

**YWCA SASKATOON**

**Environmental Scan and Needs Assessment for  
Women-in-Trades**

**FINAL REPORT**

**CONFIDENTIAL**

December 20, 2012



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## Executive summary

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The YWCA of Saskatoon initially engaged Koenig & Associates Inc. to conduct an in-depth environmental scan and needs assessment to identify marketplace trends and clarify the needs for women-in-trades in Saskatchewan. The goal of the scan was to provide an evaluation of the feasibility of a partnership arrangement between the YWCA and Women Building Futures (WBF) to support, develop, and promote women-in-trades.

As a result of the review, it was determined WBF does not plan to fully operate in Saskatchewan. WBF is open to partnering with the YWCA at a much smaller capacity than originally understood. As a consequence of that finding, our report provides a summary of labour market needs, a gap analysis on current program offerings, and a recommendation on a business model and program that could be used by the YWCA to improve the position of women in trades in the labour market.

### Environmental scan and needs assessment: Key findings

#### Identification of needs

With women representing just over 50% of the Saskatchewan population, the wage disparity between women and men across all industries identifies a need for further support and program development to improve the position of women in the labour market. The data also shows that women are under-represented in a number of industries in Saskatchewan.

The needs assessment indicates a strong need to further develop women in the trades sector for the following reasons:

- ✓ Demand currently exists for skilled labour in the trades area;
- ✓ Demand for labour in the trades and especially the construction, manufacturing and resource sectors is expected to continue into the future;
- ✓ Industry support is extremely strong for developing women in trades;
- ✓ Women are under-represented in the trade sector with the overwhelming majority of registered apprentices and certified journeypersons being male.

The labour force in Saskatchewan is expected to continue to grow at a strong rate, primarily in the goods-producing sectors of construction, manufacturing and resources. Pressure on trades is expected to remain high with forecasts continuing to identify a level of supply lower than demand.

Local industries anticipate a gap between the supply and demand for trade-related labour in the next five years with strong indication of opportunities for women to fill these anticipated gaps.



## Gap analysis on current program offerings

An analysis of the current program offerings related to trades in Saskatchewan was conducted to identify gaps or challenges. A summary of the opportunities for improvement in some key areas are outlined below:

- ✓ Broader exposure at secondary and post-secondary levels, specifically to increase interest levels and address misconceptions about the trades among young women;
- ✓ Better coordination between different programs and training opportunities and increased awareness of options;
- ✓ Enhancement of pre-employment life skills to increase training opportunities;
- ✓ Stronger coaching and ongoing employment support to increase women's participation rate in apprenticeship training seats;
- ✓ Increase of female role models to improve chances of long-term success;
- ✓ Improved support for traditional barriers for women like childcare and transportation.

## Recommendations

Our analysis shows that the increasing shortages in the trades sector, the under representation of women in the trades, and the gaps in current program offerings for trades training for women all point to an excellent opportunity for the YWCA to develop a program to support increasing the number of women in the trades.

We recommend the YWCA hire one key individual as a Project Manager to lead the development of a unique program to support women-in-trades that aligns with the current structure and program delivery at the YWCA Saskatoon and its Employment and Learning Centre. This program could be developed over the course of a one-year term provided the individual works on the program development full-time. The job profile for this individual including key competencies should be clarified and clearly outlined before hiring for this position. An operating budget for this one-year term would include the salary for the Project Manager plus some funding for consulting support throughout the development of the initiative. A competitive salary range for a Project Manager is \$80,000-\$120,000. In addition to funding to support the salary, we recommend the YWCA seek additional funding of approximately \$60,000-\$80,000 for consulting support resulting in a total budget of \$140,000-\$200,000 to establish the program in the first year.

We recommend the key individual focus on the development of a business model that includes the following key components:

1. Definition of mission statement
2. Outlining of focus/scope of program
  - Assessment and employment readiness
  - Enhancement of life skills
  - Coordination between programs



- Job search and job placement support
  - Ongoing coaching, and mentorship programs
  - Program follow-up
3. Targeted program participation
  4. Partnerships & marketing
  5. Funding
  6. Resource requirements
  7. Performance metrics

The development of a focused program will assist in continuing to improve the prosperity and independence of women and the position of women in the labour market. In order to ensure program success for placement of women in the workforce, women must be able to fully explore opportunities and career paths in all types of roles. In addition, it is critical to prepare women for workplace realities as well as provide support for workplace retention. The above business model addresses these key factors and leverages current programs at the YWCA including childcare facilities and employment centre services.

Key partnerships will be required in order to provide actual training facilities. Potential partners include the Saskatchewan Institute of Applied Science and Technology (SIAST), the Saskatchewan Women in Trades and Technology Program (Sask WITT), the Saskatchewan Indian Institute of Technology (SIIT) and the Saskatoon Trades and Skills Centre (STSC). All of these organizations have indicated a significant level of interest in developing partnerships with the YWCA.

Further detail is provided in the body of this report.

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## Introduction

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The YWCA of Saskatoon initially engaged Koenig & Associates Inc. to conduct an in-depth environmental scan and needs assessment to identify marketplace trends and clarify the needs for women-in-trades in Saskatchewan. The goal of the scan was to provide an evaluation of the feasibility of a partnership arrangement between the YWCA and Women Building Futures (WBF) to support, develop, and promote women-in-trades. The scan and assessment address the following areas:

1. Industry support and potential partnerships;
2. Labour needs and statistical analysis of demographics specific to women;
3. Training programs and business models;
4. Benefits and projections.

This report outlines the following project deliverables:

- An outline of the methodology used in the scan and assessment process;
- A summary of the results of the survey as well as the research and analysis;
- An outline of the current training programs and evaluation of corresponding business models;
- A summary of items for consideration, including conclusions and recommendations.

Further detail is provided in the following sections.



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## **Our approach**

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As outlined in the engagement letter dated October 1, 2012, the following key steps were undertaken to conduct the environmental scan and needs assessment:

### **Step 1: Planning & preparation**

We met with the steering committee from the YWCA to clarify the parameters of the project. We reviewed the terms of reference, identified sensitivities related to the project, defined limitations and parameters related to the scan, clarified the project timelines, and identified the reporting relationships of the consulting team.

### **Step 2: Development of framework for scan**

We developed a framework identifying the objectives to be met during the scan. We used this framework as a basis to develop research questions and tools throughout the project.

Specifically, the following questions have been answered in our Summary of Results section:

#### **Section 1: Industry support and potential partnerships**

- Is there industry support for offering a program like WBF in Saskatchewan?
- Are there other organizations and/or companies YWCA Saskatoon should consider partnering with?

#### **Section 2: Labour needs and statistical analysis**

##### **Historical**

- What are the statistics for women in Saskatchewan who would potentially benefit from this program? In addition, can this number be broken down to specify the number of single women under the age of 30, and the number of female, single-parent families?

##### **Projected**

- What are the projected labour needs and anticipated gaps in supply for trades in Saskatchewan over the next five years?

#### **Section 3: Training programs and business models**

- What trades training exists in Saskatchewan and is specifically geared to women, and how does the WBF model and actual outcomes differ from existing programs?
- What would be the best business model in Saskatoon to deliver this program?

#### **Section 4: Benefits and projections**

- How would this program benefit the participants and what would be the best long-term projections?



### **Step 3: Research & analysis**

We categorized the questions that comprised the study into internal research processes and external research processes.

#### **Internal research**

We addressed labour needs and statistical analysis through our internal database information with supplementation from additional on-line research. On-line research is based primarily on provincial and federal demographical statistics, with interpretation and projections provided through our own statistical analysis. We also partnered with Doug Elliott, publisher of SaskTrends Monitor. Mr. Elliott reviewed our analysis and provided further recommendations for expansion on the data analysis portion of the demographic assessment to ensure that we were working with the most current and applicable data.

We researched, reviewed and analyzed existing training programs, business models and outcomes. This analysis was supported by our literature review and interviews with key contacts in the trade industry sector including discussions and input from the Saskatchewan Apprenticeship and Trades Certification Commission (SATCC).

#### **External research**

We identified industry support, potential partnerships, existing training programs and potential benefits and concerns using a targeted industry survey process. In order to collect a considerable amount of information from a wide variety of sources and sectors, it was decided that one survey with various categories would be the most effective tool. The survey tool covered all of the questions identified as external research and encompassed all of the necessary participant groups. The survey tool and the potential participant list were provided to the YWCA for input and feedback prior to roll-out.

Koenig & Associates contacted 82 potential participants by phone for the needs assessment survey including associations and government agencies, trade-related organizations and educational institutions. Interested organizations were provided with an on-line survey tool covering a series of questions. With a focus on the Saskatoon area, we garnered 37 participants from a variety of applicable sectors and industries pertaining to the trades and trades education and programming. A complete list of participants can be found in **Appendix A**.

### **Step 4: Final report**

Given YWCA Saskatoon's current structure and program delivery, we have provided items for further consideration as well as our recommendations on whether the YWCA should further pursue a partnership with WBF. We have also expanded the scope of the study by providing additional information that can assist the YWCA in determining the feasibility of developing a program outside the WBF model, along with a recommendation on the business model that could be used in such a program.





