

2020

Local Labour Market Plan



Mind the Gap

A second update to the 2018 — 2021
Strategic Workforce Development Plan
for Hastings, Prince Edward and
Lennox and Addington Counties



Centre for Workforce Development

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This project is funded in part by the Government of Canada and the Government of Ontario.



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EXECUTIVE SUMMARY

“*Mind the Gap*” is a phrase that, according to several sources, originated in London, England in The Underground Subway or The Tube as most refer to it as. It originated somewhere around 1968 and served as a reminder to the subway users that they needed to watch the gap between the platform and train. It became a very famous saying, so much so that a fair amount of marketing has been built on it. From t-shirts to video games, entrepreneurs across England have capitalized on it. Today, that same phrase is used across the world in many of the transit systems. In Bangkok, users of the Skytrain will hear it in both English and Thai. This saying however, has gone on to have different meanings, depending on how and who is using it. It is a very appropriate saying in addressing today’s labour force issues.

“While the gaps in your organization aren't screaming for attention, they can be a wellspring of opportunity and, if you get to them first, they can help you leapfrog the competition.” Josh Linkner

Josh is an award winning entrepreneur, venture capitalist, professor and the New York Times best-selling author of *Disciplined Dreaming: A Proven System to Drive Breakthrough Creativity*. He wrote a very interesting article, “Why you must always 'mind the gap' in your personal and professional life.” He states “Look for hidden areas of unfulfilled promises, customer needs, and missing information. While the gaps aren't screaming for attention, they can be a wellspring of opportunity and, if you get to them first, they can help you leapfrog the competition.” This is applicable as well in developing the local labour force and addressing the issues we are encountering.

As identified in the 2019 Local Labour Market Plan (LLMP) update, the original 2018-2021 three-year strategic LLMP focused on current labour market conditions, community profiles of all three Counties and long range actions to address labour force issues identified. During 2019-2020, CFWD continued to address areas of concern. The Board led participation rate research across Eastern Ontario, partnered with Quinte Home Builders to promote skilled trades at their annual home show and partnered with the School Boards, taking educators on a series of manufacturing tours so they could experience first hand what that industry is about.

This past year saw the continuation of research into the health care industry. A deeper look is taking place at occupations from the employee perspective. Interestingly, we are not alone in experiencing issues in the health care labour force. I recently had the opportunity to spend the day with Mrs. Wattana Buppi, CEO, Suksawat Hospital, Bangkok, Thailand. We discussed many things including the development of new ways to address client needs in the long term care and retirement fields. When we talked at length about the health care labour force, especially in the hospital environment—guess what? The issues they are facing mirrored exactly what I see our communities facing today. The one interesting fact that was slightly different was young workers would get their experience and then look for smaller communities to go work in.

The Goals and Activities under the Long Range Actions have been updated. Almost all the activities have now seen some movement on them thanks to community members who are helping address these items.

Since the focus of this LLMP is to “Mind the Gap”, two areas that we want to prevent from becoming a gap issue have seen preliminary information shared about them with the intention that both will require further follow-up. These are Agriculture and Migration data.

I invite you to continue being a part of helping the community move forward in addressing labour force needs and preventing issues from falling into the gap. Read this report! Provide feedback! Get involved!



Brad Labadie
Executive Director
Centre for Workforce Development

PARTICIPATION RATE UPDATE

In the 2018 three-year strategic Local Labour Market Plan and, 2019 follow-up report, The Centre for Workforce Development (CFWD) presented data on the Participation Rate across various areas in Eastern Ontario. The data indicated there were significant drops in labour force participation in a number of these areas. In 2019, CFWD received funding through the Ontario Labour Market Partnership fund to conduct deeper research across Eastern Ontario into the root cause of the falling participation rate and determine if strategies could be developed to address identified issues. This project could not have been done without the partnerships with Workforce Development Board Local Employment Planning Council, Eastern Workforce Innovation Board, Eastern Ontario Training Board, Ottawa Employment Hub Local Employment Planning Council, Labour Market Group of Renfrew and Lanark Counties, Quinte Economic Development Commission and Ontario East Economic Development Commission.

The findings of the research are being presented at a series of public forums where input is being sought on the concerns that were identified. The forums will be completed in early March 2020 with a full report published in mid-March that will outline any strategies developed to address the low participation rate.

Below are the key findings of the research done and outlines of who in the Hastings, Prince Edward and Lennox and Addington areas are non-participants.

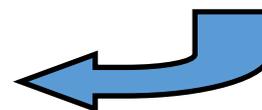
Focus on regional workforce retention.

A regional workforce retention strategy would complement efforts to improve labour force participation.

Key Findings

⇒ Population aging is the primary reason the 15+ participation rate is declining in Eastern Ontario

⇒ Non-participation is not as big of a problem as initially thought



⇒ That said, there is room for improvement, particularly considering the scale of labour force shortages

PARTICIPATION RATE UPDATE

Where are Local Participations Rates Low?

Hastings

Males:

- Age 20 and older without a secondary school diploma
- Age 45 and older, all educational levels

Females:

- Age 25 to 44 without a secondary diploma or with an apprenticeship certificate
- Age 45 and older with a secondary school diploma or university

Prince Edward County

Males:

- Age 25 and older without a secondary school diploma
- Age 45 and older, all educational levels

Females:

- Age 25 and older with an apprenticeship certificate
- Age 45 and older all education levels

Lennox and Addington

Males:

- Age 20 and older without a secondary diploma
- Age 20 to 24 with an apprenticeship certificate or university degree
- Age 45 and older with a college diploma or university degree

Females:

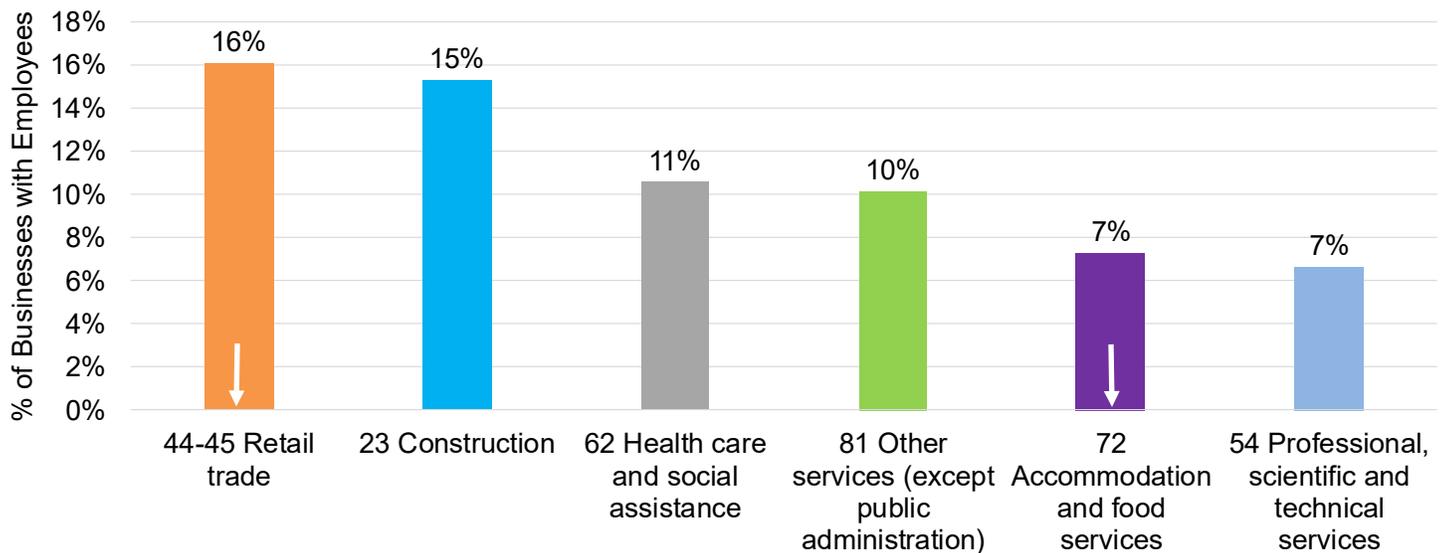
- Age 20 to 44 without a secondary diploma
- Age 25 to 44 with a secondary diploma
- Age 45 and older with a university degree

BUSINESS COUNT UPDATE

HASTINGS COUNTY

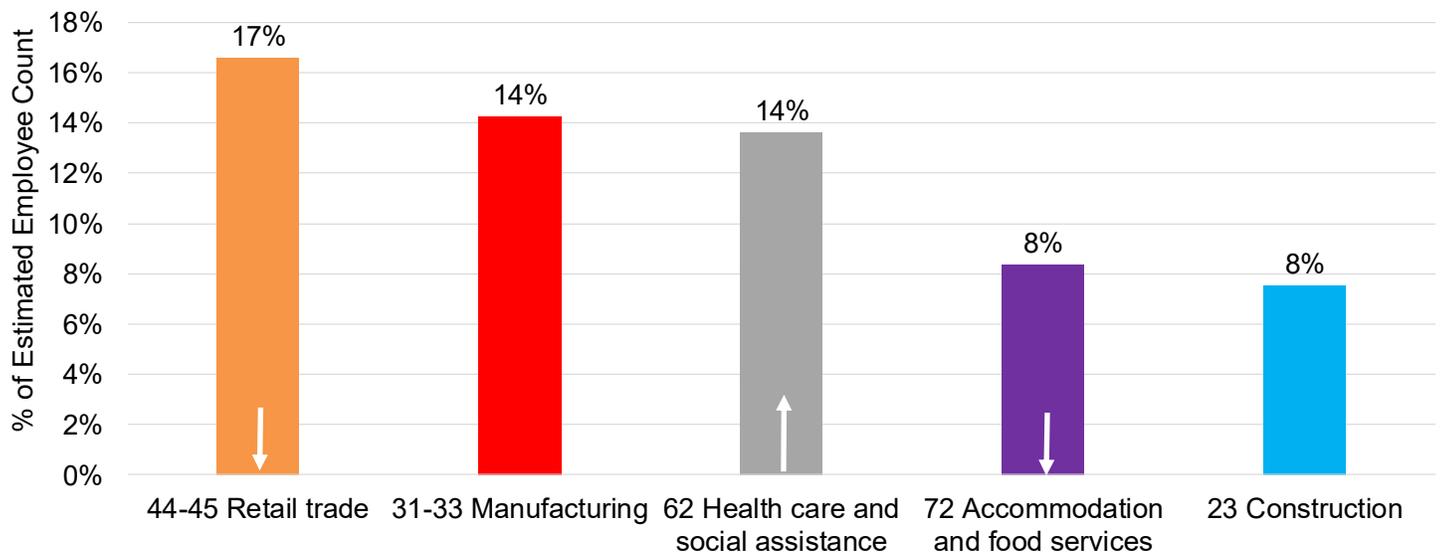
The top five industries remained the same as those in the 2018 and 2019 LLMP's with Retail and Accommodation and food services seeing minor decreases. Professional, scientific and technical saw a slight increase and moved into the top industries. Health care also saw a slight increase in employee count.

