



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

TRENDS
OPPORTUNITIES
PRIORITIES

TOP REPORT

January 2008

a member of

Local Boards
Network

Champions of Ontario's Local Labour Market Solutions

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Each year Niagara Training & Adjustment Board (NTAB) takes the lead role in a local planning process that results in an action plan to address identified labour market issues and priorities. This process is strongly influenced by the active participation and input from a broad range of stakeholders. NTAB recognizes the value and important contribution of all those that participated and wishes to extend a thank you for the interaction, knowledge and expertise shared.

A special thank you is extended to Government of Ontario, Employment Ontario, for the continued commitment to Niagara Training & Adjustment Board and the Local Boards Network.

NOTE: NTAB acknowledges report limitations and is committed to ongoing research to enhance findings.

Report Format

This report provides the reader with:

- A demographic profile of Niagara's population and snapshot labour market trends
- A local labour market development action plan based on prioritized issues
- A report card update on previously committed actions on related issues

This report has been prepared by: Trudy Parsons, Executive Director



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NTAB CONTACT INFORMATION

One St. Paul Street, Suite 605

St. Catharines, ON L2R 7L2

Phone: 905-641-0801

Fax: 905-641-0308

E-mail: tparsons@ntab.org

Web site: www.ntab.org

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EXECUTIVE SUMMARY

This report provides a snapshot of Niagara's demographic profile and the significant changes that have occurred across key sectors over the past year. Community feedback related to labour market needs and views on recruitment and retention challenges have been incorporated to set the context for priority issues and solution development.

Future economic investment and business expansion demands greater access to a skilled labour force. A knowledge-based economy is reshaping local labour markets and increasing the need for unions/employers to develop opportunities for labour force integration and post-secondary programs. Labour market research and local intelligence depict key trends that are impacting local labour force development:

- Shift in local economy
- Rising skills levels/credentials demanded by employers
- Aging population for the region
- Marginalized workforce integration into labour market

Economic diversification is a priority for Niagara leaders, driven in part by changes in the economic base, rising Canadian dollar and increased global competition. Targeting sectors such as the Niagara-to-GTA highway is projected to benefit the region with 11,560 new jobs, \$409 million in income and \$198 million in tax revenue for Niagara.¹

Niagara region is an integral part of the Greater Golden Horseshoe area which saw a population growth of 8.4% between 2001 and 2006. In comparison, the province of Ontario experienced 6.6% growth while Niagara grew at a rate of 4.1%. Grimsby was an exception to that pace and placed in the top 20 fastest growing communities in Ontario (2001-2006) with a 12.4% population increase. Looking at this from a population age perspective, Niagara is ranked 4th among urban regions with the highest proportion of seniors.

Niagara's labour market development plan is grounded in a blend of strategic plans including the Niagara Economic Growth Strategy 2005-2010, Region of Niagara, Niagara College and Brock University, and other key stakeholder groups that influence workforce and economic development. As part of the TOP consultation process and implementation of prioritized actions, NTAB continues to examine the role of key stakeholder groups and economic influences.

¹ The Standard, September 8, 2007



NTAB...Niagara's Workforce Development Board

Niagara Training & Adjustment Board began its mandate to serve the Niagara region as a catalyst for local labour market planning and workforce development in 1997. October 2007 marks the start of the 10th year for this community-driven, not-for-profit organization.

During the past decade NTAB has remained true to its mission to

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

NTAB is driven by a volunteer board of directors representing business, labour, education and training, persons with disabilities, women, francophone, youth, visible minorities and economic development. NTAB utilizes a community development approach serving as a neutral broker of research, disseminator of information, and facilitator of collaborative partnership development. Since 1997, NTAB has successfully delivered 95 projects across Niagara with the support of over 500 partners who contributed financially or in-kind close to \$1.2 million dollars.

NTAB works within the geographic region of Niagara, which covers approximately 1,854 sq. km and consists of twelve communities: Fort Erie, Niagara Falls, Niagara-on-the-Lake, St. Catharines, Thorold, Welland, Port Colborne, Wainfleet, Pelham, Lincoln, West Lincoln, and Grimsby.

TRENDS, OPPORTUNITIES, PRIORITIES: REPORT METHODOLOGY

The Trends, Opportunities and Priorities (TOP) planning and consultation process is grounded in qualitative and quantitative research, data analysis, and community input from both grass roots service delivery agents as well as strategic decision-makers. TOP brings together representatives from a broad spectrum of stakeholders to examine conditions and influences of the region’s labour market and workforce.

Based on the consultation process, eight labour market issues remain priorities and the focus for local solutions to address local issues.

Consultation Process Activities:

Employer Survey: Issued to approximately 3,000 local employers and unions, an on-line electronic survey was conducted during September 2007. A total of 177 responses were received. Sector response rates are as follows:

Wholesale & Retail	20%	Agriculture/Horticulture	4.8%
Hospitality & Tourism	18.6%	Health/Social Services	4.8%
Professional/Scientific/Technical	15.2%	Education	4.8%
Manufacturing	11%	Not-for-Profit	3.4%
Construction	9.7%	Government	1.4%
Transportation & Warehousing	5.5%	Union	0.7%

Focus Group – “Flip Space Technology” Consultation: In early October, NTAB partnered with Niagara Economic Development Corporation to host twenty-eight leaders from across the region in a technology-based virtual board room discussion. Flip Space participation was not influenced by schedule conflicts or travel time and allowed individuals to determine when and where they access the board room to provide their input. Participants were provided with a discussion paper (copy available at www.ntab.org) that set the context for the high level dialogue that considered current economic conditions, strategic directions of key stakeholder organizations, future economic opportunities, labour market influencing factors and workforce demographics. The results were aggregated and formed the basis of an action plan that was shared with community stakeholders during the formal TOP Community Forum in late October. Appendix A contains the list of questions to which participants responded.

TOP Community Forum: On October 30, 2007, sixty-two community representatives from across Niagara took part in this half-day forum that provided opportunity to hear about Niagara’s labour market supply and demand challenges. Participants contributed to the local

area plan development through facilitated roundtable discussions. This process included a mechanism by which participants prioritized local labour market trends and issues.

Secondary Data Review: A review of area related labour market reports and articles was conducted. This research provided a broader knowledge and understanding of existing information and data. Further, it helped validate the issues prioritized through the TOP process.

A detailed list of all participating organizations/unions is provided in Appendix B.

BUSINESS CONSULTATION FINDINGS

Straight Talk from Employers/Unions...

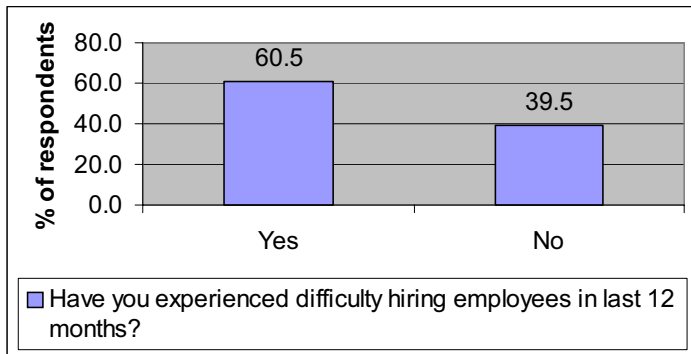
As part of the consultation process, NTAB conducted an on-line electronic survey directed at the employers/unions and designed to capture direct feedback in several key areas including:

- past and projected recruitment challenges
- current workforce skills and abilities
- identified strategies for addressing labour force needs
- top workforce issues by sector

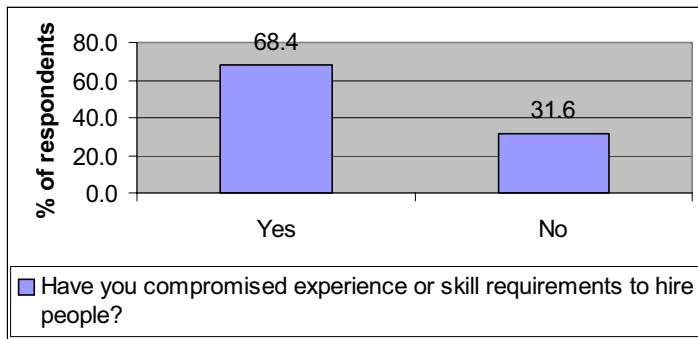
Employment Patterns (based on respondents):

- 58.5% indicated that they employed between 1-10 people, 26.9% employed between 11-50 people and the balance (14.6%) employed over 51 people
- 36% indicated that the average length of employment is 3-5 years followed by 24.2% employed for 6-10 years
- 46.4% indicated that their workforce has remained static over the past year, while 37.9% indicated an increase and 15.7% indicated a decrease
- 51.6% indicated that they expect their workforce will increase over the next 10 years, while 42.6% indicated that their workforce will remain the static and 5.8% indicated a decrease

