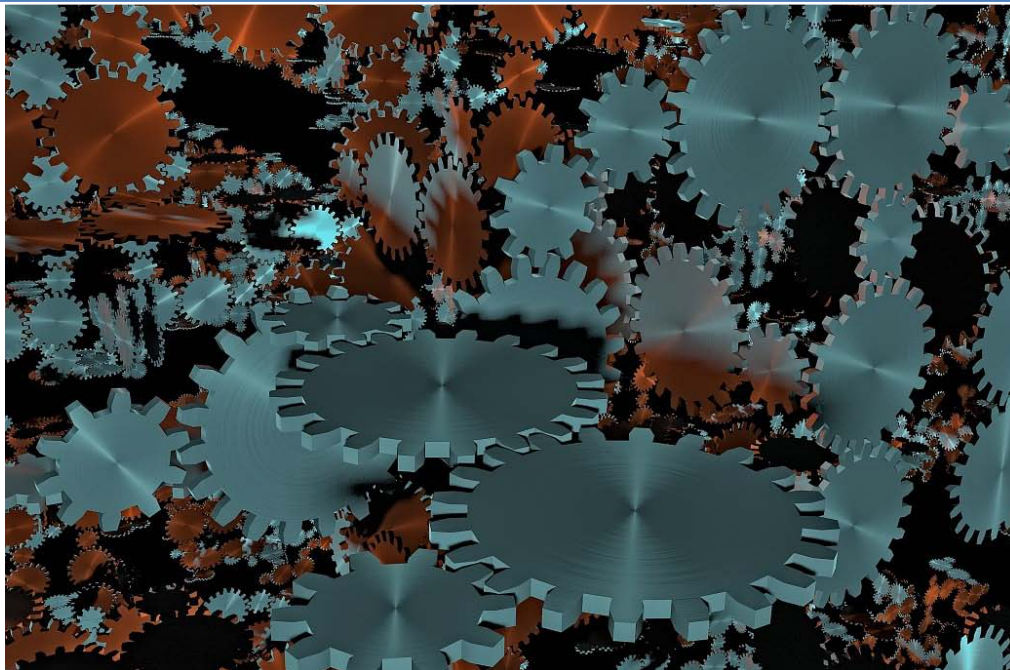


***FINAL REPORT - Inclusion of First Nations and Immigrant Populations in the Lower Vancouver Island Workforce:
A Labour Market Partnership Program Initiative***



Draft Submitted: April 6, 2020
Final Version: April 24, 2020
Revised Final Version: May 27, 2020

Table of Contents

A. Executive Summary	4
B. Background	6
C. Project Overview.....	6
1. LMP Project Steering Committee.....	7
2. LMP Project Deliverables and Milestones.....	7
2.1. Quarterly and Monthly HR Meetings.....	7
2.2. Industry Tours.....	7
2.3. Case Study Scenarios.....	8
2.4. Employment Database	8
D. Key Project Activities	8
1. Quarterly and Monthly HR Meetings	8
1.1. Quarterly Meetings	8
1.2. Monthly HR Meetings	9
2. Business and Industry Tours	10
2.1 First Nations Business/Industry Tour.....	10
2.2 Immigration Tour/Meeting.....	10
3. Case Studies.....	11
4. Employment Database	11
4.1. Data Collection Plan	12
4.2. Employment Database Partnership Proposal	12
4.3. Future Development	13
E. Lessons Learned.....	13
F. Recommendations: Sustaining Momentum	15
Appendix 1: Example of Steering Committee Meeting Summaries	16
Appendix 2: Quarterly Meetings	20
Appendix 3: HR Monthly Meetings.....	23
Appendix 4: Tour and Meeting Summaries	26
Appendix 5: Case Study Report	32
Appendix 6: Employment Opportunity Database Content – Employer and Songhees First Nations Draft Development Plan.....	54



*Funding provided through the Canada-British Columbia
Labour Market Development Agreement.*

A. Executive Summary¹

This report provides a summary of the objectives, key activities, lessons learned and recommendations related to the Labour Market Partnership (LMP) project entitled *Inclusion of First Nations and Immigrant Populations in the Lower Vancouver Island Workforce*.

This Project evolved from the results of two HR forums (one on immigration issues and another focused on First Nations employment issues) held in January 2019. The Project had four objectives. These were to:

1. Establish mechanisms for on-going dialogue among and between HR professionals from community and business organizations and companies, immigration services organizations, and local First Nations communities concerning workforce diversity and inclusion;
2. Organize and support local industry tours for First Nations and international foreign students;
3. Build local community diversity and inclusion case studies to showcase how companies are approaching workforce diversity and inclusion; and
4. Provide support for the development of a database to connect local FN people with business and industry employment opportunities.

The Project Steering Committee reviewed and provided feedback to Harbour Digital Media (HDM), the Project facilitator concerning the project deliverables and milestones. These were:

1. Facilitation of regular meetings (quarterly and eventually monthly) for HR professionals to share information and establish working relationships;
2. Facilitation of tours of local businesses to create understanding and dialogue between local businesses and First Nations and immigrant communities;
3. Documentation of case study scenarios illustrating how local businesses have or are considering working with First Nations and immigrant communities; and
4. Support for the development of a First Nations employment database.

Over the course of the project from May 2019 through April 2020, HDM received strong support from all of the individuals and communities that were involved in Project activities. Quarterly and monthly HR meetings were well attended and the feedback provided was useful in making adjustments to the overall Project plan and for ensuring that all communities of interest were being heard. The business and industry tours were also well attended with 23 individuals attending the June 28, 2019 First Nations/Business tour. This tour provided First Nations leaders and industry representatives with opportunities to begin to get to know one another and understand local employment needs and opportunities. The Immigration meeting on September 18th replaced a planned tour and had a range of business, industry and international students and program managers in attendance.

¹ This report summarizes the deliverables and outcomes for Contract #CLMP469642000520.

The Project also involved conducting background research and interviewing HR representatives from local businesses to document their efforts to work with First Nations and immigrant communities on lower Vancouver Island. Work toward the development of content for a potential First Nations employment database was limited by the need for both First Nations leaders and businesses to more fully develop working relationships. There is enthusiasm among all groups to continue this work, albeit in a way that focuses on communication and sharing of information rather than database development.

All parties involved in the Project learned a number of important lessons. These included the importance of relationship building, the need to build trust and to take the time to do that, the importance of gaining firsthand knowledge about First Nations culture, and the degree to which businesses have barriers that make their workplaces difficult for some indigenous workers to approach. Lastly, the importance of community and family supports for workers who come from First Nations or immigrant communities was seen as important for employee retention.

Several recommendations for sustaining and building on the momentum established through this Project are also made. Businesses, First Nations and immigrant communities are urged to:

1. Continue to support mechanisms that create sustained dialogue and relationship building;
2. Create opportunities to increase awareness of First Nations culture and traditions as a way of breaking down systemic barriers;
3. Establish new ways of framing the skill sets of potential First Nations employees by applying prior learning assessment methods and strategies in collaboration with company HR professionals; and
4. Establish regular online communications vehicles for disseminating the stories associated with future collaborative work.

B. Background

In late 2018 and early 2019, Harbour Digital Media (HDM), facilitated a Labour Market Partnership (LMP) project that involved the design and delivery of two HR forums². One of the forums was focused on providing information and dialogue related immigration issues and workforce development strategies. The other forum brought together HR professionals from lower Vancouver Island businesses, community organizations, and First Nations to consider how companies could attract and recruit potential local First Nations employees as a way of addressing on-going skill shortages.

The recommendations flowing from these forums were grouped into four areas where actions can/should be taken in order to improve the extent to which immigrant and First Nations populations participate in the local workforce. These were:

- ▶ Creating mechanisms that result in a continuity of dialogue about workforce development issues (***Continuity of Dialogue***);
- ▶ Organizing and conducting industry tours that help promote understanding of employment opportunities in the region (***Industry Tours***);
- ▶ Providing opportunities for students to showcase their skills to employers and documenting success stories related to the inclusion of First Nations and immigrant populations in the local workforce (***Showcase Presentations and Case Study Development***);
- ▶ Developing or connecting to a database that links job seekers in the First Nations and immigrant communities with local job opportunities (***Employment/Skills Database***).

As a result of the forums and the recommendations from participants, HDM sought funding for a new Labour Market Partnership project in order to facilitate the recommended processes. This project, entitled *Inclusion of First Nations and Immigrant Populations in the Lower Vancouver Island Workforce*, was launched in May 2019 and concluded at the end of April 2020. This report provides a summary of the project, its objectives, and key project activities, lessons learned and a set of recommendations for future action.

C. Project Overview

The LMP project was focused on action steps that will result in the increased participation of immigrant and First Nations populations in the local workforce. The objectives for the project were to:

5. Establish mechanisms for on-going dialogue among and between HR professionals from community and business organizations and companies, immigration services organizations, and local First Nations communities concerning workforce diversity and inclusion;
6. Organize and support local industry tours for First Nations and international foreign students;

² The final report entitled *Results of the January 2019 Immigration and First Nations HR Forums* is found at: <http://mfgcln.com/reports-resource-links/>

7. Build local community diversity and inclusion case studies to showcase how companies are approaching workforce diversity and inclusion; and
8. Provide support for the development of a database to connect local FN people with business and industry employment opportunities.

1. LMP Project Steering Committee

The project was supported by the active participation of a project steering committee consisting of the following members:

- Lynn Brown - Schneider Electric
- Peter Wainwright - Town of Sidney Councillor and First Nations (FN) consultant
- Ruth Eden – representing Destination Greater Victoria
- Denny Warner –Peninsula Chamber of Commerce
- Julie Adams – Slegg Building Materials
- Christina Clark & Lyle Henry –Songhees First Nation
- Mavis Underwood & Coreen Child – Tsawout First Nation
- Robin Ambrose - Viking Air
- Geoff Orr – Mayor, North Saanich
- Catheryn Kendall – Terra Remote Sensing
- Carrie Broadhead – The RalMax Group of Companies
- Paula Bernard - Epicure
- John Juricic – Harbour Digital Media
- Barry Carbol – Schmidt & Carbol Consulting

A sample of the Steering Committee meeting summaries is found in [Appendix 1](#).

2. LMP Project Deliverables and Milestones

2.1. Quarterly and Monthly HR Meetings

The LMP project deliverables and milestones included the coordination of regular meetings for HR professionals to share information and establish working relationships. Quarterly meetings for this purpose eventually became monthly meetings based on the interests and needs of participants.

2.2. Industry Tours

HDM facilitated a tour of local businesses as a way of creating understanding and dialogue between local First Nations leaders and representatives from businesses. To facilitate a discussion between businesses and immigration organizations and international students, the format was adjusted so that rather than a tour of businesses, a meeting format was selected.

2.3. Case Study Scenarios

HDM also conducted interviews and research to develop a set of case study scenarios. These scenarios provide insights into issues related to the development of working relationships between business and both First Nations and immigrant communities.

2.4. Employment Database

The employment database sub-project was intended to provide support to the Songhees First Nation and its efforts to document the skills of potential workers in its community. After considerable dialogue with both Songhees and members of the Steering Committee, it became clear that the best way to proceed with this part of the project was first to build greater trust between the partners that will also enable both businesses and First Nations to understand one another and then proceed with some form of information sharing which may take the form of a database or, more likely, a regular communication of available jobs and associated skill sets.

Additional details for each of the key activities associated with the LMP project are provided in the next section of the report and in the appendices.

D. Key Project Activities

This section of the Final Report provides brief descriptions of the key project activities. Additional details are provided in the appendices.

1. Quarterly and Monthly HR Meetings

The original project plan included a series of 4 meetings (one per quarter) over the course of the project term from May 2019 through April 2020. Based on the advice of the project Steering Committee the quarterly meetings were modified so that HR professionals from companies and community organizations could meet on a monthly basis as a way of developing effective working relationships and identifying employment issues that are of particular interest and concern. The Steering Committee also advised HDM that the monthly meeting should include businesses in conversation with First Nations communities.

1.1. Quarterly Meetings

As a result of the outlined above shift, a single quarterly meeting focused on immigration and employment issues was held on June 11, 2019. The key issues and discussion points raised at the quarterly meeting were:

- Immigration is a shared jurisdiction between the federal government and the provinces. The provinces select immigrants that meet their economic interests through the provincial nominee program (permanent immigration). The federal government provides temporary immigration through programs such as the Temporary Foreign Worker Program, International Mobility Program and Global Skills Strategy. The Government of Canada

(GoC) also provides permanent immigration programs that allow for express entry. The attached chart was provided as a quick reference to economic immigration programs.

