

# TRENDS OPPORTUNITIES PRIORITIES PRIORITIES TO P

CREATING LOCAL SOLUTIONS TO OUR LOCAL WORKFORCE DEVELOPMENT NEEDS

April 2010



Champions of Ontario's Local Labour Market Solutions

## **Table of Contents**

Introduction	3
Overview Of The Action Plan Consultation Process	4 5
Local Labour Market Challenges	11
Actions Taken Last Year	20 21 23 24 25 26
Conclusion	29
Appendix A: List Of Organizations Consulted For Key Informant Interviews	29
Appendix B: Background Notes In Support Of The Seven Action Item Topics	29
Appendix C: List Of Organizations That Participated At The Community Consultation Meeting	37
Appendix D: Bibliography Of Resources	39

Peel Halton Dufferin Training Board is funded by:



## **Background**

The Peel Halton Workforce Development Group (PHWDG) is a community based, not-for-profit corporation that serves the Peel and Halton Regions.

The PHDWG functions as a neutral broker of research, disseminator of information and facilitator of collaborative partnership development. The PHWDG works with the community to identify trends and opportunities in the labour market environment which impact our workforce. We then establish and work to nurture new ideas which address these issues and help prepare our community to thrive in our local economy.

Operating as part of the Local Boards Network of Ontario, it is one of 25 local planning board areas funded by the Ministry of Training, Colleges and Universities to conduct and distribute local labour market research and engage community stakeholders in a planning process that supports local solutions to local issues.

This report was prepared by Tom Zizys, a labour market analyst, and Shalini da Cunha, the Executive Director of the Peel Halton Workforce Development Group.

#### **DISCLAIMER**

The material contained in this report is drawn from a variety of sources considered to be reliable. We make no representation or warranty, express or implied, as to its accuracy or completeness. In providing this material, the Peel Halton Workforce Development Group assumes no responsibility or liability.

#### Introduction

Each year, the Peel Halton Workforce Development Group produces a TOP Report – Trends, Opportunities, Priorities, as does each workforce development or training board across the province. The purpose of this report is to showcase relevant labour market data, draw on the insights of local informants, and engage partners and stakeholders in deliberations about key local labour market issues, with the goal of producing an agenda of actionable initiatives.

This year is no different. This report will outline the process that was used to arrive at the action items being proposed. In addition, the report will highlight the views of key informants who offered analysis about the state of the current local economy and what are the major labour market challenges or opportunities. This report also offers an analysis of trends in the manufacturing sector—despite a persistent loss of employment, manufacturing remains the single most important source of jobs across the Peel and Halton regions.

We trust you will find this report interesting and useful in your work. We also hope that it will give you reason to call on the Peel Halton Workforce Development Group, for information, direction for sources of labour market data, or to become involved in one of our projects. We greatly look forward to engaging with you to address our local labour market challenges.

## **Overview Of The Action Plan Consultation Process**

This year, the Peel Halton Workforce Development Group (PHWDG) undertook a more targeted consultative process to develop and prioritize its activities for the coming year. The primary focus was on demand factors—what are employers experiencing and how is that affecting the demand for labour.

The first stage involved collecting and analyzing labour market data in an attempt to quantify notable trends affecting specific industry sectors. This was followed by a set of interviews with key informants and stakeholders conducted over December and January to identify current issues and challenges facing employers. This information was used to develop a set of potential action items that could form the basis of PHWDG's activities for 2010-2011.

These potential items were then showcased at a planning session attended by over 100 stakeholders in March 2010. Following a presentation on local labour market trends, several guest speakers profiled specific examples of labour market initiatives that addressed a number of the possible action items. Next, participants were asked to circulate among seven "stations" where each potential action item was highlighted, providing stakeholders with an opportunity to learn more about the issue, add their ideas and indicate their interest in participating in the initiative.

Input from the planning session helped PHWDG to prioritize and structure its approach for the action items being put forward in this report.

#### A COMMENT ON DATA AND LABOUR MARKET TRENDS

A common frustration expressed by many stakeholders engaged with labour market issues is the challenge of finding labour market data that reflects the local situation and that is sufficiently timely to support near-term interventions. There are three major sources of data, each of which has its limitations:

Statistics Canada Census data:	The richest source of labour market information is found in the Census carried out by Statistics Canada. A good portion of it is available free on-line, often at a fairly local level (mostly Census Metropolitan Areas but also some data at a town and city level). Some cross-tabulations are also provided through special on-line tables. Unfortunately, the Census is carried out only every five years and the release of the information takes at least another two years, to permit proper data cleaning and assembly. The Census data is very good for quantifying broader trends, but is not helpful in tracking business cycle changes.
Statistics Canada Labour Force data:	The employment numbers and unemployment rate reported in the media at the start of each month come from the Labour Force Survey carried out by Statistics Canada. This is very timely data that illuminates current economic trends. Given the limited sample size, its usefulness diminishes the more one narrows its scope. For example, at a national and provincial level, the data is robust and can be sliced to show employment trends by age groups or by industry. Focusing on a smaller geographic area will make the data more prone to error, and slicing it by age group or industry makes it more problematic still. (Using three-month moving averages helps smooth out some of the variability.)
Statistics Canada Canadian Business Patterns data:	Canadian Business Patterns data provides the count of business establishments by geography, subdivided by employment size ranges and by industry sub-sectors. While it does not provide actual numbers of employed, one can guesstimate these figures using provincial averages for each employment range and sub-sector. Unfortunately, this method cannot be used for firms with more than 500 employees. The usefulness of this data, which comes out twice a year, lies in determining which industry sectors are growing (increasing number of employers) and which are shrinking, so long as the trend for smaller firms accurately reflects the dynamic for the largest firms.

Given that there is no one source of data that can precisely tell us what is happening in the labour market here and now, that is, data that is local, timely and sufficiently precise, labour market analysis ends up relying on a certain amount of triangulation. The Census data can illuminate the essential features (for example, proportions of employment by detailed occupation and industry; demographic characteristics of employed residents, by gender, by age, by educational attainment, by place of birth or period of immigration), while the Labour Force Survey (regional employment trends by industry) and Canadian Business Patterns (local number of employers

by size and industry) can reveal where change may be taking place (job growth as well as job shrinkage) that is of interest and concern to employers, employees and job seekers, and that may require the attention of employment services, career counsellors, trainers, educators and workforce development specialists.

Such data analysis is the start of the process, as it helps to frame the questions. Local intelligence, gathered through interviews and consultations, provide the qualitative insights that can confirm or explain what the numbers may be telling us.

The Peel Halton Workforce Development Group intends to place more emphasis on labour market data, not only in terms of gathering, disseminating and explaining it, but also in identifying further the data needs of actors associated with the labour market and finding ways to meet that need.

#### INTERVIEWS WITH KEY INFORMANTS

Eighteen interviews were held with key informants from across Peel and Halton Regions, primarily involving representatives of municipal economic development offices, local chambers of commerce/boards of trade, employment service providers and educators.<sup>1</sup> The key findings were as follows:

**Relief, and cautious optimism.** The general mood appears to be that the recession's bark was worse than its bite. There were expectations of gloom and doom, but by and large the damage was more limited than was initially anticipated. For some even manufacturing did not suffer as much as was feared and some subsectors, such as food manufacturing, actually expanded. Certainly overall growth stalled, but the general view was that the economy has since turned the corner, with positive news becoming more frequent, and a number of respondents pointed to companies hiring again. That being said, several noted that it was hard to get a good grip on trends without better labour market data.

**Human resources worries.** Human resources and workforce development issues are a concern for many, yet there appears to be a paralysis about what to do. The view of our informants was that larger organizations are concerned about succession planning as the baby boomers start retiring, as well as about retaining employees, as this demographic shift will result in shortages of experienced workers. Meanwhile, smaller firms with fewer than 100 employees hardly have the time to address these concerns, being so consumed by competitive pressures. In the pre-recession period, some companies had started more forward-looking career development initiatives for their staff, but the recession put many of such strategies on the shelf, and it remains to be seen when and how these ideas will return. Meanwhile, employers continue to be apprehensive about investing in workforce training when their upgraded employees can be easily poached by competitors.

