



Workforce Planning Board of Grand Erie  
Commission de planification de la main-d'œuvre de Grand Erie

# Help Wanted

## BUILDING THE TALENT POOL



2018-2019 Local Labour Market Plan **Update**





Workforce  
Planning Board  
of Grand Erie

## OUR VISION

A skilled, resilient workforce  
contributing to dynamic communities  
and their economies



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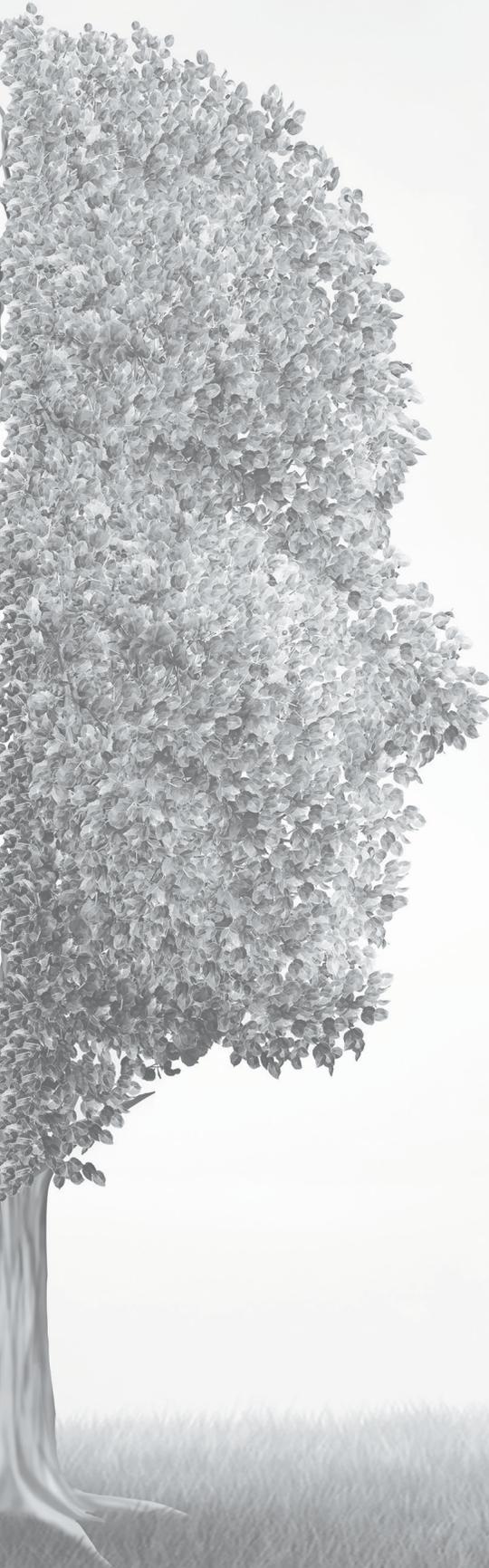
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# Executive Summary



All indicators point to a robust job market in the Grand Erie region. Over the past five years, employment rates rose in both Brant and Haldimand-Norfolk, pushing the unemployment rate down to their lowest levels since the 2009 recession.

The demand for workers is outpacing the supply of available labour. Population decline in Brant and Haldimand-Norfolk, particularly in the 15-44 age range, is contributing to a shrinking labour force, leaving many businesses without the workers they need.

Meeting the employment demand requires full participation by all eligible workers, including under-represented populations such as our indigenous, immigrant, and disabled job seekers.

Addressing the labour shortage also requires that people have the necessary skills and competencies for success. While many

jobs are going unfilled, employers also report a growing skill shortage or mismatch. In our 2018 EmployerOne survey, half of the 400 employers reporting, rated the local workforce as “fair to poor”, ranking the top training needs as technical skills and professional designations. This suggests that sector-focused training initiatives providing job seekers with industry-specific skills have the highest likelihood of securing our unemployed with financially stable jobs. During the Fall, an employment planning advisory comprised of regional stakeholders confirmed the top priorities and worked together to develop workforce solutions shown in the table below.

For more detailed information, see 2019 Actions on page 13.

Segment	2019 Actions
<b>Labour Force</b> Shortage of Workers	<ul style="list-style-type: none"> <li>— Regional job portal: connect new &amp; existing job seekers to local opportunities</li> <li>— Targeted communication strategy: employment and life style opportunities in Grand Erie</li> </ul>
<b>Industry Demand</b> Manufacturing	<ul style="list-style-type: none"> <li>— Manufacturing Month: industry tours, videos, industry appreciation – learning event</li> </ul>
<b>Apprenticeship</b> Attraction and Retention	<ul style="list-style-type: none"> <li>— Travelling apprenticeship events: interactive activities, mentors, business</li> <li>— Supply and demand gap analysis</li> </ul>
<b>Employers</b> Employee Attraction & Retention	<ul style="list-style-type: none"> <li>— Attraction &amp; retention toolkit (business/community reaching youth, seniors, immigrants, indigenous populations)</li> <li>— Pilot – Reverse job developer: support to businesses</li> </ul>
<b>Job Seekers</b> Attraction and Retention	<ul style="list-style-type: none"> <li>— Employee/job seeker survey: why people do not apply for jobs/quit jobs</li> </ul>

