assessment Process**

The environmental assessment of the Project has been carried out in accordance with the *Canadian Environmental Assessment Act, 2012* (CEAA 2012), the *BC Environmental Assessment Act* (BCEAA), and the *Federal-Provincial Agreement to Conduct a Cooperative Environmental Assessment, Including the Establishment of a Joint Review Panel of the Site C Clean Energy Project*. The assessment considered the environmental, economic, social, heritage and health effects and benefits of the Project, and included the engagement of

Aboriginal groups, the public, all levels of government, and other stakeholders in the assessment process.

Detailed findings of the environmental assessment are documented in the Site C Clean Energy Project Environmental Impact Statement (EIS), which was completed in accordance with the Environmental Impact Statement Guidelines (EIS Guidelines) issued by the Minister of Environment of Canada and the Executive Director of the Environmental Assessment Office of British Columbia. The EIS was submitted to regulatory agencies in January 2013, and amended in August 2013 following a 60 day public comment period on the assessment, including open house sessions in Fort St. John, Hudson's Hope, Dawson Creek, Chetwynd, town of Peace River (Alberta) and Prince George.

In August 2013, an independent Joint Review Panel (JRP) commenced its evaluation of the EIS, and in December 2013 and January 2014 undertook five weeks of public hearings on the Project in 11 communities in the Peace region, including six Aboriginal communities. In May 2014, the JRP provided the provincial and federal governments with a report summarizing the Panel's rationale, conclusions and recommendations relating to the environmental assessment of the Project. On completion of the JRP stage of the environmental assessment, the CEA Agency and BCEAO consulted with Aboriginal groups on the JRP report, and finalized key documents of the environmental assessment for inclusion in a Referral Package for the Provincial Ministers of Environment and Forests, Lands and Natural Resource Operations.

Construction of the Project is also subject to regulatory permits and authorizations, and other approvals. In addition, the Crown has a duty to consult and, where appropriate, accommodate Aboriginal groups.

## **1.4 Environmental Assessment Findings**

The environmental assessment of the Project focused on 22 valued components (VCs), or aspects of the biophysical and human setting that are considered important by Aboriginal groups, the public, the scientific community, and government agencies. In the EIS, valued components were categorized under five pillars: environmental, economic, social, heritage and health. For each VC, the assessment of the potential effects of the Project components and activities during construction and operations was based on a comparison of the biophysical and human environments between the predicted future conditions with the Project, and the predicted future conditions without the Project.

Potential adverse effects on each VC are described in the EIS along with technically and economically feasible mitigation measures, their potential effectiveness, as well as specific follow-up and related commitments for implementation. If a residual effect was found on a VC, the effect was evaluated for significance. Residual effects were categorized using criteria related to direction, magnitude, geographic extent, context, level of confidence and probability, in accordance with the EIS Guidelines.

The assessment found that the effects of the Project will largely be mitigated through careful, comprehensive mitigation programs and ongoing monitoring during construction and operations. The EIS indicates that the Project is unlikely to result in a significant adverse effect for most of

the valued components. However, a determination of a significant effect of the Project was found on four VCs: Fish and Fish Habitat, Wildlife Resources, Vegetation and Ecological Communities, and Current Use of Lands and Resources for Traditional Purposes.

## **1.5 Environmental Assessment Conclusion**

On October 14, 2014, the Provincial Ministers of Environment and of Forests, Lands and Natural Resource Operation decided that the Project is in the public interest and that the benefits provided by the Project outweigh the risks of significant adverse environmental, social and heritage effects (<http://www.newsroom.gov.bc.ca/2014/10/site-c-project-granted-environmental-assessment-approval.html>). The Ministers have issued an Environmental Assessment Certificate setting conditions under which the Project can proceed.

Further, on November 25, 2014, The Minister of Environment of Canada issued a Decision Statement confirming that, while the Project has the potential to result in some significant adverse effects, the Federal Cabinet has concluded that those effects are justified in the circumstances. The Decision Statement sets out the conditions under which the Project can proceed.

