

# 2022

# ANNUAL REPORT



BC Maritime  
Employers Association





# A JOINT MESSAGE FROM THE PRESIDENT & BOARD CHAIR

While many of us were hoping for a return to normal in 2022, the year once again delivered some unexpected surprises: spiralling inflation, rapid-fire interest rate hikes and Russia's invasion of Ukraine. Add in the ongoing pandemic, growing economic fears and extreme weather, and it is easy to understand why Canadians are concerned about our fragile supply chain. It has clearly been a challenging year for the maritime industry. Still, amid these tumultuous times, there have also been many successes as the BC Maritime Employers Association (BCMEA) focused on doing our part to enhance Canada's supply chain while driving continuous improvement of services to our members.

After a two-year pause and a safe return of cruises in 2022, this year ended with a record-breaking resurgence of over 600 cruise ship visits at the ports of Vancouver and Victoria, providing a much-needed boost in tourism and B.C. waterfront jobs. With an intense focus on operational excellence, increased workforce safety, training investments, enhanced dispatch services, and improved data analytics, the BCMEA continues to deliver more for its member organizations than ever.

Despite the economic uncertainty felt across the sector, our members approved a record investment into training and upskilling the waterfront workforce. As such, over 5,400 longshore and tradespeople received enhanced training this year across 192 specific training programs. Internally, the BCMEA proactively responded to an evolving landscape. We undertook a reorganization of departments to drive operational efficiencies, new customer services and process improvements. Additionally, a new Multi-Disciplinary Committee was established to adopt a holistic and integrated approach to workforce planning that embeds key internal stakeholders as partners in delivering training services. This committee includes representation from Labour Relations, Workforce Operations, Training, Safety & Recruitment, Data Analytics, and IT. The goal is to improve performance in meeting varying labour demand needs throughout the year. In 2023, our focus will be to build on that by working to improve the accuracy of forecasting information and efficient co-management of training programs at the terminal level. Again, the focal point here is seeking continuous improvement through enhanced communication, coordination and collaboration with terminal operators and other key stakeholders.

Empowered by our members, the BCMEA continued to invest in the social well-being of British Columbians across the province. From an innovative addiction aftercare program to youth sports, our members' investments aim to strengthen the communities where our members live and work. Solid and stable communities help create healthy and sustainable workplaces.

As a part of our ongoing commitment to creating safer and respectful environments free from violence and harassment, we were proud to build significantly upon our support for the BC Lions' Be More Than a Bystander program. In becoming a Presenting Partner of this landmark program, we ensure that these critical lessons can continue to be available to high school students

throughout the province. Learning respectful practices starts at any age, and we are proud of our collaboration with the International Longshore and Warehouse Union Canada (ILWU) in successfully training over 8,200 waterfront workers in this important program since it was first introduced.

As a people-focused organization, the BCMEA also made significant advancements in ensuring our workplaces are more diverse, equitable and inclusive. The member-driven Waterfront Diversity, Equity and Inclusion Council continues to transform B.C.'s waterfront workforce and leadership to better reflect our diverse communities. We are making measurable progress through data collection, audits, allyship, and actionable programs. For these reasons and many others, we are proud that the BCMEA has again been recognized as one of B.C.'s Top Employers for 2023. It is an important acknowledgement of our collective efforts to create a professional workplace where employees are meaningfully engaged and united by a common purpose.

A return to "business as usual" in 2023 is improbable. Instead, we will likely face more headwinds in the form of economic uncertainty, protracted inflation and increased competitiveness. We also know 2023 will mark the beginning of collective bargaining to renew the coast-wide industry longshore and foremen agreements. It is vitally important that we reach fair deals that recognize the skills and contributions of B.C.'s waterfront workforce while ensuring West Coast ports remain competitive, resilient and affordable for all Canadians.

The last few years have been turbulent for our industry, and there may be more challenges ahead in the foreseeable future. We want to extend our continued gratitude to our Board and membership of ocean carriers, marine terminals and agents for their tireless efforts and contributions to the BCMEA over this past year. Moving forward through a rapidly changing landscape, we are confident that the resiliency and agility shown by so many during the last few years will ensure we overcome our future challenges and accomplish our goals together.

