

# Forging Skills for Today and Tomorrow: Update 2016



## Local Labour Market Plan



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



Workforce  
Planning Board  
of Grand Erie

## OUR VISION

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



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# Executive Summary

Since the original publication of *Forging Skills for Today and Tomorrow 2014*, the economy of Grand Erie has continued to recover from the 2009 recession, adding more than 3,300 new jobs to the region's fastest growing sectors – health care and social assistance; accommodation and food services; and manufacturing.

Recovery required companies to rethink the way they do business. Many turned to technology to improve product development and productivity to compete in the global market. These changes have increased the skills required for workers.

Today, workers must be equipped with good basic skills in a number of areas – computers, math, oral and written communications, customer service – and have the ability to work independently and as part of a team. These employability skills top the list for employers.

Employers are struggling to find the workers they need. Businesses participating in the annual EmployerOne survey for the past three years report a shortage of applicants and a lack of applicants with the required skills and qualifications. In 2016, 40 percent indicated they had “hard to fill” jobs.

*Forging Skills for Today and Tomorrow – Update 2016* looks into why labour shortages and skill gaps are occurring.

There is a growing skills gap. Many workers who lost their job in the recession lack the employability skills and technical expertise required in today's workplace. A significant number of these residents have dropped out of the labour market, resulting in declining participation rates over the past five years. With the loss of their livelihoods, an increasing number of people are dependent on social assistance or family members' support. And despite job growth within the area, employment rates have remained largely unchanged during the same five-year period, providing further evidence that jobs are going unfilled.

There are also fewer new entrants into the labour force. Dwindling population numbers, aging workers, and the out-migration of youth have caused Haldimand and Norfolk to experience a shortage of workers. And despite significant population growth (8.7%) in Brant, more workers are leaving the labour force than entering, suggesting a significant number of retirements.

Strategies to increase participation in the labour pool and to raise the qualifications and skills of workers requires the commitment of job seekers, educators, employers and community services. Recommendations identified during the 2016 consultations include:

**Becoming Work Place Ready** – Accessible, effective methods of sharing job vacancy information will increase the connection between job seekers and employers. Job seekers must be

encouraged to assess their skills and pursue relevant training and upgrading. Increased on-the-job training by employers can be enhanced through use of training and employment subsidies.

**Developing Human Capacity** – Industry-education partnerships focused on the top industries for employment, growth industries and emerging occupations, need to be established to inform educators about the skills required in today's local labour market.

**Growing Jobs in Small Business** – Small and medium sized businesses require access to training, mentoring, financial literacy and human resource planning to support business growth and job creation.

**Understanding the Job** – Job seekers and employers should receive regular updates on industry and occupational trends to assist them in career exploration and human resource planning.

**Journey to Apprenticeship** – Apprenticeship and skilled trades must be presented to students and job seekers as a career and education of choice. New entrants should be knowledgeable about the prerequisites in math and English. Successful outcomes for apprentices and journey person candidates requires good pre-assessment tools and preparatory courses.

We'll need to draw on the same innovative spirit that helped us emerge from the last recession if we are to address the needs of employers and job seekers in our Grand Erie communities. We will need to work together as a community to ensure employers can find the skilled, qualified workers they need to grow their businesses, and work together as a community to arm our residents with the skills they need to succeed in today's job market.

Community partners from all areas – the education system, employers, business groups, economic development, employment services, government, and others – will need to roll up their sleeves to move our labour force and economy forward. Talking about our problems isn't good enough – we need to act.

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# Key Takeaways



## POPULATION

A larger share of Grand Erie residents has a college diploma or trades certificate compared to Ontario.

35% of Grand Erie's population are children under the age of 14, or adults older than 65.

Haldimand and Norfolk have an older population than the province.

## OUR LABOUR MARKET: SUPPLY AND DEMAND

The labour force is shrinking – fewer people are available to work.

The number of jobs available is growing –the 3 fastest growing sectors, health care and social assistance; accommodation and food services; and manufacturing added over 3,300 jobs.

The number of people receiving Employment Insurance benefits has consistently dropped since 2010.

More people are in receipt of social assistance and they are depending on support for longer periods of time.

## OUR INDUSTRIES' NEEDS

The top 3 industries by number of jobs include manufacturing, health care & social assistance and retail.

Manufacturing is the largest source of employment providing over 16,500 jobs.

Grand Erie added 47 new businesses between June 2015 and June 2016.

68% of all businesses in Grand Erie have no employees.

## SKILLED TRADES

The number of new apprentices has remained flat for the past 3 years.

The average age of an apprentice is 26.

Apprentices must have strong math and English skills to be successful.

Employers report job vacancies for qualified machinists, millwrights and electricians are hard to fill.

## SUPPORTING OUR COMMUNITY

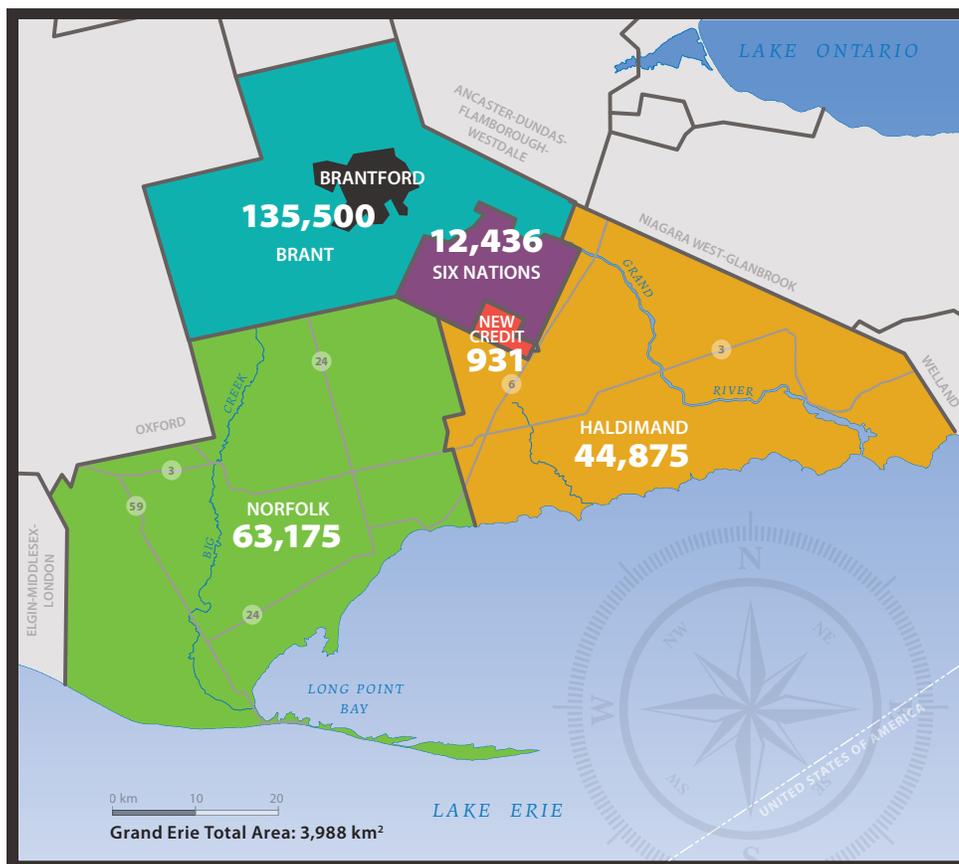
Over 4,000 people used Employment Services to help them in the job search.

Almost 600 Grand Erie residents upgraded their literacy skills and basic education.

People in the core-working aged of 25 – 44 are the largest group to receive employment support.

## Location Matters

When it comes to understanding a community's economic base, job potential and quality of life, location matters. Grand Erie, home to four municipalities and two Indian Reserves, reflects its central location between the Canada-US borders, its position along the shores of Lake Erie and the Grand River, and its access to excellent road, air, and water transit.



### Statistical Boundaries

Often data is not available for smaller communities, such as cities and counties. The data available is typically a grouping of larger areas.

**Census Divisions (CD):** The Haldimand-Norfolk census division consists of Norfolk County and Haldimand County. Similarly, the Brant census division (CD) encompasses the County of Brant and the City of Brantford.

**Census Metropolitan Area (CMA):** Brantford (CMA) is made up of Brantford, Brant, and part of the Six Nations Indian reserve.

**Census Agglomeration (CA):** Norfolk (CA) has the same boundaries as Norfolk County.

### 2011 Population Totals

Sources: City of Brantford, County of Brant, Norfolk County, Haldimand County (Census Subdivision), Statistics Canada, National Household Survey, 2011. Six Nations Lands/Membership Department (2014, December) Community Profile. Indian and Northern Affairs Canada (2015, February) Community Profile.

A diverse mix of rural and urban communities, Grand Erie includes the City of Brantford, the counties of Brant, Haldimand, Norfolk, Six Nations of the Grand River and Mississaugas of the New Credit. While sharing many common characteristics, each is also unique.