**Skilled workforce shortages.** The lament about a lack of skilled workers is a perennial item, however the complaint is becoming more nuanced. A recent report has captured the attention of many:

"Without effective action, we face a future with large numbers of unskilled workers looking for jobs that require skills they do not possess, and a large number of jobs that will go unfilled."<sup>2</sup>

For many respondents, the issue is less the technical skills but rather the "soft" skills—the ability to communicate, to work in teams, to interact well with clients, to think analytically, to take the initiative, to think creatively, to innovate on the job. Certainly these concerns are obvious issues in marketing and sales

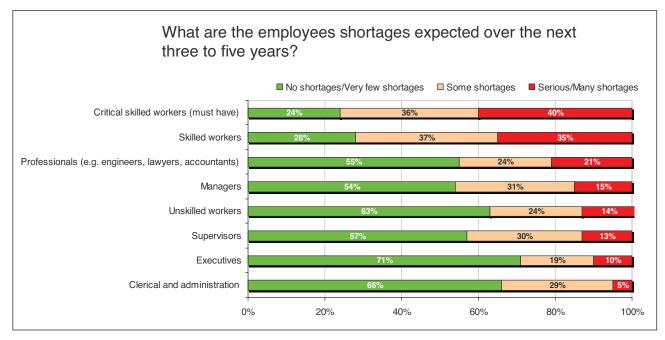
<sup>1</sup> For a list of the organizations contacted for key informant input, please see Appendix A at the end of this report.

<sup>2</sup> Rick Miner, People Without Jobs, Jobs Without People - Ontario's Labour Market Future, February 2010.

positions, but these skills are growing considerations when it comes to traditionally "hard" occupations, such as engineering, information technology, advanced manufacturing and so on. As one informant commented, "It is hard to find any job that doesn't require strong soft skills."

These issues appear particularly relevant in relation to new entrants to the labour market, both newcomers, who have little or no experience with Canadian workplace practices and culture, and with youth, who appear to have different expectations about work and their relation towards others in the workplace.

That being said, shortages with respect to specific technical skills are a concern for certain industries and for certain occupations. This view is supported by a recent survey of Peel employers carried out by the Mississauga Board of Trade:



Peel Region Labour Market Study, Survey Conducted In January/February 2007

The occupations experiencing serious shortages were less the typical "knowledge" worker categories, such as professionals and managers, but rather those possessing specific skills, namely critical skilled workers (possess technical skills or functional knowledge which the organization must have to operate effectively) and skilled workers (technicians, trades certification, skills recognition, experienced employees).

Integrating newcomers into the labour market. There exists a very high level of awareness regarding the labour market challenges faced by newcomers. Informants frequently raised this issue without prompting and possess informed and considered views on this topic. The dominant opinion is that many newcomers, while technically skilled, lack a familiarity or ease with navigating the Canadian workplace and its business culture. The fact that this kind of awareness exists about newcomers and the labour market is already viewed by some as a step toward solutions, as stakeholders now recognize and better understand the nature of the challenges. Other issues are also referred to: the need for vocation-specific language skills; increased efforts to achieve more accreditation among internationally-trained professionals; and the need to provide employers

with more resources and tools so that they are more capable and ready to receive newcomer employees. Overall, respondents advocated for more programs that provide newcomers with hands-on Canadian work experience (volunteer opportunities, internships, transitional jobs).<sup>3</sup>

**Transportation.** Interestingly, transportation was raised as a labour market issue, in particular the difficulty of getting around various parts of Peel and Halton regions without a car. This was not an item limited to the more remote parts of the area (commuting south from Halton Hills, Milton or Caledon) but was also mentioned with respect to the more developed and densely settled sections such as Brampton and Oakville. The challenge of transportation was noted as one difficulty for employers seeking to recruit and retain entry-level and/or lower-

skilled workers, who may not be earning enough income to own and operate a car.

More recently, the issue of transportation has also been cited in terms of lost productivity due to gridlock. In a world-wide comparison, the Toronto Census Metropolitan Region (which covers almost all the Peel and Halton area except for Burlington) ranked last among 19 global cities in commuting time.<sup>4</sup>

**Target sectors.** The region's various municipalities have targeted specific industry subsectors to meet their future economic development and employment goals. There is considerable commonality among the targets. To cite several of the municipalities:

- Burlington: professional services (notably financial services, scientific/technical services, business services and information technology) and manufacturing (in particular advanced manufacturing);
- Oakville: advanced manufacturing; professional, scientific and technical services; finance and insurance: creative industries: and life sciences:
- Mississauga: life sciences, advanced manufacturing in automotive and aerospace, financial services, information & communications technologies;
- **Brampton** has identified several thematic areas to explore in support of updating its economic development strategy: entrepreneurship (promoting small businesses); green economic development; international economic development (attracting foreign direct investment); R&D, innovation and new product development; supply chain;

# Peel Immigration Labour Market Survey

In December 2009, the Region of Peel released the results of their recently conducted labour market survey of immigrants. Among the findings:

Immigrants are not faring well in the Peel

including employment rates, income and

labour market on numerous measures

career satisfaction. Of immigrants who have international work experience, only about one third were successful in obtaining their desired employment. One in four immigrants surveyed accessed some government-funded employment service—despite knowing where to go for services, nearly 50% reported not getting the help they needed through these services. This was particularly the case among highly educated and trained individuals, who felt the services did not meet their specialized needs.

<sup>3</sup> The study referred to in the text box is Region of Peel, *Peel Immigration Labour Market Survey Findings*, December 2009, carried out in partnership with the Diversity Institute, Ryerson University and the Ontario Ministry of Training, Colleges and Universities.

<sup>4</sup> Toronto Board of Trade, Toronto as a Global City: Scorecard on Prosperity 2010, p. 43.

Caledon is focusing its resources on attracting: manufacturing industries, in general advanced
manufacturing, narrowing in on industrial machinery, fabricated structural metal products, plastics products
and food products; and professional, scientific and technical services, in particular management, scientific
and technical services, specialized design services and engineering services.

In almost all instances, these target sectors represent the knowledge economy. The professional, scientific and technical services category has a larger number of self-employed consultants, as seen from the table below—professional, scientific and technical services businesses with "O" employees make up a larger share of businesses compared to the proportion for all firms, for both Peel and Halton regions.

TABLE 1: Percentage distribution of firms by number of employees, comparison between all firms and professional, scientific and technical services firms, Peel and Halton Regions, June 2009

	Percentage Distribution Of Businesses					
EMPLOYEE SIZE RANGE	P	EEL	HALTON			
	ALL FIRMS	PROFESSIONAL, SCIENTIFIC & TECHNICAL SERVICES	ALL FIRMS	PROFESSIONAL, SCIENTIFIC & TECHNICAL SERVICES		
0	57.8%	65.9%	57.3%	66.5%		
1-4	23.5%	25.7%	23.4%	26.1%		
5-9	7.4%	3.7%	8.3%	3.5%		
10-19	4.8%	2.2%	5.2%	2.3%		
20-49	3.7%	1.5%	3.5%	1.0%		
50-99	1.4%	0.5%	1.3%	0.4%		
100-199	0.8%	0.3%	0.6%	0.2%		
200-499	0.4%	0.2%	0.3%	0.0%		
500+	0.1%	0.0%	0.1%	0.0%		
TOTAL	99.9%	100.0%	100.0%	100.0%		

Statistics Canada, Canadian Business Patterns

These professional, scientific and technical services businesses also make up a significantly larger share of the total number of employers in Halton Region, while the proportion in Peel Region is equal to the average for Ontario. The magnitude of this sector explains the decision by both Burlington and Oakville to pay special attention to this industry in their future economic development plans.

Table 2: Professional, scientific and technical services firms as a percentage of all employers, Peel Region, Halton Region and Ontario, June 2009

Peel Region	Halton Region	Ontario
14.8%	20.3%	15.0%

Statistics Canada, Canadian Business Patterns

Other issues. A few other issues received isolated comment but signalled concerns worth noting:

- The difficulty older laid-off workers were having find other employment;
- The challenge for some laid-off workers who, having lost their jobs, now find their poorer literacy skills act as a barrier to get hired elsewhere;
- The need for workplace daycare.

## **Planning Session**

The key informants helped identify and frame a number of action items which the Peel Halton Workforce Development Group wished to explore further. To that end, a planning session was conducted in early March involving over 100 stakeholders.

**Labour market presentation.** The session opened with an overview of the current labour market situation in Peel and Halton. The major points were as follows:

- Industries prominent in Peel and Halton are Manufacturing, Retail Trade, Wholesale Trade, Transportation & Warehousing and Professional, Scientific & Technical Services; Manufacturing and Wholesale Trade are disproportionately larger in Peel and Halton than in the rest of Ontario, while Transportation & Warehousing is disproportionately larger in Peel Region and Retail Trade is larger in Halton Region;
- The recession affected various populations and industries differently; men and youth experienced more
  unemployment than other population groups, while Manufacturing, Transportation & Warehousing,
  Construction, and Wholesale and Retail Trade experienced significant job losses (whereas Finance,
  Insurance, Real Estate & Leasing; Information, Culture & Recreation; Health Care & Social Assistance; and
  Professional, Scientific & Technical Services experienced job gains);
- Over the last 15 years in Ontario, the proportion of jobs that require a post-secondary degree (Knowledge workers) has increased, but so has the proportion of entry-level jobs; the proportion of jobs in the middle, those that do not necessarily require a degree but that do require work experience and acquired skills, has shrunk;
- Halton Region has a high proportion of residents employed as Knowledge workers, with many of them commuting to jobs outside the region;
- By and large, over the last 10 years, the only category of workers in Ontario who have experienced significant increases in their average incomes are male Knowledge workers living in Toronto;
- Newcomers to Halton Region have slightly higher levels of educational attainment than newcomers to Peel
  Region, but their labour market outcomes are substantially better—this may be a matter of numbers: Peel
  Region has roughly 10 times the number of newcomers compared to Halton; it may simply be that the local
  labour market cannot adequately absorb that many new entrants;
- Labour market outcomes for newcomers to Ontario worsened between 2001 and 2006, although the
  deterioration in outcomes was worse in Toronto and the rest of Ontario compared to Peel and Halton
  Regions;
- It is clear that in Peel Region in particular manufacturing occupations are the survival job outlet for newcomers.

