



Northwest Regional

HUMAN RESOURCE STRATEGY

SUMMARY OF FINDINGS

December 20, 2017

DISCLAIMER

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Executive Summary

The economy of Northwest British Columbia is a period of flux. Core industries such as manufacturing and the Port of Prince Rupert are doing well, and the mining sector is recovering. While one potential liquefied natural gas (LNG) plant in Prince Rupert has been cancelled, a possibility still exists that another might go ahead in Kitimat in 2019 or 2020. After several years of bustling activity related to LNG and the Rio Tinto modernization, many workers are unemployed or underemployed. Yet hiring goes on; the challenge is that there is a disconnect between the needs of employers for skilled labour and the existing labour pool within the Northwest. Many youth and Indigenous peoples are not participating to the fullest extent possible in the regional economy. Much more can be done at the local level to train and upgrade the existing labour pool.

KVI decided to address the challenge of how to best align existing regional training to meet local employment opportunities. It obtained funding from the Ministry of Social Development and Poverty Reduction then convened a Steering Committee representing a range of communities and organizations active in the region to oversee the project. The Committee came together to produce this Human Resources Strategy for the Northwest.

KVI based the Strategy on data and statistics developed from April 2017 to October 2017. Consultants developed occupational projections and produced case studies and background research on labour force topics. They also interviewed 125 people throughout the region and elsewhere to obtain their views on training gaps and issues. This document summarizes key findings emerging from the secondary research and interviews; more extensive detail is available in background documents prepared for the Strategy.



Occupational Demand Outlook to



Northwest BC's labour market outlook is tied to the potential expansion of industries such as the port in Prince Rupert, mining, manufacturing and potentially pipelines and LNG. Many jobs will also come available because of the large number of workers who will be retiring.

To make occupational demand projections, the consultants developed two scenarios, using published BC government labour market information as well as custom data.

1000

The Base Case projects that Northwest employers will need to fill approximately 1,000 positions annually between 2017 and 2025, even if no new major projects proceed.

>90%

Over 90 percent of the job openings will be due to workforce retirements.

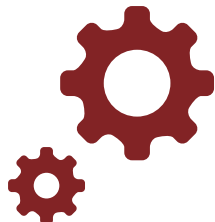
+10,000

The Optimistic Case predicts a sharp increase in additional direct, construction-related job openings between 2018 and 2021 (over 10,000 added) in the event that a new underground mine, port expansion and a LNG pipeline and plant are built.

This report makes projections of job openings by occupational group between 2017 and 2025. Many of these occupations are trades and vocational related. Ample opportunities will also be available for individuals seeking careers in healthcare, education, business administration and other non-trades and construction related fields.

Workforce and Training Challenges and Issues

Some of the major themes that emerged through interviews, surveys and focus groups include:



Leverage existing relationships, programs, and networks - Many organizations have already built strong relationships and successful programs for training and skills upgrading. Further activities need to build off of this foundation.



More skills upgrading and pre-employment training – Many potential workers from the region are currently outside of the labour market. Some require significant basic educational upgrading, and training in employment readiness and financial literacy.



Transportation barriers -This issue came up repeatedly across the region. The lack of a driver's license and access to a vehicle stops individuals from taking training and many jobs.



Educational quality –Many interviewees were concerned about poor levels of reading and numeracy success in some schools and continued high Indigenous student drop-out rates, despite progress that has been made.



Inability to recruit qualified entry-level and highly skilled technical workers – Small businesses indicated frustration in their inability to find suitable candidates for entry-level jobs. Larger employers have difficulty finding anyone in the region with the highly technical skills needed for some occupations and encounter problems trying to attract recruits to the Northwest.



Mental health – The research revealed that for some people in the Northwest, pressing social, addiction and mental health issues negatively affect their lives and leave them unprepared or unable to fully participate in the workforce. New resource jobs have helped many families, but the introduction of a work camp lifestyle has lead to family and community changes that are taking time to assimilate; additional training may be required.