Hastings County - Top Six Industries by Business Count



Source: Statistics Canada, Canada Business Counts June 2019

Hastings County - Top Five Industries by Employee Count



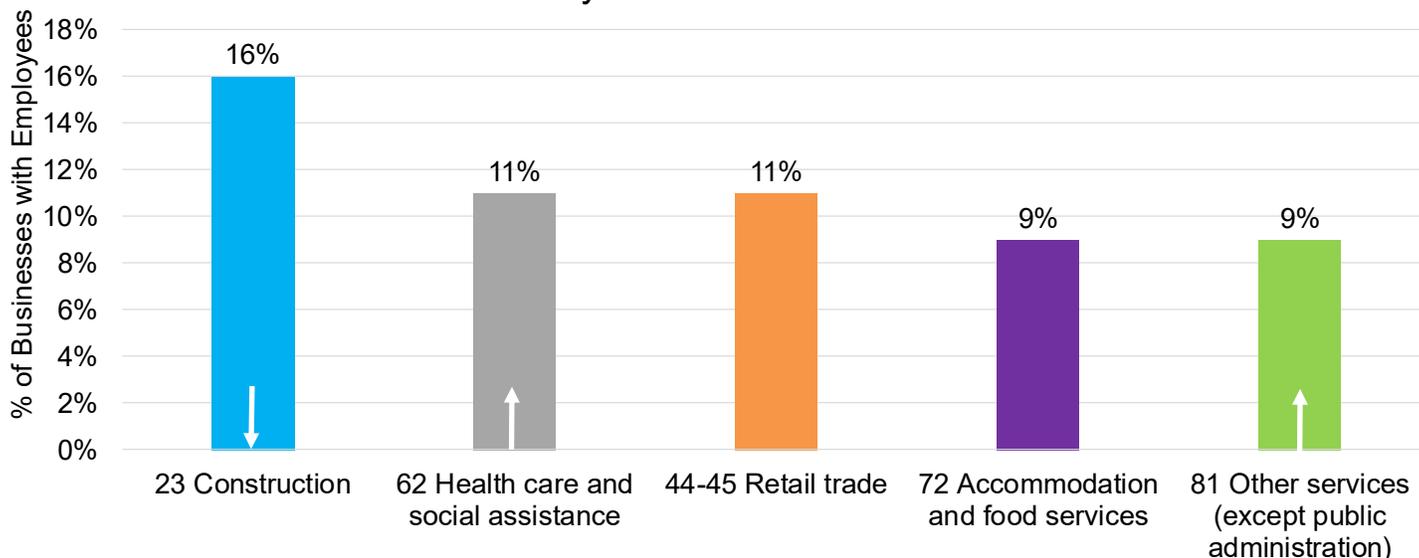
Source: Statistics Canada, Canada Business Counts June 2019, Special Calculations

BUSINESS COUNT UPDATE

PRINCE EDWARD COUNTY

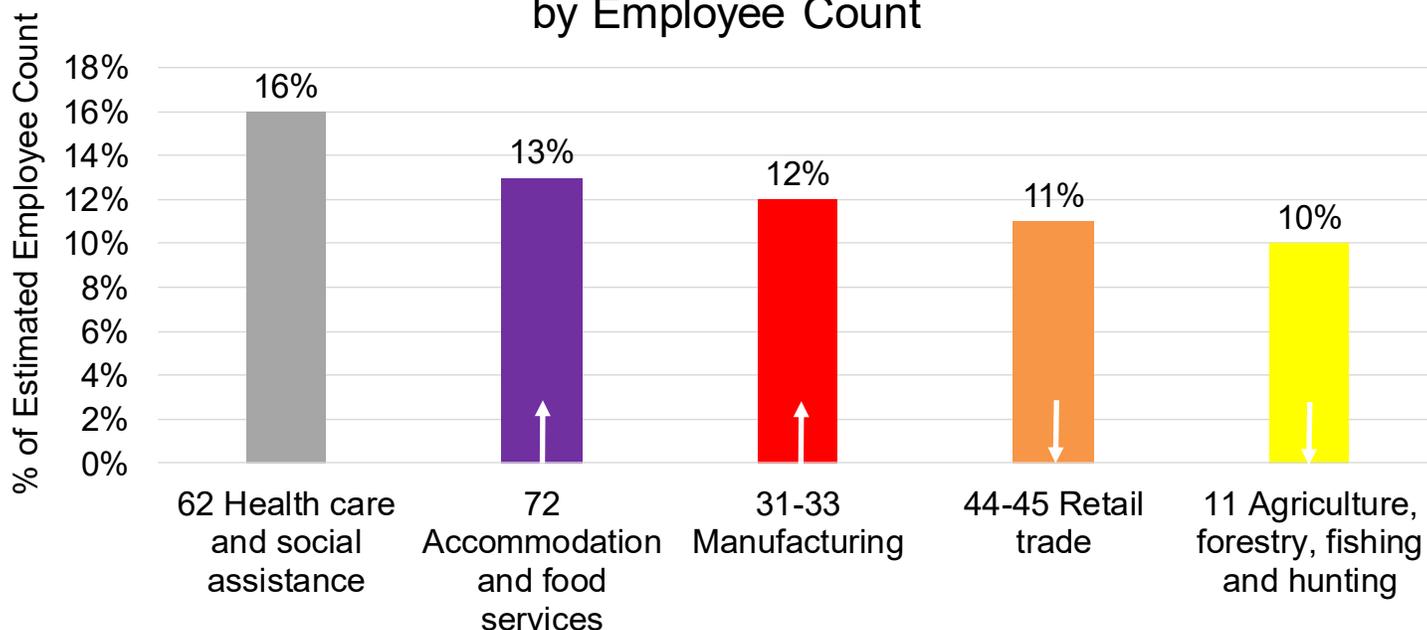
The top five industries saw a slight change with Other Services seeing a minor increase and Agriculture a minor decrease in Business Counts. Estimated Employee Counts resulted in changes as well with Manufacturing seeing an increase and now in the top five. Minor decreases in Retail, Agriculture and Construction, the latter no longer in the top five.

Prince Edward County - Top Five Industries by Business Count



Source: Statistics Canada, Canada Business Counts June 2019

Prince Edward County - Top Five Industries by Employee Count



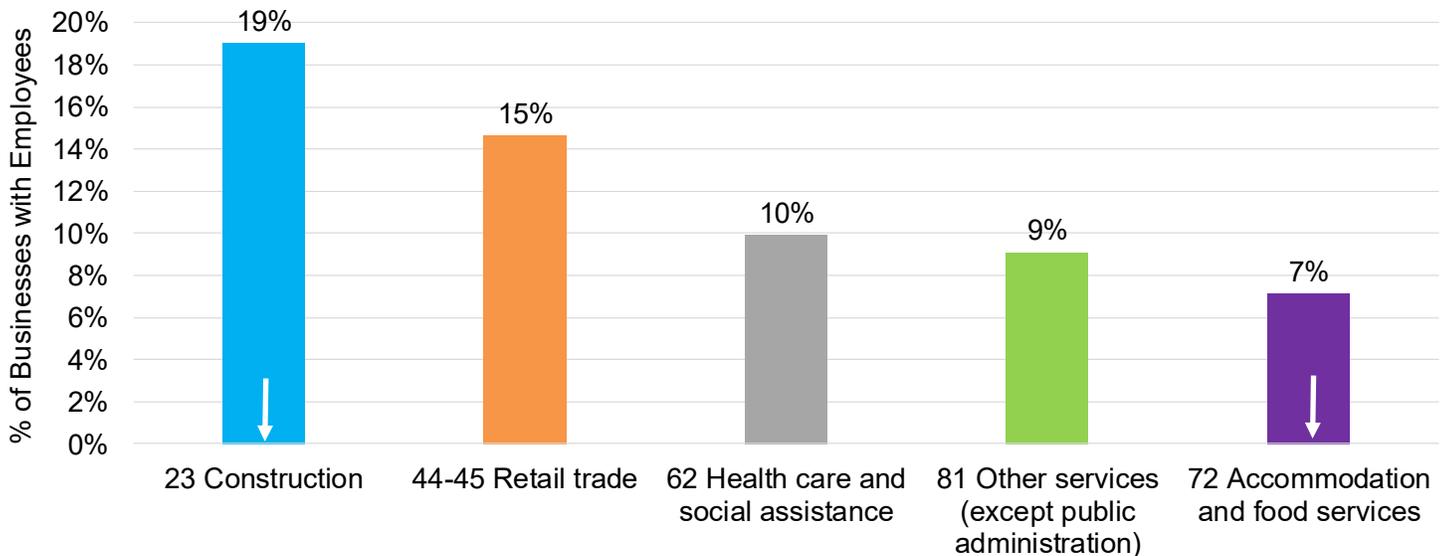
Source: Statistics Canada, Canada Business Counts June 2019, Special Calculations

BUSINESS COUNT UPDATE

LENNOX AND ADDINGTON COUNTY

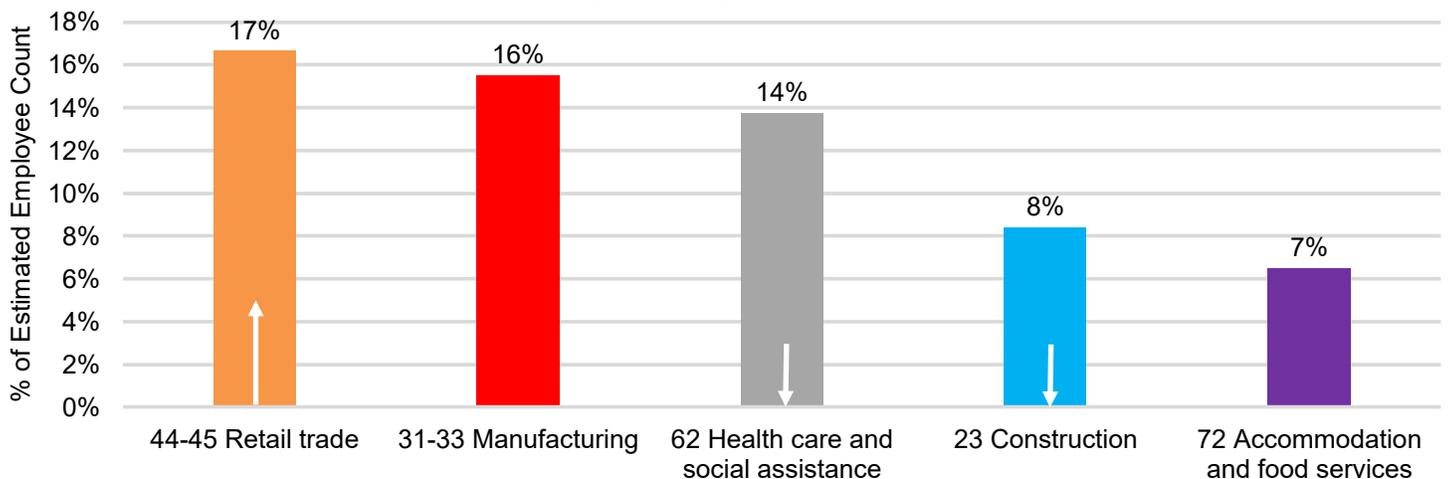
The top five industries remained the same as those in the 2018 LLMP and subsequent update. Construction saw another minor decrease since the 2019 update as did Accommodation and food services. Estimated employee counts show Manufacturing and Accommodation remaining the same with Retail having a slight increase. Construction and Health care saw minor decreases.

Lennox and Addington County - Top Five Industries by Business Count



Source: Statistics Canada, Canada Business Counts June 2019

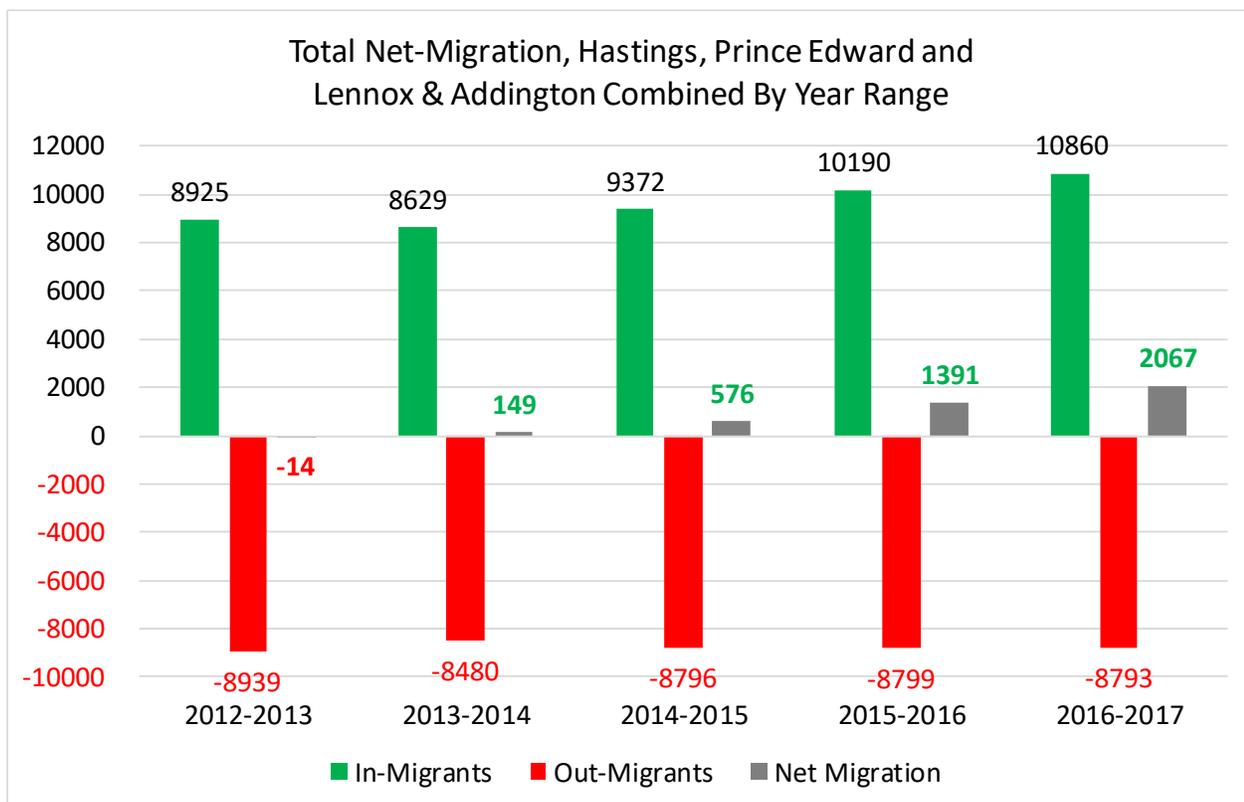
Lennox and Addington County - Top Five Industries by Employee Count



Source: Statistics Canada, Canada Business Counts June 2019, Special Calculations

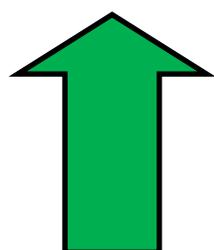
LOCAL MIGRATION DATA

There have been numerous discussions over the years about people moving in and out of the Hastings, Prince Edward and Lennox and Addington Counties. In particular, the anecdotal comment has always been that youth are leaving the area in droves! But are they? The following tables are based on Statistics Canada Taxfiler Data and covers 2012-13 to 2016-17.

