

**REGIONAL ECONOMIC DEVELOPMENT PLAN
TRADITIONAL TERRITORY OF THE TR'ONDĚK HWĚCH'IN
COMMUNITY BASED PROJECTS IMPLEMENTATION 2012-14**



PROJECT 6

Regional Labour Market Development Strategy

2013-14 VN (CED Activities) Final Project Activity Report (#ZOBM)



A partnership of the City of Dawson, Dawson City Chamber of Commerce,
Klondike Institute of Art & Culture, Klondike Visitors Association, and Chief Isaac Incorporated

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1. INTRODUCTION

Access to labour is the number one barrier to business growth in the region

1.1 Situation

In 2011, the Klondike Business Retention and Development Survey found that staffing was the biggest barrier to local businesses expanding and meeting demand. The Dawson City Labour Skills Inventory Survey of 2006, the 2011 survey, and a follow-up Dawson Employer Labour Market Survey in 2013 all found employers to be experiencing a high degree of difficulty in recruiting labour:

2006: 53% reported difficulties in recruiting people from Yukon for positions

2011: 72% of respondents indicated they had difficulty recruiting skilled trades workers
62% cited difficulty in recruiting unskilled labour
54% cited difficulty in recruiting sales staff
Other positions were seen as difficult to fill by 50% or less of respondents

2013: 58% reported regular (21%) or occasional (37%) difficulty recruiting employees
63% reported regular (57%) or occasional (6%) difficulty retaining employees

Further, the 2008 Economic Scan and Assessment of Potential for Development research report prepared to inform the regional economic development plan, concluded that *'As a resource for economic expansion the current population is not likely to fill the need'*. Further details on the labour market, business needs, training and recruitment stresses and the impacts on regional business and economic development opportunities can be found in the 2011 and 2013 survey reports, both accessible from www.klondikedevlopment.com/research/

Implementing effective labour market development strategies is critical to the success of the other initiatives in the regional economic development plan.

1.2 Labour Market Framework for Yukon

In 2008, Government of Yukon developed a Labour Market Framework for Yukon in partnership with stakeholder groups. The Framework has four strategies to address Yukon's labour market issues and ensure a strong and diversified economy. Each strategy has a stakeholder committee, which continues to work to further develop and implement their respective strategy and associated work plans. The strategies are:

- 1) Comprehensive Skills and Trades Training
- 2) Immigration
- 3) Labour Market Information
- 4) Recruitment and Employee Retention



Dawson stakeholders could not participate in development of the original Framework. Actions of relevance to the region were not included. Hence, general regional awareness and understanding of, and participation in, the Framework strategies and their implementation were until recently below that required for effective regional labour market development. Additionally, regional uptake of existing programs for employers such as job creation partnerships and targeted wage subsidies was low.

1.3 Objectives

The Regional Economic Development Plan for the Traditional Territory of the Tr'ondëk Hwëch'in (REDP) identified the need for a targeted regional labour market development strategy to guide regional players in undertaking the most effective local actions to complement those in the Framework strategies. Klondike Development Organization (KDO) committed to leading the planning process.

The Labour Market Framework for Yukon describes the territory-wide scenario very well. There was every reason to use this as the foundation of a regional strategy. The objective was therefore to develop a regional strategy that is cohesive and consistent with the Framework, by working with community stakeholders, businesses and the Government of Yukon Advanced Education managers responsible for leading its implementation and that of its associated strategies.

1.4 Strategy Development Process

There was no history of coordinated regional action in this field, and little awareness of the Framework and current programs, despite there being considerable labour-related activity through multiple local agencies. Therefore, an initial scan of the situation was completed in the spring of 2013 to tune the strategy development process closely to needs. Individual interviews and an open workshop were used to build awareness and understanding of the Framework and its strategies and potential activities. Following this, the Framework was assessed and the priority gaps and areas of regional weakness where new efforts would have the greatest impact in the region were identified.

A number of actions were then piloted during 2013 to test ideas. An electronic training guide to recruitment options in the Yukon was produced. KDO Community Housing Strategy was reviewed and updated. The official labour market statistics were analysed. A Dawson Employer Labour Market Survey was completed in July 2013 to update the 2011 data and 55 employers responded. Finally, a presentation to Dawson City Chamber of Commerce and a second open stakeholder workshop were facilitated to explore the implications of the results and potential strategies and actions.

Narrowing the Focus

Regional labour market development must be considered in the context of local economic pressures and characteristics. Dawson is strong and well served in some service areas but also subject to several particular challenges.

The initial scan showed that skills development and training in the community are already well attended to by multiple highly effective agencies. The strategy therefore limits recommendations in this area to emphasizing the need for consistent and flexible funding for training initiatives, increased cross-organization communication, and responsiveness to fluctuating training demands.