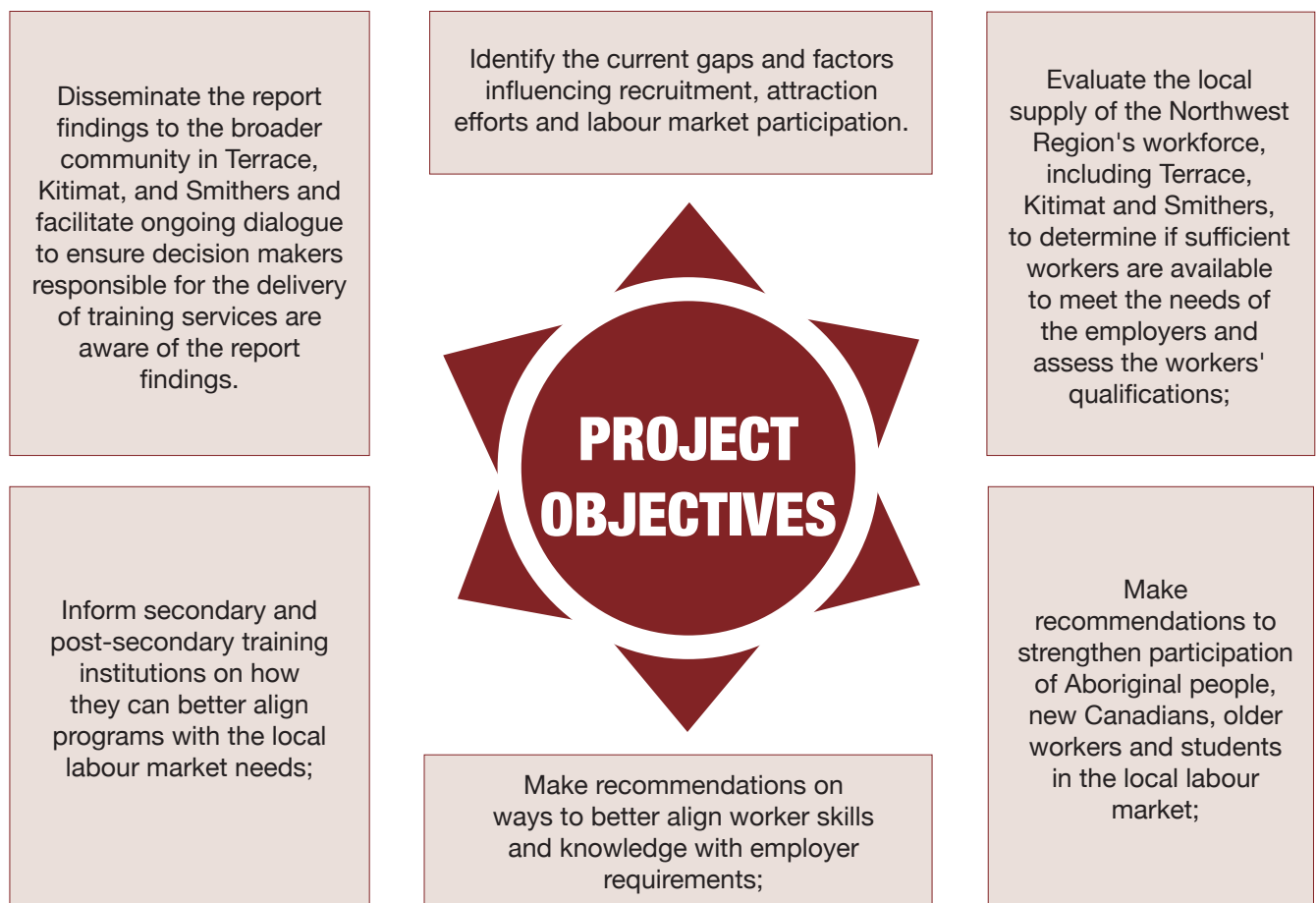
Introduction and Background to the Report

Major economic development in Northwest British Columbia will contribute significantly to overall economic growth in the province over the next two decades. In the longer term, strong demand from international markets for minerals and liquefied natural gas (LNG) will likely continue, which could sustain a prolonged period of economic growth and construction.

Even without new major projects, the Northwest region will have many new job openings to 2025, driven by increasing waves of retirements, across sectors. In fact, ninety percent of new jobs openings will arise because of older workers leaving the labour force.

While progress has been made since 2011, there remains a disconnect between the existing labour pool and the needs of major industry, social, health and educational service organizations and small business for entry-level and skilled labour. Many youth, older workers, immigrants and Indigenous peoples are not participating to the fullest extent possible in the formal economy. Employers continue to resort to temporary workers from outside the region or automating tasks that once provided entry level jobs. While there will likely still be a need for specialized, highly-skilled temporary workers in the future, much more can be done at the local level to train the existing labour pool to fill many of these jobs.

