



TRENDS
OPPORTUNITIES
PRIORITIES

TOP REPORT

January 2008

a member of

Local Boards
Network

Champions of Ontario's Local Labour Market Solutions

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**EMPLOYMENT
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Executive Summary

The annual Trends, Opportunities and Priorities (TOP) Report covers the Labour Market Trends in Bruce, Grey, Huron, Perth and Georgian Triangle areas. The report provides information that will assist in solution planning of the Board and the wider community in the region. It achieves this by highlighting the issues and priorities of the local workforce dynamics.

The TOP Report presents a summary of labour market information on the Region based on Census data and local intelligence gathering, input from labour market partners and community stakeholders. These data determine the priorities of the community and serve as an integral component to the development of Local Board and community initiatives.

The top eight workforce trends that were identified and prioritized are:

1. **Skilled Trades Shortages**
2. **Lack of Essential Skills**
3. **Aging Workforce**
4. **Ongoing Rural/ Urban Disparities**
5. **Youth Out-Migration**
6. **Requirements for Higher Levels of Education**
7. **Marginalized Workforce/Income Disparity**
8. **Lack of Economic Diversification**

Collaborative partnerships and projects in our region that are currently addressing or intend to address the priorities are highlighted in the report. These were developed through the 2007 community consultation, outreach meetings and surveys to our workforce development partners.

Introduction

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, is comprised of a minimum of 14 volunteer Directors – business, labour, educators/trainers, women, persons with disabilities, visible and racial minorities, aboriginals and youth.

The Local Board's primary role is to assist in improvement measures of the local labour market by:

- engaging communities in a locally-driven process to identify and respond to the key Trends, Opportunities and Priorities that prevail in their local labour markets;
- facilitating a local planning process where community organizations and institutions agree to initiate and/or implement joint actions to address local labour market issues of common interest;
- creating opportunities for partnership development activities and projects that respond to more complex and/or pressing local labour market challenges; and
- organizing events and undertaking activities that promote the importance of education, training and skills upgrading to youth, parents, employers, employed and unemployed workers, and the public in general.

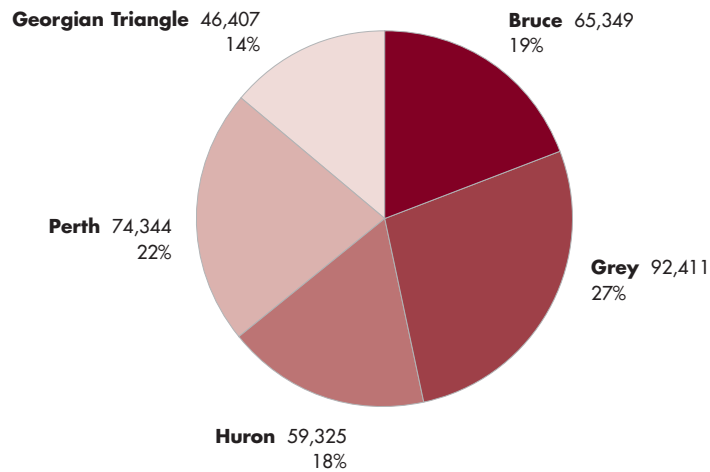
The 2008 TOP Report builds on the TOP work of the previous year. This serves as the next step for long term, sustainable solutions in our communities. The 2008 report provides community's profile information, labour market trends, as well as planning charts which outline actions the community has chosen to address at the local level.



Community Profile/Labour Market Information

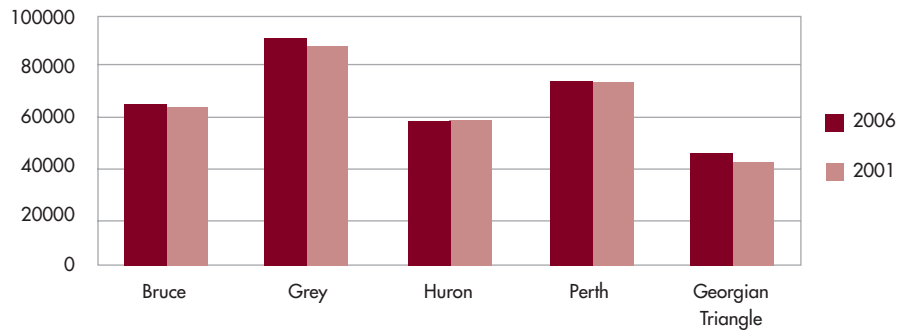
The geographic region is predominantly rural with a population of 338,212 evenly distributed over 15,000 square kilometres. The economic drivers of this region are a diverse mix of agriculture, sales and service, tourism, education, manufacturing and small business.

Population²



- Grey County represents the largest portion of the Board region with the Georgian Triangle area representing the smallest.
- Huron County's population is only 4% larger than that of the Georgian Triangle which comprises of Collingwood, Wasaga Beach and Clearview Township.

Board Area Population 2006 vs. 2001

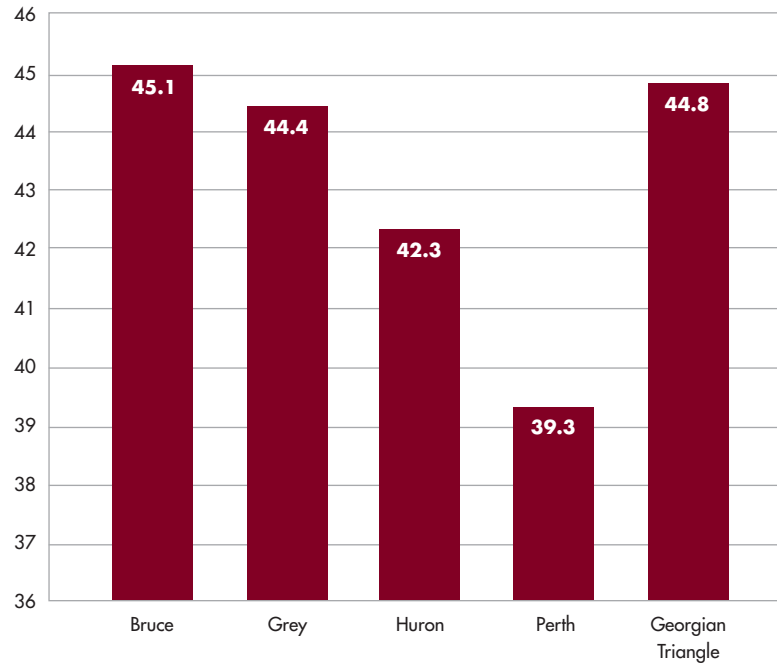


- The region as a whole has experienced a population growth of 2.6% since 2001.
- The greatest percentage growth was in Grey County, with a 4% population growth since 2001.
- Huron County decreased in population by 1% from 2001.