*Sincerely,*



**Mike Leonard**  
President & CEO



**Don Nonis**  
Board Chair

# INVESTING IN THE WORKFORCE OF THE FUTURE

## Prioritizing safety and operational efficiencies to enhance Canada's supply chain

This year has been one of recovery—from the impacts of the COVID-19 pandemic and climate-related disasters to renewed challenges of rising inflation, global supply chain disruptions and escalating regulatory landscapes. The one constant and consequence of this tumultuous landscape is that the needs of the maritime industry continued to grow. With the record-breaking resurgence of cruise and the necessity to keep Canada's supply chain moving, the BCMEA prioritized investing more than ever in best-in-class training, improved safety measures, optimized efficiency, and robust partnerships.

In our unwavering focus on improving services to our member employers while doing our part as a link to Canada's supply chain network, the BCMEA has witnessed a phenomenal growth of the industry's workforce in recent years. By the end of the year, we employed 7,861 active longshore and forepersons, translating to a 50% increase in the number of well-paying jobs on the waterfront since 2011. On behalf of our members, the BCMEA recognizes the dedication and specialized skills of the waterfront workforce and is immensely proud to be able to provide competitive, family-supporting jobs in B.C.

In 2022 alone, with the support of our members, we made a record investment in training for 5,768 longshore workers, tradespersons, and trainers across 192 training programs inclusive of new ratings, capabilities, upgrades, and refreshers. For context, this year's total number of trainees equates to a 131% growth from 10 years ago, demonstrating our ability to nurture B.C.'s waterfront workforce and provide the training they need to reach their fullest potential. These numbers highlighted our successes year after year as we continued to compete for cargo, which allowed our workforce to benefit from more than a decade of growth and deliver various jobs for some of B.C.'s largest supply chain employers.

We made headway in making some operational training improvements and have opened a direct line of communication with in-field representatives to establish training needs, cargo and labour forecasts, and ways to overcome barriers to deliverables. With the ILWU, we continue to partner in the delivery and execution of waterfront recruitment and training programs. We know that a holistic collaboration model with key industry partners is critical for the betterment of Canada's supply chain. Alongside our members and labour partners, we stay committed to driving safe and efficient operational processes by continuing to invest in the workforce of tomorrow.



# YEAR IN NUMBERS

## Fueling workforce growth with comprehensive skills training



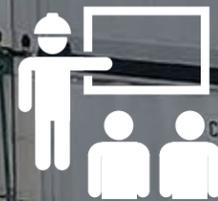
412

TOTAL LONGSHORE & TRADES RECRUITED



29.6M

TOTAL INVESTED IN TRAINING



5,443

TOTAL LONGSHORE & TRADES TRAINED<sup>1</sup> INCLUDING:

- 3,075 TOTAL RATINGS OBTAINED<sup>2</sup>
- 7,720 TOTAL CAPABILITIES OBTAINED<sup>3</sup>
- 4,470 TOTAL ILWU AND MANAGEMENT EMPLOYEES TRAINED IN THE VIOLENCE AND HARASSMENT PREVENTION PROGRAM

<sup>1</sup> Per unique individual.

<sup>2</sup> A unique individual can potentially obtain more than one rating.

<sup>3</sup> A unique individual can potentially obtain more than one capability.