**Panel presentations.** Four panellists showcased a number of workforce development initiatives, illustrating innovative approaches for addressing a variety of labour market challenges:

#### **GREEN JOBS**

Dennis Braun, Project Manager with Partners in Project Green, provided an overview of the Partners in Project Green initiative, which seeks to develop an eco-business zone around Toronto's Pearson International Airport. Their focus includes green jobs and a recent training and employment project targeting the installation of green roofs.

#### CAREER LADDERS IN THE SUPPLY CHAIN INDUSTRY SECTOR

Beverly Myers, Project Manager of the Canadian Supply Chain Sector Council, described the supply chain industry in Canada and relevant occupations in this field, as well as the work that the Council has been doing to develop occupational standards and to promote employee recruitment, retention and skills upgrading to enhance career prospects.

#### **CAREER BRIDGES FOR NEWCOMERS**

George Kairys, Managing Director for BioBridge, outlined a newcomer mentoring and internship program initiated by the Mississauga Board of Trade, in consultation with employers, aiming to support professionals internationally trained in biotechnology to access careers in their field.

#### **WORKPLACE LITERACY INITIATIVES**

John MacLaughlin, Manager of Program, Business and Partnership Development at the Ontario Literacy Coalition, outlined OLC's Learning for Work Strategy in Ontario, which promotes literacy and essential skills as fundamentally important to a productive workplace, an engaged workforce and a prosperous Ontario. The OLC engages with partners to make learning opportunities possible at work.

**Action item stations.** The next stage of the planning session involved inviting stakeholders to circulate among seven "action item stations," tables where specific action items were being highlighted, to learn more about the initiative, to contribute their ideas and, where relevant, to indicate their interest in partnering to move the action item forward.

The action items were chosen on the basic of issues which had been identified through the key informant interviews as well as through discussions with long-standing partners of the Peel Halton Workforce Development Group. As well, action items were chosen which suited PHWDG capabilities, track record of previous accomplishments and which represented concrete, short- to medium-term initiatives. The seven action items were:<sup>5</sup>

- 1. Transportation Barriers and the Labour Market
- 2. Green Jobs
- 3. Effective Labour Market Information for Labour Market Stakeholders
- 4. Career Ladders in the Supply Chain Industry Sector
- 5. Bridging Programs for Newcomers
- 6. Forecasting the Post-recession Labour Market
- 7. Workplace Literacy Programs

The eventual action items chosen for 2010-2011 are discussed later in this report.

<sup>5</sup> One-page background documents were prepared for each action item. These can be viewed in Appendix B at the end of this report.

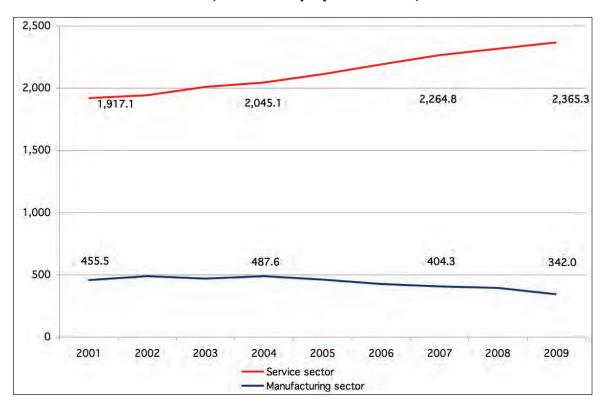
## **Local Labour Market Challenges**

# SUMMARY OF MAJOR ECONOMIC ACTIVITIES: THE RECESSION AND THE MANUFACTURING SECTOR IN PEEL AND HALTON

There was really only one major economic story for 2009, namely the recession—how deep would it be and when and what shape would the recovery take. Falling employment numbers took their toll on individuals and families, although Canada weathered the recession better than most other countries. Moreover, the recession was felt far more by some industry sectors (in particular Manufacturing, but also Transportation & Warehousing and Construction) than others (for example, employment continued to grow in Finance, Insurance, Real Estate & Leasing, Information, Culture & Recreation, and Health Care & Social Assistance).

Indeed, comparing employment in the Toronto Census Metropolitan Area across the entire Service sector to Manufacturing jobs over the period 2001 and 2009 shows a steady increase in the Service sector, seemingly unaffected by the recession, while starting after 2004, a slow decrease in Manufacturing jobs, a decline which gains momentum in 2009.

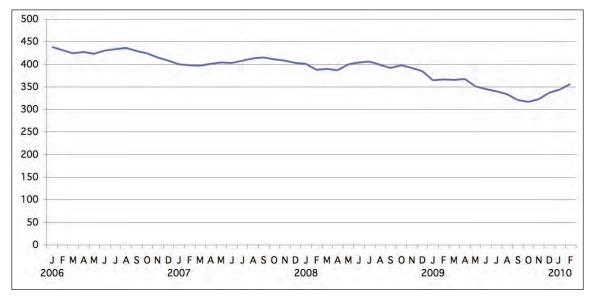
CHART 1: Comparison of employment in all service sectors and the manufacturing sector, Toronto CMA, 2001 to 2009 ('000s of employed residents)



StatCan CANSIM Table 282-00575,9, Labour Force Survey.

The loss of manufacturing jobs would be of particular concern to Peel and Halton Regions. In 2006, among the Peel and Halton Regions' resident labour force, 16.2% worked in the manufacturing sector. The comparable figure for residents in the rest of the Toronto Census Metropolitan Area was 12.2%. As noted earlier, the manufacturing sector was shedding jobs even before the recession. Chart 2 illustrates the three-month moving average for manufacturing employment in the Toronto CMA from January 2006 to February 2010.

CHART 2: Monthly employment in the manufacturing sector, three-month moving average, Toronto CMA, January 2006 to February 2010 ('000s of employed residents)



StatCan CANSIM Table 282-0056, Labour Force Survey.

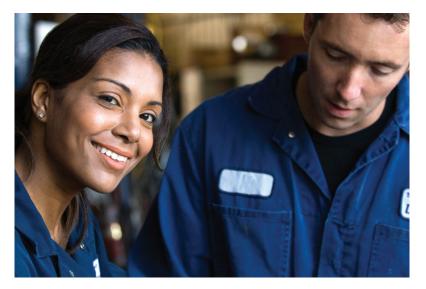


Chart 3 extends the Toronto CMA manufacturing employment trend evident between January 2006 and December 2008 and applies it into 2009 and early 2010, that is, what the manufacturing employment numbers would likely have been had the recession not occurred. Starting from a high of 437,800 jobs, the extended trend would have resulted in a drop to 370,000 in February 2010. The recession, however, drove these numbers down further, to 317,000 jobs in October 2009, rebounding to 356,000 in February 2010. Thus,

even though the three-month moving average shows continuous month-to-month increases in manufacturing jobs between October 2009 and February 2010, this uptick is still below where manufacturing employment would have been following the historical declining trend since 2006.

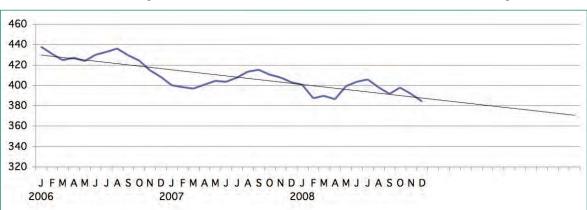


CHART 3: Monthly employment in the manufacturing sector, three-month moving average, Toronto CMA, January 2006 to December 2008 and trendline to February 2010

The manufacturing sector is a highly important industry in Ontario, and as noted earlier, it is particularly important in Peel and Halton Regions. Chart 4 shows the proportion of employed residents in these two regions by municipality working in the manufacturing sector in 2006. Every municipality scores higher than the Ontario average of 13.9%, except for Milton, which scores very close to the provincial average.

