

Produced by:



CENTRE OF TRAINING EXCELLENCE IN MINING

Strategic Plan

2020-2023



**CENTRE OF
TRAINING
EXCELLENCE
IN MINING**

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Introduction

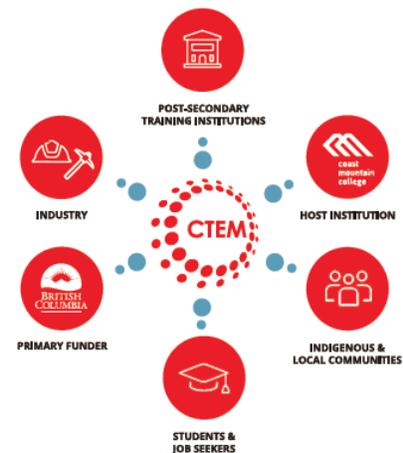
About CTEM

B.C. Centre of Training Excellence in Mining (CTEM) is a province-wide virtual hub that facilitates collaborative and innovative training opportunities for the British Columbia mining industry (inclusive of mineral exploration, mining and aggregate operations), job seekers, and communities. CTEM connects industry, students, job seekers, training providers, and communities to meet their respective needs by playing a leading role in understanding industry skills requirements, facilitating industry-driven training, building alliances, and supporting partners.

Established under the leadership of the Government of British Columbia, Ministry of Advanced Education, Skills and Training (previously Ministry of Advanced Education), CTEM is hosted by Coast Mountain College (previously Northwest Community College). It is funded primarily through grants from the Government of British Columbia with industry support and generous donations of time and expertise from partners and volunteers. It has established and maintained strong fiscal responsibility and corporate governance.

As a nimble organization, CTEM works collaboratively with its partners to identify potential training solutions and programs that support the mineral exploration, development, and mining industries to meet the growing needs and demands for a skilled labour force. CTEM does not deliver training programs; it works with partners to deliver training solutions that are collaborative and innovative.

CTEM is a virtual, agile organization designed to facilitate connections between partners, recognize synergies, and support collaborative partnerships to benefit the industry and communities in meeting their job needs. It is governed by an Advisory Council comprised of leaders from industry, post-secondary training organizations, community, government, and Indigenous organizations. An Executive Council, consisting of Advisory Council members, provides additional oversight to CTEM. Committees are formed for specific initiatives. Additional partners participate and are typically connected to a strategic project.



Approach

Over the time period of September to December 2019, CTEM embarked on engagement, planning and facilitated sessions to refresh its existing strategic plan. The result is a new three-year plan (2020-2023) that reflects the needs of CTEM partners and communities served. To achieve a responsive strategy, the Advisory Council was engaged via an online survey (n=14) and interviews (n=7). The engagement explored strengths, weaknesses, opportunities and threats facing CTEM as well as the need for the organization to recognize current and future trends that may impact CTEM initiatives. The engagement also explored governance aspects of CTEM, future priorities and the impact on partners and community stakeholders. Findings from the engagement were documented and shared with the Executive Council in an Engagement Report and used to develop the strategic planning session held on November 4th and 5th, 2019.

Preparatory materials were circulated prior to the strategy session, including the Engagement Report, CTEM Strategic Plan (2015-2018), CTEM Annual Report (2018-2019), Briefing Note written by the Executive Director outlining relevant ministry mandate letters and the BC Mining Jobs Task Force report. The session itself consisted of reviewing the situational analysis, developing organizational values and creating strategic objectives and corresponding goals and activities for the next three years. The Executive Council reviewed the draft strategic plan prior to the Advisory Council's review and ratification of the final plan.

