

Topic I: Employment, Training and Business Opportunities
Related to the Proposed Alaska Highway Gas Pipeline Project

Day 1 – Tuesday, November 21, 2007

**Summary of Issues, Challenges and Barriers to Employment
and Training Opportunities**

- preparedness and insufficient early understanding, awareness and engagement about employment and training opportunities
 - potential knowledge barrier with mandatory requirements: education, training, safety, alcohol and drug policy
- communication and collaboration:
 - absence of early and effective communication within FN communities (including follow-up to meetings and workshops)
 - challenge of bringing community together to take advantage of opportunities
- pace of development: challenge of FN capacity to respond proactively to “boom” or “burst” of development – potentially overwhelming
- reluctance to travel away from home community for training and employment
 - stress on families with mobility issues
- looking beyond project-specific opportunities to transferable jobs and careers (sustainability)
- reluctance to apply for jobs: lack of knowledge about how to take advantage of an opportunity; possible concern about skill requirements and meeting expectations
- identifying and developing transferable skills
- lack of community-based training programs for people in the communities
 - limited educational opportunities in the communities and dependency on Whitehorse for higher education
- very limited pipeline-specific training available in the Yukon
- need for a FNs skills inventory / database
- addressing drug and alcohol testing requirements
- engaging FNs’ youth
- basic literacy, academic upgrading and life skills needs

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Summary of Issues, Challenges and Barriers to Business Opportunities

- having in-place a skilled work force when needed
- excessively high expectations by FN's businesses or entrepreneurs that are not met
 - lack of knowledge of contract process and requirements
- meeting requirements needed to pre-qualify for contracts:
 - safety, standards, proposal writing, etc.
- understanding pipeline-related opportunities through all project-stages (pre-construction, construction, operations) and the need to analyze and think strategically about the opportunity and what it means in the short-term and long-term: need to develop appropriate business plans
 - lack of community preparedness to develop impact-benefits agreements
- lack of awareness of “case studies” in other jurisdictions and opportunities to learn what has worked for FN's in other jurisdictions
- building a business that is adaptable to changing conditions and built for longer-term opportunities beyond project construction
- adequate business support and buffers to weather the ups and downs of business development in the early stages
 - challenges of supply chain and contingencies
 - marketing challenges
 - inexperience and low tolerance for financial risk after project construction
 - developing business competitive skills
 - access to capital / startup funding
- recruiting and retaining employees
 - labour shortages in trades
 - loss of trained people to other places and employers
- cultural differences in the business environment that challenge retaining FN employees (e.g. time needed on the land for cultural pursuits, etc.)
- overcoming a cultural of entitlement and recognizing the need to be competitive
- competition between FN's owned businesses (e.g. development corporations) and businesses owned by FN's citizens
- inappropriate political influence in the allocation of business opportunities and benefits
- boundaries of traditional territories constraining pursuit of business opportunities (e.g. economic preference provisions, etc.)

The BIG Issue???

Perception of pipeline development as a “bridge to the future” or a “one-time opportunity”

Alaska Highway Aboriginal Pipeline Coalition Workshop

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The Took Kit – Some Ideas

- strong support for joint ventures between established companies and new FN start-ups
- strong FN business support programs and services
- detailed information program with strong outreach component
- establishment of an Aboriginal Futures-type program
- job shadowing and mentoring
- strong community oriented communication/information program
- leveraging “momentum” of pipeline development prospects for enhanced education, training and business development
- collaboration with other “experienced” aboriginal organizations in other jurisdictions

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Day 2 – Wednesday, November 22, 2007

Moving Forward – Summary of Breakout sessions on tools for capturing opportunities

Action	Champion
1. <u>Improve communication and collaboration within FNs and between partners</u> <ul style="list-style-type: none">• share best practices, challenges• industry legacy barrier• one-stop job bank• inventory of skills, jobs and community interests• YFN final self government agreements• keep separate business and politics• need balance and equity	<ul style="list-style-type: none">• APC• CYFN• YFN Labour Market Partnership• Trade Wings to Success model?• YMTA• APG (NWT Futures program)?• HRSDC• Industry• YTG
2. <u>Improve awareness at community level</u> <ul style="list-style-type: none">• on opportunities• on IBA• on drug and alcohol prevention and testing	<ul style="list-style-type: none">•
3. <u>Training for success</u> <ul style="list-style-type: none">• mentorship, job-shadowing, train-the-trainer• labour mobility• skills transferability• real expectations• target youth• career mapping, job/career fairs• soft skills development (velcro)• culturally sensitive, innovative, custom programs/curriculum	<ul style="list-style-type: none">• Northern Careers Training Program?• Trade Wings to Success model?
4. <u>Community economic development planning</u> <ul style="list-style-type: none">• for short and long term impacts• small business development• competition within FNs• success indicators• labour force siphoning	<ul style="list-style-type: none">• Dana Naye Ventures
5. <u>Small business development</u> <ul style="list-style-type: none">• contracts• entrepreneurship	<ul style="list-style-type: none">• Dana Naye Ventures
6. <u>Act now</u> <ul style="list-style-type: none">• not need to wait for pipeline	<ul style="list-style-type: none">•