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## Summary of results

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### Overview of trades training requirements

Apprenticeship is a form of trade-based skills training that combines on-the-job and in-school training. Programs are designed to provide an apprentice with the skills necessary to be competent in a trade. Individuals can apply for apprenticeship training with an employer, as long as they have Grade 10 to 12 high school education and pass any applicable aptitude test and interview process (specifics vary depending on the trade). To be eligible, you must have a sponsoring employer willing to sign a contract of apprenticeship with you and the SATCC. Most of the training is done on the job and therefore requires a sponsoring employer, with additional courses required in-school such as safety, tool use, and other specialized courses based on the trade. Upon successful completion of all training and certification exams, the apprentice is awarded a Certificate of Completion of Apprenticeship and with subsequent hours and training, a Journeyperson Certificate.

Apprenticeship programs recognize 2,000 hours as one year of training. Each designated trade has a specific number of hours which must be completed and in general take two to four years to complete.

Individuals can enter a trades union once they have completed basic high school math, physics and English classes and have completed the appropriate apprenticeship.

### Section 1: Industry support and potential partnerships

The following information is based on the results of the survey conducted with associations, government agencies, trade-related organizations and educational institutions.

Industry support was extremely strong for promoting and developing women-in-trades in general under various types of program delivery. Women in the trades was identified as an asset by all organizations.

Industry support included:

- possible partnership on program delivery;
- attraction and awareness initiatives;
- internships or short-term work placements; and,
- trades-related site tours including opportunities for discussions with existing female employees and/or mentorship possibilities.

Potential partnerships for the YWCA to consider in the development of programming include:

#### Training facilities and educators

- Saskatchewan Institute of Applied Science and Technology (SIASST) and Women in Trades (WIT);
- Saskatchewan Indian Institute of Technology (SIIT) and Women in Trades (WIT);
- Gabriel Dumont Institute (GDI) and Dumont Technical Institute (DTI);
- Regional Colleges and Universities;
- Saskatoon Public Schools;



- Saskatoon Trades & Skills Centre (STSC);

**Program support:**

- Saskatchewan Apprenticeship and Trades Certification Commission (SATCC);
- Provincial government;
- Saskatchewan Women in Trades and Technology (Sask WITT);
- Saskatoon Industrial Education Council (SIEC);
- Skills Canada Saskatchewan;
- WBF and other external consultants.

**Industry and associations:**

- Saskatchewan Home Builders Association;
- Saskatoon Construction Association;
- Saskatoon Mining Association;
- Various industry partners.

The questions around industry support and potential partnerships were addressed through the on-line survey process. A summary of our survey results is provided in **Appendix B**. For ease of reporting, the extensive amount of data collected, we summarized all the collected and analyzed information according to various categories of participants.

**Section 2: Labour needs and statistical analysis**

Local industries anticipate a gap between the supply and demand for trade-related labour in the next five years. This is a strong indication of opportunities for women to fill these anticipated gaps. The labour force in Saskatchewan is expected to continue to grow at a strong rate, primarily in the construction, manufacturing and resource sectors. Pressure on trades is expected to remain high with forecasts continuing to identify a level of supply lower than demand.

The primary categories of women who would potentially benefit from a women-in-trades program are:

- Women working full-time, currently earning hourly wage rates under \$20, in non-predominantly male trade industries:
  - Accommodation and Food Services;
  - Retail and Wholesale Trade;
  - Other Services (Personal and Household Services);
  - Information, Culture and Recreation.
- Women working full-time, currently earning hourly wage rates under \$20, in predominantly male trade industries:
  - Construction;
  - Manufacturing;

- Women, working part-time, who would have preferred full-time work;
- Women, unemployed (any age);
- Women in lone parent families, whether working full-time or part-time;
- Women, with partial or incomplete post-secondary education, high school level education, or less, whether working full-time or part-time;
- Aboriginal women, in any of the above categories.

Further detail is provided in **Appendix C**.

### **Section 3: Training programs and business models**

#### **Secondary trades programming**

The Saskatoon Public School system offers some exposure to trades in high school. The Mount Royal Youth Apprenticeship Program offers one semester of carpentry basics (safety training, trades math, career education, insulated concrete training). This program is not specific to women and does not track program statistics.

The Saskatoon Industrial Education Council (SIEC) offers some web-based tools to help youth explore careers and connect to jobs. SIEC works with three school divisions (Saskatoon Public, Greater Saskatoon Catholic and Prairie Spirit), the Saskatoon Tribal Council, community based organizations, government agencies and employers to provide career development and exploration opportunities for youth. These tools are not specific to women nor are they specific to certain trades.

#### **Post-Secondary trades programming**

Currently, Saskatoon has three main training facilities that offer different levels and types of trades programs: SIAST, Saskatchewan Indian Institute of Technology (SIIT) and Gabriel Dumont Institute (GDI). SIAST is the only training facility to offer a full range of trades training, however, not all trades training is available directly in Saskatoon. The Regional Colleges partner with SIAST to provide trades programming in locations throughout the province. These institutes offer certificates with completed hours to credit towards apprenticeship status, where the number of completed hours varies depending on the institute and the trade.

Within these training facilities, program support specific to women-in-trades include the Saskatchewan Women in Trades & Technology (Sask WITT) and the WIT program through SIAST, as well as the Women in Trades (WIT) program through SIIT.

Sask WITT is a basic skills training exploratory program designed to promote trades with hands-on shop activities in several trades. The goal of the short training program is to provide access to further training and employment options as well as to provide support and advice to employers on policy and programs, and exposure to hands-on activities to help raise program awareness.



WIT offers hands-on skill development including courses in construction academics, site safety, use of hand tools, and construction basics involved in trades such as carpentry, electrical, plumbing, painting, framing, drywall application, and roofing. Partnerships with tribal councils and First Nations communities drive funding and program options.

### **Basic training and employment skills programming**

While there are various organizations in Saskatoon that offer pre-employment skills and career education in general, the only other program that offers some level of actual training specific to trades in Saskatoon is the Saskatoon Trades and Skills Centre (STSC). STSC provides basic skills programming on a course-by-course basis driven by industry needs and support. This program enables participants, currently 48% women, to gain basic employability skills and begin a career in trades-related industries so that they can continue to move towards apprenticeship and journeyman status once they are employed. The centre targets individuals who have barriers to employment and currently receives approximately 1,500 applicants for every 300 training program spots.

The following provides an overview of the STSC business model:

- ✓ Focus of program: Short-term pre-employment training on trades & skills for high demand entry-level jobs; develops & delivers relevant and recognized programs by working with industry;
- ✓ In-depth screening process, looking for applicants who have barriers: young families, having trouble getting into trades on their own, but who are trainable;
- ✓ Courses are specialized with industry support for high demand jobs;
- ✓ Childcare seats available;
- ✓ Certificate with completed hours to credit towards apprenticeship status;
- ✓ Strong industry partnerships (approximately 15 core employers in Saskatoon); SATCC, unions, health region, SaskPower, public/catholic school system, universities, training facilities (regional colleges, SIAST, GDTI, SIIT);
- ✓ Career coaching and advising; follow-up for 6 months with ongoing career coaching support;
- ✓ Some government and some capital investment support, required industry funding for each class;
- ✓ Students tracked post-program, with an extremely high success rate due to the nature of the program (courses are designed around industry requests) e.g. 100% employment in health region partnerships.

The Regina Trades and Skills Centre provides comparable programming in Regina.

Skills Canada Saskatchewan provides general information and career guidance services with some programs focused specifically on women including skills competitions, web-based information, career awareness support materials, education of youth on trends, and partnerships with women's groups and stakeholders in women's issues to hold Young Women's Conferences.

## Women Building Futures (WBF) programming

The WBF program in Alberta provides a successful business model and is strong in each of the key components required in a full-service program, including in-house training, housing and child-care facilities. However, WBF does not have a plan to start operations in Saskatchewan in the near future that would encompass each of these key components.

WBF would use their specific experience and successful business model components to help guide and direct the YWCA in their program strategies and initial staff training needs. WBF indicated an interest in partnering with the YWCA to provide consulting services and training in the following areas:

- Unique value proposition: WBF could assist the YWCA to create a product that industry wants and needs, in particular, would help develop a strategy to raise awareness, market, recruit, identify and strengthen partnerships;
- Pre-program assessment: WBF could train staff at the YWCA to set up a program assessment including providing the initial criteria for successful core competencies;
- Partnerships: WBF could assist in the development of a strategy to create and maintain partnerships;
- Job search and placement support: WBF could assist in the establishment of key strategy items for ongoing successful job placement and support strategies;
- Funding: WBF could help guide the YWCA to establish ongoing funding arrangements and provide estimates on potential costs and funding needs for the long-term.

## Gap analysis on current program offerings

An analysis of the current program offerings related to trades in Saskatchewan was conducted to determine if any gaps or challenges exist.

Awareness: While exposure to trades occurs to some extent at the secondary level in high school, this exposure is not female specific. The first potential gap exists in breaking down barriers at an early age to address misconceptions that young women may have in order to ensure comprehensive and accurate information on opportunities in the trades are available to women.

Coordination between programs: Our research indicates that a gap may also exist in the coordination required between different programs and institutions to assist women through the process of becoming qualified trade professionals. The only institution that can offer a full range of core services is SIAST. Due to the overall demand for qualified trades personnel, capacity issues around program availability and waiting lists are a concern. Although a wide range of other programming levels and training opportunities exist, there is a lack of connection between them, resulting in a process which is driven by the individual, without a lot of guidance.