## **1.6 Development of Mitigation, Management and Monitoring Plans**

Mitigation, management and monitoring plans for the Project have been developed taking into account the measures proposed in the EIS, information received during the Joint Review Panel hearing process, and the Report of the Joint Review Panel on the Project. Those plans are consistent with, and meet requirements set out in, the conditions of the Environmental Assessment Certificate and of the Decision Statement issued on October 14, 2014 and November 25, 2014 respectively.

In addition, in accordance with environmental best practices (Condition 3.1), these plans were informed by the best available information and knowledge, based on validated methods and models, undertaken by qualified individuals and apply the best available economically and technologically feasible mitigation strategies. These plans contain provisions for review and update as new information on the effects of the Project and on the efficacy of the mitigation measures become available.

## **2.0 Labour and Training Plan**

### **2.1 Objective and Scope**

The purpose of the Labour and Training Plan is to describe the measures that will be implemented to support local labour force capacity and availability for employment during the construction of the Project (see Section 17 of the EIS for the effects assessment on the Labour Market).

The plan includes baseline information and/or mitigation measures for areas assessed in the EIS: the local assessment area (LAA) includes the Peace River Regional District (PRRD) and the Northern Rockies Regional Municipality (NRRM), which, together, are known as the

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Northeast Development Region (NEDR). The regional assessment area, which considered the impacts of potential overlapping projects, included the Fraser Fort George Regional District.

The Labour and Training Plan includes measures for Aboriginal groups, with additional targeted mitigation measures described in the Aboriginal Training and Inclusion Plan. The First Nations with communities situated within the boundaries of the LAA include the Doig River First Nation, Halfway River First Nation, Prophet River First Nation, West Moberly First Nations, Blueberry First Nation, Sauleau First Nations, and Fort Nelson First Nation. The First Nations communities in the regional assessment area include the First Nations communities in the local assessment area plus the McLeod Lake Indian Band.

The Labour and Training Plan has been developed in accordance with Conditions 44 and 53 of the Environmental Assessment Certificate (EAC), as indicated in the table below.

<b>EAC Condition</b>	<b>EAC Condition</b>	<b>Plan Reference</b>
44	The EAC Holder must assist School Districts 59 and 60 to adjust to potential increased need resulting from the influx of the Project workforce by providing annual information throughout construction about anticipated changes in the resident population and potential new school enrolment.	Section 6.2 Training and Skills Development Program Section 7.0 Reporting
45	The EAC Holder must assist the Northern Lights College to adjust to potential increased need resulting from the influx of the Project workforce by providing information annually during construction to identify the number of worker hires.	Section 6.2 Training and Skills Development Program Section 7.0 Reporting
53	The EAC Holder must develop and implement a Labour and Training Plan.	
	The Labour and Training Plan must include at least the following:	
	<ul style="list-style-type: none"> <li>• Where labour requirements cannot be met through the local labour pool, develop a strategy for attracting new entrants to the local labour force.</li> </ul>	Section 6.1 Recruitment, Including Accessing Labour Pools Outside of the Region and Attracting New Entrants to the Local Labour Force
	<ul style="list-style-type: none"> <li>• Resources and funding arrangements with education providers to ensure required training and skill development programs are available</li> </ul>	Section 6.2 Training and Skill Development Programs
	<ul style="list-style-type: none"> <li>• Participation in regional workforce training initiatives during construction</li> </ul>	Section 6.3 Participation in

EAC Condition	EAC Condition	Plan Reference
		Regional Workforce Training Initiatives during Construction
	<ul style="list-style-type: none"> <li>• Identification of apprenticeship opportunities during construction</li> </ul>	Section 6.4 Identification of Apprenticeship Opportunities during Construction
	<ul style="list-style-type: none"> <li>• Provision of additional day-care spaces in Fort St. John to increase spousal participation in the labour market.</li> </ul>	Section 6.5 Provision of Additional Daycare Spaces in Fort St. John
	The EAC Holder must provide this draft Labour and Training Plan to the City of Fort St John, District of Taylor, District of Hudson Hope, Peace River Regional District, Aboriginal Groups, School Districts 59 and 60, and Northern Lights College for review a minimum of 90 days prior to the commencement of construction.	Section 2.2 Consultation
	The EAC Holder must file the final Labour and Training Plan with EAO, City of Fort St John, District of Taylor, District of Hudson Hope, Peace River Regional District, Aboriginal Groups, School Districts 59 and 60, and Northern Lights College a minimum of 30 days prior to the commencement of construction.	
	The EAC Holder must develop, implement and adhere to the final Labour and Training Plan, and any amendments, to the satisfaction of EAO.	

