



## DISTRICT OF PORT HARDY AGENDA

**COMMITTEE-OF-THE-WHOLE COUNCIL MEETING  
6:00 pm TUESDAY FEBRUARY 14, 2012**

**Council Chambers - Municipal Hall**

**A. CALL TO ORDER**

**Time:**

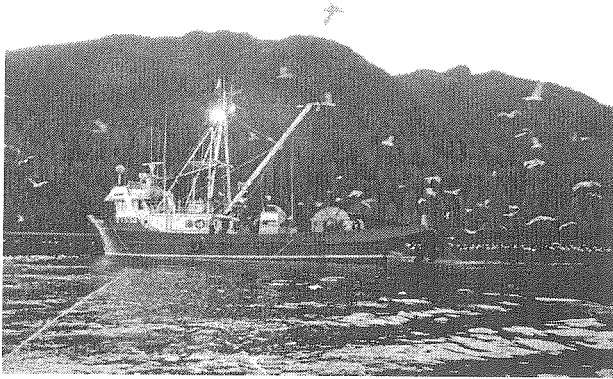
**B. APPROVAL OF AGENDA**

Motion required      1.      2.

**C. PRESENTATION**

1. Penni Adams, Project Manager, Mt. Waddington Coordinated Workforce Initiative

## KEY GAPS AND STRATEGIC CHALLENGES



The various broad economic and demographic challenges for the North Island are well understood as evidenced from the secondary and primary research components of the Workforce Strategy development. In addition a number of very specific workforce challenges and gaps have been identified. They have also been well referenced in the research and documented accordingly. It is important to focus on those that are considered to be the “key” gaps or challenges, and within the context of a Coordinated Workforce Strategy.

### Employer Gaps

1. *Lack of employer engagement*
2. *Gaps between employers and among industry sectors*
3. *Small employers human resource (HR) capacity gaps*

### Education and Training Delivery

1. *Insufficient post-secondary presence in the region*
2. *The challenge of delivering training and other services on the ground in small rural communities*
3. *Shortage of secondary school work experience /career programs*
4. *Need for applied post-secondary programs for niche industry needs*

### Coordination Issues

1. *Lack of clear regional leadership for workforce planning and development*
2. *Lack of economic planning at the regional and community level*
3. *Lack of coordination among service providers and other stakeholders across the North Island, dedicated leadership*
4. *Lack of a multi-stakeholder leadership body for workforce planning and strategy*

### Engagement of First Nations and Those Under-Represented in the Workforce

1. *Lack of First Nations employment in the face of high unemployment*
2. *Lack of coordination amongst First Nations in the North Island*
3. *Other Under-represented labour force groups*
4. *Youth*

### Funding Gaps and Issues

1. *Lack of funding*
2. *Lack of understanding of funding mechanisms and capacity to link needs and funding*

## **LONG-TERM GOALS**

There are four long-term goals as a platform for realizing the vision and supporting the principles of the *North Island Coordinated Workforce Strategy*:

1. A fully supported and implemented action plan for attraction, recruitment and retention of employees on the North Island led by local government, employers and service providers that is assessed annually against targeted outcomes.
2. A comprehensive operational strategy to address the high unemployment among First Nations that is coordinated by First Nations representatives, employers and service providers which results in annual increases to First Nations labour force participation rates and employment.
3. An effective, locally-based education and training system that is planned and coordinated to meet the needs of local industry, job seekers, students and workers by delivering relevant secondary, post-secondary education, training and skills upgrading to meet North Island requirements.
4. A formal coordination and cooperation protocol among North Island communities, governments and First Nations that steers and measures the implementation of the *North Island (Mt. Waddington Region) Coordinated Workforce Strategy*.

These long-term goals will be realized through the development, implementation and evaluation of focused workforce strategies and measurable action plans managed by North Island stakeholders under the leadership of an ongoing, representative coordinating body.

## **STRATEGY OUTCOMES**

It is expected that an effective and sustained Coordinated Workforce Strategy will yield several key outcomes for the region over the next three to five years:

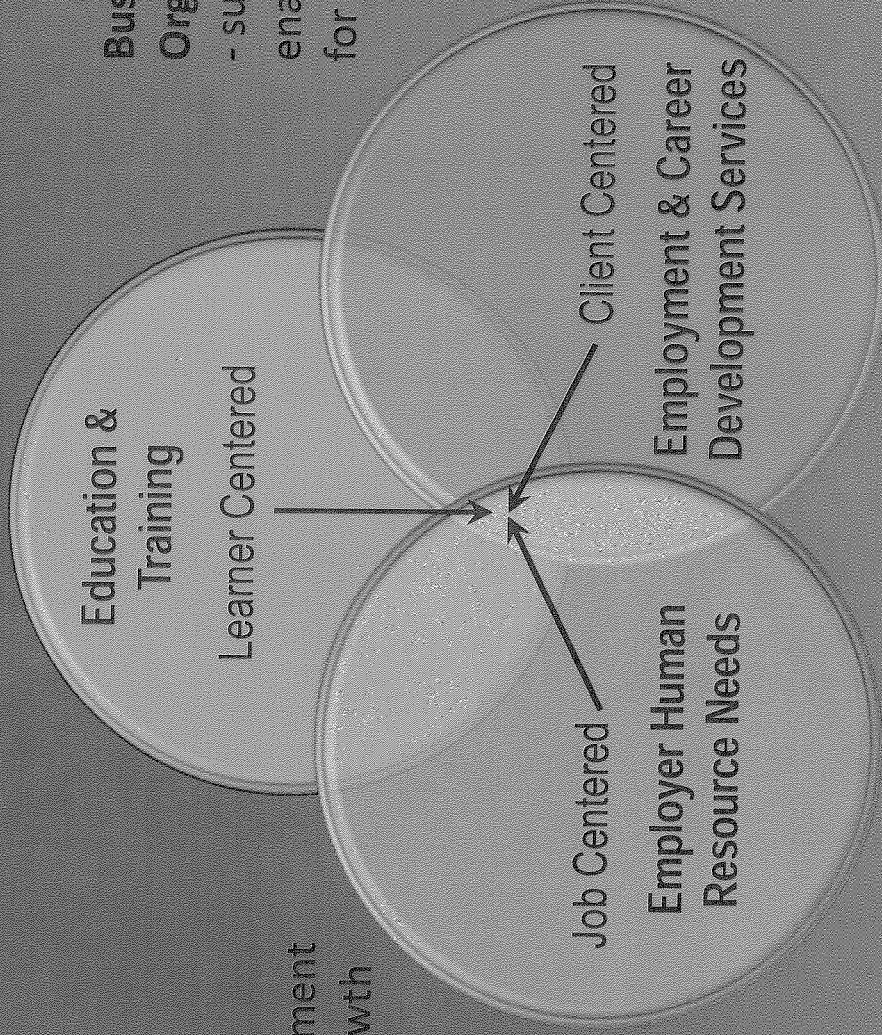
1. A sustainable structure to lead, champion and support a Mount Waddington Coordinated Workforce Strategy.
2. Increased capacity of small businesses to effectively manage and utilize human resources.
3. Sustainable and effective attraction and recruitment of businesses, families and workers into the region.
4. Support of local and regional economic development and diversification through workforce development.
5. Integrated (geographic and sectoral) workforce planning and implementation.
6. Responsive education and training strategies and programs to support workers, job seekers, families and employers in the region.
7. Mechanisms to match labour demand and labour supply to maximize employment and business opportunities.
8. Enhancing First Nations' and Aboriginal people's participation in regional and local economies and employment.
9. Job seekers become independent, through achieving and maintaining sustainable labour market attachment.
10. Job seeker skill development is coordinated to meet human resource needs of employers.

A Coordinated Workforce Strategy alone will not magically create significant jobs and economic activity; however, its implementation will position the region to seize economic and employment opportunities as they arise, and mitigate risks of further economic shocks and transition. The *lack* of coordinated, collaborative and integrated actions will ensure that the region and local communities do not realize such growth.

Mt. Waddington Regional District Environment

**Economic Development Organizations**  
- supporting an enabling environment for economic growth

**Business Organizations**  
- supporting an enabling environment for business growth



**Community & Aboriginal Organizations**  
-supporting individuals and families

**Coordinated Model of Workforce Development**

Regional Workforce Leadership & "Champion" structure

Regional Workforce Accord

Stakeholder Action Planning Tables

Integration of regional economic and WF planning & action

Regional employment and WF coordination

WF Attraction, Recruitment & Retention Action Plan

K-12 Action Plan

Post-secondary Education Action Plan

Work-based Training Action plan

Labour Market Information & Accountability

Strategic Building Blocks

Ten Point Plan

Tactical Action Plans (Projects)