The City of Brantford and County of Brant are centrally located along the 403/401 corridor providing businesses with easy access to their suppliers and North American markets. Location is attracting businesses – more than twenty new companies opened in 2015 and 2016 including *Metro Freightliner*, *Eurotex*, *VistaCare Communications*, and *Mitsui High-tec Inc.* Location also contributes to the expansion of existing businesses such as *Ferrero Canada*, *Adidas Canada*, *R.W. Metal Fabricators* and *BGI Retail*. This growth is expected to continue, increasing the demand for workers across various advanced manufacturing, warehousing and transportation, and clean-tech sectors.

Haldimand County's location along the banks of the Grand River and shores of Lake Erie also shapes the businesses and jobs within its communities. The largely rural environment supports a thriving agriculture sector; easy access to road, rail, air, and water transit supports manufacturing; the small town environment requires local services; and the lake and river drive a growing tourism sector.

Norfolk, located along the shores of Lake Erie, is also a mix of small rural and urban communities such as Simcoe, Port Dover, Delhi, Waterford, and Port Rowan. Much of Norfolk's land is zoned and protected as prime agricultural land. This ensures that agri-business will continue to be a primary business sector and source of jobs. Once dominated by tobacco farms, Norfolk is now known as Ontario's Garden, supplying a wide variety of fruits and vegetables. Norfolk's lakeshore location also drives a thriving tourism sector, which is increasing the number of food and accommodation and agri-tourism businesses.

# Population and Age

Population is an important factor in Grand Erie's economy. The number of people available to work, their age, their education level, and their ethnic and cultural background all impact whether employers can find the workers they need.

Brantford-Brant is growing. Between 2009-2014, more than 3,300 people moved to Brantford-Brant from communities such as Hamilton, Waterloo, Haldimand, Norfolk, Peel and Halton. Most of these new residents are working age people and children, moving to the area because of the quality of living, affordable housing, job opportunities, and better pay.

As a result of this growth, the area's labour force is increasing, providing employers with a larger talent pool and helping to alleviate existing skill mismatches.

In contrast, Haldimand County is feeling the impact of a shrinking population. The number of residents fell by 0.7% between 2006

and 2011, to 44,876 people. Migration data for Haldimand-Norfolk shows continuing losses of 1,400 people between 2009-2014. The majority of people moving out were in the core working age of 18-44 years old. This loss of people contributes to a shrinking labour force, leaving employers without the employees they need to fill jobs.

Norfolk County fared slightly better with a population growth of 1.0% between 2006 and 2011; however, the median age is six years older than the province, and the oldest in Grand Erie. Slow growth combined with an aging population and less people moving into the area signals trouble for labour supply. Norfolk's labour force has shrunk by almost 2,000 people between 2011 and 2014. Fewer people mean greater skill shortages and mismatches. Efforts to attract and retain skilled working-age residents are required for economic stability.

## Migration by Type 2009-2014

BRANT			
	IN-MIGRATION	OUT-MIGRATION	NET-MIGRATION
INTRA-PROVINCIAL	23,238	19,780	3,458
INTER-PROVINCIAL	1,688	2,346	-658
INTERNATIONAL	1,172	599	573
<b>TOTAL</b>	<b>26,098</b>	<b>22,725</b>	<b>3,373</b>

HALDIMAND-NORFOLK			
	IN-MIGRATION	OUT-MIGRATION	NET-MIGRATION
INTRA-PROVINCIAL	19,222	20,090	-868
INTER-PROVINCIAL	1,093	1,871	-778
INTERNATIONAL	536	340	196
<b>TOTAL</b>	<b>20,851</b>	<b>22,301</b>	<b>-1,450</b>

Source: Statistics Canada, Taxfiler 2009-2014

## Growing our Labour Supply

Growing the pool of available workers requires the attraction and retention of both youth and older workers. Youth living in Grand Erie should be informed about the career paths within their communities, exposed to experiential learning opportunities, and

connected to local employers. This will help students determine their educational pathway and establish a connection to their local economy.

Older workers also represent an under-utilized talent pool. While some may lack the education level and technical skills for today's workplace, others may be well-suited to lend their experience and knowledge to companies seeking mature leadership. Strategies that make training and skills upgrading attractive and affordable for older workers may increase the participation rate for this age group. Human resource practices that engage older workers in the transfer of knowledge and skills inter-generationally would contribute to productivity.

**30-35% of Grand Erie's population is under the age of 14, or older than 65**



Source: Statistics Canada, 2011 Census

# Improving Labour Force Participation

## EDUCATION AND SKILLS TRAINING

With each generation, Grand Erie's population is becoming more educated. The percentage of people with high school diplomas, trade certifications, or college diplomas outpaces the province. Grand Erie does lag behind in two very important areas – fewer university graduates and a higher share of people without their high school diploma. Both groups present workforce challenges.

Fewer university graduates, particularly those in Science, Technology, Engineering and Math (STEM) programs, contribute to higher levels of hard-to-fill technical, engineering, and math-related occupations. Those without a high school diploma face increased risk of not finding work or being unable to keep their job.



### Educational Attainment by Age, 2011

	NO CERTIFICATE, DIPLOMA OR DEGREE	HIGH SCHOOL DIPLOMA	TRADES CERTIFICATE	COLLEGE DIPLOMA	UNIVERSITY DEGREE & ABOVE
<b>BRANTFORD CMA</b>					
AGED 25 TO 44	11%	27%	9%	32%	15%
AGED 45 TO 64	19%	29%	12%	26%	11%
AGED 65 & OVER	41%	21%	12%	14%	9%
<b>HALDIMAND</b>					
AGED 25 TO 44	9%	28%	13%	34%	17%
AGED 45 TO 64	15%	32%	15%	26%	13%
AGED 65 & OVER	41%	24%	15%	12%	9%
<b>NORFOLK</b>					
AGED 25 TO 44	15%	28%	9%	32%	17%
AGED 45 TO 64	17%	29%	13%	27%	14%
AGED 65 & OVER	40%	21%	12%	17%	11%
<b>ONTARIO</b>					
AGED 25 TO 44	8%	22%	6%	25%	39%
AGED 45 TO 64	14%	27%	9%	22%	28%
AGED 65 & OVER	34%	23%	11%	14%	18%

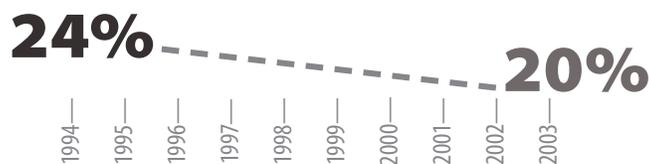
Source: Statistics Canada, National Household Survey 2011

## LITERACY

In addition to formal education levels, literacy levels are of concern. Low literacy levels can be connected to lower income levels and poor job retention.

Local employers have expressed concerns that low literacy and numeracy levels create challenges for applicants and employees who cannot demonstrate their ability to read operation manuals, follow instructions, measure or complete precision tasks. These challenges are not unique to Grand Erie – according to the Conference Board of Canada, our nation is a “C” performer on the adult literacy rate tests, and we rank 10th out of 15 peer countries for adult literacy rates.

Efforts to assess and improve literacy levels should be the shared responsibility of the worker, the employer, and the community. By implementing good assessment tools, workplace literacy programs and support can be developed to enhance the skills of workers.



**Between 1994 and 2003, the proportion of Canadian adults with high literacy skills declined. Literacy skills erode if they are not used. Adults must engage in formal or informal lifelong learning to maintain their skills.**

Source: Conference Board of Canada, How Canada Performs

## LIFELONG LEARNING

Last year, the Workforce Planning Board of Grand Erie surveyed adults<sup>1</sup> in the community about their experience with continuing education. Participants suggested many factors which impact their ability to continue education:

- the availability of skills training
- the lack of transportation
- limited internet service
- personal learning challenges
- finances
- family obligations.

*Participants also made it clear that they wanted to ensure, before investing in education, that the knowledge and skills they gained would relate to the local job market.*

Recommendations made by our community indicate the need for a holistic approach which supports learners from childhood to adulthood. These include mentoring and tutoring, access to skills training through workplace and community learning programs, and workplace focused literacy.



<sup>1</sup>: Adult Learning Study, Workforce Planning Board of Grand Erie, 2015

# Tapping into Under-Represented Populations

Addressing skills gaps and labour shortages within Grand Erie will require full utilization of all people, including under-represented groups such as immigrants, persons with disabilities, and aboriginal people.

## ABORIGINALS

First Nations represents over 26,000 people in the Grand Erie region – half of whom live off-reserve (Six Nations Land Membership Department, 2015). The aboriginal population is considerably younger than the total population, creating a growing labour pool. In terms of skills and education, the number of aboriginals completing their high school diploma is similar to the rest of Ontario (25.6% vs. 26.8%); but there is a much larger share who do not obtain a certificate, diploma or degree (23% vs. 12.6%).

In an Urban Aboriginal Labour Market study conducted by Niagara Peninsula Aboriginal Area Management Board (NPAAMB)<sup>2</sup>, findings show that aboriginal peoples within the NPAA are less likely to participate in the labour force (59.8% vs. 65.0%); and those who do have much higher unemployment rates (8.2% vs. 5.2%). A majority of those who are employed work in sales and service, trades, transport and equipment operators and related occupations, and business, finance and administration occupations.

