



TRENDS
OPPORTUNITIES
PRIORITIES

TOP REPORT

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a member of

Local Boards
Network

Champions of Ontario's Local Labour Market Solutions

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MTCU Consultant: Lauri Cunningham

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This publication was prepared by:

Gemma Mendez-Smith
Executive Director, BGHPGT TB

INTRODUCTION¹

The Bruce Grey Huron Perth Georgian Triangle Training Board (Local Board) is a community-based non-profit corporation. The Local Board, in existence since 1997, operates with volunteer Directors representing business, labour, educators and trainers, women, persons with disabilities, visible minorities, aboriginal peoples and youth.

The Local Board covers the area of Bruce Grey Huron and Perth Counties. The geographic region is largely rural with a population of 291,429 in 2006, representing an increase of just over 5,000 from 2001. The population is spread fairly 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 Local Board's primary role is to assist in improvement measures of the local labour market. We:

- facilitate a community planning consultation process related to labour market trends, issues and priorities, culminating in an annual *Trends, Opportunities and Priorities (TOP) Report*.
- create opportunities for partnership development 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 upgrading to youth, parents, employers, employed and unemployed workers, and the public in general.

The *TOP Report* contains a summary of local economic and employment conditions, citing significant changes from the previous year. This year the focus for the consultation process was to move from an anecdotal perspective to an evidence-based planning platform which offered local labour market data gathered from Statistics Canada.

TRENDS, OPPORTUNITIES & PRIORITIES REPORT – **TOP 2009**

The *Trends Opportunities and Priorities Report* represents your community plan for implementing your vision for positive changes in the local labour market. The report presents two significant provincial labour force trends: 1) employers are creating jobs for persons with post secondary qualifications and 2) an unquenchable demand for labour force renewal; and how they affect the Bruce Grey Huron Perth area. Based on these two broad trends three local challenges were derived from the consultation process. The three local challenges are 1) Educational Attainment, 2) Small and Medium Enterprise Support and 3) Worker Transition and Up-skilling. Issues and actions were discussed culminating in the development of a one to two year plan to respond to the identified local labour market challenges.

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TOP COMMUNITY VERIFICATION CONSULTATION

Two two-hour meetings were held in Bruce Grey and Huron counties. These meetings were to solicit responses from those who are involved in the labour market at the grassroots level. They either work as a service provider, in a social service office, local government, education, business, labour or a general user of the services. The local data was presented in a pre-consultation document distributed prior to the meeting. Participants were then able to prepare to discuss the Labour Market Information presented and based on the evidence priorities were set. Table group discussions were held based on the two broad provincial trends and local evidence. Following, a plenary wrap up discussion determined the issues and challenges to be addressed at the Action Consultation.

TOP COMMUNITY ACTION CONSULTATION

Three meetings in Bruce Grey, Huron and Perth were targeted at decision makers. As this meeting was primarily to identify action items for the identified issues impacting the communities, it was determined by the Training Board's TOP planning committee that having the people who can make decisions about what kind of time, resources, talent and dollars are required, and how to get it was vitally important to ensure activities advanced to completion. Each participant received the pre-consultation document including the Verification Consultation issues prior to the meeting. Attendees were encouraged to review the information before the meeting and a brief synopsis of the previous consultation was provided before table group discussions and action planning commenced.

Each of the five meetings was well attended. In total 113 people participated in the community consultations. There was an increase in the number of educators, municipal and general public participants. Invitations were emailed to community partners. Presentations were made to each county council and one municipal council and a radio interview all helped to increase the awareness of the meetings and to bolster participation at the community level.

This report provides Labour Market Data for the Board region and a community developed action plan for the next 12 to 24 months.

LOCAL LABOUR STATUS AND SIGNIFICANT CHANGES

BRUCE GREY LABOUR MARKET STATUS DATA AND ANALYSIS

It is noted that the total labour force increased six percent in Bruce Grey between 2001 and 2006. The province experienced a slightly higher increase of 8 percent. Participation in the labour force in 2006 from 2001 approached 5,000.

TABLE A TOTAL LABOUR FORCE CHANGE BRUCE GREY

	2001	2006	Number Change	Percent Change	Ontario % Change
TOTAL LABOUR FORCE	77,830	82,615	4,785	6%	8%

Source: Statistics Canada, Census 2001 and 2006

Table B (page 8) shows total labour force activity in Bruce Grey. Several industries in Bruce Grey experienced significant increases in activity over 2001 and 2006. The three top performers by industry were Professional, Scientific and Technical Services, Health Care and Social Assistance and Utilities respectively. Each industry showed an increase of over 700 people. These data suggests that employers are creating jobs for persons with post secondary qualifications as the vast majority of employees in these industries require training beyond high school. Equally significant is the decline of two industries by over 700 people, Agriculture and Other Resource-Based Industries and Manufacturing. Manufacturing losses are important to address as it hosts the largest number of employees for Bruce Grey. As employees look to engage in other industries it will be important to assess the transferability of their skills.

TABLE B CHANGE IN THE NUMBER OF PEOPLE IN THE LABOUR FORCE BY INDUSTRY BRUCE GREY

North American Industrial Classification System (NAICS)	2001	2006	Number Change	% Change	Ontario % Change
Agriculture and other resource-based industries	6,930	6,165	-765	-11%	-8%
Mining and oil and gas extraction	315	400	85	27%	21%
Utilities	4,115	4,895	780	19%	9%
Construction	6,270	6,725	455	7%	16%
Manufacturing	11,555	10,815	-740	-6%	-9%
Wholesale Trade	2,240	2,265	25	1%	10%
Retail Trade	9,220	9,980	760	8%	7%
Transportation and warehousing	2,800	2,900	100	4%	10%
Information and cultural industries	1,220	1,220	0	0%	1%
Finance and insurance	1,710	1,705	-5	0%	8%
Real Estate and rental and leasing	910	1,170	260	29%	16%
Professional, scientific and technical services	2,640	3,500	860	33%	10%
Management of companies and enterprises	55	50	-5	-9%	7%
Admin. and support, waste management and remediation services	2,570	2,860	290	11%	22%
Education services	4,050	4,555	505	12%	17%
Health Care and social assistance	7,980	8,785	805	10%	15%
Arts, entertainment and recreation	1,350	1,990	640	47%	15%
Accommodation and food services	5,460	5,840	380	7%	9%
Other services (except public administration)	3,750	3,965	215	6%	11%
Public administration	2,690	2,830	140	5%	13%
TOTAL	77,830	82,615	4,785	6%	8%

Source: Statistics Canada, Census 2001 and 2006

Small and medium-sized businesses ranging from owner-operated to 199 employees are the economic engines of the economy. Given that over 98 percent of companies are small and medium sized, training and development initiatives must address the needs of these businesses. Small and medium sized companies are primarily responsible for community economic renewal and growth. If we want more large businesses we must nurture the smaller businesses. The following three tables, 1A, 1B and 1C provide estimated employment within small and medium-sized businesses.

Table 1A reflects the top 10 Small and Medium Enterprises (SMEs) and their estimated employment. Food Services and Drinking Places employ 10 percent of the total workforce for Bruce Grey, significantly higher than any of the other industries. The second represented in Specialty Trade Contractors with 6.4 percent.

TABLE 1A (BRUCE GREY) TOP 10 INDUSTRIES BY TOTAL ESTIMATED EMPLOYMENT BY EMPLOYEE SIZE RANGE
June 2008

	North American Industry Classification System (NAICS)	Employee Size Range						Total	%	
		0	1-4	5-9	10-19	20-49	50-99			100-199
1	722 - Food Services and Drinking Places	84	137	537	904	1702	1322	380	5,066	10.0%
2	238 - Specialty Trade Contractors	564	703	841	508	381	261	0	3,259	6.4%
3	112 - Animal Production	1552	382	283	170	87	0	100	2,573	5.1%
4	445 - Food and Beverage Stores	70	124	221	105	519	494	819	2,353	4.6%
5	541 - Professional, Scientific and Technical Services	679	454	326	426	176	134	133	2,328	4.6%
6	623 - Nursing and Residential Care Facilities	9	11	7	70	506	720	422	1,745	3.4%
7	236 - Construction of Buildings	267	281	362	304	266	137	0	1,616	3.2%
8	621 - Ambulatory Health Care Services	64	400	399	334	143	69	0	1,410	2.8%
9	111 - Crop Production	273	134	161	240	414	0	0	1,222	2.4%
10	721 - Accommodation Services	81	99	141	205	366	207	0	1,098	2.2%

Source: Statistics Canada, Canadian Business Patterns

Table 1B reflects 10 key Small and Medium Enterprises (SMEs) that experienced an increase of over 100 people in estimated employment. Five of the ten industries are also represented in Table 1A above reporting highest employment. This could be reflecting business expansion and internal growth in the top 10 industries within this segment of the Bruce Grey economy.

