

# LABOUR MARKET REVIEW 2006

A Publication of the Niagara Training & Adjustment Board  
...Niagara's Workforce Development Board



## Our mission

Our mission is to champion labour force development for the Niagara Region by facilitating community action on identified trends, opportunities and priorities.

Niagara's Workforce Development Board



Niagara Training & Adjustment Board  
le Conseil de formation et d'adaptation de la main d'oeuvre de Niagara

## Our mandate

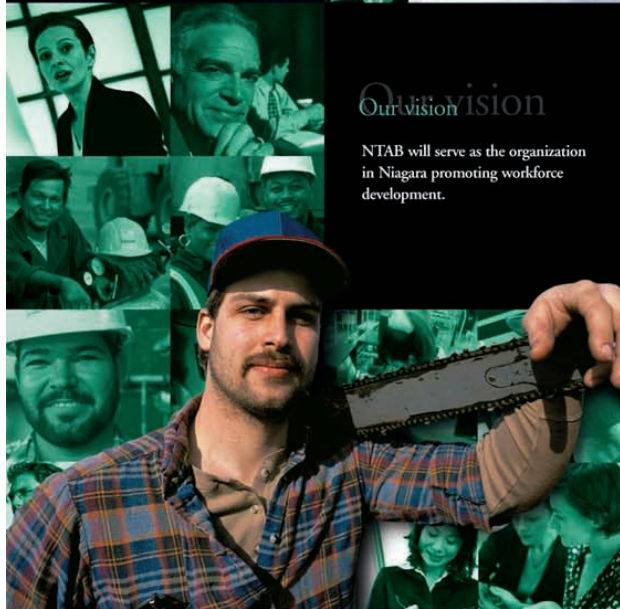
Advocating for constituents by:

- Promoting local labour force development
- Forging community partnerships
- Addressing employment, training, trends, opportunities and priorities



## Our vision

NTAB will serve as the organization in Niagara promoting workforce development.



## LOCAL INPUT IS PRICELESS...

Grassroots input is absolutely essential in reaching a better understanding of local labour markets and responding effectively to our unique challenges. NTAB has devoted time and effort to building strong relationships with our community partners and demonstrating leadership through solution implementation. NTAB covers the area of the Niagara Region consisting of the communities of Grimsby, Lincoln, St. Catharines, Niagara-on-the-Lake, Niagara Falls, Fort Erie, Thorold, Welland, Port Colborne, Pelham, Wainfleet, and West Lincoln.

*NTAB...engaging community partners in the development and implementation of local labour market solutions*

## LOCAL BOARDS MAKE A DIFFERENCE

Local Boards have been champions of labour market solutions across Ontario for more than a decade. Today, they form a strong network of experienced, knowledgeable and well connected community leaders who play a key role in the improvement of their local labour market.

## NTAB'S RECIPE FOR A HEALTHY LABOUR MARKET in NIAGARA

- Identify key ingredients of current local labour market
- Mix in valuable input and contributions from local partners
- Sprinkle with innovative partnership ideas that add local flavour
- Serve up local solutions to TOP if off!

NTAB is part of:



Champions of Ontario Labour Market Solutions

One St. Paul Street, Suite 605, St. Catharines ON L2R 7L2  
Tel: 905.641.0801 Fax: 905.641.0308 E-mail: [ntab@ntab.org](mailto:ntab@ntab.org) Website: [www.ntab.org](http://www.ntab.org)

Funded by:



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## Our Board of Directors 2005-06

### Co-Chairs

Business: Bill Irwin  
Labour: Bridget Krajnak

### Business:

Leon Keith  
Bunny Alexander  
Paul Sutton  
Siglinde Zimmermann

### Labour:

John McCann  
Sue Hotte  
Dave Felice  
Ron Wing  
Mario Elrick

## Community Representatives

### Educator/Trainer:

Bea Clark

### Francophone:

Lucie Huot

### Persons with Disabilities:

Vacant

### Visible Minorities:

Troy Brooks

### Women:

Kim Penwarden

### Youth:

Matthew Cutler

## Government Representatives

### Ministry of Training, Colleges & Universities:

Kate Acs

### Service Canada (Local):

Pat Sayles

### Service Canada (Regional):

Fran Storey

### Municipal:

Lori Watson  
Marisa McShannon

### NTAB Staff

Executive Director: Trudy Parsons  
Project Coordinator: Tracey Meszaros  
Administrative Assistant: Lisa McIntyre

## Co-Chairs' Message

The Board of Directors is pleased to present the 8th Annual Report for the Niagara Training & Adjustment Board as part of this Niagara Labour Market Review publication.

Local Boards were established in 1996. A decade later, 21 local boards have become valuable resources recognized for their ability to affect change through the facilitation of local planning, the development of meaningful partnerships, and the provision of timely leadership on emerging labour market issues. The need for local boards is as pressing today as it was in 1990. The labour market is in a perpetual state of flux as a result of demographic trends, economic patterns, new technologies, and the overall pace of change in education and training. For more details on the work of the local boards please visit [www.localboards.on.ca](http://www.localboards.on.ca).

The changing climate at the provincial and national level has seen increased emphasis on client directed approaches and inter-ministerial collaboration. The recent signing of the Labour Market Development Agreement along with the introduction of "One Stop" has created much discussion at the local community level. Currently in a transition period, there are still many unknowns as to how this impacts client services. However, we remain optimistic that the ultimate goal to improve supports for all clients and maximize labour force participation in areas that sustain local economic development is priority.

NTAB continues to move forward with research, solution identification, and initiatives that target underutilized client groups and sectors facing labour force challenges, as well as the creation and strengthening of local partnerships that help communities achieve better results in local labour market planning tailored to local economic realities.

We wish to acknowledge the shared support of Service Canada and Ministry of Training, Colleges and Universities over the past ten years. Your contributions helped pave the way for the establishment of a neutral broker/facilitator that creates a non-threatening environment conducive to effective community discussions and cooperation.

Thank you to our community partners, NTAB staff, and fellow board members who continue to share their time, knowledge and expertise to achieve a common goal - building a stronger Niagara!

As Co-Chairs we will be retiring from the NTAB Board along with our fellow directors Leon Keith and Siglinde Zimmermann after nine years of service. We wish to acknowledge our appreciation for the privilege to contribute to the evolution of the Local Boards Network and accomplishments that supported implementation of identified community solutions directed at local labour force development.

**Bridget Krajnak**  
Labour Co-Chair

**Bill Irwin**  
Business Co-Chair

## Executive Director's Report

Niagara Training & Adjustment Board has focused this past year on creating a stronger, cohesive organization driven by a strategic plan that supports labour market and labour force development for the Niagara Region. The Board has developed an operational foundation that incorporates board governance and operational structure controls. A strategic management approach has been developed that demonstrates an understanding of the organizational strategy, clearly articulates the position of the organization and supports action that will address key priorities to strengthen Niagara's ability to adapt to changing economic and labour force development.