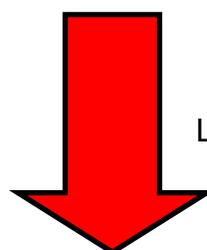


The data from this table shows that across the three counties, total net migration has been increasing. The labour force participation rate research project showed that the increasing age population was affecting labour force participation. As the local labour force has aged, less people are working. This, combined with the net increase in people 45 years of age and up migrating into the Hastings and Prince Edward Counties has certainly been affecting the available labour force. Lennox and Addington County saw a net decrease in people aged 45 plus.

Net Increase/Decrease 2016-17 Over 2012-13

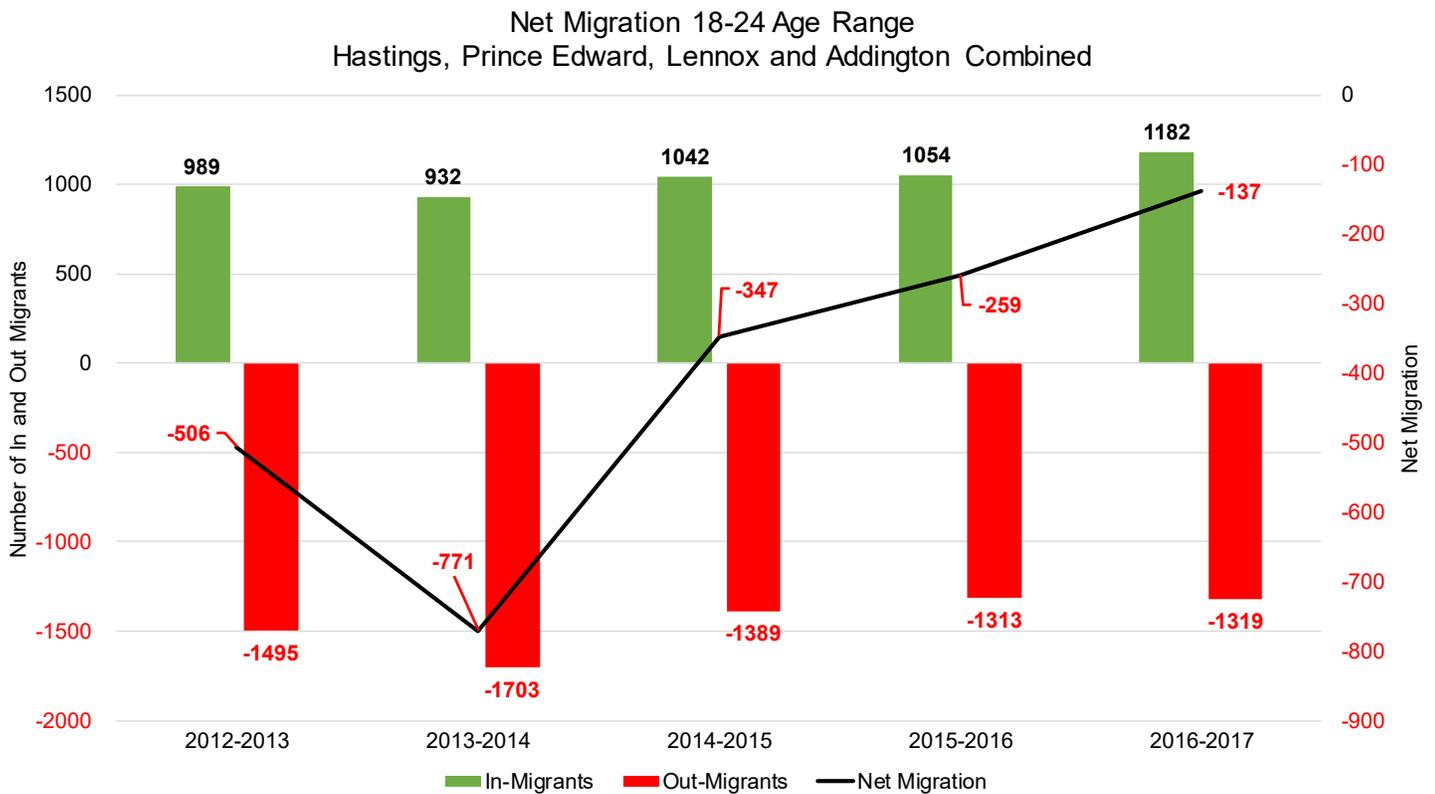


Hastings County **875%**
Prince Edward County **1010%**



Lennox and Addington County **-25%**

LOCAL MIGRATION DATA



From the above table, it can be seen that the net loss of youth in the 18-24 age range has been shrinking. Although there is still a loss occurring, if the trend continues in the manner indicated by the data, in the next few years, it may be possible that the three counties could see a net increase in youth.



HEALTH CARE INDUSTRY

The initial research done for the 2019 LLMP Update showed both disconnects as well as opportunities within the local health care industry. One of the concerns that came about as the result of both conversations and data research was the number of unique job postings across a variety of occupations. The two tables below reflect on the top occupations in two different ways. The first shows the total number of unique postings between August 2018 and August 2019 for the top five occupations. The second table covers the same time frame and identifies the top five occupations by percent increase in advertising.



The analysis of this information along with other data led to an occupation survey of employees in the local health care industry. The survey was conducted over January and February 2020 and a forum will take place in early March 2020 to release the findings and discuss strategies to address recruitment and retention in the industry.

Personal Support Workers (PSWs) form an essential part of the health care industry. Their National Occupational Classification (NOC) does not fall within health care occupations but for the purpose of this research, were included as a health care position. The advertisement data did not include PSW occupations. Had it been included, it would have been in the top five occupations. The third table below identifies the growth in PSW occupations across all three Counties.

Data source for all three tables: EMSI 2019

| Occupation | Unique Postings from Aug 2018 - Aug 2019 |
|--|--|
| Registered nurses and registered psychiatric nurses | 506 |
| Allied primary health practitioners | 157 |
| Physiotherapists | 115 |
| Other medical technologists and technicians (except dental health) | 114 |
| Medical laboratory technicians and pathologists' assistants | 85 |

| Occupation | % Change (Aug 2018 - Aug 2019) |
|--|--------------------------------|
| Respiratory therapists, clinical perfusionists and cardiopulmonary technologists | 300% |
| Medical sonographers | 300% |
| Dental hygienists and dental therapists | 200% |
| Nurse aides, orderlies and patient service associates | 157% |
| Dental assistants | 150% |

| Personal Support Worker Overview | Hastings, Prince Edward and Lennox and Addington Counties |
|-------------------------------------|---|
| Historical Jobs (2013) | 299 |
| Historical Job Change (2013 - 2018) | 33% |
| Jobs (2018) | 397 |
| Jobs (2019) | 411 |
| Projected Jobs (2023) | 455 |
| Projected Job Change (2018 - 2023) | 16% |

AGRICULTURE INDUSTRY

Future of Farming in Hastings County

The Centre for Workforce Development participated in both forums and workshops around The Future of Farming in Hastings County, a report for the community and local policy-makers. This research was conducted by Dr. Peter Andrée and Kim Bittermann with Ken Meter and Louise Livingstone. There are a number of key takeaways from the report, some of which has an important role to play in addressing labour force challenges as well as sustainability and succession planning. Although this report focused on Hastings County, it is safe to say that many of the findings are applicable to any agriculture operation across Prince Edward and Lennox and Addington Counties as well.

Throughout 2020 and 2021, CFWD will be working with Harvest Hastings to address labour force and succession issues that were raised in the report and subsequent workshop recommendations.

The Future of Farming in Hastings County

Report for the community and local policy-makers

Dr. Peter Andrée and Kim Bittermann with Ken Meter and Louise Livingstone



Three Farmer Types Were Identified

The key type that CFWD feels it can assist in developing and influencing is the Entrepreneur. Entrepreneurs: diversified producers, selling at farmers' markets, to restaurants, and through community shared agriculture. Many also add value through processing for local and regional markets.

The Challenge of Inter-Generational Succession

Succession causes challenges for each generation involved. This is especially the case for the large Adaptive farmers with high debt load.

The Need to Welcome And Support New Farmers

Retirement of farmers can create opportunities for new farmers. However, there is a need to integrate new, non-traditional, farmers into the rural community and to capitalize on their other experiences and skills.

Opportunities for Peer-To-Peer Learning

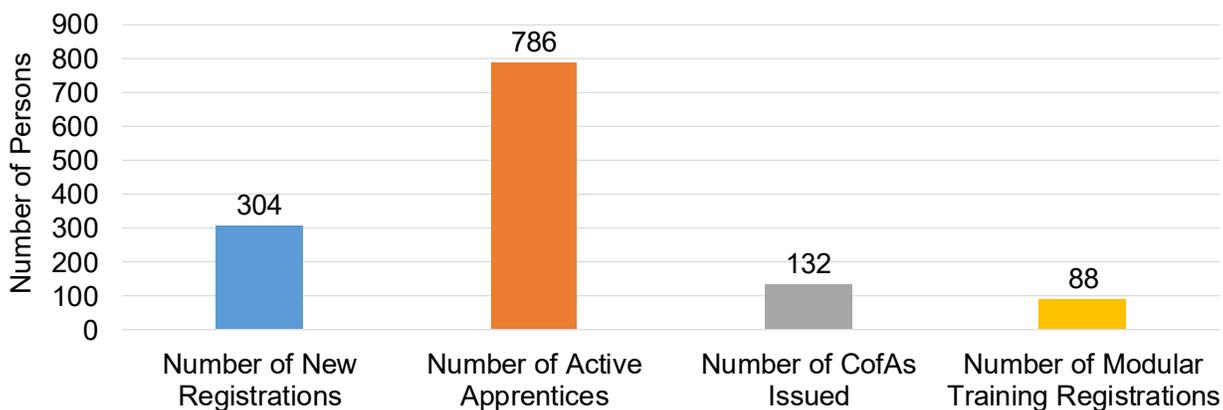
Many Hastings County farmers rely on self-sufficiency strategies, used or shared equipment and direct marketing. Peer-to-peer learning opportunities that allow them to share their strategies and lessons can really help these farmers thrive.

EMPLOYMENT ONTARIO PROGRAMS

The Ministry of Labour, Training and Skills Development (MLTSD) provides data updates on various program areas administered through the Employment Ontario Service Provider Network. The organizations that deliver the programs are broken into Employment Services and Literacy and Basic Skills Services. The following data update, covering the 2018-19 fiscal year, is presented to provide an overview to the community of what is occurring across the program areas. The data is presented with a note of caution as any data numbers below 10 are suppressed by MLTSD and will not be reflected in the data presented. For this reason no direct analysis of this data is done, however it is reviewed with the Service Provider Network. The numbers in all tables and charts, unless expressed as a percentage, indicate number of clients. The Ontario Employment Assistance Service (OEAS) data was not presented in this report due to data suppression for this category.

