

TRENDS  
OPPORTUNITIES  
PRIORITIES

# TOP UPDATE

A LENS ON LOCAL INDUSTRY IN 2011

March 2011

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*Champions of Ontario's Local Labour Market Solutions*

## ACKNOWLEDGMENTS

It is with dedication and commitment to Labour Market Development that the Four County Labour Market Planning Board Staff and Directors approach the work of the board. As we continue to deliver high quality, authoritative local labour market reports, we recognize that the continued support of our community partners is vitally important to building a vibrant local labour market. Through innovative labour market planning, our region will continue to improve and grow.

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The Four County Labour Market Planning Board envisions a skilled workforce with meaningful job opportunities and quality employment in a sustainable and prosperous economy.



The Four County Labour Market Planning Board plans and promotes local labour market strategies to meet the challenges of a changing economy.



The Four County Labour Market Planning Board plays a leadership role in the development of innovative labour market strategies by:

- Providing reliable research;
- Identifying labour market challenges;
- Targeting workforce opportunities;
- Promoting skills development; and,
- Raising public awareness of workforce issues.

The Board accomplishes its mandate by working collaboratively with business, workforce and community organizations to plan and initiate projects and programs that address the specific needs of workforce development in Bruce, Grey, Huron and Perth counties.



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The Four County Labour Market Planning Board (Planning Board) continues to operate as a community-based non-profit corporation. The Planning Board, in existence since 1997, is lead through a volunteer board of directors representing business, labour, educators and trainers, women, persons with disabilities, visible minorities, aboriginal peoples and youth.

The Planning Board region includes Bruce, Grey, Huron and Perth counties, which is a largely rural geographic region. Census 2006 reported a population of 291,429 representing an increase of just over 5,000 from 2001. The population is spread somewhat evenly over the 14,202 square kilometres of the region. Bruce hosts 22 percent of the population, with 33 percent in Grey, 20 percent in Huron and 26 percent in Perth.

The primary role of the Local Board is to assist in improvement measures of the local labour market. We accomplish this as we:

- facilitate community planning consultation processes related to labour market issues and priorities, culminating in an annual Trends, Opportunities and Priorities (TOP) Report.
- create opportunities for partnership activities and projects that respond to more complex and/or pressing local labour market challenges; and
- organize events and undertake activities that promote the importance of education, training and skills development to youth, parents, employers, employed and unemployed workers, and the public in general.

The 2011 TOP Report is an update to the 2010 TOP Report. It focuses on what has changed for the five industries that were identified through the analysis process. In 2010 the focus for the consultation process was aimed at ground-truthing from the employer's perspective as validation of the evidence-based planning platform which offered local labour market data gathered from Statistics Canada. We will continue this process for the 2011 update as we notice changes within industries.

<sup>1</sup> The material contained in this report has been prepared by Four County Labour Market Planning Board and is drawn from a variety of sources considered to be reliable. We make no representation or warranty, express or implied, as to its accuracy or completeness. In providing this material, Four County Labour Market Planning Board does not assume any responsibility or liability.



## TRENDS, OPPORTUNITIES & PRIORITIES (TOP) 2011 UPDATE AND PROCESS

The TOP 2011 Update provides recent data for the five specific industries that were highlighted in 2010: 1) Crop & Animal Production 2) Truck Transportation 3) Telecommunications 4) Professional, Scientific and Technical Services and 5) Accommodation Services and Food Services and Drinking Places.

The Ontario Non-Profit Network is working on developing a human resource needs analysis and the Planning Board, through its TOP process, saw an opportunity for collaboration. As a result of this collaboration Social Assistance is included in this report. The social services sector was chosen based on anecdotal reports received at community partners' meetings. The sector has seen an increase for its services in the recent past. As the demand for these services does not seem to be abating, workforce skill and training requirements need to be addressed. Ensuring the right labour pool exists locally for this sector is important for community resiliency.

Input received through consultation and key informant interviews is used in the development of a community plan for implementing a vision for positive changes in the local labour market. This report presents data that formed the foundation for an employer interview process that helped identify where the most attention is needed for labour market planning and development. Issues and actions were discussed with employers which will culminate in the development of a one to two year plan to respond to the identified local labour market challenges.

This document will be shared with community partners and distributed widely to be used in local labour market planning and development.

### FIVE INDUSTRIES HIGHLIGHTED IN 2010

1. **Crop & Animal Production**
2. **Truck Transportation**
3. **Telecommunications**
4. **Professional, Scientific and Technical Services**
5. **Accommodation Services and Food Services and Drinking Places**

### ADDITIONAL INDUSTRY FOR 2011

**Social  
Assistance**

## **TOP Community Action Input**

This report provides labour market data for the Planning Board region and key workforce development actions identified by informants for addressing labour market challenges.

Key informants were given three ways to participate: a round table discussion was held in two locations across the board region. Those who could not attend participated either by phone or through an online survey. The consultation process was used to determine how the community service providers can respond to the needs identified through the consultations. This is the important balance in workforce development; meeting the needs for employers who have identified desired skills and a workforce that can be trained to develop those skills and directed to where the jobs exist.