In 2012, the Northwest Regional Skills Training Plan was released, under the provincial government's BC Jobs Plan. It provided an occupational demand forecast and made recommendations to help improve training so that local people could fill local jobs. This Human Resource Strategy updates, deepens and expands upon the research carried out for that report.

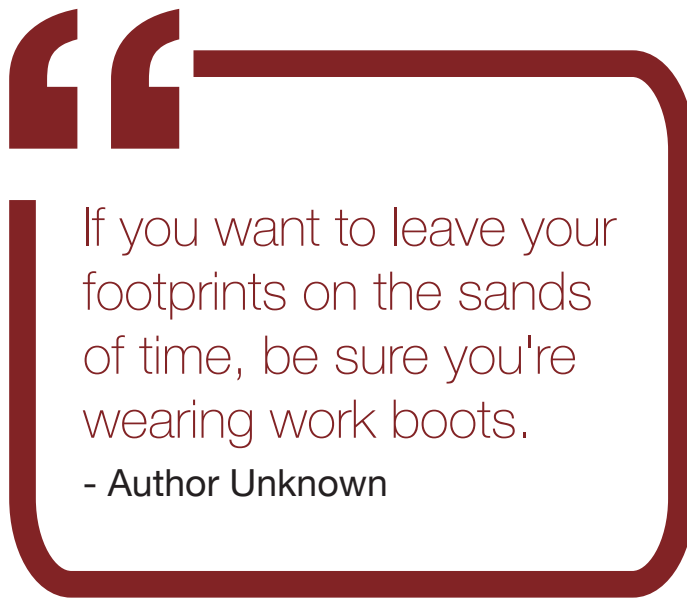


Project Overview



This report provides a high level overview and synthesis of the findings from the extensive research and analysis carried out. It begins by examining the results of the labour market quantitative analysis, and then reports on the findings of the qualitative research. It discusses the implications of the research. It follows with specific recommendations to address the issues uncovered. The Appendices contain the guiding principles for the study, information on some of the training programs offered in the Northwest, outside of training institutions, and ends with a list of study participants.

A Northwest Regional Human Resources Strategy: Goals and Actions

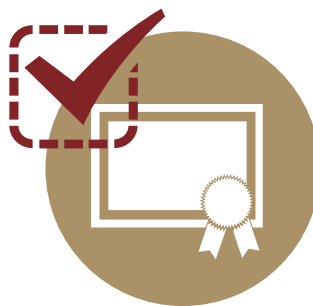
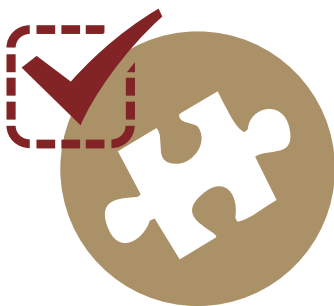


This section outlines three specific goals and associated actions for the Regional Human Resources Strategy. KVI believes these initiatives are realistic and achievable. They are based on the evidence collected through research activities described in the previous sections of this document.

GOAL 1 GOAL 2 GOAL 3

In developing the Goals and their related actions, KVI and the Steering Committee worked from a set of underlying principles. In this way, they could help ensure that recommendations and implementation activities occur within a consistent philosophical framework. These principles are outlined in the Appendices.

GOAL 1 Ensure Northwest workers and business owners have foundational skills, certifications and knowledge



This goal and its actions are to help address the future shortages of qualified workers in the region, particularly for high-demand occupations. They deal with issues raised in interviews and in the labour market demand analysis and support the objective of the HR Strategy to best align regional training with local employment opportunities. As well, the actions are to help parents and school officials better understand future job opportunities in the region, which go beyond trades openings. Other actions are meant to help small businesses in their efforts to attract and retain qualified staff, provide excellent customer service and be positioned to take on opportunities that may arise from major projects.

Action 1.1

Create comprehensive labour market information materials and tools for regional families, workers and employers

Details

Develop attractive marketing materials containing labour market information on occupations in demand, required training and job expectations for distribution through secondary schools and workplace training organizations. Source of information would be labour market information developed through this KVI study and other relevant reports.

Work with a literacy educator to have material written for Grade 5 reading levels. Can also be available at adult educational and training institutions in the Northwest.