Preparation for employment: Another challenge exists in ensuring that individuals have the necessary life skills to even qualify for current pre-employment and apprenticeship training opportunities. The Saskatoon Trades and Skills Centre, as an example, receives over 1,500 applications for 300 training



spots and turns applicants away who do not meet the criteria in the areas of basic life skills. Developing programming to assist women in increasing their skill level to qualify for programming enables them to become stronger candidates for employers.

Availability of apprenticeship seats: There are limited apprenticeship seats and each seat must be employer sponsored. For women to move from lower entry level labourer positions to apprenticeship levels, they must compete against a number of applicants. Women would benefit from coaching and support after they have received basic training. When women are actively working for an employer, guidance to further advance themselves and assist them in becoming strong candidates for apprenticeship programs would be very beneficial.

Female role models: Women need exposure to positive female role models in the trades at all stages to provide a realistic and first hand picture of the trades. Mentors need to be identified within employer organizations to ensure women have support when entering traditionally male dominated workplaces. Further opportunities may exist in developing employer targeted programs to assist with the necessary tools and support mechanisms to ensure women can be successful and to enhance the work environment and cultural challenges.

Other challenges: Other challenges that are not necessarily addressed by the existing programs are the immediate barriers to program participation such as: childcare, transportation, tools, supplies, and clothing.

## **Business model**

Following our analysis and statistical review, and supported by best practices, we have identified the following key components of a successful business model to promote and develop women in any career path. These components work together to comprise a business model for a full program which would include training. However, a program could be established to focus on pieces of these components and rely on partnerships to fill in the gaps (e.g. partnering with training institutions, government for funding, etc.).

A successful business strategy and the corresponding development of a successful business model first must address the value proposition: a promise of value to be delivered and a belief from the customer that value will be experienced. A value proposition can apply to an entire organization, or parts thereof, or customer accounts, or products or services. Creating a unique value proposition that differentiates itself from other value propositions is key in sustaining a successful venture and requires identification of key components that will be considered critical. This value proposition then becomes the program's mission statement.

The key steps in establishing the components of a successful business model to promote and develop women in any career path include:

1. Define mission statement (establish unique value proposition of program);
2. Outline focus/scope of the program, including the following key areas:



- a. Assessment and employment readiness including development of assessment criteria and identification of gaps in life skills relating to employment readiness
  - b. Enhancement of life skills to address gaps in life skills
  - c. Identification of training needs and consideration of establishment of training program and facilities, with key attention to accessibility and range of options provided, along with establishment of program accreditation
  - d. Ongoing training support including housing, transportation and childcare alternatives
  - e. Coordination between existing programs and education of career options
  - f. Establishment of program accreditation
  - g. Job search and job placement support
  - h. Ongoing coaching, on-site mentorship programs and role models
  - i. Program follow-up and performance metrics
3. Targeted program participation including a recruitment strategy;
  4. Partnerships and marketing, including a strategy for building credibility in the community and promoting the program and obtaining industry support;
  5. Pursuit of funding options, including cost structure and revenue streams;
  6. Identification of program resource requirements including staff and facilities;
  7. Identification of outcomes: performance metrics and measurement of success, including ongoing program evaluation regarding effectiveness and efficiency.

#### **Section 4: Benefits and projections**

The primary benefits to participants of a program that would improve women's position in the labour market include:

- Increased prosperity in the form of increases to average hourly rates;
- Improved well-being including confidence levels and ability to provide for families;
- Longer-term job security in areas of current and future industry strength.

Existing programs that focus on improving women's positions in the trades labour market, including WBF and STSC, have success at increasing the economic prosperity of women as indicated by the statistics outlined below.

According to a report commissioned by the City of Edmonton in 2009, the WBF program achieved its objectives and showed the following impacts: <sup>1</sup>

1. Improved well-being of participants and their families as evidenced by:
  - Higher education through apprenticeship training (8 out of 11 are indentured apprentices);
  - Affordable housing (average housing payments of 21% of total income; homeownership more than doubled);
  - Improved family life (less stress, mentoring other family members, family vacations); and

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<sup>1</sup> Women Building Futures: Journeywoman Start Program, Social Return on Investment Analysis, January 2009



- Greater self-confidence and self-esteem.
2. Increased prosperity of participants as demonstrated by:
    - Increased employment income (more than tripled in two years from \$1,660 to \$4,249 per month);
    - Improved access to extended healthcare benefits for all family members;
    - Increased assets (from an average of \$2,750 before JWS to \$120,000 two years later); and
    - Reduced unsecured debt. (Before the program, for every \$1 of assets there was \$1.50 in debts. Two years later, for every \$1 in assets there was \$.20 in debts.)
  3. Demonstrated value to employers as seen by:
    - Reduced recruitment costs (normally valued between \$8,000 and \$18,000 per employee);
    - Reduced safety training costs (JWS graduates arrive to work with 7 safety tickets);
    - Increased access to labour (73% of JWS graduates are apprenticed in the construction trades whereas only 8.4% of all those apprenticed in the construction trades in Alberta are women); and
    - Increased net benefits associated with the hiring of apprentices (higher revenues associated with mark up and charge out rates for registered apprentices).
  4. Demonstrated value to investors calculated as follows:
    - Government savings in the areas of reduced transfer payments, daycare subsidies, and health benefits as well increased income in the form of personal and property tax payments;
    - As a result of a one-time \$105,050 investment by provincial and municipal levels of government, the program generated a total value of almost \$872,000 to all stakeholders over a two year period;
    - Allowing for modesty of claim, and discounting for inflation, JWS yielded a Social Return on Investment (SROI) of 5.8:1. Every dollar invested in the program returned almost \$6 in societal benefit.

According to annual reports produced by WBF, in 2011, WBF had 101 students with 99 graduates. 91% of the graduates were hired within 6 months. Average hourly rates for WBF graduates increased from \$14 per hour to approximately \$20 per hour, representing a 43% increase. <sup>2</sup>

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<sup>2</sup> WBF Report to the Community, 2011





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## Recommendations

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Leveraging off of the current structure and program delivery at the YWCA Saskatoon through the existing Employment and Learning Centre, and supporting the current mission directive to eliminate poverty and homelessness, we would recommend the development of a unique program that would focus on improving women's position in the labour market.

We recommend the YWCA hire one key individual as a Project Manager to lead the development of a unique program to support women-in-trades that aligns with the current structure and program delivery at the YWCA Saskatoon and its Employment and Learning Centre. This program could be developed over the course of a one-year term provided the individual works on the program development full-time. The job profile for this individual including key competencies should be clarified and clearly outlined before hiring for this position. An operating budget for this one-year term would include the salary for the Project Manager plus some funding for consulting support throughout the development of the initiative. A competitive salary range for a Project Manager is \$80,000-\$120,000. In addition to funding to support the salary, we recommend the YWCA seek additional funding of approximately \$60,000-\$80,000 for consulting support resulting in a total budget of \$140,000-\$200,000 to establish the program in the first year.

A successful business model to support the program requires the following components.

### Development of the business model

#### 1. Definition of mission statement

The YWCA must first define a mission statement that outlines the underlying goal for the programming business model which is to improve the position of women in the labour market. Desired outcomes need to be identified and should be apparent in the mission statement.

Possible mission statements could be:

“Working in partnership with educational institutions, government, associations and industry, the YWCA will provide a program to help support and develop women in non-traditional professions in order to increase prosperity and independence. This program will address program readiness, training support, job placement, ongoing job support, and coaching and will link with existing resources and leverage off of current program offerings at the YWCA.”

“Working in partnership with educational institutions, government, associations and industry, the YWCA will provide a program to help support and develop women in the labour market in order to reduce the wage disparity between men and women and increase the representation of women in non-traditional roles. This program will increase the prosperity and independence for women, linking program readiness, training support, job placement, ongoing job support, and coaching to existing resources and leverage off of current program offerings at the YWCA.”



## 2. Outline focus and scope of the program

In developing a program that will assist women in non-traditional roles, the YWCA will need to narrow down the scope of the project to a manageable level in order to be both feasible and successful. Key areas to define include types of non-traditional roles to focus on (i.e. trades or broader career opportunities), and actual program components (e.g. job support, coaching, training, etc.).

We recommend that the YWCA focus on developing programming specific to women-in-trades. This would allow the YWCA to improve the position of women in an area where there is significant demand, existing partnerships to leverage, and industry support for change. Trades offer the opportunity for greater salaries than many traditional female-dominated fields. The YWCA should further focus on identifying specific areas of trades for attention, e.g. heavy equipment operator or construction trades.

We recommend the scope of the program include the following program components:

- Assessment of candidates and employment readiness specific to trades (e.g. work/life balance concerns, awareness of physical expectations and limitations);
- Enhancement of life skills and preparation for pre-employment training opportunities specific to trades;
- Coordination between programs to gain leverage from existing programs;
- Job search and job placement support;
- Ongoing coaching, on-site mentorship programs and role models; and,
- Program follow-up.

We also recommend consideration of expansion of the scope of the career focus to include skilled labour or general labour aspects as well as technologies and other non-traditional roles outside of trades.