Hiring difficulties:

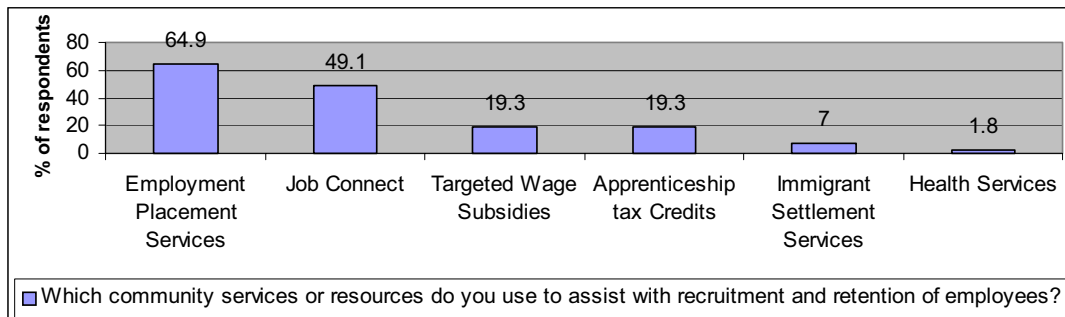


Of the 152 employers who responded to this question, 60.5% indicated experiencing difficulty in hiring employees in the last 12 months.



Of the 114 who responded to this question, 68.4% indicated they had compromised experience or skills required to hire people.

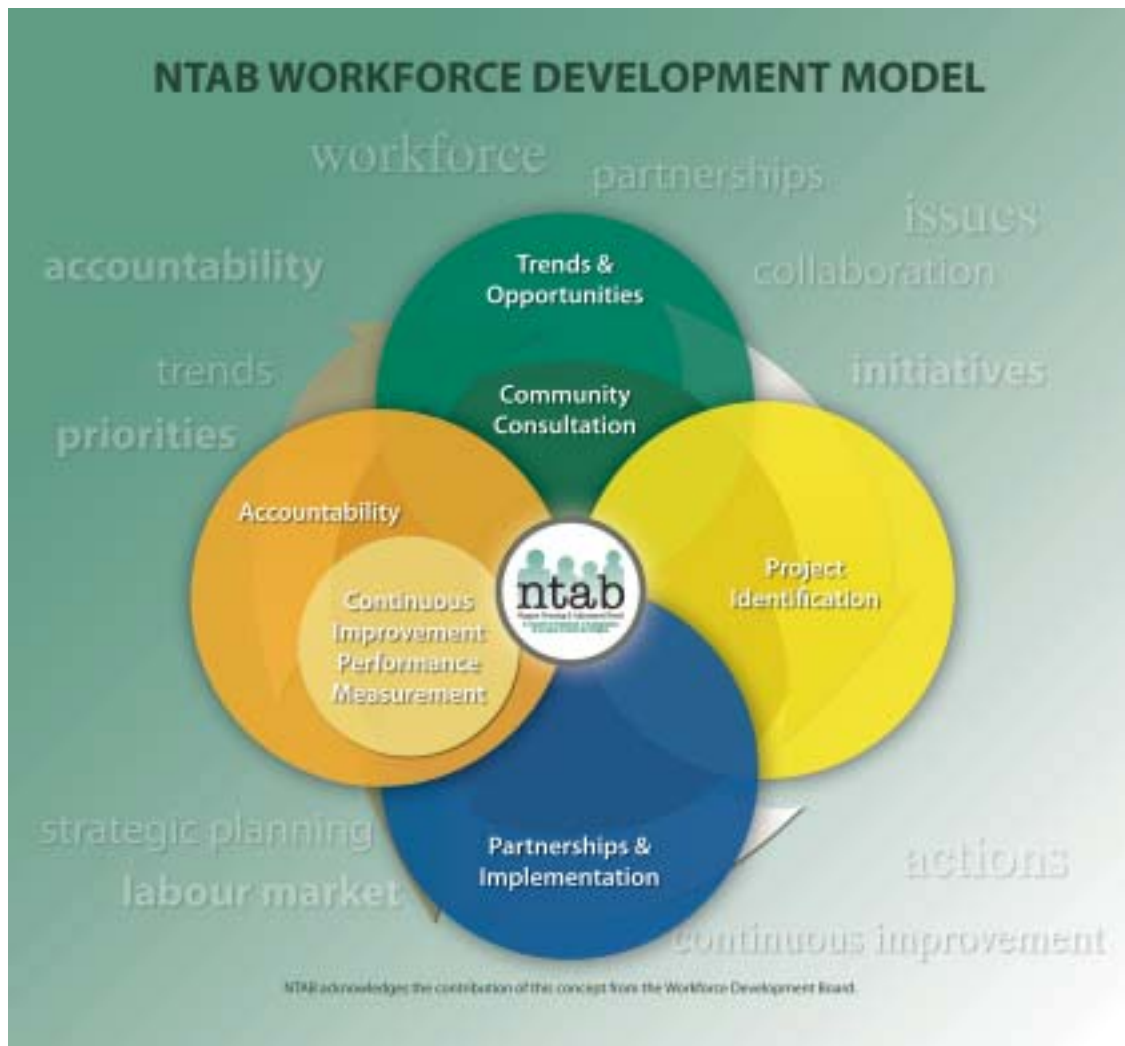
Use of Community Services or Resources:



Top areas for training/skills development:

- Computer 40%
- Sales and marketing 40%
- Customer Service 37.6%
- Health & Safety 31.2%
- Written Communications 30.1%
- Working with Others 29%
- Oral Communications 26.9%
- Supervisory Skills 26.9%
- Quality Assurance 20.4%

Complete survey results, including questions asked, are available at www.ntab.org.



NIAGARA COMMUNITY PROFILE AND LABOUR MARKET SNAPSHOT

The following pages will set the context for a local labour market plan by presenting a general profile of the key economic sectors and Niagara's demographic profile. This brief description can be further augmented through the resources sited at the end of this report, reports available through NTAB's website or by viewing labour market and community profiles available at www.statscanada.ca.

Population Summary

Population Change: Niagara – Census Division

AREA/CITY	2001	2006	% CHANGE
Ontario	11,410,046	12,160,282	6.6%
Niagara	410,574	427,421	4.1%
Grimsby	21,295	23,935	12%
Lincoln	20,610	21,725	5%
St. Catharines	129,170	131,990	2%
Niagara-on-the-Lake	13,840	14,585	5%
West Lincoln	12,265	13,170	7%
Pelham	15,275	16,155	6%
Thorold	18,045	18,225	1%
Niagara Falls	78,815	82,185	4%
Welland	48,405	50,330	4%
Wainfleet	6,260	6,600	5%
Port Colborne	18,450	18,600	1%
Fort Erie	28,140	29,925	6%

Niagara has grown at a 2.5% slower pace as compared to the province of Ontario. However this varied by municipality with Grimsby and West Lincoln experiencing a faster growth rate as compared to Ontario at 12% and 7% respectively. All other municipalities grew at a rate slower than the province ranging from Port Colborne and Thorold at 1% to Fort Erie at 6%. Additional population information, by municipality, by age, is available at www.ntab.org.

Population and Age Projections 2006 – 2031: Niagara Census Division

Years	2006	2011	2016	2021	2026	2031
% of change – total population	4.1%	3.5%	2.4%	2.7%	2.8%	2.4%
Change Population 65 and Over	74,175 (17.35%)	80,136 (18.12 %)	90,916 (20.08%)	103,214 (22.20%)	118,056 (24.70%)	132,979 (27.16%)
% Change Growth Rate 65 and Over	14.15%	8.04%	13.45%	13.53%	14.38%	12.64%

Source: 2006 Census, Stats Canada & Ontario Ministry of Finance Population Projection, Spring 2007

Niagara is projected to experience continued decline in population growth over the next two decades, at minimum. It is projected that this trend will be briefly interrupted by a 5-year population increase between 2021-2026. Given its status as the 4th oldest area in Canada, strategies to address labour force participation into the future need careful consideration.

