

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

PROJECT 6

Regional Labour Market Development

Program and Service Scoping Study

2012-13

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 Background

The Klondike Business Retention and Development Survey in 2011 found that, when asked to identify barriers to meeting demand, the largest group, 30%, of respondents noted staffing as their biggest issue. 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 survey report, accessible from <http://www.klondikedevlopment.com/research/>

Previously, back in 2008, the 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 committee, which continues to work to further develop and implement their respective strategy and associated work plans. Each committee is comprised of labour market stakeholders including: business, industry, all levels of government (federal, territorial, municipal, and First Nations), non-governmental organizations, under-represented labour market groups and employees affected by labour market demands. The four strategies are:

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

For a number of reasons, Dawson stakeholders did not participate in development of the Framework. Hence, general regional awareness and understanding of, and participation in, the Framework strategies and their implementation is below that required for effective labour market development in the region. Actions of relevance to the region may not have been included. Additionally, programs for employers through the existing Canada-Yukon Labour Market Development Agreement include job creation partnerships, targeted wage subsidies and labour market partnerships but again the regional uptake is low.

There was an identified need for a targeted regional labour market development strategy to guide regional players and KDO specifically as a lead where necessary, in undertaking the most effective local actions to complement those in the Framework strategies.

1.2 Objectives

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

However, given that there is no history of coordinated regional action in this field, and little awareness of the Framework and current programs, despite the fact that there is known to be considerable labour-related activity through multiple local agencies, an initial scoping study of the situation was proposed. Individual interviews and an open workshop were used to build awareness and understanding of the Framework and the strategies and potential activities contained therein. A scan of local agencies, their services and programs was completed. Following this, the Framework was assessed and the priority gaps and areas of regional weakness that are likely to have the greatest impact in the region were identified.

The focus and detailed scope of work for the following strategy development process in part two could thereby be most closely tuned to needs.

2. SKILLS DEVELOPMENT AND TRADES TRAINING

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

Seven different organizations are active in this area, to a variety of extents and target groups:

2.1 Tr'ondëk Hwëch'in Human Resources and Community Education Department

Two main focuses: government staffing and training; and adult education programming.

This department supports all other departments by helping with recruitment and hiring activities and providing training for employees. It also administers post-secondary funding for students.

Provides Tr'ondëk Hwëch'in citizens with:

- Funding for training
- Job search assistance
- Academic advising
- Job creation program (wage subsidies are available to enable training a TH citizen in a position)
- Career Week, Career Fair & related activities/workshops
- Co-op program

2.2 Yukon College

Yukon College provides education and training opportunities in the community, including both locally delivered courses and videoconference courses sourced from other campuses.

The college engages in a number of partnerships with Tr'ondëk Hwëch'in, Yukon Government, Parks Canada, KIAC, KRTF, and other organizations to deliver programming.

Northern Adult Basic Education Program

Aimed at people who have a grade 12 or lower education, the goal of this program is to provide them with hands on training to develop skills and prepare them for entry into the job market. Example courses have included life skills, camp cooking, and truck driving.

Yukon College has experienced a renewed interest in training this winter (2012/13). Over the last two years the interest was a bit lower, and Campus Coordinator Luene Maxell attributes this to the level of competition with job availability.

The Dawson Campus has recently undertaken a survey (April, 2013) to find out what the community sees as the priority training areas.

From respondents answering on a personal level, highest priorities were:

1. Trades and professional development
2. Continuing education
3. Industry safety
4. Academic

From respondents answering from a business perspective:

1. Improve workplace skills
2. Career change or advancement
3. Improving employability and life skills
4. Electrical and carpentry

2.3 Yukon Government, Department of Advanced Education

For more information on these programs, visit: <http://www.education.gov.yk.ca/advanceded/>

Several programs offer support to employers and/or job seekers:

- Employment Assistance Services
- Skills Development
- Self-Employment
- Targeted wage subsidy
- Job Creation Partnership
- Labour Market Partnership
- Community Training Funds

Sector-based Training Funds include:

- Cultural Industries Training Fund
- Environmental Training Fund
- Heritage Training Fund
- Tourism Industry Association Training Fund
- Non-Governmental Organization Training Fund
- Business Training Fund

Project-based Training Funds:

Yukon College, Dawson Campus accesses these funds to deliver targeted courses.