### Educational Attainment Rates for Niagara-Peninsula Aboriginals and Total Population

Ages 25-64, Both Sexes, 2011

	ABORIGINALS	TOTAL POPULATION
NO CERTIFICATE; DIPLOMA OR DEGREE	23.0%	12.6%
HIGH SCHOOL DIPLOMA OR EQUIVALENT	25.6%	26.8%
POSTSECONDARY CERTIFICATE; DIPLOMA OR DEGREE	51.4%	60.6%
APPRENTICESHIP OR TRADES	12.4%	9.3%
COLLEGE; CEGEP	26.5%	25.9%
UNIVERSITY CERTIFICATE (AT OR ABOVE BACHELOR'S)	9.3%	21.9%

Source: Statistics Canada, National Household Survey, 2011



### Labour Market Activity of Niagara-Peninsula Aboriginals and Total Population

Ages 25-64, Both Sexes, 2011

	ABORIGINALS	TOTAL POPULATION
IN THE LABOUR FORCE	59.8%	65.0%
EMPLOYED	51.7%	59.8%
UNEMPLOYED	8.2%	5.2%

Source: Statistics Canada, National Household Survey, 2011

## IMMIGRANTS

Immigrants represent 8 to 10% of Grand Erie's population, and the large majority of our newcomers are under the age of 24 (Statistics Canada, 2011 National Household Survey). Immigrants, particularly newcomers (less than 5 years), share similar difficulties in the labour force as Aboriginals. While local figures for 2015 are unavailable, national data shows that newcomers across Canada experience almost double the unemployment levels of the total population.



### Unemployment rate 2015

GENERAL POPULATION	6.9%
NEW IMMIGRANTS	12.1%

Source: Statistics Canada, CANSIM Table: 282-0102

2: Niagara Peninsula Aboriginal Area Management Board. Urban Aboriginal Labour Market Study, 2015.



### **PERSONS WITH DISABILITIES**

Perhaps one of the most under-utilized groups in Canada, persons with disabilities have an employment rate of just 45% compared to 72.8% for the total population. In addition, persons with disabilities are less likely to participate in the local labour force; resulting in a 52.7% participation rate compared to 79% (Statistics Canada, CANSIM Table: 115-0005).

Research shows that diverse groups, such as persons with disabilities, experience better employment outcomes when working with employment services or engaged in skill development. This suggests that stronger community/education-industry partnerships may result in improved employment outcomes and workplace diversity.

# Our Labour Supply and Demand

Grand Erie's labour force is shrinking, contributing to a growing shortage of skilled applicants. The situation is most evident in Brant, where the participation rate fell by 3.1% between 2010 and 2015, more than double the decline provincially. More modest losses occurred in Haldimand (-2.7%) and Norfolk (-2.8%).

In order to understand what is causing the decline and the impact on our communities, individual environmental scans for Brant, Haldimand, and Norfolk were developed and used as the basis for community consultations.

## Labour Force Characteristics June 2016

(x 1,000)	BRANTFORD CMA	NORFOLK	HALDIMAND
POPULATION	112.9	53.2	48.7
IN LABOUR FORCE	75.4	32.3	34.9
EMPLOYED	70.5	30.0	33.4
UNEMPLOYED	4.8	2.4	1.4
NOT IN LABOUR FORCE	37.5	20.9	13.9
UNEMPLOYMENT RATE	6.4%	7.4%	4.0%
PARTICIPATION RATE	66.8%	60.7%	71.7%
EMPLOYMENT RATE	62.4%	56.4%	68.6%

Source: Statistics Canada CANSIM Table 282-0128 for Hamilton (CMA), St. Catharines-Niagara (CMA), Brantford (CMA); Special Tabulation for Norfolk (CA). & CANSIM Table 282-0122 for Hamilton-Niagara (Economic Region).

## BRANT

Brantford's (CMA) top five industries added more than 3,500 jobs between 2010 and 2015, increasing the demand for labour in health, accommodation and food services, manufacturing, retail, and other industry sectors. Many of these jobs are skilled occupations requiring some form of post-secondary education or skills training – and employers are stating that they can't find the qualified workers they need.

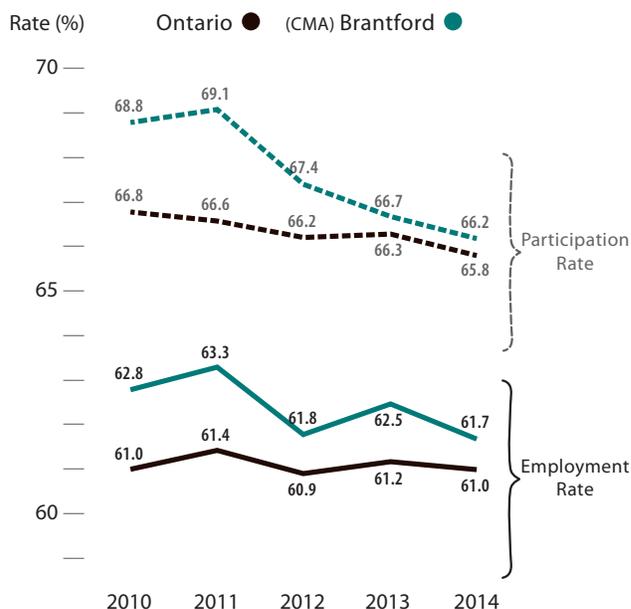
The number of people participating in Brantford's (CMA) labour force has shrunk every year for the past five years, and the total number of people working has remained unchanged (62%). This signals trouble for employers who can't find qualified people to meet their job demand.

## Top 5 Growing Sectors by Employment, 2010-2015 Brant CD



Source: Statistics Canada, Canadian Business Counts, 2015

## Annual Labour Force Characteristics



Source: Statistics Canada, Labour Force Survey, CANSIM Table 282-0134

## NORFOLK

Norfolk is also experiencing a shrinking labour force, losing 1,900 workers between 2011 and 2016. The lower participation rate combined with a growing number of people not participating in the labour force and lower unemployment rates reflect an aging workforce and an increasing number of retirements. These conditions result in the shortage of workers and skills for local businesses.



### Top 5 Growing Sectors by Employment, 2010-2015 Norfolk



**271**  
MANUFACTURING



**227**  
HEALTH CARE AND  
SOCIAL ASSISTANCE



**162**  
ACCOMMODATION  
AND FOOD SERVICES



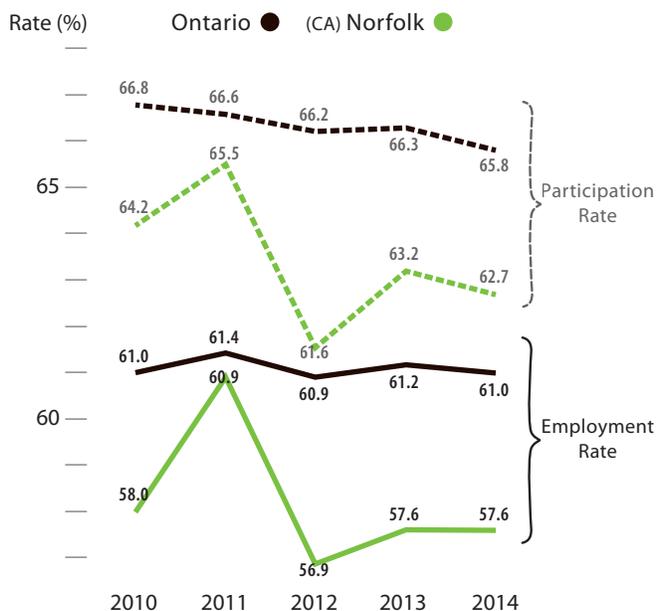
**137**  
PROFESSIONAL, SCIENTIFIC  
AND TECHNICAL SERVICES



**100**  
ADMIN & SUPPORT, WASTE  
MGMT. & REMEDIATION  
SERVICES

Source: Statistics Canada, Canadian Business Counts, 2015

### Annual Labour Force Characteristics



Source: Statistics Canada, Labour Force Survey, CANSIM Table 282-0134

## HALDIMAND

Labour force estimates were calculated for Haldimand County based on the Hamilton-Niagara Economic Region and other LFS statistics for Norfolk and the Brantford CMA. These estimates indicate that fewer Haldimand residents are working or participating in the labour force. Unlike Brantford, Haldimand's decline is more likely caused by an aging and shrinking population, which leaves too few people to meet the local job demand. Strategies to attract and retain core-aged workers will be essential for future growth.

### Labour Force Estimates for Haldimand, June 2015 & 2016

(x 1,000)	2015	2016
POPULATION	47.2	48.7
IN LABOUR FORCE	31.3	34.9
EMPLOYED	29.5	33.4
UNEMPLOYED	1.9	1.4
NOT IN LABOUR FORCE	15.9	13.9
UNEMPLOYMENT RATE	6.1%	4.0%
PARTICIPATION RATE	66.3%	71.7%
EMPLOYMENT RATE	62.5%	68.6%

Haldimand estimates are derived by extrapolating numbers from the broader Economic Region. It is an estimate only, and should not be used for statistical analysis. Source: Statistics Canada CANSIM Table 282-0128 for Hamilton (CMA), St. Catharines-Niagara (CMA), Brantford (CMA); Special Tabulation for Norfolk (CA), & CANSIM Table 282-0122 for Hamilton-Niagara (Economic Region).

