



December 2015

Treaty 8 First Nations Labour Market Human Resource Strategy

*Planning for a Sustainable Future: For as Long as the
Sun Shines, the Grass Grows and the Rivers Flow.*



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Acronyms

AANDC	Aboriginal and Northern Development Canada
ABC	Aboriginal Business Centre
AEC	Aboriginal Education Centre
ASEP	Aboriginal Skills and Employment Partnership
ASET	Aboriginal Skills and Employment Training
BRFN	Blueberry River First Nations
DRFN	Doig River First Nation
HRFN	Halfway River First Nation
FNFN	Fort Nelson First Nation
ISS	Industrial Scaffolding Services
ITA	Industry Trade Authority (BC)
LNG	Liquefied Natural Gas
NEBC	Northeast British Columbia
NENAS	Northeast Native Advancing Society (AHRDA holder)
NENAN	Nenan Dane zaa Deh Zona Family Society
NG	Natural Gas
NLC	Northern Lights College
PIC (UAPICBC)	Piping Industry College
SFN	Saulteau First Nations
T8FN(s)	Treaty 8 First Nation(s)
T8TA	Treaty 8 Tribal Association
UNBC	University of Northern British Columbia



WMFN West Moberly First Nations

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EXECUTIVE SUMMARY

1.1 OVERVIEW

In 2013, the Treaty 8 Tribal Association (T8TA) developed a First Nations Liquefied Natural Gas (LNG) Strategy containing a number of key objectives. One part of the First Nations LNG Strategy was to assess future LNG labour market trends and determine existing First Nation employment readiness and skills to fill those needs. This project builds on that objective by encompassing all industrial and resource sectors within northeast BC (NEBC) and provides recommended actions for a human resources strategy for the Treaty 8 First Nations (T8FNs). Research for this human resources strategy began in early 2015, and over the course of the year expectations and prospects for LNG job growth in northeast BC have disappeared due to a combination of international economic factors. These include: OPEC oversupply of oil leading to depressed prices, increased American fracking of natural gas, re-entry of Iranian oil into the global market, collapse in Chinese economic growth contributing to the lowering of regional demands for LNG and oil, persistent drop in demand for coal for steel and energy production, and a precipitous weakening of the Canadian dollar due to its linkage to oil commodity prices and demand meltdown.

Training for jobs in pipelining and oil and gas field services provided the most significant number of opportunities for First Nations at the beginning of 2015 but, by the end of the year, this potential high employment stream was in major recession with lay-offs across NEBC and Alberta. Throughout the project period, publicly available documents from the government of British Columbia regarding current labour market trends and needs continued to reflect a bright future for LNG-related jobs even as BC Stats began reporting regional unemployment figures on the rise. These negative changes to the dominant regional economic drivers make forecasting the NEBC labour market demand more difficult, the competition for jobs stiffer, and the need for relevant skills training for First Nations more critical.

1.2 PURPOSE

The primary purpose of this project is to conduct a skills and employment assessment at five T8FN communities (Doig River, Halfway River, Prophet River, Sauteau and West Moberly First Nations), and develop a community-specific Human Resources Strategy to match skills training with current and future labour market needs. Information was also gathered at Fort Nelson First Nation and Blueberry River First Nations during the project. It was determined that, with few exceptions,



the basic skills and training needs at all of the T8FNs are very similar for segments of the population. Therefore, the recommendations in the Goals and Actions are applicable to all the First Nations, with slight differences noted where training facilities and delivery capacity are either more or less developed.

The project evaluated and prioritized potential barriers and developed goals and actions to address human resources training gaps at the T8FNs. A number of recommendations contained in the report will help prepare First Nation members to fill local labour force needs for small businesses in services and retail, and for industry needs in forestry, energy (Site C and wind), mining, transportation, tourism, and oil and gas.

Research for the report included reviewing information on regional labour market needs and trends; interviews and focus groups with training institutions, businesses and individuals; and two surveys: the first for NEBC Businesses to collect some local data for small business needs that have not been captured in the BC regional reports and, second, for T8FN members to assess their employment skills, education and training needs, and their interests in working in specific sectors and jobs. Two reports were prepared consisting of this T8LMHRS and a Background Document which includes information about Treaty 8 businesses, regional training institutions and relevant programs, current Major Projects information for T8FN reference to determine contracting and employment opportunities, and an Inventory of BC Aboriginal Skills and Training Programs which identifies potential funding sources for implementation of human resource training strategies.

1.3 CONCLUSIONS

The key findings of this report confirm the need for holistic training supports in each of the First Nations to address the multiple barriers facing community members, from lack of transportation to counseling and life skills training. While there are many successful First Nation businesses and employees in the region, the legacy of limited access to poor education has led to significant deficiencies in educational outcomes for many individuals in basic literacy, numeracy and the workplace skills required for most skilled or semi-skilled jobs and trades. There are no quick fixes to the deficits and disparities developed over decades and generations. A multi-year approach with comprehensive social, cultural, and training supports will be required to address the complex barriers and rapidly changing needs of the aboriginal work force in NEBC.

The recommended goals and actions below provide some direction moving forward. This is an abbreviated version of the Goals and Actions found at the end of this report.



Goal 1	
Improve Regional Integration & Response to Labour Market Needs with a Northeast Aboriginal Labour Training Committee	
Action 1.1	Establish cross-sectoral Northeast Aboriginal Labour Training Committee (NALTC – working name until another is chosen by committee) with formal terms of reference and committee member accountability.
Action 1.2	Implement preliminary objectives of the committee as soon as possible to build momentum
Action 1.3	Collaboratively create detailed training programs to address First Nations skills gaps for priority Industry labour needs so they can be more fully integrated into regional workforce
Action 1.4	NALTC to develop effective communication structure and strategy to promote available skills training programs with input from each partner according to their expertise
Action 1.5	Lobby BC government to provide a free online /computer learning platform
Action 1.6	Work with the ITA to promote more NEBC Aboriginal workers in trades
Action 1.7	Establish a sub-committee or team to continuously identify Provincial and Federal funding sources for Aboriginal training to ensure NEBC First Nations can access relevant labour market skills training supported by new funding programs and sources

Goal 2	
Create Healthy Communities with Comprehensive Cultural and Social supports	
Action 2.1	Ensure critical social development positions are filled with full time employees - e.g. family support workers, addictions counsellors, health & wellness workers, mental health workers, so personal issues can be addressed that could affect employment readiness.
Action 2.2	Provide ongoing support and routine training for social development staff across Northeast BC Aboriginal communities. Initiate professional development strategy at each community to ensure social development staff have the tools to deal effectively with the complex issues facing community members.
Action 2.3	Support innovative solutions for addictions , including exploring the development of wellness culture camps (Elder mentors, counsellors, traditional activities, spirituality)
Action 2.4	Develop short workshops on topics related to family wellness , work-life balance, budgeting, nutrition for children, elders, and diabetes, etc. Hold at least one workshop monthly to consistently encourage healthy lifestyles and choices.



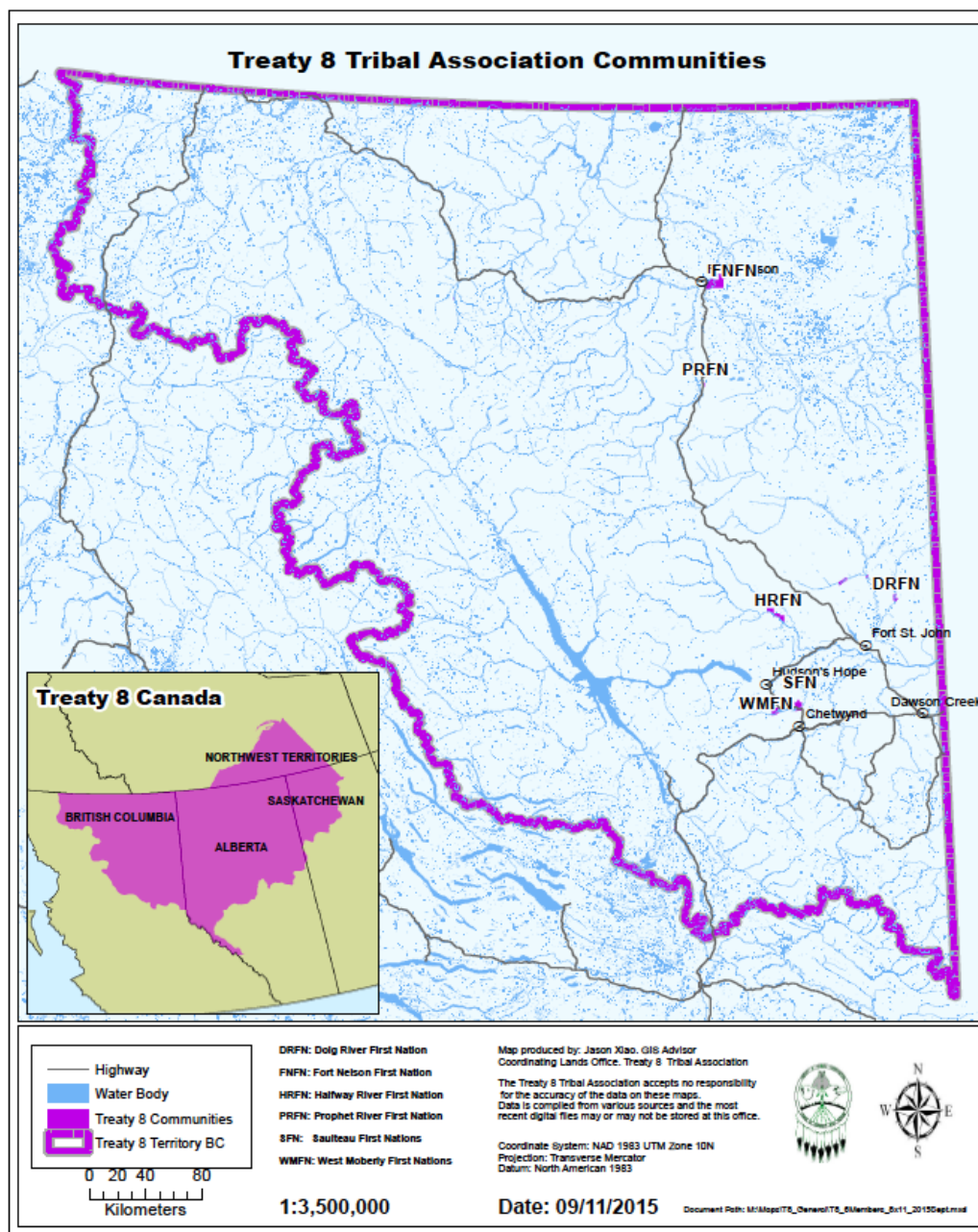
Goal 3	Develop Comprehensive Training Infrastructure & Supports in T8FN Communities
Action 3.1	Hire Employment coordinators/human resources staff to work with education coordinators to implement long-term human resource strategy: begin by establishing essential skills and life skills training programs
Action 3.2	Support entrepreneurial training and business development for aboriginal contractors
Action 3.3	Develop programs in the community to encourage life-long learning & participation in training programs <ul style="list-style-type: none"> ◦ Strengthen the capacity of in-house staff to conduct assessments and deliver year-round essential skills and other basic courses ◦ Secure multi-year core operational funding and program-related funding for key learning activities and employment readiness initiatives.
Action 3.4	Proactively engage youth in career planning, tutoring, and lifelong learning
Action 3.5	Ensure there is tutoring support for high school students in each community in math, science and literacy - subjects critical to success in many jobs and the trades. Tutoring assistance to be available at least 4 days per week, including snacks and some fun activities for students.
Action 3.6	Enhance training infrastructure in T8FN communities to reduce cost & travel barriers for participants
Action 3.7	Secure multi-year core funding for community training infrastructure through effective proposal writing
Action 3.8	Initiate priority semi-skilled trades courses at Muskoti Learning Center (SFN) and FNFN Chalo to build momentum as soon as possible .

Goal 4	Address Training & Employment Barriers On- and Off-Reserve
Action 4.1	Address basic barriers to employment and training success at community and individual level
Action 4.2	Formalize the inclusion of cultural components in all training and work placements
Action 4.3	Chiefs and Councils to work with JV partners and review other Industry agreements to include skills training and work placement opportunities for their members , including, e.g., commitments to aboriginal apprenticeships.



Map of Treaty 8 Territory in BC

Source: Jason Xiao, Treaty 8 Tribal Association's CLO





1 INTRODUCTION & BACKGROUND

In an effort to attract offshore investment and strengthen employment opportunities in British Columbia (BC), the BC government is pursuing a liquefied natural gas (LNG) strategy. If LNG plants are built on the West Coast of BC, the rate of natural gas drilling and production in northeast BC will intensify. Major pipelines for transporting products will be needed, and a short-term, concentrated construction boom will ensue.

To counter this, BC is looking at numerous alternatives to meet future labour demands, including attracting immigrant workers, skilled Canadians from other provinces, and training the local labour force. Part of the push to train the local population includes enhancing Aboriginal participation in the trades and other skilled occupations.

Based on survey, interview and focus group results, this Treaty 8 First Nations Labour Market Human Resources (T8LMHR) report assesses the current employment skills and interests in each of the participating six Treaty 8 First Nations, including Prophet River, Doig River, Halfway River, West Moberly, Saulteau, and Fort Nelson First Nations (the T8FNs),¹ and outlines a Human Resource (HR) Strategy that recommends Goals and Actions to achieve greater labour market participation by T8FN members including:

- a. Specific employment and economic goals and initiatives for each First Nation;
- b. Recommendations for community-based training and employment readiness supports; and
- c. A regional strategy for Industry, Training Institutions, T8FNs, and BC government agencies to coordinate efforts to achieve greater T8FN success in the Northeast British Columbia (NEBC) labour market.

A supporting document, the Treaty 8 First Nations LMHR Background Document, is provided as a separate appendix to this report and includes:

- A list of supporting T8FN agencies that provide training and education
- A summary of Treaty 8 First Nation businesses
- A table of skills training programs offered at Northern Lights College (NLC)
- A comprehensive list of major projects in NEBC
- BC Aboriginal Skills Training Programs Inventory (2014)

¹ Data was also gathered for Blueberry River First Nation when available.



Both this T8LMHR report and the Background Document can be viewed as stand alone reports, independent of each other.

1.1 REPORT STRUCTURE

This report is divided into six major sections:

1	Introduction and Background
2	NEBC Regional Economic Overview
3	Overview of the T8FNs
4	What We Learned
5	Stengths and Barriers
6	Recommended Goals and Actions

1.2 BACKGROUND

In October 2013, the Treaty 8 Tribal Association (T8TA) initiated discussions with BC Strategic Projects and Planning with Inter-government & Community Relations (ICR), regarding a First Nation (FN) LNG strategy for the Treaty no. 8 region of northern BC. Subsequently, as the first phase of this FN LNG strategy, the T8TA and ICR (the Parties) drafted a Letter of Intent and completed requisite paperwork.

As the second phase to the FN LNG strategy, the Parties agreed to research and write a Treaty 8 First Nations Labour Market Human Resource Strategy.

1.3 T8LMHR STEERING COMMITTEE

To support and guide this project, the Parties established an advisory/steering committee composed of representatives from industry, training and education groups/institutions, and First Nations. The T8LMHR Steering Committee held its first meeting in November 2014, then continued to meet quarterly for the duration of this project.



Representatives included:

Northern Lights College - Dawson Creek - Doug Campbell and Dave Christie
 TransCanada - Brandi (Scott) Cox and Victoria Sedgwick
 Shell - Tamara Dokkie, Teresa Hetrick and Jaret Cardinal
 Alta Gas - Neil Mackie and Brandy Eichhorn
 PRFN - Dianne Bigfoot
 FNFN/Chalo School - Cyndi Bonn (Trades Program Coordinator)
 MARR - Tara Forest, Mason Ducharme and Barb Bolli
 ITA – Pam Eales
 NENAS - Deanne McLeod
 NRT – Allie Auger (FSJ Navigator)
 MARR (ICR) - Karen Ramsey Cline

1.4 **METHODOLOGY**

1.4.1 **Data Collection**

From February to June 2015, Askiy Resources and the research assistants (the project team) focused on reviewing research reports and studies already written for NEBC to ascertain what is already known and what recommendations have been made. Secondary sources included northeastern BC employment related documents, reports, regional labour market studies; BC Stats documents and online generated reports; Statistics Canada publications; AANDC website data; previous environmental assessment documents, and community planning documents. Information in this report was assembled using a consistent approach to data collection, analysis and verification. To address topics outlined in the report, specific information was collected to gain a deeper understanding of potential social and economic issues.

1.4.1 **Research Assistants**

In December 2014, a request for proposals was conducted and Askiy Resources was awarded the contract to complete the T8FNs LMHR strategy work. Two research assistants, from Saulteau and Fort Nelson First Nations, were hired by the T8TA to assist Askiy Resources with research. During January 2015, Askiy Resources



provided training and set out a work plan for the research assistants. Their role in the project was to provide background research on different sectors to determine the past and future employment opportunities for the T8FN members, and to conduct labour market surveys.

1.4.2 Focus Group Sessions

From July until October 2015, interviews were conducted with local training institutions and businesses to gain insight into some of the labour force barrier and interests. A focus group meeting was held with small businesses and five skills and training focus groups were held with T8FN members. In October, a roundtable session was held with training and education institutions and other agencies that support First Nations' training programs, to review the draft T8FN labour market survey results and to brainstorm alternative approaches to addressing barriers. A second set of roundtables, to review the Labour Market research findings and strategy, was held with Industry and with the T8FN's Lands and Economic Development Managers in December 2015.

1.4.3 Interviews and Surveys

After a comprehensive literature search was completed, two draft surveys for T8FN community members and for small businesses and industry were created and reviewed by the research assistants and the T8TA. Interviews and surveys were conducted to validate and enhance the findings of other studies and reports.

Employment readiness surveys for T8FN members were distributed on paper. While personal information was collected, it was made clear that this was only for use by their own First Nation for establishing an employment and training database or for contacting people who had indicated interest in a particular training program. All information has been aggregated and no personal information is in this report or publicly available. Research assistants in communities assisted people to fill out surveys, particularly in the case of literacy challenges, and in some cases went door to door to find respondents. Once filled in and collected, survey results were input into Survey Monkey by one research assistant, and the results have been collated from that database. With some literacy, computer, and internet accessibility barriers, combined with the lack of reliability and expense of internet connections in many communities, it was determined the paper format would provide the most consistent results and was the primary survey format provided to community members. Although the Survey Monkey link was open, it was not well advertised and therefore not used by community members.



A link to the Northeast BC Labour Market Survey was also distributed to small and medium sized businesses through the Chambers of Commerce Facebook websites in Fort St. John, Tumbler Ridge, Fort Nelson, Chetwynd, and Dawson Creek. This survey was anonymous, but provided an opportunity for respondents to include their contact information for any future follow up.

In total, 216 T8FN members completed employment readiness surveys and 26 companies completed business needs surveys. More information on the distribution of respondents is provided in Section 4.