In addition develop two apps, one suitable for young people entering the labour force and one for more experienced people who are changing careers. The apps would provide key labour market information and jobs in demand.

The information this initiative provides could emphasize job readiness, occupational awareness, working conditions, career pathways and background on apprenticeship and operator training programs, as well as training available for other high-demand occupations identified in this Strategy. The information initiative could reach out to small businesses. It could provide labour market related information on apprenticeship programs and procurement opportunities with major projects.



Potential Funders (cash or in-kind)

Northern Development Initiative Trust (NDIT) (50 percent) Labour Market Partnerships follow up (Promoting and/or supporting the hiring and retention of workers), local foundations channeled through local non-profits, WorkBC marketing budgets (\$2500-3000), local industry/contractors (e.g. \$1000), BC Construction Association, unions, donations from service clubs



Target Audience



Parents/guardians,
job seekers, students,
small businesses

Potential Implementers



KVI (lead) in conjunction
with school districts
and workforce trainers,
application developers

Timeframe



By December 2018

Action 1.2

Convene a one-day regional meeting on driver's license issues

Details

Many construction and resource companies in the region require a valid driver's license as a job pre-requisite. Even with participation in driver training programs, individuals often lack access to a vehicle in which to acquire their needed practice hours. First Nations also raised this driver's license issue repeatedly during interviews.

To move beyond piecemeal efforts and develop a coordinated, regional response to this issue, KVI would convene a one-day special meeting on driver's license issues. The goal would be to conduct this as one meeting involving Smithers, Kitimat, Terrace, Stewart, Hazelton, and the rest of the Bulkley Valley.

Invitees could include First Nations, training organizations, BC Construction Association, resource and construction companies, RCMP, Superintendent of Motor Vehicles, ICBC, school districts and students, LNG BC, WorkBC, Rio Tinto and others. The goal would be to discuss the current situation, hear from other rural regions that have taken steps to address the issue or from successful pilots of new strategies within the Northwest.



Potential Funders (cash or in-kind)

Resource and construction companies/associations, ICBC, RCMP, KVI, NWCC. Free meeting space could be obtained from a partner and participants would cover their own travel and other expenses.



Target Audience



First Nations,
construction and
resource companies,
local employers, local
training organizations,
students

Implementers



KVI (lead), interested
First Nations and
other parties

Timeframe



By Summer 2018

Action 1.3

Update and repeat the highly successful Pathways to Success employment training program

Details

Interviews and quantitative data reveal the need for adult basic education, life skills and essential skills upgrading for many people in the region. Should an LNG or other major project proceed in the Northwest, having a trained labour force available will be critical.

To this end, we recommend reviewing, potentially enhancing and repeating the successful 2015 Pathways to Success Program, with a focus on Kitimat and Terrace and communities along the proposed TransCanada pipeline route from the Northeast. Pathways to Success is an employment readiness and job development program that involves classroom instruction on essential skills - refresher numeracy, literacy and computers, as well as job-specific, industry-recognized credentials in areas such as occupational first aid, fire suppression and construction safety training.

Consider offering the program in a classroom format that supports technology (i.e. students from a remote classroom can connect through video-conference.)



Potential Funders (cash or in-kind)

Ministry of Indigenous Relations and Reconciliation, LNG Canada, TransCanada Pipelines, Exxon, Chevron, Woodfibre LNG, Rio Tinto



Target Audience



First Nations individuals seeking work in construction in Kitimat and Terrace and along the pipeline route from Northeast BC

Implementers



KVI (lead),
Nicola Valley Institute of
Technology (NVIT)

Timeframe



By Summer 2018

Action 1.4

Develop a pilot employee recruitment and customer service excellence “Starter Pack” program for small service industry businesses

Details

Interviews and business walks in municipalities in the Northwest reveal that small businesses have difficulties hiring qualified new employees who can offer good customer service. The program would help with recruiting and also provide tailored training on best practices related to customer service. It could consist of:

Keynote speaker offering an evening presentation on effective recruitment and customer service excellence. Possible speakers include Jen DeTrace, Michael Vickers, Jeff Mowat, Roy Prevost, Mark Colgate. To save costs, the speaker could make a tour of the region over a week, speaking to interested employers and their staffs in each town. Invitees could also include: Whistler Chamber of Commerce, University of Victoria, SAIT, McGill University

Modules (1-2 hours) delivered in evenings for workers, and owners, developed after research and needs assessment of regional employers.