- Federal economic immigration programs are a pathway to permanent residency and are based on the National Occupational Classification (NOC) categories (see the accompanying GoC PowerPoint for details).
- An important step in the process involves employers undertaking a Labour Market Impact Assessment (LMIA) to demonstrate that a particular job cannot be filled by a Canadian citizen. The LMIA process involves employers paying a \$1000 fee. There is a 'workaround' for reducing the amount of time the LMIA takes to complete. Applications under the Francophone mobility program are exempt from the LMIA process. The federal government will help employers recruit through this program directly in Europe and Africa or virtually.
- Express entry is available for NOC O, A, B categories (Management, professional, trades and technical). The federal government is beginning the process to update the NOC categories and is inviting input from employers.
- Express entry is also available through the Provincial Nominee Program. There are 29 occupations that are expedited (4 weeks rather than 3 months).
- Open work permits are available through the international experience Canada program (for youth age 18 – 35) and the young professional program. Students who are graduates from a public post-secondary institution are also eligible for open work permits for up to 3 years.
- Immigration applicants who have expressed interest in entry to Canada have included their profiles on the Canada Job Bank. This database is searchable by employers.

A complete summary of the Immigration Quarterly meeting is found in [Appendix 2](#).

1.2. Monthly HR Meetings

Beginning in January 2020, HDM organized and facilitated a number of monthly meetings which brought together HR professionals from lower Vancouver Island companies and First Nations communities (Songhees Nation, Tsawout First Nation). Meetings were held on January 22 and March 18. A final meeting for this project is scheduled for April 15, 2020. Given the current COVID-19 health issue, the meeting format beginning with the March 18th meeting has been shifted to a virtual format using a video conferencing platform (ZOOM). Meeting participants at the March 18th meeting have suggested some virtual alternatives for work that is proposed into 2020 including adapting job fairs so that they can be done at a distance.

It should also be noted that these discussions were intended to help HR professionals become more familiar with issues facing First Nations communities and to build bridges between local industry and First Nations. This is a necessary first step toward putting in place an information and communication system that both First Nations communities and businesses can use to support inclusive workforce development.

A summary of the March 18th meeting is included in [Appendix 3](#) as a sample of the type of discussions that have taken place.

2. Business and Industry Tours

The original project plan called for two tours of local industry: one for First Nations leaders and local businesses and the other focused on immigration and international student populations. After completing a successful First Nations tour on June 28, 2019, the project Steering Committee advised HDM to take a different approach to the proposed immigration tour. The immigration tour was revised so that a facilitated meeting took place on September 18, 2019. Brief descriptions of both the First Nations/Industry tour and the Immigration meeting are provided below. Summaries for both of these events are included in [Appendix 4](#).

2.1 First Nations Business/Industry Tour

A tour of three company sites was held on June 28, 2019 with a total of 23 individuals representing lower Vancouver Island businesses, organizations and companies participating in the event. The tour included site visits to:

- Slegg Building Materials (Sidney location)
- Viking Air
- Epicure

The purposes of the tour were to:

- Provide an opportunity for First Nations leaders and industry representatives to begin to get to know one another and to understand local employment needs and opportunities;
- Highlight the kind of jobs that a small sub-set of lower Vancouver Island industries provide and the skills that these jobs require;
- Hear employees tell their stories about the work they do and the type of organization they work for;
- Encourage everyone on the tour to talk to each other and share their thoughts and impressions concerning the workplaces and the types of work that are being showcased.

2.2 Immigration Tour/Meeting

Based on the advice of the Project Steering Committee, a tour of local businesses and industry by immigrant community leaders and students was thought to be less valuable than a meeting format which brought these groups together. As a result a meeting along with a networking lunch was held on September 18, 2019 at the Vancouver Island Technology Park.

The purposes of the meeting were to provide:

1. A venue for lower Vancouver Island businesses and organizations to gain a better understanding of the barriers faced by graduating international students who wish to remain in Canada and seek employment in the region; and
2. Offer a select number of international students from local institutions with the opportunity to better understand employee attraction, recruitment, and retention issues facing employers in the region.

A summary of the meeting discussions is provided in [Appendix 4](#) along with a list of participants.

3. Case Studies

Documenting the work that is underway to address labour market shortages and employ individuals from First Nations and immigrant communities was important part of the work undertaken as a part of this LMP project.

Interview research was conducted during the fall of 2019 through January 2020. Interviews were conducted with HR professionals from five lower Vancouver Island companies. In one instance, the HR professional's company wished to remain anonymous but the comments and insights provided in terms of lessons learned are very useful and are included in a report that will be disseminated to lower Vancouver Island businesses and First Nations and immigrant support organizations.

The report resulting from the case study research includes a summary of the interviews and information gleaned from other sources (i.e. websites and company profiles). These case study scenarios document the workforce development partnership work businesses have undertaken or are considering with local First Nations and immigrant communities.

The case study scenarios presented in the report represent a range of activity from partnerships that have been operational for some time to scenarios that are in the early, exploratory stages of development. Given this range, the types of questions asked and the resulting descriptions vary from case to case. Each scenario presented in the report tells a unique story and helps to document the challenges and personal and organizational lessons learned about working with First Nations and immigrant communities.

In addition to the case study scenarios presented, HDM undertook research into what it takes to succeed in a partnership relationship with First Nations. In this context, HDM also researched business/First Nations partnerships that are active in other parts of Canada. This information is appended to the report and provides some useful background information for businesses and organizations to consider when working with First Nations and immigrant communities.

The complete report is found in [Appendix 5](#).

4. Employment Database

The development of a First Nations employment database was identified as a need by Songhees First Nation staff early in 2019. Although Songhees had done some preliminary work, the database notion had not been fully articulated when work began on the LMP project.

This section of the Final Report, provides a summary of the work done over the course of the Project to define the need for a database and how best to engage with both First Nations and local business communities in it development. HDM's role was to facilitate discussions that would further the development of an employment database and the dialogue between Songhees First Nations staff and HR professionals from lower Vancouver Island companies.

4.1. Data Collection Plan

In July 2019, HDM began preliminary work on determining the requirements for a data collection plan for the employment database for First Nations communities (specifically the Songhees First Nation). This work involved numerous stakeholder discussions with the Songhees Nation including discussions with the Nation's Executive Director (Christina Clark), its Director of Programs and Services (Danny Henry), and its Employment and Training Program Coordinator (Lyle Henry).

HDM did extensive background research to during August and September 2019 to determine whether the proposed employment database was a duplication of what might already exist or was unique and would fill a void that was not being addressed. As a part of this process, a number of organizations and companies were contacted including the First Nations Technology Council, Williams Lake First Nations Band, the LMP Steering Committee, the Tlicho Investment Corporation and Group of Companies, Camosun College, Coast Salish Employment and Training Society, the SA Energy Group, Indigenous Works (Nova Scotia), and the Tsawout First Nation.

Discussions with representatives from the organizations noted above identified a number of potential available databases and tools that exist and could be used to support the development of a First Nations/Industry employment database. The databases and resources identified were:

- <http://armsonline.ca/> - Accountability and Resource Management System
- <https://ccdf.ca/training-resources/> - CCDF - Canadian Career Development Foundation
- <https://www.workingwarriors.ca/#/home> - this is a platform that the ITA has suggested
- <https://fnbc.info/jobs> - First Nations Technology Council career platform

Indigenous Works (Nova Scotia - <https://indigenousworks.ca/en>) indicated that it does not have an employment database tool but provides other resources that are of interest to First Nations communities.

Following a review of the identified databases and tools, a draft data collection plan was developed and reviewed with Songhees First Nation representatives. A draft version of the data collection plan is found in [Appendix 6](#). Discussion with the Songhees representatives highlighted the need to create the data collection plan based on programs that would provide training and job opportunities for regional FN communities. These discussions also indicated that most (if not all) of the databases identified are either not used by First Nations or are overly complicated and not useful. During September, 2019, through discussions with FN leaders, HDM developed a better understanding of the issues associated with the use (or lack of use) of these databases. This information informed the development of an approach to the development of an FN/industry employment partnership program that could be used to develop the content for an employment database and/or communications vehicle that would connect FN community members with local employment opportunities.

4.2. Employment Database Partnership Proposal

The partnership proposal developed by HDM (see [Appendix 7](#)) was discussed at the October 29th Steering Committee meeting (one of the update meetings for the project - agenda attached). During

the discussion, it became clear that industry members wanted to an approach that was less structured but would allow members to enter the process based on their readiness to participate. The steering committee was supportive of an approach that would involve creating a First Nations/Industry Employment Taskforce comprised of HR representatives from both groups. This taskforce would schedule regular meetings to review job postings, HR policies such as employer codes of conduct, and training opportunities as a way of creating a 'bridge' to employment for FN community members in the lower Vancouver Island region. Initial members of the group included HR representatives from RalMax, Slegg, Viking, Terra Remote, Destination Victoria and the First Nations communities Songhees and Tsawout.

4.3. Future Development

It was clear from both the review of available databases and discussions with HR and First Nations community representatives that the First Nations employment database content needed to be developed by facilitating a process which would help both HR representatives and First Nations leaders gain a deeper understanding of one another and the issues that each faces and to then discuss strategies and approaches that will result in greater participation of FN communities in the local workforce. This approach is seen as a more sustainable way to develop content/information that could be included in a future First Nations employment database.

Beginning in January 2020, HDM organized monthly small group and individual meetings between Industry and First Nations representatives to discuss strategies and approaches that will result in greater participation of FN communities in the local workforce. The first of these monthly meetings was held on January 22, 2020 in person and a second on March 18, 2020 via video conference.

A summary of the March 18th meeting is found in [Appendix 3](#).

As can be seen from the above narrative, the development of content for an employment database is part of an on-going process. Through this process, HDM, the HR community and First Nations partners (Songhees and Tsawout) all see on-going dialogue as a key to developing and understanding of one another that will lead to information sharing that will benefit the employment prospects of First Nations communities. Significant momentum in that regard has been established. HDM, the Steering Committee and Project partners are unanimous in the belief that it is important to continue the work and dialogue that has been initiated through this LMP project.

E. Lessons Learned

A number of insights and 'lessons learned' were provided by those engaged in the Project from May 2019 through April 2020. These following lessons learned were documented by the Project facilitator, HDM, and reflect the perspectives of the numerous HR professionals, immigration, First Nations and business community representatives who participated in project activities and provided advice to HDM.

1. **Relationship Building** - Building solid relationships is critical to ensuring success when working with immigrant and First Nations communities. This takes time and there is no short-cut to creating the kind of deep understanding of each others' culture and ways of working. Building relationships, particularly with First Nations, means being willing to

meet with their members on their land and to be open to doing this in ways that are part of their traditional culture;

2. **Gaining Trust** - Relationship building is difficult. It is important to gain trust and understand local customs and expectations (e.g. how one is invited into a meeting can make a difference on the outcome). It takes time to break down barriers and build trust. Listening is a key component of building trust;
3. **Knowing Who to Work With** - It is not always straightforward regarding who you are working with in a First Nations band or community. People change and move in and out of positions. You are not always working with who you think you are working with;
4. **Gaining Firsthand Knowledge** - It is important for local businesses to gain firsthand knowledge about local First Nations communities. This can only come through speaking directly with First Nations people and learning about their 'lived experiences';
5. **Showcasing Work** - It is important to showcase the work that companies have available through on-site showcases and other events hosted by companies and in FN communities;
6. **Barriers to Inclusion** - Inclusion is not an 'easy sell' in some companies. Having access to and using labour market data (i.e. government data on workforce projections) to inform decisions has been a useful way to get buy-in to help managers across companies to remove barriers;
7. **Workplace Environments** - Some workplaces (e.g. high tech, office environments) are seen as a barrier by First Nations individuals who cannot see how they 'fit in'. This work culture barrier needs to be addressed so that workplaces become more welcoming and inviting to individuals from under-represented groups;
8. **Community and Family Support Mechanisms** - Familial and community support in the workplace is essential in order to recruit and retain both immigrant and First Nations workers. First Nations workers are more likely to want to work in a company and organization if they see other members of their community in the workplace. Hiring workers from these communities in tandem and providing buddy system supports beyond an initial on-boarding or orientation phase can provide the kind of support these individuals need to become a successful part of the team;

The themes highlighted above suggest for the individuals from the First Nations, immigrant and business communities who were engaged in this Project that the journey toward an effective, long-lasting partnership is off to a good start. The Case Study Report includes a Partnership Continuum chart (see [Partnership](#)) that if applied to the work that has taken place to date on this LMP Project would suggest that the project partners have moved from networking and connecting to cooperating. Additional work and time is needed to move the partners toward a greater degree of coordinating and collaborating across a number of partnership dimensions³. This can be done given the good will that exists among the Project partners but will take additional time, effort and coordination. The Partners are not yet ready to move ahead without some assistance which will ensure that they communicate with one another on a regular basis and to establish the kind of structures that will ensure that they remain connected.

³ Partnership dimensions in the Partnership Continuum Model are: relationships, information sharing, decision making, risk, resources, and power.

F. Recommendations: Sustaining Momentum

This section of the report provides recommendations related to how to sustain the momentum that has been created and plan for future collaborations between lower Vancouver Island businesses and organizations and the First Nations and immigration communities.

Based on the lessons learned through this Project, HDM as project lead recommends the following actions be undertaken to sustain and build on the momentum that has been created.