1.4.4 Data Gaps and Limitations

This report provides a high level snapshot of T8FN current employment skills and training needs to increase their participation in the local labour market and regional economy. A more nuanced picture is limited by the lack of available data for some measures, including current statistics for the T8FNs and more comprehensive survey results. During the survey distribution and gathering phase of this project, there were several challenges to gathering data. The quantity of surveys completed by T8FN members varied greatly between the communities. Over the past few years, there have been many studies in northern BC, which required surveys and/or interviews. Thus, many T8FN members have been inundated with surveys and interviews, which has caused fatigue and, ultimately, reluctance to complete the labour market employment surveys. Many surveys were hand distributed and completed at large gatherings, such as the T8 LNG conference. Other limitations stemmed from a lack of response to the business/industry surveys. Direct, unsolicited contact for survey purposes was considered spam and in violation of privacy legislation, so we could only distribute it broadly through a passive link through Chambers of Commerce.



2 NEBC REGIONAL ECONOMIC OVERVIEW

2.1 KEY INDUSTRIES

According to WorkBC's 2014 to 2024 Labour Market Outlook study and report (see <https://www.workbc.ca/WorkBC/media/WorkBC/Documents/Docs/BC-LM-Outlook-2014-2024.pdf>), from 2014 to 2024 BC is expected to have 935,000 job openings or planned economic activities, with 640,000 jobs (68%) due to retirement and 295,000 (32%) from economic growth.

Unlike in previous years when NEBC was reported on as a separate development region, the most current Labour Market Outlook creates one region between Cariboo, Northeast, Northwest, and Nechako. There are significant differences in economic dependence on different sectors across the four northern regions, so most of the labour demand predictions are not useful for analyzing labour market demand specific to northeast BC. For example, almost half of all jobs noted for the Northern region will be in the Cariboo, far from NEBC.

Most jobs in the region will be for replacement of retiring workers, rather than for expansion. The current BC Labour Market Outlook shows growth of only 10 jobs in the oil and gas sector from 2014 to 2024. Replacement workers will keep up with retiring workers, and few new jobs will be created. These projections are made without factoring potential LNG development in because no final investment decisions had been made as at November 2015 when the report was published. Previous Labour Market Outlook publications included projections on job growth factoring potential LNG development in, and the Pulse of the Peace publication is also based on LNG development.

Of the total population of workers in BC, 7% are employed in northern BC (WorkBC, 2014). As of October 2014, there were roughly 38,600 people employed in NEBC - this number rose to 38,800 in November 2014, then to 40,500 in January 2015 (see: <https://www.biv.com/article/2015/3/northeast-bc-unemployment-rate-too-low-report/>).

From 2012 to 2022, WorkBC had forecast that the Northeast development region will have 18,540 job openings, with 41% due to expansion demand and 59%



stemming from job openings due to retiring workers (2012). In the Labour Market Outlook Report from 2014 to 2024, it is anticipated that the highest growth in demand for workers in northern BC will be in:

- Sales and Service Occupations
- Business, Finance and Administrative Occupations
- Management Occupations (WorkBC, 2014)

Based on the Outlook 2012 report that included LNG opportunities, the Pulse of the Peace report (2015) forecast that the five most in-demand jobs in NEBC will be:

Industrial and residential electricians
Oil and gas drilling service related labourers
Oil and gas drilling workers and service operators
Power engineers
Truck Drivers

Even without LNG development, these five job categories will continue to be in demand as many older workers retire and need to be replaced.

The subsequent 2014 to 2024 WorkBC's Outlook Report predicted the fastest growing jobs in northern BC will include the occupations noted in Table 1 below.

Table 1: The top 10 Occupations forecast to expand the fastest in northern BC.

OCCUPATION	ANNUAL AVERAGE EMPLOYMENT DEMAND GROWTH
Supervisors, mineral and metal processing	3.0%
Senior government managers and officials	2.5%
Labourers in mineral and metal processing	2.3%
Accommodation service managers	2.1%
Maîtres d'hôtel and host/hostesses	2/0%
Receptionists	2.0%
Program officers unique to government	1.9%
Authors and writers	1.9%
Journalists	1.9%
Telecommunication line and cable workers	1.9%
Purchasing agents and officers	1.8%
Casino occupations	1.8%
Health Occupations	1.9%

Source: WorkBC, British Columbia 2024 Labour Market Outlook

Without LNG Final Investment Decisions, labour market demand in Northern BC will be weaker than in other parts of the province, particularly the lower mainland. However, the following chart shows the occupations with the largest number of expected jobs over the next decade without uncertain LNG development. This list



provides a starting point for matching skills training today with future labour market needs.

Table 2: Occupations with the largest number of expected jobs in the North

Skill Level	NOC	Occupations with the largest number of expected jobs in the North	Expansion	Replacement	Job openings	Wage
O	O: Usually requiring a combination of education and experience					
	0621	Retail and wholesale trade managers	-50	1,530	1,490	\$25.20
	0631	Restaurant and food service managers	240	370	610	\$18.50
	0821	Managers in agriculture	-80	670	590	\$13.00
	0711	Construction managers	70	370	440	\$39.00
	0121	Insurance, real estate and financial brokerage managers	50	250	310	\$43.27
A	A: usually requiring a University degree					
	4032	Elementary school and kindergarten teachers	110	900	1,020	\$32.00
	4031	Secondary school teachers	10	590	600	\$34.07
	2122	Forestry professionals	140	380	520	\$33.33
	4021	College and other vocational instructors	50	400	450	\$33.40
	1111	Financial auditors and accountants	50	270	320	\$28.85
B	B: Usually requiring College or Apprenticeship training					
	4214	Early childhood educators and assistants	470	900	1,370	\$16.00
	1221	Administrative officers	190	1,090	1,280	\$21.00
	1241	Administrative assistants	160	890	1,050	\$20.28
	1311	Accounting Technicians and bookkeepers	40	1,010	1,050	\$19.00
	7312	Heavy duty equipment mechanics	40	940	980	\$31.00
C	C: Usually requiring secondary school and/or occupation specific training					
	7511	Transport truck drivers	190	2,400	3,590	\$25.00
	6421	Retail salespersons	-170	1,340	1,170	\$12.00
	7521	Heavy equipment operators (except for crane)	180	920	1,100	\$28.00
	1414	Receptionists	330	390	710	\$16.00
	1411	General office support workers	180	530	710	\$18.31
D	D: Usually requiring on-the-job training					
	6733	Janitors, caretakers and building superintendents	240	1,080	1,320	\$17.00
	6711	Food counter attendants, kitchen helpers & related	600	460	1,060	\$10.50
	6731	Light duty cleaners	280	530	810	\$14.50
	7611	Construction trades helpers and labourers	260	540	800	\$23.25
	6611	Cashiers	100	370	470	\$11.00

Source: British Columbia 2024 Labour Market Outlook (November 2015)



2.2 NATURAL RESOURCE SECTORS

2.2.1 Oil & Gas Sector

Activity in the oil and gas sector in northeast BC has dropped precipitously in the past year due to other global factors with respect to concerns about the future quantity and low price of oil and gas. Uncertainty in Chinese demand for petroleum products, OPEC decisions to maintain high production levels, and the entry of Iranian oil into the global glut could keep oil prices depressed for the foreseeable future.² US shale gas developments and fracking have negatively impacted the North American demand for NEBC natural gas. BC tracks rigs as one indicator of economic activity, and this February 2015 had the lowest number of rigs drilling on record over the past decade.

Trained, skilled, replacement workers will continue to be needed despite the uncertainty surrounding LNG exports, and T8FNs have a lot of work to do to ensure more members are employment ready to fill these oilfield jobs.

The following Trades and skills will be in high demand during pipeline construction, originally predicted to be from 2016-2019, but now delayed:³

- Construction trades helpers and labourers;
- Steamfitters and pipefitters;
- Welders;
- Gas fitters;
- Truck drivers;
- Carpenters;
- Concrete finishers;
- Heavy equipment operators;
- Crane operators; and
- Electricians and
- Instrumentation technicians⁴

Source: BC Natural Gas Workforce Strategy Committee Report, 2013

Although not every employee can supervise a pipeline construction project, there is room for every skill level from the provision of laundry services in camps to chemical engineers. No matter what the job, each individual will require a safety ticket and training. During operations, pipeline companies will need employees with

² Escalating tensions in the Middle East could have an opposite effect, shutting down oil production in 2016.

³ See BC Natural Gas Workforce Strategy Committee 2013.

⁴ Proposed Westcoast Connector Gas Transmission Project: 5.0 Potential Adverse Economic Effects. (2014). See: http://a100.gov.bc.ca/appsdata/epic/documents/p385/d37541/1399388887473_4798a5c15a10ce6e059fff272a818d6e51ced3a6267d316d43b826dd8bc40006.pdf



specialized skills to run compressor stations. This includes electrical, instrumentation and mechanical specialists. They will also need people in communications, safety, administration, and pipeline valve servicing and pipeline integrity.⁵

2.2.2 LNG

Projected job growth for LNG is anticipated to open the door to an array of indirect and direct opportunities for upstream, midstream and downstream activities throughout BC. The provincial government announced \$75 million for trades training and promised British Columbians to be the first in line for LNG jobs.⁶ BC estimates there will be 4,500 jobs at peak construction time, generating more than \$8 billion in provincial revenue by 2030.⁷ In contrast, based on an analysis of the Australian LNG experience and outcomes, the Canadian Centre for Policy Alternatives stated that "BC's LNG sector could be expected to support only 2,000 to 3,000 construction jobs per plant over the next three years and 200 to 300 permanent workers once operational."⁸ Most of the employment benefits are during the construction phase at LNG plants, which are located downstream from NEBC.

Upstream LNG activities in NEBC will mean an intensification of development, with more roads, pipelines and production activities. To meet the forecasted labour needs, it will be essential to have the right people trained and available at the right time. For northern BC, most opportunities will exist within the upstream sector, or in the exploration and production sector. There would be a large number of workers needed for the ongoing drilling of horizontal wells, which would provide opportunities for long term jobs in northeast BC (KPMG, 2014).

There will also be employment and business opportunities during transportation of the natural gas to the liquefaction sites by pipeline, such as: surveying, consultation, staking the pipeline route, clearing and trenching, placement of the pipes, fittings of valves and joints and monitoring.

⁵ *Ibid.*

⁶ See: <https://news.gov.bc.ca/stories/bcs-trades-training-providers-receive-over-75m>

⁷ See <https://www.biv.com/article/2015/7/lng-deal-bad-bc-says-ndp-leader-john-horgan/>

⁸ See: https://www.policyalternatives.ca/sites/default/files/uploads/publications/BC%20Office/2015/07/ccpa-bc_LNG_Employment_web.pdf.


Table 3: Natural Gas Occupations

	Top 10 Occupations Employed in Natural Gas Operations (2012)	Greatest Number of Job Openings in NG Occupations due to age-related attrition	Construction Occupations with Greatest Demand (2016-17)
1.	Oil and gas field workers, labourers and operators	Oil and gas field workers, labourers, and operators	Steamfitters and pipefitters
2	Supervisor, oil and gas drilling and services	Operators including plants, process and pipeline	Construction trades helpers and labourers (including riggers)
3	Operators including plants, process and pipeline	Supervisor, oil and gas drilling and services	Welders
4	Truck drivers	Truck drivers	Concrete finishers
5	Millwrights and machinists	Millwrights and machinists	Heavy Equipment operators
6	Heavy equipment operators	Primary Production managers	Carpenters
7	Primary Production managers	Heavy equipment operators	Truck drivers
8	Welders	Welders	Purchase agents and
9	Steamfitters and pipefitters	Industrial electricians	Gas Fitter
10	Petroleum Engineers	Steamfitters and pipefitters	Crane Operators

Source: Report, BC Natural Gas Workforce Strategy and Action Plan

2.2.3 Mining

Many mining projects are located close to First Nation communities in the Treaty 8 region of BC and can have a tremendous impact on the landscape and the continued practice of Treaty and Aboriginal rights. Some First Nations have proactively sought involvement in these economic activities through agreements, such as the Tk'emlups te Secwepemc and Skeetchestn Indian Bands' Economic and Community Development (ECDA) mine revenue-sharing agreement in BC in 2013. This agreement provides a portion of provincial revenues resulting from production at New Gold's New Afton Mine to be shared with the First Nations.⁹ BC has now signed at least 14 of these agreements to share up to 37 per cent of the mineral tax from mining projects within First Nation traditional territories.¹⁰ However, over the past decade BC has resisted such agreements in the Treaty 8 territory.

⁹ See <https://news.gov.bc.ca/stories/mining-revenues-flow-to-first-nations-following-first-ever-agreement>.

¹⁰ See <http://www.vancouversun.com/news/Opinion+First+Nations+mining+change/9923006/story.html>



In northeast BC there has been a downturn in the mining industry and secondary organizations, such as the Aboriginal Mentoring and Training Association, which closed its doors in November 2014. It is not clear when the coal mining industry will recover, as the continued economic uncertainty in China, a major purchaser of NEBC coal, means mines are shut down indefinitely. When the turn around in coal occurs, the top ten jobs in the field are listed as: geologists, mining engineers, accountants, heavy-duty equipment mechanics, electricians (surface), millwrights, maintenance supervisors, managers/superintendents, mechanics, and mining supervisors.¹¹

2.2.4 Agriculture

The agriculture and utilities sector continues to be a major part of the northeast BC economy. With close to 2.5 million acres in production, the Peace River is the largest agricultural region in BC with approximately 1,800 farms that produce over \$100 million worth of product annually.¹² Key crops in the region are wheat, oats, barley and canola. Almost 90% of BC's grain and 95% of the Canola is produced in the region. Areas of potential growth include livestock finishing, dairy and eggs, and expanding game farming.¹³

2.2.5 Forestry Sector

The British Columbia forest sector accounts for over half of the exports and over 4 per cent of gross domestic product (GDP)(ESDC, 2013). Since 2005, the forest Industry in British Columbia has been in a slow downturn, but in the last couple of years there has been improved growth in this sector. This growth has been attributed to the turnaround in the US housing markets and increased exports to the Chinese market. It is projected that there will be approximately 25,000 new jobs in the next ten years, but many of these can be attributed to retirement and not to forest sector expansion (ESDC, 2013). These projected jobs will be in Silviculture, forestry labourers, chainsaw and skidder operators and Forestry professionals.

Court decisions in relation to Aboriginal Rights and Title and a push for more meaningful consultation and accommodation, have resulted in more First Nations people becoming more involved in the forest sector (Prest, 2003). Moreover, the increased and younger First Nation population, in conjunction with the remote location of many reserves, suggests the likelihood of a higher proportion of the forestry labour market supply coming from First Nation communities (GMG

¹¹ See <http://www.mining.bc.ca/education-training/career-options>.

¹² See: <http://www.workbc.ca/WorkBC/files/5f/5fc26f16-3c0f-4884-ab99-b475ca7448b7.pdf>

¹³ See: <http://www.investnortheastbc.ca/sectors/agriculture>



Consulting Services, 2014). Many T8FN members have worked in the logging industry, though the downturn in forestry, coupled with the higher wages in the oil patch, means many First Nations are now employed in oil field services instead.

There has been a continued increase in tenures held by First Nations and they currently have about 15 per cent of the province's annual allowable cut (AAC), but only manage 54 per cent of that tenure. A report by the First Nations Forestry Council made reference that "First Nations are compelled, now more than ever, to co-manage the forests within their territories for cultural, ceremonial, social and economic benefits" (GMG Consulting Services, 2014) (Prest, 2003).

2.2.6 Non-Timber Forest Products

Indigenous Peoples have always used the forest for multiple purposes. Trees were only cut according to the needs of the local community, for building structures, etc. and it was a low impact activity. The more extensive use of the forests consisted of collecting firewood, medicines, berries and other foods. Among the most important resources of the forest are non-timber forest products (NTFP), consisting of any plant or fungi resources of the forest other than timber, pulpwood, or firewood.

At the local level, the lack of information on marketing opportunities, existing processing and packaging equipment and technologies, and developing sustainable harvesting practices makes it difficult for First Nations to use NTFPs in economic development strategies. Land and forest managers and key decision makers often overlook the benefits that could be provided by sustainable small business NTFP development in remote communities, where economic development opportunities are severely limited.

Although many NTFP projects seem small scale, with the right marketing plan, a well-compiled and packaged product, and interested consumers, there is great potential for these products, as seen with maple and birch syrup tapping in Canada. In NEBC, some of the NTFP products that could have potential include bark for crafting baskets and containers and fungi or other boreal forest products.

2.2.7 Wildlife

Guiding and outfitting is a foundation of the local tourism industry and it remains an important seasonal activity in northeastern BC.¹⁴ In June 2015, the Guide Outfitters Association of BC held the first ever guide-outfitting workshop for First Nations,

¹⁴ See <http://www.goabc.org>.



focusing on economic opportunities within the industry. There are 17 guide outfitters located in northeast BC, offering 7 to 14 day hunts.

Fort Nelson First Nation has purchased a guide outfitting area that is based on river hunts, which target mainly moose and deer. They also have a program that subsidizes some of the expenses for trappers in an effort to reinvigorate this traditional economy. Additionally, the FNFN Lands Department has developed a harvester support program by purchasing animal hides in an effort to make them more affordable to local artisans who sew clothing and shoes made from these materials. Blueberry River First Nations also owns and operates a guide outfitting area. All the T8FNs have community or family traplines which could supply fur and hides for cultural industries.

2.3 *HYDRO-ELECTRIC AND WIND*

2.3.1 Existing Dams

Construction of the W.A.C. Bennett Dam, or Site A, a large hydroelectric dam located on the Peace River, began in 1961 and was completed by 1968. It is one of the world's highest earthfilled dams and the Williston Reservoir/Lake is the third largest artificial lake in North America.¹⁵ Construction costs were \$700 million and another \$200 million for the transmission, and it employed more than 4,800 people at peak construction. It is located 19 kilometers west of Hudson's Hope. The Gordon M. Shrum Station at the Bennett Dam has the capacity to generate over 13 billion kWh annually.

In 1980, the Peace Canyon Dam, or Site B, was built 23 kilometers downstream from the W.A.C. Bennett Dam. This dam is more of a run-of-river generating station, responding to inflows from GM Shrum and maintaining Dinosaur Lake Reservoir levels within a narrow range.¹⁶ Today, both dams employ people in management, office staff, mechanics, labourers and construction trades, instrumentation and control technicians, insulators, power line technicians, security guard staff, truck drivers, plant operators, heavy equipment operators, crane operators, electricians, boilermakers, etc.

¹⁵ See https://en.wikipedia.org/wiki/W._A._C._Bennett_Dam.

¹⁶ See: <http://www.cbc.ca/news/canada/british-columbia/site-c-dam-how-we-got-here-and-what-you-need-to-know-1.2874998>.



2.3.2 Site C Dam

BC Hydro began construction on the Site C Dam in summer 2015. It is the third dam and generating station on the Peace River in northeast BC – approximately 83 kilometers downstream from the Peace Canyon Dam and seven kilometers southwest of Fort St. John. The project will provide 1,100 megawatts of capacity and about 5,100 gigawatt-hours of energy each year to the province's integrated electricity system.

This project has been highly controversial for the local First Nations, causing political division and uncertainty. There have been several court cases lead by West Moberly and Prophet River First Nations in opposition to the dam.

BC Hydro is forecasting that the project will generate more than 10,000 person-years of direct employment during construction, but there will be very few permanent jobs associated with this development.¹⁷ The lead contractor for the south bank clearing is Paul Paquette and Son's Contracting, a company owned and operated by a Sauteau Band member.