TABLE 1B (BRUCE GREY) KEY INDUSTRIES EXHIBITING AN INCREASE IN TOTAL ESTIMATED EMPLOYMENT
December 2003 to June 2008

	North American Industry Classification System (NAICS)	Total Employment 2003	Total Employment 2008	Number Change	Percent Change
1	238 - Specialty Trade Contractors	2,433	3,259	826	34%
2	722 - Food Services and Drinking Places	4,265	5,066	801	19%
3	111 - Crop Production	836	1,222	386	46%
4	445 - Food and Beverage Stores	2,035	2,353	317	16%
5	623 - Nursing and Residential Care Facilities	1,523	1,745	222	15%
6	237 - Heavy and Civil Engineering Construction	337	552	215	64%
7	452 - General Merchandise Stores	879	1,053	175	20%
8	561 - Administrative and Support Services	1,288	1,429	141	11%
9	417 - Machinery, Equipment and Supplies Wholesaler-Distribution	476	613	138	29%
10	416 - Building Material and Supplies Wholesaler-Distribution	259	378	119	46%

Source: Statistics Canada, Canadian Business Patterns

Table 1C identifies the key industries exhibiting employment losses. Eight industries experienced a loss in excess of 150 employees. In a rural area such as Bruce Grey where businesses are predominantly small any loss must be examined. It is noteworthy that five of the ten industries are in the Manufacturing sector. These are generally good paying jobs and the losses show the impact of the shift from manufacturing. This could also impact the financial stability of the laid-off workers as new employment may not offer the same wage rates.

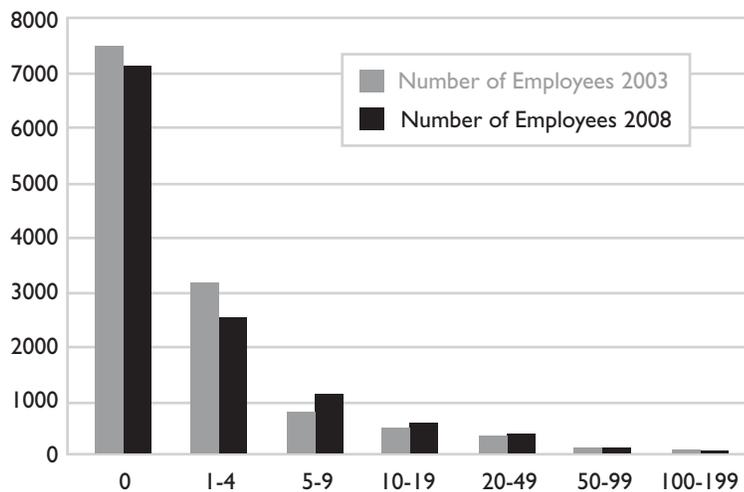
TABLE 1C (BRUCE GREY) KEY INDUSTRIES EXHIBITING A DECREASE IN TOTAL ESTIMATED EMPLOYMENT December 2003 to June 2008

	North American Industry Classification System (NAICS)	Total Employment 2003	Total Employment 2008	Number Change	Percent Change
1	112 - Animal Production	2,983	2,573	-410	-14%
2	336 - Transportation Equipment Manufacturing	486	195	-291	-60%
3	337 - Furniture and Related Product Manufacturing	899	616	-283	-31%
4	441 - Motor Vehicle and Parts Dealers	1,253	976	-278	-22%
5	721 - Accommodation Services	1,290	1,098	-192	-15%
6	333 - Machinery Manufacturing	416	227	-189	-45%
7	327 - Non-Metallic Mineral Product Manufacturing	611	432	-179	-29%
8	444 - Building Material and Garden Equipment and Supplies Dealers	1,015	862	-154	-15%
9	335 - Electrical Equipment ,Appliance and Component Manufacturing	253	107	-146	-58%
10	412 - Petroleum Product Wholesaler-Distribution	176	65	-111	-63%

Source: Statistics Canada, Canadian Business Patterns

The data in Chart 2A shows the number of employers by employee size range in Bruce Grey. There has been growth in four of the seven employee size ranges. This confirms the importance of small business to the Bruce Grey economy. Identifying and responding to the labour market needs of Bruce Grey small businesses will be a benefit for future economic development.

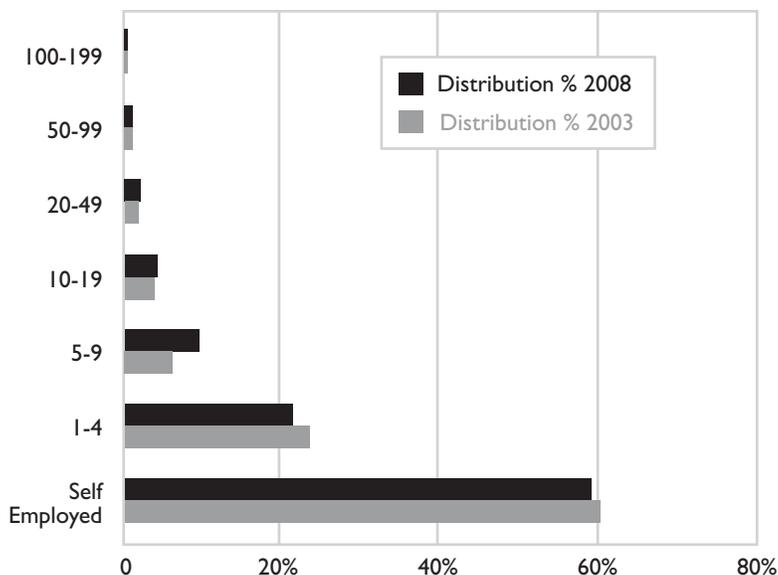
CHART 2A NUMBER OF EMPLOYERS BY EMPLOYEE SIZE RANGE 2003- 2008 (BRUCE GREY)



Source: Statistics Canada, Canadian Business Patterns

The distribution of enterprises in Bruce Grey in Chart 2B show that the area is comprised predominantly of small business. Further confirmation that small business is indeed the driver of the Bruce Grey economy is the fact that ninety-one percent of Bruce Grey businesses employ nine or fewer employees.

CHART 2B DISTRIBUTION OF EMPLOYERS BY EMPLOYEE SIZE RANGE 2003- 2008 (BRUCE GREY)



Source: Statistics Canada, Canadian Business Patterns

Table 3A provides data on industries exhibiting an increase in the number of employers. Interestingly, the most growth was evident in Educational Services by 105 employers. Growth was spread across several Small and Medium Enterprises (SMEs) showing economic diversity within SMEs.

TABLE 3A (BRUCE GREY) KEY INDUSTRIES EXHIBITING AN INCREASE IN THE TOTAL NUMBER OF EMPLOYERS December 2003 to June 2008

	North American Industry Classification System (NAICS)	Total # of Employers Dec. 2003	Total # of Employers June 2008	Change	Percent Change
1	611 - Educational Services	69	174	105	152%
2	522 - Credit Intermediation and Related Activities	66	149	83	126%
3	238 - Specialty Trade Contractors	999	1,064	65	7%
4	713 - Amusement, Gambling and Recreation Industries	126	183	57	45%
5	712 - Heritage Institutions	10	63	53	530%
7	721 - Accommodation Services	191	228	37	19%
8	812 - Personal and Laundry Services	197	232	35	18%
9	562 - Waste Management and Remediation Services	16	41	25	156%
10	551 - Management of Companies and Enterprises	266	284	18	7%

Source: Statistics Canada, Canadian Business Patterns

Table 3B highlights the 10 key industries exhibiting decreases in the number of employers operating in Bruce Grey. The most significant decreases were experienced in Animal Production (-425) and Professional, Scientific and Technical Services (-284). Animal Production also experienced the most significant decrease in employment as seen in Table 1C previously. Recognizing that Agriculture and Food Services and Drinking Places sectors play such a major role in the economy of Bruce Grey identifying the reasons for decrease in business and employment would be of great benefit. Attention should be paid to assisting these industries through this economic downturn.

TABLE 3B (BRUCE GREY) KEY INDUSTRIES EXHIBITING A DECREASE IN THE TOTAL NUMBER OF EMPLOYERS December 2003 to June 2008

	North American Industry Classification System (NAICS)	Total # of Employers Dec. 2003	Total # of Employers June 2008	Change	Percent Change
1	112 - Animal Production	2227	1,802	-425	-19%
2	541 - Professional, Scientific and Technical Services	950	666	-284	-30%
3	561 - Administrative and Support Services	402	292	-110	-27%
4	811 - Repair and Maintenance	439	338	-101	-23%
5	722 - Food Services and Drinking Places	448	358	-90	-20%
6	453 - Miscellaneous Store Retailers	242	174	-68	-28%
7	621 - Ambulatory Health Care Services	294	234	-60	-20%
8	445 - Food and Beverage Stores	222	195	-27	-12%
9	311 - Food Manufacturing	74	54	-20	-27%
10	237 - Heavy and Civil Engineering Construction	154	136	-18	-12%

Source: Statistics Canada, Canadian Business Patterns

Data examining migration characteristics for Bruce Grey combined is not available. Table 4A below indicates the migration patterns of Bruce County. The good news for Bruce is that the number of residents grew by 1293 over the 2001 to 2006 time period.