Given the importance of continuing to build trust and establish solid working relationships, local First Nations, business and community organizations should:

5. Continue to support mechanisms that create sustained dialogue and relationship building among and between members of the lower Vancouver Island business HR community, First Nations communities, and community organizations;
6. Create opportunities to increase awareness of First Nations culture and traditions by regional businesses as a way of breaking down systemic barriers that inhibit the recruitment, attraction, and retention of First Nations workers;
7. Establish new ways of framing the skill sets of potential First Nations employees by applying prior learning assessment methods and strategies in collaboration with company HR professionals; and
8. Establish regular communications vehicles (i.e. podcasts, blogs, Social Media posts utilizing Facebook, LinkedIn, Instagram, YouTube and online conferencing tools including ZOOM, Skype & GoTo Meeting) for disseminating the stories associated with future collaborative work as a way of building relationships and understanding between the First Nations and business communities.

If acted upon, the above recommendations will help to solidify the work that has been accomplished over the past year and will provide the basis for a sustainable approach to workforce development and inclusion of First Nations and immigrant populations in the lower Vancouver Island workforce.

Appendix 1: Example of Steering Committee Meeting Summaries

This appendix includes summaries of meetings as an example of the discussions that the LMP Project Steering Committee engaged in over the course of the project.

Workforce Diversity Steering Committee: Meeting – Sample Summary #1

Meeting Date and Location:

May 9, 2019

Schneider Electric, 2195 Keating Cross Rd., Saanichton, BC

In attendance:

Lynn Brown - Schneider Electric

Peter Wainwright - Town of Sidney Councillor and First Nations (FN) consultant

Ruth Eden – representing Destination Greater Victoria

Denny Warner –Peninsula Chamber of Commerce

Julie Adams – Slegg Building Materials

Christina Clark –Songhees First Nation

Robin Ambrose - Viking Air

Geoff Orr – Mayor, North Saanich

John Juricic – Harbour Digital Media

Barry Carbol – Schmidt & Carbol Consulting

Discussion Summary:

John and Barry provided a summary of the LMP project and timelines including a brief overview of the four major activities included in the project plan. The major activities described were:

- Quarterly HR meetings
- Industry tours
- Case studies
- FN/employer database

Project timelines and details were provided in a 4 page project summary provided to Steering Committee members in advance of the meeting.

Key Recommendations re: Quarterly Meetings and Timelines

The steering committee provided the following advice concerning the quarterly meetings:

First Nations Quarterly Meeting

1. Although there are some commonality regarding attraction and retention of individuals from immigrant and First Nations communities, the Steering Committee felt that

discussions related to the two issues should be done separately. This implies eight meetings rather than the four that are a part of the project plan.

2. The committee members also recommended that the initial First Nations quarterly meeting be held in September rather than June. This would allow time for relationship building through the industry tour and other outreach to First Nations communities.
3. Additional advice concerning the FN quarterly meeting included:
 - a. Focus on information exchange among participants including what the barriers to employment are; where employment opportunities exist.
 - a. Agenda items for the first quarterly meeting could include a discussion and information sharing related to workplace accommodation, culture, and ways that employers are helping to create flexible work environments that allow for a work/family balance;
 - b. Focus could also be on helping FN communities build HR capacity and improving access to employment opportunities that are focused on careers rather than just minimum wage jobs;
 - c. Build the agenda with input from FN communities;
 - d. Location is also important. To attract a wide audience it could be at the local Friendship Centre;
 - e. In seeking participants for the first FN quarterly meeting it will be necessary to 'cast a wide net' (invite a lot of FN participants since they may not choose to participate). It is also necessary to answer questions such as "what is in it for me?" and "Why should I attend"?; and
 - f. There is a need to identify champions in FN communities (i.e. someone from band councils and/or senior staff; elders/youth; employment coordinators).

Immigration Quarterly Meeting

1. The immigration quarterly meeting should include a more in-depth discussion of issues such as the following:
 - a. How do employers access the immigrant population in the region?;
 - b. How do employers work within the current existing immigration system?;
 - c. What are the rules for various categories of immigrants including those on student visas?
 - d. What certifications are recognized in Canada? BC?
 - e. Education of employers regarding unconscious biases that may be acting as barriers for the hiring of immigrants.
 - f. Cultural issues including language barriers and ESL programming to support immigrant employees.
2. It was also suggested that the immigration quarterly meeting could involve someone from the Intercultural Association. An invitation could also be extended to Brian Vatne, Director of Immigration Policy, BC Ministry of Jobs, Trade and Technology who is likely in position to speak to a number of the topics outlined in 1 above.

3. The importance of focusing on relationships with the three lower island post-secondary institutions (Camosun, UVic, and Royal Roads) was also raised. Representatives from these institutions should be invited to participate in the immigration quarterly meeting as a way of helping employers to tap into international students.

Key Recommendations re: Industry Tours and Timelines

The steering committee provided the following advice concerning the industry tours:

First Nations Industry Tour

1. The FN Industry Tour should take place before the first quarterly meeting in order to provide a venue for relationship building.
2. The FN tour will involve Slegg Lumber and Viking Air as the two industry partner locations.
3. The FN audience for the tour should include longhouse leaders and elders first and then reach out to chiefs and band council members.
4. Consider having a salmon BBQ lunch hosted by one of the local FN communities at the end of the tour.
5. The focus of the industry tours should be more on what it is like to work for these companies and less about being a showcase of products that the companies provide or manufacture. Having workers from each company share what it is like to work for the company and information about how the company is involved in the community would be useful for both tour audiences.

Immigration Industry Tour

1. The Immigration Industry Tour should take place in the early fall (i.e. September). The audience should include international students and individuals from post-secondary institutions (i.e. Camosun, UVic, and Royal Roads) who deal with international students.

Follow-up:

As follow-up to the steering committee meeting, Harbour Digital Media will:

1. Survey (perhaps using a Doodle poll) steering committee members concerning dates for the first immigration quarterly meeting and the FN Industry Tour (both will take place in June 2019)
2. Develop a meeting agenda for the immigration quarterly meeting and secure presenters related to one or more of the topics outlined above.
3. Send out invitations to potential participants for the immigration quarterly meeting.
4. Coordinate with Slegg and Viking concerning the logistics for the FN industry tour (including industry profiles and what tour participants can expect to hear and see) and work with Peter and Christina (Songhees) concerning inclusion of First Nations participants and an approach to inviting their participation.
5. Send out invitations to employers for the FN industry tour.

6. Steering committee meeting notes will be sent to those present for review and any additional feedback and suggestions concerning the content and format of the quarterly meetings and industry tours.

Appendix 2: Quarterly Meetings

Meeting Summary: Inclusion of the Immigrant Community in the Regional Workforce

Meeting Purpose:

To provide human resource professionals from Lower Vancouver Island industry and community organizations with information that will help them access relevant government immigrant workforce programs.

Meeting Date and Location:

June 11, 2019
3:30 pm – 5:00 pm
Vancouver Island Tech Park
4464 Markham St.
Victoria, B.C.

In attendance:

Caroline Daigle - HR Manager - AXYS Technologies
Max Battoni - AXYS Technologies
Ruth Eden - HR Manager - Destinations Victoria
Jean McRae - CEO - Inter-Cultural Association of Greater Victoria
Kirsten Tyler - Business Support Specialist - Saanich Peninsula Chamber of Commerce
Meagan Moore - HR Manager - Ralmax Group
Curtis Harold - Ralmax Group
Rhonda Morrison - Director of Enterprise Excellence - Nicholson Manufacturing
Shelley Carlson - HR Manager - Seastar Chemicals
Julie Adams - Director of Human Resources - Slegg Building Materials
Lauren Beasley - Advisor, People & Wellness - Viking Air
Basil Onyia, HR Generalist, Epicure
Aireen Luney, A/Director, Strategic Investment Projects, Immigration Programs Branch, BC
Ministry of Jobs, Trade, and Technology
Kim Branch, Immigration Programs Branch, BC Ministry of Jobs, Trade, and Technology
Heather Michaud, Outreach Officer, BC and Yukon Domestic Network, Immigration, Refugees and
Citizenship Canada
John Juricic – Harbour Digital Media, meeting host
Barry Carbol – Schmidt & Carbol Consulting, researcher and recorder

Discussion Summary:

Introductions

John provided a brief introduction and invited meeting participants to introduce themselves and provide their perspectives on immigration in the local workforce, and their needs and interests.

Participants provided the following thoughts on their experiences with the immigration system and what they were interested from today's session:

- It is unclear what is required of employers. There is a 'laundry list' of requirements but what applies depends upon which immigration path is taken.
- The processes are slow and arduous. What we want to know is what has changed? What is new? Where do we find potential employees? It is not that simple to find immigrants (particularly qualified ones).
- Immigration programs are complex. It is not easy to determine which ones apply to a particular employment situation.

Summary of Discussion re: Federal and Provincial Programs and Services

Heather Michaud, Outreach Officer with IRC Canada, and Aireen Luney, A/Director, Immigration Programs Branch, BC Ministry of Jobs, Trade, and Technology provided comments and feedback based on the introductory issues raised by participants. Background bios are found on the final page of this summary. Heather and Aireen also each provided PowerPoint presentations that will be distributed in pdf format with these summary meeting notes. Heather works in an outreach role with employers in BC and the Yukon. Aireen has responsibility for a number of BC-specific immigration programs including the Provincial Nominee program, programs to help BC communities to access talent and new entrepreneurs. The provincial Immigration Programs Branch also provides a 'concierge service' for employers to help them through the various programs and services offered.

Key Issues and Discussion Points

- Immigration is a shared jurisdiction between the federal government and the provinces. The provinces select immigrants that meet their economic interests through the provincial nominee program (permanent immigration). The federal government provides temporary immigration through programs such as the Temporary Foreign Worker Program, International Mobility Program and Global Skills Strategy. The Government of Canada (GoC) also provides permanent immigration programs that allow for express entry. The attached chart was provided as a quick reference to economic immigration programs.
- Federal economic immigration programs are a pathway to permanent residency and are based on the National Occupational Classification (NOC) categories (see the accompanying GoC PowerPoint for details).
- An important step in the process involves employers undertaking a Labour Market Impact Assessment (LMIA) to demonstrate that a particular job cannot be filled by a Canadian citizen. The LMIA process involves employers paying a \$1000 fee. There is a 'workaround' for reducing the amount of time the LMIA takes to complete. Applications under the Francophone mobility program are exempt from the LMIA process. The federal government will help employers recruit through this program directly in Europe and Africa or virtually.

- Express entry is available for NOC O, A, B categories (Management, professional, trades and technical). The federal government is beginning the process to update the NOC categories and is inviting input from employers.
- Express entry is also available through the Provincial Nominee Program. There are 29 occupations that are expedited (4 weeks rather than 3 months).
- Open work permits are available through the international experience Canada program (for youth age 18 – 35) and the young professional program. Students who are graduates from a public post-secondary institution are also eligible for open work permits for up to 3 years.
- Immigration applicants who have expressed interest in entry to Canada have included their profiles on the Canada Job Bank. This database is searchable by employers.

Given the complexity of the programs discussed and the varying circumstances that employers have concerning employment opportunities, readers of this summary are advised to review the two PowerPoint presentations accompanying this summary and the information on the following web pages.

Government of Canada (GoC): <https://www.canada.ca/en/immigration-refugees-citizenship.html>

Government of British Columbia: <https://www.welcomebc.ca/>

Additional Participant Comments

- There is a need for a database of pre-qualified candidates in order to break the cycle of having to offer a job before an expedited process can be started.
- Today's manufacturing is technology intensive. (The provincial tech pilot program which runs to June 2020 is based on 2016 data and reflects the current NOC categories which are not a good fit with current jobs in the manufacturing sector).
- There is a need for employer resources to help guide employers through the complexity of immigration programs. (See the accompanying Infographic – Outreach- Global Talent as a starting point).
- Job postings through the local Intercultural Association could be used to reach the local immigrant population. The local refugee population is small given that most of them go to larger centres such as Vancouver or Toronto.

Appendix 3: HR Monthly Meetings

The following is a sample of the summary notes from one of the monthly meetings held during the Project.

Meeting Summary: March 18, 2020

Overview

We had a fantastic, information filled online conference meeting last Wednesday. The following is a lengthy but actionable summary of the almost hour long meeting. We will be meeting monthly (now online) as we had originally planned & suggested...we had planned to meet on the 3rd Wednesday of every month so please save this date - **noon / April 15th**. I will send out a ZOOM invite before the end of the weekend.

As a few participants reinforced, social distancing will not be enough, we'll be using and taking advantage of technology platforms for a while. We all had a good time and I consider the meeting one of the more productive that we've had...so these platforms work! You can tell that I was somewhat of a skeptic...I'm a huge relationship person and even though I'm a massive advocate of technology based solutions, having humanity based interactions are still mission critical and last Wednesday we successfully transferred that process online! Please review this summary (*note that some of this information should be verified...my note-taking might be inaccurate*)...questions and action items arising from the meeting are highlighted in **RED**.

Coreen reviewed how employment opportunities to date have generally tended to focus on the customer service & hospitality sectors...many potential employees do not see themselves involved in Industry / Manufacturing sector jobs...this NEEDS to change! A lack of familiarity and comfort specific to Industry jobs currently exists and the following discussion (notes) is the beginning of a path forward to changing this prevailing paradigm. Fundamental job related processes such as increasing technology related literacy, creating effective job applications, developing job interview skill sets and developing skills towards keeping and succeeding at a job are a few of the hurdles that our Industry must address and help solve.