### Top 5 Growing Sectors by Employment, 2010-2015 Haldimand



**418**  
CONSTRUCTION



**196**  
ADMIN & SUPPORT,  
WASTE MANAGEMENT &  
REMEDIATION SERVICES



**135**  
HEALTH CARE AND  
SOCIAL ASSISTANCE



**101**  
RETAIL TRADE



**92**  
ACCOMMODATION  
AND FOOD SERVICES

Source: Statistics Canada, Canadian Business Counts, 2015

# Building Solutions to Address a Shrinking Labour Force

Since 2014, employers participating in Grand Erie's EmployerOne Survey have indicated a shortage of qualified applicants. The shrinking labour force is resulting in fewer applicants, and more who lack the required education, training, experience, and employability skills. The top skills local employers are looking for include soft skills (such as dedication and dependability), technical skills, customer service and teamwork (EmployerOne Survey, 2016).

Attracting skilled workers into Brantford's (CMA) labour force is critical to the area's continued growth and success. Workforce development strategies which connect employers to new residents, to recent graduates, and to workers exporting their skills to other communities, will increase the current supply. Strategies to strengthen the connection between business, education, and students will increase the future supply.

Different solutions may be required in Haldimand and Norfolk, where strategies to attract and retain new residents may be more important. Both counties may benefit from implementing plans that build the relationship between youth and employers

in an effort to attract students back into the local workforce. Both counties may benefit from implementing strategies which bring immigrants to the community as entrepreneurs, business owners, and skilled workers.

It is also important to re-engage local residents who have dropped out of the labour market. This may require increased efforts to get job postings into the hands of local people, additional on-the-job training opportunities, increased use of training subsidies and employment support services.



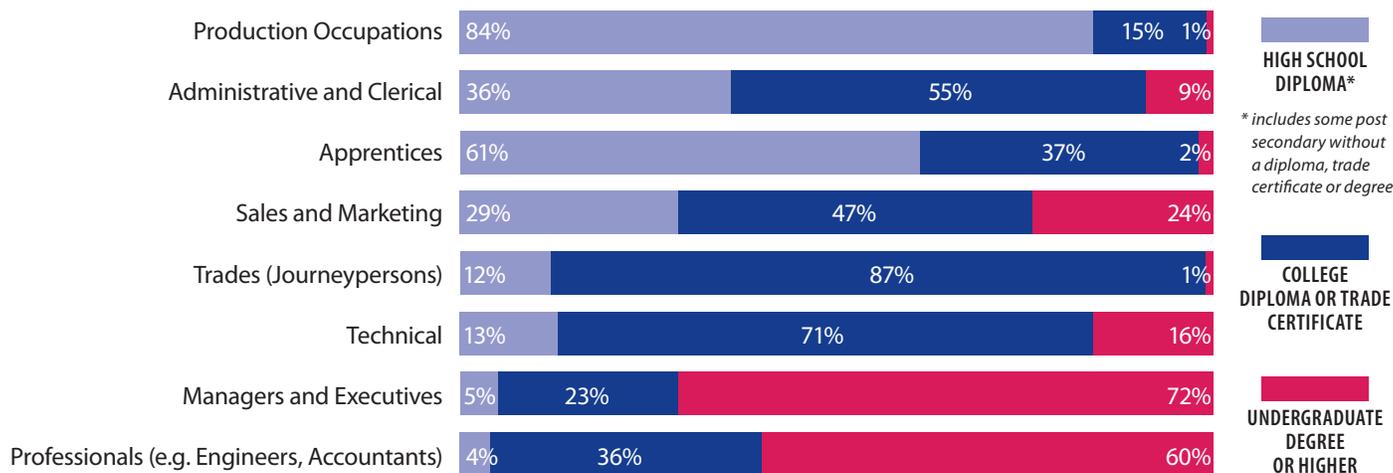
## Top Desired Skills

1. Work ethic, dedication, dependability
2. Customer service
3. Self-motivated/able to work unsupervised
4. Communication (oral and written)
5. Teamwork/interpersonal

## MOVING PEOPLE INTO EMPLOYMENT

Since the recession in 2009, many entry level and low skilled jobs disappeared, leaving those workers with limited education and work experience vulnerable to cycles of unemployment. Since jobs have returned over the last five years, companies have turned to innovation and technology to improve their competitiveness. This results in a growing demand for skilled employees with post-secondary education and training. Today, an overwhelming number of employers report requiring a college, trade, or university diploma.

## Preferred Level of Education – EmployerOne 2016 Survey



As the gap between low skills, education and job requirements has grown, many people have given up looking for work. This trend is evident in the shrinking participation rates and the rising levels of social assistance cases.

In 2015-2016, more than 6,000 people received social assistance through local Ontario Works programs.

**A significant number of those receiving social assistance are children and dependents.**

Many of the individuals receiving social assistance face multiple barriers to employment – transportation, education and training, physical and mental health – that require time and support to overcome.

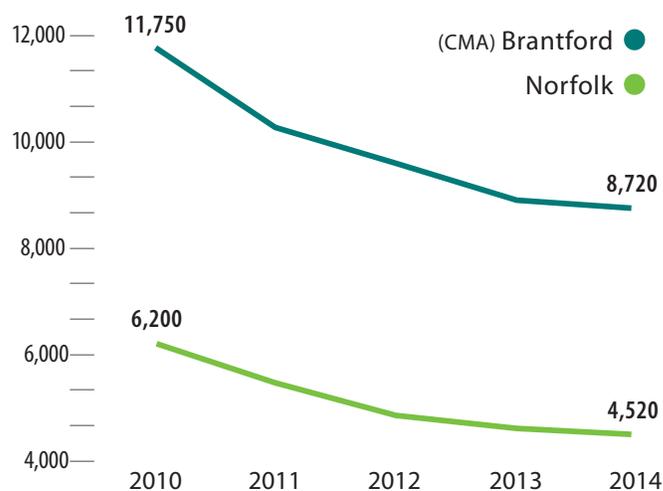
These individuals represent a large share of the area’s potential workforce and efforts to address the social, health, and economic barriers to self-sufficiency are required. In addition to supporting people as they upgrade, retrain, or undergo treatment, efforts to improve transportation, access to services, and family supports may be required.

Locally, increased collaboration between Ontario Works, Employment Ontario, and other community supports has increased the number of people receiving employment assistance, literacy training and basic upgrading. Continued

efforts to collaborate and coordinate services is required to ensure that people receive the services that they need.

In contrast to the stubbornly high number of people receiving social assistance, the number of residents receiving Employment Insurance (EI) has steadily declined since 2010 across the region. These numbers provide evidence of an improving economy and job stability. For those in receipt of EI, figures provided by Employment Ontario show that many unemployed workers are getting back to work within three months. This is good news for workers and employers as it ensures that both retain their workplace skills.

**Employment Insurance Claims, 2010-2014**



Source: Statistics Canada, Taxfiler, CANSIM Table 111-0025

# Occupations are Changing

Employment rates across Grand Erie have experienced the same ups and downs as Ontario, but there are differences between Brant and Haldimand-Norfolk.

Brantford (CMA) has consistently outperformed the province for the past five years, indicating good economic growth. Manufacturing leads all sectors in the number of people it employs, providing almost 11,000 jobs, followed by health care and social assistance, retail trade and accommodation and food services. These sectors also led job growth in the community, adding over 3,100 jobs between 2010 and 2015.

In Haldimand, estimates show employment rates matching provincial numbers. The area's largest sectors share similarities to Brant, with one exception – construction ranks 2<sup>nd</sup> by number of jobs. The growth industries are quite different and include construction, administrative and support, waste management and remediation services, and health care and social assistance.

Norfolk experienced consistently lower employment rates than the province during the past five years, likely a reflection of a shrinking labour force and lower participation rates. The top four sectors of employment include retail, health care and social assistance, manufacturing, and accommodation and food services. Manufacturing leads the way in terms of job growth.

