Commercial Property and Facilities Management

Sector Talent Strategy

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Building Owners and Managers Association of British Columbia

Canada

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The views and opinions expressed in this report are those of its author(s) and not the official policy or position of the Government of British Columbia.

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EXECUTIVE SUMMARY

1. Introductions and Methodology

In 2016 the Building Owners and Managers Association of BC (BOMA BC) commissioned the consulting firm Deloitte to carry out a Labour Market Information (LMI) Research Study into labour market conditions particular to the commercial property and facilities management (CPFM) industry[1] in British Columbia. This project resulted in a report[2], dated March 2017, which concluded that the industry is facing a serious shortage of talent to fill key occupations – a shortage that will worsen over the next decade and beyond unless the industry acts collectively to address it.

In response to this conclusion, BOMA BC applied for and received funding through the Sector Labour Market Partnership Program administered by the BC Government to develop an industry-wide talent strategy. The services of Siena Consulting were secured to help design a plan to attract, recruit, develop and retain the people needed for key jobs in the sector over the next decade.

Development of the strategy was launched in January 2018. Activities in the ensuing months included:

- A review of research to date regarding workforce issues affecting BC's CPFM sector;
- Consultation with members of the BOMA BC Governance Advisory Committee to set a direction for the strategy;
- Engagement with commercial property managers and building operators through interviews, discussion forums, and an online survey to secure input from frontline personnel;
- One-on-one and group discussions with industry executives to validate issues and observations;
- Online engagements with representatives of prospective talent pools to test their receptiveness to pursuing career opportunities in the CPFM sector;
- Conversations with educators and industry executives to secure input on matters of education, training, and upskilling;
- One-on-one interviews with assorted informants to follow up on various information threads, confirm assumptions, and gain additional information.

The insights secured through these various initiatives are reflected in the following pages.

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[1] The *Labour Market Information Research Study – BC Commercial Real Estate Industry* (March 2017) uses the term "commercial real estate" in referring to the industry and key occupations (falling into two principal categories – Building Operations and Property/Asset Management) on which this strategy document focuses. As will be discussed in the pages that follow, a key finding was that the term "commercial real estate" is confusing in that it encompasses not only the occupations in question but also commercial real estate sales. Thus this strategy document uses the term "commercial property and facilities management (CPFM)," a term that more aptly applies to the various occupations involved in managing and operating commercial property in BC.

[2] Building Owners & Managers Association of BC (BOMA BC). *Labour Market Information Research Study – BC Commercial Real Estate Industry*. Deloitte, commissioned by BOMA BC (March 2017). https://www.workbc.ca/getmedia/eda48c6d-8c97-41a4-9b85-40f81ceaf3e5/Commercial-Real-Estate_BOMA-Labour-Market-Research-Study_Mar-2017.pdf.aspx

2. Findings

Industry Profile

Despite the CPFM industry's high ranking in BC as a contributor to GDP and labour income, the industry is relatively unknown to the public. The term "commercial real estate" suggests development and sales rather than management and operations of commercial properties. The specific occupations in the CPFM industry have little to no profile; neither industry outsiders nor high school and post-secondary students contemplating career paths have any notion of property management or building operations as being viable options.

In addition to lacking a visible brand, the CPFM industry lacks clarity about its key occupations. Job titles and descriptions are not formalized and vary from company to company, as do the required qualifications to do the jobs. Technology has dramatically altered many job functions and created some doubt as to whether their NAICS/NOC[3] classifications still fully apply.

Focused outreach

Interviews indicated that the CPFM industry is largely unknown to many prospective talent pools. Despite senior executives' support for increasing diversity, improving the gender balance, and appealing to youth, few formal outreach activities are taking place. There seem to be no existing relationships with agencies that help newcomers to Canada with job search/placement, or with agencies supporting other equity-seeking groups (women, First Nations, others) to find work.

The CPFM industry currently has little presence in high schools, which means it cannot present job opportunities to youth while they're planning their post-secondary educational and career paths. At the post-secondary level there is low awareness of CPFM careers and the industry in general.

There is a need to reach newcomers to Canada, women, First Nations, youth, and other prospective talent pools where they are, using the best-suited communication channels to convey the benefits of working in the CPFM industry.

Education/training

With the lack of definition around job titles and descriptions comes a lack of formality around the certifications, designations, and competencies needed to perform the key occupations in the CPFM industry, and the possible career paths – all of which leads to an inadequate pool

[3] The National Occupational Classification (NOC) 2016 is the authoritative resource on occupational information in Canada providing a standard taxonomy and framework for dialogue on Labour Market Information. It gathers more than 30,000 occupational titles into 500 Unit Groups, organized according to skill levels and skill types.

of qualified talent. Of the industry's key occupations, only one[4] currently has a standard profile/definition.

CPFM candidates frequently take the same educational path into the industry as residential and commercial real estate agents, developers, and brokers, professions with a more attractive image than CPFM occupations. Much of the curriculum is geared toward residential real estate.

Frequently, CPFM candidates enter the industry by chance rather than by design, and with technical knowledge gaps that are filled by on-the-job training and experiential learning. Industry organizations have responded by developing sector-recognized, comprehensive certification and designation programs targeted at current – but not prospective – employees.

Upskilling is often informal and up to the employee to pursue, albeit with employer financial support. The programs in place have not necessarily kept up with the changing dynamics of adult learning, and can be difficult for employees who work full-time to complete.

Companies of different sizes have varying resources to develop employees. Investing in employee training may prove to be a challenge for employers seeking to immediately recoup their ROI, and when they do so, they risk their employees being poached; when they don't, they risk their employees leaving to pursue learning opportunities elsewhere.

The technological demands of many key occupations in the CPFM industry have increased, as have obsolescence cycles of key competencies. Current training delivery methods do not respond to the need for agile, just-in-time[5] training to minimize learning-related downtime. There is also a lack of "lite" training aimed at providing employees with generalized industry knowledge; as a result, non-technical/mechanically minded candidates are intimidated by CPFM roles and do not pursue them. There is some evidence that this has resulted in a preponderance of males in key occupations.

Industry-wide coordination

If the CPFM industry is to build a public brand and awareness of its occupations, highlight educational paths into the industry, and catch the attention of underrepresented talent pools, it will need to act in a concerted fashion, leverage the time and expertise of all stakeholders, create a timeline for a series of key activities with defined short-term and long-term goals, and set up a process for monitoring and evaluating these efforts as they unfold. If properly resourced, BOMA BC, the principal voice of the CPFM industry, would be a logical choice to coordinate the Sector Talent Strategy.

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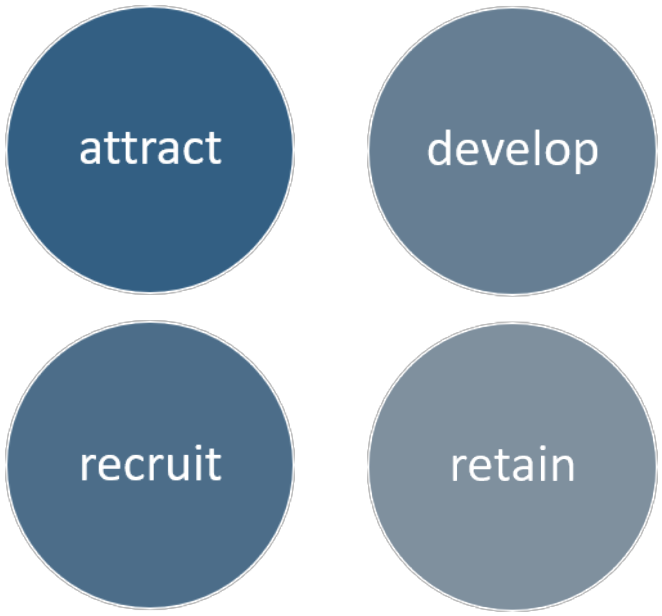
[4] NOC 9241 – Power Engineer 3/4/5, due to technical certification requirements.

[5] Learning or training that provides solutions or information when it is actually needed. Training may be web-based (e-learning or m-learning modules, wikis, or other automated resources) or coaches may be on standby to provide JIT learning.

3. Sector Talent Development Strategy – Moving to Action

The recommendations outlined in the LMI Research Study, as well as the suggestions captured through the engagement sessions, can be encapsulated in five distinct but inter-connected strategies. While each in its own right can play a powerful part in **attracting**, **recruiting**, **developing**, and **retaining** talent, the highest degree of success will be achieved by leveraging synergy among all five – rebranding and clarifying the industry both publicly and in terms of its self-image; reaching out to underrepresented talent pools to provide stable, well-compensated jobs in this critically important industry; facilitating educational inroads, career paths, and knowledge transfer; enhancing corporate culture, work/life balance, and growth/development opportunities for existing employees; and driving ownership of the Sector Talent Strategy and its implementation through BOMA BC as a backbone organization.



The proposed strategies are:

Strategy 1 – Develop and roll out a compelling branding/image/positioning strategy for the industry and commercial property and facilities management occupations. Rebrand and clarify the industry both publicly and in terms of its self-image so that the value proposition of CPFM industry occupations can be more clearly conveyed.

- Increase attractiveness and awareness of industry/sector in general.
- Increase attractiveness and awareness of careers within the industry.
- Complete job task analyses of key industry occupations to determine the skills/competencies required.
- Ensure that high school and post-secondary students are aware of the CPFM as a career choice.
- Clarify the distinction between real estate and property management
- Revisit NAICS/NOCs:
  - Examine whether they are accurate/relevant to the jobs/industry.
  - Examine whether they can be reconfigured to separate real estate from property management.

Strategy 2 – Develop and implement focused outreach overtures to prospective talent pools to create awareness of available opportunities in the CPFM industry. Include underrepresented talent pools, using tailored messaging, to make them aware of the stable, well-compensated jobs that are available in this critically important industry, and take steps to actively recruit them.

- Build relationships with agencies that assist equity-seeking groups (e.g., women, newcomers to Canada, First Nations, others) to find employment; this will build awareness of CPFM occupations and provide them with potential placements for their clients.
- Develop outreach overtures that focus on Indigenous peoples, with attention paid to truth and reconciliation, and recognizing historical challenges in building relationships.
- Develop workplace culture guidelines for a more inclusive work environment, and lead the adoption of such guidelines by the sector.
- Implement programs to make workplace culture more welcoming for members of equity-seeking groups where necessary ("lite" courses, unconscious bias training, diversity & inclusion training, etc.).
- Engage with newcomers to Canada and agencies that assist newcomers to streamline integration into employment opportunities (using transferable skills that don't necessary transfer to the jobs they're credentialled for in their countries of origin).
- Create summit-style dialogue about workplace flexibility (work/life balance, work from home) with industry employers and employees to ensure that workplaces are welcoming to mothers and fathers of young children, and appealing to other employee cohorts who value flexibility, and mindful of the changing nature of work (virtual, distributed, etc.).
- Work with ITA, Constructive Foundation of BC, Canadian National Trades, Skills BC, and other organizations to create and maintain a presence at youth job fairs, skills competitions, and other youth-centred events.
- Work with high schools to create early awareness of the CPFM industry, possible career paths, and educational avenues.
- Develop apprenticeships for youth.
- Analyze WorkBC data to determine which industries outside the CPFM industry have large numbers of NAICS 53[6] employees; compare working

[6] Statistics Canada. North American Industry Classification System (NAICS) Canada 2012. http://www23.statcan.gc.ca/imdb/p3VD.pl?CLV=1&CPV=53&CST=01012012&CVD=118465&Function=getVD&MLV=5&TVD=118464

conditions, compensation, locations, and other factors to determine which talent to reach out to and how best to market CPFM careers to such employees.
- Allocate research FTEs to determine how best to market CPFM careers to specific generational cohorts and talent working in other industries.
- Allocate communications FTEs to develop and implement marketing campaigns (print, audio, video, social media) aimed at identified talent pools.

Strategy 3 – Create alignment between educational programs and careers in the industry to ensure CPFM competencies are taught; develop guidelines for onboarding, training, and upskilling that are aligned with career paths; work with companies to enable knowledge transfer between retiring employees and their replacements. Work with educational institutions and industry to elucidate the linkage between education and careers in CPFM.

- Through BOMA BC, in consultation with the industry on a national basis, develop competency-based standards that could be applied across the industry, with candidates having the opportunity to challenge based on their existing skill sets.
- Map job task analyses on key occupations (Strategy 1) to core competencies and training.
- Work with educational institutions to develop and update programs that align with CPFM careers, with incremental training along the path.
- Recommend updates to training delivery methods based on educator recommendations.
- Determine how to separate real estate from property management in the context of training/development.
- Create guidelines to formalize in-house onboarding/training/upskilling, including mentorship and apprenticeship programs.
- Respond to shorter technological skill obsolescence cycles by developing easily deliverable, just-in-time learning.[7]
- Develop “lite” courses for less technologically and mechanically minded employees to provide baseline understanding of property management and building operations.

[7] Learning or training that provides solutions or information when it is actually needed. Training may be web-based (e-learning or m-learning modules, wikis, or other automated resources) or coaches may be on standby to provide JIT learning.

- Develop a knowledge transfer strategy.
- Ensure government support for such programs and suggest guidelines.

Strategy 4 – Enhance corporate culture, work/life balance, and growth/development opportunities for existing employees in CPFM to increase retention and decrease poaching.

- Work with employers and BOMA BC to create corporate culture guidelines that can be embedded into onboarding and in-house training.
- Provide evaluation resources to assist companies in assessing employee competencies and illuminating career paths.
- Provide companies with resources on diversity and inclusion, unconscious bias training, respectful workplace training, and other positive workplace tools.
- Work with employers and HR departments to create virtual work and flex-time guidelines as well as project-based metrics and compensation models for employees who work from home.
- Design survey instruments to gauge employee engagement and collect feedback on corporate culture.
- Develop “corporate culture” toolkit to assist companies in designing offsite or in-house training events focused on morale boosting.
- Provide change management support for companies experiencing turnover.
- Partner with other organizations to develop “value-add” incentives and bonuses for employees (e.g., gym discounts).
- Develop communications aimed at geographically dispersed employees (sharing job opportunities, unifying the industry).
- Encourage employers to conduct exit interviews and share feedback with the industry at large.

Strategy 5 – Build the capacity of BOMA BC to act as the provincial body responsible for coordinating the implementation of the CPFM Sector Talent Strategy. Drive ownership of the Sector Talent Strategy and its implementation through BOMA BC as a backbone organization to ensure that all strategies achieve traction, are sustained throughout the proposed three-year rolling plan, and make the case for continuance beyond that horizon.

- BOMA BC will take ownership of the Sector Talent Strategy, promote it to its membership, coordinate the industry’s response to its talent needs, and be responsible for sustaining this response.

- BOMA BC will have a presence at the leadership and working group tables, summits and round tables, and key strategic activities.
- BOMA BC will identify and secure resources (research, communications, marketing, implementation FTEs) to ensure the Sector Talent Strategy's success.
- BOMA BC will provide oversight and ensure issues get addressed.
- BOMA BC will communicate with the provincial government as necessary.

Moving forward with these strategies will depend upon partnerships with employers, BOMA Canada, BOMI Canada, BOMA chapters in each province, the Ministry of Advanced Education, Skills and Training, the Real Estate Council of BC, and others. In addition, relationships will be sought with post-secondary and other institutions offering property management and building operations courses, and with various agencies supporting equity-seeking groups to find employment. BOMA BC, if properly resourced, would be the most logical choice to act as a backbone organization to forge these relationships.

Key outcomes should include an agreed-upon industry descriptor and marketing action plan; a set of agreed-upon competencies, job titles, and job descriptions; further discussion with industry stakeholders about NOC codes, with the possibility of escalation to the federal government level; outreach activities to potential talent pools (including youth and equity-seeking groups); a longer-term action plan to update educational certifications in alignment with agreed-upon competencies; updated recommendations on content and educational delivery models for upskilling; a suite of tools or resources to promote a positive corporate culture; and formalization of BOMA BC's role as the driver of the Sector Talent Strategy.

SECTOR TALENT STRATEGY – GOING FORWARD

1. The Commercial Property and Facilities Management Industry – Backgrounder

The commercial property and facilities management business is understood to entail the leasing, management, and operation of commercial real estate – defined as any property owned with the intent to produce income.

Commercial properties belong to five asset classes:

Office – Buildings used for administrative and management activities. Grouped by class[8] based on a number of factors related to their ability to attract tenants, including rent, building finishes, system standards and efficiency, amenities, location/accessibility, and market perception.

Retail/open-air – Retail property with no common indoor space (e.g., strip malls).

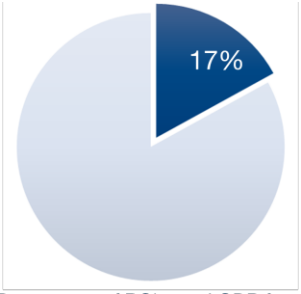
Enclosed retail malls – 75 per cent of the building is built, owned, and managed as a single entity, with commercial rental units and common areas.

Industrial/light industrial – Facilities/buildings where space is used primarily for research, development, service, production, storage, or distribution of goods (e.g., factories, warehouses). Light industrial properties provide working space for over 462,000 employees across BC, working in industries such as construction, manufacturing, transportation, warehousing, and primary utilities. The majority of light industrial space is located in Metro Vancouver.

Other/mixed-use – Properties with other commercial uses, such as restaurants, bowling alleys, bank branches, schools, supermarkets, police stations, hospitals, or hotels.

[8] Class A – the most prestigious and competitive; rents exceed average; high-quality finishes; state-of-the-art systems; exceptional accessibility; definite market presence. Class B – competitive for a wide range of tenants; rents are average for building area; building finishes are fair to good; systems are adequate. Class C – competitive for tenants requiring functional space at below-average rents for the area where they're located. While several interviewees mentioned the increasing use of "AA" and "AAA" building classifications, BOMA BC does not provide guidelines for such classifications. Source: BOMA BC. British Columbia Building Performance Study. February 2014. https://www.boma.bc.ca/media/57974/bc-building-performance-study_feb-2014.pdf

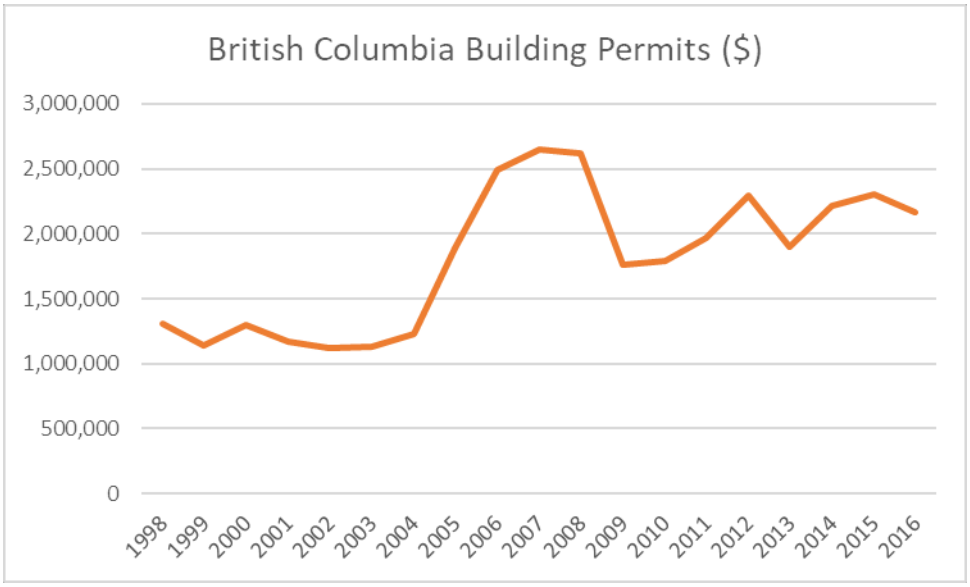
According to BC Assessment, the combined value of all commercial real estate in BC is $180 billion. BC is one of Canada's strongest real estate markets; in 2015 private-sector investment amounted to $3.97 billion. Overall commercial real estate industry growth has been 2.3 per cent (compound annual growth rate) in the last decade – faster than all other BC industries put together. Seventeen per cent of BC's total GDP comes from real estate and rental and leasing.



Percentage of BC's total GDP from Real Estate and Rental and Leasing

Another indicator of industry strength is the increase in the number of building permits being issued for commercial properties. Growth in Vancouver area building permits has been significant over the past 10 years, surpassing BC and Canada rates. Since June 2015, 2 million square feet of office space have been added to the Vancouver market, and BC has one of the lowest vacancy rates in Canada. Annual lease rates for industrial space in Vancouver have doubled over the past 18 months, with no downturn in the foreseeable future. These factors underscore a growing demand for property management/building operations occupations.

2,000,000 sq. ft. of *new office space* added to Vancouver market since June 2015



Commercial property development has fluctuated in accordance with economic conditions. A high level of growth occurred between 2004 and 2008, followed by a dip due to the 2008/2009 depression and peaks in 2012 and 2015.

Commercial properties in Vancouver and Victoria alone exceed 3 million square feet.

Holders of commercial real estate in BC fall into three broad categories: pension funds, governments (federal, provincial and municipal), and private-sector companies.

Most commercial properties in BC are managed and operated by their owners, either eponymously or through associated property management companies set up for that purpose. Many of these companies are run by large pension funds. The remainder of CPFM companies contract out to third-party companies for property management and building operations services. An important distinction between the two company types is that third-party companies and the managers they employ are required by the Real Estate Services Act[9] (RESA) to be licensed.

A principal voice for the CPFM sector in British Columbia is BOMA BC. Province-wide, over 300 corporate members own or manage over 80 million square feet of commercial space.

2. The Commercial Property and Facilities Management Workforce in BC

Commercial property and facilities management and building operations occupations belong to North American Industry Classification System (NAICS) 53, broadly defined as "real estate and rental and leasing." The CPFM industry represents just under 13 per cent of the NAICS 53 workforce in BC. (Roughly 53,000 British Columbians work in NAICS 53 occupations, of which just over 6,600 work in the CPFM industry, in eight key NOC codes[10], corresponding to 16 key professions). There is some crossover between the CPFM industry, the broader NAICS 53 category, and other industries in that they may employ the same key professions (e.g., in healthcare, public administration, professional and scientific services, etc. This is particularly true of several key occupations.[11]

NAICS 53 – Real Estate and Rental and Leasing

Definition: This sector comprises establishments primarily engaged in renting, leasing or otherwise allowing the use of tangible or intangible assets. Establishments primarily engaged in managing real estate for others; selling, renting and/or buying of real estate for others; and appraising real estate, are also included.

[9] Real Estate Services Act. May 2, 2018. Queen's Printer, British Columbia, Canada.

[10] The National Occupational Classification (NOC) 2016 is the authoritative resource on occupational information in Canada providing a standard taxonomy and framework for dialogue on Labour Market Information. It gathers more than 30,000 occupational titles into 500 Unit Groups, organized according to skill levels and skill types.

[11] In the case of occupations such as Asset Manager, Security Manager, and Power Engineer 3/4/5, a relatively small percentage of individuals are employed in real estate, leasing, and business support services; while they share the same NOC codes with key CPFM occupations, they are in many instances employed in other industries. Moreover, several of the key occupations listed above are held by a relatively small number of individuals in the CPFM industry.

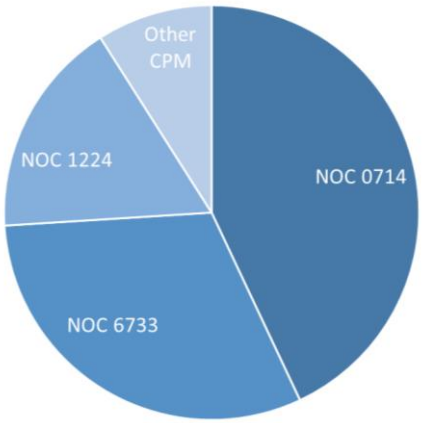
Eight key NOC codes

NOC 0111	Asset Manager (Financial Managers)
NOC 0114	Security Manager / Sustainability Manager
NOC 0121	General Manager (Insurance, Real Estate, and Financial Brokerage Managers)
NOC 0714	Operations Supervisor, Operations Manager / Chief Engineer, Property Manager, Facility Manager (Facility Operation and Maintenance Managers)
NOC 1224	Property Administrator
NOC 6733	Junior Building Operator (Janitors, Caretakers, and Building Superintendents)
NOC 7313	Refrigeration Mechanic / Technician (Heating, Refrigeration, and Air Conditioning Mechanics)
NOC 9241	Senior Building Operator, Building Operator, Power Engineer 3, 4 and 5

The 6,600+ employees in the CPFM industry fit into two categories: property management and building operations. There is some overlap between these two occupation types.

By number of employees, the top occupations in the CPFM industry are:

- Operations Supervisor/Manager/Chief Engineer/ Property Manager/Facilities Manager, a role held by 43 per cent of the industry workforce
- Junior Building Operator, a role held by 31 per cent of the workforce
- Property Administrator, a role held by 17 per cent of the workforce

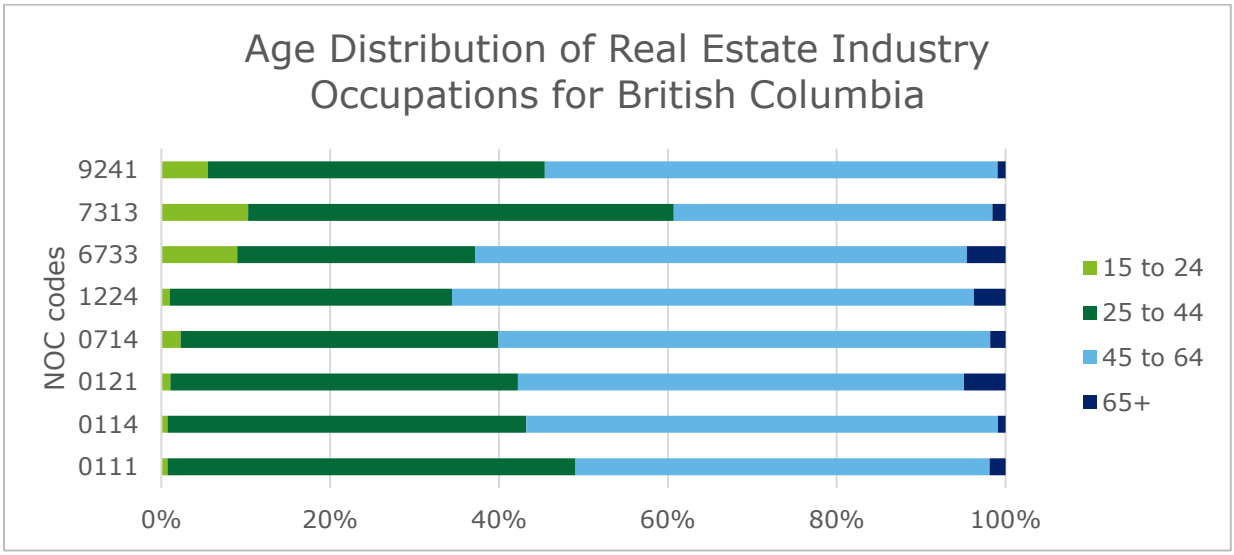


Demographics – age

The CPFM industry is characterized by an older workforce, with relatively few millennials and gen Z employees. Over 6,600 workers hold occupations in the CPFM industry[12]; of these, roughly 265 are 15–24, almost 2,200 are 25–44, and about 3,900 are 45–64.

