



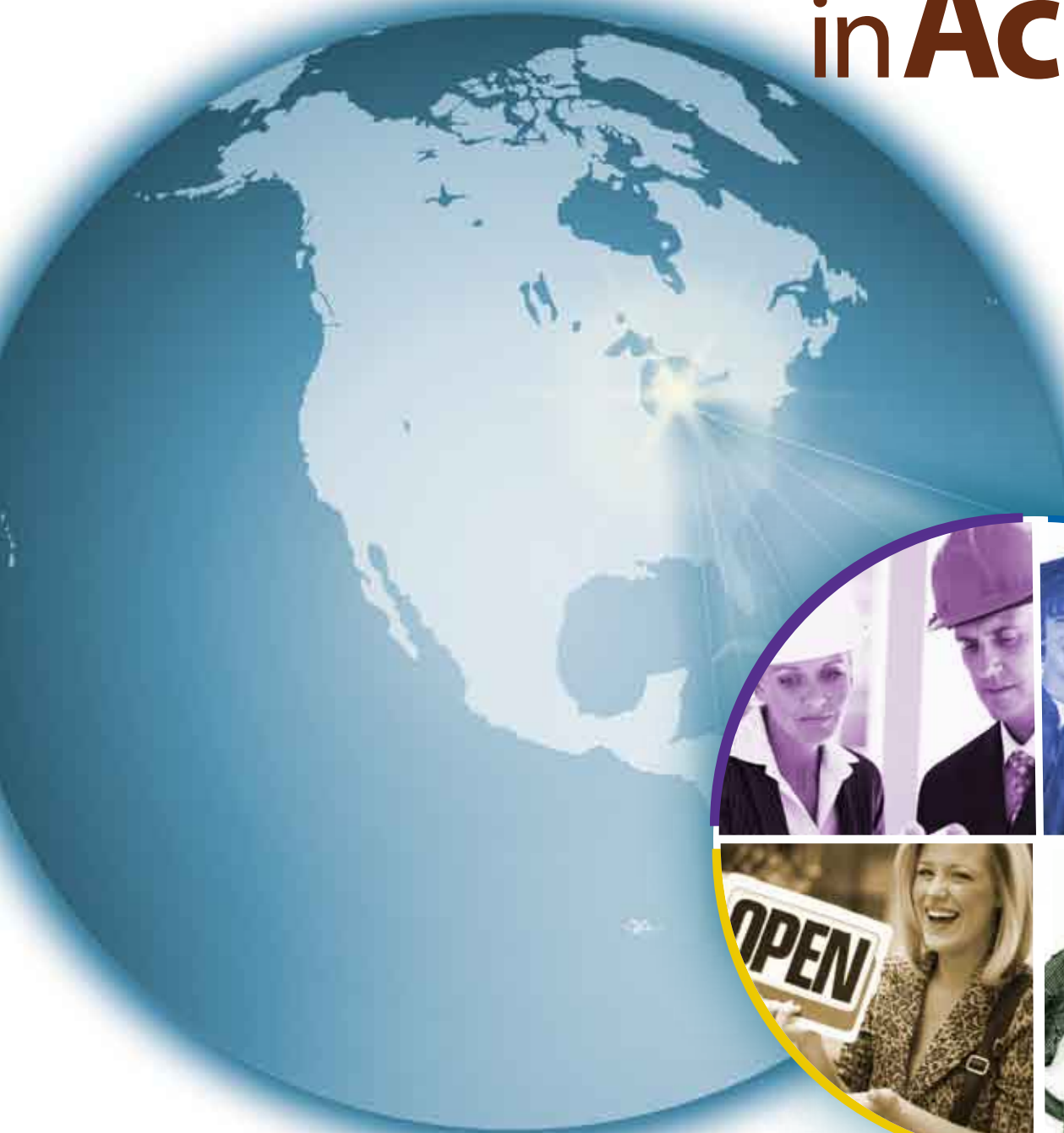
Niagara Workforce
Planning Board

Our Vision is Working

2009-2013

Niagara Labour Market Plan

A Vision in Action



We would like to recognize and thank everyone who contributed their time, ideas and expertise to this Integrated Local Labour Market Planning (ILLMP) process. Through your direct input, consultation and participation, this report has been prepared, priority actions validated, and the planning framework tested. We now have a better understanding of what needs to be achieved over the short and long term to ideally position Niagara in an ever-changing and increasingly competitive economy.

Thank you to:

Ministry of Training, Colleges and Universities for selecting Niagara as one of the seven pilot sites for Integrated Local Labour Market Planning and for their ongoing support throughout the pilot phase.

Ministry of Community and Social Services for selecting Niagara Region, Community Services to participate in integrated local labour market planning through the development of three demonstration projects.

Local Planning Team for providing advice and informing the methodology and the planning process. Team members included:

- Ray Bourassa, Liz Robinson, Mary Joe Freire - Ministry of Training, Colleges and Universities;
- Sarah Pennisi, Lori Watson - Community Services, Regional Municipality of Niagara;
- Trudy Parsons - Niagara Workforce Planning Board / Secretariat.

Niagara Inter-Governmental Committee for contributing and informing the planning process. This committee is comprised of local, provincial and federal government representatives with a vested interest in supporting and developing a stronger labour market in Niagara.

Report Review Team for examining report readability, structure, and content relevance. Team members included:

- Dr. Heather Lee Kilty, Brock University;
- Duncan MacDuff, Niagara College;
- John Sedgwick, Managing Imaginations;
- Dr. David Siegel, Brock University.

Niagara Workforce Planning Board (NWPB) Staff, including Alison Needham, Tracey Meszaros, Lisa McIntyre, and Laura Church for their commitment and contribution to ILLMP.

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Funding:

Ministry of Training, Colleges and Universities; Ministry of Community and Social Services

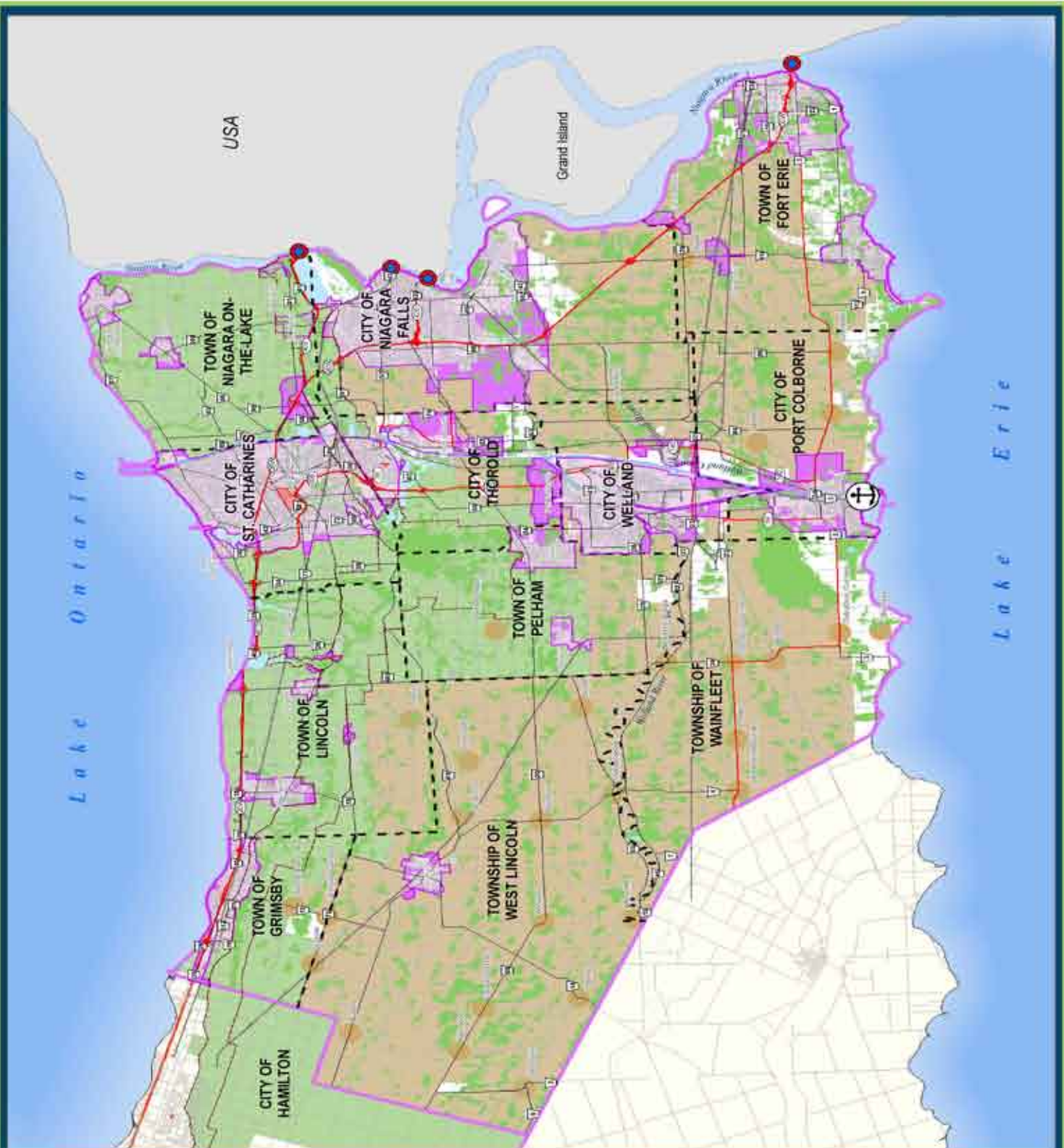
**Schedule A:
Regional Urban Structure**

Urban Structure

- Urban Area
- Built Boundary
- Designated Greenfield Area
- Downtown St. Catharines
- Urban Growth Centre

Context

- Upper Tier Municipality
- Lower Tier Municipalities
- Niagara Escarpment Plan (NEP) Area
- Greenbelt Plan/NEP Area
- Core Natural Areas
- The Core Natural Areas mapping within the City of Niagara Region is subject to the Niagara Escarpment Plan (NEP) and the Niagara Escarpment Plan (NEP) Area.
- Villages and Hamlets
- Good General Agricultural Areas
- Rural Areas
- Provincial Highways
- Regional Roads
- Other Roads
- Railway
- International Crossing
- Port



How Did We Do?

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Niagara Workforce
Planning Board

Our Vision is Working



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Niagara Workforce Planning Board recognizes potential limitations of report content and is committed to ongoing research to enhance local labour market planning in Niagara.

The views expressed in this document do not necessarily reflect those of Employment Ontario.

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Niagara Labour Market Planning Committee Endorsement

As members of the Niagara Labour Market Planning Committee, we are pleased to present the *Niagara Labour Market Plan 2009-2013 ... A Vision in Action*. We are honoured to have the opportunity to undertake this important initiative, particularly given the urgency prompted by the significant economic downturn experienced across many communities during this current global recession.

We recognize that the task before us is not simple, for local planning systems change is not without challenges. In essence, we are looking at a complex system that is built and driven by inter-relationships and inter-connections. It is these relationships and connections that can forge a movement to propel the actions recommended throughout this report. This plan informs Niagara's response for labour market support, system integration and information access. It strengthens our region's ability to develop, train and retain a strong, resilient workforce.

Our signatures represent our commitment to this process which is strengthened through partnership, collaboration, information sharing and our collective vision. *Niagara Labour Market Plan 2009-2013 ... A Vision in Action* belongs to Niagara, not to this committee or any single organization. It is **OUR** plan, as employers, business owners, union/labour representatives, community-based service providers, government leaders and administrators, educators, trainers and residents of this region. It is a Niagara original plan that will provide stakeholders and decision makers with the resources, information and tools to ensure a quality labour supply that can respond to labour market demand stimulated by economic growth.

Niagara Labour Market Plan 2009-2013 ... A Vision in Action represents the collaborative efforts of the community as represented by the ad hoc Niagara Labour Market Planning Committee. It was created with the assistance and support of the local Secretariat, Niagara Workforce Planning Board, and the Ontario Ministry of Training, Colleges and Universities and its partner learning ministries.

We encourage you to think about the discussion points captured here and explore how you might influence and support necessary changes to help Niagara achieve its collective vision - a vision proclaiming that ***Niagara has a common, innovative labour market strategy that supports a skilled, knowledgeable and resilient talent pool for a competitive leading edge economy.***



The image displays a collection of approximately 15 handwritten signatures in black and blue ink, arranged in a loose grid. The signatures are of various styles, some being cursive and others more stylized. The names are not all legible, but some are clearly identifiable, such as 'Frank Cannatauro', 'Genda Kartasinski', 'Michael Grouzi', 'Walter Smith', 'Diane Dubois', 'Bernard', 'Godge', 'Barron', 'McLean', 'Barron', and 'Barron'. The signatures are placed over a white background, and some are highlighted with a light blue rectangular box.

Niagara Labour Market Plan 2009-2013...A Vision in Action is endorsed by the Niagara Labour Market Planning Committee:

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*Executive Director — Secretariat
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Niagara is Creative.

Niagara is Visionary.

Niagara is Original.

As part of one of the fastest growing urban regions in North America, Niagara is poised for opportunity. We have been identified as an economic zone and economic centre in the *Places to Grow Plan*. This Ontario government program is designed to manage growth and development in a way that supports economic prosperity, protects the environment and helps communities achieve a higher quality of life. In addition, Niagara has a growth and development management plan, *Niagara 2031*, that supports economic prosperity, protects the environment, and promotes prosperous communities. The *Niagara Economic Growth Strategy 2009-2012* that targets development for existing and emerging sectors, effectively directs areas of growth and occupational demands, both necessary components of workforce intelligence.

Building on the significant links between these plans and the strong inter-relationship between economic development and workforce development, Niagara now has an *Integrated Local Labour Market Plan*. While we are immersed in times of significant economic turmoil that makes capturing the current situation nearly impossible, we have seen workforce development move to centre stage. Understanding, knowledge, information and commitment to act collectively are no longer options in the solution to addressing our workforce challenges, but rather are now pillars embedded in our workforce plan.

Niagara Labour Market Plan 2009-2013 ... A Vision in Action presents our region with documented strategies to support a flexible economic base that promotes regional prosperity for businesses, communities and residents. While Niagara's participation in this work was initiated through the Ministry of Training, Colleges and Universities pilot initiative, the Integrated Local Labour Market planning project has been viewed locally as an opportunity to strengthen our approach to workforce development. The initiative tested a local planning model which recognizes the relationship between government responsibility and local priorities within a framework of shared accountability and support.


Niagara's Integrated Local Labour Market Plan is grounded in a comprehensive consultative process assimilating input from over 1,000 individuals and organizations as well as extensive secondary sources. It is linked to prominent planning documents further strengthening the connection between economic and labour force development. This plan merges community input and intelligence with statistical data and evidence in order to validate each key priority, strategy and action. The plan promotes a common, innovative labour market strategy to develop a skilled, knowledgeable and resilient talent pool for a competitive leading edge economy in Niagara.

Attention was directed at primary audiences, namely job seekers, employers, service providers and government in an effort to ensure that Niagara's plan is far-reaching and relevant to:

- Job seekers and those who choose to participate in the labour force;
- Employers who choose Niagara as their place of business;
- Community-based organizations that support labour market needs and inform program and service effectiveness e.g. employment supports, economic developers, employer associations;
- Government that responds to the demands and factors affecting our communities, regions, provinces and nation.

Recent and projected economic activity provided further insight into Niagara's future and the areas where attention should be directed for shorter and longer term labour force readiness.

Focusing on high potential or high probability areas remained important throughout the planning process. In assessing demand opportunities by sector, it is necessary to recognize from the start that some sectors are not as negatively affected by an economic downturn. Good 'bets' include *Educational Services, Health Care and*



Social Assistance, and selected industries within *Public Administration*, such as *Police Services*. Some other sectors, such as *Construction*, may also benefit from government interventions, for instance through investments in infrastructure. There are also sectors that tend to have a higher percentage of mature workers and will therefore experience greater replacement demands due to retiring personnel. These include industries that are heavily unionized, for example: *Educational Services*, *Health Care and Social Assistance*, *Public Administration*, *Utilities*, and larger *Manufacturers*. Sectors that demonstrated employment growth in recent years, such as *Business*, *Building and other Support Services*, *Health Care and Social Assistance*, *Construction*, and *Educational Services* also point toward where the greatest demand opportunities may lie.

Four key priorities addressing these challenges and validated through primary and secondary data have been documented. Each is influenced by the overlying themes of support, information and integration of services, processes and outcomes. These themes are deemed essential to the region's efforts to initiate meaningful and lasting change. Throughout the planning process numerous actions emerged and were refined through examination of evidence, community input and analysis. Strategies and actions are highlighted on the following pages and further defined in Section 3 of this report.

Emerging industry clusters have also recently been defined by municipal and regional levels of Niagara government, education and business leaders. The *Niagara Economic Growth Strategy* describes the following four pivotal, emerging industry clusters: *bio-products manufacturing*, *digital/interactive media*, *health and wellness*, and *environmental, energy and other green technologies*.¹ These clusters also point toward the vital roles of Niagara's post-secondary institutions in producing skilled labour to match existing as well as future demands, attracting new employers and investments, and providing and supporting effective innovation and technology transfer. Potential occupations within these clusters, ranging from entry-level to professional level, have been documented in Section 4 and in the Appendices of this report.