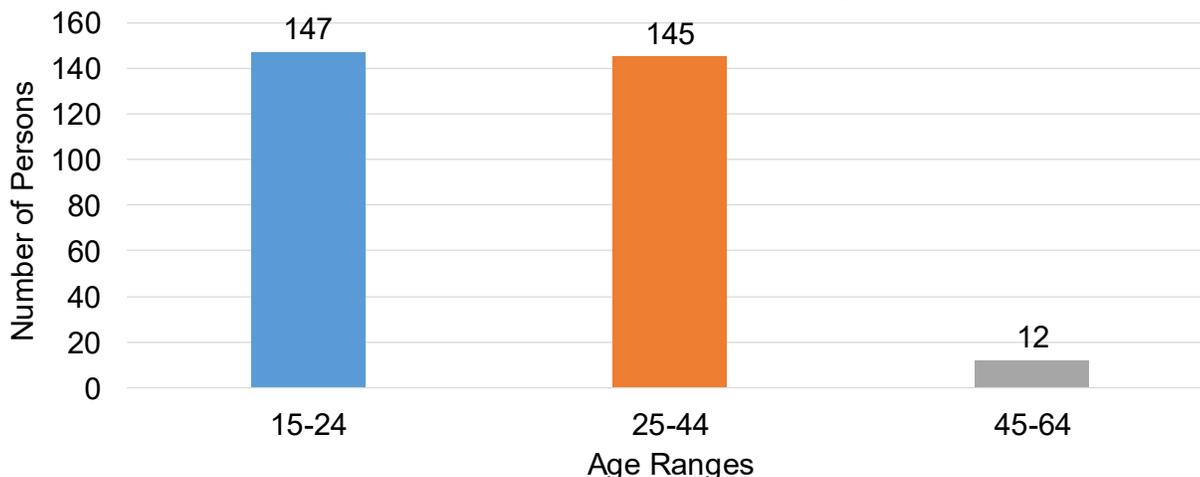
Apprenticeships

Apprenticeship Across Hastings, Prince Edward and Lennox and Addington Counties



Most areas saw minor increases as compared to 2017-18 with the exception of Modular Training Registrations which decreased by 51%

New Apprentice Age Ranges Across Hastings, Prince Edward and Lennox and Addington Counties



EMPLOYMENT ONTARIO PROGRAMS

New Apprentice Gender

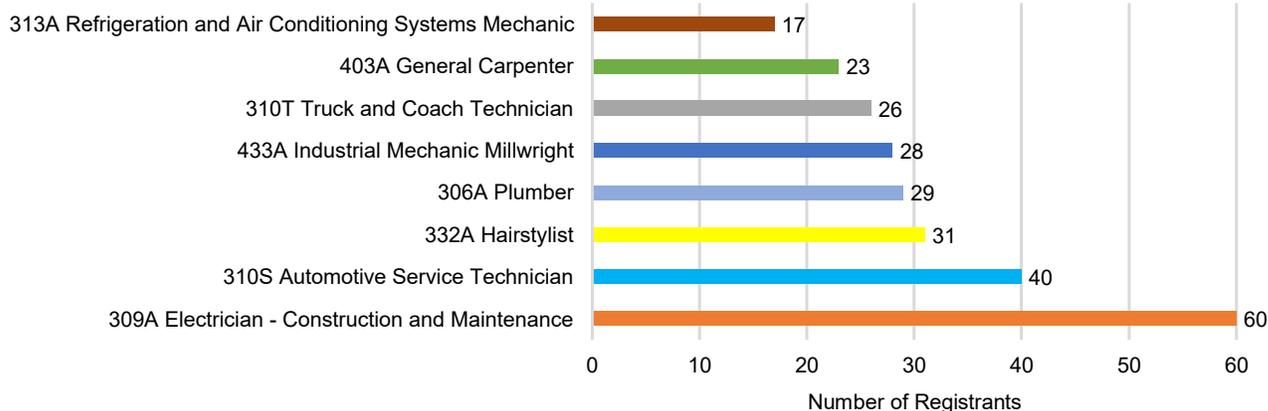


259



45

New Apprentice Registration by Trades Across Hastings, Prince Edward and Lennox and Addington Counties



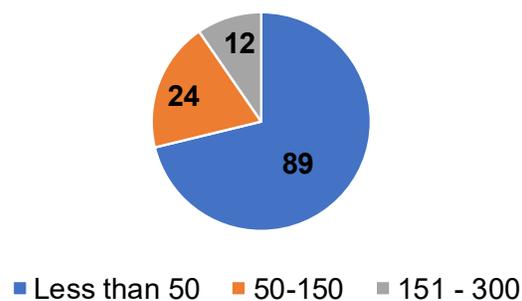
Significant increase in 309A Electrician over the 2017-18 registrations



Canada - Ontario Job Grant (COJG)

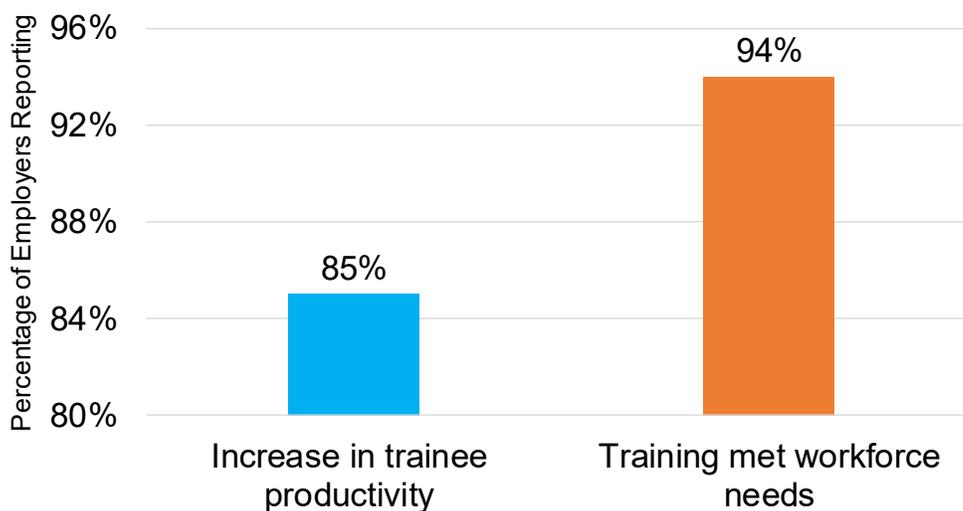
In the Employer Stream, there were 132 participating employers with 129 of these falling within the "Under 25" category. This category means there were 25 or less participants in training. Overall there was a decrease in the Employer Stream by 23%.

Number of Employees in Participating Company

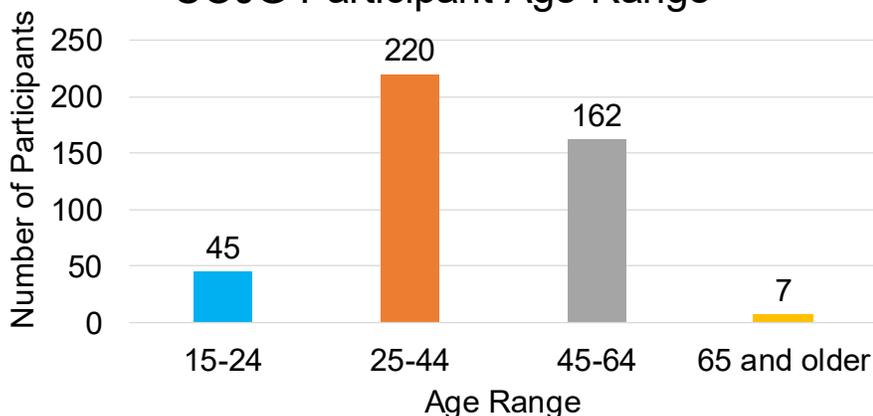


EMPLOYMENT ONTARIO PROGRAMS

Training Outcome at Exit

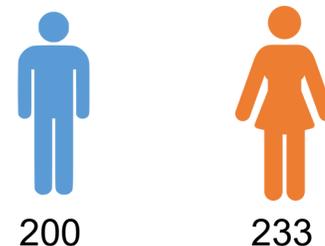


COJG Participant Age Range



There were a total of 434 participants in the COJG program.

COJG Participant Gender¹

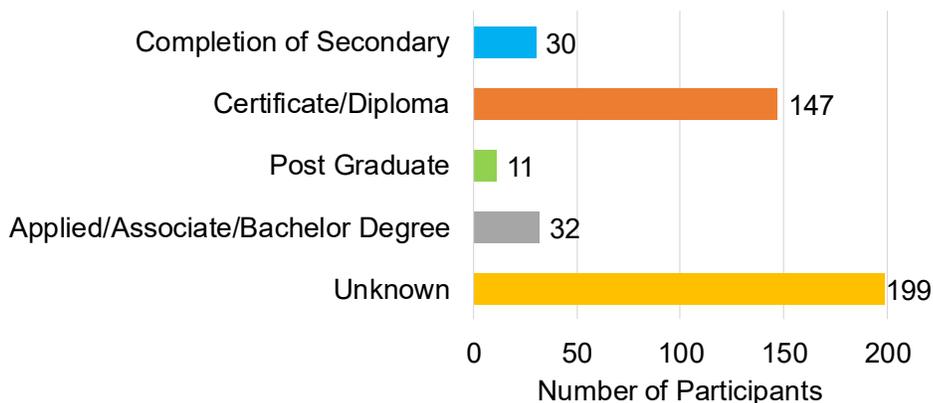


95% of the participants were employed full-time.

3% were employed part-time.

2% were in suppressed categories of information.

Participant Education Level



¹ One person preferred not to disclose

The categories Less than Grade 12, Certificate of Apprenticeship / Journey Person and Other (Some Apprenticeship/College/University) were suppressed.

EMPLOYMENT ONTARIO PROGRAMS

Employment Services

Assisted Service Clients²



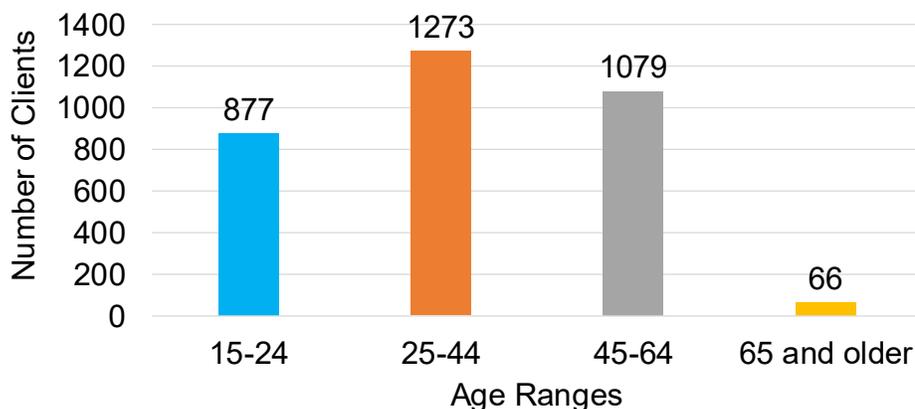
Assisted clients saw a slight decrease while unassisted saw a slight increase from the previous fiscal year.