## Largest Sectors by Employment, 2015

### BRANT CD



**10,874**  
MANUFACTURING



**8,703**  
HEALTH CARE AND  
SOCIAL ASSISTANCE



**8,600**  
RETAIL TRADE



**5,025**  
ACCOMMODATION AND  
FOOD SERVICES



**4,285**  
ADMIN., SUPPORT/WASTE  
MGMT. & REMEDIATION

### HALDIMAND



**3,331**  
MANUFACTURING



**2,412**  
CONSTRUCTION



**2,125**  
RETAIL TRADE



**2,030**  
HEALTH CARE AND  
SOCIAL ASSISTANCE



**1,295**  
AGRICULTURE, FORESTRY,  
FISHING AND HUNTING

### NORFOLK



**3,409**  
RETAIL TRADE



**2,894**  
HEALTH CARE AND  
SOCIAL ASSISTANCE



**2,472**  
MANUFACTURING



**2,411**  
ACCOMMODATION AND  
FOOD SERVICES



**2,301**  
AGRICULTURE, FORESTRY,  
FISHING AND HUNTING

Source: Statistics Canada, Canadian Business Counts, 2015

These employment trends and industries influence current and future occupations. Truck drivers, teachers, agricultural workers and retail salespeople currently employ the greatest number of people; but many of these occupations also declined between 2014-2015. These changes reflect the need for more highly skilled occupations such as skilled machine operators in metal manufacturing, nurses and supervisors, professional occupations

## Growing & Declining Occupations, 2014-2015

	GROWING	JOB GAINED	DECLINING	JOB LOST
<b>BRANT CD</b>	Policy and program researchers, consultants and officers	+192	Motor vehicle & transit drivers	-224
	Chefs and cooks	+169	Administrative services managers	-127
<b>HALDIMAND</b>	Machine operators/related in mineral/metal processing & manufacturing	+60	Agriculture and horticulture workers	-90
	Secondary and elementary school teachers/counsellors	+56	Electrical trades/power line/telecommunications workers	-55
<b>NORFOLK</b>	Secondary and elementary school teachers/counsellors	+42	Agriculture and horticulture workers	-82
	Managers in construction/transportation	+18	Machining/metalworking/woodworking machine operators	-32

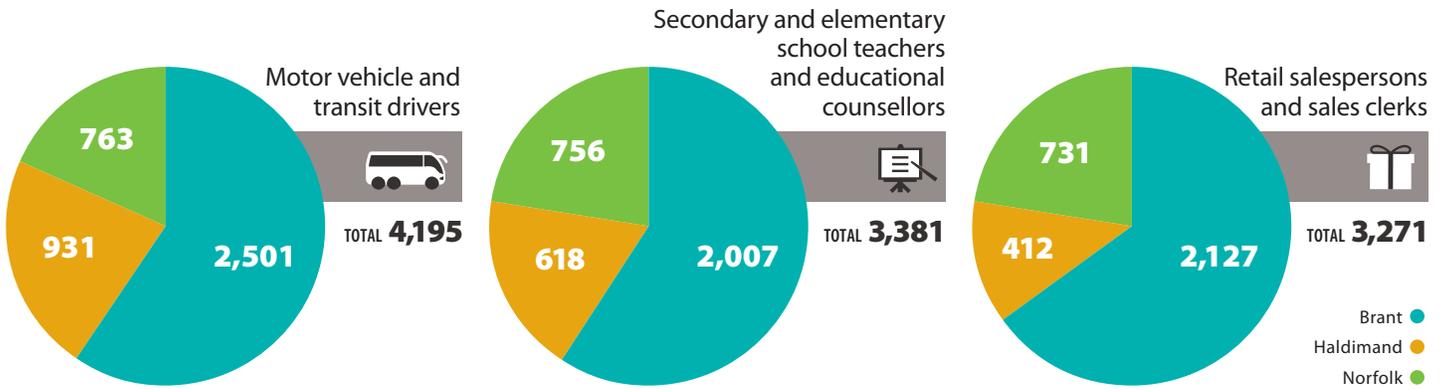
Source: Statistics Canada, Labour Force Survey & EMSI, Q3 2015

in business and finance, and technical occupations related to natural and applied sciences.

Preparing for these changes requires employers and job seekers to participate in planning and solution building. Industries will

need to inform education facilities of their specific skill needs and support local programs; job seekers will need to make informed career choices and pursue the training required. Both will require accurate and timely labour market information.

### Top three Occupations by Employment 2015



Source: Statistics Canada, Labour Force Survey & EMSI, Q3 2015 (3-digit NOCS)



### LABOUR MOBILITY AND JOBS

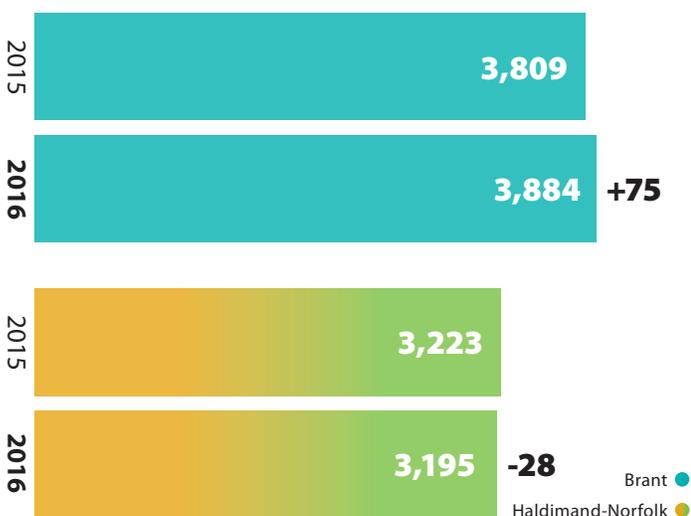
Meeting the local need for workers and jobs often extends beyond the borders of our own communities. While many people within Brant, Haldimand and Norfolk work within the region, over 16,500 travel to the surrounding communities of Hamilton, Burlington, Cambridge, Kitchener, Woodstock and Tillsonburg. In contrast, only 4,520 people commute to jobs in the area from the same communities. These numbers may reflect an imbalance between the number of local workers and their skill sets and the jobs available within Grand Erie. This situation provides two opportunities – to expand the reach of employers through job promotion and career fairs outside of our community, and by increasing local job seekers’ knowledge of the labour markets in surrounding communities.

# Our Industries' Needs

Overall, a growing number of businesses reflect positive signs for Grand Erie's economy and job market. There are differences, however, between Brant (CD) where 75 new employers started and Haldimand-Norfolk (CD), where 28 employers were lost.

## Number of Businesses by Size 2015 & 2016

### With Employees



### Without Employees

	2015	2016	CHANGE
BRANT	7,245	7,440	+195
HALDIMAND-NORFOLK	6,818	6,949	+131
<b>TOTAL</b>	<b>14,063</b>	<b>14,389</b>	<b>+326</b>

Source: Statistics Canada, Canadian Business Counts, 2015

In Grand Erie, a total of 21,095 businesses are made up mostly of small and medium sized enterprises (SMEs) employing under 250 employees. Self-employment and businesses employing fewer than nine employees account for 90% of all businesses.

Understanding the make-up of sectors by industry size is important because it helps to identify current and future growth and job creation. Providing SMEs with business supports such as financial literacy, human resource planning, and marketing can result in higher productivity, greater sales, and increased hiring. Understanding sectors by size and employment requirements can help educators and trainers develop programming to meet the skill requirements for both businesses and job seekers.

Understanding sectors by employee size is also a critical component of identifying self-employment levels and opportunities within the

community. In Brant, Haldimand and Norfolk, 80 percent of the top three industries – real estate, specialty trade contractors and professional, scientific and technical services – represent companies without payroll employees. In contrast, large businesses employing over 200 employees represent mostly occupations related to health care, manufacturing, education, and local, municipal, and regional administration.

## Number of Businesses by Size 2015

Number of Employees	BRANT	HALDIMAND	NORFOLK
INDETERMINATE	7,245	2,905	3,913
1-9 EMPLOYEES	2,667	1,003	1,369
10-19 EMPLOYEES	539	154	287
20-99 EMPLOYEES	512	140	223
100-199 EMPLOYEES	62	9	21
200-499 EMPLOYEES	21	3	9
500+ EMPLOYEES	8	3	2
<b>TOTAL</b>	<b>11,054</b>	<b>4,217</b>	<b>5,827</b>

Note: These figures include Unclassified (companies who did not identify a NAIC or where no NAIC yet describes the sector. Source: Statistics Canada, Canadian Business Counts, June 2016

This information can guide area residents in career planning and decision making. Individuals pursuing careers in professional, scientific and technical services, specialty trades and technical services, and ambulatory care will know that there are more opportunities in small businesses. Also, individuals seeking manufacturing and administrative jobs may wish to look into larger companies.

In addition to business size, sectors that are growing or declining are factors for workforce development. Understanding these conditions can provide career direction to job seekers, support industry-education partnerships and help identify potential industries and workers at risk.

## Number of Businesses by Size 2015 & 2016 Grand Erie

	2015	2016	CHANGE
WITH EMPLOYEES	7,032	7,079	+47
WITHOUT EMPLOYEES	14,063	14,389	+326
<b>TOTAL</b>	<b>21,095</b>	<b>21,468</b>	<b>+373</b>

Source: Statistics Canada, Canadian Business Counts, 2015-2016

# About Our Key Sectors

## MANUFACTURING

Manufacturing is the leading source of employment in Grand Erie providing over 16,500 jobs. Over 700 manufacturing firms are located in the region, with approximately 60 percent located in Brant (CD). The recovery and growth of the sector is focused on advanced manufacturing, increasing the use of technology and innovation in product development and production. These changes are creating the need for more highly skilled employees in the areas of process and production operators and skilled trades. Local manufacturers are working together through the Manufacturing Leadership Council to educate students and job seekers about these changes and about careers within the sector.

Employers report that finding skilled employees is difficult. One in two employers who participated in the 2016 EmployerOne survey reported hard to fill jobs, particularly in the area of general machinists, qualified millwrights and electricians. They noted that they did not have enough applicants, and that applicants did not have the required experience and qualifications.