## 2.2 Consultation

Many of the conditions require BC Hydro to consult or collaborate with certain government agencies and Aboriginal groups in respect of measures and plans required by the conditions.

BC Hydro began consultation on the Project in late 2007, before any decision to advance the Project to an environmental assessment. BC Hydro's consultation with the public, stakeholders, regional and local governments, regulatory agencies, and Aboriginal groups is described in EIS Section 9, Information Distribution and Consultation.

Additional information on the consultation process and a summary of issues and concerns raised during consultation are provided in:

- Volume 1 Appendix G, Public Information Distribution and Consulting Supporting Documentation

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- Volume 1 Appendix H, Aboriginal Information Distribution and Consultation Supporting Documentation
- Volume 1 Appendix I, Government Agency Information Distribution and Consultation Supporting Documentation
- Volume 5, Appendix A01 to A29, Parts 2 and 2A, Aboriginal Consultation Summaries
- Technical Memo: Aboriginal Consultation

Draft versions of a number of the mitigation, management and monitoring plans required by the conditions were submitted to applicable government agencies and Aboriginal groups for comment on October 17, 2014.

Comments on these draft plans were received from various government agencies and Aboriginal groups during November and December 2014, and were considered in the revisions to these plans. BC Hydro's consideration of these comments is provided in the consideration tracking tables that accompany each plan.

On December 15, 2014, Treaty 8 Tribal Association (T8TA), on behalf of West Moberly, Sauteau and Prophet River First Nations, submitted to BC Hydro a letter in response to BC Hydro's request for comment on the Plans sent on October 17, 2014. The letter included several appendices, including the Joint Review Panel (JRP) Report and transcripts from the JRP hearings in December 2013 and January 2014. BC Hydro responded to the three First Nations on January 21, 2015 noting that the October 17 2014 request for comments on the plans was to provide an opportunity to the First Nations to submit to BC Hydro any information they wanted to provide in relation to the Plans. BC Hydro advised that it was aware of the information referred to in T8TA's letter when the plans were prepared, and advised that it was preparing a table setting out where any mitigation measures identified by representatives of the three First Nations during the hearings are considered in the draft plans and would provide that to the First Nations once complete. Accordingly BC Hydro's responses to those mitigation measures identified by the representatives of the three First Nations during the JRP hearings were provided to the EAO in a separate table by letter dated May 19, 2015. Aside from the December 15, 2014 letter, BC Hydro has not received further comments from these First Nations. A letter of understanding dated April 30, 2015 respecting provision of capacity funding to support review of the plans was entered into by BC Hydro and Sauteau First Nations (on behalf of Sauteau, West Moberly and Prophet River First Nations).

New draft plans (i.e., Housing Plan and Housing Monitoring and Follow-Up Program, and the quarry/pit development plans) were provided to the entities identified in the EAC conditions on April 7, 2015. The Vegetation and Wildlife Mitigation and Monitoring Plan was revised based on comments received on the October 17, 2014 version and based on discussions with Environment Canada and the BC Ministry of Environment, and was re-submitted to applicable entities on April 7, 2015.

Comments on the revised plans were requested by May 11, 2015 to allow for review, consideration of comments and finalization of the plans 30 days prior to the commencement of construction.

Comments were received by this requested date from:

- Fort Nelson First Nation
- Ministry of Forests, Lands and Natural Resource Operations (FLNRO), and
- Métis Nation British Columbia.

The Peace River Regional District submitted their comments on the plan on May 14, 2015. FLNRO submitted additional comments on May 15, 2015, including comments from the BC Ministry of Environment.