Age characteristics (gender by age group, median age, 2006 Census)

Male: 40.7

Female: 42.9

Median: 41.9

% of the population aged 15 and over: 81.8% (male: 82.2% / female: 84%)

Age Characteristics: Niagara Census Division

AGE	Niagara ≥65 yrs	Ontario ≥65 yrs	Niagara 45-64	Ontario 45-64	Niagara 25-44	Ontario 25-44	Niagara 15-24	Ontario 15-24
2001	69,770	1,472,170	102,510	2,699,280	112,995	3,518,010	50,380	1,487,840
2006	74,175	1,649,180	117,955	3,217,885	107,565	3,452,055	55,750	1,630,370
% of Change 2001-2006	+6.3%	+12%	+15%	+19.2%	-4.8%	-1.9%	+10.7%	+9.58%

Looking across all age groups, Niagara is seeing less growth in all categories except ages 15-24; ages 25-44 have experienced a greater decline, when compared to the province.

Language Characteristics, 2001 Census Data

English Only	328,880
French Only	14,250
English and French	1,330
Other Languages	60,130

Immigration Characteristics²

	Canada	Ontario	Niagara
Population	6,186,950	3,398,725	75,840
Males	2,964,160	1,620,320	36,015
Females	3,222,790	1,778,405	39,825
Immigrated before 2001 ³	5,076,970	2,817,985	67,955
Immigrated between 2001 and 2006	1,109,980	580,740	7,890
Non-Permanent Residents	265,355	118,150	3,270

Immigration Trends

- Niagara experienced a 6.5% increase between 2001 and 2006, while Ontario saw a 12.2% increase. Of Niagara's population, 18% are immigrants, compared to 28% of Ontario's population
- Most recent group of immigrants to Niagara (those landing from 2001 – 2006) make up only 1% of the region's population, as compared to the province at 4.8%
- Nearly 72% of the immigrant population living in Niagara Region are Canadian citizens⁴
- 8% hold dual citizenship in Canada and one other country

Urban Draw⁵

The greatest number of immigrants in Niagara are in St. Catharines with a population of 27,405 (36%) followed by Niagara Falls with a population of 16,235 (21%). This is consistent with the trend for immigrants to settle in larger centres.

²<http://www12.statcan.ca/english/census06/data/highlights/Immigration/Table403.cfm?Lang=E&T=403&GH=1&SC=1&S=0&O=A>

³<http://www12.statcan.ca/english/census06/data/topics/RetrieveProductTable.cfm?ALEVEL=3&APATH=3&CATNO=&DETAIL=0&DIM=&DS=99&FL=0&FREE=0&GAL=0&GC=99&GK=NA&GRP=1&IPS=&METH=0&ORDER=1&PID=92574&PTYPE=88971&RL=0&S=1&ShowAll=No&StartRow=1&SUB=0&Temporal=2006&Theme=72&VID=0&VNAMEE=&VNAMEF=>

⁴<http://www12.statcan.ca/english/census06/data/topics/RetrieveProductTable.cfm?Temporal=2006&APATH=3&PID=89443&THEME=72&PTYPE=88971&VID=0&GK=NA&GC=99&FL=0&RL=0&FREE=0&METH=0&S=1>

⁵Source: Niagara Workforce Focus, June 2006

Immigrant Population by Municipality

Immigrant Population	Total	Male	Female
Niagara (Census Division)	75,840	36,015	39,825
St. Catharines	27,405	13,075	14,335
Niagara Falls	16,235	7,640	8,590
Welland	6,120	2,815	3,300
Fort Erie	5,175	2,235	2,945
Niagara-on-the-Lake	4,035	1,965	2,070
Grimsby	3,865	1,920	1,945
Lincoln	3,480	1,680	1,800
Thorold	2,575	1,210	1,365
Pelham	2,500	1,255	1,240
Port Colborne	2,225	1,115	1,110
West Lincoln	1,650	840	810
Wainfleet	565	250	310

Aboriginal Population

	Total	Males	Females
Aboriginal Identity Population	5,185	2,400	2,790

Aboriginal population makes up 1.2% of Niagara's total population.

Education Levels of Niagara's Population

Education Attainment: Highest level of schooling

Niagara's labour force has consistently exhibited a lower level of university-educated labour when compared to Ontario (from 1991 to 2001). The province reports 32.5% as compared to Niagara's 23.5%.

Niagara has a higher-than-average share of individuals with trades and college certificates, as compared to the provincial average; but less than the provincial average when it comes to individuals with a university degree.

Education by Age Group
Niagara (2001)

University degree	17%	15%	14%
College diploma	20%	23%	17%
Trades certificate	10%	14%	14%
High school graduate and/or some post-secondary	39%	30%	25%
No high school graduation	14%	18%	31%
	AGE 20-34	AGE 35-44	AGE 44-64

The age group 20-34 year olds has the greatest share with a university degree and at least a high school diploma, but the least share with a trades certificate and less college diplomas than those age 35-44. The 44-64 year olds have the least share of higher education and the greatest share without a high school diploma, but Niagara schools are experiencing a slow, but steady decline in student enrolment over the past five years (2001-2006). In Niagara, children 14 and younger represent 16.6% of the population, which is below the national average of 17.7%.⁶

⁶ The Standard, July 18, 2007

Youth Retention Study Results:

A 2007 study of youth aged 16-24 conducted by a participant group of the Niagara Leadership Development Program, delivered by Leadership Niagara, provided the following summary around youth retention in Niagara.

- 3 out of 4 youth think that the Niagara Region offers a healthy environment
- 89% felt Niagara region offered opportunities to lead a healthy lifestyle with 20% feeling very strongly about this statement
- 67% think Niagara would be a great place to raise a family
- 30% feel Niagara's transit system is sufficient for their needs
- 53% are proud to live in Niagara
- 33% plan to pursue a future in Niagara
- 27% plan to pursue a future outside of Niagara
- 40% felt neutral about this statement

Average earnings of the population 15 years and over by highest level of schooling, by census division (2001 Census)

Earnings in 2000	Niagara Total	Niagara Males	Niagara Females	Ontario
All persons with earnings	219,485	115,050	104,435	6,319,535
Average earnings (all persons with earnings)	\$30,750	\$38,200	\$22,543	\$35,185
Average earnings (worked full year, full time)	\$42,126	\$48,482	\$32,635	\$47,299
Median total income of persons 15 years of age and over	\$22,166			\$24,816

Labour Force indicators (October 2007, unadjusted)

	Niagara	Ontario
Participation Rate	65.2%	68.3%
Employment Rate	60.7%	64.1%
Unemployment Rate	6.8%	6.7%

Employment Patterns

**Table 1 - Average Monthly Employment by Industry, Niagara CMA
January – October, 2007⁷**

SECTOR AND INDUSTRY	ESTIMATED LABOUR FORCE, 000s
Total employed, all industries⁸	191.3
Goods-producing sector	45.8
Agriculture	6.6
Construction	12.4
Manufacturing	25.4
Services-producing sector⁹	145.6
Trade	29.7
Transportation and warehousing	7.5
Finance, insurance, real estate and leasing	7.7
Professional, scientific and technical services	7.5
Business, building and other support services	10.7
Educational services	12.0
Health care and social assistance	21.7
Information, culture and recreation	14.3
Accommodation and food services	18.3
Other services	8.9
Public administration	7.3

**Table 2 - Average Monthly Employment by Occupation, Niagara CMA
January - October, 2007¹⁰**

MAJOR OCCUPATIONAL CLUSTERS	ESTIMATED LABOUR FORCE, 000s
Total employed, all occupations	191.3
Management occupations	15.1
Business, finance and administrative occupations	27.3
Natural and applied sciences and related occupations	8.9
Health occupations	11.9
Occupations in social science, education, government service and religion	14.3
Occupations in art, culture, recreation and sport	5.3
Sales and service occupations	58.8
Trades, transport and equipment operators and related occupations	28.9
Occupations unique to primary industry	8.2
Occupations unique to processing, manufacturing and utilities	12.5

⁷ Calculations based upon CANSIM - Labour Force Survey Estimates (Unadjusted), Statistics Canada, January to October 2007

⁸ Statistics Canada does not reveal the numbers for variables (sectors) with fewer than 1,500 people. Therefore, two sub-sectors (Forestry and Utilities) are not separately listed in the Goods-producing sector; their numbers are however included in the Goods-producing sector's total numbers