## **Pre-Consultation Data Analysis**

A pre-consultation data analysis of the Social Assistance sector using the Labour Market Indicators provided data for the background document. The background document formed the foundation for discussion at the consultation and key informant interviews.

## 2010 Action Plan Update

One of the keys to success is the development and implementation of an action plan that addresses the identified issues and challenges. It is also important to examine if past initiatives have proven to be successful in alleviating or lessening the obstacles to building a skilled workforce. An update on 2010-11 initiatives follows.

### KEY PRIORITY 1: Strengthen workforce skills locally

Recommended Strategies	Partner(s)	Outcome
Highlight Careers in the Water Resources Management as identified by Professional, Scientific and Technical Services sector employers	Planning Board, Grey Bruce Sustainability Network, Concerned Walkerton Citizens, Walkerton District SS, Saugeen Valley Conservation Authority, Center for Water Quality	A Career Fair highlighting Careers in Water was held at Walkerton DSS with surrounding schools invited. Keynote was Ryan Hreljac and the elementary school attended the presentation. Over 250 students were in attendance and 25 businesses participated. A follow-up event is being planned.
Hold Conference to enhance skills of youth entering the workforce directly from high school	Planning Board, Avon-Maitland DSB, Huron Perth Catholic DSB, Partners in Employment, Stratford & District and Huron & District Labour Council, Foundation for Education HP, and Ridgetown College	A Conference offering certificate training and awareness training to youth entering the workplace was held at the REACH Centre in Huron County. One hundred youth participated in certificate training which included: Pesticide, Health & Safety, Confined Spaces, Fall Arrest, Smart Serve and Customer Service.

### KEY PRIORITY 2: Identify key workforce skills and gaps as well as growth locally

Recommended Strategies	Partner(s)	Expected Outcome
Skills Gap Study	Planning Board, Community Futures Development Corporations	A Skills Gap Study is a costly endeavour. As this was identified as a need in the community the Planning Board took the lead in sourcing funding and determining feasibility to embark on this study in 2011-12 or as soon as funding is secured.
Identify the Creative Class jobs available	Planning Board, County of Huron, Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA)	A study was completed identifying Huron County's creative class. This study can be used in economic develop plans as a foundation for attraction of this type of worker.

### KEY PRIORITY 3: Foster employer engagement in workforce development locally

Recommended Strategies	Partner(s)	Outcome
Highlight generational differences in workplace	Planning Board, Saugeen Economic Development Corp., Town of Hanover, Hanover Chamber of Commerce, Walkerton Chamber of Commerce, Bruce Power	Thirty-five employers, business owners and managers attended the half-day event in Hanover. Local manager Ross Lamont presented a very informative workshop on Generational Differences in the workplace. He addressed topics like rules of engagement, what works and how to integrate all generations.
Business Retention & Expansion	Markdale&Flesherton Chamber of Commerce, Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA), Planning Board, Municipality of Grey Highlands	This study engaged business owners in Markdale, Flesherton and surrounding area to assess their needs for workforce and business development. The Planning Board's role is to champion workforce development initiatives that have been identified. A report is the product of this project. A detailed implementation plan is included in the report.

### Four County's Labour Market Pool Outlook

Overall the Bruce, Grey, Huron and Perth Local Board area's population increased by 5,088 people from 2001 to 2006, a 1.8% increase. The region's population growth was significantly smaller than that of Ontario. This suggests that the region needs to focus on the workers that it has, since the population growth is slower than that of Ontario, the skills needed locally must be found locally. In turn this increases the demand on retraining older workers. It also suggests that a labour pool attraction strategy might be necessary through migration and immigration measures.



## 2010 SECTOR UPDATE

The following section provides an update of each of the five priority sectors identified in the 2010 TOP Report. Each profile updates the business and labour force characteristics for the board region. Accommodation Services and Food Services and Drinking Places experienced losses within businesses and employment. Consultations were held with businesses in the sectors to consider the impact. General consensus among those contacted was that this is normal cyclical attrition. As industry, employment service providers and job seekers attempt to adjust to a changing economy, this document can be used as a foundation for making informed decisions in next steps for career development choices.

### Crop and Animal Production – NAICS 111-112

**Crop production**<sup>2</sup> (NAICS 111) is engaged in growing crops mainly for food and fibre. The industry is made up of businesses, such as farms, orchards, groves, greenhouses, and nurseries, primarily engaged in growing crops, plants, vines, or trees and their seeds.

	2008	2010	
Bruce	217	<b>293</b>	<b>Crop Production Businesses</b> 
Grey	174	<b>167</b>	
Huron	534	<b>576</b>	
Perth	441	<b>469</b>	

**Animal production**<sup>3</sup> (NAICS 112) is engaged in raising animals, producing animal products and fattening animals. The industry is made up of businesses that have been created taking into account many factors such as suitable grazing or pasture land, and requirements for specialized buildings, type of equipment and the amount and type of workers required.