EMPLOYMENT PROGRAMS

- Tsawout managed Ministry of Advanced Education Employment Readiness Program (partnered along with 3 other Peninsula Nations and Camosun College)
 - to prepare applicants for entry-level employment opportunities and to create solid orientation and transition to the job
 - work placements (test drive the industry and the employer) & build certification strength
 - the goal is 20 participants
 - up to 14-20 weeks
 - 1st stage - 7-10 weeks training in class gaining certifications
 - 2nd stage - 7-10 weeks with the employer - Tsawout/consortium pays wages (?)
 - wage & training subsidies to be included
 - **Coreen** - is there a PDF summary of the program that could send to all of us?

- **Coreen to all of Industry** - what certifications would you like to see included and taught in this program?
- **Coreen to all of Industry** - would your company consider taking anywhere from 2-5 people as we build this program for a September start? By starting in **September**, employers have a direct ability to influence the program implementation and content.
- Coreen has a deadline of April 11th (?) to define these criteria (**is this correct Coreen?**), so input soon would be very helpful.
- Epicure and Schneider expressed direct interest in participating
- transportation is a current and challenging barrier...groups of 4 employees could share a vehicle
- **Coreen** - how many folks are immediately available for this program? You mentioned 10 but I also heard up to 37?
- CSETS (Coast Salish Employment & Training Society program - <http://www.csets.com/>) - wage subsidies available.
 - participants on Income Assistance access Life-Coaches to help with the transition to an employment environment
 - Coreen was a Life Coach...not currently...but is prepared to personally coach/manage a wage subsidy individual thru the job involvement process.
 - this is a program designed to provide 5-10 hours a week...the employment solution can be highly customized

RELATIONSHIP AND TRUST BUILDING

- Challenge for Industry - what can we do to increase familiarity and confidence for a 1st Nations person? Basil from Epicure reviewed a recent experience that highlighted the need to develop success based constructs in this category of activity.
 - We had originally planned to organize a Job Fair / Panel event over the next several months...to be held at the Tsawout Band office gymnasium, potentially 120 participants...obviously this cannot happen in the near-term...but it does become an option again once our health crisis subsidies, maybe in the Fall?
 - We also discussed smaller Plant Tours...again, this can't happen in the short-term so we could plan ZOOM based introductions and familiarity sessions. Where and when we're available for a real-time plant tour, we were encouraged to utilize a First Nations facilitator / employee.
 - Coreen referenced a Tsawout based Employment & Education Pathways Forward Action Gathering program (**Coreen - did I get this right?**)...a program that embodies panel type interaction and a job fair environment...?

CULTURAL AWARENESS TRAINING

- Numerous participants emphasized the need to develop cultural awareness training amongst their existing staff prior to parallel participation in the excellent programs referenced above. We chatted about Diversity and Inclusion programs...
 - **To Industry** - has anyone implemented a successful Diversity and Inclusion program to review with all of us? This was deemed a priority amongst the participants.
 - Coreen knows folks that could provide some expertise and experience in this area...potentially people that could be hired on a short-term contract.

ONLINE PARTICIPANTS

- Lynn Brown - Schneider Electric - Lynn.Brown@se.com
- Basil Onyia - Epicure - Basil.Onyia@epicure.com
- Coreen Child - Tsawout - educationmanager@tsawout.ca
- Jackie Connelly - BC Transit - Jackie_Connelly@BCTransit.Com
- Catheryn Kendall - Catheryn.Kendall@terrareMOTE.com

Appendix 4: Tour and Meeting Summaries

This appendix provides a summary of the activities and discussions associated with the First Nations/Industry Tour and the Immigration/International Student meeting that replaced the Immigration Tour. Lists of attendees are provided for both events.

First Nations/Industry Tour – June 28, 2019

Slegg Lumber

Participants met at the Sidney location of Slegg Building Materials at around 9 am to begin the industry tour informally over coffee and pastries which were generously provided by Slegg.

Mavis Underwood of the Tsawout First Nation opened the day with a traditional blessing and thanks to those attending.

John Juricic began with a few words about the tour and the labour market partnership (LMP) project that is being coordinated by Harbour Digital Media (HDM).

Julie Adams, Director of Human Resources for Slegg Building Materials, served as host for the time at Slegg and introduced two of her staff both of whom are long-term employees of First Nations heritage. They shared their experiences of working with Slegg and the opportunities they have had to advance in the organization. Following their brief talks, participants in the group were asked to introduce themselves and their organizational affiliation. The group then boarded the bus for the second leg of the tour to Viking Air.

Viking Air

The group met in a boardroom at Viking for a presentation and discussion hosted by Robin Ambrose, HR Director for People and Wellness for Viking Air. A short corporate video outlining Viking's history and its aircraft manufacturing business was shown. A short talk about Viking's approach to training was also provided by Viking staff (Lauren Beasley, Advisor, People and Wellness and Todd Sjerven, Program Manager).

Some of the key takeaways from the Viking Air presentation were:

- Viking Air has a significant number of career options (both skilled and unskilled). A graphic illustrating the careers available at Viking is attached as Appendix 3;
- Viking has developed the Viking Academy as a training approach for a number of the career areas;
- Viking hires individuals and trains them (they are paid as trainees);
- A significant number of these career options are related to assembly jobs;
- Viking is looking for individuals who have a number of personal attributes – they work hard, are dedicated to their jobs, they are able to pass an aptitude test which determines their manual dexterity (particularly for assembly jobs); and

- Careers in the apprenticeable trades allow workers to move from a training wage to a full journeyman wage over the course of time (in effect they can double their wage from when they start)

This part of the time at Viking was followed by a discussion involving the group and a time for questions and answers. Some of the highlights of this discussion were:

- When asked "What makes a job attractive to a First Nations person?" the response was 'respect'. In other words, it is important that FN workers feel that they are respected by the organization/company and by their co-workers. Workplaces that foster respect will have a better opportunity to attract and retain FN workers.
- It was suggested that the Viking Academy idea could be focused on FN workers. Inviting potential FN candidates to a future Viking Academy could be one way to open the doors to local FN communities. Similarly, a 'junior' Viking Academy could be offered at local secondary schools for both FN and non-FN youth.
- Transportation continues to be an on-going issue for local FN communities on southern Vancouver Island. It was suggested that local companies and organizations could try to create some sort of pooled transportation approach that would enable FN communities to participate more fully in the regional workforce. The idea of a shared shuttle bus service was also raised at Epicure stop on the tour.

Epicure

After leaving Viking Air, the group travelled to Epicure for a tour of the Epicure facilities followed by a lunch hosted by the company. Epicure is undergoing an expansion into the US market and as a result is expanding its workforce. The group toured the Epicure facilities and was shown the food processing, warehousing, and distribution and shipping areas. Along the tour, Epicure staff explained the types of work employees engage in and training that they receive.

Mavis Underwood of the Tsawout First Nation provided a blessing for the lunch and closed the meal. Following the closing, participants were invited to provide their comments, feedback and any suggestions. Several participants stressed the importance of events like the industry tour as a way of getting to know one another and in developing an understanding of FN culture and employment issues faced by both industry and FN communities.

The tour ended at 1:00 pm with participants being transported back to Slegg Building Materials.

FN/Industry Tour Participants

Peter Wainwright - Town of Sidney	pwwright@islandnet.com
Julie Adams - Slegg Building Materials	J.Adams@slegg.com
Robin Ambrose - Viking Air	Robin.Ambrose@vikingair.com
Lauren Beasley - Viking Air	Lauren.Beasley@vikingair.com
Shelley Carlson - Seastar Chemicals	scarlson@seastarchemicals.com
Lynn Brown - Schneider Electric	Lynn.Brown@se.com
Rick Quinn - Terra Remote	Rick.Quinn@terraremove.com

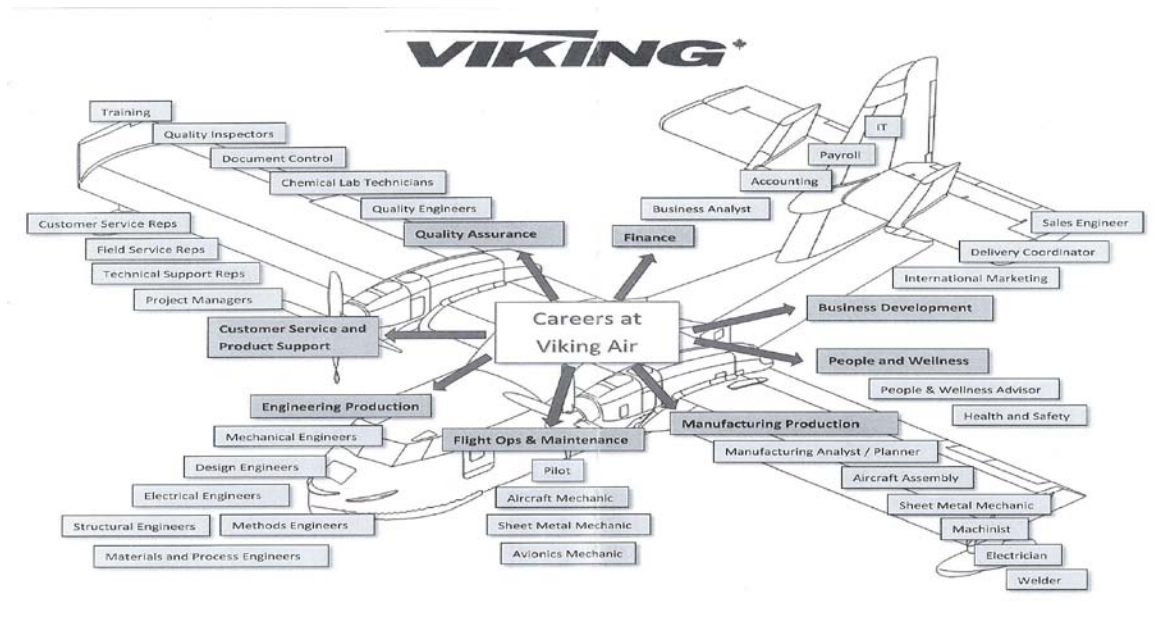
Ryan Windsor - de Vine Vineyards
 Denny Warner - Peninsula Chamber of Commerce
 Ken Gallant - Victoria Airport Authority
 John Treleaven - Peninsula Chamber of Commerce
 Jennifer Wolchyn - Sobeys
 Christine Magill - Epicure
 Basil Onyia - Epicure
 Jason Balderston - Slegg Building Materials
 Kirsten Tyler - Peninsula Chamber of Commerce
 Christina Clarke - Songhees
 Danny Henry - Songhees
 Lyle Henry - Songhees
 Mavis Underwood - Tsawout
 Lani King - Tsawout

ryan@devinevineyards.ca
execdir@peninsulachamber.ca
ken.gallant@victoriaairport.com
treleavengroup@shaw.ca
jennifer.wolchyn@thriftyfoods.com
Christine.Magill@epicure.com
basil.onyia@epicure.com
j.balderston@slegg.com
admin@peninsulachamber.ca
Christina.Clarke@songheesnation.com
danny.henry@songheesnation.com
Lyle.Henry@songheesnation.com
munderwood@tsawout.ca
educationmanager@tsawout.ca

John Juricic and Barry Carbol provided support for participants throughout the course of the tour.

The following schematic provides an overview of careers at Viking Air.

Viking Air Careers



Business & International Student Meeting Summary

September 18, 2019 Immigration Meeting Attendee List

Gulcan Barclay	Camosun College	barclayg@camosun.ca
Gabriela Bolanas	Camosun College	bolanosg@camosun.ca
Shawn Tripp	UVIC	shawntripp@uvic.ca
Sinan S. Karabulut	Searching for job opportunity (UVIC)	sinan.skarabulut@gmail.com
Wenmeng(Crystal) Liu	UVIC	wenmengliu@uvic.ca
Kyle Preston	Industrial Training Authority	kpreston@itabc.ca
Pop Kanjanakantorn	BC Government / UVIC	popkanjanakantorn@gmail.com
Marguerite Casey-Wolnicki	UVIC	mcasey@uvic.ca
Gary Walsh	Camosun College Graduates	garywalsh1997@yahoo.com
Edith Santos	Camosun College Graduate	edithsdelt@gmail.com
Annette Beach	Filipino Community President	curt340@shaw.ca
Julie Adams	Slegg Building Materials	j.adams@slegg.com
Paula Bernard	Epicure	paula.bernard@epicure.com
Lynn Brown	Schneider Electric	lynn.brown@se.com

Student Comments

- Hard to get meaningful work experience without committing to living here
- Need to develop stronger resume, cover letter and interview skills...culturally different practices and norms in other countries, e.g.:
 - Different language
 - The difficulty in pronouncing the name is a challenge
 - Emotional help and support is vital...lack of confidence and knowledge with Western processes and expectations
 - Students heavily reliant on online job opportunities
 - Lack of established network hinders access to the relationship job based opportunities
 - Industry need to go to the campuses...industry out-reach needs to increase
- Security clearances can take much longer for international students...sometimes? Situational dependant...
- Work Permit & Permanent Residence (PR)
- HR folks lose interest after student declares that all they have is a Work Permit...they don't want to take the risk.
- Lack of Industry networking and visibility for international students (referenced above)
- International work experience not recognized
- Graduate students must accept entry-level jobs and work their way up the corporate ladder
- Employers have seen enormous success thru the Co-op programs. Employers actively engage in cross-training activities to help enhance immigration program application criteria
- Employers need to do a better job of explaining that there is a career pathway...this needs to be better explained within the company.