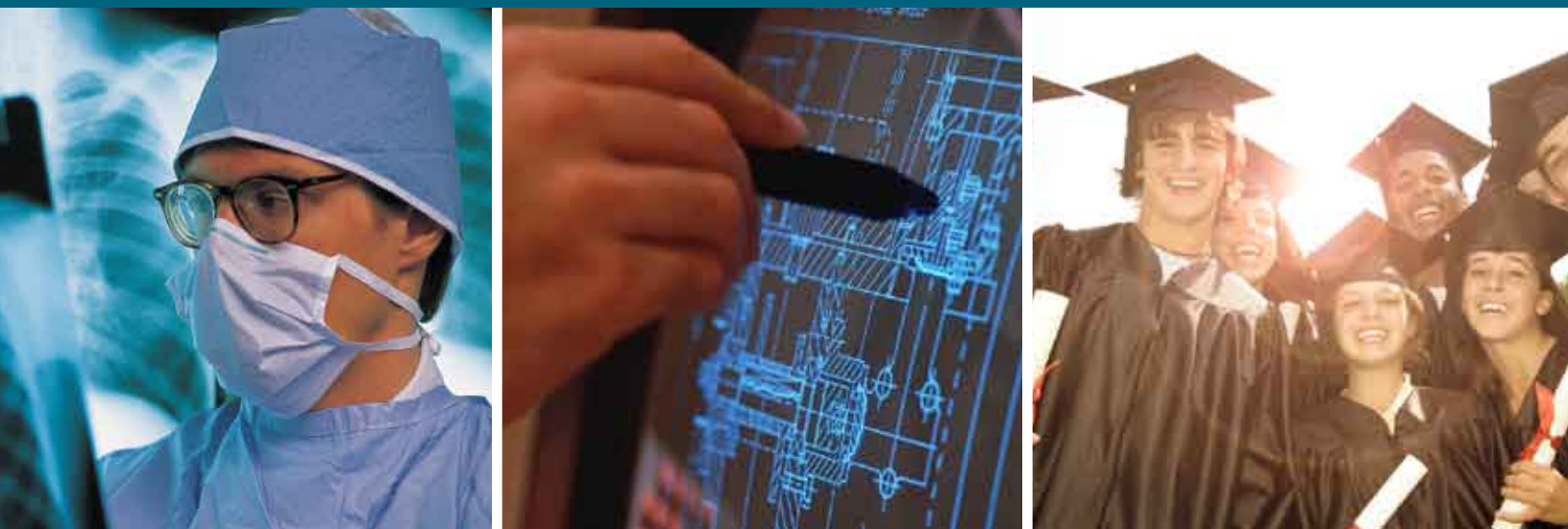
There are two broad challenge areas that were the basis for the actions documented in this plan.

1. **Niagara Needs a Qualified, Competitive Workforce**

In order to remain competitive in a global, knowledge-based economy, Niagara must advance the skills, knowledge and education of its labour supply in order to create and retain a workforce that will be able to effectively transition across existing and emerging economic sectors, industries and occupations.

2. **Niagara Needs to Support its Small and Medium-sized Enterprises (SMEs)**

As a critical employer base in Niagara, a commitment to strengthening SMEs is essential to the region's economic sustainability. SMEs need access to supports which inform, guide and direct their human and financial resource development. They are often unaware of the resources available to support skilled workplace development (e.g. apprenticeship), and access to programs and services for business start up, maintenance, growth and competitiveness is often limited.



Key Priority #1

Create a highly skilled, educated workforce that can effectively transition across industries and occupations.

STRATEGY 1.1

Strengthen Niagara's competitive advantage by retaining its skilled labour force including those that hold trade, college and diploma certificates, and degrees.

ACTIONS

1. Benchmark Niagara's competitive advantage to comparable communities
2. Profile high-growth and declining industries and occupations
3. Implement Trades Awareness Program
4. Support Skills Retention Strategy for Manufacturing Sectors



Key Priority #2

Create a support system that fosters a learning culture in Niagara among employers.

STRATEGY 2.1

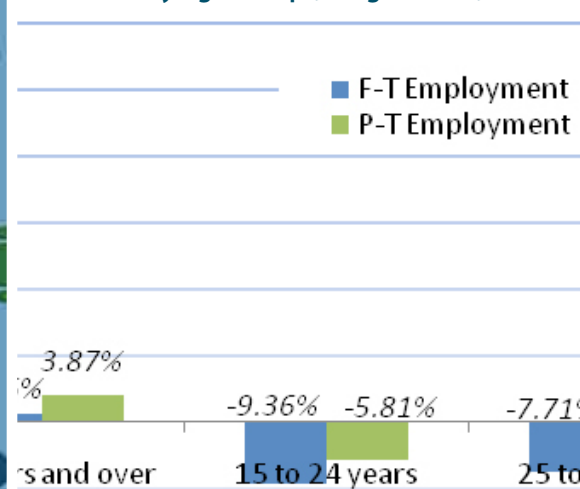
Increase innovative forms of education and skills development through strategic alignment and strengthened collaboration among education institutions and Niagara employers.

ACTIONS

1. Create shared co-op and workplace employer outreach strategy
2. Design and implement Retention Strategy for Graduates
3. Advance client-centred integrated delivery framework
4. Develop Niagara Education Assets video
5. Document occupation needs to support emerging clusters



ment Status by Age Groups, Niagara CMA, 2000-20



Key Priority #3

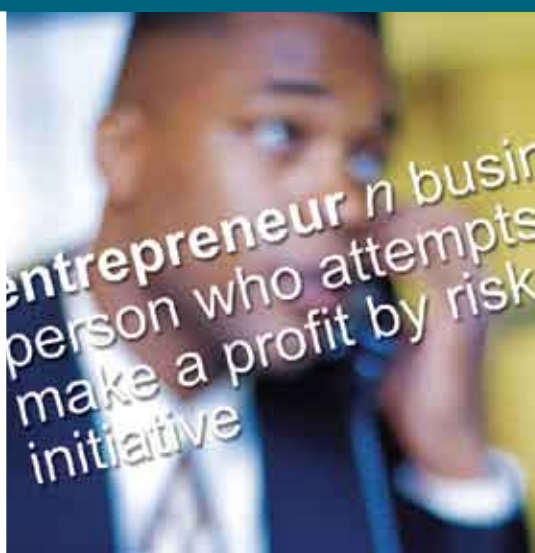
Strengthen the relationship between available labour market information and labour market development needs.

STRATEGY 3.1

Establish local, customized and accessible systems that will inform, support and influence meaningful labour market information and utilization of recruitment strategies for Niagara's employers, job seekers, educators and related supporting organizations.

ACTIONS

1. Create a career web portal promoting professional level occupations
2. Conduct feasibility study for local labour market information system
3. Create a labour market information booklet targeting learners and job seekers



Key Priority #4

Foster an ongoing, inclusive planning environment that maximizes Niagara's labour market opportunities, resources and successes.

STRATEGY 4.1

Increase small and medium-sized enterprise (SME) and entrepreneur awareness and access to grants, financial resources, and programs that support their labour market needs.

ACTIONS

1. Conduct Business, Retention and Expansion Study
2. Identify documented workforce needs for SMEs

Niagara Labour Market Plan 2009-2013 ... A Vision in Action recognizes the importance of moving Niagara to where it ought to go and putting in place the elements needed to get us there. It is about being bold with our choices and prescriptive in our planning. It details priorities to create a knowledgeable and skilled talent pool that matches the needs of our current economic base, supports emerging clusters, and increases regional competitiveness and global positioning. The key strategic actions presented are designed to create a Niagara Region that is recognized as a leader in human capital development. This living plan will evolve and continue to respond to the changing needs of our economy.

“The Niagara region has been transitioning for over a decade to an economy that will remain competitive in a global environment. But Niagara has a decided advantage. Niagara has a plan that all key stakeholders, including Brock University, have helped draft and are committed to implement. It capitalizes on the current assets of the Region, including the programs and research undertaken at Brock. The ILLMP is another important part of the integrated approach that Niagara has taken to assure its future prosperity, and Brock remains a committed partner with all those working together to build a stronger Niagara economy.”

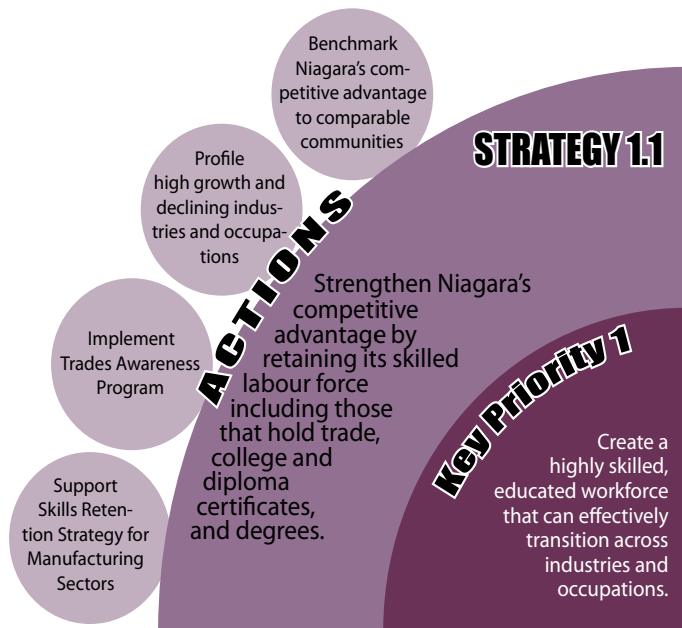
— *Jack Lightstone, President, Brock University*

2009-2013 Niagara Labour Market Plan ... A Vision in Action

Niagara's Labour Market Plan model, depicted below, flows from the centre of the graphic outward, detailing the key priorities, strategies and actions that will be implemented to address two priority challenges identified through the community consultation process.

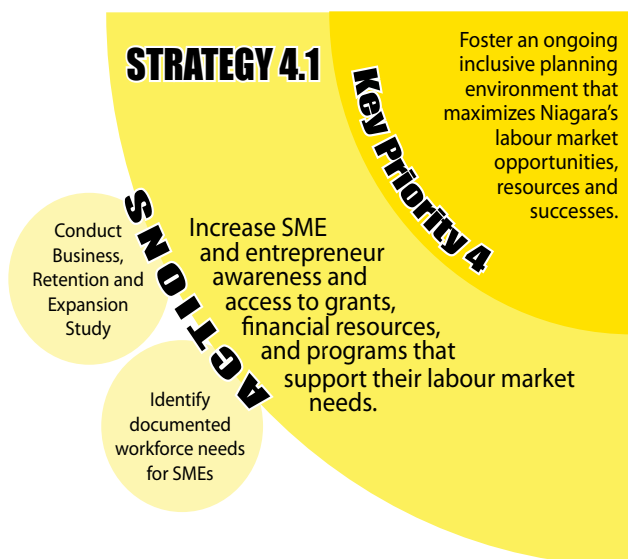
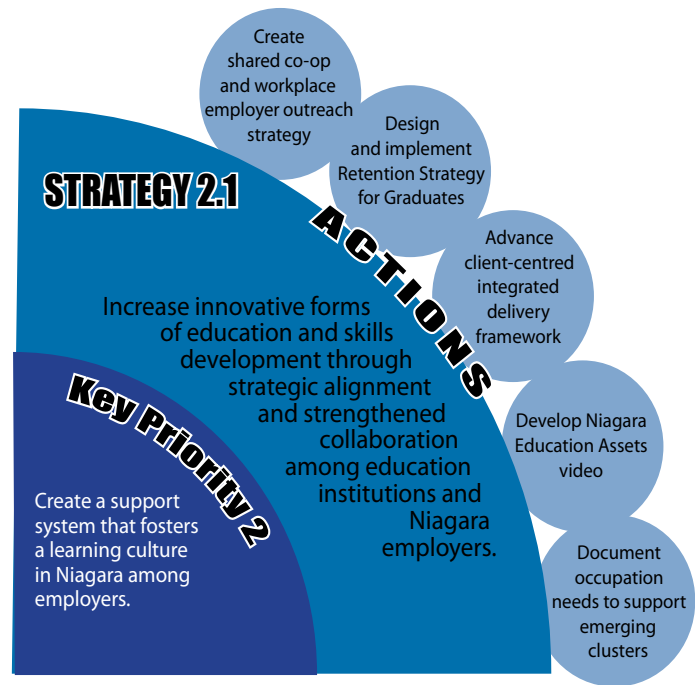
CHALLENGE 1:

Quality and Competitiveness of Niagara's Workforce
(addressed with Key Priorities #1-3)



CHALLENGE 2:

Small and Medium-sized Enterprise (SME) Support
(addressed with Key Priority #4)



Report Structure

Niagara Labour Market Plan 2009-2013 ... A Vision in Action is built on priorities and presents an action plan that is endorsed by the Niagara Labour Market Planning Committee (NLMPC) and poised for implementation.

This report is presented in five sections. *Section 1: Strengthening Our Approach to Planning*, introduces and details the consultation process. *Section 2: Niagara Snapshot: Local Labour Market at a Glance* highlights local labour market activity. *Section 3: The Action Plan* captures the key priorities, strategies and actions articulated in this 5-year plan for labour market development in Niagara. *Section 4: Labour Market Analysis - Grounding the Plan in Evidence* documents the evidence and the research from which the priorities emerged. *Section 5: Implementation, Monitoring and Success Measures* articulates criteria that will help gauge the plan's progress against key indicators.

The NLMPC recognizes that further work must be carried out to develop an evaluation model, create detailed work plans and secure resources. The release of the plan will be immediately followed by action including monitoring and regular progress updates, for a plan is only as good as its implementation.

Niagara Workforce Planning Board

Niagara Workforce Planning Board (NWPB) serves the Niagara Region as a leader in local labour market planning, delivering authoritative research, identifying employment trends, targeting workforce opportunities and bringing people together to action solutions. Each year, NWPB provides labour market planning that is tailored to local economic realities, delivering activities and projects to help communities achieve better results.

The organization works within the geographic region of Niagara, which covers approximately 1,854 sq. km and consists of 12 municipalities: Fort Erie, Niagara Falls, Niagara-on-the-Lake, St. Catharines, Thorold, Welland, Port Colborne, Wainfleet, Pelham, Lincoln, West Lincoln, and Grimsby.

Niagara Workforce Planning Board is one of the 25 planning areas in Ontario that make up the Local Boards Network; Local Boards are funded through Employment Ontario.

In June 2008, NWPB was appointed by Ministry of Training, Colleges and Universities to support an Integrated Local Labour Market Planning demonstration pilot in a secretariat capacity. The organization and its directors worked collaboratively with the Niagara Labour Market Planning Committee (NLMPC) to guide the process with a clear vision and strategic direction.

“Budget 2009 is Canada’s economic action plan,” said Minister Flaherty. “It builds on our position of strength. It provides temporary and effective economic stimulus to help Canadian families and businesses deal with short-term challenges. Our investments will build Canada’s long-term capacity, so that when the global recession eases, we emerge even stronger.”

— *The Honourable Jim Flaherty, Minister of Finance Ottawa, January 27, 2009*

Niagara Labour Market Planning Committee

The Niagara Labour Market Planning Committee reflects broad-based community leadership that commits itself to, and advocates for, a cohesive and vibrant Niagara. Their leadership has brought credibility and structure to the integrated labour market planning process resulting in a plan that addresses and supports Niagara's labour market needs, challenges and opportunities. These civic leaders provide vision and strategic direction for the planning process and have been instrumental in encouraging community engagement. They will continue to inform, engage, guide and lead Niagara forward while monitoring implementation, evaluation and realignment of priorities as necessary.

Guiding Principles for Process, Planning and Action

These principles served as the criteria which determined the priorities and actions that will aid in achieving *a common, innovative labour market strategy that develops a skilled, knowledgeable and resilient talent pool which supports a competitive leading edge economy in Niagara.*

1. Inclusive

The local labour market planning process will incorporate a model of inclusiveness across all target groups in the region, regardless of educational attainment, economic or employment status, age, race, gender, language and/or ability. Economic competitiveness will be pursued in tandem with social inclusion.

2. Accessible

The local labour market planning process will support ease of access for labour market participants who are actively seeking information and supports related to business, employment, training and education, and the labour market.

3. Regional

The local labour market planning process will incorporate a welcoming and collaborative approach alongside community stakeholders, regardless of geographic location, to supporting a model of cooperation and exemplifying integrated planning in its truest sense. It will be grounded in the region's economic development plans and contribute to existing action strategies and regional competitiveness.

4. Responsive

The local labour market planning process will guarantee the active engagement of the community in dialogue to inform a plan that is effective, efficient, timely and responsive to priorities.

5. Transparent and Accountable

The local labour market planning process will provide and communicate a clear, transparent, easy-to-understand decision-making and reporting structure. Implementation plans will adhere to timelines and deliverables, where possible, or report alternative approaches to ensure success measures are achieved.

6. Utilize Existing Assets

The local labour market planning process will identify current research, best practices, initiatives, as well as incorporate appropriate strategies. This integrated approach will endeavour to avoid duplication, explore improvements to existing efforts and ensure a more focused use of resources.



Integrated Local Labour Market Planning in Niagara builds on the work carried out previously by the Niagara Workforce Planning Board, formerly the Niagara Training & Adjustment Board. Since 2004, the Local Board has produced the Trends, Opportunities and Priorities Report, an annual report which provided a snapshot of significant changes in the local labour market in comparison to Ontario. Building on this model, the Integrated Local Labour Market Plan is more comprehensive, providing analysis evidenced in labour market indicators, local intelligence and extensive consultation findings.

Understanding and meeting employer needs is complex and requires collaboration of key stakeholders. Our education system plays a vital role in developing the labour pool, building skills, knowledge and abilities. Community-based organizations, community agencies and unions influence the labour market through their roles of connecting, strengthening and positioning workers. Governments respond to changing demands and the many factors influencing communities. These are all critical workings within the larger picture and as such are important contributors to a successful integrated local labour market planning process.