# EXPANDING PARTNERSHIPS

## Deepening resilient relationships to meet the needs of the maritime industry

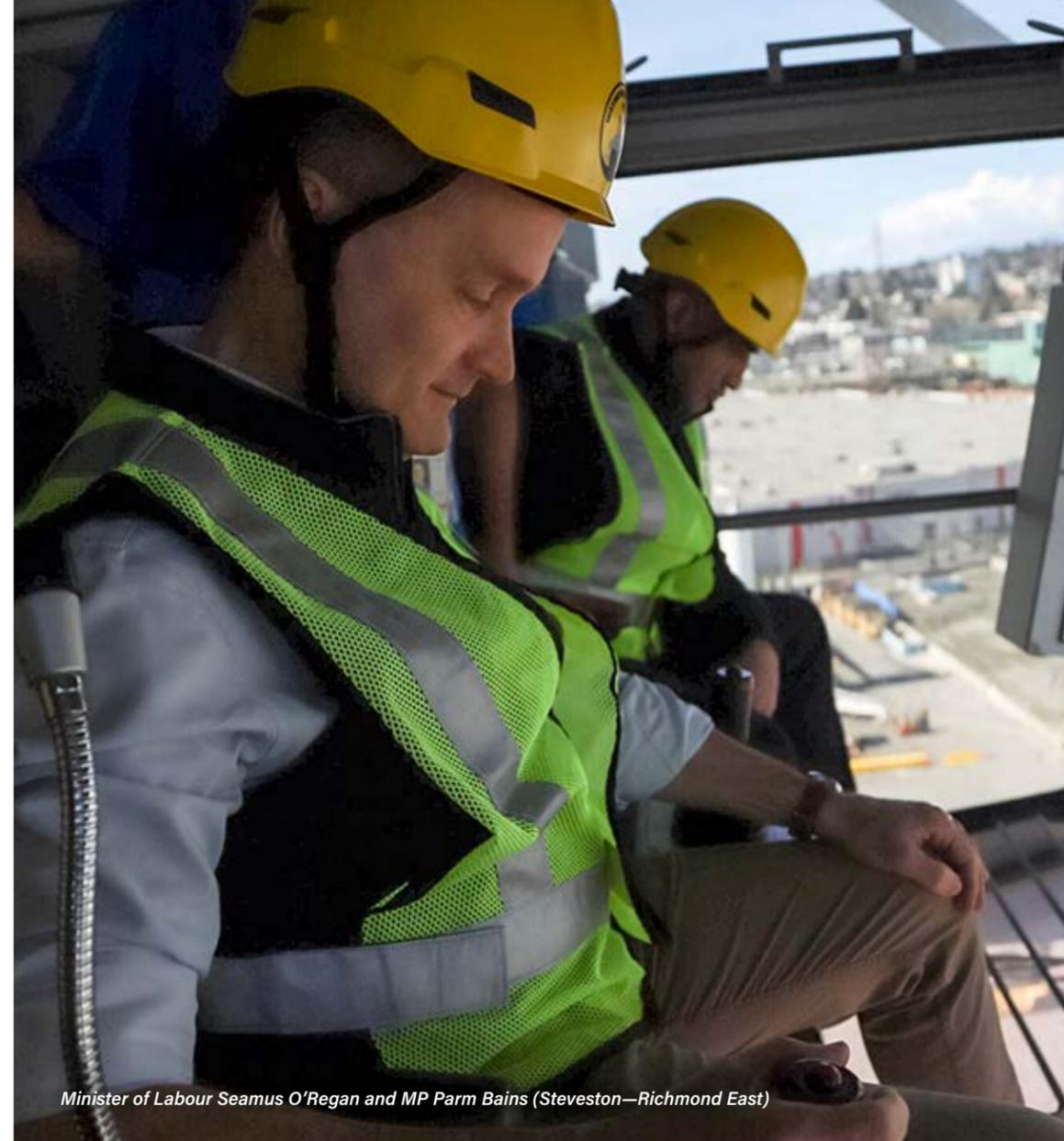
The landscape that the BCMEA operates in is complex and dynamic—from navigating policy changes at all levels of government to seeking alignment with the broader maritime sector on various emerging policies and priorities. The compounding pressures Canada’s supply chain and our membership faced in recent years illustrated the importance of resilient relationships with communities, industry and government stakeholders alike. As a shared resource for our member companies, the BCMEA is uniquely positioned to communicate the challenges and needs of B.C.’s maritime sector. In that regard, the BCMEA has increasingly prioritized efforts to build upon existing partnerships and forge new collaborations to ensure the BCMEA members and the maritime industry’s interests are heard.

In 2022, the BCMEA achieved significant strides in expanding our partnerships. We successfully engaged with stakeholders across the business, transportation and supply chain sectors and at senior levels of government. We took these opportunities to educate stakeholders on the BCMEA, our members’ operations and our collective critical roles in B.C.’s supply chain. Some key highlights included hosting various federal and provincial officials at our state-of-the-art Waterfront Training Centre and working with partners from coast to coast and through the St. Lawrence waterway in establishing a national coalition of maritime employers, the National Maritime Group – Coalition Maritime Canadienne (NMG-CMC).