In the broader real estate industry[13] as defined by the LMI Research Study:

- Fifty-five per cent of the workforce is over age 45, (56 per cent for the general BC workforce).
- The 15–24 age bracket accounts for just 4 per cent (6 per cent for the general BC workforce).



These LMI Research Study age categories are wide and may not fully capture how imminent retirement may be for many workers; within the 45–64 age group, for example, there is every suggestion that more CPFM workers than the BC average skew to the high side. Both industry engagement groups were attended predominantly by people in their fifties, as were the February 20 workshop and the one-on-one interviews with senior executives. Many senior-level employees may be remaining in the workforce because they lack a succession plan. Even if gen X workers move up to assume the roles of retiring baby boomers, there are currently insufficient millennials and gen Z workers to fill their shoes. Nor is there a formalized knowledge transfer strategy.

[12] The CPFM industry refers to the key occupations/NOC codes on which the LMI Research Study focuses.

[13] The *Labour Market Information Research Study – BC Commercial Real Estate Industry* (March 2017) draws its demographic statistics from the wider NAICS 53 real estate classification, which encompasses residential real estate including, as well as commercial sales and development. Discussions with owners/managers in the industry and the demographic breakout of two engagement groups (property managers and building operators) suggest that they are accurate for the CPFM industry; indeed, the CPFM industry may skew older than the general workforce and the wider real estate workforce.

The following table shows the age distribution[14] of all BC employees working in the eight key NOC codes. Age ranges are highlighted where they skew more than 25 per cent older than the BC average.

NOC CODE	OCCUPATION	AGE GROUP[15]			
		15-24	25-44	45-64	65+
NOC 0111	Asset Manager (Financial Managers)	1%	46%	49%	3%
NOC 0114	Security Manager / Sustainability Manager	1%	41%	55%	3%
NOC 0121	General Manager (Insurance, Real Estate, and Financial Brokerage Managers)[16]	2%	37%	54%	8%
NOC 0714	Operations Supervisor, Operations Manager / Chief Engineer, Property Manager, Facility Manager (Facility Operation and Maintenance Managers)	3%	39%	53%	4%
NOC 1224	Property Administrator	2%	28%	55%	16%
NOC 6733	Junior Building Operator (Janitors, Caretakers, and Building Superintendents)	9%	27%	57%	7%
NOC 7313	Refrigeration Mechanic / Technician (Heating, Refrigeration, and Air Conditioning Mechanics)	8%	46%	43%	2%
NOC 9241	Senior Building Operator, Building Operator, Power Engineer 3, 4 and 5[17]	4%	35%	58%	3%
BC workforce (all occupations)[18]		13%	42%	39%	6%[19]

[14] It should be noted that the age distribution applies to workers holding these eight key occupations in all industries in BC, not just the CPFM industry. In the case of occupations such as Property Administrator, General Manager, Junior Building Operator, and Senior Building Operator, a high percentage of individuals are employed in real estate, leasing, and building support services, as categorized by WorkBC. In the case of occupations such as Asset Manager, Security Manager, and Power Engineer 3/4/5, a relatively small percentage of individuals are employed in real estate, leasing, and business support services; while they share the same NOC codes with key CPFM occupations, they are in many instances employed elsewhere – e.g., in healthcare, public administration, professional and scientific services, etc. Moreover, several of the key occupations listed above are held by a relatively small number of individuals in the CPFM industry; the age percentages may not be truly representative of them in microcosm. Thus the age data given can be considered most accurate for NOC codes 0121, 1224, 6733, and 9241 – occupations most highly correlated with the CPFM industry.

[15] WorkBC data. Age breakdown applies to all workers holding each occupation, regardless of industry..

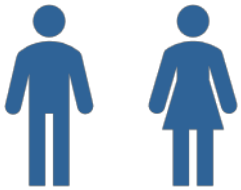
[16] According to WorkBC, 15,500 NOC 0121 employees work in BC, 94 per cent in finance, insurance, real estate and leasing. It is difficult to tease out which of these occupations fall strictly within the CPFM industry, but key informant interviews suggest the number is considerably lower.

[17] Of the roles listed, only Power Engineer 3, 4 and 5 have standard definitions/job descriptions, based on technical certification requirements.

[18] BC Stats. BC Employment by Age and Gender, Actual. Source: Statistics Canada, Labour Force Survey. March 2018.

[19] WorkBC data. Percentage extrapolated for age 65+.

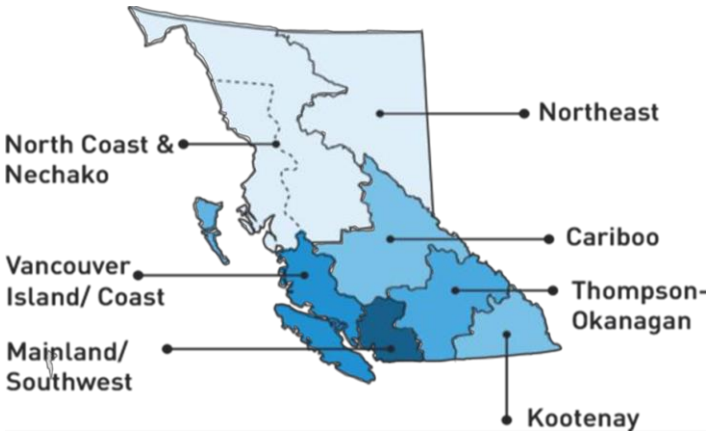
Demographics – gender



Conversations with senior industry executives indicate the gender distribution across CPFM occupations is more inequitable than the 54/46 male/female split described in the LMI Research Study. Women tend to hold predominantly administrative roles, which account for a large percentage of industry occupations; the relatively high number of women reflects the large number of administrative jobs in the CPFM industry, not a true 54/46 distribution among all roles. While approximately half of those taking property management courses are female, informants commented that women hold fewer than 10 per cent of building operations roles, and rarely hold senior-level asset management roles. This may be indicative of systemic barriers that can only be overcome through committed and sustained action by the sector.

Where CPFM industry employees work[20]

BC's office, retail, and light industrial properties support significant employment: an estimated 17,150 FTEs[21] including property managers, building operators, technicians, maintenance personnel, leasing agents, brokers, consultants, and other professionals, as well as employees involved in supplier-based activities. These operating expenditures contributed to a total labour income of $595 million in 2016.



The highest concentration of CPFM jobs is in major urban centres – Vancouver and Victoria – with over 50 per cent of the CPFM workforce found in the Lower Mainland/Southwest economic region.

[20] Figures given are for Vancouver and Victoria.

[21] BOMA BC. British Columbia Building Performance Study. February 2014. https://www.boma.bc.ca/media/57974/bc-building-performance-study_feb-2014.pdf

3. Workforce Trends Affecting Commercial Property and Facilities Management

The LMI Research Study commissioned by BOMA BC determined that at least a dozen key occupations in the CPFM industry will experience severe talent shortages in the coming decades. The reasons are twofold – factors affecting the workforce in general, and factors specific to the industry – but they intersect in complex ways.

Economics in BC

Among the provinces, BC is currently ranked number one for job creation. This reflects a steady recovery from the economic downturn of 2008/2009; a surge in development and job-creation growth in 2016; continued growth in office building sales, with Vancouver performing significantly better than other Canadian cities; and a stable growth projection of 1.1 per cent per year for the next decade.[22]

While trends such as distributed work may decrease the demand for square footage as more people begin to work from home, demand for office, retail, and industrial space continues to be strong, with no downturn expected. Sectors driving BC's strong economic showing include technology, natural resources, and manufacturing, all of which positively correspond to demand for commercial square footage. The corollary of this high demand is a relatively lower supply of talent associated with the operations and maintenance of these spaces.

Demographics – aging workforce

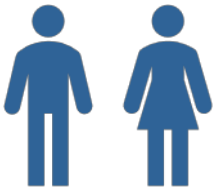
Over the next decade, more than 640,000 workers are expected to retire from the general workforce in BC, and only 438,000 young people will join the workforce to replace them.[23]

Workshop participants emphasized the industry's invisibility to students at both the high school and post-secondary level. They described students at career events gravitating to sales and development rather than the CPFM industry. They said outreach to high school is currently non-existent and that ties have not been forged with organizations such as ITA.

[22] WorkBC. British Columbia Labour Market Outlook: 2017 Edition. https://www.workbc.ca/getmedia/66fd0e7c-734e-4fcb-b1a6-0454862525a6/BC_Labour_Market_Outlook_2017_Edition_Nov_2017.PDF.aspx

[23] Ibid.

Demographics – gender



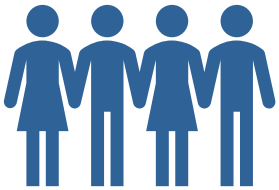
Two-income families are increasingly the norm in BC and are especially necessary in Vancouver and Victoria because of the high cost of living, and one of the federal government's 2018 federal government goals is to increase the workforce participation of women.

When participants in a women-focused engagement group (industry outsiders) were asked what characteristics would make an occupation undesirable, they described hurdles such as lack of flexibility, inability to work from home, long or irregular hours – all potential deal-breakers for parents of young children. While senior executives at the engagement workshop said they were happy to provide flexible arrangements for women/parents, there is some cost to doing so – small inconveniences, impacts on workplace culture among them. There is a will to make accommodations happen, at least in property management; on the building operations side, where on-site presence is often required and hours may be irregular, flexibility is less easy to accommodate, and this may partially be reflected in the small percentage of women in these occupations.

"When I look at it from a gender standpoint, I see a fairly decent mix in my company, except at the senior executive level… As our industry has evolved and changed, I see more and more diversity coming into it, and for all the right reasons."

Another perceived hurdle for women is the "intimidation factor," described by one female senior executive with many years of CPFM experience, surrounding operations-heavy aspects of buildings systems such as heating, plumbing, and electrical.

Demographics – other equity-seeking groups



BC Stats projects that by 2030 nearly 70 per cent[24] of BC's population will be accounted for by international migration. Not only does net migration to BC provide a prospective talent pool; it stimulates the economy through consumer and public spending as well as business investment, which redounds to the CPFM industry. Given BC's declining birth rate and projected retirements, newcomers to Canada are increasingly important as a talent pool to many industries. Interviewees commented that newcomers often find their first jobs in IT, finance, nursing, retail, and manufacturing. The CPFM industry should prepare to make a competitive play by interfacing with agencies that represent newcomers. While there may be

[24] B.C. Data. Mobility. https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/mobility

difficulties recognizing foreign designations and accreditations, newcomers may bring transferable skills and competencies, including the "soft skills" that carry premium value.

BOMA BC continues to reach out to and engage with equity-seeking groups, including First Nations, newcomers, women, and others. There is an opportunity for the CPFM industry to network with various agencies representing such groups and gain access to the talent pools they represent.

"Onboarding processes are not always integrated at organizations, especially for different cultures. Employers need to provide context, accept them as part of the team, give a strong sense of belonging … make sure the individual has a network at work so they're not isolated."

Among the people interviewed, whether industry insiders or outsiders, there was agreement that diversity is an important value for the CPFM industry. Any efforts to attract and recruit talent should incorporate values of inclusion, and pay attention to workplace culture to ensure that work environments are welcoming.

Demographic trends for key CPFM industry occupations

The demographic data for British Columbia have raised alarm bells for the industry, particularly with regard to the following key occupations.

- **NOC 0121 (General Manager)** – 54 per cent are approaching retirement age, and 8 per cent are working beyond age 65. A relatively small percentage of workers aged 25–44 are poised to take on the jobs left vacant by retirees. There is little evidence of a knowledge transfer or succession strategy. While it's possible that employees aged 65+ are continuing in their roles out of sheer love for the work, they could also be sticking around because they quite literally have no one to take up the mantle.
- **NOC 0714 (Operations Supervisor, Operations Manager/Chief Engineer, Property Manager, Facility Manager)** – 53 per cent are approaching retirement age, with only 39 per cent behind them in the 25–44 age bracket. Gender distribution is 81 per cent male, 19 per cent female, which may reflect an opportunity to attract/recruit women to this field.
- **NOC 1224 (Property Administrator)** – Roughly 10,000 people are employed in property administrator roles, relatively few of them (53 per cent) working full-time, which may reflect that 47 per cent are women of parental age. A large majority (55 per cent) will soon approach retirement, and only 28 per cent sit in the next age bracket down, age 25–44. A curiosity of this

NOC code is that 16 per cent are 65+ (this may contribute to the relatively high percentage of part-time employees).

- **NOC 6733 (Junior Building Operator)** – A large majority of workers are approaching retirement age and 7 per cent are 65+, with only 27 per cent in the next age bracket down. Only 39 per cent work full-time, which may reflect the irregular hours that characterize janitorial positions; according to WorkBC, many in this NOC code set their own hours and may even reside in the buildings where they work, responding to tenant issues on an on-call basis (this may be more applicable to residential occupations). About 74 per cent of NOC 6733 employees work not in the CPFM industry but in residential buildings, hospitals, government facilities, and hospitality/food services; therefore, the age breakdown can be only loosely applied to the 2,062 individuals estimated in the LMI Research Study to be working in the CPFM industry.

- **NOC 9241 (Senior Building Operator, Building Operator, Power Engineer 3/4/5)** – This set of occupations exhibits a similar age skewing, with 58 per cent aged 45–64, but it should be noted that this age determination is based on a total of 3,300 BC workers in this NOC code, the vast majority of whom do not work in the CPFM industry. Anecdotal reports from interviewees and engagement group participants suggest, however, that the 61 individuals estimated to work in the CPFM industry do skew older, and that these occupations may be difficult to fill, especially with other industries competing for them. Another observation of note is that 95 per cent of NOC 9241 employees are male, which may represent an opportunity to attract/recruit women to these jobs.

Changing nature of work

Employee expectations are changing as the "gig economy[25]" gains traction and companies grapple with the challenges of accommodating virtual work, work/life balance demands, shorter employee tenures and associated turnover costs, higher regulatory and legal requirements, shorter obsolescence cycles for tech-based skills, corporate social responsibility, and the desire (often attributed to millennials) for a more meaningful work experience with clearly delineated career paths.

[25] Whatis.com defines a gig economy as an environment in which temporary positions are common and organizations contract with independent workers for short-term engagements. The trend toward a gig economy has begun. A study by Intuit predicted that by 2020, 40 per cent of American workers would be independent contractors.

Senior industry executives acknowledge the need for family-friendly policies that accommodate parents' need for flexibility, and agree that these are key to bringing more women into key CPFM occupations, but are still challenged as to what action to take. Whereas some property management occupations may lend themselves to flexible arrangements including working from home, many building operations occupations (e.g., NOC 6733, NOC 9241) require an on-site presence. That building operations occupations are less able to accommodate virtual work does little to close the gap between women and men in these fields.

Interviews with senior executives as well as property management and building operations employees indicated that companies have variable capacities to provide an enriching work experience. While larger companies can often afford formalized onboarding and development programs, smaller companies are more likely to offer informal mentoring or enrichment opportunities. All are aware that their investments in employee development make their employees more desirable to competing companies.

Lack of a brand image for the CPFM industry

Countless interviewees said they "fell into" the CPFM industry, often through a relative or friend, or completely by accident. While many had attained industry designations, few had actively planned to become property managers or building operators. Often they were unaware of CPFM as an industry but they had degrees and transferable skill sets that helped them succeed.

> *"Nobody wakes up, comes out of high school, and says … I want to be a property manager. You have to look at how people got into this business to understand there's absolutely no profile. None whatsoever."*

Interviewees, survey respondents, and engagement group participants were overwhelmingly positive about the CPFM industry; many had been in the industry for 20+ years and had worked at several companies. They were enthusiastic about the pay, the chance to work with people, the challenges and problem solving, and the opportunity to develop and grow. They argued for the CPFM industry as a stable, inflation-resilient industry where one could work indoors while earning great money. Over 93 per cent of survey respondents said they would recommend the industry to job seekers. Workshop attendees marvelled that the industry was somewhat undiscovered by prospective talent and agreed that the CPFM industry has little to no public image.

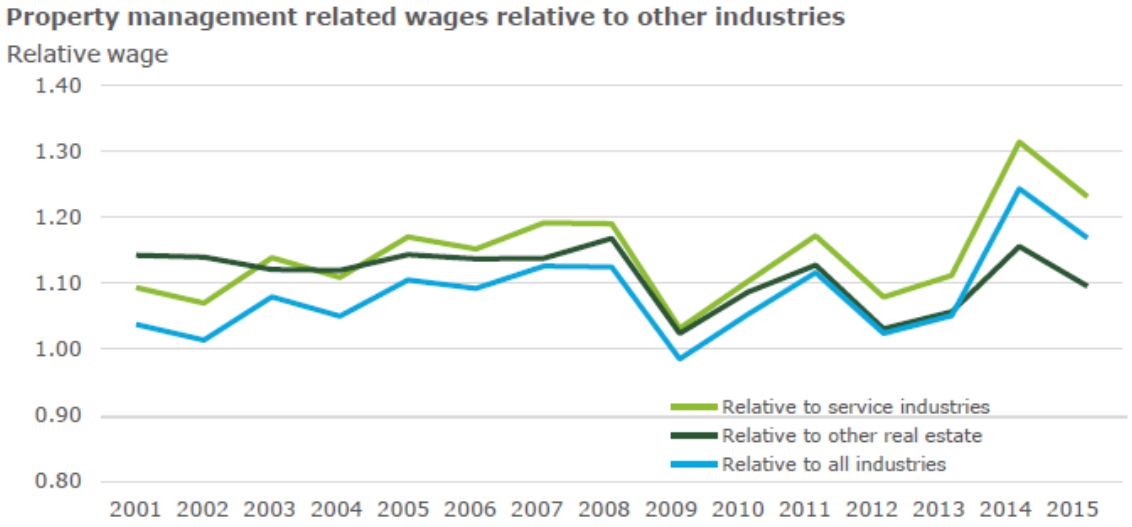
The CPFM industry's invisibility is twofold. First, the industry itself sits in the shadow of "sexier" real estate functions such as development, sales, and brokerage. Second, the industry's occupations fail to conjure up even stereotypical notions of what they might entail. The closest such association might be the sit-com image of the "super" managing an

apartment building, but even this carries residential rather than commercial connotations, and underestimates the tech savvy that the building operator of 2018 requires to do the job.

In addition to invisibility, the CPFM industry struggles to define itself against the broader NAICS 53 real estate category to which it belongs. In part this is because much potential new talent is funnelled through the same educational programs as those required for real estate certification; upon emerging, graduates flock to sales, development, and financial occupations.

Competition from other industries

BC's positive economic outlook corresponds with demand for talent in competing sectors such as manufacturing and oil & gas, which may offer higher pay for technical positions. CPFM industry wages are relatively higher than those of occupations that fall under the broader real estate heading, as well as other industry occupations, but may nevertheless be outcompeted in what is a seller's market for talent. And while senior CPFM positions offer good salaries,[26] these may be offset somewhat by the cost of living in Vancouver and Victoria, where the greatest numbers of job openings are. Overall, however, the CPFM industry is highly wage-competitive[27] with other industries and has become increasingly so in the past six years.



[26] A limitation of this data is the aggregation of data across occupations, levels within occupations, and regions across BC.

[27] BOMA BC. Labour Market Information Research Study – BC Commercial Real Estate Industry (March 2017).

NOC CODE	OCCUPATION	AVERAGE YEARLY SALARY (2016, ALL INDUSTRIES)[28]	AVERAGE YEARLY SALARY (APPROX., CPFM INDUSTRY ONLY)[29]
NOC 0111	Asset Manager (Financial Managers)	$ 83,215	$ 100,000
NOC 0114	Security Manager / Sustainability Manager	$ 65,313	$62,000 – $ 83,000
NOC 0121	General Manager (Insurance, Real Estate, and Financial Brokerage Managers)	$ 72,933	$ 139,000
NOC 0714	Operations Supervisor, Operations Manager / Chief Engineer, Property Manager, Facility Manager (Facility Operation and Maintenance Managers)	$ 72,933	$ 75,000 – $ 100,000
NOC 1224	Property Administrator	$ 47,969	$ 52,000
NOC 6733	Junior Building Operator (Janitors, Caretakers, and Building Superintendents)	$ 35,455	$ 50,000
NOC 7313	Refrigeration Mechanic / Technician (Heating, Refrigeration, and Air Conditioning Mechanics)	$ 83,424	$ 73,000
NOC 9241	Senior Building Operator, Building Operator, Power Engineer 3, 4 and 5[30]	$ 65,175	$ 62,000 – $ 74,000

[28] WorkBC. Labour Market Outlook. 2016. Calculation: median hourly wage of all professions represented by a given NOC code X 40 (hours per week) X 52.14 weeks (year).

[29] BOMA BC. *Labour Market Information Research Study – BC Commercial Real Estate Industry* (March 2017). A range of salaries are presented for various occupations within the key NOC codes. Given the smaller number of occupations relative to the province-wide total, these averages should be regarded with caution.

[30] Of the roles listed, only Power Engineer 3, 4 and 5 have standard definitions/job descriptions, based on technical certification requirements.

That a large percentage of key NOC code occupations are held by people working outside the CPFM industry illustrates the amount of qualified talent that could potentially be tapped. For example, job openings for general managers (NOC 0121) are expected to top 8,830 in the next decade; only a small percentage of these will arise in the industry. Likewise, 10-year job openings for asset managers are estimated at 4,530; only a tiny percentage will be CPFM opportunities. Clearly these skill sets are in demand across a range of industries. The double-edged sword is that, while a larger talent pool evidently exists, so does heavy competition for it.

But compensation is not the only factor that makes an industry competitive. In the engagement sessions conducted with industry insiders and outsiders, people were asked what job characteristics were most important to them. While many mentioned compensation, they also cited work/life balance, flexibility, the ability to learn on the job, opportunities for advancement, security, variety, contact with people, and challenges/problem-solving.

Competition in the CPFM industry

Competition within the CPFM industry is not limited to talent; it applies to tenants, organizational knowledge, and all manner of strategic advantage. For this reason, stakeholders are reluctant to speak openly about their particular tactics and strategies.

Interviews with various senior executives made evident the fact that companies are different sizes and have different resources. For larger companies, training and mentorship programs are easier to implement; they have the staffing capacity to spare mentor hours and associated downtime; they can better resource onboarding programs; and they may have higher training dollar allocations. Smaller companies may not be able to commit mentorship hours because their staff complement is often working at full bore. Their training and mentorship tend to be more “by the seat of the pants,” and they may lack the training dollars of their larger counterparts. In addition, larger companies can often provide more attractive compensation packages than smaller ones.

Yet another financial demarcation exists between third-party and owner-managed companies. The requirement that third-party companies be licensed extends to the property managers, asset managers, and general managers they employ. From an employee’s perspective, then, owner-managed companies have a lower barrier to entry. Moreover, many owner-managed companies have large pension funds behind them and offer high salaries. Third-party companies must not only compete on compensation, but also confine themselves to a smaller talent pool consisting of licensed candidates. One interviewee described investing in unlicensed candidates, paying for their education, and allowing them to work at her company while qualifying. She noted this had backfired in one instance when the candidate failed to qualify and had to wait an additional three months to re-test, during which time he

was unable to assume his full duties. Companies that invest in licensing candidates also run the risk that once the employees are qualified they'll be lured away by other companies. Whether a return-of-service agreement would mitigate some of this risk is a question that bears asking. What's apparent is that licensed candidates constitute a hot commodity, and third-party companies hang on to them for dear life.

Many informants described rampant talent poaching among companies. Employees at both the property management and building operations engagement sessions had typically worked at four or five different companies over their career spans, often moving to pursue higher compensation. Interviewees also noted that they'd had to switch companies in order to move up. This points to a lack of defined career paths in the industry – at least within individual companies. It may be that senior executives are working flat-out and miss the signals that employees would like to grow and move up the hierarchy. It could be that the culture of poaching is so prevalent that moving upward via switching companies has become the norm.

> *"I think what we should be doing is convincing the superintendent of real estate to allow for some sort of a program where I can bring people in to learn about the business without having a licence. In other words, being responsible under another property manager who does the licensing issues."*
>
> – Third-party management company senior executive

There may be some room to look at how licensing requirements play a role in creating a premium talent pool that is especially susceptible to poaching, and what can be done to even the playing field between third-party and owner-managed companies.

Evolving educational and HR models

The Success in the Future Workforce: Skills, Competencies and Characteristics[31] framework, developed by BC government ministries, reflects a trend toward developing foundational, transferable competencies and characteristics rather than just job-specific skills.

[31] WorkBC. British Columbia Labour Market Outlook: 2017 Edition. https://www.workbc.ca/getmedia/66fd0e7c-734e-4fcb-b1a6-0454862525a6/BC_Labour_Market_Outlook_2017_Edition_Nov_2017.PDF.aspx

FIGURE 4-2: *Success in the Future Workforce: Skills, Competencies and Characteristics* [5]

A World Economic Forum study from 2016 projects that by 2020, more than one-third of desired skill sets for occupations will consist of skills not currently crucial to the job.[32] Top among these skills will be complex problem solving, critical thinking, creativity, people management, coordinating with others, emotional intelligence, judgment and decision making, service orientation, negotiation, and cognitive flexibility. That *none* of these are job-specific is indicative of a staggering shift in how we look at workforce training. It also reflects a multitude of comments from industry insiders who cited an array of soft skills desired in prospective CPFM talent: “people skills,” “outgoing,” “personable,” “great customer service skills,” “technically minded people that can work in social environments, “good with dealing with people of various backgrounds.”