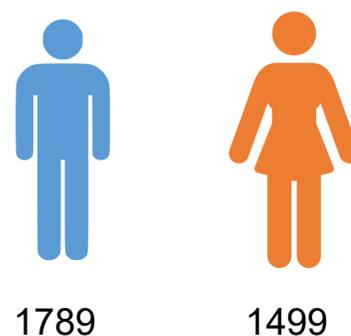
Unassisted R&I Clients³



Assisted Client Age Range



Assisted Client Gender⁴



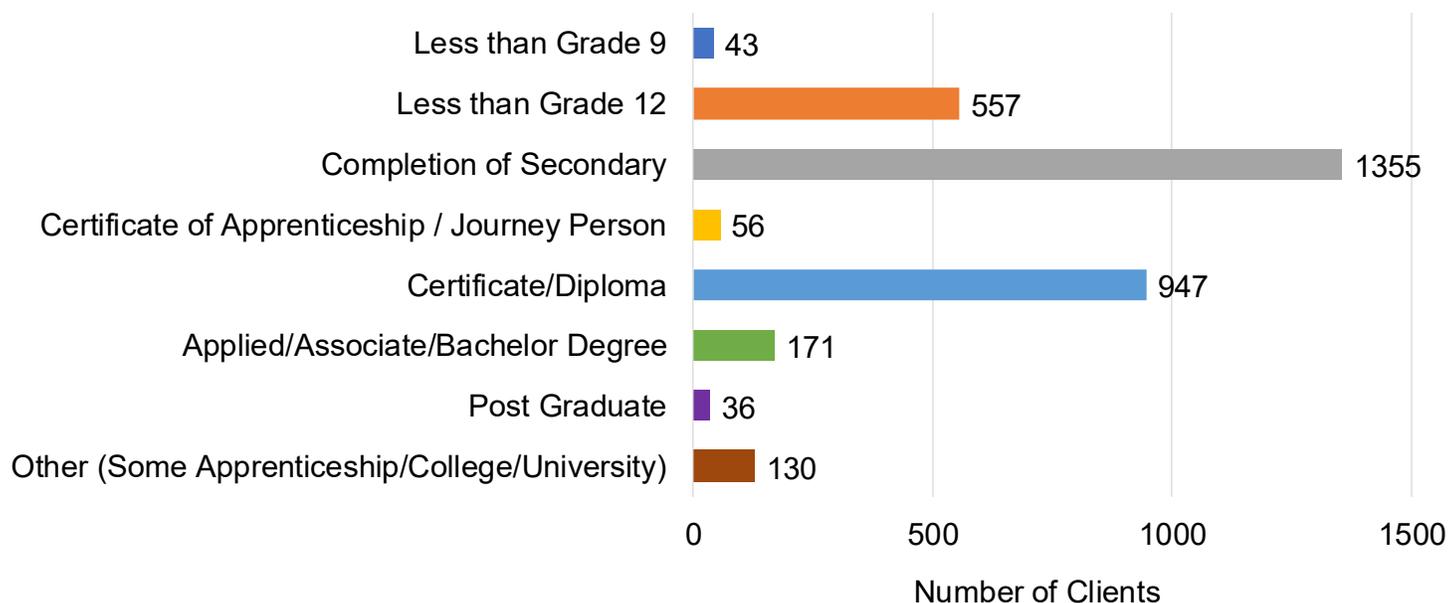
² Assisted Clients are unemployed and not participating in full time training or education. Components include Job Search, Job Matching, Placement and Incentive and Job/Training Retention.

³ (R&I) - The Resource and Information (RI) component is a resource that is available to everyone in the community including the employed, under-employed, job seekers, students, laid off workers, apprentices, internationally trained and employers. There are no eligibility or access criteria for RI.

⁴ Seven people were in suppressed categories.

EMPLOYMENT ONTARIO PROGRAMS

Assisted Client Highest Education Level at Program Entry



Designated Groups

| | |
|---------------------------------------|-----|
| Aboriginal Group | 173 |
| Francophone | 17 |
| Internationally Trained Professionals | 71 |
| Newcomer | 54 |
| Person with Disability | 712 |
| Visible Minority | 99 |

Labour Force Attachment

| | |
|--------------------|------|
| Employed Full Time | 69 |
| Employed Part Time | 57 |
| Self Employed | 20 |
| Under Employed | 90 |
| Unemployed | 3120 |

Top Five Layoff Occupations

| | |
|--|-----|
| Trades helpers, construction labourers and related occupations | 280 |
| Service support and other service occupations, n.e.c. | 235 |
| Service representatives and other customer and personal services occupations | 190 |
| Labourers in Processing, Manufacturing and Utilities | 185 |
| Sales support occupations | 157 |

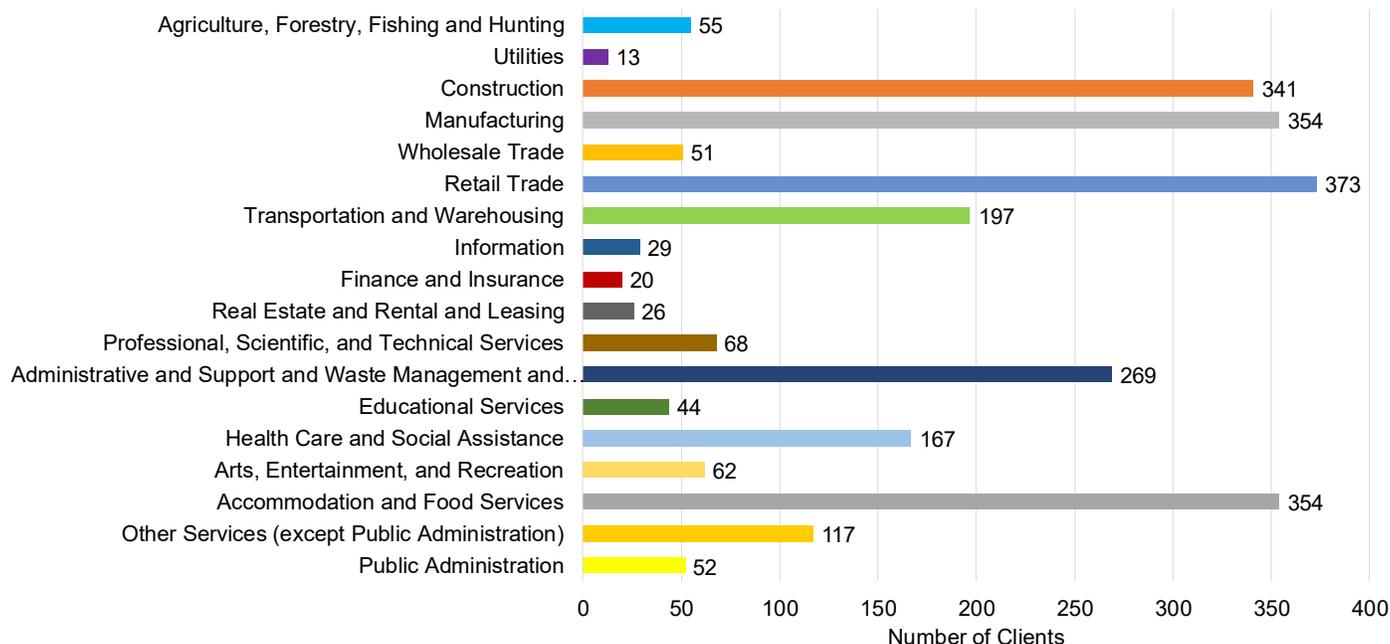
* n.e.c. means "not elsewhere classified"

EMPLOYMENT ONTARIO PROGRAMS

Remaining Client Numbers Layoffs by 2-Digit Occupations

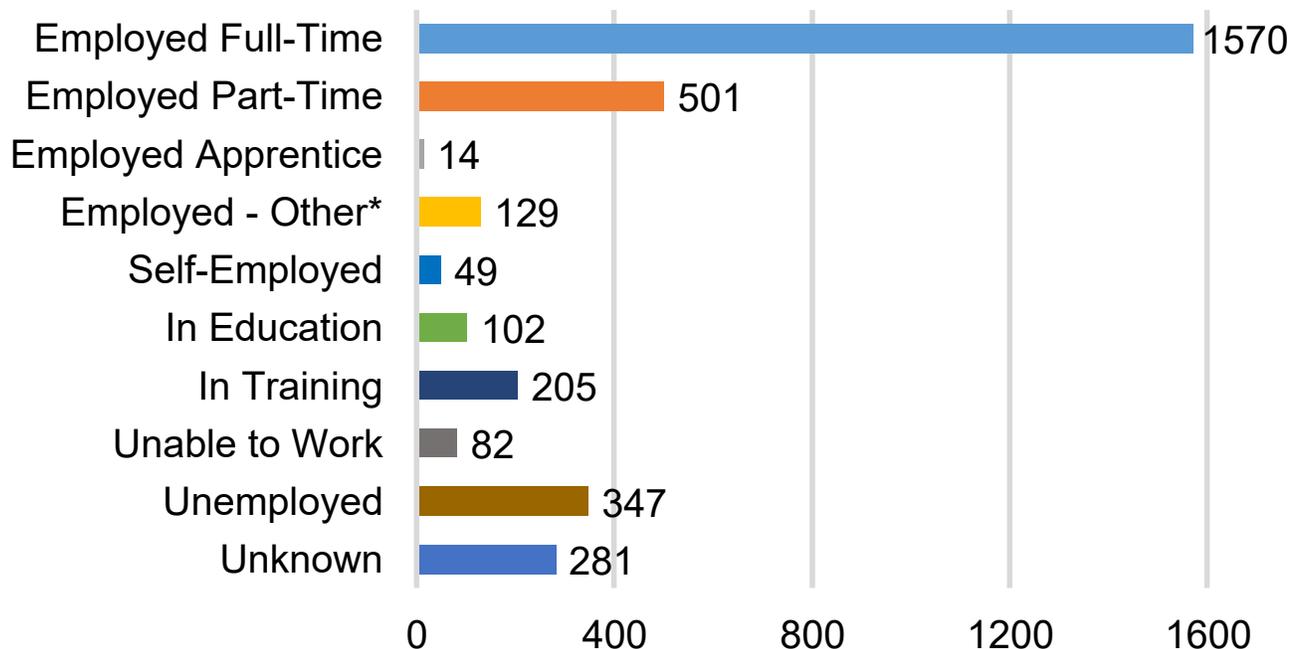
| | | | |
|---|-----|---|----|
| Other installers, repairers and servicers and material handlers | 148 | Technical Occupations Related to natural and applied sciences | 36 |
| Service supervisors and technical service occupations | 139 | Workers in natural resources, agriculture and related production | 33 |
| Transport and heavy equipment operation and related maintenance occupations | 132 | Assemblers in manufacturing | 31 |
| Industrial, electrical and construction trades | 115 | Retail sales supervisors and specialized sales occupations | 26 |
| Sales representatives and salespersons - wholesale and retail trade | 109 | Technical occupations in art, culture, recreation and sport | 25 |
| Office support occupations | 95 | Assisting occupations in support of health services | 21 |
| Administrative and financial supervisors and administrative occupations | 82 | Professional occupations in education services | 20 |
| Harvesting, landscaping and natural resources labourers | 73 | Professional occupations in law and social, community and government services | 20 |
| Processing and manufacturing machine operators and related production workers | 64 | Middle management occupations in trades, transportation, production and utilities | 17 |
| Care providers and educational, legal and public protection support occupations | 60 | Finance, insurance and related business administrative occupations | 14 |
| Middle management occupations in retail and wholesale trade and customer services | 51 | Professional occupations in natural and applied sciences | 14 |
| Paraprofessional occupations in legal, social, community and education services | 51 | Specialized middle managers occupations | 13 |
| Distribution, tracking and scheduling co-ordination occupations | 39 | Professional occupations in business and finance | 12 |
| Maintenance and equipment operation trades | 38 | Technical occupations in health | 12 |
| | | Processing, manufacturing and utilities supervisors and central control operators | 11 |

Assisted Client Layoff Industry



EMPLOYMENT ONTARIO PROGRAMS

Detailed Outcome at Exit



*Other (employed in a more suitable job, employed in a professional occupation/trade, employed in area of training/choice)

Employed Outcome Top Five Industries

| | |
|--|-----|
| Manufacturing | 168 |
| Retail Trade | 128 |
| Accommodation and Food Services | 115 |
| Administrative and Support and Waste Management and Remediation Services | 97 |
| Construction | 70 |

Employed Outcome Top Five Occupations

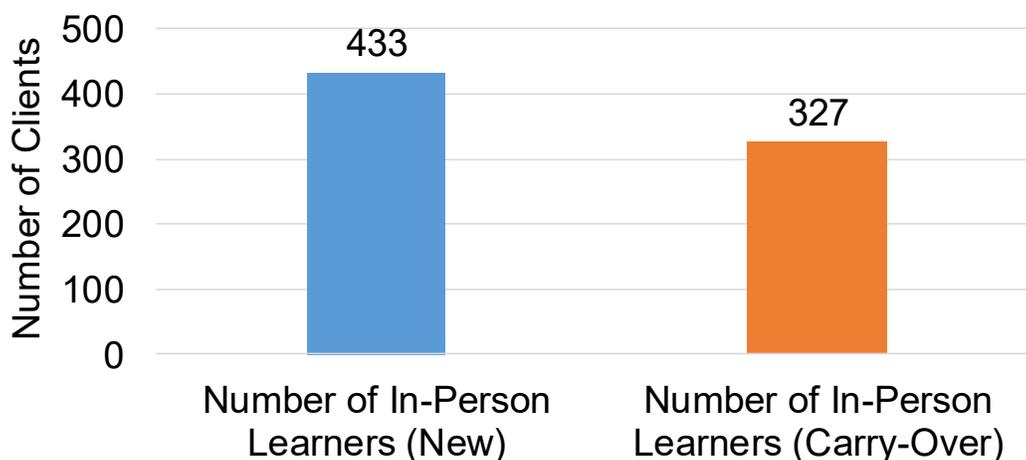
| | |
|--|-----|
| Labourers in Processing, Manufacturing and Utilities | 122 |
| Service support and other service occupations, n.e.c. | 97 |
| Service representatives and other customer and personal services occupations | 86 |
| Trades helpers, construction labourers and related occupations | 75 |
| Sales support occupations | 66 |

* n.e.c. means "not elsewhere classified"

EMPLOYMENT ONTARIO PROGRAMS

Literacy and Basic Skills (LBS)

Client Numbers



The number of new learners saw a very minor decrease of 4 clients, however the total client caseload was almost 16% greater than the previous reporting period because of the number of carry-over clients.



