2011 Local Labour Market Plan Update
Brant-Haldimand-Norfolk
February 15, 2012

Communities at Work
OUR VISION
A skilled, adaptable workforce contributing to a vibrant economy

OUR MISSION
The Workforce Planning Board of Grand Erie leads the development of local labour market strategies by engaging community partners and maximizing available resources.

OUR MANDATE
The Workforce Planning Board of Grand Erie leads the development of local labour market strategies by:
— Providing evidence-based research and analysis —
— Identifying employment trends —
— Targeting workforce opportunities —
— Initiating workforce development strategies —
— Working with community partners —
— Assisting employers with human resource planning —

The Workforce Planning Board of Grand Erie (WPBGE) is one of 21 local training boards leading workforce development planning across the province of Ontario. Local training boards research and identify employment trends, target workforce opportunities and bring people together to develop action-based solutions. This document profiles the finding for Grand Erie (Brant-Haldimand-Norfolk). The information contained was prepared by WPBGE. Information for other regions in Ontario can be found at www.localboards.on.ca.

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In March 2011 the Workforce Planning Board of Grand Erie released the Local Labour Market Plan highlighting the key recommendations and actions identified through the integrated industry and community consultation and planning process. This report updates the status of those actions, and on the many other activities underway within Brantford, Brant, Haldimand and Norfolk.

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Crop and animal production plays a critical role within the area’s economy. Crop production ranks as the largest source of employment in Haldimand and Norfolk, and sixth largest in Brant. A total of 7,390 people were employed in the sector in 2010. The sector is undergoing decline however, with the loss of 541 jobs between 2008 and 2010. Business and employment changes in agriculture are complicated by numerous factors: the aging population of farm operators; the emergence of new markets; and the globally competitive marketplace.

Advanced technology, global competition, new commodities, and the demand to create sustainable environments will require higher levels of education and training.

**Actions Completed**

- **A 3 day “technology in farming” event** highlighting the latest developments in agriculture technology.

  **A Partnership of:** Norfolk Business Development Corporation and Canada’s Fruit & Vegetable Tech X-Change

- **Local food initiative** – community partners provided funds to leverage a Broader Public Sector Investment Fund program to provide local foods for health care centres; Norfolk General Hospital, Norview Lodge and Cedarwood Village.

  **A Partnership of:** Norfolk Business Development Corporation, Norfolk County, Naturally Norfolk and VG Meats.

- **“When Country Comes to Town”** is a culinary recipe booklet promoting “Buy Local! Buy Fresh!, supporting the growth of agriculture and tourism.

  **A Partnership of:** Brant Tourism, Brant Federation of Agriculture and City of Brantford

- **Harvest of Haldimand initiative:** farmers’ market workshops; local product initiative encouraging local restaurants to feature local product are being led by Haldimand County Economic Development and Tourism.

- **Agriculture and Labour Force Analysis Study** completed for Brant, Haldimand and Norfolk
SUPPORTING THE TRAINING NEEDS OF EMPLOYERS AND EMPLOYED WORKERS IN OUR PRIMARY AND POTENTIAL GROWTH SECTOR - TOURISM

TOURISM (2011 Local Labour Market Plan, pg. 41)

Priority Issue

Tourism is an important economic driver and source of employment across Grand Erie due to the area’s rich agricultural base; location along the south coast of Lake Erie; and cultural diversity. Food Services and Drinking Places plays an important role in tourism accounting for 272 SMEs in Brant (8th largest) and 213 (2nd largest) in Haldimand and Norfolk. Tourism includes several other important sectors including the Performing Arts (91), Accommodation Services (130), Amusement, Gambling & Recreation Industries (130).

Small and Medium Sized Businesses in tourism related industries lack the resources and training to develop the advanced customer service skills needed to build organizational capacity.

Actions Completed

- Six Nations held a Customer Service Training workshop on June 23, 2011, to which 54 people attended. It focused on how to connect with customers on an emotional level to make them want to return to experience the connection again and be an advocate for the business.
  