Initiatives this fiscal year served youth, parents, employers, agencies, newcomers, and Niagara's unemployed and underemployed with sector focus on Health, Hospitality and Tourism, and Construction. NTAB facilitated and worked in partnership with over 49 local stakeholder groups and organizations on 16 major projects and initiatives - all working toward a common goal. Given the financial and human resource limitations non-profit organizations operate within, NTAB continued to leverage community contributions which resulted in approximately \$5 for every \$1 of NTAB project budget. This confirms our partner's commitment to working collaboratively to maximize outcomes and impact. This cooperative and focused approach supported maximum outcomes through collaboration and sharing of both financial and human resources. The Board continued to conduct specialized labour market research and to support strategic human resource planning across all sectors.

The Trends, Opportunities and Priorities Report released in October was well received and created numerous opportunities for new initiatives and partnerships throughout the region, including NTAB's identified partnerships for the 2005-06 fiscal year.

The upcoming year will see a transition with the NTAB Board of Directors as four of the founding directors will be retiring after nine years of service. It is a privilege to work with such dedicated directors, both those departing and those remaining.

On a personal note, thanks to all those individuals and organizations who continue to support NTAB's workforce development approach - looking forward to the year ahead!

Sincerely,



**Trudy Parsons**  
*Executive Director*

## Niagara Plans to Build Social Capital through Social & Community Planning

Niagara has many innovative and exciting initiatives that draw on community assets to respond to a variety of challenges; but currently there is no overall integrated planning function to respond collaboratively to common challenges that affect everyone. The lack of an integrated regional community planning function in Niagara means that Niagara is not maximizing the benefits and opportunities that result from good reliable data and analysis.

There are no social planning councils currently operating in the Niagara Region. Historically, social planning councils have existed in St. Catharines and Niagara Falls and were basically representative of their local communities. Both the St. Catharines and Niagara Falls councils folded in the mid 1990's. A regional social planning council has never existed in Niagara although the concept has been discussed by various community members.

An integrated regional approach to social and community planning could assist the community in achieving its goals in the areas of improving programs and services, attracting and encouraging investment, building community capacity and developing one voice for the Niagara Region in larger public policy discussions.

Designing a social and community planning mechanism, however, takes time and thought and requires input and cooperation from all parts of the community if it is to reflect the needs of citizens at all levels of community life.

A Steering Committee has formed to facilitate the process to develop an appropriate community planning model for Niagara. These people have come together out of a desire

to see Niagara thrive and to promote a social, economic, cultural, and natural environment that will support all Niagara's citizens in achieving their goals.

The Committee does not have a preconceived idea of what the final model should look like but rather is inviting all of the communities that make up Niagara, both geographic communities and communities of interest, to participate in exploring the question together and producing an outcome that enjoys broad community support. The Steering Committee has commissioned extensive research and produced a report that will be released along with a website, working paper, and education kits by the end of October 2006.

For the next phase of the process, the Steering Committee is convening a Community Reference Group to help it listen to and reflect back the views and preferences of interested parties from across Niagara. The mandate, membership, key tasks, and term of the Community Reference Group have been established and the Reference Group is beginning to form. Early in 2007 there will be a public forum specifically calling on Niagara Community members to define and design the building blocks to a Niagara social and community planning mechanism.

This is an exciting time for Niagara and ultimately with integrated planning and best use of our social capital we will build a prosperous future for people who live in Niagara and for people who plan to live in Niagara.

For further information contact

**Catherine Mindorff, Chair**, at (905) 994-0338, ext. 23.

## *Mission, Mandate and Vision*

**Mission** – Our mission is to champion labour force development for the Niagara Region by facilitating community action on identified trends, opportunities and priorities.

**Mandate** – Advocating for constituents by:

- Promoting local labour force development
- Forging community partnerships
- Addressing employment, training, trends, opportunities and priorities

**Vision** – NTAB will serve as the organization in Niagara promoting workforce development.

## Creating a Community Leadership Legacy for Niagara

A few years ago, I started to hear the first hint of the issue. By early 2005, the trickle of talk had become a torrent. The questions were the same from Niagara's public, private and voluntary sectors: Where's our next generation of leadership? Where are our young people? Who will make a commitment to the betterment of our Niagara community?

The questions resonated throughout Niagara, so a diverse group of current community leaders assembled to discuss the issue and to plan action. As a result of 18 months of discussion and planning, Leadership Niagara, a community leadership program for emerging leaders will launch this fall and see its inaugural class in January 2007.

### *Why this solution? What's community leadership all about? Good questions.*

Community leadership programs have proliferated around the world in the last generation. While each locale's program is unique to that community, the rationale is similar: Provide a 30,000 foot view of a community: its diversity, its assets, its needs. Programs generally run over the course of a year and bring together a small group of current and emerging leaders - usually less than 30 - from the public, private and voluntary sectors. Participants typically devote one day per month to learn about their community, hear community leaders and participate in a project for a non-profit organization.

### *But what exactly does this mean for the community?*

### *How does a community leadership program ensure leadership continuity?*

I still had those questions myself as we moved through our process of creating Leadership Niagara. Then I had the opportunity to attend the graduation of the Class of 2005 for Bay Area Leadership - the community leadership program of Burlington-Hamilton in May of this year.

At the graduation, class representatives of the three sectors spoke movingly about what they had learned, about their successes, about new community connections, about friendship. Leaders from the corporations and organizations that sponsored Bay Area Leadership also spoke about how the experience of their employees had deepened the employees' commitment to community, to work and to volunteerism.

Emotions ran high that evening; the sense of accomplishment was palpable.

As Leadership Niagara takes its first steps toward a legacy that will enrich our Niagara community, I encourage all organizations in Niagara - public, private and voluntary - to explore the options that Leadership Niagara will provide to your employees, organization and community.

**Mike Trojan,**

*Chief Administrative Officer*

*Regional Municipality of Niagara*

**For more information, visit [www.leadershipniagara.ca](http://www.leadershipniagara.ca) or call 905-735-2211, ext. 7848.**

Leadership Niagara's Founding Organizations: Brock University, Business Education Council of Niagara, Niagara College, Niagara Community Foundation, Niagara This Week, Niagara Training & Adjustment Board, Ontario Trillium Foundation, Osprey Media Group, Regional Municipality of Niagara, United Way of St. Catharines & District, and YMCA of Niagara.

## Inventory Programs & Services

### *your Pathway to Employment*

Local Boards have created a website which provides an updated list of all training programs and services, by community, in Ontario ([www.ips.iwin.ca](http://www.ips.iwin.ca)). It provides access to information on over 2300 programs. Since 2002, the IPS website has hosted more than 30,000 unique visitors and generated over 2.5 million hits. It is currently being integrated into 211Ontario.ca and will provide the foundation for delivering relevant and up-to-date human services information online and support at regional information centers across Ontario.