A strategic goal of the BCMEA membership and maritime employers and operators across Canada has been to develop a unified national coalition that could offer perspectives and solutions on shared policy and operational issues facing maritime operators. Spanning 14 port areas across five provinces, the NMG-CMC was launched in 2022 as a collaborative partnership of the BCMEA, Maritime Employers Association, Halifax Employers Association, and Saint John Employers Association. Collectively, the NMG-CMC represents nearly 100 maritime employers responsible for moving \$790 million in cargo each day and supporting over 213,000 Canadian jobs in port-related operations. Where ships meet shore, Canada’s private sector maritime employers and operators play a crucial role in the national supply chain. The NMG-CMC coalition spring launch was well received by senior officials and decision-makers throughout the Ministries of Labour, Transport, International Trade, and the Prime Minister’s office. Moving forward, the coalition is committed to ambitiously advocating for supply chain stability and resilience to ensure Canadian ports’ competitiveness.

Seeking constructive and open dialogue with partners across the supply chain and governments on the challenges and successes faced by the maritime sector will always be a priority for the BCMEA.



Minister of Labour Seamus O'Regan and MP Parm Bains (Steveston—Richmond East)



Minister of Transport Omar Alghabra



Minister Ravi Kahlon (Current Minister of Housing and Former Minister of Jobs, Economic Recovery & Innovation) and Kristopher Villeneuve (BCMEA)



Michael Fratianni (Montreal Gateway Terminals Partnership), Don Nonis (Pembina Pipeline Corporation), Mike Leonard (BCMEA), Minister Omar Alghabra (Transport), Robert Roy (Maritime Employers Association), Isabelle Pelletier (Maritime Employers Association), Rob MacKay-Dunn (BCMEA)

# MAKING WAVES ACROSS THE WATERFRONT

## Fostering respectful and inclusive practices in the workplace

Driving cultural change on the waterfront cannot be achieved alone. It requires an integrated and collaborative effort between several partnering entities who share aligned goals in advancing initiatives that foster safer, equitable and diverse workplaces. Last year, we played a crucial role in supporting the establishment of the Waterfront Diversity, Equity and Inclusion (DEI) Council, comprised of senior industry leaders that aim to assess opportunities for change within their operations and collectively across the waterfront. The Council has been driving the launch of significant DEI initiatives that sought to minimize the gap between current and best workplace practices.

But more needs to be done. We need to think critically about how we can implement policies and recruitment campaigns to attract more women, minorities, Indigenous peoples, and those with differing abilities to the waterfront. We must also consider what we can do to ensure equitable workforce access for management and senior leadership opportunities. The industry-wide data we gathered moved us forward in informing our strategy for more effective talent management programs, which we look forward to implementing in the year ahead.

This year we focused on highlighting the diversity of people and opportunities on the waterfront in the public space. Together with the Council, we launched a *Women on the Waterfront* series with the Business in Vancouver media platform to capture inspirational stories of five female leaders that work on the waterfront. The campaign highlighted their journeys to leadership and the adversities they overcame to advance in the waterfront sector. We continue to forge ahead in our partnership with Ending Violence Association of B.C. (EVA BC) and the ILWU, in providing the landmark "Be More Than a Bystander" (BMTAB) program that teaches anti-violence and harassment workplace training to waterfront workers across B.C. In 2022, we completed training for over 4,450 ILWU and management employees, bringing our total training to more than 8,200 since the program started in 2021. This initiative—the first of its kind for B.C.'s waterfront—has taught respectful workplace practices and empowered waterfront workers to be agents of change and speak up against bullying and violence.

Learning respect for others is valuable at any age. In recognition of this and as empowered by our members, the BCMEA embarked on the next natural step in supporting the BMTAB initiative and became a Presenting Partner of the program—ensuring that the campaign's critical teachings will continue to be available to thousands of high school students across B.C. Alongside the Province of B.C., Teck Resources and B.C. Federation of Labour, the BCMEA and its member employers kicked off a B.C. tour with the BC Lions in early 2023 to provide students with the confidence and skills to break the silence on harassment, bullying and violence.



Internally, BCMEA continues to flourish as a people-focused organization. For the third consecutive year, the BCMEA was proud to be recognized as one of B.C.'s Top Employers in 2023. In the last six years, we have been on a journey to foster high employee engagement levels and are delighted to have achieved record scores that have landed us in the top 80th percentile of employers worldwide. It shows that our robust support systems allowed our employees to thrive and in turn, enabled them to deliver improved services to our member employers while meeting the demands of the supply chain.