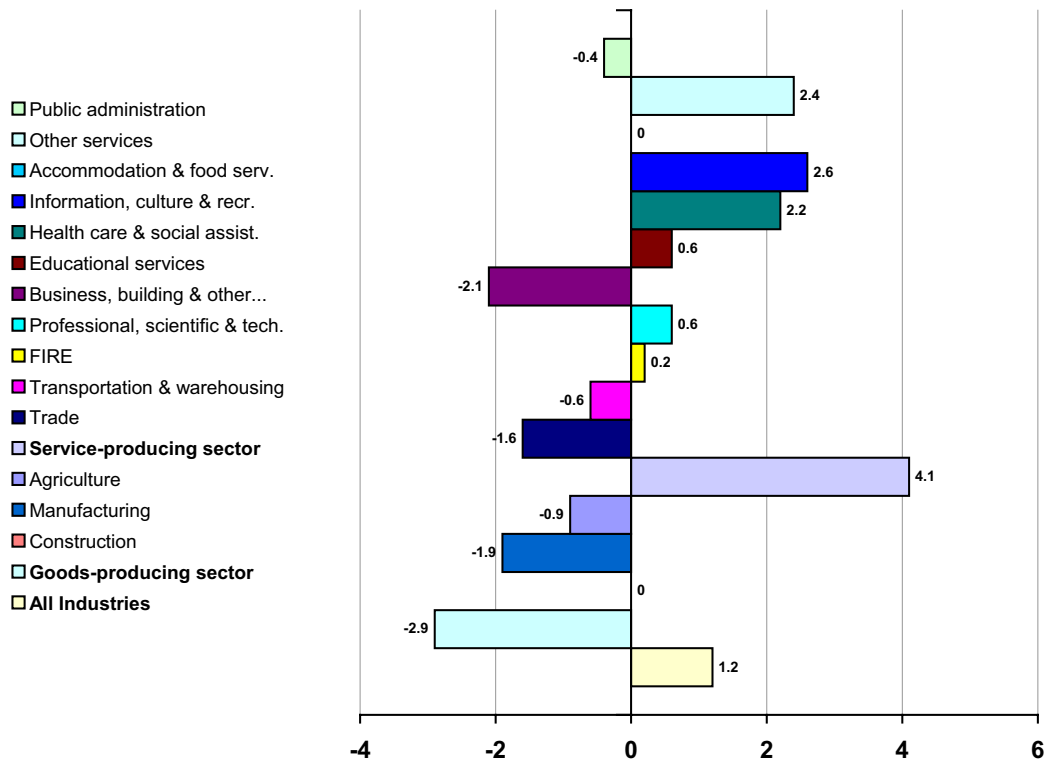
⁹ Rounding accounts for the minor variation between the sector total and the total when adding individual sub-sectors

¹⁰ Calculations based upon CANSIM - Labour Force Survey Estimates (Unadjusted), Statistics Canada, January to October 2007

Recent Changes Year over Year in Employment Structure

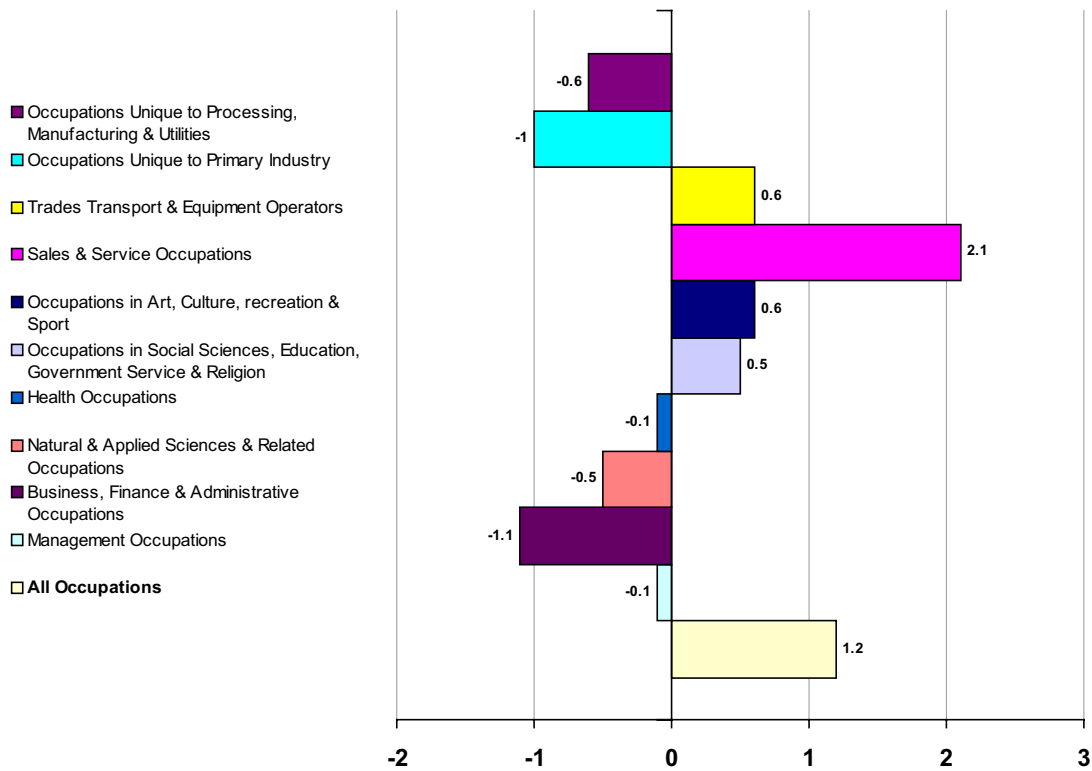
Chart 1 illustrates the recent changes (year over year) in Niagara's employment structure, by industry sector. Chart 2 illustrates the recent changes (year over year) in Niagara's employment structure, by major occupational clusters. Please note the changes are in thousands (000s), and reflect the difference between the projected average monthly labour force for 2007, for each industry, minus the average monthly labour force for 2006. Industry averages were calculated using the monthly data for the first ten months of each year (January through October). So for example, if you look at the change for 'all industries', the chart shows that Niagara has employed 1,200 more people on average for each month from January through October 2007, than were employed during the same period in 2006.

**CHART 1- Change in Employment by Major Industries & Sectors, Niagara CMA
January – October, Year over Year, 2006 - 2007 (in thousands)¹¹**



¹¹ Calculations based upon CANSIM - Labour Force Survey Estimates (Unadjusted), Statistics Canada, January to October 2006 & 2007. There is a small variation between the average for 'All Industries' and the average calculated when adding individual sub-sectors due to rounding. Note also that the change in employment for each of the two major sectors (Goods-producing and Service-producing) represent sub-totals for each sector. The Goods-producing sector includes Agriculture, Manufacturing and Construction, and the Service-producing sector includes all other sub-sectors

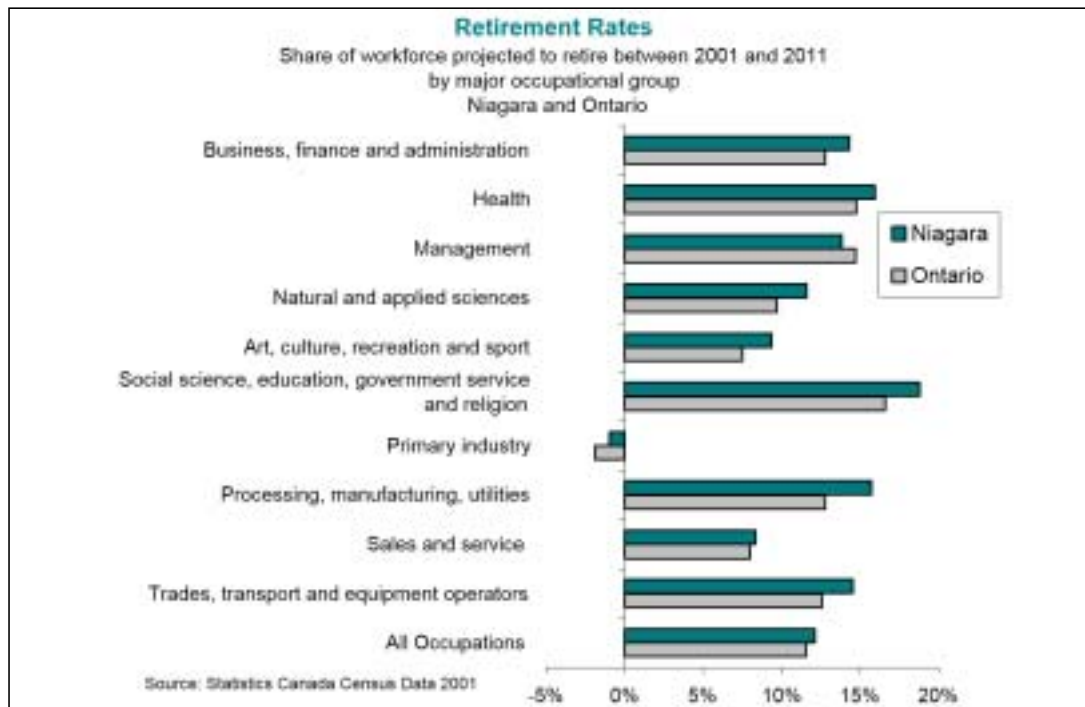
**CHART 2- Change in Employment by Major Occupational Clusters, Niagara CMA
January - October, Year over Year, 2006 - 2007 (in thousands)¹²**



¹² Calculations based upon CANSIM - Labour Force Survey Estimates (Unadjusted), Statistics Canada, January to October 2006 & 2007. There is a small variation between the average for 'All Occupations' and the average calculated when adding individual clusters due to *rounding*.