Immigration is a complex matter with substantial legal implications and is the direct responsibility of senior governments. Beyond awareness building and some limited assistance with the basics of the process, immigration is not prominent in the strategy.

2. IMPLEMENTATION AND REVIEW

Leadership

The stakeholder organizations already active in regional labour market development prefer not to widen their programs or services beyond those within their current mandates. Resource and capacity limits necessitate a focus on continued improvement within their core activity areas rather than taking on new initiatives that may impact upon the effectiveness of their current services.

Klondike Development Organization is positioned and willing to play a leadership role in coordinating implementation and in filling the key gaps restricting labour market development. This strategy was therefore developed from the KDO perspective and recommends the most effective actions KDO can undertake with its community partners to complement existing work and the actions outlined in the Labour Market Framework for Yukon strategies.

Review

The strategy must be kept **relevant** and cohesive and consistent with the Labour Market Framework for Yukon. KDO will work to this end to conduct an annual review of this strategy with its community partners, stakeholders, businesses and the Government of Yukon Advanced Education managers responsible for the Labour Market Framework.

3. SKILLS DEVELOPMENT AND TRADES TRAINING

In 2006, the Dawson City Labour Skills Inventory Survey (Yukon Bureau of Statistics) found that a high proportion of the region's population had explored education and training, and that about 70% of respondents were interested in future educational opportunities.

A wide spectrum of institutions, organizations, and governments provide a broad array of training opportunities both in and outside the region, to a variety of extents and target groups and there are no significant service gaps.

Summary of Training Opportunities

Tr'ondëk Hwëch'in Human Resources and Community Education Department	<ol style="list-style-type: none"> 1. TH government staffing and training (supports all other departments by helping with recruitment and hiring activities and providing training for employees). 2. Adult education programming. 3. Administers post-secondary funding for students. <p>Provides Tr'ondëk Hwëch'in citizens with:</p> <ul style="list-style-type: none"> • Funding for training • Job search assistance • Academic advising • Job creation program • Career Week, Career Fair & related activities/workshops • Co-op program
Yukon College	<p>Provides education and training opportunities in the community, including both locally delivered courses and videoconference courses sourced from other campuses.</p> <p>Delivers the Northern Adult Basic Education Program (NABE)</p> <p>The college engages in a number of partnerships with Tr'ondëk Hwëch'in, Yukon Government, Parks Canada, KIAC, KRTS, and other organizations to deliver programs.</p>
Yukon Government, Department of Advanced Education	<ol style="list-style-type: none"> 1. Programs that offer support to employers and/or job seekers. 2. Sector-based Training Funds. 3. Project-based Training Funds. 4. Yukon College, Dawson Campus accesses these funds to deliver targeted courses. 5. Student Financial Assistance. 6. Student Employment/Trade Schools. 7. Apprenticeship and Tradesperson Certification. 8. Other Labour Market Initiatives e.g. Literacy, Licensed Practical Nurse Program, SOVA, etc. <p>http://www.education.gov.yk.ca/advanceded/</p>
Klondike Region Training Fund	<p>KRTF provides financial support for training. Eligible costs include tuition, travel, accommodation, meals, consumable materials, printing, textbooks, course supplies</p> <p>For further information: http://www.krtsdawson.ca</p>

Klondike Outreach	<p>Provides services to job seekers, employers, and those interested in training. Serves as the local case manager for participants in skills development programs funded by YG Advanced Education:</p> <ul style="list-style-type: none"> • Skills Development • Self Employment • Targeted Wage Subsidy • Job Creation Partnership
Robert Service School	<p>Provides career planning instruction within courses taken in grades 7, 8 and 9. In grade 10, students take a full course called 'Planning 10', which is designed to help students develop the knowledge, skills and attitude to enable them to make a smooth transition from secondary school to pursuing their post-secondary goals.</p> <p>As a requirement for graduating, RSS students must complete "Graduation Transitions", which involves 3 components:</p> <ul style="list-style-type: none"> • Personal health • Community connection • Transition planning <p>Guidance counselors at Robert Service School are available to speak with students about their interests in various training or career paths and can advise them on steps to reaching their goals.</p>
Klondike Development Organization	<p>Klondike Development Organization (KDO) provides enterprise and investment facilitation and business advisory services for local businesses and start-up entrepreneurs</p>

Goals

1. Develop Dawson City as the hub for training in central and northern Yukon
2. Maximize opportunities for residents to participate in training within the region

Implementation Approaches

1. Undertake regular soundings of the training needs of businesses and residents
2. Work to localize training program management
3. Improve the flexibility of training delivery, especially for trades and older workers
4. Secure funding to ensure consistent essential/life skill programs (NABE) delivery
5. Develop work experience programs such as job co-ops, with a focus on youth

With the rapidly fluctuating training demand profile, it will also be beneficial to increase:

6. Marketing of available programs and services to the public
7. Awareness of existing and new training funds available at the local level
8. Communication of available programs and services between organizations/institutions

4. IMMIGRATION

Government of Yukon Advanced Education Branch offers three immigration-related labour programs designed to assist businesses with shortages of workers to satisfy their labour needs through immigration.