LBS Client Gender ⁵

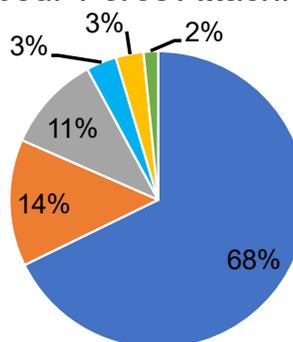


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475

Labour Force Attachment



■ Unemployed
 ■ Employed Part Time
 ■ Employed Full Time
■ Suppressed Groups ⁷
 ■ Self Employed
 ■ Under Employed

Designated Groups ⁶

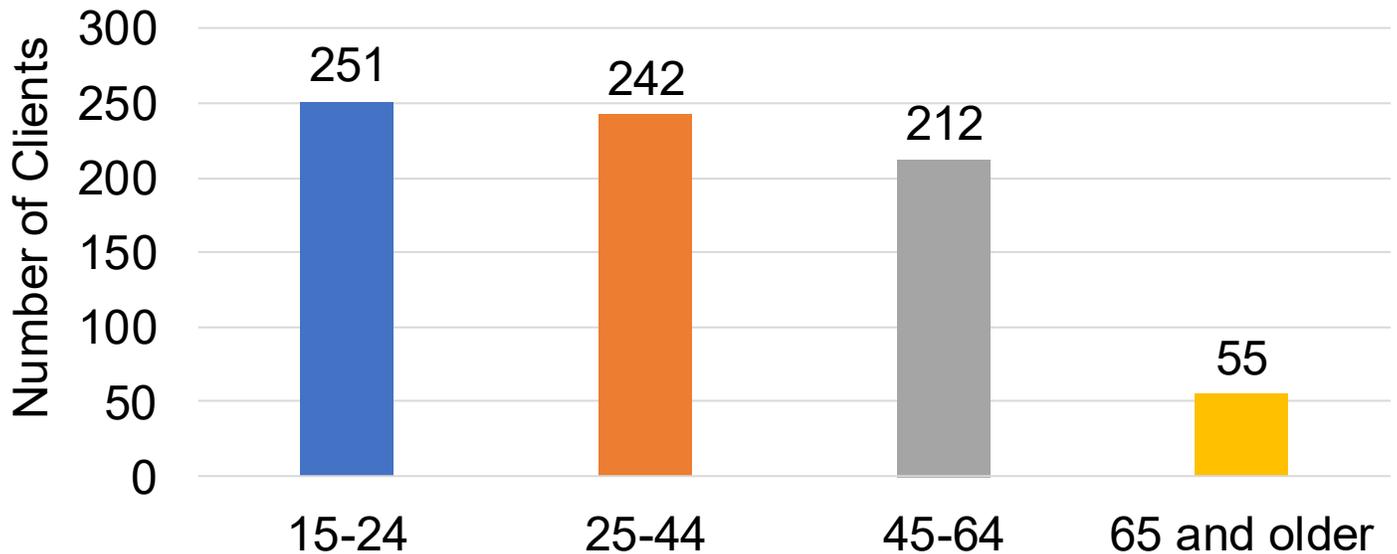
| | |
|------------------------|-----|
| Aboriginal Group | 60 |
| Francophone | 12 |
| Newcomer | 27 |
| Person with Disability | 306 |
| Visible Minority | 31 |

⁵ Other gender category numbers were suppressed ⁶ Deaf and Deaf/Blind categories were suppressed

⁷ Suppressed categories included Full Time Student, Part Time Student and Unknown

EMPLOYMENT ONTARIO PROGRAMS

Clients by Age Range



Client Source of Income

| | |
|--|-----|
| Dependent of OW/ODSP | 30 |
| Employed | 143 |
| Employment Insurance | 57 |
| No Source of Income | 93 |
| Ontario Disability Support Program | 151 |
| Ontario Works | 128 |
| Other | 114 |
| Crown Ward and Unknown categories contained suppressed data. | |

Number of Learners by Sector

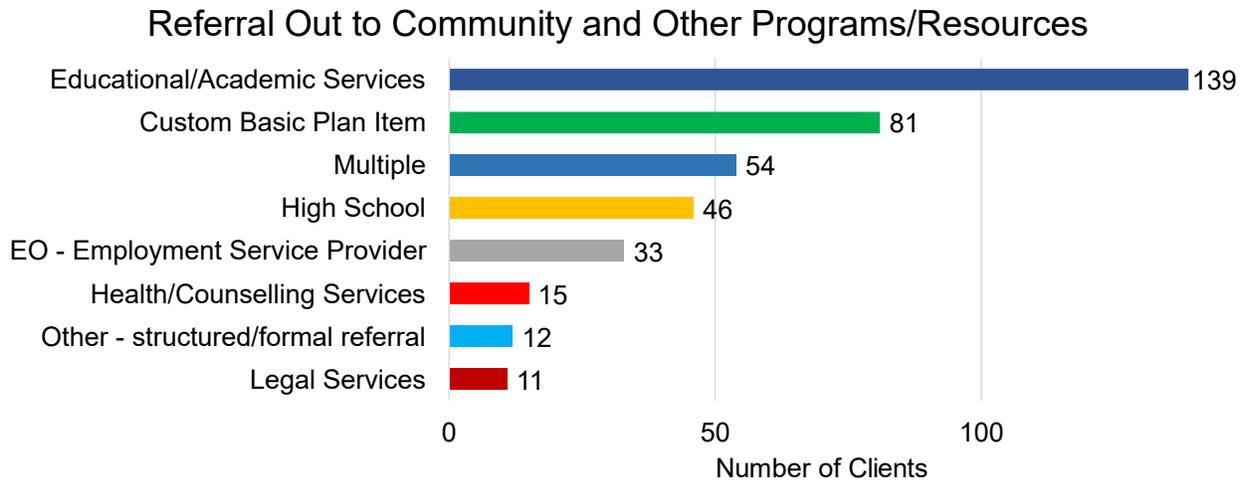
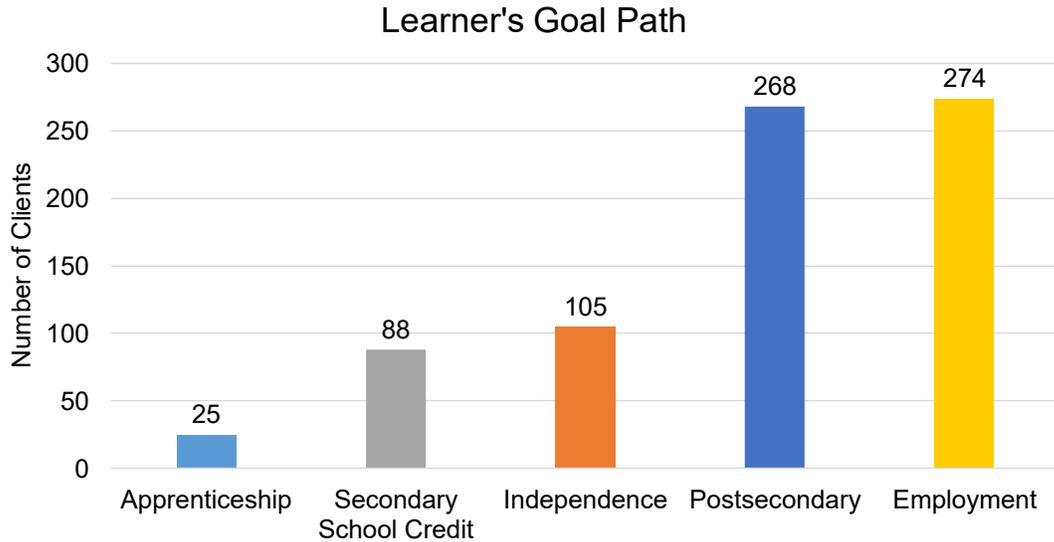
| | |
|-------------------|-----|
| Community Agency | 420 |
| Community College | 340 |

Where Were Clients Referred In From?

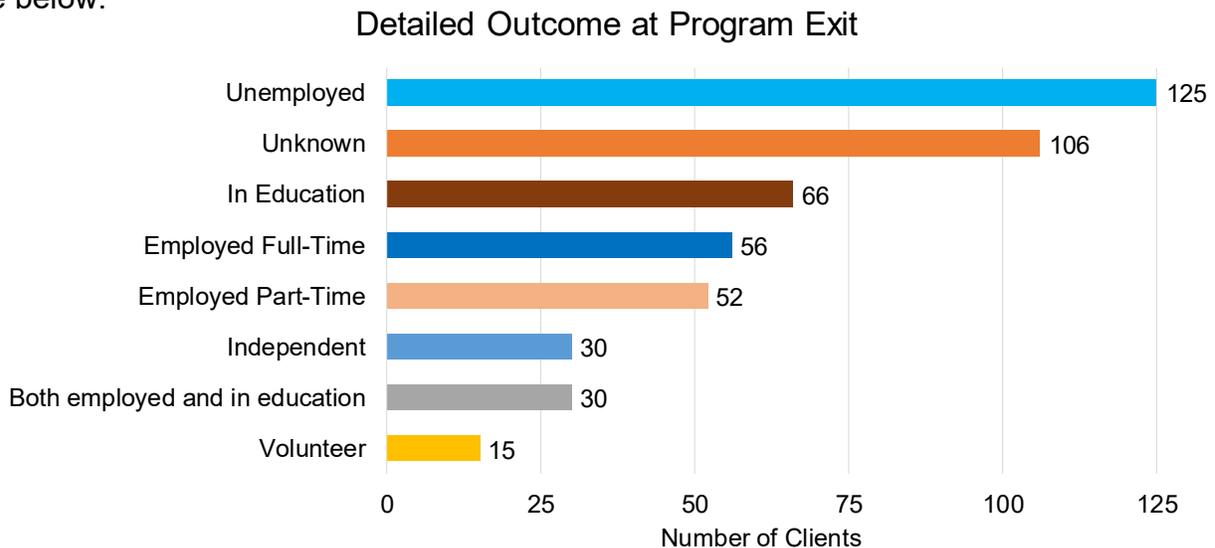
| | |
|---------------------------------------|-----|
| EO - Employment Service Provider | 146 |
| Informal Word of Mouth/Media Referral | 365 |
| Ontario Works | 68 |
| Other - Structured/Formal Referral | 115 |

12 Categories contained suppressed data and made up the remainder of referrals.

EMPLOYMENT ONTARIO PROGRAMS



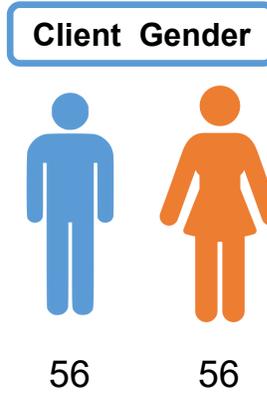
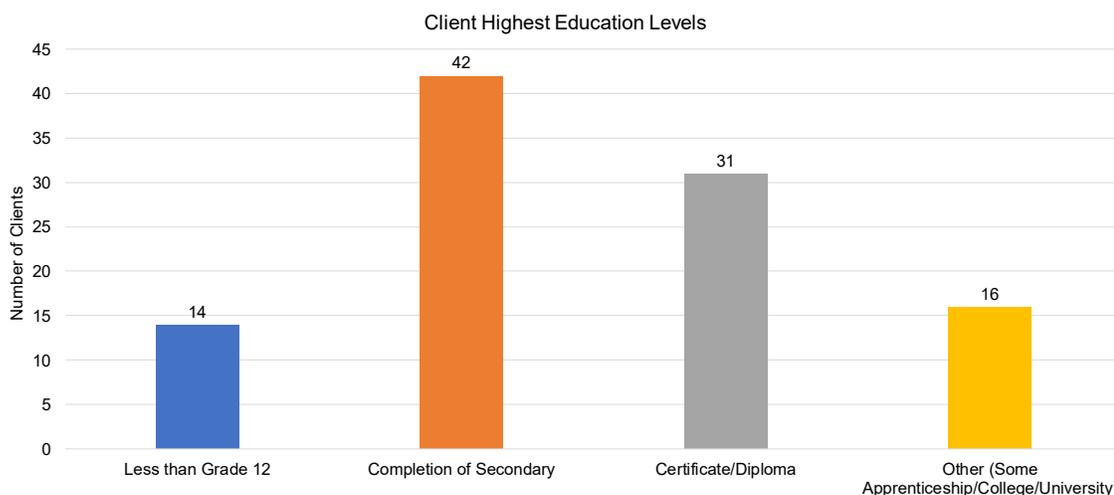
There were 15 other referral categories that contained suppressed data in the above table and 6 in the table below.