Employer Comments

- Canadians not producing enough apprenticeships...must look overseas...
- Daunting financial and time costing to work thru the Immigration Program systems
- Lengthy process to undertake...not time efficient
- Many companies do not have the HR resources to handle the bureaucracy required to hire an immigrant employee
- Developing a relationship with the employee is very important. This minimizes the risk of hiring someone brand new. Relationship building and networking was emphasized.
- Must be able to identify “safe” companies for immigrant employees
- Students cannot rely on the corporate Social Media brands, i.e., website, SM pages because companies just do not have the resources to keep these digital assets updated. But when they do utilize these digital resources, students will generally use LinkedIn
- Ensure that the student does not absolve themselves of their core accountability...be your own best advocate: Be prepared; Make sure all your information, especially contact, is accurate.

Networking Conversation

- Students should go to conferences...outside of the city...especially as a volunteer
- Important to build a support network not just an employment network
- Attend conferences that will enable meeting with all the key HR stakeholders
- Conferences can grow your skill-set & knowledge
- They can develop great volunteer opportunities
- Utilize online HR resources, especially on LinkedIn
- Must engage in better, more meaningful digital engagement for students
- Take advantage of the multitude of meet-up communities available in Victoria
- Networking is very daunting for students...need to develop these skills
- Very helpful for developing networking skill sets are for more employers to come to campus and meet the students. But these kinds of events must be better organized...more advance notice...clearer definition of scope and expectations...
- Do Industry career fairs work?
- The truly committed and prepared student is rare to attend and find but worth attending for this rare find...
- 1st impressions are very important! Prepare appropriately for these events.
- Employers frustrated with the big career fairs. Need to be more personal and smaller in size to be effective. More personalized...
- In-house visits to the employer are much more effective for the employer
- Attendees at Career Fairs should be companies, not Industry Organizations
- Industry tours very helpful. Smaller & more intimate...more personalized
- Students like to see familiarity of culture amongst the employer work environment
- Many students have zero to minimal work experience...hard obstacle to overcome.
- Networking must start early in their academic career
- Students struggle to prepare for work when they don't know what to prepare for

Suggestions and Conclusions

- Engage in more influential interviews & networking opportunities
- Take advantage of the relationships and networking opportunities built thru this LMP process...Sidney Breakfast Club...other Saanich Peninsula Chamber events...
- Industry companies need to increase their visibility on the local campuses and the community
- Build employer relationships thru extensive networking throughout your academic career, not just at the end
- Engage in volunteer activity to help build the permanent residence criteria
- Utilize the Co-op program...excellent success with students & employers...opportunity to build experience and relationships and PR criteria
- However, need more complete feedback from employer after the Co-op completed
- Take advantage of the Chambers of Commerce networking opportunities, e.g., Prodigy Group, etc
- Chamber networking events help members increase their presence & exposure to the community...excellent opportunities for student networking
- More part-time work would benefit both sides:
- Relationship building
- Work experience
- But lack of transportation options hinders employment flexibility
- Job sharing could be an option and all suggestions to employers would be well received
- Need a centralized service for employers / students / industry to access for information:
- Universities do this well
- Industry needs to be way better
- We should promote & encourage the Chamber to be this informational conduit
- Need to establish a central, digital communications portal, e.g., Facebook, Slack
- For Industry to establish a safe place designation promoting
- Confidentiality (maybe establish an on-line phone number)
- Cultural awareness
- Keep the student information confidential
- The Educational Institution Co-op departments are a great resource specific to Immigration related questions:
- Highly qualified councilors...RCIC (Regulated Canadian Immigration Consultant) designations
- Victoria Immigrant & Refugee Centre Society (<http://www.vircs.bc.ca/>) has many qualified help & programs
- Victoria Migrant Workers Seminar on October 12th – an Immigration Lawyer will be presenting (unfortunately I do not have contact information for this event)
- Regarding accessing lawyers & consultants...we all need easy access to official contacts and reliable, professional supply chain contacts
- Educating, informing and keeping the Co-op Coordinators updated & informed really helps
- Employers really want students to come on-site & would conduct information sessions and interviews

Appendix 5: Case Study Report

Emerging Business/First Nations/Immigrant Community Partnerships on Lower Vancouver Island

Background

In January 2019, HDM facilitated two regional labour market forums for local business and organization representatives. At both forums, participants were asked to suggest next steps that could be taken to build on the discussion and dialogue that had taken place. These suggestions were consolidated into a number of areas where actions can/should be taken in order to improve the extent to which immigrant and First Nations populations participate in the local workforce. The four areas are:

1. Creating mechanisms that result in a continuity of dialogue about workforce development issues (***Continuity of Dialogue***);
2. Organizing and conducting industry tours that help promote understanding of employment opportunities in the region (***Industry Tours***);
3. Providing opportunities for students to showcase their skills to employers and documenting success stories related to the inclusion of First Nations and immigrant populations in the local workforce (***Showcase Presentations and Case Study Development***);
4. Developing or connecting to a database that links job seekers in the First Nations and immigrant communities with local job opportunities (***Employment/Skills Database***).

LMP work that HDM has lead since the fall of 2015 has indicated that there is an on-going problem filling a range of skilled and unskilled positions (see <http://mfgcln.com/vimab-lmp-reports-summaries/> for links to all of the LMP reports and detailed labour market analyses).

As a result of the lack of availability of workers, local employers have become interested in attracting individuals from groups who are underrepresented in the workforce including First Nations, immigrants, youth, women, and persons with disabilities. The dearth of potential employees has resulted in employers and their HR professionals searching for ways to attract individuals from these under-represented groups.

This paper provides a summary of a series of interviews and discussions with representatives from lower Vancouver Island businesses during the fall of 2019. Information gleaned from these interviews and other sources (i.e. websites and company profiles) was used to document workforce development partnership work with local First Nations and immigrant communities that local businesses are engaged in or are considering.

The case study scenarios presented in this paper represent a range of activity from partnerships that have been operational for some time to scenarios that are in the early, exploratory stages of development. Given this range, the types of questions asked and the resulting descriptions vary from case to case. Each scenario tells a unique story and helps to document the challenges and personal and organizational lessons learned about working with First Nations and immigrant communities.

In addition to the case study scenarios presented, HDM undertook research into what it takes to succeed in a partnership relationship with First Nations. In this context, HDM also researched business/First Nations partnerships that are active in other parts of Canada. This information is appended to the report and provides some useful background information for businesses and organizations to consider when working with First Nations and immigrant communities.

Case Study Scenarios

During the process of gathering information related to the scenarios presented in this section of the report, it became clear that at present there is a range of readiness and engagement of lower Vancouver Island companies and organizations with First Nations and immigrant communities. This variation can be described on a continuum which spans engagement activities from initial awareness and networking through to relationships that are truly collaborative. The following chart illustrates this range and highlights some of the characteristics and qualities of partnerships across the spectrum of possible engagement.

A Partnership Continuum

PARTNERSHIP DIMENSIONS	Networking or Connecting	Cooperating	Coordinating	Collaborating
Relationships	Introductory Relationships	Informal relationships	Formal relationships and roles	Deep relationships with high degree of trust
Information Sharing	Primarily information sharing	Involvement with some effort	Collective planning of a joint project	Comprehensive project planning
Decision Making	No joint decision making	No joint decision making but increasing consensus	Some joint decision making but decisions not binding on partners	Clearly understood process for decision making
Risk	No risk	Minimal risk	Increased risk	Much greater risk
Resources	Resources are separate	Resources are separate	Limited resources are shared	Partners pool or jointly secure resources
Power	Power/control likely not an issue	Power/control likely not an issue	Power/control can be an issue	Power/control can be an issue; sometimes power can be unequal
Low Intensity				High Intensity

The continuum outlined in the chart plays out in a number of ways in the lower Vancouver Island business community. The following case study scenarios are provided as illustrations of where a small sample of lower Vancouver Island businesses is at concerning efforts to work with local First Nations and immigrant communities.

Companies reviewing these case study scenarios are encouraged to consider where along the continua of partnership dimensions their organization is at the present time and where they want to be in the future.

Scenario #1: The RalMax Group of Companies

Company Profile

The Ralmax Group of Companies (Ralmax) is a diversified group of local industrial businesses focused in and around Victoria's working harbour. The companies within the group include Ellice Recycle Ltd., Chew Contracting, United Engineering Ltd., Point Hope Maritime Ltd. (including Esquimalt Drydock Company, a Division of Point Hope Maritime Ltd.), Trio Ready-Mix Ltd., Ralmax Marine, Ralmax Properties Ltd., and Nixon Bros. Truck Repair Ltd. Ralmax is also a partner in Salish Sea Industrial Services Ltd. with the Songhees and Esquimalt Nations.

Ralmax is built on a fundamental vision and philosophy of:

- ensuring that the industry continues to grow and thrive in the Victoria Upper Harbour and remains a valued part of the business community;
- creating skilled trades employment opportunities today and for future generations; and
- operating safe and environmentally responsible industries.

In order to realize this vision, Ralmax understands the importance of maintaining a diverse and experienced workforce and truly contributing to the communities in which the company operates.

Ralmax employs over 400 employees across 18 different trades. Given the current labour market shortage Ralmax, like many other industrial and manufacturing companies on the island are finding it challenging to attract and retain skilled trade professionals to its diverse industries.

At Ralmax, relationships matter. The company is committed to developing people who want to build long-term careers within its industries and the company wants to build its team for the future. Given the current and evolving Ralmax employee age demographic (preparing for retiring employees with a new younger generation), the company understands and values the importance of career development, mentorship, and knowledge transfer. By supporting and encouraging its employees, and providing them with growth opportunities, Ralmax hopes to mitigate any gaps in its existing industry expertise and professional trade skill sets.

Apprenticeship training is an integral element for developing skilled trades within our organization. Ralmax has partnered with the Industry Training Authority (ITA), local colleges and Indigenous Employment Programs in order to employ and attract individuals who are interested in working in a dynamic and diverse industry offering long-term household-sustaining jobs. Ralmax endeavors to provide apprenticeship opportunities, as well as mentoring and training programs as per ITA BC regulations, and innovative union collective agreements. Ralmax's goal is to consistently foster and support a culture of excellence in the trades. The company currently sponsors approximately 26 apprentices across the Group.

Ralmax is also committed to attracting, retaining, and reaching underrepresented groups such as indigenous peoples, members of visible minorities, women, and persons with disabilities. The

company is an inclusive and equal opportunity employer. Ralmax tailors its recruiting strategy to create a diverse workforce through a variety of programs, partnerships, and community initiatives in British Columbia.

First Nations Employment Program (FNEP)

Ralmax has collaborated with the Songhees and Esquimalt Nations to develop a First Nations Employment Program. One of the company's corporate objectives to prepare and train Indigenous employees to provide them with the tools to achieve their employment goals, whatever they may be, and to provide skilled trades, apprenticeship, staff and professional career opportunities.

The growing need for apprentices in key trades provides an opportunity for Nations' workers to further advance their skills and work towards apprenticeship and certification in a ticketed trade. The Indigenous Employment Program is designed to provide on the job training and educational opportunities for unskilled and semi-skilled Indigenous workers, with the goal of placing employees in meaningful and progressive permanent positions within the marine industries in which the Ralmax Group operates.

FNEP Process

The hiring and training practices described below are based on framework that has been successfully implemented by Ellice Recycle, one of the Ralmax Group companies. Ralmax has established a position (the Employment Program Manager) to assist the HR Manager with the implementation and operation of the FNEP. The Employment Program Manager and the Ellice Operations Manager administer the employment program.

1. Hiring

As opportunities become available, local Indigenous workers are actively recruited, regardless of employment skills and/or experience, through career fairs and on-going relationships with Indigenous communities.

2. Training

New employees hired through the program are most likely to be seconded initially to Ellice Recycle to begin their on-the-job skills and safety training under the supervision of the Operations Manager and Lead Hands. Training at Ellice is focused on:

- Environmental requirements and regulations;
- Yard equipment operations; and
- Health and safety training for industrial settings (i.e. WHMIS).

Following successful training and demonstrated ability to implement the skills learned, employees become eligible for secondments as general labourers to other Ralmax companies (e.g. Marine Services Division, Chew Contracting, Point Hope Maritime, Esquimalt Drydock, etc.). Secondments provide employees with the opportunity to see the operations and trades associated with various industries. Additional safety training is provided at each of the worksites.

3. Career Development

Employees hired through the FNEP process are subject to a three (3) month probationary period during which time they learn about business operations at Ellice Recycle and have the opportunity to establish a consistent work routine. Once they have successfully completed their probation period, they meet with the Operations Manager for a performance review. The review encompasses elements of the job both tangible (equipment and job skills) and intangible (work ethic and teamwork).