Student Financial Assistance:

- Yukon Grant
- Student Training Allowance
- Yukon Excellence Awards
- Canada Student Loans

Student Employment/Trade Schools:

- Student Training and Employment Program (STEP)
- Student Career Placement Program (SCP)
- Trade Schools

Apprenticeship and Tradesperson Certification:

- Apprenticeship
- Trade Certification

Other Labour Market Initiatives:

- Literacy
- Licensed Practical Nurse Program
- Yukon Research Centre
 - Northern Institute of Social Justice
 - Yukon SOVA

2.4 Klondike Region Training Fund

In Dawson City, the community training fund is the Klondike Region Training Fund, (KRTF), managed by the Klondike Region Training Society. The KRTF “aims to support training that increases opportunities for employment and makes cultural industry entrepreneurs and businesses more competitive”.

KRTF eligible costs:

- Registration or tuition for the course – receipts required
- Travel, accommodation, meals as outlined above – no receipts required
- Consumable materials, printing, textbooks – receipts required
- Course supplies – receipts required

To allow for courses that fall between funding periods, courses may be retroactive but must have a start date no earlier than the previous funding deadline. For further information, visit the website: <http://www.krtsdawson.ca>

2.5 Klondike Outreach

Klondike Outreach (KO) provides services to three categories of people including job seekers, employers, and those interested in training. It serves as the local case managers for participants in the following training and skills development programs funded by YG Advanced Education:

- Skills Development
- Self Employment
- Targeted Wage Subsidy
- Job Creation Partnership

In the past KO has also participated in the Older Worker Program. It also offers workshops to Robert Service School classes in the centre, introducing them to the job board and other job search assistance services offered there.

2.6 Robert Service School

Robert Service School offers its career planning instruction within courses taken in grades 7, 8 and 9, but 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.

As a requirement for graduating, RSS students must complete “Graduation Transitions”, which involves 3 components:

1. Personal health: includes 80 hours of physical activity and a healthy living plan.
2. Community connection: includes 30 hours of work experience (paid or volunteer) and a written description of the duties and skills used for the work experience.
3. Transition planning: includes the student's values, goals, 5-year plan for after high school, a financial plan for those 5 years, and a resume, sample cover letter and interview.

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.

2.7 Klondike Development Organization

Klondike Development Organization (KDO) provides enterprise and investment facilitation services for outside investors, local businesses and start-up entrepreneurs:

- Expedited access to accurate regional information and knowledge
- Assistance with project permitting
- Advice on land and property selection
- Assistance with accessing local goods and services
- Referrals to other business advisory and support services
- Co-ordination of community based business networks
- Technical assistance to support the growth of businesses and services

3. IMMIGRATION

Yukon Government, Department of Advanced Education operates three immigration-related labour programs designed to assist with shortages of workers in the territory:

- Yukon Nominee Program (aimed at permanent immigration):
 - Skilled Worker Program: designed to attract qualified individuals who can help alleviate the shortage of skilled workers in the Territory who 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 Service 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. The federal government out of Vancouver currently facilitates the Temporary Foreign Worker program but Government of Yukon is pursuing taking over the administration of the program in the territory. This should improve delivery.

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 understood that the Business Program has played a role in enabling the purchase and retention of key businesses.

Yukon Labour Market Development Framework



* These are now combined into one strategy

4. LABOUR MARKET INFORMATION

There are several sources for Yukon-wide statistical information but little at the regional level, 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.