## 3. Targeted program participation

It is necessary to define criteria for the women that the YWCA will seek out to participate in the program. The needs of women can be very different depending on circumstance and this will impact the type of program support that is developed. Some possible focuses for target audiences would be:

- Single mothers;
- Young women;
- First Nations women;
- New Canadians;
- Unemployed;
- Underemployed (by wage); and,
- Applicants denied entrance to other programs (e.g. due to volume)

Although overlap exists between many of these categories, it is important to identify a focused target audience to ensure the program's success. A program that is too broad in scope may not be able to fully address the needs for different audiences to have very different types of support.

#### **4. Partnerships & marketing**

Program success will be contingent on developing a number of partnerships, including the educational and training institutions in Saskatchewan, employers/industry support and, potentially, trade unions. Employer buy-in is critical so that skills are transferrable and relevant to the current labour market. The YWCA will also need to determine how they will obtain program participants and may need to rely on existing programs or other community based partners to find participants that best meet the mandate and criteria. Lobbying to increase apprenticeship training seats specifically for women may be required.

#### **5. Funding**

Existing programs are funded in a variety of ways and funding opportunities from the provincial and federal governments, industry, grants, and trade unions should be investigated further. Should the YWCA proceed with the development of some type of programming, funding should be investigated as a critical next step to ensure viable sustainability options exist for the criteria developed. Funding options may exist that are driven by certain conditions being met and therefore may become determining factors in the establishment of the criteria and program focus.

#### **6. Resource requirements**

YWCA will need to assess the resources requirements for developing a program. There is the potential to utilize the resources of various partners however additional resources will be required and may include additional staff, coaching and training partners to work with staff (e.g. consultants) and increased facility space to potentially host training sessions.

#### **7. Performance metrics**

YWCA will need to identify how the desired outcomes will be measured including the establishment of performance metrics and ongoing program evaluation regarding effectiveness, success rates and measurement of efficiencies.

### **Further items for consideration**

We would recommend the following documents for further reading:

- “Bridge the Gap with Women in Skilled Trades & Technologies: Saskatchewan's Summit”, July 2011
- “Women in the Saskatchewan Labour Market, A Comparison of Wage Rates”, April 2012
- “Women Building Futures: Journeywoman Start Program, Social Return on Investment Analysis”, January 2009



## **Appendix A**

### **Participant list - Needs assessment survey**



<b>Construction:</b>	Allan Construction Centennial Hipperson Construction Homes by Dundee JNE Welding Ledcor Construction Limited	North Prairie Developments PCL Construction Management VCM Construction Wallace Construction Specialties LTD Wright Construction Western Inc.
<b>Mining:</b>	AREVA Resources Canada Claude Resources Golden Band Resources	PotashCorp Thyssen Mining
<b>Manufacturing:</b>	Alpine Interior Systems Canadian Light Source Doepker Industries Dutch Industries	Hitachi Power Systems Canada Ltd. POS BioSciences Standard Machine
<b>Educational Institutions:</b>	Gabriel Dumont Institute Training & Employment Greater Saskatoon Catholic Schools Great Plains College Saskatoon Public Schools Saskatchewan Institute of Applied Sciences and Technology (SIAST) Saskatchewan Indian Institute of Technologies (SIIT)	
<b>Associations &amp; Government Agencies:</b>	City of Regina City of Saskatoon Greater Saskatoon Chamber of Commerce Labour Market Services, Province of Saskatchewan Mechanical Contractors Association of Saskatchewan Inc. Regina Trades and Skills Centre Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) Saskatchewan Transportation Company SaskEnergy Skills Canada, Saskatchewan	



## **Appendix B**

### **Summary of results - Needs assessment survey**



## Needs assessment survey – general information

The following is the summary around the introductory or general questions we asked all participating organizations, associations and institutions.

1. When the participants were asked if they had heard of WBF, 18.9% of respondents replied ‘yes’ to this question and the majority of respondents (81.1%) had never heard of WBF.
2. The majority of respondents (54.1%) reported that they are aware of the following five existing programs or initiatives geared towards women in the trades:
  - Saskatchewan Home Builders Association;
  - SaskWITT;
  - Women-in-Trades Bursary – partnership with SIEC, BPW and the Saskatoon Construction Association;
  - Women-in-Trades Program – SIAST;
  - Women-in-Trades Program – SIIT.
3. Participants identified the following important elements to consider when and if a women-in-trades program is developed:
  - Ongoing support for women entering male dominated trades;
  - Training should have employer buy-in and any skills should be transferable and relevant to the current labour market;
  - Solid background in safety training and awareness of possible physical expectations and limitations;
  - Ensure program promotion takes place in the high schools, which could include a work study component;
  - Provide opportunities for childcare;
  - Consider accessibility of long-term jobs and challenges in keeping young families together when travel or on-site work is required.

Questions 4, 5 and 6 addressed the anticipated labour shortage for trades-related positions:

- The majority of respondents (94.4%) anticipate a gap between the supply and demand for trade-related labour in the next five years.
  - All of these respondents reported seeing an opportunity for women to fill these anticipated gaps.
  - The majority of respondents (97.1%) reported supporting programs that promote women-in-trades.
7. The following are how some of the participants would consider supporting women-in-trades program:
    - Possible partnership on program delivery and attraction and awareness initiatives;



- Providing internships or short-term work placements;
- Trades-related site tours including opportunities for discussions with existing female employees and/or mentorship possibilities.

### **Needs assessment survey – educational institutions**

The following is the summary around the questions we asked all participating educational facilities.

Three (3) of the participating educational institutions indicated having an existing women-in-trades program: SIIT, Saskatoon Trades & Skills Centre and The Regina Trades & Skills Centre. The program(s) have been in place for 8, 6 and 6 years, respectively. All three organizations indicated that at the conclusion of the women-in-trades program, each successful student receives a Certificate and the applicable number of education hours towards the apprenticeship in their chosen field of study. Note that the training programs offered through both the Saskatoon and Regina Trades & Skills Centre focus on pre-employment courses and basic skills, they do not offer the full apprenticeship programs.

In addition to these three organizations, SIAST has a 36-hour exploratory program for Saskatchewan Women in Trades and Technologies which provides general shop activities in several trades. The regular SIAST programming for trades is not specific to women.

When asked about search or job placement assistance following the educational component; two (2) respondents indicated offering a 2 week practicum, two (2) respondents reported offering job search assistance, and one (1) respondent reported having a co-op program for students.

### **Needs assessment survey – organizational programs**

The following is the summary around the questions we asked all participating organizations in the mining, manufacturing and construction sectors.

When asked what percentage of their workforce was made up of women-in-trades, the majority reported 5% or less with a maximum of 10%. If the numbers reported were over 10%, they included female office staff in business-related duties. Only two (2) organizations reported having a specific targeted number of female employees, but no further details were provided.

Five (5) respondents in this section of the survey indicated they currently have a program that encourages women to work in the trades. The majority offer orientation programs and mentorship or other initiatives as part of their (pre)apprenticeship programs. There were also no specific trades positions that were identified as specifically geared towards women unless an organization only provided certain trades services.

Some participants indicated that they conduct a pre-employment assessment to determine ‘fit’ within their organization or specific job: Two (2) respondents reported conducting aptitude tests; one (1) respondent reported conducting labour market assessments as well as client assessments to determine ‘fit’.

When asked about overall experience in employing women in trade positions, the majority of respondents provided positive feedback and reported their female staff as assets to their organization(s).





Within the construction industry, women comprise 30% of on-site safety groups – women have been identified as being a good fit in safety roles despite the small overall percentage of women on-site.

### **Needs assessment survey – Saskatchewan Apprenticeship and Trade Certification Commission (SATCC)**

A list of questions was developed specifically for our phone interview with Jeff Ritter, the current CEO of the SATCC. The following are the results from this conversation.

When asked if SATCC was familiar with WBF and their programs, SATCC indicated a high level of familiarity. When asked for further thoughts and opinions on this program, SATCC indicated they think very highly of it.

SATCC indicated support of women-in-trades through promotion and marketing materials, attendance at conferences, and external newsletters.

When asked if SATCC is aware of any existing initiatives in Saskatchewan that relate specifically to women-in-trades, SATCC indicated that both the Saskatoon and Regina Trades Centres are successful business models for getting women-in-trades. The Centres provide short courses with relevant training on the basics. There is a high attachment to the labour force and all 12 participants get job offers. Once employed, SATCC then takes over. In other words, the Centres help to fill in the “front-end gap”.

Additional comments provided by SATCC include:

- Preference from the mining sector for women on heavy equipment as women don’t “overdrive” and demonstrate better judgment;
- Technology in the trades has improved to the point where the old requirements for physical stamina and ability have disappeared. Therefore, there is no longer the same barriers to entering the trades based on physical attributes;
- SATCC would be pleased to partner with the YWCA but could not offer funding as this would be outside of their mandate. Partnership could include promotion and joint marketing materials;
- Success in the training program is measured through the number of training seats purchased from stakeholders (i.e. employers), and SATCC’s goal is to double the number of seats purchased in the next 5 years;
- SATCC’s marketing plan, while still in development, will target influencers such as parents and teachers and will continue to identify minorities including Aboriginals and other minorities.