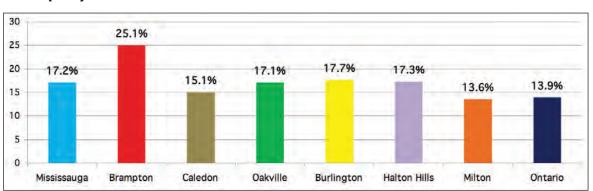


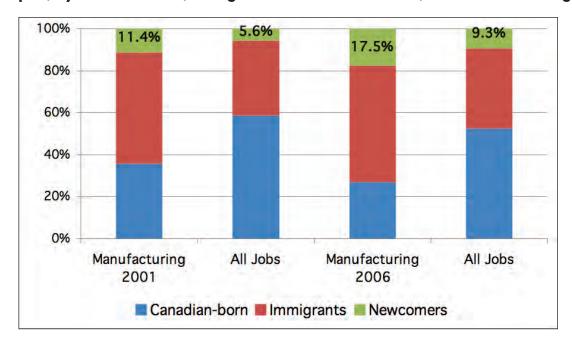
CHART 4: Percentage of employed residents working in the manufacturing sector by municipality, 2006

Any loss of manufacturing jobs in Halton and Peel Regions hurts. The pain, however, is disproportionately felt by immigrants and particularly newcomers, those who have come to Canada in the last five years. Chart 5 illustrates the percentage of manufacturing occupations held by Canadian-born residents, immigrants (those who have been in Canada for more than five years) and newcomers (those who arrived in the last five years). Manufacturing occupations (as opposed to jobs in the manufacturing industry) are factory jobs: labourers, machine operators, assemblers and supervisors. In 2006, slightly over half of all employed residents in the combined Peel and Halton area were Canadian-born (52.3%), yet almost three-quarters (73.1%) of employed residents working in manufacturing occupations were either immigrants or newcomers. That proportion has been rising: in 2001, when 58.6% of all employed residents were Canadian-born, 64.3% of employed residents working in manufacturing occupations were either immigrants or newcomers. The figures for Peel



Region alone in 2006 are even more extreme: 44.1% of all employed residents in Peel Region are Canadian-born, and 78.8% of employed residents working in manufacturing occupations were either immigrants or newcomers. In fact, newcomers alone make up 19.5% of employed residents working in manufacturing occupations. In short, for every five employed Peel residents working in a manufacturing occupation in 2006, one was Canadian-born, three were immigrants who arrived before 2000, and one was a newcomer who arrived to Canada after 2000.

CHART 5: Percentage of employed residents working in manufacturing occupations and all jobs, by Canadian-born, immigrant and newcomer status, Peel and Halton Regions, 2006



Given the high rates of educational attainment of recent newcomers to Canada, one has to assume that the reason they might flock to manufacturing occupations is in search of survival jobs, not being able to find employment commesurate with their education or training. If that is so, and as Peel and Halton Regions lose manufacturing jobs, where might these newcomers turn to? This suggests a growing labour market challenge, particularly in Peel Region, namely the ability to successfully integrate newcomers into service sector jobs, in particular ones that do not represent low-paying, dead-end occupations.

## **Various Subsectors Of Manufacturing Affected Differently**

Not only were various industries affected differently by the recession, but also subsectors within the same industry experienced the recession differently. Table 3 highlights nine manufacturing subsectors prominent in Peel or Halton regions, on the basis of making up at least 1% of the jobs in either region in 2006. The Location Quotient is a way of measuring how the concentration of employment in that subsector in Peel or Halton compares to its concentration across Ontario as a whole. For example, if the proportion of jobs in that subsector in Peel is equal to the proportion found in Ontario, then the Location Quotient would be 1.0. If the proportion were double, then the LQ would be 2.0.

TABLE 3: Nine prominent manufacturing subsectors in Peel and Halton Regions, 2006

	Number of jobs			Percentage of jobs		Location Quotient	
3-digit industry subsector NAICS code	Peel + Halton combined	Peel	Halton	Peel	Halton	Peel	Halton
336 Transportation equipment manufacturing	26470	17495	8970	3.23	4.58	1.09	1.55
<b>332</b> Fabricated metal product manufacturing	15285	11740	3550	2.17	1.81	1.45	1.21
311 Food manufacturing	14895	10860	4040	2.00	2.06	1.43	1.47
333 Machinery manufacturing	13535	9740	3795	1.80	1.94	1.64	1.76
<b>326</b> Plastics and rubber products manufacturing	12620	10360	2260	1.91	1.15	1.72	1.04
<b>325</b> Chemical manufacturing	9440	7655	1785	1.41	0.91	1.88	1.21
334 Computer and electronic product	6985	5015	1970	0.93	1.01	1.11	1.20
<b>323</b> Printing and related support activities	6575	5750	825	1.06	0.42	1.61	0.64
<b>335</b> Electrical equipment, appliance manufacturing	5185	3040	2145	0.56	1.09	1.37	2.66

Table 4 tracks employment trends in each of these industries between 2005 and 2009 in the Toronto CMA. Some subsectors experienced a steady drop in employment, others a precipitous drop; some rise then fall, others fall then rise.

TABLE 4: Employment trends in nine manufacturing subsectors in the Toronto CMA, 2005-2009

	2005	2006	2007	2008	2009
336 Transportation equipment manufacturing	73,620	66,670	58,080	56,590	45,900
332 Fabricated metal product manufacturing	39,400	39,220	32,830	33,990	27,680
311 Food manufacturing	53,360	46,610	45,880	52,500	53,100
333 Machinery manufacturing	25,830	19,720	23,550	18,710	18,750
326 Plastics and rubber products manufacturing	35,170	32,680	34,630	24,380	23,850
325 Chemical manufacturing	36,480	25,820	34,230	30,580	28,200
334 Computer and electronic product	34,440	30,140	26,490	29,620	27,160
323 Printing and related support activities	23,860	21,820	24,220	31,180	23,870
335 Electrical equipment, appliance manufacturing	9,310	11,310	10,540	10,970	8,170

Italicized subsectors are illustrated in Chart 6 below.

Chart 6 provides a visualization of these trends for several select subsectors.

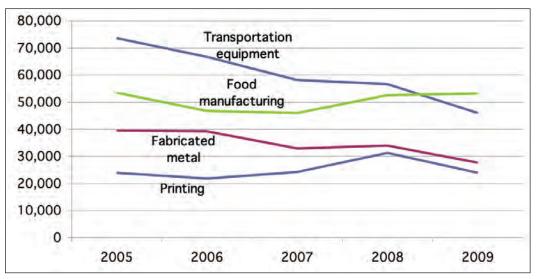


CHART 6: Employment trends in select manufacturing subsectors in the Toronto CMA, 2005-2009

The main points are the following:

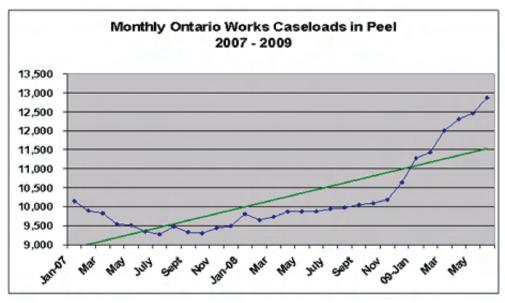
- Manufacturing continues to represent a very important source of employment in Peel and Halton regions;
- The broader trend in manufacturing, even without the recession, was a shrinking employment base;
- The survival of manufacturing in Southern Ontario will depend on upgrading of equipment and a movement toward advanced manufacturing, as firms seek out niches where they can remain competitive; this will require further upgrading of the manufacturing workforce, but it will also most likely result in fewer jobs;
- Continuing improvements in manufacturing productivity will contribute to employment growth in wholesale trade, transportation & warehousing, also significant employers in the Peel and Halton area.



## **Impact Of The Recession**

One gets the impression that not only was the recession experienced differently by different industries and different population groups, but that one's perception of the severity of the recession depended on whether the recession touched close to home or not. Thus, while many jobs in the service sector appeared unaffected and the overall business attitude appeared to be one of relief that things were not as bad as predicted, the fact remains that the unemployment rate in Peel Region for the first quarter of 2009 jumped to 10.9% and stayed above 10% throughout the year. Monthly Ontario Works caseloads in Peel Region typically stayed under 10,000 through most of 2005 to 2008. By December 2009 the number reached 14,000.

CHART 7:
Monthly Ontario Works Caseloads in Peel, 2007-2009



Source - Peel Social Services

Region of Peel, Peel Data Centre, Finance – Dashboard of Economic Indicators, Ontario Works Caseloads, accessed April 1, 2010

#### **Actions Taken Last Year**

Several of the action items to be pursued in 2010-2011 build on previous activities of the Peel Halton Workforce Development Group. In addition, other activities undertaken last year by the PHWDG and its partners included:

Update "A Newcomer's Guide to Services in Peel & Halton"

• In partnership with ACCES Employment Services, Catholic Cross-Cultural Services, COSTI Immigrant Services, Dixie Bloor Neighbourhood Centre, Halton Multicultural Council and Sheridan College of Technology and Advanced Learning, the Peel Halton Workforce Development Group updated the content of this guide (originally printed in April 2007) as a result of ongoing demand from newcomers and service providers to continue offering it. This project has been successful in reaching out to the newcomer community in Peel and Halton and sharing the many resources, programs and services available to them by printing a total of 120,000 copies in four different languages – English, French, Punjabi and Chinese.

