

Terms of Reference: Labour Market Partnerships Contribution Agreement

Applicant: Northern Lights College (NLC)

Project Title: Northeast Regional Workforce Table – Implementation Project

1. Project Background

In 2012 the BC Jobs Plan led to the creation of Regional Workforce Tables (RWT) to bring people together to discuss how to best align existing regional training to meet local employment opportunities, and to ensure British Columbians have access to training and job opportunities in their home communities. As part of this initiative a NE Regional Workforce Table (RWT) Task Force, comprised of key leaders representing a range of communities and organizations, came together to produce a Regional Skills Training Plan for the Northeast region.¹

Development of the *Northeast Regional Skills Training Plan* was based on data that was researched and compiled in the spring and summer of 2012, as well as discussions that were held with people and groups throughout the region to obtain their views on gaps and issues as they relate to skills training.

As outlined in the *Northeast Regional Skills Training Plan*,

“Northeast BC has been booming for over a decade, resulting in growth, low unemployment and high incomes for many people. More Major projects are expected, in the oil and gas, mining and clean energy sectors. Nonetheless, there is a ‘disconnect’ between the needs of major industry for skilled labour and the existing labour pool within the Northeast. Many youth, older workers, and Aboriginal peoples are not participating to the fullest extent possible in the industrial economy. Much more can be done at the local level to train the existing labour pool.”²

Creation of the *Northeast Regional Skills Training Plan* represents a critical 1st step in addressing the skills gap in Northeastern BC. While it provides a useful framework for the future, on its own it will solve nothing. We must now take appropriate steps to ensure that the recommendations put forward in the training plan are acted on in a concrete, strategic, cohesive and sustainable manner.

2. Project Purpose

Given the critical nature of the work to be undertaken, the importance of ensuring well-timed concrete actions that are well-aligned with the recommendations of the *Northeast Regional Skills Training Plan*, and the momentum that has been gained by the Northeast Regional Workforce Table Task Force over the last few months, this project proposes the continuation of a Northeast Regional Workforce Table Secretariat in support of the Northeast Regional Workforce Table Task Force – Implementation Phase.

NOTE: While it would have been possible for individual lead organizations to submit separate LMP proposals, the RWT Task Force has requested that NLC take the lead in coordinating, preparing and submitting one umbrella proposal in order to ensure that we do maintain the collaborative and cohesive momentum that has developed over the past year. Given the coordinated approach that was intentionally applied to the creation of the NE Regional Workforce Training Plan, the group felt that it was imperative to maintain the same type of approach during the implementation phase. The goal is to avoid the unintentional creation of silos as we move forward in implementing the recommendations outlined in the the Training Plan.

¹ *Northeast Regional Skills Training Plan*,

http://www.nlc.bc.ca/Portals/0/documents/News/NE_RWT_Skills%20Training_Plan.pdf

² *Ibid.*, p. i.

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The Northeast Regional Workforce Secretariat will therefore continue to provide the logistical and outreach functions necessary to ensure that the main deliverables outlined in this Labour Market Partnership Contribution proposal are achieved (see sections 4 and 5 of this submission). It will also ensure appropriate alignment and collaboration with initiatives that stem from:

- Any preliminary or ongoing work undertaken by Community Leaders or Organizations on specific actions and sub-actions of the *Northeast Regional Skills Training Plan* that are not specified within this 'Phase 1' Labour Market Partnership Contribution Agreement proposal;
- The anticipated recommendations of the Natural Gas Workforce Strategy and Action Plan due later this year;
- The work of the Provincial Centre of Training Excellence in Oil & Gas;
- The work of the Northern Opportunities Learning Council or Working Groups.

Ultimately the Secretariat will provide critical administrative support to a 'Northeast Regional Workforce Table Task Force – Implementation Phase' and be responsible for the coordination, financial management and stakeholder consultation components of the project (see *Section 3 – Project Partners* for detailed responsibilities of the Secretariat).

3. Project Partners

Project Lead

Northern Lights College (NLC) will be the lead organization for this project. NLC opened as a Community College in 1975 and continues to provide post-secondary education and training opportunities to learners throughout the northern third of British Columbia. NLC has campus locations in Fort Nelson, Fort St. John, Dawson Creek, Chetwynd and Tumbler Ridge, along with access centres in Atlin, Dease Lake and Hudson's Hope. In all, NLC's service area covers more than 320,000 square kilometres and encompasses the whole of the Northeast, as well as portions of the Stikine Region in British Columbia.