A subsequent meeting with the Employment Program Manager (EPM) or HR Manager focuses on the specific employment goals they may have. This discussion allows the employee to obtain information specific to their trade interests, and, with the help of the EPM, to develop a career path to reach their goals. However, an employee may not yet know their goals, or whether or not they wish to progress to specialized skills or obtain trades training. A follow-up meeting is scheduled for the employee's six-month anniversary or an earlier date, at their discretion.

The next steps on the career path are specific to the individual based on their interests and needs. These are the "building blocks" upon which further trades exploration and training will be based. Examples include:

- Informational meetings with Ralmax tradespeople;
- Skills assessments as preparation for future academic trade course requirements;
- Meeting with advisors from the Aboriginal Education & Community Connections department at Camosun College;
- Math and English skills-upgrading at various institutions and agencies if required:
 - Camosun College;
 - Community Learning Partnership programs delivered at the Nations' administration offices; and
 - READ Society assessments and tutoring, as required;
- Secondment to a hiring company with trades relevant to the employee's interests to establish a work history there with the potential for apprenticeship opportunities;
- Union and ITA-approved training courses; and
- Training at industry-specific facilities such as IMTARC (Industrial Marine Training & Applied Research Centre).

4. Secondments

Once an entry-level employee has a foundation of solid work practices and basic skills training – likely at Ellice Recycle – employees hired through the FNEP are eligible for secondment to other hiring companies. This temporary placement will be offered to employees with a proven work attendance record and successful training in practical and relevant skills like machinery and equipment operation, and safety training. Ralmax Head Office subsidizes, as required, any "top-ups" necessary to ensure the employee's full wage is earned while working for the hiring company.

The hiring companies' industries and their relevant trades further broaden the employee's horizon and expand their training. Secondments also give employees the opportunity to use their newly-found work practices in a different environment and to gain additional work experience and self-confidence. This may also give them first-hand knowledge of specialized skills such as hazardous material abatement, or specific trades and the work that they do.

Secondments also enable the EPM and relevant supervisory personnel (lead hands, shop foremen and general managers) to further assess each employee's aptitude and ability for trades work. Each secondment is an opportunity for the employee to grow, and to put their training and work ethic to the test. Every successfully completed job, no matter how large or small, can further enhance their profile, experience, and confidence, and ultimately lead to further opportunities, such as skilled trades' jobs, apprenticeships, and certifications. Work histories while on secondments are a major consideration when determining eligibility for specialized skills training and apprenticeships. Secondments can lead to a permanent transfer to the hiring company as a general labourer, a skilled tradesperson, or an apprentice.

5. Skilled Trades and Apprenticeships

As opportunities arise, Ralmax endeavors to place employees where their interests lie, and as their work experience, history, and skills develop. The Ralmax companies see a growing need for apprentices in key trades, especially those associated with marine work. This provides an opportunity for Nations' workers to further advance their skills and work towards apprenticeship and certification in a "ticketed" trade.

Ralmax companies utilize the work of a number of skilled trades in the marine and engineering fields including:

- Millwrights;
- Shipwrights;
- Structural steel fabricators;
- Welders; and
- Machinists.

Ralmax has an established Apprenticeship Policy which requires a minimum tenure of 6 – 12 months as a general labourer with the hiring company before an employee is considered for an available apprenticeship opportunity.

Ralmax has experience in working with various union agreements and the Industry Training Authority (ITA) concerning guidelines that limit the number of apprentices that can be sponsored by a company in one trade at a given time.

The company also considers a number of factors before an apprentice sponsorship agreement is approved. These include: tenure, work ethic, teamwork, enthusiasm, and interest in a specific trade. Interest in the trade is, perhaps, one of the most important of these factors, since the commitment to training requires long-term focus and planning.

When an apprentice is attending academic courses, the company tops up the apprentice's EI payments to ensure their full wage is earned while training. Tuition, books and fees, travel, and accommodation expenses are paid for by the apprentice, but these costs can be defrayed by the apprentice applying for grants and personal tax credits. Nevertheless, these costs can be overwhelming, and part of the learning path is to plan and budget for these expenses. The employment program manager works with each apprentice and their Nation's Administrator to assist in scheduling courses, locating housing for training attended away from home, and assistance in applying for federal and provincial grants and tax credits during training.

Ralmax also sees future opportunity in greater participation in the secondary school apprenticeship program. The secondary school apprenticeship is a career program that provides students with the opportunity to begin an apprenticeship while still in high school, and to earn high school credits for doing so. This program could provide:

- Motivation for Indigenous students interested in trades training to stay in school to attain the required Math and English Levels (usually Levels 10 through 12) required for admittance to academic, technical training; and
- A smoother transition from school to work, and a quicker route to certification in a trade.

Additional details concerning the Ralmax First Nations Employment Program can be obtained through contacting the company:

Contact information:

Carrie Broadhead | HR Manager | Ralmax Group
Direct: 250-940-0937 Email: carriebroadhead@ralmax.com

Scenario #2: Reflections of a Senior Human Resources Professional

Background

One of the goals of the case study research that was undertaken as a part of the Labour Market Partnership (LMP) project on *Inclusion of First Nations and Immigrant Populations in the Lower Vancouver Island Workforce* was to provide the perspectives of practicing human resources professionals who are working to gain a greater understanding of workforce diversity issues. This case study scenario is based on interviews with an HR manager who has worked for a large Lower Vancouver Island technology/manufacturing company for nearly two decades.

Current Challenges

When asked about recruitment, attraction, and retention challenges faced by the company in 2020, the HR manager cited the following:

- Accessible transportation given the company location;
- The lack of affordable housing in the region;
- The limited candidate pool in the region and the resulting lack of qualified people for entry level positions (Both are likely consequences of the historically low unemployment rate for the region);
- Competition with other regional employers who have easier commutes for potential candidates;

These reasons have contributed to the interest by the company to focus additional recruiting efforts on other potential candidate pools including the local immigrant and First Nations communities.

Actions Taken

The HR manager's company is regarded as one of the best places in the region to work based on employee engagement results and other feedback from staff and managers. The HR manager has recognized that the welcoming culture that exists needs to adapt to better support the recruiting and on boarding of immigrant and First Nations candidates for employment. To address this issue, the HR manager has undertaken a number of pro-active steps to support this diverse labour pool. The actions that have been taken include:

1. Working with the Intercultural Association of Greater Victoria to gain a better understanding of the local immigrant community, the skill sets of individuals within that community, and the programs that the Association offers to help bridge immigrants to employment;
2. Connecting with local First Nations leaders to develop mutual trust and gain an understanding of how best to support the company's efforts to recruit First Nations community members. The HR manager recognizes that relationship building is a key aspect of engaging with First Nations community recruiting.
3. Working with hiring managers to create a more culturally inclusive interview process. Recognizing that there are cultural differences in the way that individuals handle interview

situations, the HR manager has encouraged hiring managers to be open and accepting of people for the varying ways they present themselves (such as body language, tone of voice and eye contact) in interviews and not discount them; and

4. Accepting new immigrant hires for permanent positions even if they may only have an 18 month work permit. This demonstrates a commitment on the part of the company to work with individuals as they apply for permanent residency leading to citizenship and is a 'win-win' for both the company and the individual.

The approach to diversity has received the strong support of senior managers and executives and the positive contributions of new hires are beginning to be recognized within the company.

Lessons Learned

By engaging with immigrant and First Nations communities, the HR manager has learned a number of important lessons. These lessons include:

1. The importance of learning that other HR leaders in other companies are experiencing the same or similar issues. This has given the HR manager the impetus to move ahead with initiatives designed to attract and retain a diverse workforce;
2. The value of having access to and using labour market data (i.e. government data on workforce projections) to inform decisions and which relates to what is being observed in the local workforce and economy. This data has been useful to get buy-in from the company and to help managers across the company to remove barriers;
3. The importance of gaining background information about local First Nations communities by speaking directly with individuals with 'lived experiences'. This has helped the HR manager to gain an understanding of why unemployment is a major issue for First Nation communities; and
4. Insights into why the nature of workplaces (i.e. high tech, business offices, etc.) are often seen as a barrier by First Nations individuals who cannot see themselves 'fitting in'. This understanding will help to shape how the HR manager and company work to attract job seekers from First Nation communities and how the company's HR practices will be adapted to attract and retain individuals from both First Nations and immigrant communities going forward.

Next Steps

When asked about next steps, the HR manager indicated that it was critically important to be more connected with both the immigrant and First Nations communities as a way of fostering the development of relationships between the company and these communities. The importance of 'putting in the time' to develop long-term and lasting relationships is seen as a key to potential success.

Scenario #3: Destination Greater Victoria

Organization Profile

Destination Greater Victoria (DGV) is a non-profit, membership driven organization representing businesses and organizations that either are directly tourism-focused or support tourism activities. DGV partners with over 950 members and municipalities across Greater Victoria and lower Vancouver Island. The tourism industry in the region accounts for almost 22,000 jobs. DGV has a mandate to market Victoria as a tourism and events destination. One of the services DGV provides to promote local businesses is the Victoria Visitor Centre, located in the Inner Harbour (<https://www.tourismvictoria.com/plan/local-info/visitor-centre>). This Centre provides visitors with the ability to purchase tickets, make reservations, arrange transportation, book accommodation, and get local advice and information. DGV hires and trains staff on a seasonal basis to provide services and advice through the Centre.

Interest in Workforce Diversity

Destination Greater Victoria is keenly interested in creating a more diverse workforce. Both senior managers and hiring managers within the organization see the value of working toward a more diverse workforce. This press toward greater diversity is not out of a necessity. Rather, the background that managers bring to the organization lends itself to why diversity is valued. Many of the senior managers and staff have worked around the world and in industries such as the cruise ship sector which draws its staff from many countries and cultural backgrounds. A number of senior employees have immigrated to Canada and are now permanent residents. Others are on work permits.

Given that DGV supports an industry that provides hospitality, it makes sense that it would welcome individuals from a variety of cultural backgrounds. This has certainly been the case in terms of the organization's work with the local immigrant community and DGV, through its CEO have also recently expressed an interest in work with First Nations communities in the region.

Actions Taken

As a part of the Labour Market Partnership project on *Inclusion of First Nations and Immigrant Populations in the Lower Vancouver Island Workforce* lead by Harbour Digital Media (HDM), Destination Greater Victoria has expressed an interest in recruiting and hiring individuals from local First Nations communities for its Visitor Centre. HDM reviewed draft job descriptions for the Visitor Centre positions (Visitor Centre Information Counsellor), provided feedback, and has also communicated directly with leaders in First Nations communities to make them aware of the positions and encourage them to have potentially interested individuals apply.

The Visitor Centre Information Counsellors are expected to have:

- Have Strong verbal communication skills;
- Have Previous front-line sales and customer service experience;
- Be knowledgeable concerning local attractions, transportation and accommodations; and

- Be energetic, approachable, sales-driven, supportive of the team and focused on solutions.

DGV has included the following language in its job postings as a way of hoping to attract applicants from a diversity of backgrounds:

DGV is committed to creating a diverse, multicultural environment and we welcome team members of all backgrounds and cultures including Inuit, Métis, Indigenous, status, non-status, and non-Indigenous. Employment preference will be given to persons of Indigenous ancestry (please self-identify) as per Section 41 of the BC Human Rights Code. DGV's selection of employees is based on the criteria identified in the job description so that the best-qualified applicants are chosen.

Lessons Learned

Given the types of businesses and organizations that DGV serves, it is not surprising that communication with local immigrant communities comes 'naturally'. For individuals from this community who want to work either with DGV or its member organizations, having a time-limited post-graduate work permit is not seen as a barrier. DGV is seen as a 'door opener' for jobs elsewhere in the region. There have been a number of individuals who have begun their careers as coop students through the Visitor Centre and then have moved on to full time employment with other businesses and organizations through the provincial nominee program.

Moving Forward

The senior leadership of DGV understands how critical building relationships with immigration and local First Nations will be to developing greater diversity in their workforce and that of their members. Relationship building takes time, energy, and commitment. As a part of its commitment to workforce diversity, the organization has put its staff through indigenous communities awareness training which it hopes will result in a better understanding of how to work with local First Nations communities and engage them as a part of the Greater Victoria tourism and hospitality industry.

For additional information contact:

RUTH EDEN | Human Resources
DESTINATION GREATER VICTORIA
200 - 737 Yates Street | Victoria, BC | Canada V8W 1L6
250-940-2272
ruth.eden@tourismvictoria.com

Scenario #4: Slegg Building Materials

Company Profile

Slegg Building Materials is a Vancouver Island building materials supplier (<https://www.slegg.com/>) that is a division of WSB Titan, a GMS Company. Slegg has been in business since 1947 and currently operates 10 locations across the island including four in the lower Vancouver Island region (Langford, Victoria, Saanichton, and Sidney). Slegg has nearly 500 employees with some variation due to seasonal work. Slegg employees are offered competitive wages, extended health and dental benefits, a retirement savings plan, and employee pricing on goods and materials sold by the company. The company provides training and certification and career development and growth opportunities.