We know much more needs to be done to eliminate the barriers and stigma around the culture on the waterfront. But we believe that by working collectively on a shared mission, we are on the right path to creating a more safe, inclusive and equitable environment for the waterfront workforce of the future.



▼ Pictured from left to right:

Kim Stegeman-Lowe (Western Group), Heather Wright (BCMEA), Megan Owen-Evans (Fibreco Export), Sharon Law (BCMEA), Saeed Ahmed (BCMEA), Duana Kipling (Neptune Terminals), Cheryl Yaremko (Global Container Terminals), Rob MacKay-Dunn (BCMEA)



# STRENGTHENING OUR WATERFRONT COMMUNITIES

## Giving back to where our waterfront workforce calls home

Communities play an essential role in every aspect of our lives—from family and friends to social connections and employment, strong communities are what unite us. The BCMEA believes that supporting the health and well-being of our shared workforce means strengthening the communities in which they live, work and play. From Victoria to the Alaska border, the waterfront workforce comprises more than 9,400 people who work in a diversity of jobs, such as crane operators, heavy lift-truck drivers, electricians, and administrators, to name a few. Whether union or management, employer or employee, these are the people who keep Canada's supply chain moving every day and to whom we aim to give back to.

Empowered by our membership, the BCMEA continued to invest in social programs and organizations that impact our workforce and enrich B.C.'s coastal communities. This year, we reached more communities than ever before—from Delta to Vancouver Island and in the Tri-Cities to Northern B.C. Together with our members, we supported healthy lifestyles for youth and families and worked to address food insecurity and mental health challenges for vulnerable populations.

From becoming a lead sponsor of an annual junior swim meet for Northern B.C. to providing jerseys for an Indigenous youth soccer team, the BCMEA has been committed to ensuring active lifestyles are available for all. In supporting KidSport BC, an organization comprised of 40 community chapters, we helped to dedicate grants for kids from families facing financial barriers to help cover the cost of their sport registration fee so they can experience the joy of a season of sport. To kick off National Addictions Awareness week, we announced our long-term support for Trinity Recovery House's aftercare program for people overcoming addictions in Prince Rupert. Aided by leading-edge recovery tools, clients can now create individualized wellness plans to map their road to recovery, thanks to the BCMEA's ongoing contributions. This year, a record number of Canadians experienced food insecurity. Recognizing this, the BCMEA focused on supporting food banks on Vancouver Island and ensuring students were delivered nutritious meals across Delta through the Delta Firefighters Healthy Snack program.

Just as our membership and workforce grow, so does our commitment to give back to the communities they call home. We know that healthy communities lead to healthy workplaces. We depend on communities—and they can depend on us.



BCMEA staff attends A Magical Morning presented by Down Syndrome Resource Foundation



BCMEA funds My Recovery Plan for Trinity Recovery House



BCMEA volunteers for The Cleanest Day of the Year organized by Mission Possible



BCMEA sponsors an Invitational Swim Meet hosted by Prince Rupert Amateur Swim Club



# CREATING GREATER VISIBILITY FOR BETTER DECISIONS

## Advancing on our Data Strategy Roadmap

With the explosion of digital data in recent years, data analytics has been widely recognized as a critical tool in allowing organizations to make informed decisions by providing insights into their own data. It's a tool that BCMEA and our members rely on every day to improve operational efficiency, forecast labour supply and demand, and reduce cost and waste. Most valuably, it uncovers insights, trends and new opportunities to make smart, data-driven decisions.

Last year, in alignment with the strategic vision of the BCMEA's Board of Directors, we rolled out our three-year Data Strategy Roadmap to streamline key decisions, business partnerships and team capabilities. The first year showed continuous improvement, promising progress, and notable expansion as we delivered on our commitment to provide value to our members through analytics.

Through the creation of the Multi-Disciplinary Committee (MDC), a brand-new predictive Training Requirements model and Training Pipeline metrics came to the forefront of workforce planning activities in 2022. We also expanded the usage of the Six-Week Vessel Line-Up (created in 2021) by introducing a more detailed Three-Day Gang Forecast for New Westminster employers and completed a proof-of-concept Six-Week Labour Demand predictive model in

partnership with Langara College, with an implementation phase expected to take place in 2023.

Following two years of successes since the development of the Vancouver Digital Twin, we expanded our scope to evaluate three unique supply and demand scenarios for the BCMEA's Board of Directors and reworked this powerful tool to facilitate more informed and quicker decisions.