Community Profile/Labour Market Information

Median Age



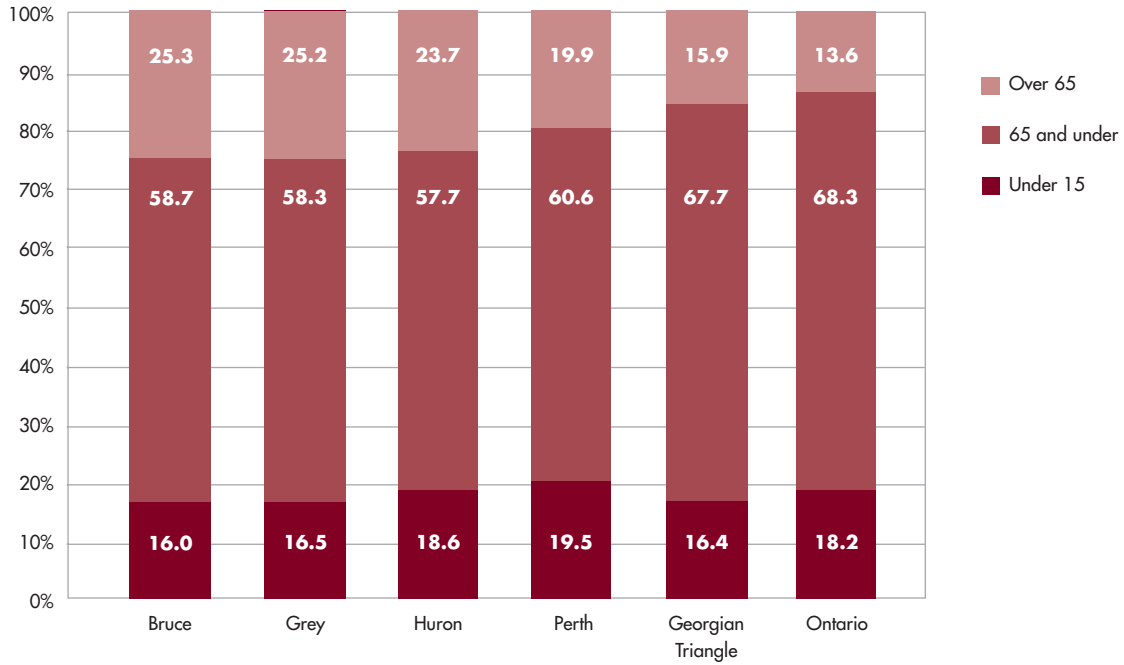
- The areas median age is generally higher than Ontario which reflect that the area is aging more rapidly than the province
- The oldest county is Bruce, where the median age is 45.1 and 84% of the population is over age 15.
- The youngest county is Perth, where the median age is 39.3 and 80.5% of the population is over age 15.

Aboriginal Population/Visible Minority Status, Francophones³

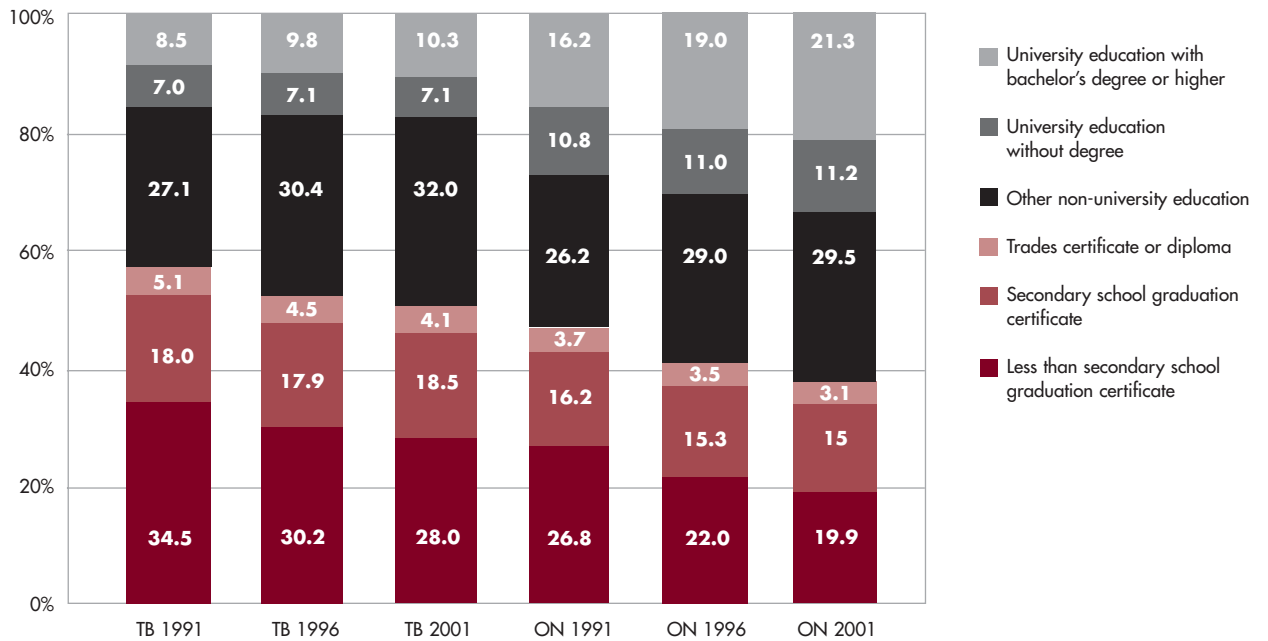
Equity Group	BGHPGTTB		ONTARIO
	1996	2001	2001
Labour Force	100.0	100.0	100.0
Visible Minority	1.3	1.4	14.5
Aboriginal Persons	0.8	1.1	1.2
Francophones	1.0	1.0	4.1

- There was a slight increase in labour force representation in the Visible Minorities and Aboriginal Persons population in the Board region from 1996 to 2001. Francophone representation has remained unchanged.

Population Age Composition



Education: Highest Level of Schooling, Total All Ages⁴



Ed Attainment for LF Aged 15+: BGHPGTB & ON 1991, 1996, 2001



Community Profile/Labour Market Information

- In 2001, 4.4 percent of the Local Board area employed labour force reported “Less than Grade 9” as the highest level of education attained, whereas the provincial share was 3.2 percent;
- In 2001, the share of the Local Board area employed labour force reporting “University” as the highest level of educational attainment was 17.4 percent while the same share for Ontario was 32.5 percent;
- Between 1996 and 2001, the gap between the share reporting “University” as the highest educational attainment in the Local Board area and Ontario widened considerably from 60 to 87 percent;
- From 1991-2001, the share of the employed labour force reporting “Trades Certificate or Diploma” as the highest level of education has decreased in the Local Board area as well as in Ontario overall.

On this basis, it appears practical to resolve that the Local Board area employed labour force is considerably less university educated than the provincial labour force, and this has been the case since at least 1991.

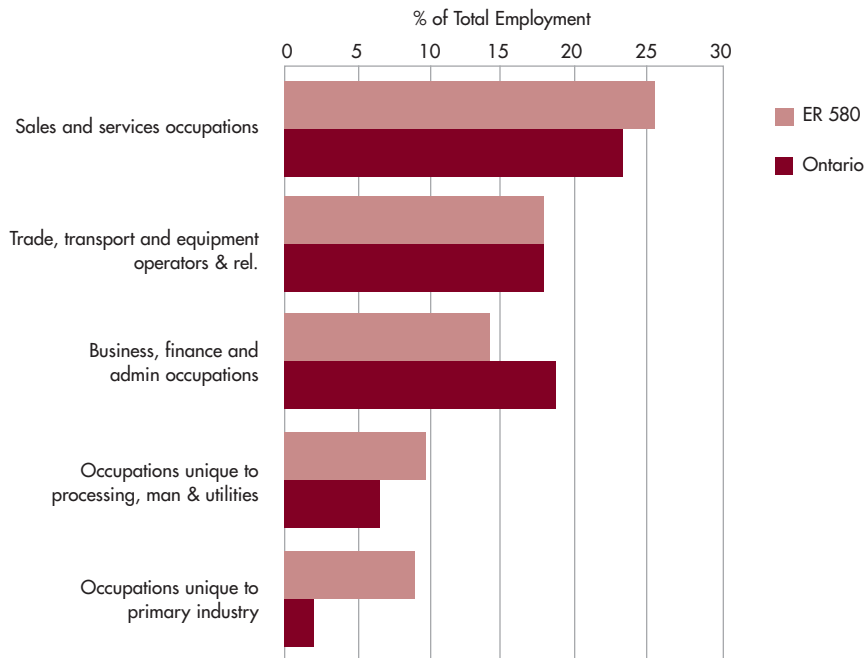
Average Earnings

The median household income for the Counties of Bruce, Grey, Huron, and Perth was \$46,092.00 in 2001 where the median earnings for Ontario as a whole was \$53,626.00 in 2001.⁵ This clearly shows the significant difference in median household incomes between the Board region and the province.