  A Partnership of: Two Rivers Community Development Centre and The Mississaugas of New Credit First Nation

- Cultural Experience Conference with Maori-leader from New Zealand, Te Taru White. Explored the opportunities in tourism as a source of economic and job growth

- PAN AM Games 2015 – working committee established to explore opportunities

- Haldimand tourism initiative focusing on local markets: birding, cycling

Note: Tourism has been identified as a targeted sector for Brantford, Brant, Haldimand, Norfolk, Six Nations of the Grand River and Mississauga’s of the New Credit First Nations. The above activities represent only a small portion of the many activities and events in place that will grow the tourism sector. The following are a few of the activities reported:

- Forest Fest (Norfolk) attracted 1200 people

- War of 1812 activities

- Local cultural events and festivals

- Sporting events and tournaments

- RTO 1 and RTO3 strategic planning
The loss of skilled trade workers in the specialty trade contractor sector (-156) and trained technicians (-29) in the Repair & Maintenance industry raises concerns about the loss of apprentices. Both of these sectors require highly trained, licensed workers to meet legislative and environmental demands within construction, automotive repair services and industrial/commercial repair services.

The loss of skilled apprentices will result in a shortage of qualified technicians and journey persons as older workers retire.

Actions

1. Human Resource Planning series for the Specialty Trade Contractors sector and the Repair & Maintenance sector that focus on: attraction, retention and succession planning; financial guidance on apprenticeship tax credits; creating industry/education partnerships that support educational program development

2. Employer guide featuring the above

Actions Completed

- Independent Brotherhood of Electrical Trades (IBEW105) delivered a 3 day introduction to the electrical trades program for aboriginal youth on Oct. 3-5, 2011
- Technical Trades Institute delivered the ASEP Pre-Apprenticeship Welding program for aboriginals. Thirty-three of the 48 students completing the course are employed.
- Joint Apprenticeship Trade Association (J.A.T.C.) is delivering a pre-apprenticeship program for youth between July 4, 2011 and Dec. 23, 2011
- Human Resource tool kit developed for Automotive Repair & Maintenance Sector
UPGRADING THE ESSENTIAL SKILLS OF NEW AND LAID-OFF WORKERS TO MEET TODAY’S WORKPLACE REQUIREMENTS

ESSENTIAL SKILLS (2011 Local Labour Market Plan, pg. 41)

**Priority Issue**

88.9% of participating employment and social service agencies identified education levels of Grade 12 or less, the lack of job readiness, and skills and training as their clients’ primary barriers to employment.

95% of the employers interviewed require Grade 12 (or equivalency) and good essential skills as standard requirements of meeting today’s health & safety standards, quality assurance, and reporting requirements. All industry participants indicated they use some form of screening or testing to ensure these skills are in place.

Unemployment and poor attachment to the workforce will continue for people without the education and essential skills to meet workplace standards.

**Actions Completed**

- **Eight university students** have been hired by the Brantford Public Library to tutor students in Grade 2-6 in literacy and numeracy
- **Literacy Link South Central** is conducting a Job Creation Partnership to increase the awareness of and integration between the literacy and employment sectors
- **Haldimand Norfolk Social Services** has implemented several innovative programs including Volunteer skills Development Training, Tackling the Tough Skills – job prep and life skills workshops, WHMIS/Commitment to Safety, Interview Skills, Budgets Take Balance, and Job Survival.
Priority Issue

The educational attainment level of Grand Erie lags behind Ontario. Only 43% of Grand Erie's labour force holds a post-secondary education compared to 51% for Ontario as a whole. Educational attainment lags in every age category. Education levels have a direct impact on job creation, job retention, and unemployment. Statistics Canada figures for the period of 2008-2009 show that people with Grade 12 or less experienced unemployment rates of 12.9% compared to 7.3% or lower for those with some form of post-secondary training.

