

Minty, Dawn M AVED:EX

From: John Bowman (BowmanJ) [BowmanJ@cnc.bc.ca]
Sent: Monday, December 5, 2011 7:19 AM
To: Minister, AVED AVED:EX; Minister, JTI JTI:EX
Cc: AVED Deputy Minister AVED:EX; Hayden, Dana JTI:EX; Minty, Dawn M AVED:EX; Baskerville, Shannon JTI:EX; Bond, Shirley B SG:EX; John Rustad; Laurie Rancourt; Denise Henning
Subject: Proposal for BC "NorthTech"
Attachments: CNC Letter re NorthTech Dec5.pdf; BC NorthTech Proposal Dec 2.pdf

Dear Ministers Yamamoto and Bell:

Re: Proposal for BC's New "Northern Technical Institute" (BC *NorthTech*)

I am writing to you on direction from the College of New Caledonia (CNC) Board of Governors to advise you of the following.

The CNC Board of Governors has formally endorsed the vision and strategic goals for the establishment of the BC "Northern Technical Institute" (*NorthTech*) as described in the attached draft proposal and urges the provincial government to allocate the necessary funding to complete work associated with the Phase One: Planning, Program Development and Start-up.

We look forward to working on this important and exciting initiative with you and with our colleagues at Northwest Community College and Northern Lights College.

Sincerely,

John Bowman
President, College of New Caledonia

cc. Hon. Shirley Bond, MLA Prince George-Valemount
Hon. John Rustad, MLA Nechako Lakes
Cheryl Wenezenki-Yolland, Deputy Minister, AVED
Dana Hayden, Deputy Minister, JTI
Dawn Minty, A/ADM AVED
Shannon Baskerville, ADM JTI
Denise Henning, President, Northwest Community College
Laurie Rancourt, President, Northern Lights College

Please find two files attached.

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College of New Caledonia

OFFICE OF THE PRESIDENT



December 5, 2011

Honourable Naomi Yamamoto
Minister of Advanced Education (AVED)
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Honourable Pat Bell
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Via E-mail: Aved.Minister@gov.bc.ca

JTI.Minister@gov.bc.ca

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Denise Henning, President, Northwest Community College
Laurie Rancourt, President, Northern Lights College

A Proposal for
B.C.'s new "Northern Technical Institute"
"NorthTech"



December 2, 2011

A. Summary

This proposal calls for the Province of British Columbia to establish a new “Northern Technical Institute” (*NorthTech*) and provide the necessary operating and capital funding to enable it to deliver new and additional advanced skills training opportunities to meet the growing labour force requirements of the northern regional and provincial economies. The proposal for *NorthTech* comes in response to the unique and exceptional circumstances that will unfold in Northern British Columbia over the next 10 years and beyond.

Economic expansion and labour market growth in Northern British Columbia in 2011/12 is already outstripping the availability of workers with the required skills and credentials to fill many employment opportunities. Current skills shortages in the northern two-thirds of the province will be exacerbated over the next decade through the creation of 10’s of thousands of new well-paying jobs in the mining, energy, transportation, forestry-related and construction industries.

Three-quarters of new employment opportunities in B.C. during the next decade will require some form of post-secondary education, and the majority of those (43% of the total) will be occupations calling for technical training at a college-level certificate or diploma program in applied areas such as trades, technologies and other advanced skills. It is critically important that Northerners have close-to-home access to the education and training that will be needed to fill the thousands of new jobs that will be created during the next decade.

NorthTech will utilize and build on the existing infrastructure, expertise and resources of the province’s three northern community colleges (College of New Caledonia, Northwest Community College and Northern Lights College). The northern colleges will collaborate under a new “tri-college” institutional partnership (or federated) model to be developed in cooperation with the B.C. Ministry of Advanced Education and Ministry of Jobs, Tourism and Innovation. The tri-college partnership model will minimize the requirement for increased costs associated with administrative overheads, by utilizing core student services, campus facilities, human resources and ancillary services within the respective three institutions and their communities.

NorthTech will compliment and enhance, not replace, the colleges’ current comprehensive regional community college mandate, mission, programs and services. The colleges will remain autonomous, however collectively they will be given a new stronger mandate and increased capacity for providing technical education across the North under the auspices of BC *NorthTech*. The pan-northern mandate and additional capacity that will be a defining characteristic of *NorthTech* will help to alleviate many of the constraints caused by the limited, relatively small scale of the individual colleges’ human, financial and physical resource capacities.

It is proposed that over the six-year implementation and start-up period (2012/13 to 2017/18), a cumulative total of approximately 7,500 additional training spaces will be delivered in Northern B.C. through *NorthTech*, reaching a total annual steady state enrolment capacity of 2,000 full-time equivalents (FTEs) in year six (2017/18) of its development. The total capital investment for facilities (new construction and renovations), equipment and technological infrastructure over six years, and across Northern B.C. (associated specifically with the *NorthTech* initiative) is estimated to be \$124 million. “Steady state” annual operating funding for *NorthTech* in 2017/18 is estimated at \$14.0 million for direct training program delivery and \$25.0 million overall.

The *NorthTech* vision, strategic goals and new institutional partnership model offers an innovative, “made in the North, for the North” solution for achieving key provincial, regional and local community objectives for economic and community development as well as for overcoming key challenges associated with providing educational and training services across the expansive geography and many communities of Northern British Columbia.

B. *NorthTech* Vision and Strategic Goals

The following are the key focus elements of the *NorthTech* vision and strategic goals.

Northern Economic Development

NorthTech will support economic development and job creation by helping to meet the projected increased demand for skilled workers in key industry and business sectors across the vast northern region.

Pan-Northern

NorthTech will have a pan-northern reach and wide impact through program and service delivery via the existing network of 24 campuses and learning centres operated by the three northern colleges. Existing educational facilities will be enhanced through the development of technical education and distributed learning delivery “hubs” across these northern communities. Some technical education programs will rotate and move among community locations, while others will be offered in response to specific local needs and for pre-determined numbers of intakes, rather than for indefinite program life spans. Greater emphasis will be given to agile and mobile program and service delivery.

Business, Industry and Community Driven

NorthTech will be business and industry driven and responsive to the needs of the whole pan-northern B.C. region as well as the differences among communities. This will be facilitated through the work of four “Regional Workforce Tables” (Cariboo, Nechako, Northwest and Northeast). Participants will include regional employers, chambers of commerce, economic development agencies, local governments and First Nations.

Close to Home Access to Opportunities

NorthTech will provide the people of Northern B.C. with additional and new opportunities to gain the technical skills “*in the North and for the North*” that are required in the current and expanding Northern B.C. labour market.

Aboriginal Human Resources and Community Capacity

NorthTech will increase support for, and improve results of, Aboriginal student participation and successful completion of technical education and training in Northern B.C. The northern colleges are provincial and national leaders in Aboriginal Education, serving a disproportionately large number of the province’s Aboriginal learners. Success is achieved through well-established, respectful working relationships with Aboriginal communities that have been developed by the three northern colleges.

Collaboration and Partnerships

NorthTech will build on the existing capacity, strengths and successes of the College of New Caledonia, Northwest Community College and Northern Lights College. In order to be successful, increased collaboration with the 12 northern school districts will be a primary objective of the *NorthTech* initiative. This collaboration will create and support a life-long learning model.

Advanced Skills and Technology Programs

NorthTech will enable delivery of more advanced skills and technology training programs at the diploma and post-diploma levels in the North (e.g. related to: engineering, mining, transportation, energy, biotechnology, sustainable construction and others). These advanced technology programs will be formally accredited and recognized so that graduates can receive professional registration with the Applied Science Technologists and Technicians of B.C. (ASTTBC).

Dual-credit Programs and Secondary School Partnerships

NorthTech will build on and expand successful dual-credit programs offered by Northwest Community College (ACE-IT), College of New Caledonia (Career Technical Centre) and Northern Lights College (Northern Opportunities) in partnership with secondary schools. This will include extension of the dual-credit model to other programs (such as technologies) and more communities.

Distributed Learning, On-line, and Educational Technologies

NorthTech will plan for and deploy best practices in the utilization of distributed learning methods and educational technologies to extend access to many new and existing technical education and training programs across all of Northern B.C. This will involve close cooperation with BCCampus, TRU-Open Learning and other agencies.

Northern Technical Careers Awareness and Promotion

NorthTech will establish a comprehensive public awareness and schools-based promotional program regarding science and technical careers and educational pathways which will encourage young people to pursue education and employment in related fields in Northern British Columbia.

The Awareness and Promotion program will be developed and implemented with other stakeholders (e.g. school districts, universities, professional associations and other science and technology oriented agencies). Emphasis will also be placed on encouraging females to consider careers and training for technical occupations.

NorthTech will work with ASTTBC and regional employers to develop a northern "Technology Work to Learn" apprenticeship-like competency internship program.

Secondary School Graduation and Transition to Post-secondary Education

NorthTech will greatly assist increasing the rates of secondary school graduation and transition rates to post-secondary education across the North for males, females and Aboriginal students.

Articulation and Laddering

NorthTech will capitalize on the expertise and resources of other post-secondary institutions (including the colleges, institutes, universities) in British Columbia and Alberta for the purposes of program development, planning and delivery. The three northern colleges have many existing collaborative agreements with our sister institutions.

NorthTech programming will facilitate and support the laddering of trade certifications, to technician and technologist level qualifications in a variety of occupations.

NorthTech will create opportunities to ladder and articulate two-year technology diploma programs with four-year degree programs at UNBC and other universities.

International Education

NorthTech will support growth in International Education through the development of availability of new technical and advanced skills programs that are of interest to international students around the world. The tri-college collaboration enabled by *NorthTech* will also include sharing and integrating existing expertise and capacity to support the recruitment and accommodation of international learners in more communities.

Continuing Education and Contract Training

NorthTech will enable growth in cost-recovery continuing education and contract training as a result of its increased institutional capacity for program delivery, use of distributed learning technologies and close connections with employers and communities.

Continuing professional development opportunities for existing technologists and technicians in northern B.C. will be enhanced.

Innovation and Applied Research

NorthTech will support a tri-college engagement in business- and industry-driven applied research relevant to the Northern B.C. economy. Cooperation between *NorthTech* institutions and the University of Northern B.C. will also support development of new applied research activities in key economic sectors.

The northern colleges' current and future eligibility for federally funded applied research grants through the Natural Sciences and Engineering Research Council (NSERC) and others agencies will contribute to the achievement of this goal.

Federal Programs Support

NorthTech will increase the ability of Northern B.C. communities to access federally funded skills and human resources related programs (e.g. Human Resources and Skills Development Canada, Western Economic Diversification, Aboriginal Affairs and Northern Development, National Research Council of Canada) by virtue of the synergies, increased capacity and pan-northern reach created by the partnership between the three colleges.

Attraction and Retention

NorthTech will attract and retain learners and technically skilled workers to study, live and work in Northern British Columbia. The northern colleges' student residence facilities and services, as well as close working relationships with their local communities are key resources in assisting students with securing suitable living accommodations.

It will have a similar impact on these sectors to that the University of Northern British Columbia has had for the professional and academic community in the Northern B.C. region.

C. Background: The Need and Rationale for *NorthTech*

i. Northern B.C. Context

Northern British Columbia encompasses two-thirds of the province's land mass and is home to approximately 350,000 people (or about 8% of the population). Twenty-five percent of the province's Aboriginal citizens live in Northern British Columbia.

Resource industries in the North (forestry, mining, energy) drive the regional economy and contribute greatly to the province's overall economy and government revenues. Over the next 10 years, Northern B.C. will experience a period of sustained expansion of economic activity that will be critical for fueling overall provincial growth and prosperity. This growth and activity will largely come in response to the Asia-Pacific countries' (particularly China) demand for natural resources from northern B.C. The eventual economic recovery in the United States (by mid-decade) will also contribute to the northern economic expansion.

The B.C. Labour Market Outlook, 2010 to 2020² provides a comprehensive overview of the projected future provincial and regional demand for skilled workers. A few key points contained in the Outlook relevant to *NorthTech* are:

Over the next ten years, more than one million job openings are expected across the province's seven development regions. At the same time, the number of workers needed will gradually become greater than the number of workers available;

Approximately 78 percent of job openings over the ten-year period from 2010 to 2020 are expected to require some post-secondary education and training or a university degree;

The greatest number of job openings (43%) is expected in occupations requiring some post-secondary education, college or trade certificate;

Cariboo, North Coast, Nechako, and Northeast are expected to experience tight labour market conditions in the first half of the outlook period around 2012 to 2015, and in 2020; and,

Starting in 2011 labour demand is expected to exceed supply in both the Cariboo and Northeast regions.

The provincial Major Projects Inventory, June 2011³ lists 136 projects that are either proposed or under construction in Northern B.C. Together these projects represent a total investment in the northern B.C. economy of approximately \$63 billion (nearly one third the value of all the major projects in the province. They include: construction of the Highway 37 Hydro Transmission Line; Rio Tinto Alcan's aluminum smelter modernization and expansion project (Kitimat); Liquid Natural Gas (LNG) Terminal (Kitimat) and Pacific Trails Pipeline; BC Hydro's Peace River Site C Dam; Enbridge Northern Gateway Pipeline; Mt. Milligan Mine; Port of Prince Rupert Expansion; several new and expanded coal mines in the Northeast; other new and expanded mines in the Nechako and Northwest regions (e.g. Endako, Gibraltar, Red Chris, New Gold/Blackwater, Galore Creek); as well as several other substantial energy related projects (including the Montney, Horn River, and Cordoba natural gas projects).

A full dissertation regarding Northern B.C.'s economic prospects, demography, labour market projections, and employment skills training requirements will not be presented in this proposal. This information is readily available in many other publications and locations. Some relevant references are included at the end of this document and readers are directed to explore those information resources for further background.

ii. BC Jobs Plan: Canada Starts Here

In September 2011, the Government of British Columbia announced The BC Jobs Plan, "Canada Start Here"¹. The Jobs Plan provides a holistic and strategic framework for provincial economic development and job creation over the next decade. It also includes the following fundamental premises and goals that will be directly supported by the creation of BC *NorthTech*.

Create partnerships to ensure training spaces are matched with regional employment needs (p.14);

Enhancing access to skills and apprenticeship training throughout the province and refocusing labour market and training investments to meet regional labour market needs (p.15);

Providing funding for additional partnerships between public post-secondary institutions and Aboriginal communities for community-based delivery of programs to meet Aboriginal needs;

Underlying these pillars are continuing commitments to ensure our skills and training programs lead the way to the jobs of tomorrow. . . (p.2);

B.C.'s education system is among the world's best and, while we've always counted on it to prepare our children and youth for the future, we've barely begun to tap its potential to support our economic growth. (p.11);

As a broader skills initiative, work with post-secondary institutions to promote entrepreneurship education, including expertise on effective business engagement in Asia. (p.14); and,

. . . growing our international student presence by 50 percent over the next four years (p.12.).

iii. B.C.'s Northern Colleges

The three northern colleges had combined total annual operating expenditures in 2010/11 of approximately \$107M, with \$76M (71%) of the operating revenue provided by the Ministry of Advanced Education (AVED) base operating grants and the Industry Training Authority (ITA) Annual Training Plan funding. In 2010/11 the total annual student FTE enrolment capacity (AVED + ITA) of the three colleges combined was 9,052.

The BC *NorthTech* six-year program expansion plan (+2,000 FTE funded, +800 cost-recovered through International Education and Continuing Education/Contract Training) would provide for an average growth of 5.5% per year across the North.

Northern Lights College¹⁴, Northwest Community College¹³ and the College of New Caledonia¹² received base operating grants from the Ministry of Advanced Education in 2011/12 totaling (\$17.4M, \$17.6M and \$28.8M respectively) as well as annual Trades Training Plan funding from the Industry Training Authority (ITA) totaling approximately \$10.0M.

The three northern colleges' human and physical resources are widely dispersed across a vast geographic region, 24 "campus" locations and other smaller learning centres.

Independently, our small northern colleges currently lack the critical mass, and economies of scale necessary to provide many of the more specialized technical skills education and training opportunities that are required by the northern economy. For many potential students in Northern B.C. if an educational program is not available locally, they face insurmountable obstacles to accessing relevant technical training.

The pan-northern, tri-college collaboration, integrated planning and sharing of resources that will be a defining characteristic of *NorthTech* will help alleviate many of the constraints caused by the limited, small scale of the individual colleges' human, financial and physical resource capacities.

iv. Leadership and Governance

The development and implementation of BC *NorthTech* will be jointly led by the presidents and senior administrative teams of the three northern colleges with support provided by the Ministries of Advanced Education and Jobs, Tourism and Innovation. Specific accountabilities for *NorthTech* are expected to be provided through existing provincial government mechanisms and institutional systems.

During 2012/13, and through Phase One: Program Development, Planning, and Start-up work a Five Year Service and Educational Plan (2013/14 to 2017/18) for *NorthTech* will be completed. A BC *NorthTech* Business and Industry Council and Regional Workforce Tables will be created to provide regional advice and oversight in overall planning and program development for *NorthTech*.

The impact of current legislation on the planned approach, and any amendments that may be recommended or required will be examined through the detailed planning phase.

D. Six-year Training Plan, 2012/13 to 2017/18

The following is a preliminary overview (and for illustrative purposes) of the new and expanded technical education programming that could form a part of the BC *NorthTech* Initiative during the six-year period 2012/13 to 2017/18.

Detailed and specific program delivery plans (*what?, where?, when?, how?*) will be developed as part of the Five Year Service and Educational Plan to be completed in 2012/13.

<u>Program Area / Sector</u>	<u>Trainee Spaces</u>
Industrial and Construction Trades: Apprenticeship Courses	544
Industrial and Construction Trades: Foundation Programs	416
Technical Education "Access" / Essential Skills programs	160
Dual-credit Secondary School Partnership programs	160
Mining Technician and related	110
Heavy Equipment Operation	96
Power Engineering (4th, 3rd and 2nd Class)	80
Energy related	80
Agriculture related	48
Civil Engineering Technology	48
Transportation, Logistics and related	48
Health Technologies	48
Environmental Technology	24
Biotechnology	24
Sustainable Building Construction/Management	24
Mechanical Engineering Technology	24
Information and Communication Technology (ICT)	24
Process Operations	24
Aviation Business	18
Subtotal	2,000
<u>Cost-recovered</u>	
International Education	300
Continuing Education and Contract Training	500
Total	2,800

E. Phase One: Planning, Program Development and Start-up (2012/13)

The following are the key deliverables and critical process elements for the Year One (2012/13): Planning, Program Development and Start-up Phase for *NorthTech*.

1. Complete *NorthTech* Annual Operational (2012/13) and Five Year Service/Business Plan, 2013/14 to 2017/18
2. Complete Detailed Five Year *NorthTech* Education and Training Plan (programs, dates, locations, etc.) as a component of the Five Year Service Plan
3. Complete Program Development for New Programs (Years One and Two)
4. Complete Facilities and Technology Infrastructure Assessment and Business Case
5. Establish BC *NorthTech* "Regional Workforce Tables" and "Northern Industry Council"
 - Structure, Membership and Terms of Reference
6. Plan for "Northern Technical Careers Awareness Promotion Program" (for launch in 2013/14)
7. *NorthTech* Brand and Strategic Marketing (Preliminary Plan)
8. Review of Legislative Requirements, Institutional Partnership/Federation and Protocols
9. New and Expanded Training Program Delivery
 - 428 FTEs: Trades Foundation Programs (96); Trades Apprenticeship Courses (128); Access/Essential Skills (120); One Year Technical Programs (56);

The Northern Civil Engineering Technology Program (28 FTE in Year One) will be the first priority new technology program to begin in September 2013 utilizing the *NorthTech* partnership model. Funding in 2012/13 is required for start-up, program development and equipment.