The types of jobs needed during construction of Site C will include: boilermaker, carpenters, cement masons, concrete finishers, construction trade helpers and labourers, construction supervisors and forepersons, metal forming, electrical trades, pipefitting, crane operators, cooks, bakers, chefs, drillers and blasters, electricians, mechanics, heavy equipment operators (backhoe, skidsteer, dozer, excavator, grader, shovel, feller/buncher, loader and zoom boom operators), HVAC technicians/instrumentation and control technicians/insulators/ironworkers, millwrights, painters, pile driver/pipefitters/plumbers, scaffold guard staff, sheet metal workers, surveyors, truck drivers, and underground tunnellers. There are also positions for apprentices for \$20-\$30 an hour, with no experience required.¹⁸

2.3.3 Wind

Hydroelectric power provides 90 per cent of BC's power, while wind energy generates approximately 2 percent. According to a draft of BC Hydro's 2013 Integrated Resource Plan, 19 of BC's 20 most cost effective wind farm sites are located in NEBC. Pattern Development's Meikle Wind project near Tumbler Ridge recently signed a 25-year energy purchase agreement with BC Hydro. Red Willow Wind, also near Tumbler Ridge, hopes to have regulatory permits in hand by 2016, to begin construction in 2017 and have wind power generation by 2018. The

¹⁷ See <https://www.sitecproject.com/why-site-c/project-need>.

¹⁸ See <http://jobsintheoilpatch.com/2015/06/30/site-c-infofort-st-john-job-listing/>.



estimated capital cost for this project would be \$480 million and it may provide up to 200 person years of employment, with a maximum of approximately 300 jobs at one time. Additionally, it is projected that there could be eight full time jobs created over its possible 40-year life span. Workers would be needed to construct turbines, access roads, transmission lines, a project substation and an office control station.¹⁹

There have been several other proposed wind farms near Tumbler Ridge, e.g., Thunder Mountain and Sundance Wind projects – that have been shelved due to limited demands for power.²⁰ Of late, both Brookfield Energy and EDF-EN have put plans for their \$600 million wind farms near Tumbler Ridge on hold. Each project would have created 250 construction jobs and ten permanent jobs. Independent power producers (IPPs) have expressed frustration that few power purchase agreements have been signed and towns, such as Tumbler Ridge, worry that the Independent Power Producers in BC may choose to build elsewhere.²¹

By integrating wind farms with BC's vast hydro reservoirs, wind has a vital role to play in driving the provincial economy for years to come. This includes offering renewable electricity to upstream, midstream and downstream operations of BC's nascent LNG industry – reducing greenhouse gas emissions by industry and ensuring the supply of some the cleanest LNG worldwide.²² See the Major Projects, section 2.12, for a detailed list of active and proposed wind farm projects.

T8FNs have negotiated partnerships with some wind companies and have been employed in turbine installation and construction, for example on the Dokkie, Bear Mountain, and Meikle projects. Windfarm construction will continue to offer employment in remote locations in the southern part of NEBC in coming decades. Some T8FN members (e.g. Saulteau) have had technical training for post-construction operations and turbine maintenance, which could provide long-term stable work in the future when more wind farms are built.

2.4 GOODS, SERVICES & SUPPORT SECTORS

There are numerous linkages between various industries and spin-off opportunities with indirect jobs and opportunities. Services sectors such as education, health care and social assistance, wholesale and retail trade, accommodation and food, administration, transportation and warehousing demonstrate higher intensity ratios for labour income and jobs per million dollars of output than mining, oil and gas,

¹⁹ See: <https://www.biv.com/article/2015/2/proposed-480m-wind-farm-northern-bc-would-be-provi/>.

²⁰ See <https://www.biv.com/article/2014/12/site-c-approval-leaves-two-northern-bc-wind-projec/>.

²¹ See: <https://www.biv.com/article/2014/12/site-c-approval-leaves-two-northern-bc-wind-projec/>.

²² See: <http://aeoliswind.ca>.



manufacturing and crop and animal production.²³ In northeast BC, the service-producing sector represents about two-thirds of the labour market.²⁴ There has been an increasing employment trend in goods and service sectors but the job market overall has been volatile.²⁵

Communication infrastructure and services, such as Internet, cell and telephone services, and support business services, enable companies to generate more business opportunities and operate efficiently, especially in remote regions in northeast BC. Other services, notably water, sewage, recycling, garbage, provide basic infrastructure needs. For example, agriculture requires drilling water wells, and installing and repairing water well pumps and well piping systems. Other sectors require septic system installations, excavation and grading, carpentry, scaffolding, concrete pouring and finishing, finishing, and much more.

The transportation sector can require drivers and equipment operators for building transportation infrastructure, including such jobs as grading, paving, driving water trucks, and building ice roads and bridges. First Nation contractors have been involved in many of these activities in the past, and more drivers could be trained for future road and infrastructure construction opportunities.

2.5 HOSPITALITY AND TOURISM

Northeast BC is a rugged and breathtaking land with many unique tourism opportunities, such as outdoor activities and rich cultures and heritage. Tourism in northeast BC filters into many different services, such as accommodation, foods/beverages, retail, recreational campgrounds, arts and entertainment. Work tends to be seasonal and part-time.

The year 2012 marked the 70th anniversary of the Alaska Highway construction. Over the past few years the Alaska Highway Heritage Project, via the Alaska Highway Community Society (AHCS),²⁶ has been seeking nomination of the highway as a national historic site, which could bring recognition and attraction to the area. In addition, the Tumbler Ridge Museum Foundation has established an innovative paleontology research centre and museum, showcasing a 90 million year old

²³ See: http://www.unbc.ca/assets/community_development_institute/extracting_the_value_draft_1.pdf.

²⁴ See: <http://www.jtst.gov.bc.ca/regionalworkforcetables/docs/resourcepkg/northeast/Section%201%20Labour%20Market%20Information.pdf>.

²⁵ See: <http://www.jtst.gov.bc.ca/regionalworkforcetables/docs/resourcepkg/northeast/Section%201%20Labour%20Market%20Information.pdf>.

²⁶ See: http://ouralaskahighway.com/?page_id=1016.



dinosaur track way, and recently inaugurated the second Global GeoPark in Canada, supported by UNESCO.²⁷

One of the most significant archaeological sites in northeast BC, the Charlie Lake Cave site, was purchased by the West Moberly, Prophet River and Doig River First Nations in 2012. Since then, they have formed the Tse'K'wa (the Rock House in Dane-Zaa) Heritage Society, which can provide tours for a fee and has some educational programs. They are currently seeking funds to establish a cultural centre and museum near the site.

2.5.1 Accommodation and Food/Beverages

The accommodation and food services sector labour force is predominantly women, with 61 per cent female and more than 42 per cent of workers less than 25 years old (British Columbia, 2015). There is over 40.7 per cent of the labour force engaged in part time work and 13 per cent have temporary work in this sector (British Columbia, 2015). Overall, the Treaty 8 First Nations have had a low participation rate in this sector because of the lower wages, urban locations and need for specialized training in some circumstances.

2.6 CAMPS

As resource development expands in NEBC, more industrial camps are required. These are a combination of workplace and living space settings, used to staff remote operations. Many workers in the resource sector spend some time in industrial work camps. In 2012, a Northern Health report identified as many as 1809 industrial camp locations, but could not determine which ones were active.²⁸ As recently as September 2015, there were 130 job posting in the region for positions as kitchen helpers/assistants, controller, clerk/housekeeper/laundry, combo worker cold prep chef, red seal 2nd cook, camp manager, baker, maintenance personnel, human resource manager, front desk, business development manager, network/systems specialist, IT analyst, accounts payable clerk and operational excellence director. With appropriate training, many of these positions could be filled by T8FNs.

²⁷ See: <http://www.trmf.ca/geopark.html>.

²⁸ See: https://northernhealth.ca/Portals/0/About/NH_Reports/documents/2012%2010%2017_Ind_Camps_Backgrounder_P1V1Comb.pdf.



2.7 HEALTH CARE

Due to age-related health issues, from 2000 to 2014 there was an average employment growth of 2.5 per cent in the health sector – more than twice the population growth rate (WorkBC, 2014). Employing 210,000 people in 2014, the health sector continues to offer some of the largest and fastest growing occupational opportunities in BC (WorkBC, 2014). Most of these occupations centre around providing publicly insured medical and primary care in communities, ambulatory, acute and residential care settings, and another 40,000 offering non-insured services ranging from private nursing care to community physiotherapy (WorkBC, 2014).

Northern Health oversees health care services in Chetwynd, Dawson Creek, Hudson's Hope, Fort Nelson, Fort St. John and Tumbler Ridge. Health care and social assistance represent approximately 8 per cent of the workforce in the region (2011, Labour Market Outlook). There is a new Fort St. John Hospital and Peace Villa (senior facility) that is 7,500 square meters, consisting of 123 beds on 40 acres. With the highest rate of smokers in BC in 2007/2008 at 27.3 per cent, compared to 14.3 per cent in Vancouver Coastal, combined with a large population of transient workers and the associated issues, there are considerable future health needs for the region.²⁹ A continued shortage of doctors and nurse practitioners in the region has been an ongoing concern. The First Nation Health Authority offers a variety of programs and services for on-reserve members and manages First Nation health in British Columbia.

2.8 CONSTRUCTION AND MANUFACTURING

Construction related work represents 11.1 per cent of the people employed in NEBC.³⁰ Manufacturing employs about 3 per cent of the workforce in region.³¹ Construction and manufacturing related work will be in high demand if LNG projects are approved and development of the Site C project continues.

2.9 TRANSPORTATION AND WAREHOUSING

In 2013, transportation and warehousing represented 8.2 per cent of the largest industries for employment.³² Transportation and warehouse-related employment

²⁹ See: http://www.phsa.ca/population-public-health-site/Documents/BCHealth_Indicators_Report.pdf.

³⁰ See: <http://www.jtst.gov.bc.ca/regionalworkforcetables/docs/resourcepkg/northeast/Section%201%20Labour%20Market%20Information.pdf>.

³¹ See: <http://www.investnortheastbc.ca/sectors/manufacturing>.

³² See: <http://www.welcomebc.ca/Live/about-bc/regions/northeast.aspx>.



include trucking, construction, lumber reloading, freight forwarders, forklift operators, truck drivers, security, maintenance, storage, freight services and logistics, supervisors, managers, banking services, wash bay staff, and administrative support.³³ Other value-added services include packaging.

Regional airports (Fort St. John, Dawson Creek, Fort Nelson) facilitate commercial airlines and charter flights, helicopter services, and supporting businesses such as aircraft repair, and provide a range of indirect and direct jobs, such as car rentals, food and beverage services, cargo crew, security, parking, and emergency crews.

2.10 CULTURAL EMPLOYMENT

Treaty 8 Territory has a booming local economy due to energy exploration and development, however many of the local First Nation people remain unemployed or underemployed. The Cultural Employment Strategy (CES) is a three year federally funded project designed to identify the cultural knowledge, skills and associated aspirations of the Treaty 8 First Nations, and to try to link these skills and aspirations with potential employers or business opportunities. Treaty 8 Tribal Association is leading this project in partnership with Indigenous and Northern Affairs Canada (INAC, aka AANDC, DIAND), corporate and community partners, and will be completed by March 2017. Through workshops, this project will support T8FN business and employment opportunities related to culture. Potential cultural employment and business opportunities can range from culture camps, to trading posts to sell cultural items, to reclamation and lands companies.

2.11 OTHER PROFESSIONAL SERVICES

In northern BC there is a continuous demand for professional services that support decision-making and other activities. Some of these services are provided by biologists, geologists, agrologists, archaeologists, policy makers, foresters/forest technologists, engineers, geoscientists, land surveyors, certified management accountants, contaminated site approved professionals, chartered accountants, planners, and notary public professionals. Additionally, there is a need for accredited practitioners, including: pesticide applicators/dispensers, qualified well pump installer/drillers, guide outfitters, certified blasters (open pit and underground), shift bosses (open pit and underground), fire and burn bosses, coal miners and blasters, licensed scalers, Silviculture accredited surveyors, accredited timber cruisers,

³³See: http://www.unbc.ca/assets/community_development_institute/extracting_the_value_draft_1.pdf.



accredited timber evaluators, accredited appraisers, fallers, supervisors, environmental professionals and operators.³⁴

While many of these professions require a number of years of education that older T8FN members may not be willing to invest in, they offer great opportunities to aboriginal youth in high school or beginning their post-secondary education.

2.12 OPPORTUNITIES FROM MAJOR PROJECTS

There are several major projects proposed or currently active in NEBC.

Table 4: Major Projects List Summary

Project	Location	Active	Proposed
Site C Clean Energy Project	FSJ	✓	
Station 44 Town Centre	FSJ		On hold
Hackney Hills Wind Park	FSJ		✓
Townsend Gas Processing Facility	FSJ		✓
Jedney Debottleneck	FSJ	✓	
Pellet Plant	FSJ and Chetwynd	✓	
North Montney Mainline	Peace River		✓
Dawson Creek/Chetwynd Area Transmission Project	Dawson Creek	✓	
Wartenbe Wind Energy Project	Chetwynd		✓
Chetwynd Forest Industries Biomass Project	Chetwynd	✓	
Wildmare Wind Energy Project	Chetwynd	✓	
Carbon Creek Coal Field	Hudson Hope		✓
Northland Power BC Wind Inc.	Hudson Hope		✓
Gething Coal Project	Hudson Hope		✓
Gordon M. Shrum Generating Station Upgrades	Hudson Hope	✓	
Hackney Hills Wind Energy Project	Hudson Hope		✓
Fortune Creek Gas Plant	Fort Nelson		✓
Horn River Basin Light Industrial Opportunity	Fort Nelson		✓
Fort Nelson Carbon Capture and Storage Feasibility Project	Fort Nelson		✓
Cabin Gas Plant	Fort Nelson		On hold
LNG Plant	Dawson Creek		✓
Air Liquide Nitrogen Facility in Dawson	Dawson Creek	✓	

³⁴ See: http://www2.gov.bc.ca/assets/gov/business/natural-resource-industries/doing-business/documents/qualified-persons/list_qualified_persons.pdf.



Creek			
Shell Groundbirch Interconnection	Dawson Creek	✓	
Peace Region Load Shedding RAS	Dawson Creek	✓	
Cutbank Ridge Resource Play Development	Dawson Creek		✓
Merrick Mainline Pipeline	Dawson Creek		✓
Resource Play Development	Dawson Creek		
Coastal GasLink Pipeline Project	Dawson Creek		✓
Sukunka Coal Mine			✓
Murray River Coal Project	Tumbler Ridge	✓	
Trend Mountain Coal Project	Tumbler Ridge		✓
Wolverine Coal Project	Tumbler Ridge		Closed ³⁵
Quality Wind Project	Tumbler Ridge	✓	
Red Willow Wind	Tumbler Ridge		✓
Tumbler Ridge Community Forest	Tumbler Ridge	✓	
Quintette Coal Mine	Tumbler Ridge		On Hold
Hermann Coal Mine	Tumbler Ridge		✓
Tumbler Ridge Wind Energy Project	Tumbler Ridge		✓
Meikle Wind Energy Project	Tumbler Ridge	✓	
Roman Coal Mine	Tumbler Ridge	✓	
Septimus Creek Wind Power	Taylor	✓	

Source: Invest in Northeast BC, Major Projects and Investment Opportunities. See: <http://www.investnortheastbc.ca/major-projects-and-investment-opportunities/detailed-list-view>

Major projects developed in remote areas are a good fit for many First Nation members who prefer working in the outdoors to office jobs. T8FNs are developing partnerships with major project proponents, and these should include industry commitments to training and employing First Nation workers.

A comprehensive list of major projects has been included in T8LMHR Background Document. These projects all represent potential employment and contracting opportunities for T8FNs.

2.13 POTENTIAL EMPLOYMENT OPPORTUNITIES AND INTERESTS OF T8FNs

In NEBC, First Nation businesses and employees play a significant role in the regional economy – most often they are employed during the construction phase of a project, e.g., setting up camps and building roads, well leases and pipelines. These contracts are often seasonal, short term jobs, with higher health/safety risks and limited prospects for advancement.

³⁵ See: http://www.vancouver.sun.com/business/Coal+mine+closures+devastating+shock+Tumbler+Ridge+mayor/9740653/story.html?_lsa=12de-2e9d.



Labour Market survey results for this study indicate that very few T8FN members hold positions in management or as primary contractors. Many T8FN members have experience or a high interest in employment and business opportunities in construction, carpentry, equipment operation, and instrumentation. To meet these interests, there will be a need to upgrade skills and literacy, and expose members to the different opportunities – this may increase interests for the other high-demand jobs listed as well. The BC government has made a commitment of \$30 million over the next three years to support aboriginal skills training programs.

3 OVERVIEW OF THE T8FNs

3.1 GENERAL BACKGROUND

Treaty 8 territory in northeastern BC is comprised of several cultural groups that are designated into eight Indian Act bands; namely, Doig River, Blueberry River, Prophet River, Halfway River, West Moberly, Fort Nelson, McLeod Lake and Saulteau First Nations. These cultural groups are comprised primarily of people who are of Slavey, Dane-zaa, Tse'khene, Iroquois/Mohawk, Saulteau and Cree descent. Doig River and Blueberry River First Nations, historically known as the Fort St. John Indian Band, divided in 1977 into two distinct bands, with Blueberry River First Nations having a membership of mainly Cree and Dane-zaa, and Doig River First Nation's membership being Dane-zaa. Doig River First Nation is located 70km northeast of Fort St. John via the North Montney Road, near the rural community of Rose Prairie. Blueberry River First Nations is a 1.5 hour drive northwest of Fort St. John and can be reached via the Alaska Highway from either Buick Creek Road, or Beaton Creek Road/Mile 97N. Halfway River First Nation is located 75km northwest of Fort St. John with access from the Alaska Highway (Highway 97) and Road 117. Prophet River First Nation is located 91km south of Fort Nelson at Mile 233 on the Alaska Highway. One hour north of Prophet River First Nation, adjacent to the town of Fort Nelson, is Fort Nelson First Nation, which consists mostly of Slavey, or Dene, people with a few Cree families.

To the south of the Peace River, along the western shore of Moberly Lake, is West Moberly First Nations. Originally, West Moberly and Halfway River First Nations began as the Hudson Hope Indian Band, but divided in the 1970s, forming two separate bands. Saulteau First Nations is located on the eastern shores of Moberly Lake, and its membership is comprised of Saulteau/Cree, Mohawk and Dane-zaa heritage. Nearly two hours south of Moberly Lake, between the towns of Chetwynd



and Prince George, are the Tse'khene (Sekani), or the People of the Rock, that form the McLeod Lake Indian Band.³⁶

3.2 TREATY NO. 8

In 1899 the Dane-Zaa became signatories to Treaty no. 8 at Lesser Great Slave Lake. By 1920, the Slavey, Saulteau, Cree, and resident Mohawk people had signed on to the Treaty. The final signatories were the Tse'khene from McLeod Lake, who signed an adhesion to Treaty No. 8 in 2000.



3.3 DEMOGRAPHICS OVER TIME

Of all the BC Development Regions, Northeast BC has the lowest percentage of seniors (8 per cent), the highest percentage of children under 15 (21 per cent), the lowest percentage of women in the workforce (43 per cent), the highest full-time employment rate (83 per cent), and the highest reliance on selling goods (39 per cent).³⁷ It should be noted that statistics do not take into consideration the enormous 'fly-in, fly-out' migrant worker population, because BC and Canada do not have a way of tracking how many workers are actually involved.