4.1 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

On a Yukon-wide basis, the greatest source of jobs derive from:

1. Sales and Service
2. Business, finance and administrative occupations
3. Trades, transport, equipment operators and related
4. Social science, education, government and religion

Labour Force Characteristics by Occupation, 2012

	Labour Force	Employed
Total, all occupations	20,400	18,900
Management occupations	2,100	2,000
Senior management occupations	200	200
Other management occupations	1,900	1,900
Business, finance and administrative occupations	3,500	3,300
Professional occupations in business and finance	500	500
Financial, secretarial and administrative occupations	1,300	1,300
Clerical occupations, including supervisors	1,600	1,500
Natural and applied sciences and related occupations	1,500	1,500
Health occupations	1,000	1,000
Professional occupations in health, nurse supervisors and registered nurses	500	500
Technical, assisting and related occupations in health	500	500
Occupations in social science, education, government service and religion	2,800	2,800
Occupations in social science, government service and religion	2,000	1,900
Teachers and professors	800	800
Occupations in art, culture, recreation and sport	600	600
Sales and service occupations	4,500	4,200
Wholesale, technical, insurance, real estate sales specialists, and retail, wholesale and grain buyers	300	300
Retail salespersons, sales clerks, cashiers, including retail trade supervisors	1,100	1,100
Chefs and cooks, and occupations in food and beverage service, including supervisors	700	600
Occupation in protective services	300	200
Childcare and home support workers	300	300
Sales and service occupations n.e.c., including occupations in travel and accommodation, attendants in recreation and sport as well as supervisors	1,900	1,800
Trades, transport and equipment operators and related occupations	3,300	3,000
Contractors and supervisors in trades and transportation	600	600
Construction trades	800	700
Other trades occupations	800	700
Transport and equipment operators	800	700
Trades helpers, construction, and transportation labourers and related occupations	400	300
Occupations unique to primary industry	500	400
Occupations unique to processing, manufacturing and utilities	200	200
Machine operators and assemblers in manufacturing, including supervisors
Labourer in processing, manufacturing and utilities
Unclassified occupations	300	..

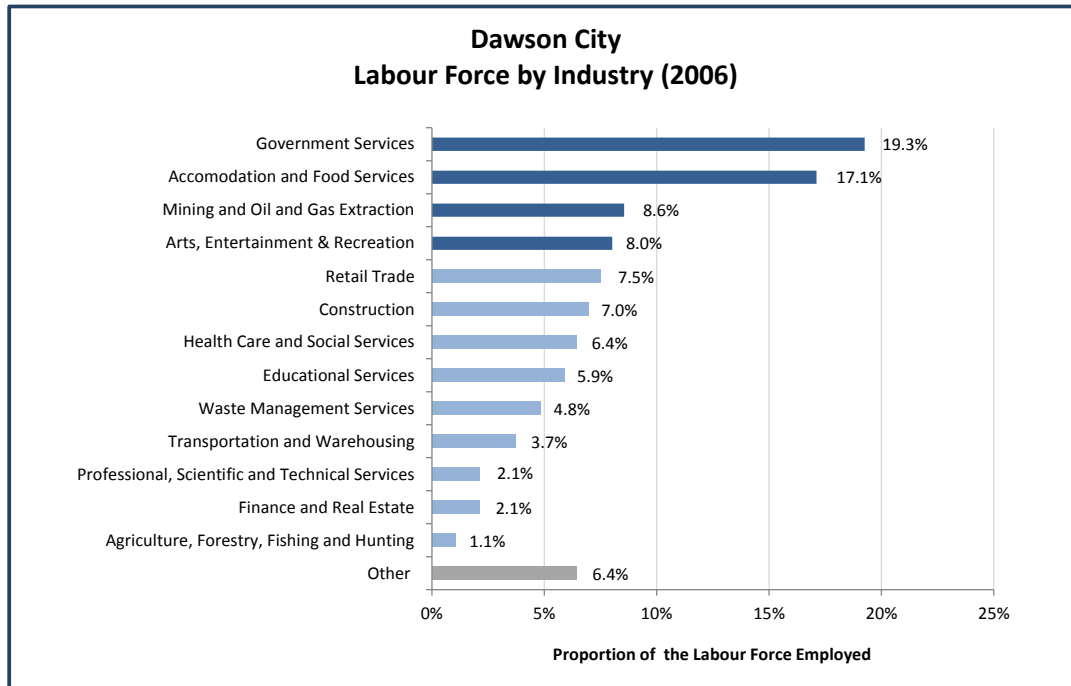
.. = data suppressed for confidentiality.