- Yukon Nominee Program (aimed at permanent immigration):
 - Skilled Worker Program: designed to attract qualified individuals who can help alleviate shortages of particular skilled workers that cannot be found within the current territorial or national labour market
 - Critical Impact Worker Program: enables employers to fill semi-skilled jobs
 - Business Program: designed to attract business expertise and investment capital
- Yukon Temporary Foreign Worker Program
- Foreign Qualifications Recognition

Employers are responsible for starting the procedures that allow workers to immigrate to Yukon. Temporary foreign workers are permitted to enter Canada to work temporarily only to help address skill shortages. A key eligibility requirement for hiring a foreign worker is to obtain a Labour Market Opinion (LMO) from Human Resources and Skills Development Canada. A positive Labour Market Opinion shows that there is a need for the foreign worker to fill the job you offer and that there is no Canadian worker available to do the job.

In August 2013, Government of Yukon launched a one-year pilot of a Yukon Temporary Foreign Worker Program. It is restricted to the Oil, Gas, Mining and Mineral Exploration sector and the Tourism and Hospitality sector, which experience common seasonal or short-term temporary labour shortages.

In Dawson, both the Yukon Nominee and the Yukon Temporary Foreign Worker Programs are currently being utilized by local businesses to satisfy their labour needs. It is also understood that the Business Program has played a role in enabling the purchase and retention of key businesses.

Goal

1. Increase appropriate utilization of immigration programs by regional businesses

Implementation Approaches

1. Designate a key local organization as the immigration lead and train a front-line staff member to act as regional expert and first port-of-call for basic program information
2. Facilitate program awareness building events through proactive organization of community visits by the responsible Government of Yukon managers
3. Provide the resources necessary to allow the regional expert to deliver support services to employers or immigrants participating in the programs

5. LABOUR MARKET INFORMATION

Good labour market information is available at the Yukon-wide level from several sources. However, there is little in the way of statistics or other empirical data available specifically for the Dawson region, with the exception of irregular census and Employment Insurance beneficiary numbers. Klondike Outreach keeps local statistics on their job search services but these are not published.

Current Sources of Labour Market Information

Yukon Government, Bureau of Statistics	Provides information about Yukon-wide labour market trends, etc. http://www.eco.gov.yk.ca/stats/stats_employment.html Completed the one-off Dawson City Labour Skills Inventory Survey in 2006: http://www.eco.gov.yk.ca/stats/pdf/dawson_labour_skills.pdf
Statistics Canada	Census data provides community labour force information by age, participation, occupation, industry, mode of transportation and place of work. This is limited by frequency, only once every five years, and the latest is from 2011. http://www.sewp.gov.yk.ca/region?regionId=YK.DW The Employment Insurance Statistics Program is the only source of monthly Dawson 'unemployment' data http://www.sewp.gov.yk.ca/data?regionId=YK.DW&subjectId=ECON&groupId=ECON.LBF&dataId=STATSCAN_EI_BEN&tab=region
Service Canada	Information on national and regional labour markets: http://www.workingincanada.gc.ca/home-eng.do?lang=eng "Outlooks" for demand in various careers: http://www.workingincanada.gc.ca/LMI_report_area.do?lang=eng&area=0012&reportOption=outlook
Yukon Government, Work Futures	Provides information on Yukon career opportunities including job profiles and demand forecasts. http://yukonworkfutures.gov.yk.ca/
Klondike Development Organization	KDO undertook a Business Retention and Development Survey in 2011 with a section dedicated to labour force needs and the Dawson Employer Labour Market Survey in 2013. http://www.klondikedevlopment.com/research/
Yukon College, Dawson Campus	Dawson Community Campus Training Needs Assessment Survey, 2013