NLC has videoconference facilities available at all campuses. Videoconferencing is utilized for a number of courses in different program areas. Some program areas are offered via online instruction, others through distributed delivery, and some through the use of mobile training facilities. These facilities can be made available for the work of the Northeast Regional Skills Training Plan Implementation Team in order to facilitate communication and collaboration activities as the project progresses.

NLC has established partnerships with School Districts 59, 60, 81 and 87 in northern British Columbia to offer Dual Credit programming options to qualified secondary school students. NLC is also an active member of the Northern Opportunities Learning Council and Working Groups. As well, NLC is a member of the Northern Postsecondary Council (UNBC, NLC, CNC and NWCC) and has partnership agreements with several B.C. universities. These agreements allow for the direct transfer of credits earned at NLC towards degree and other programming.

Northern Lights College is committed to building on its history in post-secondary education by developing the strengths of our students and the people of Northern British Columbia. We continue to focus on the preparation of a skilled workforce and to play a critical role in the enhancement of the economy and quality of life in our vast region. Programming supports such primary community needs as health, education, business, social services, culture and recreation.

We are B.C.'s Energy College™, emphasizing programming that supports the Oil and Gas, Aerospace, Mining and evolving Clean Energy industries. In addition, working through partnerships and collaborations with the communities in our region, we work toward the goal of sustainability for communities.



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Project Partners

It is important to note that implementation of the Recommendations, Goals and Actions outlined in the Northeast Regional Skills Training Plan will require the concerted efforts of a number of community partners and organizations over an extended period of time. As stipulated in the training plan, “Many organizations have already built strong relationships and successful programs for training, including for under-represented groups. Further activities need to build off of this foundation.”³

This project is intended to provide the short term support and momentum necessary for initiation of specific actions outlined in the Training Plan that will require multi-partner collaboration, and to provide the ‘NE RWT Task Force – Implementation Phase’ with the resources that will allow them to develop a sustainability plan for ongoing regional collaboration. It will be critical that existing multi-stakeholder networks be leveraged and engaged in the development of this sustainability plan in order build on these existing initiatives, rather than replace them.

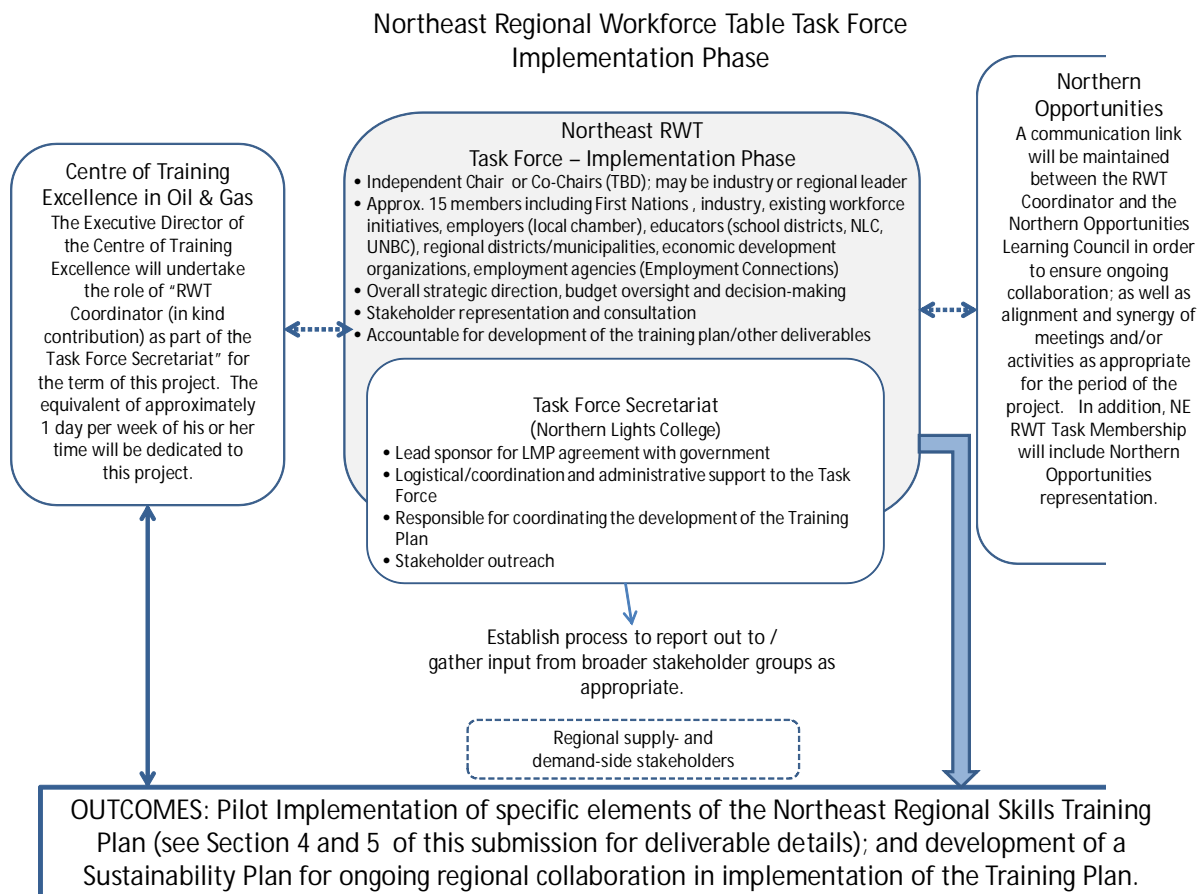
For that reason, in addition to the Northeast Regional Skills Training Plan Implementation Team (described in the *Governance Structure* section below), the following Project Partners will be involved and/or consulted with in the completion of the proposed project:

BC Centre of Training Excellence in Oil & Gas
Northern Opportunities Learning Council

³ Northeast Regional Skills Training Plan,
http://www.nlc.bc.ca/Portals/0/documents/News/NE_RWT_Skills%20Training_Plan.pdf, p. ii.

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Governance Structure



The Northeast Regional Workforce Table Task Force – Implementation Phase will be composed of individuals representing a range of key stakeholders and organizations in the region. Membership will include individuals and organizations identified in the *Northeast Regional Skills Training Plan* as being instrumental to the implementation of Goals and Actions contained therein.

The Northeast Regional Workforce Table Task Force – Implementation Phase will be chaired (or co-chaired) by independent industry representative(s) or strong regional leader(s), and will be coordinated and supported by a Northeast Regional Workforce Table Secretariat (Northern Lights College). The Northeast Regional Workforce Table Task Force – Implementation Phase will be the formal decision-making body for the purposes of this project, will provide overall strategic oversight and direction, and will be accountable for the project deliverables. The Secretariat will be responsible to ensure the administrative, logistical, and outreach functions are in place and supported to meet the identified project timelines.

Roles and Responsibilities

Northeast Regional Workforce Table Task Force – Implementation Phase

- Formal decision-making body for the project.
- Provides overall strategic direction and input.

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- Provides strategic oversight on the budget and on procurement processes for any contracted services required for the project.
- Stakeholder representation and consultation.
- Accountable for development of detailed project deliverables/outcomes.

Implementation Team Chair or Co-Chairs

- Chair Project Implementation meetings.
- Public champion of the Northeast RWT initiative.

Secretariat (Northern Lights College)

a) Coordination and project management

- Act as the legal entity responsible for the overall project.
- Coordinate and attend Project Implementation meetings, including ensuring that meeting minutes and records of decisions are recorded accurately and distributed in a timely manner.
- Act as project manager to ensure completion of project deliverables.
- On behalf of the *NE RWT Task Force – Implementation Phase*, oversee and coordinate the implementation of specific Training Plan goals and actions, and any other related deliverables (including managing any third party resources contracted for the project).
- Prepare monthly reports on goals and objectives to the *NE RWT Task Force – Implementation Phase* updating on progress and any issues/concerns.
- Complete a final report outlining the objectives, activities, budget and outcomes of the Northeast RWT implementation project.
- Facilitate communication within and from the *NE RWT Task Force – Implementation Phase*.

b) Financial Management

- Legal entity responsible for the overall project and lead sponsor for the LMP agreement with government.
- Manage the LMP Agreement and budget to support the *NE RWT Task Force – Implementation Phase*. An administrative resource will support the role of the secretariat
- Lead the creation and management of any competitive procurement process to secure contracted resources for any portion of the project.
- Report on progress and financial expenditures made under the LMP Agreement to the Ministry using the required LMP claims process, activity reports, tracking of in-kind contributions etc.