There was a net out-migration of residents in the 18 to 24 age group, while more of the 25 to 64 year cohort migrated to the area. Local intelligence would suggest that most 18 to 24 year olds leave to pursue post secondary options or to look for employment in urban centres.

TABLE 4A (BRUCE) MIGRATION CHARACTERISTICS 2001 TO 2006

Age Group	In-migrants	Out-migrants	Net-migrants
0-17 years	3620	2991	629
18-24 years	2275	3240	(965)
25-44 years	5077	4405	672
45-64 years	3791	2417	1374
65+ years	1416	1830	(414)
TOTAL	16179	14883	1296

Source: Statistics Canada

Table 4B indicates the migration patterns of Grey County. Grey experienced a significant increase in the number of residents by 3167 over the 2001 to 2006 time period.

There was a net out-migration of residents in the 18 to 24 age group, while there was increase in every other age group. There are a large number of 0 to 17 year olds which could be seen as beneficial to the local schools population. More of the 25 to 64 year cohort migrated to the area which could provide a larger workforce to draw upon. Local intelligence would suggest that most 18 to 24 year olds leave to pursue post secondary options or to look for employment in urban centres.

TABLE 4B (GREY) MIGRATION CHARACTERISTICS 2001 TO 2006

Age Group	In-migrants	Out-migrants	Net-migrants
0-17 years	5488	4316	1172
18-24 years	3347	4323	-976
25-44 years	7645	6245	1400
45-64 years	4880	3387	1493
65+ years	2213	2135	78
TOTAL	23573	20406	3167

Source: Statistics Canada

Bruce Grey has a significantly higher proportion in Occupations Unique to Agriculture, Excluding Labourers than Ontario. This is not surprising as both Animal and Crop Production appears on the Top 10 Employers by Estimated Employees in Table 1A previously. Conversely, Ontario has a significant proportion in Clerical Occupations with 10.2 percent in contrast to Bruce Grey's 6.4 percent.

TABLE 5 (BRUCE GREY) TOP 10 OCCUPATIONS 2006

		Area Labour Force	Distribution %	Ontario Labour Force	Distribution %
G9	Sales and service occupations (not elsewhere classified)	6925	8.29%	489470	7.56%
I0	Occupations unique to agriculture, excluding labourers	5635	6.75%	95870	1.48%
B5	Clerical occupations	5325	6.38%	660100	10.20%
G2	Retail salespersons and sales clerks	3495	4.19%	290195	4.48%
H7	Transportation equipment operators and related workers, excluding labourers	3205	3.84%	205885	3.18%
H1	Construction trades	3185	3.81%	146380	2.26%
E1	Teachers and professors	2830	3.39%	260435	4.02%
A2	Managers in retail trade, food and accommodation services	2660	3.19%	182700	2.82%
C1	Technical occupations related to natural and applied sciences	2340	2.80%	185240	2.86%
H8	Trades helpers, construction, and transportation labourers and related occupations	2260	2.71%	153640	2.37%

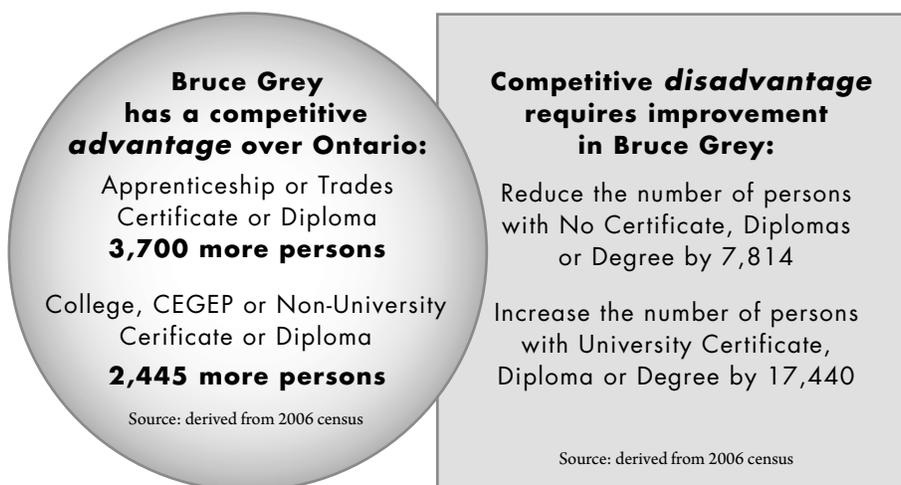
Source: Statistics Canada, 2006 Census

TABLE 6A (BRUCE GREY) EDUCATIONAL ATTAINMENT 2006

	Bruce Grey #	Bruce Grey %	Ontario %
Total Population 15 years and over	129,755	100%	100%
No certificate, diploma or degree	36,360	28%	22%
High School Certificate or Equivalent	34,985	27%	27%
Apprenticeship or Trades Certificate or Diploma	14,130	11%	8%
College, CEGEP or other non-university Certificate or Diploma	26,320	20%	18%
University Certificate or Degree	14,480	11%	25%

Source: 2006 Census

The Bruce Grey population has earned more Apprenticeship or Trades Certificate or Diploma and College, CEGEP or Other Non-University Certificate or Diploma outperforming the province by over two percent in each attainment level. The circle graphic below indicates the number of persons above the provincial proportion, in the two educational attainment levels, in Bruce Grey. The square graphic indicates the number of persons that will need to be trained in the two educational attainment levels to match Ontario's proportion.



Improving the numbers of persons that hold No Certificate, Diploma or Degree becomes increasingly important to be addressed as the requirements for job readiness is continually increasing. As the significant labour market trend suggests, while employers are creating jobs for persons with post secondary qualifications persons with less educational attainment levels will find it difficult to enter or re-enter the workforce.

It can be observed that the overall trend of Ontarians earning a University Certificate Diploma or Degree is significantly higher than persons in Bruce Grey. This may not be of major concern as local employment requirements may not ask for this level of post secondary achievement. Measures could be taken to identify the necessary levels of education to match area employment credentials. Individuals however, may determine they want to pursue higher levels of education as a personal choice.

Persons aged 25 to 34 reporting low educational attainment creates an area for significant concern in Bruce Grey. Fifteen percent of persons in this age category hold less than high school certificate or equivalent while the province is at 9 percent. Young people entering the workforce without post secondary training will face increasing challenges to employment. They will be unable to achieve employment stability and financial steadiness. They will be affected firstly by low levels of education and secondly, a lack of job experience. These obstacles will reduce this group’s resiliency in these economic times.

PROFILE TABLE 6B (BRUCE GREY) EDUCATIONAL ATTAINMENT (DISTRIBUTION) 2006
AGE COHORT **25-34**

	Bruce Grey Number	Bruce Grey Percent	Ontario Percent
No certificate, diploma or degree	2,005	15%	9%
High School Certificate or Equivalent	4,330	31%	24%
Apprenticeship or Trades Certificate or Diploma	1,265	9%	6%
College, CEGEP or other non-university Certificate or Diploma	3,825	28%	24%
University Certificate, Diploma or Degree	2,335	17%	37%
TOTAL	13760	100%	100%

Source: Statistics Canada, 2006 Census

As lay-offs continue there is a need to focus on helping more workers transition between jobs. For example the 2006 Census data reports that 17 percent of the 45 to 54 age group holds no form of certificate, diploma or degree and 30 percent holds only high school certificate or equivalent. Bruce Grey lags the province in each category by three percent. Ontario’s labour force trend suggests employers are requiring higher levels of education thus training this cohort will become a priority. Re-skilling this cohort may need to move away from conventional methods of teaching to better accommodate the learning styles needs of these laid-off workers.

PROFILE TABLE 6C (BRUCE GREY) EDUCATIONAL ATTAINMENT (DISTRIBUTION) 2006
AGE COHORT **45-54**

	Bruce Grey Number	Bruce Grey Percent	Ontario Percent
No certificate, diploma or degree	4,460	17%	14%
High School Certificate or Equivalent	7,755	30%	27%
Apprenticeship or Trades Certificate or Diploma	3,435	13%	10%
College, CEGEP or other non-university Certificate or Diploma	6,225	24%	21%
University Certificate, Diploma or Degree	3,775	15%	27%
TOTAL	25650	100%	100%

Source: Statistics Canada, 2006 Census

LOCAL LABOUR STATUS AND SIGNIFICANT CHANGES

HURON LABOUR MARKET STATUS DATA AND ANALYSIS

In observing the total labour force numbers in Huron we note a modest increase of one percent compared to an eight percent increase in Ontario, between 2001 and 2006. Huron's one percent increase represents 350 more people in the labour force over the time period.