Promote success stories of hiring immigrants

• At the TOPS Community Consultation Meetings in 2008/09, Sheridan College's Halton Mentoring Partnership Program assumed a lead role in launching a media campaign to promote the benefits of hiring newcomers. Media coverage was secured on local TV, local print media as well as national coverage. Profiles of successful mentees from the mentoring program were highlighted to bring awareness to employers of the benefit of hiring newcomers. An event in May 2009 was also held recognizing the success of newcomers and the people who provided mentorship with approximately 125 people in attendance.

Highlight best practices for integrating internationally-trained professionals into the labour market

• In an effort to understand the difficulties that immigrants face finding good jobs in Canada, the Peel Halton Workforce Development Group commissioned an exploratory research project to identify "best practices" in other provinces that enable skilled and regulated professionals to work in their professions. "The Recognition of Immigrant Skills: A Search for Best Practices" in particular focused on provinces that are highly motivated to attract and retain immigrants and that have implemented Provincial Nominee Programs (PNPs).

Educate the public about the benefits of skilled trades

• At the TOPS Community Consultation Meetings in 2009, YMCA Mississauga assumed a lead role to advertise the benefits of skilled trades to both students and employers. Seminars were offered to more than 50 students interested in the trades of plumbing, electrical and HVAC. During a summer program, more than 100 students and employers attended information sessions to learn more about a career in skilled trades. Throughout the year, through the work of job developers, more than 50 employers were educated about the benefits of hiring youth in skilled trades.

#### Promote apprenticeship opportunities

• Peel and Halton's largest Apprenticeship Career Connections (ACC) fair was held at the International Centre in Mississauga on October 28th. Exhibitors included leading Ontario Colleges, Training Centres, Unions, Associations, as well as employers from within the trades. Over 100 school buses with students from school boards from Peel and Halton and neighbouring municipalities visited the fair. A total of over 7000 participants in all attended the ACC. The Peel Halton Workforce Development Group organized this event in order to connect participants to the many opportunities that exist within the trades.

Work with employers and youth to bridge "expectation" gaps in the world of work

• At the TOPS Community Consultation Meetings in 2008/09, YMCA Career Development and Learning Centre (Burlington) assumed a lead role to better understand the divergent perspectives of job searching among youth versus hiring from the employer's perspective. In June 2009, through the YMCA's Summer Jobs Service Program, more than 600 youth attended an event called "30 ways to shine at your job" prior to work placements. The focus of this event was to share strategies for successful summer job placements. In September 2009, workshops were also provided to more than 250 youth from local Burlington high schools to share employer expectations and requirements of obtaining and retaining their first job.

Develop a business case for hiring potential employees who have been through employment preparation

- At the TOPS Community Consultation Meetings in 2008/09, Access Employment assumed a lead role with
  the following supporting partners: Sheridan College, Centre for Education & Training, Job Skills, Region of
  Peel, and YMCA Mississauga. These agencies developed "business cases" for employers to use communitybased employment services and distributed them to Job Developers to use for promotional purposes. More
  than 100 new employers were collectively registered with agencies;
- Services offered to employers were publicly promoted by various supporting partners at the following employer events: "Getting Back to Prosperity" (Peel Halton Workforce Development Group); "Workplace Diversity: A Business Success Story" (Brampton Board of Trade); "Workplace Diversity – An Employer's Guide for Business Advantage" (Skills Without Borders).



Create awareness of job related/employment services and provide education/information to employers

• The Halton Integrated Workforce Development Project, started in October 2008 to improve the integration of workforce planning and delivery in Halton Region, conducted individual meetings in April and May 2009 with stakeholders of the local workforce development system in Halton (Service Delivery/ Academic Stakeholders, Information Providers, Business Community). Information was gathered from each meeting which resulted in the development of a vision, mission, terms of reference, a complete strategic plan, established subcommittees, and outlined the continued role of the secretariat and the sustainability plan of the project over time.

## Action Items For 2010-2011

The Action Items for 2010-2011 were chosen on the basis of several considerations:

- Key informants highlighted an opportunity or a concern that was an important labour market issue in Peel or Halton Regions;
- The activity had the potential to expand employment and/or career opportunities, particularly alternatives to employment in manufacturing occupations;
- The action item was directly or indirectly related to local employer needs;
- The initiative relied on an innovative approach or best practice.

The Action Items selected were as follows:

#### **ACTION ITEM #1: EMPLOYMENT AND TRANSPORTATION BARRIERS**

#### **Priority Issue**

Transportation has been highlighted as a labour market challenge as cited by a number of employers and employers' associations in some parts of Peel and Halton. For some employers this stands as the foremost problem in attracting and retaining employees, particularly among entry-level and lower skilled occupations. Exploring options for overcoming transportation barriers to employment is a priority.

#### **Actions Taken Last Year**

This is a new action item.

#### **Proposed Actions**

Bringing together stakeholders who have expressed a concern about this issue and an interest in brainstorming potential solutions

#### Lead Partner(s)

Peel Halton Workforce Development Group will act as a convenor, lead partner to be determined.

#### **Supporting Partners:**

Acces Employment
Daimler Buses of North America
Dixie Bloor Neighbourhood Centre
Halton Hills Chamber of Commerce
Job Skills

Peel District School Board Social Planning Council of Peel Town of Caledon Town of Milton

#### **Timelines**

Q3 2010

#### **Expected Outcomes**

Initial meeting to discuss the issues and consider options, including next steps

#### **ACTION ITEM #2A: GREENING THE ECONOMY**

#### **Priority Issue**

The Greater Toronto Region which includes the Peel Halton Workforce Development Group, the Toronto Workforce Innovation Group and the Workforce Planning Board of York Region and Bradford West Gwillimbury is rapidly emerging as a centre for 'green' retail jobs explaining the sustainability and environmental quality of products.

#### **Actions Taken Last Year**

"Greening the Economy: Transitioning to New Careers" Part 1 completed and shared with all key stakeholders in the areas of the three training boards.

#### **Proposed Actions**

Examine the emerging green economy in a report entitled "Greening the Economy: Transitioning to New Careers" part II. This phase of the research is planned to be three case studies of green enterprises from our local board areas.

#### Lead Partner(s)

Peel Halton Workforce Development Group

Toronto Workforce Innovation Group

Workforce Planning Board of York Region and Bradford West Gwillimbury

#### **Supporting Partners:**

To be determined.

#### **Timelines**

Q3/Q4 2010

#### **Expected Outcomes**

• Distribution of 2000 copies of the Greening Economy New Careers package

#### **ACTION ITEM #2B: GREEN JOBS**

#### **Priority Issue**

Create training and employment opportunities in the emerging green jobs sector

#### **Actions Taken Last Year**

The Peel Halton Workforce Development Group collaborated with the Toronto Workforce Innovation Group and the York South Simcoe Training & Adjustment Board on a research report, "Greening the Economy: Transitioning to New Careers." The report identifies industries affected by the green economy and will increase our understanding of the effect of the green economy on occupations within key sectors. A detailed occupational analysis across four key sectors including Utilities, Construction, Manufacturing and Retail Trade.

#### **Proposed Actions**

- Work with Partners in Project Green, the initiative to create an eco-business zone around Pearson International Airport
- Seek to replicate in Peel Region Project Green's Cool Rexdale program, which promotes green roofs and trains youth from Rexdale in the eco-roofing business
- Develop a rooftop solar installation apprenticeship program and implement it in Peel and Halton Regions

#### Lead Partner(s)

Partners in Project Green

#### **Supporting Partners:**

Peel Halton Workforce Development Group

Region of Peel

Sheridan College

City of Brampton, Economic Development

Daimler Buses of North America

Dixie Bloor Neighbourhood Centre

Peel District School Board

YMCA Peel Employment & Community

Catholic Cross Cultural Services John Howard Society of PHD

ACCES Employment

**COSTI** 

Halton Catholic District School Board

Microskills – Brampton

The Centre for Skills Development and Training

#### **Timelines**

2010 QII: convene partners to sketch out Peel eco-roof initiative and solar installation apprenticeship

oroaram

2010 QIII: Develop concept papers for Peel eco-roof initiative and solar apprenticeship program

2010 QIV: Seek funding support, through existing programs and resources and by approaching funders 2011 QII: Begin implementation of Peel eco-roof initiative and solar installation apprenticeship program

- Implementation of Peel eco-roof initiative, with youth training and employment component; target number of 15-20 participants
- Implementation of a solar installation apprenticeship program; target number of 15-20 participants

#### **ACTION ITEM #3: EFFECTIVE LABOUR MARKET INFORMATION**

#### **Priority Issue**

Make more effective use of labour market information

#### **Actions Taken Last Year**

The Peel Halton Workforce Development Group (PHWDG), with an advisory committee comprised of: Community Development Halton, Social Planning Council of Peel, Region of Peel, VPI Mississauga, Goodwill Works, and The Centre for Skills Development & Training, oversaw the development of a consolidated list of labour market information, websites and resources dedicated to Peel and Halton Regions and housed on the website of PHWDG. Interviews with key stakeholders, researchers and scanning data for LMI dissemination best practices formed the basis for this project. The project will be shared with career services staff in Peel and Halton to use with their clients.