The following is an estimate of the Year One Funding/Resource Requirements for *NorthTech* in the 2012/13 fiscal year.

a. Program Development, Planning, Start-up	\$3,000,000
b. Capital Planning, Land, Equipment	\$2,000,000
c. FTE Student Seat Program Funding (428 FTE)	\$3,000,000
d. Partnerships, Collaboration, Administrative Supports	\$1,000,000
e. Student Supports, Career Awareness, Outreach	\$1,000,000
Total	\$10,000,000

F. Overview of Investment Plan, 2012/13 to 2017/18

As noted above, detailed business and implementation plans will be developed (by March 31, 2013). Local and regional program, services and facilities planning and needs assessments will contribute to the development of the overall BC *NorthTech* Initiative.

The core elements of the overall six-year provincial government's BC *NorthTech* investment are proposed to include (these elements and their associated costs will be detailed and refined through the Phase One: Planning, Program Development and Start-up work).

1. Expansion of the technical education capacity in Northern B.C. by a total of 2,000 annual FTE student spaces within six years (requiring an additional total of \$14.0 million (estimate) in ongoing operating funding by 2017/18).
2. New and renovated educational and training facilities, to support technical training program delivery across Northern B.C. communities (estimate = \$106.0 million)
3. New distributed learning infrastructure, instructional equipment, educational technology resources (estimate = \$18.0 million)
4. Program development, start-up, planning (estimate = \$14.0 million)
5. Administrative supports, partnerships, collaboration, coordination, etc. (estimate = \$14.0 million)
6. Facilities operations and maintenance (estimate = \$9.0 million)
7. Student supports, career awareness, promotion, outreach (estimate = \$8.0 million)

The total cumulative investment over six years is estimate to be **\$165.0 million**.

G. Post-secondary Education Collaboration in the North

Over the past decade, the three northern colleges have sought to collaborate on a number of joint program developments, and have achieved some limited successes (for example the Northern Collaborative Information Technology (NCIT) program and joint trades training planning). They have also established a number of cooperative initiatives jointly with the University of Northern British Columbia.

In May 2003, the presidents of the four northern public post-secondary institutions signed a memorandum of agreement committing themselves to "the development of a larger, more integrated, and more comprehensive educational strategy than could be provided by the institutions working on their own."

In November 2006, new presidents at three of the four institutions signed a renewed agreement and in 2007 the Northern Post-secondary Education Council (NPSC) an informal affiliation arrangement (which included Terms of Reference and a Strategic Framework) was established and included direct participation by B.C. Ministry of Advanced Education staff.

In 2007/08 and 2008/09, the four institutions and Ministry of Advanced Education contributed to a fund to provide financial support for joint projects which led to several positive new initiatives including: the *NorthLink* distributed learning system proof of concept; new and revised program and curriculum development for Aboriginal Early Childhood Education, Mining, Civil Engineering Technology, Nursing, NCIT; as well as, a variety of cross-northern regional professional development activities involving faculty, staff and administrators from the institutions.

However, turnover of senior institutional leadership in 2009 and 2010 combined with the financial challenges of small college operations resulted in the loss of momentum for sustaining ongoing and widely focused collaboration across the North. When base operation resources are limited or diminishing (in relative terms) as they have been for the smaller colleges, institutions have a tendency to localize and centralize their focus in support of their core regional program and service mandates. Cooperation outside of the institution's immediate service region tends to be assigned a lower priority. Institutional competition for students and for additional resources also tends to result in this fiscal environment.

One of the significant lessons learned over the past decade regarding sustaining collaboration among the northern post-secondary institutions is that it requires dedicated resources (e.g. people, time and funding) combined with a formal clear mandate and a system of shared accountability in order to achieve results in a timely fashion. Working in partnership across institutional boundaries and vast distances requires an ongoing commitment and allocation of targeted resources.

Meaningful and impactful work will not and cannot be accomplished "off the corner of the desk".

H. NorthTech: An Idea Whose Time Has Come

In recent years, calls for expanding access to technical education in Northern B.C., for greater integration of secondary and post-secondary educational programs, and for increased collaboration, coordination and partnerships between institutions have come from many quarters.

The BC Progress Board, in "Learning to Win" (2002) ⁷ urged that the province "expand the capacity of the post-secondary system to respond to a growing student population and demand . . ." and to increase the overall profile and capacity of skilled trades and technical training in Prince George.

In 2006, the BC Progress Board also, noted in "Working Together To Improve Performance: Preparing BC's Public Education System for the Future" ⁸:

The provincial government needs to consider new institutional arrangements and structures to create greater opportunities for students, as well as to foster educational synergies that will ensure our social well-being and economic prosperity. In BC, the regional diversity of the province, not to mention challenging geography, dictate that new structures and better integrated secondary with post-secondary education should be established at the regional level.

In fostering a closer interaction between secondary schools and post-secondary institutions priority attention needs to be given to promoting trades training. (p.ii)

In 2011, the British Columbia Chamber of Commerce in its 2011-2012 Policy and Positions Manual ⁴ states,

No longer "looming", the shortage of skilled workers and new job entrants is now having a direct impact on British Columbia's economy and the well-being of business, industries and communities throughout the province.

While there is a need for a focused and structured plan of action from all stakeholders, there is a longer-term need for a fundamental realignment of thinking in our collective approach to the development of education, training and labour market policies, programs and strategies.

Allowing for more technical and engineering education in the North would increase the availability of personnel in the North, and with that benefit all of B.C.

The Chamber recommends that the Provincial Government provide funding for technology and engineering programs and their implementation at Colleges and Universities in all regions of B.C. where the need and demand of the respective programs has been documented in the very comprehensive ATEEC report on post-secondary education; and

provide funds to cover capital and operating costs for the extension of facilities where those are absolutely necessary to provide and deliver much needed programs (p.82)

Very recently (October 2011), the Business Council of B.C. in the report "People, Skills and Prosperity: the BC Labour Market in a Post-Recession Context" ⁵ states that

A large number of major projects and the anticipated expansion of the province's resource industries are signs that regional labour shortages are almost certain to emerge.

Against the anticipated backdrop of healthy commodity markets and many new major projects, skills shortages are expected to be the most acute in the Cariboo and Northcoast/Nechako regions (p.34).

Regionally targeted approaches to boosting the qualified local labour supply are also worth exploring. For example, with the anticipated shortage of trades in the Cariboo, it may be time to consider expanding technical training in the north. This could entail more capacity at the College off New Caledonia, or perhaps enhancing the university transfer mandate of the colleges and/or establishing a satellite BCIT campus in Prince George. (p.49)

Addressing anticipated skills shortages in 2016 or 2017 through the education system means students need to be entering relevant post-secondary education programs now. However if young people are to respond to changing labour market demands through education, they can only do so to the extent that space and suitable programs are available. While B.C. has greatly expanded the overall capacity of the university system in recent years, an outstanding question is whether the space and resources are allocated to areas where more graduates are actually needed. (p.50)

To prepare for future opportunities, it is clear the workforce will require a higher level of recognized advanced skills, both through university/college credentials but also in the trades, technical and other career-focused areas. Government needs to ensure that all parts of the public education/training infrastructure are contributing to the goal of building a world-class human capital base in British Columbia. (p.51)

The B.C. Legislative Select Standing Committee on Finance and Government Services in its Report on the Budget 2012 Consultations (November 2011) ¹⁶ noted that:

Submissions highlighted the need to create and fund innovative trades training opportunities to address local and regional labour market demands; (p.8)

The government needs to consider BC's fastest growing population group, Aboriginal people, as a significant source of future labour. An investment and continued support in the areas of essential skills training is imperative.

The thrust for trades training should be aimed on a regional basis, because it doesn't make sense to send people halfway across the province to be trained, and then come back, because they might not.

In 2007, the province's "Campus2020: Thinking Ahead" Review ⁹ recommended achieving greater regional planning and coordination through the establishment of "Regional Learning Councils" noting that, "... the regional diversity of B.C. with its vast and challenging geography requires new regional structures. ... to better integrate secondary with post-secondary education." (p.69). and "... developing options for regional distance learning. ..."

While there are, and will be, challenges of sustainability and viability for some colleges - particularly those serving communities that are less populated, more remote, or facing significant local economic challenges - it is critically important that we maintain an institutional post-secondary presence in all regions. (p.65)

I. References

1. BC Jobs Plan, "Canada Starts Here", September 2011
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2. BC Labour Market Outlook, 2010-2020
<http://www.workbc.ca/docs/BCLMOutlook.pdf>
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http://www.bcchamber.org/news/letters/jobs_agenda.html
5. Business Council of British Columbia
People, Skills and Prosperity:
The BC Labour Market in a Post-Recession Context, October 2011
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Northern British Columbia a Vision for Prosperity
(Outlook 2020: Shaping BC's Economic Future)
http://www.bcbc.com/Documents/2020_200910_IPG.pdf
7. BC Progress Board
Learning To Win - "Ready Set Go", Report of the Panel on Education,
Skills Training and Technology Transfer, 2002
<http://www.bcprogressboard.com/2002Report/LearningToWin.pdf>
8. Working Together to Improve Performance:
Preparing BC's Public Education System for the Future, 2006
http://www.bcprogressboard.com/2006Report/EducationReport/Education_Final.pdf
9. Campus 2020
Thinking Ahead: The Report, April 2007
<http://www.aved.gov.bc.ca/campus2020/campus2020-thinkingahead-report.pdf>
10. PriceWaterhouseCoopers (PwC) and BC Mining Industry Association
Seize the Day, The Mining Industry in British Columbia, 2010
<http://www.pwc.com/ca/en/mining/publications/bc-mining-2011-en.pdf>

11. University of Northern British Columbia, 2002
Revitalizing B.C.'s Northern Economy Through Education and Research
<http://www.unbc.ca/assets/reports/revitalizing.pdf>
12. College of New Caledonia
Institutional Accountability Plan and Report
<http://www.aved.gov.bc.ca/framework/docs/CNC.pdf>

Home Page
<http://cnc.bc.ca>
13. Northwest Community College
Institutional Accountability Plan and Report
<http://www.aved.gov.bc.ca/framework/docs/NWCC.pdf>

Home Page
<http://www.nwcc.bc.ca>
14. Northern Lights College
Institutional Accountability Plan and Report
<http://www.aved.gov.bc.ca/framework/docs/NLC.pdf>

Home Page
<http://www.nlc.bc.ca>
15. Applied Technical Education and Engineering Consortium (ATEEC)
<http://ateec.ca/index.php?q=node/1>
16. B.C. Select Standing Committee on Finance and Government Services
Report on the Budget 2012 Consultations, November 2011
<http://www.leg.bc.ca/cmt/39thparl/session-4/fqs/reports/PDF/Rpt-FGS-39-4-1stRpt-Budget2012Consultations-2011-NOV-15.pdf>

Appendix: Civil Engineering Technology - the *NorthTech* Model

Many of the concepts underlying BC *NorthTech* have already been included in the planning for the proposed new Northern Civil Engineering Technology program. The broadly inclusive, pan-northern development model addresses a major labour market demand for skilled workers, Aboriginal and high school transitions, career development in the north, leveraging international student enrolments, and multi-institutional partnerships. The preliminary program development was driven by industry throughout its planning and is responsive to the needs of the entire north.

The implementation of the CNC diploma program will fill the gap for a Civil Engineering Technology program in northern British Columbia. The provision of this program in the north would include a college-level, pan-northern focus involving collaboration between the College of New Caledonia, Northwest Community College, and Northern Lights College, in addition to partnering Aboriginal communities. This collaboration will create an educational framework between the three institutions.

Philosophically, all three colleges are aligned in designing access and a program that does not merely select students who are the best prepared academically, but that creates pathways for success for students coming from a variety of backgrounds. The College of New Caledonia has also partnered with the University of Northern British Columbia, who revised their planned Civil Engineering Degree curriculum to accommodate transfer students from the College's diploma program.

The following elements were identified as critical for northern success:

- Carefully constructed access programs for adult learners
- Appropriate academic and personal supports to students in the access programs to create as many opportunities for success as possible
- Bridges for students in the access programs to both CNC's Civil Engineering Technology program and, if appropriate, to other technology programs that may be more accessible and/or appropriate for individual students as they proceed, such as NLC's Geomatics Engineering or Land Management programs, or NWCC's Applied Earth & Environmental Studies or Applied Coastal Ecology programs
- Aboriginal-specific access services and programs, developed in collaboration with Aboriginal communities at the regional level
- Improved math and science outcomes in the K-12 system
- Improved industry-driven career awareness campaigns throughout the north
- An integrated model of training, education and resources related to engineering
- NWCC and NLC are interested in providing employment, access and transition programs relating to civil engineering
- CNC is interested in delivering the full civil engineering technology program
- UNBC is committed to creating effective and straightforward access from a northern technology program into its planned civil engineering degree
- Industry is committed to supporting K-12 success initiatives, career awareness initiatives, and post-secondary initiatives throughout the north

As the program is implemented, it will be critical to have cross-northern and Aboriginal participation on the program advisory committee. The three northern colleges and their community and industry partners have an opportunity to develop an innovative, shared model of access and success, focused not just on the CNC Engineering Technology program, but on supporting improved access to all northern technical programs and on into university level science and engineering programs.

Multiple levels of access and egress are essential for northerners and northern programs. The budget submitted to the Ministry includes four seats reserved for international students, providing a global perspective for northern students, and an additional funding stream to offset program costs.

Additionally, the three colleges propose the following model for pan-northern initiatives related to a civil engineering technology diploma at CNC:

- Clear and accessible information regarding entry requirements to the diploma program
- Clear and accessible information regarding multiple short- and long-term avenues for entry to the diploma program
- Pre-requisite completion options at each institution, with possible advanced standing for entry to the CNC program for students successfully completing at any of the colleges
- Strategic, wrap-around student supports for students in the CNC diploma program to engage student persistence
- Aboriginal – specific initiatives to support student access in the CNC diploma program to engage student persistence
- Collaborative planning for internship placements with industry, and
- Sharing of curriculum and resources as available to support student preparation for diploma program entry, regionally-based employment programs related to civil engineering, and continuing education courses throughout the north

Upon expressed support for the proposed partnership between the College of New Caledonia and Camosun College, and the elements that define the northern aspect of the proposal such as providing a generalist program with a rural focus and internship integration, contributions from NWCC and NLC for development of the pan northern element of the program include the following:

- Career pathing and joint marketing for access;
- Recognition of student transitions from NWCC and NLC to CNC, with a view toward providing access both ways for programs offered at NWCC and NLC;
 - Advanced standing of students
 - Prioritized opportunities and access for students across the north
 - Reserved seats for (qualified) Aboriginal and international students
- Possible implementation of first year of program at NLC;
- Internship planning is to be pan northern and to involve a collaboration between CNC, NWCC and NLC
- Capitalizing on the implementation of the Civil Engineering Technology program to develop Aboriginal and access programs for the north, to be a model for other institutions. This would evolve from both NWCC and NLC.

From: Lynn Patterson [mailto:LPatterson@nwcc.bc.ca]

Sent: Tuesday, December 13, 2011 1:10 PM

To: Minister, AVED AVED:EX; Minister, JTI JTI:EX

Cc: John Bowman; AVED Deputy Minister AVED:EX; AVED Colleges & Skills Development
Br AVED:EX; Hayden, Dana JTI:EX; Shannon Baskerville; Doug Donaldson; Coons.MLA,
Gary E LASS:EX; Austin.MLA, Robin D LASS:EX; Laurie Rancourt; Denise Henning

Subject: Support letter, NorthTech

Sent on behalf of: Northwest Community College's (NWCC) Board of Governors

Re: Proposal for BC's "Northern Technical Institute" (NorthTech)

Please find attached a letter of support.

Regards

Lynn Patterson

Executive Assistant to the Board of Governors

Northwest Community College

5331 McConnell Avenue

Terrace, BC

V8G 4X2

Phone: 250-638-5491

Fax: 250-638-5461

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December 13, 2011

Honourable Naomi Yamamoto
Minister of Advanced Education
PO Box 9080
STN PROV GOVT
Victoria BC, V8W 9E2

Honourable Pat Bell
Minister of Jobs, Tourism and Innovation (JTI)
PO Box 9071
STN PROV GOVT
Victoria BC, V8W 9E9

Via Email: Aved.Minister@gov.bc.ca

JTI.Minister@gov.bc.ca

Dear Ministers Yamamoto and Bell:

This letter is in support of the *Proposal for BC's "Northern Technical Institute" (NorthTech)* which was forwarded to you by John Bowman, President and CEO of the College of New Caledonia. Northwest Community College's (NWCC) Board of Governors is in full support of the partnership with the College of New Caledonia and Northern Lights College provided the initiative meets three basic conditions:

- There is an equal relationship between all three institutions
- Each partner has an equal seat at the decision-making table
- The funding dollars are equally distributed between the College of New Caledonia, Northern Lights College and NWCC.

In addition, NWCC operates in a culturally inclusive environment in accordance with the values and principles detailed on NWCC's website. It is essential that any partnership that NWCC forges not only acknowledges these values and principles, but actively promotes them.

We look forward to this exciting opportunity to collaborate with our northern sister institutions.

Yours truly



Denise Henning
President & CEO

cc. Hon. Robin Austin, MLA Skeena
Hon. Gary Coons, MLA North Coast
Hon. Doug Donaldson, MLA Stikine
Cheryl Wenezenki-Yolland, Deputy Minister, A-VED
Dana Hayden, Deputy Minister, JTI
Dawn Minty, A/ADM AVED
Shannon Baskerville, ADM JTI
John Bowman, President, College of New Caledonia
Laurie Rancourt, President, Northern Lights College

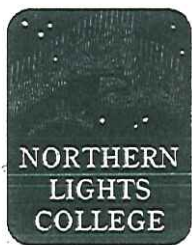
Minty, Dawn M AVED:EX

From: Cindy Ravelli [cravelli@nlc.bc.ca] on behalf of Laurie Rancourt [lrancourt@nlc.bc.ca]
Sent: Friday, December 23, 2011 9:50 AM
To: Minister, AVED AVED:EX; Minister, JTI JTI:EX; AVED Deputy Minister AVED:EX; Minty, Dawn M AVED:EX; Hayden, Dana JTI:EX; Baskerville, Shannon JTI:EX; Lekstrom.MLA, Blair LASS:EX; Pimm.MLA, Pat LASS:EX; Denise Henning; bowmanj@cnc.bc.ca
Cc: Laurie Rancourt
Subject: NorthTech Proposal
Attachments: NorthTech proposal reply Dec 21 2011.pdf
Importance: High

Season's Greetings, please find attached a letter from our President Laurie Rancourt regarding the *NorthTech* proposal. Thank you.

Cindy Ravelli Director, Board & Executive Operations
NORTHERN LIGHTS COLLEGE - BC's Energy College | 11401 - 8 Street DAWSON CREEK BC V1G 4G2
Ph: 250-784-7559 | Fax: 250-784-7590 | www.nlc.bc.ca

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Ministry of Advanced Education

JAN 09 2011

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11401

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Fax 250-782-5233

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December 21st, 2011

Honourable Naomi Yamamoto
Minister of Advanced Education
PO Box 9080
STN PROV GOVT
Victoria BC, V8W 9E2

Honourable Pat Bell
Minister of Jobs, Tourism and Innovation (JTI)
PO Box 9071
STN PROV GOVT
Victoria BC, V8W 9E9

Via E-mail: Aved.Minister@gov.bc.ca

JTI.Minister@gov.bc.ca

Dear Ministers Yamamoto and Bell:

This letter is in support of the *NorthTech* concept for which a proposal was recently submitted to you by John Bowman, President and CEO of the College of New Caledonia. Northern Lights College is fully in support of working collaboratively with the College of New Caledonia and Northwest Community College to meet the skills development needs of Northern British Columbia.