Current Workforce Challenges

The current historically low unemployment rate in the region has challenged Slegg to find workers to fill a number of jobs that they have on offer, particularly those that require unskilled or low skilled labour. These jobs include:

- General labourer;
- Forklift operators;
- Drivers; and
- Production workers;

HR staff attribute the lack of applicants to the fact that there are a lot of employment options in the region that do not require physical work and work that requires them to spend time outside. In many cases the individuals who are hired for these entry level jobs are working their way through school and will move on to other types of work post-graduation. The HR staff at the company has tried a variety of strategies to encourage potential applicants to apply (e.g. job fairs, direct communications to senior leaders in First Nations communities) but to date this has not resulted in a substantial influx of resumes for posted jobs.

The Slegg Culture

Slegg has been successful in attracting and integrating a small number of local First Nations workers into its operations at the Sidney facility. Two of the First Nations individuals who currently work at the Saanichton location started as labourers and have moved into other jobs; one is a lead hand and the other a stock clerk. The wife of one of the current employees also works for the company as a cashier. Both of these workers have been with the company for a long period of time (over 10 years) which speaks to the welcoming culture that the company has established.

The success of these workers can be attributed to the manner in which the company on-boards new staff and works to accommodate individual differences. The company believes that hiring should be done 'in tandem' so that no one person is left feeling that they are the only one that doesn't know how to do a particular job. Using a 'buddy' system also provides new workers with support in the workplace that go beyond the HR department and their immediate supervisor.

At the same time, it is important to recognize that the personalities of those hired and their 'fit' with the Slegg culture helps to ensure that they are successful in their new jobs. Slegg's core values emphasize Safety, attendance (i.e. showing up for work is important since the company, co-workers, and customers depend on that), and punctuality (i.e. showing up on time). Potential 'hires' need to understand the culture and the expectations that are a part of working for the company.

Lessons Learned

Slegg's management and HR team have learned a number of important lessons related to the development of a more inclusive and diverse workforce. Although the numbers of employees that have benefited is small, the lesson learned that could have broader applicability for lower Vancouver Island companies and organizations include the importance of:

- Enabling familial and community support in the workplace. First Nations workers are more likely to want to work in a company and organization if they see other members of their community in the workplace. Hiring workers from these communities in tandem and providing buddy system supports beyond an initial on-boarding or orientation phase can provide the kind of support these individuals need to become a successful part of the team;
- Ensuring that there is a fit between the individuals hired and the culture and expectations of the company; and
- Building relationships between the company and senior FN leaders. Developing relationships will be critical to attracting local FN members to consider applying to work at Slegg. Doing this will involve not only engaging FN communities and leaders but demonstrating the work that is available to prospective FN employees through on-site showcases and other hosted events at Slegg and in FN communities.

Moving Forward

The company understands the importance of building relationships with local First Nations if it is to attract potential employees from these communities for the jobs it has on offer. Beyond putting in the time that relationship building takes, the company is considering ways to re-vamp its job postings so that they are more appealing to First Nations communities. The company also wants to strengthen its orientation program and make its managers more accountable for its implementation.

For additional information contact:

Julie Adams
Director of Human Resources
Slegg Building Materials
j.adams@slegg.com

Scenario #5: Terra Remote Sensing

Company Profile

Terra Remote Sensing Inc. (<https://www.terrareMOTE.com>) specializes in the acquisition, analysis and presentation of spatial data including airborne LiDAR, digital imagery, hyperspectral imagery and marine based multi-beam bathymetry and marine geophysics. The company is employee-owned and its shareholders are the professional and technical staff running day-to-day operations. The company offers world-class expertise and state-of-the-art digital airborne mapping, hydrographic charting, marine geophysics, and GIS support services. Terra Remote has a diverse range of clients demanding high quality, efficient and cost-effective geospatial information.

The Company headquarters are in Victoria, BC, Canada, with offices in Bellevue WA, USA, Valparaiso, Chile.

Terra Remote Sensing is a growing and expanding company. It is seeking individuals through direct hiring and coop education programs can become members of its field operations and processing teams. The ability to understand geomatic data is particularly important.

Terra's Work with First Nations

Terra has worked for a number of years with First Nations communities in various parts of British Columbia and is very interested in working with local (i.e. lower Vancouver Island) First Nations communities. On Vancouver Island, its recent work has been concentrated in the Campbell River area. The FN band that the company is working with is interested in obtaining more data about their land. As a result, Terra has, over the past 5 years, worked with the band to train individuals on data applications and use. A recent training session involved three individuals from the band. One of these individuals has an advanced diploma in geographic information systems (GIS); another is a land management administrator; and the third is a student.

Training of this type is critical since it helps FN bands apply data to a number of issues that are of local interest including gathering information about the local watershed, construction of new roads, tsunami preparedness, fish habitats, and water rights issues. A better understanding of the hydrologic regime in the area helps First Nations to more effectively manage the land and resources. An example of this is the co-management of Strathcona Parks between BC Parks and local First Nations.

The starting point for building working relationships with First Nations was through contacts made at a trade show. This first contact resulted in the company taking on a land survey for the local First Nation around Zeballos. The survey data and information it revealed had an impact on the relationship the band had with a large forest products company. In effect, the band had more and better information than the company. This led to a level of trust and resulted in future opportunities for the company to collaborate and work with First Nations on the island.

The company's work with First Nations can be described as relationship-based rather than contractual. As such it is informal but there is a strong emphasis within the company to provide services that yield good results for their clients and do so while establishing strong working relationships. While there have been some instances where Terra has delivered data and the client

has chosen not to do anything with it, in most cases the outcomes from working with First Nations have been positive. Some of the outcomes the company considers as exemplary include:

- Cost savings for local road construction;
- Remediation of an old mine site based on data provided;
- Run of river projects with power transmission capacity; and
- The shift by some bands into collecting data themselves and becoming more self-sufficient in terms of their land management practices.

Lessons Learned

Terra's ownership and management team have learned a number of lessons from their lengthy history of working with First Nations. These lessons include:

- It is not always straightforward regarding who you are working with in a First Nations band or community. People change and move in and out of positions. You are not always working with who you think you are working with;
- It is important to gain trust and understand local customs and expectations (e.g. how one is invited into a meeting can make a difference on the outcome);
- It takes time to break down barriers and build trust;
- Working with First Nations is also complicated by their relationship with both the provincial and federal governments;
- As company leaders it is important to be open to learning about different FN communities and to have a willingness to listen;
- Having honesty and integrity as a part of a company's value system is essential to build trust;
- Companies should be open to a variety of approaches to learning/training for potential First Nations employees. Learning needs to be fluid and flexible and not a 'one size fits all' approach. Rigid processes will result in failure;
- Provide opportunities for First Nations communities to see what working with the company involves and help them understand the career path that can be followed;
- Start work with First Nations in simple ways and don't over promise; and
- Listen and learn.

For additional information contact:

Catheryn Kendall

Human Resources Manager

Catheryn.kendall@terrareMOTE.com

Office: 1.250.656.0931 extension 103

Taylor Davis

LIDAR Applications Specialist

Taylor.davis@terrareMOTE.com

Mobile: 1.250.686.0283

Terra Remote Sensing Inc. 1962 Mills Rd. Sidney, BC, Canada, V8L 5Y3

www.terrareMOTE.com

Appendix 1: Elements of Successful Partnerships

A recent report by the Canada West Foundation⁴ highlights the elements that are important for business to understand when working in partnership:

- "The rationale for developing true partnerships goes beyond corporate social responsibility – they are fundamental to doing business....It can be challenging for a corporation to align its values with those of Indigenous partners. Doing so may require partners to reconsider how to apply core values. But a successful partnership is worth it – it will generate a return on investment to both the community and the company."
- "Successful relationships require buy-in throughout the entire organization, from the board room to senior executives to employees to unions and on-site contractors."
- "Resource projects may span 10 years or 100 years, from planning and approval through operations and reclamation. This long-term timeline requires a sustained commitment that goes beyond any single business leader and is reflected throughout the organization."
- "Traditional Knowledge and understanding of the land is foundational and an asset that is brought to the table by the local Indigenous communities. This knowledge can be used to help a project succeed environmentally and ethically and it can provide value beyond a single project. "Partnerships between Indigenous communities and private industry can stimulate two-way knowledge transfer. These exchanges help both parties understand the importance of perspective and values which ultimately support business success."
- "When an Indigenous group has difficulties in responding to an opportunity or a request for engagement, often the problem does not stem from a lack of competency or capability – rather the problem may be a lack of capacity, as personnel may be inundated with other requests. To avoid this problem, early engagement is paramount."

Elements important for Indigenous communities to understand:

- "It is important to understand that communities need to prepare for partnerships, and this takes both time and leadership. This is particularly true if the community has not had any or much experience in business partnerships, particularly in the natural resource sector."
- "Capacities have grown in the last 30 years, especially on the professional and technical side, in many Indigenous communities. It can be useful for Indigenous communities to connect and learn from each other to enhance self-sufficiency and self-determination."
- "Strong political leadership is critical in a number of ways...but good leaders do not work alone – leadership involves seeking expertise from a variety of perspectives: technical, legal,

⁴ Canada West Foundation. (2018). *Success in the Making: Stories of partnerships between Indigenous communities and natural resource firms*. Calgary: Canada West Foundation.

business and spiritual, and includes relying on Elders and using Traditional Knowledge. In addition, help is available from the outside."

- "Both politics and business are critical to the well-being and vitality of Indigenous communities. However, business decisions need to be de-politicized to be able to maximize economic benefit."
- "Because of the political and administrative structures in place within Canada, accessing capital can be a real challenge for Indigenous communities and businesses, and may be stifling economic opportunities."

Appendix 2: Research and Commentary re: Canadian Business/First Nations Partnerships

This appendix provides a short synopsis of a number of reports, documents and websites that illustrate important principles for business and industry to consider when engaging First Nations communities concerning workforce and economic development initiatives.

Pathways to Collaboration⁵

Pathways to Collaboration is a joint initiative of the Union of BC Municipalities (UBCM), the BC government, and the First Nations Summit and is supported with funding from the Indigenous Business and Investment Council (IBIC). The project aims to showcase the growing number of successful economic development collaborations and partnerships between First Nations and local governments, while highlighting lessons learned and key steps to success.

The *Pathways* website includes seven examples of First Nations and municipal government collaboration. Two of the examples highlighted are from Vancouver Island. These are:

- Beecher Bay First Nation – District of Metchosin – City of Langford; and
- Stz'uminus First Nation – Town of Ladysmith.

The Beecher Bay initiative involves land use planning and development, servicing agreements and infrastructure, and joint economic development initiatives. The key lessons learned for those considering similar project are:

- Think outside the box (this is in reference to a land swap arrangement that all parties benefited from); and
- Engage and educate the community (participation by Beecher Bay council members in town hall meetings was critical to the success of the project).

For further details see:

https://www.bcibic.ca/wp-content/uploads/2019/10/BeecherBay_Metchosin_Langford_20190909.pdf

The Stz'uminus initiative involved establishing protocol and communications agreements, servicing and land use agreements, and shared tourism projects. The key lessons learned from the project are:

- Create a collaboration framework;
- Keep all councils involved and informed;
- Include the broader community in the project;
- Confirm commitments frequently; and

⁵ Indigenous Business and Investment Council. (2019, December 12). *Pathways to Collaboration*. Retrieved from Indigenous Business and Investment Council: <https://www.bcibic.ca/reports/pathways-to-collaboration/>

- Make meetings enjoyable.

For further details see:

[https://www.bcibic.ca/wp-content/uploads/2019/10/Ladysmith Stzuminus 20190909.pdf](https://www.bcibic.ca/wp-content/uploads/2019/10/Ladysmith_Stzuminus_20190909.pdf)

Factors in the Development of Partnerships⁶⁷

Two documents reviewed included useful observations concerning partnership initiatives and what it takes to create successful working relationships between First Nations communities and business and industry. While both of these documents are now 10 years old they contain valuable insights and perspectives.

The first document reviewed was authored by consultants working with The Atlantic Aboriginal Economic Development Integrated Research Program (AAEDIRP). They undertook a study that considered a range of issues including:

- How to define a 'partnership';
- Reasons for engaging in a partnership and the advantages that partnerships bring to all parties;
- Barriers or challenges to partnerships between business and First Nations communities; and
- Elements of successful partnerships and effective practices that lead to successful partnerships.

The researchers looked at 10 FN/Business partnerships in the Maritime Provinces in order to determine best practices and lessons learned.

Lessons learned and notable best practices included the following:

- Successful FN/business partnerships begin with a foundation of mutual respect and a solid business idea and build from there;
- Best practices suggest that both partners should share authority, investment, and responsibility and be actively engaged in the partnership and the business. The risks as well as the benefits must be shared;
- FN and business leaders and executives must be engaged in the partnership to convey the value of the partnerships to all levels of each partner organization; and
- FN communities, organizations, and people differ from one another and are not a homogenous group with only one set of values. One formula for all FN business ventures will not work. The development of a partnership is situation-specific and should reflect the

⁶ Roness, L. A., & Collier, M. (2010). *Examining Partnership Arrangements between Aboriginal and Non-aboriginal Businesses*. Dartmouth, N.S.: Atlantic Policy Congress of First Nations Chiefs Secretariat. Retrieved December 5, 2019, from <https://www.apcfn.ca/images/uploads/FinalReport-BusinessPartnershipArrangements.pdf>

⁷ Canadian Council for Aboriginal Business. (2019, December 12). *Growing a diverse and prosperous Aboriginal business community*. Retrieved from Canadian Council for Aboriginal Business: <https://www.ccab.com/>

unique situation and context of the partners and the socio-economic, cultural, and community milieu.