The educational requirements for employment are increasing. Workers with low educational levels will find it increasingly difficult to find sustainable employment.

Actions

The educational taskforce will begin work on the strategies identified in Achieving Our Potential (Strategic Plan). The plan includes:

1. An inventory of existing programs and services that serve adults
2. A community-wide marketing strategy that a) promotes the value of educational attainment, lifelong learning and continuous learning to Grand Erie residents; and b) promotes the value of our human talent – a skilled and educated workforce – as a powerful resource contributing to Grand Erie’s economic growth and prosperity (jobs)
3. Raising educational attainment is a long-term strategy requiring a coordinated body or formalized structure to advance current and long term strategies

Actions Completed

- Twenty-seven partners from Brantford, Brant, Haldimand, Norfolk, Six Nations of the Grand River, and the Mississaugas of the New Credit have formed the Education Works Alliance. The alliance is currently developing the inventory of educational services and supports; the Real Faces campaign, and obtaining financial support to further the goals of the alliance.
- Brantford Public Library is offering a series of introductory courses to the public to learn: Internet, Email, Work, and Social Media
- Grand Erie District School Board opened a Reception and Assessment Centre for Newcomers and First Nations, Metis and Inuit students
- The Ogwehoweh Skills and Trades Training Centre is delivering GED and upgrading in Physics and Math
- A comparative gap analysis conducted by the Grand Valley Education Society provides an environmental scan of existing studies to identify the skills and training needed to sustain and attract business opportunities; to provide an inventory of available MTCU accredited programs, and to identify which educational partners or training providers should be urged to provide skills training where gaps exist.
- Haldimand Norfolk Social Services offers the GED-Adult Co-op that financially supports participants to achieve post-secondary education
- Norfolk District Business Development Corporation contributed financial and educational supports to Broadband for Norfolk. Courses included personal computer and internet training for 400 participants.
- Tentative plans are in progress to deliver Call Centre Training in preparation for the new Bell Call Centre opening in Brantford. Partnering organizations are exploring opportunities to deliver training that could be recognized as high school credits and/or under Second Career. Tentative partners include Grand Erie District School Board, Mohawk College, Employment Ontario, Ontario Works Brantford-Brant, Workforce Planning board of Grand Erie, Brant Skills Centre.
- Education Works Champion Awards – 19 awards, published February 2012
- Inventory of services developed and distributed to community service organizations and educators
Section 2 - Other Identified Workforce Priorities and Strategic Actions

Small and Medium Sized Enterprises (SMEs)

SUPPORTING THE TRAINING AND BUSINESS DEVELOPMENT NEEDS OF SMALL AND MEDIUM Sized ENTERPRISES

Priority Issue

SMEs play an important role in fostering income stability, growth, and employment in the Grand Erie economy, but the loss of over a thousand jobs between June 2009 and June 2010 signaled the need for additional support to assist business owners sustain and grow their businesses in this difficult economic climate.

Actions Completed

- **Building Better Business in Norfolk** – one day forum focused on expanding business through social media, networking, and building the capacity of employee performance through humour and healthy workplace strategies. Lead Partners: Norfolk Business Development Corporation, Workforce Planning Board of Grand Erie.
- **Social media workshops** familiarized local business people on how to build business success. Delivered by Brantford Public Library
- **Cayuga Chamber of Commerce co-hosted a Biz-Breakfast** on Oct. 20, 2011 with a guest speaker from Business Development Bank of Canada
- **“Employer Challenge”** engaged local businesses to participate in a fun networking experience with Six Nations of the Grand River (GREAT)
- **Norfolk District Business Development Corporation** delivered free PC/Internet training to small businesses in Norfolk.
- **Series of workshops delivered by Brantford-Brant Business Resource Enterprise Centre** included Social Media, Marketing, Taxation and Record Keeping, Growing Your Business, and Financing Your Business.
- **Bridges to Better Business** being hosted for Brantford-Brant businesses on February 15, 2012
Manufacturing
SUPPORTING THE TRAINING AND BUSINESS DEVELOPMENT NEEDS OF MANUFACTURING

Priority Issue
Despite losses in the number of businesses and jobs, manufacturing continues to be the major source of employment in Grand Erie. During the 2011 consultations the manufacturing sector identified technical skill shortages in the areas of tool and die workers, machinists, qualified welders, and crane operators. They also identified essential skills such as written and oral communication skills, computer operations, problem solving, and task management as essential skills within their sector.

