Peel Halton Workforce Development Group

33 City Centre Drive, Suite 545, Mississauga, ON L5B 2N5

ph 905.306.9588 • toll free 1.800.431.7774 • fx 905.306.9590 • info@phdtrain.com

www.peelhaltonworkforce.com

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EMPLOYMENT ONTARIO

LOCAL LABOUR MARKET PLAN 2011

Peel Halton Workforce Development Group

Trends, Opportunities, Priorities (TOP) Report

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Background

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

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

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

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

Introduction

Each year, the Peel Halton Workforce Development Group issues a report that summarizes its views on labour market trends in the local area and identifies its action plan for the following year. This report is based on several key inputs:

- Analysis of labour market data;
- Information from key informants (individuals knowledgeable about local economic dynamics and trends);
- Interviews and consultations with local employers;
- Consultations with key stakeholders (individuals engaged in activities related to the labour market, workforce development and/or employment services).

This year the data analysis has continued to rely on Statistics Canada 2006 Census data, as well as Statistics Canada Canadian Business Patterns data for December 2008 and June 2010.

Key informants contributing their insights to this report were typically senior staff from municipal economic development offices and from local boards of trade/chambers of commerce. In addition, there were several recent reports documenting employer challenges and workforce development challenges that provided useful and timely material. The Halton Region Employment and Social Services department undertook a survey of over 400 small and medium-sized employers, which offered a representative cross-section of employers' practices, while the Burlington Economic Development Corporation engaged in an extensive analysis of the future direction of manufacturing in their municipality. We are pleased to highlight some of their findings and analysis in our report, as we believe these are helpful additions to local knowledge.

Further information from employers was also gleaned from on-going discussions and interviews that were part of other PHWDG projects, including our exploration, together with the Canadian Supply Chain Sector Council, of workforce development needs in the wholesale trade, transportation and warehousing industries.

Finally, the report also benefitted from a broader consultation event with local workforce development stakeholders, where participants contributed their views on current labour market priorities and deliberated on appropriate initiatives that the PHWDG and its partners should pursue in the upcoming year.

The PHWDG wishes to thank its many partners and stakeholders for their engagement in the work of the PHWDG. Without your input and your follow-through, our efforts and our impacts would be much diminished.

OVERVIEW OF LOCAL LABOUR MARKET INDICATORS

Economic Base Of Peel And Halton – Local Jobs

To understand a community's labour market trends, one needs to start with a base: what is the make-up of local industries and how has that changed recently? A starting point is the 2006 Census, which provides data for what jobs were actually present in Peel and Halton, by major industry categories.

Table 1: Number and distribution of jobs, Peel, Halton and Ontario, 2006

INDUSTRY	NUMBER		PERCENTAGE		
	Peel	Halton	Peel	Halton	Ontario
11 - Agriculture, Forestry, Fishing, Hunting	1815	1980	0.3%	1.0%	1.8%
21 - Mining, Quarrying, and Oil and Gas	1130	565	0.2%	0.3%	0.4%
22 - Utilities	1985	995	0.4%	0.5%	0.8%
23 – Construction	16195	6765	3.0%	3.5%	3.2%
31-33 Manufacturing	105015	35545	19.4%	18.1%	14.8%
41 - Wholesale Trade	56785	15240	10.5%	7.8%	4.9%
44-45 Retail Trade	61020	25945	11.3%	13.2%	11.8%
48-49 Transportation and Warehousing	55575	7035	10.3%	3.6%	4.0%
51 - Information and Cultural Industries	11340	4240	2.1%	2.2%	2.7%
52 - Finance and Insurance	25515	8790	4.7%	4.5%	5.4%
53 - Real Estate and Rental and Leasing	11380	4115	2.1%	2.1%	2.1%
54 - Professional, Scientific and Technical	41690	15845	7.7%	8.1%	7.5%
55 - Management of Companies	900	425	0.2%	0.2%	0.1%
56 - Administrative and Support*	23900	6595	4.4%	3.4%	3.9%
61 - Educational Services	28085	12510	5.2%	6.4%	7.0%
62 - Health Care and Social Assistance	32890	15675	6.1%	8.0%	10.1%
71 - Arts, Entertainment and Recreation	4975	4385	0.9%	2.2%	2.1%
72 - Accommodation and Food Services	25625	13015	4.7%	6.6%	6.6%
81 - Other Services (except Public Admin)	20765	10160	3.8%	5.2%	4.8%
91 - Public Administration	15400	6090	2.8%	3.1%	6.0%
TOTAL	541985	195915	100.1%	100.0%	100.0%

Source: Statistics Canada, Census 2006

The two digits in front of each industry title is the 2-digit code from the North American Industry Classification System (NAICS), a hierarchical system that subdivides down to six digits.