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# Introduction and Methodology

## Background

Over the past year, more than 600 businesses and community organizations provided insight into the labour demands and supply issues affecting Grand Erie through the region’s EmployerOne survey, sector roundtables, one-to-one interviews, and online consultation. This local intelligence, combined with labour force statistics informed the content, priorities and workforce strategies reported in *Help Wanted – Building the Talent Pool (Update 2019)*.

## Labour Market Statistics

A variety of recognized data sources informs key labour force indicators including industry trends, occupational demand, population, migration, commuting, and labour force supply conditions. These sources include, but are not limited to:

- Canadian Business Counts
- Labour Force Survey Data
- Census 2016
- Specialized Census Tabs for Grand Erie
- Canada Revenue Data
- Employment Ontario Annual Data
- Talent Neuron
- Vicinity
- Regional Economic Development Strategies (all counties)
- Ontario College of Trades Apprenticeship Data
- Citizenship and Immigration Data

## Consultations

Since the release of *Help Wanted: Building the Talent Pool in January 2018*, multiple methods of consultation have provided local businesses and stakeholders with the opportunity to share their experiences, issues, and ideas. These include:

- EmployerOne Survey – January 2018
- Sector focused Interviews and Roundtables – ECE, Fabricated Metal, and Manufacturing
- Economic Development Strategic Planning – Brant, Brantford, Norfolk, Haldimand
- Education Roundtable – EducationWorks, Graduate Brantford, Grand River Healthy Communities
- Online Consultations – September & October 2018

## Employment Planning Advisory

An advisory group of 20 individuals representing the needs of each municipality, education, community organizations, economic development, Employment Ontario, and local government worked together in October and November 2018 to prioritize the key issues and develop solutions.

- Brant Haldimand Norfolk Catholic District School Board
- Brantwood Community Services
- Career Link
- City of Brantford
- Community Living Brant
- Community Resource Services
- Conestoga College
- County of Brant
- Grand Erie Business Centre
- Grand Erie District School Board
- Haldimand County
- MPP Brant
- Norfolk County
- SCOR
- Six Nations Economic Dev. Corp
- SNP
- St. Leonard’s Community Services
- Workforce Planning Board advisors (2)

### Key Priorities

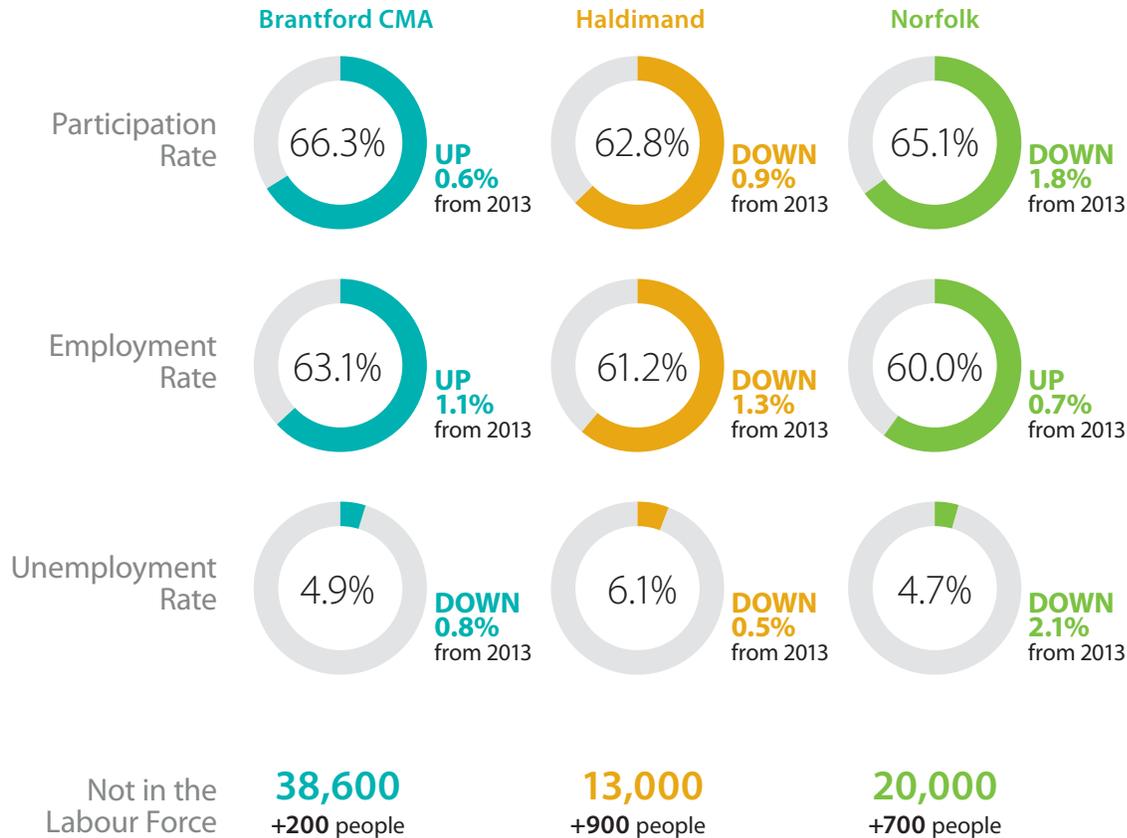
- Labour Force** – shortage of workers
- Employment** – manufacturing
- Apprenticeship** – attraction and retention
- Employer Needs** – attracting/retaining workers
- Job Seekers** – essential skills, competencies, and confidence