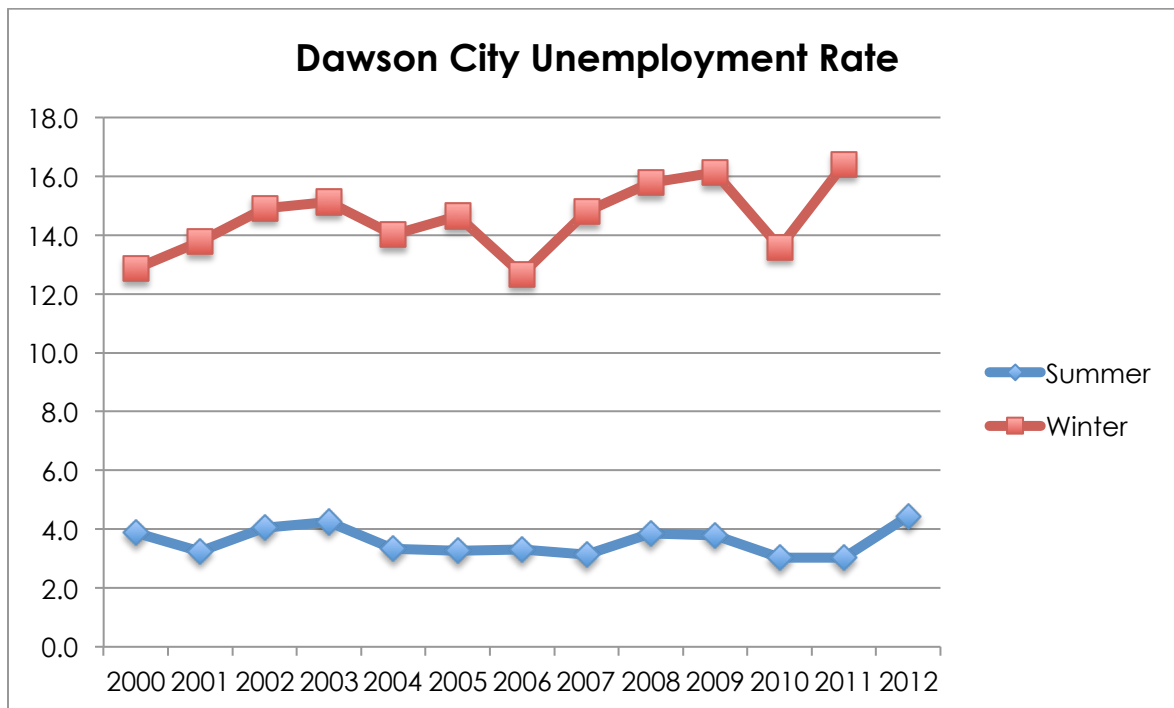
Goals

1. Expand and improve the regional-level labour market information base
2. Facilitate research-based planning, decision-making and strategies for improvement

Implementation Approaches

1. Conduct a biennial Klondike Business Survey, using the 2011 KDO Business Retention and Development Survey and pilot 2013 Dawson Employer Labour Market Survey as a base in order to provide for a useful trends analysis
2. Conduct an annual Dawson Community Training Needs Assessment by survey of both employers and residents
3. Facilitate a short annual poll and round-table discussion of the seasonal labour market experiences of the tourism sector at regular event such as KVA Fall Round-Up
4. Explore a suitable mechanism to record and analyze job search statistics at Klondike Outreach and other job boards such as YuWin
5. Undertake an annual analysis of all official regional-level labour market statistics
6. Compose and publish an annual report of all regional labour market information
7. Utilize effective and accessible avenues to make the information available to the relevant audiences and promote these information sources

The only official unemployment data for the region comes from the census, once every five years. The latest is from 2011, reporting 10.9% for Dawson City. The chart below uses a proxy for the rate, being the monthly regular EI claimant statistics as a proportion of the participating labour force. By adding basic local research capacity in this way, much improved local labour market information is made available and the decision-making and program development processes are better informed.



The region already has a much higher than average labour market participation rate, at 81%, reinforcing the constraints the current labour force places on any economic expansion. However, residents typically work less weeks each year, reflecting the seasonal economy and hence have incomes 21% below the Yukon median.

Comparison of Dawson and Yukon Employment by Industry

The table below further demonstrates the importance of good regional labour market information. Employment in the regional economy is structured quite differently from the Yukon average. Private sector non-renewable resource industries such as mining and the tourism-driven accommodation and food services are larger but the region has a much smaller public administration. Training and recruitment activities must therefore be adapted locally from the Yukon standard.