Niagara is in the midst of a transformation, not unlike many other geographic areas. Local businesses are facing increasing competition influencing their efforts for survival amidst the economic downturn, the likes of which many have never experienced. Emerging clusters, advances in technology and processes, and global competition are informing the skills and knowledge demanded within our labour market. Our population is aging, is more diverse, and is better educated. Trends in labour force participation have been toward earlier retirement in recent decades, although there has been a reversal of this trend in recent years. Age, diversity and education

levels of the population can all have an impact on the productivity and innovative ability of its labour force.² Our economy already commands a broad range of skills, including those required to perform highly specialized jobs and those that are needed to perform routine-oriented jobs. All are important in building a talented, resilient local labour pool.

We need an environment that supports all residents who choose to participate for we can no longer afford to have marginalized populations face barriers to employment. We must pay attention to our children from the early years through to adulthood as they are our future leaders, politicians, business owners and community champions. As Niagara moves forward with its Integrated Local Labour Market Plan, the planning process must intersect on all levels with initiatives that build and expand our local capacity.

Niagara's increasing diversity is due largely to immigration, and recent immigrants are typically highly credentialed. The current educational requirements for skilled immigrants to enter Canada, has furthered the difference between the educational attainment levels of recent immigrants and native-born Canadians. Very recent immigrants are more than twice as likely to possess a university degree and four times more likely to have a graduate degree than native born Canadians.³ Given the fact that immigration will be the main contributor to population growth in Canada over the long term, an opportunity lies with Niagara's ability to support regional newcomers in making effective and beneficial transitions.

"Integrated local labour market planning supports Employment Ontario's emphasis on integrated service delivery. Its goal is to customize a labour market planning process to each of our planning zones province-wide."

*— Kevin French,
Assistant Deputy Minister, MTCU*



In a report published in February 2009 by the Martin Prosperity Institute, the authors clearly articulate the relationship between diversity and economic prosperity. Niagara is well positioned to take advantage of this opportunity as we are bound by three of the larger border crossings into Canada. There is significant investment flow into this region to support immigrant integration and we have benefited from partnerships that enhance service delivery. New program development, bridging programs, and settlement support systems are a few of the areas where immigrants can currently receive help. Our labour market plan must ensure these and other innovative activities are strengthened through information, integration and support.

Niagara also benefits from the presence and contribution of a strong and vibrant Francophone community. This community, representing one of the two official languages of Canada, offers an economic development potential that is important and serves to further our region's competitiveness.

The ongoing challenge of the lack of a Niagara inter-municipal transit system continues to be identified as a barrier impacting worker mobility, and setting restrictions on both employers and job seekers. While implementation of inter-municipal transit is beyond the scope of this labour market plan, it is important to acknowledge it for it has also been documented in other plans, such as *Niagara 2031*.

It is important to also acknowledge what is happening beyond our borders as Niagara is not isolated from economic and demographic shifts at the provincial or national level. Demographic changes, such as an aging population and expected retirements of baby boomers, will have fundamental impacts on productivity and labour force availability. In fact, by 2030, the share of Canada's population aged 65 and over is forecast to increase in every major region of the world.⁴ Niagara is no exception and continues to be identified as one of the older regional areas in Canada.⁵

“Economic development is driven by 3T's – tolerance, talent, and technology. All three are critical to generating sustained economic growth and prosperity.”

— Ontario in the Creative Age, Martin Prosperity Institute, February 2009

Attention must also be given to the rate at which developing countries are moving forward with knowledge-based economies; for example, the number of citizens from India and China with bachelor degrees is on the rise. Economic globalization has opened the world, a situation that has perhaps never been more evident than in recent months. The impact of the financial crisis is world wide, and so too is the impact of a knowledge-based economy and the 'creative age'.⁶ We need to stay abreast of provincial, national, and global influences and action an approach that is innovative and forward-thinking, helping Niagara stay two steps ahead.

Background and Purpose

The Government of Ontario, Ministry of Training, Colleges and Universities (MTCU) and partnering ministries are continuing to invest in the skills and knowledge of Ontarians and to support Ontario's economic competitiveness. Broadening access and creating opportunities for both building skills and entering or re-entering the labour market, are key to increasing the supply of skilled people. Government recognizes the need to enhance program and service delivery to facilitate quick and easy access at the local level. The signing of the *Labour Market Development Agreement* in 2005 and the subsequent transfer of federal skills training and benefit programs to Ontario led to the creation of Employment Ontario. Since then, the Ministry has advanced efforts on program design, creating a new service delivery framework and integrating and improving programs and services. The stated promise of Employment Ontario and its learning partners across the Ontario government is to:

- Provide effective, relevant skills training and other employment and career planning services, in English and French, where and when they are needed;
- Enable Ontarians to access the services and support they need to succeed in today's job market;
- Provide a single point of access to employment and training programs and services that individuals and employers need;
- Respond to the needs of employers, job seekers, apprentices and new Canadians;
- Ensure service excellence and public satisfaction with programs and services.

Employment Ontario continues to integrate provincial and federal programs and services and set clear performance measures.

Integrated Local Labour Market Planning builds on what already exists and provides:

- Better information based on a shared understanding of community and regional needs, economic and labour market indicators;
- Improved coordination of services where needed;
- Coordinated local focus on customer needs that is responsive to changes in local labour market conditions;
- Consistent information between and among agencies.

A "Fact Sheet" providing a detailed overview of Niagara's approach is available at the Niagara Workforce and Planning Board website:

<http://niagaraworkforceboard.ca/userfiles/file/ILLMP%20Fact%20Sheet-web%20version%20FINAL.pdf>

The Niagara initiative was further supported in Niagara by the Ministry of Community and Social Services through funding that was awarded to the Niagara Region, Community Services. Through collaboration three pilot projects have already been identified and will be implemented in 2009. These smaller pilots initiate short-term action and will help ensure that people in need of employment and training services have better access to available programs. Additional details on these initiatives can be found at:

<http://niagaraworkforceboard.ca/userfiles/file/Demonstration%20Projects%20-%20MCSS.pdf>

Planning and Research Process

This plan is grounded in community input and knowledge, as well as intelligence and statistical evidence that validates strategic priorities and supports documented actions. Over 1,000 individuals and organizations representing employers, industry associations, unions, job seekers, students, employment and supporting agencies, government, and educators provided input related to employment and training priorities, employer workforce challenges, and new program and design needs. Multiple complementary research methods were used for data collection, including primary and secondary data and content analysis, gathered through on-line and paper surveys, key informant interviews, and public and industry-specific consultations.

Consultation Process

Broad Regional Consultations

During September 2008, the general public was invited to participate in a total of six facilitated consultations, five in English and one in French. These consultations were widely promoted through advertisements in the major local newspapers, electronic distribution to employer and partner databases, and broadcast faxes. Meeting locations and times were strategically chosen to represent the geographic diversity of the region and respect schedule commitments.

Sector Specific Consultations

Community-based service providers: Organizations and agencies that provide a direct element of workforce development services to job seekers and employers shared “on-the-ground” intelligence regarding barriers and challenges facing clients in addition to identifying potential solutions.

Member Association/Organization

Employer associations, regional and local labour/union representatives, and Chambers of Commerce held individual informant sessions. Following each session, summary reports were shared utilizing the ILLMP web space, with feedback and comments encouraged. The findings from the consultation and outreach process were fundamental in guiding the priorities and actions. A link to these consultation findings can be found at:

<http://niagaraworkforceboard.ca/vision/>

Public Sector

One-on-one meetings were conducted at the municipal level with elected officials and senior staff, further informing planning and local priorities.

In addition, Niagara Workforce Planning Board convened a group who exchanged knowledge on research and planning initiatives that are being facilitated across the region. This approach ensured that planning is as comprehensive, concise, and intertwined as possible. A communiqué providing a brief overview of each of the relevant research projects and initiatives can be found at:

<http://niagaraworkforceboard.ca/userfiles/file/Niagaras%20Vision%20in%20Action%20Report%20Apr%202009%20English-web%20version.pdf>

Community Consultation Participants

	# of Participants
Business/Industry	170
Government (Fed., Prov., Regional, Municipal)	132
Education/Training (School/Board, College, University, Private)	68
Employment Development Agency	447
Economic/Business Development Organization (CFDC, Chamber, Business/Tourism Association, etc.)	67
Labour/Union	56
Health/Social Services	32
Other	61
TOTAL PARTICIPATION	1,033

A complementary research report was released by Niagara Workforce Planning Board in March 2009; *Niagara's Labour Market in Transition*. This research initiative was designed to enhance the capacity of regional partners to create a competitive advantage by building a collaborative and value added labour market information system. The report provides extensive data on Niagara supply and demand research findings. Data and analysis have been extensively incorporated into the labour market planning process. A link to this report is cited below.

<http://www.niagaraworkforceboard.ca/userfiles/file/Supply%20%20Demand%20Report-FINAL%20print%20version.pdf>

Niagara's Planning Committees

With the introduction of integrated planning, MTCU has mandated select communities to develop and maintain a local labour market plan. The process is grounded in a broad community development process, strong leadership from the community, and an effective partnership among government, the community and its Local Board. In Niagara, this process led to the creation of three committees that helped guide, inform and support the process. These committees utilized both individual and joint committee meetings to maximize knowledge sharing and inform the plan.

The **Niagara Labour Market Planning Committee (NLMPC)** reflects broad-based community leadership committed to, and in support of, the creation of an Integrated Local Labour Market Plan that is visionary and strategic.

The **Local Planning Team** works with the Secretariat to identify approaches to strengthen the consultation process and build planning capacity.

The **Niagara Inter-Governmental Committee (NIC)** provides input on linkages between the labour market plan and respective ministry priorities.

The local **Secretariat** plays a key role in leading, facilitating and supporting the development and maintenance of the Integrated Local Labour Market Plan.

Local Labour Market at a Glance⁷

Niagara's labour market has changed dramatically over the past two decades. Some of the most notable and consistent changes include the continued transfer of jobs to the service sector, the increased age, diversity and educational attainment levels of the population, as well as the change in the labour force and the increased duration of school-to-work (STW) transitions. The combination of these and other factors, such as the current economic recession, climate change, technological innovations, new political leadership and social trends continue to affect regional labour force development needs.

There is no Impending Labour Shortage in Niagara, but Rather a Jobs-Skills Disparity

There is no impending labour shortage in Niagara, with the exception of a select few occupations; however, research findings suggest a jobs-skills disparity, largely due to the shifting composition of the local economy. A decline in specific industries coupled with gains in very different industries will continue to challenge Niagara's labour force. Transitioning displaced workers from long held jobs to new ones can be a long and challenging process.

Furthermore, since 2000, Niagara's labour force has experienced a dramatic increase in the participation and employment levels of individuals aged 55 years or older.⁸ A higher percentage of older workers has many implications for businesses. Older workers have historically tended to possess lower levels of education and tend to be less mobile across jobs, occupations, industries and regions. Learning, performance and succession planning are all significantly correlated with age, therefore, older workers incur much greater costs when they do 'move' across the various boundaries.⁹

Niagara is Becoming a Region of Entrepreneurs

The majority of Niagara businesses are small and this trend is becoming further entrenched. From 2001 to 2007, Niagara added more than 3,800 businesses, which represents a 17% increase in the number of firms located in the region. There are currently more than 25,000 businesses in the region. Of that 25,000, 12,000 have employees, 55% of the firms with employees employ fewer than 5 people, and 73% employ fewer than 10 people. Over this same timeframe, Niagara's share of businesses with 500+ employees remained flat, while Ontario experienced a 19% increase in its number of firms with 500+ employees.¹⁰ Income data also reinforces that Niagara is becoming a region of entrepreneurs. From 2001 to 2006, Niagara experienced a 25% increase in the number of earners reporting self-employment income. By comparison, Ontario saw only a 3.5% rise in the number of earners reporting self-employment income.¹¹

The largest increase in the business sector was found in Professional, Scientific and Technical Service firms. Between 2001 and 2007, Niagara saw an additional 791 businesses established in the Professional, Scientific and Technical Services cluster; this highly skilled cluster includes: Management, Scientific and Technical Consulting firms, Computer Systems Design and Related Services, Architectural and Engineering Services, and Specialized Design Services.

Population Characteristics

- Niagara continues to age, but not as rapidly as the province in recent years.
- Niagara's population is becoming increasingly more diverse.
- Niagara's population has a lower percentage of people with a university degree, yet a higher percentage of people with a college, trade certificate or diploma.
- In recent years, more people have migrated to Niagara than out of Niagara.
- Niagara's changing population will shape its future labour market and economy.
- Immigrants that have arrived in more recent years are more than twice as likely to possess a university degree and four times more likely to have a graduate degree.

Economic Activity and Employment Trends

- Regional output declined by 0.7% in 2008; 2009 output expected to be sluggish.
- Construction output growth slowed to 1% in 2008; 2009 expected to be sluggish.
- Manufacturing output fell by 6.4% in 2008; projected to decline another 1.6% in 2009.
- Service sector output slowed in 2008; expected to remain sluggish through 2009.
- Infrastructure investments imply limited growth through 2009.
- Limited employment growth anticipated over the 2009 to 2013 period.
- Non Commercial and Commercial Services, and Wholesale and Retail Trade forecasted to lead employment growth from 2009 to 2013.
- Niagara's labour force has aged dramatically since 2000.

Income

- Both Niagara and Ontario saw a decrease in the percentage of their populations earning less than \$30,000 and between \$30,000 and \$60,999, and an increase in the percentage of their populations earning greater than \$70,000.
- Family income distribution in Niagara is very consistent with Ontario across all but the highest income category.
- Regional census families saw a 20% increase in average incomes.
- In recent years, Niagara has experienced significant increases in the number of people reporting income through government transfers and self-employment.
- Niagara has a greater dependency ratio across every government income source and its overall dependency ratio has increased relative to Ontario.
- With a 25% increase in the number of people reporting self-employment income, Niagara is becoming a region of entrepreneurs.

Business Patterns

- The number of businesses in Niagara has increased by more than 3,800 and now exceeds 25,000 firms.
- Construction, Retail Trade, and Professional, Scientific and Technical Service Sectors accounted for more than 35% of all area businesses in 2007.
- Accommodation and Food Services, and Manufacturing were the only two sectors that experienced a small decline in the number of firms during the 2001 to 2007 period.
- 47 % of Niagara businesses have employees; 73% of businesses with employees have fewer than 10 employees.
- The Professional, Scientific and Technical Service; Real Estate and Rental and Leasing; and Construction Sectors experienced the greatest growth in number of firms between 2001 and 2007.
- Niagara's Beverage Manufacturing saw an increase in its firm counts during the 2001 to 2007 period.

Labour Force Demand Trends

- Manufacturing's share of the local labour force is second only to Retail Trade.
- Niagara's total employment level experienced a net gain of approximately 3,100.
- In recent years, the greatest employment gains were found in the occupations in Social Science, Education, Government and Religion.
- The vast majority of employers plan to hire in 2009 and in 2010/ 2011.
- Attracting qualified workers is the greatest challenge as cited by employer sample.
- Word of mouth, job boards and Internet deemed most effective recruitment methods.
- Job description information and occupational and skill profiles most sought Labour Market Information (LMI).
- Colleagues are the most frequently cited source for LMI and the Internet is the most preferred format for LMI.
- Employers need to be more active in raising awareness about their sectors and in providing experiential opportunities.
- A cautious optimism would suggest that Niagara's employment levels will continue to decline marginally (-2,100) over the 2009 calendar year; the majority of near future job openings will be driven by retirements.
- Good 'bets' include Educational Services, Health Care and Social Assistance, Business, Building and other Support Services, Construction, and selected industries within Public Administration, such as Police Services.
- Emerging industry clusters include bio-products manufacturing, digital/interactive media, health & wellness, logistics, and environmental, energy & other green technologies.

Labour Force Supply Trends

- Recent layoffs, business closures and increasing unemployment levels are expected to translate into a growing demand for social assistance, with the number of recipients projected to reach over 16,000 by the third quarter of 2009.
- Graduate projections point toward a 9% drop in annual secondary enrolment by 2012.
- Post-secondary graduate numbers have risen dramatically in recent years; enrolment trends suggest a levelling-off in the near future.
- New apprentice registrations rose dramatically from 2001 to 2007, led by the service sector.
- Word of mouth, job boards and Internet deemed most effective job search methods as cited by job seekers.
- Federal government websites/publications most used sources of local LMI.
- Job seekers cite the Internet as their most preferred format for local LMI.
- Job seekers cite a lack of suitable job opportunities as most significant barrier.



Local Priorities and Action Plan

There never seems to be a shortage of proposed actions and strategies. A look back over time will demonstrate that many actions to support the local labour market have been identified, described and documented. The real challenge comes with implementation and ensuring the actions are achievable, measurable, and supportive of the end goal. Throughout this planning process, numerous priorities and actions emerged. They were refined through examination of the evidence, consultations with the community, and careful analysis before culminating in the action plan presented in this section.

A cross-examination of labour market priorities from the ILLMP process with the Niagara Economic Growth Strategy further validated the identified priorities and strategic actions. Emphasis was placed on the Growth Strategy's 6th pillar, which represents "developing Niagara's talent pool". The recently released Living in Niagara report captured critical indicators that compared how well we are doing in relation to provincial and national trends. Eleven areas were documented in that report, two of which relate specifically to education, work and employment in Niagara. These indicators are integrated into the success measures and will inform progress or draw attention to areas where further consideration is needed. In the end, actions were selected based on the evidence that supported their relevance, urgency and Niagara's capacity to implement them.

Overlying Themes

The consultation and planning process saw several strong themes emerge; these are essential elements in addressing the four key priorities and are threaded throughout the documented strategies and actions.

Support

It is essential that Niagara build a strong labour force development system that integrates and supports job seekers, employers, service providers and government resources. By building systems that contribute to sustainability and future growth, strategic investments in human resources, the creation of a learning culture, and an approach that is specific, relevant, and timely to all users, we will create a stronger, competitive and more flexible labour market.

Information

Local labour market information and related data needs to be made more accessible, meaningful and useful to its primary audiences, namely job seekers, students, employers, service providers, unions, government and decision makers. To promote evidence-based decisions, information must be current, relevant, and disseminated in a timely, user-friendly and accessible manner.