Labour Force Characteristics: October 2006 & October 2007⁶

Region	Labour Force Characteristic	Oct 2006	Oct 2007
ER 540	Unemployment rate	5.1	5.3
	Participation rate	73.3	71.8
	Employment rate	69.6	68.0
ER 580	Unemployment rate	4.7	3.7
	Participation rate	69.7	65.9
	Employment rate	66.4	63.4
Ontario	Unemployment rate	6.4	6.1
	Participation rate	68.0	68.3
	Employment rate	63.6	64.1

Top Five Occupational Groups: ER 580 Compared to Ontario: Oct 2007

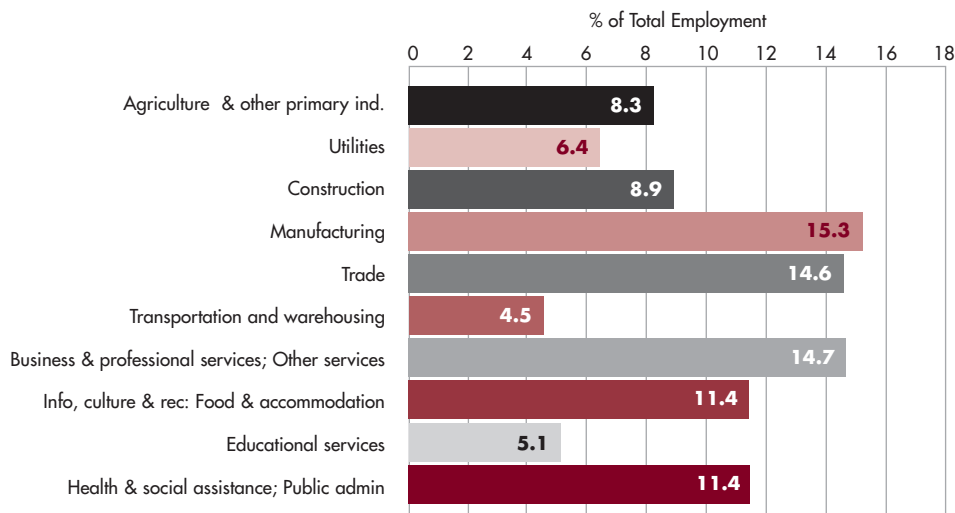


Employment by Occupation⁷

Based on the above information it would appear that the Board region holds significantly higher activity in the Primary Industry. The region's labour force is also more involved in Processing, Manufacturing & Utilities as well as Sales & Service occupations.

Employment by Industry: October 2007⁸

Industry Group Contribution (%) to Total Employment: ER 580





Significant Changes^{9, 10}

Most of the information reflected in this section of the report has been collected using Labour Market Bulletins reporting on Kitchener South Central and Georgian Bay Labour Market areas.

Agriculture

- Employment in primary agriculture fell by approximately 23%.
- The 2006 Census of Agriculture reveals that the counties of Bruce, Grey, Huron, and Perth experienced a cumulative loss of 504 farms and 545 farm operators since 2001. The median age of farm operators in these four counties increased from 49 years of age to 51 years of age.¹¹
- Effective November 19, 2007, the moratorium on older Canadian cattle being shipped to the United States is expected to be removed. Beef over 30 months in age has been banned from the U.S. since May of 2003 due to an outbreak of Bovine Spongiform Encephalopathy (BSE). In January 2005, beef under the age of 30 months was allowed into the country. Lifting the age restriction is expected to open many new markets for Canadian beef producers as reflected by the lifting of some restrictions by Taiwan in June 2007. Prior to the BSE outbreaks Canada's fifth largest importer of beef was Taiwan. All of these measures could help stabilize the markets and ease economic pressures on local beef producers.

Utilities

- Roughly \$750,000 was injected into an in-house co-op millwright training program. The program will be run by Fanshawe College in partnership with Bruce Power (BP), Bruce County, ON and Power Worker's Union Training Inc and some funding from the provincial government. It will train up to 25 industrial maintenance millwright apprentices from the college's mechanical technician diploma program. As reported in Bruce Power's 2006 Annual Report there has been an increase in staff of 1,238 since 2001 and an anticipated 1,000 more to be recruited over the next five years. It is important to note that a significant number of BP's 3,630 employees are heading towards retirement as stated in their 2006 Annual Report. This presents an extremely promising future for people within the Board area as they decide on future training and career options.

Construction

- Construction employment increased by 7% year over year.
- Stratford: The city's building and planning department announced that a number of local manufacturers have applied for permits to expand their current facilities. This includes Dyna-Mig Manufacturing, Cleaver-Brooks of Canada, FIO International, Stackpole Limited and ATM Omex. City officials estimate that close to 200 new jobs could be created. A great deal of this new employment is attributed to economic growth taking place at the Toyota plant in nearby Woodstock as these corporations provide sub-parts to the auto industry.

Manufacturing

- The employment by industry statistics reveal that manufacturing employment in ER 580 experienced a sharp decline of more than 40% in comparison to a year earlier.
- Aisin Canada Incorporated and Hayashi Canada Incorporated (Stratford) plants announced they will be collectively hiring up to 100 people due to both actual and anticipated increases in productivity. Hiring at the Hayashi Canada Incorporated plant is expected to spill over into 2008 when they become fully operational. Hayashi broke ground in Stratford on March 21, 2007. John Wilkinson, MPP Perth-Middlesex expressed that this is a strategic investment for Stratford and area that will help strengthen and diversify the local economy.
- Stratford city officials estimate that close to 1,800 manufacturing jobs were lost between 2000 and 2007, while roughly 1,450 new ones were created. They credit new jobs created by companies like FAG Aerospace, Dresden Industrial and Schaeffler Canada with helping to reduce the economic impact to the city.
- Honeywell Consumer Products Group, Stratford, laid off 30 workers at the end of August 2007 due to lower demand for automotive filters. The company is actively seeking new product orders in hopes of recalling affected employees. The plant currently employs close to 500 people.
- The Collingwood Goodyear plant has closed, except for a small number of employees to complete the closure, putting 165 employees out of work. This closure does not affect the Owen Sound operation. The hose manufacturing plant was purchased by the U.S. based Carlyle group in March 2007, following a bitter three month strike. This announcement follows the recent closure of Collingwood's Alcoa plant in June 2007, which employed 330 people.
- GE Security announced that it would eliminate 81 more manufacturing jobs in Owen Sound by the end of November 2007 and move the work to its lower-cost North Carolina plant. Locally, 110 assembling and testing jobs as well as sales staff positions will remain, of which 35 will be unionized. Last fall, 80 sheet metal worker jobs were eliminated from the plant and were contracted out to other companies in Canada and the United States.
- The County of Perth, the City of Stratford and the City of St. Marys all contributed funds for the creation of a local manufacturers association. In addition to local manufacturers, members will include area chambers of commerce and various economic development groups.
- Automation Tooling Systems announced plans to withdraw from manufacturing automotive component and solar equipment in order to focus on its main business line of "integrated assembly technology." This decision will directly affect nearly 600 employees who produce automotive components at the Cambridge and Stratford plants, and 24 employees at the Spherical Solar Technology operation in Cambridge. Automation Tooling Systems is an international company originally founded in Kitchener in the early 1980s.
- A number of laid off workers from Cooper-Standard Automotive, Stratford, have been recalled following the company's announcement that they won a multi-million dollar parts contract with Ford. Union officials maintain that the collective agreement stipulates that all 120 laid off workers must be offered employment before they can hire new employees. When the company is in a position to hire new workers, an agreement between management and the union allows them to start workers at a lower rate of pay.
- 280 hourly and salaried employees will lose their jobs when Dura Automotive Systems Inc. closes its Stratford brake cable plant by the end of 2007.