**700 new manufacturing jobs were created between 2010-2015\***

### Top Five Manufacturing Industries, June 2016

BRANT CD		
NAIC	SUB-SECTOR	#
332	FABRICATED METAL PRODUCTS	103
333	MACHINERY MANUFACTURING	51
339	MISC. MANUFACTURING	50
323	PRINTING AND RELATED SUPPORT ACTIVITIES	37
311	FOOD MANUFACTURING	32

HALDIMAND-NORFOLK CD		
NAIC	SUB-SECTOR	#
311	FOOD MANUFACTURING	45
332	FABRICATED METAL PRODUCTS	45
339	MISC. MANUFACTURING	34
333	MACHINERY MANUFACTURING	26
321	WOOD PRODUCT MANUFACTURING	25

Source: Statistics Canada, Canadian Business Counts, June 2016 \*Source: EMSI Analyst 3rd Qtr. 2015

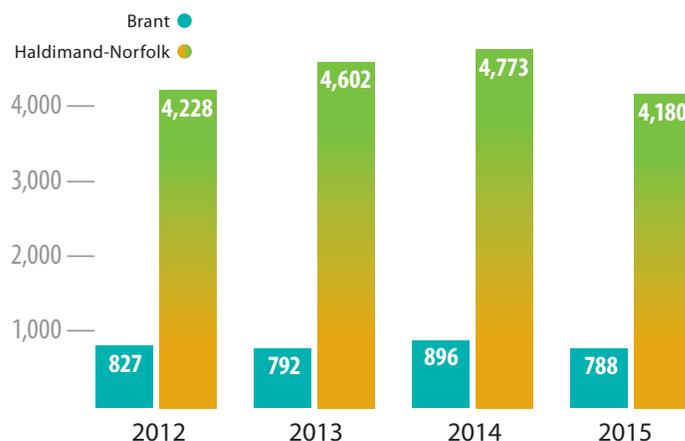
## AGRICULTURE

Crop and animal production represents a major share of Grand Erie's economy, representing more than 2,500 businesses across the region. The sector provides significant employment, particularly in Haldimand and Norfolk, providing more than 3,500 jobs to Canadian workers and over 4,000 off-shore workers.

While the sector is still highly driven by agriculture and horticulture workers, these positions have declined and there has been a growing need for managers, supervisors, and skilled workers. This is increasing the level of education and training required.

Business owners from the agriculture sector believe the declining numbers are the result of fewer people choosing to work in agriculture due to the seasonal nature of the industry and lower income levels.

### Off Shore Farm Workers



Source: Foreign Agricultural Resource Management Service \*Source: EmployerOne 2016

### Agriculture Top Hires 2015\*

- Packers
- Logistics agents
- Heavy equipment operators

## HEALTH CARE AND SOCIAL ASSISTANCE

Health care and social assistance ranked in the top three fastest growing sectors across Grand Erie, adding over 1,300 jobs. The sector covers several different types of health care – ambulatory care, hospitals, nursing residences and care facilities – and social assistance organizations, totaling 985 businesses.

Health care and social assistance occupations are often regulated to protect the health and safety of the public. This means that most occupations within the field require university or college graduates with a professional designation or trades certification.

In the 2016 EmployerOne Survey, health care and social assistance organizations reported filling 500 positions, almost all of which

were permanent positions. Employers also indicated a growing need to hire in the coming year, noting that an aging population and workforce continues to increase the need for workers.

### Health Care+ Top Hires 2015\*

**Professionals (179)**

**Service workers (106)**

**Technical positions (62)**

## RETAIL

Grand Erie has over 1,200 retail businesses employing more than 14,000 people. Employment within the sector increased by 632 jobs in Brant and 101 jobs in Haldimand County between 2010 and 2015. These increases have helped retail move into the top five growth

sectors in Brant and Haldimand. Retail in Norfolk declined slightly in the same period, falling by 61 jobs. This change is not significant and likely reflects the higher concentration of retail businesses within the area.

The retail environment provides more job opportunities for people with a high school diploma than many sectors, but the demand for managers, administrative support and technical occupations is growing, requiring applicants with college diploma, trade certificate or university. One-in-three employers participating in the 2016 EmployerOne Survey reported difficulty finding salespeople with experience, workers with good interpersonal skills, and had a shortage of applicants with technical training.

### Retail Top Hires 2015\*

**Sales and marketing  
Service workers**

## CONSTRUCTION

The construction sector ranks in the top ten sectors for employment in all areas of Grand Erie. Made up of three subsectors – Construction of Buildings, Heavy and Civil Engineering Construction and Specialty Trade Contractors – the sector employs more than 8,400 workers, many of whom are contractors, supervisors, and trades people in industrial, electrical, and construction trades.

Several factors are expected to create moderate occupational growth within the local construction sector – an expanding housing market, the retirement of an aging workforce, and legislative changes that require workers on construction sites to be licensed apprentices or journeypersons. Grand Erie will need to continue attracting and supporting apprentices in construction trades to meet the demand.

### Employment Numbers in the Construction Sector 2015

	BRANT CD	HALDIMAND	NORFOLK
<b>RANK BY EMPLOYMENT</b>	<b>7</b>	<b>2</b>	<b>6</b>
<b>TOTAL EMPLOYMENT</b>	<b>3,910</b>	<b>2,412</b>	<b>2,095</b>
<b>EMPLOYMENT CHANGE 2010-2015</b>	<b>+335</b>	<b>+418</b>	<b>-64</b>

Source: Statistics Canada, Canadian Business Counts, 2015

**Since the 2009 recession, the construction sector has largely attracted unemployed workers. As the sector grows, larger, engineering-based projects will increase the need for engineers and highly skilled technicians.\*\***

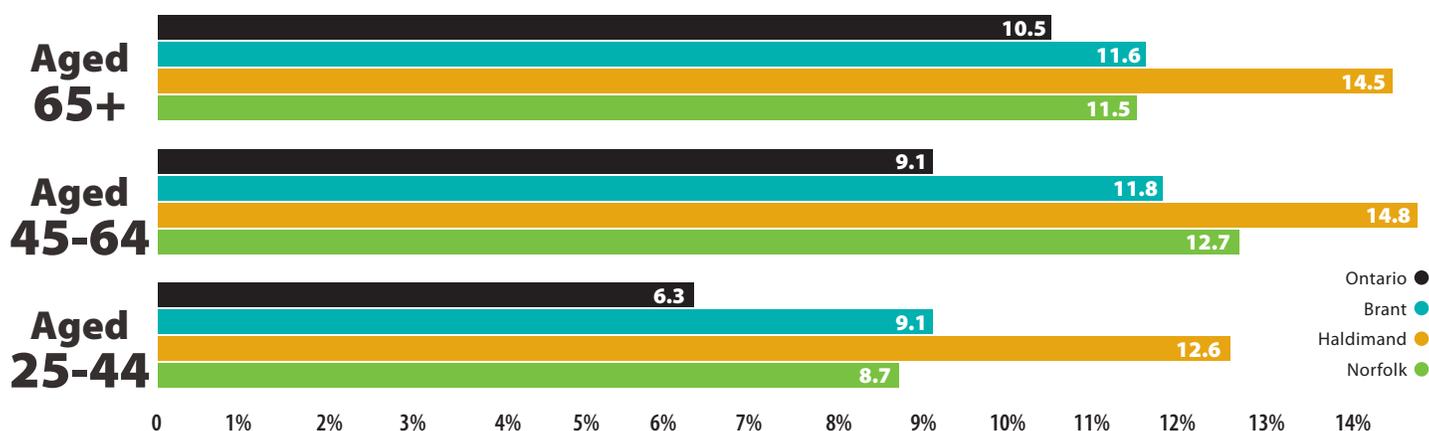
\*Source: EmployerOne 2016 \*\*Source: BuildForce Canada, 2016 Construction and Maintenance Looking Forward Highlights

# Skilled Trades

Skilled trades have been an important part of Grand Erie’s strong manufacturing, construction and agriculture economy for many years. Since 2001, our region has had a higher proportion of people with trade certification than Ontario, providing a competitive edge for business attraction and retention. While we continue to have a larger number of trades people, the share of young people aged 25–44 is lower than those 45 and older. This may contribute to growing skill shortages and gaps as journeypeople retire.

Skilled Trades fall under four categories – industrial, construction, motive power, and service – supporting a large number of industry sectors. There are 22 compulsory trades requiring workers to be registered as apprentices, journeyperson candidates, or certified journeypersons,<sup>3</sup> and over 100 trades that do not legally require certification or membership in the Ontario College of Trades.

## Proportions of Population with Trades Certification, 2011 comparison between Grand Erie & Ontario



Source: Statistics Canada, 2011 National Household Survey

Local employers report challenges in finding the skilled tradespeople they need. In the 2016 EmployerOne Survey, manufacturers identified general machinists, qualified millwrights and electricians as hard-to-fill positions. One-in-three retailers identified a shortage of experienced skilled technical positions such as automotive technicians.