Manufacturers noted that future employment will require workers to have a minimum Grade 12 education or equivalent, excellent essential skills, and advanced mechanical reasoning. This is the minimum required by business to ensure “continuous improvement measures” and productivity.

Recommended Actions
Manufacturers recommended the need for educational upgrading and training (minimum Grade 12 level), pre-employment training in the areas of health & safety, problem solving, and mechanical reasoning.

Actions Completed
- Job fairs for U.S. Steel hosted by St. Leonard’s Community Services in August 2011
- Ontario Green Hub Initiative (a partnership of Brant, Brantford, Haldimand, Norfolk, and the Six Nations of the Grand River) completed an Economic Research and Competitiveness Study. The report recommends the following workforce preparedness strategies: Educational organizations working together to develop, attract and retain high-level talent in green energy sectors, focused on biotechnology, agricultural research, mechanical, electrical and chemical engineers; regular forums with labour and employment offices, green economy businesses, educational institutions to evaluate skill and occupational needs within the region; conduct an inventory/gaps analysis of educational programs relating to the green economy; develop labour market information sessions to share evidence on local employment opportunities related to the green economy
### Rural Communities

**SUPPORT THE GROWTH AND TRANSITION OF THE RURAL ECONOMY**

<table>
<thead>
<tr>
<th>Priority Issue</th>
<th>Rural communities are undergoing economic and labour market transitions as a result of changing agriculture markets, an aging population, youth out-migration, and transportation barriers.</th>
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<tr>
<td>Recommended Actions</td>
<td>Strategies to attract and retain new entrants into the rural labour market and business environment will require support in the areas of business development and entrepreneurship, access to training, and youth/newcomer attraction and retention strategies.</td>
</tr>
</tbody>
</table>
| Actions Completed | • **The Benchmarking Community Attractiveness to Newcomers** project provides communities with a set of measurable indicators to assess their readiness/attractiveness to attract newcomers and to retain youth. Indicators and the tool kit will be available to communities in October/November 2011. Lead: Rural Ontario Institute; Partners: Workforce Planning Ontario, AMO, OMAFRA, ROMA, Statistics Canada, Conference Board of Canada  
• **RideNorfolk** – a public transit system (limited) is now up and running in Norfolk County, providing transportation to rural and urban communities. A Partnership of the Transportation Coordination Team.  
• **GREAT has completed a transportation feasibility study for Six Nations.** Results have been shared with council and community members.  
• **Revitalize Norfolk Conference** focused on developing capacity in Norfolk County. Areas of focus included: Social Media: Why it matters to businesses and farmers, Spotlight on Entrepreneurs, The Future of Agriculture, Your New Regional Tourism Organization, Downtown Norfolk: Building New Opportunities, and the Entrepreneur of the Year Award. |
**Immigrants/Newcomers**