- Hendrickson's Stratford truck parts plant laid off an unconfirmed number of workers.
- Exeter's food processor - CanGro Foods Incorporated- slashed more than 60 jobs in a town of 4,300. The company was sold to Sun Capital last year. This year, Sun Capital sold part of their production line to a Quebec based company, which resulted in this layoff. CanGro is one of Exeter's largest employers and there are concerns that reducing the company's workforce will have a negative economic impact on the region.

Trade

- According to the Employment by Industry data, Trade employment levels fell by almost 40%.
- Wholesale Waterloo's Basic Office Products (BOP) was recently sold to Corporate Express Canada of Mississauga. BOP has a total of 256 employees working out of several Ontario distribution centres and retail outlets, including Kitchener, Waterloo, Cambridge and Stratford. According to company officials, no job losses or facility closures will take place.
- A 50,000-square foot building is under construction in Wasaga Beach for a new Canadian Tire and Marks Work Wearhouse store. It is unknown at this time how many jobs will be created. Approximately 100 part-time summer jobs may be affected by the massive fire in Wasaga Beach on November 30th, 2007. The Economic Development Officer could not confirm future plans as discussions with owners are not yet underway.

Professional, Scientific, and Technical Services

- Employment in this sector increased moderately (7.7%).
- The Walkerton Clean Water Centre signed an agreement with the Ontario Realty Corporation to oversee construction of a 15,000-square foot building. The Centre is currently housed in two buildings, one for classrooms, and the other for hands-on-teaching. The new facility will allow for more instructors and researchers. Since its inception 15 months ago, more than 5,000 people have been trained at the Centre.

Education

- Employment in the education sector did not change at all between the reference periods.
- \$2.2 million will go to five new distance education centres in Southern Ontario, one of which was opened in October 2007 in Kincardine, ON. The distance education centres will be run by Contact North, which has brought high school, college and university programs in both official languages to some 5,000 students living in small and remote northern communities for the past 20 years. This service will assist in bringing training locally and help employees to benefit from 'up-skilling' opportunities.
- The Bluewater District School Board (Bruce & Grey) will see a reduction in staff and programs due to a deficit and declining enrolment. Because of the cuts, some special education students will return to regular classes and the Owen Sound Supervised Alternative Learning for secondary students will close. Staff reductions include the equivalent of about 26 positions in various teaching disciplines.
- Enrolment in the Avon Maitland District School Board's (Huron & Perth) Ontario Youth Apprenticeship Program (OYAP) enjoyed great success this year. According to local OYAP offi-

cials, there has been a 5 % increase in enrolled students for the fall classes, compared to last year. The board anticipates as many as 120 students will be involved in the program by September.

- The Technical Training Group (TTG) Stratford & Area, a non-profit organization, is committed to providing timely, cost effective and relevant skills training in Stratford and area. TTG is a Ministry approved Training Delivery Agent for Welder Apprenticeship training.⁹
- Welder Apprentice Training Expansion Project
The Technical Training Group (TTG) Stratford & Area was awarded \$131,639 through the Skills Training Infrastructure Program (June 2007) to purchase equipment to enhance and support the Welder Apprentice Training Expansion Project located at Stratford Northwestern Secondary School (SNSS). Total cost of the project is \$175,519. The investment upgrades will increase Stratford Northwestern Secondary School's technical capacity by providing equipment enhancements and improved training conditions. This will allow training to keep pace with industry standards, enhance the quality of training and enable new training. Local companies will benefit as an increased number of workers, trainees and apprentices develop or upgrade their skills to industry standards and requirements. The Technical Training Group offers Levels 1, 2 and 3 Welder Apprenticeship Training during evening hours at Northwestern Secondary School.
- Factory 163 Project
The Technical Training Group (TTG) was awarded \$30,306 through the Skills Training Infrastructure Program (June 2007) to purchase equipment to enhance and support two projects located at Factory 163. NESAshop was awarded \$17,097.31 develop capacity related to wood-working skills training and Off the Wall Stratford's Artist Alliance \$13,509.89 to enhance technical training in areas related to the Stratford Festival production arts.
- Electrical & Carpentry- Construction Craft Worker Pre-Apprenticeship Project
The Technical Training Group applied for \$37,500 in Skills Training Infrastructure Program funding in late September. If approved, St. Michael's Catholic Secondary School's electrical and construction shop facilities will be upgraded to implement evening pre-apprenticeship programming in electrical and carpentry for employed, unemployed or underemployed adults in Stratford and area.

Health Care and Social Assistance

- Employment in this sector was up by 15 %.
- Much of the Board's area remains under-serviced as report by the Ministry of Health. New initiatives are underway to inject some vitality into the sector in the area with recruitment, construction and assistance from the Under-serviced Area Program.

Information, Culture, Recreation, Arts, and Entertainment

- These combined sectors witnessed an employment increase of approximately 15% year over year.
- The Stratford Festival Theatre has reported another successful season. Operating since the early 1950s, it now draws over 600,000 people annually to its performances. Its 2006 annual budget was in excess of \$50 million and is credited with creating 3,000 jobs in the area. The annual economic impact to the region is between \$125 and \$145 million.
- In May 2007, a Galaxy Cinema opened in Collingwood, hiring around 50 primarily part-time permanent staff. This provides significant opportunity for entry level positions in the area. Construction of the complex also created 70 to 80 construction jobs.



Overview of the TOP Process

In preparation for the meetings focussed on community input, local labour market information was researched and compiled from several sources. The 2007 TOP, 2001 and 2006 Statistics Canada releases and Labour Market Bulletins covering the Board region were sourced for local labour market observations. A consultation profile document was provided to participants with the background data and significant changes that had been compiled. Population data was included as this was the most recent release from Statistics Canada that would show an impact on the workforce and the community's capacity to provide services. It was important for the community to have this information to be better prepared to discuss future strategies for the cohort representation in the community.

Community consultation meetings were arranged across the 15,000 square kilometre geographic area. Five in total were hosted in Walkerton, Owen Sound, Clinton, Stratford and Collingwood. These stakeholder meetings comprised of community agencies, county and municipal government, economic development agencies, labour and business. Invitations were emailed to 118 key stakeholders and altogether, 88 provided input into the process which occurred in the month of September.

Planning for the community consultations began in June 2007. It was decided that as the community stakeholders have been requesting local information it would be beneficial to hold meeting in each county and the Georgian Triangle. Meeting agendas were created to ensure participants received an update on prior Trends and Issues and how they reflected the provincial trends and issues and significant labour market changes for each specific area including population changes.

The meeting included a short presentation by the Executive Director followed by the prioritizing of the Trends. The top 10 provincial Trends plus one local 2007 Trend was presented on two flip charts. Participants were then requested to vote on their top six Trends. Votes were tallied and the TOP 6 Trends were then assigned a colour dot, red, green, blue, yellow, red with black dot and orange. The next step was to prioritize the Issue(s) for each Trend. This was accomplished using the 'dotmocracy' method. All participants were given six (6) coloured dots to match the Trends dots. Once completed dots were summed and the top Issue for each Trend was identified. Participants were then divided into six (6) groups and each group discussed three specific questions for their assigned Issue.

Prior to these meetings the consultation profile document was sent to all participants to help them prepare for discussion at the consultation meeting. Packages were also handed out at the meeting which included the consultation profile, TOP 2007, Annual Report, TOP 50 Jobs brochure and specific pieces for areas where other recent studies had been completed. In Collingwood each participant received a copy of the Georgian Triangle Skills Needs Assessment Study completed in April 2007 and Perth County participants received a copy of the Workforce development portion of the recent Perth County Business Retention & Expansion study.