Inventaire des  
programmes  
et des services



Inventory of  
Programs  
and Services

## Succession Planning Conference

*March 21, 2007*

The local training boards in South Western Ontario invite you to take part in a Succession Planning Conference to be held in Cambridge on Wednesday, March 21, 2007.

### *Proposed workshops include:*

- Bias Free Hiring
- Workforce Diversification-the Globally inclusive workplace
- Retaining the Skills of Older Workers/Accommodating Retirees
- Intergenerational Knowledge Transfer/ Understanding Between Older and Younger Workers
- Basic Succession Planning
- Success Planning for Small or Family Business

*For more information or to register:*

**Waterloo Wellington Training & Adjustment Board**  
**[info@wwtab.com](mailto:info@wwtab.com) 519.622.7122**

## 2006-2007 NTAB Sponsored Events

April 3, 2006	Youth Leadership Symposium
May 18, 2006	Niagara Falls Community Career Fair
May 31, 2006	Employer Appreciation Reception
July 4 - 7, 2006	Summer Success Camp
October 2006	Developing Niagara's Talent Pool Focus Group
October 17, 2006	Annual General Meeting
October 24, 2006	Skilled Trades Round Table for Parents and Youth ~ Niagara-on-the-Lake
October 25, 2006	Skilled Trades Round Table for Parents and Youth ~ Fort Erie
November 7, 2006	Skilled Trades Round Table for Parents and Youth ~ Grimsby
November 8, 2006	Skilled Trades Round Table for Parents and Youth ~ Welland
November 17, 2006	Community Forum
December 6, 2006	Destination Success Student Conference - Post-Secondary Bound
February 16, 2007	Training Excellence Awards of Niagara
February 27, 2007	Destination Success Student Conference - Work Bound
March 7, 2007	Niagara Information Exchange
March 28, 2007	Mission Possible - Destination Success Parent Conference
TBA	Education ~ Business Forum

## Ongoing

Newcomers Employment Council ~ Strategy Development & Implementation • Niagara Job Bus

For a complete listing of NTAB Activities check out the Activities & Initiatives section of our website at [www.ntab.org](http://www.ntab.org)

## Homeless Employment Access in Regional Niagara

In early January 2005, a group of homeless and recently homeless persons gathered for a focus group examining Homeless Volunteerism. This focus group developed interesting findings, confirming Start Me Up Niagara's earlier project results, specifically that a significant percentage of homeless persons have been employed, desire employment, and ultimately seek to utilize volunteering as a method to secure employment. These findings led to a Federal research project that was designed to explore the nature of employment and homelessness in Niagara, aptly titled *Homeless Employment Access in Regional Niagara*.

The National Homelessness Initiative Research Program funded the project, with Michael Lethby, M.A. as Lead Researcher and principle author, Laura Collins, B.A. and James Syrotiuk, M.A. as Associate Researchers, and Dr. Stephanie Baker Collins PhD, York University, School of Social Work as Project Consultant. They worked in close consultation with a Community Advisory Board made up of local stakeholders to complete the project.

### *This project, when presented in Fall 2006 by Start Me Up Niagara will provide:*

- an up-to-date literature review;
- the current employment status of the homeless population in Niagara;
- a detailed examination of the barriers to access that the homeless face when seeking and retaining employment;
- a specific understanding of the homeless situation as encountered by persons who struggle with their mental health;
- an understanding of the challenges and concerns of multiple stakeholders in Niagara; and
- ultimately, a number of recommendations.

One of the most interesting aspects of the research was the experience of interviewers themselves, as all were homeless or had been homeless at one time. This type of research known as Participatory Research is simply research conducted by people who have experienced that which is under investigation; in this case homelessness. Eight individuals conducted the 130 interviews across the Niagara Region. The one hundred question interview often took up to an hour to complete and on some days an interviewer would conduct up to 8 interviews. The work of these eight individuals provided great insight into the very questions that they so diligently recorded. This enhanced the depth of information gathered.

The full report will be available through Start Me Up Niagara, and also online at [www.startmeupniagara.ca](http://www.startmeupniagara.ca).

**Susan Venditti,**  
*Director, Start Me Up Niagara*

## Coming & Going

It is the work of our Board that helps direct the activities of NTAB. Thank you to our outgoing directors and ex-officio government representatives for their work on the Board of Directors:

**Chris Williams** - Service Canada (Local)  
**Paul Sutton** - Business Director

**Christine Pinto** - Service Canada (Regional)  
**Donna Herrington** - Persons with Disabilities Director  
**Troy Brooks** - Visible Minorities

Staff and directors of NTAB would like to offer special acknowledgement to four of our departing directors who have actively volunteered through their directorship since 1997. Their commitment and contribution has helped formulate the Board's evolution and shaped its future direction.

**Bill Irwin** - Business Co-Chair  
**Siglinde Zimmermann** - Business Director

**Bridget Krajnak** - Labour Co-Chair  
**Leon Keith** - Business Director

We would also like to welcome our new directors and government representatives:

**Matthew Cutler** - Youth Director **Pat Sayles** - Service Canada (Local) **Fran Storey** - Service Canada (Regional)

## Labour Force Activity June 2005 June 2006

### St. Catharines-Niagara Census Metropolitan Area (CMA)

#### Labour Force Trends

The Labour Force declined by -2,300 in the St. Catharines-Niagara CMA compared to the same time last year. Employment also declined, but only very slightly. The number of Unemployed fell (-10.2%), causing the Unemployment rate to drop slightly from 6.6% in June 2005 to 6.0% in June 2006. This rate has not been seen at this time of year since June 2001. The Unemployment rate for St. Catharines-Niagara CMA remains on level with both the national and provincial three month-moving average of 6.1% and 6.0% respectively. The latter part of 2004 saw a very strong recovery from a weaker early half of the year. This recovery held fairly steady throughout 2005 peaking in August with a Labour Force of 212,700 and Employment level of 196,700. As is typical for this area, levels began to drop into the winter months. This decline, however, continued into the early half of 2006. Although the seasonal rise began in April, it was not quite able to return to the levels seen in June 2005.