# About the Labour Force

## Labour Force Rates in Grand Erie

Source: Statistics Canada, Census Data 2016



### Observations

- 65+ age group has increased the most - Not in the labour force
- Youth 15-24 years of age are staying in school longer - delay entrance to workforce
- Brantford CMA – Largest share of participation are people 25 to 54 years of age. This group increased in the last five years

### Impact

The aging (retiring) workforce, aged 65+ and the delayed entrance of youth, aged 15-24 is contributing to a growing shortage of qualified workers, resulting in an increasing number of hard-to-fill jobs and a loss of knowledge and experience in the workplace. Local employers report that continued labour shortages may result in greater use of robotics, business relocation or possible closures.

### Priority Recommendations

- Create a Grand Erie job portal to connect local employers and job seekers
- Engage industry and community in a targeted marketing campaign promoting employment and lifestyle opportunities to youth and older workers

# Population

## 2016 Census

Source: Statistics Canada. Census Data 2016

**Brant**  
Census Division

**134,808**  
DOWN 0.9% from 2011

**Haldimand-Norfolk**  
Census Division

**109,787**  
DOWN 0.6% from 2011

People **65+**  
years old 

People **15-49**  
years old 

**Most significant growth: People 65-69 years old**

**UP 29% in Brant | UP 27% Haldimand-Norfolk**

## Educational attainment

Source: Stats Canada, Community Profile 2006, NHS 2011 and 2016 Census

	2006 CP			NHS 2011			Census 2016		
	BRANT	ONTARIO	H-N	BRANT	ONTARIO	H-N	BRANT	ONTARIO	H-N
No certificate, diploma or degree	29%	22%	30%	24%	19%	24%	21%	18%	23%
High school diploma or equivalent	28%	27%	28%	28%	27%	29%	31%	27%	31%
Post secondary certificate, diploma or degree	43%	51%	43%	47%	55%	47%	48%	55%	46%
Apprenticeship or trades certificate or diploma	10%	8%	12%	9%	7%	11%	8%	6%	10%
College, CEGEP or other non-university certificate or diploma	20%	18%	21%	23%	20%	24%	25%	21%	25%
University certificate or diploma below bachelor level	3%	4%	2%	3%	4%	3%	1%	2%	2%
University certificate, diploma or degree at bachelor level or above	11%	20%	8%	12%	23%	10%	14%	26%	10%

### Observations

- Population numbers have remained stable between 2011-2016
- Place of dwelling trends show that 60% of private households are inhabited by 1 to 2 people
- Residential building permits peaked in 2016
- All population growth across Grand Erie comes from seniors aged 60+
- The population in the core working age group of 15-59 has declined
- Education trends indicate more people are continuing their education at post-secondary level
- We are losing our competitive edge for apprenticeships and skilled trades

### Impact

Sluggish population growth across Grand Erie will cause further declines in the labour force over the next five years. The shrinking population aged 15-49, will not replace retiring workers. These conditions will result in a shortage of workers and a loss of knowledge, skills and experience.

### Priority Recommendations

- Maximize labour force participation and employment of Grand Erie's indigenous population through targeted training initiatives that engage employers
- Implement strategies that demonstrate career and employment opportunities to attract and retain students and young workers
- Immigrant attraction strategy targeted to young families looking to improve their quality of life and employment opportunities