Four years following the establishment of the BCMEA data analytics program have not only earned us its many successes and opportunities but also taught us its limitations. Our ambition to predict the unpredictable relies heavily on quality, complete and accurate data as shared by our collaborating partners. The development of the MDC has allowed us to take a proactive and integrated approach to identify areas of concern, followed by solutions-driven tactics that seek to alleviate potential labour shortages.

Supported by the systems we have in place, we remain steadfast in our focus to provide a reliable supply of trained and qualified longshore labour, now and in the future. We know it's a complex pathway forward and are ready to take on the challenge.



# FINANCIAL STATEMENT

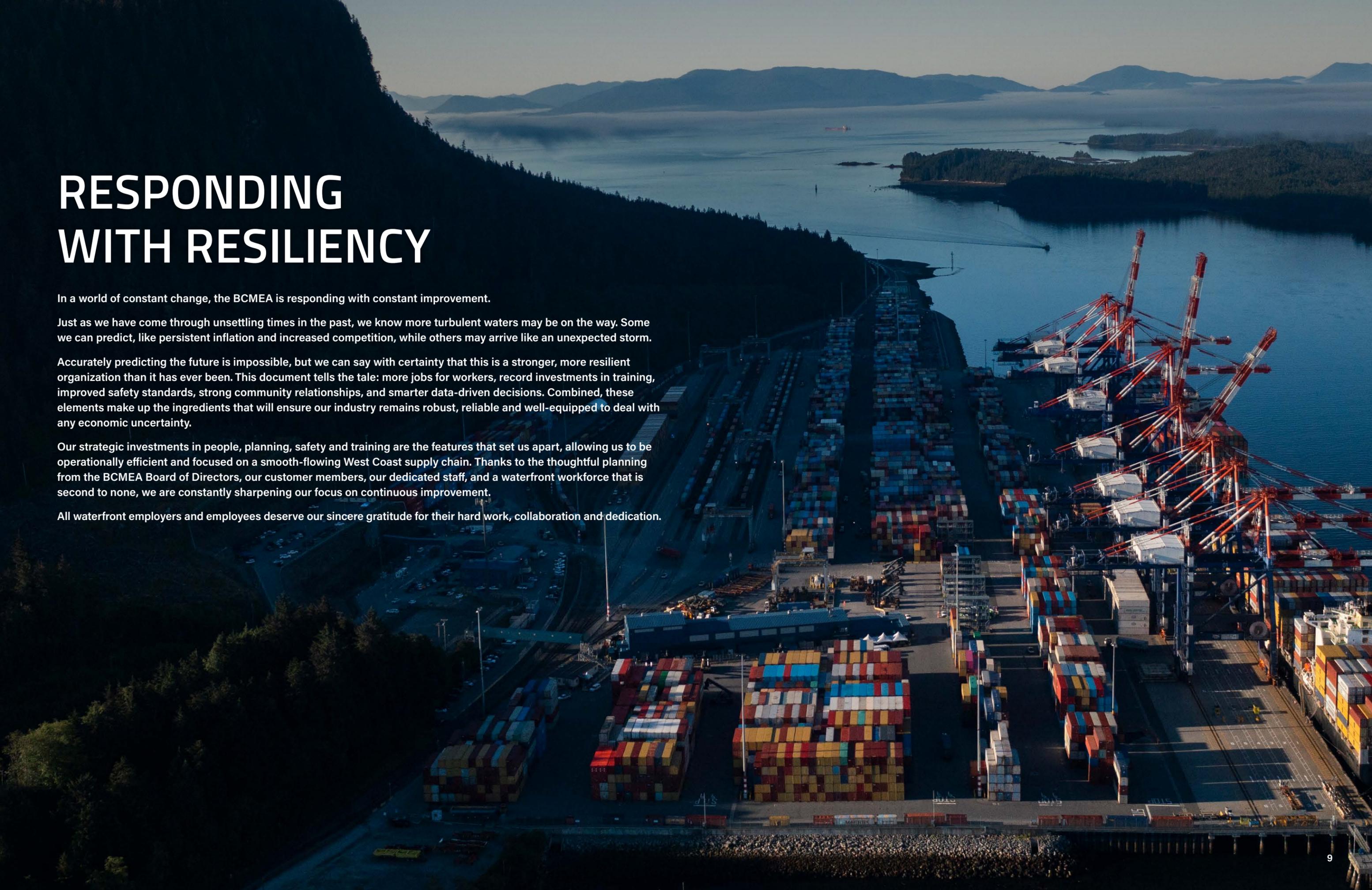
December 31, 2022, with comparative information for 2021