Individual Implementation Team Members

- Take the lead on Project Goals and Deliverables as assigned.
- Provide timely monthly reports to the *Secretariat* (Northern Lights College) regarding progress on assigned deliverables.
- Provide guidance and advice from the perspective of the whole region as well as from the broader sector group each member represents.
- Attend Implementation Team meetings and ensure that any task accepted is completed on time, including reviewing and validating Implementation Team recommendations and decisions.
- Reach out to regional stakeholders – mechanism/process TBD.
- Public champions of the Northeast initiative.



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Proposed Membership of the Northeast Regional Workforce Table – Implementation Phase

Sector Group	Representative	Organization
Industry	Bryant Bird Bryant.Bird@shell.com	Shell Canada
	John Turner jturner@spectraenergy.com	Spectra Energy; BC Chamber of Commerce
	Jeff Beale Jeff.Beale@encana.com	Encana
	Maria Pavao Maria.Pavao@bchydro.com	BC Hydro
First Nation / Aboriginal people	Anna Barley abarley@treaty8.bc.ca	Treaty 8
	Deanne McLeod dmcleod@nenas.org	NENAS
	Colleen Hodgson chodgson@mnbc.ca	Metis Nation British Columbia
Employer / employer association	Bev Vandersteen info@fortnelsonchamber.com	Fort Nelson Chamber of Commerce
Educator	Laurie Rancourt lrancourt@nlc.bc.ca	Northern Lights College
	Doug Boyd dboyd@prn.bc.ca	School District #60; Northern Opportunities
	Dr. Mark Dale dalem@unbc.ca	University of Northern British Columbia
Industry Training Authority	Susan Kirk skirk@itabc.ca	ITA
Regional District / Municipality	Laurie Dolan ldolan@nlc.bc.ca	Northern Rockies Regional Municipality; Petroleum HR Council of Canada
	Don Harris dharris@gochetwynd.com	District of Chetwynd



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Sector Group	Representative	Organization
	Karen Goodings kgooding@pris.bc.ca	Peace River Regional District
	Sherri-Lynn Hewitt slj.hewitt@gmail.com	District of Tumbler Ridge
Labour Market – community service provider	Jeannette Karasiuk Jeannette@employmentconnections.bc.ca	Employment Connections – Work BC Employment Services Centre
	Rick Newlove rick.newlove@enform.ca	ENFORM BC
Economic Development	Sue Kenny skenny@communityfutures.biz	South Peace Economic Development Commission; City of Dawson Creek; Community Futures

4. Project Objectives

In the interest of building on the momentum that has been built by the NE RWT Task Force, and in the interest of ensuring the tangible implementation of the Goals and Actions which have been identified by the Task as being 'Short Term Priorities', this project will focus on the implementation of the Goals and Actions of the *Northeast Regional Skills Training Plan* that are presented in detail below.

NOTE: All of the Goals and Actions of the *Northeast Regional Skills Training Plan* are included in this submission for reference purposes only, and to ensure cross-reference and tracking as work progresses. The Goals and Actions that are 'greyed out' in this proposal are currently undergoing planning discussions and preliminary work on the part of relevant community organizations. Only those Goals and Actions that are not 'greyed out' are the object of funding requests for the purposes of this submission. It is expected that a 'Phase 2 Submission' will follow in the late fall 2013 outlining progress on those Actions and requesting funds to further that work where necessary and appropriate.

Goal 1: Increase the pool of potential workers for high-demand occupations

Purpose: To fill the demand for workers with strong foundational skills that enable individuals to train for high demand occupations and be successful in their career choices

Action 1.1 Coordinate a comprehensive career pathway and labour market information initiative for regional students, workers and employers:

Relying on the expertise of the BC Centre of Training Excellence in Oil & Gas, based on high-demand occupations in the Oil & Gas sector, and based on examples from jurisdictions such as Alberta and Ontario, develop templates for a series of tools in high-demand occupations in the Northeast Region that provide information on the education and career pathways that lead to employment in those occupations.



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Deliverable #1:

In consultation with Industry Representatives, develop planning tools (ie: web accessible printable pamphlets and presentations) to inform those seeking access to specific careers of the educational pathways that will lead them to that goal. These tools will focus on career paths in the following occupational areas:

- Oil & Gas drilling, service and related labourers;
- Oil & Gas drilling workers and service operators.