³⁶ The Kelly Lake Cree Nation is also located in northeast BC, near Tumbler Rider and Dawson Creek, and is largely of Cree, Metis, Mohawk/Iroquois and Saulteau descent. Although Kelly Lake Cree Nation is not a signatory to Treaty no. 8, they have strong lineage ties to many of the communities mentioned above. Additional bands at Ingenika, Fort Ware, and Fort Liard are not covered in this report.

³⁷ WorkBC Regional Statistics Sept 2013; Annual data, BC Stats, Regional Statistics; Statistics Canada, Labour Force Survey, Annual Average.



Table 5: T8FNs Current Population

FIRST NATION COMMUNITY	Population	First Nation languages
Saulteau First Nations (SFN)	1035 total 394 on-reserve 641 off-reserve	Cree and a few Saulteau speakers
West Moberly First Nations (WMFN)	282 total 121 on-reserve 161 off reserve	Cree and Dane-zaa
Halfway River First Nation (HRFN)	275 total 153 on-reserve 122 off-reserve	Dane-zaa
Doig River First Nation (DRFN)	302 total 142 on-reserve 160 off-reserve	Dane-zaa
Blueberry River First Nations (BRFN)	473 total 225 on-reserve 248 off-reserve	Cree and Dane-zaa
Fort Nelson First Nation (FNFN)	909 total 467 on-reserve 442 off-reserve	Dene and Cree
Prophet River First Nation (PRFN)	269 total 116 on-reserve 153 off-reserve	Dane-zaa
McLeod Lake Indian Band (MLIB)	535 total 140 on-reserve 395 off-reserve	Some Dane-zaa

Source: BC Stats PEOPLE 2013 (Sept 12, 2013) www.BCStats.gov.bc.ca

3.4 EDUCATION

Blueberry River, Doig River and Halfway River First Nations are in School District 60 (Peace River North), which has an approximate student population of 1160.³⁸ Halfway River First Nation had a school facility that was built in 1995 with four classrooms allocated for Elementary level grades. However, students now attend the Upper Halfway School, which is located off reserve, and the school building has been converted to administrative office space. There is one school at Blueberry River First Nations, with approximately 30 students.³⁹

³⁸ See: <http://www.prn.bc.ca/wp-content/SD-No.60-2010-13-Annual-EA-Report.pdf>

³⁹ See: <http://www.educationcanada.com/browse.phtml?sid=bc&eid=1565&a=eip>



At Doig River, children from kindergarten through grade eight are bussed to Upper Pine Elementary daily, and the older students are bussed to Fort St. John to North Peace Senior Secondary (NPSS). Upper Pine school was the highest ranked school in the Peace Region (School districts 60 and 59) in the 2015 province-wide Foundation Skills Assessment, and was the eighth most improved school in the province.

At the high school level, students in school district 60 (DRFN, BRFN, HRFN) have the option of entering the ACE IT apprenticeship program, which is similar to the pre-apprenticeship program or foundation year at college. ACE IT students leaving high school can get into entry level apprenticeships if they have satisfied math (and in some cases physics) requirements, and can go directly into Apprenticeship Level 1 and 2 courses in college.

Table 6: Summary of T8FNs Population and Education Characteristics.

FIRST NATION COMMUNITY	Population >15 yrs. old	No degree, certificate or diploma	High school diploma or equivalent	Trades or apprenticeship	University Certificate/Degree
SFN	235	135	35	55	20+
WMFN	55	25	10	15	n/a
HRFN	115	80	15	20	n/a
DRFN	n/a	n/a	n/a	n/a	n/a
BRFN	145	125	10	10	n/a
FNFN	340	150	65	100	n/a
PRFN	95	50	15	30	n/a
MLIB	55	30	10	10	n/a

Source: AANDC, Aboriginal People & Communities, First Nation Profiles, Population, Education.

Prophet River First Nation provides a preschool/elementary school (up to grade 6) on reserve. Students from grades 7 to 12 usually attend high school in Fort Nelson, School District #81. There is an elementary school located at Moberly Lake where students from Saulteau and West Moberly First Nations may attend, but students must go to Chetwynd for high school. Fort Nelson First Nation owns and operates the Chalo School. In 2003/4, it was recognized as one of ten exemplary schools for Aboriginal education in Western Canada and the Yukon. In 2006 Chalo School was recognized in the House of Commons as a role model for BC and for the country. The school enrolls 200 pupils from preschool (three years old) to grade twelve. It has a new four million dollar high school complete with a cultural arts room and a culinary arts program. The school has sixteen teachers and eleven support staff. Chalo School has been featured in the Globe and Mail, the Vancouver Sun, CBC radio interviews, and by the Society for the Advancement of Excellence in Education.



3.5 EMPLOYMENT & ECONOMIC DEVELOPMENT OVERVIEW

Most of the T8FNs have had varied experiences running band-owned businesses. A few members have been able to run successful businesses such as seismic slashing and road clearing. However, business owners generally have to move away from the community to be closer to their contract work (such as in Fort Nelson, or Fort St. John), making it more challenging for them to hire Band members living at the reserve, particularly those who do not have reliable transportation.

Table 7: T8FN Workforce Characteristics.⁴⁰

	SFN	WMFN	HRFN	DRFN	BRFN	FNFN	PRFN	MLIB
Participation rate	58.3%	81.8%	56.5%	n/a	41.4%	57.4%	66.7%	75.0%
Unemployment rate	17.9%	22.2%	15.4%	n/a	25.0%	25.6%	25.0%	22.2%
Industry								
Population >15 yrs.	240	55	115	n/a	145	340	90	60
Agriculture, resource based	20	10	20	n/a	0	20	0	10
Manufacturing, construction	40	10	0	n/a	10	55	10	10
Wholesale, retail	20	0	0	n/a	0	15	0	0
Finance, real estate	0	0	0	n/a	0	0	0	0
Health, education	15	0	10	n/a	0	20	0	0
Business services	15	0	0	n/a	0	10	10	0
Transportation, warehousing	0	0	0	n/a	0	10	0	0
Other Services	35	20	30	n/a	45	75	30	25
Occupation								
Management	20	10	10	n/a	10	40	0	0
Natural sciences, health	10	0	0	n/a	15	0	0	0
Social Sciences, government, Archaeology	15	0	15	n/a	10	15	10	10
Lawyer (law professor)	4	0	0	n/a	1+	1+	0	0
Sales and service	20	0	10	n/a	10	45	10	0
Trade and related	55	20	15	n/a	20	70	25	10
Primary industry	15	0	10	n/a	10	20	0	
Other occupations	6+	0	0	n/a	0	15	0	010

Source: Aboriginal Affairs and Northern Development Canada, Aboriginal People & Communities, First Nation Profiles, workforce.⁴¹

⁴⁰ See: http://pse5-esd5.ainc-inac.gc.ca/FNP/Main9/Search/FNWorkforce.aspx?BAND_NUMBER=542&lang=eng

⁴¹ See: http://pse5-esd5.ainc-inac.gc.ca/fnp/Main/Search/FNMain.aspx?BAND_NUMBER=542&lang=eng.



3.6 UNEMPLOYMENT RATES

Unemployment rates are those in the labour force who are not working, and generally a lower unemployment rate reflects a stronger economy. Statistics Canada show that the unemployment rate is the highest for First Nations on reserve than off, but there has been increasing unemployment for First Nations living off reserve across Canada in 2011 (NAEDB, 2015). Additionally, Aboriginal men (Metis, Inuit and First Nations) have an unemployment rate that is 23.5 per cent points higher than Aboriginal women (NAEBD 2015). According to BC's Labour Force Statistics, employment in NEBC is volatile, cycling between 3.9 per cent and 8 per cent over the last year. The unemployment numbers from October 2014 to January 2015 were so low (<1500) that the information was suppressed and not reported in official statistics.⁴² However, BC Stats shows a decline of 13 per cent in Employed workers in NEBC in February 2015, which coincides with the anecdotal reports of layoffs in the oil patch in February and March.

First Nations are among the youngest and fastest growing populations in the country - the median age for non-aboriginal Canadians was 41 years in 2011, while the median age for the First Nations population was 26 years (Statistics Canada, 2013). However, despite living in resource rich areas, the average unemployment rate on First Nations reserves was a staggering 23 per cent, over three times the national average (Statistics Canada, 2009b). Despite living in the midst of resource-rich extraction economies, there remains a large gap in participation of, and opportunities for, First Nation workers in comparison to other workers.

Table 7: Unemployment Rates

NORTHEAST BC UNEMPLOYMENT RATES ⁴³												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2005	4.9	4.4	4.9	4.1	5.6	5.2	4.9	4.2	4.3	4.4	--	--
2006	--	--	--	--	--	4.4	--	--	4.2	5.2	4.9	--
2007	--	--	--	--	--	--	--	--	--	--	--	--
2008	--	--	--	4.3	5.0	5.9	6.2	6.3	5.8	5.0	4.5	3.6
2009	4.6	4.6	6.5	6.5	8.4	7.7	7.9	8.3	7.9	7.2	5.5	5.4
2010	4.9	4.4	4.6	5.3	6.9	7.5	7.2	6.7	7.6	7.6	6.4	7.1
2011	9.0	9.1	8.1	5.4	5.1	4.0	4.4	4.2	4.3	4.3	--	--
2012	--	3.7	3.6	4.2	3.9	4.8	4.3	4.8	4.4	3.8	--	--

⁴² See: <http://www.biv.com/article/2015/3/northeast-bc-unemployment-rate-too-low-report/>

⁴³ See <http://www.jobsearchonline.bc.ca/Northeastern%20Review/introduction.htm>



2013	--	4.1	4.6	5.2	6.1	4.9	4.5	4.4	4.9	4.9	3.6	4.7
2014	6.6	7.4	8.2	8.6	8.0	5.9	4.7	4.1	3.9	--	--	--
2015	--	--	4.2	4.7	5.9	6.1	6.4	5.5				

4 WHAT WE LEARNED

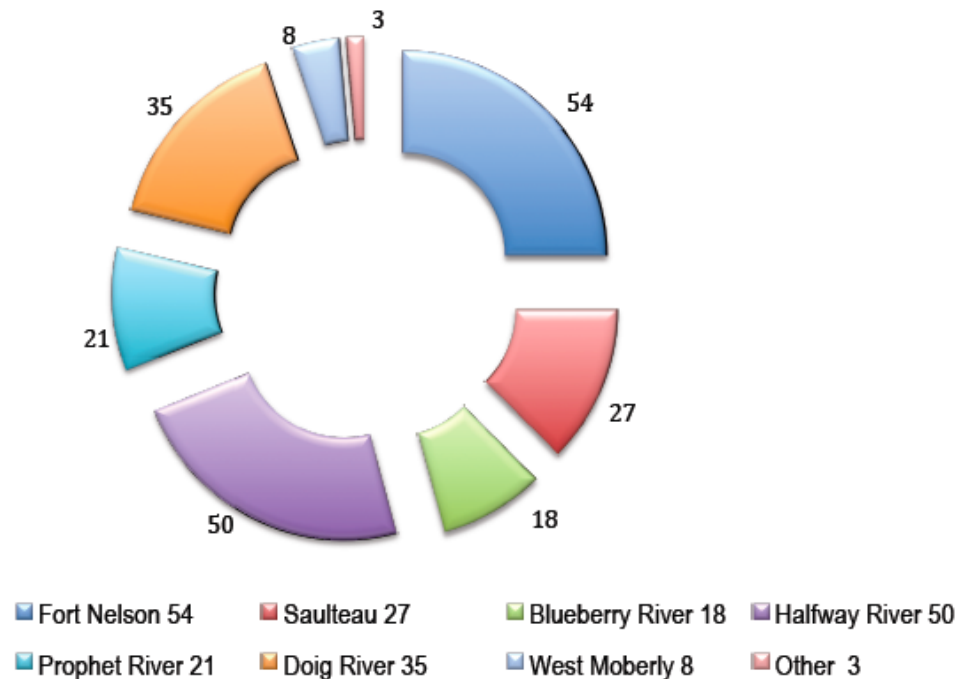
4.1 T8FN EMPLOYMENT & SKILLS SURVEY RESULTS

The T8FN Employment and Skills Survey was conducted over several months at seven Treaty 8 communities. People have been inundated with surveys over the past years due to the numerous environmental assessments for Major Projects (such as pipelines) and other social projects in their communities. There is interview and survey fatigue. A number of different mechanisms were tried for completion of surveys at different communities. For example, research assistants were hired to work with individuals in their home or neighbouring community to help them complete the survey, especially where there were literacy barriers. Surveys were left in the reception areas of several First Nations with instructions to bring them back when filled out. Several surveys were also filled out by participants at the Treaty 8 LNG conference held in Fort St. John at the end of March.

A total of 216 individuals from Doig River, Blueberry River, West Moberly, Prophet River, Halfway River, Fort Nelson, and Sauteau First Nations completed the Employment and Skills Survey. Of these, 44.6 per cent were male, and 55.4 per cent female. All personal data have been removed and the information aggregated for this report. Individual reports with all data, including comments, can be made available to each community that participated, and the information contained in those reports can be used to start to build an individualized database of existing skills and interests to develop a personal learning plan for members. The reports could form the basis for developing training programs that match both industry needs and community member interests.



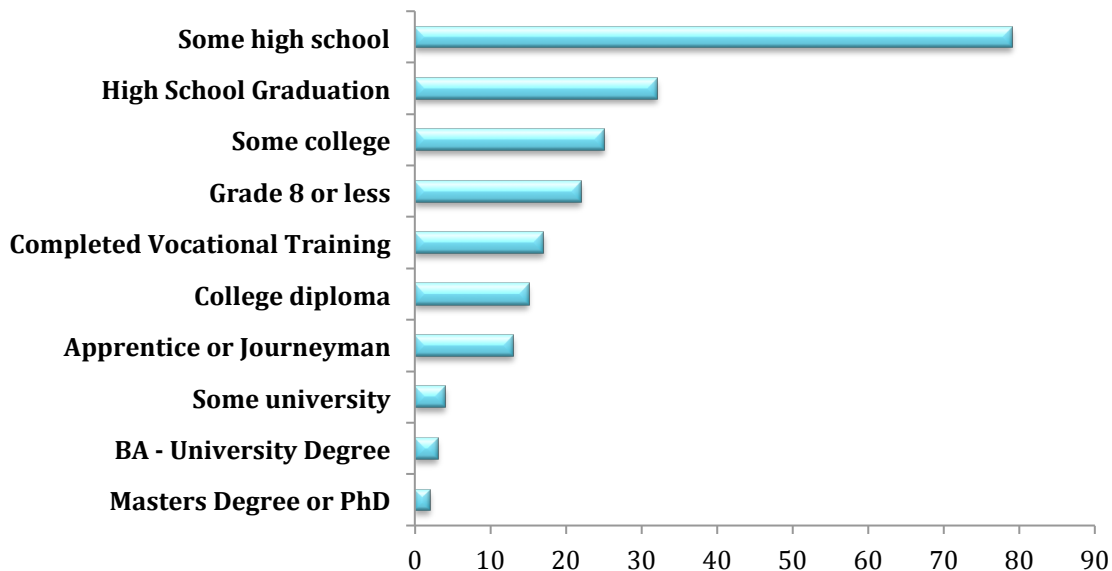
Number of Respondents by Community



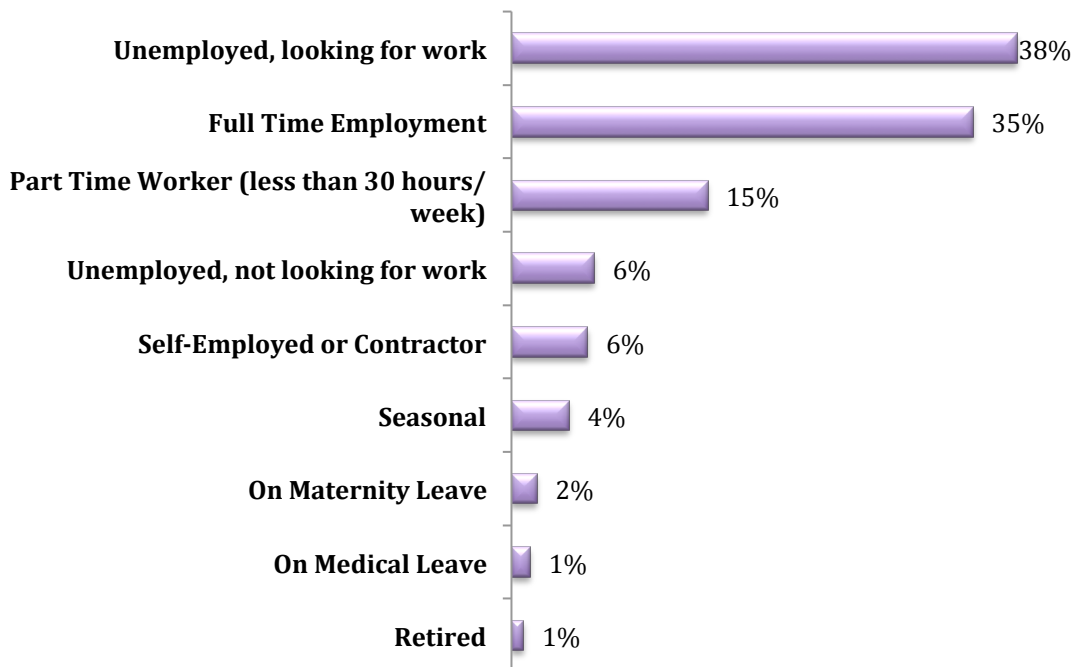
Limited formal education and skills training remain great challenges for many T8FN members wanting to fully participate in the work force in a high skilled, high paying job. The chart below shows that 47 per cent of respondents had not graduated from high school. In addition, a number of individuals with some college, vocational training, and apprenticeships have not completed high school either. This presents a significant gap for someone wanting to take up a skilled or even semi-skilled trade, because the prerequisite math skills and literacy may take years of upgrading. Filling these basic gaps can add years onto the front end of a trades foundation course, and innovative programs must be created to keep people motivated and support them through the process of retooling to meet future labour market demands.



Highest Level of Education (212 respondents)



Current Employment Status





Respondents to the survey want more training in the community. People living in remote communities are much more likely to succeed when they have social and financial supports in their community to back them up. If someone has to go to Dawson Creek, Fort St. John, or further, for training, they have the additional financial burden of mileage, childcare, accommodations, and the stress of a cultural shift at the same time. Programs offered in communities will be better attended, and participants more successful.

Some key findings in the survey:

- 91.6 per cent of respondents said they were more likely to complete training if it is offered in their community.
- 75 per cent of 119 respondents said they would participate in an Essential Skills course
- 74 per cent of 128 respondents said they would participate in a Life Skills course if it was offered
- 72 per cent of 138 respondents said they were interested in being self-employed, indicating a need for training and workshops for entrepreneurs, including business planning, small business finances, management skills, and other relevant courses.
- When asked whether they would be willing to enter an 8-12 week long skills-training course to get a better job, 141 individuals responded in the affirmative.

Q: What strategies could educational/training institutions use in order to increase the participation and enrolment of Aboriginal students?