Note: Those unemployed persons who have never worked before, and those persons who last worked more than 1 year ago make up the "unclassified" category in this table.

Source: Yukon Employment Annual Review, 2012

4.2 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 2006. <http://www.sewp.gov.yk.ca/region?regionId=YK.DW>



The Employment Insurance Statistics Program is the only source of Dawson 'unemployment' data http://www.sewp.gov.yk.ca/data?regionId=YK.DW&subjectId=ECON&groupId=ECON.LBF&dataId=STATSCAN_EI_BEN&tab=region

4.3 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

4.4 Yukon Government, Work Futures

Provides information on Yukon career opportunities including job profiles and demand forecasts.

<http://yukonworkfutures.gov.yk.ca/>

4.5 Klondike Development Organization

KDO undertook a Business Retention and Development Survey in 2011 with a section dedicated to labour force needs:

<http://www.klondikedevlopment.com/research/>

5. RECRUITMENT AND RETENTION

5.1 Recruitment

In 2011 Klondike Development Organization conducted a Business Retention and Development survey. A relatively high degree of difficulty in recruiting labour exists:

- 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

The Dawson City Labour Skills Inventory Survey conducted on behalf of Tr'ondëk Hwëch'in and Yukon College in 2006, by the Yukon Bureau of Statistics, corroborates this difficulty in recruiting employees, indicating that:

- Of the 43 businesses that reported current vacancies or hires within the previous 6 months, 53% reported difficulties in recruiting people from Yukon for positions. Various reasons were supplied, with reasons of lack of experienced applicants, and lack of applicants being among the top reasons.
- Another 21% reported that they would be hiring in the next 6 months. The occupations with the most positions becoming available were:
 - Intermediate transport, equipment operation, installation & maintenance
 - Trades, skilled transport and equipment operators
 - Trades helpers and construction labourers
 - Intermediate sales and service occupations

Through the Business Retention and Development Survey, the KDO also found that most of Dawson's smaller businesses rely almost exclusively on 'word of mouth' and Klondike Outreach services for advertising their positions. In other words, they only recruit locally and via low-tech mechanisms. However, the larger businesses and organizations requiring specialized skills do look to a variety of national job boards and/or regional newsprint advertising in addition.

5.1.1 Klondike Outreach

Klondike Outreach provides services to job seekers and employers:

To job seekers:

- Resume assistance
- Interview preparation
- Fax, phone, email and photocopy
- Keep resumes on file if client wishes
- Public access to computers (for job-search related activities)

To employers:

- Post jobs
- Collect resumes on behalf of employers (if requested)
- Short list applicants (if requested)
- Provide a meeting room in which employers can conduct interviews

5.1.2 Housing

Perhaps less obvious than 'jobs that pay better', another challenge to local businesses recruiting and retaining employees is the clearly identified shortage of adequate or appropriate housing for the labour force. Dawson is in a difficult position in that while it is able to attract professionals to work in various positions, the local housing offer is so strained that people are often forced to resort to temporary solutions such as house-sitting, or staying with friends or in motel units for extended periods of time. Frequently, employees in such situations lose patience and leave. In the KDO 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

The community sees housing as a key barrier to a healthy labour market that needs resolution.

5.1.3 Seasonality

Compounding the challenges of the housing shortage, Dawson City also has a highly seasonal economy. Labour needs spike in May for several industries, the largest being tourism and mining/exploration. Many of the people who fill these positions (particularly in the service industry) are coming up for the summer, and will return to school or other pursuits in southern towns at the end of August or September. While Dawson City has a housing shortage even in winter, the pressure grows at the onset of summer even though some companies hold summer staff housing. For those trying to save money for school or travel over their summer of working, rent at \$600 to \$750 (even if they can find such a place) and other costs are increasingly prohibitive for anyone aiming to save money. While there are camping options within walking distance of town, they are limited either by service levels (such as showers), the duration of stay, or by management. Many workers move from place to place, or live in substandard housing. The City of Dawson has seen an increase in illegal camping in the woods within the municipality in recent years.