## **Appendix C**

### **Summary of results - Labour needs and statistical analysis**



## Definitions of Terms Used

<b>Employed:</b>	Persons 15 years or older that did any paid work (including self-employment), any unpaid family work contributing directly to the operation of a family business, or had a job but were absent due to a range of possibilities. Note that the definition of employed excludes unpaid household work.
<b>Unemployed:</b>	Persons 15 years or older who were available for work but who were not working, including those on temporary layoff.
<b>Labour Force:</b>	The sum of employed persons plus unemployed persons.
<b>Persons not in the Labour Force:</b>	Persons 15 years or older who were neither employed nor unemployed, nor looking for work.
<b>Attrition:</b>	The creation of employment opportunities because of workers permanently leaving the labour force because of death or retirement.

## Historical analysis of demographics

Our statistical analysis included research into the following streams that were identified as critical to the discussion surrounding who could potentially be affected by programming around women-in-trades. This series of charts looks at historical data and provides statistical summaries. The historical data can be summarized using the following flowchart.

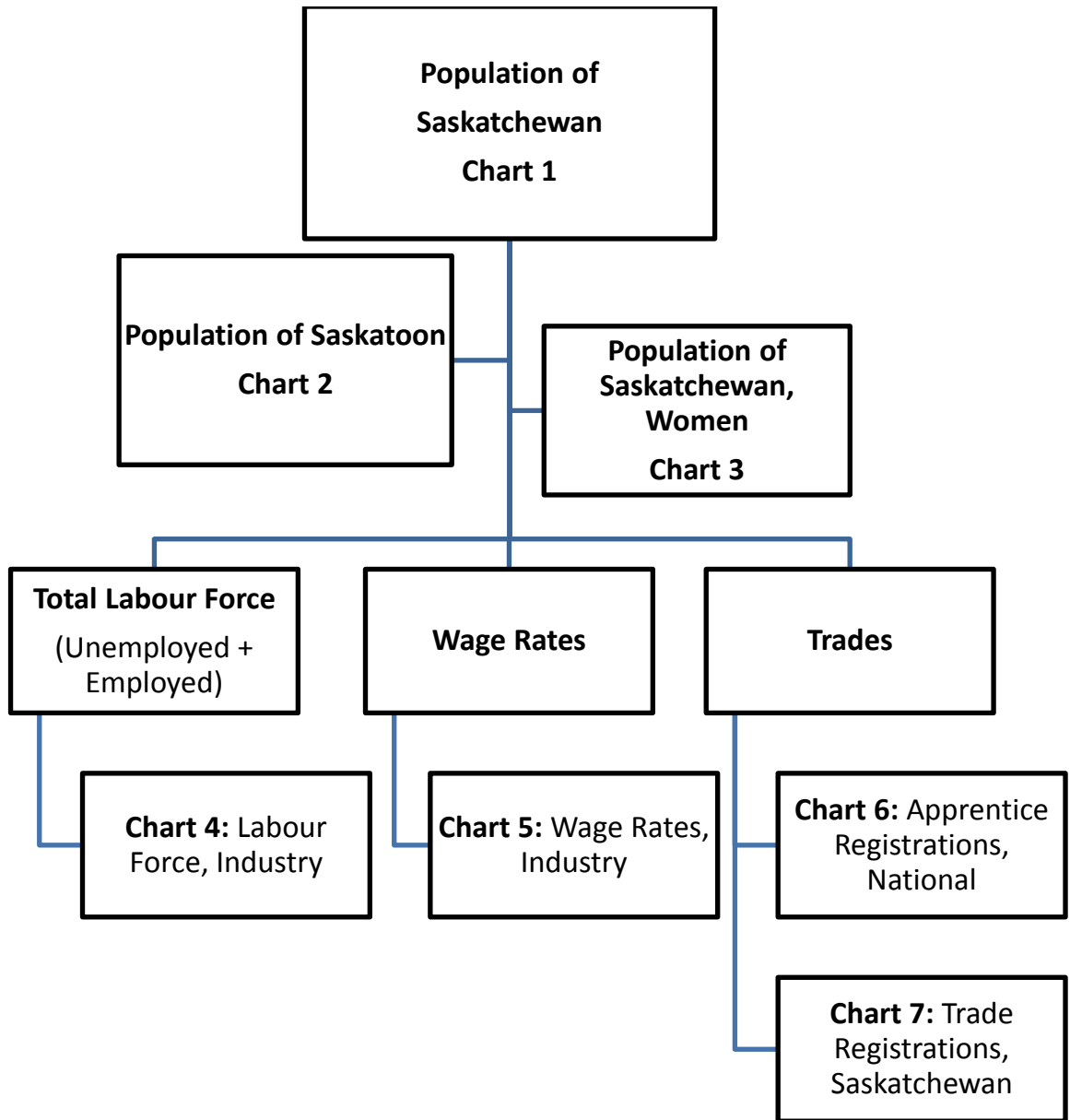
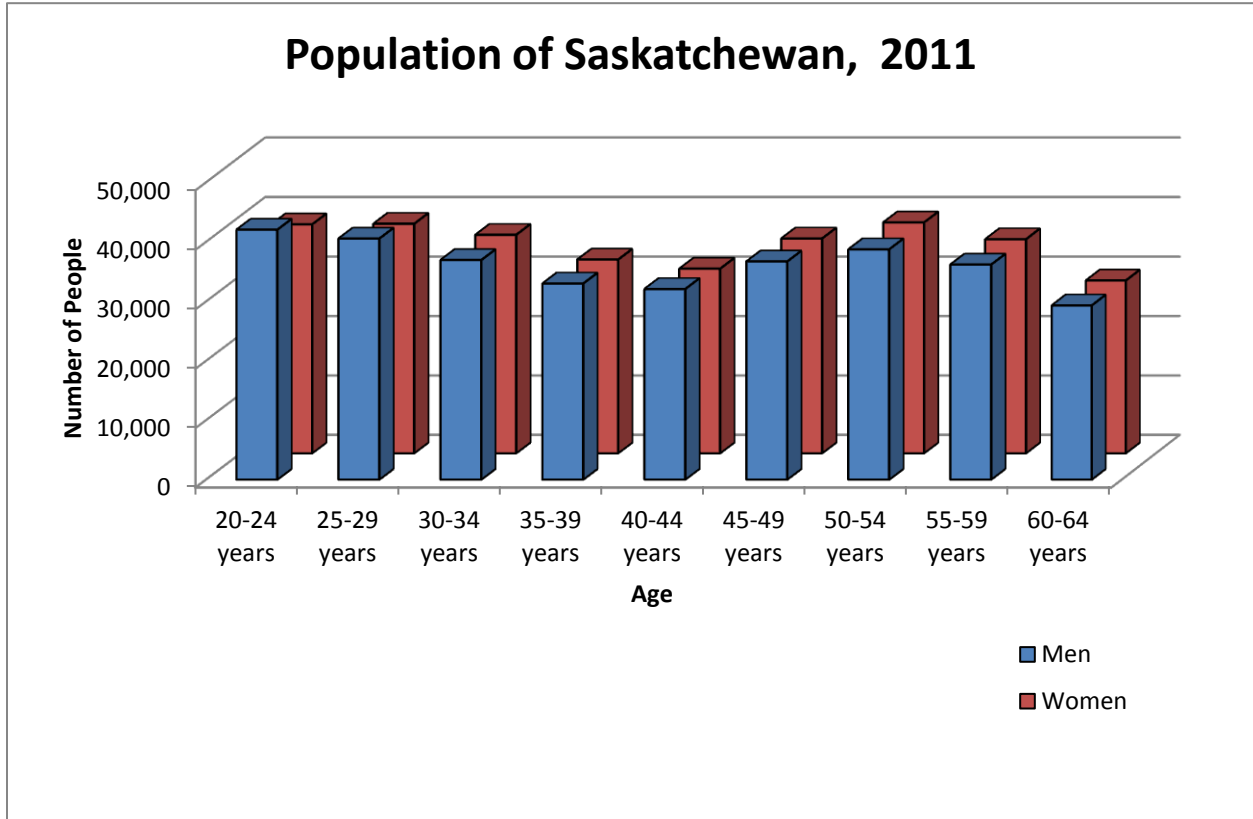