#### Labour Force Trends St. Catharines-Niagara CMA

Labour Force Characteristics	Jun-06	Jun-05	Absolute Change	% Change
Population	326,700	324,400	2,300	0.7
Labour force	204,700	207,000	-2,300	-1.1
Employed	192,500	193,300	-800	-0.4
Full-time	155,000	153,200	1,800	1.2
Part-time	37,500	40,100	-2,600	-6.5
Unemployed	12,300	13,700	-1,400	-10.2
Not in labour force	122,000	117,500	4,500	3.8
Participation rate %	62.7	63.8	-1.1	
Unemployment rate %	6.0	6.6	-0.6	
Employment rate %	58.9	59.6	-0.7	

Source: Statistics Canada Labour Force Survey

#### Employed Labour Force by Industry

Compared to June 2005 employment has declined by -1.1%. The Goods Producing sector rose by 7.4% with the majority of the gains found in Agriculture and Manufacturing. Agriculture rose by 54.5% or 3,000 reaching a historic high of 8,500 since 1988 when there were less than 1,500 people employed in this sector. Manufacturing rose slightly since the same time last year (29,300) making another small recovery from the historic low seen in 2004

(23,700). There was no real significant change in the Construction industry with employment levels being fairly steady since 2000. The Services-Producing sector declined by -3.6% since June 2005. Almost all sectors suffered some decline, some more than others. The most significant losses were in Finance, Insurance, Real Estate and Leasing (-2,600), Other Services (-1,700) and Health Care and Social Assistance (-1,600). Significant gains were seen in Business, Building and Other Support Services (+2,500), peaking this year with a high employment level of 14,300. This has more than doubled in the past ten years when there were only 4,500 employed in this sector. Transportation & Warehousing also had gains of +1,700 and an employment level of 8,500.

#### Employment by Industry St. Catharines-Niagara CMA

Industry - (NAICS)	Jun-06	Jun-05	Absolute Change	% Change
All Industries	204,700	207,000	-2,300	-1.1
Goods-Producing Sector	52,000	48,400	3,600	7.4
Agriculture	8,500	5,500	3,000	54.5
Forestry, Fishing, Mining, Oil and Gas				
Utilities				
Construction	12,500	13,300	-800	-6.0
Manufacturing	29,300	27,800	1,500	5.4
Services-Producing Sector	148,600	154,200	-5,600	-3.6
Trade	33,100	33,200	-100	-0.3
Transportation & Warehousing	8,500	6,800	1,700	25.0
Finance, Insurance, Real Estate & Leasing	7,200	9,800	-2,600	-26.5
Professional, Scientific & Technical Services	7,300	8,800	-1,500	-17.0
Business, Building & Other Support Services	14,300	11,800	2,500	21.2
Educational Services	12,000	13,100	-1,100	-8.4
Health Care & Social Assistance	19,800	21,400	-1,600	-7.5
Information, Culture & Recreation	12,000	11,300	700	6.2
Accommodation & food Services	20,500	20,800	-300	-1.4
Other Services	6,400	8,100	-1,700	-21.0
Public administration	7,700	9,000	-1,300	-14.

Note: "..." indicates that data are too small to be expressed and are not appropriate for release. Totals may not add due to rounding. Source: Statistics Canada Labour Force Survey  
Note: Labour Force Survey (LFS) estimates for the January 1987 to December 2005 period have undergone additional revisions. There are three reasons for the revision. First, the revision enables the use of improved population benchmarks in the LFS estimation process. These improved benchmarks provide better information on the number of non-permanent residents. There are also changes to the data for the public and private sectors from 1987 to 1999. In the past, the data on the public and private sectors for this period were based on an old definition of the public sector. The revised data better reflects the current public sector definition, and therefore result in a longer time series for analysis.

## Transportation ...Initiatives in Action

The Niagara "Job Bus" has hit the road again for the second consecutive year starting in May 2006. This project provides direct, daily, round trip transportation for job seekers to Niagara employers' work sites. Currently the Job Bus is working with employers from both the Hospitality and Contact Centre sectors, with four bus routes picking up employees in Niagara Falls, Fort Erie, Welland and Port Colborne. Through a three-way partnership with employers, employees and community agencies over 100 individuals are currently utilizing the Job Bus.

The following are testimonials from two Ontario Works participants that travel on the Job Bus to work at Convergys, a Contact Centre.

- I am very happy that they decided to offer transportation from various pick up locations in Niagara Falls to Convergys in Welland. I really wanted to apply for a job at Convergys because I have done this work before but I had no way of getting back and forth. When I heard that they were going to offer transportation to the Welland office, I immediately jumped at the opportunity. Now that they offer transportation from Welland to Convergys I have a job I enjoy doing and a job I am qualified to do.

- Having the shuttle bus available allows those of us who don't drive the opportunity to work for a great company outside our city, where transportation is unavailable. Thank you for this opportunity.

### From the Employer:

"At Convergys, our greatest assets are our employees. In our need to identify skilled employees, the Job Bus initiative is a solution that works well for us. Transportation is a challenge for many skilled, job ready applicants and has been since we began our operation in 2002. We are very pleased that we could work with our community partners and this initiative reflects the dedication and commitment that those agencies have to integrating individuals back into the workforce. We look forward to our continued success and partnerships with this great initiative."

**Stephan Daoust**  
*Director, Operations*

Niagara Training & Adjustment Board continues to facilitate the NTAB Transportation Advisory Committee, which works to support ongoing and future development of this exciting initiative.

# FREE! FREE! FREE! FREE! FREE! FREE! FREE!

6th Annual Conference for Parents  
Wednesday, March 28, 2007 Four Points Sheraton, Thorold  
5:00 pm Registration/Exhibit Viewing  
Program 5:30 pm to 9:00 pm

Invaluable opportunity for any parent with a child in the school system to attend 4 new and exciting workshops addressing elementary and secondary issues.

*Light refreshments will be served*

"Knowledge today leads to success tomorrow"

**Register Today**

Phone: 905-641-0801 Fax: 905-641-0308 E-mail: [meszaros@ntab.org](mailto:meszaros@ntab.org)

Please share this information and encourage other parents to attend

**Don't Miss Out!**

## Francophone Forum

### Creating A Future Vision

A Francophone Forum was held March 28, 2006 to promote sharing of ideas, dreams and long-term objectives to best represent the Francophone community of Niagara. More than sixty (60) community members from Welland, St. Catharines, Niagara Falls and Port Colborne attended the Forum representing: Health, Education, Business, Community Groups, Arts & Culture, Tourism, the Elderly, and Youth.

Following the release of a summary report, a second meeting was called and attended by over forty (40) attendees. The document was refined and a final report drafted. A vision was written to guide our efforts: "Ouvrer ensemble vers un avenir prospère pour tous les francophones du Niagara. "Working together toward a prosperous future for all Francophones of Niagara."

The Francophone community now has a working document and business plan that will lead us through the next 5-10 years. A Steering Committee is in place to lead the working group through the next steps. Each group identified 2 main objectives that will meet the most pressing needs of the community. Projects have been proposed, funding will be sought, action groups organized, and a timeline will be set.

#### Key results achieved to date:

- Better communication through the development of a community web site;
- Revitalization of ACFO Niagara;
- Buy-in by the four Francophone communities: Welland, Port Colborne, Niagara Falls and St. Catharines;
- A working model to find solutions to problems and working groups to achieve results;
- The first Regional St. Jean Celebration in decades; and
- The creation of an evaluation tool to keep track of progress in each project.

Partners involved are Club 2000 Niagara Inc., CEDTAP (Community Economic Development Technical Assistance Program), Venture Niagara, RDÉE Ontario (Economic Development and Employability Network of Ontario) and l'Art du Développement.