Integration

Enhanced communication and integration of services, processes and deliverables are essential to the region's efforts to bring about meaningful and lasting change. Strong integrated local labour market planning will be best evidenced when it clearly intersects with economic strategies absent of duplication and demonstrating collaboration.



Key Priorities

Four key priorities have been developed; each is influenced by the overlying themes and focuses on challenges validated through the evidence. Attention was also directed at the primary audiences, namely job seekers, employers, service providers and government, in an effort to ensure that Niagara's plan is far-reaching and relevant.

1. Create a highly skilled, educated workforce that can effectively transition across industries and occupations.
2. Create a support system that fosters a learning culture in Niagara among employers.
3. Strengthen the relationship between available labour market information and labour market development needs.
4. Foster an ongoing and inclusive planning environment that maximizes Niagara's labour market opportunities, resources, and successes.

Planning for Action

Niagara Labour Market Plan 2009-2013 ... A Vision in Action focuses on four key audiences:

- Job seekers and those who choose to participate in the labour force;
- Employers who choose Niagara as their place of business;
- Community-based organizations that support labour market needs and inform program and service effectiveness (employment supports, economic developers, employer associations);
- Government that responds to the demands and factors affecting communities, regions, provinces and the nation.

The following pages detail the challenge areas, strategies and actions that will drive action and solution implementation over the life of this plan. It is recognized and acknowledged that the plan must be fluid and will be revisited, as needed, to address emerging issues, opportunities and local priorities. These actions have been examined against other planning documents, including the *Niagara Economic Growth Strategy 2009-2012*, to ensure that activities are not duplicated, but rather complementary.

Challenge 1

Quality and Competitiveness of the Workforce

To remain competitive in a global, knowledge-based economy, Niagara must advance the skills, knowledge and education of its labour supply to create and retain a workforce that can effectively transition across existing and emerging economic sectors, industries and occupations.

Based on 2006 census data, there is a total of 142,765 people aged 15+ in the Niagara Region who have no certificate, diploma or degree, or with the highest level of education as a high school certificate or equivalent (51% of the population). Ontario, as a comparison, has 46.4% with no certificate, diploma or degree, or the highest level of education as a high school certificate or equivalent.

Looking at Niagara's population aged 15-74, approximately 1 in 12 possess a bachelor's degree; in Ontario the number is closer to 1 in 8. The good news is that Niagara's population is more educated than it was ten years ago or even five years ago. Since 2001, the percentage of its 20+ year-olds with a bachelor's degree or higher has risen from 12.1% to 14.3%.

Niagara is very well positioned with respect to the two other major post-secondary credentials, namely apprenticeship/trade and college qualifications, as we exceed Ontario's achievements in every age group. Specifically, 9.9% of the local population has earned their Apprenticeship or Trade Certificate or Diploma compared with only 8.0% of the provincial population.

Today, employers continue to require higher educational attainments for a wider range of occupations. Net employment growth is concentrated among those with post-secondary training. Furthermore, and to differing degrees, the age, diversity and education levels of the population can all have an impact on the productivity and innovative ability of its labour force.

The creation and destruction of jobs underlies the insatiable demand for labour force renewal. Since jobs and worker skills are not immediately interchangeable, workforce development becomes paramount. Findings suggest a jobs-skills disparity exists, largely due to the shifting composition of the local economy. A decline in specific industries coupled with gains in very different industries will continue to challenge Niagara's labour force.

The *Niagara Economic Growth Strategy 2009-2012*, describes the following four pivotal, emerging industry clusters: *bio-products manufacturing, digital/interactive media, health and wellness, and environmental, energy and other green technologies*. There is a vital role for Niagara's post-secondary institutions to produce

skilled labour to match existing and future demand, attract new employers and investment and provide and support effective innovation and technology transfer.

In a 2008 Niagara Workforce Planning Board survey, employer respondents (n=74) were asked to identify human resource issues to be addressed in 2008. The most significant factors cited were: *attracting qualified workers (65%); skill enhancement of the workforce (42%); enhancing productivity (39%); retaining workers (35%); healthy workplace (35%); work-life balance (33%); the need to downsize and/or reorganize staff (30%); and succession planning-preparing for retirement of aging workforce (30%)*.

Employer respondents overwhelmingly (98%) indicated it was important to have access to information on labour market and job trends specific to Niagara. Many employers indicated a willingness to regularly share information needs and insight regarding the evolving labour market. Useful labour market information enables small employers to make sound human resource decisions. In addition, 30% of employers identified succession planning, including preparing for the retirement of the aging workforce, as a key challenge.

Since 2000, Niagara's labour force has experienced a dramatic increase in the participation and employment levels of individuals aged 55 years or older. A higher percentage of older workers has many implications for businesses. Older workers historically have tended to possess lower levels of education and tend to be less mobile across jobs, occupations, industries and regions.

Reduced mobility can, for example, add greater challenges to the community's capacity to deal with major changes, such as plant closures. Learning, performance and succession planning are all significantly correlated with age. Therefore, older workers incur much greater costs when they do move across the various boundaries.

Strategy 1

Strengthen Niagara's competitive advantage by retaining its skilled labour force, including those that hold trade, college, diploma certificates and degrees.



Action 1.1

Benchmark Niagara's Competitive Advantage to Comparable Communities

Complete a benchmark assessment, against identified criteria, of Niagara's current competitive advantage relative to comparable, selected communities. This will include a review of the selected communities' strategies for skills retention and inform development of a Niagara strategy that strengthens the business case for selecting Niagara as a "designation of choice" for employment.

Success Measures

Potential Partners

Convening Organizations:

Municipal Economic Development Offices
Niagara Economic Development Corporation

Participating Stakeholder Organizations:

Brock University
Niagara College
Niagara Region
Niagara Workforce Planning Board

Outcome Metrics:

1. Niagara is bench marked against 5 like-geographic locations.
2. 5-10 benchmark criteria are documented and examined.

Lead Organization Role:

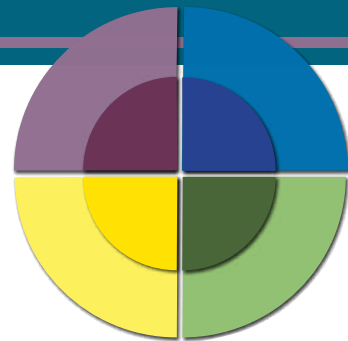
Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2013

Strategy 1

Strengthen Niagara's competitive advantage by retaining its skilled labour force, including those that hold trade, college, diploma certificates and degrees.



Action 1.2

Profile High-growth and Declining Industries and Occupations

Examine Niagara's high-growth and declining industries to profile common skills and competencies across related rising and declining demand occupations, informing potential labour supply movement and skills retention strategies.

Success Measures

Potential Partners

Convening Organizations:

Municipal Economic Development Offices
Niagara Economic Development Corporation
Niagara Workforce Planning Board

Participating Stakeholder Organizations:

Employer and Employer Associations
Trade Unions and Councils

Outcome Metrics:

1. Five high-growth and 5 declining industries will be profiled at the 3 digit NAICS level.
2. Occupation activity within high-growth and declining industries will be analyzed and documented to reflect increase and decrease in employment.

Lead Organization Role:

Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2011

Strategy 1

Strengthen Niagara's competitive advantage by retaining its skilled labour force, including those that hold trade, college, diploma certificates and degrees.



Action 1.3

Implement Trades Awareness Program

Design, implement and evaluate a "Trades Awareness Program" that will elevate the status of trades in the Niagara Region among Grade 7 students transitioning into Grade 8, and their parents.

Success Measures

Potential Partners

Convening Organizations:

John Howard Society / Job Gym
Ministry of Community and Social Services
Niagara Region Community Services

Participating Stakeholder Organizations:

Conseil scolaire de district catholique Centre-Sud (French Catholic)
Conseil scolaire de district du Centre-Sud-Ouest (French Public)
District School Board of Niagara
Niagara Catholic District School Board
Trade Unions and Councils

Outcome Metrics:

1. 63 of 126 schools receiving the information (estimated 1,418 students) will attend a trade fair.
2. 25% or 371 students will indicate that they feel differently about trade-related occupations after attending the trade fair.
3. 10% of parents in attendance will identify that a trade is a viable option for their child's continued educational career.

Lead Organization Role:

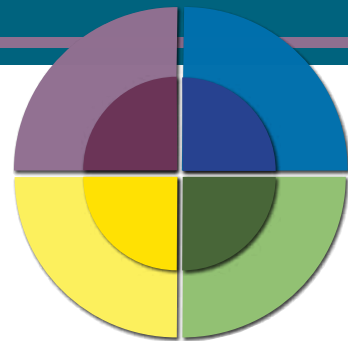
Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2010

Strategy 1

Strengthen Niagara's competitive advantage by retaining its skilled labour force, including those that hold trade, college, diploma certificates and degrees.



Action 1.4

Support Skills Retention Strategy for Manufacturing Sectors

Examine the feasibility of an employee mobility model that supports employees temporarily transitioning from one employer to another within Niagara's manufacturing sector.

Success Measures

Potential Partners

Convening Organizations:

Municipal Economic Development Offices
Niagara Economic Development Corporation
Niagara Industrial Association
Niagara Workforce Planning Board

Participating Stakeholder Organizations:

Employers from the Manufacturing Sector
Trade Unions and Councils

Outcome Metrics:

1. Employer human resource needs will be documented.
2. Issues and concerns for both employers and employees will be identified and potential solutions documented.

Lead Organization Role:

Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2012

Strategy 2

Increase innovative forms of education and skills development through strategic alignment and strengthened collaboration among educational institutions and Niagara employers.



Action 2.1

Create Shared Co-op and Workplace Employer Outreach Strategy

Convene, and secure an agreement, from education institutions, at a senior management level, to adopt a synchronized employer outreach strategy, including shared messaging and marketing materials for co-op and work placements at the secondary and post-secondary levels. This expansion of the outreach and work placement process directly benefits employers, educational institutions, and students.

Success Measures

Potential Partners

Convening Organizations:

Brock University
Collège Boréal
Conseil scolaire de district catholique Centre-Sud (French Catholic)
Conseil scolaire de district du Centre-Sud-Ouest (French Public)
District School Board of Niagara
Niagara Catholic District School Board
Niagara College

Participating Stakeholder Organizations:

Chambers of Commerce
Community-based Service Providers/Organizations
Employers and Employer Associations
Ministry of Education
Ministry of Training, Colleges and Universities
Sector Councils
Trade Councils and Unions
Niagara Workforce Planning Board

Outcome Metrics:

1. Number of new employers entering into the co-op and work placement experience is increased annually.
2. Local co-op and work placement opportunities for students are expanded across programs and study areas.

Lead Organization Role:

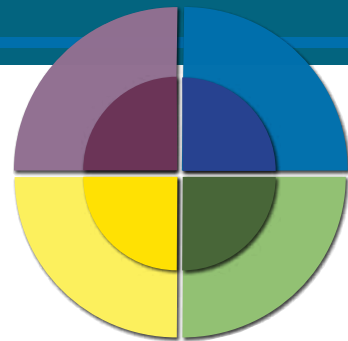
Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2011

Strategy 2

Increase innovative forms of education and skills development through strategic alignment and strengthened collaboration among educational institutions and Niagara employers.



Action 2.2

Design and Implement Retention Strategy for Graduates

Design and implement a proactive retention strategy that links post-secondary graduating students with employers from key economic sectors across Niagara.

Success Measures

Potential Partners

Convening Organizations:

Brock University
Niagara College
Niagara Workforce Planning Board

Participating Stakeholder Organizations:

Chambers of Commerce
Employers and Employer Associations
Niagara Economic Development Corporation

Outcome Metrics:

1. One hundred graduating students will be directly linked to five employers within Niagara's emerging sectors.
2. Five employers in Niagara will showcase their organization, position in the global economy and strengths as potential employers.

Lead Organization Role:

Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2010

Strategy 2

Increase innovative forms of education and skills development through strategic alignment and strengthened collaboration among educational institutions and Niagara employers.



Action 2.3

Advance Client-Centred Integrated Delivery Framework

Support recommendations to advance an integrated delivery framework that positions participant/client success at the centre of all services, measured by progress along the employment continuum and toward greater economic self-sufficiency. This model will inform decisions along a continuum that spans from “in crisis” to “thriving”.

Success Measures

Potential Partners

Convening Organizations:

Ministry of Community and Social Services
Niagara College
Niagara Region Community Services

Participating Stakeholder Organizations:

Community-based Service Providers (English and French speaking)
Niagara Workforce Planning Board

Outcome Metrics:

1. Regional capacity for employment and employment support service providers to deliver integrated assessment, employment support, employment, career and training services in both French and English is enhanced.
2. Regional capacity for employment and employment support service providers to track and measure the progress made by their participants/clients toward achieving economic self-sufficiency, and measure the effectiveness of their programs is strengthened.
3. Employment continuum framework is refined through development of assessment criteria, measurement scales, and tracking and reporting instruments.

Lead Organization Role:

Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2010

Strategy 2

Increase innovative forms of education and skills development through strategic alignment and strengthened collaboration among educational institutions and Niagara employers.



Action 2.4

Develop Niagara Education Assets Video

Develop a video to showcase “Niagara’s Education Assets”. The video would support the strategy to re-brand Niagara as a community that has more than an industry base as an economic driver. The video will be posted on as many organization websites as possible and it will be used as part of presentations to students, parents, businesses and community groups by the education partners and Business Education Council.

Success Measures

Potential Partners

Convening Organizations:

Business Education Council of Niagara
Ministry of Community and Social Services
Niagara Region Community Services

Participating Stakeholder Organizations:

Brock University
Collège Boréal
Conseil scolaire de district catholique Centre-Sud (French Catholic)
Conseil scolaire de district du Centre-Sud-Ouest (French Public)
District School Board of Niagara
Niagara Catholic District School Board
Niagara College
Niagara Workforce Planning Board

Outcome Metrics:

1. Existing programs delivered through Niagara’s education system to support the region’s existing and emerging economic base will be identified.
2. Influence of education system on the region’s economic sustainability will be documented.

Lead Organization Role:

Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2010

Strategy 2

Increase innovative forms of education and skills development through strategic alignment and strengthened collaboration among educational institutions and Niagara employers.



Action 2.5

Document Occupation Needs to Support Emerging Clusters

Increase understanding, knowledge, and regional capacity to respond to the occupational needs of identified emerging clusters in Niagara including niche bio-product manufacturing, digital media and software development, environmental, energy and other “green” technologies, health and wellness, and life sciences.

Success Measures

Potential Partners

Convening Organizations:

Brock University
Niagara College
Niagara Economic Development Corporation
Niagara Workforce Planning Board

Participating Stakeholder Organizations:

Ministry of Training, Colleges and Universities
Municipal Economic Development Offices
Related Employers and Employer Associations
Trade Councils and Unions
Vineland Research & Innovation Centre

Outcome Metrics:

1. A model to identify occupations linked to emerging clusters will be documented.
2. Occupations relating to sub-sectors of the “green economy” will be documented.
3. Post-secondary programs that support skills and knowledge needs within emerging cluster occupations for “green economy” will be identified.
4. Model will be utilized to examine additional emerging clusters and sub-sectors.

Lead Organization Role:

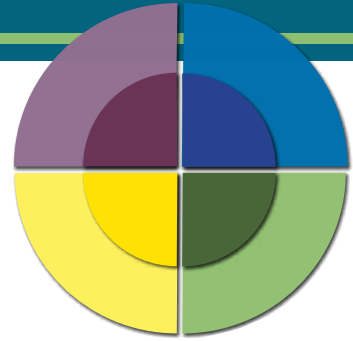
Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2013

Strategy 3

Establish local customized and accessible systems that will inform, support and influence meaningful labour market information and utilization of recruitment strategies for Niagara's employers, job seekers, educators and related supporting organizations.



Action 3.1

Create a Career Web Portal Promoting Professional Level Occupations

Customize and test a centralized Niagara "destination of choice" web portal to support employer recruitment and attraction. The portal will: profile employment opportunities in the region, support recruitment efforts of local employers, complement existing job vacancy promotion efforts, add value to immigrant attraction and integration strategies, and create a channel for specialized job searches relevant to specific search parameters (skill, education or sector). The web platform will incorporate features that prompt networking applications among employers and will enable ease of linkage with existing recruitment and promotion channels.

Success Measures

Potential Partners

Convening Organizations:

Niagara Region
Niagara Workforce Planning Board

Participating Stakeholder Organizations:

Brock University
Canadian Tire Financial Services
Collège Boréal
Employers and Employer Associations
Niagara College
Niagara Health System
people2design
Sitel
St. Lawrence Seaway Management Corporation
Sun Media
Walker Industries

Outcome Metrics:

1. Infrastructure needs are documented and secured.
2. Design and layout piloted in test site.
3. 10-15 professional and management level employment opportunities are profiled monthly as part of a proactive recruitment strategy, during pilot phase of first year.

Lead Organization Role:

Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2012

Strategy 3

Establish local customized and accessible systems that will inform, support and influence meaningful labour market information and utilization of recruitment strategies for Niagara's employers, job seekers, educators and related supporting organizations.



Action 3.2

Conduct Feasibility Study for Local Labour Market Information System

Investigate the feasibility of a sustainable, integrated local labour market information system that enables job seekers, employers, educators, and economic development and support serving organizations to access, understand and utilize current labour market information to make informed decisions.