A key issue with educational programs that prepare candidates to enter the CPFM industry is the current credentialling, which includes residential material not related to commercial property management. For some key CPFM occupations, this is a misdirection of time and

[32] World Economic Forum (2016). The Future of Jobs: Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution. http://www3.weforum.org/docs/WEF_Future_of_Jobs.pdf

resources; employees would be better served by job-specific training that omits sales-related courses. There may be an opportunity to streamline by 1) developing relationships with high schools and providing industry information that would enable students to learn about CPFM careers and identify the learning stream they wish to follow before embarking on it; and 2) separating residential and commercial content into two separate (and presumably shorter) streams.

A shift in thinking is arguably overdue given the evolution of required skill sets. While the need for generalized skills has risen, for some occupations the desired skill sets are increasingly technical and may require continual refreshing. There's an opportunity to look at how shorter, more frequent upskilling cycles can hedge against tech-skill obsolescence and avoid the downtime associated with wholesale reskilling.

Another shift in thinking relates to how skills are acquired. Learning delivery models have changed dramatically with the rise of e-learning, m-learning, microlearning, and other short-burst methods of providing training that allow employees to work and earn a salary while building their skill sets. This type of learning supports work/life balance and allows employees, whether new or upskilling, to combine experiential and theoretical learning. This is beneficial to employees who do not consider themselves book-smart but thrive in on-the-job learning scenarios. (One workshop attendee commented that many industry employees aren't necessarily the best students but are good at the job.)

Property management and building operations employees said they were happy with the training opportunities available to them. Many said their companies had generous education budgets and encouraged employees to use them. One person commented that despite his company providing $2,500 available annually for education, few employees availed themselves of it. Asked whether employer-provided education made them feel more loyal, most said yes but that it was only one factor among many they would consider before moving to another company.

Several senior executives described hiring candidates and then investing in their training, whether by paying for job-specific courses or the licensing required for third-party property management. They acknowledged the risks: a new hire might not complete the training, might fail the certification test, or might pass and then be poached by another company. These observations reflected several things about the CPFM industry: its culture of poaching and employers' sense of being on guard against it; the variety of pathways by

which a candidate might join a company; the willingness of employers to "pay it forward" with new hires who might lack qualifications; and the lack of a safety net surrounding such arrangements. One could reasonably assume that better-resourced companies would be able to absorb more of these types of risks than smaller companies. Another interviewee observed that the requirement for third-party property management companies to be licensed reduces the talent pool for third-party companies and that licensed employees are more liable to be poached. For an employer contemplating investing in licensing a new hire, this is a considerable risk.

Overall there is a significant need for alignment among educational institutions, certifying bodies, and senior executives as to job descriptions, job requirements, and the education necessary for industry designations. Some work has been done on this already; BOMI Canada is in the process of developing an apprenticeship program for building operators, and key skills have been identified. Corresponding work has yet to be done on the property management side. This work can be leveraged to establish job-specific competencies across the industry. BOMA BC and BOMI Canada, with their strong track record of setting and upholding standards, would be the ideal entities to manage this.

Technological disruption

Automation, robotics, cloud-based computing, analytics, app-based controls, smart building technology, and sustainability advances are among an array of influencers on how CPFM jobs are performed. Eighty-seven per cent of survey respondents said that technology had changed the way they work.[33] Building operators describe a change from "wearing a toolbelt" to performing analytics; they describe their tasks as less hands-on, more automated, and more technically demanding. On the property management side, "handshake deals" have given way to rigorous documentation, metrics, and accountability. Despite these advances there is an abiding need for face-time with tenants and "the personal touch."

The implication is that soft skills are more important than ever. Knowing how to figure out a computer program is more valuable than having memorized that computer program's functionality. Knowing where to find information is more important than having committed the information to

[33] BOMA BC survey of New Professionals, April 2018.

memory. And being able to troubleshoot tenant problems using the web or an integrated smartphone is key to navigating the new technological workplace.

The majority of commercial buildings in BC are from two to five decades old and require updates and capital renewals as assets deteriorate. As buildings are fitted out with new technology, expertise is needed to ensure it functions harmoniously with legacy technology. Buildings, especially large properties, may spend many years straddling old and new technologies as assets get gradually replaced. This puts advanced technical and critical skills at a premium. Smart building technology knowledge, advanced maintenance and mechanical skills, and energy conservation knowledge topped the list of skills gaps highlighted in the LMI Research Study. Several engagement group attendees cited clean energy, sustainability, and environmental initiatives as areas where expertise would be beneficial.

Another implication of technological disruption is that many CPFM jobs may be morphing from their original job descriptions, bringing into question whether they fit correctly into their NOC codes as currently constituted. For all but one of the eight key NOC codes discussed in this document, there are no formalized job requirements; desired skills depend on the employer/company and are not connected to standardized job descriptions. Clarifying what activities, skills, and characteristics each of the key occupations requires, and the necessary qualifications, would not only assist employers to find suitable talent; it would inform marketing activities related to attraction and recruitment.

Job outlook for the next decade[34]

WorkBC projections show that demand will be high for key CPFM occupations. In most cases job openings will come primarily from retirements. In the case of NOC 9241, this is especially notable.

NOC CODE	OCCUPATION	10-YEAR EXPECTED JOB OPENINGS	COMPOSITION OF JOB OPENINGS
NOC 0111	Asset Manager (Financial Managers)	4,530	77% replacement; 23% new jobs
NOC 0114	Security Manager / Sustainability Manager	1,970	77% replacement; 23% new jobs
NOC 0121	General Manager (Insurance, Real Estate, and Financial Brokerage Managers)	8,830	75% replacement; 25% new jobs

[34] 2015–25 Labour Market Outlook projections for key NOC codes. Note that projections are for demand across all industries, not just the CPFM industry. https://www.workbc.ca/Jobs-Careers/Explore-Careers.aspx

NOC CODE	OCCUPATION	10-YEAR EXPECTED JOB OPENINGS	COMPOSITION OF JOB OPENINGS
NOC 0714	Operations Supervisor, Operations Manager / Chief Engineer, Property Manager, Facility Manager (Facility Operation and Maintenance Managers)	3,890	78% replacement; 22% new jobs
NOC 1224	Property Administrator	5,870	74% replacement; 26% new jobs
NOC 6733	Junior Building Operator (Janitors, Caretakers, and Building Superintendents)	12,110	73% replacement; 27% new jobs
NOC 7313	Refrigeration Mechanic / Technician (Heating, Refrigeration, and Air Conditioning Mechanics)	1,070	77% replacement; 23% new jobs
NOC 9241	Senior Building Operator, Building Operator, Power Engineer 3, 4 and 5[35]	1,420	98% replacement; 2% new jobs

As previously noted, these Labour Market Outlook projections encompass all industries, not just the CPFM industry. Some of the occupations listed above constitute a small percentage of the CPFM workforce (e.g., Power Engineer 3/4/5). Others occupations, such as Property Manager, Junior Building Operator, and Senior Building Operator, are found mainly within the CPFM industry, and thus the projections above can be treated as highly applicable to the CPFM sector.

Although the occupations listed above are the most critical, the occupations themselves and the individual demand for them can be expected to shift over the next decade as technological advancements and automation impact the sector. While jobs are indubitably becoming more technical and computer-based, industry experts are unified in their expectation that the demand for high-quality employees with excellent soft skills will continue to increase.

[35] Of the roles listed, only Power Engineer 3, 4 and 5 have standard definitions/job descriptions, based on technical certification requirements.

The high percentage of job openings due to replacement of retirees highlights the importance of keeping an eye on what has been termed the “grey tide.” As the baby boomer cohort retires, it must be supported in knowledge transfer to replacement workers – a process that will concatenate down the hierarchy of organizations to the junior roles, which are currently not being sufficiently filled by new employees. This generational churn could have a dramatic effect on property management companies, which, without fresh blood, will need to down-regulate their organizational capacity. This will in turn negatively affect GDP, labour income, and indirect revenues for the province. It is crucial for British Columbia that CPFM companies be supported in maintaining healthy rosters of employees now and into the future.

Summary

The CPFM industry is buffeted by many of the same forces as other BC industries: economic fluctuations, competition from other industries, urbanization, the increased cost of living in major urban centres, changing workforce demographics, new employment models, and technological disruption. That the industry has emerged from the 2008/09 economic downturn boasting three consecutive years of over 3 per cent GDP growth is indicative of its resilience and its importance to the BC economy, its provision of high-quality jobs for British Columbians, and its role in setting and upholding standards of safety, sustainability, and financial stewardship.

Commercial property and facilities management confronts some challenges unique among industries: disruption in the retail sector favouring omni-channel distribution over bricks-and-mortar stores, a movement toward mixed-use spaces, shifting tenant expectations, increasing legal/compliance requirements, a shift from third-party property management to owner-managed buildings as large pension companies increase their holdings, and pressure to match salaries paid by industries such as oil & gas. On top of these issues, the CPFM industry struggles to define itself as an industry, along with the occupations within it, even as it employs more than 6,600 British Columbians in key occupations that feature attractive pay and opportunities for career growth.

This last peculiarity of the CPFM industry is the crux of its forecasted talent shortage. Except to those employed in the CPFM sector, the industry and its occupations are virtually invisible, with neither a “brand” nor the “sex appeal” of related occupations such as development and brokerage – areas that command the attention of students and job seekers while commercial property management and building operations fail to register on

their radar. Post-secondary education geared toward the sector falls into the catchall "commercial real estate" descriptor, with little emphasis on property management, the result of which is that graduates emerge with an eye to seemingly more prestigious occupations such as selling/flipping real estate, development, or brokerage.

While bumping up the brand image of the CPFM industry is in itself critical, it becomes even more so when we look to the impending retirements of the baby boomer generation, currently occupying senior positions in the CPFM industry. While generation Xers can be expected to assume these roles, there is an insufficient pool of millennial and generation Z talent to backfill the roles that will in turn be vacated by generation X. Moreover, without a knowledge transfer strategy, the coming churn cannot be expected to be seamless.

The CPFM industry's workforce issues can be summarized as follows.

Aging workforce

- Senior employees poised to retire
- Few millennials/ gen Z
- Lack of knowledge transfer strategy

Need for qualified workers

- Evolving skill sets
- More high-tech
- Sustainability, environment, health & safety expertise needed

Training & education gaps

- Courses focus on real estate & residential instead of CPFMI
- Lack of agreement about certifications
- Demand for new delivery models
- Need for defined career paths

Underutilized talent

- CPFMI unknown to various talent pools
- Need for networks with agencies representing equity-seeking groups
- Women under-represented
- CPFMI not promoted to high schools

Financial support gaps

- Companies have unequal capacity to train workers
- Third-party licensing requirement creates unequal playing field for talent
- Need for coordinated industry response

Competition: other industries

- Many other industries compete for key NOC code employees
- Some industries offer higher wages, better work/life balance, other benefits

Competition: within CPFMI

- Competition for tenants and talent
- Rampant talent poaching
- Tension over third-party licensing requirements
- Information siloed to preserve competitive advantage

Lack of clarity

- What should CPFMI be called?
- Residential confused with commercial
- NOC codes may not be applicable
- Competencies not defined
- Educational & career paths, job titles & descriptions not clear

Lack of industry brand

- No CPFMI image
- CPFMI careers not seen as "sexy"
- Many "fall in" to the industry
- No presence at schools
- Career paths not marketed to youth & other talent
- CPFMI benefits to BC not known to public

4. Connecting Strategy with Recommendations

The CPFM Sector Talent Strategy takes into consideration the recommendations outlined in the LMI Research Study – **attract**, **recruit**, **develop**, and **retain** – while recognizing that the key to succeeding with these four objectives lies in a fifth: **sustain**.

These projects are interconnected and, while each is bucketed in one of the categories above, they cannot necessarily be isolated from each other. Just as each of the industry's workforce issues has a knock-on effect that concatenates through the industry, addressing each will create a virtuous cycle whereby each positive change leads to other positive changes.

Taking on the activities listed above is essential if the CPFM industry is to ready itself for the decades ahead. Across the province, demographic shifts are triggering countless other industries to create and bolster talent strategies, making themselves more competitive. The CPFM industry cannot afford to get left behind in the race for top talent. It is too important an economic driver to the province of British Columbia.

A talent strategy will achieve:

- Branding/image/positive positioning.
- Outreach/networking with agencies representing underutilized talent pools to identify the steps necessary to recruit potential candidates and develop the skills necessary to succeed in the industry.
- Early outreach into high schools, in concert with ITA and other organizations, to make career paths visible and desirable to youth.
- Updated/enhanced educational framework to effectively separate real estate from property management subject matter, thereby clarifying the possible career paths issuing from post-secondary programs.
- Competency-based skills requirements and job descriptions, standardized by BOMA BC and BOMI Canada; credentialling based on skills; shift in emphasis to critical thinking and core soft skills that enable candidates to be "trainable."
- Enhanced educational delivery model to appeal to millennials and gen Z and to be more agile with regard to technological change.
- "Lite" (microlearning/just-in-time) courses, developed by working with subject matter experts, that provide high-level training on building operations and property management job tasks that can be used for onboarding or upskilling.
- Government-assisted assessment of the impact of licensing on third-party property management companies and determination of ways to "equalize" the talent field to reduce the incidence of poaching.
- Incorporation of principles of diversity & inclusion and positive corporate culture
- Integration of modern models for work and learning.

THE STRATEGY FOR SUCCESS

5. Five Strategies

The five suggested strategies are interrelated and rely upon each other for the overarching Sector Talent Strategy to achieve full success. Developing and rolling out a branding/image/positioning strategy for the industry and its occupations, and clarifying the definitions related to the CPFM industry; establishing relationships with underutilized talent pools to create awareness of and promote CPFM careers; creating alignment between education and industry careers, developing guidelines for onboarding, training, and upskilling, and enabling knowledge transfer; enhancing corporate culture, facilitating work/life balance, and accommodating emerging models of work and compensation; and with provincial government support, driving, monitoring and evaluating these initiatives – none of these can be achieved in isolation. As action is taken on each strategy, other actions will need to take place accordingly; cooperation and effective communications will be necessary.

What will be most key to the Sector Talent Strategy's success is the designation of a suitably resourced backbone organization to support key activities, provide feedback and course correction, have a presence at the governance table and in working groups, and ensure that all parties are pulling together. The most logical choice for a backbone organization is BOMA BC.

The following is a suggested outline of how to move forward…

Strategy 1 – Develop and roll out a compelling branding/image/positioning strategy for the industry and commercial property and facilities management occupations. Rebrand and clarify the industry both publicly and in terms of its self-image so that the value proposition of CPFM industry occupations can be more clearly conveyed.

There is strong agreement that a branding strategy is necessary to increase public awareness of the CPFM industry and to advertise the benefits it provides to the province. Positioning the CPFM industry as a key driver in BC's economic success and publicizing its many green initiatives and contributions to sustainability will raise its appeal, especially to younger generations who are often credited with seeking a higher purpose in the work they do.

Careers within the industry also want for branding and positioning. While building operations occupations carry outdated "handyman" connotations, property management occupations seem to have no image at all. Thus two exercises need to be undertaken:

- Rebranding of building operations occupations and career paths.
- Brand creation for property management occupations and career paths.

In addition, steps need to be taken to clarify the distinction between real estate and property management. Actioning this last item will depend on actioning Strategy 2 inasmuch as it addresses education's involvement in creating industry and occupational definitions.

Revisiting NAICS/NOCs may also provide clarification, although there is some uncertainty as to the general appetite of industry stakeholders to do so. While many interviewees commented that NOCs are confusing and need to be updated, especially if commercial property and facilities management is to be understood as separate from residential real estate and real estate sales generally, there seemed also to be a sense that NOCs are "not a hill to die on." There is a case to be made for revisiting the codes based on the transformation of industry careers due to technological change. Indeed, some building operations occupations have morphed so profoundly from mechanical, physical jobs into high-tech IT jobs that updates to the codes that define these occupations may be overdue. NOC codes enable collection of metrics, so it makes sense for the industry to ensure that they reflect it accurately.

Two main questions arise:

- Are the key NOC codes accurate/relevant to the jobs they describe? If a key CPFM occupation proved to no longer fit the description of its NOC code, presumably there might exist a more appropriate NOC code. It would be worth-while to look carefully at job descriptions (acknowledging that they vary from company to company) to determine whether they are in fact still correctly cate-gorized. The federal government recently completed a call for input on NOC codes and will do so again, as they are updated every five years to coincide with Census cycles. Work done over the next two years will set the sector up nicely to provide input in the next round and make a solid case for updates.
- Can the key NOC codes be reconfigured to separate real estate from property management? Achieving this separation may prove thorny given the crossover of the several key occupations into multiple industries – many much more different from the CPFM industry than real estate is. The codes are designed to describe job functions, not job locations, and to manipulate or separate it from real estate may prove to be a Pandora's box.

Strategy 2 – Develop and implement focused outreach overtures to prospective talent pools to create awareness of available opportunities in the CPFM industry. Include underrepresented talent pools, using tailored messaging, to make them aware of the stable, well-compensated jobs that are available in this critically important industry, and take steps to actively recruit them.

There is a necessity for the CPFM industry to look beyond the talent inside it to other industries and underrepresented talent pools. There's an opportunity to bring talent into the industry by providing high-quality employment to equity-seeking groups, including First Nations, newcomers to Canada, and women – all while promoting respectful, supportive working environments where employees feel valued and welcome.

To enable a smooth transition of new talent into CPFM roles and the highest chance of success, some preliminary work should be done to ensure workplaces are welcoming to newcomers and provide the flexibility needed by parents. Communication with agencies representing newcomers will yield information about putting transferable skill sets to work; in addition, conversations about unconscious bias and workplace diversity may need to take place (in some instances, formal training may be needed).

Youth are an important future talent pool and there's an opportunity to reach out to them at the high school level while they're still deciding on a career path. Because there is relatively no brand presence of the industry, youth have had little exposure to CPFM careers, and so there is no negative impression that needs to be dislodged; rather, there is room to build an attractive pitch for the CPFM industry.

In addition to gaining a toehold in high schools, the industry could partner with ITA, Constructive Foundation of BC, Canadian National Trades, Skills BC, and other youth-serving organizations to build a profile at skills competitions or other youth-oriented events.

The logical way to reach youth is through social media, and developing an online marketing campaign should be a high priority. A skilled communications professional who is current about which social media channels are most effective should be utilized for this marketing push.

Large percentages of employees in the eight key occupations/NOCs identified by the LMI Research Study are working in industries other than the CPFM sector. Wage comparisons show that the CPFM sector is highly competitive with many of these industries. The profile-raising and marketing push of Strategy 1, coupled with a strategic campaign aimed at this talent pool, would likely be effective in netting new employees for the CPFM industry. This effort needn't be confined to BC; it could extend to the rest of Canada (where it would target key NOCs employees inside and outside of the CPFM industry). BC is an attractive province; it would make sense for an interprovincial campaign to leverage marketing materials that highlight its climate and beauty.

As well, specific generational cohorts should be targeted through the most suitable channels (e.g., social media for younger generations).

Strategy 3 – Create alignment between educational programs and careers in the industry to ensure CPFM competencies are taught and that students are aware of the CPFM industry as a career choice; develop guidelines for onboarding, training, and upskilling that are aligned with career paths; work with companies to enable knowledge transfer between retiring employees and their replacements. Work with educational institutions and industry to elucidate the linkage between education and careers in CPFM.

Numerous informants have confirmed that there is a strong need to ensure that educational programs provide training that is pertinent to careers in today's CPFM industry. The conflation of real estate with property management is an issue that can only be resolved through dialogue among educators, senior executives, various certifying bodies.

Updates to curricula would be valuable, as would updates to training/development delivery methods. There's an opportunity to leverage app-based learning to increase efficiency, decrease downtime, and appeal to the learning styles favoured by millennials and gen Z. Also of critical importance is a knowledge transfer strategy to capture corporate memory and information held by retiring baby boomers and convey it to the gen X employees assuming their roles.

BOMA BC can provide invaluable guidance by developing competency-based standards (e.g., units of competence/assessment, linked directly to occupations) in collaboration with owners and managers (building operations standards have been developed already); BOMA BC can also take an active role in formalizing in-house onboarding/training/upskilling, including mentorship and apprenticeship programs in collaboration with BOMI Canada, BOMA Canada, and local BOMA chapters in an effort to create a nationally accepted standard. This would help employees determine what competencies they need to demonstrate in order to move up; in turn, it would help employers recognize those competencies in their employees so they can proactively offer opportunities for promotion and decrease the risk of poaching.

Strategy 4 – Enhance corporate culture, work/life balance, and growth/development opportunities for existing employees to increase retention and decrease poaching.

A recurring theme among informants was the high incidence of poaching in the CPFM industry. While employees in both property management and building operations reported being happy with their careers across many parameters, a high percentage had moved from one company to another several times, usually to pursue advancement, which many said would not have been possible had they stayed where they were.

This suggests that insufficient attention is being paid by companies to employee growth and development. Tied in with this is a growing awareness that workplace culture is evolving and that many industries are responding by providing flexible work arrangements, parental accommodations, improved work/life balance, enhanced opportunities for leadership and growth, and creative benefits packages. With the gig economy gaining traction, many employers are shifting from a punch-clock orientation to a project-based orientation, with a resultant shift in how work is assigned, measured, valued, and compensated. Employers who can stay on top of these transformations are best positioned to hold onto existing employees and also attract new hires.

As well, BC industries continue their maturation as to issues of workplace diversity and gender equality, with companies embracing sensitivity training, principles of diversity & inclusion, and heightened awareness of issues such as bullying, ableism, and gender discrimination. Prospective employees increasingly expect their workplaces to demonstrate and model corporate culture best practices, and may consider the absence of such considerations deal-breakers. Conversations with CPFM employers highlighted their awareness of the importance of achieving diversity and inclusion, and their openness to creating welcoming spaces. There is a sense, however, that many are working at breakneck speed and could benefit from assistance in the form of tools or guidelines. A suite of corporate culture resources would be valuable for such companies in that it would save them from “reinventing the wheel.”

Strategy 5 – Build the capacity of BOMA BC to act as the provincial body responsible for coordinating the implementation of the CPFM Sector Talent Strategy. Drive ownership of the Sector Talent Strategy and its implementation through BOMA BC as a backbone organization to ensure that all strategies achieve traction, are sustained throughout the proposed three-year rolling plan, and make the case for continuance beyond that horizon.

This final strategy is necessary to ensure that the other four succeed. A properly resourced, strong backbone organization that can rally membership and resources is essential to getting the Sector Talent Strategy off the ground, monitoring and evaluating it, and sustaining it. Stakeholders agree that the strategy should have a three-year rolling timeline, which means it will need to be renewed periodically, course-corrected as necessary, and invigorated through membership engagement.

As a strong voice in the CPFM industry, BOMA BC is well positioned to perform this role.

6. Next Steps

To date, stakeholders have demonstrated their willingness to engage and have been generous with their time. One-on-one interviews have yielded valuable insights about the industry's talent challenges, and the February workshop revealed a high degree of alignment as to the LMI Research Study recommendations and the direction the industry should take to attract, recruit, develop, and retain talent. The BOMA BC Governance Advisory Committee has indicated a desire to move forward and take action. The Ministry of Advanced Education, Skills and Training has indicated its support in principle for an innovative talent strategy.

Going forward, the BOMA BC Governance Advisory Committee's involvement will be key to maintaining lines of communication with industry senior executives and other stakeholders, ensuring support remains high for the strategy and in some cases facilitating relationships to work toward its core deliverables.

Next steps involve developing the initial outputs of the Sector Talent Strategy: a detailed process map of the activities that need to take place, an overall timeline, and the expected timeframe for each activity; a draft charter for the strategy with terms of reference; leadership tables that would report to the Governance Advisory Committee and BOMA BC; a working group for each of the strategy's five arms; and a communications plan.

In its capacity as the backbone of the strategy, BOMA BC would be expected to have a presence at the leadership table and each of the working groups. Ideally it would also provide communications support (e.g., marketing capacity), access to membership when needed, and other resources that may be pertinent to the activities as they get underway.

The five strategies outlined above, as well as the activities within them, will have various durations. The Governance Advisory Committee has acknowledged that some may be realized within a three-year window, others only begun. Thus there was broad agreement on a rolling three-year plan that would be refreshed annually, with goals and priorities revisited and course-corrected as necessary. Among the shorter-term milestones would be a sector-led summit meeting between the Ministry of Advanced Education, Skills and Training, BOMI Canada, BOMA Canada, the leadership committee, and industry senior executives before the end of this year.

IMPLEMENTATION PLAN

Sector Talent Strategy – Moving to Action

Five distinct yet interrelated strategies form the basis of the Sector Talent Strategy. While all will synergize to achieve the goals of attraction, recruitment, development, retention, and sustainability, each of the five strategies has a primary objective.

ATTRACT Strategy 1	Develop and roll out a compelling branding/image/positioning strategy for the sector and commercial property and facilities management occupations. Rebrand and clarify the industry both publicly and in terms of its self-image so that the value proposition of CPFM occupations can be more clearly conveyed.
RECRUIT Strategy 2	Develop and implement focused outreach overtures to prospective talent pools to create awareness of available opportunities in CPFM. Include underrepresented talent pools, using tailored messaging, to make them aware of the stable, well-compensated jobs that are available in this critically important industry, and take steps to actively recruit them.
DEVELOP Strategy 3	Create alignment between educational programs and careers in the sector to ensure CPFM competencies are taught; develop guidelines for onboarding, training, and upskilling that are aligned with career paths; work with companies to enable knowledge transfer between retiring employees and their replacements. Work with educational institutions, BOMI Canada, and industry to elucidate the linkage between education and careers in CPFM.
RETAIN Strategy 4	Enhance corporate culture, work/life balance, diversity and inclusion, and growth/development opportunities for existing employees in CPFM to increase retention and decrease poaching.
SUSTAIN Strategy 5	Build the capacity of BOMA BC, in collaboration with the industry, to act as the provincial body responsible for coordinating the implementation of the CPFM Sector Talent Strategy. Drive ownership of the Sector Talent Strategy and its implementation through BOMA BC as a backbone organization to ensure that all strategies achieve traction, are sustained throughout the proposed three-year rolling plan, and make the case for continuance beyond that horizon.