There were 107 responses to this question. The majority of the responses are captured by the following key points:

- Communicate upcoming training initiatives more effectively to First Nation members
- Hold the training on-reserve or closer to home
- Provide a living allowance during training
- Ensure the training is culturally appropriate, and there are cultural supports integrated into program
- Flexible timing and programming (e.g., at nights or weekends) for skills upgrading for people already working but wanting to upgrade or transition to new work
- Provide lunch to keep people at training (and ensure they are eating healthy



- lunches)
- Provide (affordable) child care during training
- Social supports, counselling, and encouragement
- Provide work experience and job placement assistance following training

When asked whether they would be **willing to relocate for work**, 68 per cent of 192 respondents said they would be willing to relocate within BC/Alberta.

Q: What could employers do better to recruit and keep Aboriginal employees?

Many of the responses to this question focused on increased communication by the employer, including providing mentorships, encouraging teamwork with other workers to reduce racism, starting them off with basic training, being fair, and building a foundation based on trust.

As one respondent put it, "Trust, hope, help them to believe in themselves, make them feel better about themselves."

Other responses centred on fair rewards, such as promotions to deserving employees, pay raises, childcare and incentives. Many respondents mentioned issues of racism, fair treatment, and respect. This question, in particular, drew a lot of comments indicating a vast cultural divide that must be bridged. Many Aboriginal workers clearly feel disrespected, mistreated, undervalued, and neglected as employees.

Employers in NEBC need to be aware that these widely held feelings need to be addressed to create a healthy workplace environment. Some options to explore include cultural awareness workshops for both staff and management.

Trades and skills training that respondents were most interested in learning more about

The following list provides a basis for exploratory workshops to gauge interest, aptitude, and upgrading qualifications required to prepare students for a potential career in a number of different skilled jobs. Combined with an assessment of Industry labour market needs, a NEBC Aboriginal regional plan could be initiated to consolidate learners from different T8FN communities for specific foundation courses.



Only the top priorities indicated by respondents in each sector have been included here.

Food, Misc. Business

- Cook, chef,
- Entrepreneur skills, business start-up courses

Health Care

- Nursing
- Elder Care facility worker
- Health care field

Transportation/Repair

- Small engine/ equipment repair
- Automotive mechanic
- Driver, e.g. hotshot services
- Pilot – helicopters, planes

Cultural Industries

- Hunting, guiding, trapping, fishing
- Archaeology
- Environmental monitoring
- Traditional crafts
- Teaching culture and language

Construction Trades

- Carpentry
- Trades construction helper
- Painting or plastering

Oil and Gas, Pipelining

- Heavy equipment operator
- Welder's helper
- Welder
- Oil and gas field operations
- Pipefitter
- Heavy equipment mechanic or repair

Office, Administration

- Business management
- Office administration/management
- Clerical, secretary, executive assistant
- Accounting

These interests and priorities, when compared to the skills gaps small businesses and the BC Labour Market Outlook have identified, should help inform T8FN training programs offered within the Treaty 8 territory over the next few years.

The following chart matches some of the most frequently identified jobs and skills training noted by First Nation respondents with the highest priority labour market needs in the north identified by British Columbia in the BC 2024 Labour Market Outlook (from Table 2), the BC 2022 LMO, and the BC Natural Gas Workforce Strategy 2013. There is clear First Nation interest, labour market need, and



potential government funding support for the following training. Implementation of training in a number of these areas should take place as soon as multi-year funding can be secured.

Table 8: T8FN Interests and Labour Market Needs

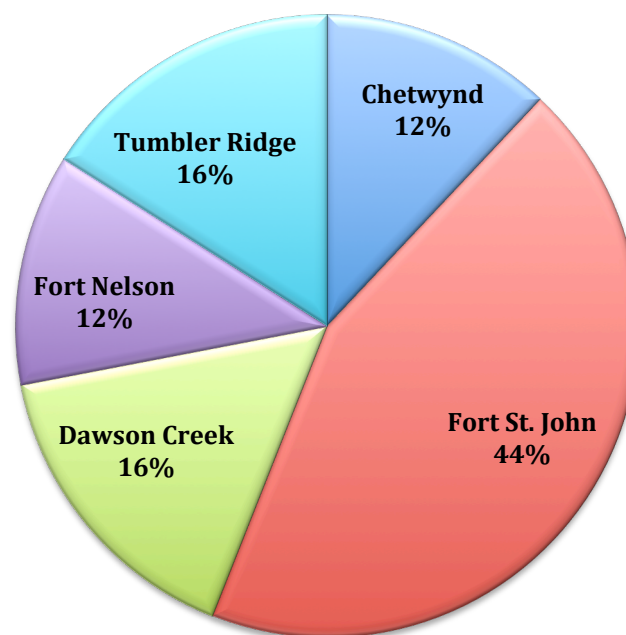
T8FN Member Interest in Skills Training (from survey)	Labour Market Need Identified	Source of LM need
Cook, chef	Food counter attendants, kitchen helpers	BC 2024 LM Outlook
Nursing, Elder care, health care	Health care providers and community care	BC 2024 LM Outlook
Driver	Transport truck drivers	BC 2024 LM Outlook
Carpentry	Carpentry	BC Natural Gas Workforce Strategy (BCNGWS) 2013
Trades construction helper	Construction trades helpers and labourers	BC 2024 LM Outlook
Painting or plastering	Concrete finishers	BCNGWS 2013
Heavy equipment operator	Heavy equipment operators	BC 2024 LM Outlook
Welder's helper/Welder	Welders	BCNGWS 2013
Oil and gas field operations	Oil and gas drilling service workers	BCNGWS & BC 2024
Pipefitter	Steamfitters and pipefitters	BCNGWS 2013
Heavy equipment mechanic or repair	Heavy equipment mechanics	BCNGWS 2013
Business management	Administrative officers	BC 2024 LM Outlook
Office administration/management	Administrative assistants	BC 2024 LM Outlook
Clerical, secretary, executive assistant	General office support workers	BC 2024 LM Outlook
Accounting	Accounting technicians & bookkeepers	BC 2024 LM Outlook

4.2 NORTHEAST BC BUSINESS LABOUR MARKET SURVEY

The Northeast BC Labour Market Survey was filled out by 26 local businesses in six towns. While the number of respondents is not large, the range of business sectors represented was diverse, and cut across most sectors. The following charts provide some useful information about NEBC small business labour market needs and the skills gaps they see within the local workforce.



Location of 26 Northeast BC Business Survey Respondents





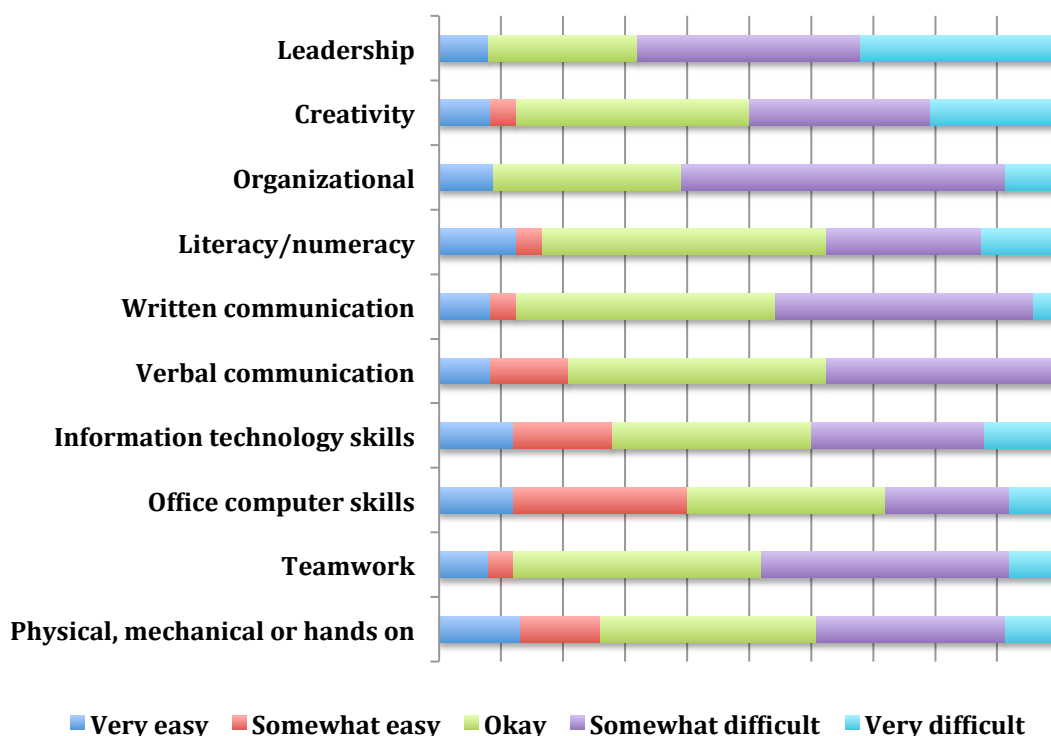
Respondent Business Sector



- Professional, Scientific and Technical Services 13%
- Educational Services 4.3%
- Retail Trade 8.7%
- Finance and Insurance 4.3%
- Transportation and Warehousing 4.3%
- Non-profit 8.7%
- Health Care and Social Assistance 4.3%
- Construction 4.3%
- Energy: Oil and gas (including pipelines, oilfield services) 30.4%
- Mining 4.3%
- Food and Accommodation Services 4.3%
- Real Estate, Rental, Leasing 8.7%



How easy is it to find the following skills in the regional workforce?

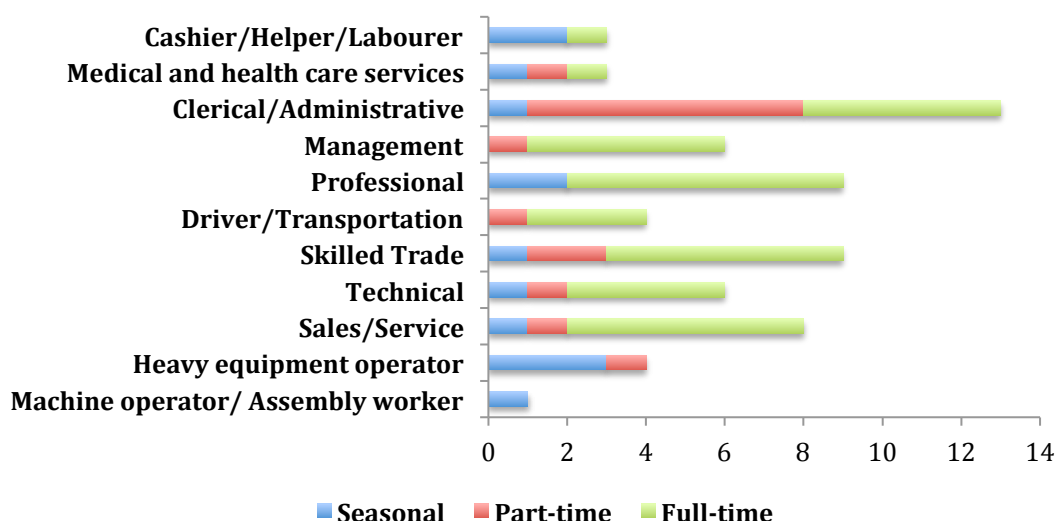


The most difficult skills to find appear to be leadership, teamwork, and organizational skills. Creativity and written communication are the next most difficult skills to find in the local workforce. The most commonly found skills were office computer skills.

This identifies the need to incorporate training components for communications, teamwork, and organizational skills into employment readiness training programs for T8FNs.



Indicate the positions you will be hiring in the next 2-5 years

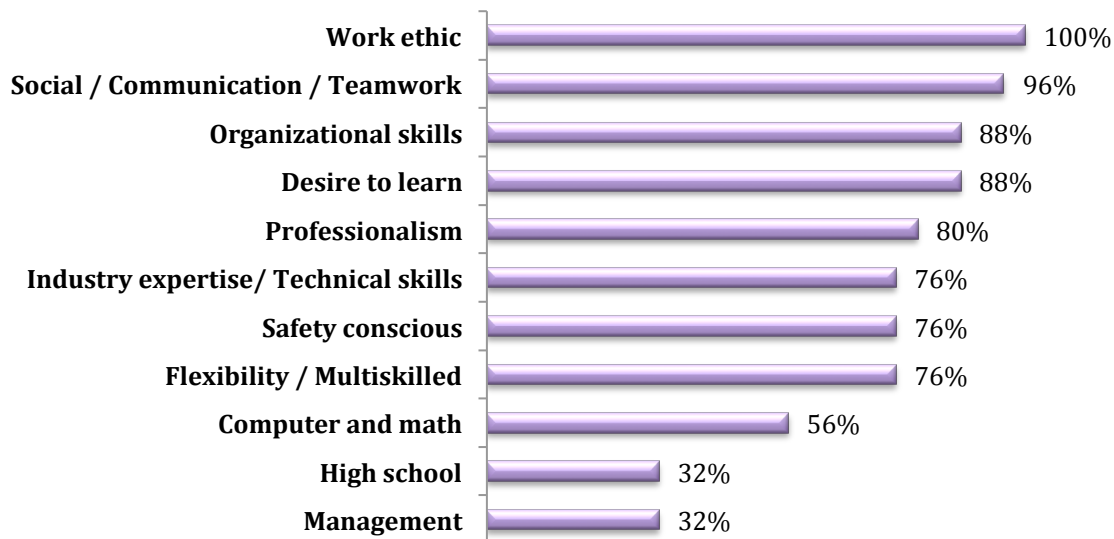


The chart above provides a regional snapshot of the types of employee skills local small and medium-sized businesses will be looking for over the next few years. For job seekers it is important to note that some of the higher paying jobs are seasonal, such as heavy equipment operators and machine operators. Within this small sample size, clerical and administrative staff positions will have the most openings.

While this is a small sample size, these findings support the labour market need for a number of the job training interests identified by First Nation respondents in the Employment and Skills Survey. However, a number of T8FNs members are interested in heavy equipment operator training, but there does not appear to be a high demand for this occupation among small businesses. First Nations and training institutions will need to ensure that there is a local labour market demand for the kinds of occupations they are training members for, before investing large amounts of training dollars in low-demand occupations.



What skills do you look for in a new hire?



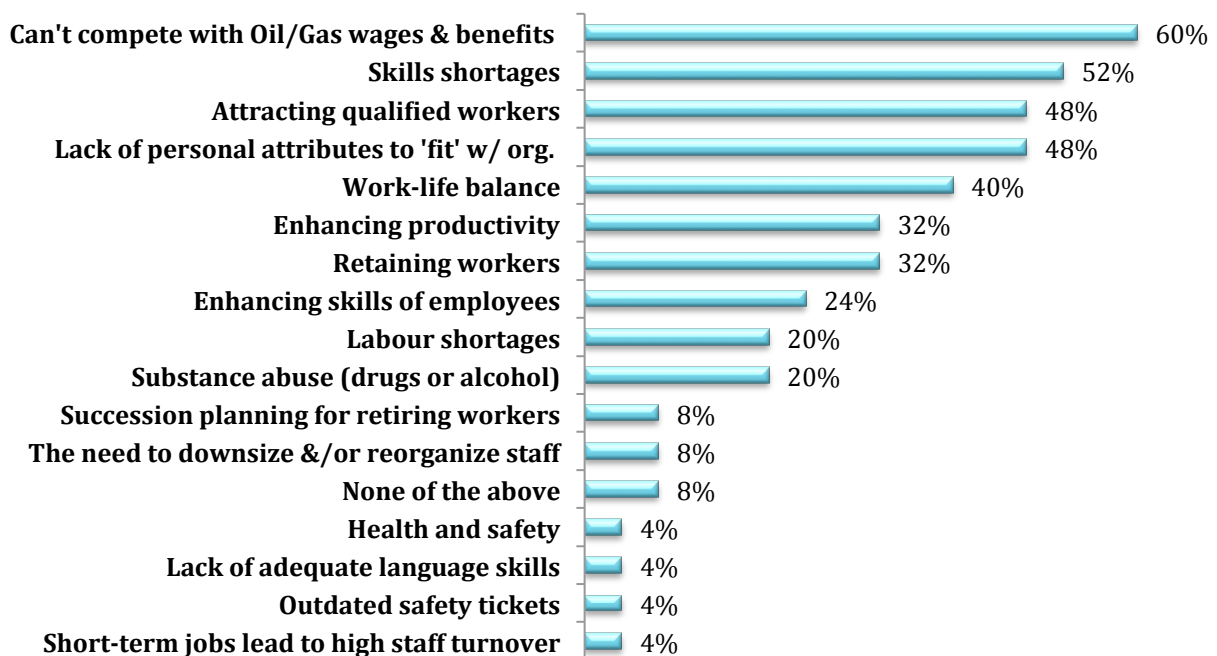
A solid work ethic is the trait that 100 per cent of employers are looking for. The other top skills sought by employers also focused more on interpersonal skills, personal motivation (desire to learn), and organizational skills. These are all teachable soft skills and components should be routinely incorporated into all employment readiness training programs at First Nation communities.

It is notable that harder skills such as technical skills, computer and math, and high school achievement were not as universally required. A more detailed analysis would probably indicate these were in specific industry sectors where the hard skills were critical to the performance of the job they were being hired for. The take away from this chart is that good soft skills and personal motivation are critical in most hiring decisions.



The following chart reflects the staffing difficulties small and medium sized businesses in NEBC struggle with on a daily basis. Many are issues that need to be addressed at a regional level because smaller businesses can't effect the changes needed.

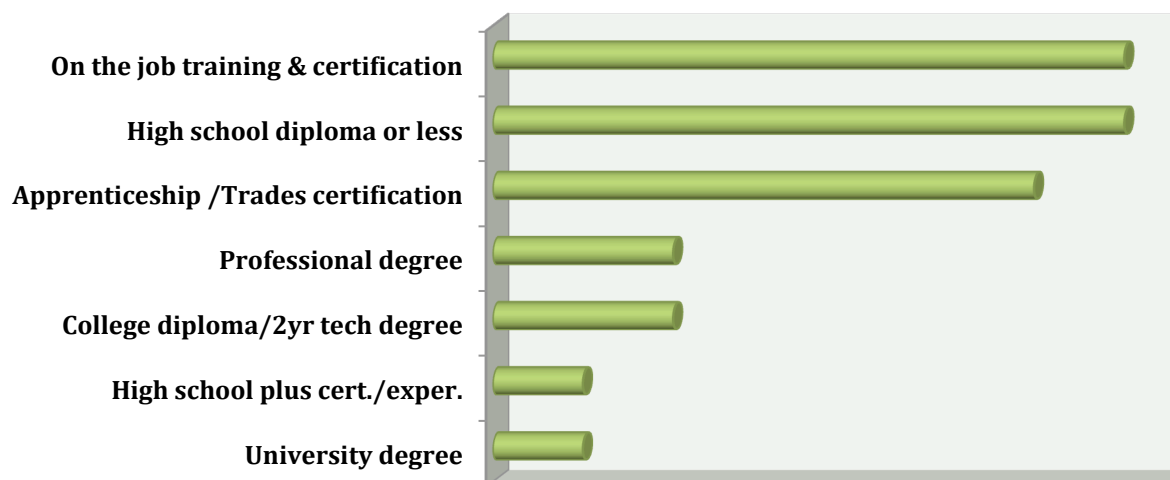
What staffing difficulties have you experienced?



The figure above points to the broad range of issues that regional businesses are dealing with when they are recruiting workers. To increase worker retention, businesses are employing a number of strategies including sending employees out to training workshops.