Given the level of economic activity in our region, and given the projected skills shortage outlined in recent Labour Market forecasts, we feel that this is a critical time for strategic investments designed to increase our long term capacity to meet local needs with local solutions. We therefore urge the provincial government to allocate the necessary funding to complete the work associated with the Phase One component of defining specific needs and planning the start-up of this initiative.

Please note that this proposal should be considered as complementary to, and not in replacement of the capital proposal previously submitted by Northern Lights College to the Ministry of Advanced Education outlining the critical need for renewed Trades Facilities in Dawson Creek.

We look forward to working on this important initiative with your Ministries and with our Northern Partners.

Respectfully submitted,

Laurie Rancourt
President and CEO
NORTHERN LIGHTS COLLEGE

cc: Cheryl Wenezenki-Yolland, AVED Deputy Minister
Dawn Minty, AVED A/ADM
MLA Blair Lekstrom, Peace River South
John Bowman, CNC President and CEO

Dana Hayden, JTI Deputy Minister
Shannon Baskerville, JTI ADM
MLA Pat Pimm, Peace River North
Denise Henning, NWCC President and CEO

Serving Northern British Columbia

Minty, Dawn M AVED:EX

From: John Bowman (BowmanJ) [BowmanJ@cnc.bc.ca]
Sent: Monday, January 23, 2012 7:38 AM
To: Baskerville, Shannon JTI:EX; Minty, Dawn M AVED:EX
Cc: Laurie Rancourt; Denise Henning
Subject: NorthTech Follow-up

Hello Dawn and Shannon,

Laurie Rancourt, Denise Henning and I have been discussing the next steps in moving the NorthTech concept/initiative forward and would like to request your advice and feedback.

When the five of us met in Victoria back in December the possibility of utilizing a Labour Market Partnership (LMP) project to resource and complete the work associated with the development of a detailed business case and multi-year educational/service plan was mentioned. We are poised to prepare an application for an LMP, however before proceeding with that work thought we should connect with you about that process and timeline.

I believe that the notion of Ministry staff doing some background work was also mentioned.

What are your thoughts?

Thanks for your help with this.

John

- - - - -
John Bowman
President
College of New Caledonia
tel. (250) 561-5825
cell (250) 961-8922

Minty, Dawn M AVED:EX

From: Laurie Rancourt [lrancourt@nlc.bc.ca]
Sent: Monday, March 12, 2012 10:08 AM
To: Minty, Dawn M AVED:EX
Subject: FW: NLC's follow-up correspondence to NorthTech
Attachments: NorthTech follow-up letter-Mar 9, 2012.pdf

Importance: High

Hi Dawn,

You will find attached the letter that I sent to Ministers Pat Bell and Naomi Yamamoto, with copies to all those who had received a copy of my original letter of support.

I remain available for discussion and follow-up as required.

Respectfully submitted,

Laurie Rancourt, President & CEO
NORTHERN LIGHTS COLLEGE - BC's Energy College

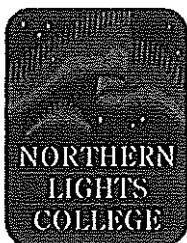
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From: Cindy Ravelli **On Behalf Of** Laurie Rancourt
Sent: Monday, March 12, 2012 9:37 AM
Cc: Laurie Rancourt
Subject: NLC's follow-up correspondence to NorthTech
Importance: High

Good Morning, on behalf of our President Laurie Rancourt, I've attached her follow-up correspondence to NorthTech. Thank you.

Cindy Ravelli Director, Board & Executive Operations
NORTHERN LIGHTS COLLEGE - BC's Energy College | 11401 - 8 Street DAWSON CREEK BC V1G 4G2
Ph: 250-784-7559 | Fax: 250-784-7590 | www.nlc.bc.ca

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March 9, 2012

Honourable Naomi Yamamoto
Minister of Advanced Education
PO Box 9080
STN PROV GOVT
Victoria BC, V8W 9E2

Honourable Pat Bell
Minister of Jobs, Tourism and Innovation (JTI)
PO Box 9071
STN PROV GOVT
Victoria BC, V8W 9E9

Via E-mail: Aved.Minister@gov.bc.ca JTI.Minister@gov.bc.ca

Dear Ministers Yamamoto and Bell:

I am writing in follow-up to my December 21st 2011 letter of support for the *NorthTech* concept submitted last fall by John Bowman, President and CEO of the College of New Caledonia (see attached letter).

As asserted in the December letter, Northern Lights College (NLC) maintains its commitment to working collaboratively with the College of New Caledonia (CNC) and Northwest Community College (NWCC) to meet the skills development needs of Northern British Columbia.

Specifically, NLC supports the concept of *NorthTech* that was outlined in the document, *A Proposal for B.C.'s new "Northern Technical Institute"*, dated Dec. 2, 2011, and compiled by John Bowman.

On page 2 of that document, it states the collaboration would be based on:

"...utilizing and building on the existing infrastructure, expertise and resources of the province's three northern community colleges (College of New Caledonia, Northwest Community College and Northern Lights College). (...and minimizing...) the requirements for increased costs associated with administrative overheads, by utilizing (...) campus facilities (...) within the respective three institutions and their communities."

Also on page 2 of that document, NLC agrees with the statement that the proposed initiative would "...complement and enhance, not replace the colleges' current comprehensive regional community college mandate, mission, programs and services." And, as stated on page 4 of the document, the initiative would also "...have a pan-northern reach and wide impact through program and service delivery via the existing network of 24 campuses and learning centres operated by the three northern colleges".

It is our interpretation that the *NorthTech* concept would be anchored in the sharing of expertise, and the enhancement of the current and future 'Centres of Excellence' at the three northern colleges.

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Not Responsive

All three northern post-secondary institutions (NLC, CNC and NWCC) are currently facing significant budget pressures. If there are funds available for investment in increasing the capacity for meeting the trades training needs in the North, then NLC contends that the funds need to be invested in a way to allow the three existing northern colleges to engage collectively in:

- effective skills gap and labour market supply and demand analysis for the North;
- improving the quality of current facilities and program equipment, where necessary; and
- improving access and support services for students across all of our campuses.

We do not have space issues, and

Not Responsive

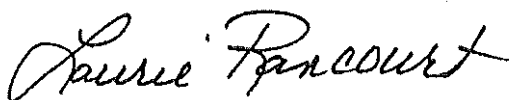
We have, and will

continue to have, capacity issues if investments are not made in supporting the colleges that are already serving local and regional needs – particularly in the Northeast and in the Northwest – where the bulk of the current and proposed economic activity is taking place.

At NLC, we acknowledge the importance of partnership and collaboration in the provision of regionally appropriate and financially viable postsecondary education programs and services. We have a strong history of working in partnership and cooperation with a wide variety of government, education, industry and community partners. We intend to continue building on these relationships in order to develop new and innovative ways of delivering programs and services to our diverse and geographically widespread stakeholders.

We remain open to engaging in a dialogue with your Ministries and with our Northern Partners as we strive to continue meeting local needs with local solutions.

Respectfully submitted,



Laurie Rancourt
President and CEO
NORTHERN LIGHTS COLLEGE

Attachment

cc: Cheryl Wenezenki-Yolland, AVED Deputy Minister
Dana Hayden, JTI Deputy Minister
Dawn Minty, AVED ADM
Shannon Baskerville, JTI ADM

MLA Blair Lekstrom, Peace River South
MLA Pat Pimm, Peace River North
John Bowman, CNC President & CEO
Denise Henning, NWCC President & CEO

NORTHERN LIGHTS COLLEGE
Serving Northern British Columbia

March 13, 2012

VIA E-MAIL

Honourable Naomi Yamamoto
Minister of Advanced Education
PO Box 9080 Stn Prov Govt
Victoria, BC
V8W 9E2

Honorable Pat Bell
Minister of Jobs, Tourism and Innovation (JTI)
PO Box 9071 Stn Prov Govt
Victoria, BC
V8W 9E9

Dear Ministers Yamamoto and Bell:

Not Responsive

As indicated in our letter of support NWCC is very excited about the opportunities that the NorthTech collaboration would bring to the North, whereby the Northern institutions provide 'Northern solutions to Northern issues' without the expense of building new buildings.

Not Responsive

Not Responsive

Not Responsive as outlined in the North Tech proposal we need more funding to bring existing training facilities up to industry standards, more funding for student services, and more funding to make training accessible throughout our network of campuses, learning centres and community sites. NWCC has strong community and industry partnerships within our region and we believe in the importance and power of partnering;

Not Responsive

Not Responsive

The NWCC Board of Governors support letter outlined three specific requirements to support collaborations such as North Tech; those of equal partnership, equal decision making, and equal funding. We see partnership and equal collaboration as walking shoulder to shoulder to create opportunities to meet the needs of our perspective communities and industries. NWCC and Northern Lights College were brought to the table and discussions after the fact and

Not Responsive

Not Responsive

.../2

Not Responsive

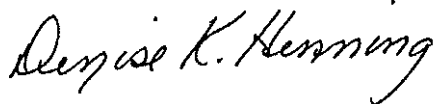
NWCC remains committed to the concepts put forward in the NorthTech project as a real 'Northern solution to Northern Issues.'

Not Responsive

Not Responsive

We are committed to partnership with the already unique and expert centres of excellence in resource based employment training in the north and the NorthTech project with the College of New Caledonia and Northern Lights College. We look forward to an opportunity to dialogue with your ministries in collaboration to meet the need of our learners and the communities we serve.

Sincerely,



Denise K. Henning, Ph.D.
President & CEO
Northwest Community College

cc: Cheryl Wenezenki-Yolland, AVED Deputy Minister
Dana Hayden, JTI Deputy Minister
Dawn Minty, AVED ADM
Shannon Baskerville, JTI ADM
John Bowman, CNC President & CEO
Laurie Rancourt, NLC President & CEO
Rhoda Witherly, NWCC Board of Governors, Chair
George Iwama, UNBC President & Vice Chancellor

Minty, Dawn M AVED:EX

From: Laurie Rancourt [lrancourt@nlc.bc.ca]
Sent: Friday, March 23, 2012 2:18 PM
To: Minty, Dawn M AVED:EX
Subject: as discussed Not Responsive
Attachments: NorthTech proposal-letter to mayors-Mar 13.12_Lori Ackerman.pdf

Hi Dawn,

Thanks again for taking the time to chat with me this past week.

Not Responsive

Not Responsive

Here also, just for your information, is a copy of the letter that I sent to the Northern Mayors. As discussed, the goal of the letter was just to make sure that if they happened to read articles regarding the Not Responsive they would be aware of our position on this.

Not Responsive

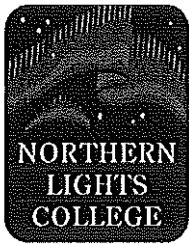
As discussed, we also have a teleconference of the Northern College Presidents this afternoon, at which time we will review ways in which to focus on the positives of the "NorthTech concept" and continue moving forward with our goal of collaboration and synergy. We will keep you posted.

Let me know if you have any questions or concerns on any of this.

Thanks again,

Laurie Rancourt, President & CEO
NORTHERN LIGHTS COLLEGE - BC's Energy College
11401 - 8th Street
DAWSON CREEK BC V1G 4G2
PH: 250-782-5251 CONFIDENTIAL FAX: 250-784-7590
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nlc.bc.ca

March 12, 2012

Mayor Lori Ackerman
City of Fort St. John
10631 – 100 Street
FORT ST. JOHN BC V1J 3Z5

Dear Mayor Ackerman:

Not Responsive

Recent provincial budget announcements point to status quo or declining levels of funding for post-secondary education in British Columbia over the next few years. This will result in budget pressures across our system. If there were any funds available for investment in increasing the capacity for meeting the trades training needs in the North, then NLC contends that they would need to be invested in a way to allow the three existing northern colleges to engage collectively in:

- analyzing effectively the skills gap and labour market supply and demand for the North and responding appropriately;
- improving the quality of current facilities and program equipment, where necessary; and
- improving access and support services for students across all of our campuses.

Serving Northern British Columbia

We do not have space issues, and continue to have, capacity issues if available investments are not made in supporting the colleges that are already serving local and regional needs – particularly in the Northeast and in the Northwest – where the bulk of the current and proposed economic activity is taking place.

Not Responsive

We have, and will

In December, NLC provided a letter of support for a proposal called *NorthTech* submitted to the Province of British Columbia. NLC supported the *NorthTech* concept because it proposed a sharing of expertise and the enhancement of current and future 'Centres of Excellence' at the province's northern colleges. It was not a proposal for the construction of a new Trades Training Institute.

At NLC, we continue to believe in the importance of partnership and collaboration in the provision of regionally appropriate and financially sustainable post-secondary education programs and services. We have a strong history of working in partnership and cooperation with a wide variety of government, education, industry and community partners. We intend to continue building on these relationships in order to develop new and innovative ways of delivering programs and services to our diverse and geographically widespread stakeholders.

We remain open to engaging in a dialogue with our Ministries, with our Communities and with our Northern Partners as we strive to continue meeting local needs with local solutions. Should you have any questions regarding the recent news articles, or regarding NLC's position in this matter, please contact me at 250-784-7500.

Respectfully submitted,



Laurie Rancourt
President and CEO
NORTHERN LIGHTS COLLEGE

cc: Mayor M. Bernier, City of Dawson Creek
Mayor L. Fynn, Village of Pouce Coupe
Mayor D. Wren, District of Tumbler Ridge
Mayor M. Nichols, District of Chetwynd
Mayor F. Jarvis, District of Taylor
Mayor K. Anderson, District of Hudson's Hope
Mayor B. Streeper, Northern Rockies Regional Municipality
Chair K. Goodings, Peace River Regional District

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Minty, Dawn M AVED:EX

From: John Bowman (BowmanJ) [BowmanJ@cnc.bc.ca]
Sent: Tuesday, April 17, 2012 9:30 AM
To: Minty, Dawn M AVED:EX; George Iwama; president@unbc.ca; Laurie Rancourt; Denise Henning ; Cindy Ravelli; Ali McDougall
Cc: Marlene Beaulieu (beaulieum)
Subject: Northern Teleconf Thurs. April 19
Attachments: NorthTech - draft LMPP Terms-of-Reference April 17.pdf

Hello George, Denise, Laurie and Dawn,

In preparation for our teleconference meeting on Thursday, April 19 at 1:00pm, I thought I would suggest a preliminary outline/list of discussion topics:

1. Not Responsive
- 2.
3. Status of *NorthTech* Proposal (1st draft LMPP terms of reference attached)
- 4.
5. Not Responsive
- 6.

Please share your thoughts on adding to or modify this list.

Thanks,

John

John Bowman
President
College of New Caledonia
tel. (250) 561-5825
cell (250) 961-8922

Terms of Reference: Labour Market Partnerships Contribution Agreement

Applicant:

The College of New Caledonia in partnership with Northwest Community College and Northern lights College

Project Title:

NorthTech – A Tri-College Institutional Partnership for Trades, Technical and Advanced Skills Training in Northern British Columbia

1. Project Background

Plans for the exploitation of natural resources in northern British Columbia over the next decade are driving strong labour market growth in the region that is rapidly outstripping the availability of skilled trades and technical employees.

Meeting the projected skills shortage and growing demand for advanced skills training is critical for the economic development of the region. It is widely understood that training capacity in the region needs to be expanded to meet the growing demand. There are currently large skills shortages in northern BC and this will be exacerbated over the next decade as expansion and growth of the mining, oil and gas, forestry, energy, construction and natural resource sectors occurs. Jobs created in this extensive period of expansion will be across the board with the majority of those requiring technical training at a college certificate or diploma program level. In addition, with new technologies driving much of the exploitation, new and innovative technical skills and trades programs need to be developed.

The looming overall skills shortage in the region coupled with the imbalance between industry demand for specific skills and the availability of workers with those skills in Northern BC is significant cause for concern. Industry groups and economic development organizations are calling for action to address immediate and future needs. Proposals have been received from industry groups, such as the proposal made by

Not Responsive

aggressively for the available supply of skilled workers and compensation rates and other employment incentives have risen dramatically and in some cases are now already beyond the ability of some small businesses to afford them.

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Industry sectors are competing

Industry sector groups and economic development agencies have begun the task of trying to attract skilled workers to Northern BC through jobs fairs, community marketing activities and skills recruitment campaigns. These activities may provide some relief but the underlying issue will not be solved until greater training opportunities for Northern BC residents are provided in Northern BC.

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The three northern colleges (Northwest Community College, Northern Lights College and the College of New Caledonia), who have a successful record of working together, have agreed to step up the pace and work collaboratively to overcome their lack of critical mass and to address the economies of scale needed to provide some of the more specialized technical training needs in the region. Collectively these three small colleges have developed a proposal for the establishment of a Northern Technical Institute "*NorthTech*" that will enable them to deliver new and additional advanced skills training to meet the expected demand from multi industry sectors.

2. Project Purpose

NorthTech is a proposal for the establishment of a Northern BC Technical Institute as a joint initiative of the three Northern BC colleges. Highlights of the proposal are:

- A pan-Northern initiative
- A joint initiative of CNC, NWCC, and NLCC – A federation of the colleges building on 2003 MOA and other later agreements
- Establishment of BC *NorthTech* Business and Industry Council
- Establishment of new and engagement of existing Regional Sectoral Workforce Tables
- A five year expansion program of trades, technical and advanced skills training including development, operational and educational plans for the period 2013/14 to 2017/18
- 2,000 new FTEs over the five year term
- 300 International Student enrollments (cost recovery basis)
- 500 Continuing Education opportunities (cost recovery basis)

The purpose of the project is to identify the needs of industry through close collaboration and exchange of ideas, through engagement of sector workforce tables, and through dialogue with industry via an industry council. These actions will provide creative solutions for training skilled workers that match industry requirements. Key sectors to be addressed are summarized below:

Maintenance and Fabrication Sector:

A key employer of skilled trades people are the maintenance and fabrication companies in the region. Many of these companies serve clients across many industry sectors. Their services are most acutely needed in times of expansion and construction. With the growth of massive new natural resource extraction projects in the North, it is these companies that bid on and secure contracts for the development of new infrastructure, construction of new plants, new pipelines, new mines and new oil and gas developments.

Process Control and Automation Sector:

Across all sectors there is a trend towards more automated and remotely controlled manufacturing or operation of equipment. Remote sensing, camera vision, automated controls, PLCs, optimization and numerous other technologies are being utilized to increase productivity and manage

Terms of Reference: Labour Market Partnerships Contribution Agreement

increasingly complex manufacturing equipment. The forest industry has installed scanners and optimization equipment that is capable of running at unprecedented production speeds. Pipeline operators are able to sense problems in extremely remote locations and shut down or take action to prevent spills or damage to a line. These tasks demand a higher qualified employee to ensure that they are accomplished with a high degree of accuracy and consistency.

Forestry, Wood Manufacturing and Construction Sectors:

The forest industry is rapidly changing. Productivity and reduction of costs are driving the industry to more and more automation. Fuel costs drive the need for better transportation logistics to extract timber, haul it to mills, convert it and ship it to distant markets. Bioenergy developments have seen the growth of pellet plants and they have specialized skills needs. New engineered wood products such as CLT are likely to emerge as construction standards and demand for environmentally sustainable building systems grow. These new technologies in the forest and mills require an increased level of technical skill.

Mining Sector:

The mining industry has grown immensely over the last few years. Although most activity and growth has happened in the exploration and environmental assessment field, many mines are poised to open or expand. With stable and high prices for gold and copper (the main elements found in Northern BC) the mid to long range forecasts are good. The Northern BC transmission corridor is a signal that the provincial government is also committed to this sector. The challenges faced beyond skills availability include First Nations agreements as well as moving assessments through the convoluted processes (provincial and federal) in a timely fashion.