Discussions were summarized and recurring themes extrapolated. It was important to provide these data for prioritization of future regional activities. A rudimentary chart was created with lowest numbers being given to the highest priority Trends across the region. These numbers were then summed to create the list of TOP eight Trends, in order of priority, presented in this report.

Participants were then given the opportunity to select actions in order of priority. This was facilitated using the Survey Monkey tool and partners were given one week to provide feedback. In excess of 50 responses were received through this venue.

The planning charts for 2008-09 present the top priority for each Trend as reflected in the Survey Monkey tool.



2007-08 TOP Planning Chart Progress Report

Trends and Issues and Actions Taken for 2007-08:

Details on many of the actions listed below can be found on the Local Boards Partnership Database at www.localboards.on.ca.

Trend	Youth Out-Migration
Issues	Chronic loss of the region's youth is occurring as imminent skills shortages are emerging in the region.

First Nations Youth Stay in School Program – In Process

- Program design completed
- School contacts made
- 20-40 youth will participate in event by February 2008
- Partners include Huronia Area Aboriginal Management Board, Local Board

First Robotics Competition – Completed

- Approximately 30 students participated in the build and competition in Mississauga
- Partners include Avon Maitland DSB, North Huron Employers

Trend	Marginalized Workforce - Youth
Issues	At risk youth, in particular, face significant barriers to labour market participation and do not have the necessary skills to enter the workforce.

E.E. Madill High School Student Success Community Outreach Program – Ongoing

- Pilot program is completed with 20 students enrolled
- Secured an off site location to run program
- Program has been accepted as a Specialist High Skills Major
- Partners include Avon Maitland DSB, Local Board, North Huron Businesses

First Time Full Time – Completed

- 194 Students and 24 Teachers participated
- Students chose among the following: Customer Service, Ergonomics, Fire Safety, Forklift Operating, HeartSaver/CPR, High 5, Propane in Construction, SmartServe and WHMIS
- Partners include Bruce Grey Catholic and Bluewater DSBs, Y Employment Services, Saugeen Economic Development Corporation, Local Board and Passport to Prosperity

Teaching Youth Through Trails – Funding could not be secured

Creating Circles – Funding could not be secured



Trend	Requirements for Higher Levels of Education (credentials)
Issues	Employers are expecting higher essential skills and employability skills within their labour force.

- Clinton Equine Training Facility – Pilot Camp completed
- Smaller camp completed from provincial attendees approximately 75.
 - Infrastructural funding pending.
 - Partners include Municipality of Central Huron, Ontario Harness Horse Association, Ontario Racing Commission, University of Guelph, Local Board

Trend	Lack of Economic Diversification
Issues	Full community economic development and social capacity has remained underdeveloped because of the lack of regional-level economic development strategies.

- Kaizen Model Program for Huron County SMEs – In Process
- Several workshops has been completed with approximately 130 in attendance
 - One workshop to be completed in February 2008
 - Partners include Huron Manufacturing Association, Huron Business Development Corporation, Local Board, County of Huron

- Huron County Newcomer Recruitment and Retention – In Process
- Study to be completed in January 2008
 - Attendance at the Immigrant Conference, Mississauga February 2008
 - Partners include Huron Business Development Corporation, Local Board

Trend	Aging workforce
Issues	The expected high rate of retirement over the next year will result in significant demand for skilled trades’ workers. Without targeted awareness and recruitment strategies, to those sectors and occupations most impacted by the aging phenomenon, the shortages have the potential to negatively impact economic and social stability.

- Apprenticeship Awareness Breakfast Series – Completed
- Three breakfasts with approximately 50 Business Owners in attendance at each.
 - Partners include Meaford & District Chamber of Commerce, Local Board, Passport to Prosperity, OYAP, Adult Learning Centre, MTCU – Apprenticeship, Service Canada, Georgian College & Y Employment Services

- Renewable Energy Skills Development – In Process
- Symposium held with approximately 350 in attendance.
 - Four community workshops across Bruce, Grey and Huron to be completed by February 2008.
 - Partners include TORC, Perth CFDC, Centre For Applied Renewable Energy, Local Board, Huron Business Development Corporation



2008-09 TOP Planning Charts

Trends and Issues Prioritized during the TOP Consultations across the Board Area

Skilled Trades Shortages

There is a shortage of skilled trades' workers because:

- not enough people are entering and completing full apprenticeship program in many trades.

Lack of Essential Skills (i.e. document use, computer skills, problem-solving)

The low level of Essential Skills:

- can mean that workers who meet the educational and experience requirements of a job do not have the 'soft skills' – being on time, attitude, customer service – the employers demand, resulting in them being unable to obtain and retain employment.

Aging Workforce

An aging workforce creates multiple issues:

- as the workforce ages, there are fewer workers to fill existing and expanding labour demand
- in some local areas, the abundance of older workers willing to work part-time, limits employment opportunities for younger workers.

Ongoing Rural/Urban Disparities

Rural residents are at a disadvantage:

- because the lack of modern communication technology in some rural communities limits people's access to on line learning opportunities, and limits the ability of businesses to expand, creating a barrier to employment.

Youth Out-Migration

Youth are leaving our community. Those that leave:

- do so because they believe that there are few job opportunities in rural communities. This results in jobs not being filled and contributes to the overall workforce aging situation.

Requirements for Higher Levels of Education (credentials)

The requirement by employers for higher levels of education:

- needs to be communicated to students, parents, and teachers to ensure that young people will be able to attain and retain employment.
- is preventing the lower educated worker access to well-paying jobs.

Marginalized Workforce/Income Disparity

- is preventing otherwise qualified workers from engaging in entry level jobs, because they cannot afford to live in the area, resulting in unfilled positions and skills shortages.

Lack of Economic Diversification

- the lack of regional-level strategies challenges overall economic development and social capacity has remained underdeveloped.



Action Plan 2008-09

The proposed action with the highest priority for each Trend/Issues has been selected as the focus for community action in 2008-09. Solutions that are already determined have been identified within that item.

Trend	Skilled Trades Shortages
Issues	There is a shortage of skilled trades' people because not enough people are entering and completing full apprenticeship programs in many trades.
Proposed Action	Industry & schools to engage youth in more hands-on experiences through equipment use
Activity	Skilled Trades Awareness Symposium
Partners	<ul style="list-style-type: none"> • Bluewater District School Board • Canadian Federation of Independent Business • Chambers of Commerce • City of Owen Sound • Community Futures Development Corporations • Excellence in Manufacturing • Georgian College – Lead • Local Board • Passport to Prosperity
Timelines	March 2009
Expected Outcomes	<ul style="list-style-type: none"> • 5 skilled trades employer exhibits • 100 Grades 10-12 students experience exhibit • 100 parents • 50 general public – experience exhibit • Information packages on requirements by local employers
Trend	Lack of Essential Skills (i.e. document use, computer skills, problem-solving)
Issues	The low level of Essential Skills can mean that workers who meet the educational and experience requirements of a job do not have the Essential Skills, including 'soft skills' – being on time, attitude, customer service – employers demand, resulting in them being unable to obtain and retain employment.
Proposed Action	Mentoring program for new employees to learn the corporate culture, ensure supports and encourages demonstration of 'soft skills'
Activity	Mentoring Tool Kit
Partners	<ul style="list-style-type: none"> • Adult Learning Centres • Chambers of Commerce • Community Futures Development Corporations • Local Board • Y Employment Services • QUILL Learning Network - Lead
Timelines	December 2008
Expected Outcome	100 Tool Kits distributed across Bruce & Grey Counties