# Commuting

## Commuting Patterns in the Grand Erie Region

Source: Statistics Canada, Census Data 2016



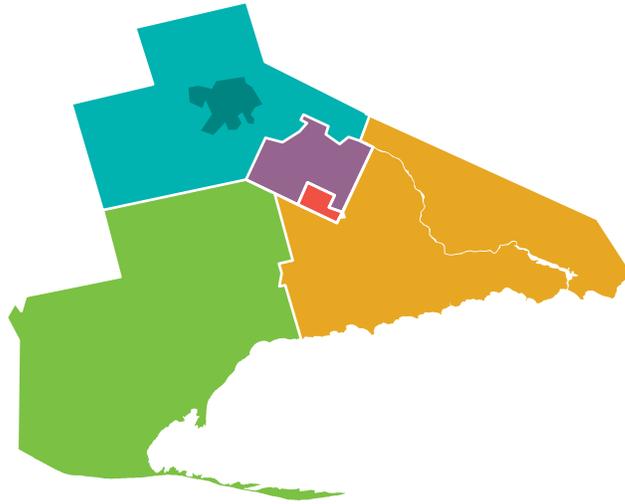
Coming to the region to work

13,341

Top occupation



**Healthcare Professionals**  
(excluding nurses)



Going out of the region to work

30,138

23% of the labour force

Top occupation



**Assemblers in Manufacturing/  
Equipment Operation**

### Observations

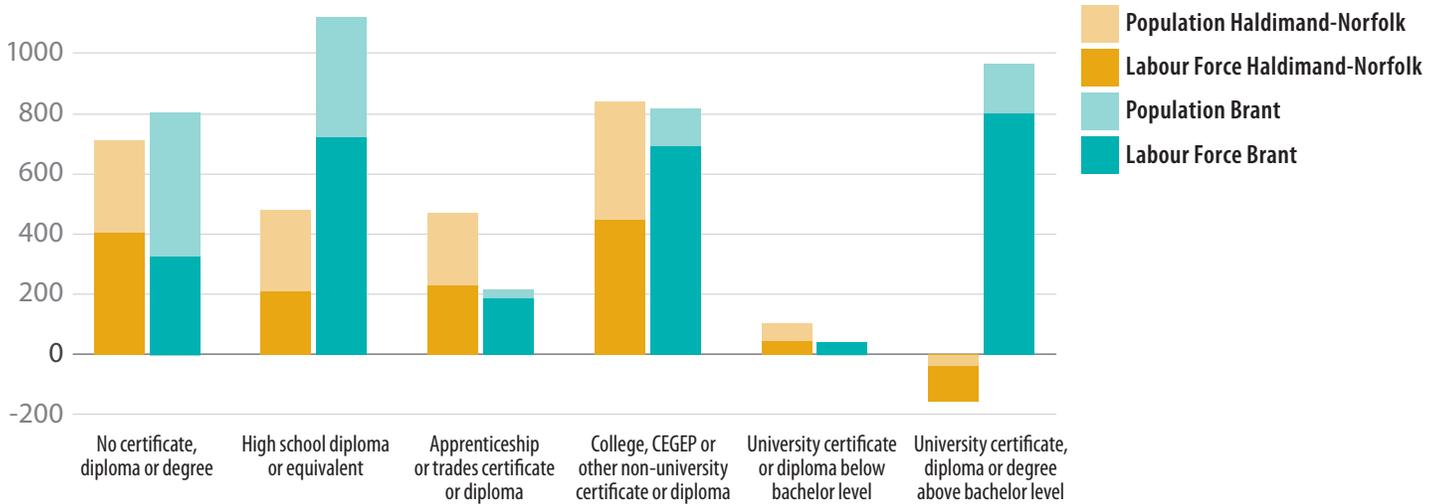
### Impact

- Grand Erie's labour market has strong connections to surrounding communities including Hamilton, London, Waterloo Wellington Dufferin and the Greater Toronto area.

The large share of manufacturing workers commuting outside the region may contribute to growing competition for workers and higher wages. In contrast, the import of health care professionals suggests the need to attract local students into this field of study.

# Migration

## Population Migration vs. Labour Force Migration



### Observations

- New people are moving into Brant (3,955) and Haldimand-Norfolk (2,575).
- 61% (1,590) of new people in Haldimand-Norfolk are 55 years of age or older
- 61% (2,410) of new people in Brant are in the core-working age of 25-44
- Haldimand-Norfolk is losing their most highly educated people (University)
- Brant is attracting people who have completed post-secondary education
- Only 60% of people migrating to Grand Erie are participating in the labour force

### Impact

Haldimand-Norfolk’s aging population is growing with the attraction of people aged 55+ who are moving to the area for early retirement. While the area has increased the number of youth and core-aged workers coming into the area, labour force shortages will continue if new residents are not engaged in the local labour market.

Brant, in contrast, is attracting more highly educated, core-aged workers, but a similar portion (40%) are not entering our labour force. This suggests that new families may be living on one-income and/or that professionals moving to the area are unable to connect to jobs in a related career or field of study.