BC Hydro considered the comments provided and prepared final plans. On May 19, 2015, BC Hydro submitted the following mitigation, management and monitoring plans to the BC Environmental Assessment Office (BC EAO) for review:

- Construction Environmental Management Plan
- Construction Safety Management Plan
- Fisheries and Aquatic Habitat Management Plan
- Vegetation and Wildlife Mitigation and Monitoring Plan
- Vegetation Clearing and Debris Management Plan
- Aboriginal Plant Use Mitigation Plan
- Aboriginal Training and Inclusion Plan
- Business Participation Plan
- Emergency Services Plan
- Healthcare Services Plan
- Labour and Training Plan
- Cultural Resources Mitigation Plan
- Heritage Resources Management Plan
- Housing Plan and Housing Monitoring and Follow-Up Program
- Wuthrich Quarry Development Plan
- West Pine Quarry Development Plan; and
- Del Rio Pit Development Plan.

The CEA Agency and Environment Canada submitted comments on the revised plan on May 22, 2015. These comments were considered and the final plans were revised accordingly and submitted on June 5, 2015 to the entities identified in the EAC conditions.

## **3.0 Regulatory Context**

### **3.1 Federal and Provincial Labour Mobility**

The federal and provincial governments across Canada have introduced initiatives to eliminate barriers to labour mobility, such as the New West Partnership Trade Agreement, Agreement on Internal Trade, the North America Free Trade Agreement, and the Red Seal Program. In addition, programs such as the Temporary Foreign Worker Program, BC Provincial Nominee Program, and International Mobility Programs are in place to facilitate access to the global

labour market in those situations where there is an immediate temporary need and Canadians and permanent residents are not available.

## **4.0 Baseline Conditions**

Please see Appendix A for a summary of relevant baseline conditions for labour market.

## **5.0 Potential Effects of the Project**

Please see Appendix A for a summary of the description of changes to labour market as a result of the Project.

## **6.0 Mitigation Measures**

In addition to the measures described below, Aboriginal persons will also be supported through the measures described in the Aboriginal Training and Inclusion Plan.

### **6.1 Recruitment, Including Accessing Labour Pools Outside of the Region and Attracting New Entrants to the Local Labour Force**

This section has been developed in accordance with Condition 53 of the Environmental Assessment Certificate: *Where labour requirements cannot be met through the local labour pool, develop a strategy for attracting new entrants to the local labour force.* In order to attract new entrants into the labour force, BC Hydro will:

- Review, on an annual basis, labour market information to keep abreast of labour supply and demand and potential labour shortages with respect to the Project's labour needs. These will include data reports issued by agencies such as WorkBC Employment Services Centre (WorkBC 2014) and BuildForce Canada (BuildForce Canada 2014). This information will assist BC Hydro to identify potential labour pools that can be sourced to liaise with appropriate agencies, and support efforts to augment the local labour pool, including underrepresented groups in the construction industry such as: women, youth, aboriginal persons, persons with disabilities, visible minorities and recent immigrants.
- Encourage contractors to hire locally available workers with the requisite skills, by requiring major contractors and, as appropriate, small to medium sized contractors to advertise jobs for Project related work, in publications and with employment agencies in northern BC, identified by BC Hydro.
- Require contractors performing work in the Peace Region to make reasonable efforts to participate in up to one Peace Region job fair, at the request of BC Hydro.
- Require contractors to provide a report to BC Hydro, semi-annually, which identifies the categories of workers that are difficult to hire from the Peace Region labour pool in order to proactively address potential skill shortages.
- Create a job opportunities section on the Project website that contractors can use to advertise job opportunities or to provide a link to their respective corporate websites where job opportunities are advertised.

- Annually contact agencies working in North East British Columbia such as: Work BC Employment Services Centre, BC Construction Association, S.U.C.C.E.S.S., to inform them of the Project workforce and skill set requirements and discuss ways in which those agencies can support contractors' labour requirements.
- Continue to engage with appropriate local organizations in order to maintain a list of contacts, updated annually, that can be provided to Project contractors to assist them in accessing agencies that support the hire and training of underrepresented groups such as S.U.C.C.E.S.S., Skills Connect for Immigrants Program, Industry Training Authority's targeted trades training programs (e.g. women, youth, immigrants), North East Native Advancing Society, as well as other organizations listed in the Aboriginal Training and Inclusion Plan.
- Require contractors to take into account BC Hydro's commitment to develop an inclusive workplace and a diverse workforce when attracting and employing their Project workers.
- Require Project contractors with Peace Region work to participate in the delivery of cross-cultural awareness and diversity training to their workers. Please see the Cultural Resources Mitigation Plan for further information about the training and how it will be developed.