Trend	Aging Workforce
Issues	An aging workforce that remains in the workplace will limit employment opportunities for younger workers
Proposed Action	Engage employers in succession planning activities
Activity	Succession Planning Tool Kit
Partners	<ul style="list-style-type: none"> • Community Futures Development Corporations • Chambers of Commerce • Local Board - Lead
Timelines	November 2008
Expected Outcomes	<ul style="list-style-type: none"> • 400 Kits distributed across the Board region • 2 media launch sessions
Trend	Ongoing Rural/Urban Disparities
Issues	Rural residents are at a disadvantage because the lack of modern technology in some rural communities limits people's access to on line learning opportunities, and business to expand creating a barrier to employment.
Proposed Action	Affordable internet access so everyone can participate
Activity	Facilitate meeting to develop plan
Partners	<ul style="list-style-type: none"> • Municipal Government • Communications Companies • Community Futures Development Corporations • Local Board - Lead
Timelines	June 2008 ongoing
Expected Outcomes	<ul style="list-style-type: none"> • Plan to widely distribute broadband for less • Better access to on-line training • Reduced cost to training for career advancement
Trend	Requirements for Higher Levels of Education (credentials)
Issues	The requirement by employers for higher levels of education is preventing the lower educated worker access to well-paying jobs.
Proposed Action	Educate employer on alternatives to Grade 12 Diploma and Essential Skills
Activity	Promotional Materials in Employer Language
Partners	<ul style="list-style-type: none"> • Adult Learning Centres • Business Associations • Community Futures Development Corporations • Local Board – Co-lead • QUILL Learning Network – Lead • Y Employment Services
Timelines	October 2008
Expected Outcomes	<ul style="list-style-type: none"> • 2 media launch events • 100 material packages distributed to employers • 3 awareness sessions for employers



Trend	Youth Out-Migration
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Issues	Youth are leaving our community. Those that leave do so because they believe that there are few job opportunities in rural communities. This results in jobs not being filled and contributes to the overall workforce aging situation.
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Proposed Action	Communicate jobs that are available in the area through career symposium
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Activity	Career Symposium
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Partners	<ul style="list-style-type: none"> • Bluewater District School Board • Canadian Federation of Independent Business • Chambers of Commerce • City of Owen Sound • Community Futures Development Corporations • Excellence in Manufacturing • Georgian College - Lead • Local Board • Passport to Prosperity
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Timelines	March 2009
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Expected Outcomes	<ul style="list-style-type: none"> • 40-60 employer exhibits • 700 Grades 10-12 students • 100 parents • 400 general public • 200 Georgian College Graduates • Information packages on job requirements by local employers
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Trend	Marginalized Workforce/Income Disparity
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Issues	Income disparity is preventing a qualified workforce from engaging in entry level jobs as they cannot afford to live in the area, resulting in low employment rates.
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Proposed Action	Training to increase the skills of the low income earners so they can be promoted to higher paying jobs.
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Activity	Development of SPOKES in Bruce & Grey
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Partners	<ul style="list-style-type: none"> • Colleges • Local Board – SPOKES Steering Committee member • Local On-Line Training Providers • Ontario Works • SPOKES Steering Committee – Lead
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Timelines	October 2008
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Expected Outcome	40 participants in on-line learning
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Trend	Lack of Economic Diversification
Issues	The lack of regional-level strategies challenges overall economic development and social capacity has remained underdeveloped.
Proposed Action	Develop materials that promote the area as a whole
Activity	Development of Regional Marketing Plan
Partners	<ul style="list-style-type: none"> • Grey Bruce Regional Economic Development Partnership - Lead • Bruce CFDC • Saugeen Economic Development Corporation • Local Board • Counties of Bruce & Grey • Town of South Bruce Peninsula • Georgian College • Don Brough – Consultant • City of Owen Sound • Regional Tourism Marketing Partnership
Timelines	February 2009
Expected Outcomes	<ul style="list-style-type: none"> • Implementation of marketing plan • Regional representation at two Trade Shows • Improved ability to increase employment participation rate



Appendix A: List of Participating Stakeholders

Grey County

QUILL Learning Network
BGHPGTTB
MTCU
OFA
National Farmers Union
Community Health Svces. Can. Red Cross
Bruce Grey Catholic District School Bd
VPI
BGHPGTTB
Job Coach Student Svces. Georgian Coll.
Co-op Educ. Consultant, Georgian Coll.
MTCU, Owen Sound
Private Consultant
MTCU
Georgian College

Bruce County

QUILL Learning Network
Bruce County Social Services
Saugeen Economic Dev.
BGHPGTTB
Municipality of West Grey
BGHPGTTB
OYAP
MTCU Apprenticeship
Town of South Bruce Peninsula
Town of Hanover
BGHPGTTB
Family YMCA
County of Bruce
LMTD-MTCU
Job Directions
Bruce Community Futures
Bruce Cty. Fed. Of Agriculture

Huron County

QUILL Learning Network
Heartland Community Credit Union
Huron Small Bus. Enterprise Ctre.
Huron Cty. Planning & Development Dept.
MTCU
Avon Maitland District School Board
Huron County Social Services
Partners in Employment
Huron County Planning and Development

Armstrong Hayes & Associates
Community Matters
HMA/Progressive Turf
Municipality of Huron East
Huron Manufacturing Association
Conestoga College
The Willing Workers

Perth County

Partners In Employment
Centre for Employment & Learning
Canadian Operations
St. Mary's Library
Career Development Services
Heartland Community Credit Union
Perth Community Futures
Conestoga College
Ontario Early Years Centre
OMAFRA
Huron Perth Catholic District School Board
St. Mary's Adult Learning Program
Job Finding Centre
North Perth Chamber of Commerce
Conestoga College
MTCU
Conestoga College Job Connect
Stratford Public Library
Perth Career Counselling-Conestoga College

Georgian Triangle

QUILL Learning Network
Chamber of Commerce Administrator
Chamber of Commerce Marketing Rep.
Ontario Federation of Agriculture
Collingwood Hospital
Town of Collingwood
Passport to Prosperity
VPI Complete Employment Solutions
Georgian College Collingwood Campus
Town of The Blue Mountains
Town of the Blue Mountains Council
Tracks
BGHPGTTB
Georgian Literacy
Meaford Chamber of Commerce



Appendix B: Consultation Questions

TOP CONSULTATION

Group Discussion

1. Select a Recorder and Reporter.
2. Using the flipchart paper, record:
 - a) What proposed solution(s) address the issue?
 - b) What can be achieved for this solution(s) at the end of 12 months?
24 months?
 - c) Who or what organizations could get involved in this solution(s)?
3. Identify a LEAD within each group to ensure momentum is maintained for the identified issue.





Appendix C: Survey Questions

Part 1: Introduction

The development and implementation of a Trends, Opportunities and Priorities (TOP) process is one of the key annual activities undertaken by local training boards. The TOP process is a series of activities led by each local board in their area that includes the production of Census profiles, research of local labour market information. It also involves consultation with community partners & stakeholders to discuss and prioritize trends, opportunities and priorities; development of a community partners' action plan to foster the development and implementation of local solutions to local issues; and, the production of a TOP report to capture the results of the process.

Recently Trends, Opportunities & Priorities Consultations were held across the Board area and the results have been aggregated to present eight Trends that were prioritized as to the impact on the community. As well, issues were identified within those Trends. You also told us where you saw Opportunities for solutions.

This survey is two-fold. We are first sharing the summary with you and second seeking your input in determining the Priorities and interest in moving these solutions forward in 2008-09.

Part 2: Identification of Trends & Issues

Here is the list of combined Trends and Issues identified at the TOP Consultations across the board area:

Skilled Trades Shortages

There is a shortage of skilled trades' workers because:

- Not enough people are entering and completing full apprenticeship program in many trades.