TABLE A TOTAL LABOUR FORCE CHANGE HURON

	2001	2006	Number Change	Percent Change	Ontario % Change
TOTAL LABOUR FORCE	31,755	32,105	350	1%	8%

Source: Statistics Canada

Several industries in Huron experienced labour force growth over the 2001 and 2006 time period (Table B). The three top performers by industry were Construction (295), Other Services (except public administration) (140) and Health Care and Social Assistance (135). These data suggests that some industries are growing in Huron while others are in decline. The Huron economy seems to be slowing somewhat. For example the greatest decline was in Agriculture, Forestry, Fishing and Hunting which is the second largest employment industry in Huron County. The good news appears in the growth in Manufacturing which also represents the county's largest employment sector over the 2001 and 2006 time period.

TABLE B CHANGE IN THE NUMBER OF PEOPLE IN THE LABOUR FORCE BY INDUSTRY HURON COUNTY

North American Industrial Classification System (NAICS)	2001	2006	Number Change	Percent Change
Agriculture, forestry, fishing and hunting	4,945	4,570	-375	-8%
Mining and oil and gas extraction	385	505	120	31%
Utilities	190	255	65	34%
Construction	2,125	2,420	295	14%
Manufacturing	4,890	4,935	45	1%
Wholesale trade	1,540	1,515	-25	-2%
Retail trade	3,400	3,325	-75	-2%
Transportation and warehousing	1,330	1,350	20	2%
Information and cultural industries	395	340	-55	-14%
Finance and insurance	825	770	-55	-7%
Real estate and rental and leasing	410	320	-90	-22%
Professional, scientific and technical services	845	915	70	8%
Management of companies and enterprises	35	15	-20	-57%
Administrative and support, waste management and remediation services	875	860	-15	-2%
Educational services	1,510	1,610	100	7%
Health care and social assistance	3,045	3,180	135	4%
Arts, entertainment and recreation	500	485	-15	-3%
Accommodation and food services	2,035	2,070	35	2%
Other services (except public administration)	1,345	1,485	140	10%
Public administration	825	835	10	1%
TOTAL	31,450	31,760	310	1%

Source: Statistics Canada

Small and medium-sized businesses ranging from owner-operated to 199 employees are the economic engines of the economy. Given that over 98 percent of companies are small and medium sized, training and development initiatives must address the needs of these businesses. Small and medium sized companies are primarily responsible for community economic renewal and growth. If we want more large businesses we must nurture the smaller businesses. The following three tables, 1A, 1B and 1C provide estimated employment within small and medium-sized businesses.

Table 1A reflects the top 10 Small and Medium Enterprises (SMEs) ranked by their estimated total employment. Food Services and Drinking Places and Animal Production both employ eight percent of the total workforce for Huron. These are slightly higher than other industries.

TABLE 1A (HURON) TOP 10 INDUSTRIES BY TOTAL ESTIMATED EMPLOYMENT BY EMPLOYEE SIZE RANGE
June 2008

	North American Industry Classification System (NAICS)	Employee Size Range							Total	%
		0	1-4	5-9	10-19	20-49	50-99	100-199		
1	722 - Food Services and Drinking Places	41	42	252	466	638	397	253	2,088	8%
2	112 - Animal Production	1,145	315	276	209	87	0	0	2,032	8%
3	238 - Specialty Trade Contractors	186	250	311	227	176	131	135	1,415	6%
4	111 - Crop Production	450	112	87	107	236	199	0	1,191	5%
5	445 - Food and Beverage Stores	23	60	91	158	336	141	351	1,160	5%
6	623 - Nursing and Residential Care Facilities	1	0	7	169	158	432	141	907	4%
7	913 - Local, Municipal and Regional Public Administration	1	2	0	42	150	417	127	739	3%
8	236 - Construction of Buildings	98	110	175	146	89	68	0	685	3%
9	541 - Professional, Scientific and Technical Services	195	128	124	107	117	0	0	671	3%
10	621 - Ambulatory Health Care Services	20	136	161	90	86	139	0	632	3%

Source: Statistics Canada, Canadian Business Patterns

Table 1B reflects 10 key industries experiencing increases in estimated employment. Three of the 10 SMEs employ over 1000 persons. These key industries offer opportunities for workforce development through training initiatives.

TABLE 1B (HURON) KEY INDUSTRIES EXHIBITING AN INCREASE IN TOTAL ESTIMATED EMPLOYMENT
December 2003 to June 2008

	North American Industry Classification System (NAICS)	Total Employment 2003	Total Employment 2008	Change	Percent Change
1	722 - Food Services and Drinking Places	1531	2088	558	36%
2	721 - Accommodation Services	273	581	308	113%
3	623 - Nursing and Residential Care Facilities	665	907	243	36%
4	238 - Specialty Trade Contractors	1191	1415	224	19%
5	445 - Food and Beverage Stores	999	1160	161	16%
6	115 - Support Activities for Agriculture and Forestry	103	212	109	106%
7	541 - Professional, Scientific and Technical Services	570	671	101	18%
8	333 - Machinery Manufacturing	188	286	99	52%
9	332 - Fabricated Metal Product Manufacturing	392	485	93	24%
10	325 - Chemical Manufacturing	14	98	83	575%

Source: Statistics Canada, Canadian Business Patterns

The 10 key SMEs exhibiting employment losses are highlighted in Table 1C below. Animal Production experienced the greatest loss with 263 fewer employees. Four industries saw employment decline by 100 or more employees. It is also interesting to note that the losses, as in the employment growth industries, are also diversified. Given that Manufacturing is Huron's largest sector it is noteworthy to point out that five industries experienced decline in employment in this sector.

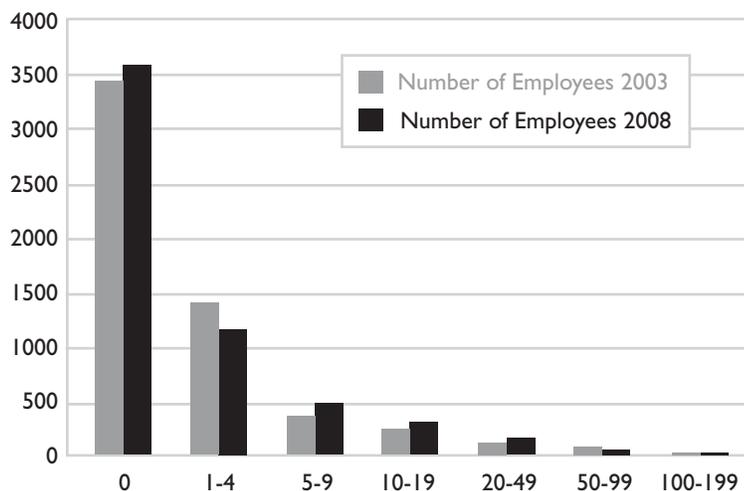
TABLE 1C (HURON) KEY INDUSTRIES EXHIBITING A DECREASE IN TOTAL ESTIMATED EMPLOYMENT December 2003 to June 2008

	North American Industry Classification System (NAICS)	Total Employment 2003	Total Employment 2008	Number Change	Percent Change
1	112 - Animal Production	2295	2032	-263	-11%
2	326 - Plastics and Rubber Products Manufacturing	381	314	-67	-17%
3	321 - Wood Product Manufacturing	305	284	-22	-7%
4	311 - Food Manufacturing	653	494	-159	-24%
5	441 - Motor Vehicle and Parts Dealers	660	503	-157	-24%
6	336 - Transportation Equipment Manufacturing	226	215	-11	-5%
7	488 - Support Activities for Transportation	202	184	-18	-9%
8	811 - Repair and Maintenance	595	454	-141	-24%
9	561 - Administrative and Support Services	608	537	-71	-12%
10	335 - Electrical Equipment, Appliance and Component Manufacturing	81	26	-55	-68%

Source: Statistics Canada, Canadian Business Patterns

The data in Chart 2A shows the number of employers by employee size range in Huron. There has been employer growth in four of the seven employee size ranges above. The five to nine and ten to nineteen employee size range showed significant growth over 2003 and 2008. This shows internal business growth suggesting economic renewal within Huron County.