Retirement Rates projected between 2001 and 2011

- Niagara has greater retirement rate projections than Ontario in every occupational group except management.
- Occupations in social science, education, government service and religion lead all occupations in retirement rates in Niagara and Ontario.
- Skilled occupations in primary industry are those in mining, forestry, farming and fishing. The sole reason for the negative retirement rate in this category is due to farmers and farm managers who typically work well past the normal retirement age. 37% of Niagara farmers were beyond age 60 in 2001.
- Niagara has an older workforce than Ontario in all occupational groups except sales and service and primary industry.
- Apart from management, Niagara's oldest workforce is in healthcare.

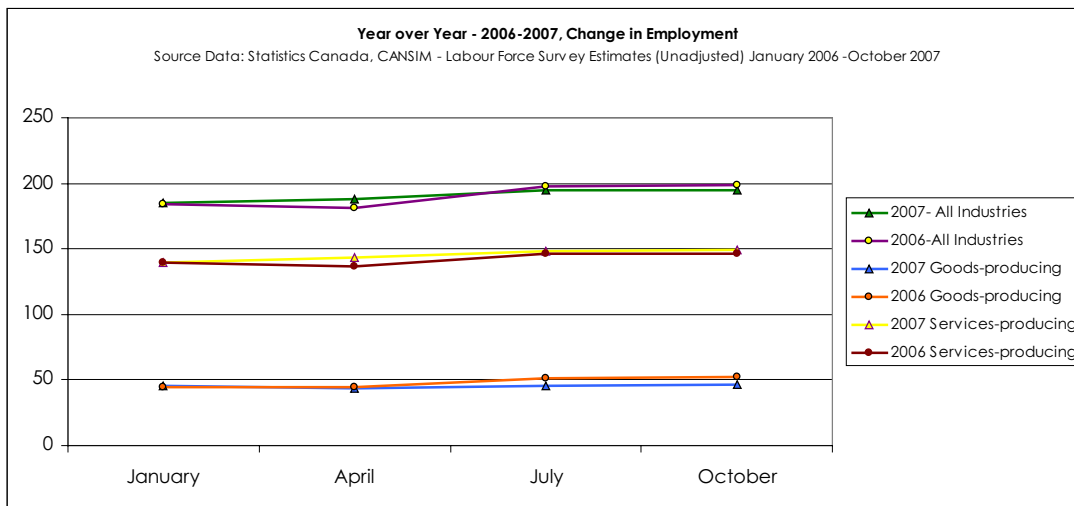


SIGNIFICANT CHANGES, NIAGARA 2006 – 2007

Niagara’s average monthly labour force is projected to edge up slightly by approximately 1,200¹³ in 2007, which is below the 1.2 % average annual employment growth¹⁴ projected by the Conference Board of Canada for the 2006 to 2009 period. Niagara’s services sector, which struggled in 2006, is expected to recover approximately half of the gains that had been made in 2005; whereas Niagara’s goods-producing industries appear to have lost the gains they made in 2006, with their average monthly labour force projected to decline by 2,900 from 2006 to 2007, largely due to declining employment in the manufacturing sector.

Chart 3, below, illustrates Niagara’s broad year over year employment trends, and clearly shows that Niagara’s labour force will remain subdued in 2007, with the gains made in the services sector offset by declines in the goods-producing sector.

CHART 3, Year over Year - 2006-2007, Change in Employment, Niagara Region¹⁵



Through the period May to October 2007 more than 882 businesses were registered across St. Catharines and Niagara Falls.¹⁶ At time of this publication, numbers were not available for other municipalities across Niagara.

¹³ Calculations based upon CANSIM - Labour Force Survey Estimates (Unadjusted), Statistics Canada, January to October 2006 & 2007

¹⁴ Metropolitan Outlook 2B, Conference Board of Canada, May 2005

¹⁵ Calculations based upon CANSIM - Labour Force Survey Estimates (Unadjusted), St. Catharines-Niagara CMA, Statistics Canada, January to October 2006 & 2007

¹⁶ City of St. Catharines, Economic Development, November 2007

Construction Sector

Niagara's construction sector is forecasted to maintain a steady employment state, consistent with the nominal growth in 2005, and much better than the significant decline in employment experienced between 2004 and 2005.

An article published in October, 2007 by the Council of Ontario Construction Associations paints a troubling picture for Ontario's construction sector. Projections indicated that this sector will need 85,000 workers by 2025, about 25% of the 360,000 worker shortage facing Ontario. These numbers are based on a loss of about 50,000 positions due to retirement and another 35,000 to meet the province's projected construction demands to 2015.¹⁷

POTENTIAL SHORTAGES			
Construction occupations with notable retirement projections, Niagara			
Occupation	% of workers retiring by 2011	# of workers retiring by 2011	Average age of workforce
Construction millwrights and industrial mechanics	26%	265	45.8
Welders and related machine operators	13%	195	39.5
Steam fitters, pipe fitters and sprinkler system installers	33%	75	43.4

A significant number of renovation and new construction projects have started or are proposed for this region. Construction has begun on a \$500 million natural gas-fired power plant in Thorold. This project, which will be completed in early 2010, will employ at least 300 workers.¹⁸ A \$23 million contract between the Niagara Region and Rankin Construction to build the first commercial wind farm in Niagara has been signed. A \$3.85 million investment will see an expansion of the North American headquarters for Palfinger, a crane manufacturer that will operate a state-of-the-art computer controlled testing facility.

¹⁷ Council of Ontario Construction Associations, October 2007, Volume 1, Issue 57

¹⁸ Niagara Economic Development Corporation, Niagara Region – 2007 Economic Development Highlights

Manufacturing Sector

After 10 straight quarters of negative growth, manufacturing output bounced back in the first quarter of 2007, increasing by 0.8% and showing a projected output of 2.5% in 2008. From 2009 to 2011, manufacturing output is forecast to increase by an average of 2.2% each year.¹⁹

- Region is awaiting confirmation of a new transmission line resulting in up to 600 new jobs at General Motors, Glendale Avenue plant
- Former Atlas Specialty Steels in Welland becomes home to three new manufacturers offering employment to 200-300 people
- A new \$10 million industrial park is opening in St. Catharines housing five manufacturing firms, of which at least one is a new locate to Niagara, projected to generate at least 140 new jobs

“There’s not enough manufacturing capacity in Alberta to manage the huge growth they are seeing. We can help fill that gap.”

Renato Romanin, NEDC

The Niagara Industrial Association, a newly formed collaboration, is engaging in active business attraction strategies, including tackling competitive challenges. In the spring of 2007 more than 20 Niagara manufacturers travelled to Edmonton to showcase their ability to produce and ship products to Alberta’s \$85 billion industry, keeping jobs and employing skilled workers right here in Niagara.

- Close to 8,000 manufacturing jobs have been lost in Niagara during the past 10 years
- Since 1999 the region has gained almost 6,000 new small businesses (less than 100 employees)
- Skilled manufacturing, science and high-tech jobs account for about 11% of all local enterprises – up from 7% in 1999²⁰

By the end of 2007, it is projected that manufacturing employment will have declined by approximately 1,900 people. Niagara’s manufacturing employment is expected to remain relatively constant through to 2009, with employment ranging between 24,000 and 26,000. Of particular note is that routine manufacturing jobs are disappearing, however, a more skilled manufacturing base is emerging. Interviews with local economic development officials and feedback from local employers confirm that one of their bigger challenges is finding the skilled workforce to fill these more advanced manufacturing positions. This bodes well for a highly skilled workforce but presents challenges for displaced workers who are transitioning due to plant closures and layoffs.

¹⁹ Conference Board of Canada, Metropolitan Outlook – Summer 2007

²⁰ Knaflec, The Standard, May 27, 2007

Agriculture Sector

Niagara's agricultural industry (predominately agri-processing) is expected to experience a 13% decline in employment in 2007, following robust growth in 2006. In 2007 the monthly labour force is projected to average approximately 6,600²¹ for this sector, which includes greenhouses and tender fruit and grape farms. The closing of Cadbury Schweppes Beverages will affect more than one hundred juice grape growers, and prompt a further transition toward wine grapes.²²

In Niagara, greenhouse operations have become a cornerstone of the local economy with over 256 Niagara operators producing \$217 million annually in direct sales. In fact, Niagara is the second largest producer of greenhouse products in Ontario and employs over 3,000 people, over half of whom are full time.²³

- Niagara has over 2,650 farms with sales per farm nearly 32% above the provincial average.
- Of these, 916 report a total of 23,000+ hectares of tender fruit, making fruit production a dominant agricultural economic activity.
- Overall the farmgate value of all agricultural products tops \$511 million per year.
- A \$21 million investment into Niagara Cellars will see a three phase expansion of Vincor Canada, A Constellation Company in its VQA processing and distribution facilities.