**SUPPORT THE TRANSITION OF NEWCOMERS**

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<tr>
<th>Priority Issue</th>
<th>Immigrants (newcomers) experience higher levels of unemployment than the population as a whole. Local research shows that Canadian workplace language, culture, and experience are the primary barriers.</th>
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<tbody>
<tr>
<td><strong>Recommended Actions</strong></td>
<td>Develop integration strategies to help newcomers successfully transition into the community (employment, education/training, social, health).</td>
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| **Actions Completed** | • **The Grand Erie Immigrant Employment Cooperative** led by Workforce Planning Board of Grand Erie and supported by the Immigrant Settlement, Transition, Employment and Partnership Advisory group was established in late 2010. The program features two primary programs: the Mentoring Skilled Newcomers which matches newcomers with professionals in their field of work and; Diversity training for community and business organizations.  
• **The Grand Erie Immigration Partnership** initiative was implemented in 2011. Funded by Citizenship and Immigration, the Grand Erie Immigration Partnership is one of the forty-five Local Immigration Partnerships across Ontario, this community consultation process will result in a strategic integration plan for Grand Erie communities. Led by Workforce Planning Board of Grand Erie in partnership with Brant County, City of Brantford, Norfolk County, Haldimand County, and YMCA Immigrant Settlement Services.  
• **Grand Erie District School Board hosted the English Language Learning conference** in the fall of 2011.  
• **The Reception and Assessment Centre** for Newcomers and First Nations, Metis and Inuit students opened in the fall of 2011 |

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**Aboriginal**

**STRENGTHEN THE LINKAGES BETWEEN ABORIGINAL WORKERS AND EMPLOYERS**

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<th>Priority Issue</th>
<th>The aboriginal population of Grand Erie experiences higher levels of unemployment than the population as a whole.</th>
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<tr>
<td><strong>Recommended Actions</strong></td>
<td>Build linkages between employers and the Six Nation's workforce through networking, skill development and training, and cultural awareness.</td>
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</tbody>
</table>
| **Actions Completed** | • **Employer survey** completed at Six Nations during August 2011. Conducted by GREAT  
• **Employer Challenge:** (Networking event) hosted June 2011 by GREAT  
• **“What Grandma Says About Haudenosaunee”** Values and Work Ethics- book published and launched at Cultural Experience Conference  
• **Pre-apprenticeship training** in welding and electrical trades (see Specialty Trade section) |
Youth SUPPORT NEW ENTRANTS (YOUTH) INTO THE WORKFORCE

Priority Issue Youth aged 15 – 30 experience higher levels of unemployment than the population as a whole.

Recommended Actions Support youth through skills development and workplace experience.

Actions Completed

- **Norfolk District Business Development Corporation** delivers Canadian Youth Business foundation program
- **Show Me the Money workshops** for youth to learn about post-secondary financial opportunities: Youth Café – weekly group focused on healthy lifestyles; youth computer programs; Summer Job Workshops for Youth, Teen Advisory Group. Hosted by Brantford Public Library
- **Males in Human Services** (Passport to Prosperity/SCWI) will take place in November 2011. This forum introduces male students from Gr. 7 & 8 to male mentors working in human services
- **Skilled Trades Event** – students, parents, teachers will be introduced to the trades through tours of skilled trades training centres.
- **From Learn to Earn** will provide students entering the workforce with information, workshops, and tools for planning their career.
- **Summer Jobs Services Job Fairs for Youth** (Brantford and Dunnville). Hosted by St. Leonard’s Community Services
- **Youth Summer Company Program** is delivered by Brantford-Brant Business Resource Enterprise Centre

Healthy Work-Life Balance SUPPORT HEALTHY WORK-LIFE BALANCE TO IMPROVE WORKPLACE RETENTION

Priority Issue During the 2011 consultation and planning process, employers and service providers identified that physical and mental health issues are affecting the socio-economic prosperity of both workers and businesses.

Recommended Actions Conduct an employer outreach campaign to encourage local businesses to incorporate healthy work-life strategies into their business practices (target 60-100).

Actions Completed

- **Health Work-Life Balance campaign** and resource distributed to employers across Brant, Haldimand and Norfolk
The Workforce Planning Board of Grand Erie serves the communities of Brant, Haldimand and Norfolk as a leader in local labour market planning. The Workforce Planning Board delivers authoritative research, identifying employment trends, targeting workforce opportunities and bringing people together to act on solutions. The Workforce Planning Board conducts annual research on the trends, opportunities and priorities impacting the local labour market and releases regular updates, reports and an annual publication that captures strategic actions to address key labour market priorities.

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