Several assumptions regarding capacity and resources underpin the plan to implement these strategies as detailed in the following pages.

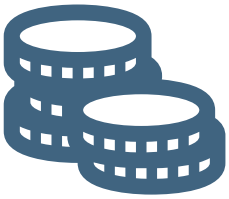
1. While acknowledging the importance of a collective approach to addressing its various talent issues, the sector currently lacks the capacity to undertake such an initiative. Neither BOMA BC nor the individual companies who make up the sector possess the know-how or resources to execute. Successful implementation will require dedicated project leadership – a designated locus of accountability for project management and integration. The project leadership role calls for senior-level experience; it goes beyond the myriad responsibilities that typically characterize project management, into the realm of *animation*: bringing the plan to life, giving it legs, driving its activities, and securing traction for roll-out. Project leadership is also essential for sustainability, ensuring that the sector develops capacity internally to address its talent issues. The implementation plan for the CPFM Sector Talent Strategy assumes that securing competent project leadership is a critical first step. The assumption is reflected in the references to **project leader** or **leadership** in the pages that follow.

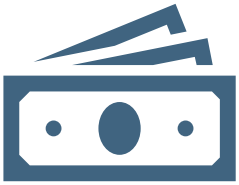
2. The implementation plan assumes an ongoing requirement over its three-year term for **communications** capacity. This role would be responsible for producing both public-facing content and messaging to the BOMA BC membership. As needed, the communications role would attend working group and steering committee meetings, respond to requests for documentation, report on communications activities, and supply information for evaluation. The communications role would also be expected to liaise with any creative/ advertising agency or agencies contracted to produce branding or advertising to support the Sector Talent Strategy.

3. The implementation plan assumes the need for a **research/ analysis** role to build databases of contacts (talent pools, etc.) and to capture information to build key occupation profiles/job task analyses. This role will be expected to attend meetings on an as-needed basis, and to liaise with the team as needed.

4. **Administrative** capacity will be needed over the three-year term to schedule and organize working group/steering committee meetings; to respond to requests for audio/visual materials and other items required on a per-meeting basis; and to maintain a database of working group/steering committee members and deliver messaging to them as needed. The administrative role will attend all meetings and take minutes, and provide information for reporting purposes.

5. In addition to the specific capacities and roles identified above, implementation of the Sector Talent Strategy will rely on the availability of dedicated **operating** dollars. These resources will cover the costs associated with executing individual strategies, including purchase of creative services, marketing expenses, instructional design, and other similar expenditures.
6. The implementation plan presented in the following pages presents a conundrum in terms of **budgeting**. In the absence of funding commitments (i.e., amounts and timing) from industry and other sources, a detailed break-out of activities accompanied by line item costing is difficult to achieve. What we've opted for at this point is a more high-level approach, as detailed in Appendix C..





Strategy 1

Develop and roll out a compelling branding/image/positioning strategy for the sector and commercial property and facilities management occupations. Rebrand and clarify the industry both publicly and in terms of its self-image so that the value proposition of CPFM industry occupations can be more clearly conveyed.

Objectives

- Increase attractiveness and awareness of industry/sector.
- Increase attractiveness and awareness of careers within the industry.
- Increase profile of industry and careers at high schools and post-secondary institutions.
- Create industry alignment as to job titles, descriptions, and qualifications.
- Clarify the distinction between real estate and property management, and between commercial and residential.
- Produce and deploy marketing materials (promotional videos, print materials, audio materials) through traditional and social media channels.
- Establish and maintain relationships with media outlets to ensure maximum uptake of messaging.
- Determine the relevance and applicability of NAICS/NOC codes and respond to Statistics Canada invitation for input (as per Census cycles).

Scope of work – steps

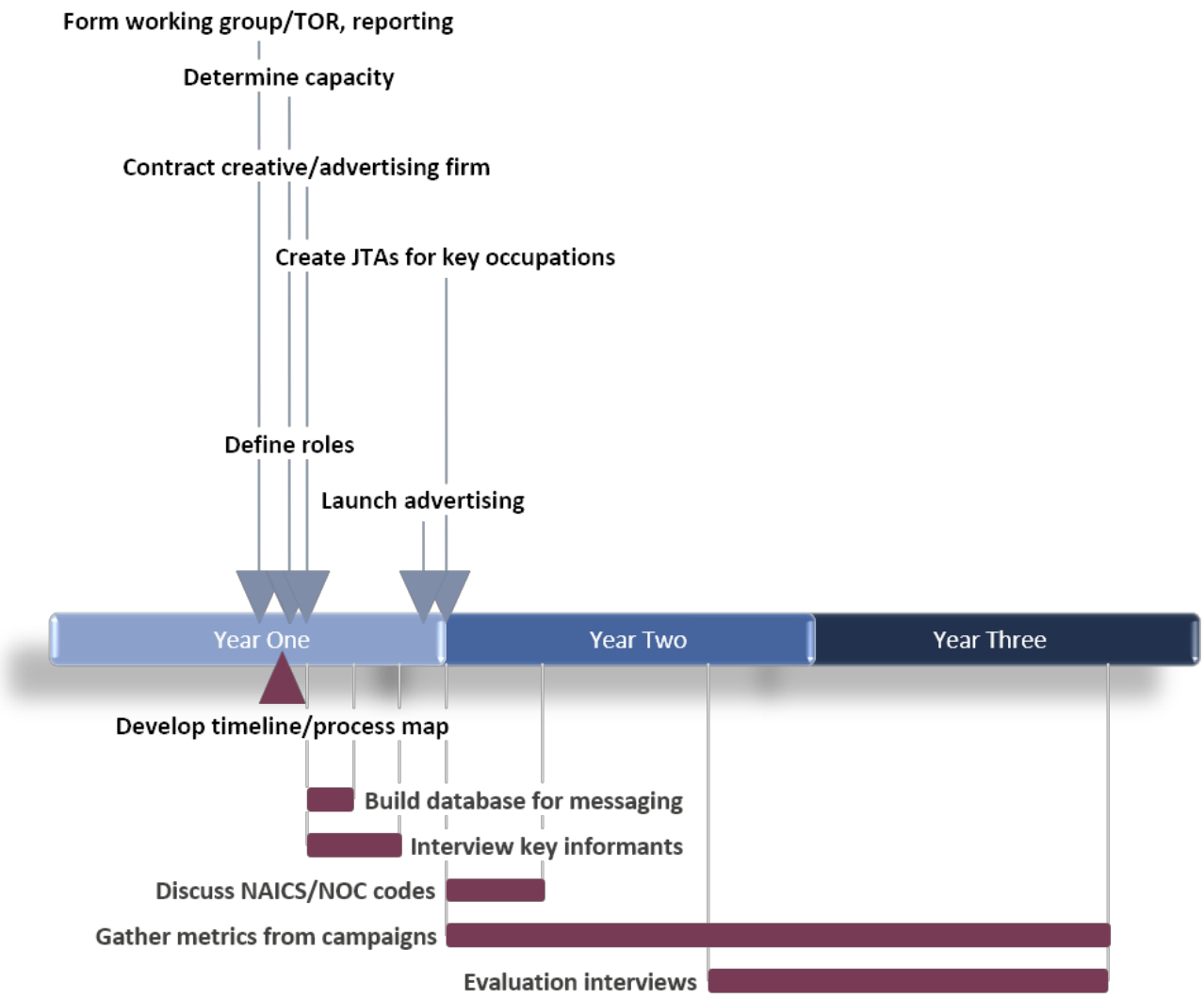
Stage	Steps	Responsibility
STAGE 1	Form **working group** including BOMA BC Governance Advisory Committee representation/senior executives. Develop reporting structure (e.g., quarterly) and terms of reference in consultation with the Governance Advisory Committee. Determine meeting frequency and communicate to working group members. Develop work plan, timeline and process map for Strategy 1, incorporating PDSA cycles/ opportunities for evaluation. Devote working group time to risk assessment/ mitigation discussion, paying attention to key transition points and handoffs as potential weak spots. Determine capacities and resources for Strategy 1, including marketing campaign (funding, expertise, "talent" for audio/video/ print production) and allocate over defined timeframe. Define roles and reporting, including key informants (industry owners, employees, senior executives) and research/analysis and communications roles. Create job task analyses for key roles. Contract creative/advertising agency and cost out advertising/messaging campaign. Establish liaison between creative/ advertising agency and working group communications role. Work together to determine what messaging needs to be developed and the calendar for deployment.	The sector lacks the internal capacity to undertake these early steps. We suggest that the project leader develop terms of reference and job task analyses for key roles. BOMA BC would be expected to supply a representative for the working group with knowledge of BOMA BC capacities and resources. The project leader would assess capacities and resources and draft project requirements for any external roles that might be contracted.
STAGE 2	Work with creative/advertising/ communications to develop messaging for each target (public, industry, potential recruits, high schools, post-secondary institutions).	The project leader would assign research/analysis and communications tasks and direct their deployment.

Stage	Steps	Responsibility
	Create database of recipients for messaging and social media (BOMA BC membership, potential recruits, high school and post-secondary students, educators, real estate organizations). Deploy messaging as per calendar. Assign communications person to maintain ongoing social media presence, including Twitter and Facebook. Interview key informants to get clarity on job titles, descriptions, and qualifications for key occupations. Use this information to draft job task analyses for key occupations. Devote working group meeting time to discussion of NAICS/NOC code applicability/ relevance. Log findings for conveyance to Statistics Canada. Identify the relevant contacts at Statistics Canada and respond to invitation to provide input on NOC codes. Communicate to BOMA BC membership any steps being taken.	Interviews and database development would be done by the research/analysis role. The communications role would be responsible for developing messaging/advertising content. Timewise, the NAICS/NOC code discussion is linked to Census cycles, with BOMA BC responding to standard requests for input. The project leader would be responsible for collecting and providing data to the BOMA BC point person for this task.
STAGE 3	Gather metrics from advertising/social media campaigns and evaluate regularly. Interview company owners and senior executives re: hiring, onboarding, retirements and departures, and issues such as poaching. Ask whether they have observed changes (positive/negative). If possible, obtain quantitative data. Finalize job task analyses for key occupations. Assess performance of creative/advertising work and determine whether to continue, adjust and continue, or discontinue. Determine next steps, if necessary, in redefining NOC codes.	By Stage 3 the project leader will have worked to develop internal industry capacity to gather metrics. Evaluation capacity may be best suited to an external resource; the determination will need to be made by the project leader.

Anticipated outcomes

Implementation activities by end of Year One		Measures/methods
Strategy implemented as planned	→	▪ Review of progress against planning documents
Increased profile of industry in the public mind	→	▪ Social media metrics
Increased number of job candidates for the CPFM sector	→	▪ Anecdotal data/survey data; recruiter data if available
Increased profile at high school and post-secondary institutions	→	▪ # youth-oriented events attended by industry (companies, BOMA BC) ▪ Social media metrics
Implementation activities by end of Year Two		**Measures/methods**
Strategy continuing, with adjustments as necessary	→	▪ PDSA cycles occurring regularly ▪ Process map and timeline on track ▪ Positive feedback received from industry and public ▪ Positive social media metrics ▪ Positive relationship with creative/advertising agency ▪ Working group functioning effectively ▪ Reporting on track ▪ Budget accountability in place
Implementation activities by end of Year Three		**Measures/methods**
Strategy continuing, with regular adjustments and sustainability plan in place	→	▪ Developmental evaluation underway as per timeline ▪ Positive feedback and metrics from public and industry ▪ Positive metrics from industry stakeholders ▪ Tactical renewals planned as needed ▪ Working group functioning effectively and taking steps to continue into year 4 and beyond ▪ Budget renewals in progress ▪ Accountability to stakeholders

Timeline



Roles

In addition to the dedicated **project leader** recommended to drive all five arms of the Sector Talent Strategy, the following roles will be needed to execute Strategy 1 tactics:

- **Communications** – to liaise with creative/advertising agency and develop messaging; this would include working with BOMA BC to build a database for messaging/social media deployment.
- **Research/analysis** – to develop job task analyses of key occupations.
- **Administration** – to capture meeting notes and report on activities.

Each of these roles will need to be defined in terms of hours, job descriptions, and reporting structure. There will be crossover among the five arms of the Sector Talent Strategy – i.e., these roles may also be needed to perform various activities of Strategies 2–5.

The Governance Advisory Committee will need to be apprised of and approve all roles determined to be necessary to execute the Sector Talent Strategy. A reporting structure will be determined, with leadership assigned and responsibility for communications and reporting (to whom, how often, etc.).

Assumptions

A high degree of buy-in on the part of industry stakeholders is assumed, and it is expected that industry owners, senior executives, and employees will be willing to share their knowledge and expertise. This strategy draws upon BOMA BC's network with its membership to harness this support.

The BOMA BC membership will not, however, be expected to provide unlimited time to support the Sector Talent Strategy. It is understood that members are fully engaged with day-to-day work. It is also understood that appetite for certain of the Strategy 1 tactics (such as revisiting NAICS/NOC codes) may be variable, and these will be tested to determine how much energy to put forward for each. Finally, it is understood that the Strategy 1 tactics have the potential to exceed their scope, and thus they will be carefully monitored to ensure they adhere to their assigned budgets and curtailed if necessary.

The key priority of Strategy 1 is to raise the profile of the CPFM industry and its careers. For this to occur, it's essential that messaging is well developed and on point. Particular attention should be given to contracting with the right creative/advertising agency for the job.

Risk considerations

Risk	Probability	Strategies to address
Inadequate funding to do justice to strategy	Low	Activities to be carefully budgeted and targeted to key groups. Creative/advertising agency to be carefully selected.
Appropriate communications resources not in place	Low	Create job task analysis for communications role. Assign role selectively. Allocate project hours to strategy activities.

Risk	Probability	Strategies to address
Inability to get traction	Low	Ensure champions are in working group. Evaluate regularly and course-correct as necessary.
Membership may be difficult to engage	Medium	Be cautious about frequency of communications and requests (surveys, interviews, participation, etc.). Create messaging around value of contributing time and expertise. Work with members to increase engagement.
Difficulty measuring results	Low	Collect both quantitative and qualitative data (surveys, interviews, company statistics if available).
Possibly low appetite for NOC code discussion	High	May need to accept this risk.
Difficulty getting alignment among employers about job titles, descriptions, and qualifications	Medium	Craft messaging about the benefits of alignment. Leverage BOMA BC's role as a standard-setter to promote alignment.

Strategy 2

Develop and implement focused outreach overtures to prospective talent pools to create awareness of available opportunities in the CPFM industry. Include underrepresented talent pools, using tailored messaging, to make them aware of the stable, well-compensated jobs that are available in this critically important industry, and take steps to actively recruit them.

Objectives

- Build relationships with agencies that assist equity-seeking groups (e.g., women, newcomers to Canada, First Nations, others) to find employment.

- Develop outreach overtures that focus on Indigenous peoples, with attention paid to truth and reconciliation, and recognizing historical challenges in building relationships.
- Identify which cohorts offer the greatest likelihood of recruitment success and develop marketing materials specifically aimed at them.
- Obtain guidelines from agencies supporting newcomers as to how to integrate them into the workplace smoothly.
- Determine whether special training would be beneficial for companies (e.g., unconscious bias training, diversity and inclusion training) through a message to BOMA BC membership. If there is appetite for such training, determine how to deliver it, and whether BOMA BC could host it.
- Implement programs to make workplace culture more welcoming and inclusive for equity-seeking groups.
- Engage with newcomers to Canada to streamline their integration into employment opportunities (using transferable skills).
- Create summit-style dialogue about workplace flexibility (work/life balance, work from home) with industry employers and employees to ensure that workplaces are welcoming to parents of young children.
- Build relationships with ITA, Constructive Foundation of BC, Canadian National Trades, Skills BC, and other organizations to create and maintain a presence at youth job fairs, skills competitions, and other youth-centred events.
- Determine which CPFM companies might have the capacity to run tours for youth or provide mentorship; work with BOMA BC to create guidelines for mentors/mentees.
- Work with high schools to create early awareness of CPFM career paths and educational avenues.
- Work with BOMA BC to determine whether apprenticeships for youth would be viable.
- Develop surveys or other tools to get feedback from new hires and youth about their experiences and awareness of the industry.
- Analyze WorkBC data to determine which industries outside CPFM have large numbers of NAICS 53 employees; compare working conditions, job features, locations, and competition to determine which talent to reach out to and how best to market CPFM careers to such employees.
- Analyze national data to determine where talent pools outside BC might be found.
- Research how best to market CPFM careers to various generational cohorts and talent working in other industries and locations in Canada outside of BC.
- Approach BOMA Canada about communicating opportunities to markets where talent is overabundant.

Scope of work – steps

Stage	Steps	Responsibility
STAGE 1	Create a **working group**, with BOMA BC Governance Advisory Committee representation, that includes representatives from agencies supporting newcomers to Canada, First Nations, and other equity-seeking groups that may be identified, as well as representatives from school boards, ITA, Constructive Foundation of BC, Canadian National Trades, Skills BC, and other youth-serving organizations, CPFM senior executives and industry employees from each generational age bracket, as well as the project leader and communications/administrative support. Develop reporting structure (e.g., quarterly) and terms of reference in consultation with the Governance Advisory Committee. Determine meeting frequency and communicate to working group members. Develop timeline and process map for Strategy 2, incorporating PDSA cycles/opportunities for evaluation. Devote working group time to risk assessment/ mitigation discussion, paying attention to key transition points and handoffs as potential weak spots. Determine capacities and resources (funding, expertise, talent) and allocate over defined timeframe. Determine what scale of marketing campaign can be deployed; utilize communications expertise to determine which social media channels should be employed. Monitor Strategy 1 closely so as to be aware of available marketing materials/campaigns plus communications capacity and leverage accordingly.	The sector lacks the internal capacity to undertake these early steps. We suggest that the project leader develop terms of reference and job task analyses for key roles. BOMA BC would be expected to supply a representative for the working group with knowledge of BOMA BC capacities and resources. The project leader would assess capacities and resources and draft project requirements for any external roles that might be contracted.

Stage	Steps	Responsibility
	Define roles and reporting, including key informants (CPFM employers/employees, representatives of agencies supporting equity-seeking groups, representatives from high school and youth-serving organizations) and research/analysis and communications role. Establish relationships with youth-serving agencies/organizations re: a presence for CPFM at job fairs and other youth-oriented events. Establish relationships with agencies supporting equity-seeking groups and initiate discussion/ needs assessment about helping job seekers connect with CPFM jobs.	
STAGE 2	Work with the agencies detailed above to create a CPFM presence at job fairs and other career-oriented events. Create print messaging for distribution at job fairs and other career-oriented events. Include web links to online sources of information for job seekers. Interview representatives from agencies supporting newcomers to Canada to learn best practices for employers/companies. Circulate this information to BOMA BC membership. Collect email addresses at events attended and develop marketing materials to target job seekers. Create and deploy messaging periodically. Create short surveys for use at job fairs and other events. Develop social media/marketing push toward industries other than the CPFM sector, and provinces other than BC.	The project leader would assign research/analysis and communications tasks and direct their deployment. Interviews and database development would be done by the research/ analysis role. The communications role would be responsible for developing messaging/ advertising content.

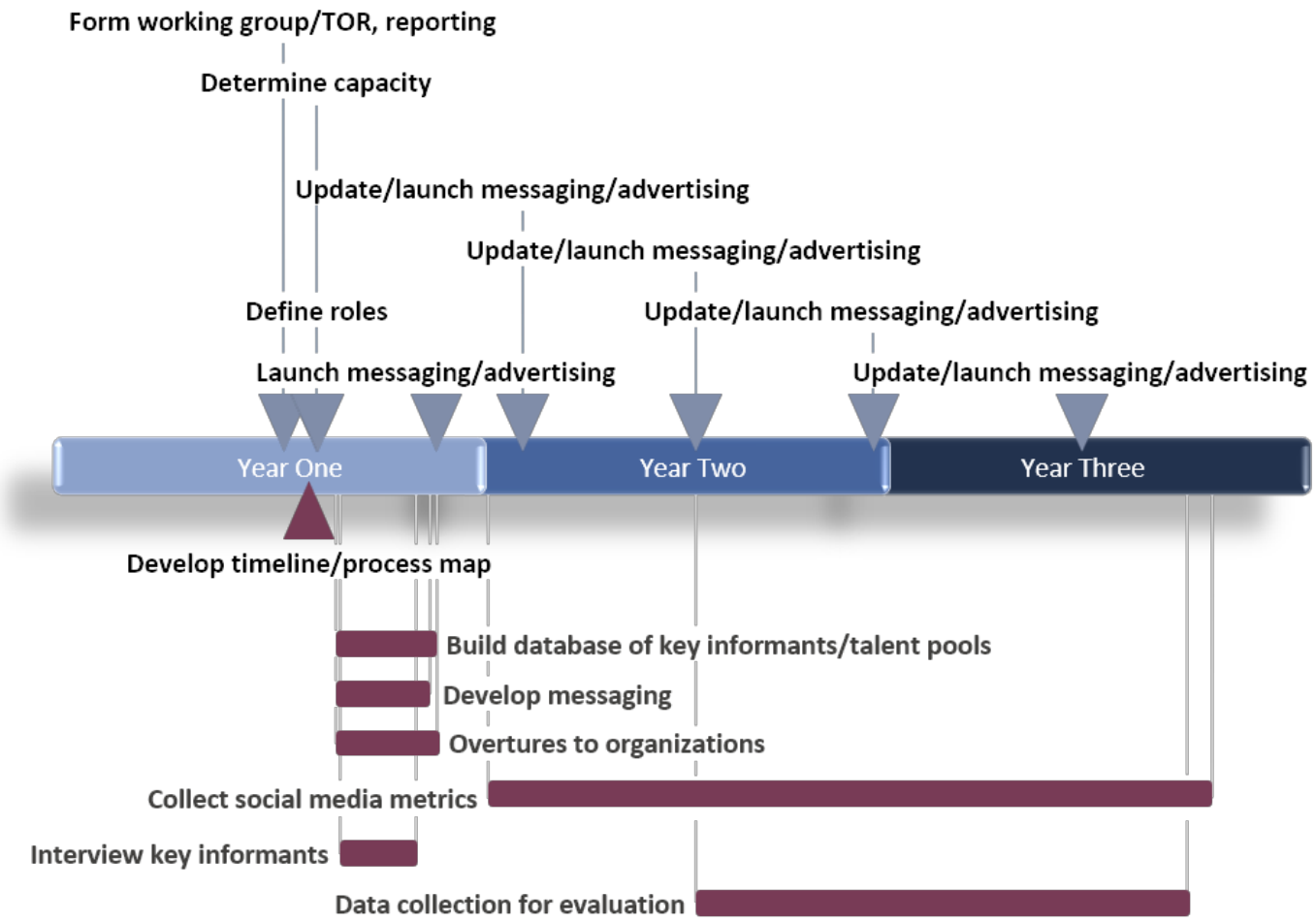
Stage	Steps	Responsibility
STAGE 3	Collect data from surveys used at job fairs and other events. Solicit statistics from industry owners and senior executives about recruitment – has it increased? Is it becoming easier? Ask whether they have observed changes (positive/negative). If possible, obtain quantitative data. Assess metrics from marketing push and make adjustments as necessary. Survey BOMA BC membership to determine whether successful recruitment has increased.	By Stage 3 the project leader will have worked to develop internal industry capacity to gather metrics. Evaluation capacity may be best suited to an external resource; the determination will need to be made by the project leader.

Anticipated outcomes

Implementation activities by end of Year One		Measures/methods
Strategy implemented as planned	→	▪ Review of progress against planning documents
Increased connections with organizations supporting equity-seeking groups to find work	→	▪ Metrics maintained by project leader
Increased attendance/presence at job fairs and youth-oriented events	→	▪ Metrics maintained by project leader
Increased numbers of recruits to CPFM positions	→	▪ Interviews and surveys of BOMA BC membership
Increased numbers of new hires from outside CPFM and outside BC	→	▪ WorkBC data
Implementation activities by end of Year Two		**Measures/methods**
Strategy continuing, with adjustments as necessary	→	▪ PDSA cycles occurring regularly ▪ Positive feedback received from industry, job seekers, and agencies supporting them

Recruitment #s % increase by 2019	▪ Positive social media metrics ▪ Best practices resources in place ▪ Working group functioning effectively ▪ Reporting on track ▪ Budget accountability in place
Implementation activities by end of Year Three	**Measures/methods**
Strategy continuing, with regular adjustments and sustainability plan in place Recruitment #s % increase by 2020	▪ Developmental evaluation underway as per timeline ▪ Positive feedback and metrics from industry, job seekers, and agencies supporting them ▪ Positive metrics from industry stakeholders ▪ Tactical renewals planned as needed ▪ Working group functioning effectively and taking steps to continue into year 4 and beyond ▪ Budget renewals in progress ▪ Accountability to stakeholders

Timeline



Roles

In addition to the dedicated **project leader** recommended to drive all five arms of the Sector Talent Strategy, the following roles will be needed to execute Strategy 2 tactics:

- **Communications** – to create marketing materials for distribution at job fairs and other events; to communicate with BOMA BC membership (surveys, messaging).
- **Research/analysis** – to determine talent pools of NAICS 53 employees outside CPFM.
- **Administration** – to capture meeting notes and report on activities.

Each of these roles will need to be defined in terms of hours, job descriptions, and reporting structure. There will be crossover among the five arms of the Sector Talent Strategy – i.e., these roles may also be needed to perform various activities of Strategies 1, 3, 4, and 5.

The Governance Advisory Committee will need to be apprised of and approve all roles determined to be necessary to execute the Sector Talent Strategy. A reporting structure will

be determined, with leadership assigned and responsibility for communications and reporting (to whom, how often, etc.).

Assumptions

A high degree of buy-in on the part of industry stakeholders is assumed, and it is expected that industry owners, senior executives, and employees will be receptive to best practices around diversity and inclusion. It is hoped that CPFM companies would be willing to share recruitment statistics, either quantitatively or anecdotally.