	2008	2010	
Bruce	1050	<b>1259</b>	<b>Animal Production Businesses</b> 
Grey	751	<b>718</b>	
Huron	1363	<b>1435</b>	
Perth	1718	<b>1629</b>	

<sup>2,3</sup> NAICS description derived – [http://www.ic.gc.ca/eic/site/cis-sic.nsf/eng/h\\_00004.html](http://www.ic.gc.ca/eic/site/cis-sic.nsf/eng/h_00004.html)

## Four County Industry Profile

### Number of Businesses<sup>4</sup>

The number of crop and animal production businesses increased from 6248 to 6546 between 2008 and 2010. Crop production is most dominant in Huron County where 576 of the businesses are located. Animal production is most dominant in Perth County where 1629 of the businesses are located.

### Crop and Animal Production Employment

Figures tabulated using June 2010 Statistics Canada, Canadian Business Patterns, shows that Crop production jobs continues to grow in the region. The largest growth was experienced in Bruce County which saw a 70 percent increase representing 315 jobs between 2008 and 2010. The workforce is significantly higher in Huron County with 1045 people employed in the sector. Both Grey and Huron counties saw losses in jobs related to crop production. They were both relatively even with (106) and (146) jobs lost respectively. Animal production jobs also experienced an increase between 2008 and 2010 by 639. Only Grey County experienced a slight decline in jobs related to animal production (53). The largest workforce is represented in Perth County with 2568 people employed in the sector, unchanged from 2008.

#### Crop Production Employment

	2008	2010
Bruce	447	<b>762</b>
Grey	775	<b>669</b>
Huron	1191	<b>1045</b>
Perth	615	<b>702</b>

#### Animal Production Employment

	2008	2010
Bruce	1400	<b>1832</b>
Grey	1073	<b>1020</b>
Huron	2032	<b>2292</b>
Perth	2568	<b>2568</b>

Statistics Canada, Canadian Business Patterns

<b>Crop Production Employment</b>	2008: 3028	2010: <b>3178</b>	Absolute Change 150
<b>Animal Production Employment</b>	2008: 7073	2010: <b>7712</b>	Absolute Change 639

### Training and Adjustment Needs Identified in 2010

Employers identified a need to engage students in more agricultural-based training. It was suggested that this might be accomplished through summer farm job placement programs and agricultural exchanges. In addition, training in small engine repair and mechanical maintenance, as well as technological advances in agriculture were highlighted. Also identified as a key skill is practical knowledge of safety awareness and careful handling of livestock. It is important for youth entering the sector to have some prior knowledge and training in the fundamentals.

<sup>4</sup> Statistics Canada, Canadian Business Patterns

## Truck Transportation – NAICS 484

**Truck Transportation** (NAICS 484) is engaged in the truck transportation of goods. These establishments may carry general freight or specialized freight. Specialized freight comprises goods that, because of size, weight, shape or other natural characteristics, require specialized equipment for transportation. Establishments may operate locally, or over long distances.

	2008	2010	
Bruce	165	<b>192</b>	<b>Truck Transportation Businesses</b> 2008: 823 2010: 771
Grey	225	<b>204</b>	
Huron	218	<b>196</b>	
Perth	215	<b>179</b>	

### Four County Industry Profile

#### Number of Businesses

The number of truck transportation businesses decreased marginally from 823 to 771 between 2008 and 2010. The sector is most dominant in Grey County where 204 of the businesses are located.

#### Truck Transportation Employment

Figures tabulated using June 2010 Statistics Canada, Canadian Business Patterns, shows that Truck Transportation jobs continue to decrease in the region. Bruce County saw an increase in jobs, bucking the trend of the other three counties, which experienced job losses. The largest workforce is represented in Perth County with 768 people employed in the industry.

	2008	2010
Bruce	371	<b>417</b>
Grey	502	<b>481</b>
Huron	554	<b>506</b>
Perth	872	<b>768</b>

Statistics Canada, Canadian Business Patterns

#### Truck Transportation Employment

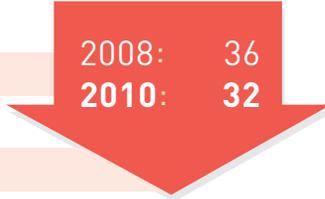
2008: 2299    2010: **2172**    Absolute Change (127)

#### Training and Adjustment Needs Identified in 2010

Some of the training and re-training needs identified by employers include safety regulation requirements and new and emerging technologies and communications tools. These were identified to include mechanics, Global Positioning System (GPS), Internet and wireless communication skills. It is the industry's practice to conduct in-house training on a continual basis.

## Telecommunications – NAICS 517

**Telecommunications**<sup>5</sup> (NAICS 517) is engaged in providing telecommunications, sometimes including video entertainment services over their own or leased networks. They do this on a resale basis or over client-supplied high speed Internet connections. Establishments are grouped into industries based on the nature of services provided, whether fixed or mobile, and the type of network used to deliver those services, either hard wired or wireless, and how they conduct business either, facilities-based or resale.