Agriculture, forestry, fishing and hunting	145	0.7%	0	0.0%	LOWER
Mining, quarrying, and oil and gas extraction	705	3.4%	155	16.8%	HIGHER
Utilities	200	1.0%	0	0.0%	LOWER
Construction	1935	9.3%	60	6.5%	LOWER
Manufacturing	330	1.6%	0	0.0%	LOWER
Wholesale trade	235	1.1%	15	1.6%	HIGHER
Retail trade	2265	10.9%	120	13.0%	HIGHER
Transportation and warehousing	845	4.0%	10	1.1%	LOWER
Information and cultural industries	590	2.8%	0	0.0%	LOWER
Finance and insurance	255	1.2%	0	0.0%	LOWER
Real estate and rental and leasing	180	0.9%	0	0.0%	LOWER
Professional, scientific and technical services	1045	5.0%	0	0.0%	LOWER
Management of companies and enterprises	15	0.1%	0	0.0%	LOWER
Waste management and remediation services	600	2.9%	25	2.7%	LOWER
Educational services	1190	5.7%	30	3.2%	LOWER
Health care and social assistance	1385	6.6%	105	11.4%	HIGHER
Arts, entertainment and recreation	500	2.4%	90	9.7%	HIGHER
Accommodation and food services	1460	7.0%	115	12.4%	HIGHER
Other services (except public administration)	960	4.6%	25	2.7%	LOWER
Public administration	6035	28.9%	175	18.9%	LOWER

6. RECRUITMENT AND RETENTION

The region is not as economically competitive in attracting and retaining seasonal labour as it once was. Enhanced and sustained efforts are required to recruit and retain a skilled labour force.

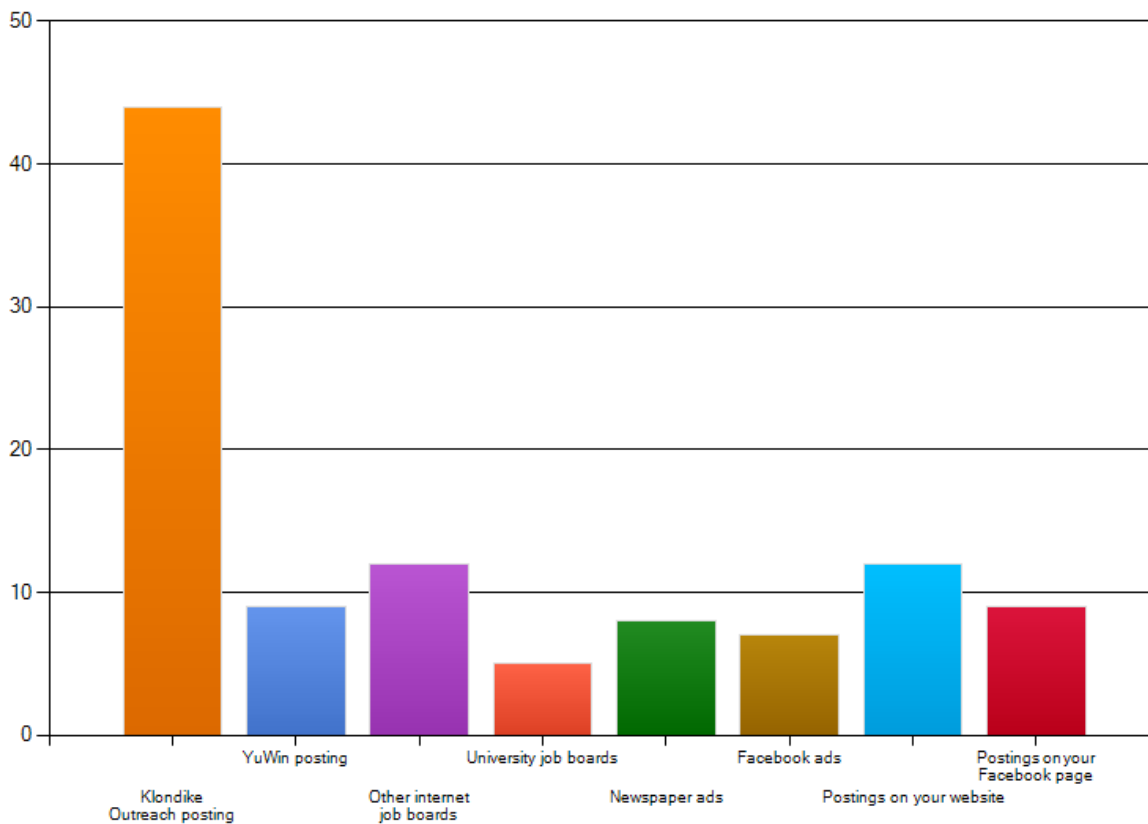
6.1 Recruitment

Marketing

Employers report historically low levels of applicants for vacancies. Despite this, most of the smaller businesses rely almost solely on low-tech 'old-school' recruitment mechanisms, such as 'word of mouth' and Klondike Outreach services for advertising their positions. There is very little local use of the Internet in labour recruiting. Indeed, even Klondike Outreach is unable to post adequate details of available positions on the Internet due to funding and reporting restraints.