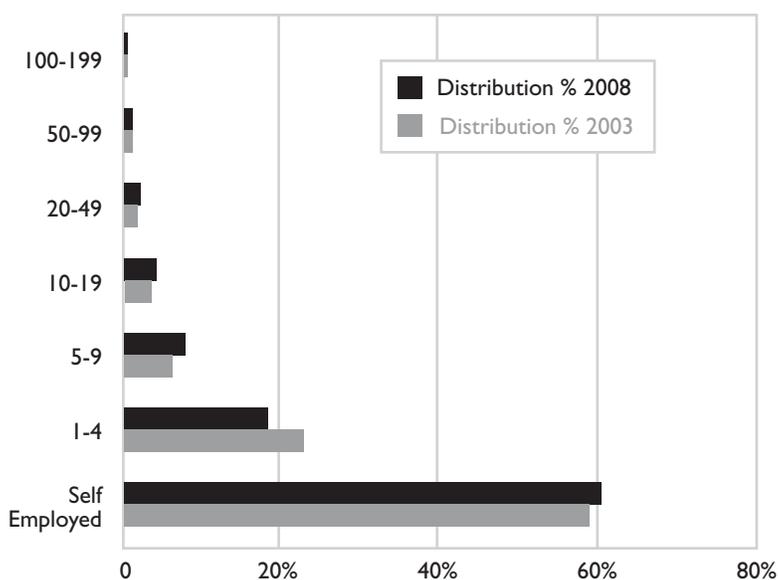
CHART 2A NUMBER OF EMPLOYERS BY EMPLOYEE SIZE RANGE 2003- 2008 (HURON)



Source: Statistics Canada, Canadian Business Patterns

The distribution of enterprises in Chart 2B for Huron show that the area is comprised of predominantly small business, confirming again the engine behind Huron. Small businesses are the predominant form of business in the county. Ninety percent of Huron businesses are owner operated or have up to nine employees. This speaks to the importance of responding to the labour market needs of Huron small businesses and provides opportunity for economic development.

CHART 2B DISTRIBUTION OF EMPLOYERS BY EMPLOYEE SIZE RANGE 2003- 2008 (HURON)



Source: Statistics Canada, Canadian Business Patterns

Table 4 indicates the migration patterns of Huron. The number of residents fell by 204 over 2001 to 2006, representing a 1.8 percent decrease.

There was a loss of residents in the 18 to 24 age group. Local intelligence would suggest that most 18 to 24 year olds leave to pursue post secondary options or to look for employment in urban centres. A relatively small number of the working-age population 25 to 64 year olds moved into the area. Overall movement in and out balanced off each other. These data suggest it may be profitable for Huron County to consider a resident attraction strategy.

TABLE 4 (HURON) MIGRATION CHARACTERISTICS 2001 TO 2006

Age Group	In-migrants	Out-migrants	Net-migrants
0-17 years	2754	2520	234
18-24 years	1786	2711	(925)
25-44 years	3741	3613	128
45-64 years	2299	1730	569
65+ years	1021	1231	(210)
TOTAL	11601	11805	(204)

Source: Statistics Canada

Huron shows a significantly higher proportion than Ontario in Occupations Unique to Agriculture, Excluding Labourers. This is not surprising as both Animal and Crop Production appears on the Top 10 Employers by Estimated Employees in Table 1A previously. Huron is relatively similar in six of the top 10 occupations. Conversely, Ontario has a significantly higher proportion in Clerical Occupations with 10.2 percent in contrast to Huron's five percent. The province also holds a higher total than Huron in Sales and Service Occupations, n.e.c. (not elsewhere classified).

TABLE 5 (HURON) TOP 10 OCCUPATIONS 2006

		Area Labour Force	Distribution %	Ontario Labour Force	Distribution %
I0	Occupations unique to agriculture, excluding labourers	4075	9.66%	95870	1.48%
G9	Sales and service occupations (not elsewhere classified)	2745	6.50%	489470	7.56%
B5	Clerical occupations	2110	5.00%	660100	10.20%
H7	Transportation equipment operators and related workers, excluding labourers	1345	3.19%	205885	3.18%
H4	Mechanics	1125	2.67%	134020	2.07%
G2	Retail salespersons and sales clerks	1080	2.56%	290195	4.48%
H1	Construction trades	1050	2.49%	146380	2.26%
J1	Machine operators in manufacturing	940	2.23%	162555	2.51%
A2	Managers in retail trade, food and accommodation services	930	2.20%	182700	2.82%
H8	Trades helpers, construction, and transportation labourers and related occupations	920	2.18%	153640	2.37%

Source: Statistics Canada, 2006 Census

TABLE 6A (HURON) EDUCATIONAL ATTAINMENT 2006

	Huron #	Huron %	Ontario %
Total Population 15 years and over	47,580	100.0%	100.0%
No certificate, diploma or degree	14,965	31.5%	22.0%
High School Certificate or Equivalent	13,250	27.8%	26.8%
Apprenticeship or Trades Certificate or Diploma	4,965	10.4%	8.0%
College, CEGEP or other non-university Certificate or Diploma	9,530	20.0%	18.4%
University Certificate Diploma or Degree	3,770	7.9%	24.6%

Source: 2006 Census

The Huron population has earned more Apprenticeship or Trades Certificate or Diploma and shows a slight advantage in College, CEGEP or other non-university Certificate or Diploma, outperforming the province by 2.4 percent and 1.6 percent in each attainment level respectively.

Conversely, Huron will need to improve educational attainment levels of persons without a high school certificate or equivalent by about 4500 persons. Employers are requiring higher levels of education attainment which make it a priority to address the deficiency in this educational attainment category.

As discussed at community consultations, it may not be a priority to increase the number of persons with University Certificate Diploma or Degree in excess of 7,000 as there may not be jobs available in Huron requiring these qualifications. There were two possibilities discussed, either concentrate on increasing College, CEGEP or other non-university Certificate or Diploma to be correlated to the current employment market or attract businesses that require university qualifications. Certainly, individuals may also choose to pursue a university degree as a personal decision.

Huron has a competitive advantage over Ontario:

Apprenticeship or Trades Certificate or Diploma
1,159 more persons

College, CEGEP or Non-University Certificate or Diploma
775 more persons

Source: Derived from 2006 census

Competitive disadvantage requires improvement in Huron:

Reduce the number of persons with No Certificate, Diplomas or Degree by 4,497

Increase the number of persons with University Certificate, Diploma or Degree by 7,935

Source: Derived from 2006 census

Persons aged 25 to 34 reporting low educational attainment creates an area for significant concern in Huron. Twenty percent of people in this age category obtained less than a high school certificate or equivalent, while the province is at 9 percent. Young people entering the workforce without the educational levels required by employers face two huge obstacles. Firstly they do not have the educational attainment levels required and secondly they lack experience. Workforce stability and financial viability then also becomes a challenge to achieve.

PROFILE TABLE 6B (HURON) EDUCATIONAL ATTAINMENT (DISTRIBUTION) 2006
AGE COHORT **25-34**

	Huron Number	Huron Percent	Ontario Percent
No certificate, diploma or degree	1135	20%	9%
High School Certificate or Equivalent	1675	30%	24%
Apprenticeship or Trades Certificate or Diploma	490	9%	6%
College, CEGEP or other non-university Certificate or Diploma	1515	27%	24%
University Certificate, Diploma or Degree	755	14%	37%
TOTAL	5570	100%	100%

Source: Statistics Canada, 2006 Census

There will be a need to focus on the transitional workforce aged 45 to 54. The 2006 Census data shows 22 percent of this cohort holds no form of certificate, diploma or degree, and 31 percent holds only high school certificate or equivalent. Huron lags the province in each category by eight percent and four percent respectively. Traditional training methods may not be ideal for the retraining and up-skilling of this workforce cohort.

PROFILE TABLE 6C (HURON) EDUCATIONAL ATTAINMENT (DISTRIBUTION) 2006
AGE COHORT **45-54**

	Huron Number	Huron Percent	Ontario Percent
No certificate, diploma or degree	1930	22%	14%
High School Certificate or Equivalent	2760	31%	27%
Apprenticeship or Trades Certificate or Diploma	1250	14%	10%
College, CEGEP or other non-university Certificate or Diploma	2000	22%	21%
University Certificate, Diploma or Degree	955	11%	27%
TOTAL	8895	100%	100%

Source: Statistics Canada, 2006 Census

LOCAL LABOUR STATUS AND SIGNIFICANT CHANGES

PERTH LABOUR MARKET STATUS DATA AND ANALYSIS

Over the 2001 and 2006 time period, Perth’s total labour force increased by three percent while the province’s increased by eight percent. Perth’s three percent increase represents a growth of 1060 more people participating in the labour force.

TABLE A TOTAL LABOUR FORCE CHANGE PERTH

	2001	2006	Number Change	Percent Change	Ontario % Change
TOTAL LABOUR FORCE	41,460	42,520	1,060	3%	8%

Source: Statistics Canada

Several industries in Perth saw moderate increases in its labour force over the 2001 and 2006 time period (Table B). The three top performers by industry were Wholesale trade (510), Health Care and Social Assistance (395) and Transportation and Warehousing (270). These data suggest that some industries in Perth saw growth. Manufacturing was hard hit in Perth with a labour force decline of 1005 people. However, Manufacturing still remains Perth’s largest employment sector by far.