# Industry

## Top Industry Sectors (by number of businesses)

Source: Canadian Business Counts, June 2013 - June 2018



1,009

Construction

Grew by 11% from 2013

82%

are micro-businesses  
(1 to 9 employees)



879

Retail Trade

Declined by 10% from 2013

65%

are micro-businesses  
(1 to 9 employees)



708

Agriculture

Declined by 16% from 2013

70%

are micro-businesses  
(1 to 9 employees)

### Industry Growth

**+29%** Transportation and Warehousing (+107)

**+29%** Construction (+97)

**+59%** Information and Cultural (+29)

### Industry Decline

**-16%** Agriculture (-131)

**-10%** Retail Trade (-94)

**-8%** Other Services (-59)

### Impact

#### Retail

Retail businesses contribute to the economic well-being and quality of life of their communities. The loss of retail businesses in our communities may deter the attraction and retention of new businesses and residents.

#### Agriculture

Small family farms employing 1 to 9 employees are under considerable pressure to meet the legislative and financial demands in today's economy. The loss of these farms harm the social and financial stability of families while reducing the number of jobs within the community.

#### Transportation and Warehousing, Construction, and Information and Culture

These are the three fastest growing sectors across Grand Erie. While many believe that these sectors do not create jobs or drive economic wealth, the evidence shows that these sectors provide significant levels of jobs and provide supports and services that enhance Grand Erie's ability to compete globally. Failure to attract workers into these sectors reduces opportunities for entry-level workers to gain skills and experience, contributes to growing skilled trade shortages, and reduces Grand Erie's competitive edge.

### Observations

- Two of the region's largest sectors (by number of businesses) are in decline
- The majority of change (growth/decline) are in micro-size businesses with 1 to 9 employees
- Retail is declining as online sales replace brick and mortar local stores
- Growing industry sectors such as information and cultural industries reflect "shifting economic base"

### Priority Recommendations

- Help retail businesses change the way they do business to accommodate online competition, consumer practices, and digital marketing and services
- Support small agricultural businesses with technical and business practices training to help them navigate today's market and maximize their resources
- Improve community(s) understanding and knowledge of growth industries and their importance to community
- Promote career pathways, skill requirements, and wage information to inform students and job seekers
- Provide Essential Skills training that integrates skills and knowledge of the sector

# Employment

## Top Industry Sectors (by employment)

Source: Statistics Canada, 2016 Census

### Brant Census Division

Manufacturing (9,650) **DOWN**

Retail Trade (7,105) **UP**

Health Care and Social Assistance (6,630) **UP**

### Haldimand-Norfolk Census Division

Retail Trade (4,995) **UP**

Manufacturing (4,600) **DOWN**

Health Care and Social Assistance (4,240) **UP**

Overall, manufacturing was the only sector to decline (by 20%). Employment fell by 2,445 jobs between 2006 and 2016. All other sectors grew.

The area experienced a shift to service related industries. Goods producing sectors (manufacturing/agriculture) lost 2,290 jobs between 2006 and 2016.

### Industry Growth in Brant

**+45%** Food Manufacturing (+615)

**+27%** Chemical Manufacturing (+210)



### Industry Growth in Haldimand-Norfolk

**+100%** Transportation Equipment Manufacturing (+380)

**+41%** Wood Product Manufacturing (+70)

### Industry Decline in Brant

**-50%** Plastic/Rubber Manufacturing (-655)

**-35%** Machinery Manufacturing (-540)



### Industry Decline in Haldimand-Norfolk

**-23%** Primary Metal Manufacturing (-320)

**-46%** Fabricated Metal Manufacturing (-295)

## Observations

- There has been little change in the number of manufacturing businesses (2013-2018). The number of jobs however has decreased substantially (-2,444)
- There is a shift from production/assembly to more customized, technical processes – resulting in higher skilled jobs
- EmployerOne participants indicate they cannot find skilled general labourers to fill jobs
- Shifts are taking place within the manufacturing sector. Food manufacturing is the fastest growing sub-sector in Brant, and transportation equipment manufacturing in Haldimand-Norfolk
- Administration and support experienced a large decline (-970). These include jobs in office support, travel agencies, etc.

## Impact

### Manufacturing

Although 2,444 manufacturing jobs were lost over the past five years, manufacturers consistently report a high demand for process control/machine operators. Manufacturers identify these positions as hard-to-fill jobs due to the lack of applicants and/or shortage of qualified candidates. The skill shortage is causing some businesses to turn orders away as they are unable to meet production demands.