Strategy 2 will require a fair amount of communications capacity – development of marketing materials and surveys, and networking with various organizations. Some of this work may fall within the purview of the project leader.

The key priority of Strategy 2 is to make connections with underutilized talent pools. For this to occur, it's essential that effective networking take place and that solid relationships be established with a variety of organizations.

Risk considerations

Risk	Probability	Strategies to address
Inadequate funding to do justice to strategy	Low	Communications and research/analysis to be process-mapped to a timeline so hours are not wasted. Low-cost marketing tactics to be used (social media, email campaigns).
Appropriate communications resources not in place	Low	Create job task analysis for communications role. Assign role selectively. Allocate project hours to strategy activities.
Inability to get traction	Low	Ensure project leader is adept and comfortable networking. Create calendar for marketing activities so they occur continually. Evaluate regularly and course-correct as necessary.
Membership may be difficult to engage	Medium	Be cautious about frequency of communications and requests (surveys, interviews, participation, etc.).

Risk	Probability	Strategies to address
		Create messaging around value of contributing time and expertise. Work with members to increase engagement.
Difficulty measuring results	Low	Collect both quantitative and qualitative data (surveys, interviews, company statistics if available).
Efforts may fail to increase recruitment numbers	Low	Continually monitor activities. Maintain regular contact with job-seeker agencies.
Male-dominated occupations may still fail to attract women	Medium	Circulate best practices resources to employers.
High schools may not be welcoming	Low	
Difficulty attracting employees from other industries	Medium	

Strategy 3

Create alignment between educational programs and careers in the sector to ensure CPFM competencies are taught; develop guidelines for onboarding, training, and upskilling that are aligned with career paths; work with companies to enable knowledge transfer between retiring employees and their replacements. Work with educational institutions and industry to elucidate the linkage between education and careers in CPFM.

Objectives

- Through BOMA BC, in consultation with the industry on a national basis, develop competency-based standards that can be applied across the industry, with candidates having the opportunity to challenge based on their existing skill sets.
- Work with educational institutions to develop and update programs that align with CPFM careers, with incremental training along the path.
- Recommend updates to training delivery methods based on educator recommendations.

- Determine how to separate real estate from property management in the context of training/development.
- Create guidelines to formalize in-house onboarding/training/upskilling, including mentorship and apprenticeship programs.
- Develop easily deliverable, just-in-time learning to respond to shorter skills obsolescence cycles.
- Develop "lite" courses for less technologically and mechanically minded employees to provide baseline understanding of building operations and property management.
- Develop a knowledge transfer strategy.
- Ensure government support for such programs and suggest guidelines.

Scope of work – steps

Stage	Steps	Responsibility
STAGE 1	Form **working group** that includes representatives from BOMA BC, BOMI Canada, educational institutions, senior executives and employees from third-party and owner-managed companies, regulatory bodies (e.g., Real Estate Council of BC), and other certifying bodies. Develop reporting structure (e.g., quarterly) and terms of reference in consultation with the Governance Advisory Committee. Determine meeting frequency and communicate to working group members. Develop timeline and process map for Strategy 3, incorporating PDSA cycles/ opportunities for evaluation. Devote working group time to risk assessment/ mitigation discussion, paying attention to key transition points and handoffs as potential weak spots. Determine capacities and resources (funding, expertise, talent) and allocate over defined timeframe. Take stock of work already done by BOMA Canada, BOMI Canada, and BOMA BC, as well as BOMA chapters in other pro-	The sector lacks the internal capacity to undertake these early steps. We suggest that the project leader develop terms of reference and job task analyses for key roles. BOMA BC would be expected to supply a representative for the working group with knowledge of BOMA BC capacities and resources. The project leader would assess capacities and resources and draft project requirements for any external roles that might be contracted.

Stage	Steps	Responsibility
	vinces. Assess whether any such work can form the basis of a work plan. Define roles and reporting, including key informants (CPFM owners, senior executives, employees, educators, representatives from real estate organizations). Solicit feedback on current onboarding/ training, and knowledge transfer practices at CPFM companies. Conduct needs assessment to determine gaps and pain points using appreciative inquiry technique. Open a dialogue with post-secondary institutions offering relevant courses, and assess the timeframe necessary to adjust existing curricula or create new ones. Coordinate with the working group to determine next steps, including seeking permissions from government if necessary. Discuss learning models with educators (traditional, face-to-face, e-learning, m-learning, mentoring, etc.) to determine whether the current models are working.	
STAGE 2	Based on information collected from key informants, begin working with educators and BOMA BC to develop best practice guidelines for onboarding, training, mentoring, and knowledge transfer. Determine where guidelines will reside (web, print?) and cost out development. Based on feedback from key informants, map out career paths for key occupations, and begin steps with educational institutions to adjust courses to better suit CPFM training and development needs.	The project leader would assign research/analysis and communications tasks and direct their deployment. The communications role would be responsible for developing messaging content. An external resource is recommended to develop learning resources if needed.

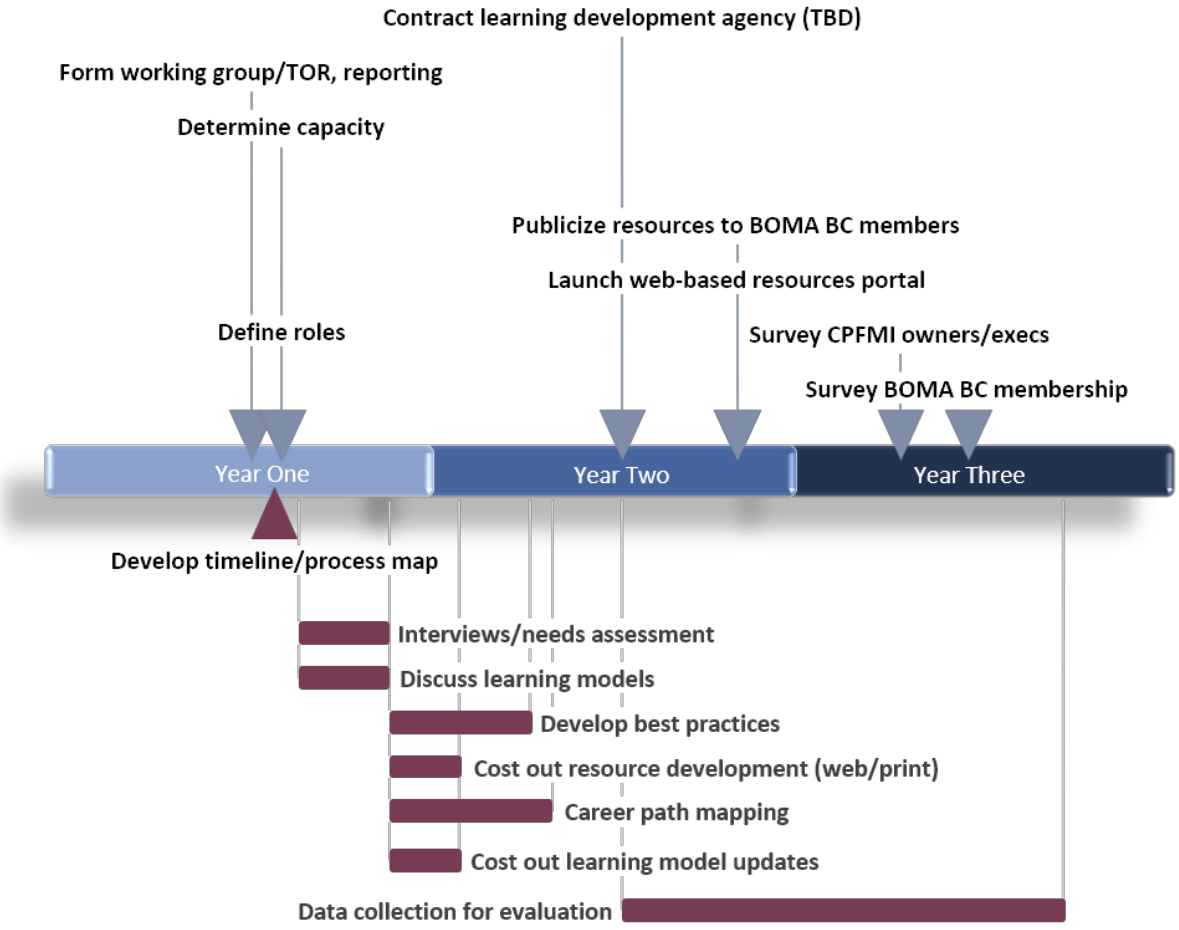
Stage	Steps	Responsibility
	Focus dialogue with educational institutions and industry on how to standardize units of competence across the industry (this will be an iterative process). If educators/stakeholders recommend that learning models need updating, work with educators and BOMA BC to assess needs and determine whether capacity exists at BOMA BC or an outside contractor is needed for this work. Determine budget for updates.	
STAGE 3	Launch web-based portal for guidelines and communicate links to BOMA BC membership. (If print resources are produced, make available to BOMA BC membership.) Publicize new training as well as training updates to BOMA BC membership (email, social media, print). If learning models are being modernized, either allocate in-house hours to development or contract outside agency to develop and launch materials. Gather enrolment statistics from educational institutions and measure against previous years. Survey CPFM owners/senior executives on training practices and how they have/have not changed. Gather metrics from website (hit rate for guidelines and resources). Gather training metrics from any e-learning or m-learning that has launched. Survey BOMA BC membership to determine whether career satisfaction has improved.	By Stage 3 the project leader will have worked to develop internal industry capacity to gather metrics. Evaluation capacity may be best suited to an external resource; the determination will need to be made by the project leader.

Anticipated outcomes

Implementation activities by end of Year One		Measures/methods
Strategy implemented as planned	→	▪ Review of progress against planning documents
Discussions with educators and industry stakeholders occurring, with goals for training determined	→	▪ Progress to be documented by project leader through meeting notes and other communications
Needs assessment with industry stakeholders completed	→	▪ Progress to be documented by project leader
Timeline and process map developed for implementing changes to post-secondary courses	→	▪ Progress to be documented by project leader through meeting notes and other communications
Increased engagement of BOMA membership	→	▪ To be logged by project leader
Implementation activities by end of Year Two		**Measures/methods**
Strategy continuing, with adjustments as necessary	→	▪ Review of progress against planning documents; PDSA cycles occurring regularly ▪ Working group functioning effectively ▪ Reporting on track ▪ Budget accountability in place
Best practice guidelines fully developed and launched to BOMA BC membership	→	▪ Progress to be documented by project leader/communications role
Post-secondary courses being developed/adjusted as per needs assessment	→	▪ Progress to be documented by project leader
Learning models under (re)development	→	▪ Either in-house hours allocated, or contract in place with instructional design company
Improved uptake statistics for training/upskilling/development opportunities (X% increase by 2019)	→	▪ As reported by owners/senior executives

Implementation activities by end of Year Three		Measures/methods
Strategy continuing, with regular adjustments and sustainability plan in place New courses launched or ready for launch New learning models fully developed and launched	→	▪ Developmental evaluation underway as per timeline ▪ Positive feedback from industry (employers and employees) ▪ Tactical renewals planned as needed ▪ Working group functioning effectively and taking steps to continue into year 4 and beyond ▪ Budget renewals in progress ▪ Accountability to stakeholders
Improved uptake statistics for training/upskilling/development opportunities (X% by 2020)	→	▪ As reported by owners/senior executives

Timeline



Roles

In addition to the dedicated **project leader** recommended to drive all five arms of the Sector Talent Strategy, the following roles will be needed to execute Strategy 3 tactics:

- **Communications** – to create marketing materials to promote best practices guidelines and resources to the BOMA BC membership.
- **Research/analysis** – to conduct needs assessments re: post-secondary courses and learning models.
- **Administration** – to capture meeting notes and report on activities.

Each of these roles will need to be defined in terms of hours, job descriptions, and reporting structure. There will be crossover among the five arms of the Sector Talent Strategy – i.e., these roles may also be needed to perform various activities of Strategies 1, 2, 4, and 5.

The Governance Advisory Committee will need to be apprised of and approve all roles determined to be necessary to execute the Sector Talent Strategy. A reporting structure will be determined, with leadership assigned and responsibility for communications and reporting (to whom, how often, etc.).

Assumptions

A high degree of buy-in on the part of industry stakeholders is assumed, and it is expected that the BOMA BC membership will be receptive to best practice guidelines available to them via web links, as well as any other training materials BOMA BC undertakes to develop as part of this initiative. It is hoped that CPFM companies would be willing to share upskilling and training statistics, either quantitatively or anecdotally.

Strategy 3 will require communications capacity – development of marketing materials and surveys, and possibly development of web-based materials. Some of this work may fall within the purview of the project leader. Research/analysis capacity will also be required for needs assessments.

The key priority of Strategy 3 is to create alignment between education and CPFM careers. Effective dialogue between representatives from these two sides is essential for productive work toward this goal to occur. Populating the working group table with engaged, enthusiastic participants who are open to change is critically important.

Risk considerations

Risk	Probability	Strategies to address
Inadequate funding to do justice to strategy	Medium	Communications and research/analysis to be process-mapped to a timeline so hours are not wasted.

Risk	Probability	Strategies to address
		Low-cost marketing tactics to be used (social media, email campaigns). Learning model upgrading budget to be capped.
Appropriate communications and research/analysis resources not in place	Low	Create job task analysis for communications and research/analysis role(s). Assign role(s) selectively. Allocate project hours to strategy activities.
Inability to get traction	Medium	Ensure project leader is adept and comfortable networking and ensure that champions are at working group table. Conduct needs assessment carefully and determine appetite for changes (if any) before embarking on them. Evaluate regularly and course-correct as necessary.
Education system may not be nimble enough to create new programs or adjust existing ones	Medium	Regard this strategy as longer-term than the other four arms of the Sector Talent Strategy. Accept that time will be required before results are seen.
Education system may be too siloed for alignment to happen	Medium	This risk may need to be accepted. It would be reasonable to test it by opening dialogue with representatives from education.
Uneven uptake of upskilling opportunities by companies	High	Given the different sizes and corporate cultures of CPFM companies, this may be inevitable.
Upskilling employees may make them even more poachable within the industry or from outside	Medium	Incorporate return-of-service agreement into upskilling opportunities granted to employees.

Risk	Probability	Strategies to address
Membership may be difficult to engage	Medium	Be cautious about frequency of communications and requests (surveys, interviews, participation, etc.). Create messaging around value of best practices guidelines/resources. Work with members to increase engagement.
Difficulty measuring results	Low	Collect both quantitative and qualitative data (surveys, interviews, company statistics if available).
Efforts may fail to increase retention numbers	Medium	Continually monitor activities and stay in touch with CPFM owners/senior executives to gauge effectiveness and course-correct. Results of this strategy may take several years to be realized.

Strategy 4

Enhance corporate culture, work/life balance, and growth/development opportunities for existing employees in CPFM to increase retention and decrease poaching.

Objectives

- Work with employers and BOMA BC to create corporate culture guidelines that can be embedded into onboarding and in-house training.
- Provide evaluation resources to assist companies in assessing employee competencies and mapping them to career paths.
- Provide companies with resources on diversity and inclusion, unconscious bias training, respectful workplace training, and other positive workplace tools.
- Work with employers and HR departments to create virtual work and flex-time guidelines as well as project-based metrics and compensation models for employees who work remotely.
- Design survey instruments that companies can use to gauge employee engagement and collect feedback on corporate culture.

- Develop “corporate culture” toolkit to assist companies in designing offsite or in-house training events focused on morale boosting.
- Identify information-sharing method for circulating resources and tools (e.g., web hosting).
- Develop change management resources to support for companies experiencing turnover.
- Partner with other organizations to develop “value-add” incentives and bonuses for employees (e.g., gym discounts).
- Develop communications aimed at geographically dispersed employees (sharing job opportunities, unifying the industry).
- Set guidelines for collecting metrics around employee turnover (e.g., exit interview data), and encourage employers to conduct exit/stay interviews and share feedback with the industry at large.

Scope of work – steps

Stage	Steps	Responsibility
STAGE 1	Form **working group** with representatives from BOMA BC, CPFM owners, senior executives (including HR), and employees. Develop reporting structure (e.g., quarterly) and terms of reference in consultation with the Governance Advisory Committee. Determine meeting frequency and communicate to working group members. Develop timeline and process map for Strategy 4, incorporating PDSA cycles/opportunities for evaluation. Devote working group time to risk assessment/mitigation discussion, paying attention to key transition points and handoffs as potential weak spots. Determine capacities and resources and allocate over defined timeframe. Define roles and reporting, including key informants (CPFM owners, senior executives including HR, employees).	The sector lacks the internal capacity to undertake these early steps. We suggest that the project leader develop terms of reference and job task analyses for key roles. BOMA BC would be expected to supply a representative for the working group with knowledge of BOMA BC capacities and resources. The project leader would assess capacities and resources and draft project requirements for any external roles that might be contracted.

Stage	Steps	Responsibility
	Using BOMA BC New Professionals survey as baseline sampling of key concerns for employees, engage with senior executives (including HR professionals) to determine: ▪ What the key features are of a positive workplace and to what degree they exist at CPFM companies. ▪ Whether employers and employees have a shared understanding of career paths and internal opportunities (moving up through a company). ▪ To what degree a culture of diversity and inclusion exists. ▪ To what degree work/life balance exists and what the options for flex-time and virtual work are for each key occupation. ▪ To what degree accommodations for parents exist. ▪ To what degree distance work is accom-modated for geographically dispersed employees. ▪ The general satisfaction levels of employees with corporate culture and the industry generally. ▪ How high a level of turnover is currently being experienced.	
STAGE 2	Based on information collected from key informants, develop a set of guidelines and resources (“corporate culture toolkit”) for enhancing corporate culture. Based on HR informant feedback, develop project-based compensation guidelines for companies. Determine where guidelines/resources will reside (web, print?) and cost out development.	The project leader would assign research/analysis and communications tasks and direct their deployment. Interviews and database development would be done by the research/ analysis role. The communications role would be responsible for

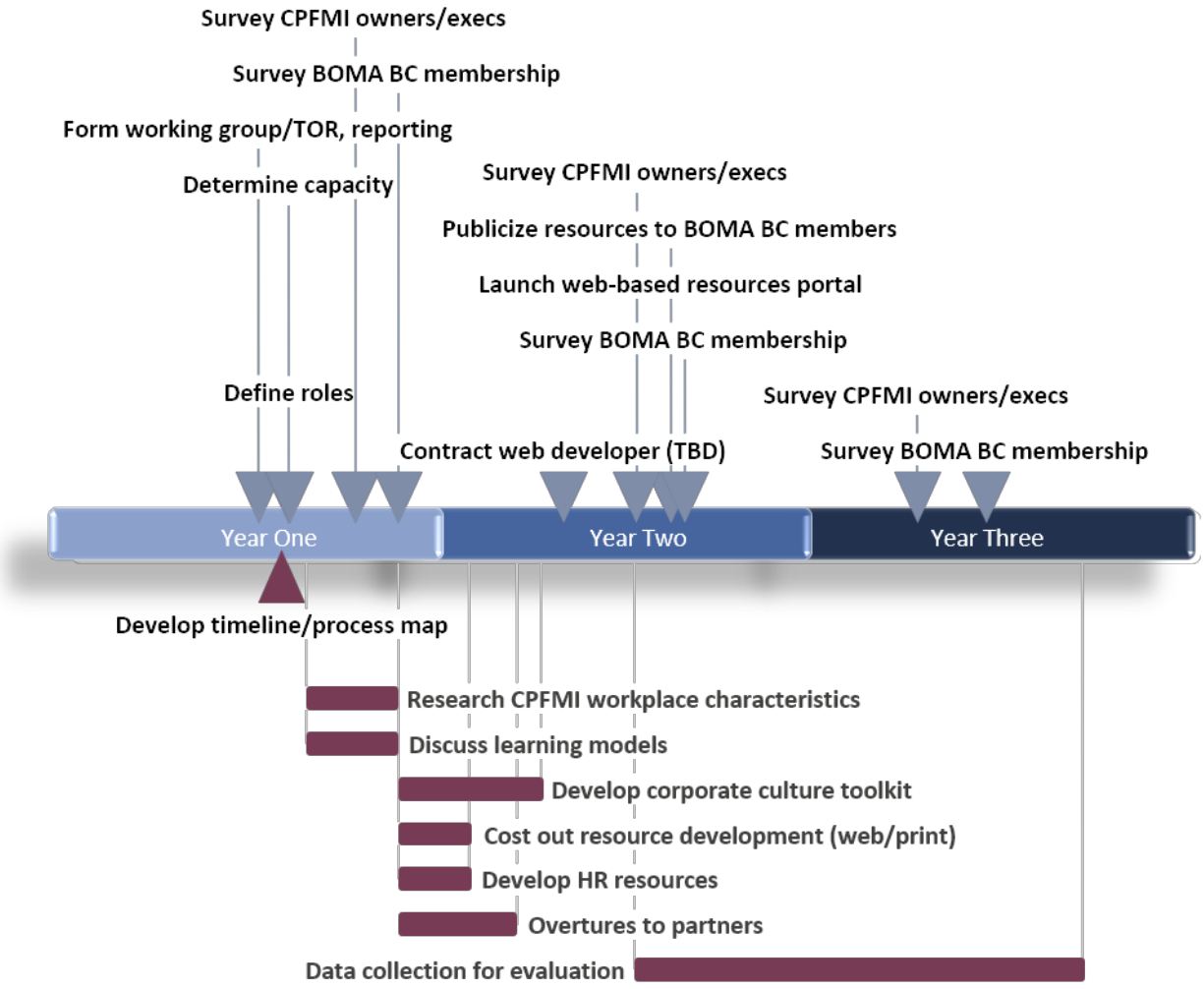
Stage	Steps	Responsibility
	Based on feedback from key informants, provide templates for exit/stay interviews and career mapping. For companies experiencing high turnover, determine the change management support that would help them achieve higher stability. Initiate conversations with prospective partner organizations to develop incentive packages for employees (e.g., gym memberships, etc.).	developing messaging/ advertising content. An external resource is recommended to develop web-based learning materials if needed.
STAGE 3	Launch web-based portal for guidelines and communicate links to BOMA BC membership. (If print resources are produced, make available to BOMA BC membership.) Communicate availability of resources and incentive packages (if developed) to BOMA BC membership. Survey BOMA membership annually regarding corporate culture; capture data (quantitative/ qualitative). Gather metrics from website (hit rate for guidelines and resources). Gather metrics for uptake of incentive packages (if developed). Survey BOMA BC membership to determine whether retention has improved.	By Stage 3 the project leader will have worked to develop internal industry capacity to gather metrics. Evaluation capacity may be best suited to an external resource; the determination will need to be made by the project leader.

Anticipated outcomes

Implementation activities by end of Year One		Measures/methods
Strategy implemented as planned	→	▪ Review of progress against planning documents
Corporate culture/HR resources and incentive packages being developed	→	▪ Progress to be documented by project leader through meeting notes and other communications
Timeline and process map developed for developing/launching materials	→	▪ Progress to be documented by project leader through meeting notes and other communications
Periodic surveys completed	→	▪ Data to be captured by project leader
Increased engagement of BOMA membership	→	▪ To be logged by project leader
Implementation activities by end of Year Two		**Measures/methods**
Strategy continuing, with adjustments as necessary	→	▪ Review of progress against planning documents; PDSA cycles occurring regularly ▪ Working group functioning effectively ▪ Reporting on track ▪ Budget accountability in place
Corporate culture/HR guidelines fully developed and launched to BOMA BC membership	→	▪ Progress to be documented by project leader/communications role
Metrics being captured from web-based resources	→	▪ Hit rate tracked by project leader
Improved retention statistics (X% increase by 2019)	→	▪ As reported by owners/senior executives
Implementation activities by end of Year Three		**Measures/methods**
Strategy continuing, with regular adjustments and sustainability plan in place	→	▪ Developmental evaluation underway as per timeline ▪ Positive feedback from industry (employers and employees) ▪ Tactical renewals planned as needed

		▪ Working group functioning effectively and taking steps to continue into year 4 and beyond ▪ Budget renewals in progress ▪ Accountability to stakeholders
Web links to resources being promoted by BOMA BC	→	▪ Metrics being captured by project leader
Improved retention statistics (X% increase by 2020)	→	▪ As reported by owners/senior executives

Timeline



Roles

In addition to the dedicated **project leader** recommended to drive all five arms of the Sector Talent Strategy, the following roles will be needed to execute Strategy 4 tactics:

- **Communications** – to create marketing materials to promote corporate culture guidelines and resources to the BOMA BC membership.
- **Research/analysis** – to survey BOMA BC membership periodically.
- **Administration** – to capture meeting notes and report on activities.

Each of these roles will need to be defined in terms of hours, job descriptions, and reporting structure. There will be crossover among the five arms of the Sector Talent Strategy – i.e., these roles may also be needed to perform various activities of Strategies 1, 2, 3, and 5.

The Governance Advisory Committee will need to be apprised of and approve all roles determined to be necessary to execute the Sector Talent Strategy. A reporting structure will be determined, with leadership assigned and responsibility for communications and reporting (to whom, how often, etc.).

Assumptions

A high degree of buy-in on the part of industry stakeholders is assumed, and it is expected that the BOMA BC membership will be receptive to corporate culture guidelines available to them via web links, as well as any other training materials BOMA BC undertakes to develop as part of this initiative. It is hoped that CPFM companies would be willing to share retention statistics, either quantitatively or anecdotally.

The key priority of Strategy 3 is to create alignment between education and CPFM careers. Effective dialogue between representatives from these two sides is essential for productive work toward this goal to occur. Populating the working group table with engaged, enthusiastic participants who are open to change is critically important.

Strategy 4 will require communications capacity – development of marketing materials and surveys, and possibly development of web-based materials. Some of this work may fall within the purview of the project leader. Research/analysis capacity will also be required to gather information from companies.

It should be noted that all resources/tools developed for use by employers (e.g., to engage staff, to promote best practices, etc.) will be made available through a pull strategy whereby companies can access said resources/tools of their own volition and on an as-needed basis. The existence of such resources, along with any updates or changes, will be communicated regularly to the BOMA BC membership, uptake will be monitored, and feedback will be invited.