Cash request \$25,000.

Deliverable#2: This Action will involve the development and pilot implementation of a program entitled "Career pathways for Northeast BC", which will be a comprehensive Career Development Education plan including the following components:

Know Yourself:

- Personality Assessments
- Career Assessments
- Career Discovery Workshops

Explore Options:

- Labour Market Information for Northeast BC
 - Where the jobs are and where the jobs will be
 - High Demand Occupations
- Road map of services (current programs & services)
- Regional training options

Take Action:

- Planning for post-secondary training
- Planning for trades training
- Planning for entry level jobs
- Next steps: individual assistance with a Career Practitioner to help participants navigate to Career Independence.

This 'pilot project' will specifically target the following program areas (which are identified within the Northeast Regional Workforce Training Plan as being among the highest-demand occupations):

- Oil & Gas drilling, service and related labourers;

Oil & Gas drilling workers and service operators. In Kind \$8,000 (In kind Employment Connections Staff time to help move the pilot initiative forward.); cash request \$7,000

Leads: Work BC Employment Service Centre/Employment Connections and BC Centre for Training Excellence in Oil & Gas

Potential Partners: Education/training providers, Industry, Government, Economic Development Commissions, Chambers of Commerce, NENAS, Aboriginal Organizations, Work BC Employment Service Centres, Social Service Agencies, Northern Opportunities, Community Futures.

Action 1.2 Build on and expand innovative pilots and initiatives that target underrepresented groups



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Action 1.3	Enhance/pilot programs that provide career pathways for under skilled workers in the region
<p>Goal 2: Increase capacity in the region to develop and deliver “ agile” training</p> <p>Purpose: To increase the ability of training providers to meet the ongoing needs of individuals and employers in a timely and targeted fashion</p>	
Action 2.1	Enhance/pilot programs for delivering instruction for high demand occupations
Action 2.2	Pilot accelerated training delivery models for regional high demand occupations (accelerated apprenticeship models, etc.)
<p>Goal 3: Enhance skill development for new and growing businesses in Northeast BC</p> <p>Purpose: Help existing and new Northeast businesses owners develop skills to grow and effectively manage their operations</p>	
Action 3.1	<p>Support and expand existing initiatives that provide training in business management and entrepreneurship</p> <p>Develop an inventory of existing initiatives in the Northeast Region that focus on offering business training and support for entrepreneurs.</p> <p>In collaboration with the BC Centre of Training Excellence in Oil & Gas and the Natural Gas Workforce Strategy, identify gaps in available training for businesses in the Oil & Gas Industry.</p> <p>Lead: Community Futures</p> <p>Potential Partners: Education/training providers, Industry, Economic Development Organizations, Chambers of Commerce, Sci-Tech North, Aboriginal Business Centre, ENFORM, NENAS, Chi-nook program at UBC.</p> <p>Deliverable: Inventory list to be distributed to all involved regional stakeholders, and to be used in the development of Action 3.3. (In kind contribution \$1500 – Community Futures)</p> <p>Proposed deadline: Inventory and Gap Analysis by May 2013</p>
Action 3.2	Encourage business management and entrepreneurship training with high school and post-secondary students
Action 3.3	<p>Expand training to help local businesses and contractors with procurement and human resources needs</p> <p>In collaboration with the BC Centre of Training Excellence in Oil & Gas and the Natural Gas Workforce Strategy, work with industry, businesses and economic development organizations to enhance current offerings and develop targeted training programs, workshops and information.</p>

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Context: Major projects in the Northeast Region are, and will continue to provide opportunities for existing businesses to grow and new businesses to develop. Local community members and business leaders are not currently maximising the opportunities that are available, specifically in the Oil & Gas Industry, and many larger companies continue to use out of province contractors for local work. Some residents need general business training in order to take advantage of these opportunities, while existing businesses may need help with procurement and human resource issues in order to maintain a competitive edge.

Leads: Community Futures and BC Centre for Training Excellence in Oil & Gas

Potential Partners: Education/training providers, Industry, Economic Development Organizations, Chambers of Commerce, Sci-Tech North, Aboriginal Business Centre, ENFORM, NENAS, Chi-nook program at UBC.