**TABLE B CHANGE IN THE NUMBER OF PEOPLE IN THE LABOUR FORCE BY INDUSTRY
PERTH COUNTY**

North American Industrial Classification System (NAICS)	2001	2006	Number Change	Percent Change
Agriculture, forestry, fishing and hunting	4,395	4,095	-300	-7%
Mining and oil and gas extraction	55	75	20	36%
Utilities	135	105	-30	-22%
Construction	2,480	2,705	225	9%
Manufacturing	10,290	9,285	-1,005	-10%
Wholesale trade	1,710	2,220	510	30%
Retail trade	4,190	4,345	155	4%
Transportation and warehousing	1,635	1,905	270	17%
Information and cultural industries	410	425	15	4%
Finance and insurance	1,480	1,505	25	2%
Real estate and rental and leasing	350	480	130	37%
Professional, scientific and technical services	1,275	1,275	0	0%
Management of companies and enterprises	20	35	15	75%
Administrative and support, waste management and remediation services	1,115	1,035	-80	-7%
Educational services	1,695	1,950	255	15%
Health care and social assistance	3,590	3,985	395	11%
Arts, entertainment and recreation	1,075	1,130	55	5%
Accommodation and food services	2,585	2,835	250	10%
Other services (except public administration)	1,840	1,845	5	0%
Public administration	795	960	165	21%
TOTAL	41,120	42,195	1,075	3%

Source: Statistics Canada

Small and Medium Enterprises (SMEs) ranging from owner-operated to 199 employees are the economic engines of the economy. Given that over 98 percent of companies are small and medium sized, training and development initiatives must address the needs of these businesses. Small and medium-sized companies are primarily responsible for community economic renewal and growth. If we want more large businesses we must nurture the smaller businesses towards growth. The following three tables, 1A, 1B and 1C provide estimated employment within small and medium-sized businesses.

TABLE 1B (PERTH) KEY ESTIMATED EMPLOYMENT INCREASES FOR SMALL AND MEDIUM ENTERPRISES

December 2003 to June 2008

	North American Industry Classification System (NAICS)	Total Employment 2003	Total Employment 2008	Number Change	Percent Change
1	722 - Food Services and Drinking Places	2386	2733	347	15%
2	311 - Food Manufacturing	763	1065	302	40%
3	332 - Fabricated Metal Product Manufacturing	753	1021	268	36%
4	551 - Management of Companies and Enterprises	362	584	221	61%
5	238 - Specialty Trade Contractors	1809	2021	211	12%
6	333 - Machinery Manufacturing	259	463	204	79%
7	237 - Heavy and Civil Engineering Construction	460	604	144	31%
8	413 - Food, Beverage and Tobacco Wholesaler-Distribution	95	185	90	94%
9	327 - Non-Metallic Mineral Product Manufacturing	293	363	70	24%
10	337 - Furniture and Related Product Manufacturing	88	149	61	69%

Source: Statistics Canada, Canadian Business Patterns

The 10 key SMEs exhibiting employment losses are highlighted in Table 1C. Accommodation Services experienced the greatest decline with 191 fewer employees. Five industries experienced declining employment by over 100 persons. It is interesting to note that the losses, as in the employment growth SMEs, are also diversified. Animal and Crop Production experienced the most losses, seeing combined losses over 200. The Agricultural sector, however, still remains an important sector in Perth.

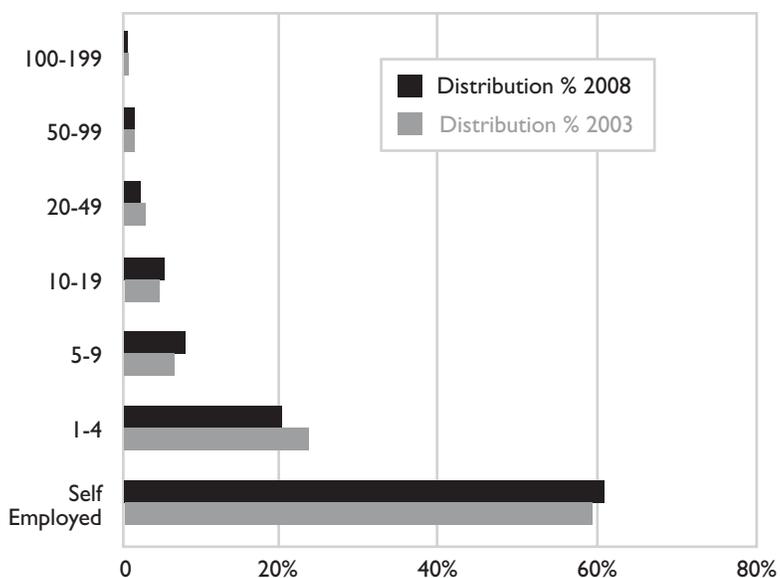
TABLE 1C (PERTH) KEY ESTIMATED EMPLOYMENT DECREASES FOR SMALL AND MEDIUM ENTERPRISES

December 2003 to June 2008

	North American Industry Classification System (NAICS)	Total Employment 2003	Total Employment 2008	Number Change	Percent Change
1	721 - Accommodation Services	539	348	-191	-35%
2	112 - Animal Production	2706	2568	-137	-5%
3	314 - Textile Product Mills	148	16	-132	-89%
4	811 - Repair and Maintenance	631	515	-116	-18%
5	111 - Crop Production	718	615	-103	-14%
6	418 - Miscellaneous Wholesaler-Distribution	276	191	-85	-31%
7	541 - Professional, Scientific and Technical Services	1130	1046	-84	-7%
8	325 - Chemical Manufacturing	101	25	-76	-76%
9	335 - Electrical Equip., Appliance and Component Manufacturing	209	140	-69	-33%
10	221 - Utilities	122	61	-60	-50%

Source: Statistics Canada, Canadian Business Patterns

CHART 2B DISTRIBUTION OF EMPLOYERS BY EMPLOYEE SIZE RANGE 2003- 2008 (PERTH)



Source: Statistics Canada, Canadian Business Patterns

Table 3A provides data on 10 SMEs exhibiting an increase in the number of employers. Interestingly, the most growth was evident in Animal Production with an increase of 68 employers. Crop Production followed closely with an increase of 59 employers. Growth was spread across several industries which could indicate economic diversity within this segment of business in Perth.

TABLE 3A (PERTH) KEY INDUSTRIES WITH INCREASED NUMBER OF EMPLOYERS Dec. 2003 to June 2008

North American Industry Classification System (NAICS)	Total # of Employers Dec. 2003	Total # of Employers June 2008	Change	Percent Change
1 112 - Animal Production	1650	1,718	68	4%
2 111 - Crop Production	382	441	59	15%
3 484 - Truck Transportation	186	216	30	16%
4 238 - Specialty Trade Contractors	431	448	17	4%
5 445 - Food and Beverage Stores	72	89	17	24%
6 115 - Support Activities for Agriculture and Forestry	51	66	15	29%
7 541 - Professional, Scientific and Technical Services	363	376	13	4%
8 512 - Motion Picture and Sound Recording Industries	15	25	10	67%
9 332 - Fabricated Metal Product Manufacturing	46	52	6	13%
10 333 - Machinery Manufacturing	30	36	6	20%

Source: Statistics Canada, Canadian Business Patterns

The 10 key SMEs exhibiting a decrease in the number of employers in Perth is represented in Table 3B. Highest decline was experienced by Transit and Ground Passenger Transportation (-13) and Accommodation Services (-13). Some Manufacturing losses are also reflected in the table.

TABLE 3B (PERTH) KEY INDUSTRIES WITH DECREASED NUMBER OF EMPLOYERS Dec. 2003 to June 2008

	North American Industry Classification System (NAICS)	Total # of Employers 2003	Total # of Employers June 2008	Change	Percent Change
1	485 - Transit and Ground Passenger Transportation	43	30	-13	-30.23%
2	721 - Accommodation Services	80	67	-13	-16.25%
3	722 - Food Services and Drinking Places	196	185	-11	-5.61%
4	561 - Administrative and Support Services	167	157	-10	-5.99%
5	236 - Construction of Buildings	209	200	-9	-4.31%
6	314 - Textile Product Mills	7	2	-5	-71.43%
7	339 - Miscellaneous Manufacturing	23	19	-4	-17.39%
8	237 - Heavy and Civil Engineering Construction	61	58	-3	-4.92%
9	315 - Clothing Manufacturing	7	4	-3	-42.86%
10	412 - Petroleum Product Wholesaler-Distribution	10	7	-3	-30.00%

Source: Statistics Canada, Canadian Business Patterns

Table 4 indicates the migration patterns of Perth. The number of residents fell by 113 over 2001 to 2006. In-migration almost matched out-migration over the time period. There were fewer residents in the 18 to 24 age group. Local intelligence would suggest that most 18 to 24 year olds leave to pursue post secondary options or to look for employment in urban centres. Another important loss to note is persons aged 45 to 64 which indicates a smaller pool of people able to work. A number of the population aged 25 to 44 migrated to the area. However, about the same number left showing a modest net-migration of 82 persons.