Minimum education level for entry level position in your company?



It is notable that in the small business community, half of the entry-level positions did not require even high school education, but relied more on on-the-job-training and specific certifications (e.g., safety tickets). It is important for lower skilled and older workers without a high school education to know that many of the service jobs do not require them to go back to school for extended periods of time to get a diploma. Most positions, however, require some kind of certification and some workplace literacy.

Q: Are post-secondary institutions engaging effectively with the business community to inform program delivery and training?

While 17 per cent of small business owners did not know enough about the issue to respond, more than half of the small businesses with an opinion did not believe that post-secondary institutions are engaging effectively to respond to the training needs of the business community. 46 per cent responded no, 37 per cent responded yes (and 17 per cent did not know).

Several questions in the survey solicited comments from respondents. Capturing a number of these comments is useful to inform the skills gap analysis for the NEBC labour market.



Q: What gaps and/or opportunities do you see with respect to workforce development activities in the region?

Some of the responses summarize many of the workforce issues unique to NEBC:

- Gaps in funding from the Ministry of Advanced Education and ITA to support increased need for programming in areas not directly supported by the Skills for Jobs blueprint, or in communities where additional resources are needed to create spaces for skilled trades training.
- High cost/lack of funds for required worker certification
- High cost for business certification (Secor/Cor, ISNet)
- For technical professional services, there needs to be research projects in place that enable small companies to retain critical staff during industry slow-downs
- Retention and recruitment of skilled, experienced professionals is very challenging
- People are thrown into jobs without opportunities to learn or be trained adequately
- When there is recruitment from other parts of Canada, the families do not relocate so we lose the workforce when there is a downturn in industry including oil & gas, mining and forestry.
- The hospitality/ service sector needs to develop a comprehensive training program to address the lack of professionalism that exists in the retail/ hospitality and service sectors in the northeast. It would be good to see the use of a project based training model where participants take group training in a college setting and follow it up with work experience.
- One company noted that while it is not a First Nations owned organization, many of their employees are First Nation. There are many such organizations in NEBC. These companies are left off aboriginal company selection lists for projects even though they have a high number of aboriginal employees, and they see this happening more frequently since 2013.
- Need more seats at the college for upgrading & training - e.g. Sciences & Power Engineering.
- All of the technical expertise has to be imported from elsewhere (environmental sciences, engineers)
- Need more promotion of trades as viable and rewarding careers



Q: What barriers have you noticed among your employees that prevent them from succeeding long term in the workforce?

Among the responses were comments supported in other parts of the survey, such as lack of a work ethic, complacency, no fiscal responsibility, after school/ affordable day care issues, attrition in the community leading to a lack of doctors, problems with health care, addictions, lack of math/writing skills, high cost of necessary safety tickets, lack of social skills, etc.

Q: What do you think could be done to address any barriers you have identified?

A few of the responses that point to the need for a coordinated regional response included:

- Increase the ability for employees to work on projects or in regional positions from a small town base, when there are locations in other communities. Many computer-based tasks could be done from any location. Avoid centralizing when possible.
- Put a cap on rental (housing) cost.
- Help small business with recruitment by providing funding for a recruitment agency.
- Tax incentives to live in north. Penalties to companies flying employees in. Retention and signing bonuses for doctors.
- A government agency to assist northern communities with rapid growth for planning and regulatory issues. Municipalities are struggling with keeping and managing the rapid population growth in small communities. Difficult to have infrastructure well placed with limited skilled and monetary resources.
- Childcare subsidy - some workers have to leave work early due to inability to retain proper childcare.

The theme of inadequate health care and the need for affordable childcare came up frequently among business respondents, which correlates with the Employment Survey responses from First Nations.

When asked how difficult it is to find qualified employees, only one of the respondents indicated that they have had no difficulty finding the skills they need when hiring employees. Almost 85 per cent had difficulty finding qualified, skilled employees.



Key Takeaways from the NEBC Business Survey

Any regional employment and training strategy needs to take small business needs into consideration. With the Provincial focus on larger mega projects (like Site C) and development of the LNG plants in northwest BC, the needs of small and medium sized businesses are lost. The higher wages in resource sectors pull workers away from the retail and small business sector, and they cannot compete. With thin margins, small businesses need more supports for staff professional development, hiring, and training, which BC can help support through its employment and skills training programs.

When asked if they have had to lay off any workers in the last 3-12 months, only five businesses responded yes. This demonstrates that major economic downturns in the oil and gas patch do not necessarily mean lay-offs in all sectors. Diversification of the economy is key to maintaining more stability in jobs, and the small and medium sized business sector is resilient.

Small business owners maintain that they provide a different quality of jobs – the pay may be lower than in the resource extraction sectors, but it is usually full-time, not seasonal, and you can be home every night in your own bed.

4.3 CULTURAL EMPLOYMENT PROJECT SURVEYS AND INTERVIEWS RESULTS

At the Treaty 8 LNG conference in Fort St. John on March 25 and 26, 53 people completed cultural employment surveys from BRFN (4), DRFN (6), FNFN (8), HRFN (6), SFN (24) and WMFN (5). 56 per cent of the surveys were completed by people over 56 years old, and 30 per cent by people between 36 and 55 years old. An overwhelming 80 per cent of respondents stated that they wanted to use their cultural knowledge and skills for employment and income purposes. These skills ranged from drumming, storytelling, language arts, preparing wild foods and medicines, making clothing with hides, beading, carving, trapping/snaring, guiding, teachings related to spirituality, survival skills, indigenous protocols and environmental management and monitoring.



5 STRENGTHS AND BARRIERS

5.1 HONOURING T8FN STRENGTHS

The Treaty 8 First Nation members possess many qualities and strengths that enable them to participate fully in the NEBC regional labour force, such as: a strong commitment to the region, land and their communities; generational teachings about the ecosystems that go back thousands of years, which in turn provide grounded management practices; a dedication to paving a better path for future generations; humour and the ability to compromise; cultural knowledge and practices that further tie them to the environment and each other; strong leadership and advocacy qualities; the tenacity to endure in the face of a long history of colonization; the ability to forgive; and a continued, unwavering presence in northeastern BC.

5.1.1 T8 Workforce and Businesses

Some of strengths represented in the current workforce include 92 individually owned or Band owned companies, including:

Table 9: T8FN Individual or Band owned businesses

PRFN	DRFN	HRFN	SFN	BRFN	FNFN	WMFN
7	6	5	11	16	35	12

(Note: this data changes frequently)

The numbers listed above fluctuate but, with training and financial incentives, there is potential to support existing business development or expansion into working in other sectors.

Most of these companies operate in the resource sector with services such as heavy equipment, falling/slashing, burning, flagging, towing, mechanical/roadside assistance, electrical services, welding and fabricating, camp and gravel support, winter road construction, security, clearing, environmental monitoring, right of way clearance, road construction, hauling, helipad construction, medical services, boat services, pipeline vegetation management, reclamation, traffic control, wildlife services and labourers. Several First Nation companies own or lease CATS, graders, loaders, backhoes, mulchers, trucks, welder and service trucks, snowmobiles, Argos, all-terrain vehicles, and water trucks (Ignace Burke Construction Inc., Fort Nelson). Black Diamond Dene rents and sells remote workforce housing and provides associated services. And there is one First Nation owned gas bar at

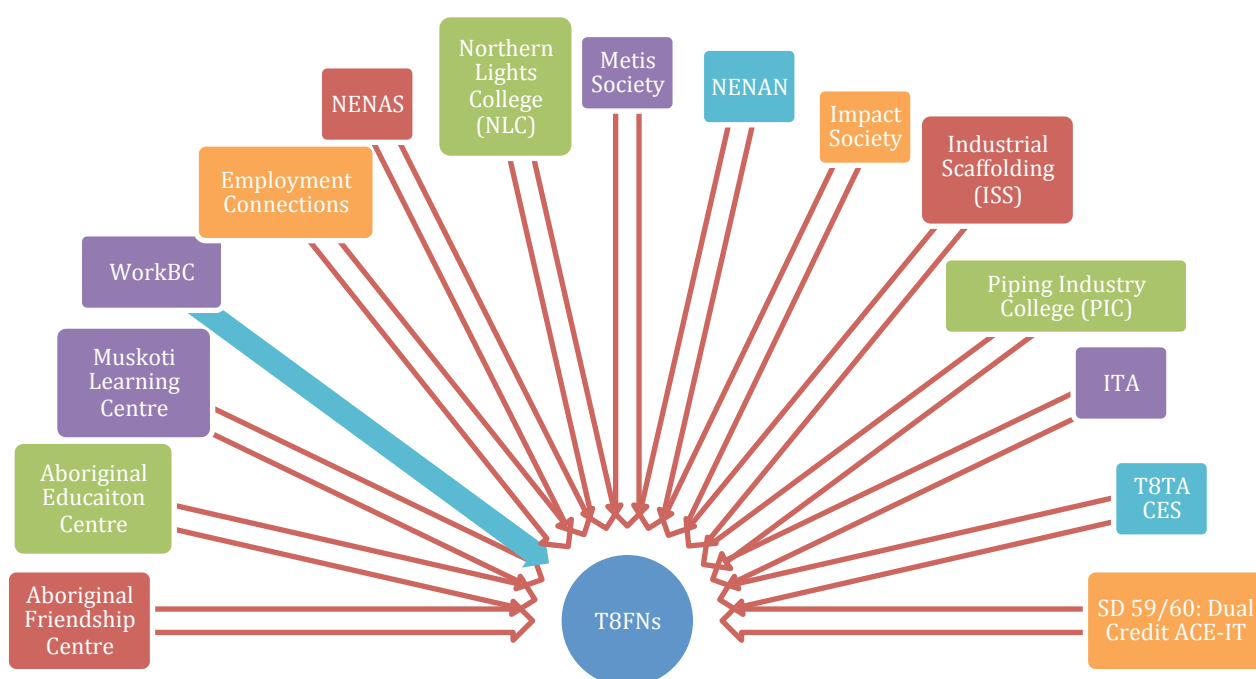


Saulteau (Crow Feathers) and three in Fort Nelson (Dene Gas, Kyla's Gas Bar and at Liard Lodge). See appendix 2, T8LMHR Background Documents for a detailed list of these businesses.

In each T8FN community, there are individuals with professional backgrounds and expertise in forestry, heritage/archaeology, research, governance, biology, teaching, health care and law. Many of the members have artisan skills in making drums, beadwork, moccasins, clothing, jewelry, carving, singing, basketry, traditional foods and medicines, shelters. And there are still several community members who can instruct in language and plant identification.

5.1.2 Agencies Working with & Supporting T8FNs

Another strength in NEBC is the wide range of educational and training resources available to First Nations. These include colleges/university (NLC, UNBC), Aboriginal business and training centres, private industry trainers (e.g. ISS, PIC), BC Government-funded Employment centres and education programs, etc. See below.



From interviews with social and educational agencies that support First Nation training and employment, and from discussions with local businesses, industry,



Band employees and Treaty 8 First Nation members, there have been several exciting programs initiated over the last couple of years to assist with creating a more cohesive and collaborative T8FN training and employment environment, these include: Economic Training Assistants (ETAs) hired at each First Nation community; a human resources coordinator was hired at Doig River First Nation; the Aboriginal Business Centre's funding has been renewed for three years and they have the potential to develop an employment database, leadership training and other supports; the Treaty 8 Tribal Association's Cultural Employment Strategy is assisting with finding employment and business opportunities related to culture and is coordinating a round table with various supporting agencies in the region to map out these programs; the Piping Industry College (AUPICBC/PIC) secured substantial training funding; Industrial Scaffoldings and NENANS offered a pilot course for foundational carpentry; NENAS will be holding the Blade Runners program again for First Nation youth; the Impact Society has hosted the HEROS program at both Prophet River and Halfway River First Nations for First Nation youth and for parents (HRFN); there have been two Navigators hired to work with the New Relationship Trust and support proposal applications for capacity development; Prophet River First Nation is initiating a training and apprenticeship program with Sterling Crane; and a New Aboriginal Communities Economic Resource Centre has been developed with a collection of online tools intended to support Aboriginal economic development in BC.⁴⁴ Coordinating these different initiatives to ensure better outcomes for First Nation communities and members is critical to moving forward.

5.1.3 Canada & BC Government Sponsored Training Programs

The provincial government delivers a broad range of skills training programs through several ministries. Some of the programs are delivered in partnership with Canada through the Canada Job Fund agreement. In an effort to coordinate training efforts and reduce duplication, Canada and British Columbia signed the Canada-BC Job Fund, which delivers training programs through several ministries. Many programs have already been mentioned above, such as Blade Runners for Aboriginal youth, the Industry Training Authority which coordinates Apprenticeship programs throughout the province, and supports apprentices and provides Trades certifications to British Columbians who have completed all their training requirements. The Ministry of Advanced Education can be a significant source of training and program funding for T8FNs, as it is responsible for providing

⁴⁴ See: <http://www.bcabc.ca/content/new-resource-centre-economic-development>



Community-based funding to Aboriginal Communities. The Ministry of Social Development and Social Innovation (SDSI) also provides training supports to unemployed workers and others.

The Ministry of Jobs, Tourism, and Skills Training (JTST) delivers programs to a range of individuals, including those who are not eligible under the programs offered by agencies such as Employment Connections. This would include, for example, people who are unemployed and not eligible for Employment Insurance, or employed but low skilled. Many T8FN members may find themselves in this category if they have not been successful finding long-term employment due to multiple barriers, and are ineligible for employment insurance and employment agency assistance. Others may have low paying, low-skilled jobs due to their lack of essential literacy or numeracy skills. Being employed they would be ineligible for many training programs offered through SDSI, but could be eligible under some JTST programs.

The Ministry of Aboriginal Relations (MARR) frequently facilitates the articulation of project training needs within First Nation communities and helps identify potential funding sources to implement training strategies. It can also support some training initiatives directly where a need is identified.

British Columbia Aboriginal Skills Training Programs Inventory

A more comprehensive list of potential funding sources the Treaty 8 First Nations can access to address specific training needs is included in an appendix in the Background Document. The Inventory is from August 2014 and, while there have been changes to Ministries and delivery mechanisms, most of the programs remain in some form or another.

The inventory can be used as a guide to provide information about available Aboriginal specific skills training programs, general skills training programs and relevant policies and strategies at both the federal and provincial levels.

Industry partners are also an important source of training and employment for First Nation communities.

Truth and Reconciliation Committee Report

The six-year long Truth and Reconciliation hearings identified many issues long known and hidden from the larger society within First Nation and Aboriginal communities. Implementing the TRC recommendations will require a multi-year and multi-generational commitment to address the complex issues in any meaningful way.



The new federal Liberal government has committed to implementing all of the TRC recommendations. How this will be funded and implemented has not been articulated by the government yet, though the mandate letter to the new Indigenous and Northern Affairs Minister, Carolyn Bennett, suggests a strong federal commitment to righting past wrongs resulting from the failed federal residential school policy.

5.2 PULLING BACK THE COVERS: IDENTIFYING THE BARRIERS

5.2.1 Challenges to Gaining Employment

As reported in the recent Aboriginal Economic Progress Report (2015), there are several factors related to poor economic outcomes for Aboriginal people, such as: “remoteness of location, lower education attainment, insufficient training, lower proficiency in one of the two official languages, lone parenthood, increased geographical movement, and discrimination.”⁴⁵

Surveys and focus group results from Treaty 8 members indicated several barriers to participating in the NEBC labour market, such as lack of adequate transportation or appropriate training. But the barriers identified do not reference the underlying issues of intergenerational trauma and colonization. For example, when an individual has not had positive parenting and role models or is dealing with abuse or addictions issues, they may not be ready for employment. Any combination of these barriers can prevent an individual from pursuing employment or seeking his/her full potential. To begin to address these barriers, there is a need for long term planning and individual, community and societal changes. Although this can seem daunting, many of these barriers can be overcome and may open the door to personal growth and other possibilities. Once a barrier is identified, it is possible to get some perspective on it and develop workable solutions and goals.

5.2.2 Barriers Raised by Employers

There are also challenges convincing employers to hire individuals with limited past employment success. Working with, and educating, potential employers should form part of each T8FN’s employment strategy. A study on employment barriers of

⁴⁵ See <http://www.naedb-cneda.com/reports/NAEDB-progress-report-june-2015.pdf>



homeless individuals found that staff members are “frequently challenged by pervasive negative stereotypes when approaching employers about hiring qualified homeless job seekers.” These stereotypes by potential employers are the same ones that many Aboriginal workers face when seeking employment in BC, and include:

- Doubts that this group of people can obtain work, or want to work;
- Questions about the motivation and capabilities and reliability of the population;
- Concerns about how they will integrate into the workplace; and
- Conceptions about appearance, dress, habits, cleanliness and the impact of the ‘popular image’ of [the group] that feed biases.⁴⁶

Since 2008, Aboriginal participation in the trades has doubled in British Columbia. Much of this success is attributed to concerted efforts by a number of service providers and training institutions to create programs to attract and retain Aboriginal workers in the trades.

The Industry Training Authority recently collated all the lessons learned over the past three years from Aboriginal employment agencies, First Nations, post-secondary schools, industry and trade unions.⁴⁷ Many of these findings have resonance with the Treaty 8 First Nations, inform this report, and should be considered when designing an employment readiness program.

5.2.3 Barriers in Trades Programs

Earning a trade certificate provides the employability skills and training requisite to successfully acquire a job and achieve higher earnings. On July 13, 2015, Premier Christy Clark announced new funding of \$75 million for trades training and apprenticeship programs, as a retooling of the post-secondary education program to encourage investors to hire BC and Canadian workers.⁴⁸

While many jobs in the resource sector are short-term and seasonal, or people are employed on a project-by-project basis, a good wage with long-term stability is available for people who are in trades apprenticeship programs or have a trade certification. In particular, the oil and gas field requires steamfitters and pipe fitters for compressor stations and other collection facilities; welders; heavy-duty mechanics, and commercial transport mechanics.

⁴⁶ See: <http://www.endhomelessness.org/library/entry/overcoming-employment-barriers-for-populations-experiencing-homelessness>

⁴⁷ Industry Training Authority, Aboriginal Initiatives. (Oct 2014) *Best Practices Guide for Attracting, Training, Employing and Retaining Aboriginal People in the Trades*. <http://www.itabc.ca/sites/default/files/docs/info/GUIDE-ITA%20AI%20LMA%20Review%20Pt2-Best%20Practices%20Final.pdf>

⁴⁸ See: <http://www.thenorthernview.com/news/314754601.html>



There have been challenges for T8FN members to meet the basic requirements to get into a trades apprenticeship program, such as high school math and essential literacy in reading and writing. Additionally, there have been challenges, due to the barriers listed in this section, for T8FN members to gain Trades certification, which generally takes at least 3 to 4 years in an apprenticeship program, with 6-12 weeks per year in an educational setting, and the rest of the time learning on-the-job with paid work at a sponsoring company. There have also been challenges in finding sponsoring companies willing to commit to a full apprenticeship.