Deliverable #1: To retain the information needed to execute our objectives, we will use Executive Pulse: a web-based business retention and customer relationship management (CRM) database that helps organizations with managing maintaining and expanding local economies by creating an extensive inventory of community labour information.

Acquisition of software for Business Retention and Expansion Program (\$2500 cash request).

Deliverable #2: Train the Trainer program to provide Regional Trainers with the know-how to conduct needs assessment for local businesses. (\$5000 cash request).

Deliverable #3: Set-up of Local Business profiles into software. (140 hours x 25\$/hour Cash request)

Deliverable #4: By December 2013, 200 businesses in DC Creek will have undergone the 'needs assessment process as a pilot initiative (in-kind Community Futures – 200 hours x \$25 (interviews) + ½ that amount for inputting).

The Platform is made up of three services that work together to ensure effective communication between local businesses and the resource sector.

1. Local Business Certification
2. On-Line Directory and Profile Pages of Local Businesses
3. Procurement System

The platform certifies locally based businesses to ensure they have a local physical office and that they are contributing to the local economy and community. The certification process is developed and approved by Community Futures, industry and local communities.

The Peace Liard Region is made up of three sub-regions. Northern Rockies, North Peace and South Peace. Local businesses that meet the requirements can be certified in multiple sub-

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regions.

Once local businesses are certified as a Community Based Business, they are placed in an online business directory and procurement system, where they receive work opportunities from resource sector companies operating in the area. Local businesses maintain their own profile page with contact and corporate information.

Certified local businesses will automatically be listed on the Community Based Business online directory and be able to participate in the procurement system.

Proposed Deadline: March 2014

Goal 4: Address any training gaps for high demand occupations

Purpose: Ensure industry has skilled workers that meet workforce needs

Action 4.1	Identify outside programs that could be used to support training for high-demand occupations in the Northeast
Action 4.2	Pilot an initiative that works to ensure standardized learning outcomes from different training programs
Action 4.3	Remove barriers and solicit active engagement of employers in training

Additional Project Objective:

This Labour Market Partnership Contribution proposal is focused primarily on those Training Plan objectives identified as 'short term' in the *Northeast Regional Skills Training Plan*. Over the next few months work is being undertaken by various community organizations and stakeholders in order to 'flesh out and clarify' the proposed actions that are identified as 'medium or long term' in the *Northeast Regional Skills Training Plan* document.

The *NE RWT Task Force – Implementation Phase* will continue to identify potential funding sources and specific project deliverables and timelines for the Goals and Actions that are identified as 'Medium Term' Actions in the NE Regional Skills Training Plan. In addition, it is anticipated that a 'Phase 2' Labour Market Partnership Contribution proposal will be submitted by the NE Regional Workforce Table Implementation Team in the Spring of 2013 in order to secure funding for detailed and specific projects related to these 'medium and long term' actions.

In addition to the "Deliverable" section for each of the project Actions outlined above, this project will result in the development of a proposed model and governance structure for the continued implementation of the NE Regional Workforce Table Training Plan, and for ongoing regional collaboration.

5. Measurable Results

See 'Deliverable' section for each of the Actions outlined in section 4 above.

6. Project Duration

April to March 2014.

7. Proposed Project Activities, Timeframe and Budget



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	Activities (by phase)	Proposed Timeframe	Estimated Cost
Secretariat and support	Project oversight and clerical support for the NE Regional Skills Training Plan Implementation Team and delivery of key project deliverables. Activities to include: coordination and project oversight; schedule, arrange, and host meetings; liaise with Task Force chairs(s) and members; post, award and administer third party contract(s); ensure deliverables are completed on time; oversee LMP budget management; administer LMP agreement and provide all reporting requirements to the Province.	May 2013 to March 2014	NLC In kind.
Goal 1 – Action 1.1	Develop planning tools for education/career pathways. Coordinate a comprehensive career pathway and labour market information initiative for regional students, workers and employers.	Dec 2013	\$32,000
Goal 3 – Actions 3.1 and 3.3	Support and expand existing initiatives that provide training in business management and entrepreneurship. Expand training to help local businesses and contractors with procurement and human resources needs	March 2014	\$17,500
NE Regional Skills Training Plan Task Force	Committee / administrative costs and any committee expenses, including travel	May 2013 to March 2014	Cash contribution South Peace Economic Development Commission
Administration	Administration (10%)	May 2013 to March 2014	\$4,950
	Total		\$54,450