TABLE 4 (PERTH) MIGRATION CHARACTERISTICS 2001 TO 2006

Age Group	In-migrants	Out-migrants	Net-migrants
0-17 years	3359	3230	129
18-24 years	2657	3073	-416
25-44 years	5188	5106	82
45-64 years	1951	1985	-34
65+ years	1134	1008	126
TOTAL	14289	14402	-113

Source: Statistics Canada, Taxfiler

Perth shows a significantly high proportion than Ontario in Occupations Unique to Agriculture, Excluding Labourers. This is not surprising as both Animal and Crop Production appears on the Top 10 Employers by Estimated Employees in Table 1A previously and in Table 3A showing increases in both industries and representing 6.7 percent of Perth's employment. Conversely, Ontario has a higher proportion in Clerical Occupations with 10.2 percent in contrast to Perth's eight percent. Perth is generally on par with eight of the top ten occupations.

TABLE 5 (PERTH) TOP 10 OCCUPATIONS 2006

		Area Labour Force	Distribution %	Ontario Labour Force	Distribution %
I0	Occupations unique to agriculture, excluding labourers	3645	8.64%	95870	1.48%
B5	Clerical occupations	3540	8.39%	660100	10.20%
G9	Sales and service occupations (not elsewhere classified)	3495	8.28%	489470	7.56%
J1	Machine operators in manufacturing	1950	4.62%	162555	2.51%
J2	Assemblers in manufacturing	1920	4.55%	160060	2.47%
G2	Retail salespersons and sales clerks	1755	4.16%	290195	4.48%
H7	Transportation equipment operators and related workers, excluding labourers	1725	4.09%	205885	3.18%
J3	Labourers in processing, manufacturing and utilities	1310	3.10%	109950	1.70%
A2	Managers in retail trade, food and accommodation services	1215	2.88%	182700	2.82%
H4	Mechanics	1210	2.87%	134020	2.07%

Source: Statistics Canada, 2006 Census

TABLE 6A (PERTH) EDUCATIONAL ATTAINMENT 2006

	Perth #	Perth %	Ontario %
Total Population 15 years and over	58,960	100.0%	100.0%
No certificate, diploma or degree	17,915	30.4%	22.0%
High School Certificate or Equivalent	17,120	29.0%	26.8%
Apprenticeship or Trades Certificate or Diploma	5,205	8.8%	8.0%
College, CEGEP or other non-university Certificate or Diploma	11,495	19.5%	18.4%
University Certificate Diploma or Degree	5,915	10.0%	24.6%

Source: 2006 Census

Perth's Educational Attainment has a slight advantage with respect to Apprenticeship or Trades Certificate or Diploma and College, CEGEP or other non-university Certificate or Diploma. However, almost 60 percent of Perth residents hold a high school diploma or less, which suggests an area for immediate attention.

There will be a need to focus on the workforce aged 45 to 54 or particularly the laid-off worker. The 2006 Census data shows 18 percent of this cohort holds no form of certificate, diploma or degree and 32 percent holds only high school certificate or equivalent. Perth lags the province in each category by four and five percent respectively. Traditional methods of learning may not be ideal for the retraining and up-skilling of this workforce cohort as they look to transition into new jobs.

PROFILE TABLE 6C (PERTH) EDUCATIONAL ATTAINMENT (DISTRIBUTION) 2006
AGE COHORT **45-54**

	Perth Number	Perth Percent	Ontario Percent
No certificate, diploma or degree	840	18%	14%
High School Certificate or Equivalent	1515	32%	27%
Apprenticeship or Trades Certificate or Diploma	475	10%	10%
College, CEGEP or other non-university Certificate or Diploma	1065	22%	21%
University Certificate, Diploma or Degree	875	18%	27%
TOTAL	4770	100%	100%

Source: Statistics Canada, 2006 Census

MANUFACTURING

Owen Sound's PPG glass plant shut down production in December 2008, although it had been expected to remain open until March or April of 2009. Approximately 100 employees continued to work until January 2009 as they wind down the operation. In total 166 employees were laid off.

A Meaford, Ontario hardwood floor manufacturer has announced that they will be expanding their operation in 2009. **Knights of Meaford** expect that this will result in the hiring of new staff. They were not able to provide the exact number.

Goderich's Volvo Construction Equipment – Canadian Operations announced closure in September 2008. The closure is staggered and upon final closure of Volvo by December 2010 – all 572 employees will be laid off. The operation will be moved to Shippensburg, Pennsylvania.

A portion of the 85 employees affected by the closure of the **E.D. Smith Plant**⁶ in Cambridge will be moving to the Seaforth plant. The Cambridge plant announced in November that it will close all operations by July 2009, and production will move to other company facilities including Seaforth, and North East Pennsylvania. The E.D. Smith plant in Seaforth currently employs 150 people, 120 hourly and 30 salary.

Wescast Industries began operations in Wingham in 1902 initially operating as the Western Foundry Co. Ltd. in Wingham and to date has been one of Wingham's major employers. Wescast Industries Inc. announced January 15, 2009 that it was closing one of the two foundry plants in Wingham, cutting 140 jobs. The move to close the plant on Hwy 86 is a result of customer declining demands for car and truck output. Approximately 256 workers have been affected by layoffs since the 3rd quarter of 2008.

With the growing demand for salt around the Great Lakes region, **Sifto Canada Corporation**⁶ announced that it is on schedule with expansion plans to increase its production capacity to over 9 million tonnes by 2012 and add to its current employment levels. The Goderich mine will ship close to 7 million tonnes of salt by the close of 2008 with that production increasing to 7.25 million through 2009. The company has hired 20 people in the last several months, and another 30 jobs will be added over the next two years.

Toyota opened their new Woodstock manufacturing plant in December. It will employ close to 1,200 people. This is in addition to their Cambridge plant, which employs approximately 4,500 workers. According to newspaper reports, these plants are expected to have a positive impact on employment with local auto part suppliers in the City of Stratford.

⁶ Sourced: Business and Work in Huron County – Huron Business Development Corporation 2008-2009

ACTION PLAN

When leaders work together to build strong and vibrant communities, workforce development rises to the forefront. No other issue is more important to the financial and social wellbeing of individuals and businesses. Good employees equates to good business!

As noted in earlier parts of this document, the Labour Market Status and Significant Changes provide an “evidence-based” picture of the local economy. Of equal importance is to know and understand the experience of individual organizations and businesses within our region. This plan reflects community labour market collaborations to advance locally identified priorities. This plan does not duplicate existing activities, but rather builds on existing resources that, through partnership, will allow for new labour market initiatives to be explored and initiated.

The Local Board is grateful to all of the organizations who believe in building their community through workforce initiatives. Through the knowledge and expertise of individual organizations and community we are able to build a foundation of a planning framework for Bruce Grey Huron and Perth Counties. A great many ideas were raised in the action planning consultation process however only the initiatives that will have activity over the next 12 to 24 months are presented.

The three Labour Market Challenges identified are Educational Attainment, Small and Medium Enterprise (SME) Support and Worker Transition and Up-skilling. Initiatives that could address these challenges follow.

TREND: **Educational Attainment**

EVIDENCE: **A higher proportion of residents possess less than high school or high school education than the province**

ISSUE 1	Low levels of education and advancing technology are creating a gap between employer educational and training requirements and those of workers.
Proposed Action	Generate an inventory of existing, locally available, training opportunities – a lack of awareness to locally available training creates a barrier to continuous learning. Providing current information to the public will increase the awareness.
Applicable Community Partnership	Local Board, Community Service Providers, Elearnnetwork.ca, SPOKES
Possible Lead Partner(s)	Local Board
Priority	High
Timelines	12 months
Expected Outcomes	Develop a marketing strategy and tools to better promote traditional and e-learning options to the four counties. Distribute approximately 250 tools to libraries, municipal offices and employment agencies in the Board region

ISSUE 2	A lack of affordable, accessible and appropriate local training is creating a barrier to continuous learning and skills development.
Proposed Action (A)	Increase Broadband Access to expand on-line training opportunities – lack of transportation creates an obstacle to regular in class training. Developing broadband accessibility could provide access to training.
Applicable Community Partnership	Local Internet Service Providers and County of Bruce
Possible Lead Partner(s)	County of Bruce
Priority	High
Timelines	24 months
Expected Outcomes	Lay infrastructure to improve access to on-line training by December 2009. Public Awareness and Outreach Strategy through Press Release (April-December '09), town hall meetings (August-December '09), Newsprint Advertising (August-December '09). Targets: 1000 Residents (direct contact) 40,000 Residents (indirect contact). Feasibility of free internet access to all 18 county libraries, 6 marinas and 2 conservation area campgrounds