Services Sector

In 2006 employment in Niagara's services sector experienced a decline across most industries within the sector, which led to drop of 5,400 in employment for the overall sector, relative to 2005. The unadjusted monthly employment estimates for 2007 look much more promising though, with an average monthly increase of approximately 4,100 anticipated, year over year. The employment gains within the sector can be attributed to growth in the following service industries: Information, culture and recreation, and the 3rd and 4th quarter growth in the Health sector.

The greatest gains in employment by occupational cluster can be found in the Sales and Service occupations.

Niagara's services sector is comprised of a wide variety of services, including basic personal services such as hairstyling; leisure services such as theatre performances and golfing; community services such as health care and education; and business services such as computer repairs, and legal and marketing services.

²¹ Calculations based upon CANSIM - *Labour Force Survey Estimates* (Unadjusted), Statistics Canada, January to October 2006 & 2007

²² *Labour Market Bulletin*, Niagara Area, Volume III, Issue I, Service Canada Centre, April 2007

²³ Niagara Economic Development Corporation, Niagara Facts – Niagara Agri-Business, May 2007

Tourism and Hospitality

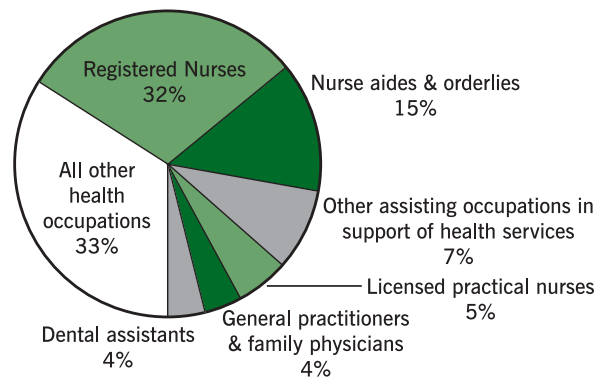
Tourism & Hospitality sector is still experiencing significant financial investments as can be seen with the expansion on the Hilton and construction of the \$130 million Great Wolf Lodge destination resort which opened in 2006.

A recent survey that looked at estimated staffing requirements for the next five years across select employers reported that over 2,300 vacancies are expected. These positions, spanned from entry level to senior management providing job seekers with both lower and higher skilled opportunities.

Health Care

A new satellite medical school in St. Catharines will help generate an increase in doctors being trained. An initiative for McMaster University's School of Medicine will accommodate 15 undergraduate students per year in the three year program. Students accepted into the three year program will take classes at McMaster initially and then complete their program in Niagara.²⁴ Niagara region is short about 88 doctors.

Healthcare Composition
Niagara 2001



Niagara is home to Ontario's largest multi-site hospital amalgamation with 7 sites following governance transfer in 2005. The Niagara Health System has 4,200 employees including 1,800 nurses and approximately 500 physicians. Future plans for the health-care complex include regional programs including cardiac catheterization, radiation therapy for cancer treatment and longer-term mental health services.

Niagara Health System currently has approximately 300 vacancies including 130 registered nurse vacancies. The use of agency nurses is already required in Emergency Departments. Projections indicate that up to 513 registered nurses will be required by 2012 with a total of 1,638 total staff if retirements at 55 result. These numbers do not reflect any staff required for new or expanded programs.

A Canadian Employment Outlook Survey conducted by Manpower Inc. for the 3rd quarter of 2007, reported Fort Erie, Welland/Port Colborne and St. Catharines at part of the “Best to Worst” employment outlook respectfully at 34th, 35th, and 39th, out of the top 43. Projection for St. Catharines area employers indicate that 20% of employers plan to hire during the 4th quarter from October to December, while 7% plan to reduce their workforce, leaving 73% remaining unchanged.²⁵

NIAGARA LOCAL LABOUR MARKET ACTION PLAN

Each year the TOP process identifies specific actions to be undertaken to help address local labour market priorities. Before outlining the 2008/09 community action plan, a review of what actions and outcomes were achieved over the past year is provided:

2007 TOP Action Report Card:

- Take CARE of Your Future Camp: Opportunity for 25 grade 11 and 12 students to experience hands-on exposure to health sector career options
- Two professional job search engines, yourniagara.ca and careersniagara.ca, launched
- Increased scheduled meetings/dialogue between Niagara’s education, postsecondary, workforce development and economic development leaders to establish a commitment and develop a strategy to support a stronger linkage and collaboration
- Expanded focus and capacity among Brock University and Niagara College to support student mobility between institutions and programs by monitoring student credit transfer
- 50 leaders from across the private, public and voluntary sectors participated in a community session facilitated by a participant group of the Niagara Leadership Development Program, delivered by Leadership Niagara
- Panel presentation to approximately 30 parents and youth provided opportunity for employers to share their expectations
- Manufacturing trade show provided opportunity for interaction between employers and 250 students about employment needs and expectations
- 250 copies of Catalogue of Transportation Careers which documented career information related to air, rail, water, and road careers was distributed to all secondary schools, public libraries and local employment support agencies
- Employer survey with 177 respondents identified barriers and challenges to hiring marginalized populations

²⁴ The Standard, September 18, 2007

NIAGARA ACTION PLAN 2008

The following section provides a specific outline of identified solutions that emerged through the consultation process. These priority actions will form the action plan for Niagara into 2009. NTAB recognizes that changes in the labour force, economic shifts, stakeholder priorities and budget restrictions may influence community delivery of these actions.

Niagara has seen a shift in its economic base with significant investments in construction, agriculture and specialized smaller businesses. The public sector has maintained itself as a large employer while tourism has held its own, in spite of the reduction in American travellers.

TREND: SHIFT IN LOCAL ECONOMY - CONTINUED TRANSFER OF JOBS TO THE SERVICES SECTOR - ECONOMIC RESTRUCTURING

ISSUE #1:

A major shift in key employment sectors (from manufacturing to a service based economy) is negatively affecting laid-off and displaced workers, many of whom are transitioning to lower salaries, short-term employment or they are leaving the region to seek appropriate employment.

OPPORTUNITY # 1:

Create a comprehensive cross-sector model that supports human resources transition from industry/sectors experiencing a decrease in employee demand to sectors that have job opportunities.

Potential Partners - Niagara College, Niagara Rapid Re-employment Committee, Industry sector councils, Employment serving agencies, Unions, Ministry of Training, Colleges and Universities, NTAB.

LEAD: To be determined

TIMELINES – HIGH PRIORITY: 2008-2009

²⁵ The Standard, September 25, 2007

Expected outcomes:

- “Assessment” tools to assist displaced employees to determine transferable skills will be developed and released to 35 employment support agencies.
- Distribution will also be provided for use in “Rapid Reemployment” initiatives
- Two information sessions for 35 frontline employment support staff to profile the information and networks available to assist clients
- Two labour market information presentations to over 40 front-line workers to provide most current information related to sector and cross-sector employment promotion
- Participation in two new networking opportunities to promote employment opportunities based on transferable skills and competencies

OPPORTUNITY # 2:

Create a system that supports promotion of training opportunities between employers, either by sector or topically, to increase training access and reduce associated costs. This Training Network will promote skills enhancement, professional development, and address common training needs including soft skills, health and safety, etc.

Potential Partners - Chambers of Commerce, Employment Agencies, Employers, Niagara Development Corridor, BEC, NTAB, YourNiagara.ca, School Boards, Niagara College, Brock University.