## 6.2 Training and Skill Development Programs

This section has been developed in accordance with Condition 53 of the Environmental Assessment Certificate: *Resources and funding arrangements with education providers to ensure required training and skill development programs are available.* Resources and funding arrangements with education providers to support required training and skill development programs are available.

BC Hydro has entered into partnerships with training institutions and providers in Northeast BC to deliver training programs, specific to the needs of the construction workforce and/or that support the attraction and retention of a skilled workforce. The following measures have been implemented, as proposed in the EIS, to enhance the local labour market participation rate and skill level of the population in the local area, via training and skills development initiatives.

- \$1 million to Northern Lights College Foundation to support trades and skills training through the creation of student bursaries. BC Hydro has provided \$1 million of funding to be disbursed over a five year period, commencing in 2013, to support the development of skilled workers in British Columbia's northeast region, targeting those students who may not otherwise have access to post-secondary education. Fifty per cent of this bursary award funding has been earmarked for Aboriginal students.
- \$184,000 in funding to Northern Opportunities for the creation of a school district career counsellor position to encourage students to stay in school and facilitate a transition into trades and career training. This position will service the four school districts that partner with Northern Opportunities, specifically School Districts 60, 59, 81 and the Chalo School. This counsellor role has been identified as key to supporting and encouraging high school students to remain in school and to transition into trades and career training.

- A three-year funding agreement of \$105,000 with Northern Opportunities for its pre-apprenticeship program. BC Hydro has contributed \$175,000 to Northern Opportunities for the period 2011 to 2015 to provide young people with a learning pathway from secondary school to post-secondary through the Dual Credit program

BC Hydro will maintain contact, on an annual basis, with local training providers, working with unemployed or under skilled workers looking to move into, or return to, the construction industry to provide project workforce and employment information. The training providers include organizations such as:

- Skills training for the unemployed: Northern Lights College, British Columbia Construction Association's Skilled Trades Employment Program (STEP)
- Job support for the unemployed: Employment Connections/Work BC Employment Services Centre.
- Job Training for the Low Skilled Employment: Employment Connections/Work BC Employment Services Centre, Northern Lights College

BC Hydro will also require Project contractors to report on the number of workers and their job categories, as well as the number of foreign workers and their job categories, who are performing Peace Region project related work. BC Hydro will annually provide a summary of the information to School Districts 59 and 60, and Northern Lights College to assist the education institutions in matching their skill development programs to Project requirements. (BC Hydro 2013b).

BC Hydro will require Project contractors with work in the Peace Region to report on the categories of workers which are difficult to hire from the Peace Region labour pool. BC Hydro will annually provide a summary of the information to School Districts 59 and 60 and post-secondary institutions to support educational institutions in tailoring high school and post-secondary apprenticeship programs to help meet Project needs (BC Hydro 2013b).

### **6.3 Participation in Regional Workforce Training Initiatives during Construction**

*This section has been developed in accordance with Condition 53 of the Environmental Assessment Certificate: Participation in regional workforce training initiatives during construction.* BC Hydro will continue to participate in regional workforce training initiatives, such as the Northeast Regional Workforce Table Task Force, to support alignment of training programs with the need for skilled workers to meet the needs of northeast B.C.

BC Hydro has been a member of the Northeast Regional Workforce Table Task Force since early 2012. BC Hydro provided Project workforce information to inform the Northeast Regional Skills Training Plan (Northern Lights College December 2012). This Training Plan addresses existing regional training needs to meet local employment opportunities to provide British Columbians access to training and job opportunities within their communities.

In July 2011, BC Hydro entered into a three-year funding agreement with Northern Opportunities, a partnership of the school districts of Fort Nelson (SD #81), Peace River North

(SD #60), and Peace River South (SD #59), Northern Lights College, local First Nations, industry and local communities with an objective to provide young people with a seamless learning pathway from secondary school to post-secondary training, leading to career success. A dual-credit program offered in the Peace Region combines high school, college studies and work-based training, enabling students to earn both a high school diploma and advanced credit in post-secondary and/or industry certification at the same time. The program covers academic, trades and apprenticeship and vocational programs, and is open to both Aboriginal and non-Aboriginal students (Northern Opportunities 2014). The program has had good success and strong graduation rates for both Aboriginal and non-Aboriginal students.