## STATEMENT OF FINANCIAL POSITION

	2022	2021
<b>Assets</b>		
<b>Current assets</b>		
Cash	\$144,039,377	\$143,926,629
Accounts receivable and other assets	18,846,449	16,824,408
	162,885,826	160,751,037
<b>Tangible capital assets</b>	37,009,984	36,981,995
<b>Intangible assets</b>		49,851
	\$199,895,810	\$197,782,883
<b>Liabilities and Net Assets</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities	\$23,890,417	\$22,276,853
Accrued longshore vacation pay	49,284,073	45,700,789
Accrued Container Gainshare liability	57,838,019	58,490,861
Deferred revenue	752,063	2,769,070
Current portion of Post-employment benefit liability	34,140	29,663
Current portion of Modernization and mechanization allowance liability	5,947,000	6,816,000
	137,745,712	136,083,236
Post-employment benefit liability	1,117,102	1,659,932
Modernization and mechanization allowance liability	48,238,000	51,830,000
Asset retirement obligation	124,096	120,240
	187,224,910	189,693,408
<b>Net assets</b>		
Investment in property and equipment and intangible assets	37,009,984	37,031,846
Deficit	(24,339,084)	(28,942,371)
	12,670,900	8,089,475
	\$199,895,810	\$197,782,883

## STATEMENT OF OPERATIONS

	2022	2021
<b>Revenue</b>		
Payroll assessments	\$161,487,437	\$151,358,307
Hourly assessments	47,950,570	46,540,736
Cargo assessments	57,630,329	45,822,824
Investment income	2,290,299	645,029
Container Gainshare levies	57,157,645	58,279,158
Vancouver Island Gang Interchange	470,135	661,235
Lower Mainland Interchange	913,669	541,570
Government of Canada violence & harassment program contributions	2,330,091	914,575
Other income	103,622	111,241
	330,333,797	304,874,675
<b>Expenses</b>		
Payroll related labour fringe benefits	159,667,667	147,321,545
Hourly related labour fringe benefits	48,681,711	48,500,025
Cargo related expenses	63,057,923	58,224,810
Container Gainshare contributions	57,838,019	58,490,861
Vancouver Island Gang Interchange expenses	470,135	661,235
Lower Mainland Interchange expenses	913,669	541,570
Government of Canada violence & harassment program expenses	2,330,091	914,575
	332,959,215	314,654,621
Deficiency of revenues over expenses	\$(2,625,418)	\$(9,779,946)

An aerial photograph of a large port facility. The foreground and middle ground are filled with stacks of colorful shipping containers in shades of blue, red, yellow, and white. Several large gantry cranes with red and white lattice structures are positioned along the waterfront. The port is situated on a peninsula or a narrow strip of land, with a deep blue body of water extending to the horizon. In the background, there are rolling hills and mountains under a clear sky. The overall scene conveys a sense of industrial activity and global trade.

# RESPONDING WITH RESILIENCY

In a world of constant change, the BCMEA is responding with constant improvement.

Just as we have come through unsettling times in the past, we know more turbulent waters may be on the way. Some we can predict, like persistent inflation and increased competition, while others may arrive like an unexpected storm.

Accurately predicting the future is impossible, but we can say with certainty that this is a stronger, more resilient organization than it has ever been. This document tells the tale: more jobs for workers, record investments in training, improved safety standards, strong community relationships, and smarter data-driven decisions. Combined, these elements make up the ingredients that will ensure our industry remains robust, reliable and well-equipped to deal with any economic uncertainty.

Our strategic investments in people, planning, safety and training are the features that set us apart, allowing us to be operationally efficient and focused on a smooth-flowing West Coast supply chain. Thanks to the thoughtful planning from the BCMEA Board of Directors, our customer members, our dedicated staff, and a waterfront workforce that is second to none, we are constantly sharpening our focus on continuous improvement.

All waterfront employers and employees deserve our sincere gratitude for their hard work, collaboration and dedication.