There is no strategic coordinated outreach or promotion of regional employment opportunities to the rest of the Yukon, Canada or the world. Current recruitment activities are predominantly targeting a small local labour force that is largely already working and has little to no slack capacity to meet the demand.

What measures have you taken to recruit employees?



Housing

The shortage of adequate housing is an increasing challenge to local businesses recruiting and retaining employees. Professionals are attracted to work in the region but the local housing offer is so strained that candidates frequently cannot move to the community. In KDO's 2011 Household Survey, when asked what could make the Klondike a better place to live and encourage more year-round residents, the most common answer was availability of housing.

"It is increasingly being understood that the quality of a place and its 'residential offer' is a key factor in helping or hindering economic performance. Confidence in an area makes a huge difference as both workers and business leaders look for environments that can offer a good quality of life to themselves and their businesses".

Future Communities, 2011

In the 2013 Dawson Employer Labour Market Survey, 75% of employers cited housing as the *number 1 barrier to recruiting labour* to Dawson City.

Seasonality

The regional economy is highly seasonal. Labour needs spike in May for several industries, the largest being tourism and mining/exploration, and drop rapidly at the end of August or September. This annual 'recession' creates a dependence on highly cyclical recruitment activities, the successes of which are subject to the region's ability to retain labour over the winter and attract newcomers each spring. Many people who fill these positions (particularly in the service industry) are coming up for the summer, and are working to fund a return to school, travel or other pursuits. Housing shortages and rising costs, limited transportation and southern wage competition have pressured the financial case for summer working in the region. As a result, the lowest paying and least glamorous jobs such as housekeeping and retail sales experience high turnover.

Goals

1. Increase awareness of regional employment opportunities
2. Cast a wider net for potential employees
3. Increase the applicant to vacancy ratio
4. Remove regional barriers to entry to the labour force

Implementation Approaches

1. Develop and pilot a marketing strategy to promote Dawson as a place to work and live that includes the promotion of current employment opportunities
2. Resolve any obstructions to posting the full details of available positions on the Klondike Outreach website
3. Enable the repopulation of Klondike Outreach job postings to YuWin for broader reach and full internet visibility

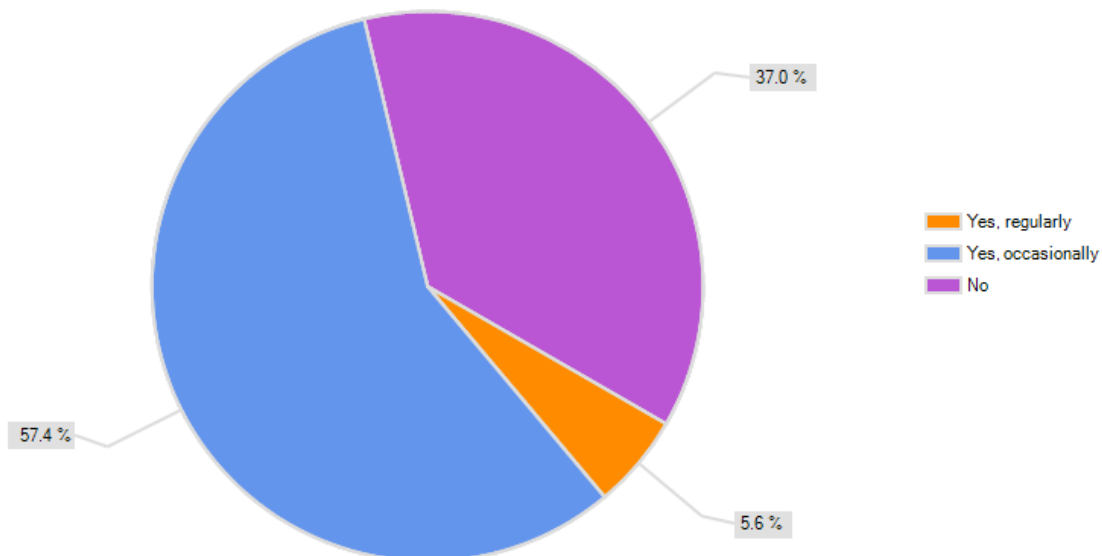
4. Investigate coordinating use of university job-board functions for summer positions.
5. Provide support to Dawson businesses in building their internet presence
6. Develop a series of online recruitment training resources for business including best hiring practices and marketing strategies
7. Support Dawson Childcare Association in its endeavours to upgrade its facility and provide sufficient affordable and high-quality daycare services

6.2 Retention

In 2011, 34% of businesses indicated that they had difficulty retaining employees. By 2013, 63% of respondents indicated they have regular or occasional difficulty retaining employees. The top three reported reasons for difficulty in retaining employees are:

- Lack of housing
- Transient nature of workforce
- Wage competition, especially with government

Do you have difficulty retaining employees?