Risk considerations

Risk	Probability	Strategies to address
Inadequate funding to do justice to strategy	Low	Communications and research/analysis to be process-mapped to a timeline so hours are not wasted. Low-cost marketing tactics to be used (social media, email campaigns).
Appropriate communications and research/analysis resources not in place	Low	Create job task analysis for communications and research/analysis role(s). Assign role(s) selectively. Allocate project hours to strategy activities.
Inability to get traction	Low	Use pull strategy to provide resources. Communicate carefully with BOMA BC membership (not too often, with well-targeted messaging). Conduct interviews carefully and determine appetite for resources (if any) before developing them. Evaluate regularly and course-correct as necessary.
HR departments may be reluctant to share information	Medium	This risk may need to be accepted.
Uneven uptake of resources by companies	High	Given the different sizes and corporate cultures of CPFM companies, this may be inevitable.
Companies may be defensive about their corporate cultures	Medium	Communications will be carefully crafted. Resources will be framed as value-adds.
Membership may be difficult to engage	Medium	Be cautious about frequency of communications and requests (surveys, interviews, participation, etc.). Create messaging around value of corporate culture guidelines/resources.

Risk	Probability	Strategies to address
		Work with members to increase engagement.
Difficulty measuring results	Low	Collect both quantitative and qualitative data (surveys, interviews, retention statistics if available).
Efforts may fail to increase retention numbers	Medium	Continually monitor activities and stay in touch with CPFM owners/senior executives to gauge effectiveness and course-correct. Results of this strategy may take several years to be realized.

Strategy 5

Build the capacity of BOMA BC to act as the provincial body responsible for coordinating the implementation of the CPFM Sector Talent Strategy. Drive ownership of the Sector Talent Strategy and its implementation through BOMA BC as a backbone organization to ensure that all strategies achieve traction, are sustained throughout the proposed three-year rolling plan, and make the case for continuance beyond that horizon.

Objectives

- BOMA BC will take ownership of the Sector Talent Strategy, promote it to its membership, coordinate the industry's response to its talent needs, and be responsible for sustaining this response.
- BOMA BC will have a presence at the leadership and working group tables, summits and round tables, and key strategic activities.
- BOMA BC will provide oversight of Strategies 1–4, including reporting activities vis-à-vis government, and ensure issues get addressed.
- BOMA BC will respond to working group requests for resources (research/analysis, communications, marketing, implementation FTEs) to ensure Strategies 1–4 succeed.
- BOMA BC will develop key messages for membership around the strategies and a communications schedule so all parties know what actions are being taken.
- BOMA BC will maintain communication with BOMA Canada, BOMI Canada, and other BOMA chapters in Canada to share ideas, resources and existing work.
- BOMA BC will maintain communication with media outlets and government, and respond to requests for information and interviews.

- BOMA BC will survey its membership periodically to gauge their awareness of and involvement in the strategies.

Scope of work – steps

Stage	Steps	Responsibility
STAGE 1	Form **steering committee** with representatives from BOMA BC, CPFM owners, senior executives, and employees. Develop reporting structure (e.g., quarterly) and terms of reference in consultation with the Governance Advisory Committee. Determine meeting frequency and communicate to steering committee members. Develop timeline and process map for Strategy 5, incorporating PDSA cycles/ opportunities for evaluation. Devote working group time to risk assessment/mitigation discussion, paying attention to key transition points and handoffs as potential weak spots. Determine capacities and resources and allocate over defined timeframe. Define roles and reporting, including key informants (CPFM owners, senior executives, employees). Provide representation at working group tables for Strategies 1–4. Create timeline for developmental evaluation. Convene summit meeting between the Ministry of Advanced Education, Skills and Training, BOMI Canada, BOMA Canada, the leadership committee, and industry senior executives.	The sector lacks the internal capacity to undertake these early steps. We suggest that the project leader develop terms of reference and job task analyses for key roles. BOMA BC would be expected to supply a repre-sentative for the working group with knowledge of BOMA BC capacities and resources. The project leader would assess capacities and resources and draft project requirements for any external roles that might be contracted.
STAGE 2	Attend working groups for Strategies 1–4, providing feedback and resources as needed, based on budgetary allocations. Address issues that may arise. Participate in PDSA reviews.	The project leader would assign research/analysis and communications tasks and direct their deployment. The project leader would assess existing evaluation

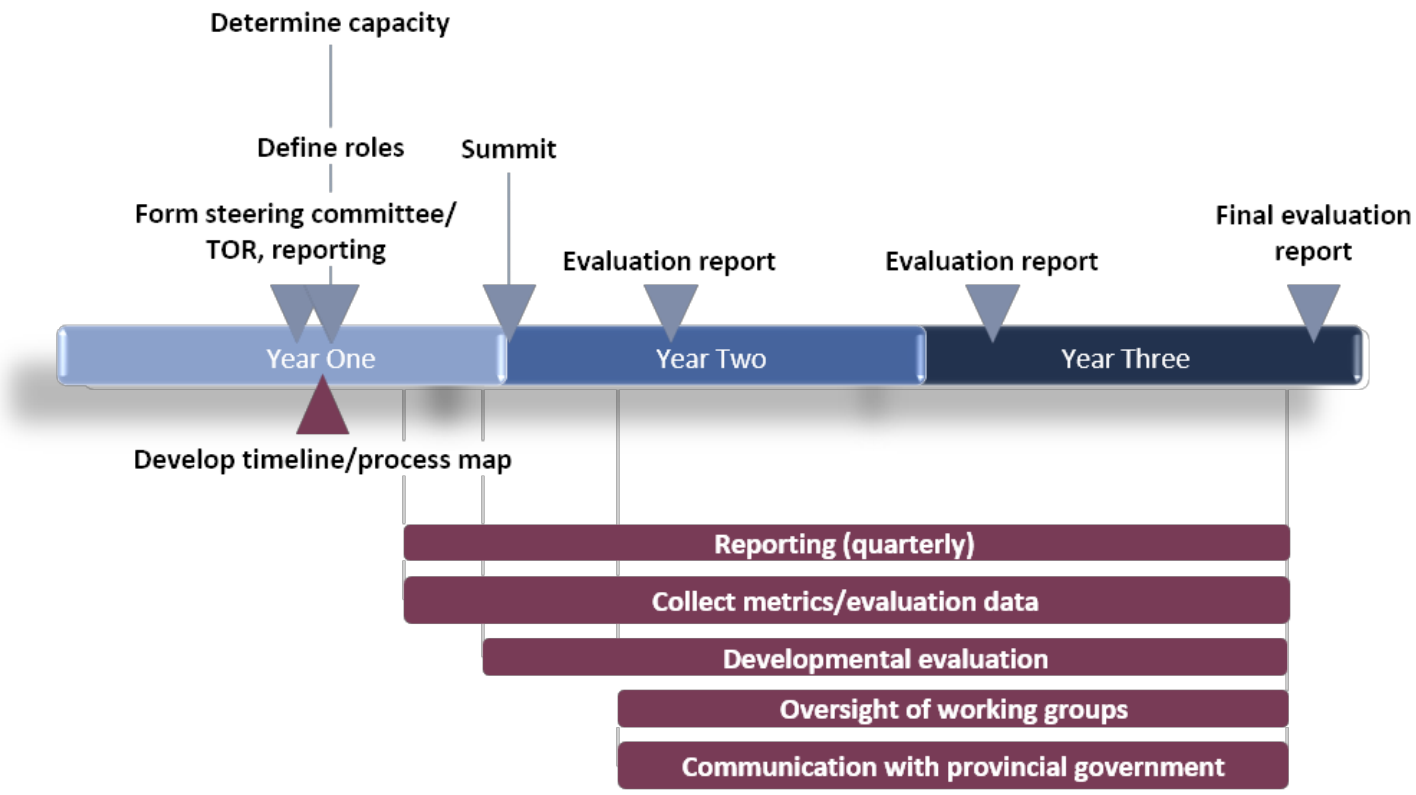
Stage	Steps	Responsibility
	Monitor budgets for each strategy. Communicate with BOMA BC membership and the provincial government as needed. Oversee evaluation of all strategies. Collect metrics at defined intervals for developmental evaluation.	capacity and recommend an external resource if necessary.
STAGE 3	Continue oversight of all strategies. Continue developmental evaluation as per timeline. Gather metrics for summative evaluation. Provide evaluation reports to Governance Advisory Committee and the provincial government.	By Stage 3 the project leader will have worked to develop internal industry capacity to gather metrics. Evaluation capacity may be best suited to an external resource; the determination will need to be made by the project leader.

Anticipated outcomes

Implementation activities by end of Year One		Measures/methods
Strategies implemented as planned	→	▪ Review of progress against planning documents for each strategy
Hiring complete for strategy role(s) and job task analyses completed		▪ Progress to be documented by project lead
Steering committee and working groups formed and TOR created		▪ Progress to be documented by project lead
Timeline, process map, budget developed and approved	→	▪ Progress to be documented by project leader through meeting notes and other communications
Baseline surveys conducted as appropriate for individual strategies	→	▪ Progress to be documented by project leader through meeting notes and other communications

Increased engagement of BOMA membership	→	▪ To be documented by project leader
Implementation activities by end of Year Two		**Measures/methods**
Strategy continuing, with adjustments as necessary	→	▪ Review of progress against planning documents; PDSA cycles occurring regularly ▪ Steering committee and working groups functioning effectively ▪ Reporting on track ▪ Budget accountability in place
Increased engagement of BOMA membership	→	▪ To be documented by project leader
Developmental evaluation underway according to timeline	→	▪ To be documented by project leader
Summative evaluation planned out	→	▪ To be documented by project leader
Implementation activities by end of Year Three		**Measures/methods**
Strategy continuing, with regular adjustments and sustainability plan in place	→	▪ Developmental evaluation underway as per timeline; reporting occurring on schedule ▪ Positive feedback from industry (employers and employees) ▪ Tactical renewals planned as needed ▪ Steering committee and working groups functioning effectively and taking steps to continue into year 4 and beyond ▪ Budget renewals in progress ▪ Accountability to stakeholders
Increased engagement of BOMA membership	→	▪ To be documented by project leader

Timeline



Roles

In addition to the dedicated **project leader** recommended to drive all five arms of the Sector Talent Strategy, the following roles will be needed to execute Strategy 5 tactics:

- **Communications** – to communicate with BOMA BC membership.
- **Research/analysis** – to survey BOMA BC membership periodically.
- **Administration** – to capture meeting notes and report on activities.

Each of these roles will need to be defined in terms of hours, job descriptions, and reporting structure. There will be crossover among the five arms of the Sector Talent Strategy – i.e., these roles may also be needed to perform various activities of Strategies 1, 2, 3, and 4.

The Governance Advisory Committee will need to be apprised of and approve all roles determined to be necessary to execute the Sector Talent Strategy. A reporting structure will be determined, with leadership assigned and responsibility for communications and reporting (to whom, how often, etc.).

Assumptions

BOMA BC, as the voice of the CPFM industry, is in the best position to drive all five arms of the Sector Talent Strategy. This implementation plan rests on the assumption that BOMA BC will dedicate funding and hours to a dedicated project leadership role. This resource will drive the implementation of all five strategies, be responsible for reporting, timelines, communications to the BOMA BC membership, and oversee evaluation (whether contracted out or assigned in-house). This role should be filled by someone with senior project management experience, excellent critical thinking and analytical skills, and excellent soft skills such as critical thinking, leadership, and communication. Our assumption is that this role will be dedicated to the Sector Talent Strategy—it will not be added to the duties of existing BOMA BC employees or otherwise handled "off the side of someone's desk."

Strategy 5 will require communications capacity – email and print materials will frequently be necessary to communicate with the BOMA BC membership, key informants, talent pools, and stakeholders. Some of this work may fall within the purview of the project leader. Research/ analysis capacity will also be required to gather information from companies, evaluation metrics, and other data.

The key priority of Strategy 5 is to be the backbone of the Sector Talent Strategy. The five components will only succeed if they are driven by an effective entity such as BOMA BC, with a strong project leader heading the effort.

Risk considerations

Risk	Probability	Strategies to address
Inadequate funding to do justice to strategies	Low	Communications and research/analysis to be process-mapped to a timeline so hours are not wasted. Low-cost marketing tactics to be used (social media, email campaigns). All strategies to be assessed for "quick wins" and "low-hanging fruit," with resources allocated according to best chance of meaningful success.
Appropriate communications and research/analysis resources not in place	Low	Create job task analysis for communi-cations and research/analysis role(s). Assign role(s) selectively. Allocate project hours to strategy activities.

Risk	Probability	Strategies to address
Inability to get traction	Low	Communicate carefully with BOMA BC membership (not too often, with well-targeted messaging). Hire effective communications and project leader roles with excellent people skills. Evaluate regularly and course-correct as necessary.
BOMA BC may be unable to secure adequate financial support	Medium	BOMA BC's efforts to source funding (including from the sector), and the potential for funding for elements of the Sector Talent Strategy through the SLMP program in a pilot project, will likely address some financial challenges.
BOMA BC may not be able to secure the cooperation of other BOMA chapters across Canada	Low	To date there has been no indication of reluctance on the part of other BOMA chapters to engage.
Membership may be difficult to engage	Medium	Be cautious about frequency of communications and requests (surveys, interviews, participation, etc.). Create messaging around value of corporate culture guidelines/resources. Work with members to increase engagement.
Difficulty measuring results	Low	Collect both quantitative and qualitative data (surveys, interviews, retention statistics if available).
Evaluation data may be disappointing	Low	Continually monitor activities and stay in touch with CPFM owners/senior executives to gauge effectiveness and course-correct. Results of this strategy may take several years to be realized.

Sustainability

Strategy 5 (BOMA BC as driver of the Sector Talent Strategy) is key to the success of Strategies 1–4. A dedicated project leadership role at BOMA BC will enable the roll-out of tactics in a thoughtful, measured manner, as opposed to it being done off the side of someone's desk. By developing and supporting this role, BOMA BC will ensure the role produces value for the Sector Talent Strategy, justifying its continuance beyond the three-year horizon. A key part of this leadership role is identifying resources and funding and allocating assets along the project timeline. By getting this right, BOMA BC will demonstrate value and effectiveness (ROI, improved attraction, recruitment, development, and retention; lower turnover and higher job satisfaction; improved diversity and inclusion profile).

Readiness and Capacity

BOMA BC involvement

BOMA BC can be expected to provide a steering committee representative and a working group representative for each strategy table, with the responsibility of attending monthly meetings and a limited number of associated events if necessary. An additional four to five working group members for each table would be solicited from the CPFM industry (owners, senior executives, employees). The project leader would be expected to attend all steering committee and working group meetings. In addition, communications and administrative capacity would need to be defined and dedicated to the working groups.

Staff, contractors, consultants

A dedicated project leader is highly recommended to kickstart implementation of all five arms of the Sector Talent Strategy. This role, possibly resourced externally, would bear responsibility for ensuring the strategies unfold on time and on budget, that monitoring and evaluation are in place, and that an established reporting structure is followed. The project leader would essentially breathe life into the Sector Talent Strategy and assemble all the pieces needed for it to function sustainably with industry-directed oversight into the future. Ideally the project leader would be skilled in communications and able to liaise with contractors. Whether additional communications capacity is needed would need to be determined.

An external contractor is recommended to provide creative/advertising services including print, online, and social media campaigns. Great care should be taken in selecting this agency. The chosen company should be able to provide metrics for all activities.

An external contractor may also be required to develop learning materials; whether this is the case will be determined through a needs assessment (Strategy 3).

We also recommend that research/analysis hours be allocated to develop job titles, descriptions, and qualifications, and to perform research/analysis for the individual strategies. Whether this capacity would be internal or external would need to be determined.

Governance

Sector Talent Strategy

The steering committee (SC) model will serve well for the Sector Talent Strategy. With a three-year term, the SC will include BOMA BC representation, a Governance Advisory Committee representative, industry stakeholders as identified by the Governance Advisory Committee, BOMA BC's Executive Director, the project leader, and communications/administrative support as needed.

The SC's work will be rooted in monthly meetings and consensus-based decision making. It will be governed by the terms of reference developed by the project leader and approved by the Governance Advisory Committee, to which it will provide regular progress updates and meeting minutes. The SC will present recommendations as necessary, and the Governance Advisory Committee will provide financial oversight.

Strategies 1–4

Working groups will be convened, with representation from BOMA BC and the CPFM industry (four to five members), plus the project leader and communications/administrative support as needed. Additional members particular to each strategy will also populate the working groups. The working groups will be answerable to the steering committee and will follow a defined reporting structure.

Strategy 5

A steering committee will be assembled, with representation from BOMA BC and the CPFM industry (four to five members), plus the project leader and communications/administrative support as needed. The steering committee will receive regular updates from the working groups and will in turn provide updates to the Governance Advisory Committee.

Operations

- Implementation support: lead, program development, dedicated project leader, administrative support
- Communications capacity
- Services: job task analysis, research/analysis, creative/advertising, instructional design (if pursued as a tactic)

The project leader will oversee the development and roll-out of a full work plan, to be created upon approval of this proposal, and report regularly to the BOMA BC Executive Director and the steering committee. The SC will report monthly to the Governance Advisory Board.

In order to implement the plan as proposed, capital infrastructure support is required (physical space, IT network, administrative overhead), as well as executive support and contract resources to assist in the development of the detailed work plan.

Communications

Communications capacity will be needed to liaise with the creative/advertising agency engaged for Strategy 1, target messaging to talent pools and various organizations, communicate with BOMA BC members, and to draft reports, minutes, and other documents related to the execution of all strategies. Some of these functions may be defined as administrative and, depending on the capacity available, be performed on a part-time basis by BOMA BC staff.

All communications will be created in consultation with BOMA BC and will align with BOMA BC messaging guidelines (logos, key messages, templates). All public-facing materials will acknowledge the funding partners.

A framework for a potential communications plan is outlined below. Further details will be developed upon implementation.

Communications plan

Strategy	Communication goals	Key target audience	Key messages	Sample tactics
1. Profile/image of CPFM industry and careers	Inform the public about the CPFM industry's great careers and the benefits of the sector to BC	Public Talent pools Key communications stakeholders	CPFM industry is important for BC (GDP/ economy) CPFM industry has great careers that are stable and well paid	Social media campaign (Facebook or Twitter) highlighting benefits of CPFM jobs
2. Outreach to talent pools	Make under-represented talent (including equity-seeking groups) aware of great careers in the CPFM industry	Equity-seeking groups (new-comers to Canada, women, First Nations, others) Youth	The CPFM industry is receptive to people with transferable skills, especially soft skills	Presence at job fairs and similar events Presence at skills competitions and youth-oriented events

Strategy	Communication goals	Key target audience	Key messages	Sample tactics
		NAICS 53 talent in other industries Ex-military Specific generational cohorts Key communications stakeholders	The CPFM industry has a welcoming culture and is committed to diversity and inclusion	Social media campaign (Facebook, Twitter, etc.) targeting specific groups
3. Education and upskilling	Provide regular information to assist in building alignment between education and industry as to career paths and job qualifications	Representatives from educational institutions Industry stakeholders Key communications stakeholders	By elucidating the path from education to CPFM careers, we can create a beacon to the industry that will attract young graduates and also highlight development opportunities for existing CPFM employees	In-person outreach to reps from educational institutions to secure their presence at working groups and communicate the importance of succeeding with this strategy (not public-facing)

Strategy	Communication goals	Key target audience	Key messages	Sample tactics
4. Enhance corporate culture	Develop delivery method(s) for tools and resources to industry that can assist companies to improve corporate culture and retain their employees	Industry owners and senior executives; HR people Key communications stakeholders	BOMA BC can provide assistance and guidelines for creating an attractive corporate culture; this will boost the quality of job-seeking candidates and help retain existing employees	Web-based portal with resources/tools BOMA BC communications to membership inviting them to visit web links and discover tools Messages to potential partners (email)
5. BOMA BC to act as backbone organization to drive all five strategies	Inform membership of activities and rationale Distribute reports to Ministry on activities and expenditures where necessary	BOMA BC membership Provincial government Key communications stakeholders	BOMA BC is committed to driving the Sector Talent Strategy to successful outcomes and making it sustainable	Email updates to membership Reports to SC, Governance Advisory Board, Ministry Working group communications

MONITORING & EVALUATION FRAMEWORK

Throughout the duration of the Sector Talent Strategy implementation, activities will be monitored for the purposes of collecting project information that can be shared with working groups and project stakeholders. Monitoring is essential in order to collect both qualitative and quantitative information as to the strategy's inputs and outputs, outcomes, and impacts. Careful monitoring of strategy activities will enable the project leader and teams to evaluate whether intended results are occurring, and also to take stock of any unintended consequences. This will feed into PDSA cycles and enable the working groups to test their assumptions and premises at regular intervals and thereby strengthen their activities.

As part of the monitoring & evaluation process, the project lead will share information with the BOMA BC membership and the public at appropriate times.

This monitoring and evaluation framework includes:

- Measure of success
- Evaluation approach

Monitoring approach

Measures of Success

Based on successful implementation of the five strategies, the following can be expected:

Increase	Decrease
number of job candidates in the CPFM industry	confusion between commercial and residential real estate
number of job candidates from equity-seeking groups	confusion about NAICS 53 occupations
public awareness of the CPFM industry and of its occupations	systemic barriers to women and other equity-seeking groups
usefulness of NOC codes as descriptive of key occupations	incidence of poaching among CPFM companies
consistency across the industry about job titles, descriptions, and qualifications	unfilled positions at the senior level due to retirements
number of graduates from post-secondary property management and building operations programs	attrition across all occupations

Increase	Decrease
participation of BOMA BC and property management companies in job fairs and other youth-oriented events	lost knowledge upon retirement of senior employees
connections with agencies that support newcomers to Canada and other groups to find employment	employee dissatisfaction about opportunities for advancement
number of participants in upskilling programs	
mentorship opportunities	
opportunities for employees to advance	
retention of employees in key occupations	
gender balance across the industry	
diversity across the industry	

Expected long-term outcomes
Strong public awareness of CPFM as a beneficial economic sector, a source of well-paid, stable jobs, and a leader in labour-force best practices.
Strong public awareness and positive perception of the nature of CPFM jobs, as well as the paths to them educationally and via job-search methods.
Clarity within the CPFM industry about job descriptions and the qualifications/certifications necessary to perform key occupations; this would include agreement about the applicability of NAICS/NOC codes.
Robust networks with agencies supporting equity-seeking groups to find work, with resultant increases in new hires from these groups, effective onboarding, and high retention levels.
Increased hires among younger cohorts, with effective knowledge transfer system in place as generational shift occurs; ongoing effective recruitment of replacement workers; satisfaction among company senior executives that future job openings can be filled easily.
Higher retention and job satisfaction levels of staff across all job levels (increased over time and higher than labour-force average).

Expected long-term outcomes
Agile training systems in place for new hires and existing employees, with relationships between educators and industry in place to respond to changing labour demands and instructional models.
Ongoing commitment to continuous improvement, with working groups in place to monitor, adapt, and apply Sector Talent Strategy into the future.

Evaluation Approach

Two types of evaluation are proposed for the Sector Talent Strategy: **developmental** and **summative**. While both are intended to assess the strategy's effectiveness against its declared aims, the two methodologies differ philosophically and practically, while complementing each other and leading to a more robust assessment of project efficacy.

- **Developmental evaluation** is proposed to assess and understand how the implementation is proceeding and how it could be improved while it is occurring.
- **Summative evaluation** is proposed to assess the overall performance of the Sector Talent Strategy against its objectives.

Developmental evaluation

Purpose: Developmental evaluation will assess the effectiveness and efficiency of the implementation as it is occurring. Identifying what is working well and what could be improved will allow the implementation team to course-correct as necessary, thereby continuously improving.

Scope: Six key evaluation questions have been developed:

1. How well is each strategy being implemented?
2. Is oversight of the four strategies occurring, and is the appropriate communication in place to support it?
3. Is the implementation proceeding efficiently and are resources being used effectively?
4. What improvements can be made?
5. Is the strategy timeline on track?
6. Are valuable metrics being collected?

Timing: At six-month intervals during the rolling three-year plan of the strategy.

Resources/budget: TBD.

Summative evaluation

Purpose: Summative evaluation will assess overall effectiveness of the Sector Talent Strategy and inform whether the strategy should continue beyond its three-year horizon. This

will be determined by examining the impacts the strategy has had and whether it has performed to expectations.

It may be determined that some of the individual strategies are working more effectively than others, and that resources may need to be redistributed among them.

Scope: Three key evaluation questions have been developed:

1. To what extent have strategy outcomes been achieved?
2. Has implementation been efficient and effective?
3. Should the strategy be continued in its current format? If not, should it be continued in a different format?

Timing: To be completed in the final three months of the strategy time horizon.

Resources/budget: TBD.

Monitoring Approach

Key performance indicators have been developed for the Sector Talent Strategy, based on the most important measurable factors, and to provide a snapshot of the strategy's effectiveness and efficiency. KPIs will be applied to the overall strategy as well as the five individual strategies it comprises.

In addition to quantitative KPIs, feedback will be solicited from employees, employers, and key stakeholders throughout the implementation of the strategy. Requests for feedback could take the form of surveys or interviews, and could even include narratives comparing the current state to the past. This "soft" data, often included in developmental evaluation, is an important complement to hard data, as it often imparts the "story of change," particularly where complexity exists and the experience of positive change is difficult to capture numerically. A good example might be the goal of developing a knowledge transfer strategy—the success of which may not be highly quantifiable but would lend itself to description by employers and employees.

Data collection

Data required	Data source	Collection method	Person responsible
Budget data	Governance Advisory Committee	Reporting (quarterly)	Project leader
Employer statistics	CPFM companies	Interviews, surveys	Project leader
BOMA BC membership statistics	BOMA BC	Interviews, surveys	Project leader

Survey responses from BOMA BC membership	Respondents	Survey Monkey	Project leader
Interviews	Key informants	Online, telephone, in-person	Project leader/ researcher/analyst

Evaluation activities & data sources	**Sample indicators**
Documentation and reporting review (quantitative and qualitative data to be collected throughout evaluation)	# job applicants/queries # successful new hires # job promotions # retirements/replacements # reported poaching events # enrollees for relevant courses rate of turnover at companies
Interviews: ▪ Prospective talent ▪ Employers ▪ Employees ▪ Working groups ▪ Steering committee	satisfaction with courses/education satisfaction with corporate culture satisfaction with opportunities for development reporting on knowledge transfer strategy alignment of education with jobs availability of resources (corporate culture, best practices) awareness of career paths
Surveys: ▪ BOMA BC membership	job satisfaction levels # opportunities for upskilling # job promotions # career moves
Social media metrics ▪ Public ▪ BOMA BC membership	# shares # comments
Website metrics ▪ Public ▪ BOMA BC membership	# downloads (resources, tools) # visitors # comments

Implementing evaluation activities

Whether evaluation will be conducted in-house or contracted to an external evaluator is yet to be determined. Reporting from working groups will be structured to support both project management and evaluation. CPFM stakeholders will occasionally be asked for data, provision of which will be optional. In addition to quantitative data, interviews will be conducted to collect anecdotal (qualitative) information.