	2008	2010	<b>Telecommunications Businesses</b>	
Bruce	8	<b>11</b>		
Grey	14	<b>7</b>		
Huron	4	<b>6</b>		
Perth	10	<b>8</b>		

### Four County Industry Profile

#### Number of Businesses<sup>6</sup>

The number of telecommunications businesses decreased marginally from 36 to 32 between 2008 and 2010. The sector has a larger distribution in Bruce County where 11 of the businesses are located. These businesses are primarily small businesses with 1 to 9 employees.

#### Telecommunications Employment

Figures tabulated using June 2010 Statistics Canada, Canadian Business Patterns, shows that telecommunications jobs are on the increase in the region. The largest increase was seen in Huron County with an increase of 37 jobs. However, the largest workforce is represented in Perth County with 107 employees.

	2008	2010
Bruce	63	<b>82</b>
Grey	43	<b>53</b>
Huron	45	<b>82</b>
Perth	85	<b>107</b>

Statistics Canada, Canadian Business Patterns		
<b>Telecommunications Employment</b>		
2008: 236	2010: <b>324</b>	Absolute Change 88

#### Training and Adjustment Needs Identified in 2010

Short term, ongoing training in the field needs to be available locally and as early as high school. Coordination and enhancement of co-op programs, job shadowing and mentoring opportunities would prove to be of value to the sector in Bruce, Grey, Huron and Perth counties.

<sup>5</sup> NAICS description derived – [http://www.ic.gc.ca/eic/site/cis-sic.nsf/eng/h\\_00004.html](http://www.ic.gc.ca/eic/site/cis-sic.nsf/eng/h_00004.html)    <sup>6</sup> Statistics Canada, Canadian Business Patterns

## Professional, Scientific and Technical Services – NAICS 541

**Professional, Scientific and Technical Services**<sup>7</sup> (NAICS 541) is engaged in activities where human capital is the major input. These establishments make available the knowledge and skills of their employees, often on an assignment basis. The individual industries of this subsector are defined on the basis of the particular expertise and training of the service provider and include legal, accounting, architectural and engineering services.

	2008	2010	
Bruce	457	<b>525</b>	<b>Professional, Scientific &amp; Technical Services Businesses</b> 
Grey	556	<b>525</b>	
Huron	295	<b>281</b>	
Perth	376	<b>391</b>	

### Four County Industry Profile

#### Number of Businesses<sup>8</sup>

The number of professional, scientific and technical services businesses increased from 1684 to 1722 between 2008 and 2010. The sector has diverse distribution in the Four County region. The largest concentration is equal in both Bruce and Grey counties where 525 of the businesses are located. These are primarily made up of small businesses employing 1 – 9 employees.

#### Professional, Scientific & Technical Services Employment

Figures tabulated using June 2010 Statistics Canada, Canadian Business Patterns, shows that professional, scientific and technical service jobs are on an increase in the region, with plus 507 jobs overall. The largest increase was experienced in Perth County, which saw an increase of 230 jobs. The largest workforce is also represented in Perth County with 1,276 employees.

	2008	2010
Bruce	1037	<b>1172</b>
Grey	1158	<b>1222</b>
Huron	671	<b>749</b>
Perth	1046	<b>1276</b>

Statistics Canada, Canadian Business Patterns

#### Professional, Scientific and Technical Services Employment

2008: 3912    2010: **4419**    Absolute Change 507

<sup>7</sup> NAICS description derived – [http://www.ic.gc.ca/eic/site/cis-sic.nsf/eng/h\\_00004.html](http://www.ic.gc.ca/eic/site/cis-sic.nsf/eng/h_00004.html)    <sup>8</sup> Statistics Canada, Canadian Business Patterns

## Training and Adjustment Needs Identified in 2010

Employers expressed that an effective and creative succession strategy needs to be adopted to engage and retain the knowledge and expertise of the population due to retire in the next five years. There is also a need to create a homogenous workplace among the different generations so succession can be a smooth transition. Higher levels of education in the replacement workforce is needed, as there will be positions in this sector in the near future, however entry into this sector requires post-secondary training. Getting youth involved in the sector earlier is key to replacing the workforce.

## Accommodation Services and Food Services and Drinking Places – NAICS 721 & 722

**Accommodations Services**<sup>9</sup> (NAICS 721) is engaged in providing short-term lodging for travellers, vacationers and others. In addition to lodging, a range of other services may be provided. For example, many establishments have restaurants while others have recreational facilities. Lodging establishments are classified in this sub-sector, even if the provision of complementary services generates more revenues.

	2008	2010	Accommodations Services Businesses
Bruce	115	<b>120</b>	
Grey	60	<b>55</b>	
Huron	59	<b>44</b>	
Perth	67	<b>64</b>	

**Food Services and Drinking Places**<sup>10</sup> (NAICS 722) is engaged in preparing meals, snacks and beverages, to customer order, for immediate consumption on and off the premises. This sub-sector does not include food service activities that occur within establishments such as hotels, civic and social associations, amusement and recreation parks, and theatres. However, leased food-service locations in facilities such as hotels, shopping malls, airports and department stores are included. The industry groups within this sub-sector reflect the level and type of service provided.