Oil and Gas Sector:

Oil and Gas has primarily been centered in the northeast of BC. That said, there have been ongoing interests in the central part of the province, as some gas exploration results have been quite positive. Gas prices have been good for a number of years and it is recognized as a fluctuating marketplace. The good news is that the industry tends to cycle in opposition to many of the other sectors, giving some ability for trades to migrate between sectors to stabilize the employment rates.

Bioenergy Sector:

Bioenergy is truly a Northern BC technology. Born from the need to eliminate beehive burners in 1996, the sector has grown from non-existence to over 2 million tons a year of production and the creation of over 500 direct and indirect positions. The long range forecast is a slow and steady growth as demand for renewable energy solutions drive the need for global and local use of bioenergy (primarily from wood).

Clean Technologies Sector:

This sector is still in its infancy and is being defined. Globally, research on optimization technologies is being undertaken and ways to improve the technology are being developed. That said, the base

Terms of Reference: Labour Market Partnerships Contribution Agreement

technologies involved in windmills or solar panels is most likely not going to change. For the North, the opportunities in this technology are in using the developed technologies to help produce energy. The largest use of clean technology appears to be the large windmill farm in the Northeast.

3. Project Partners

The three northern BC Colleges, The College of New Caledonia, Northwest Community College and Northern Lights College, will become equal partners in *NorthTech*. It will not replace, but will rather complement and enhance each college's existing comprehensive community college mandate, mission, programs and services.

The three colleges already have a memorandum of agreement committing themselves *"to the development of a larger, more integrated, and more comprehensive educational strategy than could be provided by the institutions on their own"*. A strengthened tri-college partnership structure will be developed. The three colleges will evolve new pan-northern strategic plans and add new leadership for the delivery of trades and technical training in Northern BC through the *NorthTech* project. The partnership provides a good framework for the colleges to reaffirm their commitment to work together for higher education in the North and respond to the Government's BC Jobs Plan for meeting the demand for skilled workers in BC. Protocols for governance, planning and development of programs, joint communications and decision making will be developed.

Industry partners will be brought in to work with the colleges to build a solid foundation for sustainability of the initiative. A Pan-Northern Industry Council will be established to ensure that collaboration and positive interaction between the colleges and industry become the drivers of a strong education system for trades and technical training in the North. To this end, terms of reference, an agreement document, and a governance and leadership model that cements industry commitment across all the sectors will be developed.

In addition to the colleges and industrial sector commitment, other organizational involvement is needed for success. This includes upstream organizations and associations including: School Districts, PGNAETA, ABDC, BCIT, Industry Training Authority (ITA), Ministry of Advanced Education (AVED), Ministry of Jobs, Tourism and Innovation (ITA), Construction and Mining Associations, NDIT, CFDC, Chambers of Commerce to name a few. Granted, many of these would form the second layer of support to the Institute. However, they are critical to supporting the leadership and momentum of the project, including promotion and dissemination of results.

Terms of Reference: Labour Market Partnerships Contribution Agreement

4. Project Objectives

The intended outcomes of the project are:

- A business case and a five year service plan
- A formal tri-college partnership for pan-northern delivery of technical and trades programming
- A terms of reference for an Industry Council
- A Northern Technical Careers Awareness Program
- A Strategic Marketing Plan for *NorthTech*
- Delivery of New and Expanded Training Programs - (428 FTEs in Year 1)
 - Trades Foundation Programs (96);
 - Trades Apprenticeship Courses (128);
 - Access/Essential Skills (120);
 - One Year Technical Programs (56);
 - The Northern Civil Engineering Technology Program (28 FTE in Year One) will be the first priority new technology program to begin in September 2013 utilizing the *NorthTech* partnership model. Funding in 2012/13 is required for start-up, program development and equipment.
- 2,000 new FTEs over the five year term
- 300 International Student enrollments (cost recovery basis)
- 500 Continuing Education opportunities (cost recovery basis)

The *NorthTech* vision and strategic goals are expanded in the attached proposal for: "*BC's new Northern Technical Institute*" - *NorthTech*.

Beneficiaries of the program are employers, students and communities in Northern BC.

5. Measurable Results

- The tangible final product of this project will be the foundation of a Northern Technical Institute, *NorthTech*, which will deliver new and additional advanced skills training opportunities that meet multi sector labour force requirements.
- The project will result in formalized partnerships between the three northern Colleges that will be solidified with new leadership and governance models, joint planning capacity, shared services and cost effective delivery of trades and technical programs in the region.
- The partnership will provide each institution with a stronger mandate and increased capacity for providing technical education across the region.

Terms of Reference: Labour Market Partnerships Contribution Agreement

- The integration of the three institutions will result in greater economies of scale, less duplication of effort, and lower administration and overhead costs.
- The project will result in better utilization of core student services, campus facilities, human resources and training infrastructure.

6. Project Duration

The project will be undertaken over a two year and three month period. Activities will vary during the period and the target completion date is set to coincide with the start of the New Year in 2014.

Date range: May 1, 2012 to August 31, 2014.

7. Proposed Project Activities, Timeframe and Budget

The following are the key deliverables and critical process elements for Years One and Two (2012/13 – 2013/14): Planning, Program Development and Start-up Phase for *NorthTech*.

Activities (by phase)	Proposed Timeframe	Estimated Cost
Develop the Business Case – 5 Year Service Plan. With complete detailed Short Term <i>NorthTech</i> Education and Training Plan (programs, dates, locations, etc.)	1 year	\$ 350,000
Establish a Framework for the Tri-College Partnership – develop protocols for planning, development, sharing, elimination of duplication, communication, and decision making.	6 months	\$ 100,000
Designate Leadership Responsibilities and Roles within Colleges – allocate human and other resources for coordination, planning, development and implementation.	6 months	\$ 100,000
Establish / support BC <i>NorthTech</i> "Northern Industry Council" - Structure, Membership and Terms of Reference.	6 months	\$ 75,000
Establish / support BC <i>NorthTech</i> "Regional Sectoral Workforce Tables" and engage with those already established - Structure, Membership and Terms of Reference and utilization of information and outcomes from the workforce tables.	1 year	\$ 150,000
Identify Opportunities and Priorities for <i>NorthTech</i> Collaboration (5 year horizon) – delivery of programs, student and administrative services across Northern BC.	1 year	\$ 150,000
Complete Program Development for New Programs (Years 1 and 2)	2 years	\$ 250,000
Plan for "Northern Technical Careers Awareness Promotion Program" (for launch in 2013/14)	6 months	\$ 75,000
Total		\$1, 250,000

Terms of Reference: Labour Market Partnerships Contribution Agreement

8. Summary of Proposed Contributions Supporting this LMPP Project

Contribution Source	Financial		In-kind		Total
	Confirmed	Requested	Confirmed	Requested	
College of New Caledonia	\$ 25,000		\$ 50,000		\$ 75,000
Northwest Community College	\$ 25,000		\$ 50,000		\$ 75,000
Northern Lights College	\$ 25,000		\$ 50,000		\$ 75,000
Industry Contributions		\$ 50,000		\$ 100,000	\$ 150,000
Labour Market Partnership Contribution		\$ 875,000			\$ 875,000
Total financial and in-kind contributions	\$ 125,000	\$ 875,000	\$ 250,000		\$1,250,000

9. Plan for Distribution of Information and/or Products

Building the Northern Industry Council and ongoing support of multi sector industry workforce tables will bring together key business partners to determine the needs, structure and implementation of *NorthTech*. The workforce tables are in the process of being set up across Northern BC and in a number of key industry sectors or clusters. The opportunity to promote *NorthTech* and obtain buy-in to the brand will be built as the project unfolds. New ideas and concepts will be gleaned from the interaction and consultation with industry and the building of better understanding of labour market needs will be achieved.

A *NorthTech* marketing campaign will be developed to promote and position the institution at the forefront and top of mind for students and employers.

A technical career awareness promotion program will be launched to address declining enrollment in trades and technical courses. Creating awareness and building interest in trades and technical career choices will be key to the stemming enrollment declines and recruitment to education programs.

10. Project Considerations/Risks

Key to the success of the project is the ability to manage and control certain key risks. The list below provides an identification of the potential issues that may ultimately derail the project if not addressed or monitored during project implementation.

- Commitment of funds from all partners.
- Securing adequate funding for the project planning and development.
- Provincial government support for ongoing operational and capital funding.

Terms of Reference: Labour Market Partnerships Contribution Agreement

- Industry commitment for apprenticeship placements, new scholarships and use of equipment for training purposes.
- Global demand for natural resources and commodities.
- Economic slowdown, recession, inflation.
- Ability to make quick decisions and flexibility in taking action.
- Declining student enrollment.

11. Plan for Sustainability

The sustainability of *NorthTech* is bound to the economic growth and sustainability of Northern BC. Given the foreseeable expansion in resource extraction and the projected investment of billions of dollars in Northern BC projects, infrastructure and new businesses ventures, the associated demand for skilled and technical workers will remain higher than what the institutional facilities in Northern BC can deliver. Clearly the demand for skilled workers in the labour market is not going away soon.

12. INITIALS OF SIGNATORIES TO THE AGREEMENT

Coordinator	Date	Coordinator	Date	Province of British Columbia	Date
John Bowman					
President				College of New Caledonia	Date
Denise Henning				Northwest Community College	Date
President				Northern Lights College	Date
Laurie Rancourt					
President					

**MINISTRY OF ADVANCED EDUCATION
MEETING NOTE**

Date:	May 23, 2012
Cliff#	90870
File#	
Version #	

PREPARED FOR: Cheryl Wenezenki-Yolland, Deputy Minister
Ministry of Advanced Education

DATE AND TIME OF MEETING: Monday, May 28, 2012; 3:30 p.m. to 4:30 p.m.

ATTENDEES: MLA John Rustad (Nechako Lakes), Rishi Sharma, Ministerial Assistant,
Sarah Elder, Executive Assistant, Dawn Minty, Assistant Deputy Minister

ISSUE: Briefing requested on trades training in Northern British Columbia, including
the NorthTech proposal and Not Responsive

BACKGROUND:

MLA Rustad has requested a briefing on the Northern Technical Institute (NorthTech) proposal
submitted to the ministry by the College of New Caledonia (CNC) and Not Responsive

Not Responsive He has also indicated an interest in any
other updates related to trades training in Northern British Columbia.

NorthTech

CNC, supported by Northwest Community College (NWCC) and Northern Lights College (NLC), submitted the NorthTech proposal (Attachment 1) to the Ministry in December 2011. NorthTech was proposed as a partnership of the three colleges intended to enhance the delivery of trades and technical training in the North to meet the region's expanding labour force needs. Under the proposal, approximately 7,500 additional training spaces would be delivered through the existing network of 24 campuses and learning centres between 2012/13 and 2017/18. Subsequently, in April 2012, CNC shared a draft terms of reference to obtain funding through the Labour Market Partnerships (LMP) program to expand the proposal and formalize the tri-college partnership model.

Since that time, the colleges have re-thought the positioning of NorthTech and are developing, in its stead, a Northern British Columbia Technical Education Partnership (the Partnership) LMP proposal. More strategic in nature than NorthTech, the Partnership LMP proposal will focus on developing new models and mechanisms for cooperation among the three colleges. The ministry anticipates this proposal will be completed in the near future.

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Related initiatives

The Province is piloting Regional Workforce Tables in the Northwest (North Coast and Nechacko Regions) and Northeast. The goal of these tables is to define regional economic opportunities and labour market needs, and to identify opportunities and recommendations to align existing skills training and labour market programs to meet regional employment opportunities. A key outcome of the two northern tables will be the development of regional implementation plans for the fall of 2012 to help inform labour market and post-secondary training programs.

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There are also multiple projects underway in Northern British Columbia focused on the alignment of human resource needs and skills training.

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DISCUSSION:

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SUGGESTED RESPONSE:

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- Attachments:** 1. NorthTech proposal
2. Northern British Columbia Technical Education Partnership LMP proposal
3.
4. Not Responsive

Prepared by:	Melanie Nielsen, Director Northern / Central Region	Reviewed by:	Executive Director Assistant Deputy Minister
Phone #:	250-387-6156		

Terms of Reference: Labour Market Partnerships Contribution Agreement

Applicant:

The applicants are: the College of New Caledonia in partnership with Northwest Community College and Northern Lights College.

Project Title:

The Northern British Columbia Technical Education Partnership

1. Project Background

Plans for the development of natural resources in northern British Columbia over the next decade are driving strong labour market growth in the region that is rapidly outstripping the availability of skilled trades and technical employees.

Meeting the immediate and projected skills shortage and growing demand for advanced skills training is critical for the economic development of the region. It is widely understood that training capacity in the region needs to be expanded to meet the growing demand, and that services related to access and retention need to be improved within the region. There are currently large skills shortages in northern BC and this will be exacerbated over the next decade as expansion and growth of the mining, oil and gas, forestry, energy, construction and natural resource sectors occurs. Jobs created in this extensive period of expansion will be across the board with the majority of those requiring technical training at a college certificate or diploma program level. In addition, with new technologies driving much of the development, new and innovative technical skills and trades programs need to be developed and recognized.

The looming overall skills shortage in the region coupled with the imbalance between industry demand for specific skills and the availability of workers with those skills in Northern BC is significant cause for concern. Industry groups and economic development organizations are calling for action to address immediate and future needs. Industry sectors are competing aggressively for the available supply of skilled workers and compensation rates and other employment incentives have risen dramatically and in some cases are now already beyond the ability of some small businesses to afford them.

Industry sector groups and economic development agencies have begun the task of trying to attract skilled workers to Northern BC through jobs fairs, community marketing activities and skills recruitment campaigns. These activities may provide some relief but the underlying issue will not be solved until greater training opportunities for Northern BC residents are provided in Northern BC.

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The three northern colleges (Northwest Community College, Northern Lights College and the College of New Caledonia), who have a successful record of working together, have agreed to formalize and strengthen their collaborative relationships to overcome their lack of critical mass and to address the economies of scale needed to provide some of the more specialized technical training needs in the region. Collectively these three small colleges have developed a proposal for the establishment of the *Northern BC Technical Education Partnership* that will enable them to deliver new and additional advanced skills training to meet the expected demand from multi industry sectors; while at the same time avoiding duplication of effort and maximizing on the expertise developed within each Institution's Centres of Excellence.

The Partnership will build on the existing relationships the three northern colleges have with each other as well as with the University of Northern British Columbia and B.C. Ministry of Advanced Education under the auspices of the Northern Post-secondary Council.

2. Project Purpose

The *Northern BC Technical Education Partnership* will be a joint initiative of the three Northern BC Colleges. This initiative will provide the people of Northern BC with additional and new opportunities to gain the technical skills "in the North and for the North" that are required in the current and expanding northern BC economy.

The purpose of the project is to identify the needs of industry through close collaboration and exchange of ideas; through engagement of sector workforce tables; and through dialogue with industry via an industry council. The project will develop plans and strategies to address the identified needs and provide the foundation and logistical support required to implement the plans. New technical education programs and delivery models will be developed. This purpose fits well with the *BC Jobs Plan Canada Starts Here*, which is built on the concepts of consultation, and where there is a commitment to open up new engagement opportunities to ensure all British Columbians have an opportunity to share in the wealth and promise of our province.

Highlights of the proposal include:

- A pan-Northern initiative;
- A joint initiative of CNC, NWCC, and NLC – building on the 2003 Memorandum of Agreement and other agreements established under the Northern Post-secondary Council Framework;
- A five year Business and Service Plan for the delivery of technical education in the North;
- Establishment of the *Northern BC Technical Education Partnership* Business and Industry Council – this Council will provide a mechanism for bringing together the feedback from the 3 Northern Regional Workforce Tables (Cariboo/Nechako, Northwest, Northeast) and

Terms of Reference: Labour Market Partnerships Contribution Agreement

ensuring a comprehensive approach to meeting the northern BC Regional Workforce needs; and,

- A five year expansion program of flexible, accessible trades, technical and advanced skills training including development, operational and educational plans.

The *Northern BC Technical Education Partnership* will be business and industry driven and responsive to the needs of the whole pan-northern B.C. region as well as the differences among communities within that region. It will also increase support for, and improve results of, Aboriginal student participation and successful completion of technical education and training in Northern B.C.

The northern colleges are provincial and national leaders in Aboriginal Education, serving a disproportionately large number of the province's Aboriginal learners. Success is achieved through well-established, respectful working relationships with Aboriginal communities that have been developed by the three northern colleges.

The actions of the *Northern BC Technical Education Partnership* will provide creative and flexible solutions for training skilled workers that match industry requirements and job opportunities.

Key sectors to be addressed are summarized below:

Maintenance and Fabrication Sector:

A key employer of skilled trades people are the maintenance and fabrication companies in the region. Many of these companies serve clients across many industry sectors. Their services are most acutely needed in times of expansion and construction. With the growth of massive new natural resource extraction projects in the North, it is these companies that bid on and secure contracts for the development of new infrastructure, construction of new plants, new pipelines, new mines and new oil and gas developments.

Process Control and Automation Sector:

Across all sectors there is a trend towards more automated and remotely controlled manufacturing or operation of equipment. Remote sensing, camera vision, automated controls, PLCs, optimization and numerous other technologies are being utilized to increase productivity and manage increasingly complex manufacturing equipment. The forest industry has installed scanners and optimization equipment that is capable of running at unprecedented production speeds. Pipeline operators are able to sense problems in extremely remote locations and shut down or take action to prevent spills or damage to a line. These tasks demand a higher qualified employee to ensure that they are accomplished with a high degree of accuracy and consistency.

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Forestry, Wood Manufacturing and Construction Sectors:

The forest industry is rapidly changing. Productivity and reduction of costs are driving the industry to more and more automation. Fuel costs drive the need for better transportation logistics to extract timber, haul it to mills, convert it and ship it to distant markets. Bioenergy developments have seen the growth of pellet plants and they have specialized skills needs. New engineered wood products such as CLT are likely to emerge as construction standards and demand for environmentally sustainable building systems grow. These new technologies in the forest and mills require an increased level of technical skill.

Mining Sector:

There is an immediate critical need for skilled mine exploration, construction, and processing workers and the inevitable need for trained environmental workers to decommission and reclaim the mined land. The jobs include but are not limited to: Exploration (Mining Exploration Field Assistant, Drilling Assistant, Camp Cook, Camp Manager); Mine Construction (construction trades - carpenter, electrician, plumber, millwright, cook, Information and Communication Technologist (ISP, ITCP level); Mine Operation (Heavy Equipment Operators, Truck Drivers Class 1, Driller Blasters, Mine Process Operators, Cooks, Human resources professionals , Accountants, Engineers, Environmental Monitors, Metal Leaching and acid rock drainage specialists); Mine Reclamation (Environmental Engineers, Metal Leaching and acid rock drainage specialists, Heavy Equipment Operators, Horticultural Technicians). These are only some of the primary jobs. The secondary and tertiary jobs that will naturally flow from this project will magnifying the benefit of the federal and provincial investment in people in Northern BC.

Oil and Gas Sector:

Oil and Gas economic activity has been on the rise for a number of years in British Columbia and has primarily been centered in the northeast of BC. That said, there have also been ongoing interests in the central part of the province, as some gas exploration results have been quite positive. Although Gas prices can represent a fluctuating marketplace, recent statistics and B.C. Government announcements point to natural gas and Liquid Natural Gas (LNG) developments which would result in approximately \$20 billion in new investment, with the expected creation of 800 long-term jobs for British Columbians working in LNG facilities and up to 9,000 more jobs during construction. Job openings and demand for skilled trades in the Oil and Gas industry are projected to increase significantly through to 2020. It is also important to note that the Oil and Gas industry tends to cycle in opposition to many of the other sectors; giving some ability for trades to migrate between sectors to stabilize the employment rates.