Acknowledgements

Howegroup wishes to thank the following Advisory Council members for their contribution to the development of the strategic plan:

Leah Bradish, College of the Rockies	Sean Kingsley, Independent
Steve Cooke, Independent	Lindsay Kislock, Mining Association of British Columbia
Heather Collins, BC Government, Ministry of Advanced Education, Skills and Training	Sharon Korol, North Island College
Charles Daley, Avino Silver and Gold	Patrick McAndless, Independent
Lana Eagle, Independent	Nicole McLaren, Independent
Anna Fazolo, UBC Student; CanMine	Tracey Sexton, Association for Mineral Exploration BC
Heather Hamilton, Thompson Rivers University	Michael Schoen, The University of British Columbia
Roben Hislop, CanMine	David Webb, DRW Geological Consultants Ltd.
Elaine Jang, PDO Solutions	Jill Tsolinas, CTEM
Wayne Kaboni, Citxw Nlaka'pamux Assembly	Peter Wijkamp, BC Government, Ministry of Energy, Mining and Petroleum Resources
Laurie Kallio, Coast Mountain College	

Current State

Industry snapshot

Across British Columbia, 294 active exploration projects, 11 operating metals mines, 9 operating coal mines, and 29 operating industrial mineral projects provide economic development and jobs to urban and rural communities. The aging workforce, compounded by new mines in development, creates a critical provincial skills shortage. CTEM provides the knowledge and foresight to support in-demand skills training that is needed to facilitate a strong labor force that is vital to sustain the industry.

CTEM operating in British Columbia

BC has a unique relationship with the mining industry. Council members identified the following as key influences on CTEM activities:

- The BC Mining Act
- Partnerships with Indigenous communities
- BC's unique geology
- BC Government's support for mining
- A largely urban population that does not necessarily understand the need for metals and minerals
- The impact of shifting government priorities on the direction of CTEM

The following situation analysis outlines the strengths, weaknesses, opportunities and threats, and was developed through pre-session engagement, as well as facilitated in-person sessions. These findings mirror closely the themes from the previous analysis (2015 to 2018), which included: organizational structure, stakeholder/partner engagement, awareness, deliverables and financial stability.

Situation analysis

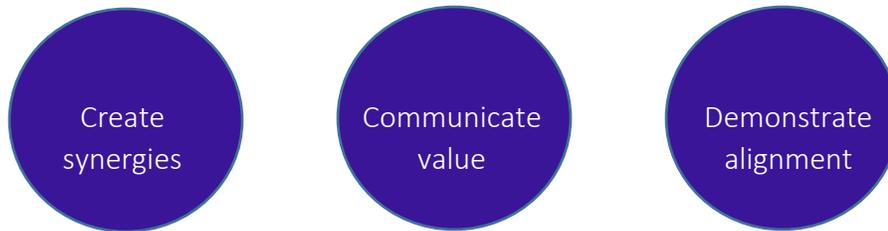
Strengths

The key strength of CTEM is leadership, which includes the diverse membership of the Advisory Council and the Executive Director (ED). The leadership has valuable skillsets, provides strong advocacy and is building a diverse network to support CTEM. The Advisory Council provides a cross-section of representatives bringing varying perspectives and opinions to the organization. The Council identified the best qualities of CTEM as its provincial focus, inclusion of industry, organizational leadership, and its ability to connect stakeholders and act as an ambassador for industry. CTEM is forward-thinking, collaborative, nimble, and has the capacity to deliver projects. CTEM is also an ambassador for job seekers.

Weaknesses

Sustainable funding was overwhelmingly identified as the most significant challenge for CTEM, with long range planning and momentum-building suffering as a result. Closely related to funding, the lack of human resource capacity (CTEM is a large portfolio for one staff person) was also frequently cited as a concern. Additional challenges facing CTEM, as identified by stakeholders, include lack of awareness across the industry, constant change in the industry, planning for mining jobs of the future, the need for greater collaboration with industry associations, and supporting the delivery of hands-on training.

Opportunities



Numerous opportunities exist for CTEM, most notably:

- The (cautious) upturn in the economy including exploration leading to development and the corresponding need for training.
- Further advocacy work on behalf of job seekers and to support their training for a future in mining.
- Technological advances, such as automated hauling and improvement in mining efficiency and project predictability.
- Raising the profile of CTEM, which is aligned closely to creating sponsorship opportunities and raising further capital for CTEM operations.
- Collaborating with other organizations to promote training in mining as well as dovetailing with organizations with a mining focus such as Association for Mineral Exploration British Columbia (AME) and Mining Association of British Columbia (MABC).
- Expanding the focus of CTEM to include exploration.
- Highlighting the positive messaging around mining, such as contribution to the BC economy and to a low carbon future (including the use of social media to spread these messages).
- Pursuing initiatives at the federal level, beginning with promoting CTEM, gaining recognition and funding.