* The full title is 56 – Administrative and Support, Waste Management and Remediation Services

Based on this table, both Peel and Halton have larger Manufacturing and Wholesale Trade sectors, and Peel also has a larger Transportation and Warehousing sector. On the other hand, both Peel and Halton appear to have smaller Educational Services, Health and Social Assistance, and Public Administration sectors.

Some sectors are considerably under-counted when one looks only at jobs located in Peel or Halton because some people work at jobs that have no fixed workplace and so cannot be ascribed to one location or municipality. Some 10% of all jobs have no fixed workplace, but that proportion is much higher in certain industries: approximately half of jobs in Construction, and some one quarter of jobs in Transportation and Warehousing, and in Administrative and Support, are jobs with no fixed workplace.

Several sectors stand out where the proportion of Peel or Halton residents working in jobs that have no fixed workplace is significantly higher than the same proportion for all Ontario.

Table 2: Industry sectors with higher proportion of residents employed in jobs with no fixed workplace, Peel and Halton, 2006

INDUSTRY	NUMBER		PERCENTAGE		
	Peel	Halton	Peel	Halton	Ontario
41 - Wholesale Trade		1205		5.9%	3.7%
48-49 Transportation and Warehousing	12580		18.6%		11.6%
54 - Professional, Scientific and Technical		1830		9.0%	6.1%

Source: Statistics Canada, Census 2006

Labour Market Trends – Peel And Halton

In addition to Census data collected every five years, and labour force data (collected monthly, but a much smaller survey), Statistics Canada also collects information twice a year about Canadian businesses. This data provides an excellent and current picture about employers in an area. Unfortunately, this survey does not collect data about number of employees, but it does note the size category of each company (for example, 1-4, 5-9, 10-19 employees, and so on, until 500+ employees). It is possible to make some estimates of employment, based on average employment figures for each size category, by industry.

There are two drawbacks to this approach: firstly, there are no reliable figures for the averages for firms with over 500 employees. For a jurisdiction such Peel or Halton, this is an issue because there are over 100 firms in this category across these two areas. Secondly, for some of the other industry subsectors, the averages for firms smaller than 500 employees are also unreliable.

There is, nevertheless, a way to use this data to estimate employment trends and that is by restricting the analysis to firms with less than 100 employees, where the calculations can apply reliable average numbers. Even in those industries where there might be several firms of more than 500 employees, trends among firms with fewer employees should be indicative of the health of that industry. The only drawback applies to those

sectors where firms of over 500 employees make up a major portion of total employment. These are sectors where there are major institutional employers: hospitals, colleges, universities and governments (federal, provincial and municipal).

The following tables provide the data for trends in change in number of all employers and in the estimated employment in those firms with less than 100 employees, comparing December 2008 and June 2010. Those sectors with major institutional employers are excluded, as well as those sectors where the total number of jobs is less than 0.5% of all jobs in the area in 2006. In excluding the institutional categories, this data basically tracks the estimated change in employment in the private sector.

Table 3: Change in number of all employers and change in estimated employment in firms with less than 100 employees, select industries, Peel, December 2008 to June 2010

	Dec 2008	June 2010	Change	% Change
23 – Construction	27640	27851	211	0.8%
31-33 Manufacturing	47244	43161	-4083	-8.6%
41 - Wholesale Trade	47967	45806	-2162	-4.5%
44-45 Retail Trade	38910	39868	958	2.5%
48-49 Transportation and Warehousing	31625	32620	995	3.1%
51 - Information and Cultural Industries	3712	3949	237	6.4%
52 - Finance and Insurance	13685	13418	-266	-1.9%
53 - Real Estate and Rental and Leasing	15003	15038	35	0.2%
54 - Professional, Scientific and Technical	32010	31597	-413	-1.3%
56 - Administrative and Support	21744	22023	279	1.3%
71 - Arts, Entertainment and Recreation	4332	3797	-535	-12.3%
72 - Accommodation and Food Services	28479	29785	1306	4.6%
81 - Other Services (except Public Admin)	18870	19393	523	2.8%

Source: Statistics Canada, Canadian Business Patterns

Given that this is but a portion of all employers, the absolute change number is not as important as the percentage change. Given the significant share of Manufacturing and Wholesale Trade jobs in Peel, the loss figures in these categories indicate a major impact. Arts, Entertainment and Recreation are a proportionately small industry in Peel, but they suffered a large drop. A more significant industry, Information and Cultural Industries, registered healthy growth. There was also notable growth among the Transportation and Warehousing, and Accommodation and Food Services industries.