Success Measures

Potential Partners

Convening Organizations:

Ministry of Training, Colleges and Universities
Niagara Region
Service Canada
Niagara Workforce Planning Board

Participating Stakeholder Organizations:

Brock University
Chambers of Commerce
Collège Boréal
Community-based Service Providers/Organizations
Conseil scolaire de district catholique Centre-Sud (French Catholic)
Conseil scolaire de district du Centre-Sud-Ouest (French Public)
District School Board of Niagara
Local Boards Network
Niagara Catholic District School Board
Niagara College
Niagara Economic Development Corporation

Outcome Metrics:

1. Feasibility study will be completed and endorsed by a minimum of 5 community partners.

Lead Organization Role:

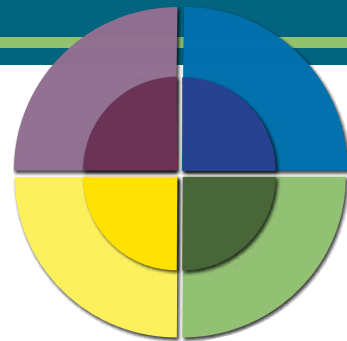
Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2011

Strategy 3

Establish local customized and accessible systems that will inform, support and influence meaningful labour market information and utilization of recruitment strategies for Niagara's employers, job seekers, educators and related supporting organizations.



Action 3.3

Create Labour Market Information Booklet Targeting Learners and Job Seekers

Produce a plain language resource targeting students, parents and educators to inform them on how labour market information can assist the career decision-making process.

Success Measures

Potential Partners

Convening Organizations:
Niagara Workforce Planning Board

Participating Stakeholder Organizations:
Business Education Council of Niagara
Conseil scolaire de district catholique Centre-Sud (French Catholic)
Conseil scolaire de district du Centre-Sud-Ouest (French Public)
District School Board of Niagara
Niagara Catholic District School Board
School Councils (Parents)

Outcome Metrics:

1. Publication content will be introduced into curriculum at the classroom level.
2. Resource will be introduced into career resource centres.

Lead Organization Role:

Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2010

Challenge 2

Small and Medium-sized Enterprise Support

Niagara needs to support its small and medium-sized enterprises (SMEs). As a critical employer base in Niagara, a commitment to strengthening SMEs is essential to the region's economic sustainability. SMEs need access to supports that inform, guide, and direct their human and financial resource development. They are often unaware of resources to support skilled workplace development (e.g. apprenticeship), and access to programs and services for business start up, maintenance, growth and competitiveness is often limited.

The majority of Niagara businesses are small and this trend is becoming further entrenched. From 2001 to 2007, Niagara added more than 3,800 businesses, which represents a 17% increase in the number of firms located in the region. A significant portion of Niagara firms, 55%, employ fewer than 5 people while 73% employ fewer than 10 people. Over this same timeframe, Niagara's share of businesses with 500+ employees remained flat, while Ontario experienced a 19% increase in its number of firms with 500+ employees. From 2001 to 2006, Niagara experienced a 25% increase in the number of earners reporting self-employment income.

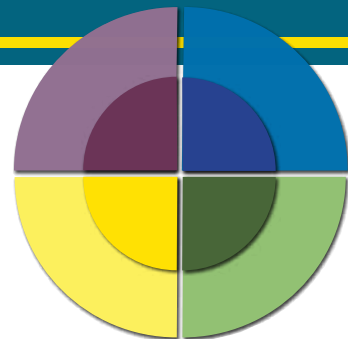
While many of Niagara's small businesses recognize the importance of effective human resource development processes, many do not have the capacity to independently develop a skilled workforce. As businesses mature their need for a more structured and strategic approach to developing their human resources also grows. Yet many regional businesses simply lack the financial and human resource planning and expertise to help businesses develop.

“To have a successful economy in the future, Niagara must be known as a leader in developing a culture of learning and innovation. The top jobs and the greatest investments will go to those regions with the finest education and the most highly skilled workforce.”

— Dan Patterson, President, Niagara College, *Business in Niagara*, February/March 2009

Strategy 4

Increase SME and entrepreneur awareness and access to grants, financial resources, and programs that support their labour market needs. Private, public and non-profit sector collaboration will create a broad, strategic channel to maximize communication and outreach.



Action 4.1

Conduct Business, Retention and Expansion Study

Conduct a business retention and expansion study for Niagara (BR&E).

Success Measures

Potential Partners

Convening Organizations:

Niagara Economic Development Corporation
Ontario Ministry of Agriculture, Food and Rural Affairs

Participating Stakeholder Organizations:

Chambers of Commerce
Employers and Employer Associations
Ministry of Small Business and Consumer Services
Small Business Club of Niagara
Niagara Workforce Planning Board

Outcome Metrics:

1. Funding for BR&E study will be secured.
2. BR&E study will be completed.

Lead Organization Role:

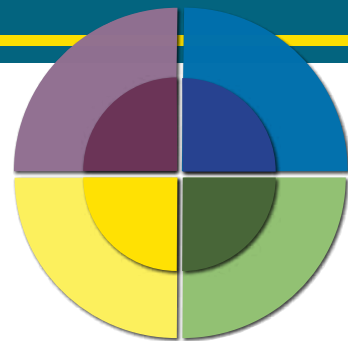
Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2012

Strategy 4

Increase SME and entrepreneur awareness and access to grants, financial resources, and programs that support their labour market needs. Private, public and non-profit sector collaboration will create a broad, strategic channel to maximize communication and outreach.



Action 4.2

Identify Documented Workforce Needs for SMEs

Identify, review and analyze data that has been collected on workforce needs of SMEs in Niagara, documenting findings as part of a gap analysis.

Success Measures

Potential Partners

Convening Organizations:

Brock University
Chambers of Commerce
Niagara College
Niagara Workforce Planning Board

Participating Stakeholder Organizations:

Employers and Employer Associations
Ministry of Small Business and Consumer Services
Municipal Small Business Enterprise Centres
Niagara Economic Development Corporation
Small Business Club of Niagara

Outcome Metrics:

1. Research and surveys conducted during 2005-2008 will be sourced and documented.
2. Analysis of above sourced findings will be examined for identification of common workforce needs.
3. Best practices for data collection will be documented.

Lead Organization Role:

Convene, monitor, market and facilitate implementation of actions to meet outcomes.

Implementation Timelines:

2009-2010

Grounding the Plan in Evidence

This data has been presented as background and evidence to validate the actions and strategies presented in Section 3 of this plan. It summarizes the state of Niagara's current labour market, shows its historical context and attempts to provide insight about future directions, based upon the best available evidence. It presents an interpretation of the key trends, considers Niagara's employment outlook to 2013 and highlights demand projections.

Niagara's Labour Market in Transition¹²

For the past ten years, the cries of looming labour and skills shortages have been frequent and loud.¹³ Then the global financial meltdown hit and at that point, it really didn't matter whether you agreed or disagreed with the forecasts. In the current recession, it may feel that such forecasts will never materialize or matter. For many of us, right now, it's about survival; it's about sustaining our businesses, keeping our jobs, or finding new jobs quickly.

Niagara's labour market is in transition, and certainly the global economic recession that took hold in the third and fourth quarters of 2008, along with the provincial, national and international response to it, will have a tremendous impact upon how quickly, and in what ways, Niagara's labour market transforms. However, Niagara's labour market has been undergoing a major transition for the greater part of two decades, due in large part to shifting demographics, the globalization of trade, innovations in technology, and economic, political and social changes. Some of the most notable and consistent changes include the following trends:

- A continued shift from goods-producing to service-providing sectors and jobs;
- Increased age, diversity and educational attainment levels of the population and labour force;
- Increased proportion of self-employed.

Interpretation of Trends

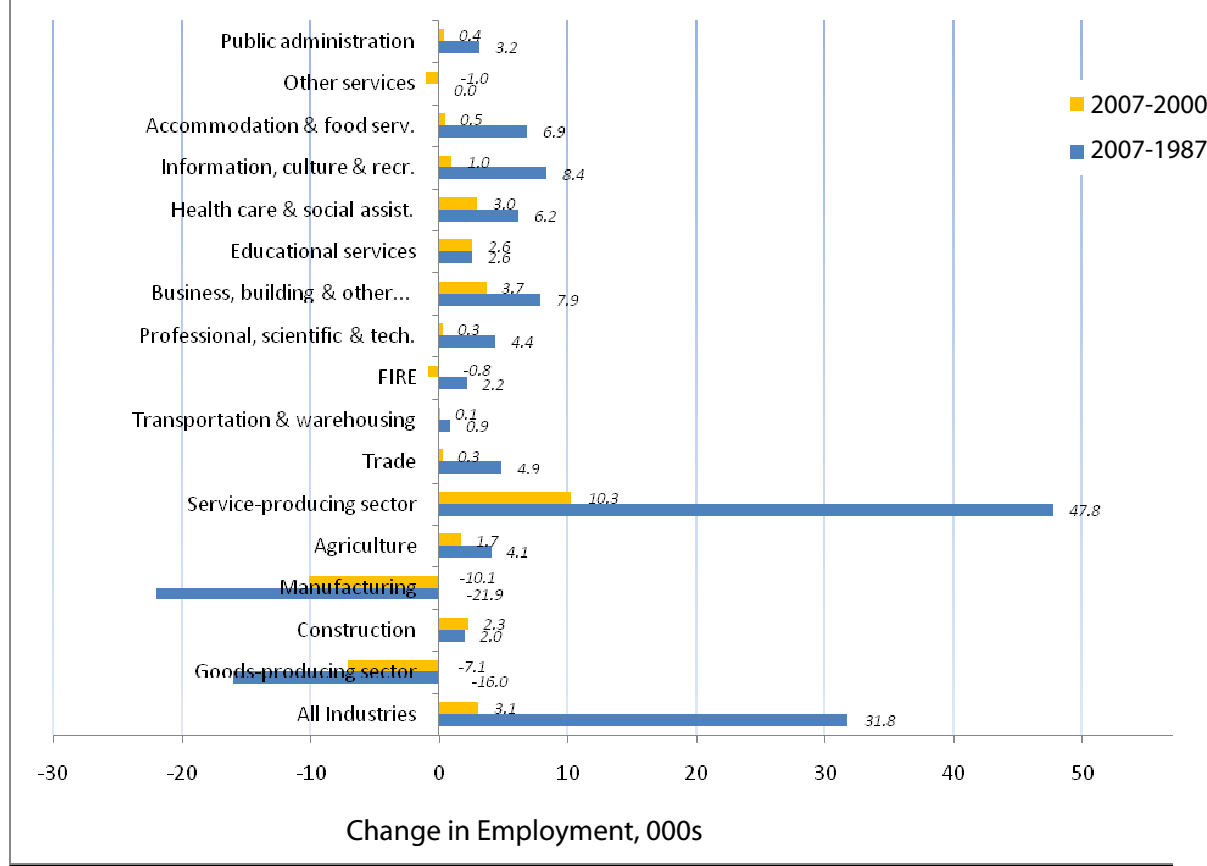
In the mid-80s, the Manufacturing sector accounted for approximately 29% of Niagara's labour force. In 1991, it accounted for approximately 23% of Niagara's labour force, and by 2001 it had declined to approximately 17% of Niagara's labour force. The decline in Manufacturing's share of the region's total employment has continued since 2001, dipping to approximately 12% in 2008. Conversely, Niagara's present-day service sector now employs approximately 75% of Niagara's workforce and accounts for more than 60% of the region's gross domestic product (GDP).

Chart 1 shows Niagara's recent (2000-2007) and historic (1987-2007) employment trends by sector, and illustrates the shifting composition of Niagara's labour force. Currently the leading employment sectors include: Trade (30,000), Manufacturing (23,000), Health Care and Social Assistance (22,000), Accommodation and Food Services (18,500), Construction (13,000) and Educational Services (12,000).

Continued Shift From Goods - Producing to Services - Providing Sectors and Jobs

From 2000 to 2007, Niagara's total employment level experienced a net gain of approximately 3,100 people, with the greatest gains found in Business, Building and Other Support Services (+3,100), Educational Services (+2,600) and Construction (+2,300). Manufacturing (-10,100) accounted for over 90% of the gross losses in Niagara's employment composition. A look at the longer-term period, from 1987 to 2007, shows that recent trends have historical roots. The employment trends within all but one sector, the exception being Finance, Insurance and Real Estate (FIRE), are consistent during both the 1987 to 2007 and 2000 to 2007 periods.

Chart 1 - Changes in Employment by Industry Clusters, Niagara CMA, 2007-1987, 2007-2000



Source: Calculations by Niagara College using data from Statistics Canada, Labour Force Survey

As the composition of Niagara's economic sectors evolves, it follows that its occupational composition evolves as well. Since the mid-80s the biggest decline can be found in the cluster of Occupations Unique to Processing, Manufacturing and Utilities (-8,500), and the largest gains can be found in occupations unique to the service sector, such as Sales and Service Occupations (+16,500), and Occupations in Social Service, Education, Government Service and Religion (+6,600).

One of the concerns about the shift toward the service sector is its greater polarization in incomes and job rewards, relative to the goods-producing sector. In Niagara's service sector, the growth has been most concentrated in the lower service tiers (e.g. Retail Trade, Accommodation and Food Services). A continuation of this trend could lead to a decline in the ratio of quality of jobs within Niagara.

There is no impending labour shortage in Niagara; however, with the exception of selected occupations, our analysis suggests there is a jobs-skills disparity, largely due to the shifting composition of the local economy. A decline in specific industries coupled with gains in very different industries will continue to challenge Niagara's labour force.

Increased Age, Diversity and Educational Attainment Levels of the Population and Labour Force

Since 2000, Niagara's labour force has aged dramatically, relative to its overall population, aged 15+ years. The labour force has experienced a decline in all three categories (population 15+, labour force, and employment) in the 15-24 and 25-44 age groups, a substantial increase in the 45+ year group and a significant increase in the 55+ year group.

Niagara's population is becoming increasingly diverse; since 2001, Niagara's population increased its percentage of visible minorities at a more rapid rate than that of Ontario.¹⁴ From 2001 to 2006, Niagara experienced a 52.1% rise in the number of visible minorities living in the region, with an increase from 17,000 to over 26,000 people. In comparison, Ontario saw a 27.5% rise in its percentage of visible minorities.

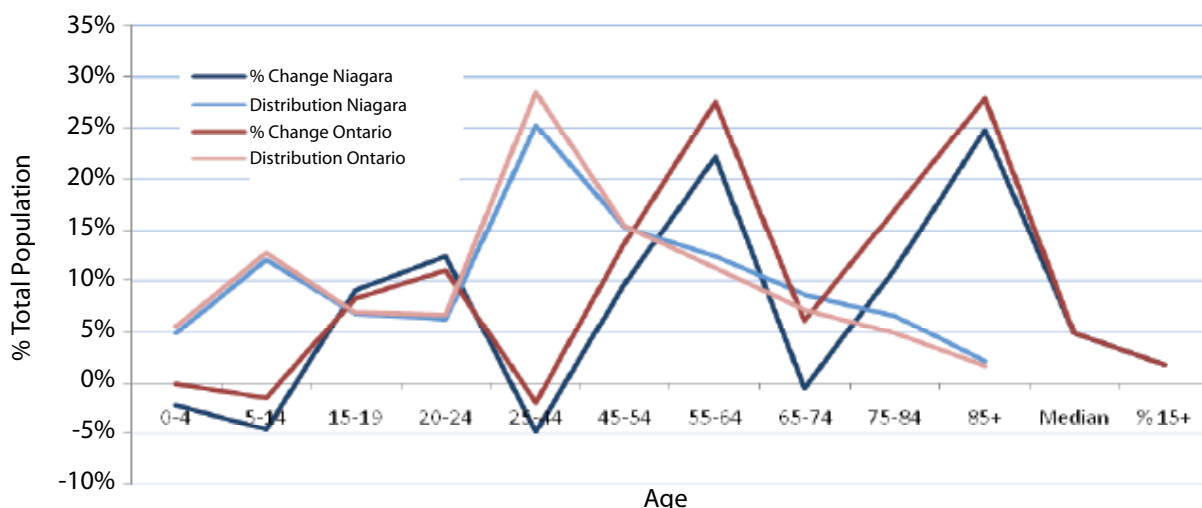
A lower proportion of Niagara residents have attained a university degree, in comparison with Ontario residents; this is the case across all age groups. Approximately 1 in 12 of Niagara's residents possess a bachelor's degree - in Ontario, the number is closer to 1 in 8. The good news is that Niagara's population is better educated than it was ten years ago, or even five years ago. Since 2001, the percentage of its 20+ year-olds with a bachelor's degree or higher has risen from 12.1% to 14.3%. With respect to the two other major post-secondary credentials, namely apprenticeship/trade and college qualifications, Niagara exceeds Ontario's achievements in every age group.

Niagara's continually evolving population is aging, is more diverse, and is better educated. Changes in the make-up of the regional population can have a profound impact upon the regional economy because human behaviour and activity varies over one's lifetime. It has an impact on both the demand for goods, and the production and delivery of goods and services. People generate demand by their choices and/or needs related to housing, transportation, recreation and leisure, education and medical care. For example, in general, demand for medical care increases with age and, to a lesser extent, demand may also increase for finance and insurance services. Through their role in producing and delivering goods and services, people affect the capacity of the regional economy to meet its demand.