	2008	2010	Food Services & Drinking Places Businesses
Bruce	167	<b>198</b>	
Grey	194	<b>182</b>	
Huron	156	<b>122</b>	
Perth	184	<b>173</b>	

<sup>9, 10</sup> NAICS description derived – [http://www.ic.gc.ca/eic/site/cis-sic.nsf/eng/h\\_00004.html](http://www.ic.gc.ca/eic/site/cis-sic.nsf/eng/h_00004.html)

## Four County Industry Profile

### Number of Businesses<sup>11</sup>

The number of accommodation services and food services and drinking places businesses saw an overall decrease from 1002 to 958 between 2008 and 2010. The sectors are relatively evenly distributed in the Four County region. The greatest concentration of accommodation services is in Bruce County, where 120 of the businesses are located. The greatest concentration of food services and drinking places is also in Bruce County where 198 of the businesses are located. Small enterprises with 1 to 9 employees represent the majority of businesses across the four counties.

### Accommodation Services and Food Services & Drinking Places Employment

Figures tabulated using June 2010 Statistics Canada, Canadian Business Patterns, shows that both accommodation services and food services and drinking places experienced job losses. The largest decrease for accommodation services jobs was felt in Huron County, which saw a 158 job loss. The largest workforce is represented in Bruce County with 734 employees in the sector. Bruce County was also the only county that saw an increase (4%) in jobs over the time period. The largest decrease for food services and drinking places was experienced in Huron County, which saw a decrease of 322 jobs. The largest workforce is represented in Perth County with 2552 employees.

	Accommodation Services Employment		Food Services and Drinking Places Employment	
	2008	2010	2008	2010
Bruce	793	<b>734</b>	2037	<b>2122</b>
Grey	305	<b>204</b>	2649	<b>2540</b>
Huron	451	<b>293</b>	1835	<b>1513</b>
Perth	348	<b>266</b>	2606	<b>2552</b>

Statistics Canada, Canadian Business Patterns		
<b>Accommodation Services Employment</b>		
2008: 1897	2010: <b>1497</b>	Absolute Change (400)
<b>Food Services and Drinking Places Employment</b>		
2008: 9127	2010: <b>8727</b>	Absolute Change (400)

<sup>11</sup> Statistics Canada, Canadian Business Patterns

## Employment and Occupational Opportunities and Risks

Although it was the preference of employers to hire local residents, the soft skills requirement often leads to recruitment outside of the area. Skills enhancement needs in customer service, math, communications, professional service industry department, presentation style/dress, courtesy and etiquette require further development.

There tended to be a high family involvement in these businesses which created a lag in employment in the industry. Employers also cited that changes in regulations and pay scales created obstacles for increased hiring. These industries experience significant losses since the 2010 report conversations were held with local businesses to understand the change. The two main reasons for the decrease centred around the downturn in the economy curbing business development, and to a lesser degree, seasonal workers. There were no suggestions for improving the situation as it seems to be a common business cycle. Most employers noted that in-house training is their preferred training method, however it is considered of great value if potential employees are already certified in SmartServe, Safe Food Handling and CPR, to name a few.

## Training and Adjustment Needs Identified in 2010

Effective and on-going customer service excellence training and industry standard professionalism training is a requirement for the continued success of this industry in the Four County region. Higher levels of education in the replacement workforce is needed as positions continue to be created, particularly in the high tourist season. The region has been successful in developing a shoulder season for tourism, which could lead to growth in the off-season as well.

## Social Assistance – NAICS 624

**Social Assistance**<sup>12</sup> (NAICS 624) is engaged in providing a wide variety of assistance services directly to their clients. These services do not include residential or accommodation services, except on a short-stay basis.

	2008	2010	
Bruce	21	<b>25</b>	<b>Social Assistance Businesses</b> 2008: 122 2010: 125
Grey	48	<b>49</b>	
Huron	25	<b>24</b>	
Perth	28	<b>27</b>	

<sup>12</sup> NAICS description derived – [http://www.ic.gc.ca/eic/site/cis-sic.nsf/eng/h\\_00004.html](http://www.ic.gc.ca/eic/site/cis-sic.nsf/eng/h_00004.html)

## Four County Industry Profile

### Number of Businesses<sup>13</sup>

The number of social assistance businesses increased marginally from 122 to 125 between 2008 and 2010. The sector has a larger distribution in Grey County, where 49 of the businesses are located. These businesses are primarily small businesses with 1 to 9 employees.

### Social Assistance Employment

Figures tabulated using June 2010 Statistics Canada, Canadian Business Patterns, shows that social assistance jobs are on the increase in the region. The largest increase was experienced in Grey County, which saw an increase of 86 jobs. The largest workforce is also represented in Grey County with 633 employees.