Table 4: Change in number of all employers and change in estimated employment in firms with less than 100 employees, select industries, Halton, December 2008 to June 2010

	Dec 2008	June 2010	Change	% Change
23 – Construction	11943	11832	-111	-0.9%
31-33 Manufacturing	15238	14473	-765	-5.0%
41 - Wholesale Trade	13972	14256	284	2.0%
44-45 Retail Trade	20055	20093	39	0.2%
48-49 Transportation and Warehousing	5560	5298	-262	-4.7%
51 - Information and Cultural Industries	1979	2098	119	6.0%
52 - Finance and Insurance	7501	7576	75	1.0%
53 - Real Estate and Rental and Leasing	6024	6098	75	1.2%
54 - Professional, Scientific and Technical	17095	17310	215	1.3%
56 - Administrative and Support	7393	7694	301	4.1%
71 - Arts, Entertainment and Recreation	2767	2557	-210	-7.6%
72 - Accommodation and Food Services	16438	16537	100	0.6%
81 - Other Services (except Public Admin)	9320	9746	426	4.6%

Source: Statistics Canada, Canadian Business Patterns

Applying the same calculations to the Halton data produces similar yet different results. Manufacturing employment drops, but not as severely as in Peel. Transportation and Warehousing drops a large amount (unlike the rise in Peel), but Wholesale Trade increases somewhat (in contrast to a large drop in Peel). Arts, Entertainment and Recreation experiences a large drop, but not as great as Peel's. Meanwhile, Information and Cultural Industries also increases considerably, as does Administrative and Support (this latter industry includes temporary employment agencies).

In order to compare the different changes, both job increases and job losses, with regard to the size of each industry, one approach would be to apply these percentage changes to estimated employment change based on the change in the number of employers to the job figures for 2006 (on the assumption that employment trends among small and medium sized companies reflect the trends across all companies in the same industry). This will not produce quite accurate results, as there have been some changes in the relative size of these industries since 2006. However, since the preceding period was one of general growth (except for the manufacturing sector), the calculations should give us some sense of relative growth and loss, and of the resulting impact on the entire labour force.

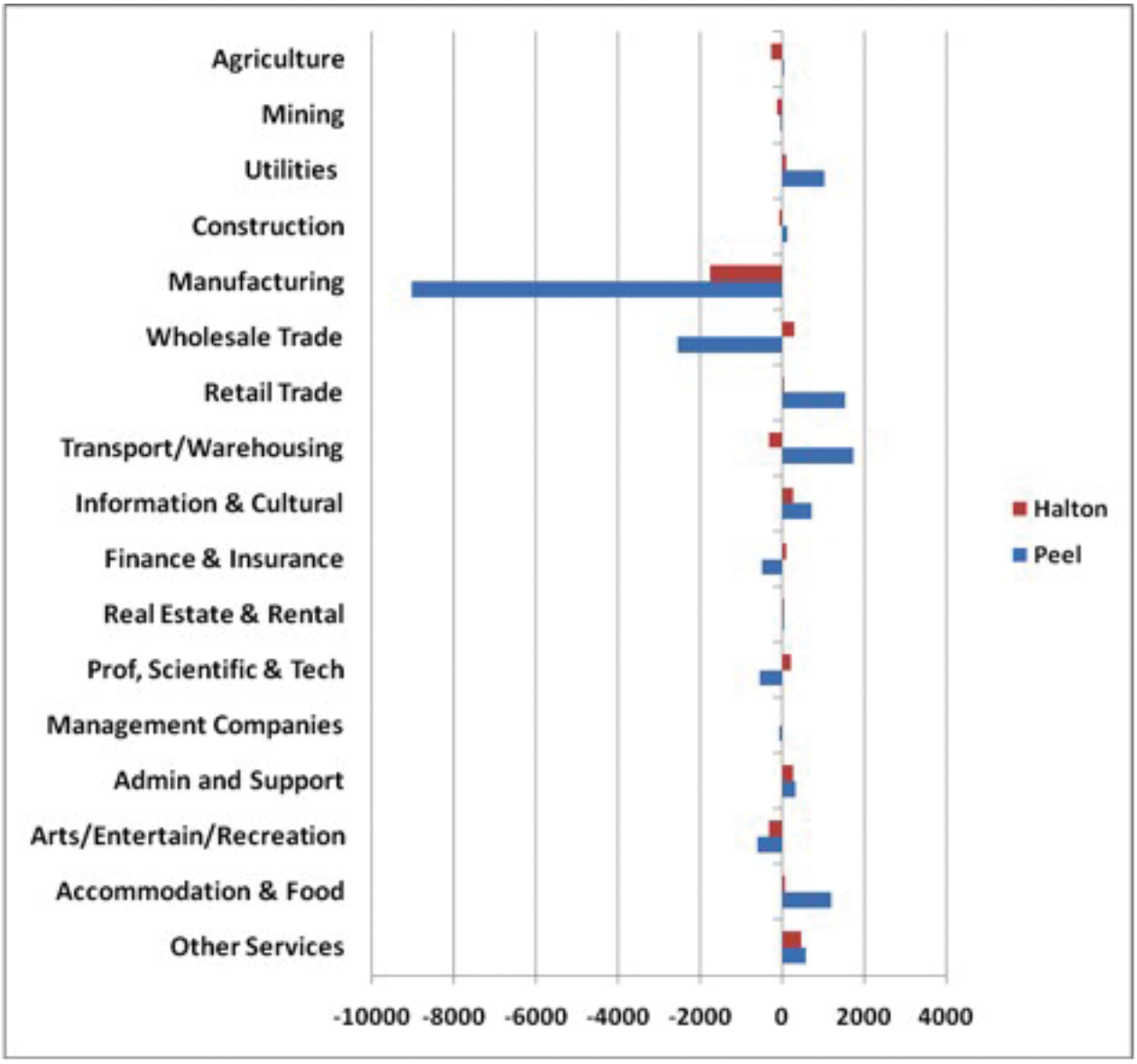
As Table 5 illustrates, the Manufacturing job losses had a profound effect on the total private sector job figures. As needs to be emphasized, these figures are estimates, but they give a sense of relative proportions. These calculations would suggest that were it not for the losses in the Manufacturing sector, Peel and Halton would have had a net increase in jobs during this period. Certainly different sectors had varying degrees of growth and loss, but the Manufacturing losses were the main story during this period. Chart 1 on the following page makes the point clearly.