APPENDIX A – BUSINESS CASE FOR A TALENT STRATEGY

Importance of the commercial property and facilities management industry to BC

According to data from 2013–2016 collected by Deloitte[36], the CPFM[37] sector, including development, operations, and transaction costs, generates over $3 billion annually in provincial GDP, supports 36,950 employment FTEs, and generates $2 billion in labour income, in addition to which property taxes exceed $1.3 billion in Vancouver/Victoria, and development charge revenue exceeds $19.8 million in Vancouver alone. Over a third of this activity falls within property management/building operations functions – $993 million GDP, 12,600 FTEs, and $595 million in labour income.

The following table looks at operations impacts for office, retail, and light industrial properties (excluding development/construction and transaction costs). Operations expenditures are calculated for 2016 in Vancouver and Victoria, and include utilities, maintenance and repairs, administration, property management and professional services, and other expenses related to operations.

Operations impacts[38]

Subsector	GDP direct contribution	GDP indirect contribution	Labour income	Employment (FTEs)
Office	$310 million	$100 million	$244 million	5,300
Retail	$196 million	$71 million	$148 million	2,900
Light industrial	$151 million	$52 million	$203 million	4,400

The LMI Research Study[39] notes that these estimates are conservative in that they are largely confined to Vancouver and Victoria; they exclude fees for lawyers, appraisers, consultants,

[36] Economic Impact Assessment of BC's Commercial Real Estate Sector. Deloitte, commissioned by BOMA BC (April 2017).

[37] Referred to in the report as "Commercial Real Estate sector."

[38] Source: *Economic Impact Assessment of BC's Commercial Real Estate Sector.* Deloitte, commissioned by BOMA BC (April 2017). Note that operations impacts figures are calculated for 2016 and include only Victoria and Vancouver.

[39] One of the limitations of the data cited in this and the LMI Research Study is the difficulty of teasing apart residential real estate development and sales from property management and building operations occupations. Even at the educational level they are conjoined, as exemplified by the Property Management course offered by UBC's Sauder School, which "combines the general components of the Real Estate Trading Services Licensing Course with curriculum focused on property management." Thus there is spillover among the impacts attributable to development, construction, sales, and transaction costs. In addition, the key occupations that fit inside the commercial property and building operations buckets share the workforce category NAICS 53 with residential real estate occupations, including sales and development. For this reason the LMI Research Study presented an aggregate profile of the Canadian "real estate" industry, while singling out eight key NOC codes corresponding to 16 key industry occupations.

leasing and other professional services; they exclude corporate profits and associated corporate tax; and they do not estimate “induced” impacts of salaries earned and spent by sector employees.

In addition to the hard and soft impacts of construction, the CPFM industry provides a number of benefits to BC’s economy:

Operational infrastructure

Supports suppliers of services and products

Attracts foreign direct investment

Supports innovation in BC

Develops talent

- It provides the infrastructure for an estimated 1.1 million businesses operating out of over 300 million square feet of light industrial, office, and retail space, with combined rental revenues of almost $6.7 billion per year.
- It supports suppliers of services, products, equipment, and machinery, including maintenance/repair services, office furniture and equipment, and factory machinery. The demand for these tangible and intangible items allows the businesses that provide them to thrive, bringing value to BC businesses and communities through employment and revenue production.
- It attracts foreign direct investment, of critical importance to the provincial and federal economy. Foreign direct investment drives access to capital, new technology and processes and allows BC businesses to leverage their assets, scale up productivity, and achieve international presence. This enhances Canada’s ability to trade internationally and maintain international competitiveness.
- It supports innovation in BC as the sector moves rapidly to incorporate sustainability and green technologies, automation, and smart building technologies, enabled by cloud computing and mobile platforms. Not only does this drive new efficiencies; it enables training and upskilling in response to new tech, and has already transformed occupations traditionally regarded as “blue collar” into high-tech, computer-centred occupations that reflect the modern technological workforce.
- It develops talent, in response to both new technology and the increasing demand for “soft skills” such as communications, leadership, critical thinking, customer relationship and conflict management, and business writing. As technology delineates tasks that can be automated, these soft skills are becoming sought-after, chiefly because they transfer across job descriptions, which makes the overall talent pool more robust.

- Less susceptible to economic fluctuations than the energy sector, the CPFM industry plays a critical role in stimulating the provincial economy, maintaining stability in the face of economic turbulence, and providing high-quality, stable employment.

Importance of a skilled CPFM workforce

The occupations within the CPFM industry have undergone a transformation over the past decades with the adoption of new technology and automation. Occupations historically characterized as "physical," "mechanical," or even "menial" have evolved into highly technical careers requiring a high degree of computer knowledge complemented by "soft skills" such as critical thinking, decision making, negotiating, delegating problem solving, leadership, and communications. These abilities represent elevated skill sets that command high salaries and allow employees to make lucrative career moves and support families, even in urban centres like Vancouver and Victoria where the cost of living is high.

This transformation has been driven by many factors: technological advance, competition, a movement toward sustainability and efficiency, and changing workforce conditions.

Most of the skills most prized by the CPFM industry are transferable skills; not only does the CPFM industry allow employees to actualize their potential; it has a low barrier to entry for individuals who may lack specific credentials but can bring soft skills. This makes the CPFM industry an excellent career choice for newcomers to Canada needing a living wage that can support a family, and for women re-entering the workforce after taking time off to raise children. As such, the CPFM industry can be proud of building workforce diversity and inclusion, and enabling higher levels of workforce participation – stated goals of the provincial and federal governments.

The industry's talent shortage, already being experienced now and projected to continue, is a threat not just to the CPFM industry but to British Columbia. The array of highly desirable occupations within the CPFM sector must continue to be filled if the industry is to continue delivering benefits to the province.

Move to action by the BOMA BC Governance Advisory Committee

The BOMA BC Governance Advisory Committee has confirmed the LMI Research Study recommendations and provided abundant support for the activities that have ensued. This includes providing access to key stakeholders and participating in face-to-face interviews and a half-day engagement workshop. In addition, the Governance Advisory Committee has supplied secondary research and source documents. It has provided valuable feedback on actions taken to date. It has effectively informed the development of this Sector Talent Strategy.

APPENDIX B – BUILDING A SECTOR TALENT DEVELOPMENT STRATEGY: GUIDING PRINCIPLES

BOMA BC and CPFM sector employers are at a critical juncture. Closing the talent gap is essential to respond strategically to projected workforce challenges. A comprehensive strategy is necessary to address issues and recommendations identified in earlier phases of work.

In February 2018 the BOMA BC Governance Advisory Committee hosted a facilitated workshop with industry stakeholders and senior executives to elicit their sense of the commercial property and facilities management industry and help situate it within the context of a talent strategy. Overwhelmingly, these industry insiders were aligned as to the need for a Sector Talent Strategy. A number of themes arose repeatedly, chief among them lack of industry awareness, the need for alignment between education and industry job requirements/descriptions, the sheer shortage of talent and repercussions such as industry-wide poaching, and a general positivity about CPFM occupations, the stability and compensation they offer, and the bulwark against economic vicissitudes this industry represents.

Among the most important conversations were those focused on setting a direction for the CPFM Sector Talent Strategy – its **mission**, **purpose, values**, **goals**, **vision**, and **priorities**.

The outcome of these discussions is captured in the following formulations:

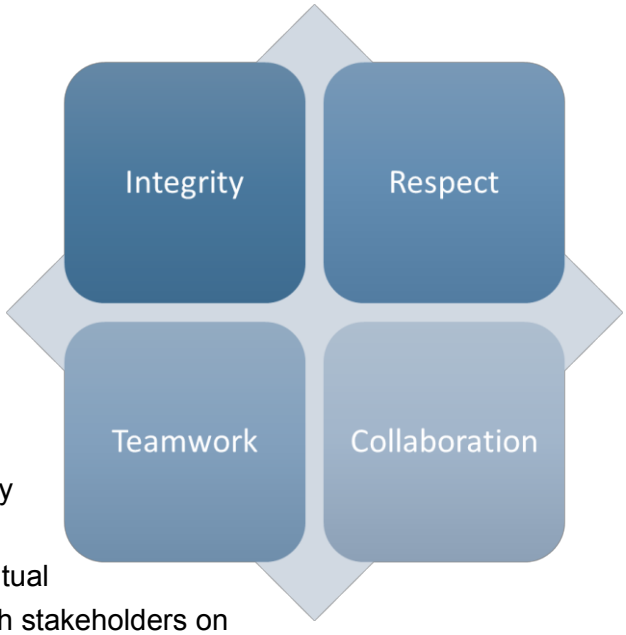
Mission: Working together as an industry we will develop a plan to meet the labour market needs of the BC commercial property and facilities management sector.

Purpose: To ensure that BC's commercial property and facilities management sector:

- Continues as a source of safe, secure and sustainable jobs for British Columbians;
- Has an adequate supply of skilled people in key jobs; and,
- Continues to be a valued and integral part of the provincial economy, representing a responsive workforce.

Values: Development of the Sector Talent Strategy for the commercial property and facilities management industry will be framed by these core values:

- **Integrity:** We are accountable for our actions and responsibilities; consistently honest, transparent and trustworthy; keep confidences and commitments; and always strive to do the right thing.
- **Respect:** We appreciate, regard, and consider others; we are open and nonjudgmental. We foster a culture of empowerment and diversity; and, we embrace individuals with different backgrounds, ideas and viewpoints.
- **Teamwork:** We work together to achieve common goals; provide support to each other; communicate openly and honestly, strive for consensus; engage in peaceful resolution to conflict; and, we do our part by participating fully.
- **Collaboration:** We engage others with mutual interests to achieve shared goals; work with stakeholders on initiatives that directly impact them; and exchange knowledge with other jurisdictions and sectors.



***Goals*:** The primary goals of the Sector Talent Strategy will be to:

(a) Build the CPFM industry's public profile;
(b) Upgrade education and training opportunities for those already in the industry as well as potential recruits;
(c) Source prospective employees from targeted talent pools;
(d) Coordinate an industry-wide approach to the sector's talent issues through BOMA BC.

Vision: The commercial property and facilities management industry is an employer of choice, featuring a healthy, engaged and motivated workforce, with all the skills and competencies required in a rapidly evolving business environment. The Sector Talent Strategy developed under the leadership of BOMA BC has proven so successful that the job vacancy rate in commercial property and facilities management is virtually zero, with a waiting list of qualified candidates representing a diverse cross-section of the provincial population.

Priorities: Building a public image for the commercial property and facilities management industry is paramount. Many of the sector's labour market issues are a consequence of having little to no profile in any prospective talent pools, or among members of the public. Work to develop the brand (it's not that the brand is bad; it's invisible), while defining the competencies and skills needed to work in the key industry occupations, along with career paths incorporating learning and development. This will engage employees and feed into the work being done on public perception.

APPENDIX C – GLOSSARY OF TERMS

Term	Definition
Baby Boomer	Demographic cohort born approximately mid-1940s to early 1960s.
BCREA	British Columbia Real Estate Association.
BCREA Professional Development Program	Real Estate E&O Insurance Legal Update course is available through partnership of Real Estate Division and BCREA.
BEC	Building Energy Certificate. New BOMI Canada certification.
BOMA BC	Building Owners and Managers Association of British Columbia. Not-for profit association dedicated to the commercial buildings industry. Affiliated with BOMA Canada and with BOMA International.
BOMA BC Governance Advisory Committee	Committee that has confirmed the Phase 2 LMP recommendations, supplied research and feedback, and provided support for ongoing activities.
BOMA Canada	Federation of 3,100+ members in the industry including building owners, managers, developers, facilities managers, asset managers, leasing agents and brokers, investors and service providers. Affiliated member of BOMA International.
BOMA International	Federation of 88 BOMA U.S. associations and 18 international affiliates. Represents owners and managers of all commercial property types.
BOMI Canada	Sets educational standards for the industry. Offers courses, designations, and certifications.
BOMI International	Not-for-profit educational institute, based in the U.S., that has earned a reputation as a trusted property and facility educational resource.
BOMI-HP	BOMI Canada designation.
British Columbia Real Estate Association	Professional association for realtors; works with BC's 11 real estate boards. Provides education, research, advocacy, and standard forms to help BC realtors provide value.

Term	Definition
Commercial real estate	Term used in LMI Research Study to refer to property and management/building operations, referred to in this Strategy document as commercial property and facilities management (CPFM).
CPFM	Commercial property and facilities management.
CRE	Commercial real estate, term used in LMI Research Study to refer to property and management/building operations, referred to in this Strategy document as commercial property and facilities management (CPFM).
e-learning	Electronic learning.
FDI	Foreign direct investment
FMA	Facilities Management Administrator (BOMI designation).
FMC	Facilities Management Certificate. BOMI Canada certification.
FTE	Full-time equivalent. Hours worked by one employee on a full-time basis. On an annual basis, an FTE is considered to be 2,080 hours (8 hours/day x 5 workdays/week).
Generation X	Demographic cohort born approximately mid-1960s to early 1980s.
Generation Z	Demographic cohort born approximately mid-2000s; the current generation.
Gig Economy	Whatis.com defines a gig economy as an environment in which temporary positions are common and organizations contract with independent workers for short-term engagements. The trend toward a gig economy has begun. A study by Intuit predicted that by 2020, 40 per cent of American workers would be independent contractors.
Industrial/light industrial	Facilities/buildings where space is used primarily for research, development, service, production, storage, or distribution of goods.
ITA	Industry Training Authority
“Just-in-time” (JIT) learning	Learning or training that provides solutions or information when it is actually needed. Training may be web-based (e-learning or m-learning modules, wikis, or other automated resources) or coaches may be on standby to provide JIT learning.

Term	Definition
Labour Market Information (LMI) Research Study	Report carried out by Deloitte (2016–17) studying labour market conditions particular to commercial property and facilities management in BC.
Licensing Courses	• Trading Services Licensing Course – residential or commercial trading services applied practice course • (BCREA) Rental Property Management Licensing Course – licensing to provide rental property management services • Strata Management Licensing Course – licensing to provide strata management services • Broker's Licensing Course – licensing to provide trading services and/or rental property and/or strata management services
Microlearning	Learning delivered in small, digestible chunks, often via smartphone or tablet.
Millennials	Demographic cohort born approximately early 1980s to early 2000s.
Ministry of Advanced Education, Skills and Training	Provides leadership and direction for post-secondary education and skills training systems in British Columbia as well as labour market information and programs.
m-learning	Mobile learning.
NAICS	North American Industry Classification System
NAICS 53	North American Industry Classification System #53 – Real estate and rental and leasing. This sector comprises establishments primarily engaged in renting, leasing or otherwise allowing the use of tangible or intangible assets. Establishments primarily engaged in managing real estate for others; selling, renting and/or buying of real estate for others; and appraising real estate, are also included.
NOC	National Occupational Classification (NOC) 2016 is the authoritative resource on occupational information in Canada providing a standard taxonomy and framework for dialogue on Labour Market Information. It gathers more than 30,000 occupational titles into 500 Unit Groups, organized according to skill levels and skill types.
NOC 0111	Asset Manager (Financial Managers)

Term	Definition
NOC 0114	Security Manager / Sustainability Manager
NOC 0121	General Manager (Insurance, Real Estate, and Financial Brokerage Managers)
NOC 0714	Operations Supervisor, Operations Manager / Chief Engineer, Property Manager, Facility Manager (Facility Operation and Maintenance Managers)
NOC 1224	Property Administrator
NOC 6733	Junior Building Operator (Janitors, Caretakers, and Building Superintendents)
NOC 7313	Refrigeration Mechanic / Technician (Heating, Refrigeration, and Air Conditioning Mechanics)
NOC 9241	Senior Building Operator, Building Operator, Power Engineer 3, 4 and 5
Office	Buildings used for administrative and management activities.
Other/mixed-use properties	Properties with commercial uses such as restaurants, bowling alleys, bank branches, schools, supermarkets, police stations, hospitals, or hotels.
Owner management	Management of properties is done by the owner. Such companies are not required to have a Rental Property Management licence.
PAC	Property Administrator Certificate. BOMI Canada certification.
PDP	Professional Development Program. Education required of realtors by the REBGV.
PDSA	“Plan-Do-Study-Act.” An iterative management method used for the control and continual improvement of processes and products.
PMFP	Property Management Financial Proficiency Certificate. BOMI Canada certification.
Real Estate Board of Greater Vancouver	Member-based association of 14,000+ realtors.
Real Estate Council of BC	Regulates real estate in the public interest. Licenses individuals and brokerages engaged in real estate sales, rental property and strata management. Enforces standards of conduct. Investigates complaints

Term	Definition
	from public against licensees. Imposes disciplinary sanctions under Real Estate Services Act.
Real Estate Institute of British Columbia	Professional organization encompassing members from all real estate segments.
Real Estate Services Act (RESA)	[SBC 2004] CHAPTER 42. http://www.bclaws.ca/civix/document/id/complete/statreg/04042_01
REBGV	Real Estate Board of Greater Vancouver. Member-based association of 14,000+ realtors.
REIBC	Real Estate Institute of British Columbia. Professional organization encompassing members from all real estate segments.
Retail	Open air – Retail property with no common indoor space (e.g., strip malls). Enclosed – 75 per cent of the building is built, owned, and managed as a single entity, with commercial rental units and common areas.
RI Designation	Real estate designation granted by the Real Estate Institute of British Columbia (REIBC).
ROI	Return on investment
RPA	Real Property Administrator (BOMI designation).
Sector Labour Market Partnership (LMP) Program	WorkBC program helping industry and employers understand and respond to changing labour market demands. Provides funding for partnership-led programs that address broader sector and regional labour market issues within BC's diverse economy.
Sector Labour Market Partnership (LMP) Program Phase 1	Sector Engagement – establish leadership and direction. Took place in 2015.
Sector Labour Market Partnership (LMP) Program Phase 2	Labour Market Information – deepen understanding of workforce issues. Took place 2016–17.

Term	Definition
Sector Labour Market Partnership (LMP) Program Phase 3	Strategy Development – strategy development and sustainability planning. Current phase.
Sector Labour Market Partnership (LMP) Program Phase 4	Implementation – implement strategies.
Sector Labour Market Partnership (LMP) Program Phase 5	Evaluation – sector-led evaluation.
SMA	Systems Maintenance Administrator (BOMI designation).
SMC	Building Systems Maintenance Certificate. BOMI Canada certification.
SMT	Systems Maintenance Technician (BOMI designation).
Soft Skills	Non-job-specific skills, such as critical thinking, people skills, ability to negotiate, communication, etc. These skills are readily transferable.
Success in the Future Workforce: Skills, Competencies and Characteristics framework	Framework developed by BC government ministries looking at key competencies that are foundational and transferable between occupations.
Third-party property management	Management of properties is contracted out to a third-party company; such companies are required to have a Rental Property Management licence.
WorkBC	Provincial government's access point to the world of work in BC. Created to help British Columbians navigate BC's labour market.

APPENDIX D – FINANCIAL ASSUMPTIONS

The table below represents a costing of implementing the CPFM Sector Talent Strategy as detailed on pages 38–87 of this plan. Each of the five strategies has been broken out into the following expenditure categories:

- Project Leadership – designated locus of accountability for project management/integration. Calls for senior-level experience *animating* projects, driving their activities, securing traction for roll-out, and building sustainability.
- Communications – responsible for public-facing and content and messaging to BOMA BC membership; attending working groups and steering committee meetings as necessary; supplying evaluation data; liaising with communications contractors.
- Research – responsible for building database information and capturing information to build occupations/job task analyses; attending working groups and steering committee meetings as necessary; liaising with teams.
- Administration – responsible for scheduling/organizing working group and steering committee meetings; responding to requests for A/V and other meeting supplies; maintaining committee contact list and delivering messaging as needed; attending meetings and taking minutes.
- Operations – resources to cover costs of implementing individual strategies, including purchasing creative services, marketing expenses, instructional design, and other similar expenditures.

Estimated expenditures over three years are provided in each category and strategy, with totals in the right-hand column.

Strategy	Subtotals:	Year 1	Year 2	Year 3	Totals
Strategy 1: Attract	**Strategy 1 Subtotals**	**70,000**	**97,000**	**72,000**	**239,000**
Develop and roll out a compelling branding/image/ positioning strategy for the sector and commercial property and facilities management occupations. Rebrand and clarify the industry both publicly and in terms of its self-image so that the value proposition of CPFM occupations can be more clearly conveyed.	Project Leadership	25,000	20,000	15,000	**60,000**
	Communications	5,000	20,000	20,000	**45,000**
	Research	8,000	10,000	10,000	**28,000**
	Administration	7,000	7,000	7,000	**21,000**
	Operations	25,000	40,000	20,000	**85,000**

Strategy	Subtotals:	Year 1	Year 2	Year 3	Totals
Strategy 2: Recruit	**Strategy 2 Subtotals:**	**60,000**	**84,000**	**84,000**	**228,000**
Develop and implement focused outreach overtures to prospective talent pools to create awareness of available opportunities in CPFM. Include underrepresented talent pools, using tailored messaging, to make them aware of the stable, well-compensated jobs that are available in this critically important industry, and take steps to actively recruit them.	Project Leadership	25,000	20,000	15,000	**60,000**
	Communications	8,000	15,000	15,000	**38,000**
	Research	10,000	12,000	7,000	**29,000**
	Administration	7,000	7,000	7,000	**21,000**
	Operations	10,000	30,000	40,000	**80,000**
Strategy 3: Develop	**Strategy 3 Subtotals:**	**42,000**	**67,000**	**67,000**	**176,000**
Create alignment between educational programs and careers in the sector to ensure CPFM competencies are taught; develop guidelines for onboarding, training, and upskilling that are aligned with career paths; work with companies to enable knowledge transfer between retiring employees and their replacements. Work with educational institutions, BOMI Canada, and industry to elucidate the linkage between education and careers in CPFM.	Project Leadership	20,000	25,000	20,000	**65,000**
	Communications	5,000	15,000	15,000	**35,000**
	Research	5,000	7,000	7,000	**19,000**
	Administration	7,000	7,000	7,000	**21,000**
	Operations	5,000	13,000	18,000	**36,000**
Strategy 4: Retain	**Strategy 4 Subtotals:**	**45,000**	**41,000**	**46,000**	**132,000**
Enhance corporate culture, work/life balance, diversity and inclusion, and growth/development opportunities for existing employees in CPFM to increase retention and decrease poaching.	Project Leadership	25,000	15,000	10,000	**50,000**
	Communications	3,500	5,000	5,000	**13,500**
	Research	2,000	4,000	9,000	**15,000**
	Administration	7,000	7,000	7,000	**21,000**
	Operations	7,500	10,000	15,000	**32,500**

Strategy	Subtotals:	Year 1	Year 2	Year 3	Totals
Strategy 5: Sustain	**Strategy 5 Subtotals**	**43,000**	**46,000**	**41,000**	**130,000**
Build the capacity of BOMA BC, in collaboration with the industry, to act as the provincial body responsible for coordinating the implementation of the CPFM Sector Talent Strategy. Drive ownership of the Sector Talent Strategy and its implementation through BOMA BC as a backbone organization to ensure that all strategies achieve traction, are sustained throughout the proposed three-year rolling plan, and make the case for continuance beyond that horizon.	Project Leadership	30,000	20,000	15,000	**65,000**
	Communications	3,500	10,000	10,000	**23,500**
	Research	0	2,000	2,000	**4,000**
	Administration	7,000	7,000	7,000	**21,000**
	Operations	2,500	7,000	7,000	**16,500**
	ANNUAL TOTALS	**$ 260,000**	**$ 335,000**	**$ 310,000**	**$ 905,000**

Per the table above, a commitment of approximately $905,000 over three years will be required to implement a reasonable facsimile of what's described in the plan. The total represents a significant financial investment – very likely more than either BOMA BC or its members have contemplated committing to addressing sector talent issues in the commercial real estate industry.

What is the industry prepared to invest to make sure it can attract, recruit, develop and retain the people needed for key jobs in the sector over the next decade? How can that amount be cobbled together most effectively to achieve the desired outcomes? These are among the key conversations to be had by industry, government and other stakeholders about how to finance the plan. Until a funding package is in place the Sector Talent Strategy should not proceed to implementation.

APPENDIX E – WORKBC PROFILES

NOC 0111 – Financial managers

Description

Financial managers plan, organize, direct, control and evaluate the operation of financial and accounting departments. Typically takes place in an office environment.

People in this occupation:

- develop and create the financial policies and systems of financial and commercial establishments set performance standards and prepare various financial reports for senior management
- are employed in financial and accounting departments in companies throughout the private sector and in government

Common job titles

- assigned public accountants chief
- assistant treasurer – finances
- chief, independent public accountants
- chief, revenue accounting & controls
- collections department manager
- comptroller
- controller – financial services
- co-ordinator, financial resources service
- corporate controller
- director, financial services
- manager, financial planning
- regional controller
- treasurer

Duties

- plan, organize, direct, control and evaluate the operation of an accounting, audit or other financial department develop and create the financial policies, systems and procedures of a business establishment
- prepare, or coordinate the preparation of, financial statements, summaries and other cost-benefit analyses and financial management reports
- coordinate the financial planning and budget process, and analyze and correct estimates supervise the development and implementation of financial simulation models
- evaluate financial reporting systems, accounting procedures and investment activities, and make recommendations for changes to procedures, operating systems, budgets and

other financial control functions to senior managers and other department or regional managers
- recruit, organize, train and manage staff
- act as liaison between the organization and its shareholders, the investing public and external financial analysts establish profitability standards for investment activities, and handle mergers and acquisitions
- notify and report to senior management concerning any trends that are critical to the organization's financial performance

Education, training and qualifications

- A bachelor's degree in business administration, economics, commerce or a related field is required.
- A master's degree in business administration (concentration in finance), or another master's level management program may be required. Several years of experience in accounting, auditing, budgeting, financial planning and analysis or other financial activities are required.
- Accounting and audit managers may require a recognized accounting designation (CA, CMA or CGA).