In a year-long analysis of local job postings,<sup>4</sup> the demand for welders topped the list (352), followed by construction millwrights and industrial mechanics (191) and machinists and machining and tooling inspectors. Meeting the needs of employers will require more people to enter into apprenticeships and greater participation from employers.

The number of new apprentices has remained flat for the past three years. Workforce development strategies that build the profile of apprenticeship as an attractive educational pathway and promote career opportunities

are required. Efforts to support apprentices through their learning pathway are also required. Exam pass rates for the period of April – June 2016 show that just 52 percent<sup>5</sup> of 109 apprentices achieved the 70 percent required to receive their journeyperson status. These figures reflect key barriers identified in local research relating to the lack of essential skills and the need for mentoring.<sup>6</sup> Recommendations to improve outcomes include offering courses to prepare apprentices for their Certification exam, increasing awareness of financial incentive programs for completing apprenticeship, and providing preparatory courses, such as math.

Apprenticeship Data	2013	2014	2015	2016
NUMBER OF CERTIFICATES OF APPRENTICESHIPS ISSUED	175	166	174	177
NUMBER OF MODULAR TRAINING REGISTRATIONS	95	63	52	123
AVERAGE AGE OF APPRENTICES AT REGISTRATION	23	24	27	26
NUMBER OF NEW REGISTRATIONS	591	476	424	477
NUMBER OF ACTIVE APPRENTICES	2,468	2,339	1,640	1,647

Source: 2015-2016 Employment Ontario

3: Trades in Ontario, Ontario College of Trades  
 4: Vicinity Jobs 2015-2016  
 5: Ministry of Advanced Education and Skills Development, 1st Quarter Results  
 6: Barriers to Attracting Apprentices and Completing Their Apprenticeship

# Supporting Our Community

Employment Ontario, funded by the Ministry of Advanced Education and Skills Development, helps Ontario residents access apprenticeship, training, job search and employment supports, and literacy and basic skills.

Between April 2015 and March 2016, over 5,000 people received direct assistance through Employment Services (4,267), Literacy and Basic Skills (579) or Second Career (224), and another 14,000 people used Employment Ontario resources independently.

The majority of people receiving direct support (64%) have education levels of Grade 12 or less and many have additional barriers such as a lack of transportation. During 2015–2016, an increasing number of assisted clients were in receipt of social assistance (Ontario Works) or depending on other family members for support.

Increases in the number of people upgrading their skills through literacy and basic skills programs and Second Career suggest that people are taking steps to improve their employment outcomes and individual situations.

Employment Ontario services are also in place to assist employers. Working as a network, agencies can support workplace learning initiatives, job fairs, job development, wage incentives, and apprenticeship support. Employment Ontario agencies can support employer training through the Canada Ontario Job Grant.



## Employment Ontario Direct Assistance

BY AGE	15-24	25-44	45+
	1,046	1,877	1,334
BY SERVICE	EMPLOYMENT SERVICES	LITERACY & BASIC SKILLS	SECOND CAREER
	4,267	579	224

## Top Three Second Career Choices

- Transport truck driver**
- Medical administrative assistant**
- Heavy equipment operator**

## Top Five Lay-off/New Employment by Industry



**1**  
MANUFACTURING



**2**  
ADMIN., SUPPORT/WASTE  
MGMT. & REMEDIATION



**3**  
RETAIL TRADE



**4**  
ACCOMMODATION AND  
FOOD SERVICES



**5**  
CONSTRUCTION



## Community Actions in Progress

As the Grand Erie community encounters local and global issues, workforce development strategies must adapt in order to overcome these challenges.

The Grand Erie community has identified five areas of focus:

- Becoming Workplace Ready**
- Developing Human Capacity**
- Understanding the Job Market**
- Journey to Apprenticeship and**
- Growing Jobs in Small Businesses**

The five areas are described on the following pages based on the issue identified and the current and future actions needed to support workforce development in our community.



## BECOMING WORKPLACE READY

ISSUE	EVIDENCE	ACTION	PARTNERS	2016-2017	2017-2018
<p>Poor soft skills prevent job seekers from successfully obtaining and retaining employment.</p>	<p>In 2015, 47% of surveyed employers had hard-to-fill jobs. A lack of soft skills, including problem-solving, work ethic, and self-motivation were ranked as the primary reasons.</p>	<p>An interactive, online tool using gaming techniques will have assessment and teaching components to help employers, employment services, and job seekers understand and develop the soft skills needed in today's workplace.</p>	<p><b>WPBGE</b> Wilfrid Laurier University – Brantford Employment Ontario Ontario Works</p>	<p>A multi-player, multi-level board game that assesses and teaches critical thinking, problem solving, and communications has been created and will be released in Winter 2016.</p>	<p>Pending funding, the board game concept will be developed into an online, digital game.</p> 
		<p>A workshop series, <i>Employment Track Express</i>, enhances soft skills while helping job seekers develop basic computer skills and career plans.</p>	<p><b>Brant Skills Centre</b></p>		
		<p>The 2016 Employer One survey continued to show serious concerns with employee soft skills and work ethic.</p>	<p><i>Death, Taxes and Employees</i> workshop will provide employers with techniques to build employee loyalty and commitment.</p>	<p><b>WPBGE</b> <b>Business Resource Centre</b> <b>Corp. of the City of Brantford</b></p>	<p>Workshop delivered September 29, 2016.</p>
<p>There is a higher risk of unemployment for people who do not understand how their job participation and quality workmanship affects co-workers, the production process, and business success.</p>	<p>In May 2014, employers at industry-education consultations identified a relationship between poor soft skills and an employee's ability to connect their job performance to others within the organization. Both industry and employment service organizations found that employee workmanship and interpersonal skills improve when a company's goal is understood.</p>	<p>Workshops designed to help workers understand how their performance and job tasks contribute to workplace success were identified. Further discussions and planning with businesses and service organizations resulted in:</p> <p>a) a series of meetings for learning between industry and education, hosted by the Manufacturing Leadership Council</p> <p>b) a workshop series developed for job seekers by local literacy and basic skills providers.</p>	<p><b>WPBGE</b> <b>Excellence in Manufacturing</b> Manufacturing Leadership Council (business-education)</p>	<p>The Manufacturing Leadership Council continues to meet. Manufacturers are opening their doors on Oct. 6th for Manufacturing Day.</p>	<p>We will continue to grow the Manufacturing Leadership Council and expand business-education learning opportunities for job seekers.</p> 
			<p><b>Bridges to Success</b> CareerLink St. Leonard's Community Services</p>	<p>Workshops on customer service, time management, etc. continue.</p> <p>Two new programs, Youth Job Connection and Youth Job Link are being delivered for youth age 15-29. These programs focus on employability skills and work readiness.</p>	

-  New
-  Ongoing
-  Finished

## DEVELOPING HUMAN CAPACITY

ISSUE	EVIDENCE	ACTION	PARTNERS	2016-2017	2017-2018
Grand Erie's growing skills mismatch will hurt job opportunities and job creation for both businesses and workers. While the majority of occupations within the key sectors require post-secondary education or training, 52% of Grand Erie residents have high school or less. This imbalance increases the level and duration of unemployment for low-skilled workers, while employers cannot access a skilled talent pool needed to meet their production needs.	According to <i>People Without Jobs, Jobs Without People</i> <sup>1</sup> , nearly 8 out of 10 occupations require post-secondary education or certification. Employers in Grand Erie's key industry sectors – manufacturing, health, agriculture, and service – consistently identify that post-secondary or specialized training and skills are needed for the majority of positions. The shortage of skilled workers is growing as these employers cannot find workers with the skills required.	An online interactive map of education and training providers will connect employers, residents, and employment service organizations to training organizations within the Grand Erie commuting area.	WPBGE EducationWORKS Alliance Grand Erie Immigration Partnership	Two educational forums (Haldimand-Norfolk and Brant) will be hosted to introduce front line workers to the mapping and educational resources and to educational and supports within their regions.	Education Works Alliance will continue to promote educational pathways and services through the map, website and publications.  Marketing strategies will continue to promote the Grand Erie Immigration Partnership maps to residents and organizations.  
		Manufacturing Day is a series of industry tours providing community organizations, residents, and business service organizations with current and relevant information about manufacturing processes and jobs within the community.	WPBGE Excellence in Manufacturing Manufacturing Leadership Council Brant, Brantford, Haldimand & Norfolk Ec. Dev.	Tours of 12 manufacturing organizations will introduce students, teachers, and employment staff to local companies.	Manufacturing Day will expand and include "How's it Made" promotion during October 2017.  
		Agriculture Day would be a one day career exploration event providing area students, residents, and job seekers with the opportunity to learn about career pathways in all aspects of agriculture (e.g. agri-food, agri-tourism, bio-fuels, crop and animal science).	WPBGE Haldimand County Norfolk County Agriculture Advisory Boards Fanshawe College OMAFRA SCOR Food and Beverage Ontario	Two events will take place to support agri-businesses, food producers and food manufacturing with human resource planning, business retention and growth.	
		Tourism Sector Labour Force Study	WPBGE Haldimand County Norfolk County Brantford-Brant-Six Nations tourism partnership SWOTC		WPBGE will complete an detailed analysis of labour force trends and issues related to tourism-related sectors.  