Table 5: Estimate of change in total employment among private sector industries, December 2008 to June 2010, Peel and Halton

INDUSTRY	Peel	Halton	Subtotal
11 - Agriculture, Forestry, Fishing, Hunting	2	-259	-257
21 - Mining, Quarrying, and Oil and Gas	-60	-126	-186
22 - Utilities	1036	95	1131
23 – Construction	130	-61	69
31-33 Manufacturing	-9031	-1777	-10808
41 - Wholesale Trade	-2555	305	-2250
44-45 Retail Trade	1526	52	1578
48-49 Transportation and Warehousing	1723	-331	1392
51 - Information and Cultural Industries	726	254	980
52 - Finance and Insurance	-485	88	-397
53 - Real Estate and Rental and Leasing	23	49	72
54 - Professional, Scientific and Technical	-542	206	-336
55 - Management of Companies	-72	-20	-92
56 - Administrative and Support	311	270	581
71 - Arts, Entertainment and Recreation	-612	-333	-945
72 - Accommodation and Food Services	1179	78	1257
81 - Other Services (except Public Admin)	581	467	1048
TOTAL	-6120	-1043	-7163

Source: Statistics Canada, Canadian Business Patterns

Chart 1: Estimate of change in total employment among private sector industries, December 2008 to June 2010, Peel and Halton



It is not surprising, then, that in interviews with key informants PHWDG found very tentative views about the direction of the local economy. Most felt that the recession was probably over, but that the recovery was very gradual, in some cases almost a jobless recovery. Employers were regaining their levels of activity, but doing so while cutting costs, consolidating locations and making more efficient use of existing capacity. Businesses feel under great pressure to be creative, to be innovative, to be more competitive, while operating in an environment of considerable uncertainty.

Some Significant Developments

The news is not all tentative or gloomy. The Peel-Halton area is witnessing new business start-ups and expansion of existing businesses, as the following list of announcements attests:

Mississauga

- Mississauga was chosen by WIND Mobile a subsidiary of Globative Holdings, as the location for its flagship call centre. The facility located at 5055 Satellite Drive, is approximately 23,800 sq. ft. and will immediately employ about 100 people.
- An impressive 5 Mississauga companies were featured in the Canada's top 100 Employers List (www.canadastop100.com). The employers recognized were – Compass Group Canada; Ellisdon Corp.; GlaxoSmithKline Inc.; World Vision Canada & Gay Lea Foods Co-Operative Ltd.
- Sims Recycling Solutions, a global leader in electronics recycling, expanded its Canadian operations and opened a new facility located at 6495 Tomken Rd. This facility is expected to create 100-200 new green jobs.
- Fronius Canada, located at 2875 Argentia Rd. is constructing a dedicated production facility for its state-of-the-art, grid connected Fronius IG Plus inverter line. At capacity this new 100 MW production facility will create more than 100 new green energy jobs for the region.
- Wipro Technologies, the global consulting, system integration and outsourcing business of Wipro Limited, opened its Canadian Head Office located at 5090 Explorer Dr. This operation will become the hub of Wipro Eco Energy Services creating jobs in the local market.

Caledon

- Best Buy's newest Canadian distribution centre hosted its Grand Opening event on Thursday, November 18, 2010.The 600,000+ sq. ft. distribution centre was developed, and is managed, by Toronto-based Income Growth & Realty Investments (IGRI). The distribution centre employs 35 regular full-time staff as well as another 30 to 40 on a seasonal basis.

Brampton

- Vast-Auto Distribution means to capture more market share now that it has opened a new 114,000 square foot parts distribution centre. Fifty people are employed in the state-of-the-art facility designed to provide quick order turnaround to auto parts stores west of Toronto.
- LKQ Corporation has opened a new 75,000 square foot facility, approximately five times larger than its previous location. The nationwide provider of aftermarket collision replacement products currently employs 35 people at the new location but expects to increase that number to about 100 employees by the end of 2011.