Bioenergy Sector:

Bioenergy is truly a Northern BC technology. Born from the need to eliminate beehive burners in 1996, the sector has grown from non-existence to over 2 million tons a year of production and the creation of over 500 direct and indirect positions. The long range forecast is a slow and steady

Terms of Reference: Labour Market Partnerships Contribution Agreement

growth as demand for renewable energy solutions drive the need for global and local use of bioenergy (primarily from wood).

Clean Technologies Sector:

This sector is still in its infancy and is being defined. Globally, research on optimization technologies is being undertaken and ways to improve the technology are being developed. That said, the base technologies involved in windmills or solar panels is most likely not going to change. For the North, the opportunities in this technology are in using the developed technologies to help produce energy. Clean Energy Technologies are already in fairly wide spread use in Northern B.C. with some of the largest current projects being the Bear Mountain Wind Park which has been in operation in Dawson Creek for a number of years, and a series of completed and in progress large Wind Farms in the Tumbler Ridge area.

3. Project Partners

The three northern BC Colleges, College of New Caledonia, Northwest Community College and Northern Lights College, will become equal partners in The *Northern BC Technical Education Partnership*. It will not replace, but will rather complement and enhance each college's existing comprehensive community college mandate, mission, programs and services.

The three colleges already have a memorandum of agreement committing themselves "to the development of a larger, more integrated, and more comprehensive educational strategy than could be provided by the institutions on their own". A strengthened tri-college partnership structure will be developed. The three colleges will evolve new pan-northern strategic plans and add new leadership for the delivery of trades and technical training in Northern BC through the *Northern BC Technical Education Partnership* project. The partnership provides a good framework for the colleges to reaffirm their commitment to work together for higher education in the North and respond to the Government's *BC Jobs Plan Canada Starts Here* for meeting the demand for skilled workers in BC. Protocols for leadership, planning and development of programs, joint communications and decision making will be developed.

Industry partners will continue to work with the colleges to ensure a solid foundation for sustainability of the initiative including the critical aspect of hiring and support for apprentices. A Pan-Northern Industry Council will be established to ensure that collaboration and positive interaction between the colleges and industry become the drivers of a strong education system for trades and technical training in the North. To this end, terms of reference, an agreement document, and a leadership model cementing industry commitment will be developed.

Terms of Reference: Labour Market Partnerships Contribution Agreement

The three northern colleges have well established partnerships with First Nations communities and leaders. Making these connections in and between our existing partners, as well as cultivation of new ideas for capacity building, accessibility and flexible delivery will enhance the active participation of First Nations in technical, trades and advanced skills training and economic development. This is in keeping with the *BC Jobs Plan Canada Starts Here*.

In addition to the colleges and industrial sector commitment, the involvement of other organizations is needed for success. This includes upstream organizations and associations including: School Districts, Aboriginal Training Agencies and Initiatives, BCIT, Industry Training Authority, Ministry of Advanced Education, Ministry of Jobs, Training and Innovation, Industry Associations, Regional Workforce Tables, and other regional community associations such as the Northern Development Initiative Trust (NDIT), Community Futures and Chambers of Commerce.

4. Project Objectives

The intended outcomes of the project are:

- A business case and a five year service plan for the *Northern BC Technical Education Partnership*;
- A formal tri-college partnership agreement for pan-northern planning and delivery of technical and trades programming;
- A gap analysis between the inventory of existing instructional programs and facilities and future needs;
- A best practices inventory and flexible models based on proven results and successful delivery;
- Aboriginal consultation for participation, capacity development and accessibility of technical education programs;
- Engagement of Regional Workforce tables;
- Development of accessible community based delivery methods that work with rural, aboriginal and remote communities rather than require them to adapt to approaches that ask them to leave their home communities and locus of support for entire programs.
- A terms of reference for a Northern B.C. Industry Council;
- A Strategic Marketing Plan for programming and services that are developed by the *Northern BC Technical Education Partnership*;
- A Northern Technical Careers Awareness, Promotion Retention and Success Program;
- Delivery of New and Expanded Training Programs
 - The *Northern Civil Engineering Technology Program* will be the first priority new technology program to begin in September 2013 utilizing the *Northern BC Technical*

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Education Partnership model. Funding in 2012/13 is required for start-up, program development and equipment. A brief outline of the program is attached as Appendix 1.

- Trades Foundation Programs;
- Trades Apprenticeship Courses;
- Access/Essential Skills Training;
- One Year Technical Programs;

Beneficiaries of the program are employers, students and communities in Northern BC.

5. Measurable Results

- The tangible final product of this project will be the foundation of a *Northern BC Technical Education Partnership*, which will support the delivery of new and additional advanced skills training opportunities that meet multi sector labour force requirements.
- The project will result in a formalized partnership between the three northern Colleges that will be solidified with leadership models, joint planning capacity, shared services and cost effective delivery of trades and technical programs in the region.
- The partnership will provide each institution with a mandate and increased capacity for providing technical education across the region.
- The increased capacity for collaboration among the three existing Northern institutions will result in greater economies of scale, less duplication of effort, and optimization of administration and overhead costs.
- The project will result in better utilization of student services, campus facilities, human resources and training infrastructure.

6. Project Duration

The project will be undertaken over a two year period. Activities will vary during the period and the target completion date is set to coincide with the start of the new educational/training year in 2014.

Timeframe: June 1, 2012 to August 31, 2014.

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7. Proposed Project Activities, Timeframe and Budget

The following are the key deliverables and critical process elements for Years One and Two (2012/13 – 2013/14) for the planning, program development and start-up phase for the *Northern BC Technical Education Partnership*:

Activities (by phase)	Proposed Timeframe	Estimated Cost
Develop the Business Case – 5 Year Service Plan. With complete detailed Short Term The <i>Northern BC Technical Education Partnership</i> Education and Training Plan (gap analysis, inventories, programs, dates, locations, etc.)	1 year	\$ 250,000
Establish a Framework for the Tri-College Partnership – develop protocols for planning, development, shared services, communication, and decision making.	6 months	\$ 100,000
Designate Leadership Responsibilities and Roles within Colleges – allocate human and other resources for coordination, planning, development and implementation.	6 months	\$ 100,000
Establish the <i>Northern BC Technical Education Partnership</i> "Northern Industry Council" - Structure, Membership and Terms of Reference.	6 months	\$ 75,000
Engage the Regional Workforce Tables - Utilization of information, guidance and outcomes from the workforce tables.	1 year	\$ 150,000
Identify Opportunities and Priorities for the <i>Northern BC Technical Education Partnership</i> (5 year horizon) – delivery of programs, student and administrative services across Northern BC.	1 year	\$ 150,000
Complete Program Development for New Programs (Years 1 and 2)	2 years	\$ 250,000
Plan for "Northern Technical Careers Awareness Promotion, Retention and Success Program" (for launch in 2013/14)	6 months	\$ 175,000
Total		\$1, 250,000

Terms of Reference: Labour Market Partnerships Contribution Agreement

8. Summary of Proposed Contributions Supporting this LMPP Project

Contribution Source	Financial		In-kind		Total
	Confirmed	Requested	Confirmed	Requested	
College of New Caledonia	\$ 25,000		\$ 50,000		\$ 75,000
Northwest Community College	\$ 25,000		\$ 50,000		\$ 75,000
Northern Lights College	\$ 25,000		\$ 50,000		\$ 75,000
Industry Contributions		\$ 50,000		\$ 100,000	\$ 150,000
Labour Market Partnership Contribution		\$ 875,000			\$ 875,000
Total financial and in-kind contributions	\$ 75,000	\$ 925,000	\$ 150,000	\$ 100,000	\$1,250,000

9. Plan for Distribution of Information and/or Products

Building the Northern Industry Council and ongoing engagement of multi sector industry workforce tables will bring together key business partners to determine the needs, structure and implementation of *The Northern BC Technical Education Partnership*. The workforce tables have been set up across Northern BC and in a number of key industry sectors or clusters. The opportunity to promote *The Northern BC Technical Education Partnership* and obtain buy-in to the brand will be built as the project unfolds. New ideas and concepts will be gleaned from the interaction and consultation with industry and the building of stronger responses to labour market needs will be achieved.

The *Northern BC Technical Education Partnership* marketing campaign will be developed to promote and position the partnership at the forefront and top of mind for students and employers. A technical career awareness promotion program will be launched to address declining enrollment in trades and technical courses. Creating awareness and building interest in trades and technical career choices will be the key to stemming enrollment declines and recruitment to education programs. The promotion program will also target Aboriginal communities with a view to increasing participation in technical education.

Terms of Reference: Labour Market Partnerships Contribution Agreement

Project Considerations/Risks

Key to the success of the project is the ability to manage and control certain key risks. The list below provides an identification of the potential issues that may ultimately derail the project if not addressed or monitored during project implementation.

- Commitment of funds from all partners.
- Securing adequate funding for the project planning and development.
- Provincial government support for ongoing operational and capital funding.
- Industry commitment for apprenticeship placements, new scholarships and use of equipment for training purposes.
- Global demand for natural resources and commodities.
- Economic slowdown, recession, inflation.
- Ability to make quick decisions and flexibility in taking action.
- Declining student enrollment.

10. Plan for Sustainability

The sustainability of *The Northern BC Technical Education Partnership* is bound to the economic growth and sustainability of Northern BC. Given the foreseeable expansion in resource development and the projected investment of billions of dollars in Northern BC projects, infrastructure, and new businesses ventures, the associated demand for skilled and technical workers will remain higher than what the institutional facilities in Northern BC can deliver. Clearly the demand for skilled workers in the labour market is not going away soon.

The *Northern BC Technical Education Partnership* is strategic in design and not necessarily about new facilities. It is urgently needed to address the immediate short term labour market needs and transcends into a long term strategic partnership that will provide opportunities for expanding technical education capacity, meeting workplace needs and the opportunity for collaboration on effective delivery of trades, technical and advanced skills training in Northern BC.

Terms of Reference: Labour Market Partnerships Contribution Agreement

11. INITIALS OF SIGNATORIES TO THE AGREEMENT

Coordinator	Date	Coordinator	Date	Province of British Columbia	Date
John Bowman					
President				College of New Caledonia	Date
Denise Henning					
President				Northwest Community College	Date
Laurie Rancourt					
President				Northern Lights College	Date

Terms of Reference: Labour Market Partnerships Contribution Agreement

Appendix 1: Northern Civil Engineering Technology Program

Terms of Reference: Labour Market Partnerships Contribution Agreement

Appendix 1: Northern Civil Engineering Technology Program

Many of the concepts underlying *The Northern BC Technical Education Partnership* have already been included in the planning for the proposed new *Northern Civil Engineering Technology* program. The broadly inclusive, pan-northern development model addresses a major labour market demand for skilled workers, Aboriginal and high school transitions, career development in the north, leveraging international student enrolments, and multi-institutional partnerships. The preliminary program development was driven by industry throughout its planning and is responsive to the needs of the entire north.

The implementation of the CNC diploma program will fill the gap for a *Northern Civil Engineering Technology* program in northern British Columbia. The provision of this program in the north would include a college-level, pan-northern focus involving collaboration between the College of New Caledonia, Northwest Community College, and Northern Lights College, in addition to partnering Aboriginal communities. This collaboration will create an educational framework between the three institutions.

Philosophically, all three colleges are aligned in designing access and a program that does not merely select students who are the best prepared academically, but that creates pathways for success for students coming from a variety of backgrounds. The College of New Caledonia has also partnered with the University of Northern British Columbia, who revised their planned Civil Engineering Degree curriculum to accommodate transfer students from the College's diploma program.

The following elements were identified as critical for northern success:

- Carefully constructed access programs for adult learners
- Appropriate academic and personal supports to students in the access programs to create as many opportunities for success as possible
- Bridges for students in the access programs to both CNC's Civil Engineering Technology program and, if appropriate, to other technology programs that may be more accessible and/or appropriate for individual students as they proceed, such as NLC's Wind Turbine Maintenance Program
- Aboriginal-specific access services and programs, developed in collaboration with Aboriginal communities at the regional level
- Improved math and science outcomes in the K-12 system
- Improved industry-driven career awareness campaigns throughout the north
- An integrated model of training, education and resources related to engineering



BRITISH
COLUMBIA

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Terms of Reference: Labour Market Partnerships Contribution Agreement

- NWCC and NLC are interested in providing employment, access and transition programs relating to civil engineering
- CNC is interested in delivering the full civil engineering technology program
- UNBC is committed to creating effective and straightforward access from a northern technology program into its planned civil engineering degree
- Industry is committed to supporting K-12 success initiatives, career awareness initiatives, and post-secondary initiatives throughout the north

As the program is implemented, it will be critical to have cross-northern and Aboriginal participation on the program advisory committee. The three northern colleges and their community and industry partners have an opportunity to develop an innovative, shared model of access and success, focused not just on the CNC Engineering Technology program, but on supporting improved access to all northern technical programs and on into university level science and engineering programs.

Multiple levels of access and egress are essential for northerners and northern programs. The budget submitted to the Ministry includes four seats reserved for international students, providing a global perspective for northern students, and an additional funding stream to offset program costs.

Additionally, the three colleges propose the following model for pan-northern initiatives related to a civil engineering technology diploma at CNC:

- Clear and accessible information regarding entry requirements to the diploma program
- Clear and accessible information regarding multiple short- and long-term avenues for entry to the diploma program
- Pre-requisite completion options at each institution, with possible advanced standing for entry to the CNC program for students successfully completing at any of the colleges
- Strategic, wrap-around student supports for students in the CNC diploma program to engage student persistence
- Aboriginal- specific initiatives to support student access in the CNC diploma program to engage student persistence
- Collaborative planning for internship placements with industry, and
- Sharing of curriculum and resources as available to support student preparation for diploma program entry, regionally-based employment programs related to civil engineering, and continuing education courses throughout the north

Upon expressed support for the proposed partnership between the College of New Caledonia and Camosun College, and the elements that define the northern aspect of the proposal such as



The Best Place on Earth

Terms of Reference: Labour Market Partnerships Contribution Agreement

providing a generalist program with a rural focus and internship integration, contributions from NWCC and NLC for development of the pan northern element of the program include the following:

- Career paths and joint marketing for access;
- Recognition of student transitions from NWCC and NLC to CNC, with a view toward providing access both ways for programs offered at NWCC and NLC;
- Advanced standing of students
- Prioritized opportunities and access for students across the north
- Reserved seats for (qualified) Aboriginal and international students
- Possible implementation of first year of program at NLC;
- Internship planning is to be pan northern and to involve a collaboration between CNC, NWCC and NLC
- Capitalizing on the implementation of the Civil Engineering Technology program to develop Aboriginal and access programs for the north, to be a model for other institutions. This would evolve from both NWCC and NLC.

MINISTRY OF ADVANCED EDUCATION

Date: January 16, 2012
Cliff# 89764
File# 280-20/BN 2012
Version # 1

BRIEFING NOTE

PREPARED FOR: Honourable Naomi Yamamoto
Minister of Advanced Education

ISSUE: Analysis of the Not Responsive
Not Responsive
and the NorthTech Proposal, submitted by Mr. John Bowman, President of the
College of New Caledonia (CNC).

BACKGROUND:

S13 proposals were recently provided to the Ministry of Advanced Education (AVED) requesting support for significant expansion of facilities and training for trades and technology programming in the north to address looming labour market demand.

Not Responsive

NorthTech Proposal

A proposal was submitted by Mr. Bowman, to AVED and the Ministry of Jobs, Tourism and Innovation (JTI) on December 2, 2011, proposing the establishment of a new Northern Technical Institute (NorthTech) (see Attachments 2 and 3). The proposal calls for the collaboration of the northern colleges under a new "tri-college federated" institutional model to be developed in cooperation with AVED and JTI.

The proposed Institute builds on the existing capacity of the three northern regional community colleges: CNC, NLC, and Northwest Community College (NWCC). The additional Trades and Technical training programs would continue to be delivered through local learning centres in 20 communities across northern British Columbia, and the three northern colleges would continue to exist as autonomous institutions.

... /2

Over the six-year implementation period (2012/13 to 2017/18), a cumulative total of approximately 7,500 additional training spaces would be delivered through NorthTech, eventually reaching a total annual enrolment capacity of 2,000 full-time equivalents (FTEs) in year six (2017/18) with an additional 800 spaces provided through cost recovery and contract training.

Estimated total capital investment for new construction and renovations over six years would be \$106 million, and costs for equipment and technological infrastructure are estimated to be \$18 million. Annual operating funding for NorthTech in 2017/18 is estimated at \$14 million for direct training program delivery and \$25 million overall.

The total cumulative investment over six years is estimated to be \$165 million with the initial request for \$10 million in 2012/13 to complete phase one planning work. In discussion with senior AVED and JTI officials, Mr. Bowman acknowledged that the NorthTech Proposal requires a detailed business plan before it can be adequately evaluated.

DISCUSSION:

Page 64 redacted for the following reason:

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S13

Attachments: (2)

Prepared by:	Bill Parker , A/Exec Director	Approved by:	
	Colleges and Skills Development Branch	Executive Director	BP
Phone #:	250-356-8087	Assistant Deputy Minister	DM
		Deputy Minister	DM for CWY

**MINISTRY OF ADVANCED EDUCATION
MEETING NOTE**

Date:	May 9, 2012
Cliff#	90767
File#	

PREPARED FOR: Dawn Minty
Assistant Deputy Minister

DATE AND TIME OF MEETING: May 11, 2012

ATTENDEES: Mr. John Bowman, President, College of New Caledonia

ISSUE: Discussion concerning the draft NorthTech Labour Market Partnership proposal

BACKGROUND:

The College of New Caledonia (CNC), Northwest Community College (NWCC) and Northern Lights College (NLC) have submitted a "NorthTech" proposal to the Ministry of Advanced Education in December 2011 (Attachment 1). NorthTech, as proposed, is a partnership of the three colleges intended to enhance the delivery of trades and technical training in the North to meet the region's expanding labour force needs. An analysis of the NorthTech proposal is included as Attachment 2.

Subsequently, in April 2012, CNC shared a draft terms of reference written to obtain funding through the Labour Market Partnerships (LMP) program to expand the proposal and formalize the tri-college partnership model (Attachment 3). These terms of reference have not yet been formally submitted to government. The intended outcomes of this project include a business case for NorthTech as well as a formalized partnership and governance structure; a career awareness and promotional program; and terms of reference for an Industry Council to provide program input.

The proposed project is to span 28-months¹ with an estimated total cost of \$1.25M, of which \$875K is to be sought from the Labour Market Partnerships program, and \$375K is to be financial and in-kind contributions from the colleges and industry. The following table shows the specific activities, timeframe and costs (this is a condensed version of the table on page six of the TOR).

Activity	Time	Cost
Develop business case, including education and training plan	1 yr	\$350,000
Establish a tri-college partnership framework	6 mo	100,000
Designate leadership roles within colleges (allocate staff, etc.)	6 mo	100,000
Establish industry council terms of reference, membership, etc.	6 mo	75,000
Establish new "regional sector workforce tables" and engage existing ones	1 yr	150,000
Identify collaborative opportunities (program delivery, admin services, etc.)	1 yr	150,000
Development of new programs (years 1 & 2)	2 yrs	250,000
Plan NorthTech career awareness & promotion program	6 mo	75,000
Total		\$1,250,000

¹ On page six of the TOR, the project duration is described as two years and three months, but the date range spans May 1, 2012 to Aug. 31, 2014.

DISCUSSION:

S13

Attachment 1: NorthTech Proposal
Attachment 2: NorthTech Analysis
Attachment 3: NorthTech Draft ToR for LMP Funding

Prepared by:	Randall Gerlach, Regional Manager	Reviewed by:	
	Northern Region	Director	MN
Phone #:	250 387-6269	Executive Director	

ANALYSIS OF THE NORTHERN TECHNICAL INSTITUTE ("NorthTech") PROPOSAL

Completed by:

Northern / Central Region Branch

Ministry of Advanced Education

Date: May 10, 2012

V.2

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OVERVIEW OF PROPOSAL

The College of New Caledonia (CNC), Northwest Community College (NWCC) and Northern Lights College (NLC) have submitted a "NorthTech" proposal to the Ministry of Advanced Education. NorthTech, as proposed, is a partnership of the three colleges intended to enhance the delivery of trades and technical training in the North to meet the region's expanding labour force needs.