### Priority Recommendations

- Target younger workers with accurate information about manufacturing careers – address generational misperceptions, by visualizing the digital and technical opportunities in manufacturing, the career opportunities and wages
- Develop a coordinated attraction and recruitment strategy that connects employers to local talent and that supports the onboarding process

# Occupations

## Top Occupations (by employment)

Source: Statistics Canada. 2016 Census

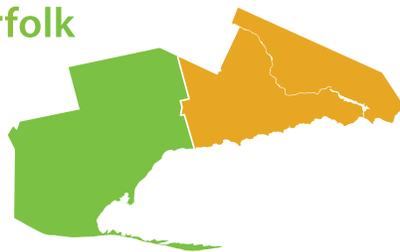
### Brant Census Division

- Retail Sales Person (2,165)
- Food Counter Attendant (1,665)
- Retail Wholesale Trade Manager (1,345)



### Haldimand-Norfolk Census Division

- Manager in Agriculture (1,580)
- Retail Sales Person (1,530)
- Food Counter Attendant (1,270)



## Impact

The top three occupations by number of jobs are in retail, food services and agriculture. Many people consider these occupations to be low skilled, low paying and precarious, but these jobs play an important role in the community, contributing to our quality of life, providing entry-level opportunities to new workers, and providing excellent training and experience.

## Priority Recommendations

- Promote the value these occupations play in developing skills, experience, and opportunities

## Occupational Growth

### Brant

- Nurse Aide, Orderly (+491)
- Registered and Psychiatric Nurse (+473)
- Process Control/Machine Operator (+468)

### Haldimand-Norfolk

- Food Counter Attendant (+245)
- Sales Account Representative (+245)
- Retail Sales Supervisor (+237)



## Occupational Decline

Source: Statistics Canada. 2016 Census

### Brant

- Other Sales Occupations (-411)
- Retail Wholesale Trade Manager (-385)
- Other Customer/Information Services (-366)

### Haldimand-Norfolk

- Nursery/Greenhouse Worker (-541)
- Harvesting Labourers (-369)
- Retail Wholesale Trade Manager (-288)



## Observations

- Occupational growth reflects the leading industry sectors in both areas. Many of these sectors report difficulty meeting their demand for workers. In 2018, over 200 early childhood educator positions were vacant and hard-to-fill
- Occupational losses reflect declining industry sectors in agriculture, retail, and administrative, and support services
- Most significant decline was in harvesting labourers, general farm workers and greenhouse workers. Offshore workers not captured in the Census fill many agricultural jobs

## Impact

The highest levels of employment growth and occupational demands are in four sub-sectors of manufacturing, supply chain management, health, sales, and early childhood education. Industry consultations indicate that employers are experiencing workforce shortages due to a lack of applicants and a shortage of skilled workers. Continued shortages may affect companies' ability to meet their service or production demands leading to lost business, increased reliance on robotics, relocation or closure. These conditions have a ripple effect on communities causing economic instability and shortages of daycare and health services.

## Priority Recommendations

- Career information and guidance on industry sectors and occupations
- Attraction and retention strategies (industry-community partnership approach)
- Employer driven on-the-job training
- Access to post-secondary and skills training opportunities

# Apprenticeship

## Apprenticeship Data

Source: Employment Ontario Data, 2018

Total in Grand Erie	2017	2018	% in the Province
Number of new registrants	411	348	1.4%
Number of active apprentices	1,257	978	1.4%
Number of Certificates of Apprenticeship issued	177	136	1.6%
Number of modular training registrations	120	121	0.9%

### Impact

#### Attraction and Completion of Apprentices

The number of new apprentices and active apprentices has declined over the past five years, resulting in growing skill shortages, increased competition for skilled workers, and a growing imbalance between demand and supply. While declining levels of apprenticeship reduce the transfer of knowledge and experience in the workforce, low participation rates also affect innovation and adaptation to digital technologies and new advances required in today's competitive economy.

#### Priority Recommendations

- Host rolling community information sessions that engage job seekers, parents, employers, and journey person (mentors) in action-based activities
- Conduct a gap analysis looking at industry demand, age projected retirements, and attraction levels

# Job Seekers

## Job Seeker Profile: Employment Ontario Services

Source: Employment Ontario Data, 2018

**Educational attainment:** completion of Secondary School

**Common age group:** 24 to 44 years old

**Time out of labour force:** less than 3 months

**Job seeker's challenges:** child care and transportation in rural areas

**Mostly men** Canada Ontario Job Grant  
Employment Services  
Second Career  
Youth Job Connection



**Mostly women** Literacy and Basic Skills

### Impact

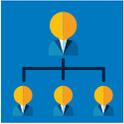
Young males, aged 25 to 44 years of age represent a significant portion of the area's labour force. Continued unemployment in this group contributes to ongoing labour and skill shortages and reduced income security for individuals.