Burlington

- Ikea has outgrown its Plains Road store in Burlington and wants to move to new, much larger, $60 million quarters near the Walkers Line and QEW by the end of 2013. The new facility would be about 71 per cent bigger than the current store. The proposed 428,500 square foot facility would include their retail store, warehouse, restaurant and Canadian corporate head office. Ikea employs 437 people and says the move would create an additional 108 jobs, mainly associated with its head office.
- Siemens Canada created 50 new skilled positions at their Burlington plant. A significant investment by entering into the solar market as a local manufacturer of inverters for Photovoltaic (PV) power generation was made by Siemens that led to the creation of the 50 additional positions.
- Burlington-based security imaging manufacturer L-3 WESCAM received a provincial grant of $17.4 million to develop leading edge technologies in airborne imaging systems and to convert its existing products from analogue to digital. The funding will create 375 jobs and keep 555 existing jobs over the next five years.

Oakville

- Tyne Engineering Inc. will employ an additional 10-15 people to help design an improved device to remove tritium from CANDU reactors under a $1.2 million grant from the National Research Council of Canada's Industrial Research Assistance Program.
- Solar Semiconductor expects to spend the next several months hiring local personnel for its new Oakville solar photovoltaic manufacturing facility. Within two years, the company hopes to create more than 200 full and part-time jobs as it becomes one of Oakville's top 10 advanced manufacturers.
- Promation Engineering will hire an additional 50 employees for a new 62,000 square foot engineering and manufacturing facility. The new facility will bring together Promation Engineering and Promation Nuclear to create a Global Technical Centre of Excellence to serve the nuclear industry.

Milton

- Advanced plastics manufacturer ABM Canada has added 120 employees at its new 178,000 square foot Milton facility.
- CWB Group, a non-profit organization that provides certification and education in welding, has added about 40 additional employees to its staff.

The following sections look more closely at labour market data relating to two industries, Manufacturing and Professional, Scientific and Technical Services.

INDUSTRY FOCUS: MANUFACTURING – NAICS 31-33

Description

Subsectors: Enterprises involved in manufacturing transform raw materials and other inputs into products that may be finished (ready to be used or consumed) or semi-finished (materials or components that are used for further manufacturing).

Profile of manufacturing subsectors, Peel and Halton, 2006

Manufacturing subsectors	Number Of Jobs		Percent Of All Manufacturing		Location Quotient[1]	
	Peel	Halton	Peel	Halton	Peel	Halton
311 Food manufacturing	10860	4040	10.3%	11.4%	1.4	1.5
312 Beverage and tobacco product	2135	110	2.0%	0.3%	1.9	0.3
313 Textile mills	345	55	0.3%	0.2%	0.6	0.3
314 Textile product mills	655	90	0.6%	0.3%	1.0	0.4
315 Clothing manufacturing	870	185	0.8%	0.5%	0.5	0.3
316 Leather and allied product	115	60	0.1%	0.2%	0.6	0.9
321 Wood product manufacturing	2045	725	1.9%	2.0%	0.8	0.8
322 Paper manufacturing	3385	790	3.2%	2.2%	1.3	0.8
323 Printing and related activities	5750	825	5.5%	2.3%	1.6	0.6
324 Petroleum and coal products	595	60	0.6%	0.2%	1.6	0.4
325 Chemical manufacturing	7655	1785	7.3%	5.0%	1.9	1.2
326 Plastics and rubber products	10360	2260	9.9%	6.4%	1.7	1.0
327 Non-metallic mineral product	2300	1090	2.2%	3.1%	1.1	1.5
331 Primary metal manufacturing	2290	1285	2.2%	3.6%	0.6	0.9
332 Fabricated metal product	11740	3550	11.2%	10.0%	1.4	1.2
333 Machinery manufacturing	9740	3795	9.3%	10.7%	1.6	1.8
334 Computer and electronic product	5015	1970	4.8%	5.5%	1.1	1.2
335 Electrical equipment, appliances	3040	2145	2.9%	6.0%	1.4	2.7
336 Transportation equipment	17495	8970	16.7%	25.2%	1.1	1.5
337 Furniture and related product	4505	500	4.3%	1.4%	1.2	0.4
339 Miscellaneous manufacturing	4125	1265	3.9%	3.6%	1.5	1.3
ALL MANUFACTURING	105015	35545	100.0%	100.0%	1.3	1.2
TOP SIX SUBSECTORS	67850	24400	64.7%	69.7%		

Source: Statistics Canada, Census 2006

Miscellaneous manufacturing includes such products as medical equipment, jewellery, sporting goods, toys, games and office supplies.

The blue-shaded cells under "Percent of all manufacturing" highlight the top six manufacturing subsectors in each of Peel and Halton.

The blue-shaded cells under "Location Quotient" highlight those subsectors with a Location Quotient of 1.2 or greater (indicating a considerably higher local concentration of that industry compared to the province as a whole).