An aging population will generally mean a smaller proportion of the population will participate in the labour force. Trends in labour force participation have been toward earlier retirement in recent decades, although there has been a reversal of this trend in recent years. In addition, older workers have historically tended to be less mobile across jobs, firms, occupations, industries and regions, relative to younger workers. Reduced mobility can, for example, add greater challenges to the community's capacity to deal with major changes, such as plant closures.¹⁵

An increasingly diverse and more educated population will expand the demand for new and different goods and services. These attributes also have the capacity to enhance the quality of Niagara's labour force, given that Niagara's increasing diversity is due largely to immigration, and that recent immigrants are, typically, highly credentialed. The current educational requirements for skilled immigrants to enter Canada have increased the difference between the educational attainment levels of recent immigrants and native-born Canadians. Very recent immigrants are more than twice as likely to possess a university degree and four times more likely to have a graduate degree than native-born Canadians.¹⁶ The critical opportunity here lies with Niagara's ability to support newcomers in making effective and efficient transitions to livelihoods that are appropriately supported through utilization of their qualifications. Furthermore, and to differing degrees, the age, diversity and education levels of the population can all have an impact on the productivity and innovative ability of its labour force.¹⁷

Chart 2 - Population Change & Distribution % by Age, Niagara Region & Ontario, 2001, 2006



Source: Calculations by Niagara College using data from Statistics Canada, 2006 and 2001 Censuses

Table 1 – Visible Minority Population, Niagara and Ontario 2001 and 2006

Visible Minority Population	2001	2006	% Change 2001-2006
Niagara	17,355	26,405	9,050
	4.3%	6.3%	52.1%
Ontario	2,153,045	2,745,200	592,155
	19.1%	22.8%	27.5%

Source: Calculations by Niagara College using data from Statistics Canada, 2006 and 2001 Censuses

Increased Proportion of Self-Employed

Niagara is becoming a region of entrepreneurs as evidenced by the 25% increase in the number of earners reporting self-employment income from 2001 to 2006. By comparison, Ontario saw only a 3.5% rise in the number of earners reporting self-employment income.¹⁸ The addition of over 3,800 businesses during the 2001 to 2007 period represents a 17% increase in the number of firms located in the region. Approximately one-half of Niagara's 25,000 businesses have employees; however, over 55% of these firms employ fewer than 5 people and 73% employ fewer than 10 people.

The largest increase in the business sector was found in Professional, Scientific and Technical Service firms. Between 2001 and 2007, Niagara saw an additional 791 businesses established in the Professional, Scientific and Technical Services cluster. This highly skilled cluster includes Management, Scientific and Technical Consulting firms, Computer Systems Design and Related Services, Architectural and Engineering Services, and Specialized Design Services.

Niagara has also experienced an increased proportion of non-standard employment, including employees working seasonally, part-time, and/or under term-specific contracts. Although it is recognized that much of the increase in part-time work can be explained over the long term by rising youth employment, and that much of the increase in self-employment can be explained by the aging of the workforce, the overall trend toward more non-standard work (e.g. contract, part-time, self-employment) has led to, and arguably will continue to produce, a greater polarization of the labour market and increasing economic inequality. We see those employed full-time who also receive benefits, as well as those working in non-standard jobs who earn a lower income, receive few or no benefits and experience frequent bouts of unemployment.

Employment Outlook

Limited Employment Growth Anticipated Over the 2009 to 2013 Period

Based upon recent and forecasted economic activity and output, Niagara can anticipate a decline in employment through 2009 and limited annual growth from 2010 through 2013. Table 2 details specific labour force indicators for Niagara and Ontario, from 2000-2007. Historically, Niagara has had a lower labour force participation rate and employment rate than Ontario, and recent trends (2000-2007) are consistent with this pattern.¹⁹ Niagara's unemployment rate, though consistently higher than Ontario's during the 2000-2007 timeframe, has been more closely aligned with the provincial rate. The 2008 labour force indicators can be found in Table 3.

Table 2 – Labour Force Indicator Trends, Niagara CMA and Ontario, 2000-2008

Year	Participation Rate %		Employment Rate %		Unemployment Rate %	
	Niagara	Ontario	Niagara	Ontario	Niagara	Ontario
2000	64.5	67.0	60.7	63.2	6.0	5.8
2001	62.9	67.3	58.9	63.0	6.3	6.3
2002	63.7	67.7	59.0	62.9	7.4	7.1
2003	64.3	68.5	59.9	63.8	6.8	6.9
2004	62.7	68.4	58.1	63.8	7.4	6.8
2005	63.5	68.0	59.1	63.5	7.0	6.6
2006	62.1	67.7	58.2	63.5	6.4	6.3
2007	63.3	68.0	59.0	63.6	6.8	6.4
2008	64.7	68.1	59.9	63.6	7.4	6.5

Source: Statistics Canada, Labour Force Survey

Table 3 – Labour Force Characteristics, Niagara CMA, 2008-2009

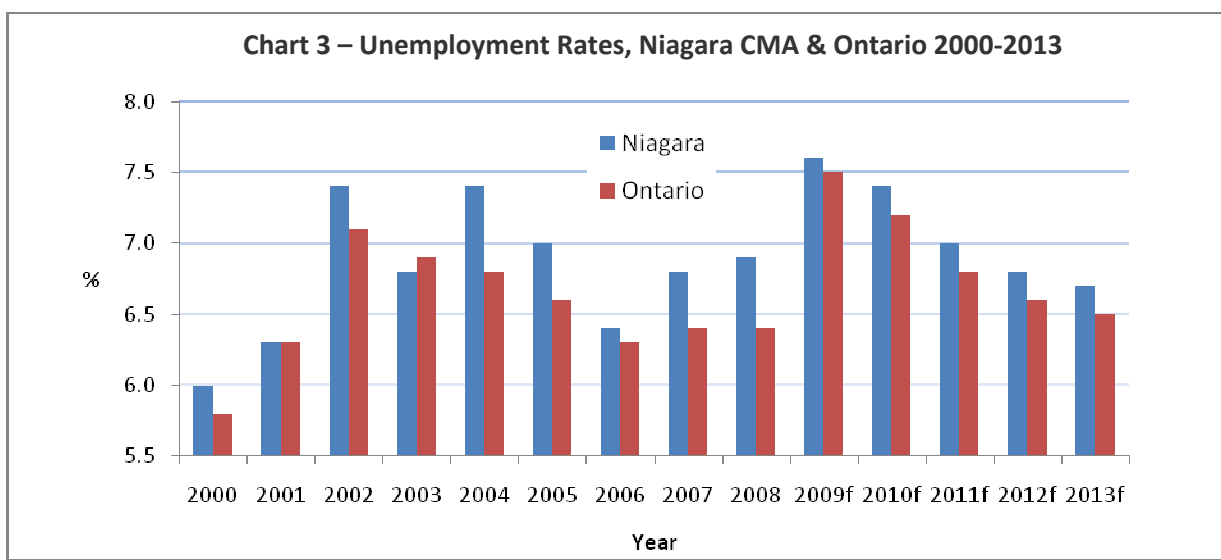
Labour Force Characteristics	January 2008	April 2008	July 2008	December 2008	Annual 2008	January 2009	May 2009
Population, aged 15 and over	328.7	328.8	329.2	329.8	329.3	329.8	329.8
Labour Force	212.8	214.9	213	213.5	213.2	213.4	203.7
Employment	199.6	200.8	202	194.7	197.4	194.7	182.2
Unemployment	13.2	14.1	198	18.7	15.8	18.7	21.5
Participation rate (%)	64.7	65.4	64.7	64.7	64.7	64.7	61.8
Unemployment rate (%)	6.2	6.6	7	8.8	7.4	8.8	10.6
Employment rate (%)	60.7	61.1	60.1	59	59.9	59	55.2

Source: Statistics Canada, Labour Force Survey; Monthly data for CMA are seasonally adjusted ²⁰

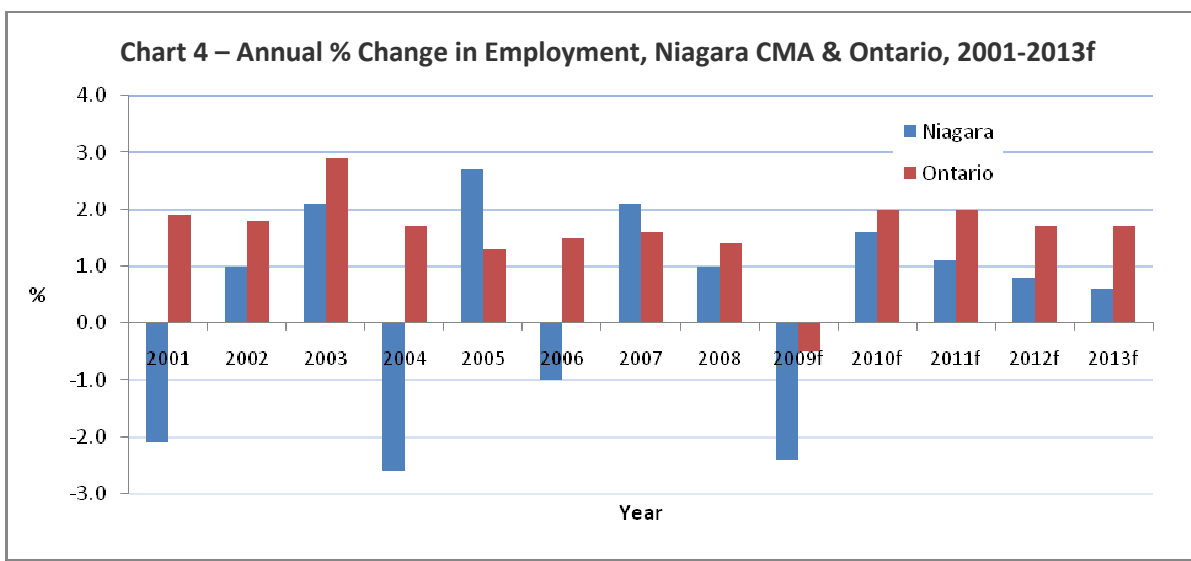
Chart 3 illustrates the recent and projected unemployment rates for Niagara and Ontario, and Chart 4 illustrates their recent and projected change in annual employment. Both sets of data reveal the more volatile nature of Niagara's changing employment structure.

Note that Niagara's unemployment rate is projected to remain above that of Ontario through 2013, with the gap stabilizing through the 2010 to 2013 period. The region's annual unemployment rate has increased thus far in 2009 to over 10% with projections for a decrease to 7.4% in 2010 and further still (to 6.7 %) by 2013.

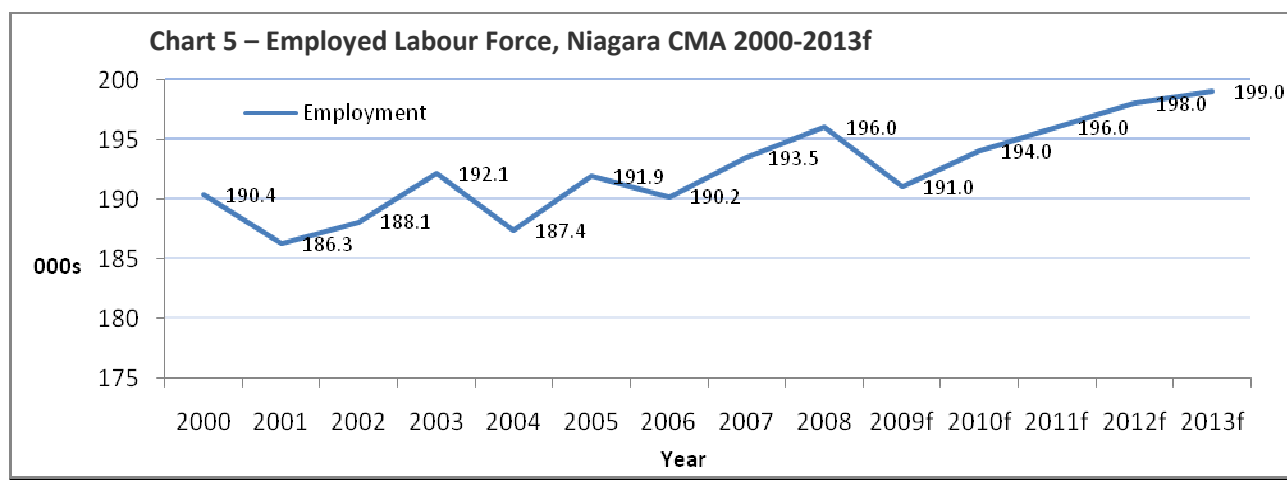
The change in regional employment (see Chart 5) is projected to decrease by 2.4% from 2008 to 2009 (which reflects a decrease of 5,000 people), then grow slowly from 2010-2013. Chart 4 illustrates the projected employment growth through to 2013. Niagara's employed labour force is forecasted to reach 199,000 people by 2013, which represents an increase of 2.84% from 2007 and average annual growth of 0.57%.



Source: Calculations by Niagara College using data from Statistics Canada, Labour Force Survey; Metropolitan Outlook 2, Conference Board of Canada



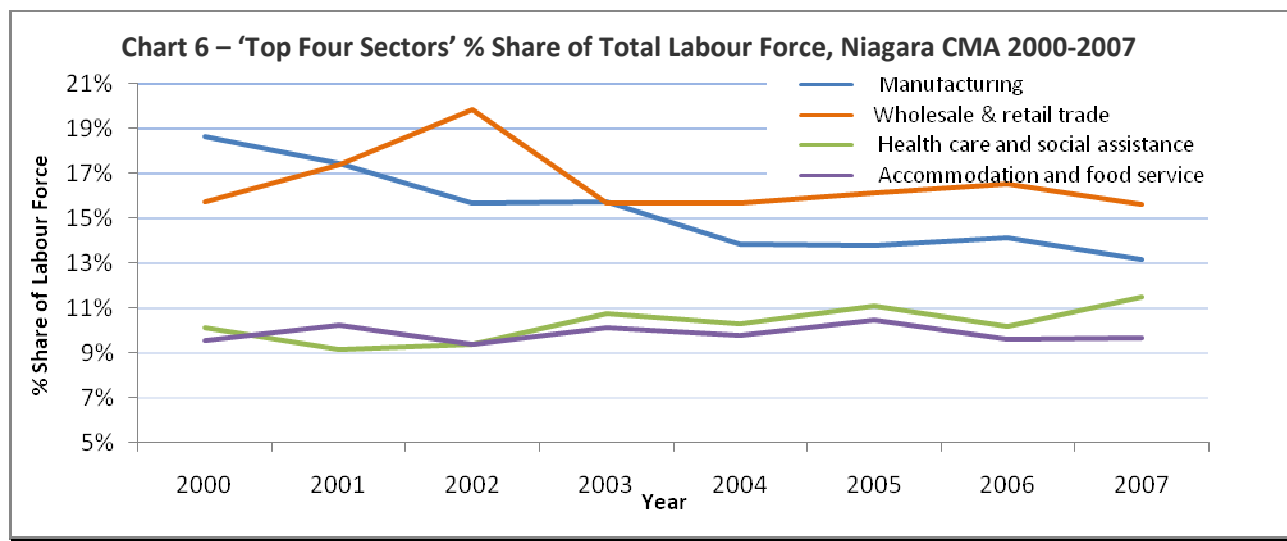
Source: Calculations by Niagara College using data from Statistics Canada, Labour Force Survey; Metropolitan Outlook 2, Conference Board of Canada



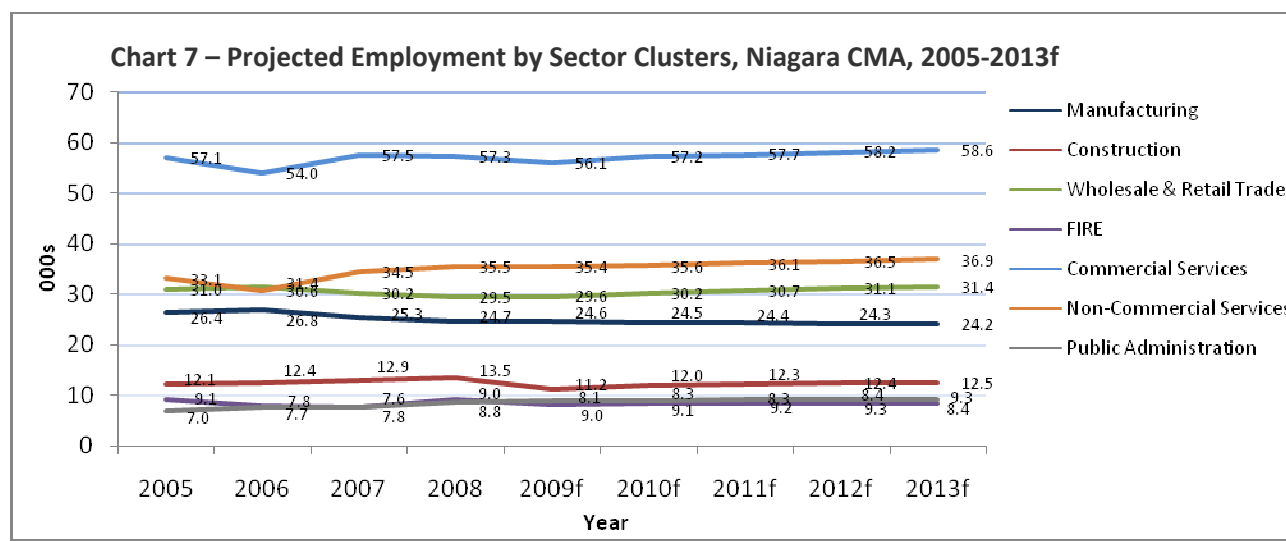
Sources: Labour Force Survey, Statistics Canada; Metropolitan Outlook 2 – Winter 2009, Conference Board of Canada

Non-Commercial and Commercial Services, and Wholesale and Retail Trade Forecasted to Lead Employment Growth from 2009 to 2013

Chart 6 shows the recent changes in the composition of Niagara's labour force by Niagara's four leading sectors and provides the foundation for projecting future trends. Note that the *Manufacturing* sector's share of Niagara's total labour force is expected to continue with the trend it demonstrated through the 2000 to 2007 period, that is decline in 2008 and to a lesser extent in 2009. *Health Care and Social Assistance* is the only one of the top four sectors that saw its share of the regional labour force increase in recent years.



Source: Calculations by Niagara College using data from Statistics Canada, Labour Force Survey



Source: Metropolitan Outlook 2 - Winter 2009, Conference Board of Canada

Chart 7 illustrates projected employment growth by broad sector clusters through to 2013. Non Commercial Services (+1,400), Commercial (+1,300) and Wholesale and Retail Trade (+1,900) are forecasted to lead Niagara's employment recovery through the 2008-2013 period.