For further details see:

<https://www.apcfn.ca/images/uploads/FinalReport-BusinessPartnershipArrangements.pdf>

The second partnership document was published by the Canadian Chamber of Commerce in late 2010. This document attempts to provide a context for Chamber members who are considering working with First Nations. Key to gaining a full understanding of First Nations communities is to consider land management issues and unsettled land claim issues. While some of the perspectives offered in the report are likely dated others remain true today. This is particularly true concerning the section of the report dealing with the improvement of labour force outcomes for First Nations peoples, in terms of both secondary and post-secondary education. The bottom line for the Chamber is that business and industry needs to work collaboratively with First Nations communities to build effective partnerships. Businesses "need to dig deeper into their relationship-building and become familiar with the laws and regulations that govern each other as well as with the norms of doing business that apply to each."

For further details see:

<http://www.chamber.ca/download.aspx?t=0&pid=0ef20db5-cbe7-e211-aaf9-000c29c04ade>

A Case Study of the Membertou First Nation⁸

This case study chronicles the challenges faced by a small Nova Scotia First Nation as it worked to turnaround its financial situation from one where it relied almost entirely on the Federal Government for funding to a situation where revenue flowing into the band is broadly diversified. In the words of the author, "the community went from a gas station and convenience store, and an almost one million dollar deficit on a four million dollar budget to a 'thriving economic hub' with an annual budget of over \$60 million in six years. How did they do it? Did they receive a large land claim settlement? Did they rely on outside, non-Indigenous help? No. Instead, the band utilized what they term as the First Nations Progression Model or the Membertou Model. The model consists of three stages; capacity building; preparation, and economic development and it rests on four value pillars, conservation, sustainability, innovation and success." A significant factor in achieving financial success has been the development of partnerships with the local business community. One partnership that is cited is with Clearwater Fine Foods, a major Atlantic fish products company, not only includes contract fishing with a fifty-fifty profit split, but also the branding of Membertou fish products. Approximately twenty to sixty Membertou band members

⁸ Kayseas, B. (2006). *Fostering Indigenous Entrepreneurship: A Case Study of the Membertou First Nation, Nova Scotia, Canada*. Regina, SK: University of Regina. Retrieved December 2, 2019, from <https://researchbank.swinburne.edu.au/file/1e5bc4bb-88fc-437b-8ffb-ee9041ac06ef/1/PDF%20%28Published%20version%29.pdf>

are employed on a seasonal basis with 20 working at Clearwater's Highland Fisheries processing plant in Glace Bay.

For additional details concerning the Membertou case study see:

<https://researchbank.swinburne.edu.au/file/1e5bc4bb-88fc-437b-8ffb-ee9041ac06ef/1/PDF%20%28Published%20version%29.pdf>

Guiding Principles for Aboriginal Economic Development⁹

The report authored by Janice Tulk for the Shannon School of Business at Cape Breton University provides some useful insights into the notion best practices in reference to First Nations economic development. She notes that:

- The term 'best' is a hierarchical, non-Aboriginal construct'. Other phrases such as "wise practice" have been suggested as a more culturally appropriate alternative; and
- Aboriginal people do not want to label what their community does as a "best practice"; rather, they prefer to share their "stories" about how they approached a particular situation or set of circumstances. For example, Membertou does not suggest that another community must approach development in the same way that they did, but offers it as one possibility for how to move forward.

Tulk also provides an overview of the major contributions found in the research concerning Aboriginal economic development, drawing upon relevant related materials in the area of community development and governance. She also presents the approaches of five successful First Nations as shared in a national round table discussion. The First Nations highlighted are:

- Membertou First Nation
- Osoyoos Indian Band
- Rama First Nation
- Tsawwassen First Nation
- Westbank First Nation

For more information please go to the full report at:

<https://www.cbu.ca/wp-content/uploads/2019/08/Guiding Principles for Aboriginal Economic Development sm.pdf>

⁹ Tulk, J. E. (2013). *Guiding Principles for Aboriginal Economic Development*. Sydney, N.S.: Cape Breton University, Shannon School of Business. Retrieved December 5, 2019, from <https://www.cbu.ca/wp-content/uploads/2019/08/Guiding Principles for Aboriginal Economic Development sm.pdf>

Appendix 6: Employment Opportunity Database Content – Employer and Songhees First Nations Draft Development Plan

Project Background

The Songhees First Nation has identified a need to document the skills and backgrounds of its members in order to help them seek out employment opportunities. At the same time, local businesses and organizations are challenged in their efforts to hire new staff for positions that require both skilled and unskilled workers. Harbour Digital Media (HDM), with the support of its Labour Market Partnership Project (LMP), is committed to assisting both the Songhees First Nation and Lower Vancouver Island businesses and organization with the development of employment content that will link prospective First Nations employees with local employers. The content that will be developed will include descriptions of potential employee skills and employer job descriptions written in language that will appeal to First Nations individuals. The operational plan outlined in this document describes the steps that will be undertaken to create the employment content.

Project Scope

This project is limited to the following activities:

- Development of potential employee skills profiles (i.e. a profile of each individual Songhees First Nations seeking employment or seeking an improvement in their employment situation);
- Development of employer job descriptions, skills profiles, and company or organization profiles that speak to a First Nations audience;
- Review of existing digital platforms that could be used as a way for both potential employees and employers to access information and share their interest;

The content developed through this project can/should be made available through a digital platform. One or more of the platforms reviewed during the duration of the project could serve as a vehicle for making the content available to both prospective FN employees and lower Vancouver Island employers. If successful, the project could be extended to other local First Nations communities through other funding envelopes.

The project does not include:

- Development of a digital platform for accessing the digital content outlined above.

Project Deliverables, Timelines, and Responsibilities

Project Deliverables	Tasks	Timelines	Responsibility	Measures of Success
1. Develop Songhees First Nations employee skills profiles	a. Identify key components of FN skills profile (both hard skills and soft skills)	August 12 – September 15, 2019	Songhees FN with support from HDM	Key skills profile components identified and defined
	b. Develop a registration form for potential employees	August 26 – September 30, 2019	Songhees FN with support from HDM	Registration form developed QA of form completed
	c. Contact Songhees FN members to complete form	October 1 – November 15, 2019	Songhees FN	XX FN members complete the form for inclusion in the database (target to be determined)
	d. Edit completed forms for inclusion in employment content database	November 15 – December 31, 2019	HDM in consultation with Songhees FN	Editing of data completed
2. Develop employer job descriptions, skills profiles, and company or organization profiles	a. Identify a sample of lower Vancouver Island businesses and organizations to participate in the development of employer content for the database	August 12 – September 15, 2019	HDM in consultation with LMP Steering Committee	XX businesses and organizations agree to participate by providing employer content (target to be determined)
	b. Review and edit company profiles for possible inclusion in the database	August 19 – September 30, 2019	HDM consultants in consultation with businesses/organizations	XX company profiles reviewed and edited (target to be determined)

Project Deliverables	Tasks	Timelines	Responsibility	Measures of Success
	c. Review and edit sample job descriptions/skills profiles from businesses and organizations for possible inclusion in the database	October 28 – November 30, 2019	HDM in consultation with included businesses and organizations	Job descriptions and profiles are written in a way that will be attractive to potential FN employees
3. Review existing databases and platforms	a. Contact First Nations organizations in BC and in other parts of Canada concerning existing employment databases and platforms	July 15 – August 31, 2019	HDM in consultation with local FN communities and organizations	XX FN organizations contacted regarding existing employment databases and platforms. (target to be determined) List of existing employment databases and platforms developed
	b. Review potential platforms for use as a 'home' for the employee and employer content that is developed through this project	September 1 – October 31, 2019	HDM in consultation with LMP Steering Committee and Songhees FN	XX platforms reviewed and results of the review documented (target to be determined)
	c. Conduct a trial of the content on the selected platform and evaluate its success	January 2 – January 31, 2019	HDM in consultation with included businesses/organizations and Songhees FN	Trial conducted Feedback from potential employees, businesses and organizations and Songhees FN is positive and suggests long-term potential for use and growth of the service

Project Deliverables	Tasks	Timelines	Responsibility	Measures of Success
4. Develop final version of content for inclusion in one or more of the identified existing databases	a. Conduct final review of content after incorporating edits based on trial evaluation feedback	February 1 – 28, 2020	HDM with final review by LMP Steering Committee members, included businesses and organizations and Songhees FN	<p>Final content is provided for inclusion in one of the selected platforms</p> <p>Commitment reached with employers to support the content on an on-going basis (MOU)</p> <p>Service is successfully launched</p>

Issues Impacting the Project

There are a number of issues that will impact the ability of the partners (HDM, the LMP Steering Committee, and the Songhees First Nation) to meet the objectives of the project and result in the successful creation of employment content for the proposed database. These issues, in no order of priority are:

Access to Existing Data

- The Songhees FN (SFN) has 600 members. Getting information/data on the employment status of its members can be a challenge.

On-going Access to Data

- SFN has an ACCESS database that could house employment data but has not yet defined the data that is required. Project data could be stored on the SFN servers and accessed through the web if one of the existing employment platforms is not used. On-going maintenance (could be contracted to a company such as Applied Office Solutions (<https://aospartners.ca/>)). There is an understanding that the database should/could serve other FN communities on Lower Vancouver Island.

Development of Skills and Worker Profiles

- Data and statistics related to the skills profiles of potential SFN workers need to be included in the data collection/acquisition tasks associated with the project. This data includes: unemployment rates in FN communities and graduation rates of FN students (including the type of graduation received).
- The development of FN worker profiles (based on a registration form) should include skill sets based on life experience.

Development of Company Profiles and Job Descriptions

- Development of participating company profiles should go beyond what is traditionally included on company websites and address questions such as "What does it mean to work for company X?"
- Company/business organization job descriptions should be customized for an FN audience (including opportunities for work/life balance, seasonal work that fits with FN cultural calendars and other factors).

Future, Value-added Development

- The project could be extended to include the development of a type of prior learning assessment and recognition (PLAR) process that employers can use to evaluate employee profiles and determine a skill-set 'fit' with jobs that they have available.

Appendix 7: First Nations/Industry Employment Proposal

Background

Over the past three months (August – October, 2019) HDM has consulted with First Nations (FN) leaders (Songhees and Tsawout) and lower Vancouver Island HR business leaders concerning strategies/approaches to the development of content for an employment database which would connect FN members with employment opportunities. Based on these consultations, HDM has concluded that it is necessary to provide ways for FN community members and local industries to connect in person with one another. This will serve as a way of building the connections and content that will ultimately make a difference (i.e. that will lead to employment and success for FN communities and lower island businesses).

The proposal outlined below provides a framework for discussion among members of the LMP Project Steering Committee. It is anticipated that this discussion will establish a 'way forward' that is consistent with the overall LMP project goals and the needs and interests of FN communities and local industries/businesses/organizations.

Proposal Components

1. Regional employers (the number to be determined but ideally 3 - 5) to partner in the creation of an employment program that has the following features:
 - 1.1. **Industry awareness** - This component would introduce FN youth (school-age and older) to businesses and industries in the region. This part of the program can be also thought of as an avenue for FN youth to engage in career discovery and enable them to understand what is involved in local businesses. This awareness session could be a small event hosted on FN land that serves as a way of documenting the skills of FN members who attend through some form of registration form or questionnaire.
 - 1.2. **Cultural recognition** – This component would involve employers committing to adapting personnel/HR policies so that they are aligned with FN culture (i.e. policy adaptation to enable greater success by FN youth in the workplace)
 - 1.3. **Training leading to employment** – This component would involve the following sub-components:
 - 1.3.1. A Life Skills module for FN youth (focused on the skills needed to be successful in local industries);
 - 1.3.2. Hands on training for specific jobs at each of the employers that involved in the program; and
 - 1.3.3. A bridge to employment for youth who successfully complete the program.
2. The number of FN community members involved would be dependent upon the registrations received. Given the small size of FN communities and the need to ensure that those registering are interested and engaged, it is anticipated that the number participating will be 6 -10 individuals.

Potential Areas of Agreement

The following are areas of potential agreement that could form the basis of memoranda of understanding (MOUs) between partner organizations.

1. Regional employers would agree to provide job postings to FN communities and to work with FN communities to make these descriptions more reflective of FN culture and the skill sets of FN youth.
2. The employer partnership would be presented to FN communities in the region for review and incorporation of feedback.
3. Parties involved (FN and businesses) would sign a Memorandum of Understanding (MOU) based on the program structure agreed to.
4. HDM would seek funding support for program development.
5. HDM would document success stories and provide this documentation to FN partner communities and businesses/organizations.