Lack of Essential Skills (i.e. document use, computer skills, problem-solving)

The low level of Essential Skills:

- Can mean that workers who meet the educational and experience requirements of a job do not have the 'soft skills' – being on time, attitude, customer service – the employers demand, resulting in them being unable to obtain and retain employment.

Aging Workforce

An aging workforce creates multiple issues:

- As the workforce ages, there are fewer workers to fill existing and expanding labour demand
- In some local areas, the abundance of older workers willing to work part-time, limits employment opportunities for younger workers.

Ongoing Rural/Urban Disparities

Rural residents are at a disadvantage:

- Because the lack of modern communication technology in some rural communities limits people's access to on line learning opportunities, and limits the ability of businesses to expand, creating a barrier to employment.

Youth Out-Migration

Youth are leaving our community. Those that leave:

- do so because they believe that there are few job opportunities in rural communities. This results in jobs not being filled and contributes to the overall workforce aging situation.

Requirements for Higher Levels of Education (Credentials)

The requirement by employers for higher levels of education:

- Needs to be communicated to students, parents, and teachers to ensure that young people will be able to attain and retain employment.
- Is preventing the lower educated worker access to well-paying jobs.

Marginalized Workforce/Income Disparity

Is preventing otherwise qualified workers from engaging in entry level jobs, because they cannot afford to live in the area, resulting in unfilled positions and skills shortages.

Lack of Economic Diversification

The lack of regional-level strategies challenges overall economic development and social capacity has remained underdeveloped.





Part 3: Prioritizing of Initiatives

For each of the initiatives listed please rate the priority for the proposed action in the community, as either high (H), medium (M) or low (L).

- 1. Skilled Trades Shortages:** There is a shortage of skilled trades' workers because not enough apprentices are completing the full apprenticeship program.

 - H M L Promote and expose skilled trades to youth at younger age
 - H M L Employers to engage in more job-shadowing in the workplace
 - H M L Industry & schools to engage youth in more hands on experiences through equipment use
 - H M L Create a co-op of employers to 'apprentice' an individual with the licensed worker

- 2. Lack of Essential Skills** (i.e. document use, computer skills, problem-solving): The low level of Essential Skills can mean that workers who meet the educational and experience requirements of a job do not have the 'soft skills' – being on time, attitude, customer service – the employers demand, resulting in them being unable to obtain and retain employment.

 - H M L Employer focused training on recruitment for 'soft skills'
 - H M L Mentoring program for new employees to learn the corporate culture, ensure supports and encourages demonstration of 'soft skills'
 - H M L Assist employer with creation of orientation training manual
 - H M L Partnership with school boards to develop certification in soft skills and be recognized by employer

- 3. Aging Workforce:** An aging workforce that remains in the workplace will: limit employment opportunities for younger workers.

 - H M L Develop mentoring program in collaboration with employers
 - H M L Develop job-sharing program with an entry level staff and the older workers
 - H M L Engage employers in succession planning activities
 - H M L Educate employers on how to use probationary periods to do effective training and assessments to increase productivity in turn reflected in increased wages
 - H M L Phase in substantial wage increases and incentives to include skills upgrading, skill development in a cost sharing program between employee and employer

- 4. Ongoing Rural/Urban Disparities:** Rural residents are at a disadvantage because the lack of modern technology in some rural communities limits access to on-line learning opportunities and business's ability to expand, creating barriers to employment.

 - H M L Educate business about the benefits and possibilities of business expansion surrounding technology and communications through Newsletters, Seminars, Hands-on Demonstrations, and Media
 - H M L Increase on-line training opportunities for post secondary courses
 - H M L Affordable Internet access so everyone can participate
 - H M L Dedicated resource centre to access on-line learning with mentoring

5. Requirements for Higher Levels of Education (credentials): The requirement by employers for higher levels of education is preventing the lower educated worker access to well-paying jobs.

- H M L Educate employer on alternatives to Grade 12 Diploma and Essential Skills
- H M L Assist employers to identify the 'real' skill sets needed for the job
- H M L Market to employers to hire right the first time as degree holders may not stay or may not be challenged
- H M L Encourage employers to invest in the local community

6. Youth Out-Migration: Youth are leaving our community. Those that leave: do so because they believe that there are few job opportunities in rural communities result in jobs not being filled.

- H M L Communicate jobs that are available in the area through career symposium
- H M L Industry Tours (Manufacturing, Agriculture, etc.)
- H M L Promote the use of youth accessed tools to advertise jobs in the area e.g. podcasts, facebook, etc.
- H M L County booklet that promotes lifestyle to encourage youth to return after training

7. Marginalized Workforce: Income disparity is preventing a qualified workforce from engaging in entry-level jobs, as they cannot afford to live in the area, resulting in low employment rates.

- H M L Municipalities introduce building agreement for developers to include a percentage of the development to be geared to low-income housing
- H M L Awareness and education of Cost of Living and Lifestyle differences between urban and rural to those who commute to work outside of area
- H M L Training to increase the skills of the low income earners so they can be promoted to higher paying jobs.

8. Lack of Economic Diversification: The lack of regional-level strategies means that full community economic development and social capacity has remained underdeveloped.

- H M L Facilitate coordinated strategies between economic development offices of all local governments
- H M L Develop materials that promote the area as a whole





Part 4: Can you Partner?

Let us know if you or someone in your organization can partner on any of the initiatives presented.

Please provide your contact information.

Name: _____

Company: _____

Address: _____

_____ City/Town: _____

Province: _____ Postal Code: _____

Email: _____

Which sector or stakeholder group do you represent?

- Business/Industry Employer
- Economic/Business Development Agency (Chamber, BIA, CFDC)
- Educator (university, college, school board, private trainer)
- Service Provider (Employment & Training)
- Government
- Health Sector
- Labour
- Other (please specify): _____

Part 5: Thank You!

Thank you for your time. The Trends, Opportunities & Priorities Report will be available in January 2008!

If you have questions please contact the Bruce Grey Huron Perth Georgian Triangle Training Board at 1-888-774-1468 or info@trainingboard.ca



Appendix D: Survey Responses

Page: Prioritizing of Initiatives

1. Skilled Trades Shortages (i.e. electricians, arborist, dairy herdsman, etc.) There is a shortage of skilled trades' workers because: • not enough apprentices are completing the full apprenticeship program.

	High Priority	Medium Priority	Low Priority	Rating Average	Response Count
• Promote and expose skilled trades to youth at younger age	65.4% (34)	32.7% (17)	1.9% (1)	1.37	52
• Employers to engage in more job-shadowing in the workplace	38.5% (20)	55.8% (29)	5.8% (3)	1.67	52
• Industry & schools to engage youth in more hands on experiences through equipment use	69.2% (36)	30.8% (16)	0.0% (0)	1.31	52
• Create a co-op of employers to 'apprentice' an individual with the licensed worker	63.5% (33)	32.7% (17)	3.8% (2)	1.40	52
	<i>answered question</i>				52
	<i>skipped question</i>				0

2. Lack of Essential Skills (i.e. document use, computer skills, problem-solving) The low level of Essential Skills: • can mean that workers who meet the educational and experience requirements of a job do not have the 'soft skills' – being on time, attitude, customer service – the employers demand, resulting in them being unable to obtain and retain employment.

	High Priority	Medium Priority	Low Priority	Rating Average	Response Count
• Employer focused training on recruitment for 'soft skills'	36.5% (19)	53.8% (28)	9.6% (5)	1.73	52
• Mentoring program for new employees to learn the corporate culture, ensure supports and encourages demonstration of 'soft skills'	40.4% (21)	57.7% (30)	1.9% (1)	1.62	52
• Assist employer with creation of orientation training manual	34.6% (18)	40.4% (21)	25.0% (13)	1.90	52
• Partnership with school boards to develop certification in soft skills and be recognized by employer	53.8% (28)	30.8% (16)	15.4% (8)	1.62	52
	<i>answered question</i>				52
	<i>skipped question</i>				0



3. Aging Workforce An aging workforce that remains in the workplace will: • limit employment opportunities for younger workers.