	2008	2010
Bruce	303	<b>295</b>
Grey	547	<b>633</b>
Huron	243	<b>258</b>
Perth	306	<b>307</b>

Statistics Canada, Canadian Business Patterns
<b>Social Assistance Employment</b> 2008: 1399    2010: <b>1493</b> Absolute Change 94

### Sector Profile

The Social Assistance sector is vitally important to the well-being of a community and this is no different for the Bruce, Grey, Huron and Perth region. This sector provides two crucial elements in the community. Firstly, they help those who are in need to create a pathway to success, and secondly, they create employment opportunities. This sector includes persons providing: individual and family services; community food and housing, and emergency and other relief services; vocational rehabilitation services and child day care services.

This sector has seen an increase for its services in the recent past. In 2008 the region's average caseload for social services was 6860 and rose by 36 percent to 9356 in 2010. As the demand for these services does not seem to abate, we want to ensure the right skills exist in the workforce. We see the need for the development of a strong succession plan to ensure community vibrancy.

<sup>13</sup> Statistics Canada, Canadian Business Patterns

TABLE 1: 10 LEADING OCCUPATIONS IN THE SECTOR BY PLACE OF WORK

**Social Assistance Sector – Bruce, Grey, Huron and Perth Counties**

OCCUPATIONS	TOTAL EMPLOYED
<b>Total All Occupations</b>	<b>2515</b>
Early childhood educators and assistants	1010
Community and social service workers	310
Social workers	260
Visiting homemakers, housekeepers and related occupations	165
Babysitters, nannies and parents' helpers	110
Family, marriage and other related counsellors	65
General office clerks	60
Nurse aides, orderlies and patient service associates	35
Secretaries (except legal and medical)	30
Accounting and related clerks	30

Source: Derived from Statistics Canada Census 2006

### Employment and Occupational Opportunities and Risks

As demands increase, reports of stress on the workforce have been received. It was noted through the consultation process that new system implementation, new qualification requirements and high retirement expectations are putting pressures on the sector. As individuals are promoted within the company or given more duties, precise training may not be available. The continually changing job market is creating a gap between current employee skill sets and new technological and foundational skills requirements. Most organizations provide some in-house training. Cited as an immediate risk is the lack of local training for skills upgrading, particularly in the Developmental Service Worker, Food Service Worker and Registered Nurses occupations, which could create serious lags in the sector's ability to continue to provide quality service. Opportunities exist to highlight careers in the sector through career fairs that reach a wide range of the population. High schools, youth at college and mature workers looking for a second career were all identified as sources to attract the future workforce.

### Training and Adjustment Needs Identified in 2011

It was very apparent that training needs for managers were most pressing. The training needed would include local access to Human Resources, Project Management, Property Management and some Information Technology training. Discussed as a solution to creating the right atmosphere for local training was the development of a Non-Profit Managers' Forum that meets approximately four times per year to facilitate discussion about needs and training offerings.



## FEATURED RESEARCH

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Huron and Perth County's Healthcare Providers Council has decided on an approach to investigate the challenges of meeting their staffing needs presently and in the future. They have undertaken a study of the current local Human Resources needs and the ability to fill those needs. The study will focus on changes to legislation for hospitals, Family Health Teams and Long-Term Care Facilities. A training plan to meet current local and future forecasted needs will be developed. Funding was received and this study is currently being completed. The report is slated for release in July 2011 and will identify initiatives and next steps for the industry.

The Markdale Chamber of Commerce took the lead in a cross-sectoral Business Retention + Expansion study for the Municipality of Grey Highlands. Three areas were identified for immediate to long-term actions including: Business Development, Training and Development and Municipal Issues. The Planning Board was invited to champion the area of Training and Development. In consultations with the Task Force and the community several necessary skills development needs were identified: Business Management, Recruitment, Delegation, Time Management and Communication were determined to be focuses. The mid-term goals established the need to deliver more local training that is, at a minimum, eight (8) weeks in length. Additionally, employers saw the necessity of becoming more engaged at the high school level to provide information to the future workforce.

In February 2011 Perth County received the Economic Developers Council of Ontario's Award of Excellence in Social Media for their workforce attraction online strategy, *Perth County – Perth County JOBS Group – Facebook*. Perth, St. Marys and Stratford Economic Development Strategy highlight several workforce development initiatives that will be undertaken over the next five years. Initiatives include the development of an immigrant settlement services program and enhanced local training delivery, such as the Technical Training Group and culinary and theatre trades training. There will be continued efforts to identify training and skills upgrading needs for the Tourism sector. Additionally, they would like to enhance the use of digital media as a way to improve tourists' visits to the County and cities. Cooperative programs with local high schools to build interest in food production, processing and marketing were also highlighted as future activities.

In 2010 the Green Jobs Strategy project was funded by the regional office of Training, Colleges and Universities. This study was to identify the strength of the Green Economy in Bruce, Grey, Huron, Perth, Middlesex and Wellington counties. Highlighted in the report for future development were several strategies including the development of an implementation strategy for three focuses: Green Business/ Jobs, Green Communities, and Climate Change Adaptation. The development of a Green Jobs Profile and implementation plan will be completed in 2011. It is anticipated that the plan will be adopted by organizations within the region to champion each focus.