#### **Proposed Actions**

- Prepare and deliver Labour Market Information Professional Development Workshops to local career and employment services staff who wish to understand how to better apply LMI data with respect to their clients and to serve employers more effectively
- Research options for tracking local labour market trends in a more timely manner

#### Lead Partner(s)

Peel Halton Workforce Development Group

#### **Supporting Partners:**

Microskills – Brampton

Job Skills

Sheridan College

Dixie Bloor Neighbourhood Centre

John Howard Society of PHD

Peel Multicultural Council

City of Brampton, Economic Development

**ACCES Employment** 

Region of Peel

Newcomer Centre of Peel

**COSTI** 

Centre for Education & Training Social Planning Council of Peel

#### **Timelines**

2010 QII: Preparation of workshops on LMI data

Research into alternative methods for tracking local labour market trends

2010 QIII: Delivery of Labour Market Information Professional Development Workshops 2010 QIV: Convening roundtable to discuss options for tracking local labour market trends

2010 City. Convening regularization of discussive phone for macking local labour ma

- Local career and employment services staff who are more conversant with LMI data and better able to serve their clients and meet the needs of local employers; target number of 40 participants in workshop
- Options for improving the tracking and forecasting of local labour market demand

#### **ACTION ITEM #4: CAREER LADDERS IN THE SUPPLY CHAIN INDUSTRY SECTOR**

#### **Priority Issue**

Creating pathways from entry-level jobs into better-paying, more secure employment

#### **Actions Taken Last Year**

This is a new action item.

#### **Proposed Actions**

• Creating a career ladder program among employers in the supply chain industry in Peel and Halton.

This would involve:

- An intentional series of connected education and training programs, together with support services, that allow individuals to access employment;
- Further education and training programs continuing in the workplace, allowing workers (new and incumbent) to advance over time, to successively higher levels of education and employment;
- Such a program would not be limited to one employer but would cross a number of employers, providing employees with lateral and vertical opportunities for advancement.

#### Lead Partner(s)

Canadian Supply Chain Sector Council Catholic Crosscultural Services (Peel) Peel Halton Workforce Development Group

#### **Supporting Partners:**

Microskills John Howard Society of PHD
Job Skills Peel District School Board

Sheridan College Dixie Bloor Neighbourhood Centre

City of Brampton Town of Caledon
Centre for Education & Training Halton Region
YMCA of Burlington COSTI

Region of Peel Newcomer Centre of Peel

#### **Timelines**

2010 QII: Convening partners to assign roles; preparing initial outreach materials for the initiative

2010 QIII: Identifying and recruiting participating employers

2010 QIV: Designing the concept, engaging delivery partners and employers

2011 QI: Preparing a concept paper with which to approach funders

- Creation of a consortium willing and able to design and implement a career ladder program in the supply chain sector in Peel and Halton Regions
- Preparing a funding proposal to implement a pilot project

#### **ACTION ITEM #5: BRIDGING PROGRAMS FOR NEWCOMERS**

#### **Priority Issue**

Newcomers to Canada (those arriving in the last five years) are a highly educated group; yet newcomers are experiencing great difficulty finding jobs that suit their education and prior work experience, often having to settle for survivor jobs and typically earning much less than a Canadian-born with the same qualifications. Exploring sectors that could benefit from a bridging program would aid newcomers.

#### **Actions Taken Last Year**

This is a new action item.

#### **Proposed Actions**

Bringing together stakeholders who have expressed an interest to investigate sectors that have a high representation of new immigrants and determining if a bridging program could be an option to assist new immigrants.

#### Lead Partner(s)

Lead partner to be determined.

#### **Supporting Partners:**

ACCES Employment
COSTI Immigrant Services
Dixie Bloor Neighbourhood Centre
Catholic Crosscultural Services
Microskills - Brampton

Newcomer Centre of Peel Peel District School Board Peel Multicultural Council Sheridan College South Asian Focus

#### **Timelines**

Q3/Q4 2010

- Organize a meeting of an advisory group to determine sectors that have a high immigrant presence
- Identify a lead to do a needs analysis and identify next steps for a bridging program

#### **ACTION ITEM #6: POST-RECESSION LABOUR MARKET**

#### **Priority Issue**

Providing employers with overview of longer-term labour market trends

#### **Actions Taken Last Year**

This is a new action item.

#### **Proposed Actions**

Convening a panel to provide presentations on significant demographic and labour market trends of interest and concern to local employers, touching on such issues as:

- The demographic bulge and the start of the retirement of the Baby Boomers;
- The Knowledge Economy and consequences for the supply of capable workers;
- Trends in self-employment.

#### Lead Partner(s)

Peel Halton Workforce Development Group Sheridan College

#### **Supporting Partners:**

Dixie Bloor Neighbourhood Centre

John Howard Society of PHD

Region of Peel

City of Brampton, Economic Development

YMCA of Burlington

Centre for Education & Training

Social Planning Council of Peel

Daimler Buses of North America

Centre for Skills Development & Training

**COSTI** 

Catholic Crosscultural Services

Job Skills

Microskills - Brampton

#### **Timelines**

2010 QII: Convening partners to identify most relevant issues

Consulting with employers and employers' associations representatives

2010 QIII: Contracting and tasking panellists

Delivery of workshop panel presentations

#### **Expected Outcomes**

Providing local employers with useful and relevant insights regarding broader labour market trends;
 target number of 60 employers attending presentation

#### **ACTION ITEM #7: LITERACY IN THE WORKPLACE**

#### **Priority Issue**

Enhancing literacy skills in the workplace

#### **Actions Taken Last Year**

This is a new action item.

#### **Proposed Actions**

- Convening a collection of agency partners and identifying candidate employers for a literacy in the workplace pilot project
- Completing an Expression of Interest to be considered as a pilot site for the Workplace and Community Workforce Literacy and Essential Skills initiative

#### Lead Partner(s)

Ontario Literacy Coalition

#### **Supporting Partners:**

Peel Halton Workforce Development Group

**COSTI Immigrant Services** 

Dixie Bloor Neighbourhood Centre

Peel District School Board

Job Skills

John Howard Society of PHD

Sheridan College

Catholic Crosscultural Services

Halton Catholic District School Board

YMCA of Burlington

Peel Halton Dufferin Adult Learning Network

Newcomer Centre of Peel

**COSTI** 

Peel Multicultural Council

#### **Timelines**

2010 QII: Assembling the partnership for the initiative

Identifying and recruiting employers for the pilot site Submitting an Expression of Interest for the pilot site

#### **Expected Outcomes**

 Submission of an application to be a pilot site for the Workplace and Community Workforce Literacy and Essential Skills initiative

## **Conclusion**

The Peel Halton Workforce Development Group wishes to express its sincere gratitude to the many community stakeholders and partners who participated in the key informant interviews, personal discussions and the community planning meeting. The PHWDG looks forward to working with its community partners in the coming year to implement local solutions to the key labour market issues identified. Please feel free to contact us if you wish further information, want to bring a labour market issue to our attention, or if you wish to participate in one of the action items being proposed for this year.

## **Appendix A**

#### LIST OF ORGANIZATIONS CONSULTED FOR KEY INFORMANT INTERVIEWS

Brampton Board of Trade Economic Development, Town of Halton Hills

Canadian Supply Chain Sector Council Employment and Social Services, Regional Municipality

of Halton

Catholic Cross-Cultural Services, Peel Human Resources Professionals Association of Peel

Community Employment Services, Sheridan Institute of Technology and

Advanced Learning Mississauga Board of Trade

Corporate Sheridan, Sheridan Institute of

Technology and Advanced Learning Mississauga Business Enterprise Centre

Economic Development, City of Brampton Oakville Chamber of Commerce

Economic Development, City of Burlington Partners in Project Green

Economic Development, City of Mississauga Toronto Region Research Alliance

## **Appendix B**

Background notes in support of the seven action item topics

- 1. Transportation Barriers and the Labour Market
- 2. Green Jobs
- 3. Effective Labour Market Information for Labour Market Stakeholders
- 4. Career Ladders in the Supply Chain Industry Sector
- 5. Bridging Programs for Newcomers
- 6. Forecasting the Post-recession Labour Market
- 7. Workplace Literacy Programs

#### **COMMUNITY STAKEHOLDER CONSULTATION**

#### Potential Action Item #1: Employment And Transportation Barriers

**Description of issue:** A number of employers and employers' associations have cited the issue of transportation as a labour market challenge. Not all parts of Peel or Halton Regions are well-served by public transit and, for some employers, this stands as the foremost problem in attracting and retaining employees, particularly among entry-level and lower skilled occupations.