Broad Demand Projections

Majority of Near Future Job Openings Will be Driven by Retirements

As of early 2009, a cautious optimism would suggest that Niagara's employment levels will continue to decline (-5,000) over the calendar year. Employment demand will be tied primarily to retirement and replacement needs, specific infrastructure investments, and sectors least susceptible to the current recession. Anticipating some strengthening of the international, Canadian and Ontario economies early in 2010 suggests Niagara may see an average annual employment growth of 0.057% through to 2012. This translates, approximately, to a projected annual growth in employment of 1,250 people for the 2010 to 2012 period. Once again, during this period it is anticipated that the greatest demand will be driven by retirements. Conservative estimates suggest demand due to retiring labour will be in excess of 4,000 people annually, during the 2009 to 2012 period.²¹

Niagara 2031, a growth management strategy to guide development in Niagara for the next 25 years and beyond, informs population projections and employment lands location and usage. . The Province of Ontario has identified the following population and employment forecasts for the Region of Niagara in Schedule 3 of the Places to Grow Plan. The tables below show population and employment forecasts,²² and population, household and employment targets²³ for the Niagara Region.

Table 4 - Region of Niagara, Population and Employment Forecasts

Population				Employment			
2001	2011	2021	2031	2001	2011	2021	2031
427,000	442,000	474,000	511,000	186,000	201,000	209,000	218,000

Source: Schedule 3, Places to Grow, Ministry of Energy and Infrastructure (2006).

Table 4a - Region of Niagara, Population, Household and Employment Targets

Population			
2001	2011	2021	2031
427,000	462,700	509,900	545,400
Household			
2001	2011	2021	2031
162,415	178,250	201,250	221,240
Employment			
2001	2011	2021	2031
186,000	207,420	229,410	243,540

“An increasingly knowledge-based economy has been shown to be more focused on continuous innovation than on previously more industrial eras – and as a result, it is highly dependent on what we might refer to as knowledge-churn – a continuous cycle of generation and dissemination of knowledge within society.”

— Niagara Workforce Planning Board,
Niagara's Labour Market in Transition, March 2009

Projected Demand Opportunities by Sector

In assessing demand opportunities by sector, it is important to recognize from the start that some sectors are not as negatively affected by an economic downturn as others. Good ‘bets’ include *Educational Services*, *Health Care and Social Assistance*, and selected industries within *Public Administration*, such as *Police Services*. Some other sectors, such as *Construction*, may also benefit from government interventions, for example through investments in infrastructure. There are also sectors that tend to have a higher percentage of mature workers, and will therefore experience greater replacement demands due to retiring personnel, for example, industries that are heavily unionized, such as *Educational Services*, *Health Care and Social Assistance*, *Public Administration*, *Utilities*, and larger *Manufacturers*. Sectors that demonstrated employment growth in recent years, such as *Business, Building and Other Support Services*, *Health Care and Social Assistance*, *Construction*, and *Educational Services* also point toward where the greatest demand opportunities may lie.

Emerging industry clusters have also recently been defined by Niagara government, education and business leaders. The Niagara Economic Growth Strategy describes the following four pivotal, emerging industry clusters: *bio-products manufacturing*, *digital/interactive media*, *health and wellness*, and *environmental, energy and other green technologies*.²⁴ These clusters also point toward the vital role of Niagara’s post-secondary institutions in producing skilled labour to match existing and future demand, attracting new employers and investment, and providing and supporting effective innovation and technology transfer.

Projected Demand Opportunities by Occupations²⁵

Table 5 draws attention to specific occupations projected to offer better employment prospects in Niagara over the 2009 to 2012 period. Projections do not include a specified number of jobs for each occupation, rather, they offer a select list of the most promising occupations. The selection of highlighted occupations is based upon an analysis of recent economic and labour force trends, anticipated future economic activity, and employer demand projections.²⁶ Furthermore, projections take into account anticipated replacement needs in existing occupations with a significant proportion of the local labour force, and emerging/new occupations with a smaller/limited local labour force and a demonstrated growth trend.

Table 5a

(complete listing found in 2009 Niagara's Labour Market in Transition Report

<http://www.niagaraworkforceboard.ca/userfiles/file/Supply%20%20Demand%20Report-FINAL%20print%20version.pdf>)

Occupational Demand Highlights, Niagara, 2009-2012	
Specialist managers	Social workers
Finance and insurance clerks	University professors
Clerical occupations	Ministers of religion
Managers in retail trade, food and accommodation services	Program leaders and instructors in recreation, sport and fitness
Customer service, information and related clerks	Janitors, caretakers and building superintendents
Secretaries	Light duty cleaners
Auditors, accountants and investment professionals	Food counter attendants, kitchen helpers and related occupations
User support technicians	Graphic designers and illustrators
Information systems analysts and consultants	Construction trades helpers and labourers
Civil, mechanical, electrical and electronics engineers	Sales representatives, wholesale trade and retail trade
Elementary school and kindergarten teacher	Occupations in travel and accommodation
Registered nurses	Cooks
Licensed practical nurses	Food and beverage servers
Dental hygienists and dental therapists	Security Guards
Specialist physicians	Truck drivers
Physiotherapists	Specialized cleaners
Pharmacists	Automotive service technicians
Nurse aides, orderlies and patient service associates	Landscaping and grounds maintenance labourers
Early childhood educators and assistants	Nursery and greenhouse workers
Post-secondary teaching and research assistants	Labourers in food, beverage and tobacco processing
Community and social service workers	

Table 5b showcases potential occupations which may emerge as Niagara further develops its emerging clusters.

Potential Occupations for Niagara's Emerging Clusters	
Occupations related to Bio Economy Cluster	
Safety/Environmental supervisor	Desktop Publisher
Market research analyst	Materials Management Director
Biostatistician	Occupational Health/Safety
Business Systems analyst	Chemical Process Development Engineer
Research Scientist	Lab assistant
Occupations related to Green Technology Cluster	
Electrical engineers	Mechanical engineer
Industrial truck and trailer operator	Industrial engineer
Welder	Carpenter
Freight labourers	Environment auditor
Inspectors	Surveyors
Occupations related to Digital Interactive Media	
Multimedia author	PC support specialist
Web page developer	Technical support specialist
Games design	Computer programmer
Applications analyst	Warehouse management system developer
Systems test engineer	Animator
Occupations related to Health and Wellness	
Work site analyst	Medical secretary
Ergonomics researcher	Radiology technologist
Occupational therapist	Laboratory technicians
Home care aide	Pharmacologist
Orderly/attendant	Billing clerk
Occupations related the Waste Management and Remediation	
Diesel engine specialist	Invoicing clerk
Truck mechanic	Maintenance and repair worker
Construction equipment operator	Construction labourer
Heavy machinery and trailer driver	Recyclables collector
Hazardous material mover	Operating engineer



Implementation

This document presents a five year plan developed to address the unique requirements of the local labour market in Niagara. The success measures are deliberate and if they appear ambitious, it is because they are; however they do come with expectations. We will only be successful through partnership, collaboration, and a collective commitment to work together. Community engagement and local champions will help establish detailed action plans grounded in implementation strategies and success measures. In achieving this, Niagara will maximize our resources, remain focused on our goal, and strengthen our global competitiveness and regional economic prosperity.

Success Measures

Our outcomes are simply stated while recognizing that they are much more complex to achieve. The strategies focus on the following outcomes:

1. System Integration

Niagara has established strategic alliances to successfully create and sustain an employer-driven and customer-responsive employment support system.

Indicators:

- i. Increase in number of degree and diploma program articulation agreements at post-secondary level
- ii. Increase in short-term and long-term industry specific training programs
- iii. Increase in locally secured co-op and work placement opportunities
- iv. Increase in apprenticeship registrations
- v. Increase in partnerships among community-based agencies

2. Information Access

Niagara has an accessible, meaningful and user friendly labour market information system that is client-centred and informs economic and labour force development.

Indicators:

- i. Increased availability of labour market information relative to existing and emerging economic sectors
- ii. Effective dissemination strategies are validated through evaluation
- iii. Information is directed to the intended audiences in a usable format
- iv. Capacity of recipients to act upon new data and information is increased

3. Labour Force Support

Niagara has increased its supply of appropriately skilled, knowledgeable workers.

Indicators:

- i. Increase in attainment of higher education levels
- ii. Increase in Composite Learning Index (CLI)
- iii. Percentage of population with literacy level 3 or higher has increased
- iv. Scores in Grades 3, 6, and 9 testing have risen
- v. Employment rates in Niagara have increased
- vi. Employment for marginalized populations in Niagara has increased
- vii. Unemployment rates in Niagara have decreased
- viii. Social assistance caseload has decreased

Monitoring

The Niagara Labour Market Planning Committee, in collaboration with Niagara Workforce Planning Board, is committed to this plan and will measure and monitor its implementation. Monitoring criteria and processes are preliminary at this point in the planning process, with opportunity for further development being a part of the implementation stage.

During the life of this plan, we will:

- Strive for quick action to address the critical issues facing our region and our labour market;
- Evaluate actions for current relevancy;
- Validate actions with evidence;
- Measure our results;
- Keep you informed through an annual report to the community;
- Identify lessons learned to ensure continuous improvement;
- Document and celebrate our successes along the way, for it is through our successes that we will build momentum.

This plan is OUR plan for OUR Niagara. Our collective vision is forward-thinking and our approach is innovative, positioning us to be two steps ahead of our competition. Together we can create a Niagara that is poised for opportunity.



*Together we can celebrate a Niagara that is creative
a Niagara that is visionary
a Niagara that is original.*

Appendices



Other Activities

These actions are presented as samples of activities captured in the Niagara Economic Growth Strategy 2009-2012 and the Paths to Prosperity Plan. They are provided here to demonstrate a link with ILLMP but were part of the prioritization process as they have assigned commitments for implementation. The complete plans are available at the following links:

Niagara Economic Growth Strategy 2009-2012

<http://www.niagaracanada.com/content/?page=economicgrowthstrategy>

Paths to Prosperity Plan

http://www.sctchamber.com/images/news/files/paths_to_prosperity.pdf

- A) Strengthen links between business community and business programs at post-secondary level. (SPRING '09) Leaders: Chambers of Commerce, Brock University, Niagara College, Niagara Workforce Planning Board
- B) Link business community into student business plan competitions with a goal of providing start-up assistance to at least two plans per year. (SPRING '09) Leaders: Chambers of Commerce, Economic Development Offices, Small Business Enterprise Centre
- C) Assist SME employers in human resource-related areas including: assessment of education/training needs, applicable workforce development programs, strategic planning, and applied research capabilities. Leaders: Niagara Economic Development Corporation, Niagara College
- D) Catalogue all available services for businesses and ensure that information is provided with advanced technologies. (SUMMER '09) Leaders: Economic Development Offices, Small Business Enterprise Centre
- E) Establish Brock University's Canadian Centre for Lifespan Development and Research as a centre of excellence in the area of studying human development. (SPRING '10) Leaders: Brock University, Niagara Health System, Hotel Dieu Shaver
- F) Working with health care professionals, develop a strategy to increase research capacities at Niagara's post-secondary institutions. (FALL '10) Leaders: Brock University, Niagara College, Niagara Health System, Hotel Dieu Shaver
- G) Develop process to connect post-secondary research capabilities with new regional health care facilities. (FALL '10) Leaders: Niagara Health System, Brock University, Niagara College, Hotel Dieu Shaver
- H) Ensure current post-secondary health care training programs are linked and advanced at new facility and within community care clinics. (FALL '10) Leaders: Niagara Health System, Brock University, Niagara College
- I) Advocate for increased research funding for agriculture at Niagara institutions and companies. Leaders: Chambers of Commerce, Niagara Economic Development Corporation, EDTS
- J) Build stronger collaboration between agricultural sector, greenhouse industry and post-secondary institutions to ensure alignment of research needs, and trained workforce. Leaders: Niagara Economic Development Corporation, Niagara Workforce Planning Board
- K) Build a focused, defined alliance between Cool Climate Oenology and Viticulture, Vineland Research and Innovation Centre and Niagara College, forging a national centre of excellence in grape, wine, and tender fruit research and development. (FALL '09) Leaders: Brock University, Niagara College, Vineland Research and Innovation Centre
- L) Develop green technology programs and research base for alternative energy at Niagara College (SPRING '10) Leaders: Niagara College, Niagara Economic Development Corporation
- M) Develop chemical process focused engineering department at Brock. (FALL '10) Leader: Brock University
- N) Secure a Canada Research Chair in Environmental Studies at Brock University. (FALL '10) Leader: Brock University
- O) Develop LEED certified training programs at Niagara College. (FALL '10)
- P) Create bi-national educational partnerships in strategic employment fields (e.g. international trade, tourism, border security).
- Q) Ensure the Niagara Health & Biosciences Research Complex at Brock includes allocation of space for green-focused research. Leader: Brock University

Demand Highlights, Occupational Cluster A, Niagara, 2009-2012

Management occupations (A)	Sectors, particularly in . . .
Specialist managers	<i>Found in all sectors</i>
Sales, marketing and advertising managers	Retail and Wholesale trade Professional, scientific and technical services
Managers in retail trade, food and accommodation services	Retail Trade Accommodation and food services
Other managers	Construction Finance and insurance <i>Found in all sectors</i>

Demand Highlights, Occupational Cluster B, Niagara, 2009-2012

Business, finance & administrative occupations (B)	Sectors, particularly in . . .
Clerical occupations	Retail and Wholesale trade Transportation and warehousing Credit intermediation and related activities Public administration Administrative and support, waste management and remediation services <i>Found in all sectors</i>
Finance and insurance clerks	Finance and insurance
Customer service, information and related clerks	Administrative and support, waste management and remediation services Finance and insurance Credit intermediation and related activities Retail and Wholesale trade
Secretaries	Professional, scientific and technical services Health care and social assistance Educational services <i>Found in all sectors</i>
Auditors, accountants and investment professionals	Finance and insurance Professional, scientific and technical services Credit intermediation and related activities Public administration
Dispatchers and radio operators Emerging	Transportation and warehousing Truck transportation Administrative and support, waste management and remediation services Public administration

Demand Highlights, Occupational Cluster C, Niagara, 2009-2012

Natural and applied sciences and related occupations (C)	Sectors, particularly in . . .
User support technicians	Administrative and support, waste management and remediation services Professional, scientific and technical services Wholesale trade
Chemical technologists and technicians - Emerging	Chemical manufacturing Professional, scientific and technical services
Construction estimators - Emerging	Construction
Mechanical engineering technologists and technicians - Emerging	Manufacturing Professional, scientific and technical services
Information systems analysts and consultants	Professional, scientific and technical services Public administration Finance and insurance Credit intermediation and related activities
Web designers and developers - Emerging	Professional, scientific and technical services
Database analysts and data administrators - Emerging	Public administration Health care and social assistance
Civil, mechanical, electrical and electronics engineers	Professional, scientific and technical services Construction Public administration Manufacturing
Industrial and manufacturing engineers	Manufacturing
Biological technologists and technicians - Emerging	Professional, scientific and technical services Heritage institutions

Demand Highlights, Occupational Cluster D, Niagara, 2009-2012

Health occupations (D)	Sectors, particularly in . . .
Nurse aides, orderlies and patient service associates	Registered nurses Licensed practical nurses Nursing and residential care facilities Hospitals Ambulatory health care services
Dental hygienists and dental therapists	Ambulatory health care services
Specialist physicians	Physiotherapists Hospitals Ambulatory health care services
Pharmacists	Health and personal care stores
Veterinary and animal health technologists and technicians - Emerging	Professional, scientific and technical services
Optometrists - Emerging	Ambulatory health care services

Demand Highlights, Occupational Cluster E, Niagara, 2009-2012

Occupations in social science, education, government service and religion (E)	Sectors, particularly in . . .
Community and social service workers	Social assistance Nursing and residential care facilities
Early childhood educators and assistants	Social assistance Other services (except public administration)
Post-secondary teaching and research assistants	Elementary school and kindergarten teachers Educational counsellors - Emerging University professors Educational services
Business development officers and marketing researchers and consultants	Professional, scientific and technical services Educational services Transportation and warehousing Wholesale trade
Lawyers	Professional, scientific and technical services
Recreation, sports and fitness program supervisors and consultants - Emerging	Amusement, gambling and recreation industries Other services (except public administration)
Social policy researchers, consultants and program officers - Emerging	Public administration Other services (except public administration)
Social workers	Social assistance Nursing and residential care facilities Ambulatory health care services
Ministers of religion	Religious, grant-making, civic, and professional and similar organizations

Demand Highlights, Occupational Cluster F, Niagara, 2009-2012

Occupations in art, culture, recreation and sport (F)	Sectors, particularly in . . .
Program leaders and instructors in recreation, sport and fitness (e.g. lifeguards, fitness instructors, golf instructor, recreation program leader)	Amusement, gambling and recreation industries Accommodation services Nursing and residential care facilities
Graphic designers and illustrators	Printing and related support activities Professional, scientific and technical services Publishing and information services
Authors and writers - Emerging	Performing arts, spectator sports and related industries Publishing and information services
Professional occupations in public relations and communications	Other services (except public administration) Performing arts, spectator sports and related industries Professional, scientific and technical services
Library and archive technicians and assistants - Emerging	Publishing and information services Educational services
Painters, sculptors and other visual artists - Emerging	Performing arts, spectator sports and related industries
Film and video camera operators - Emerging	Publishing and information services Motion picture and sound recording industries