EMPLOYMENT ONTARIO PROGRAMS

Second Career

There were a total of 112 clients assisted through the Second Career program, an increase of 13% over the previous period.



33% of clients in this program went into Transport Truck Driver Training. Although client numbers across other training programs are suppressed, data does indicate that there were clients in 29 other approved skilled training programs. A number of the programs were skilled trades or health care related which are key occupation demand areas locally.

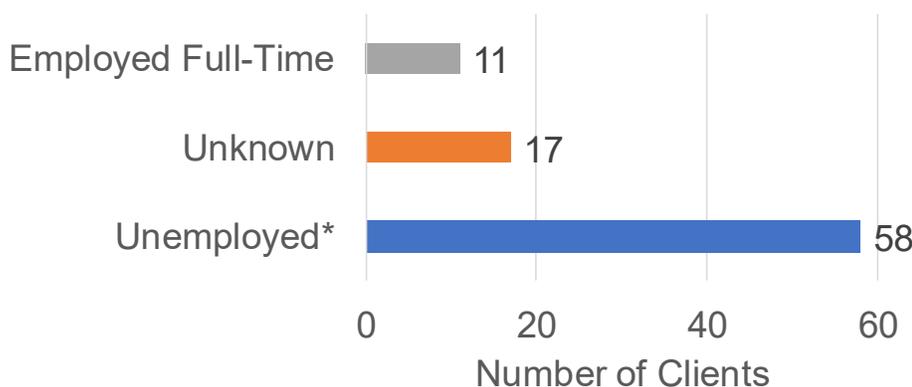
Client Age Ranges

| | |
|-------|----|
| 15-24 | 12 |
| 25-44 | 62 |
| 45-64 | 38 |

Length of Time Out of Employment/Training

| | |
|---------------------|----|
| Less than 3 months | 55 |
| 3 - 6 months | 14 |
| 6 - 12 months | 22 |
| More than 12 months | 11 |

Outcome at Exit Detail



23% of Detailed Exit data was suppressed, however, clients did fall in the categories of Employed Part-Time, Employed - Other (employed in a more suitable job, employed in a prof occ/trade, employed in area of training/choice), Both employed and in training, Self-Employed, In Education and In Training.

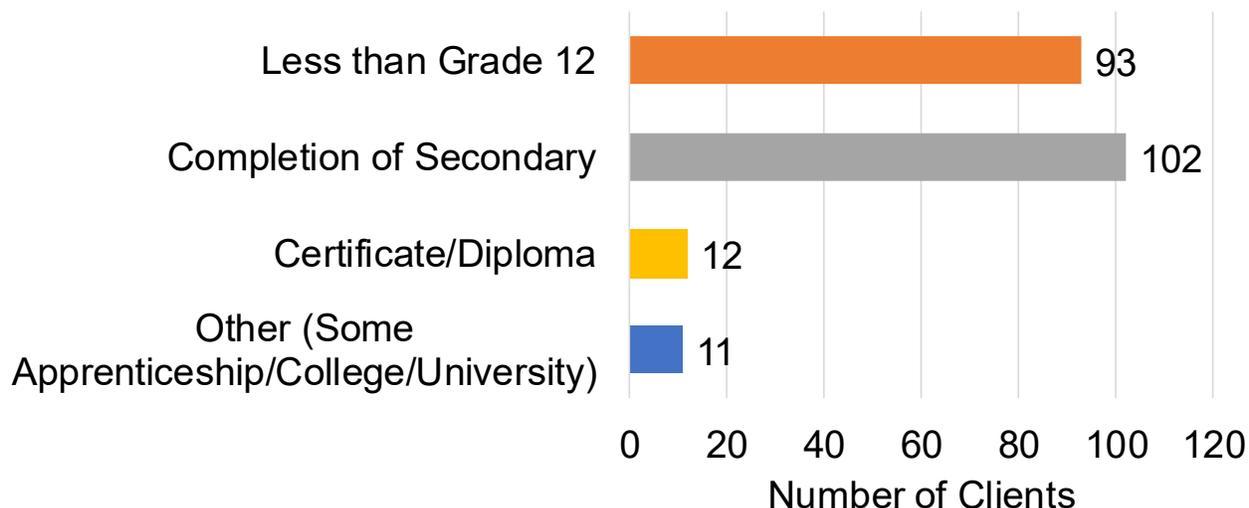
* Unemployed is number of clients at completion of training. 12 month follow-up shows 56% were now employed, 34% were unknown and 10% were In Training/Education, Other (Independent, Unable to Work, Volunteer) and Unemployed.

EMPLOYMENT ONTARIO PROGRAMS

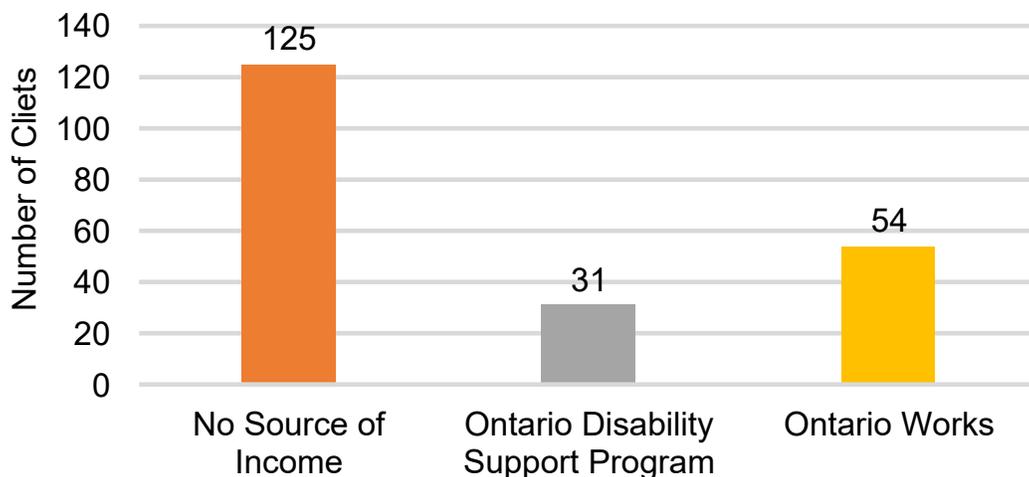
Youth Job Connection (YJC)

There were a total of 225 clients assisted through the Youth Job Connection program.⁸

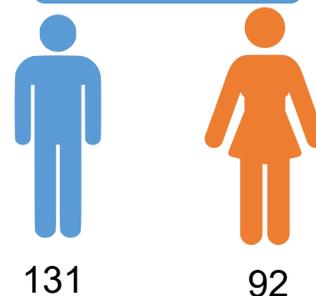
Client Highest Education Levels at Intake



Client Income Source



Client Gender



Client Age Ranges

| | |
|-------|-----|
| 15-24 | 190 |
| 25-44 | 35 |

Client Designated Groups

| | |
|------------------------|----|
| Aboriginal Group | 26 |
| Person with Disability | 99 |

⁸ Client data across all areas was suppressed in numerous categories, so client numbers will not always equal the total number of clients in the program.

LONG RANGE ACTIONS – YEAR TWO IMPLEMENTATION UPDATE

Address the need to improve the soft and technical skills of job seekers and to retain these people once hired in the manufacturing sector.

| Goal | Activity | Update |
|---|---|---|
| Job seekers have access to a pre-employment program that provides integrated soft and technical skills development. | Develop a short-term enhanced training program to be delivered through post-secondary or adult education training paths. | Loyalist Knowledge and Training Centre has incorporated training programs through Elevate Plus that address this. As well other proposed Skills Advance Ontario proposals are now modeling training components after the Elevate Plus program. |
| Employers be provided with the resources, training and support that they require to implement and maintain an effective orientation and onboarding process. | Existing HR Toolkit to be updated with current Human Resource hiring practices and legal requirements as well as be enhanced to include orientation and onboarding. | The HR Toolkit is still undergoing revision due to legislative changes and is expected to be released in Spring 2020. |
| Employers be provided with the resources, training and support that they require to develop the soft skills necessary to effectively support employees to excel at their job. | Develop a short-term enhanced training program for supervisors and managers to be delivered through post secondary, adult education or service provider training paths. | Loyalist Training and Knowledge Centre has developed a series of training programs for managers and these continue to be delivered. |
| Solutions be identified and actioned to address the areas of concern related to flexible training options, marketing of manufacturing and improved transportation options. | Develop and implement a strategy to address the issues identified. This includes marketing manufacturing as a Career of Choice. | Marketing is being included in the larger Eastern Ontario Manufacturing Strategy. Transportation is a high priority with City of Belleville—new transit pilot implemented and very successful. More Quinte Region options being developed. Prince Edward County is launching Public Transit Pilot in 2020. |

LONG RANGE ACTIONS – YEAR TWO IMPLEMENTATION UPDATE

Implementing a plan to rapidly respond to changes in workforce staffing and training needs across manufacturing in Eastern Ontario.

| Goal | Activity | Update |
|---|---|--|
| Coordinate collaboration to deliver an integrated workforce development plan. | Development of a plan through the Ontario East Economic Development Commission in partnership with Eastern Region Local Boards. | The Ontario East Economic Development Commission has developed a draft version of the Eastern Ontario Manufacturing Workforce Development Project. CFWD sits as part of the steering committee for this project. |

Understanding “true” Labour Market Information data

| Goal | Activity | Update |
|---|---|---|
| Locally the participation rate has been on a steady decline. However, participation rates do not reflect people who may be actively seeking employment but fall under such programs as Ontario Works. | Detailed research to obtain a better understanding of the “true” unemployment and participation rates of people in the Board catchment area. From this better assessment of available labour skills and training needs of potential employees can be developed. | Throughout 2019 and early 2020, CFWD lead research into low participation rates across Eastern Ontario. Final report and strategies to be released in mid-March 2020. |

Equality in Skilled Trades

| Goal | Activity | Update |
|---|--|--|
| Provide a better understanding to employers hiring in skilled trades occupations about the advantage of hiring underrepresented groups including women, aboriginal and persons with disabilities. | Further develop relationships with: local women’s groups; Aboriginal communities, employers and employment agencies; person with disabilities groups; visible minority groups; and organizations supporting designated groups (as defined by the Employment Equity Act). Host an educational event for employers. | In 2019, CFWD participated in Provincial research on the In-Demand Skilled Trades. Local level researched identified both gaps and trends which were shared with the community. CFWD will be looking at a future event in 2020 or early 2021 for employers that hire skilled trades to educate them on the advantages to hiring underrepresented groups. |

LONG RANGE ACTIONS – YEAR TWO IMPLEMENTATION UPDATE

Skilled Trades Handbook Update

| Goal | Activity | Update |
|--|--|--|
| The skilled trades handbook developed by CFWD is several years old. It needs to be brought up to date to better define training, education and career paths. It also needs to clearly identify assistance paths for apprentices. | A revamp of the existing skilled trades handbook will be undertaken. It will include additional information to assist both potential and current apprentices with understanding education and training options, along with how to access assistance through Literacy and Basic Skills. | The Skilled Trades Handbook was redone over the Summer and early Fall of 2018. It was released November 9, 2018. An updated version is now available as of February 2020 as some trades were removed by the Ontario Government. |