The Francophone community has rallied around this plan to move forward with its many objectives. The initiatives put forth will meet the needs of the community in the short and long term in the eight different fields identified.

**Lucie Huot,**

*Executive Director* Club 2000 Niagara Inc.

*Grade 8, 9 & 10  
Students  
and their Parents*

**FREE!!!**

**Skilled  
Trades  
Round  
Tables**

*apprenticesearch.com,  
MTCU and OYAP displays*

Gather information on skilled trades, pathways and apprenticeship. Roundtables and networking will provide parents and students opportunity to express concerns, gain information and have questions answered by employers and local apprenticeship support systems.

**Dates ~ Locations  
6:30 p.m. to 8:30 p.m.**

- *Tuesday October, 24, 2006  
Niagara College ~ Niagara-on-the Lake*
- *Wednesday October, 25, 2006  
Fort Erie ~ Fort Erie Library  
(Centennial Branch)*
- *Tuesday November 7, 2006  
Grimsby ~ Carnegie Commons,  
formerly Grimsby Public Library*
- *Wednesday, November 8, 2006  
Welland City Hall*

**For more information or to register please contact:**

Tracey Meszaros  
905.641.0801  
tmeszaros@ntab.org

**Sponsored by:**

**Niagara Training & Adjustment Board**

**In Partnership with:**

**Business Education Council of Niagara**

**District School Board of Niagara**

**Niagara Catholic District School Board**

## Ontario Disability Support Program

### Hamilton Niagara Region Employment Support News

A new job-focused delivery and funding model for Employment Supports

In February 2006, the Ontario government made improvements to Ontario Disability Support Program (ODSP) supports and services to better help individuals and families find jobs and keep more of their earnings.

Changes effective November 1, 2006

- *Easy-to-understand 50 per cent flat rate earning exemption and a new work-related benefit of \$100 per month*

This new straightforward system will replace the current set of complex earnings rules and will allow individuals to keep more of what they earn. Only half of the income will be deducted from your ODSP payments, plus each eligible member of a family who works will receive an extra \$100 per month. As a result, the vast majority of people who are working right now will see an automatic increase in their amount of disposable income.

- *Increasing the maximum employment start-up benefit to \$500*

Up to \$500 will be available to help pay for things such as work uniforms, equipment and professional fees, while looking for a job, starting a new job or participating in a training program.

- *Increasing the maximum deduction for informal child care costs from \$390 to \$600*

A working parent may receive help to cover the costs of child care that best suits their needs. Formal child care costs are fully deductible.

- *Providing up to \$600 for upfront informal child care costs to recipients involved in an employment activity*

Financial support will be available to help cover the costs of child care while looking for a job, starting a new job or participating in a training program.

- *Increasing the maximum deduction for disability work related expenses from \$140 to \$300*

More financial support will be available to help cover the costs of disability-related items, such as specialized technology or equipment that's needed in the job.

- *Providing ongoing health-related benefits to recipients*

*who leave ODSP for employment, until employer coverage is available*

Prescription drug, dental and vision care benefits will be covered by ODSP for as long as the recipient needs it. Individuals leaving ODSP for employment will not have to worry about how health care expenses would be provided if an employer doesn't have health coverage.

- *Providing an employment transition benefit of \$500 to recipients who leave ODSP for employment*

When a recipient leaves ODSP for work, they will be given \$500 to help cover costs related to getting started in their new job.

- *Improving rapid reinstatement rules*

If someone leaves ODSP for employment and the job doesn't work out, it will be faster and easier to return to ODSP. As long as an individual qualifies financially, they will not have to go through the disability adjudication process before starting to receive benefits again.

**Gerry Tullio**

Business Practises Coordinator  
Ontario Disability Support Program  
MCSS/MCYS  
Hamilton/Niagara Region

## CONGRATULATIONS

### to the winners of the 2006 Training Excellence Recognition Awards

Niagara Training & Adjustment Board in partnership with the Business Education Council of Niagara congratulates the following companies for their commitment to workplace training and employee development:

Construction: Carpenters Local 18  
Tourism: Niagara Parks Commission  
Service: YMCA of Niagara  
Other: Walker Industries

We are proud to add previous recipients of this award to The Wall of Excellence – recognizing their continued commitment to training excellence!

Niagara Health System  
Speedy Muffler Brake & Wheel Shop 0207

## **Navigating Our Future: Niagara's Economic Growth Strategy 2005-2010**

### *Report Card - 2006*

The Niagara Economic Development Corporation, along with the Region has successfully held two “Niagara Week in Toronto” events, in April 2005 and 2006. The event presented a unified Niagara message regarding priority needs. A direct result of Niagara Week in 2005 was the announcement by the Ministry of Transportation of a new \$25M project to continue to expand Highway 406 to 4 lanes.

The Niagara Economic Development Corporation along with municipal economic development partners, have jointly developed and are implementing the Niagara Automotive Investment Marketing Strategy. The strategy involves both business retention and expansion activities together with outbound investment marketing missions to Asian automotive contacts.

The Corporation has formalized the operation of the Regional Destination Marketing Committee (DMO), as a marketing and information sharing consortia and joint venture projects involving municipal and other partners.

Niagara Region has developed and is implementing the Niagara Smart Growth Incentive Program. Activities include:

- Financial incentives provided to area municipalities to promote Smart Growth development
- A major conference entitled Action Niagara: The Economics of Smart Growth
- Establishment of Niagara Community Design Awards

#### Other Activities

- Undertook economic analysis of greenhouse floral and vegetable industry including export markets, market development and activities
- Worked to keep overall 2006 tax levy increase to 1.95% overall in order to keep Niagara's overall business costs competitive
- Tax policy was developed and approved which mitigated/reduced the property tax burden on Niagara's industrial class of properties

For further information check out [www.niagaracanada.com](http://www.niagaracanada.com)

#### **Alan Teichroeb**

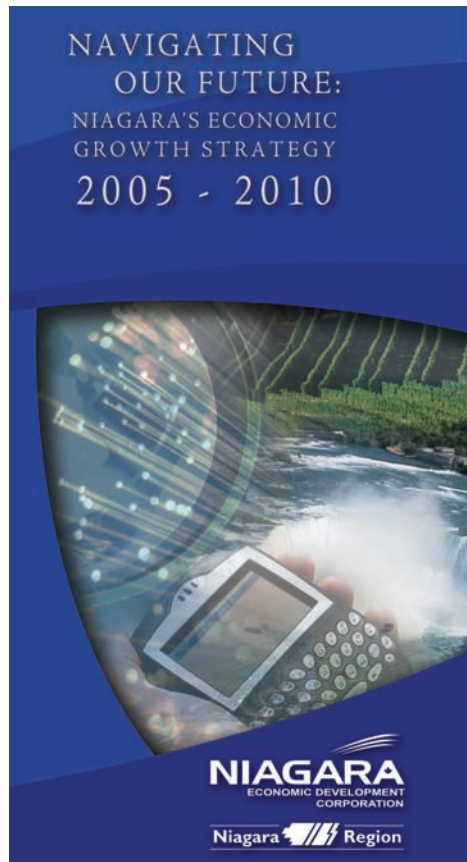
Vice President

Business Development & Services

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## Navigating Our Future: Niagara's Economic Growth Strategy 2005-2010



### AT A GLANCE

**WHAT:** An economic growth strategy for Niagara.

**WHY:** Niagara needs a plan to stimulate additional economic growth.

**HOW IT WILL HELP:** By providing direction for decision-makers who affect Niagara's economic future.

**WHO PREPARED IT:** A 12-member steering committee appointed by Regional Council, with input from some 200 public and private sector stakeholders.