This forum will enable BC Hydro to continue to provide Project workforce information to inform NOP's program offerings and to communicate Project job opportunities to young persons in the region. This initiative, through its diverse program offerings, assistance with tuition, work experience and apprenticeship opportunities, has been successful in attracting new entrants into trades training and will provide another means to augment the existing availability of skilled trades workers; thereby, increasing the skilled labour pool in northeast BC.

As a Northern Opportunities Partner, BC Hydro sits as a member of the Northern Opportunities' Community Learning Council. BC Hydro recently extended its funding for an additional two years, covering 2014-2015.

## **6.4 Identification of Apprenticeship Opportunities during Construction**

This section has been developed in accordance with Condition 53 of the Environmental Assessment Certificate: *Identification of apprenticeship opportunities during construction*. The duration of the Project construction period is suitable for training apprentices.

- BC Hydro will be working with contractors on how to identify and increase apprenticeship opportunities, including coordinating with the Industry Training Authority to develop complementary initiatives to *The Industry Training Authority and Trades Training in BC: Recalibrating for High Performance Report of the Independent Review*, led by Jessica L. McDonald February 2014. (McDonald, Jessica and Danielle Van Huizen 2014)
- BC Hydro will liaise with government agencies regarding legislative initiatives such as *the B.C.'s Skills for Jobs Blueprint: Re-engineering Education and Training* in order to ensure the Project's workforce needs are included and factored into those initiatives. (WorkBC 2014)
- BC Hydro will regularly provide the Ministry of Jobs, Tourism and Skills Training with updated workforce requirements for the Project.
- BC Hydro will maintain contact with agencies such as BC Construction Association to identify opportunities for pre-apprenticeship and ticketed apprenticeship job match opportunities.
- Contractors will be required to encourage and facilitate apprenticeship opportunities for the duration of their work on the project.

- Contractors who require red seal trades for their work on the project will be required to provide a report to BC Hydro, on a regular basis, with the number and job categories of apprenticeship opportunities that are available for the duration of their work on the project

## 6.5 Provision of Additional Daycare Spaces in Fort St. John

This section has been developed in accordance with Condition 53 of the Environmental Assessment Certificate: *Provision of additional day-care spaces in Fort St. John to increase spousal participation in the labour market.* To support local participation in the workforce, BC Hydro will support the creation of approximately 37 daycare spaces in the Fort St John area. The final number of spaces will be determined based on a specific proposal for licensed daycare spaces, and staff / child ratio requirements. BC Hydro will seek a licensed daycare operator partner, and will provide a capital funding contribution toward a new facility or expansion of an existing facility. BC Hydro will seek a qualified daycare partner that can develop these new daycare spaces within two years of the commencement of the Project construction phase, with the final schedule to be determined based on a specific proposal.

BC Hydro will work with its daycare partner to establish a fair approach to providing Site C Project workers and their spouses with priority access to daycare spaces during the Project construction phase, while also providing for use by community members not associated with the Project. After the Project construction phase the daycare is expected to be able to continue operating as a legacy benefit to the community.

Students in the Early Childhood Education and Care program at Northern Lights College are eligible to apply for funding from the BC Hydro Trades & Skilled Training Award through the Northern Lights College Foundation. This will provide additional support to the availability of trained daycare workers in the region.

## 7.0 Reporting

This section has been developed in accordance with Condition 44 of the Environmental Assessment Certificate: *The EAC Holder must assist School Districts 59 and 60 to adjust to potential increased need resulting from the influx of the Project workforce by providing annual information throughout construction about anticipated changes in the resident population and potential new school enrolment* and Condition 45 of the Environmental Assessment Certificate: *The EAC Holder must assist the Northern Lights College to adjust to potential increased need resulting from the influx of the Project workforce by providing information annually during construction to identify the number of worker hires.*

BC Hydro will:

- Annually provide a summary of Project contractor information on the number of workers and their job categories, as well as the number of foreign workers and their job categories who are performing Peace Region project related work to School Districts 59 and 60, and Northern Lights College to assist the education institutions in matching their skill development programs to Project requirements. (BC Hydro 2013b)

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- Annually provide a summary of the categories of workers which are difficult to hire from the Peace Region labour pool to School Districts 59 and 60 and post-secondary institutions to support educational institutions in tailoring high school and post-secondary apprenticeship programs to help meet Project needs (BC Hydro 2013b).
- Provide an update to School District 59 and 60 on BC Hydro's anticipated changes in the North Peace and South Peace resident population and potential new school enrolment annually. The first report will be available within one year after the start of construction activities.