LEAD PARTNER: To be determined

TIMELINES – HIGH: 2008-09

Phase 1: Expected outcomes

- Employer interest and commitment to this initiative will be tested via a “concept presentation” to the Niagara Executive Leadership Council
- Current inventory of employer based (or purchased) training completed
- Identification of possible funding sources to support development of an on-line Niagara training network
- An employer driven (minimum 6 employers) committee established to lead funding proposal development

Phase 2: Expected outcomes

- Pilot the establishment of a service to facilitate cross-training opportunities for employers and workers
- Develop sustainability models (low, medium and high) to support long-term project implementation
- Access to training will be increased by 10% in least 1 sector by 2010

TREND: RISING SKILLS LEVELS/CREDENTIALS DEMANDED BY EMPLOYERS

Niagara's labour force is better educated than it was twenty (20) or even (10) years ago, with the percentage of the workforce possessing university degrees rising from 13.8% in 1976 to 18% in 2001. Relative to Ontario however, Niagara has consistently (from 1991 to 2001) exhibited a lower level of university educated labour and the gap has continued to increase. As nearly two out of every three new jobs require some form of post-secondary credential, Niagara needs to address issues related to this trend.²⁶

ISSUE # 2:

A coordinated, functional, approach based on accurate and timely labour market information (including data that reflects specifically on the projected job vacancies and demographics of labour force participants) is needed to support job creation, skills demands, and workforce development for sector specific shortages, economic development and regional competitiveness.

OPPORTUNITY # 3:

Niagara to host representatives from the various sector councils, member organizations, etc. who are conducting research and strategic planning around skills shortages. Host roundtable discussions to identify common themes and strategies and prepare a Niagara-based approach to support workforce development and planning.

Potential Partners - Sector Councils/Associations, Employers, Conference Board of Canada, Niagara Region, Municipal representatives, Community Agencies, Brock University, Niagara College, NTAB, Niagara Economic Development Corporation, Ministry of Training, Colleges and Universities, Ontario Disabilities Support Programs, Government representatives.

LEAD PARTNER: Niagara Training & Adjustment Board

TIMELINES - HIGH PRIORITY: 2008-09

Expected Outcomes

- A comprehensive participation list representative of those who conduct research or undertake labour market development activities in Niagara will be created
- A forum held with 25 regional labour market development leaders/employers/unions to share information, resources, strategies and potential for future collaboration to maximize local planning strategies

²⁶ Bergeron, Louis-Phillippe, et. Al., 2004. Looking Ahead: A 10 Year Outlook for the Canadian Labour Market, 2004-2013.

TREND: AGING POPULATION

Aging population has been identified by the Conference Board of Canada as one of the greatest challenges facing the country. Niagara ranks 4th among urban regions with the highest proportion of seniors.

ISSUE #3:

Workplace practices and policies need to be adapted to support an aging workforce, succession planning, youth retention, and knowledge transfer if employers are to address workforce shortages and lost productivity.

OPPORTUNITY # 4:

Develop an employer focused communiqué that clearly identifies the components of a “healthy workplace” and includes cost-effective and no-cost tips on how employers can incorporate these practices into their work environment. Incorporate national research including National Quality Institute data. Employer engagement in this area could then support a Niagara-wide commitment to “healthy workplaces” promoting this region as a great place to work.

LEAD PARTNER: Niagara Training & Adjustment Board

Potential Partners - Region of Niagara, Regional Public Health, Employers, Chambers of Commerce, NTAB, Opportunities Niagara, Niagara Health System, National Accreditation Association, Healthy Living Niagara (Region), Employer Associations, Niagara HR Executive Leadership Council, Workplace Wellness Health Committee, Niagara Region – Anti-Smoking Group.

TIMELINES – HIGH PRIORITY: 2008-09

Expected Outcomes

- 5-7 local employer representatives will serve on an advisory committee to direct project
- Employers will receive, either electronically or in paper version, a 4-page communiqué; 1,000 copies to be printed in English; 250 copies to be printed in French; 5,000+ employers will be sent direct link to communiqué through email distribution supported by committee, NTAB database and community outreach.
- A minimum of 50 employers will attend a 1/2 day education forum for employers to share best practices of promoting “new healthy workplaces”; employers who have completed the NQI certification process will be recognized at this event
- Local stakeholders will have internet access to a “healthy workplace” space that will be set up on the NTAB website to provide ongoing information and links on this topic.

- Local stakeholder groups will have access to a PowerPoint presentation that will be available for delivery to their target groups
- Partnership with Healthy Living Niagara will be established to support ongoing activities on “healthy workplaces” in Niagara

OPPORTUNITY # 5:

Research and provide employers with workplace friendly policies and practices for an aging workforce that could be adopted to support retention of those considering retirement.

Potential Partners - Health Sector employers, Unions, Municipal, Provincial and Federal government, Brock Wellness Centre, Human Resources Professionals Association of Ontario, Employers, Canadian Association of Retired Professionals, NTAB 40+ Employment Committee, Small Business Club Niagara, Chambers of Commerce, Business Education Council, Employer/employee groups.

LEAD PARTNER: To be confirmed

TIMELINES – HIGH PRIORITY: 2008-2009

Expected Outcomes

- Conduct research based on 50 Niagara employers to identify retirement policies and promising practices
- Secondary research will be carried out to identify workplace friendly policies and practices that are identified as best or promising practices
- Create a communication tool to be shared in electronic and paper version (250 printed copies) to share results with local employers
- Assist employers (self-identified) with an employee outreach exercise to identify what incentives would help keep aging workers in the workforce; target will be 100 employees participating
- Document sample policies and procedures in response to the survey results

TREND: MARGINALIZED WORKFORCE INTEGRATION INTO LABOUR MARKET

As communities struggle to address the economic impact of the aging population, a strong linkage between workforce development and economic development is emerging. The face of the labour market is significantly taking a shift to include more immigrants and an older workforce. As well, high unemployment exists with persons with disabilities, aboriginals and youth. This requires new and strategic approaches to retention and recruitment strategies.

ISSUE # 4:

A greater awareness of barriers to employment, employer expectations, and opportunities is needed to increase integration of marginalized populations (ex. women, persons with disabilities, aboriginals, immigrants, youth) into Niagara’s labour market.

OPPORTUNITY # 6:

Convene service sector employers from emerging economic sectors (Accommodations and Food Services, Health Care and Social Services, Information, Culture and Recreation) to identify and document sector strategies to address labour market challenges they are facing. Present findings in a communiqué with recommendations for continued methods of dialogue.

Potential Partners - Niagara Health System, Niagara Tourism Human Resource Professionals Association, Employment support service agencies, educational organizations, sector specific employers, government, NTAB, Chambers of Commerce, Small Business Club of Niagara.

LEAD PARTNER: To be confirmed

TIMELINES – HIGH PRIORITY: 2008-09

Expected Outcomes

- Host a forum for 20 employers across 3 identified sectors to brainstorm and dialogue strategies to address sector specific labour market challenges
- Facilitate employer discussion of at least 20 employers to identify gaps between employer and employee needs
- Prepare a communiqué that captures findings and recommendations emerging through employer dialogue; 250 copies of English and 50 copies of French will be provided with electronic version made available through NTAB website

ISSUE # 5:

Employers and immigrants need support and education to better understand how to achieve successful integration of international experience and education into a Canadian workplace.

OPPORTUNITY # 7:

Prepare a short, concise business benefits publication that profiles the advantages of successful immigrant labour market integration into Niagara's workplace. Include labour market data to demonstrate the need. Provide readers with local contact information and available services for employers.

Potential Partners - NTAB, Niagara Immigrant Employment Council, Niagara-based Multicultural Centres, Employers, local employment support service agencies, government representatives.

LEAD PARTNER: To be confirmed

TIMELINES – HIGH PRIORITY: 2008-09

Expected Outcomes

- Prepare and distribute 250 "business benefits" statements to employers that promote the integration of skilled immigrants into Niagara's labour force
- Host two (2) employer forums with over 60 employers to provide current information on immigration stats and impact/influence on workforce participation
- Showcase employer successes with immigrant integration and provide employers with information related to subsidies/training incentives available

ISSUE # 6:

Employers and employees need to support essential skills and skills development to increase productivity.

OPPORTUNITY # 8:

Prepare and deliver a presentation to local chambers, unions, educators, and other interested groups on the "state of Niagara's labour market" including current stats on co-op placements, OYAP participation at the school level, number of graduates from secondary, post-secondary, etc.

Potential Partners - Niagara College, NTAB, Human Resources Professional Association Niagara, Chambers of Commerce, Ontario Society for Training and Development, School Boards, Brock University, Employers, Employment agencies, local and provincial government representation, Experts from local labour industries.

LEAD PARTNER: To be confirmed

TIMELINES – HIGH PRIORITY: 2008-09

Expected Outcomes

- Deliver 2 “State of Niagara’s Labour Market” presentations to local employers and associations to educate members and other employer networks
- Deliver 2 presentations to secondary schools to raise awareness of sector employment opportunities and labour market trends in Niagara
- Involve employers in presentation at the school level to allow direct student interaction and to promote employer messages to participants

OPPORTUNITY # 9:

Identify a local employer who will pilot mentorship model (developed in 2007) that supports transfer of knowledge and skills from experienced workers to new hires. Conduct evaluation upon completion.