The greatest opportunity identified for CTEM over the next three years is aligning with recommendations identified in the BC Mining Jobs Task Force Final Report, December 19, 2018. The topics most applicable to CTEM are:¹

1. Worker Database – Transferable Skills: Create and support an accessible worker database to support workforce transitions across the natural resource sector. (Recommendation 1(II) – pg. 20)
2. Attraction and Retention of Women: Develop and implement an action plan to attract and retain women in mining careers. (Recommendation 1(I) – pg. 17)
3. Indigenous Training: Introduce an Integrated Indigenous Mine Training Program, with provincial, federal and industry funding/participation. (Recommendation 1(I) – pg. 16)

¹ CTEM: BC Mining Jobs Task Force Ad Hoc Committee RE: potential ideas or concepts (February 2019)

4. Skills Roadmap: Support the development and implementation of a cohesive roadmap for enhanced mine sector training to meet the mining sector's future skills and labour needs through a collaborative, inclusive, innovative and geographically-focused approach. (Recommendation 1(II) – pg. 18)

Threats

The primary threats facing CTEM were identified as limited sources of funding (including short term funding) and changes in government and/or shifting ministry priorities. Additional threats include ensuring CTEM is ahead of changes in the industry (rather than being reactive) and that CTEM continues to hold value within the sector.

Three-year Strategic Plan

CTEM is a province wide virtual hub that facilitates collaborative, innovative training opportunities for the BC mining industry, job seekers and communities.

Vision

In collaboration with industry, training partners and communities CTEM's vision is to support mining jobs today and in the future by bridging training and job opportunities in the BC mining industry.

Mission

CTEM's mission is to connect industry, students, job seekers, training providers and communities by understanding industry skills requirements, facilitating industry-driven training and developing partnerships.

Values

CTEM lives by six key values:

- *Collaborative.* CTEM seeks different opinions, ideas, points of view and like-minded partners to support its vision.
- *Inclusive.* CTEM is accessible, conducts outreach, brings stakeholders into the organization and ensures stakeholders feel they belong and are valued.
- *Innovative.* CTEM is adapting to changes in the industry and is responsive to training needs in the sector.
- *Supportive.* CTEM is supportive to the economy, industry, and people to be inclusive of all British Columbians.
- *Responsive.* CTEM is responsive to the needs of communities and trends of the sector. CTEM is flexible and agile as an organization.
- *Respectful.* CTEM is respectful to communities, partners, and individuals, including staff and Council members.

Strategic objectives

CTEM has identified four strategic objectives for 2020-2023, each with supporting goals and corresponding activities. A highlight of the strategic objectives and goals is provided below; a detailed table with recommended activities is provided on the following pages.

	Strategic objectives	Goals
1	Build and strengthen organizational capacity	<ul style="list-style-type: none"> a. Secure multi-year funding to allow for longer-term planning b. Strengthen leadership capacity
2	Demonstrate the value of CTEM	<ul style="list-style-type: none"> a. Build awareness of CTEM b. Conduct outreach to engage partners and discover alignment and synergies c. Determine CTEM's role in reconciliation d. Provide labour market information and potential best practices
3	Identify and support collaboration for work-integrated learning	<ul style="list-style-type: none"> a. Facilitate work-integrated learning (co-ops, apprentices) b. Initiate implementation of strategic projects
4	Support and facilitate implementation of industry-driven training programs	<ul style="list-style-type: none"> a. Conduct an environmental scan of potential new programs and initiatives b. Develop training needs analysis in collaboration with partners c. Initiate implementation of strategic projects