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## APPENDIX A. POTENTIAL PROJECT EFFECTS AND BASELINE CONDITIONS

### 1.1. Introduction

The interaction between the Project and local labour market would be expected during the Project construction phase, due to:

- Change in demand for direct Project construction phase labour in the NEDR
- Change in demand for indirect and induced construction phase labour in the NEDR

### 1.2. Baseline conditions

The following baseline conditions were reported in the EIS (BC Hydro 2013a). It is recognized that baseline conditions are dynamic and change from time to time

#### 1.2.1. Labour Force By Occupation And Industry Affiliation

In 2013, approximately 1.4% of the province's total population and 1.7% of the provincial labour force resided in the LAA.

**Table 1 - Labour Market Statistics for the Northeast Development Region and B.C. – 2013**

Area	Labour force (persons)	Employed (persons)	Participation Rate (%)	Unemployed (persons)	Unemployment Rate (%)
Northeast Development Region	38,100	36,600	72.0	1,500	3.9
B.C.	2,509,900	2,355,300	64.2	154,600	6.2

Source: Statistics Canada 2014

Trades and occupations unique to primary industry comprise a larger percentage of the labour force in the LAA than in the province overall. While the total labour force in the LAA increased by about 14% (5,000 persons) during this time, the construction labour force grew by 86% (BC Stats 2010).

#### 1.2.2. Job Search, Unemployment and Turnover

In 2011, in an average month, approximately 300 to 500 people visited the Fort St. John office of Trades Referral Assessment, Direct Employment (T.R.A.D.E.S.) and approximately 1,000 people visited the Employment Connections office. About 75% of the visits were from local residents out of work or looking to change jobs, which provides insight into job turnover rates for residents within the LAA. The remainder of job seekers were non-residents (transients), most of who resided in southern B.C. The majority (residents and non-residents) were male, with about 30% being 25 years of age or younger and about 70% being 40 years of age or younger. Workers with certification and training for in-demand positions typically found employment within

a week, while persons with fewer skills or training who were seeking entry-level positions were unemployed for a longer period. Employment barriers such as personal issues and drug or alcohol abuse were identified as the main reasons for extended unemployment (Jones 2011 pers. comm.).

In addition to the rate of unemployment estimate at the census, labour force monitoring provides annual estimates. Unemployment in the LAA shows considerable year-to-year variation but, in most years, it was less than the provincial rate. The average unemployment rate in the LAA over the 15-year period was 6.2%, compared to 7.3% in B.C. The unemployment rate in the LAA was below the natural rate of unemployment in 1998, 2005, and 2008, while the province was below that level from 2006 to 2008, and the construction industry was below that level from 2005 to 2008.

The unemployment rate is a reliable indicator of balance in the labour market. In recent research and modelling of B.C.'s labour market the natural rate of unemployment (termed the normal unemployment rate) was approximately 6% at the provincial level and approximately 5% for the northeast (BCMJTI, Director, Labour Market and Immigration 2012 pers. comm.). An unemployment rate below 5% indicates relative labour scarcity in the labour market. An unemployment rate in excess of 7% indicates relative lack of labour demand (BC Hydro 2013a)

### **1.2.3. Labour Force and Skills, Shortages and Surpluses**

A survey of employers based in the LAA, conducted by Statistics Canada in April 2009, explored employment conditions for the major occupational categories (BC Stats and Statistics Canada 2009). The survey investigated the potential labour surplus or scarcity by occupation class by asking employers whether they were having difficulty filling positions and the length of time vacant positions were advertised prior to being filled. The results indicated that employers in the LAA experienced the greatest difficulty hiring persons in the sales and service occupations. Those employers hiring tradespersons indicated fewer difficulties than for the province as a whole.