**WHEN IT WAS COMPLETED:** April 2005, with a five-year implementation timeline and annual review.

**WHO WILL IMPLEMENT IT:** Regional Council along with other business, government and community leaders who choose to take a pro-active role in fostering Niagara's economic growth.

**WHO WILL BENEFIT:** Everyone who lives in Niagara!

**WHERE TO FIND OUT MORE:**  
[www.niagaracanada.com](http://www.niagaracanada.com) or [www.regional.niagara.on.ca](http://www.regional.niagara.on.ca)

### BACKGROUND

On April 28, 2005 Regional Council formally approved Navigating Our Future: Niagara's Economic Growth Strategy 2005-2010.

The economic strategy outlines six directions that are intended to help steer Niagara towards a more prosperous future:

1. **Build a Stronger Collective Voice.**
2. **Create A Competitive Business Environment.**
3. **Target Strategic Employers.**
4. **Improve Transportation and Related Infrastructure.**
5. **Re-Brand Niagara.**
6. **Develop Niagara's Talent Pool.**

The economic strategy is intended to showcase the diversity of Niagara's economy, encourage new investment and focus on strengthening Niagara's manufacturing sector.

"This underpins the way for us to grow, for us to prosper and create jobs and maintain the youth in our community" (Rudi Kroeker, Chair, Niagara Economic Development Corporation, St. Catharines Standard, April 29, 2005)

"Divided and individually we can only do certain things. Together, focusing on specific issues, we have a real opportunity to make a difference." (Patrick Gedge, CEO, Niagara Economic Development Corporation, St. Catharines Standard, April 29, 2005)

Each community in our Region will benefit from working towards these economic goals

"The only way we are going to successfully implement any kind of economic strategy is if everyone is working together" (Wayne Redekop, Mayor of Fort Erie, and Economic Growth Strategy Steering Committee Member, St. Catharines Standard, April 29, 2005)

For further information please contact:

Niagara Economic Development Corporation  
Ph: 905-685-1308  
Email: [info@niagaracanada.com](mailto:info@niagaracanada.com)  
Web: [www.niagaracanada.com](http://www.niagaracanada.com)

## Minister's Action Table On Apprenticeship

The Local Boards of Ontario were invited to participate in the Minister's Action Table on Apprenticeship. It was our privilege at the Elgin Middlesex Oxford Local Training Board (EMOLTB) to participate in this timely and important consultation.

The first meeting was called on November 25, 2005. To date there have been three such meetings. A fourth is on the horizon and will take place this coming fall.

Four major themes emerged from that initial roundtable meeting. They are:

- 1) The quality of systems and programs;
- 2) Funding issues;
- 3) Better linkages and coordination among key apprenticeship stakeholders; and
- 4) Promotion of apprenticeship and skilled trades.

These have formed the basis for the Action Table.

Following a second Action Table Meeting, a sub-committee was formed to look at promotion of apprenticeship. This group recommended that promotional activity should include approaches that reflect how individuals learn. These learning styles include: visual, auditory, and kinetic (learning by doing).

It was also noted that the most effective approaches were noticed when organizations partnered. These were seen to be both meaningful and valuable.

It is a credit to Local Boards everywhere that all of the approaches that were reviewed as 'best practices' by the sub-committee were promotional activities that have been undertaken with the involvement or the leadership of a Local Board or Boards somewhere in the province.

The third meeting took place last June. Three sub-committees emerged at that time. These sub-committees met during August to focus on the important topics:

- 1) Recruitment and Retention of Apprentices
- 2) Placement and Matching of Apprentices and Employers
- 3) Employer Engagement

The findings of these sub-committees will go forward to the next Action Table scheduled for early October.

I am both pleased and proud to say that the Local Boards have participated in all of the meetings that have been held to support the Action Table. This commitment will continue.

**Debra Mountenay,**  
Executive Director  
EMOLTB

## What Is Top? A Valuable And Proven Local Planning Process

TOP (Trends, Opportunities and Priorities) is an annual process led by NTAB to research the conditions of the local labour market, facilitate community consultations to review/discuss research findings and establish local priorities for labour market development. The engagement of local partners in initiating solutions that respond to priorities of mutual interest is a key outcome of this consultation process. The TOP process culminates in the publication of an annual TOP report prepared by NTAB and distributed to all levels of government and community stakeholders.

This year's process will include the following outreach activities:

### Labour force surveys - September 18-29/06

Business/Labour Stakeholders

Community Stakeholders

### Focus Group - "Flip Space Technology" Consultation - October 23-27/06

NTAB Board of Directors and Niagara College's President, Dan Patterson will co-invite selected representatives throughout Niagara to participate in a technology based focus group consultation process. Results will be aggregated and form the basis of an action plan that leads to solution implementation. This will be shared with community stakeholders during the Community Forum and will validate the priorities and commitment to move forward. Champions will be called upon to commit to solution implementation.

### Community Forum 2006 - November 17, 2006

This forum will provide opportunity for stakeholder participation for the development of a Local Area Action Plan that will support solution identification and implementation planning.

## Join us to learn what the consultation process revealed...

Where are the priorities? ...

What are the actions proposed by business, labour and community stakeholders?

**Date:** Friday November 17, 2006

**Time:** 8:00 a.m. (breakfast and networking)  
8:45 a.m. Formal Agenda begins  
Noon - Wrap up and Summary

**Location:** Quality Hotel  
327 Ontario Street  
St. Catharines, ON

**R.S.V.P.:** November 9th, 2006  
Email: [ntab@ntab.org](mailto:ntab@ntab.org)  
Phone: 905-641-0801

## Year In Review

### Key Deliverables - 2005/2006

The focus of work carried out for the 2005-06 fiscal year solidifies the vision and mission of the Niagara Training & Adjustment Board. These include:

- Annual Trends, Opportunities and Priorities Report/Update
- Inventory of Programs and Services for Niagara
- Partnership Database Update
- Local partnership initiatives (6 partnerships)
- Ongoing Community Outreach and Linkages

### Annual Trends, Opportunities and Priorities Report; Annual Trends, Opportunities and Priorities Progress Report

The TOP Update 2006 articulated emerging trends and provided an update on the community identified priorities and related activities that have been ongoing throughout the region. The TOP report is a key document that can be used by all community partners, key stakeholders, and government agencies in Niagara's quest to build and sustain a skilled, ready workforce to meet the workplace needs of existing and future employers.