1 The Location Quotient compares the proportion of local jobs in an industry to the proportion of such jobs for the province as a whole. If the proportion of local jobs in a given industry is exactly equal to the proportion of jobs in that industry province-wide, then the LQ is said to be "1". If the proportion of local jobs is double the provincial percentage, then the LQ is "2.0"; half would be "0.5".

There are a large number of subcategories under the heading of the Manufacturing sector. The table above lists the number of jobs in Peel and Halton by manufacturing subsector, the percentage of manufacturing jobs by subsector, and the Location Quotient for each sector.

Both Peel and Halton have a diverse manufacturing base and with high concentrations of manufacturing employment in many subsectors. Peel has 13 subsectors with a Location Quotient of 1.2 or greater, and Halton has 10, out of a total of 21 manufacturing sub-industries. Peel and Halton share the same top five sub-industries, with the slightest difference in their order:

Top five manufacturing subsectors, Peel and Halton, 2006

	Peel		Halton	
	Percent	**Rank**	**Percent**	**Rank**
336 Transportation equipment	16.7%	**1**	25.2%	**1**
311 Food manufacturing	10.3%	**3**	11.4%	**2**
332 Fabricated metal product	11.2%	**2**	10.0%	**4**
333 Machinery manufacturing	9.3%	**5**	10.7%	**3**
326 Plastics and rubber products	9.9%	**4**	6.4%	**5**
Source: Statistics Canada, Census 2006				

Description of workers. Workers in manufacturing differ in a number of respects from the overall workforce. The following table compares these two categories along a number of characteristics:

Comparison of Peel residents in labour force, in all industries and in manufacturing, 2006

	Aged 15-24	**% Males**	**% Immigrants**	**% Pre-1991 immigrants**	**% 2001-06 immigrants**	**% No postsecondary degree**	**% Postsecondary degree from outside Canada**	**Male median income**	**Female median income**
ALL INDUSTRIES	16%	53%	57%	27%	10%	40%	21%	$48,759	$39,278
Manufacturing	8%	65%	70%	34%	12%	47%	24%	$50,962	$35,600

Source: Statistics Canada, Census 2006

Comparison of Halton residents in labour force, in all industries and in manufacturing, 2006

	Aged 15-24	**% Males**	**% Immigrants**	**% Pre-1991 immigrants**	**% 2001-06 immigrants**	**% No postsecondary degree**	**% Postsecondary degree from outside Canada**	**Male median income**	**Female median income**
ALL INDUSTRIES	15%	52%	27%	17%	3%	36%	11%	$62,304	$45,196
Manufacturing	8%	70%	32%	20%	3%	40%	13%	$63,862	$45,114

Source: Statistics Canada, Census 2006

For both Peel and Halton, workers in manufacturing tend to be older and more likely to be male than the general labour force. They are more likely to be immigrants, from both ends of the immigration period

(pre-1991 immigrants and arrived between 2001 and 2006). They are both more likely not to have a post-secondary degree AND more likely to have a postsecondary degree from outside Canada. The median employment income for full-year, full-time male workers in manufacturing is slightly higher than that for all workers. For females, it is smaller for manufacturing workers in Peel, and the same on Halton.

Peel and Halton residents in the manufacturing labour force have a considerably different occupational profile.

	Peel	Halton
Management	9%	20%
Business & Admin	15%	17%
Natural/Applied Science	9%	11%
Sales & Service	4%	8%
Trades/Transport	18%	17%
Supervisors	3%	3%
Machine Operators/Assemblers	29%	17%
Labourers	10%	5%

Source: Statistics Canada, Census 2006

Halton residents are far more likely to be employed as managers, office staff and scientific professional and technical occupations, while Peel residents are far more likely to be employed in direct manufacturing occupations, notably as machine operators, assemblers and labourers.

Within the 21 manufacturing subsectors there is a great diversity of workforce demographics. When analyzing the various workforce characteristics, the following relationships appear more common:

- If a manufacturing sub-industry has higher than average median wage for one gender, it also tends to have higher than average median wage for the other gender;
- Similarly, if a manufacturing sub-industry has lower than average median wage for one gender, it also tends to have lower than average median wage for the other gender;
- If a sub-industry has higher than average pay, it is more likely to have a higher proportion of Canadian-born workers;
- If a sub-industry has a higher proportion of women, it is more likely to have a lower median wage (for Peel residents there are three subsectors where this is not the case: sugar and confectionary product manufacturing; fruit and vegetable preserving and specialty food manufacturing; and pharmaceutical and medicine manufacturing; similarly for Halton residents four subsectors also buck this trend: fruit and vegetable preserving and specialty food manufacturing; pharmaceutical and medicine manufacturing; rubber product manufacturing; and medical equipment and supplies manufacturing);
- Among Peel and Halton residents, a sub-industry that had a higher proportion of male immigrants who arrived to Canada prior to 1991 more often than not did not have a higher proportion of male immigrants who arrived between 2001 and 2006;
- On the other hand, particularly among Peel residents, a sub-industry that had a higher proportion of female immigrants who arrived to Canada prior to 1991 was more likely to also have a higher proportion of female immigrants who arrived between 2001 and 2006;
- Male immigrants arriving to Canada between 2001 and 2006 were found in higher proportions in higher-, lower- and medium-pay sub-industries, whereas females arriving to Canada between 2001 and 2006 were more often found in lower-paying sub-industries;