What could be done about this? The mismatch between the availability of public transit services and the commuting needs of employees is not limited to Peel and Halton Regions. Other jurisdictions have fashioned alternative solutions to address this problem. The first step involves bringing together a range of stakeholders, to clarify the need, identify existing resources, and consider potential options. These include:

Ridesharing, vanpooling and carpooling; subscription services (24-hour advanced notice); transit routes in employment zones; encouraging more travel efficient behaviour; synchronizing shift hours among adjacent employers to generate a critical mass of riders; demand-response service; additional routes to existing transportation systems (with new services being funded from different sources); contracting directly with public and private transportation services to job sites; paying out employee transportation benefits; creating new jobs by creating a new transportation service (offered by a community organization)

Funding sources for projects could include Transport Canada as well as environment departments (sustainable transportation and eco-friendly commuting options).

Some precedents: Niagara Job Bus Project

Black Creek Regional Transport Management Association (North York)

Resource Conservation Manitoba

**SmartCommute** 

What the Peel Halton Workforce Development Group (PHWDG) is proposing to do: PHWDG would convene a table of interested stakeholders, including chambers of commerce/boards of trade, regional and local government officials and local employers to gauge the extent of the need and the willingness to explore viable solutions. If there is sufficient interest and commitment, further research could be commissioned, which could lay the foundation for possible responses, including a pilot project.

#### **COMMUNITY STAKEHOLDER CONSULTATION**

Potential Action Item #2: Green Jobs

**Description of issue:** For over two years now, and gaining considerable attention because of the impetus provided by Obama's stimulus package, green jobs have become the hot item in employment generation discussions. But what really are green jobs, how can they be generated and what training is needed to support them?

What can be done about this? Partners in Project Green is a growing community of businesses working together to green their bottom line by creating an internationally-recognized 'eco-business zone' around Toronto's Pearson International Airport. Partners in Project Green delivers programming that helps businesses reduce energy and resource costs, uncover new business opportunities, and address everyday operational challenges in a green and cost-effective manner. Partners in Project Green has project teams focusing on, among other activities: Building Performance; Resource Reutilization; Green Purchasing; Transportation Solutions; District Energy.

Partners in Project Green 's Green Job Team recently launched Cool Rexdale, an eco-roof program that encourages local businesses to save energy and green their bottom line by installing green or cool roofs. In turn, the program offers local youth the opportunity to start a career in the eco-roof industry. Cool Rexdale provides full-service support including access to superior roofing systems, financial assistance through the City of Toronto's Eco-Roof Incentive Program and discounted eco-building materials through the Clinton Climate Initiative Purchasing Alliance. Cool Rexdale is a partnership between Toronto and Region Conservation (TRCA), Greater Toronto Airports Authority (GTAA), Woodbine Entertainment Group, City of Toronto, Semple Gooder Inc., and Sheet Metal Workers' and Roofers' Local Union 30.

What the Peel Halton Workforce Development Group (PHWDG) is proposing to do: PHWDG has invited Partners in Project Green to showcase their green workforce development initiatives before interested Peel and Halton stakeholders, and will facilitate exploring how comparable green jobs projects could be started locally.

In addition, PHWDG will soon be releasing a study, *Greening the Economy: Transitioning to New Careers*. This report is the result of collaboration between three Local Boards - the Toronto Workforce Innovation Group (TWIG), York South Simcoe Training & Adjustment Board and the Peel-Halton Workforce Development Group. The goal of the project is to identify industries affected by the green economy and increase our understanding of the effect of the green economy on occupations within key sectors. This report will provide a detailed occupational analysis across four key sectors including Utilities, Construction, Manufacturing and Retail Trade. These four sectors were chosen based on their importance to these areas in terms of employment size and growth.

#### **COMMUNITY STAKEHOLDER CONSULTATION**

#### Potential Action Item #3: Effective Labour Market Information

**Description of issue:** Like all markets, labour markets are defined by the interplay of supply and demand: individuals looking for work and job openings that are available. Labour market information (LMI) is one feature that can help labour markets function more efficiently: individuals can learn sooner about job vacancies. More importantly, as credentials and skills become mandatory employment prerequisites,

individuals need to make decisions about education and training about future career paths, investing now to prepare themselves for work in the future. What labour information is available and how to interpret it?

#### What could be done about this?

While there exists a wide range of accessible labour market data, much of it requires context, interpretation and analysis to be relevant to an individual making education, employment and/or career choices. Employment counsellors are increasingly called upon to provide such insights, as getting any job is being superseded by the desire to find a good job and a sustainable career.



There appears to be broad consensus that this is an area that warrants staff development, to ensure that career and employment counsellors have the knowledge and tools to best serve job seekers, as well as better meet employers' needs by reading labour market trends accurately.

In order for this kind of data to be truly useful, it also must reflect as nearly as possible what is happening now locally. This requires strategies that reach beyond traditional LMI, which often is aggregated at a larger geographic scale (province-level or census metropolitan area level) and can involve significant time lags (the labour numbers from the richest data source, the national Census, are only released almost two years after the Census survey). Local stakeholders seeking to understand labour market demand will need to develop new tools by engaging with employers, industry associations and other sources of information and insight about labour demand trends.

What the Peel Halton Workforce Development Group (PHWDG) is proposing to do: PHWDG will deliver Labour Market Information Professional Development Workshops to career and employment services staff who wish to understand how to better apply LMI data with respect to their clients.

PHWDG will also undertake research to identify options for tracking local labour market trends in a more timely manner, consulting with employers, employers' associations, economic development offices and other key informants.

#### **COMMUNITY STAKEHOLDER CONSULTATION**

#### Potential Action Item #4: Career Ladders In The Supply Chain Industry Sector

**Description of issue:** The nature of labour market demand, that is, how employers organize work and what kinds of jobs are available, provides shape to the job and career opportunities available to participants in the labour market. Different occupations have different skill and work experience requirements, and a growing concern has been the ability of individuals to advance to better paying jobs from entry-level positions.

What could be done about this? One response to this challenge has been the promotion of career ladder programs. Career ladders can be defined as follows:

- An intentional series of connected education and training programs, together with support services, that allow individuals to access employment;
- Further education and training programs continuing in the workplace, allowing workers (new and incumbent) to advance over time, to successively higher levels of education and employment.

A career ladder approach makes advancement opportunities *clear* (evident career pathways), *explicit* (not possible but probable) and *accessible* (available to all). These pathways might be with a single employer or, more likely, connect with many employers across an industry.

The supply chain industry spans the delivery of materials to a manufacturer, links in the manufacturing process, and the movement of finished goods through distributors and retailers to the final consumer. Traditional industry categories that cover the supply chain sector include transportation and warehousing, and wholesale trade, though other industries typically include a supply chain component (notably retail trade). Occupations range from material handlers, truck drivers, supply clerks, and shippers and receivers through to database analysts, Web developers, wholesale buyers and various supervisory and management positions. The supply chain sector is made up of a diverse array of occupations, requiring varying levels of skills, of which many can be acquired in the workplace. The supply chain sector is a significant industry in Peel and Halton.

What the Peel Halton Workforce Development Group (PHWDG) is proposing to do: PHWDG will be partnering with Catholic Crosscultural Services (Peel) and the Canadian Supply Chain Sector Council to design and implement a career ladder project focusing on the needs of employers in Peel and Halton Regions.

#### **COMMUNITY STAKEHOLDER CONSULTATION**

#### Potential Action Item #5: Bridging Programs For Newcomers

**Description of issue:** Newcomers to Canada (those arriving in the last five years) are a highly educated group – in 2006, 42% of newcomers over 15 years old had a university bachelor degree or higher, compared to 16% for Canadian-born. Yet newcomers are experiencing great difficulty finding jobs that suit their education and prior work experience, often having to settle for survivor jobs and typically earning much less than a Canadian-born with the same qualifications.

What could be done about this? The issue is more nuanced than prompt assessment of foreign experience and acceptance of foreign credentials, although action on these fronts clearly would help. Newcomers also have to contend with:

- No recognition of foreign work experience by Canadian employers
- The lack of Canadian work experience, which also means few Canadian references
- Limited social networks, and so limited knowledge of the hidden job market
- Limited familiarity with the business culture of Canadian workplaces

Mentorship and internship programs have been shown to be successful in providing internationally-trained professionals with access to the right connections as well as access to the Canadian workplace, where they can acquire not only Canadian work experience but also contacts and references for future job applications. Many internships evolve into full employment at the same workplace.