#### **This report provides the reader with the following information:**

- Key trends impacting Niagara's workforce/labour market;
- Identified issues prioritized by the community;
- A Niagara Action Plan that provides updates on ongoing activities including specific actions relative to each issue including timelines, proposed community leaders/partners and expected outcomes.

### Community Forum 2005

On May 11, 2005 NTAB hosted over 73 representatives from numerous sectors and agencies throughout Niagara. This Community Forum set the stage for the Trends, Opportunities, and Priorities Report research and community identification of issues and challenges facing workforce development and local labour market needs. This process helped bring forward gaps which were not being addressed and resulted in discussions for future projects and actions. The summary of the results from the forum were shared electronically and are available on NTAB website.

### Inventory of Programs & Services (IPS)

NTAB has taken a proactive approach to the promotion of the IPS. This comprehensive database of employment programs and services available locally or through provincial and federal initiatives is a valuable resource for job seekers and agency counsellors. NTAB serves as part of the IPS Task Group involved in ongoing project support.

### Partnership Database

This online interactive database provides information on all local board driven projects and partnerships. NTAB updates the database as each project is completed. Visit [www.local-boards.on.ca](http://www.local-boards.on.ca).

### Community Partnerships

Facilitation of partnership and stakeholder linkages are key areas of focus for NTAB. Activities continue to address identified labour force challenges across sectors and target populations. Partnership activities identified as part of NTAB's Operating Agreement with the sponsors for this fiscal year focused on: Tourism Sector, Employer Recognition, Immigration, Youth, and Transportation. Additional information specific to each partnership can be found on the following pages.

### Outreach & Linkages

NTAB volunteer Board of Directors works to engage constituency groups in informal and formal dialogue around issues and trends influencing Niagara's labour force. Through their involvement within the community in both a professional and a personal capacity, directors share information on NTAB's activities around the community while bringing back relevant information as identified by other community groups. This sharing of information is an important part of the strategic planning process for NTAB as it looks ahead to future year activities and priorities. A total of 15 partnership initiatives were undertaken during this fiscal year with NTAB successfully leveraging about \$5 for every \$1 invested from its operating budget.

### Community Driven Focus

#### Youth Leadership Symposium

As part of the Leadership Expo 2005, NTAB in partnership with the Business Education Council of Niagara, Sandra Summerhayes - Leadership Expo and the Niagara Region - Children Services held a Youth Leadership Symposium for the young leaders of the Niagara Region. On April 11th, 43 young leaders from the Youth Councils and the Student Councils participated in workshops on leadership skills, with keynote speakers and round table discussions of competencies and abilities required for today's leaders. Local elected officials participated in conversation with the symposium delegates on issues impacting youth in Niagara. This has become an annual event and is expanding to provide increased participation for Niagara's youth.

#### Student Success Camp - Explore the Possibilities

This one-week camp delivered to Niagara youth from the Niagara Catholic District School Board gave the participants an opportunity to explore careers in the Hospitality & Tourism sector. With numerous speakers, tours, workshops, and hands-on activities there was an increased awareness of the Hospitality and Tourism sector as an area for career development, a greater understanding of employability skills among the participants, and exposure to workplaces in this sector. This event created support for the Student Success Strategies initiative under the Ministry of Education.

#### Student Conference - Destination Success

A two-day conference for high school students in the Niagara Region was aimed at helping participants make informed career choices through a series of interactive discussions and workshops focusing on Skilled Trades/Apprenticeships, Health Care, Hospitality & Tourism and the Service Sectors. The 280 students who attended had exposure to various occupations and careers in the different sectors in Niagara along with interviewing skills and employer expectations.

#### Niagara Falls Community Career Fair

NTAB played a partnership role in this career-focused initiative that saw close to 2,000 high school students from the District School Board of Niagara take part in an opportuni-

ty to explore career opportunities and career pathways. A display promoting career awareness resources was on-site.

#### Francophone Career Fair... Apprenticeship and Skilled Trades

As a partner NTAB worked with Club 2000 Niagara Inc., Conseil scolaire de district du Centre-Sud-Ouest, Conseil scolaire du district catholique Centre-Sud, Hamilton Training Advisory Board, Niagara College, Local Unions and Ministry of Training, Colleges & Universities to engage 300 students from four French schools from the Niagara and Hamilton area who collectively took part in a career fair focusing on Apprenticeship Awareness. Students in grades 11 and 12, along with students from grade 8, took part in this one-day event with 23 exhibits, 52 representatives and hands on demonstrations promoting skilled trades, employability skills, and apprenticeships.

#### Newcomers - Employment Strategy Development

This partnership will span three years. The Niagara Newcomer Employment Council is an alliance of twenty-two community organizations dedicated to enhancing the Region's diversity, productivity, competitiveness, and prosperity by developing its capacity to attract, develop, integrate, and retain a larger percentage of the newcomers arriving in Niagara.

The Council is comprised of education and training centres, for social profit agencies (not-for-profit), all three levels of government, employment service providers, the regional economic development agency, and local training and adjustment board. The focus of the overall project is to design and implement an employment strategy that will enable newcomers to achieve meaningful employment in an efficient and effective manner through a continuum of services across all areas of influence.

### Labour Force Research

#### Women's Mentorship Program Model Development

NTAB in partnership with the YWCA and Women In Niagara (WIN) developed a women's mentorship program model to support the linkage of successfully employed business and professional women with women seeking to enter or re-enter the workforce through increased job placement and job retention. Deliverables include a mentorship model that includes a training curriculum for mentors, selection criteria for mentor/mentee linkage, and the evaluation for the process.

#### Recruitment & Retention Research Study

This study involved research to identify labour market composition and influences impacting maximum utilization to meet Niagara employers' human capital needs. Identification of human resources practices and initiatives utilized by employers across four defined geographic areas, (a) Niagara, (b) outside of Niagara but within Ontario, (c) outside of Ontario but within Canada and (d) the United States, created the basis for a compare and contrast analysis of human resource practices cross-referenced between Niagara and Non-Niagara based employers. Additional variables cross-referenced include business type, size of company, and age of workforce. An employee "checklist" and the full report available at [www.ntab.org](http://www.ntab.org).

#### Transportation - A job strategy linkage

Niagara Training & Adjustment Board established a regional transportation committee with the responsibility to identify a solution or strategy to address the barriers created by the lack of a regional inter-municipal transit system. The resulting Job Bus Transportation Pilot Project is identified as a successful recruitment and retention strategy that connected seventeen job seekers to employment. The results of this project include an 80% retention rate, as compared to a 65% retention rate typical across these positions, and a strengthened partnership between workplace intermediaries including government, training providers, not-for-profit community agencies, and an employer. Increased employment of an underutilized target population demonstrates the success of this initiative both from the job seeker's perspective and the resulting retention rates achieved by the employer.