This additional training capacity would be delivered through local learning centres in 20 communities across the north, augmenting current training capacity at the three northern colleges, which would retain their existing regional mandates and continue to operate autonomously. The proposal purports that this collaborative approach would enable expansion to occur in a cost-effective manner through economies of scale, reduced administrative overhead and streamlined student services.

The proposal was originally submitted in December 2011 by CNC with support from NLC and NWCC. Subsequently, in April 2012, CNC shared a draft terms of reference written to obtain funding through the Labour Market Partnerships program to expand the proposal and formalize the tri-college partnership model. These terms of reference have not yet been formally submitted to government.

ALIGNMENT WITH GOVERNMENT PRIORITIES

NorthTech would address BC Jobs Plan priorities by increasing access to skills and apprenticeship training, and by strengthening collaboration between post-secondary institutions and employers to ensure the post-secondary system is responsive to labour market needs.

One of NorthTech's focus elements indicates the initiative will be "business, industry and community-driven." The December 2011 proposal indicated that Regional Workforce Tables would be the means for obtaining input from business, industry and communities, but the April 2012 draft submission for the Labour Market Partnerships program described the creation of a Pan-Northern Industry Council to facilitate interaction between NorthTech and industry. These differing approaches would need to be reconciled and clear links to the Regional Workforce Tables shown in a final proposal.

Pages 70 through 73 redacted for the following reasons:

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ATTACHMENT 1

NorthTech Proposal: Six-year Training Plan, 2012/13 to 2017/18

The following is a preliminary overview of the new and expanded technical education programming proposed under the *NorthTech* Initiative. Detailed and specific program delivery plans (*what?, where?, when?, how?*) would be developed as part of the Five Year Service and Educational Plan proposed as part of the Labour Market Partnership project.

Program Area / Sector	FTEs Spaces	Funding Source	Comments
Industrial and Construction Trades: Apprenticeship Courses	544	ITA	Mix of new programs and additional classes in existing programs and at new locations
Industrial and Construction Trades: Foundation Programs	416	ITA & AVED	Mix of new programs and additional classes in existing programs and at new locations
Technical Education "Access" / Essential Skills programs	160	AVED (& ITA?)	Trades & Technical Prog Access/Essential skills upgrading (College Prep)
Dual-credit Sec – ACE-IT:	160	ITA & MED	Mix of new programs and additional classes in existing programs and at new locations
Mining Technician and related	110	AVED	CNC existing Cert.; additional class and/or mix of new program/s and new locations
Heavy Equipment Operation	96	ITA	Mix of additional classes and at new locations
Power Engineering 4th, 3rd & 2nd Class	80	ITA & AVED	CNC and NLC offer 4 th & 3 rd class; 2 nd class is new to North
Energy related	80	AVED	New for North; in addition to Wind Turbine Technician at NLC
Agriculture related - small scale farming products regional markets	48	AVED	New for North – CNC and NWCC initially
Civil Engineering Technology	48	AVED	New for North; CNC partnership with NLC & NWCC; 2 yr diploma
Transportation, Logistics and related	48	AVED	May be new and /or expansion of existing programs

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Health Technologies	48	AVED	May be new and/or expansion of existing programs
Environmental Technology	24	AVED	New for North; at 24 spaces may plan to offer 1 st yr of 2 yr diploma
Biotechnology: bioenergy & bio products	24	AVED	New for North; 1 yr cert program
Sustainable Building Construction/Management	24	AVED	New for North- in collaboration with OC's existing program
Mechanical Engineering Technology	24	AVED	New for North; at 24 spaces may plan to offer 1 st yr of 2 yr diploma
Information and Communication Technology (ICT) – for First Nations	24	AVED	Expansion of existing CNC, NLC, NWCC & Yukon College program
Process Operations	24	AVED	New for North-to cover pulp & paper, sawmills, mining, and O&G operations
Aviation Business	18	AVED	Expansion of CNC's existing program
<u>Subtotal: ITA and AVED funded FTEs</u>	<u>2,000</u>		
<u>Cost-recovered</u>			
International Education	300		
Workforce / Contract Training & Con. Ed	500		
Total	2,800		

**MINISTRY OF ADVANCED EDUCATION
MEETING NOTE**

Date:	April 26, 2012
Cliff#	90678
File#	

PREPARED FOR: Dawn Minty, Assistant Deputy Minister, and
Joe Thompson, A/Assistant Deputy Minister

DATE AND TIME OF MEETING: Saturday, April 28, 2012, 3:00 p.m. to 6:00 p.m.

ATTENDEES: A list of 39 invitees is included as part of the agenda (Attachment 1)

ISSUE:

S13

BACKGROUND:

S13

S13 The three colleges in attendance, College of New Caledonia (CNC), Northern Lights College (NLC) and Northwest Community College (NWCC), have submitted a proposal (Attachment 3) seeking government funding for expanded capacity through a "NorthTech" tri-college institutional partnership.

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Not Responsive

1 of 4

The Province is also piloting Regional Workforce Tables in the Northwest and Northeast. The goal of these tables is to define regional economic opportunities and labour market needs, and to identify opportunities and recommendations to align existing skills training and labour market programs to meet regional employment opportunities. A key outcome of the two northern tables will be the development of regional implementation and investment plans by the fall of 2012 to help inform labour market and post-secondary training programs.

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DISCUSSION:

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Page 78 redacted for the following reason:

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- Attachments:**
1. Not Responsive
 2. Not Responsive
 3. NorthTech proposal
 4. S13
 5. Not Responsive
 - 6.
 7. S13
 - 8.

Prepared by:	Melanie Nielsen, Director Northern / Central Region	Reviewed by:	
Phone #:	250-387-6156	Executive Director Assistant Deputy Minister	

Northern Colleges' Operating Environments April 2012

This document summarizes the operating environments of the three northern colleges:

- College of New Caledonia (CNC),
- Northern Lights College (NLC) and
- Northwest Community College (NWCC).

Each college is presented separately with information divided into the following five sections.

Regional geography and population

This section describes the region's terrain, largest communities and population including changes in communities' populations between the 2006 and 2011 census (where data is available).

Campus information

This section identifies the communities in the region with an institutional presence along with the largest communities without a presence.

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Institution capacity and enrolment

This section provides historical and comparative information on the student spaces funded by AVED and the Industry Training Authority (ITA) and how many spaces were filled versus funded.

Regional economy and major projects

This section provides a brief overview of the region's economy and a summary of major projects planned or underway in the region. The latter information is drawn from the Major Projects Inventory maintained by the Ministry of Jobs, Tourism and Innovation (JTI). The projects listed that are planned but not yet underway include only those that are deemed to have a high probability of moving forward, as determined by JTI staff.

Institution programming with potential links to major projects

This section identifies a selection of the courses and programs offered by the college that are most directly applicable to the human resource needs of major employers in the region. This section is not an exhaustive list of all programming.

College of New Caledonia (CNC)

CNC regional geography and population

Spanning over 148,000 sq. km, CNC is British Columbia's second largest college region in area next to Northern Lights College (NLC). Its total population, which was nearly 138,000 in 2006, is more than double that of NLC's. Over half of CNC's population reside in Prince George, which is the largest city in BC north of Kamloops. As of the 2006 census, 12.9 percent of CNC's population was Aboriginal compared to 4.8 percent for BC as a whole (2011 data is not yet available). Also as of the 2006 census, 30.6 percent of the region's population lived in communities with fewer than 250 residents.

Whereas BC's population as a whole grew by 7.0 percent between 2006 and 2011, many communities in the CNC region saw considerably lower growth, and a number saw declines. The 2011 census data has not yet been profiled by college region, but the following table shows population changes for the region's larger communities from 2006 to 2011.

Community	2006 Population	2011 Population	Percentage change
Prince George	70,981	71,984	+ 1.4%
Quesnel	9,326	10,007	+ 7.3%
Mackenzie	4,539	3,507	- 22.7%
Vanderhoof	4,064	4,480	+ 10.2%
Burns Lake	2,778	2,390	- 14.0
British Columbia	4,113,487	4,400,057	+ 7.0%

CNC campus information

CNC has facilities in eight locations:

- Prince George (main campus)
- four regional campuses:
 - Burns Lake (Lakes District)
 - Mackenzie Campus
 - Vanderhoof (Nechako); and
 - Quesnel Campus.
- three learning centres:
 - Fort St. James,
 - Fraser Lake and
 - Valemount.

Attachment 4

These eight campuses give CNC a presence in every community in the region with a population of 1,000 or more. The largest communities in the region without a CNC presence are

- McBride
 - 2011 population: 586
 - Distance to nearest campus: 84 km (Valemount learning centre)
- Granisle
 - 2011 population: 364
 - Distance to nearest campus: 82 km (NWCC Smithers campus).

S13

CNC capacity and enrolment

AVED-funded student spaces

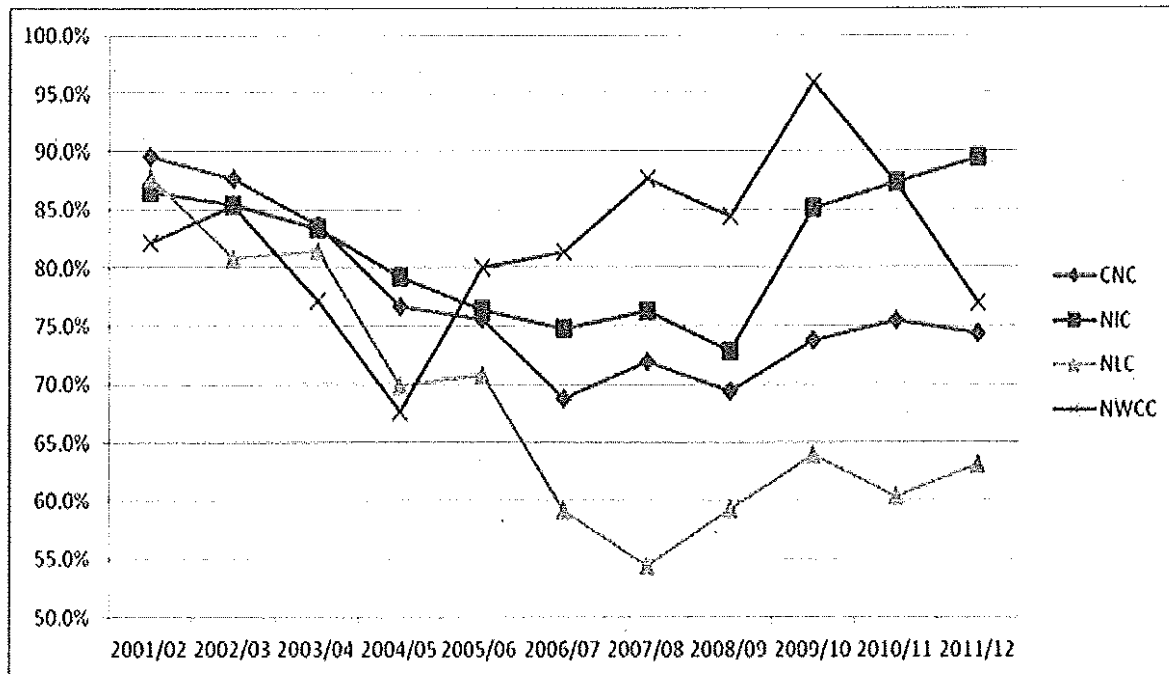
In 2001/02, CNC's utilization of AVED-funded FTEs was 89.6 percent, just below the small-college average of 90.6 percent. Utilization declined steadily until 2006/07 when it hit a low of 68.8 percent. It recovered slightly by 2010/11 to 75.5 percent but was still well below the current small college average of 82.6 percent.

The chart below highlights the steady decline until 2006/07, which was followed by relatively flat utilization for the next two years to 2008/09, then small, steady improvement for the two years to 2010/11. The 2011/12 figures from interim FTE reports suggest performance similar to

Attachment 4

the previous year. From 2001/02 to 2010/11 small college utilization declined 8.0 percent while CNC has declined 14.0 percent.

Comparative AVED-funded FTE utilization by NWCC, CNC, NIC and NLC

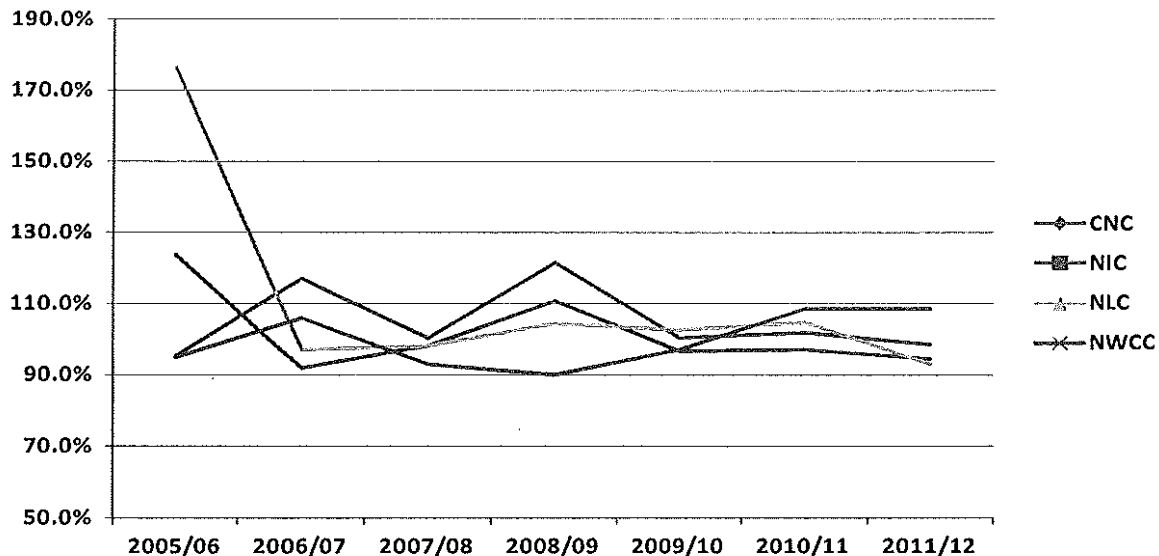


ITA-funded student spaces

In 2005/06, CNC utilization of ITA-funded FTES was 95.3 percent, below the small college average of 114 percent. Utilization has fluctuated at CNC since 2005/06, peaking at 121.5 percent in 2008/09 and averaging around 100 percent in recent years. The 2011/12 figures from interim FTE reports and suggest performance similar to the previous year. From 2005/06 to 2010/11 small college utilization in ITA-funded seats has declined 12 percent while CNC has increased 6.6 percent.

Attachment 4

Comparative ITA FTE utilization by NWCC, CNC, NIC and NLC, 2005/06 – 2011/12



CNC regional economy and major projects

Much of the region is dependent on the forest industry, which was already struggling before the global economic decline began in the United States in 2008. By 2009, unemployment in town of Mackenzie was close to 100 percent. But the industry has rebounded sharply over the past year as Chinese demand for lumber has offset declining US demand. Recent growth in the mining sector has also brought some renewed optimism to the region.

The following table identifies major projects underway in the region as well as projects that have not yet begun but have a high probability of moving forward.

Project Name	Municipality	Est Cost (\$M)	Start	Finish
Western Coal Expansion (mining)	Prince George	230	Summer 2011	2013
Gibraltar Mine Capacity Increase (mining)	Williams Lake	350	Spring 2011	Late 2012
Cariboo Pulp and Paper Upgrades (utilities)	Quesnel	42	Spring 2011	Jan 2012
Prince George Pulp Plant Upgrades (manufacturing)	Prince George	30	Aug 2011	Sept 2012
Boundary Road Connector (transportation)	Prince George	28	Jun 2010	Late 2012
Interior Waste to Energy Project (utilities)	Prince George	50	Fall 2011	Spring 2012

Attachment 4

PGP Bio Energy Project (utilities)	Prince George	50	Sep 2009	?
BC Cancer Agency Centre for the North (health and social services)	Prince George	106	Summer 2010	Dec 2012
Prince George RCMP Municipal Attachment (public administration)	Prince George	39	Fall 2011	Sep 2013
Cariboo Connector - Highway 97 Improvements Phase 1 (transportation)	Prince George To Cache Creek	241	Summer 2005	Summer 2012
Trans Mountain Pipeline Expansion (TMX) (natural gas pipeline)	Valemount To Burnaby	1500	Spring 2006	2012
Canoe Mountain Resort Developments (Resort)	Valemount	100	Summer 2007	2020
Mt Milligan Copper/Gold Mine	Mackenzie region	1,265	Summer 2010	Early 2013
Endako Mine Expansion	Fraser Lake	550	Aug 2009	Spring 2012
Prince George Field Building (utilities)	Prince George	48	?	2014
Biomass Project – McBride (utilities)	McBride	230	Spring 2012	2013
Performing Arts Centre	Prince George	43	Summer 2012	2013
Bonanza Ledge Mine	Quesnel	60	2012	?
KSL Pipeline (natural gas pipeline)	Summit Lake to Kitimat	1,200	Summer 2012	2015

CNC programming

The following list identifies courses and programs offered by CNC that are most directly applicable to the human resource needs of major employers in the region. This section is not an exhaustive list of all CNC programming.