As an illustration, if a student were making \$12/hour, working 40 hours per week, they would gross about \$2,080/month. For 4 months of working, earnings would be \$8,320. The summer budget for an extremely frugal worker from the closest large centre might look something like this:

Income	Expenses	
\$8320	\$400	Return travel Edmonton to Whitehorse (Greyhound plus food)
	\$1248	Taxes, EI, CPP
	\$1700	Food (\$100/week)
	\$2400	Rent (\$600/month)
	\$340	Incidentals (\$20/week)
<hr/> \$8320	<hr/> \$6088	
	\$2232	Net income

Put simply, the region is not as economically competitive as it once was. As a result, there are, it seems, more seasonal jobs than migrant workers, so there is stiff competition for staff. The lowest paying and least glamorous jobs such as housekeeping & retail sales experience high turnover.

5.2 Retention

According to the 2011 Business Retention and Development survey:

- 34% of businesses indicated that they have difficulty retaining employees. Respondent explanations for this varied but seasonality of the work force was the reason cited most often. The second most cited reason was competition in terms of job pay rates.
- 54% of respondents cited lack of staff as a major constraint on business expansion.

5.2.1 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' or the 'Millenials' (individuals born in the 1980s or 1990s) and the Baby Boomers who hold the majority of management positions are creating challenges in the workplace that affect employee retention. In Dawson City, a high proportion of business owners are in the "Boomer" category. That is, they were born between 1946 and 1964 (currently between the ages of 49 and 67). Much of the seasonal work force in particular, (especially in entry level or service sector positions) comes from Generation Y. Because youth have such an immense impact on their business, in 2012 MTV conducted a study about the Millenials in the workplace 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. Millenials want to enjoy what they do (83% are looking for a workplace where their creativity is valued)
- Wants their workplace to be social and fun
- Has difficulty understanding hierarchies in the workplace

Baby Boomers have developed careers in a work environment lacking in many of the characteristics desired by the Millenials. It is therefore unsurprising that the work attitude expected by employers might clash with those of young workers in ways that create workforce/management challenges. Fostering better understanding between generations could improve employee retention.

GEN TO GEN

Generational differences can impact behavior in the workplace.

Baby Boomers	Generation X	Generation Y
Born 1946-1964	Born 1965-1976	Born 1977-1994
78 million	43 million	73 million
Diversity as a cause	Accept diversity	Celebrate diversity
Idealistic	Pragmatic, cynical	Optimistic, realistic
Mass movement	Self-reliant, individualistic	Self-inventive, individualistic
Conform to the rules	Reject rules	Rewrite the rules
Killer job	Killer life	Killer lifestyle
Became institutions	Mistrust institutions	Irrelevance of institutions
TV	PC	Internet
Have technology	Use technology	Assume technology
Task-focused	Multitask	Multitask fast
Ozzie and Harriet	Latch-key kids	Nurtured

Source: Enterprisingmuseum.com

6. CONCLUSIONS

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.

Skills Development and Trades Training

A wide spectrum of institutions, organizations, and governments provide a broad array of training opportunities both in and outside the region. There do not seem to be significant service gaps. However, in light of the rapidly fluctuating demand profile, the following measures might prove beneficial:

- Regular sounding of residents
- Consistent and flexible funding
- Increased communication of available programs and services between organizations/institutions
- Increased communication of available programs and services to the public

Immigration

The Yukon Government Department of Advanced Education offers programs for businesses needing to satisfy their labour needs through immigration. Aside from awareness building, and some support services to employers or immigrants participating in the programs, there seems little need for, or merit in, development of strategies involving immigration at the local level.