The Mississauga Board of Trade (MBOT) is one of several organizations in Peel and Halton Regions offering career bridging programs to assist newcomer professionals to access careers in their designated fields. MBOT's BioBridge program was designed with input from employers and is intended to focus on newcomers trained in the biotechnology field, in particular to assist them in acquiring the business culture skills that are a critical part of the adjustment to a Canadian workplace.

What the Peel Halton Workforce Development Group (PHWDG) is proposing to do: PHWDG has asked MBOT to describe the approach it has taken in their career bridging project for professionally trained newcomers, as a way to stimulate discussion about similar approaches in other part of the labour market. There is a need to match newcomer supply (what are the prominent fields of expertise among the most current wave of newcomers to Peel and Halton Regions) with employer demand (where might there be critical shortages of qualified personnel where preparing newcomers would best suit a demonstrable need).

#### **COMMUNITY STAKEHOLDER CONSULTATION**

Potential Action Item #6: Forecasting The Post-Recession Labour Market



**Description of issue:** Forecasting labour market trends is a tricky business at the best of times, while recessions turn most predictions upside down. Some will say that recessions accelerate trends that were already emerging in a pre-recession period, while others point to longer term trends, such as demographic patterns, that create unavoidable albeit predictable forces that set the boundaries for the labour market. What can employers expect?

What can be done about this? There is no shortage of views out there about the future of the labour market, from those announcing the surge of the Creative Class to others warning of the imminent exodus of the Baby Boomers, from those predicting the end of manufacturing jobs to those proclaiming the Free Agent Nation. Are these evidence-based statistical trends or hyped-up fads likely to fade away?

These broader social and demographic trends need to be examined through the filter of local data and local knowledge. Such inquiry relies on both analysis of available labour market data as well as extensive consultation with local stakeholders attuned to labour market trends, to assess to what extent these high-level prognostications actually apply in Halton and Peel Regions.

What the Peel Halton Workforce Development Group (PHWDG) is proposing to do: PHWDG will partner with Sheridan College to undertake such an analysis and share their findings with local employers, so as to provide useful intelligence to employers seeking to predict the impact labour market dynamics will have on their human resources polices.

#### COMMUNITY STAKEHOLDER CONSULTATION

Potential Action Item #7: Literacy – Collaborative Developmental Approaches: Piloting Illustrative Workplace Models

**Description of the issue:** The current need for workplace Literacy and Essential Skills (LES) programming and infrastructure is critical to the province of Ontario's economic renewal. Recent studies suggest that 42% of Ontarians do not have the LES to meet their everyday demands and the demands of a changing, knowledge-based economy. Furthermore, Rick Miners recent report "People Without Jobs, Jobs Without People," suggests that every effort should be made to develop programming that speaks to the need for accessible and diverse literacy and language programs in the workplace. Miner notes that workplace literacy and essential skills training accounts for a very small percentage of workplace training activities.

What can be done about this? Collaborative Developmental Approaches (CODA): Piloting Illustrative Workplace Models has been recently funded by the Ministry of Training Colleges and Universities (MTCU) as part of the Workplace and Community Workforce Literacy and Essential Skills initiative. In cooperation with employers and labour groups (including the OFL, CAW, CME and OCC) we will be providing innovative workplace literacy and essential skills training across the province.

The OLC project's goal is to provide effective workplace literacy and essential skills programming to address the needs of Ontario's new economy. This programming will be conducted in an inclusive framework involving employers, labour, literacy programs, and government. The project also aims to build capacity among provincial literacy programs to deliver workplace programming.

To meet these goals the project has five objectives:

- 1. To provide Literacy and Essential Skills (LES) training to workers in workplace pilot sites across the province.
- 2. To engage employers, unions and employees throughout Ontario who will benefit from LES training in order to prepare additional Workplace LES Training Proposals in the next fiscal year.
- To coordinate, guide and support workplace training sites over the course of the project including: management and worker project team development, identification of workplace literacy and essential skills needs, innovative and custom-designed solutions.
- 4. To conduct joint evaluation of the training projects including learner skill gains, organizational impact results and employer Return on Investment (ROI). Summative and formative results will be documented and shared with government, labour market partners, and the literacy field.
- 5. To work in cooperation with additional stakeholders to identify potential delivery organizations and build system capacity through the dissemination of information, and mentoring.

Ultimately, the workplace LES pilot sites will identify under what conditions employees and employers participate in workplace literacy and essential skills programming and what the results are for the participants and workplaces. These finding will inform and support future Workplace LES initiatives in Ontario and across Canada.

In Peel Halton, OLC would like to explore innovative partnerships for workplace programs to cater to the needs of small to medium organizations that generally face challenges in adopting workplace literacy.

What the Peel Halton Workforce Development Group (PHWDG) is proposing to do: PHWDG has invited the Ontario Literacy Coalition to discuss and showcase ways on innovatively introducing workplace literacy programs in small to medium organizations before interested Peel and Halton stakeholders. PHWDG would facilitate a meeting of interested stakeholders, if required, to gauge the extent of the need and willingness to explore viable innovative methods to introduce workplace literacy in small to medium organizations.

## **Appendix C**

# LIST OF ORGANIZATIONS THAT PARTICIPATED AT THE COMMUNITY CONSULTATION MEETING HELD ON MARCH 3RD 2010 AT THE MISSISSAUGA CONVENTION CENTRE

- 1. A.C.C.E.S. Brampton
- 2. A.C.C.E.S. Mississauga
- 3. Canadian Supply Chain Sector Council
- 4. Catholic Cross Cultural Services
- 5. Centre for Education & Training
- 6. City of Brampton, Economic Development Office
- 7. City of Mississauga, Economic Development Office
- 8. COSTI Immigrant Services Mississauga
- 9. COSTI Immigrant Services Brampton
- 10. Dixie Bloor Neighbourhood Centre
- 11. Dixie Bloor Neighbourhood Centre, Peel Mentoring Program
- 12. Dufferin-Peel Catholic District School Board
- 13. Express Employment Professional/Halton Hills Chamber of Commerce
- 14. Gateway Centre for New Canadians
- 15. George Brown College
- 16. Halton Catholic District School Board
- 17. Halton Industry Education Council
- 18. Job Skills Mississauga
- 19. lob Skills Oakville
- 20. John Howard Society of Peel/Halton/Dufferin
- 21. Just the Facts!
- 22. Links2Care, Acton Employment Centre
- 23. Local/Regional Council, Ward 2/3/4/5

#### TRENDS OPPORTUNITIES PRIORITIES | 2010 TOP REPORT

- 24. Ministry of Training, Colleges & Universities
- 25. Mississauga Board of Trade, BioBridge
- 26. Newcomer Centre of Peel
- 27. Nytric Limited
- 28. Ontario Literacy Coalition
- 29. Partners in Green Project
- 30. Peel Career Assessment Services Inc.
- 31. Peel District School Board
- 32. Peel Halton Workforce Development Group
- 33. Peel Multicultural Council
- 34. Region of Peel Immigration Web Portal
- 35. Region of Peel Ontario Works of Peel
- 36. Region of Peel Planning, Policy & Research Division
- 37. Regional Municipality of Halton
- 38. Rogers TV
- 39. Service Canada
- 40. Sheridan College Centre for Internationally Trained Individuals
- 41. Sheridan College Job Connect
- 42. Sheridan College Job Finding Club
- 43. Sheridan College Workforce Development Division
- 44. Social Planning Council of Peel
- 45. South Asian Focus
- 46. The Centre for Skills Development & Training
- 47. Town of Caledon, Economic Development Office
- 48. Town of Halton Hills, Economic Development Office
- 49. The Ontario Trillium Foundation
- 50. vpi Employment Services Mississauga
- 51. vpi Employment Services Oakville
- 52. YMCA Burlington
- 53. YMCA Mississauga



## **Appendix D**

#### **BIBLIOGRAPHY OF RESOURCES**

City of Toronto, Economic Development, Toronto CMA Industry and Occupation Profiles (special run of Statistics Canada)

Mississauga Board of Trade, Peel Region Labour Market Study, 2007

Region of Peel, Peel Data Centre, Finance – Dashboard of Economic Indicators, Ontario Works Caseloads

Region of Peel, Peel Immigration Labour Market Survey, 2009

Statistics Canada, 2006 Census special data run provided by Ontario Ministry of Training, Colleges and Universities

Statistics Canada, Canadian Business Patterns

Statistics Canada, Labour Force Survey

Toronto Board of Trade, Toronto as a Global City: Scorecard on Prosperity, 2010

Notes		