<sup>1</sup> Miner, Rick (2010). People without jobs, jobs without people: Ontario's labour market future

## GROWING JOBS IN SMALL BUSINESS

ISSUE	EVIDENCE	ACTION	PARTNERS	2016-2017	2017-2018
<p>Entrepreneurs and small businesses require specific management and business operation support in order to sustain and grow.</p>	<p>Sole business owners represent more than 19,000 businesses in Grand Erie. Small businesses such as these are reported to generate 43% of all job growth in Canada (Statistics Canada, SEPH 2011)</p>	<p>Entrepreneurship and small business forums and communication strategies will provide youth with insight into the opportunities available through self-employment and entrepreneurship</p>	<p><b>Grand Erie Business Centre</b> Grand Erie District School Board, Business Resource Centre, Haldimand Ec. Dev., Niagara Small Business Resource Centre, Chamber of Commerce</p>	<p><i>Entrepreneurship Expo</i> is a one-day forum that introduces youth to mentors, youth programs, community services and supports, social media and marketing.</p>	<p>The 2nd Annual Entrepreneurship Expo will bring Haldimand students together with local entrepreneurs.</p> 
			<p><b>Norfolk County</b> Norfolk Rotaract Ontario Ministry of Agriculture, Food and Rural Affairs WPBGE Venture Norfolk</p>	<p>Re Think Norfolk introduced youth to Norfolk and area services and provided a professional networking opportunity.</p>	
			<p>Business retention and expansion and job creation require small businesses to have the financial and human resource knowledge to be successful.</p>	<p><b>WPGE</b> <b>Workforce Planning Teams</b> (Brant, Haldimand, Norfolk) Brantford Business Resource Centre Venture Norfolk</p>	<p>An Introduction to Human Resource Planning will be delivered in each county (Learning Breakfast).</p> 

-  New
-  Ongoing
-  Finished

## UNDERSTANDING THE JOB MARKET

ISSUE	EVIDENCE	ACTION	PARTNERS	2016-2017	2017-2018
Technology, innovation, global competition and economic conditions create fast-paced change in industry. Ineffective communication of these changes prevents educators, trainers, job seekers, and community service organizations from informing job seekers about current and future job opportunities.	Employers, educators and employment/community services identified the need for stronger industry-education partnerships during 3 community consultations. Subsequent primary research on job seekers by WPBGE identified the need for simple, accessible information regarding job opportunities and employment supports. Findings from the Adult Learning Project reinforced the need for local information to support learning and employment outcomes.	Behind the Scenes is a series of informal meetings with literacy and basic skills providers, employment service organizations, and social service agencies to  <i>a) identify the needs of employers;</i> <i>b) identify training and educational needs in the community;</i> <i>c) Strengthen relationships and enhance integrated planning.</i>	WPBGE  Employment Ontario Network	Quarterly meetings contributed to collaborative planning and communication initiatives – EO Marketing Brochure, Dollars and Sense, networking with Ec. Development; Developing collaborative solutions to enhance employer-job seeker connections.	Quarterly meetings will continue.  
		An occupations in demand update (Outlook 2021) will be conducted.	WPBGE  GEDSB  BHNCBS  Conestoga College  Fanshawe College		Spring 2017  

-  New
-  Ongoing
-  Finished

## JOURNEY TO APPRENTICESHIP

ISSUE	EVIDENCE	ACTION	PARTNERS	2016-2017	2017-2018
<p>Low numbers of apprenticeship registrations and completions are creating a shortage of qualified workers for local employers.</p>	<p>47% of manufacturers participating in 2015 EmployerOne reported hard-to-fill jobs.</p> <p>The manufacturing, construction, and retail sector identified hard-to-fill positions related to skilled trades (2016 EmployerOne Survey). The number of new apprentices registering remains low and a large share of journey person candidates do not pass their exams.</p>	<p>Research into the barriers preventing the attraction of new apprentices and retention of existing apprentices was undertaken in Grand Erie and Elgin-Middlesex-Oxford. Recommendations have been prioritized and provide Grand Erie with an action-based road map.</p>	<p>BHNCDS GEDSB</p>	<p>Barriers to Attracting Apprentices and Completing Apprenticeship Study, in conjunction with current statistical evidence has informed the work for the Skilled Trades Alliance.</p>	<p>Skilled Trades Alliance will continue to meet bi-monthly.</p> 
		<p>Skilled Trades Alliance (MPP Roundtable) established.</p>	<p>Chaired by Conestoga College GVES</p>	<p>Working advisory supported industry focus groups.</p>	
		<p>A train-the-trainer model for employment counsellors will focus on reaching job seekers, providing a clear understanding of the apprenticeship process and pathways, and identifying job prospects.</p>	<p>WPBGE Employment Ontario Network Ontario Works</p>	<p>Training tool has been created to support group and individual learning for front line workers.</p>	
		<p>Skilled Trades Forum for Youth</p>	<p>WPBGE GEDSB BHNCDS Brantford C of C</p>		<p>Large scale event planned for May 17, 2017.</p>

-  New
-  Ongoing
-  Finished

# Background and Methodology

## RESEARCH, CONSULTATION & DECISION MAKING

Effective labour market planning requires four components: evidence-based research into industry and labour force trends; identification of community and economic priorities; community consultation; and decision making. During the last 12 months, the Workforce Planning Board of Grand Erie conducted activities around all four of these areas.

**Evidence:** during the past six months a detailed industry and labour force trends analysis using current, reliable data sources was conducted in partnership with municipal economic development staff. Multiple data sources were used including the 2011 National Household Survey, 2011 Census, Taxfiler data, Canadian Business Counts, Vicinity Job Reports, 2016 EmployerOne data, and 2016 Employment Ontario Summary Data, and Citizenship and Immigration data.

**Community & Economic Priorities:** a comprehensive review of each county’s strategic plan, population and employment projections, tourism strategies, agriculture and business advisory priorities identified important sectors within the community. This information was used to develop individual Environmental Scans for Brant (CD), Haldimand and Norfolk. These evidence-based scans provided the foundation for community consultations and planning.

**Community Consultation:** primary research with business and community members occurred throughout a 12-month period, using a variety of activities and events:

- EmployerOne: 260 businesses provided input into employment conditions, trends, and barriers
- Interviews: one-to-one business interviews provided detailed information about skill requirements
- Education Survey: 24 members of Education Works provided insight and recommendations into education and training priorities
- Conestoga 2016 Labour Market/Curriculum Planning: the advisory focused on matching program planning and local labour force needs
- Skilled Trades Alliance: roundtable explored factors relating to the attraction, retention, and training of apprentices for Brant

**Decision Making:** Community consultations engaging community leaders, business owners, educators, and community services were conducted in Haldimand and Norfolk. The individuals worked together to define priority issues and actions for 2016-2017. In Brant, the Workforce Planning Board of Grand Erie assisted the City of Brantford during economic development strategic planning.



## LABOUR MARKET REPORT

The *Labour Market Plan, Forging Skills for Today and Tomorrow – Update 2016*, is focused on “meeting the labour demand needs of industry by building the skills of our workforce.” The report identifies several key themes – the growing need for skilled workers across all sectors, shrinking participation levels, and a growing skills gap.

## IMPLEMENTING THE ACTION PLAN

The plan, *Forging Skills for Today and Tomorrow*, is designed to move workforce development forward over the coming year. We recognize, however, that the labour market is susceptible to changes caused by economic and social conditions. This report will be reviewed annually to ensure that our activities continue to meet community priorities.

## Participant List

Blue Elephant – H. Pond  
Brant County Economic Development – M. Buryani  
Brant Haldimand Norfolk Catholic District School Board – C. Romano  
Brant Skills Centre – L. Bruner  
Business Resource Centre – M. Legg, S. Loveless  
Career Link Employment Centre – M. Smith, G. Baldin  
City of Brantford – R. Ham, J. Frabotta  
Conestoga College – K. Towler, G. Jordan, L. Premsukh Sing, M. Rentis  
Fanshawe College – K. Zilkey, W. Jacobs  
General Contractor Construction – V. Geerdink  
Grand Erie Business Centre – M. Peace  
Grand Erie District School Board – D. Eelkema, S. Johnson  
Haldimand Economic Development – L. Romanuk, Z. Gable, C. Garwood  
Haldimand Motors  
Haldimand Norfolk Social Services – G. Beemer  
JP Bowman – J. Bowman  
Kathryn Kissinger HR Services  
Literacy Link South Central – T. Kaattari  
Marco Sales  
Ministry of Advanced Education and Skill Development – L. Harrison  
Norfolk Economic Development and Tourism – C. Hoskin, L. D’Hondt-Grandon  
Norfolk Public Library – B. Slater  
OMAFRA – N. Kinkel  
Ontario Works – M, Musson  
Schram, U.  
Schuyler Farms – B. Schuyler  
St. Leonard’s Community Services – S. Fleming, K. Grummett, M. Kaus  
Venture Norfolk – G. Potts  
VG Meats – C. Van Groningen  
Wilfrid Laurier University – H. Cox



Workforce  
Planning Board  
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