Chart 1: Population of Saskatchewan, by Age <sup>3</sup>



**Findings:**

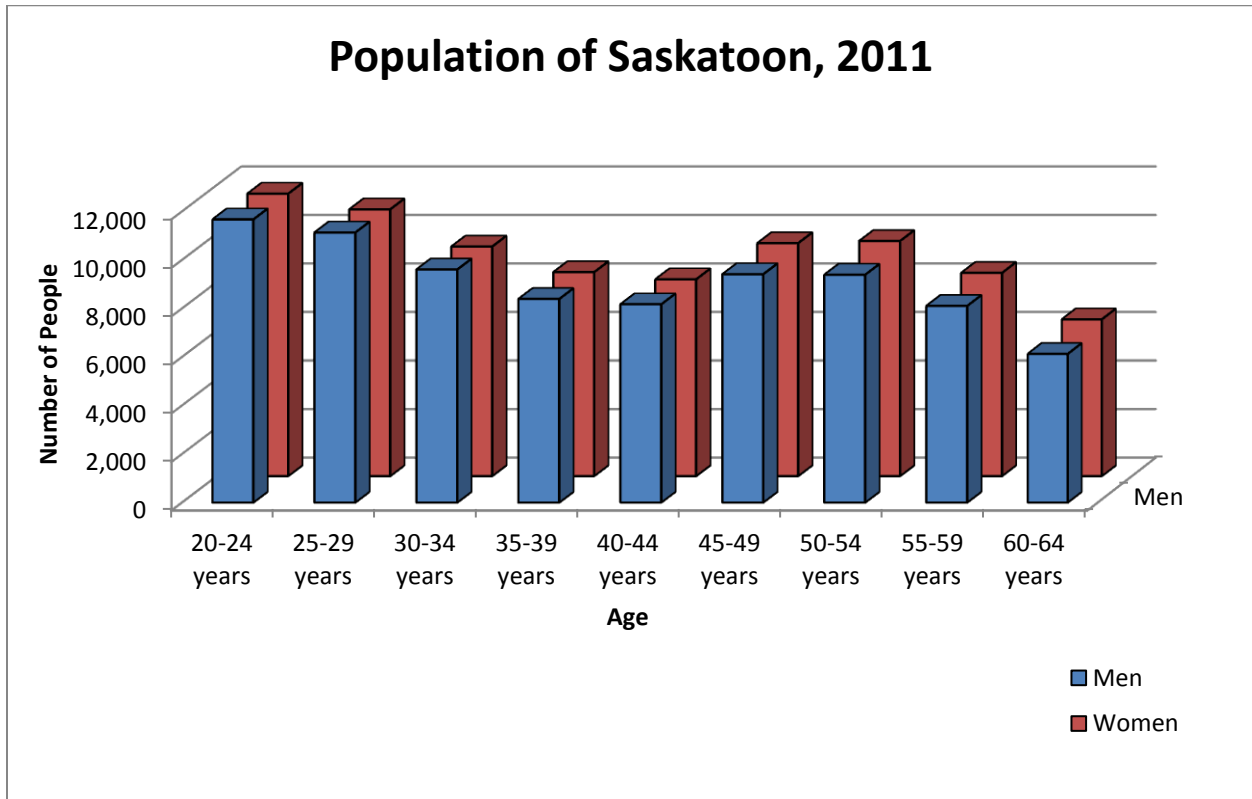
- Out of a total population of 1,079,958 in Saskatchewan, this is almost evenly divided between men at 538,947 or 49.9% and women at 541,011 or 50.1%.
- Further broken down, there were 112,176 women in Saskatchewan between the ages of 15 and 30, or 10.4% of the total population.
- Two important demographic trends: the large number of boomers nearing retirement and the increase in new entrants (young adults).
- In 2011, approximately one-half of the women in Saskatchewan lived in either Regina or Saskatoon. <sup>4</sup>
- The total Aboriginal population in Saskatchewan, included in the above numbers, was estimated at 141,890 in 2006. In 2006, 55% of the Aboriginal population was under 25 years of age.

<sup>3</sup> Government of Saskatchewan, Ministry of Finance, Bureau of Statistics: Monthly Statistical Review, October 2012 (derived from Statistics Canada, Labour Force Survey)

<sup>4</sup> Women in the Saskatchewan Labour Market, April 2012, Saskatchewan Ministry of Social Services

- There were 72,325 Aboriginal women, or 51%, in Saskatchewan. More than one-half of these women were children, living with their families. 54% of Aboriginal women were under the age of 25. <sup>5</sup>

Chart 2: Population of Saskatoon, by Age <sup>6</sup>



**Findings:**

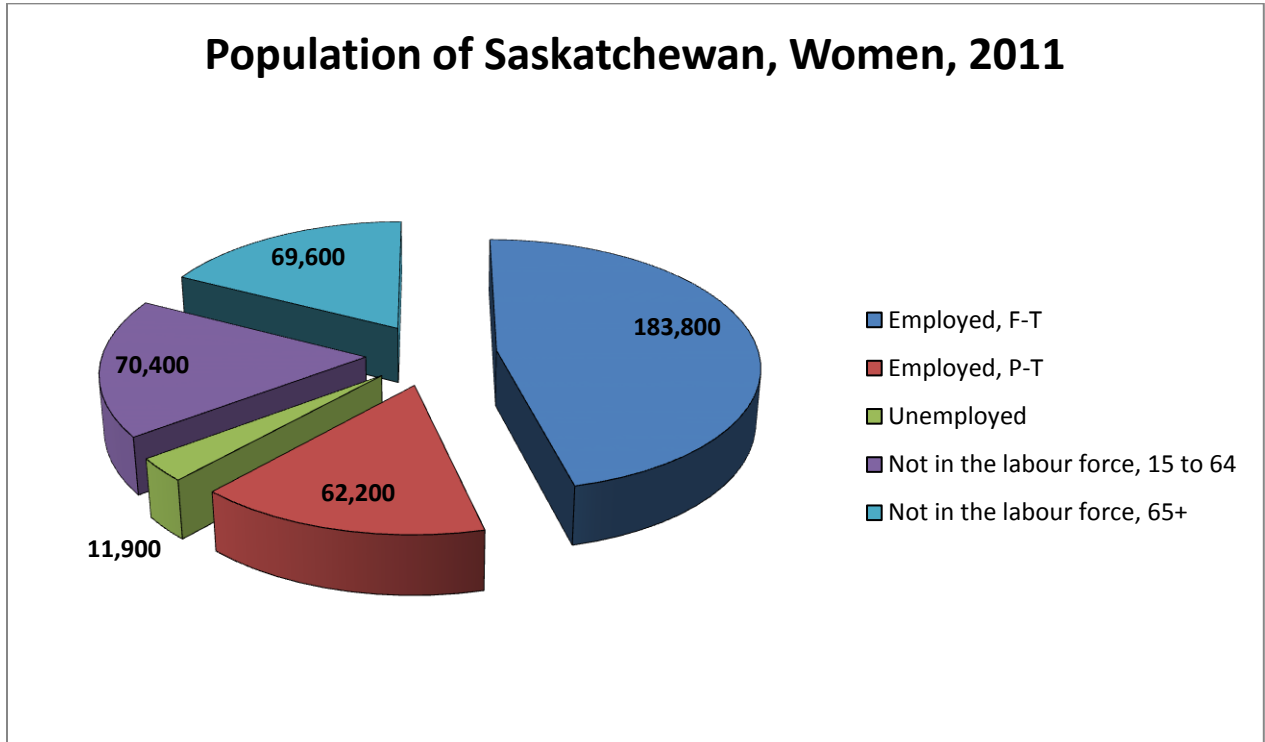
- Saskatoon has a slightly younger median age than Saskatchewan: 35.4 compared to 38.2.
- There are 31,330 women between the ages of 15 and 30 in Saskatoon out of a total population of 260,600, representing 28% of the population of Saskatoon. By comparison, 24% of the population of Saskatchewan, or 112,176 are women between the ages of 15 and 30.
- The two important demographic trends remain the same as Saskatchewan, but are highlighted even more: the large number of boomers nearing retirement and the increase in new entrants (young adults).
- Saskatoon represents approximately 24% of Saskatchewan’s population.

<sup>5</sup> Aboriginal Women, Socio-Demographic Profiles of Saskatchewan Women, Saskatchewan Ministry of Advanced Education, Employment and Labour

<sup>6</sup> 2011 Statistics Canada Census, Saskatoon – Population by five-year age groups and sex

Saskatoon’s growth rate outpaces Saskatchewan’s. The demographic distribution of males and females is very similar between Saskatoon and Saskatchewan and consequently Saskatchewan statistics can be used to approximate the trends and identify patterns that would apply to Saskatoon where specific Saskatoon data is not currently available.

Chart 3: Population of Saskatchewan, by Women <sup>7</sup>



**Findings:**

- Although 20% of women who are working part-time would have preferred full-time work, the majority of women who are working part-time are doing so voluntarily. <sup>8</sup>

***Labour Force Findings, Saskatchewan*** <sup>9</sup>

The labour force findings as outlined in the next section do not include on-reserve populations as these statistics were not available.

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<sup>7</sup> Government of Saskatchewan, Ministry of Finance, Bureau of Statistics: Monthly Statistical Review, October 2012 (derived from Statistics Canada, Labour Force Survey)

<sup>8</sup> Women in the Saskatchewan Labour Market, April 2012, Saskatchewan Ministry of Social Services

<sup>9</sup> Government of Saskatchewan, Ministry of Finance, Bureau of Statistics: Monthly Statistical Review, October 2012 (derived from Statistics Canada, Labour Force Survey)

**1. Labour force, general**

- The total labour force in Saskatchewan is made up of 563,300 people, or 52% of the population.
- Women represent 46% of the labour force (257,900 women).
- Women in the labour force are represented by 183,800 employed full-time, 62,600 employed part-time and 11,900 unemployed.

**2. Labour force, education**

- 43% of women in the labour force, or 90,900 individuals, have partial or incomplete post-secondary education, high school level education, or less.
- Once women obtain their education, they have a higher rate of employment than men.

**3. Labour force, age**

- 27% of employed women, or 66,000 individuals, are between the ages of 15 and 30.
- This leaves approximately 140,000 women between the ages of 15 and 74 who are neither working nor looking for work, and therefore not considered to be in the labour force.

**4. Labour force, economic family**

- 14%, or 29,000 individuals, of employed Saskatchewan women are single.
- 10%, or 20,700 individuals, of employed Saskatchewan women are lone parents.