Strategic Objectives	Goals	Activities
Build and strengthen organizational capacity	a. Secure multi-year funding to allow for longer-term planning	i. Seek diversified funding – examples: <ul style="list-style-type: none"> - Offer services to industry for a fee - Seek industry sponsorship as appropriate - Continue responding to RFPs - Expand to additional grant opportunities (e.g. national, not-for-profit) ii. Re-evaluate openness for opportunities for CTEM to become an arm of another organization.
	b. Strengthen leadership capacity	i. Ensure full-time employment for Executive Director ii. Utilize Council member expertise and contributions to their potential – examples: <ul style="list-style-type: none"> - Council members to attend functions - Council members to act as subject matter experts for specific projects - More discussion opportunities in meetings - CTEM to host more in-person meetings (including committing to one paid in-person meeting per year) iii. Improve representation from suppliers on Council
Demonstrate the value of CTEM	a. Build awareness of CTEM	i. Expand the communication plan (inclusive of communication strategies and tactics) to further increase the awareness of CTEM – examples: <ul style="list-style-type: none"> - Remain active on social media channels - Optimize website (SEO) - Council to represent CTEM at conferences, receptions, speaking opportunities, workshops, booths - Council organizations to place CTEM logo on their respective websites - Explore potential for CTEM to host awards - Develop communication content, including positive messaging about the mining sector ii. Council members effectively communicate the purpose and value of CTEM (i.e. through social media and personal conversations to build awareness) iii. Develop support materials <ul style="list-style-type: none"> - Develop key messages (and use on website, promotional materials, etc.) and FAQ’s - Update one pager iv. Understand and support underrepresented groups (women, new Canadians, Indigenous and youth)
	b. Conduct outreach to understand partners and discover alignment and synergies	i. Collaborate with industry and training advocacy groups (i.e. AME, MABC, Minerals Ed) ii. Demonstrate how CTEM can advance Ministries strategic directions and meet with key government reps (i.e. DMs, ADMs, Directors) iii. CTEM to present to students <ul style="list-style-type: none"> - Council members to be guest speakers/lecturers - Attend orientations or career fairs iv. CTEM to meet with stakeholders to develop and enhance partnerships

	c. Determine CTEM's role in reconciliation	<ul style="list-style-type: none"> i. Form a committee of industry, post-secondary and Indigenous to take a deeper dive into reconciliation and potential projects/ funding to move forward <ul style="list-style-type: none"> - Confirm a definition of reconciliation - Cultivate knowledge and information - Leverage networks of the Advisory Council ii. Remain neutral with respect to government discussions and provide support through training initiatives iii. Participate in Indigenous Corporate Training iv. Communicate statements of support (through communication channels including the CTEM website) v. Incorporate reconciliation as a core competency in training, parallel to first aid as a core competency for safety training
	d. Provide labour market information and good practices	<ul style="list-style-type: none"> i. Review existing literature and collect new data to identify partner needs <ul style="list-style-type: none"> - Council members to provide information to ED ii. Utilize grassroots work of the Council
Identify and support collaboration for work-integrated learning	a. Facilitate work-integrated learning (co-ops, apprentices)	<ul style="list-style-type: none"> i. Work with partners on specific initiatives (i.e. MiHR - Gearing up; ITA - WITT) ii. Consider traditional and non-traditional work experiences, including work placements, internships, applied research projects, field experience, and mentorship
	b. Initiate implementation of strategic projects	<ul style="list-style-type: none"> i. Determine effective programs and adapt to the mining industry ii. Facilitate small-scale projects
Support and facilitate implementation of industry-driven training programs	a. Conduct an environmental scan of potential new programs and initiatives	<ul style="list-style-type: none"> ii. Conduct meetings with industry, training providers and communities iii. Review existing information iv. Reach out to unions to understand future needs of job seekers
	b. Develop training needs analysis in collaboration with partners	<ul style="list-style-type: none"> i. Understand needs and develop roadmap (explore IBA Agreements) ii. Support retention and transition of displaced workers
	c. Initiate implementation of strategic projects	<ul style="list-style-type: none"> i. Determine effective programs and adapt to the mining industry ii. Facilitate small-scale projects