Skills

- Detail-oriented
- Directive
- Verbal & written comprehension
- Numerical ability

Earnings

Annual provincial median salary	High hourly	Median hourly	Low hourly
$83,215	$62.50/hr	$39.90/hr	$18.97/hr

Workforce characteristics

Total # employed	8,500			
Percentage full-time	74%			
Gender split	59% women		41% men	
Age demographics	1% 15–24	46% 25–44	49% 45–64	3% 65+
By industry	▪ 25% finance, insurance, real estate and leasing ▪ 15% wholesale and retail trade ▪ 13% professional, scientific and technical services ▪ 9% public administration ▪ 8% manufacturing			
By BC region	▪ 72.8% Mainland/Southwest (vs. 62.8% all occupations) ▪ 14.2% Vancouver Island/Coast (vs. 16.1% all occupations) ▪ 13% other areas (vs. 21.1% all occupations)			

BC Labour Market Outlook (2015–25)

Forecasted average annual employment growth rate	**+1.2% 2016–20**		**+1.2% 2020–25**
10-year expected job openings	+380 in 2016	+450 in 2020	+490 in 2025
Composition of job openings	▪ 76.8% replacement of retiring workers (3,480 openings) ▪ 23.2% new jobs due to economic growth (1,050 openings)		
Average annual employment growth by region	▪ +1.3% Mainland/Southwest ▪ +1.1% Vancouver Island/Coast		

NOC 0114 – Other administrative services managers

Description

Managers in this group:

- plan, direct, evaluate, control and organize departments in charge of corporate regulations and compliance, record keeping, security, admissions and other management services not otherwise mentioned
- organize finance, human resources, purchasing, administration or computer systems departments
- work throughout the public and private sector

Common job titles

- administrator, health records
- chartered administrator
- chartered secretary
- chief / director / manager, admin services
- chief, financial services
- chief, operations
- director, hospital admissions
- manager, inventory control
- manager, records
- managing director
- office manager – non-profit organization
- surveillance department manager – casino

Duties – managers in this group perform some or all of the following:

- direct and organize a department providing one or more management services
- organize staff in providing security, finance, purchasing, human resources or records management, or other management services
- develop rules and regulations within an organization
- create budgets for contracts, equipment and supplies
- interview, hire and oversee training for staff

Education, training and qualifications

- A bachelor's degree or college diploma in business administration or a related administrative services field is usually required.
- Several years of experience at a professional level in business administration, finance or administrative services are usually required.
- An Associate of the Institute of the Chartered Secretaries and Administrators (ACIS), Fellow of the Institute of Chartered Secretaries and Administrators (FCIS) or a

Professional Administrator (P Adm) designation may be required for some occupations in this group.

- Certification in health information management by the Canadian Health Information Management Association (CHIMA) may be required.
- In Quebec, certification with the Association québécoise des archivistes médicales may be required.

Skills

- Innovative
- Social
- Directive
- Verbal & written comprehension

Earnings

Annual provincial median salary	High hourly	Median hourly	Low hourly
$65,313		Data not available	

Workforce characteristics

Total # employed	3,900			
Percentage full-time	67%			
Gender split	55% women		45% men	
Age demographics	1% 15–24	41% 25–44	55% 45–64	3% 65+
By industry	▪ 14% public administration ▪ 14% health care and social assistance ▪ 11% business, building and other support services ▪ 10% wholesale and retail trade ▪ 10% other			
By BC region	▪ 68.6% Mainland/Southwest (vs. 62.8% all occupations) ▪ 16% Vancouver Island/Coast (vs. 16.1% all occupations) ▪ 15.4% other areas (vs. 21.1% all occupations)			

BC Labour Market Outlook (2015–25)

Forecasted average annual employment growth rate	**+1.2% 2016–20**		**+1.3% 2020–25**
10-year expected job openings	+170 in 2016	+190 in 2020	+220 in 2025
Composition of job openings	▪ 77% replacement of retiring workers (1,520 openings) ▪ 22.8% new jobs due to economic growth (450 openings)		
Average annual employment growth by region	▪ +1.3% Mainland/Southwest ▪ +1.1% Vancouver Island/Coast		

NOC 0121 – Insurance, real estate and financial brokerage managers

Description

People in this occupation:

- plan, organize and direct the activities of establishments or departments that provide insurance, mortgage, real estate and investment services
- are generally responsible for business development
- must ensure that their group reaches performance levels related to established goals
- work for insurance companies, real estate firms, stockbrokers, investment dealers, and financial institutions

Common job titles

- director, insurance benefits
- director, investment & securities
- manager, bonds / mutual funds
- manager, branch / brokerage
- manager, commodities trading
- manager, district real estate sales
- manager, petroleum research
- managing director
- real estate developer
- realtor
- supervisor, managing – real estate agents

Duties

- *Insurance Managers:* plan, organize and direct the operations of an establishment or department that provides insurance services
- *Real Estate Service Managers:* plan, organize and direct the operations of an establishment or department that buys, sells and leases residential and commercial property
- *Mortgage Broker Managers:* plan, organize and direct the operations of an establishment or department that finds lenders or lending institutions on behalf of clients seeking a mortgage
- *Securities Managers:*
    - plan, organize and direct the operation of an establishment or department that buys and sells stocks, bonds and other forms of investments on behalf of individual or institutional clients
    - manage the investments of their own clients

Education, training and qualifications

- A university degree or college diploma in business administration, economics or other related field is usually required.
- Several years of experience within the appropriate industry are usually required.
- Licensure appropriate to the service sold, such as real estate, mortgage, securities or insurance, may be required.
- In the insurance industry, a recognized professional designation is usually required.

Skills

- Innovative
- Social
- Directive
- Verbal & written comprehension

Earnings

Annual provincial median salary	High hourly	Median hourly	Low hourly
$72,933	$75.90/hr	$34.97/hr	$14.42/hr

Workforce characteristics

Total # employed	15,000			
Percentage full-time	59%			
Gender split	42% women		58% men	
Age demographics	2% 15–24	37% 25–44	54% 45–64	8% 65+
By industry	▪ 94% finance, insurance, real estate and leasing ▪ 2% construction ▪ 1% professional, scientific and technical services ▪ 1% public administration ▪ 1% wholesale and retail trade			
By BC region	▪ 73.1% Mainland/Southwest (vs. 62.8% all occupations) ▪ 13.8% Vancouver Island/Coast (vs. 16.1% all occupations) ▪ 13.1% other areas (vs. 21.1% all occupations)			

BC Labour Market Outlook (2015–25)

Forecasted average annual employment growth rate	**+1.5% 2016–20**		**+1.2% 2020–25**
10-year expected job openings	+1,030 in 2016	+830 in 2020	+860 in 2025
Composition of job openings	▪ 75% replacement of retiring workers (6,620 openings) ▪ 25% new jobs due to economic growth (2,210 openings)		
Average annual employment growth by region	▪ +1.8% Mainland/Southwest ▪ +0.8% Vancouver Island/Coast		

NOC 1224 – Property administrators

Description

People in this occupation:

- perform administrative duties and co-ordinate activities related to the management and rental of investment property and real estate on behalf of property and strata property owners
- work for property, real estate and strata services management companies, property development companies and government

Common job titles

- administrator, property
- agent, property – commercial building
- chief, property management
- co-ordinator, property leasing / rental
- landlady / landlord
- manager, area – property acquisitions
- manager, housing project
- manager, property – residential / strata
- officer, leasing and development
- officer, property management
- rental property manager
- supervisor, building management

Duties

- approve rental or lease of various properties in a portfolio on behalf of property owners
- ensure that terms of lease agreement are met
- prepare and carry out contracts for provision of property services, such as cleaning, maintenance, security and alarm systems
- co-ordinate the repairs, maintenance and renovations carried out on buildings and monitor progress and cost of work for property owners
- gather and maintain records on operating expenses and income; prepare reports; and review rents to ensure they are at market value
- ensure that trouble calls received from clients or tenants are acted upon
- administer damage deposits
- hire and supervise rental agents, property clerks, building superintendents or other support staff performing operational, clerical or maintenance duties

Education, training and qualifications

- completion of secondary school is required in all provinces and territories except for British Columbia
- a language proficiency index is required in British Columbia
- property administrators must be a minimum of nineteen years of age in British Columbia
- completion of training courses or a vocational program in property or strata management or real estate may be required
- several years of administrative experience as a property clerk, contract clerk, or administrative officer are usually required
- strata property managers must hold a licence in British Columbia

Skills

- Clerical ability
- Detail oriented
- Numerical ability
- Finger dexterity

Earnings

Annual provincial median salary	High hourly	Median hourly	Low hourly
$47,969	$37.98/hr	$23.00/hr	$11.54/hr

Workforce characteristics

Total # employed	10,000			
Percentage full-time	53%			
Gender split	47% women		53% men	
Age demographics	2% 15–24	28% 25–44	55% 45–64	16% 65+
By industry	▪ 79% finance, insurance, real estate and leasing ▪ 3% public administration ▪ 3% business, building and other support services ▪ 3% construction ▪ 2% health care and social assistance			
By BC region	▪ 63.9% Mainland/Southwest (vs. 62.8% all occupations) ▪ 18.4% Vancouver Island/Coast (vs. 16.1% all occupations) ▪ 17.7% other areas (vs. 21.1% all occupations)			

BC Labour Market Outlook (2015–25)

Forecasted average annual employment growth rate	**+1.6% 2016–20**	**+1.1% 2020–25**
10-year expected job openings	+860 in 2016	+540 in 2020 +480 in 2025
Composition of job openings	▪ 74.3% replacement of retiring workers (4,360 openings) ▪ 25.7% new jobs due to economic growth (1,510 openings)	
Average annual employment growth by region	▪ +2% Mainland/Southwest ▪ +1.1% Vancouver Island/Coast	

NOC 0714 – Facility operation and maintenance managers

Description

Facility operation managers:

- plan, organize and direct the operations of commercial, transportation and recreational facilities and the included real estate
- work for a wide range of establishments, such as airports, harbours, canals, shopping centres, convention centres, warehouses and recreational facilities

Maintenance managers:

- plan, organize and direct the maintenance department within commercial, industrial, institutional, recreational and other facilities
- work for a wide range of establishments, such as office buildings, shopping centres, airports, harbours, warehouses, grain terminals, universities, schools and sports facilities, and by the maintenance and mechanical engineering departments of manufacturing and other industrial establishments

Common job titles

- co-ordinator, maintenance
- harbour master
- head, building maintenance
- manager, cemetery
- manager, conference / convention centre
- manager, grain terminal elevator
- manager, property
- operator, marina
- planner, maintenance
- superintendent

Duties

Facility operation managers:

- plan, organize and direct the operations of commercial, transportation and recreational facilities
- oversee the renting of space in the facility and the development of marketing strategies
- plan, organize and direct administrative services such as signage, cleaning, maintenance, parking, safety inspections, security and snow removal
- plan, organize and direct construction projects to change commercial, transportation and recreational facilities
- oversee the installation, maintenance and repair of recreational facilities including machinery, equipment and electrical and mechanical systems
- plan and manage the facility's operations budget
- prepare or oversee the preparation of reports and statistics related to areas of responsibility
- hire, train and supervise staff

Maintenance managers:

- direct the maintenance and repair of an establishment's machinery, equipment and electrical and mechanical systems
- develop and put into use schedules and procedures for safety inspections and preventive maintenance programs
- co-ordinate cleaning, snow removal and landscaping operations
- carry out contracts for the provision of supplies and services
- plan and manage a facility's maintenance budget
- hire, train and supervise staff

Education, training and qualifications

Facility operation managers:

- require completion of a college or university program in business administration or in a discipline related to facility operation and maintenance or an equivalent combination of technical training and experience in administration or maintenance

Maintenance managers:

- require completion of a college or university program in electrical or mechanical engineering or in another discipline related to building maintenance or an equivalent combination of technical training and experience in building maintenance
- several years of supervisory experience in facility operations or maintenance are usually required.

Skills

- Innovative
- Social
- Numerical ability
- Directive
- Verbal & written comprehension

Earnings

Annual provincial median salary	High hourly	Median hourly	Low hourly
$72,933	$51.79/hr	$34.97/hr	$17.79/hr

Workforce characteristics

Total # employed	6,800			
Percentage full-time	72%			
Gender split	19% women		81% men	
Age demographics	3% 15–24	39% 25–44	53% 45–64	4% 65+
By industry	▪ 15% wholesale and retail trade ▪ 15% transportation and warehousing ▪ 12% information, culture and recreation ▪ 7% manufacturing ▪ 7% public administration			
By BC region	▪ 62.1% Mainland/Southwest (vs. 62.8% all occupations) ▪ 15.4% Vancouver Island/Coast (vs. 16.1% all occupations) ▪ 22.5% other areas (vs. 21.1% all occupations)			

BC Labour Market Outlook (2015–25)

Forecasted average annual employment growth rate	**+1.2% 2016–20**	**+1% 2020–25**	
10-year expected job openings	+380 in 2016	+380 in 2020	+400 in 2025
Composition of job openings	▪ 77.9% replacement of retiring workers (3,030 openings) ▪ 22.1% new jobs due to economic growth (860 openings)		
Average annual employment growth by region	▪ +1.2% Mainland/Southwest ▪ +0.7% Vancouver Island/Coast		

NOC 6733 – Janitors, caretakers and building superintendents

Description

Janitors, caretakers and building superintendents are usually responsible for cleaning and maintaining commercial, institutional or residential buildings.

People in this occupation:

- do a wide variety of tasks, including cleaning and maintaining buildings inside and outside, fixing any minor mechanical and electrical problems and maintaining the grounds
- take on added responsibility when running buildings
- have jobs in office and apartment building management companies, condominiums, school boards, universities, hospitals, recreational facilities, shopping malls and other establishments
- must be comfortable with physically demanding work that includes bending, stooping, kneeling and crouching
- must have good communication skills and the ability to work under limited supervision
- need the ability to listen to and understand written and verbal instructions

Common job titles

- attendant, construction campsite
- building caretaker / superintendent
- custodian / janitor
- maintenance worker

Duties

Janitors, caretakers and building superintendents:

- Operate industrial vacuum cleaners to remove scraps, dirt, heavy debris and other refuse
- Wash windows, interior walls and ceilings
- Empty trash cans and other waste containers
- Sweep, mop, scrub and wax hallways, floors and stairs
- Clean snow and ice from walkways and parking areas
- Cut grass and tend grounds
- Clean and disinfect washrooms and fixtures
- Make adjustments and minor repairs to heating, cooling, ventilating, plumbing and electrical systems, and contact tradespersons for major repairs
- Perform other routine maintenance jobs such as painting and drywall repair
- May water and tend to plants
- May move heavy furniture, equipment and supplies

- Ensure that security and safety measures are in place in the establishment
- May advertise vacancies, show apartments and offices to prospective tenants and collect rent
- May supervise other workers

Caretakers and building superintendents employed in residential buildings:

- must be familiar with advertising vacancies, preparing suites for presentation to prospective renters, processing tenant applications, processing security deposits and refunds, conducting reference checks and collecting rent from tenants
- maintain journals, revenue reports, petty cash forms and perform inventory control

Education, training and qualifications

Completion of secondary school may be required to work as a janitor, caretaker or superintendent, particularly if supervision of other workers is needed. Other requirements may include:

- a criminal record check or previous cleaning and maintenance experience
- a journeyman/woman certificate in one or more of the trades or a building operator certificate
- basic building trade or building maintenance training
- knowledge of safety codes, regulations and equipment
- knowledge of Workplace Hazardous Materials Information System (WHMIS) and an ability to understand Material Safety Data Sheets (MSDS)
- completion of a building service worker certificate program
- a Certified Resident Manager designation

Skills

- Methodical
- Social
- Clerical ability
- Verbal & written comprehension

Earnings

Annual provincial median salary	High hourly	Median hourly	Low hourly
$35,455	$25.00/hr	$17.00/hr	$10.85/hr

Workforce characteristics

Total # employed	27,700			
Percentage full-time	39%			
Gender split	32% women		68% men	
Age demographics	9% 15–24	27% 25–44	57% 45–64	7% 65+
By industry	▪ 31% business, building and other support services ▪ 18% educational services ▪ 10% finance, insurance, real estate and leasing ▪ 6% public administration ▪ 6% accommodation and food services			
By BC region	▪ 54.3% Mainland/Southwest (vs. 62.8% all occupations) ▪ 18.2% Vancouver Island/Coast (vs. 16.1% all occupations) ▪ 27.5% other areas (vs. 21.1% all occupations)			

BC Labour Market Outlook (2015–25)

Forecasted average annual employment growth rate	**+1.1% 2016–20**		**+1% 2020–25**
10-year expected job openings	+1,330 in 2016	+1,140 in 2020	+1,130 in 2025
Composition of job openings	▪ 73.4% replacement of retiring workers (8,890 openings) ▪ 26.6% new jobs due to economic growth (3,220 openings)		
Average annual employment growth by region	▪ +1.1% Mainland/Southwest ▪ +1.1% Vancouver Island/Coast		

NOC 7313 – Heating, refrigeration and air conditioning mechanics

Description

Refrigeration and air conditioning mechanics install, maintain, repair and overhaul residential central air conditioning systems, commercial and industrial refrigeration and air conditioning systems and combined heating, ventilation and cooling systems. Transport refrigeration mechanics are included in this group.

People in this occupation:

- work for refrigeration and air conditioning installation contractors, various industrial enterprises, food wholesalers, engineering firms and retail and servicing establishments
- may be self-employed
- need to have a good understanding of mechanical and electrical systems and should be familiar with several types of machinery, from electronics to fluid pumps
- need to be independent, skilled at troubleshooting problems and have the ability to lift heavy objects
- communication skills are important, particularly when working with customers

Common job titles

- hydronics technician
- installer-repairer-servicer, central a / c
- mechanic, a / c / heating / refrigeration
- mechanic, HVAC (heating, ventilation, a / c)
- mechanic, journeyman / journeywoman
- mechanic, transport refrigeration

Duties

Refrigeration and air conditioning mechanics perform some or all of the following duties:

- read and interpret blueprints, drawings or other specifications
- measure and lay out reference points for installation
- assemble and install refrigeration or air conditioning components such as motors, controls, gauges, valves, circulating pumps, condensers, humidifiers, evaporators and compressors using hand and power tools
- measure and cut piping, and connect piping using welding and brazing equipment
- install, troubleshoot and overhaul entire heating, ventilation, air handling, refrigeration and air conditioning systems
- start up system and test for leaks using testing devices
- recharge system with refrigerant, check and test regulators, calibrate system and perform routine maintenance or servicing

- repair and replace parts and components for entire refrigeration, air conditioning, ventilation or heat pump systems
- may install, maintain and repair equipment in refrigerated trucks used to transport food or medical supplies
- may prepare work estimates for clients, as well as completing work orders, inspection sheets and other paperwork

Education, training and qualifications

- Completion of secondary school and a valid driver's licence is usually required to work in this field. In British Columbia, all refrigeration mechanics must:
  - have a certificate of qualification issued by the Industry Training Authority as well as a Class B gas fitter licence
  - complete a five-year apprenticeship program (or a combination of more than five years work experience in the trade and some college or industry courses)
  - find a sponsor employer who is willing to participate in the apprenticeship program
- This occupation is eligible for Interprovincial Standard Endorsement (Red Seal) qualification through the Industry Training Authority. This allows refrigeration and air conditioning mechanics to work in any province or territory. Once individuals pass the final examination of their accredited training program, they will achieve certification and will automatically receive Red Seal qualification.
- Workers with 10,830 hours of documented, directly related work experience can challenge the Interprovincial Red Seal examination.

Skills

- Methodical
- General learning ability
- Detail-oriented
- Motor coordination
- Numerical ability
- Verbal & written comprehension

Earnings

Annual provincial median salary	High hourly	Median hourly	Low hourly
$83,424	$55.00/hr	$40.00/hr	$24/00/hr

Workforce characteristics

Total # employed	2,700			
Percentage full-time	61%			
Gender split	2% women		98% men	
Age demographics	8% 15–24	46% 25–44	43% 45–64	2% 65+
By industry	▪ 66% construction ▪ 9% wholesale and retail trade ▪ 7% other services ▪ 5% manufacturing ▪ 4% educational services			
By BC region	▪ 62.8% Mainland/Southwest (vs. 62.8% all occupations) ▪ 18.3% Vancouver Island/Coast (vs. 16.1% all occupations) ▪ 18.9% other areas (vs. 21.1% all occupations)			

BC Labour Market Outlook (2015–25)

Forecasted average annual employment growth rate	**+0.7% 2016–20**	**+0.6% 2020–25**	
10-year expected job openings	+160 in 2016	+130 in 2020	+90 in 2025
Composition of job openings	▪ 76.8% replacement of retiring workers (820 openings) ▪ 23.4% new jobs due to economic growth (250 openings)		
Average annual employment growth by region	▪ +0.6% Mainland/Southwest ▪ +1.1% Vancouver Island/Coast		

NOC 9241 – Power engineers and power systems operators

Description

- *Power engineers:* operate and maintain reactors, turbines, boilers, generators, stationary engines and auxiliary equipment to generate electrical power and to provide heat, light, refrigeration and other utility services for commercial, industrial and institutional buildings and other work sites.
- *Power systems operators:* monitor and operate switchboards and related equipment in electrical control centres to control the distribution of electrical power in transmission networks.

People in this group:

- work for power generation plants, electrical power utilities, manufacturing plants, hospitals, universities and government and commercial establishments.

Common job titles

- air compressor
- auxiliary plant equipment
- biomass plant technician
- building HVAC systems
- controller, system
- conversion substation
- dispatcher, power station
- electrical generating station
- energy recovery incinerator
- heavy water steam plant
- inspector, electrical substation
- mobile generator
- nuclear generating station
- operating engineer – power plant
- power control room / switchboard
- power engineer, first-class / fourth-class
- power system – offshore drilling
- rectifier – electrical power
- refrigeration / thermal plant
- stationary diesel engine
- stationary engineer, first-class
- stationary engineer, power plant / hospital
- steam turbine

Duties

Power engineers perform some or all of the following duties:

- operate automated or computerized control systems, stationary engines and auxiliary equipment such as boilers, turbines, generators, pumps, compressors, pollution control devices and other equipment to provide heat, ventilation, refrigeration, light and power for buildings, industrial plants and other work sites
- Start up and shut down power plant equipment, control switching operations, regulate water levels and communicate with systems operators to regulate and co-ordinate transmission loads, frequency and line voltages

- monitor and inspect plant equipment, computer terminals, switches, valves, gauges, alarms, meters and other instruments to measure temperature, pressure and fuel flow, to detect leaks or other equipment malfunctions and to make sure plant equipment is operating at maximum efficiency
- analyze and record instrument readings and equipment malfunctions
- troubleshoot and perform corrective action and minor repairs to prevent equipment or system failure
- clean and lubricate generators, turbines, pumps and compressors and perform other routine equipment maintenance duties using appropriate lubricants and hand, power and precision tools
- maintain a daily log of operation, maintenance and safety activities, and write reports about plant operation
- may assist in the development of operation, maintenance and safety procedures

Power systems operators perform some or all of the following duties:

- Operate and monitor computerized switchboards and auxiliary equipment in electrical control centres to control the distribution and to regulate the flow of electrical power in the transmission network
- Co-ordinate, schedule and direct generating station and substation power loads and line voltages to meet distribution demands during daily operations, system outages, repairs and importing or exporting of power
- Monitor and visually inspect station instruments, meters and alarms to ensure transmission voltages and line loadings are within prescribed limits and to detect equipment failure, line disturbances and outages
- Issue work and test permits to electrical and mechanical maintenance personnel, assist maintenance and technical personnel to locate and isolate system problems, and assist during routine system testing
- Complete and maintain station records, logs and reports.

Education, training & qualifications

- Completion of secondary school is usually required.
- Power engineers require a college training program in stationary or power engineering and several years of work experience in the field.
- Power engineers require a provincial or territorial power engineering or stationary engineering certificate according to class.
- Stationary engineer trade certification according to class (4th, 3rd, 2nd or 1st class) is compulsory in Nova Scotia and Quebec and available, but voluntary in New Brunswick.
- Power systems operators require completion of a three- to five-year power system operator apprenticeship program or Over three years of work experience in the trade and some college or industry courses in electrical and electronic technology.

- Trade certification is available, but voluntary for power system operators in Newfoundland and Labrador.
- Control room operators at nuclear power plants require licensing from the Canadian Nuclear Safety Commission.

Skills

- General learning ability
- Manual dexterity
- Numerical ability
- Verbal & written comprehension
- Methodical
- Directive

Earnings

Annual provincial median salary	High hourly	Median hourly	Low hourly
$65,175	$43.00/hr	$31.25/hr	$20.00/hr

Workforce characteristics

Total # employed	3,300			
Percentage full-time	67%			
Gender split	5% women		95% men	
Age demographics	4% 15–24	35% 25–44	58% 45–64	3% 65+
By industry	▪ 33% manufacturing ▪ 20% utilities ▪ 11% health care and social assistance ▪ 7% mining and oil and gas extraction ▪ 5% educational services			
By BC region	▪ 40.6% Mainland/Southwest (vs. 62.8% all occupations) ▪ 16.3% Vancouver Island/Coast (vs. 16.1% all occupations) ▪ 43.1% other areas (vs. 21.1% all occupations)			

BC Labour Market Outlook (2015–25)

Forecasted average annual employment growth rate	**+0.2% 2016–20**		**–0.2% 2020–25**
10-year expected job openings	+200 in 2016	+140 in 2020	+120 in 2025
Composition of job openings	▪ 98.2% replacement of retiring workers (1,390 openings) ▪ 2.1% new jobs due to economic growth (30 openings)		
Average annual employment growth by region	▪ +0.7% Mainland/Southwest ▪ –0.6% Vancouver Island/Coast		

APPENDIX F – SOURCES

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