Housing

Access to adequate and stable housing is a basic life necessity that must be available in order to retain quality professionals and seasonal workers in Dawson City. It is clear that addressing the housing shortage should be a priority.

KDO completed a community housing strategy in the spring of 2011 and much of the work has now been done. Further work towards the development of rental housing and making building lots available is required. A further review of the strategy is also due.

Generational Differences

Dawson City, like the rest of North America, is being affected by demographic shifts and changes brought about by the influence of generational upbringings and attitudes. Differences between younger and older generations, particularly the differences between the youngest workforce made up of 'Generation Y' (individuals born in the 1980s or 1990s) and the Baby Boomers who hold the majority of local management positions are creating challenges in the workplace that affect employee retention. In 2012 MTV conducted a study entitled "No Collar Workers". Through this they report that Generation Y:

- Wants attention and feedback about their performance
- Wants a casual dress code
- Wants to work on a flexible schedule
- Considers the work experience as well as the rate of pay.
- Wants their workplace to be social and fun
- Has difficulty understanding hierarchies in the workplace

Baby Boomers developed careers in a work environment lacking in many of the characteristics desired by Generation Y and so work attitudes expected by employers frequently clash with those of young workers.

Goals

1. Foster better understanding between generations in the workplace
2. Stimulate the development of stable housing that matches labour force demand
3. Smooth seasonal fluctuations in economic activity and labour force demand
4. Increase year-round business viability, and thereby the private services and general quality of life available to year-round residents

Implementation Approaches

1. Develop a series of online and e-distribution business training resources on best retention practices, prioritizing learning on 'Working with Generation Y'
2. Promote awareness of implementing good employee satisfaction practices
3. Review, revise and implement the KDO Housing Strategy
4. Evaluate the business case for development of a new community-based multi-unit residential complex on a not-for-profit model
5. Investigate options for development of suitable minimal service seasonal housing
6. Focus tourism development activities on increasing shoulder season visitation
7. Form partnerships to create and pilot new off-season tourism products and packages- example retreats & conferences

7. PROGRAMS AND SERVICES AWARENESS

Regional uptake of existing programs and services is considered to be low.

Goals

1. Increase regional awareness of, and participation in, existing labour market development initiatives and programs being offered in and to the community from various sources including Government of Yukon Advanced Education, Klondike Outreach, Yukon College, Tr'ondëk Hwëch'in and Robert Service School.

Implementation Approaches

Develop, implement and maintain simple and accessible tools to increase local awareness of existing and new programs and services, including, but not limited to:

1. A web portal via an existing website such as Dawson City Chamber of Commerce
2. Annual presentations to Dawson City Chamber of Commerce
3. Production of a summary brochure outlining all the services available to the community. The brochure should be emailed to all business license holders and made available for pick up by the public at strategic points around town.

8. PARTNERSHIPS AND COMMUNICATION

Labour markets are complex and subject to the influence of many unpredictable variables. No single agency can be expected to implement this strategy alone.

Goals

1. Increase communication with Government of Yukon Advanced Education about local service and program needs
2. Develop partnerships and enable cooperation amongst existing organizations active in labour market development

Implementation Approaches

1. Annually facilitate a minimum of one stakeholder and public forum with representatives from Government of Yukon Advanced Education to provide:
 - Updates on implementation of the Labour Market Framework for Yukon
 - Effective consultation with the community about priorities
 - Consideration of strategies and actions to achieve the goals
 - Thorough review of this regional labour market development strategy
2. Deliver a Partnership Forum on training in the community with representatives from Tr'ondëk Hwëch'in, Klondike Outreach, Yukon College, Klondike Regional Training Society and other partners

9. SUMMARY

Goal	Strategy	Partners
Skills Development and Trades Training		
1. Develop Dawson City as training hub 2. Maximize regional training opportunities	1. Regular soundings of training needs 2. Localize training program management 3. Improve the flexibility of training delivery 4. Ensure consistent essential/life skill programs (NABE) delivery 5. Develop work experience programs 6. Marketing of available programs and services 7. Awareness of existing and new training funds 8. Communication of available programs and services	YC, DCCC, KDO YC, TH, KRTS YC, TH, KRTS YC, TH YC, TH YC, GY, TH, DCCC, KRTS, KO TH, DCCC, KRTS, KO, GY YC, GY, TH, DCCC, KRTS, KO
Immigration		
1. Increase utilization of immigration programs	1. Train a front-line staff member to act as regional immigration expert 2. Facilitate program awareness building events 3. Deliver support services to participating employers or immigrants	GY, KO, DCCC, KDO GY, KO, DCCC, KDO GY, KO, DCCC, KDO
Labour Market Information		
1. Expand and improve information base 2. Facilitate research-based improvement	1. Conduct a biennial Klondike Business Survey 2. Conduct an annual Dawson Community Training Needs Assessment 3. Annual poll and round-table discussion of the seasonal labour market 4. Record and analyze job search statistics 5. Undertake an annual analysis of all official regional-level statistics 6. Compose an annual report of all regional labour market information 7. Make the information available and promote to the relevant audiences	KDO YC, TH KDO, DCCC, KVA KDO, KO, YW, TH KDO KDO KDO, DCCC, TH, KO