Potential Partners – Niagara College – Workforce Development Services, Employment support agencies, NTAB, Employers, Apprenticeshipsearch.com, Business Education Council of Niagara.

LEAD PARTNER: To be confirmed

TIMELINES – HIGH PRIORITY: 2008-09

Expected Outcomes

- Mentorship model is implemented with a local employer for a 12-month period
- Evaluation is developed and conducted to measure impact, benefits and lessons learned through mentorship implementation
- Results are utilized to update mentorship model and incorporate lessons learned
- Build templates to support employer implementation

ADDITIONAL PROPOSED ACTIONS

The following actions have been identified through the TOP consultation process, but have not been targeted for action at this time. An increase in priority, resources or identification of a lead partner may result in one or more of these initiatives being implemented during the 2008-2009 fiscal year.

OPPORTUNITY:

Initiate a pilot project with the transportation sector to systematically and comprehensively map the skills and training requirements for major occupations. Based on this model, share best practices with other sectors experiencing labour force challenges. Information would be valuable and support local labour market planning from numerous perspectives including sector employers, job seekers, school board and post-secondary education, employment support agencies, etc.

OPPORTUNITY:

Bring together a functional team to develop a workforce planning process model specific to Niagara. This group will identify key sectors based on economic indicators, access current labour market information through a collaborative commitment to cost-share purchase of required data, research existing models being utilized, and design, document, and pilot a Niagara-made model.

OPPORTUNITY:

Create a template with a guide that can be used by employers to document informal practices and knowledge utilized or held by employees planning to exit the workplace for retirement. This will support the transfer of knowledge and ensure that those informal processes are not lost when the more experienced workers leave. This template can be shared with partnering organizations such as chamber of commerce, economic development, unions, regional portals, etc.

OPPORTUNITY:

Utilize a regional web-based portal to serve as a link for job seekers and employers to identify and promote employment opportunities, sector specific profiles, employability skills, labour market needs, etc.

OPPORTUNITY:

Prepare a printed quick reference information guide on local services available to assist employer/client integration into the workplace for underutilized populations. It could also include tips to assist employers with workplace practices.

OPPORTUNITY:

Develop a “Health Career trivia game” type resource that can be used to promote health care careers supporting recruitment strategies within the health sector. Identification of required skills including soft skills will be incorporated to demonstrate necessary characteristics of workers in this sector. This resource can be incorporated into curriculum at the junior and secondary levels.

OPPORTUNITY:

Coordinate an educator tour for the agricultural sector to increase awareness of employment opportunities and advancements in technology and workplace practices. Supplement tour with career-related information that can be incorporated into curriculum at the school level.

NEXT STEPS

As labour markets continue to tighten, youth continue to migrate out of the region, marginalized populations experience higher unemployment rates and the changing economy demands for higher skills increases, Niagara must become very strategic in its approach to address labour force challenges. Solutions require involvement of all stakeholders including government, public, private and voluntary sectors.

The demonstrated commitment at the post-secondary level with increased dialogue and collaboration between local college and university leaders is certainly an important partnership. Local leaders are pursuing several key innovative initiatives including a Niagara social planning network, and a research observatory. Significant investment and expansion of the Niagara College, Technology Skills Centre is providing state-of-the-art technology and training and a bi-national institute on border studies is being considered between University of Buffalo and Brock University.

NTAB will continue to monitor activities, provide current, relevant research and utilize this report as a key resource in the implementation phase. In addition, the results of this research will be cross-tabulated with that of the Local Boards Network across the province to identify any similarities in labour force and labour market issues. This is an important step in the process as it serves to draw attention to the vastness (or lack thereof) of key social and economic indicators that tend to influence future policy, political decisions and directions. The report will be shared within the Niagara community and beyond to political leaders at all levels of government. This fluid document will be reviewed, updated and revised as initiatives are implemented and emerging trends alter priorities.

Planning for action is simply a beginning step. Through its neutral, facilitative approach NTAB is committed to taking a lead in generating activities that will bring together stakeholders, identify leaders, and support implementation of actions that will collectively have a positive influence on Niagara's labour force.

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- The Standard, September 18, 2007
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APPENDIX A

QUESTIONS FOR FLIP SPACE GROUP DISCUSSION 2007

Day 1: An annual analysis of local, provincial and national research, Stats Canada data and local reports resulted in a number of identified trends which are impacting Niagara's local labour market. These have been documented in the Trends, Opportunities and Priorities Report over the past couple of years. Participants are asked to:

- review the trends below and comment on their relevance to today's environment
- add any new or emerging trends that you are identifying within your sector/community

Day 2: Related to each of these trends are a number of key issues. These are broad issues and may have finer nuances related to specific targets or populations.

Please provide the following input:

1. Are these issues still relevant – do they need to be more specifically defined?
2. Are there additional issues that you think are priority for Niagara over the next 12-24 months?

Day 3: In developing a targeted and focused approach, we recognize that not all issues can be addressed immediately. Please prioritize these issues placing emphasis on those that you believe need to receive immediate attention.

Day 4-5: The next couple of days will provide opportunity for you to provide your ideas on how Niagara can best address these prioritized issues. Be as specific as possible. Ex. Host an event with a specific target; work with a sector to address and assist them with HR challenges.

Day 6: The final step in our consultation process is to prioritize these actions to focus our resources and achieve maximum impact. Please prioritize these actions placing high priority on those that should be implemented over the next 12 months.

APPENDIX B

LISTING of PARTICIPATING AGENCIES/COMMUNITY STAKEHOLDERS

Labour - 4

CUSW
Ontario Service Safety Alliance
Teamsters Local 879
UA Local 666 Plumbers and Steamfitters

Business - 33

5-0 Taxi Co. Inc.
Across Country Transport
Canadian Tire Financial Services
Claire's Delivery Service Ltd.
Claire's Logistics
Coach Canada
Fox Aviation
Great Wolf Lodge
Greyhound Canada
Hamilton International Airport
Home Depot
Kelly Services
Marriott Niagara Falls Fallsview Hotel & Spa/Niagara 21st Group Inc.
Niagara Airbus
Niagara District Airport
Niagara District Warehousing and Forwarding
Niagara Health System
Niagara Transit
people2design
Purolator Courier Ltd.
Russell Farrow Customs Brokers Limited
Rutherford Global Logistics
Seaway Marine Transport
Snider Dock Service Ltd.
Snider Marine Terminals
The Burke Group
The St. Lawrence Seaway Management Corp.
Trillium Railway Co. Ltd.
Trojan Security
UPS SCS Inc.
Vintage Hotels
Walker Industries Holdings Ltd
Wolverine Freight Systems

Business Development Associations - 9

Binational Tourism Alliance
Business Development Centre of Greater Fort Erie
Canadian Manufacturers & Exporters
City of Niagara Falls, Business Development
City of Welland, Welland Development Commission
Fort Erie Economic Development & Tourism Corporation
Greater Fort Erie Chamber of Commerce
Niagara Economic Development Corporation
St. Catharines - Thorold Chamber of Commerce

Service Delivery Agencies - 22

Business Education Council of Niagara
Canadian Mental Health Association
Careers Niagara
Employment Help Centre
Goodwill Niagara

Habitat for Humanity
I CAN-T.E.R
Inward Training
John Howard Society - Job Gym
Literacy Link Niagara
Niagara Centre for Independent Living
Niagara Community Foundation
Niagara Employment Help Centre
Niagara West Employment & Learning Resource Centre
ODSP Employment Supports
Opportunities Niagara
Port CARES
The Raft
United Way of St. Catharines & District
United Way South Niagara
YMCA of Niagara
YWCA

Education/Training - 4

Brock University
District School Board of Niagara
Niagara Catholic District School Board
Niagara College

Equity Groups - 6

Club 2000 Niagara Inc.
Folk Arts Multicultural Council
Fort Erie Native Friendship Centre
Niagara Immigration Employment Council
Peace Bridge Newcomer Centre
Welland Heritage Council and Multicultural Centre

Government - 14

City of Niagara Falls
City of Port Colborne
City of St. Catharines
City of Welland
Ministry of Training, Colleges & Universities
Niagara Parks Commission
Office of Dean Allison, M.P.
Office of John Maloney, M.P.
Office of Rick Dykstra, M.P.
Regional Municipality of Niagara
Town of Fort Erie
Town of Grimsby
Town of Niagara-on-the Lake
Township of West Lincoln

NIAGARA TRAINING AND ADJUSTMENT BOARD

1 St. Paul Street, Suite 605, St. Catharines, ON L2R 7L2

ph 905.641.0801 • fx 905.641.0308 • ntab@ntab.org

www.ntab.org

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