- Male immigrants with a postsecondary degree earned outside of Canada were found in higher proportions among higher paying subsectors, whereas female immigrants with a postsecondary degree earned outside of Canada were more or less equally distributed across higher-, lower- and medium-pay sub-industries;
- Sub-industries with a high proportion of workers with no postsecondary degree were much more likely to be low-paying industries.

Trends in number of employers

While manufacturing as a whole lost a considerable number of jobs, the dynamic was different for each subsector. Taking just the top three manufacturing sub-industries, the following catalogues the different ways in which change was experienced in manufacturing across Peel and Halton Regions between December 2008 and June 2010.

Transportation equipment - This subsector is made up of companies that manufacture equipment to transport people and goods, by road, rail, air and water. Some prominent manufacturing categories are motor vehicle, auto parts, truck and aerospace manufacturing.

Number of employers by firm size, December 2008 and June 2010, Peel

	0***	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+	TOTAL
2008	74	24	16	20	27	14	12	10	3	200
2010	76	28	17	18	21	11	11	9	3	194

Number of employers by firm size, December 2008 and June 2010, Halton

2008	20	10	11	7	10	4	6	4	0	72
2010	22	10	8	6	8	6	6	5	3	74

Source: Statistics Canada, Canadian Business Patterns

****This category means there are no employees, usually a solo business (it would also include instances where staff are only on contract, technically not employees).*

Using more reliable averages for the small and medium-sized firms (0-99 employees); one can arrive at a good estimate for the change in employment among these firms, based on the change in the number of employers by different size companies. For the larger firms (100+ employees), the actual employer count is listed.

Change in employment among SME employers	Change in number of employers by employee-firm size		
	100-199 employees	200-499 employees	500+ employees
PEEL			
-406	-1	-1	0
HALTON			
20	0	+1	+3
Source: Canadian Business Patterns			

The ultimate change for Peel appears definitely negative: the estimate loss of approximately 400 employees, as well as a net loss of two larger firms. Halton, on the other hand, experienced almost no change in employment among SMEs in this sector, but good growth among larger firms, the addition of one firm with 200-499 employees plus three firms with over 500 employees.

Food manufacturing - This subsector produces food for human and animal consumption.

Number of employers by firm size, December 2008 and June 2010, Peel

	0***	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+	TOTAL
2008	81	40	40	26	35	23	15	8	2	270
2010	66	46	41	22	38	24	17	10	1	265

Number of employers by firm size, December 2008 and June 2010, Halton

2008	29	17	6	2	14	8	1	5	2	84
2010	29	15	7	5	11	6	2	5	1	81

Source: Statistics Canada, Canadian Business Patterns

****This category means there are no employees, usually a solo business (it would also include instances where staff are only on contract, technically not employees)*

Change in employment among SME employers	Change in number of employers by employee-firm size		
	100-199 employees	200-499 employees	500+ employees
PEEL			
113	+2	+2	-1
HALTON			
-187	+1	0	-1
Source: Canadian Business Patterns			

Peel exhibits a healthy trend among employers in food manufacturing—an estimated growth in employment among SMEs, and the net addition of four large firms, likely resulting in an increase in employment. In Halton, the trend is the opposite, an estimated loss in employment among SMEs, the addition of one firm with 100-199 employees but the loss of another firm with over 500 employers.

Fabricated metal product manufacturing - This sector is involved in forging, stamping or forming ferrous and non-ferrous metal products, such as cutlery and hand tools, structural metal products, boilers, shipping containers and hardware.

Number of employers by firm size, December 2008 and June 2010, Peel

	0***	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+	TOTAL
2008	302	163	123	126	115	44	25	4	1	903
2010	277	180	125	115	101	32	21	5	1	857

Number of employers by firm size, December 2008 and June 2010, Halton

2008	97	79	36	30	26	17	6	1	0	292
2010	90	76	38	23	31	10	6	1	0	275

Source: Statistics Canada, Canadian Business Patterns

****This category means there are no employees, usually a solo business (it would also include instances where staff are only on contract, technically not employees)*

Change in employment among SME employers	Change in number of employers by employee-firm size		
	100-199 employees	200-499 employees	500+ employees
PEEL			
-1364	-4	+1	0
HALTON			
-419	0	0	0
Source: Canadian Business Patterns			

For both Peel and Halton, there is a clear loss in the number of jobs, almost all of it concentrated among small and medium-sized employers.