If sufficient interest is expressed for the “Starter Pack” program, the implementers could move onto exploring possibilities for developing a second phase of the program. This could consist of developing a customized, Northwest version of the “Whistler Experience Program” an award-winning customer service program developed by the Whistler Chamber of Commerce. More info on the Whistler Experience program: <http://www.whistlerchamber.com/whistler-experience/>



Potential Funders (cash or in-kind)

Estimated costs: Venue, speakers (\$50,000 - \$100,000 + Airfare) Canada Job Grants, Rural Dividend Program, LMP Implementation follow up (Improving employers’ awareness of relevant human resource practices, Improving ability of employers to promote their sector to potential workers.), Chambers of Commerce, Community Futures, tourism organizations, businesses (through in-kind and entrance fees)



Target Audience



Local business owners and their employees, tourism organizations

Implementers



Chambers of Commerce, Rotary Clubs, Community Futures

Timeframe



To be determined

GOAL 2

Enhance existing skills and recruit additional workers and their families

This goal is intended to develop a strong core of young regional leaders, strengthen local businesses skills and attract new workers and their families to the Northwest. They are meant to:



Develop leaders who can think beyond their local community and appreciate social and economic issues at a regional level



Help new and existing businesses grow and provide jobs for more than their founders



Fill gaps in the local labour force today and in the years ahead.



Action 2.1

Develop and pilot a Leadership Northwest training program

Details

Concerns expressed that the Northwest needs strong leaders with a good understanding of regional social, cultural and economic issues. The Leadership Northwest pilot program would provide targeted training to increase leadership skills, and also focus on creating professional ties between individuals in different communities in the region, and greater awareness of its social and cultural issues. The program would be a professional development program for fostering community leadership and regional knowledge, differing from traditional business or student mentoring initiatives or “Top 40 under 40” award programs.

The program would be modeled on the successful Leadership Victoria and Leadership Vancouver Island programs. Participants are leaders between the ages of 25 to 40 from business, union, non-profit, local government, First Nations, healthcare and so forth. They gather for eight leadership training days over the course of a year. Participants are also divided into teams to undertake a community service project that draws on their professional skills. By developing a better understanding of key economic and social issues the region faces and becoming familiar with differing perspectives on them, participants will be better able to work cooperatively, as a region, to address them.



Potential Funders (cash or in-kind)

Large regional employers, tuition fees of participants, municipalities, LMP implementation follow up (Testing/piloting of new HR initiatives and strategies), corporate sponsors



Target Audience



Upcoming leaders between the ages of 25 and 40 from throughout the Northwest. These could be people in business, education, government, non-profit and Indigenous organizations.

Implementers



Chambers of Commerce, NWCC, UNBC, Rotary Clubs

Timeframe



To be determined

Action 2.2

Partner with Volution Canada to offer Business Bootcamp: Training and Mentorship for New and Existing Businesses

Details

Most new, rural small businesses are started by practitioners with no or minimal training in how to run a business. Failure rates can be high. This program, which has been designed by Volution Canada, increases the chances of success for new owner-managers, helping them work on their businesses. The aim of the program is to help rural communities create an environment that supports new businesses, contributing to the sustainability of local economies with new jobs that last.

The Business Bootcamp program is a practical training program for new and existing business owners. Instead of a book and classroom-based course, the Bootcamp brings together successful local business mentors and local entrepreneurs to work collaboratively on new and existing businesses; program participants watch weekly video instruction in their own time, collect feedback from potential and existing customers, and then meet together weekly with business mentors to report on their progress and discuss issues. The program is designed to help participants ask the right questions as they launch and grow a small business, and particularly focuses on sales and marketing, and financial management.

If local mentors are unavailable, consider setting up an online program with MicroMentor, which pairs entrepreneurs and business owners from around the globe to work together on their businesses.

If successful, the Bootcamp could be linked to a regional sustainability and economic development plan, should one be developed.