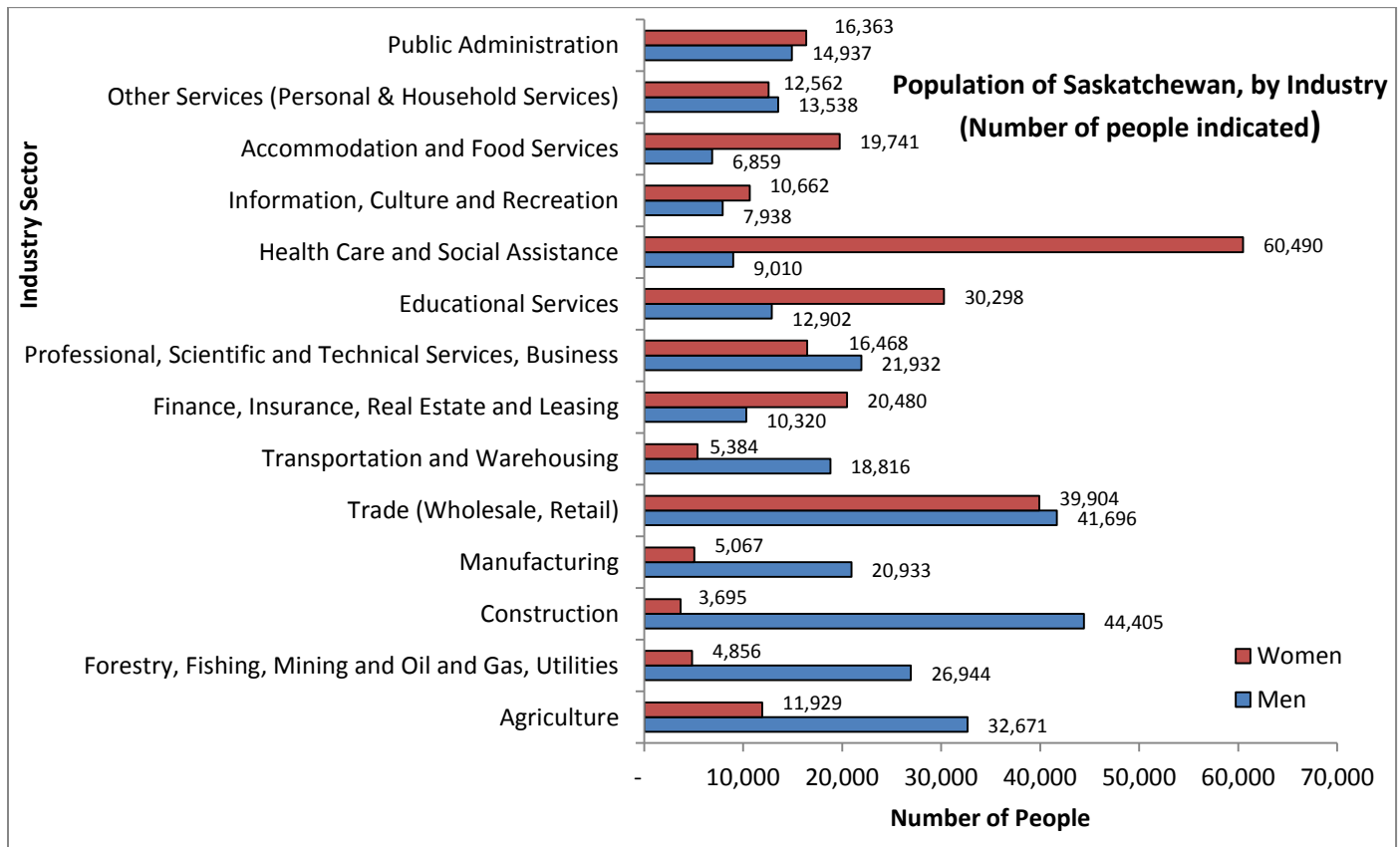




## 5. Labour force, industry

Chart 4: Population of Saskatchewan, by Labour Force, by Industry (number of women indicated above bars)

10



### Findings:

- Health Care and Social Services is the most common industry group for women, at 24% of all employment for women, followed by the Retail Trade and then Educational Services industry groups.<sup>11</sup>
- Women have significantly lower levels of employment than men in several "goods-producing" industry groups - agriculture, resource, construction and manufacturing sectors. These groups account for 39% of employment among men but only 8% of employment among women (25,547 women).<sup>12</sup>

<sup>10</sup> Government of Saskatchewan, Ministry of Finance, Bureau of Statistics: Monthly Statistical Review, October 2012 (derived from Statistics Canada, Labour Force Survey); Statistics Canada, Labour Force Survey, Historical Review 2009

<sup>11</sup> Women in the Saskatchewan Labour Market, April 2012, Saskatchewan Ministry of Social Services

<sup>12</sup> Women in the Saskatchewan Labour Market, April 2012, Saskatchewan Ministry of Social Services

### ***Wage Rate Findings, Saskatchewan***

In 2011, the average wage rate for Saskatchewan women was \$21.48, 13% lower than the average for men at \$24.69.<sup>13</sup>

#### **1. Wage rates, education**

- The average wage rate for women in the labour force with partial or incomplete post-secondary education, high school level education, or less is \$14.92.
- The average wage rate for women in the labour force with a post-secondary diploma or certificate, or University degree level or higher, is \$26.24.

#### **2. Wage rates, economic family**

- Out of the 20,700 employed women, as lone parents, the average wage rate is \$18.46.<sup>14</sup>
- The median income before tax for women, as lone parents, for Saskatoon is \$29,613.<sup>15</sup>
- Out of the 29,000 single women, the average wage rate is \$19.59.<sup>16</sup>
- Women as lone parents are expected to earn on average 70% of what an average Saskatchewan woman would earn.<sup>17</sup>

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<sup>13</sup> Women in the Saskatchewan Labour Market, April 2012, Saskatchewan Ministry of Social Services

<sup>14</sup> Statistics Canada, Labour Force Survey, Historical Review 2009

<sup>15</sup> 2011 Statistics Canada Census, Saskatoon – Population by five-year age groups and sex

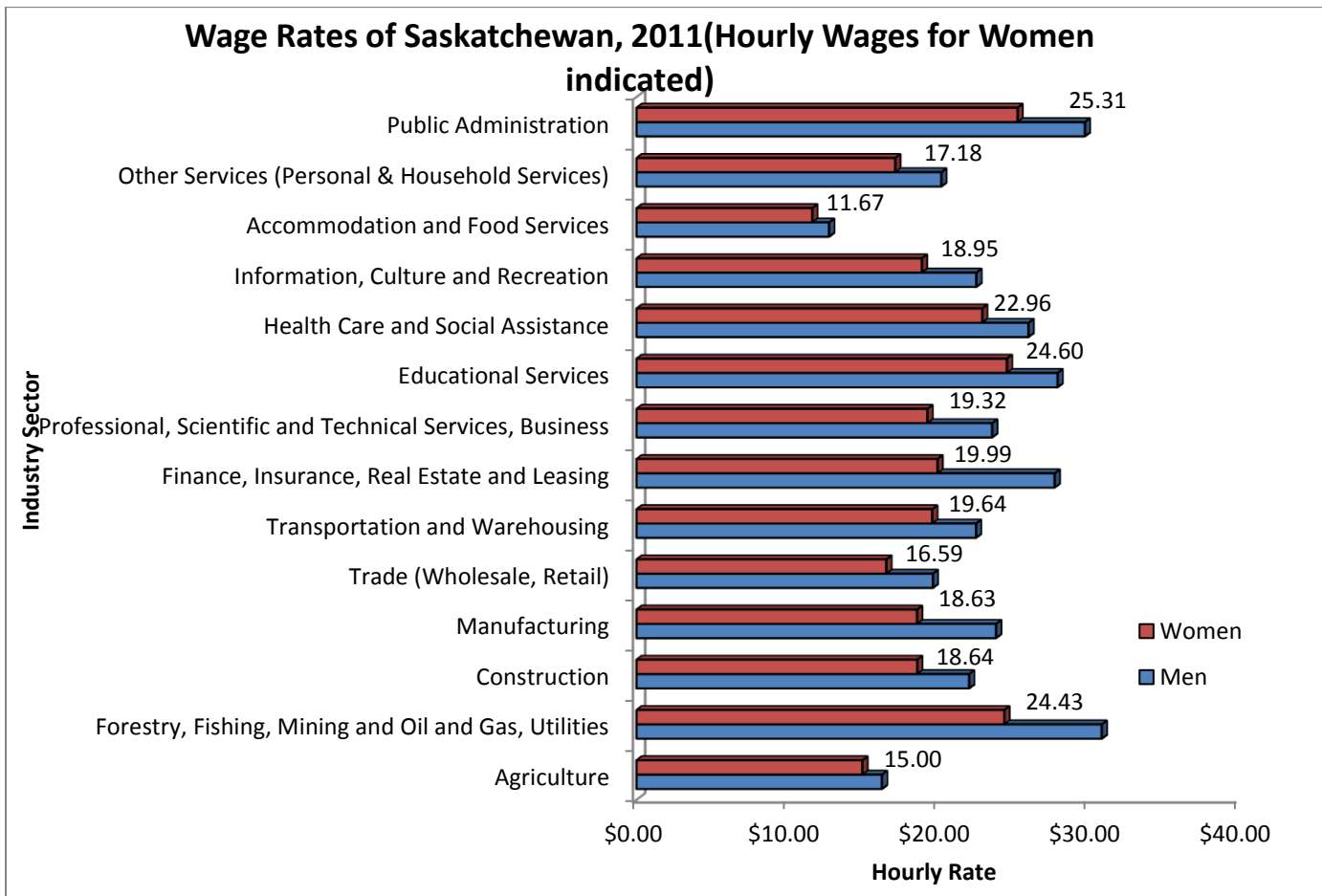
<sup>16</sup> Statistics Canada, Labour Force Survey, Historical Review 2009