#### Priority Recommendations

- Conduct a job seeker/employee survey to identify the reasons why people do not apply for jobs or quit/leave jobs

# Employer's Voice

**433 employers participated** in the 2018 EmployerOne survey. Here is what we heard.

<h3>Type of Job</h3>  <p><b>2/3</b> of all jobs are full time  <b>8%</b> are seasonal  <b>3%</b> are contract</p>	<h3>Actual vs. Anticipated Hiring</h3>  <p>Companies have consistently hired more people than anticipated since 2014</p>
<h3>Recruiting</h3>  <p><b>#1</b> online job boards  <b>#2</b> word of mouth</p>	<h3>Separations</h3>  <p>Companies have experienced fewer separations each year since 2015.  <b>Main reasons for separations: Quits</b></p>
<h3>Hard-to-fill Jobs</h3>  <p><b>40% to 60%</b> of all companies have hard-to-fill jobs. <b>Main reason: Not enough applicants/lack of required skills</b></p>	<h3>Training</h3>  <p><b>2/3</b> of all employers provide training.  <b>Main challenge: Cost</b></p>

Over half of all employers rate Grand Erie's quality of workers as:  
**FAIR | POOR**

### Impact

#### Worker Recruitment and Retention

While employers across all sectors report a lack of applicants and hard-to-fill jobs, many people remain unemployed. This gap in supply and demand contributes to poor workforce attachment and financial insecurity for individuals and growing labour and skill shortages for businesses. It is difficult to confirm the reasons for the gap, but participant responses suggest that job seekers lack confidence about their skills and believe the majority of jobs to be low paying or temporary. Participants also noted that employers' traditional recruitment and orientation practices might not be effective with today's unemployed and under-represented populations.

#### Community challenges

The lack of flexible, accessible transportation and daycare affected job seekers and employers alike.

#### Priority Recommendations

- Targeted sector specific training that engages employers and job seekers in the process
- Develop innovative attraction and retention strategies/tool kit in partnership with industry to strengthen and increase their connection to potential workers

# 2018 Action Plan Update

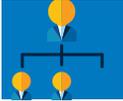


Good progress occurred during 2018 on the strategic actions and priorities identified in *Help Wanted: Growing the Talent Pool*.

The workforce development activities reflect the four key priorities identified in 2018. The update below shows those that are finished  or in-progress .

Priority/Action	Description	Status	Details
<b>Becoming Workplace Ready</b> Social media and communication strategy	Promote a positive image of local industry and jobs to students, graduates, parents, job seekers		Social media, Youtube incorporated into all project work
<b>Becoming Workplace Ready</b> Inventory of low-income neighbourhood hubs	Identify areas and identify training & education services and potential gaps		Graduate Brantford, Grand River Health Communities, LBS services serving hubs
<b>Developing Human Capacity</b> Manufacturing Month	Student/educator tours, career exploration videos, manufacturing Appreciation Day – 17 industry tours, 4 videos profiling 13 manufacturers, appreciation breakfast		200+ students and educators – education focus for employers
<b>Developing Human Capacity</b> Resources & training related to Sector Planning Partnerships	Manufacturing – welding program delivered by Grand Valley Education Society & Conestoga College		Grand Valley Education Society in collaboration with Conestoga College delivered welding program
<b>Developing Human Capacity</b> Resources & training related to Sector Planning Partnerships	SNP – Women in Welding (OSTTC – Welding Indigenous)		SNP – Women In Welding OSTTC – ongoing
<b>Developing Human Capacity</b> Resources & training related to Sector Planning Partnerships	Connect2SKILLS (WPBGE) – Warehousing/logistics training program		WPBGE – Connect2SKILLS
<b>Developing Human Capacity</b> Employee Retention Research	Employee-focused research – job entry and retention		Research scheduled for 2019
<b>Understanding the Job Market</b> Labour Market Presentations	Incorporate presentations into staff meetings at Employment Ontario, Ontario Works, educational institutions		Presentations: Grand Erie District School Board; Excellence in Manufacturing; Literacy Service Planning Meetings – ongoing process
<b>Journey to Apprenticeship</b> Shared Apprenticeship Research Project	Proposal submitted to OCWI on behalf of Workforce Planning West – detailed research into models		Insufficient resources to complete study
<b>Journey to Apprenticeship</b> 2nd Annual EPIC Jobs	Skilled Trades interactive career fair – 30 exhibitors; 4 keynote speakers; Goal – experience skilled trades 1000+ Grand Erie students attended May 23, 2018 event 		EPIC Jobs 19 scheduled for May 22, 2019
<b>Growing Jobs in Small Business</b> Young professional network in Haldimand-Norfolk	Develop information-sharing networks		Still required