Programs: Ongoing Government Support	Location	Funding Sources	Funded Capacity Spaces - TBD
Aviation Business Diploma – joint CNC and Private Flight Training School	Vanderhoof	AVED & Private Training School	
Automotive Service Technician (foundation)	Prince George	ITA	
Automotive Mechanical Repair	Prince George (L 1-	ITA	

Attachment 4

Programs: Ongoing Government Support	Location	Funding Sources	Funded Capacity Spaces - TBD
(apprentice)	4)		
Carpentry (foundation)	Prince George and Mackenzie	ITA	
Carpentry Apprentice	Prince George (L 1-4) Quesnel (L 2-4) and Vanderhoof (L2)	ITA	
Electrical (foundation) – ACE-IT	Prince George Campus and SD 57	ITA	
Electrical (foundation)	Prince George, Quesnel and Mackenzie	ITA	
Electrical (apprentice)	Prince George (L 1-4) and Quesnel (L 2)	ITA	
Heavy Duty Mechanical Repair/Commercial Transport Technician (foundation)	Prince George	ITA	
Heavy Duty Mechanical Repair/Commercial Transport Technician (mechanic) apprentice	Prince George L 1-3 with both trades combined	ITA	
Heavy Duty Equipment Technician (apprentice)	Prince George – separate class for L 4	ITA	
Commercial Transport Technician (apprentice)	Prince George – separate class for L 4	ITA	
Heavy Equipment Operator (HEO)	Quesnel	ITA	
Road Builder & Heavy Construction (HEO)	Nechako Campus in Vanderhoof	ITA	
Industrial Mechanic: Millwright & Machinist (foundation)	Prince George	ITA	
Machinist (apprentice)	Prince George L1-4	ITA	
Millwright (apprentice)	Prince George L 1-4	ITA	
Mine Industry Certificate	Vanderhoof and Fort St. James	AVED and Cdn Institute of Mining (CIM)	
Mobile Crane Operator – CNC with equipment supplied by private company	Mackenzie	ITA	
Motor Vehicle Body Repair (foundation)	Prince George	ITA	
Planermill Maintenance Technician Program cancelled due to lack of students; Last offered over 2 years ago	Levels 1 & 2 – Planned for Prince George	ITA	Not offered and Not Funded

Programs: Ongoing Government Support	Location	Funding Sources	Funded Capacity Spaces - TBD
Natural Resources Environmental Technology Diploma (Forestry)	Prince George	AVED	
Plumber /Piping Trades (foundation)	Fort St. James	ITA	
Plumber (apprentice)	Quesnel L 2 - 4	ITA	
Power Engineering – 4th Class and 3rd Class	4th Class in Prince George and Quesnel; 3rd Class in Prince George	ITA	
Professional Cook (apprentice)	Prince George (L 1-3) and Fort St. James (L 1 & 2)	ITA	
Welding C (foundation) – ACE-IT	Prince George Campus and SD 57	ITA	
Welding: C (foundation)	Prince George (2 classes), Burns Lake (1 class) and Fort St. James (1 class)	ITA	
Welding: B & A (apprentice)	Prince George B & A; B only in Burns Lake B and Fort St. James	ITA	

Additional Programs	Location	Funding Sources	Funded Capacity Spaces - TBD
Industry Field Medic – joint NWCC, CNC and NLC project (4 cohorts each)	Granisle, Takla Landing and Fraser Lake	ESA (JTI-LMA-ESA)	
Industry Essential Skills and Pipeline Construction Training	Burns Lake	PGNAETA via PTP – ASEP (Fed. Funding - HRSDC)	

Cost Recovery /Contract Training	Location	Funding Sources Students/Employers	Funded Capacity Spaces - TBD
Aboriginal Environmental Technician	Fort St. James		
Cook's Assistant	Mackenzie		
Commercial/Professional Driver Training with local private training school.	Burns Lake, Fraser Lake, Vanderhoof and Fort St. James		
Excavator Training – CNC simulator along with local private training school.	Vanderhoof and Fort St. James		

Attachment 4

Machinist Interprovincial (IP) Certification	Prince George		
Certified First Aid & Safety Courses (numerous offerings on demand)	Vanderhoof, Fraser Lake, Fort St. James, Prince George and Quesnel		

Northern Lights College (NLC)

NLC regional geography and population

NLC is BC's largest college region in terms of geography but the smallest in terms of population. It spans over 360,000 sq. km – almost 40 percent of the provincial landmass – but in 2006 it was home to fewer than 67,000 people, or 1.6 percent of BC's population. The majority of the region's population – over 50,000 – are concentrated in the south-eastern wedge of the Peace River Regional District, an area spanning roughly 40,000 sq. km. In contrast, the Stikine School District, which comprises about 40 percent of the region's landmass – an area roughly the size of Washington State – enrolled only 210 students in 2010/11.

Whereas BC's population as a whole grew by 7.0 percent between 2006 and 2011, many communities and districts in the NLC region saw considerably lower growth, and some saw declines. The 2011 census data has not yet been profiled by college region, but the following table shows population changes for a number of the region's larger communities and districts from 2006 to 2011.

Community or District	2006 Population	2011 Population	Percentage change
Fort. St. John	17,402	18,609	+ 6.9%
Dawson Creek	10,994	11,583	+ 5.4%
Fort Nelson ¹	4,514	3,902	- 13.6%
Chetwynd	2,633	2,635	+ 0.1%
Tumbler Ridge	2,454	2,710	+ 10.4%
Taylor	1,384	1,373	- 0.8
Hudson's Hope	1,012	970	- 4.2%
Dease lake	384	303	- 21.1%
Atlin	373	402	+ 7.8%
Peace River Regional District	58,264	60,082	+ 3.1%
British Columbia	4,113,487	4,400,057	+ 7.0%

¹ Northern Lights College's 2010/11 institutional accountability plan and report notes that in addition to Fort Nelson's resident population, a significant number of oil and gas industry workers are housed in camps adjacent to the town.

NLC campus information

NLC has facilities in eight locations:

- Dawson Creek,
- Chetwynd,
- Fort St. John,
- Hudson's Hope,
- Tumbler Ridge,
- Fort Nelson,
- Dease Lake, and
- Atlin

Dawson Creek is home to NLC's administrative centre along with the recently constructed Centre of Excellence in Clean Energy Technologies, the Northern Aerospace Centre of Excellence, a new health sciences building, student residences and a number of former military buildings that are used for classroom and lab space. NLC also owns 65 hectares of land outside the city limits, known as the Mile 0 Farm, which is leased for agriculture purposes and will be featured in sustainable agriculture and joint renewable energy projects being planned with the city.

The Fort St. John campus is the largest in terms of student FTEs. It is home to the Centre of Excellence in Oil and Gas located in the Jim Kassen Industry Training Centre, which houses trades and technical programming. The campus also has student residences.

The Fort Nelson campus provides programming for the forestry and service industries, and has recently delivered training required by oil & gas companies working in the Horn River Basin. The Fort Nelson campus also has an Aboriginal gathering space.

At the Chetwynd campus NLC uses a combination of traditional face-to-face instruction and alternative delivery models, such as videoconferencing and teleconferencing to offer programming.

The Tumbler Ridge campus is based in leased space in the local high school and also relies on a combination of face-to-face and alternate delivery models. Recent growth in coal mining activity near Tumbler Ridge has significantly increased demand for workforce training and contract training.

In Hudson's Hope, NLC operates in leased space in a community centre and offers some online programming, but the status of the campus is under review.

On the western rim of the region NLC also maintains locations in the tiny communities of Dease Lake and Atlin. In Dease Lake, which has a population of 450 and is in the heart Tahltan First Nation territory, NLC has two buildings with administrative offices and programming space that is used by community groups and to deliver contract training needs specified by local mining industries. In Atlin, in a building leased from School District #87, programming is mainly focused on general interest courses for the community, although NLC has attempted to offer

Attachment 4

culturally relevant literacy programming for the Tlingit band through Aboriginal Special Project funds.

These eight facilities give NLC a presence in every community in the region with a population of 1,400 or more (and, in the case of Dease Lake and Atlin, communities that are much smaller).

The largest communities in the region without an NLC presence are:

- Taylor
 - 2011 population: 1,373
 - Distance to nearest campus: 17 km (Fort St. John campus)
- Pouce Coupe
 - 2011 population: 738
 - Distance to nearest campus: 10 km (Dawson Creek campus).

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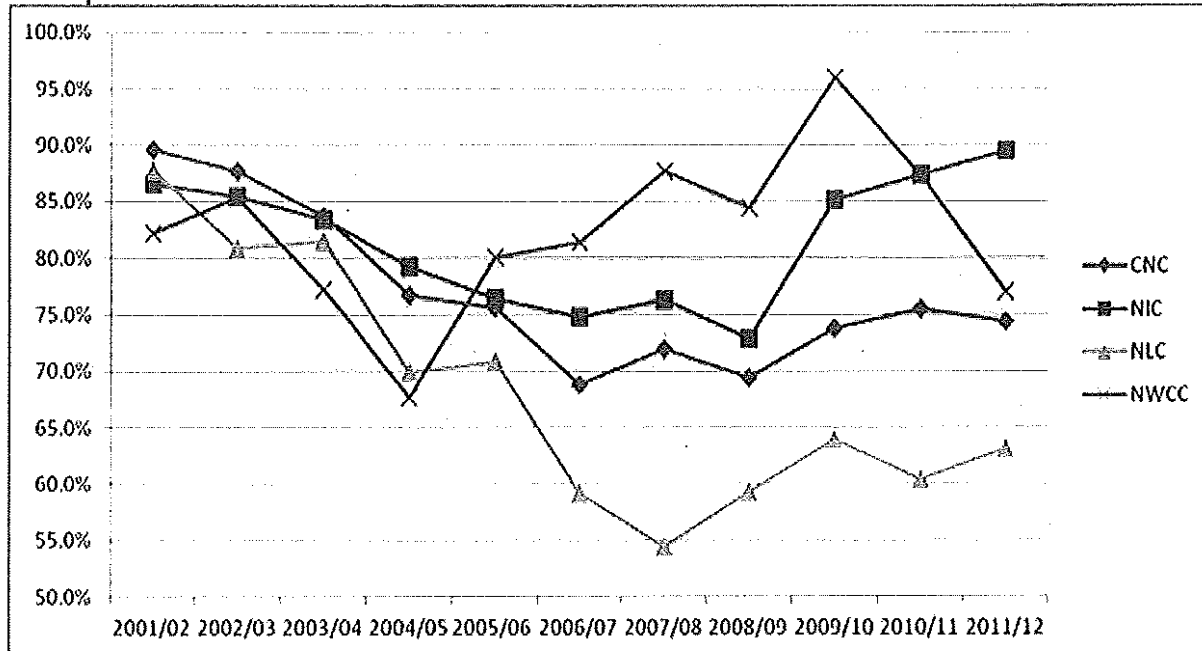
NLC capacity and enrolment

AVED-funded student spaces

In 2001/02, NLC's utilization of AVED-funded FTEs was 87.8 percent, slightly below the small college average of 90.6 percent. Utilization declined steadily until 2007/08 when it hit a low of 54.4 percent. It has since recovered slightly to 60.4 percent in 2010/11, but remains well below the current small college average of 82.6 percent.

The chart below highlights the steady decline until 2007/08, followed by a modest improvement for the next two years until 2009/10, then a modest decline in 2010/11. The 2011/12 figures from interim FTE reports suggest an improvement over 2010/11 student FTE delivery. From 2001/02 to 2010/11 small college utilization declined by 8.0 percent while NLC has declined by 27.4 percent. NLC has the lowest utilization of any BC public post-secondary institution.

Comparative FTE utilization

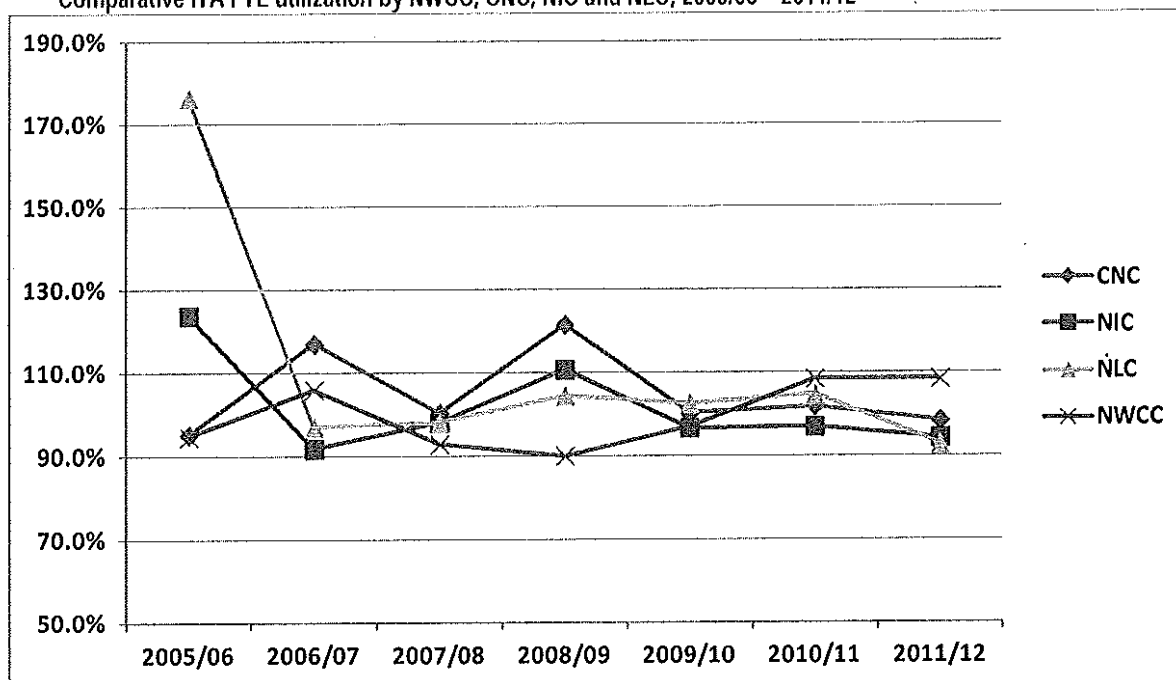


ITA-funded student spaces

In 2005/06, NLC's utilization of ITA-funded student spaces was 176.4 percent, far above the small college average of 114 percent. Utilization has fluctuated at NLC since its peak in 2005/06, declining below 100 percent in 2006/07 and 2007/08 before increasing to 104.4 percent in 2008/09. The 2011/12 figures from interim FTE reports indicate performance similar to the previous years. From 2005/06 to 2010/11 small college utilization in ITA-funded seats has decreased by 12 percent while CNC has decreased by 71.1 percent. However, the high utilization in 2005/06 was an anomaly, and this decrease should not be viewed as poor performance on the part of NLC. They have maintained an average of over 100 percent utilization in ITA-funded seats during the past three years.

Attachment 4

Comparative ITA FTE utilization by NWCC, CNC, NIC and NLC, 2005/06 – 2011/12



NLC regional economy and major projects

The region's main industries are energy, agriculture, forestry, mining and tourism. The western portion of the region is an extension of the prairies with viable agricultural land and large reservoirs of oil and natural gas.

The following table identifies major projects underway in the region as well as projects that have not yet begun but have a high probability of moving forward.

Project Name	Municipality	Est Cost (\$mil)	Start	Finish
GM Shrum - Units 6-8 Capacity Increase (utilities)	Hudson's Hope	40	?	2013
GM Shrum - Station Service Upgrade (utilities)	Hudson's Hope	32	?	Early 2012
GM Shrum Turbine Upgrade (utilities)	Hudson's Hope	288	?	Spring 2015
Fort Nelson Generating Station Upgrade (utilities)	Fort Nelson	163	Fall 2010	Early 2012
Cabin Gas Plant (oil & gas extraction)	Fort Nelson	800	Fall 2011	Fall 2014

Attachment 4

Groundbirch Mainline Extension -Saturn Section (natural gas pipeline)	Groundbirch	51	Summer 2011	Spring 2012
Fort St. John Hospital Replacement (health & social services)	Fort St. John	298	July 2009	Spring 2012
Quality Wind Farm (utilities)	Tumbler Ridge	455	Spring 2011	Nov 2012
Dawson Creek – Chetwynd Area Transmission (DCAT) project (utilities)	Dawson Creek	250	?	2013
Highway 2 and 97N Improvements (transportation)	Dawson Creek, Pouce Coupe, Taylor	?	?	?
Sierra Yoyo Desan Road Upgrades (transportation)	Fort Nelson	187	?	Fall 2012
Peace River Site C Dam (utilities)	Fort St. John	7,900	2012	2020

NLC programming

The following list identifies courses and programs offered by NLC that are most directly applicable to the human resource needs of major employers in the region. This section is not an exhaustive list of all NLC programming.

Programs: Ongoing Government Support	Location	Funding Sources	Funded Capacity Spaces - TBD
Aircraft Maintenance Engineer – Mechanical (AME -M): Basic &Type training	Dawson Creek	ITA	
Automotive Service Technician (foundation)	Dawson Creek and Fort St. John	ITA	
Automotive Service Technician (apprentice)	Fort St. John	ITA	
Carpentry (foundation &apprentice)	Dawson Creek	ITA	
Cook Training – incl. Cook Level 1 /Camp Cook and Professional Chief	Dawson Creek	ITA	
Electrical (foundation & apprentice)	Fort St. John	ITA	
Heavy Duty/Commercial Transport Technician Mechanic (foundation)	Dawson Creek and Fort St. John	ITA	
Heavy Duty Equipment Technician (apprentice)	Fort St. John	ITA	

Commercial Transport Technician (apprentice)	Fort St. John	ITA	
Gasfitter Apprentice	Dawson Creek	IA	
Industrial Instrumentation Mechanic (foundation & apprentice)	Fort St. John	ITA	
Millwright (foundation & apprentice)	Dawson Creek	ITA	
Oil and Gas Field Operations	Fort St. John; also offered in Fort Nelson in response to demand	AVED	
Plumber (foundation & apprentice)	Dawson Creek	ITA	
Power Engineering and Gas Processing	Fort St. John and Fort Nelson	AVED	
Welding: B & A (apprentice & modular)	Dawson Creek	ITA	
Welding: C (foundation & apprentice)	Dawson Creek; can also offer in Chetwynd and Fort Nelson on demand	ITA	

Additional Programs	Location	Funding Sources	Funded Capacity Spaces - TBD
Industry Field Medic – joint NWCC, NLC and CNC project (4 cohorts each)	Fort Nelson; others TBD based on demand	ESA (JTI-LMA-ESA)	
HEO Foundations – First Nations Band chose NWCC to deliver the theory component and NLC to deliver the practical training component.	Atlin	Taku River Tlingit Band via PGNAETA	

Workforce/Contract Training

The following contract training courses can be offered on a cost-recovery basis in various locations in response to industry demand.

- Automated External Defibrillator (AED)
- Bear Safety (Alberta Safety Council)
- Boom Truck Operator Safety
- Buried Facilities Locator Training
- Coiled Tubing Well Servicing Blowout Prevention
- Confined Space and Entry- Level II; and Confined Space Entry/Rescue
- Detection & Control of Flammable & Toxic Substances
- EMP First Aid - Standard, Level 1, Level 3 & Transportation Endorsement
- ENFORM Chainsaw Safety Training

Attachment 4

- Fall Protection for Rig Work &
- Fall Rescue for Rig Work
- Fire Suppression & Fire Suppression Refresher
- First Line Supervisors Blowout Prevention
- Forklift Safety
- Gas Detection
- GELS (General Entry Level Safety)
- General Oilfield Driver Improvement (GODI)
- H2S Alive & H2S Awareness
- Hazard Recognition and Control
- Heavy Equipment Operator Assessment
- High Angle Rescue
- Hoisting & Rigging
- Industrial Fire Extinguisher Training
- Industrial Worker Fall Protection
- Introduction to Heavy Equipment Operation &
- Work Experience
- Lock-Out Orientation
- N.O.R.M.s (Naturally Occurring Radioactive Materials)
- Occupational First Aid (OFA) Levels I, II & III and Transportation Endorsement
- Petroleum Safety Training
- Pre-Employment Floorhand Training for
- Service Rigs
- Red Cross Emergency & Standard First Aid
- Respiratory Protection
- Seismic Blasting Safety Training
- Service Rig Floorhand Training
- Standard First Aid & Advanced First Aid
- Transportation of Dangerous Goods
- Well Service Blowout Prevention
- Workplace Hazardous Materials Information System (WHMIS)

Northwest Community College (NWCC)

NWCC regional geography and population

The NWCC region is vast with a sparse and widely disbursed population. It covers over 102,000 square kilometres, or 11 percent of British Columbia's landmass, but is home to fewer than 75,000 residents, or less than two percent of the provincial population. Over 30 percent of the region's population live in communities with fewer than 400 residents. The region is also notable for the fact that 10 percent of its geography lies roughly 100 km offshore on Haida Gwaii, which consists of two main islands plus about 150 smaller ones with a total population of approximately 5,000.

Whereas BC's population as a whole grew by 7.0 percent between 2006 and 2011, many communities in the NWCC region saw considerably lower growth, and a number saw declines. The 2011 census data has not yet been profiled by college region, but the following table shows population changes for the region's larger communities from 2006 to 2011.

Community or District	2006 Population	2011 Population	Percentage change
Prince Rupert	12,815	12,508	-2.4
Terrace	11,320	11,486	1.5
Kitimat	8,987	8,335	-7.3
Smithers	5,217	5,404	3.6
Houston	3,163	3,147	-0.5
Telkwa	1,295	1,350	3.1
Queen Charlotte Village	948	944	-0.4
Masset	940	884	-6.0
Skidegate	781	709	-9.2
New Hazelton / Hazelton	627 / 293	666 / 270	0.2
British Columbia	4,113,487	4,400,057	+ 7.0%

Approximately 30 percent of the region's population is Aboriginal. In light of the large Aboriginal population it serves, NWCC has made considerable efforts to foster a bi-cultural model and indigenize its programming.