More info on Volution Canada (<http://www.volution.ca/businessbootcamp/>)



Potential Funders (cash or in-kind)

Local governments, post-secondary institutions, provincial government, large companies, participant fees



Target Audience



New and existing businesses in an interested Northwest community

Implementers



Chamber of Commerce or Economic Development office of a community, Rotary Clubs in conjunction with Volution Canada

Timeframe



To be determined

Action 2.3

Develop a worker/family recruitment website to attract skilled workers and their families from outside the Northwest region

Details

With an aging population and the need for new workers and entrepreneurs in the years ahead, as well as current difficulties attracting certain skilled occupations to the Northwest, a regional recruitment website would be helpful. Should a major LNG project go ahead, demand will increase even further. A targeted site could help make certain that potential workers from outside the Northwest are aware of the opportunities.

The site could be modeled after existing Canadian worker/family recruitment sites, including:

- Moveup Prince George
- Bay of Quinte (Ontario) Welcome Portal
- Durham (Ontario) Immigration Portal



Potential Funders (cash or in-kind)

NDIT (up to \$20,000 matching cash contribution,) municipalities, regional government, Rural Dividend grant, LMP Implementation follow up (Promoting and/or supporting the hiring and retention of workers.), local industry



Target Audience



Lower Mainland residents, residents of small to medium sized towns across Canada, immigrants

Implementers



Regional Economic Development Officers, Chambers of Commerce, immigrant serving agencies

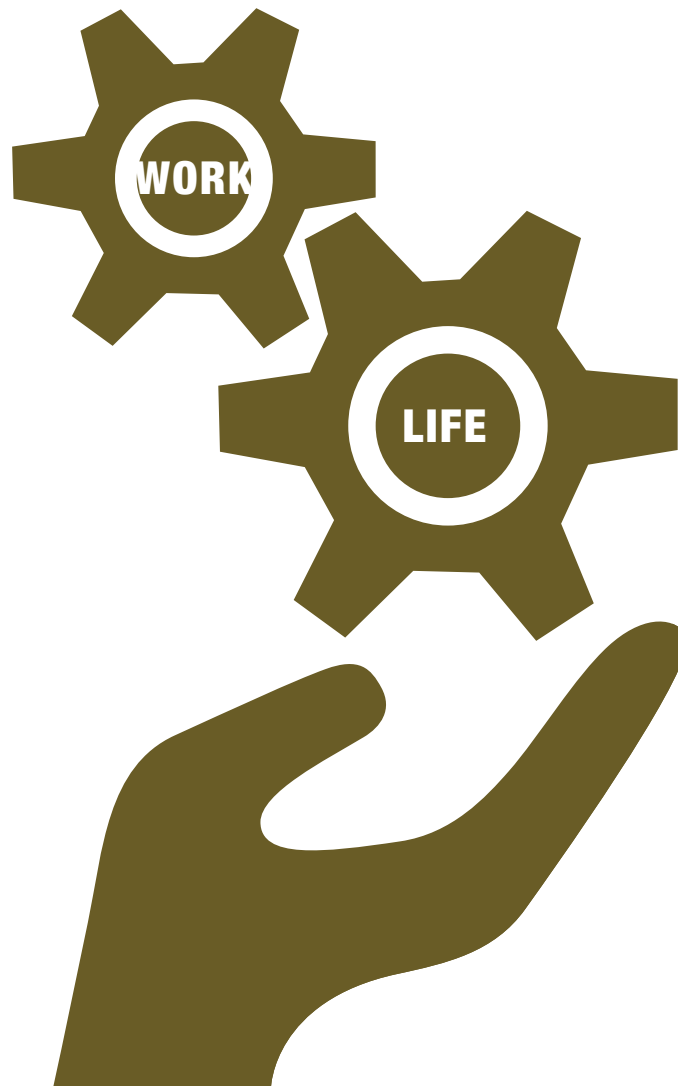
Timeframe



To be determined

GOAL 3

Help individuals and families to better prepare for work/
life challenges



Training and skills upgrading are important activities for ensuring the Northwest's labour force is ready to take advantage of opportunities created through retirements and major project activity. It is also important that individuals and families are able to successfully deal with mental health issues such as depression, anxiety, trauma and so forth. As well, as work camps increasingly become the norm for many projects and ongoing industrial activities in the Northwest, individuals and families in the Northwest could be helped by receiving targeted training related to the impact of camp life and the tools and resources that can help them.

Action 3.1

Pilot a mental health program modeled after Zimbabwe “Friendship Bench” program.

Details

Some First Nations people in the Northwest face mental health issues as a legacy of residential schools and poverty. This issue was highlighted in interviews with First Nations training and education representatives as a barrier to successful training and workforce integration. Other communities also face increasing mental health issues, as the result of joblessness and poverty. Women’s shelters in some towns report increased violence and distress in families.