	High Priority	Medium Priority	Low Priority	Rating Average	Response Count
• Develop mentoring program in collaboration with employers	23.1% (12)	59.6% (31)	17.3% (9)	1.94	52
• Develop job-sharing program with an entry level staff and the older worker	32.7% (17)	50.0% (26)	17.3% (9)	1.85	52
• Engage employers in succession planning activities	53.8% (28)	32.7% (17)	13.5% (7)	1.60	52
• Educate employers on how to use probationary periods to do effective training and assessments to increase productivity in turn reflected in increased wages	32.7% (17)	50.0% (26)	17.3% (9)	1.85	52
• Phase in substantial wage increases and incentives to include skills upgrading, skill development in a cost sharing program between employee and employer	42.3% (22)	40.4% (21)	17.3% (9)	1.75	52
	<i>answered question</i>				52
	<i>skipped question</i>				0

4. Ongoing Rural/Urban Disparities Rural residents are at a disadvantage: • because the lack of modern technology in some rural communities limits people's access to on line learning opportunities, and business to expand creating a barrier to employment.

	High Priority	Medium Priority	Low Priority	Rating Average	Response Count
• Educate business about the benefits and possibilities of business expansion surrounding technology and communications through Newsletters, Seminars, Hands-on Demonstrations and Media	34.6% (18)	50.0% (26)	15.4% (8)	1.81	52
• Increase on-line training opportunities for post secondary courses	55.8% (29)	34.6% (18)	9.6% (5)	1.54	52
• Affordable internet access so everyone can participate	59.6% (31)	30.8% (16)	9.6% (5)	1.50	52
• Dedicated resource centre to access on-line learning with mentoring	50.0% (26)	26.9% (14)	23.1% (12)	1.73	52
	<i>answered question</i>				52
	<i>skipped question</i>				0

5. Requirements for Higher Levels of Education (credentials) The requirement by employers for higher levels of education: • is preventing the lower educated worker access to well-paying jobs.					
	High Priority	Medium Priority	Low Priority	Rating Average	Response Count
• Educate employer on alternatives to Grade 12 Diploma and Essential Skills	55.8% (29)	36.5% (19)	7.7% (4)	1.52	52
• Assist employers to identify the 'real' skill sets needed for the job	55.8% (29)	32.7% (17)	11.5% (6)	1.56	52
• Market to employers to hire right the first time as degree holders may not stay or may not be challenged	40.4% (21)	32.7% (17)	26.9% (14)	1.87	52
• Encourage employers to invest in the local community	65.4% (34)	28.8% (15)	5.8% (3)	1.40	52
	<i>answered question</i>				52
	<i>skipped question</i>				0

6. Youth Out-Migration Youth are leaving our community. Those that leave: • do so because they believe that there are few job opportunities in rural communities result in jobs not being filled.					
	high priority	medium priority	low priority	Rating Average	Response Count
• Communicate jobs that are available in the area through career symposium	50.0% (26)	44.2% (23)	5.8% (3)	1.56	52
• Industry Tours (Manufacturing, Agriculture, etc.)	44.2% (23)	48.1% (25)	7.7% (4)	1.63	52
• Promote the use of youth accessed tools to advertise jobs in the area e.g. podcasts, facebook, etc.	50.0% (26)	38.5% (20)	11.5% (6)	1.62	52
• County booklet that promotes lifestyle to encourage youth to return after training	34.6% (18)	46.2% (24)	19.2% (10)	1.85	52
	<i>answered question</i>				52
	<i>skipped question</i>				0



7. Marginalized Workforce • income disparity is preventing a qualified workforce to engage in entry level jobs as they cannot afford to live in the area resulting in low employment rates.

	High Priority	Medium Priority	Low Priority	Rating Average	Response Count
• Municipalities introduce building agreement for developers to include a percentage of the development to be geared to low-income housing	44.2% (23)	38.5% (20)	17.3% (9)	1.73	52
• Awareness and education of Cost of Living and Lifestyle differences between urban and rural to those who commute to work outside of area	30.8% (16)	46.2% (24)	23.1% (12)	1.92	52
• Training to increase the skills of the low income earners so they can be promoted to higher paying jobs.	61.5% (32)	36.5% (19)	1.9% (1)	1.40	52
	<i>answered question</i>				52
	<i>skipped question</i>				0

8. Lack of Economic Diversification • The lack of regional-level strategies means that full community economic development and social capacity has remained underdeveloped.

	high priority	medium priority	low priority	Rating Average	Response Count
• Facilitate coordinated strategies between economic development offices of all local governments	48.1% (25)	46.2% (24)	5.8% (3)	1.58	52
• Develop materials that promote the area as a whole	53.8% (28)	42.3% (22)	3.8% (2)	1.50	52
	<i>answered question</i>				52
	<i>skipped question</i>				0



Endnotes

- ¹ www.edu.gov.on.ca/eng/training/localbd/localbd.html.
- ² Statistics Canada. 2007. Community Profiles. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. <http://www12.statcan.ca/english/census06/data/profiles/community/Index.cfm?Lang=E> (Accessed 2001-11-23)
- ³ BGHPGTTB. 2005. BGHPGTTB Census Chart Series: Population and Demography - Percentage of Visible Minority Members, Aboriginal Persons and Francophones in the Population and in the Labour Force: BGHPGTTB 1996 & 2001
- ⁴ BGHPGTTB. 2005. BGHPGTTB Census Chart Series: Education - Table 2: Percentage Distribution of Educational Attainment (BGHPGTTB - Major Education Categories) for the Labour Force Aged 15 and Older: 1991,1996, 2001.
- ⁵ Statistics Canada. 2006?. Median income and median share of income (2000 income) as a proportion, Canada, provinces, territories, health regions and peer groups, 2001. (Accessed Nov 26, 2007). http://www.statcan.ca/english/freepub/82-221-XIE/2006001/tables/2211_01.htm
- ⁶ Statistics Canada. n. d. Table 282-0054 - Labour force survey estimates (LFS), by provinces, territories and economic regions, 3-month moving average, unadjusted for seasonality, monthly (persons unless otherwise noted) last updated on 2007-10-31. http://cansim2.statcan.ca/cgi-win/cnsmcgi.pgm?regtk=&C2Sub=&ARRAYID=2820054&C2DB=PRD&VEC=&LANG=E&SrchVer=2&ChunkSize=50&SDDSLOC=&ROOTDIR=CII/&RESULTTEMPLATE=CII/CII_PICK&ARRAY_PICK=1&SDDSID=&SDDSDESC=. (Accessed 2007-11-24)
- ⁷ Ontario Ministry of Training, Colleges, and Universities. 2007. Labour Market Information and Research. Volume 7, Issue 10. October.
- ⁸ Ontario Ministry of Training, Colleges, and Universities. 2007. Labour Market Information and Research. Volume 7, Issue 10. October. http://www.gov.on.ca/ont/portal/!ut/p/.cmd/cs/.ce/7_0_A/.s/7_0_252/.s.7_0_A/7_0_252/_/en?docid=004759
- ⁹ Unless otherwise noted, labour market and economic news items were taken from Service Canada Labour Market Bulletins: Kitchener South-Central Labour Market Area, and Georgian Bay Labour Market Area. Both were Volume 7, Issue 2, 2nd Quarter 2007.
- ¹⁰ Where employment by industry changes are noted, the information applies to ER 580, and is a year over year comparison of figures for the month of October in 2006 and 2007.
- ¹¹ Statistics Canada. 2007. Census of Agriculture
- ¹² All information regarding the Technical Training Group was reported by the Group's Coordinator Virginia Lambdin



Notes

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