For the trades programs, some of the specific challenges have been:	
•	High unemployment in the community resulting in less work experience, and higher competition for job opportunities
•	More young parents and single parent households, requiring additional services and flexibility in work hours
•	No training facilities and trainers to deliver training in the home community
•	Few financial resources, meaning that they are unable to purchase the necessary equipment, tools or apparel, and obtain transportation
•	Low income, increasing dependency on outside financial resources for training, course supplies and materials, and work tools (lack of sufficient funding)
•	Low literacy and numeracy skills – both essential skills needed to enter and be successful in the trades
•	Finding enough suitable candidates that meet the program criteria
•	Remote and isolated communities have higher program delivery costs, and are secluded from networking with potential partners
•	Commitment and responsibility to participate in cultural activities and ceremonies

5.3 CHALLENGES IN EDUCATION PROGRAMS

It is estimated that three quarters of projected job openings to 2022 will require some post-secondary education, with 44 per cent expected to require a college diploma or trade certification.⁴⁹

Interviews with education and training centres identified barriers with:

Recruiting students
Finding accommodation and transportation
Supporting students' families and other responsibilities
Creating a culturally relevant environment (space and curriculum)

⁴⁹ See: <http://www.workbc.ca/WorkBC/files/5f/5fc26f16-3c0f-4884-ab99-b475ca7448b7.pdf>



Difficulty dealing with politics in and between communities
Fostering resilience among learners
Keeping learners in programs until completion
Finding funding for learners who are not on assistance or unemployed
Finding and retaining teachers and qualified trainers
Finding trainers who are knowledgeable about T8FN cultures and histories

With all the resources available, many T8FN clients do not fully understand the supports available and ways to navigate them in order to address life skills, addictions and other mental health issues to create a viable path through recovery to get to the job they would like. At the same time, there is a lack of comprehensive programming for on-reserve members coping with various issues. Assistance offered is often one-off workshops, short training programs, disconnected counselling sessions, and the revolving door of renewing the same certifications (e.g. safety tickets). There are many programs and Aboriginal life skills 'coaches' available, but participants with many challenges cannot succeed unless the entire social support and a counselling network is in place to address all the issues that may emerge.

5.3.1 Challenges for T8 Businesses

Treaty 8 First Nation business owners face unique challenges resulting from factors such as remote locations, access to financing and the limits imposed by legislation in the *Indian Act* (NAEBD 2015). According to Statistics Canada, there has been a decline in self-employment rates for the Aboriginal population (Statistics Canada, 2011 National Household Survey and 2006 Census of Population, AANDC Tabulations).

Other prohibitive factors are:

Bidding on large contracts: One significant issue that surfaces for contractors is their ability or inability to bid on large contracts. When it comes to building pipelines, for example, a contractor might have a backhoe, but could never bid on a contract to dig the whole pipeline himself. If they are too small they simply can't bid on most jobs in the oil patch. There are various options and joint venture ideas that can work in situations like this.

Moving away from the Community: business owners generally have to move away from the community to be closer to their contract work (such as in Fort Nelson and Fort St. John), so it makes it more challenging for them to



hire Band members living on reserve, particularly those who do not have reliable transportation and there are also pressures on their families.

Access to Capital: an obvious challenge for T8FN participation in the northern economy is gaining access to capital. There have been several First Nations who have been successful in overcoming this. One option is to partner with private investors to gain access to capital, which in turn can bring with it access to business and technical advice. Additionally, reserve land is not a direct source of capital but leases can generate revenue and may be used as security for borrowing.

Jobs vs. Profits: it is a challenge for many First Nation businesses to decide whether their objective is to produce jobs for members or instead to build a profitable business. As mentioned in the Harvard Project report, by putting jobs before profits and sustainability, it can result in high costs and impaired competitiveness, ultimately leading to business failure. Thus, the short-term jobs during a construction phase, with one-time profits, are the norm.

6 GOALS, STRATEGIES AND ACTIONS

Aboriginal people have a rapidly growing young population that has great potential to meet the needs of northern BC's future demands for labour. Treaty rights and interests coupled with business opportunities in the resource sector present a real opportunity to improve the Treaty 8 First Nations economic outcomes and unlock the full potential of the labour force. There are examples of successful First Nations enterprises and partnerships across Canada, such as the Stk'emlupsemc te Secwempemc Nation's (Tk'emlups and Skeetchestn Indian Bands collective - SSN) limited partnership with various companies that can provide services related to security, construction, transportation, reclamation/mine closure, heritage studies, forestry and a project assessment process (under their own jurisdiction); Sexqeltkemoc (Adams Lake, Neskonlith, Little Shuswap, Slatsin and Shuswap Bands - STS) Enterprises Inc. provides SX Cloud services, Talsten Networks (fibre optic cables), camp and catering, and archaeology/cultural heritage studies; the new correction centre on Osoyoos Band reserve lands; shipbuilding contracts in Nova Scotia; and the construction of the second largest mall in Canada on traditional lands returned to the Tsawwassen First Nations.



6.1 STRATEGIES FOR TRAINING AND TRADES PROGRAMS

6.1.1 Life Skills Training

Most employment centres help people with job searches, resume writing, cover letters, and interview skills to 'get' the job. Some specialize only in life skills training, while others focus on helping new immigrants understand the different culture of the Canadian workplace.

Whether it is because it is outside their mandate or that they are unaware of alternatives, most programs lack an integrated, coordinated approach that deals with the life-work balance of the whole person. ***A successful program must address multiple and complex employment barriers faced by remote Aboriginal communities with their legacy of residential schools, broken families, abuse, addictions, and limited access to educational opportunities or employment training.*** Without first addressing the underlying barriers to success, individuals will not be able to retain the jobs they get through job-specific training. The goal is not just to get any job; it is to get a skilled job with good pay, stability, and advancement prospects.

To be successful in work, it is also critical to be successful in one's personal life. There are several life skills courses available that teach fundamental skills over a period of weeks or months, covering topics to provide a foundation for the management of individual, family, work, and community roles and responsibilities. Not everyone needs a life skills course, but it is a critical building block to the future employment success of those who do. It provides a foundation to succeed in subsequent courses and training programs.

Life skills training has many basic elements, but it needs to be flexible and adaptable to the unique challenges or barriers faced by the participants. ***The training should be tailored as much as possible to meet the needs of the individuals. This will require pre-program testing and in-depth individual assessments resulting in detailed personal training plans.***

Life skills training may be taught in conjunction with the school curriculum for students, or offered daily in a safe learning environment on reserve. Access to life skills training should be made available to off-reserve 'urban' Aboriginal learners as well, without regard to whether they fit Canadian employment services criteria as being unemployed, underemployed or having a disability. While some training is available through employment agencies, they are restricted by the above criteria, and efforts will need to be made to make the training culturally relevant.



6.1.2 Employment Readiness

Standard employment readiness programs tend to be designed for individuals with a limited number of personal challenges to overcome living in cities or near employment centres where they have access to a broad range of services. Depending on the program provider and their mandate, the focus of the training shifts. For example, some programs work on pre-employment essential skills like literacy, but do not focus on job-specific skills. As stated elsewhere in this report, coordinating a comprehensive approach to addressing the whole person is critical to the success of individuals in the workforce. This will involve individual assessments of job readiness, including identifying essential skills, specific barriers to be addressed (e.g., childcare supports, transportation needs, family counselling, financial literacy and planning, addressing substance abuse and physical or mental health issues), training for job-specific skills, workplace expectations and basic job readiness skills.

When an individual assessment is complete, an individual learning plan can be developed for each person to address all aspects of employment readiness through a holistic approach. Educational upgrading, counselling, in-class and on-the-job training, mentorships, job shadowing, and work placements are among the many approaches that will be required to support the journey to meet personal employment potential.

6.2 *T8FN EMPLOYMENT AND ECONOMIC DEVELOPMENT INITIATIVES AND GOALS*

In addition to the recommendations and actions applicable to all the T8FNs contained in section 6.4 below, the following provides a brief description of where six of the T8FNs are with respect to implementing their employment and economic development objectives.

6.2.1 DRFN - Initiatives and Goals

Over the past few years, the Doig River First Nation (DRFN) Chief and Council have placed a high priority on community engagement for strategic and economic development planning. Through a number of workshops, meetings, and community events, band members have described their vision of full employment and enhanced services on the Doig River reserve and have provided direction for economic development, employment, and training initiatives. There are several successful Doig River community and member-owned businesses operating in forestry, oil and gas services, camp services, construction, and other sectors.



DRFN has taken steps on several fronts to support community-identified initiatives, including:

- A human resources coordinator has been hired to provide employment counselling and to develop individual learning plans and career paths for members.
- Strategies are underway to facilitate essential skills training, such as workplace literacy, numeracy, and introduction to computers, and a number of members have indicated an interest in acquiring their Dogwood graduation certificates.
- The Doig River Education & Employment Training Centre is operating out of a converted ATCO trailer and will continue to offer, or plan to offer, workshops, seminars, skills upgrading, industry certifications (e.g., safety tickets), and longer term skills and training courses (several weeks to several months).
- DRFN has worked to establish stronger relations with Industry working within its traditional territory, and is promoting training and job opportunities for the membership. It has a number of joint ventures and partnerships. While DRFN has recognized that some business arrangements are primarily for revenue generation, the Council also believes that JVs should include commitments for employment of members, and is building these components into most agreements.
- The DRFN administration is also working toward enhancing social service and counselling supports on reserve to provide a holistic approach to employment readiness. For example, the band will help arrange treatment programs for members ready to commit to personal change, with job placement supports following successful completion of their treatment program.
- Child and youth education is also a priority for Doig River. After-school programming for elementary and high school students is being developed, and will provide tutoring support, particularly in reading, writing, math and science. This will help remove barriers for Doig River students who wish to pursue a trades path to high paying, in-demand jobs (e.g., power engineers,



electricians, heavy duty mechanics), or professional or academic degrees in fields such as law, healthcare, environmental studies, and other interests.

Through visioning and planning events, DRFN members have identified a number of potential career paths they would like to pursue, and the labour market survey for this project also identified several common areas of interest. This collective information will help inform which training programs will meet with the highest interest and attendance levels when offered by the band. The education coordinator and human resources coordinator will seek funding and training partners to deliver on-reserve high priority programs.

Some of DRFN's employment and economic goals include the following:

- Encourage life-long learning and support members to achieve their goals through training and employment opportunities, including offering ongoing life skills and workplace essential skills training for members wishing to upgrade.
- Achieve long-term financial support through government and industry partnerships to help design, develop, and operate a new Doig River Education & Employment Training Centre.
- Support a holistic approach to employment success by securing enhanced social services and counselling for community members (such as family, drug and alcohol, and other counselling services).
- Pursue joint ventures and partnerships with industry to continue to diversify the economic and employment base, with a goal of sustainable, full employment for all members.
- Find ways of achieving affordable quality childcare and comprehensive early learning, which will enable parents to pursue training programs and employment.
- Seek revenue-generating opportunities through cultural industries on the land and at home, ensuring intergenerational transfer of cultural knowledge and language.



6.2.2 SFNs – Initiatives and Goals

Saulteau First Nations (SFN) has the largest population among BC Treaty 8 First Nations. Many SFN members have participated in training programs and several members have achieved higher education degrees, including Bachelor and Master degrees, law degrees, PhDs and one law professor. The SFN Muskoti Learning Centre has adult-based education programs that help students gain their Dogwood certificate with assistance from a certified teacher. Workforce programs are available when the demand is sufficient and funding is accessible.

The SFN and community members are currently running several very successful businesses. A few of the SFN business developments, joint ventures and partnerships include 6 Nations Ventures (with other Treaty 8 First Nations), 3 Nations Ventures, 4ever Green Resources LP, Saulteau Safety and Security, and Saulteau Camp Services. Currently, there are at least 15 individual contractors providing services to primary resource industries. Chief and Council have been making efforts to diversify their economic base by moving away from a resource dependent economy to sustainable employment, such as the Twin Sisters Native Plant Nursery (with WMFN), Saulteau Communications and Little Prairie Community Forest.

Some of SFN's employment and economic goals include:

- Expand and enhance childcare services, which will enable members to attend more training and education programs, and to seek employment.
- Gain training in developing organic, community gardens and knowledge about food sovereignty. This would also include an assessment of potential economic opportunities to provide local (farm to table), organic foods to restaurants, camps and grocery stores. Productive community based gardens could potentially provide for employment opportunities for members living on reserve and would encourage a strong sense of community pride.
- Look at developing solar green houses, through partnerships and training programs, which would also support the community gardens, foster a sustainable economy and improve food security in the region. Expanding greenhouse operations could result in training and jobs both in the construction of greenhouses and in the growing and harvesting of different foods and plants.



- Secure long term funding for an employment coordinator position and to provide training programs that will enhance the skill sets of current SFN staff working in education and employment.
- Work with the other Treaty 8 First Nations to develop a cultural employment Co-op model for selling traditional items and supporting traditional economies. Specifically through the co-op, the Treaty 8 First Nation participants would be able to purchase furs and other items at a lower cost, and work with a distributor for reselling these and other items.
- Provide training to members in land survival skills, which in turn could be used to teach cross-cultural camps. Specifically, SFN has been interested in developing a program similar to GeoTerra, a company that gives cross-cultural exchanges and training.
- Through partnerships with training institutions and industry, develop programs such as a Heavy Equipment mentorship program.

6.2.3 PRFN - Initiatives and Goals

Over the past three years, Prophet River First Nation (PRFN) has installed several infrastructure developments, including a new band hall with a gym and health centre and is currently in the process of building a new school. During construction of the new band hall, several of the members were given training and worked on the building.

PRFN has had varied experiences managing band-owned businesses and is currently looking at Joint Venture options that will provide employment and revenues, as well as potential mentorship opportunities. In the past, PRFN had a joint venture with camp operator Horizon North, providing employment for cooks, cleaning and other camp labour. In addition, PRFN members have run successful businesses such as seismic slashing and road clearing, or have had various jobs in the oil patch, including building ice bridges, laying pipe, and clearing.

Some of PRFN's employment and economic goals include:

- Identify funding that will support training for teamwork building, leadership, mental health/wellness, bookkeeping, and starting a business (all aspects).
- Seek funding to expand the daycare and to develop more culture and language programs.



- In the long term, find funding to establish a Prophet River Training Centre that will begin to address many of the barriers related to travel to and from the community, and allow more community members to work and study close to home.
- Develop a mentorship and job shadowing program for youth with the support of industry partners that will connect trainees with potential employers; provide them with on-site workplace based training during the training program; and allow trainees to explore various aspects of the trade.
- Seek funding and training for the purchase of a sawmill as part of a larger economic development project to construct log homes.
- Gain training and experience with eco and adventure tourism.
- Explore derivative businesses related to tourism, such as a establishing a restaurant and accommodation.

6.2.4 HRFN - Initiatives and Goals

Halfway River First Nation (HRFN) has been making efforts to build a strong sense of entrepreneurship and encourage members to gain long term, meaningful employment through skills and training enhancement. Many of their learning initiatives are geared toward employability.

Over the past few years, HRFN has established joint ventures and partnerships with industries such as IDL, Western Canadian Mulching, Mt. View Safety, Frost Logging, International SOS, and Horizon North (best employment provider to date). They have purchased ranch lands with 55 cattle, growing and selling hay to provide year round employment for 3 to 4 community members. Eventually the Ranch will incorporate a community garden, creating a sustainable food source for community members. There is a full time employment coordinator who helps set up training and employment opportunities. This summer, HRFN will be hiring a health and wellness coach to focus on teaching and supporting life skills, budgeting, healthy living and being committed to oneself and employment goals.

Some of HRFN's employment and economic goals include:

- To find funding to expand the Ranch into a potential education centre, offer ecotourism experiences and a regional healing/treatment centre.



- To be environmental stewards on traditional lands through management of waterways and land – this would include a recognized monitoring program for members.
- Actively seek cultural and land based employment opportunities.
- Seek funding to develop an entrepreneurial think tank that offers support to community members who may be interested in starting a small business.
- Find funding for training that focuses on developing business plans and conducting feasibility studies.
- Establish and build recreation buildings/programs (or expand on existing buildings/programs) to address issues related to isolation and depression (e.g. there is currently building material for an ice rink but there is no funding for constructing the rink foundation).

6.2.5 FNFN - Initiatives and Goals

Fort Nelson First Nation (FNN) has the second largest population of the Treaty 8 communities in BC. It is also the most northern of the Bands and has experienced first-hand the effects of lower oil prices and declining employment and economic opportunities. Over the years it has developed infrastructure, including the Chalo School and a new Health Centre, to offer services to its members. Chalo offers education programs from kindergarten to graduation, and has a cultural arts room and a culinary arts program. It has been featured in the Globe and Mail, the Vancouver Sun, CBC radio interviews, and by the Society for the Advancement of Excellence in Education.

In an attempt to move away from a reliance on the industry sector for revenue, FNN has made efforts to develop alternative economies. In the last few years, they have purchased Liard Hot springs, land at Snake River/Mile 442 (with cabins), and a guide outfitting area that provides river hunts for mainly moose and deer. They also have a program that subsidizes some of the expenses for trappers in an effort to reinvigorate this traditional economy. Additionally, the FNN Lands Department has developed a 'harvester support' program by purchasing animal hides in an effort to make them more affordable to local artisans who sew clothing and shoes made from these materials.

Some of FNN's employment and economic goals include:

- Enhance the existing training centre by finding long term funding for mentors and tutors to work on site.



- Identify funding for and implement workshops and training programs that will provide alternative employment and business opportunities for their members, e.g., working on-line or remotely to offer services and skills.
- Expand existing tourism locations at Liard Hot spring, Snake River/Mile 442 to include cultural activities, eco and adventure tourism and to look at alternative opportunities, e.g., R.V. Park.
- Find funding to develop local culture and art programs that would be supported by an 'Etsy' style website to sell products and a mobile trading post that could be set up at community events and tourist centres.
- Create partnerships with training institutions and industry for long-term apprenticeships;
- Offer an Ethical Trapping Course for FNFN's more than 30 trapline owners, as an alternative means of employment.
- Enhance the Harvester Program, which is based on a model developed in the Northwest Territories, to support cultural employment activities.
- Develop curriculum and find funding for cross culture camps and programs.

6.2.6 WMFN - Initiatives and Goals

The WMFN members are employed in all of the major industrial sectors and the Band has a number of businesses it is engaged in, including several joint ventures and partnerships. A few years ago, WMFN purchased 23 acres at Summit Lake with five houses, an office, workshop, and 5-bay garage at the property. The community has plans to develop additional infrastructure at Summit Lake. They also own Dunne-za Lodge, which is located on reserve and is comprised of a lodge with kitchen facilities, a meeting room, and individual cabins, located along 1000 feet of lakeshore. In addition, WMFN owns three apartment buildings in Chetwynd; a wholly band-owned company, Dunne-za Ventures LP; Forest Licenses; Twin Sisters Native Plant Nursery with Sauteau First Nations and industry; an interest in Dokki Windfarm; the Moberly Lake Golf Course; Tsay Keh Ne Cheleh (Misty Meadows) Ranch; Three Nations Ventures; Ki Hew Sas; Six Nation Ventures (6NV); and Tse'K'wa (in conjunction with PRFN and DRFN).

Some of WMFN's employment and economic goals include:



- Partner with industry to develop trades apprenticeships and a commitment to see First Nations workers through the Trades certification process.
- Find funding to support culture, language and other programs under the WMFN Cultural, Heritage and Research Society. One such program is the APP: Storyscapes, which is a digital database for photos and archival documents held by WMFN members.
- Develop an employment database that would keep an inventory of WMFN members' skills, training, education and future goals and employment interests.
- Achieve long term funding for a full time economic development officer.
- Find funding and support for tools that will tap into the interests, build self-esteem and enhance self/community identity in members.
- Expand training and certification for the monitoring program that combines traditional and western science.
- And develop an eco and adventure tourism economy, by building more cabins at the Dunne-za lodge and offering members training in this area (e.g., carpentry, adventure tourism, etc.).