## Mount Waddington Coordinated Workforce Initiative - Implementation

<b>Deliverables</b>	<b>Milestones</b>
<u>Revised Project Budget</u> <i>(detailed budget attached)</i>	<ul style="list-style-type: none"> <li>- May-June Targets</li> <li>- June-December Projections</li> </ul>
<u>Asset Map</u> <ul style="list-style-type: none"> <li>• Database of all relevant assets, profiles and data</li> </ul>	<ul style="list-style-type: none"> <li>- Asset surveys</li> <li>- Inventory of assets and data complete</li> <li>- Circulation of asset mapping results to stakeholders for review</li> <li>- Asset database built</li> <li>- Publish (print materials, media, web site)</li> </ul>
<u>Web Portal/Gateway</u> <ul style="list-style-type: none"> <li>• Web site RFP</li> <li>• Web site development</li> </ul>	<ul style="list-style-type: none"> <li>- Components identified</li> <li>- RFP posted on BC Bid</li> <li>- Beta version</li> <li>- Roll out</li> </ul>
<u>Employer Human Resources Council (EHRC)</u> <ul style="list-style-type: none"> <li>• Large and small business HR practitioners and entrepreneurs; informs/advises ETES, SWP, and Aboriginal planning groups</li> </ul>	<ul style="list-style-type: none"> <li>- EHRC membership established</li> <li>- Terms of Reference</li> <li>- Regular meetings</li> </ul>
<u>Education, Training and Employment Services Forum(ETES)</u> <ul style="list-style-type: none"> <li>• K-12, Post-secondary, employment service providers</li> <li>• Planning entity; advised by EHRC</li> </ul>	<ul style="list-style-type: none"> <li>- Matrix of course/programs/services complete</li> <li>- Job/career fairs</li> <li>- Industry/business role model presentations at education institutions</li> </ul>
<u>Sustainable Workforce Planning (SWP) Forum</u> <ul style="list-style-type: none"> <li>• Attraction/Recruitment/Retention and Labour Market Information &amp; Accountability</li> <li>• Planning entity; advised by ETES, EHRC</li> </ul>	<ul style="list-style-type: none"> <li>- Labour pool data; current &amp; projections</li> <li>- Large &amp; small business profiles (current and projected HR needs)</li> <li>- Skills needs inventory (NOCs)</li> <li>- Workshop(s) to develop pilot labour force recruitment strategy</li> <li>- Pilot recruitment &amp; retention campaign</li> </ul>
<u>Aboriginal Planning Forums</u> <ul style="list-style-type: none"> <li>• Forums on and off reserve</li> <li>• Individual bands and/or all-nation gathering</li> </ul>	<ul style="list-style-type: none"> <li>- Presentation and participation at Gwa'sala-'Nakwaxda'xw Nation 2012/13 ec/dev planning session</li> <li>- Meetings with Ec/Dev and education committees</li> <li>- Inventory of bands' business activities and HR requirements</li> </ul>
<u>Partnership Development</u> <ul style="list-style-type: none"> <li>• Employers to employers</li> <li>• Employers and education/training service providers</li> <li>• Employers and aboriginal organizations</li> </ul>	<ul style="list-style-type: none"> <li>- "Common needs &amp; resources" workshops/forums</li> <li>- Partnership agreements (MOUs, LOUs, etc.)</li> <li>- Intermediate progress report</li> <li>- 2 Network meetings</li> <li>- Final report</li> </ul>
<u>Workplace Based Experience (K-12 Pilot project)</u> <ul style="list-style-type: none"> <li>• Work experience/job shadowing and part time or summer employment</li> <li>• Document best practices</li> </ul>	<ul style="list-style-type: none"> <li>- Industry partner identified for pilot (Neucel)</li> <li>- Project scope and objectives documented</li> <li>- Posting for employer liaison (SD 85 teacher)</li> <li>- Pilot project start</li> <li>- Mid project review</li> <li>- Project ends; results documented and circulated</li> </ul>
<u>North Island Workforce Accord</u> <ul style="list-style-type: none"> <li>• Principles and guiding statements signed off by all major stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Accord drafted</li> <li>- Review and acceptance by signatories</li> <li>- Publication</li> </ul>

Notes: 1.Many of the Milestones are directly integrated into the asset identification and analysis. That action-oriented activity is the foundation of the web portal/gateway which will be created by the web developer chosen through the RFP process.

**Linkages and Inter-relationships between Workforce Planning and Action Committee ( WPAC), Sub-committees and Planning Forums**

The **WPAC** is the core of the Coordinated Workforce Initiative. It is made up of network :“champions” representing stakeholders across the Mount Waddington region.

The **Executive Committee** members are drawn from the WPAC..

The **Sub Committees** are members of the WPAC and may include other stakeholders representing their constituents' interests from across the region.

A **Planning Forum** is a dynamic entity whose membership acts in an advisory and consultative capacity to sub committees and the Employers' Human Resource Council. Forum members also participate on sub committee project working groups.

The **Employers' Human Resource Council** membership includes HR practitioners from a cross-section of the region's employers (small and large). The EHRC informs the various Planning Forums and Sub Committees of workforce requirements; skills and education requirements for hiring and continuous learning; provides HR-related resources.



**ARR**=Attraction, Recruitment & Retention    **LMI**=Labour Market Information    **WBT**=Workplace Based Training