Goal	Strategy	Partners
Recruitment		
1. Increase awareness of employment opportunities 2. Cast a wider net for potential employees 1. Increase the applicant to vacancy ratio 2. Remove regional barriers	1. Develop a marketing strategy to promote Dawson as a place to work 2. Resolve obstructions to posting job details on Klondike Outreach website 3. Enable the repopulation of Klondike Outreach job postings to YuWin 4. Investigate coordinating use of university job-board functions 5. Provide support to Dawson businesses in building their internet presence 6. Develop a series of online recruitment training resources for business 7. Support Dawson Daycare in upgrade of facility	KDO KO, GY, KDO KO KDO, DCCC KDO, DCCC, YC KDO, DCCC, YC DCA, KDO
Retention		
1. Foster better understanding in the workplace 2. Stimulate stable housing to match labour demand 3. Smooth seasonal fluctuations labour demand 4. Increase year-round business viability	1. Develop a series of online training resources on retention practices 2. Promote awareness of good employee satisfaction practices 3. Review, revise and implement the KDO Housing Strategy 4. Development of a new community-based multi-unit residential complex 5. Investigate options for suitable minimal service seasonal housing 6. Focus tourism development activities on shoulder season visitation 7. Create and pilot new off-season tourism products and packages	KDO, DCCC, YC KDO, DCCC, YC KDO KDO KDO KVA KVA
Programs and Services Awareness		
1. Increase participation in labour market initiatives	1. Web portal via an existing website 2. Annual presentations to Dawson City Chamber of Commerce 3. Production of a summary brochure outlining all the services available	KO, KDO, DCCC GY, KO, DCCC KDO, DCCC
Partnerships and Communication		
1. Communicate with Government of Yukon 2. Develop partnerships and enable cooperation	1. Annually facilitate a minimum of one stakeholder and public forum 2. Deliver a Partnership Forum on training in the community	KDO, GY KDO, GY, TH, YC, KRTS, KO

Partner Notations

KDO = Klondike Development Organization
 KO = Klondike Outreach
 TH = Tr'ondëk Hwëch'in
 KVA = Klondike Visitors Association
 YW = YuWin

DCCC = Dawson City Chamber of Commerce
 GY = Government of Yukon Advanced Education Branch
 YC = Yukon College
 KRTS = Klondike Region Training Society
 DCA = Dawson Childcare Association

APPENDICES

A1. Stakeholder Interviewees

Juanita Nakashima, Employment Support
Melissa Atkinson, Employment & Training Officer
Luene Maxwell, Campus Coordinator
Helen McCullough, Vice-Principal
Elizabeth Connellan
Anton Solomon, Director, Advanced Education
Jean-Sebastien Blais, Labour Market Development

Klondike Outreach
Tr'ondëk Hwëch'in
Yukon College, Dawson Campus
Robert Service School
Service Canada
Government of Yukon
Government of Yukon

A2. Open Labour Market Workshop Attendees

May 7, 2013

Juanita Nakashima and Beverly Mitchell
Karen Dubois
Karolina Rietzler and Dermit
Pascal Fortier
Dan Davidson
Luene Maxwell
Greg Hakonson
Wayne Potoroka
Alice Thompson
Dina Grenon
Helen Bowie
Jean-Sebastien Blais

Klondike Outreach
KIAC & KDO
Conservation Klondike Society
Placer Miner
Klondike Sun
Yukon College, Dawson Campus
KDO
City of Dawson
Coldwell Banker Realty
Grenon Enterprises & KDO
BHB Storage & KDO
Government of Yukon

A3. Labour Market Action Planning Meeting Attendees

October 17, 2013

Jean-Sebastien Blais
Juanita Nakashima and Beverly Mitchell
Karen Dubois
Gary Parker
Melissa Atkinson
Luene Maxwell
Dina Grenon
Helen Bowie
Diego Martin

Government of Yukon
Klondike Outreach
KIAC & KDO
KVA
Tr'ondëk Hwëch'in
Yukon College
KRTS, Grenon Enterprises & KDO
BHB Storage & KDO
DCCC