Demand Highlights, Occupational Cluster G, Niagara, 2009-2012

Sales and service occupations (G)	Sectors, particularly in . . .
Light duty cleaners	Accommodation services Administrative and support services Amusement, gambling and recreation industries Nursing and residential care facilities Hospitals Other services (except public administration)
Cooks	Accommodation and food services Nursing and residential care facilities
Janitors, caretakers and building superintendents	Educational Services Accommodation services Administrative and support services
Specialized cleaners	Repair and maintenance Retail trade Administrative and support, waste management and remediation services
Casino occupations	Arts, entertainment and recreation
Sales representatives, wholesale trade and retail trade	Retail and Wholesale trade
Occupations in travel and accommodation	Food counter attendants, kitchen helpers and related occupations Food and beverage servers Accommodation services
Security Guards	Administrative and support services Amusement, gambling and recreation industries Accommodation services Public administration
Police officers and firefighters	Local, municipal and regional public administration
Estheticians, electrologists and related occupations - Emerging	Personal and laundry services Retail trade
Pet groomers and animal care workers - Emerging	Personal and laundry services Arts, entertainment and recreation Retail trade

Demand Highlights, Occupational Cluster H, Niagara, 2009-2012

Trades, transport and equipment operators and related occupations (H)	Sectors, particularly in . . .
Truck drivers	Truck transportation Wholesale trade Construction
Construction trades helpers and labourers	Construction Transportation and warehousing
Automotive service technicians	Repair and maintenance Motor vehicle and parts dealers Transportation and warehousing
Residential and commercial installers and servicers - Emerging	Construction Retail trade
Electricians (except industrial and power system)	Construction Amusement, gambling and recreation industries
Public works and maintenance labourers	Local, municipal and regional public administration Administrative and support, waste management and remediation services
Cabinetmakers - Emerging	Furniture and related product manufacturing Construction
Refrigeration and air conditioning mechanics - Emerging	Construction
Structural metal and platework fabricators and fitters	Fabricated metal product manufacturing Primary metal manufacturing Transportation equipment manufacturing
Roofers and shinglers - Emerging	Construction
Gas fitters - Emerging	Construction Utilities
Plasterers, drywall installers and finishers and lathers - Emerging	Construction Building material and supplies wholesaler-distributors
Cable television service and maintenance technicians - Emerging	Construction Broadcasting and telecommunications

Demand Highlights, Occupational Cluster I, Niagara, 2009-2012

Occupations unique to primary industry (I)	Sectors, particularly in . . .
Landscaping and grounds maintenance labourers	Administrative and support services Heritage institutions Accommodation services
Nursery and greenhouse workers	Farms Farm product wholesaler-distributors
Farmers and farm managers	General farm workers Harvesting labourers - Emerging Farms

Demand Highlights, Occupational Cluster J, Niagara, 2009-2012

Occupations unique to processing, manufacturing and utilities (J)	Sectors, particularly in . . .
Labourers in food, beverage and tobacco processing	Food manufacturing Beverage and tobacco product manufacturing Food, beverage and tobacco wholesaler-distributors
Furniture finishers and refinishers - Emerging	Furniture and related product manufacturing

Potential Employment Related to Bio-Economy Cluster

Clinical Research	Clinical Operations Manager Clinical Research Manager	Research Scientist Research Associate
Communications	Public Relations Director Communications Manager Communications Officer Graphic Designers	Desktop Publisher Website Administrator Writer Translator
Customer Services	Customer Service Manager Customer Service Supervisor	Customer Service Rep
Distribution, Logistics and Supply	Materials Management Director Distribution Manager Warehouse Manager Inventory Control Manager Transportation Manager Maintenance Supervisor Maintenance Technician	Plant Engineer Plant Manager Warehouse Supervisor Inventory Control Shipping/Receiving Materials Handler Truck Drivers
Finance and Accounting	Internal auditing Controller Finance	Accounting Payroll Credit and collections
General Management	Administrative Manager HR Management Training and Development Recruiter Occupational Health/Safety Facilities Management	Construction supervision Executive Assistant Administrative Assistant Clerical staff Mail and filing staff Reception

Potential Employment Related to Bio-Economy Cluster		
Information Technology	Network Manager Technical support staff Systems Administration	Software Programmer Warehouse Management System Developer Business Systems Analyst
Legal	Legal advisor Patent advisor	
Manufacturing	Operations Manager Process Development Engineer Production Supervision Chemical Process Development	Engineer Project Engineer Plant staff
Marketing	Marketing Manager Product Management and Promotion	Market research analyst Product associates/sales
Quality Control	Safety/Environmental supervisor Quality control auditor	Quality control technician Regulatory control staff
Research and Development	Lab Services Manager Project Manager Scientist Organic chemist Medicinal chemist Analytical chemist Molecular Biologist Microbiologist Process Development Chemist	Formulation Chemist Geneticist Metrologist Biostatistician Biomass Gasification specialist Toxicologist Research Associates Lab Technician Lab assistants

Potential Employment Related to Digital Interactive Media Technologies and Software Development		
Interactive Digital Media Sector	2D/3D artist Animator Audio/video engineer Designer Graphic Artist Media Specialist Media/Instructional Designer Multimedia author Multimedia authoring specialist Multimedia developer Multimedia specialist Streaming Media Specialist Virtual Reality Specialist Producer	Production assistant Programmer Web administrator Web programmer Web designer Web producer Web specialist Web page developer Website developer Webmaster Games development management Games design Games programming

Potential Employment Related to Digital Interactive Media Technologies and Software Development

Programming and Software Development	Programming/software engineer Applications analyst Computer engineer Data Modeler Operating system designer/engineer Operating system analyst Operating system programmer Program manager Project lead	Software applications specialist Software applications architect Software design engineer Software development engineer Quality Assurance specialist Systems analyst Systems administrator Systems test engineer Systems tester
Network Design and Administration	Network Design Information systems administrator Data communications analyst Information systems operator Information technology engineer Document specialist Electronic publications specialist Instructional designer Desktop publisher Online publisher Publications writer Product support engineer Systems designer Network Administrator Analyst Knowledge Architect Operations analyst Security analyst Transport Administrator PC support specialist Systems support lead PC Systems coordinator	Analysis and Integration Application integrator Business continuity analyst Systems manager Warehouse management designer E-Business specialist Electronic transactions implementer Systems engineer Systems analyst Technical support specialist Training & Development specialist User support specialist Telecommunications network technician Systems integrator Support Analyst Call centre support representative Customer liaison Customer service professional Sales support technician Support engineer Testing engineer
Specialized Design Services	Civil engineer Computer hardware engineers Electrical engineers Electronics engineers Industrial engineers Materials engineers	Mechanical engineers Architectural and civil drafters Electronic and electrical engineering technicians Market research analysts
Advertising Motion picture and video	Art directors Computer programmers Graphic designers Network and computer administrators Multimedia artists and animators	Merchandise displayers Producers and directors Public relations specialists Writers and authors

Potential Employment Related to Green Technology Services Cluster

Wind Power

Power Generation and Supply	Electrical power line installer Electrical power line repairer Customer service representative Electrical powerhouse repairs Electrical substation repairs Electrical relay repair Electronic powerhouse repair Electronic substation repair Electronic relay repair Supervisor of mechanics	Supervisor of installers Supervisor of repairers Electrical engineers Control and valve installer Control and valve repairer Electrician Manager of production Manager of operations Technical director
Aluminum and Metal milling and production Alloy and Steel Manufacturing Steel Manufacturing from purchased steel Alumina and aluminum production Other nonferrous metal production Foundries Spring and Wire product manufacturing Machine shops and threaded product manufacturing Other fabricated metal product manufacturing Agricultural, construction and mining machinery manufacturing Forging and Stamping Architectural and Structural Metal manufacturing Hardware Manufacturing Coating, engraving and heat treating metals	General maintenance and repair Rolling machine setter Rolling machine operator Rolling machine tender Manager of production Manager of operations Metal refining furnace operator Industrial truck and trailer operator Metal pourer Metal caster Crane/tower operator Freight labourer Stock labourer Material mover Industrial machinery mechanic Production worker Cutting, punching and setting machine setters (metal and plastic) Cutting, punching and setting machine operators (metal and plastic) Extruding and drawing machine setters Extruding and drawing machine operators Multiple machine tool setter Welder Cutter Solderer Brazier Manager of production Manager of operations Inspectors Testers Sorters	Samplers Weighers Freight labourers Material mover Maintenance and repair Metal Pourer Metal Caster Grinding and polishing worker Grinding, lapping, polishing and buffing machine tool setter Computer controlled machine tool operator Assembler Fabricator Lathe and turning machine tool operators Lathe and turning machine tool setters Structural metal fabricators Engine assemblers Machine assemblers Computer controlled machine tool operator Computer controlled machine operator Plating and coating machine setters Plating and coating machine operator Coating, painting and spraying machine setter Coating, painting and spraying machine operator Heat treating equipment setter Heat treating equipment operator

Wind Power		
Turbine and power transmission equipment manufacturing	Team assembler Machinist Mechanical engineer Multiple machine tool operator Multiple machine tool setter	Computer controlled machine operator Computer controlled machine setter Industrial engineer Tool and die maker Quality control
Motor vehicle parts manufacturing		
Electrical equipment manufacturing	Electrical and electronic equipment assembler Coil winder Finisher Electromechanical equipment assembler	Shipping/receiving Traffic clerk Extruding and drawing machine setters Extruding and drawing machine operators
Other electrical equipment and component manufacturing		
Aerospace product and parts manufacturing	Aircraft structure, surface, rigging and systems assembler Aircraft mechanic Service technician Machinist Inspector Tester Sorter Sampler	Weigher Engineer (other) Industrial engineer Computer software engineer Systems software engineer Mechanical engineer Manager of production Manager of operations Purchasing agent
Ship and ship building	Welder Cutter Solderer Brazier Team assembler Structural metal fabricator Structural metal fitter	Mechanical engineer Mechanical drafter Plumber Pipefitter Steamfitter Carpenter Electrician
Electrical equipment manufacturing	Electrical and electronic equipment assembler Coil winder Finisher Electromechanical equipment assembler	Shipping/receiving Traffic clerk Extruding and drawing machine setters Extruding and drawing machine operators
Other electrical equipment and component manufacturing		
Administrative	Site manager Accounting Reception Sales Communications specialist Marketing specialist	Public relations representative Human Resources Planning consent representative Landowner negotiation specialist Policy analyst
Non Technical		
Planning		
Human Resources		
Public Relations		

Software Applications		
WAsP Wind Farmer WindFarm WindPro	Program/software engineer Operating system engineer Program manager Software applications specialist	Systems analyst Systems administrator Systems tester
Emerging Environmental Careers		
	Aggregate Resource Inspector Arborist Energuide and Quality Control Environmental Assessor Environmental Coordinator Environmental Director Environmental Farm Plan Rep Environmental representative Fish and Wildlife Technical Specialist Forest and Soils Supervisor Geothermal installer Geothermal System Designer Health Care Environment, Health and Safety Specialist	Home Energy Evaluator Horticultural Worker Organic inspector Recycled Materials Salesperson Renewable Energy Products salesperson Senior Lands and Water Specialist Solar Panel Chemical Process Technician Stack sampler Stewardship Program Coordinator Wastewater Inspector Water Pollution Control Operator
Potential Employment Related to Health and Wellness Cluster		
Pharmaceutical and medicine manufacturing	Packaging and filling machine operators and tenders Chemists Atmospheric scientist Bacteriologist Biochemist/molecular biologists Biophysicist Biotechnologist Botanist Cell geneticist Environmental scientist Microbiologist Molecular chemist Pharmacologist Serologist Toxicologist Bacteriology technician Biochemistry technician	Biological technician Herbarium technician Pharmacology technician Serology Technician Mixing and blending machine setters, operators and tenders Chemical equipment operators and tenders Chemical technicians Inspectors Sorters Samplers Weighers First line supervisors production First line managers operating First line supervisors operating First line managers production

Potential Employment Related to Health and Wellness Cluster

Medical Equipment and supplies manufacturing	<ul style="list-style-type: none"> Dental laboratory technicians Team assemblers Ophthalmic laboratory technicians First line supervisor of production First line manager of production First line supervisor of operating First line manager of operating Inspectors Testers Sorters 	<ul style="list-style-type: none"> Samplers Weighers Medical appliance technicians Customer service representatives Dental laboratory technicians Team assemblers Ophthalmic laboratory technicians First line supervisor of production First line manager of production First line supervisor of operating
Offices of Physicians	<ul style="list-style-type: none"> Medical assistant Registered nurse Reception clerk Medical secretary Physicians Surgeons 	<ul style="list-style-type: none"> Practical nurses Vocational nurses Billing clerks Office manager Family practitioner General practitioner
Other health practitioners	<ul style="list-style-type: none"> Physical therapist Medical assistant Reception clerk Medical secretary Office clerk 	<ul style="list-style-type: none"> Chiropractors Physical therapy assistant Optician Physical therapy aide
Outpatient care centres	<ul style="list-style-type: none"> Registered nurse Mental health social worker Substance abuse social worker Medical assistant Social service assistant Human resource assistant Behaviour counsellor 	<ul style="list-style-type: none"> Practical nurse Vocational nurse Nursing aide Orderlies Attendants Medical secretary Reception clerk
Medical and diagnostic laboratories	<ul style="list-style-type: none"> Healthcare support worker Medical lab technologist Clinical lab technologist Radiology technologist Courier/messenger Customer service representative 	<ul style="list-style-type: none"> Medical secretary Billing clerks Reception clerks Physician Surgeon

Potential employment related to Health and Wellness Cluster

Home health care services	<ul style="list-style-type: none"> Home health aide Personal aide Home care aide Registered nurse Practical nurse Vocational nurse Nursing aide Orderly 	<ul style="list-style-type: none"> Physical therapist Office clerk Medical services manager Health services manager Medical health social workers Public health social workers General manager
Residential mental health facilities	<ul style="list-style-type: none"> Home health aide Social service assistant Human services assistant Nursing aides Orderly Attendants Personal care aide Home care aide 	<ul style="list-style-type: none"> Rehabilitation counsellor Mental health counsellor Child care worker Mental health social worker Substance abuse social worker Behavioural disorder counsellors Registered nurse
Kinesiology	<ul style="list-style-type: none"> Strength and Conditioning coach Rehabilitation therapists Vocational and occupational therapists Special population adaptive specialist Functional abilities evaluator Ergonomist Exercise prescription counsellor Private industry researcher 	<ul style="list-style-type: none"> Fitness appraiser Equipment Designer Insurance investigator Work site analyst Chiropractics Massage therapy Reflexology
Physical Education	<ul style="list-style-type: none"> Teacher Educational administrator Program coordinator Professor Special education teacher Sport equipment designer 	<ul style="list-style-type: none"> Adaptive equipment research associate Ergonomics researcher Community/team/Professional coach Coach certificate instructor Athletic director Active living consultant

Potential employment related to Health and Wellness Cluster

Recreation and Leisure	Sports consultant/coordinator	Personal trainer/aerobics instructor
	Fitness instructor	Wellness counsellor
	Program evaluation consultant	Sports information director
	Special event coordinator	Health club director
	Cultural activities	Dance instructor
	Aquatics instructors	Park ranger
	Child/youth camp counsellors	Recreation manager
	Senior programs	Statistician
	Recreation manager	Sport facility administrator
	Youth Correction agency activity coordinator	
Health and Wellness Education	Therapy	Lifestyle/addictions counselling
	Acupuncture	Nutritionist/dietician
	Disability management	Homeopathy
	Family counselling	Spiritual counselling
	Holistic research	Stress management

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3. More education, less employment: Immigrants and the labour market, Canadian Council on Learning, 2008
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13. The cries have sounded nationally, provincially and regionally. A few examples include Performance and Potential, 2000-2001, Conference Board of Canada, 2001; Ontario's Looming Labour Shortage Challenges, The Conference Board of Canada, 2007; Confronting The Jobs Challenge: A Niagara Human Resource Strategy, eEconomics Consulting, 2000
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18. Source: Statistics Canada, Income Trends in Canada 1976-2006, Survey of Labour and Income Dynamics

19. The labour force participation rate is defined as the ratio of the labour force to the working age population (population aged 15 and older), expressed in percentages. The labour force participation rate is a measure of the extent of an economy's working-age population that is economically active.

The employment rate is defined as the number of persons who are employed expressed as a percentage of the population aged 15 and older. The employment rate for a particular group – by age, gender, or marital status, for example – is the number in that group who are employed expressed as a percentage of the population for that group.

The unemployment rate is the number of unemployed persons expressed as a percentage of the labour force. The unemployment rate for a particular group – by age, gender, or marital status, for example – is the number in that group who are unemployed expressed as a percentage of the labour force for that group.

20. Fluctuations in economic time series are caused by seasonal, cyclical and irregular movements. A seasonally adjusted series is one from which seasonal movements have been eliminated. Seasonal movements are defined as those which are caused by regular annual events such as climate, holidays, vacation periods and cycles related to crops, production and retail sales associated with Christmas and Easter. It should be noted that the seasonally adjusted series contain irregular as well as longer-term cyclical fluctuations. The seasonal adjustment program is a complicated computer program which differentiates between these seasonal, cyclical and irregular movements in a series over a number of years and, on the basis of past movements, estimates appropriate seasonal factors for current data. On an annual basis, the historic series of seasonally adjusted data are revised in light of the most recent information on changes in seasonality

Seasonally adjusting data helps users create projections and forecast more accurately, by removing the estimated effect of normal, cyclical changes. Unadjusted series reflect the actual value, and is subject to severe fluctuations. Using unadjusted numbers can be of value when evaluating longer-term series (e.g. several years) and in helping to identify shifts and trends over time. Source: Statistics Canada, 2008

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25. A more comprehensive list of demand occupations, including occupations in both current and emerging industry clusters, and by sector, can be found in Tables 32 to 41, in Section 7 of the Niagara Workforce Planning Board's supply and demand report, that was released in February 2009
26. Niagara's Labour Market In Transition, a labour supply and demand study by Niagara Workforce Planning Board, February 2009



Niagara Workforce Planning Board

Our Vision is Working

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