Labour Market Information

Good labour market information is available on a national and territorial level, but little in the way of statistics or other empirical data are available for the Dawson region. Improved local labour market information would benefit planning and strategies for improvement. Klondike Development Organization could play a role in providing some of this missing research and knowledge through refining and continuing their Business Retention and Development surveys.

Recruitment & Retention

The Dawson City region is not as economically competitive in attracting and retaining labour as it once was. As a community, more work is needed to recruit and retain a skilled labour force.

Recruitment

Dawson City must endeavor to remain current, and to try new methods and technologies not only to cast a wider net for potential employees, but also to communicate using the tools embraced and expected by younger generations.

- There is very little local use of the Internet in labour recruiting. There is no strategic coordinated outreach or promotion of Dawson employment opportunities to the rest of the Yukon, Canada or the world.
- Dawson City businesses would likely benefit from a broader advertising of job postings. University job-board functions should be investigated, particularly for summer positions.

Consideration of ways to communicate the advantages of life in Dawson City, and concerted marketing of the town as an appealing place to live and work could prove beneficial.

Retention

It is clear that the community-wide priority should be to address the housing shortage. Access to adequate and stable housing is a basic life necessity that must be available to attract quality professionals and seasonal workers to Dawson City.

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 review of the strategy is also due. For further detail visit:

<http://www.klondikedevelopment.com/wp-content/uploads/2011/10/kdohousingstrategy-summary.pdf>

7. NEXT STEP – STRATEGY DEVELOPMENT

As noted in the introduction, the Labour Market Framework for Yukon describes the territory-wide scenario very well. There is every reason to use this as the foundation of the regional strategy.

Narrowing the Focus

This scoping study has shown that skills development and training in the community is well attended to. The future strategy should limit 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 the direct responsibility of senior governments. Beyond awareness building and some limited assistance with the basics of the process, immigration should not be prominent in the future strategy.

Taking the Lead

Stakeholder organizations active in the regional labour market development did not express interest in widening their programs or services beyond those within their current mandates. Resource or capacity limits and other challenges were identified by various organizations or institutions as reasons causing their immediate plans to 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 role in filling the key gaps restricting regional labour market development. The future strategy should be developed from the KDO perspective and recommend the most effective actions KDO can undertake alongside community partners to complement existing work and those actions outlined in the Framework strategies.

Methodology

The future strategy must be kept cohesive and consistent with the Labour Market Framework for Yukon by working with community stakeholders, businesses and the Yukon Advanced Education managers responsible for leading implementation of the Framework and its associated strategies.

The approach will include, but not be limited to:

- Continued development of awareness and understanding of the Framework and the strategies and potential activities contained therein through workshops and other events;
- Detailed reviews of existing research and data on the labour market in the region for insights;
- Assessment of the Framework strategies and proposed actions for likely impact in the region to determine the most effective local actions that are consistent with those strategies;
- Evaluation of the need and demand for enhanced labour market services to workers seeking employment in the mining industry and mining-related companies;
- Delivery of pilot actions to test potential initiatives and optimize the future strategy and thereby advance labour market development even while it is still being finalized

Setting Priorities

Informed by the research of this scoping study, the strategy will focus on, *but not be limited to*:

1) Labour Market Information

Develop a research plan to obtain and disseminate reliable and useful statistical information about the regional labour market. Consideration of effective and accessible avenues to make the information available to the relevant audiences should be included. Finally, means to promote these sources and avenues must be identified – information is only important if it is used. Pilot actions should include:

- Initiation of the research plan with a pilot Business and Labour Demand survey, using the 2011 KDO Business Retention and Development Survey as a base in order to provide for a useful trends analysis
- Disseminate and promotion of the survey results through the recommended avenues

2) Recruitment

- 1) Develop a marketing strategy to promote Dawson as a place to work and live
- 2) Develop a comprehensive business training program on best hiring practices

Pilot actions should include:

- Initiation of a project to place Dawson City's seasonal job postings on College and University job boards across Canada
- First workshop on best practices in hiring including advice on advertising, interviewing, etc.