NWCC facilities

NWCC has campus locations in nine communities. Six of these are on the mainland: Terrace (administration), Hazelton, Houston, Kitimat, Prince Rupert, and Smithers; and three are on

Attachment 4

Haida Gwaii: Skidegate, Masset, and Queen Charlotte City. NWCC also serves the Nass Valley through an arrangement with Wilp Wilxo'oskwil Nisga'a (WWN), a private Aboriginal institution.

These nine facilities give NWCC a presence in every community in the region with a population of 700 or more. The largest communities without an NWCC facility are:

- Port Edward
 - 2011 population: 544
 - Distance to nearest campus: 15 km (Prince Rupert campus)
- Stewart
 - 2011 population: 738
 - Distance to nearest campus: 264 km (Hazelton campus).

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NWCC capacity and enrolment

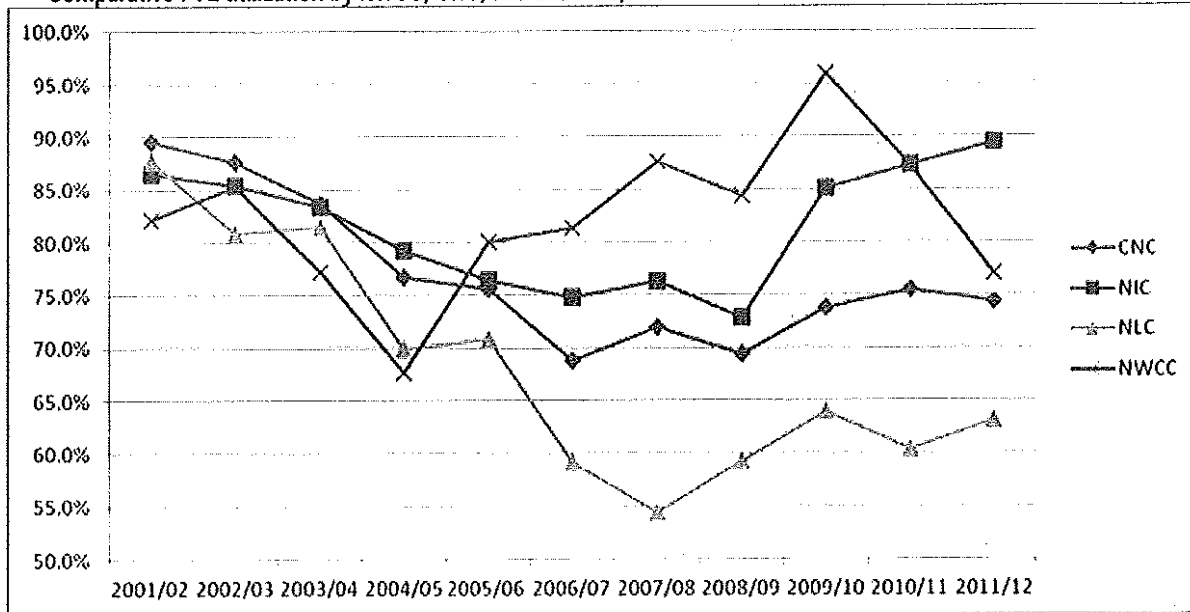
AVED-funded student spaces

In terms of AVED-funded FTE utilization, NWCC struggled from 2001/02 to 2004/05, and had the lowest utilization among small colleges three out four years. They improved markedly over the 2005/06 to 2009/10 period but have since fallen off.

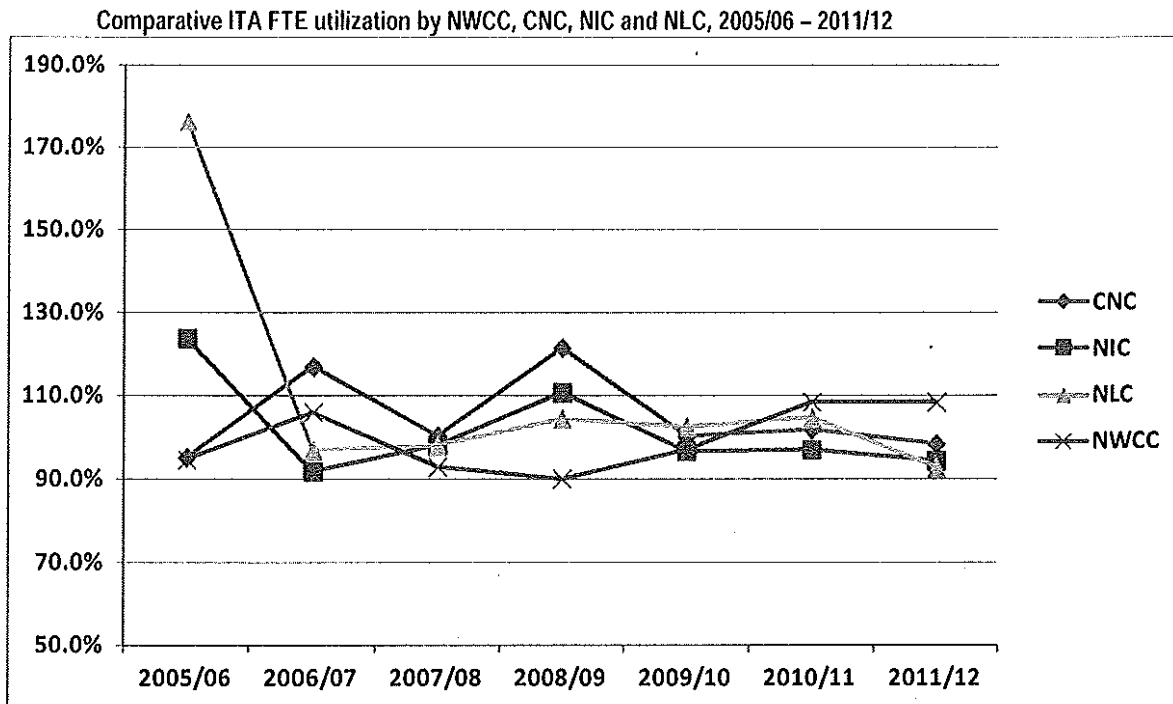
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Comparative FTE utilization by NWCC, CNC, NIC and NLC, 2001/02 – 2011/12

ITA-funded student spaces

In 2005/06, NWCC utilization of ITA-funded FTEs was 94.6 percent, the lowest of the small college sector, which averaged 114 percent. Utilization has fluctuated at NWCC since 2006/07 when it reached 106 percent. Over the following three years it dipped below 100 percent before rising to 108.5 percent in 2010/11. Figures from 2011/12 interim FTE reports suggest performance similar to the previous year.



NWCC regional economy

The NWCC region is projected to see significant economic growth over the next decade, along with accompanying growth in demand for trained workers.

The region's main industries are fishing, forestry, energy, transportation and tourism. Although forestry has struggled in recent years, mining activity has grown, and the construction of the Northwest Transmission Line (NTL) will enable a number of large mining and energy projects to move forward.

The following table identifies major projects underway in the region as well as projects that have not yet begun but have a high probability of moving forward.

Project Name	Municipality	Est Cost (\$mil)	Start	Finish
Long Lake Power Project (utilities)	Stewart	100	Summer 2011	Dec 2012
Dasque-Middle Hydro Project (utilities)	Terrace	50	Sep 2011	Early 2013
Northwest Transmission Line (NTL) Project (utilities)	Terrace	561	Fall 2011	May 2014
Sandhill Aggregate Processing and Export Terminal (mining)	Kitimat	90	Late 2006	2013
Prince Rupert Port Expansion (port and harbour facilities)	Prince Rupert	820	Spring 2006	2014

Attachment 4

Kitsault River and Homestake Creek Hydro Project (utilities)	Alice Arm	21	April 2007	2014
Forrest Kerr Hydroelectric Project (utilities)	Stewart region	700	Summer 2011	Summer 2014
Galore Creek Gold/Silver/Copper Mine (mining)	Iskut	5,000	2018	?
Rio Tinto Aluminum Smelter Expansion (metal manufacturing)	Kitimat	3,300	2012	2014
Douglas Channel LNG (oil & gas)	Kitimat	?	?	2013
Kitimat LNG Terminal (oil & gas)	Kitimat	3,000	2012	2015
KSL Pipeline (natural gas)	Kitimat to Summit Lake	1,200	Late 2011	2015
Mclymont Creek Hydroelectric Project (utilities)	Stewart	200	Summer 2012	2015
Endako Mine Expansion (mining)	Fraser Lake	550	Aug 2009	Spring 2012

NWCC programming

The following list identifies courses and programs offered by NWCC that are most directly applicable to the human resource needs of major employers in the region. This section is not an exhaustive list of all NWCC programming.

Programs: Ongoing Government Support	Location	Funding Sources	Funded Capacity Spaces - TBD
Carpentry Foundations and Apprentice Levels 1 to 4	Terrace and Houston; can also be delivered in Smithers, Kitimat, Nass and Prince Rupert in response to demand	ITA	
Professional Cook Levels 1, 2 & 3 apprentice Camp Cook	Terrace and Houston; Terrace plus camp location tbd	ITA	
Electrical Foundations and Levels 1 to 4 apprentice	Prince Rupert	ITA and AVED	
Heavy Duty/Commercial Transport Mechanic (foundations & apprentice Lev 1)	Terrace	ITA	
Heavy Equipment Operator (HEO) Foundations * & HEO Technician	Terrace and Houston or Smithers	ITA	
Millwright Foundations (includes high school ACE-IT) and Level 1 apprentice	Currently at Kitimat high school Rotating every 2 years with Terrace in response to demand	ITA	

Attachment 4

Intro to Trades: Basics of Carpentry, Electrical, Plumbing and Welding plus HEO Foundations	Various communities in response to demand; now confirmed for Moricetown	ITA demand fund and others cost recovery; Moricetown ASP	
Welding C, B & A	Terrace and Prince Rupert	ITA	

Additional Programs	Location	Funding	Funded Capacity Spaces - TBD
Certified Utility Arborist – Northwest BC in partnership with Electrical Industry Training Institute (EITI) – (BC Hydro)	Terrace	ITA	
Construction Trades Helpers and Labourers - provides all the safety certs in Pipeline Construction Boot Camp plus construction safety and Skills for work and life	Total of 6 cohorts; 2 in Terrace and one each in Nisga'a, Kitimat, Gitanyow and Prince Rupert	ESA (JTI-LMA-ESA)	
Driller/Blaster	Terrace in partnership with Kitsumkalum at Band location	Cost recovery until it becomes an ITA trade	
HEO Forestry Foundations and HEO Forestry Technician (feller/bunchers etc)	Houston in partnership with Forestry Employers	ITA demand fund	
HEO Foundations * – First Nations Band chose NWCC to deliver the theory and NLC to deliver the practical component	Atlin	Taku River Tlingit Band via PGNAETA	
Industry Field Medic – joint NWCC, CNC and NLC project (4 cohorts each)	NWCC: Terrace, Smithers, Hazelton and Haida Gwaii	ESA (JTI-LMA-ESA)	
Pipeline Construction Boot Camp Total of 4 cohorts	2 cohorts in Terrace; plus one cohort each in Kincolith and Prince Rupert	First Nations Band and Friendship House in Prince Rupert	
Professional Truck Driver – Class 1 & 3	Terrace	Pilot by Mining HR Task Force and ESA (JTI-LMA-ESA)	
Value-Added Carpentry	Gitwangak (with students from the Gitsxan communities)	ESA (JTI-LMA-ESA)	
Value Added HEO Foundations & HEO Technician – includes Essential Skills and Job Search as value added	Terrace Foundations- 18 students: Technician - 10 students	ESA (JTI-LMA-ESA)	

Attachment 4

WEST : Workforce exploration Skills Training Program (see below for program description and course listing)	Smithers – off campus at a live-in and hands-on bush camp	LMA program	
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* In BC, the HEO Foundations training is also known as the Road Builders and Heavy Construction Foundation

WEST: Workforce Exploration Skills Training Program

This program consists of two components: employment training and employment/student advising services along with cultural education and support. The employment training components are also offered on an individual basis in response to student/employer demand.

The employment training includes, but is not limited to the following:

- Safety on the worksite and in the field, including Occupational Health and Safety
 - Occupational First Aid Level 1
 - Transportation Endorsement
 - WHMIS
 - Bear Awareness
 - Helicopter Safety
 - Spill Response
 - Propane Handling
 - S-100 fire Suppression
 - Chainsaw Safety
- Mining Exploration Field Assistant
- Prospector Basic Training
- Drill Core Technician or Cultural Resource Assessment
- Essential Workplace Skills
- Job Search skills
- Field trips to sites at various stages of development
- Skills for Work and Life, including participating in leading camp activities and helping with operational work and working with the elder in residence to create cultural crafts.

School of Exploration and Mining (SEM): NWCC offers a wide range of programs and courses through its SEM that are initially designed to prepare graduates with the skills and knowledge for employment in the mineral exploration and mining industry sectors. The majority of the courses meet provincial standards and the certifications attained by the graduates are recognized by industry; consequently they are applicable and transferable to other natural resource industries including forestry and oil and gas operations.

Additional Training in 2010/11

BC Hydro: Northwest Transmission Line (NTL) Project

BC Hydro provided funding to NWCC to develop and deliver a number of entry level safety certificate courses bundled as “Boot Camps” for the NTL project. These training courses were designed to prepare First Nations along the NTL route, Hwy 37 N from Terrace to Bob Quin Lake for employment with BC Hydro. In addition, they prepare graduates with skills that are readily transferable to several natural resource industry sectors, including oil and gas – specifically LNG plants and pipelines – and mining.

NWCC has delivered Boot Camp training programs ranging from 3 to 5 weeks for the following 6 First Nations Bands/Nations along the NTL route: Kitsumkalam Band, Kitsalas Band, Gitwangat Band, Gitanyow Band, Gitxsan Band and Talhtan Nation.

Attachment 4

Labour Market Agreement – Employment Skills Access Program (LMA-ESA Program)

With funding from the ESA Program, NWCC delivered the following training programs/courses:

- Oil & Gas Program (5 students)
- Pipeline Construction Boot Camp (13 students)
- Trades (18 students) in Heavy Equipment Foundations, Heavy Duty Technician, Carpentry, and Auto Technician
- Occupational First Aid - OFA Level 3 (7 students)
- School of Exploration and Mining – Mining Exploration Field Assistant Program, Diamond Driller Helper, Drill Core Technician, and Camp Manager

Pages 105 through 107 redacted for the following reasons:

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**MINISTRY OF ADVANCED EDUCATION
BRIEFING NOTE**

PREPARED FOR: Honourable Naomi Yamamoto, Minister of Advanced Education

ISSUE: Recommended Response to the Northern Technical Institute Proposal.

BACKGROUND:

In December 2011, the Ministry of Advanced Education and Ministry of Jobs, Tourism and Innovation, received an unsolicited proposal (*NorthTech* - Attachment 1) from the College of New Caledonia (supported by Northern Lights College and Northwest Community College), requesting support to establish a new Northern Technical Institute. Under a “tri-college federated” model, approximately 7,500 additional training spaces would be delivered through the existing network of 24 campuses and learning centres between 2012/13 and 2017/18.

The proposal calls for a total required cumulative investment over six years of \$165 million, with \$10 million required for 2012/13. Estimated total capital investment for new construction and renovations over six years would be \$106 million and costs for equipment and technological infrastructure are estimated at \$18 million. Annual operating funding for NorthTech in 2017/18 is estimated at \$25 million overall.

The Ministry of Advanced Education has conducted a preliminary review of the proposal, and has determined it lacks sufficient detail for a funding decision to be made. The College of New Caledonia has acknowledged this fact, and is expected to submit a request to the Ministry of Jobs, Tourism and Innovation for Labour Market Partnership funds (in collaboration with the other Northern Colleges) to develop a business case for the proposal, and begin preliminary steps towards its implementation.

DISCUSSION

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Attachments: 1. NorthTech Proposal
2. S13
3. Not Responsive

Prepared by:	Adam Molineux, A/Executive Director Ministry of Advanced Education	Reviewed by:	Assistant Deputy Ministers Deputy Ministers
Phone #:	250 387-2594		

Pages 110 through 112 redacted for the following reasons:

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S3

**MINISTRY OF ADVANCED EDUCATION
MEETING NOTE**

PREPARED FOR: Ms. Dawn Minty, Assistant Deputy Minister
Post Secondary Regions and Programs Division
Ministry of Advanced Education

DATE AND TIME OF MEETING: Teleconference, April 19, 2012, from 1:00 to 2:00 pm

ATTENDEES: Ms. Dawn Minty, Assistant Deputy Minister (AVED);
Mr. Adam Molineux, A/Executive Director (AVED);
Dr. George Iwama, President, University of Northern British Columbia (UNBC);
Mr. John Bowman, President, College of New Caledonia (CNC);
Ms. Laurie Rancourt, President, Northern Lights College (NLC); and
Dr. Denise Henning, President, Northwest Community College (NWCC)

ISSUES: Topics of Discussion - Status of current training initiatives in the north including:

1. Not Responsive
- 2.
3. Northern Technical Institute (NorthTech) Proposal.

BACKGROUND:

Dr. Iwama invited Ms. Minty to join the northern institutions' teleconference for an update/discussion on the current training initiatives in support of regional economic development.

Not Responsive

Not Responsive

Topic 3: NorthTech Proposal

The NorthTech proposal was submitted by Mr. Bowman to AVED and the Ministry of Jobs, Tourism and Innovation (JTI) on December 2, 2011, proposing the establishment of a new Northern Technical Institute (see Attachment 2). The proposal calls for the collaboration of the northern colleges under a new “tri-college federated” institutional model to be developed in cooperation with AVED and JTI.

The proposed institute builds on the existing capacity of the 3 northern regional community colleges: CNC, NLC, and NWCC. The additional trades and technical training programs would continue to be delivered through 24 campuses and learning centres in communities across Northern British Columbia, and the 3 northern colleges would continue to exist as autonomous institutions.

Over the 6-year implementation period (2012/13 to 2017/18), a cumulative total of approximately 7,500 additional training spaces would be delivered through NorthTech, reaching a total annual enrolment capacity of 2,000 full-time equivalents (FTEs) in year 6 (2017/18) with an additional 800 spaces provided through cost-recovery and contract training.

Estimated total capital investment for new construction and renovations over six years would be \$106 million and costs for equipment and technological infrastructure are estimated to be \$18 million. Annual operating funding for NorthTech in 2017/18 is estimated at \$14 million for direct training program delivery and \$25 million overall.

The total cumulative investment over six years is estimated to be \$165 million with the initial request for \$10 million in 2012/13 to complete phase one planning work. In discussion with senior AVED and JTI officials, Mr. Bowman acknowledged that the NorthTech Proposal requires a detailed business plan before it can be adequately evaluated.

DISCUSSION:

Not Responsive

NorthTech Proposal

As partners with CNC in this proposal, NLC and NWCC have each submitted letters of support for the NorthTech initiative to the Ministers of AVED and JTI expressing their respective commitment to working collaboratively with the northern colleges.

S3

Other Projects

There are multiple projects either underway, or recently completed in Northern British Columbia, focused on the alignment of human resource needs and skills training.

Not Responsive

The Province is also piloting Regional Workforce Tables in the Northwest and Northeast; the goal of these Tables is to define regional economic opportunities and labour market needs, identify opportunities and recommendations to align existing skills training and labour market programs to meet regional employment opportunities. A key outcome of the two Northern Tables will be the development of a regional implementation and investment plan by the fall of 2012 to help inform labour market and post-secondary training programs.

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Attachments: 1. Not Responsive
2. NorthTech Proposal
3. S13
4. Not Responsive

Prepared by:	Linda Kaivanto, Education Officer Northern Region.	Reviewed by:	
Phone #:	(250) 387-6163	Executive Director	

Pages 117 through 119 redacted for the following reasons:

S13