Employment Ontario Service Provider Data

| Goal | Activity | Update |
|--|--|---|
| To provide a better analysis of Employment Ontario Service Provider programs in order to gain an improved understanding of gaps in service or opportunities for clients. | Work with the Ministry of Labour, Training and Skills Development (MLTSD) (previously MTCU) on providing more concise data for analysis. | Concerns have been shared with MLTSD around suppressed numbers as this does not allow for a proper analysis of gaps in training or opportunities. |

Regional HR Strategy

| Goal | Activity | Update |
|---|--|--|
| Build A More Skilled (Soft Skills & Hard Skills) Workforce. | Develop a process to network and connect community partners and stakeholders to create a shared vision of a “skilled workforce”. | Belleville Chamber will implement a survey based on focus groups already held that will target parents of Grades 6-8. Based on results events will be planned in collaboration with community partners to showcase skill sets required. CFWD and Belleville Chamber also looking at establishing an Industry Education Council. |
| | Create stronger connections between employers and schools through activities like job shadowing, co-ops and work prep programs. | CFWD to work with school boards in 2020/21 to create promotional material and showcase these opportunities to employers. |

LONG RANGE ACTIONS – YEAR TWO IMPLEMENTATION UPDATE

| Regional HR Strategy | | |
|---|--|---|
| Goal | Activity | Update |
| <p>Build A More Skilled (Soft Skills & Hard Skills) Workforce. (Cont'd)</p> <p>The HR Steering Committee combined these two activities in 2019.</p> | <p>Define the “soft skills” necessary for today’s workforce and develop a program to build them.</p> <p>Encourage education that includes a focus on employment needs & prepares students for the workforce.</p> | <p>Soft Skilled Solutions program now has more than 30 members of the community trained and currently arranging for employers to receive the “Train the Trainer” program.</p> <p>Chambers are looking at how they can assist in pushing this training out to their members.</p> <p>Loyalist College is continuing to develop their Student Graduate Attributes Program.</p> <p>HR Steering Committee looking at ways to better inform parents/ students on job needs now in the local community. Ideas and collaboration methods to be developed throughout 2020.</p> |
| <p>Create Greater Understanding of the Benefits of Doing Business in Our Region.</p> | <p>Conduct future-focused research & strategy for business development.</p> | <p>Belleville Economic and Destination Development Committee has developed a strategic plan that is in its final approval stages by Council. This combined with other local BR&E updates could be guiding information for any future development and research across the Region.</p> |
| | <p>Involve youth in a youth-led attraction strategy.</p> | <p>The 2019 Youth-2-Youth Summit built upon the first one and will see further strategies developed. CFWD to share with the community when report is completed.</p> |
| | <p>Create intentional government & business communication and collaboration strategies (structures & processes).</p> | <p>HR Steering Committee to work with Chambers and Municipalities to develop list of current and future activities to build on.</p> |

LONG RANGE ACTIONS – YEAR TWO IMPLEMENTATION UPDATE

| Regional HR Strategy | | |
|---|---|--|
| Goal | Activity | Update |
| Attract, Recruit & Retain Qualified Candidates to our Region. | Develop integrated 24/7 transportation options across the region. | Belleville's pilot transit expansion has been very successful – expanded to 3 buses, 1 traditional route, 2 on demand that are attached to an app. Prince Edward County launching new regional transit pilot in March 2020. |
| | Host collaborative social gatherings in workplaces and the community, for workers and their families. | META/CFWD continuing to look at a Doors Open Style of event for Fall 2020. HR Committee is looking at developing an event for students in the summer and before end of August of 2020. |
| | Create a regional ambassador/mentorship program to increase regional pride. | Regional Tourism Board is continuing its lead on developing strategies to address this. CFWD is leading the development of a Rural Immigration Strategy that will include ambassador and mentorship as well. This report will be released in late March 2020. |
| | Use and capitalize on social media to centralize and coordinate recruitment and retention efforts. | The Regional Marketing Board through its Quinte Jobs website has piloted sharing snapshots of 8 high paying jobs (\$50K +) in the region. This is shared out through social media. They have partnered with META to track the metrics of this pilot. |

LONG RANGE ACTIONS – YEAR TWO IMPLEMENTATION UPDATE

Regional HR Strategy

| Goal | Activity | Update |
|--|---|--|
| Clarify, Simplify, Streamline & Address Regulations in Innovative Ways | Deepen the understanding of the need for regulations. | <p>HRPA Eastern Ontario Chapters did touch on regulations and legislation at its conferences in 2018 and 2019. The HR Steering Committee is looking into developing a series of lunch and learns for employers that could address some of the issues identified.</p> <p>CFWD sponsored a series of workshops through the Prince Edward County Chamber of Commerce where some legislative topics will be covered.</p> |
| | Reduce & simplify regulation applications. | |
| | Reduce & clarify the need for "Red Tape". | |

Regional Workforce Group

| Goal | Activity | Update |
|---|---|--|
| Although each County, Municipality and community have unique challenges, they also face similar labour force issues. The Regional Workforce Group would identify and focus on the shared challenges, applying a collaborative approach to addressing workforce development as well as provide ongoing advice to CFWD. | Develop a Regional Workforce Strategy. | <p>Key leaders within the Board's catchment area have been invited to participate in the group. The first meeting was held in December 2018. This group continues to evolve as there were changes to leadership at two of the school boards.</p> |
| | Assist in providing direction to CFWD activities. | |
| | Provide a central resource for CFWD community consultations and research. | |

Youth

| Goal | Activity | Update |
|-------------------|---|---|
| Education Council | To develop an Industry Education Council that will connect and partner with business and education to help students explore careers, gain meaningful workplace experiences and discover a vibrant connection to the workforce and the future. | <p>Discussions have taken place with Belleville Chamber of Commerce about further development of this activity. Due to a number of staffing changes at the Chamber, this has been put on hold until 2020.</p> <p>CFWD has identified a series of events that could be used as a model to establish an Industry Education Council.</p> |

LONG RANGE ACTIONS – YEAR TWO IMPLEMENTATION UPDATE

Youth

| Goal | Activity | Update |
|---|---|---|
| Soft Skills development for high school and post-secondary youth through part-time job opportunities. | A job fair specifically for students from Loyalist College and high schools that targets part-time job opportunities with local employers. Job fairs traditionally target full-time positions for adults or older youth not in the education system so this would provide an opportunity youth would not normally have. | CFWD will look at how a job fair such as this may be combined with other existing ones across the region. Will try to integrate into fall 2020 and spring 2021 job fairs that are held. |
| Entrepreneurship Promotion | Develop entrepreneurial workshops for students to better understand how to run their own business. Use these workshops to have local entrepreneurs as guest speakers to ensure the youth have engaging mentors. | Some discussion has taken place at youth meetings through United Way but no solid plans have been developed yet. |
| Creative Economy | Develop a local 'arts' council where creative minds who work in the area can connect students to proper resources to follow their passions (filmmakers, photographers, graphic artists, writers, painters etc.) | No Action to Date |

Opportunities for Military Personnel

| Goal | Activity | Update |
|---|--|--|
| To develop a better understanding of the local workforce opportunities for family members of posted military personnel. | Conduct detailed research at a local level on the gaps and opportunities for military family members, including youth, that can address their struggle in finding meaningful employment. | This activity is being addressed through an Elevate Plus pilot program that has been specifically designed for members of 8 Wing Trenton and their families. |
| To develop a better understanding of local workforce opportunities for retiring military personnel. | Conduct detailed research at a local level on the opportunities for retiring military members that can address their struggle in finding meaningful employment upon leaving the Canadian Forces. | See above |

LONG RANGE ACTIONS – YEAR TWO IMPLEMENTATION UPDATE

Health Care Industry

| Goal | Activity | Update |
|--|--|--|
| To develop a better understanding of the local Health Care Industry needs. | Conduct detailed research at a local level on the Health Care industry to obtain a better understanding of labour force issues the industry is facing. | In January/February 2020, a research survey was conducted with employees in the health care industry. |
| | Conduct a forum to present the finding of the research and obtain feedback towards a Health Care Labour Force Strategy. | A forum in March 2020 will present the findings of the employee research and seek input to the development of an HR Strategy for the region. |
| | Develop and release a strategy for the local community. | The forum results will be released in March 2020. |

Construction Industry

| Goal | Activity | Update |
|---|---|--|
| To develop a better understanding of the local Construction Industry needs. | Conduct detailed research at a local level on the Construction industry to obtain a better understanding of labour force issues the industry is facing. | Construction event held for high school students. In 2019 In-Demand Skilled Trades research done which covered these occupations in the construction industry. |
| | Conduct a forum to present the finding of the research and obtain feedback towards a Construction Labour Force Strategy. | The In-Demand research was presented at a forum, however, local level strategy was not discussed at this point. Further follow-up is expected. |
| | Develop and release a strategy for the local community. | On hold pending the outcomes of the Provincial In-Demand Skilled Trades research. |

Tourism Sector

| Goal | Activity | Update |
|--|--|---|
| To develop a better understanding of the local Tourism Sector needs. | Conduct detailed research at a local level on the Tourism sector to obtain a better understanding of labour force issues the industry is facing. | Research done in Prince Edward County by County Workforce Partnership and provincially by Ontario Tourism Education Corporation (OTEC) provincially. Pilot training in place. |
| | Conduct a forum to present the finding of the research and obtain feedback towards a Tourism Labour Force Strategy. | Both County Workforce Partnership and OTEC have presented findings and received feedback. |
| | Develop and release a strategy for the local community. | HEAT program being delivered in Prince Edward County. OTEC Pilot in Quinte West. |

Conclusions

As a community, we are continuing to address labour force issues and move the “needle” on workforce development in a forward direction. This past year saw some much needed work done on many of the Long Range Actions. Through this work, understanding gaps in areas such as the agriculture industry and youth migration have been caught and are now being looked at. Although agriculture may not be one of the largest industries both in business and employee count, it does have significant economic impact that should this industry’s labour force fall apart, would adversely affect this area.

With the participation rate research showing very little room for strategies to increase labour force participation due to our aging workforce, the partnership that CFWD is leading in the development of a Rural Immigration Strategy is even more important.

In-Demand Skilled Trades research showed where this community can work to improve attraction and retention of workers in skilled trades. The Provincial Government will be providing the next steps to improving the skilled trades program for employers.

With the Regional HR Strategy pieces continuing to taking shape, the workforce within Hastings, Prince Edward and Lennox and Addington Counties have great potential for growth. The goals and actions the LLMP has laid out can benefit the local workforce, however, they cannot be accomplished alone. Your help is needed to ensure we are minding the gap so.....

Ask Questions! Provide Input! Get Involved!



Special Thanks

The Centre for Workforce Development would like to thank all of our community partners who have provided input to this process over the last year. Whether it was being a part of an action taking place or a simple conversation about the labour force, the Board and community cannot move the needle on workforce issues in a positive manner without you.

Thank you everyone!

Algonquin Lakeshore District School Board
Bancroft Chamber of Commerce
Bay of Quinte Regional Marketing Board
Belleville Chamber of Commerce
Belleville Economic Development
Belleville Economic and Destination Development Committee
Brighton Quinte West Family Health Team
Business and Professional Women's Network
Career Edge
Community Learning Alternatives
École Secondaire Publique Marc-Garneau
Enrichment Centre for Mental Health
Greater Napanee Economic Development
Harvest Hastings
Hastings and Prince Edward District School Board
Hastings County Economic Development
HRPA Quinte and District
John Howard Society
Kingston Literacy & Skills
Lennox and Addington Economic Development
Limestone District School Board
Loyalist College
Loyalist Community Employment Services

Madoc Chamber of Commerce
Manufacturing Resource Centre
META Employment Services
Military Resource Family Centre
Mohawks of the Bay of Quinte
Mrs. Wattana Buppi, CEO, Suksawat Hospital
Napanee Chamber of Commerce
Northumberland Economic Development
Ontario East Economic Development Commission
Ontario Tourism Education Corporation (OTEC)
Prince Edward County Chamber of Commerce
Prince Edward County Community Development
Prince Edward Learning Centre
Quinte Economic Development Commission
Quinte Health Care
Quinte Home Builders Association
Quinte West Chamber of Commerce
Quinte West Economic Development
RTO9 Regional Tourism Organization
Sir James Whitney School for the Deaf
Small Business Centre
Trenval
United Way Hastings and Prince Edward



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