# 2019 Actions

Labour Force Priority	Action
 <p><b>Labour Force</b> Shortage of Workers</p>	<p><b>1 Regional job portal</b> Increases the connections between job seekers, local employers, employment services and training Phase 1 – conduct feasibility study and business plan for regional job portal Phase 2 – develop portal to connect local job seekers, employers, and services</p> <hr/> <p><b>2 Targeted communication strategy</b> Promote employment and lifestyle opportunities to attract participants into local job market</p>
 <p><b>Industry Demand</b> Manufacturing</p>	<p><b>3 Manufacturing Month</b> Connect future and existing job seekers to manufacturing jobs through industry tours, videos, and industry learning event</p>
 <p><b>Apprenticeship</b> Attraction and Retention</p>	<p><b>4 Travelling apprenticeship events</b> Educate families and job seekers through interactive activities, mentors, business</p>
 <p><b>Supply and demand gap analysis</b></p>	<p><b>5 Supply and demand gap analysis</b> Identify which skilled trade occupations are most critical based on current demand, retirement trends and job seekers' career choices</p>
 <p><b>Employers</b> Employee Attraction &amp; Retention</p>	<p><b>6 Attraction &amp; retention toolkit: business/community</b> Market career opportunities to youth, seniors, immigrants, indigenous populations</p>
 <p><b>Job Seekers</b> Attraction and Retention</p>	<p><b>7 Pilot – Reverse job developer</b> Support to businesses – assign a job developer to sector businesses to match job seekers to job openings</p>
 <p><b>Employee/job seeker survey</b></p>	<p><b>8 Employee/job seeker survey</b> Explore the reasons behind job satisfaction to understand why people quit their jobs or stop applying for work</p>

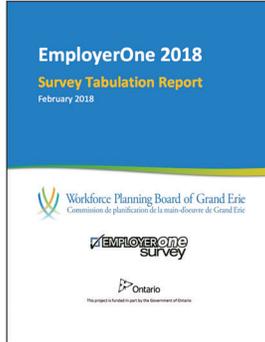


# Appendix A

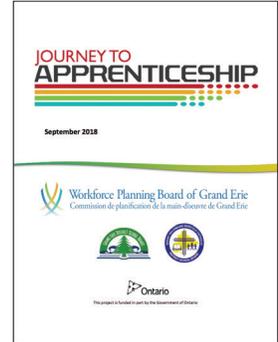
Please refer to the links below for more detailed information on labour force topics.



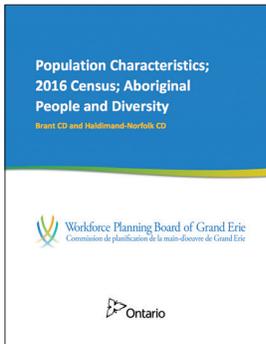
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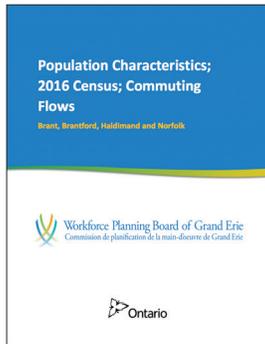
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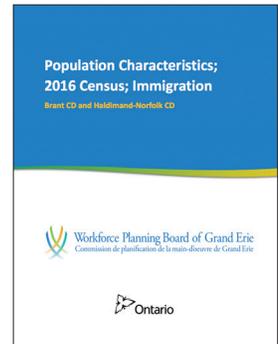
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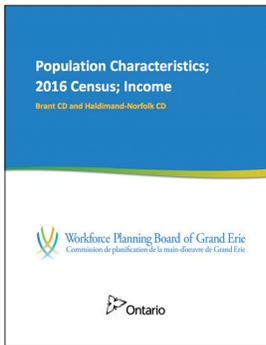
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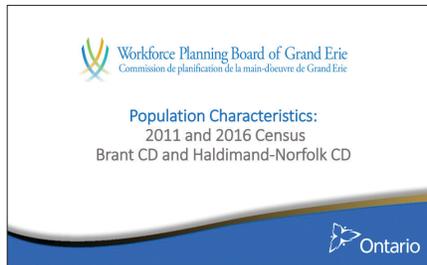
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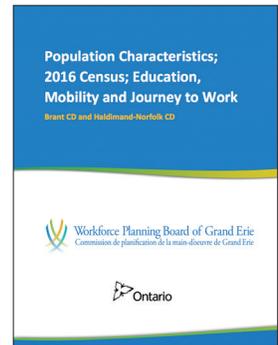
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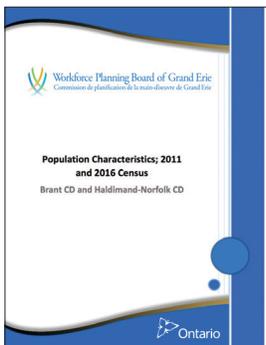
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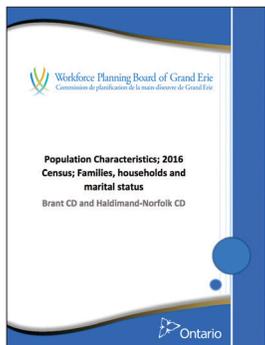
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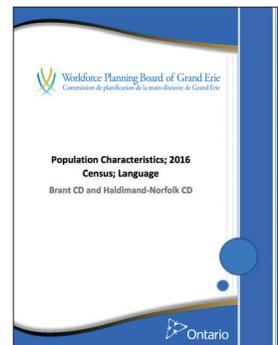
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