ISSUE 2	A lack of affordable, accessible and appropriate local training is creating a barrier to continuous learning and skills development.
Proposed Action (B)	Explore and develop pilot Microloans program for low/no income earners to assist with access to training/skills development programs.
Applicable Community Partnership	Saugeen Economic Development Corporations, Georgian College, United Way of Bruce Grey, QUILL Learning Network, Local Board
Possible Lead Partner(s)	Local Board and Community Futures Development Corporation
Priority	High
Timelines	12 to 24 months
Expected Outcomes	Program Manual identifying loan qualification criteria, assessment tools and loan granting organization(s)

ISSUE 3	Access to upgrading/training for individuals and workers in rural areas is restricted by lack of available training venues
Proposed Action	Investigate potential use of Perth County public facilities (e.g. arenas) in rural communities for upgrading/training purposes
Applicable Community Partnership	Perth County Council, Schools, Employment Agencies, Job Connect, Partners in Employment, Municipalities, Perth CFDC, Business Associations
Possible Lead Partner(s)	Local Board
Priority	High
Timelines	12 to 24 months
Expected Outcomes	A Pre-Feasibility Report identifying the interest of municipalities, service providers and the general public to use underutilized public buildings as continuous learning locations

TREND: Small and Medium Enterprises (SME) Support

EVIDENCE: Small Business (0-9 employees) is the predominant form of business in Bruce Grey (91%), Huron (90%) and Perth (90%)

ISSUE 1	A lack of support in business innovation is creating low entrepreneurship and business renewal opportunities
Proposed Action (A)	Business Incubator – Manufacturing Training/Incubator facility in Huron Park
Applicable Community Partnership	Huron Business Development Corporation, Huron Manufacturing Association, Huron Economic Development Matters, Communities in Transition (Provincial)
Possible Lead Partner(s)	Municipality of South Huron
Priority	High
Timelines	12 to 24 months
Expected Outcomes	Develop Feasibility/ Business Plan to operate the facility complete with training programs for small manufacturers. Long term outcome is to enroll five new small companies into the program and facility

Proposed Action (B)	Business Incubator – Commercial Kitchen facility offering small business management programs in Clinton
Applicable Community Partnership	Huron Business Development Corporation, Huron Manufacturing Association, Farm to Table Network, Huron Economic Development Matters, United Communities Credit Union
Possible Lead Partner(s)	Huron Business Development Corporation and Farm to Table Network
Priority	High
Timelines	12 to 36 months
Expected Outcomes	Conduct a survey of existing farm producers and marketers to determine their training needs; development/ access of training programs to suit those needs; development of a business plan for long-term sustainable operation of the incubator. Long-term outcomes – enrolment and launch of 10 food-related business supported by programs at the new facility

ISSUE 1	A lack of support in business innovation is creating low entrepreneurship and business renewal opportunities
Proposed Action (C)	Develop a Virtual Mentorship Portal to assist with small business management tools. Identify business champions or mentors willing to offer expertise and tips online to area businesses in priority subjects such as Human Resources, Financing Resources and Customer Relations.
Applicable Community Partnership	Huron Manufacturing Association, Huron Business Development Corporation, Businesses, Small Business Employment Benefit Centre, Communities in Transition, Local Board
Possible Lead Partner(s)	Local Board and Huron Business Development Corporation
Priority	High
Timelines	12 to 24 months
Expected Outcomes	12 month target: Identification of 10 mentors to provide expertise on a blog or web portal. Identify initial four key areas for inclusion. 24 month target: Develop Virtual Mentorship Website. Develop marketing materials for Website

ISSUE 2	Employers lack of knowledge of the programs and resources available to help their businesses grow impacts their ability to be actively involved in workforce development activities.
Proposed Action (C)	Implement a Bruce Grey Business Information Outreach program to profile the range of programs, services and information that may contribute to business success
Applicable Community Partnership	Bluewater and Bruce Grey Catholic District School Boards, Ontario Youth Apprenticeship Program, Georgian College, QUILL Learning Network, Y Employment Services, Local Board, Community Futures Development Corporations
Possible Lead Partner(s)	QUILL Learning Network and Local Board
Priority	High
Timelines	12 months
Expected Outcomes	Development of an information tool for employers. 200+ employers will be individually contacted to receive information on services in the community; OYAP, Job Connect, Adult upgrading, small business assistance, Apprenticeship

TREND: **Worker Transition and Up-skilling**

EVIDENCE: **Business growth in industries requiring post-secondary training**

ISSUE 1	A lack of marketing of job opportunities is leading to a perceived shortage of local job opportunities by the general public leading to out-migration
Proposed Action	Host a Regional Career Symposium – heighten awareness of the general public on local career opportunities and employer needs in relation to educational and skill requirements.
Applicable Community Partnership	Huron Manufacturing Association, Avon Maitland and Huron Perth Catholic District School Boards, Huron County, Huron United Way, Healthkick Huron, Conestoga College-Job Connect
Possible Lead Partner(s)	Foundation for Education and Local Board
Priority	High
Timelines	6 months
Expected Outcomes	Host a two-day symposium, 2000 High School students, 200 general public and 25 laid-off workers in attendance

ISSUE 2	There is a requirement for higher skills levels creating the need for employees to improve skills and prove it through formal or informal learning
Proposed Action (A)	Investigate the possibility to adapt the Technical Training Group (TTG) Model for other Sectors – to allow outside training to be offered locally and reduce costs to employers and employees
Applicable Community Partnership	Technical Training Group, Local Board, Community Futures Development Corporations
Possible Lead Partner(s)	Local Board
Priority	Medium
Timelines	24 months
Expected Outcomes	Develop a Pre-Feasibility Plan for adoption of the TTG Model for two Sectors

ISSUE 2	There is a requirement for higher skills levels creating the need for employees to improve skills and prove it through formal or informal learning
Proposed Action (B)	Development of Worker Portable Skills Kit
Applicable Community Partnership	Adult Learning Centres
Possible Lead Partner(s)	QUILL Learning Network and Local Board
Priority	High
Timelines	12 to 24 months
Expected Outcomes	Develop a Tool-Kit assisting workers to identify and market portable and transferable skills. Distribute 500 tool-kits to the general public

APPENDIX ORGANIZATIONS PARTICIPATING IN CONSULTATIONS

BRUCE GREY PARTICIPANTS

- Bluewater District School Board (6)
- Bruce Community Futures Development Corp.
- Bruce County Museum & Cultural Centre
- Bruce County Social Services (2)
- Bruce Grey Catholic District School Board
- Business Enterprise Centre - Owen Sound
- Cargill Area News (2)
- Economic Development - City of Owen Sound
- General Public (4)
- Georgian College (4)
- Grey Bruce Air Bus
- Grey Bruce Insurance
- Grey Bruce Labour Council
- Grey County Social Services (2)
- HRPA - Provincial & Local
- Huronia Area Aboriginal Management Board
- Local Board Director (2)
- Marshall Services
- Meaford & District Chamber of Commerce
- MTCU - Apprenticeship
- Municipality of Arran-Elderslie
- Municipality of Brockton (3)
- Municipality of Grey Highlands
- Municipality of South Bruce Peninsula (2)
- OMAFRA
- Ontario Federation of Agriculture-Bruce
- Ontario Native Literacy Coalition
- QUILL Learning Network (2)
- Saugeen Economic Development Corp.
- Service Canada
- Smart Project Management
- Synergistic Solutions
- Town of Hanover
- United Way of Bruce Grey
- vpi-Complete Employment Solutions
- Y Employment Services

APPENDIX ORGANIZATIONS PARTICIPATING IN CONSULTATIONS

HURON PARTICIPANTS

Avon Maitland District School Board
Centre for Applied Renewal Energy (2)
Centre for Employment & Learning (4)
Conestoga College (2)
Huron Business Development Corp.
Huron County Planning & Development (4)
Huron County Social Services
Huron Manufacturing Association (2)
Huron United Way (2)
Lake Huron Learning Collaborative
Local Board Director
OMAFRA
Partners in Employment (4)
QUILL Learning Network
Town of Goderich
United Communities Credit Union

PERTH PARTICIPANTS

AMDSB School Board (3)
CSR, Stevens Resource Group (2)
Employment Services
Local Board Director
Municipality of West Perth (2)
Partners in Employment
Perth Community Futures Development Corp.
Perth County Economic Development
Perth County Ontario Works
QUILL Learning Network
St. Marys Adult Learning Program
Stratford Chef School
Stratford Economic Development
Technical Training Group
Time Training
Training Consultant

BRUCE GREY HURON PERTH GEORGIAN TRIANGLE TRAINING BOARD

111 Jackson Street, Suite 1, Box 1078, Walkerton, Ontario N0G 2V0

Toll-free: 1-888-774-1468 • Tel: (519) 881-2725 • Fax: (519) 881-3661

executivedirector@trainingboard.ca

www.trainingboard.ca

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