A late 2007 survey of Fort St. John businesses and labour market participants found that Fort St. John was experiencing a labour shortage (Ipsos Reid Public Affairs 2007). The construction industry was second only to the services industry in experiencing labour scarcity, with 93% of respondents indicating that the construction industry was facing a shortage of suitably qualified workers. Also, construction firms had the most success recruiting from the Fort St. John area as well as from the rest of B.C., Alberta, and Atlantic Canada. Among the major employers in the LAA, construction firms also experienced the highest turnover rate.

Rising labour scarcity was evident in the LAA in 2011, primarily as a result of oil and gas activity. Since reaching a peak unemployment rate of over 9% in the first two months of 2011, the rate declined to 4% by June 2011, and remained below 5% up to September 2011 (BC Stats 2011; Jobsearchonline 2011).

### **1.2.4. Labour Market Outlook**

WorkBC projects 18,000 job openings in the LAA between 2010 and 2020, 60% of which will be existing positions that become vacant and the remaining 40% will be new jobs (BCMJTI 2011).

Vacancies will be created mainly by retiring workers, while new jobs will be created by major resource projects in mining, oil and gas, energy, and infrastructure.

Trades and administrative occupations are expected to experience the largest number of job openings. The labour supply will expand as young people enter the market, but non-resident workers are also anticipated to meet demand. This job outlook includes consideration of anticipated major project developments in the northeast, including the Project (BCMJTI, Director, Labour Market and Immigration 2012 pers. comm.).

### 1.3. Project related change in demand for Labour

**Table 2** shows the total estimated Project Construction phase employment for direct, indirect and induced employment. Employment effects in the LAA and B.C. would be industries supplying goods and services to the Project (indirect) and consumer industries receiving the re-spending of payroll (induced).

**Table 2 - Total Project Construction Phase Employment Effects**

Construction Year	Total Direct <sup>a</sup>	Indirect and Induced Employment <sup>b</sup>		Total Employment	
		LAA	Total B.C.	LAA	Total B.C.
Year 0 (partial year)	260	80	618	340	878
Year 1	818	210	1,59	1,028	2,408
Year 2	1,100	260	2,020	1,360	3,120
Year 3	1,078	280	2,29	1,358	3,375
Year 4	1,297	368	3,115	1,665	4,412
Year 5	2,066	398	2,908	2,464	4,974
Year 6	1,875	368	2,735	2,243	4,610
Year 7	1,284	268	1,864	1,552	3,148
Year 8	445	118	858	563	1,303
Total	10,223	2,350	18,005	12,573	28,228

Notes:

<sup>a</sup> BC Hydro (2012), expressed in person-years of employment

<sup>b</sup> BC Hydro (2013c) Basecase Scenario

## Labour and Training Plan Site C Clean Energy Project

In the direct workforce, approximately 71% of total person-months would involve trades occupations. Contractor supervisors would account for 18% of total person-months and BC Hydro personnel and their advisors would account for 11%. Within the trades component, operating engineers, labourers, and truck drivers would account for 60% of the person-months. The greatest number of person-months would be needed for construction of the powerhouse and related south bank structures. Construction of the Site C dam and related works would account for the second-largest labour requirement. The schedule has a seasonal profile, with higher labour requirements between April and October than between November and March.

The proportion of the resident labour force taking up project employment could range from a low of 5% to a high of 20%. The lower end of the range corresponds to a strong regional demand for trades from other projects, where these projects would offer tradespeople living in the LAA better compensation and employment terms compared to the Project (T.R.A.D.E.S., Employment Councillor 2011 pers. comm.) The higher end of the range corresponds to the Project offering competitive compensation and employment terms relative to other projects.

The Project's effect on the labour market would depend on the ability of the local capacity to meet construction labour demand while staying in balance. The historical unemployment rate is low in the LAA, but it has remained above the natural rate due to the in-migration of workers from other jurisdictions. Large construction projects in the last decade have consistently demonstrated the efficiencies of the market by using mobile workers to supplement what is available locally, and maintenance of a low unemployment rate demonstrates that local hires are typically maximized. However, Project labour demand would likely exceed the labour market capacity in the LAA for all years of the construction phase (BC Hydro 2013a).