6.3 NORTHEAST REGIONAL SKILLS TRAINING PLAN, 2012

In 2012, the Northeast Regional Skills Training Plan set out a list of goals and actions for Northeast BC. It is important not to lose sight of this report, as much work went into it, but much is left to implement. The primary Goals are reproduced here as an example of planning at the regional level in the recent past.

Unfortunately, it seems that without a standing working group to implement the plan, many of the actions and goals are difficult to achieve. Building a skilled local workforce takes time and commitment, but, without appropriate incentives, it is easier and faster for industry to hire workers from other parts of Canada when the oil patch is booming, then let them go without any continuing commitment when work dries up. Even if a local worker begins an apprenticeship program, many big oil and gas companies rely on their sub-contractors to sponsor apprentices, and those contractors may not have steady work, with lulls between jobs. The largest companies cannot rely on the contractors to train and support a skilled workforce – the commitment to training and supporting workers through to certification must also be borne by the project proponents (e.g., the main pipeline companies). If



industry is not taking on apprentices, then 80 per cent of the training needed for Trades certification is not taking place, and training institutions (such as NLC) can only offer the first or second level of training to interested students. When a skilled workforce is needed again, workers are imported from Alberta or other parts of Canada.

It is beyond the mandate of this project to ascertain why the Northeast Regional Skills Training Plan has not been fully implemented. One lesson that can be taken from it is that a regional skills training implementation team to coordinate efforts is required to ensure responsibility for implementing Action plans is assigned, parties are accountable to the larger regional group, plans are revised as needed, and Goals are achieved on the ground within set timelines. Without multi-year government funding and support for regional implementation, Action Plans are not fully executed and Goals are not achieved.

Goals from the Northeast Regional Skills Training Plan (2012)	
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
Action 1.2	Build on and expand innovative pilots and initiatives that target underrepresented groups
Action 1.3	Enhance/ pilot programs that provide career pathways for under skilled workers in the region
Goal 2	Increase capacity in the region to develop and deliver 'agile' training
Purpose	To increase the ability of training providers to meet the ongoing needs of individuals and employers in a timely and targeted fashion
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)
Goal 3	Enhance skill development for new and growing businesses in Northeast
Purpose	Help existing and new Northeast business owners develop skills to grow and effectively manage their operations
Action 3.1	Support and expand existing initiatives that provide training in business
Action 3.2	Encourage business management and entrepreneurship training with high school and post-secondary students
Action 3.3	Expand training to help local businesses and contractors with procurement and human resources needs
Goal 4	Address any training gaps for high demand occupations
Purpose	Ensure industry has skilled workers that meet workforce needs
Action 4.1	Identify potential partnerships with other provincial and/or national training providers in order to provide regional access to training in high demand occupations for which no training is currently available locally.



Action 4.2	Through the Centre of Training Excellence in Oil and Gas pilot an initiative that works to ensure standardized learning outcomes from different training programs which lead to a common designation.
Action 4.3	Work with employers to identify barriers to participation in training programs, develop solutions aimed at reducing or removing those barriers, and solicit their active engagement in training initiatives

6.4 RECOMMENDED GOALS & ACTIONS FOR THE TREATY 8 HUMAN RESOURCE STRATEGY

The following section provides a list of actions that can be taken in support of broader goals and objectives to improve the match between First Nation skills and the labour market needs of industry and business in NEBC. These have been developed from a review of the challenges the Treaty 8 First Nations face, including, e.g., the barriers constraining the success of many community members, the program delivery problems in communities with inadequately trained staff, the lack of culturally supportive training programs, the historic failure of the various NEBC players to collaborate for effective and efficient program delivery, and the perceived lack of responsiveness and 'agility' of training institutions to meet industry and labour market needs with timely targeted training.

Goal 1	Improve Regional Integration & Response to Labour Market Needs with a Northeast Aboriginal Labour Training Committee
Action 1.1	<p>Establish cross-sectoral Northeast Aboriginal Labour Training Committee (NALTC – working name until another is chosen by committee) with formal terms of reference and committee member accountability. Standing committee with minimum rolling three year planning horizons.</p> <ul style="list-style-type: none"> Initiate Committee with core team from a) Industry, b) BC government, c) T8FNs & T8TA, d) Training institutions, to develop terms of reference and solicit membership to the NALTC. <p><i>Implementation activities:</i> Develop TOR and budget for meetings, secretariat, travel, community presentations and supporting activities. Apply for multi-year core funding for the activities and meetings (3-4 times per year). Ensure accountability of core team through reporting, establishing sub-committees, developing annual goals and reporting progress at each meeting. Give each NALTC member a responsibility to ensure engagement between meetings.</p> <p><i>Members/Partners:</i> Treaty 8 First Nations, T8TA, Industry (utilities, oil & gas, forestry, mining, wind), local businesses, Chambers of Commerce (CoC), training institutions (UNBC, NLC), NENAS, BC: ITA, MARR, AVED, SDSI, JTST, other relevant BC Gov't agencies/ ministries; INAC or other federal Ministry (potential TRC recommendations implementation)</p> <p><i>Resources Required:</i> Multi-year funding from BC - AVED/SDSI/MARR/JTST; Canada - INAC - Federal TRC initiatives; Industry commitment of work placements and raining supports; Multi-year commitment from all partners; Hire a communications facilitator to organize meetings, report on outcomes, hold committee members accountable.</p>



Action 1.2	<p>Implement preliminary objectives of the committee as soon as possible to build momentum; to include a number of the following items:</p> <ul style="list-style-type: none"> Enhance labour market information exchange between industry, training institutions, First Nation communities and government: define and update industry workforce needs; improve skills development response times Develop strategies to secure long-term funding for priority objectives to align First Nation skills training with current labour market needs Review which Northeast Regional Skills Training Plan's goals/actions were not fully achieved/implemented, and determine which action items are relevant for the NALTC to pursue
Action 1.3	<p>Collaboratively create detailed training programs to address First Nations skills gaps for priority Industry labour needs so they can be more fully integrated into regional workforce</p> <ul style="list-style-type: none"> FNs to work with training institutions to develop training proposals to be implemented in First Nation communities with the support of industry through mentorships, job placements and use of training equipment.
Action 1.4	<p>NALTC to develop effective communication structure and strategy to promote available skills training programs with input from each partner according to their expertise</p>
Action 1.5	<p>Lobby BC government to provide a free online /computer learning platform such as Plato in the T8FN communities (and throughout BC). E.g., while it is free to anyone in rural zones throughout Ontario, in BC it is approx. \$1,000 per computer – too cost prohibitive and a barrier for community members to work on their essential skills on their own or in community computer classrooms.</p> <ul style="list-style-type: none"> <i>Implementation:</i> NALT committee to write letters and begin to lobby BC government. Solicit letters of support from communities, associations (e.g. Union of BC Indian Chiefs, Union of BC Municipalities)
Action 1.6	<p>Work with the ITA to promote aboriginal workers in trades: Lobby for multi-year funding for long-term support for aboriginal apprentices, skilled trades people, comprehensive and ongoing pre-requisite essential skills upgrades (to bridge the deficit /gap from previous years of inadequate education supports).</p> <ul style="list-style-type: none"> Explore innovative apprentice sponsorships, e.g., ITA or NALTC could sponsor apprentices, and industry could provide long-term commitment of training and work to apprentices. NALTC could develop/pilot comprehensive support mechanisms to facilitate success of aboriginal apprentices through the in-school phases of their training and the workplace phases NALTC could sponsor several T8FN trades apprentices and coordinate all training and work experience through committee partnerships and SDSI or AVED training funds. Promote opportunities for corporate sponsorship of training programs through donation of technology, equipment, trainers, facilities, work placements or other. Formalize mentorship programs and work experience placements for aboriginal students on completion of training with industry partners
Action 1.7	<p>Establish a sub-committee or team to continuously identify Provincial and Federal funding sources for aboriginal training to ensure NEBC First Nations can access relevant labour market skills training supported by new funding programs and sources</p>



Goal 2	Create Healthy Communities with Comprehensive Cultural and Social supports
Action 2.1	<p>Ensure critical social development positions are filled with full time employees - e.g. family support workers, addictions counsellors, health & wellness workers, mental health workers, so personal issues can be addressed that could affect employment readiness.</p> <ul style="list-style-type: none"> ◦ Work with First Nation Health Authority, social services agencies, other First Nations who have created holistic supports for their membership to develop workable health strategies and best practices. ◦ <i>Implementation:</i> Funding for positions (INAC), adequate office and meeting spaces
Action 2.2	<p>Provide ongoing support and routine training for social development staff across Northeast BC Aboriginal communities. Initiate professional development strategy at each community to ensure social development staff have the tools to deal effectively with the complex issues facing community members.</p> <ul style="list-style-type: none"> ◦ <i>Training funds:</i> Professional & Institutional Development funds for capacity building of Band staff; regional coordination of social support training for T8FNs
Action 2.3	<p>Support innovative solutions for substance abuse and addictions, including exploring the development of specialized culture camps to address addictions (Elder mentors, counsellors, traditional activities, spirituality)</p>
Action 2.4	<p>Develop short workshops on topics related to family wellness, work-life balance, budgeting, nutrition for children, elders, and diabetes, etc. Hold at least one workshop monthly to consistently encourage healthy lifestyles and choices.</p> <ul style="list-style-type: none"> ◦ Develop Elder support systems involving youth to reintegrate intergenerational learning into community life ◦ Hold lateral violence and anger management workshops ◦ Promote Community and regional Cultural Gatherings to celebrate successes ◦ <i>Implementation:</i> Train staff to write proposals and seek funding for ongoing health and wellness initiatives

Goal 3	Develop Comprehensive Training Infrastructure & Supports in T8FN Communities
Action 3.1	<p>Hire Employment coordinators/human resources staff to work with education coordinators to implement long-term human resource strategy: begin by establishing essential skills and life skills training programs</p> <ul style="list-style-type: none"> ◦ Employment coordinator to create individual learning plans for everyone expressing a desire to retrain, upgrade their skills, or finish their Dogwood. Hire temporary person to complete individual assessments if staff not trained on essential skills assessments; temp to mentor and train staff on assessments and developing individual learning plans. ◦ Hold financial management, financial literacy & family budgeting workshops periodically (e.g. every 4-6 months) ◦ Provide community workshops for ongoing life skills and employability skills training; goal setting, workplace expectations, job readiness seminars, resume writing, etc. ◦ Continuously update individual learning plans as members upgrade, finish training, get employment ◦ Establish and maintain database of individual learning plans, training milestones, achievements, certifications, records of employment, etc. ◦ <i>Required resources:</i> Hire supportive, culturally sensitive instructor to offer life skills training throughout the year. Multi-year funding to support the instructor, operational costs, and classroom costs, such as computers and learning software. Funding for staff development - e.g. coordinate workshops for T8FN Employment/human resources staff skills upgrades quarterly.
Action 3.2	<p>Support entrepreneurial training and business development for aboriginal contractors</p> <ul style="list-style-type: none"> ◦ Develop specific workshops to help contractors and self-employed members in things like bookkeeping for small businesses, how to bid on contracts, how to respond to RFPs, small business liability issues, how to research and develop a sound business plan, etc.



Action 3.3	<p>Develop programs in the community to encourage life-long learning & participation in training programs</p> <ul style="list-style-type: none"> ◦ Strengthen the capacity of in-house staff to deliver year-round essential skills and other basic courses ◦ Secure multi-year core operational funding and program-related funding for key learning activities and employment readiness initiatives. ◦ Develop short-term targeted programs to address labour market needs, and eliminate unnecessary pre-requisites & barriers to enable improved access and success for low-skilled participants. ◦ Hold more career fairs with 'day-in-the-life' seminars for specific types of work to create better understanding of job expectations. ◦ Incorporate cultural components, indigenous knowledge systems, and cultural supports into all training programs
Action 3.4	<p>Proactively engage youth in career planning, tutoring, and lifelong learning</p> <p>Engage youth in high school (ages 14-19) with business community about the different types of work and skills needed into the future. Promote youth career planning. Hold more youth job fairs with 'day-in-the-life' talks from different trades workers and different skill level workers.</p>
Action 3.5	<p>Ensure there is tutoring support for high school students in each community in math, science and literacy - subjects critical to success in many jobs and the trades. Tutoring assistance available at least 4 days per week, including snacks and some fun activities for students.</p> <ul style="list-style-type: none"> ◦ Implementation of community tutoring: ◦ Create a space for tutoring for after school; have snacks available suitable for teens and elementary; If there is a school bus, bring some students directly to the learning centre; Hire qualified tutor for various subjects to be available on a set schedule for the students; Computers with learning programs for literacy, math, and science (e.g. Plato for adult and high school learners) plus math programs for all school ages ◦ New Relationship Trust provides some funds each year to supplement math, science and literacy after-school programs and the acquisition of books and learning software. Additional funds will be needed for long-term support for computer hardware and learning software, nutritious after-school snacks, ongoing tutorial support, operational budget. ◦ <i>Resource requirements:</i> Tutor(s), computers, learning software, internet connection, secure space for learning with amenities (food, washrooms), school liaison support, tables, chairs, learning supplies for k-12.
Action 3.6	<p>Enhance training infrastructure in T8FN communities to reduce cost & travel barriers for participants</p> <ul style="list-style-type: none"> ◦ Strengthen existing training centres at SFN Muskoti Learning Centre and Fort Nelson First Nation to be able to offer long-term, enhanced programs such as trades discovery & foundations course leading to L1 and L2 Apprenticeships in (e.g.) construction craft, welding, cook 1 & 2, auto and heavy duty mechanics, and other trades and skills training identified by interested members and Industry. ◦ Create SFN Muskoti (Southern NEBC) and FNFN Chalo (Northern NEBC) as regional aboriginal training centres with equal/improved access to long-term programs for other T8FN members. ◦ Establish Doig River Employment & Training Centre for workshops & ongoing employment readiness support; ◦ Strengthen training management and infrastructure at Prophet River, Halfway River, and West Moberly. ◦ For workshops and short-term courses (e.g. certifications), establish formal billeting or boarding system on-reserve to enable members from other Treaty 8 communities to come to courses in a culturally familiar and supportive environment ◦ Establish camp/ bunking facility in training communities with support from JV partners for longer-term programs, such as foundation courses, trades introductory courses etc. Strong indications that on-reserve training programs will be more successful with higher attendance, satisfaction, and completion rates.
Action 3.7	<p>Secure multi-year core funding for community training infrastructure through effective proposals</p> <ul style="list-style-type: none"> ◦ Build capacity of all employment & training staff to: secure funding (proposal writing, funding searches workshops); hire and manage external trainers; manage and report on program deliverables. ◦ Identify and establish multi-year core operational funding for each of the First Nation training centres in collaboration with industry, government, and training institution partners.
Action 3.8	<p>Initiate priority semi-skilled trades courses (such as Construction Crafts, Cooks training), at Muskoti Learning Center and FNFN Chalo to build momentum as soon as possible. The T8FN surveys identified a number of training programs dozens of people are interested in taking that match labour market/industry needs &</p>



priorities.

Goal 4 Addressing Training & Employment Barriers On- and Off-Reserve	
Action 4.1	<p>Address basic barriers to employment and training success at community and individual level</p> <ul style="list-style-type: none"> • Enhance access to reliable transportation through several mechanisms. Crew cabs and vans to transport workers if several First Nation members working on the same job-site. • Driver training, practice for test taking, literacy programs (if literacy is an issue for learner). Community work van to transport workers to and from camps. • Address perceived racism through cross-cultural awareness training with industry partners and major employers in the region. Could offer short workshops sponsored by Chambers of Commerce for smaller businesses. • Promote pro-active access to addictions, emotional, mental health, and other social services counselling in the community, at training programs, and in the workplace. • Develop individualized strategies to retrain and transition workers with physical disabilities or injuries who can no longer work in the field they have been in. • Establish affordable child-care and after-school care at all communities for members needing to work off-reserve on a daily basis.
Action 4.2	<p>Formalize cultural components in all training and work placements: Elders and other community mentors to form an integral part of training and work placement programs in Treaty 8 communities and at regional training partner facilities (e.g. mentor supports at NLC).</p> <ul style="list-style-type: none"> • Certify retiring, culturally aware, Red-Seal Trades journeymen to enable them to teach foundational and Level 1 & 2 Apprenticeship courses at on-reserve training centres in a culturally supportive environment.
Action 4.3	<p>Chiefs and Councils to work with JV partners and review other Industry agreements to include skills training and work placement opportunities for their members, including, e.g., commitments to aboriginal apprenticeships.</p>



Draft Timelines for Implementation of Key Recommendations

What	2016 Q2	2016 Q3	2016 Q 4	2017	2018	2019	2020
Goal 1	Establish NALT Committee						
		Draft /Adopt TOR					
Committee Members: Industry, T8FN, T8TA, MARR, INAC, Aved, Training inst.		Build cross-sectoral membership (Industry, Training inst., First Nations, BC & INAC)					
		Acquire multi-year funding for committee activities			Monitor and apply to new funding sources		
			Develop effective communication structure to promote skills training programs				
				Collaboratively create detailed training programs to address First Nations skills gaps for priority Industry labour needs			
			Lobby BC government to provide a free online /computer learning platform				
				Work with the ITA to promote aboriginal workers in trades			
What/Who	2016 Q2	2016 Q3	2016 Q 4	2017	2018	2019	2020
Goal 2	Healthy Communities with Cultural & Social Supports: Ensure critical social development positions are filled						
		Secure additional funding for ongoing social staff training (e.g. PID, AvEd)					
		Provide ongoing support and develop social development staff HR training plan					
All T8FNs			Develop innovative, culturally grounded wellness programs				
INAC funding		Deliver short monthly workshops on family wellness, nutrition, diabetes, work-life					



FN Health Authority		balance, lateral violence, financial literacy.					
					Develop Elder Support programs with youth		
					Promote community & regional Gatherings to celebrate successes		
		Integrate cultural components into all aspects of life, Elder mentors, transfer of cultural knowledge, stories, songs, drumming					
What	2016 Q2	2016 Q3	2016 Q 4	2017	2018	2019	2020
Goal 3	Develop Comprehensive Training Infrastructure & Supports in T8FN Communities						
		Hire Employment coordinators/human resources staff					
			Support entrepreneurial training & business development for aboriginal contractors				
T8FN, Trainers, Industry, gov't.				Encourage life-long learning & participation in training			
				Strengthen the capacity of in-house staff & secure multi-year core operational funding			
			Proactively engage youth in career planning, tutoring, and lifelong learning				
		Ensure there is tutoring support after school					
			Enhance training infrastructure in T8FN communities to reduce barriers for participants				
			Secure multi-year core funding for community training infrastructure through effective proposal writing				
				Initiate priority semi-skilled trades courses at Muskoti and Chalo			



What	2016 Q2	2016 Q3	2016 Q 4	2017	2018	2019	2020
Goal 4	Address Training & Employment Barriers On- and Off-Reserve						
		Address barriers to employment and training success at community & individual level					
			Formalize inclusion of cultural components in all training & work placements				
			Chiefs and Councils to work with JV partners to promote skills training & work placement opportunities				



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