The Town of the Blue Mountains has created a Sustainable Path for the municipality. Several workforce development goals were identified in the plan including: create employment opportunities for youth; encourage youth to remain in, or return to, our community; and enhance education, marketing and promotion of the local agricultural industry and lifestyle.<sup>14</sup> Some of the identified strategies include: Agriculture –youth training, co-op courses; enhance mentorship/apprenticeship program among common business types; strengthen outreach at the high school and grade 7 and 8 levels and encourage businesses and local agencies to develop employment and training opportunities for our youth (e.g. co-op, internships, apprenticeships, Passport to Restaurant Careers).

Huron County's sustainability plan has a strong community vision to provide workforce development, training, market local employment opportunities, and encourage an entrepreneurial spirit for youth.<sup>15</sup> They expect to provide tailored course offerings through the Lake Huron Learning Collaborative and also research the feasibility of establishing electronic learning and trades training options locally. Marketing local employment opportunities to youth in the area is also a focus to mitigate youth outmigration.

<sup>14</sup> Source: Collated from *The Blue Mountains Sustainable Path, 2010* <sup>15</sup> Source: *Take Action for Sustainable Huron*



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As we continue to discuss the necessary steps to building a strong and vibrant workforce with our community partners, collaborations will be the most pragmatic response. Perth County has expressed interest in developing a partnership with the Planning Board to address the workforce development strategies outlined. Huron County continues to be a strong partner with the Planning Board. The Planning Board has been invited to participate in a brainstorming session with Lake Huron Learning Collaborative as they build their strategic direction to serve Bruce and Huron counties.

Workforce development remains a topic of discussion, particularly as the changing economy puts pressure on the current workforce skills and the gap widens. Swift and local responses must be developed to ensure the gap does not become too wide and present problems too daunting to address.



One of the keys to success is the development and implementation of an action plan that addresses the issues and challenges identified by the evidence and validated by key stakeholders. The following is an action plan for the Bruce, Grey, Huron and Perth counties. Although not exhaustive, these will meet the workforce needs in a changing economic climate.

Instrumental in this action plan is a collaborative approach to deliver strategies that build a quality local labour supply. These strategies should also respond to the local business demands that drive economic growth and stimulate economic prosperity.

**KEY PRIORITY 1: Strengthen workforce skills locally**

Recommended Strategies	Potential Partner(s)	Timelines	Expected Outcome
Highlight Careers in the Social Assistance Sector	Planning Board, Passport to Prosperity, Community Living Associations, Ontario Works, Ontario Youth Apprenticeship Program, Foundation for Education HP	2011-2012	Two Career Fairs for Careers in Social Assistance with local high school
Career Fair for Grades 7 to 12 in Northern Grey County	Planning Board, Passport to Prosperity, Town of Blue Mountains, School Board	2011-2012	Partner with Town of Blue Mountains to deliver their strategic plan to connect with elementary and high schools.
Digital Media Career Fair	Planning Board, Foundation for Education HP, School Boards, Technical Training Group, University of Waterloo, County of Perth	2011-2013	Host a Career Fair to highlight career opportunities, in the Digital Media profession, to students and unemployed and underemployed.
Non-Profit Managers Forum	Planning Board, Community Living Associations, County Social Services, QUILL Learning Network	2011-2013	A forum for non-profit managers to discuss, develop and host management training locally.

## KEY PRIORITY 2: Identify key workforce skills and gaps, as well as growth locally

Recommended Strategies	Potential Partner(s)	Timelines	Expected Outcome
<b>Skills Gap Study</b>	Planning Board, Saugeen Economic Development Corp., Bruce Community Futures Development Corp., School Boards, Municipality(ies)	2010-2012	Use feasibility and funding research to apply for funding and carry out study once secured.
<b>Health Human Resources Study</b>	Planning Board, Huron Perth Health Care Providers Council, Huron Business Development Corp.	2011-2012	Complete a detailed study highlighting the Healthcare sector's human resources needs over the next five years. This study will include a strategy to close the gap.
<b>Green Occupational Profile</b>	Planning Board, WPB of Waterloo, Wellington Dufferin, Elgin, Middlesex, Oxford WPDB, Green Jobs Strategy, Huron Business Development Corp.	2011-2012	Complete an occupational profile for jobs that exist in the seven county area to include educational and skill requirements, workplace setting and expectations.
<b>Tourism Sector changing skill requirements</b>	County of Perth, Planning Board, Technical Training Group	2011-2012	Partner with County of Perth Economic Development to determine Tourism Sector skill requirements to enhance local delivery options.

### **KEY PRIORITY 3: Foster employer engagement in workforce development locally**

<b>Recommended Strategies</b>	<b>Potential Partner(s)</b>	<b>Timelines</b>	<b>Expected Outcome</b>
<b>Work with the Local Educators to develop local training</b>	Municipality of Grey Highlands, Planning Board, Georgian College	2011-2013	Form a committee to determine needs of eight-week training program for small business owners/managers.
<b>Local High School Career Talks</b>	Planning Board, Passport to Prosperity, Chambers of Commerce, Municipality of Grey Highlands	2011-2012	Work with local high school to develop a career talks schedule to be delivered over the school year.
<b>Employer Workshop Series</b>	Planning Board, Passport to Prosperity, Chambers of Commerce, CFDCs	2011-2012	Develop a workshop series to highlight important and key issues to employers over a 12 month period.