#### It Takes a Community to Develop A Workforce

The study was designed to enhance the Niagara community's understanding of how to promote and facilitate improved workforce transitions for the region's entire labour force, particularly the employment needs of the most disadvantaged members of the region's labour force, namely aboriginal people, displaced workers, persons with disabilities, visible minorities, women, and youth.

#### Niagara Region Business & Employment Outlook Survey 2005

The Business Employment and Outlook Survey was conducted by Niagara Economic Development Corporation with funding through Service Canada and in partnership with Niagara Training & Adjustment Board. The purpose of this research initiative was to obtain information to assist in creating economic development and labour market strategies to promote regional economic growth.

#### Niagara Business Directory

NTAB, through financial support from the local Service Canada office, conducted a telephone outreach to businesses in the Niagara Region in an effort to create an online business database that will be a key component of the [YourNiagara.ca](http://YourNiagara.ca) portal. The database will allow businesses to promote their products and services in a searchable Internet-based format. NTAB is playing an active role in the development of a sustainability plan that will support the ongoing data integrity of the database.

#### Niagara Workforce Focus

This bi-monthly, two-page publication provides insight into the labour market of Niagara Region. Pertinent issues to community stakeholders are highlighted by statistical evidence, publication excerpts, and communication with local participants. Topics include demographic change, sector profiles, and interest group trends. This will be an ongoing initiative into 2006-07.

## Other Workforce Activities

### Canada Career Week Seek Change Find Direction

As part of Canada Career Week's annual national activities, this one-day career expo was a great opportunity for job seekers or those looking for a career change to participate in presentations and break out sessions and view displays offering career advice and assistance. There was an increased awareness on the programs and services available in the Niagara Region along with an increased awareness of the labour market sectors. Participants included students and adults from the Niagara Region. NTAB was pleased to support this event.

### Training Excellence Awards Of Niagara

For the third year running, this initiative recognized employers who demonstrated a commitment to providing training and professional development for employees. New for this year was the introduction of the "Wall of Excellence" for past recipients of the Training Excellence Awards of Niagara who continue to provide superior and ongoing training to their employees. This resulted in a greater awareness of the contribution that employee training has on retention and recruitment. These awards were presented at the Business Education Council of Niagara's Partners Breakfast with approximately 750 people in attendance.

### Employer Appreciation Celebration

Recognition of employers who support school-to-work transitions through co-op, Ontario Youth Apprenticeship Program and Speakers Bureau is the main focus of this event. Student success stories were shared with the attendees, reiterating the invaluable learning experience which resulted from this workplace exposure. NTAB was pleased to support this event.

### Niagara Informaion Exchange Job/Career Fair

This NTAB initiative that was designed to provide a venue for agencies took on a different approach this year with the invitation of employers who were hiring and to the public looking for assistance in their job search. A morning workshop for 45 employment agency staff focused on the do's and don'ts of a trade show and how to gain the most of your time when promoting programs and services. 27 employers and over 600 job seekers attended.

### Making Cent\$ of Apprenticeship Accountants Breakfast

This morning presentation promoted the Ontario Apprenticeship Tax Credit to local accountants. Presenters included the Ministry of Training, Colleges and Universities and the Ministry of Finance. An interactive presentation provided Niagara area accountants with detailed financial information on the tax credit which they can share with their clients who are in a position to sign on potential apprentices.

### Mission Possible: Destination Success

This event has become a recognized and well attended opportunity for parents to network and gain valuable knowledge and insight into actions and guidance they can provide in their children's quest for career direction. The session for this fiscal year was held on March 30, 2005 and had approximately 120 parents attend. Feedback continues to confirm the value of this event and NTAB is pleased to continue to support this in partnership with Niagara Catholic District School Board, District School Board of Niagara, Niagara College, Brock University and Business Education Council of Niagara. Keynote speakers address key issues that are current and relevant to youth.

### Opportunities Conference 2005

NTAB facilitated a partnership with all other boards to secure sponsorship for the opening keynote speaker and a provincial exhibit to promote the Local Board network.

### Journey To The Trades

This roundtable discussion hosted by tradespeople of Niagara enabled people of Niagara the opportunity to sit with a tradesperson of their choice to discuss "a day in the life of...". Resource packages were prepared for each participant, which included information regarding the skilled trades and employment agencies that can provide assistance in job and career search. NTAB was proud to be a partner in this initiative led by the Business Education Council of Niagara.

## NTAB Board/Staff Ongoing Committee Participation

- Niagara Executive Human Resources Leadership Council
- Niagara Newcomer Employment Council
- Leadership Niagara Founding Committee
- Motive Power Advisory Committee
- Niagara Constructor Sector Council
- Educators and Trainers Steering Committee
- Apprenticeship Strategy Group
- School to Work Advisory Group
- ODSP - Labour Market Partner Group
- St. Catharines Interagency Group
- Niagara Falls Interagency Group
- Welland Interagency Group
- Niagara Transportation Committee
- Local Board IPS Task Group
- Progressive Employer/Employee Relationships Campaign (PERC)

## NTAB

### Measuring Our Performance...

The Niagara Training & Adjustment Board recently conducted a survey among its community stakeholders as part of its goal to achieve continuous improvement in our performance to maximize our ability to carry out our vision, mission and mandate.

- Participants were asked to indicate their involvement in various NTAB Community Events. Overall, respondents indicated a high percentage were either aware of or had attended the event.
- Participation in community planning and labour force development events must be seen as valuable. The summaries below confirm the NTAB activities are rated as having a high level of value for the respondents.

#### Niagara Workforce Focus

52% of respondents indicated this resource was highly useful. This may be a result of it being a relatively new publication but certainly creates opportunity for NTAB to extend its distribution to increase awareness.

#### Value of Participation in Community Forum

53% of respondents indicated that they found a high level of value in participating in these types of forums.

#### Top Report/Update

A total of 76% of respondents indicated they found high value in the TOP Report.

## NTAB Values

**All of our activities will be congruent with our core values. These values, ranked in priority are:**

### Leadership:

We commit to leadership that is innovative, visionary and relevant toward accomplishing shared goals.

### Integrity:

We commit to a strong ethical code of conduct, striving to continuously build trust with our partners, stakeholders, sponsors and the community.

### Equality/Inclusiveness:

To recognize the diversity within our region and its residents.

### Accountability:

To act in a responsible and open manner.

### Commitment:

To fulfill our role of partner to achieve maximum value and establish long-term relationships; to support the participants of Niagara's labour force to achieve sustainable employment.

### Professional:

We will conduct our business in a manner which is professional and respectful.