Partner with an interested First Nation or local community to develop and pilot a mental health program modeled after the Zimbabwe “Friendship Bench” program. Following the Zimbabwe model, over nine days, (or a timeframe to be determined) Elders could be trained in such topics as mental disorders, counseling skills, problem-solving therapy and self-care.

In First Nations communities, the training could incorporate traditional teachings and approaches to healing. Trained Elders (or others, if the community wanted to include other adults) would then be attached to a primary health unit, where they could meet with clients for up to six weekly sessions. In the Zimbabwe model, clients can also participate in group therapy sessions. Trained Elders could also be situated in a high school or work camp setting, so increasing services available to youth and on-site workers.

More info on the Zimbabwe Program:

Grand Challenges Canada <http://www.grandchallenges.ca/grantee-stars/0763-05/>



Potential Funders (cash or in-kind)

Northern Health, Ministries of Mental Health & Addictions and Indigenous Relations and Reconciliation, First Nations Health Authority



Target Audience



Youth and adults living with mental health issues such as depression, anxiety, etc. Individuals who would receive the training could include Elders or other respected individuals in the community.

Implementers



UNBC Medical School,
First Nation, local mental
health organization,
Northern Health

Timeframe



To be determined

Action 3.2

Train facilitators in the Northwest to offer the Youth and Adult versions of the Living Life to the Full mental health course.

Details

Throughout the region, and especially in some communities, people struggle with poverty, loneliness and the stress of joblessness. In 2012, 20 Indigenous facilitators received training in the program. More recently, the Living Life to the Full youth course has been successfully offered in the Hazelton area, and could be expanded to be regularly presented throughout the region. Dealing with self-esteem and mental health issues can help youth stay in school, adults address life issues and remain in the workforce and seniors adapt to transitions, ill health and so forth.

Partner or contract with the Canadian Mental Health Association to train facilitators in the Northwest (mix of Indigenous and non-Indigenous people) to facilitate the Youth and Adult versions of the Living Life to the Full mental health course. Those people would then be available locally to give the eight weeks of classes on a regular basis at schools, workplaces, Friendship Centres and other community gathering places.

Note that Living Life to the Full differs from mental health first aid courses. These first aid courses are meant to train individuals to recognize and help deal with already present mental health issues in others. Living Life to the Full courses are designed to help individuals avoid developing mental health issues in the first place, by learning different ways of dealing with stress, assisting in strengthening their self confidence and self-esteem, suggesting alternate ways of dealing with life problems and so forth.



Potential Funders (cash or in-kind)

Northern Health, First Nations Health Authority, interested communities and First Nations, Canadian Mental Health Association



Target Audience



Youth, adults. Facilitators could come from First Nations, service organizations, WorkBC offices, schools, training organizations

Implementers



Northern Health with local community groups
First Nations and social services organizations,
Canadian Mental Health Association

Timeframe



To be determined

Action 3.3

Develop or obtain/modify and deliver a community training course “Camp Life for Workers and their families”.

Details

For many people in the Northwest region, camp life is new and has introduced challenges for families, schools and communities. The increasing prevalence of camp work as a permanent career reality can be hard on family relationships and can make community development difficult. Since camps will continue to be a reality for many construction and ongoing projects, a need exists to strengthen individual, family and community skills in working this way.

Develop or obtain/modify and deliver a community classroom training course “Camp Life for Workers and their families” in conjunction with regional employers that use work camps.

Possible topics include:

- Living in camp
- Adjustments in home life and community support required
- Communications skills (interpersonal, dealing with conflict)
- Childcare issues
- Mental health issues
- Financial literacy for camp workers and their families
- Community mental health supports and dealing with crisis
- Tools and tips for developing a family support network

An excellent resource for in-person classes would be the guidebooks and videos found at the website BC Workcamp Survival Guide (<http://workcampsurvivalguide.ca/>).



Potential Funders (cash or in-kind)

Resource and camp provider companies as part of their onboarding activities, financial institutions, LMP follow-up (Supporting the development of curriculum based on sector HR needs).



Target Audience



Camp workers and their families, community social workers, teachers and health professionals

Implementers



KVI, NWCC, companies with camps and service providers, interested First Nations

Timeframe



Summer 2018

Action 3.4

Create a mock regional training work camp that closely models actual camps operating or planned to be operating in the Northwest region.