3) Retention

- 1) Develop a comprehensive business training program on best employee retention practices
- 2) Review, revise and implement the KDO Housing Strategy

Pilot actions should include:

- Workshop or seminar on 'Working with Generation Y' in (possibly in partnership with Yukon College and/or Dawson City Chamber of Commerce, possibly a video-conference or web seminar)
- Public forum to gather information from the community about seasonal housing needs, and get input on initial ideas for development of minimal service seasonal housing

4) Programs and Services Awareness

Consideration of tools to increase local awareness of existing labour market development initiatives and programs being offered in and to the community from various sources including Klondike Outreach, Yukon College, Tr'ondëk Hwëch'in and Robert Service School.

Pilot actions could include:

- A web portal via the www.klondikedevlopment.com
- Presentation to Dawson City Chamber of Commerce
- Production of:
 - Summary document outlining all available services across community and email to all business license holders
 - Summary document of all available services made available at strategic points around town

5) Partnerships and Communication

Consideration of mechanisms to increase communication with Government of Yukon about local service and program needs and facilitate partnerships and cooperation among existing organizations active in labour market development.

Pilot actions should include:

- Public presentation/forum with representatives from YG Advanced Education
 - Strategic plan: Government of Yukon to consult with community about what the priorities are, and what kinds of strategies could be used to achieve goals
 - Provision of information about existing programs and how to get involved
- Partnership forum on training in the community with representatives from Tr'ondëk Hwëch'in, Klondike Outreach, Yukon College etc.

APPENDICES

A1. Stakeholder Interviewees

Klondike Outreach:

Juanita Nakashima
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Tr'ondëk Hwëch'in First Nation

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Also participated in public consultation re: Northern Adult Basic Education Program at Yukon College on March 14. Input about training needs were given by various community members, including former Yukon Mine Training Association representative, Yukon School of Visual Arts Administrator, College students and parents.

Robert Service School

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A2. Open Workshop Agenda and Attendees

Agenda:

Labour Market Meeting & presentation by Jean-Sebastien Blais, Labour Market Development Officer for YG Advanced Education

May 7, 2013

Subject: Labour Market Framework & Local Labour Market Development

Time: 12:00 PM to 1:00 PM

Location: Downtown Hotel Conference Room

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| 12:00 PM | Welcome, introductions & opening remarks |
| 12:10 | Labour Market Framework Update <ul style="list-style-type: none">- How the Framework was developed- How we arrived at the 4 strategies:<ol style="list-style-type: none">1. Comprehensive Trades Training and Skills Development,2. Recruitment and Retention,<ul style="list-style-type: none">• Yukon community profiles website3. Immigration4. Labour Market Information<ul style="list-style-type: none">• Work Futures website• Yukon Skills Table |
| 12:45 | <ul style="list-style-type: none">- How the Labour Market Framework is being implemented locally- Recruitment and Retention- discussion around these as areas to focus on for Dawson |
| 12:55 | Next Steps <ul style="list-style-type: none">- Update of the Action Plan- Exploration of suggestions, ideas for updates to Labour Market programs or implementation for increased local region benefit |
| 1:00 | Round Table |
| 1:10 | Meeting Adjournment |

Attendees:

Juanita Nakashima (Klondike Outreach), Beverly Mitchell (Klondike Outreach), Karen Dubois, (Klondike Institute of Art & Culture/KDO), Karolina Rietzler (Conservation Klondike Society), Dermot (Conservation Klondike Society), Pascal Fortier (Placer Miner), Dan Davidson (Klondike Sun), Luene Maxwell (Yukon College, Dawson Campus), Greg Hakonson (Klondike Development Organization), Wayne Potoroka (City of Dawson), Alice Thompson (Coldwell Banker Realty), Dina Grenon (Grenon Enterprises/KDO), Helen Bowie (BHB Storage/ KDO), Mark Wickham (Across the River Consulting), Evelyn Pollock (Across the River Consulting), Jean-Sebastien Blais (LMD, Advanced Education Department)