<sup>17</sup> Women in the Saskatchewan Labour Market, April 2012, Saskatchewan Ministry of Social Services



### 3. Wage Rates, Industry

Chart 5: Wage Rates, by Labour Force, by Industry (average wage for women indicated above bars)<sup>18</sup>



#### Findings:

- The average wage rates for women in the four industry sectors that could potentially benefit from a shift to predominantly male trade industry sectors are:
  - Accommodation and Food Services: 19,741 women with an average hourly wage of \$11.67;
  - Retail and Wholesale Trade: 39,904 women with an average hourly wage of \$16.59;

<sup>18</sup> Government of Saskatchewan, Ministry of Finance, Bureau of Statistics: Monthly Statistical Review, October 2012 (derived from Statistics Canada, Labour Force Survey)

- Other Services (Personal and Household Services): 12,562 women with an average hourly wage of \$17.18;
- Information, Culture and Recreation: 10,662 women with an average hourly wage of \$18.95.
- In addition, women already in predominantly male trade industry sectors who may be in administrative type roles or general labourers as opposed to journeypersons could potentially benefit from increased levels of training:
  - Construction: 3,695 women with an average hourly wage of \$18.64 (84% of the average wage rate for men);
  - Manufacturing: 5,067 women with an average hourly wage of \$18.63 (78% of the average wage rate for men);
- WBF measured outcomes: according to annual reports produced by WBF, in 2011, WBF had 101 students with 99 graduates. 91% of the graduates were hired within 6 months. Average hourly rates for WBF graduates increased from **\$14** per hour to approximately **\$20** per hour, representing a 43% increase.<sup>19</sup>

### *Trades*

The analysis of the current trade representations, first reviewed on a National basis and then broken down further by Saskatchewan, has been outlined below. This analysis provides valuable information on how the trades sector differs locally, in particular, with Saskatchewan showing significantly greater emphasis on the construction trades.

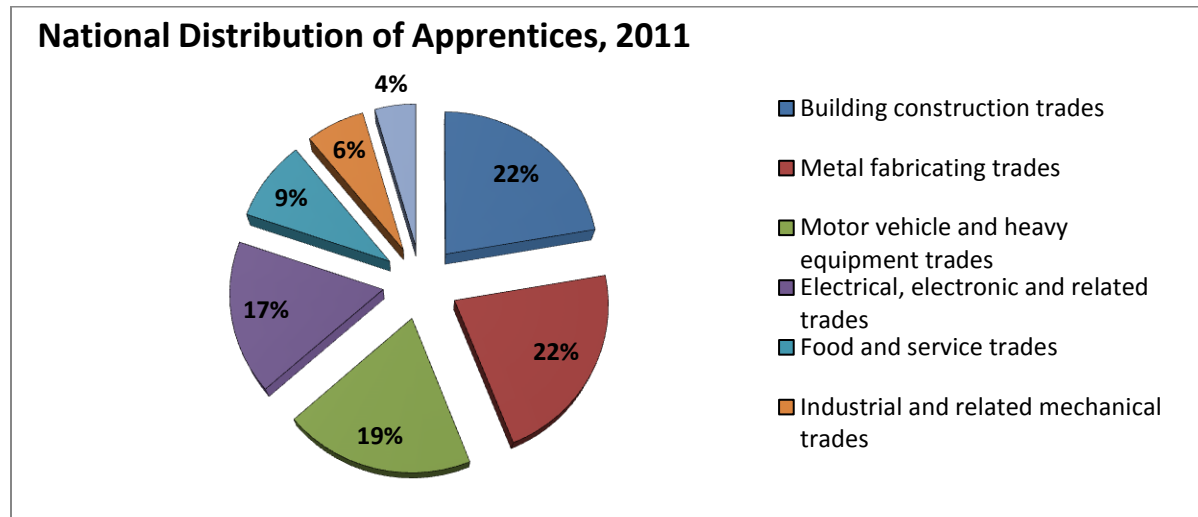
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<sup>19</sup> WBF Report to the Community, 2011



## 1. Trades, National

Chart 6: Apprenticeship Registrations, National <sup>20</sup>



### Findings:

- Women account for 11% of total trades on a National basis, primarily in the Food and Service Trades and Other Trades.
- About 50% of female construction trade apprentices complete their apprenticeship. <sup>21</sup>

## 2. Trades, Saskatchewan

SATCC reports 47 trades and 23 sub-trades. As at 2011, there were a total of 9,442 registered apprentices, with approximately 57% of these individuals living outside the urban centres of Regina and Saskatoon.

There are six predominantly female trades (PFT):

- Cook;
- Esthetician -- Nail Technician;
- Esthetician -- Skin Care Technician;
- Food and Beverage Person;
- Guest Services Representative;
- Hairstylist.

All other trades are considered to be predominantly male trades (PMT).

<sup>20</sup> Statistics Canada, Registered Apprenticeship Information System

<sup>21</sup> Construction Sector Council, Ottawa, 2011

We have identified the top ten trades in terms of total number of registered apprentices and journeyperson completions below, including both men and women. Only one of the top ten trades is a predominantly female trade.

Chart 7: Trade Registrations, Saskatchewan, Top Ten Trades <sup>22</sup>

Trade	Successful Journeyperson Exams 2010-2011	Apprentice Registrations June 30, 2011	Industry Sector
Electrician	234	1680	Construction, Production and Maintenance
Carpenter	178	1327	Construction
Plumber	110	969	Construction
Welder	138	670	Production and Maintenance
Industrial Mechanic (Millwright)	110	501	Construction
Hairstylist	183	459	Agriculture, Tourism and Service
Automotive Service Technician	55	411	Motive Repair
Carpenter, Sub-trade: Scaffolder	17	308	Construction
Heavy Duty Equipment Mechanic	50	290	Motive Repair
Sheet Metal Worker	32	287	Construction

**Findings:**

- In 2011, there were a total of 9,442 registered apprentices. Out of these 9,442 total registered apprentices, 6,753 or 72% are from Construction Trades. Approximately 3.7% of the Construction Trades are women, which translates into 250 women. <sup>23</sup>
- Even though women represent approximately one-half of the population, there are only 853 women registered in the trade professions in total, or 9%, with 332 or 3.5% in total in predominantly male trades. <sup>24</sup>
- In 2010, in Saskatchewan in total there were only 29 journeyperson certificates issued to women in predominantly male trades, 3 to Aboriginal women and 26 to non-Aboriginal women. <sup>25</sup>

<sup>22</sup> SATCC, June 2011 statistics from website

<sup>23</sup> SATCC, 2010-2011 Annual Report

<sup>24</sup> SATCC, 2010-2011 Annual Report

<sup>25</sup> SATCC, June 2011 statistics from website



- The Saskatchewan government reported labour shortages in Saskatoon in 88% of the skilled trades from 2008-2011 due to qualified workers not being locally available to meet growing demand.<sup>26</sup>

## **Projected labour needs and anticipated gaps in supply**

### ***Overall labour force***

As a province, Saskatchewan has the second highest annual growth rate as at July 1, 2012 at 2.09% (behind Alberta at 2.53%). Saskatchewan cities grew by 8.4% in 2011.

In total, Saskatchewan's labour force is expected to grow by 60,000 people by 2020, with some estimates as high as 10,000 people per year growth rate. In response to the continued pressure on the labour force, the Government of Saskatchewan has increased apprenticeship funding by 58% since 2007. In addition, the Government has a plan to add 300 additional apprenticeship spaces in the province in 2013.<sup>27</sup>

Saskatchewan's estimated employment opportunities from 2009-2014 are expected to be 77,000 (54,200 from attrition and 22,800 from economic growth). 22% of these new economic growth opportunities are expected to occur in trades, transportation and equipment operators roles. Economic growth alone is expected to result in approximately 3,200 new jobs in the construction and manufacturing industries and an additional 3,900 jobs are forecast for the resources industry.<sup>28</sup>

### ***Industry sectors***

The Saskatchewan Mining Association reports an expected 15,000 additional workers needed in the next decade to manage industry growth and retirements.

The Saskatchewan Construction Association reports continued burden on the labour markets over the next few years.

Saskatchewan's Oil and Gas Industry expects the greatest number of increases in growth to occur in the following occupations, to name a few:

- Heavy equipment operators;
- Millwrights and machinists;
- Welders;
- Steamfitters and pipefitters;
- Industrial electricians.

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<sup>26</sup> Labour Market Conditions for the Apprenticeship Trades in Saskatchewan, Government of Saskatchewan

<sup>27</sup> Saskatchewan Plan for Growth, Vision 2020 and Beyond, Government of Saskatchewan

<sup>28</sup> 2010 Saskatchewan Employment Forecast, Saskatchewan Ministry of Advanced Education, Employment and Immigration