Details

For many workers in the region, camp life is new for them and their families. They encounter challenges being away from home, living with large groups of strangers and dealing with the requirements of camp life. Participating in training while living in a mock camp may help participants decide if this type of employment is a suitable option.

Create a mock regional training work camp that closely models actual camps operating or planned to be operating in the Northwest region (E.g. Brucejack mine, AltaGas in Prince Rupert, potential LNG work camp). Emulate NWCC's successful Workforce Exploration Skills Training program model, and Portage College Pipeline Training Centre where students are housed away from their families for an extended period (e.g. two or three weeks or longer) while training.

To keep costs reasonable, use existing facilities, potentially combined with a mobile trades training trailer. Offer courses like Construction Craft Worker, cook's helper, cooks, camp administration and housekeeping courses, with students able to immediately practice the skills they learn. Offer courses that explore rules, behaviour and etiquette of camp life, as well as technical training. Also include classes on basic financial literacy for employed individuals. Include counselors and Elders as part of the instructional team at the camp site.

Once established, attracting students from outside the Northwest and even across Canada could help offset costs and potentially help recruit new workers to the region.



Potential Funders (cash or in-kind)

Existing and potential regional employers, local educational institutions, federal and provincial governments, First Nations



Target Audience



Potential construction workers, trades, and camp service and administration workers

Implementers



KVI, NWCC, sponsoring companies

Timeframe



Fall 2019

Next Steps for Implementing the Human Resources Strategy

With the final report complete, KVI will undertake the following activities:

Communicating the labour market study results to Northwest communities

In February 2018, KVI will hold community meetings in Kitimat, Terrace and Smithers, to report back to participants on the results of the research, as well as inform other interested community members. KVI will also host a webinar on the labour market study results, for those unable to travel to a meeting location. Representatives will also speak at events such as Chamber of Commerce luncheons, Rotary Club meetings and other regularly scheduled events. A copy of the final report will be made available on the KVI website at www.kves.ca.

Moving forward on selected actions

In the report, KVI has already identified actions on which it is prepared to take the lead. It will move forward on implementing these actions in the months and years ahead, by seeking funding, implementation partners and community support.

Acting as a catalyst on other actions

For actions with no current implementing lead identified, KVI will serve as a catalyst. Following community meetings and other discussions, KVI will connect interested parties from different communities who have expressed an interest in leading the implementation of an action.



Nisga'a Lisims Government Office

Conclusion

Through the efforts and leadership of many people, the Northwest has created a solid record of collaboration and cooperation on many issues, including workforce development. This Human Resources Strategy, and the process which took place to develop it, has built upon this success.

It is important to remember that many individuals in the workforce of 2017 will be retiring in the next five to 15 years. The infants in the Northwest will be thinking about college; the teenagers in high school in 2017 will be supervisors and managers. Planning for regional needs has begun and must continue. As elaborated throughout this Strategy and in its supporting materials, hundreds of well-paying, interesting jobs will be available to educated people in Northwest BC and many business opportunities will also be at hand for people with skills. The region must be prepared.

KVI believes that the Human Resources Strategy is an excellent situation analysis, and provides useful and necessary information for individuals, communities, training providers and industry. Used thoughtfully and with ongoing industry verification, it will help align existing training programs in the Northwest to meet employment opportunities and enable training providers to find ways to meet gaps. The goals and actions outlined with the Strategy however, are a start; others can and will be developed in the years ahead as circumstances change and new workforce needs are identified.

The next challenge is to make certain that the organizations in the Northwest act to implement the Plan's recommendations. KVI has identified the actions on which it will take the lead. Regional organizations that have been involved in the Plan's development must continue to build momentum and encourage others to work with them. They must be willing to look for funding for training, try new approaches, monitor, evaluate and then start all over again. They need to communicate with government, industry and the community at large and be willing to adapt and learn.

The years to 2025 will have their share of business and workforce challenges and opportunities. Implemented with enthusiasm and good leadership this Human Resources Strategy provides an action plan for the future. Using it, the Northwest can consider training issues and develop ways to ensure that economic growth in the region translates into better jobs, stronger businesses and ultimately richer and healthier lives for many people.

“

Don't wait.

The time will never be just right.

- Napoleon Hill



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