## Consultation Background Document

### Social Assistance Sector (NAICS 624) – Bruce Grey Huron Perth Area

The Social Assistance sector is vitally important to the well-being of a community and this is no different for the Bruce, Grey, Huron, Perth region. This sector provides two crucial elements in the community. Firstly, they help those who are in need to create a pathway to success and secondly, they create employment opportunities. This sector includes persons providing: individual and family services; community food and housing, and emergency and other relief services; vocational rehabilitation services and child day care services.

This sector has seen an increase for its services in the recent past. As the demand for these services does not seem to abate we want to ensure the right skills exist in the workforce. We see the need for the development of a strong succession plan to ensure community vibrancy.

TABLE 1: 10 LEADING OCCUPATIONS IN THE SECTOR BY PLACE OF WORK  
**Social Assistance Sector – Bruce, Grey, Huron and Perth Counties**

OCCUPATIONS	TOTAL EMPLOYED
<b>Total All Occupations</b>	<b>2515</b>
Early childhood educators and assistants	1010
Community and social service workers	310
Social workers	260
Visiting homemakers, housekeepers and related occupations	165
Babysitters, nannies and parents' helpers	110
Family, marriage and other related counsellors	65
General office clerks	60
Nurse aides, orderlies and patient service associates	35
Secretaries (except legal and medical)	30
Accounting and related clerks	30

Source: Derived from Statistics Canada Census 2006

**Table 2: Change in Total Employment for Small to Medium-Sized Employers (SME) December 2008-June 2010** (SME refers to businesses with 1-99 employees)

SOCIAL ASSISTANCE	2008	2010	Change	% Change
Bruce	303	295	-8	-2.56
Grey	547	633	86	15.77
Huron	243	258	15	6.14
Perth	306	307	1	0.36

Source: Statistics Canada Canadian Business Patterns

**Table 3: Change in Total Number of Employers – December 2008-June 2010**

SOCIAL ASSISTANCE	2008	2010	Change	% Change
Bruce	21	25	4	19.05
Grey	48	49	1	2.08
Huron	25	24	-1	-4.00
Perth	28	27	-1	-3.57

Source: Statistics Canada Canadian Business Patterns

**Table 4: Number of Employers by Employee Size Range – June 2010**

SOCIAL ASSISTANCE	EMPLOYEE SIZE-RANGE						Total Employers
	0	1 - 4	5 - 9	10 - 19	20 - 49	50 - 99	
Bruce	2	7	7	5	3	1	25
Grey	5	15	8	10	2	5	45
Huron	4	7	7	0	4	1	23
Perth	2	8	8	3	4	1	26

Source: Statistics Canada Canadian Business Patterns

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## Consultation Questions

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### Trends, Opportunities & Priorities (TOP) 2011 Discussion Questions

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#### **Industry:**

1. What are your most immediate needs and challenges of the workforce in your industry?

#### **Business:**

1. What are the specific skills or occupations that you have trouble finding or retaining?
2. How do you recruit for the harder to find occupations?
3. When you find the staff, are they missing any skills, education or experience?

#### **Future:**

1. Do you anticipate any skill sets changes in the future? If yes, how will they change?
2. What would be the top two local actions you would suggest to alleviate the challenges or meet the future demand(s)?

## Invited Participants

Community Living Kincardine & District

United Way Perth-Huron

South West Community Care Access Centre

Stratford & Perth County Community  
Foundation

Big Brothers, Big Sisters of Hanover  
& District

HBDC – HealthKick

Big Brothers, Big Sisters North Huron

Ontario Works Huron County

Big Brothers, Big Sisters Kincardine

Community Living Meaford

Big Brothers, Big Sisters Stratford

Bruce County Social Services

Big Brothers, Big Sisters Listowel & District

Grey Bruce Credit Counselling

Big Brothers, Big Sisters Owen Sound

Ontario Early Years Bruce, Grey & Perth

Bruce Peninsula Community Living

Partners In Employment

Community Living Walkerton and District

The Salvation Army, Golden Agers

Keystone Child Youth & Family Services

Community Living Owen Sound

Women's House

South East Grey Support Services

HARC Inc.

Technical Training Group

QUILL Learning Network

Job Directions, Owen Sound

Epilepsy Huron Perth Bruce

CNIB Bruce/Dufferin/Grey

United Way of Bruce Grey

Centre for Employment and Learning

Community Care Access Centre

Foundations Huron

Community Living Stratford and Area

Ontario Works Perth

Grey County Social Services

Grey Bruce Community Health Corp.

YMCA Goderich Huron

South Grey Bruce Youth Literacy Council

YMCA Owen Sound

Family Services Perth-Huron-Clinton

Victim Service Bruce, Grey & Owen Sound



### **Four County Labour Market Planning Board**

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The Four County Labour Market Planning Board is funded by the Government of Ontario.  
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