Thus, three subsectors, three different trends: in the transportation equipment subsector, Peel losses jobs, Halton gains jobs; in the food manufacturing subsector, Peel appears to be gaining jobs, while Halton is losing; and in the fabricated metal product subsector, both Peel and Halton have lost jobs.

Looking at trends among small and medium-sized firms (up to 99 employees), the following table provides the estimate for employment in all manufacturing subsectors for December 2008 and June 2010, together with net change, based on changes in the number of employers by different firm-size categories.

Estimated employment and change in employment, small and medium-sized manufacturing firms, December 2008 and June 2010, Peel and Halton

	Peel		Halton		Change	
	Dec 2008	June 2010	Dec 2008	June 2010	Peel	Halton
311 - Food Manufacturing	3451	3564	1116	929	113	-187
312 - Beverage and Tobacco	313	260	68	74	-52	6
313 - Textile Mills	201	198	22	21	-3	-1
314 - Textile Product Mills	345	335	90	120	-10	30
315 - Clothing Manufacturing	460	337	111	130	-123	19
316 - Leather and Allied Product	20	18	23	42	-2	19
321 - Wood Product Manufacturing	1595	1406	507	548	-189	41
322 - Paper Manufacturing	1681	1187	382	346	-494	-36
323 - Printing and Related Support	3394	3082	652	653	-312	1
324 - Petroleum and Coal Product	378	378	45	25	0	-20
325 - Chemical Manufacturing	2412	2566	1234	1212	154	-22
326 - Plastics and Rubber Products	3872	3866	818	801	-7	-17
327 - Non-Metallic Mineral Product	977	854	835	866	-123	31
331 - Primary Metal Manufacturing	1116	1174	60	58	58	-2
332 - Fabricated Metal Product	9719	8355	2876	2458	-1364	-419
333 - Machinery Manufacturing	5764	5085	2367	2262	-679	-105
334 – Computer/Electronic Product	2280	2167	1024	1155	-113	131
335 - Electrical Equip/ Appliances	1592	1603	829	654	11	-175
336 - Transportation Equipment	2314	1908	819	839	-406	20
337 - Furniture and Related Product	2939	2680	417	375	-259	-43
339 - Miscellaneous Manufacturing	2424	2139	940	904	-284	-36
TOTAL	47247	43162	15235	14472	-4084	-765
Source: Canadian Business Patterns						

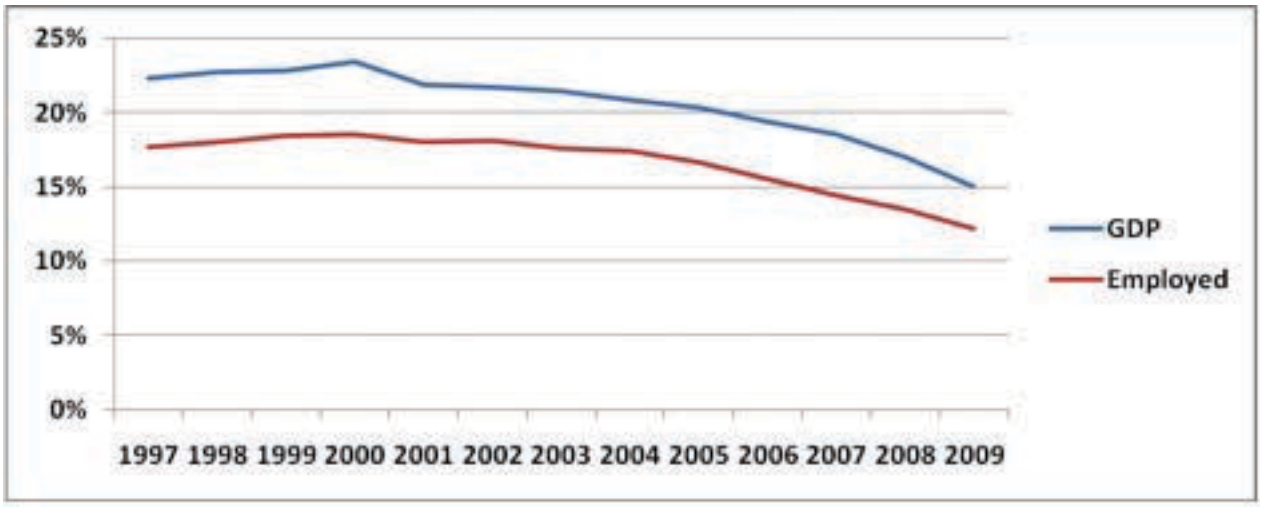
The cells in the Change (in estimated employment) columns are colour-coded as follows: light blue represents an increase of more than 10 jobs and 3% in employment; dark blue represents a loss of at least 10 jobs and 3% in employment.

While there were significant losses in employment among small and medium-sized manufacturing firms in Peel and Halton, there were also some bright spots, and some other sectors hardly affected at all.

The importance of the manufacturing sector

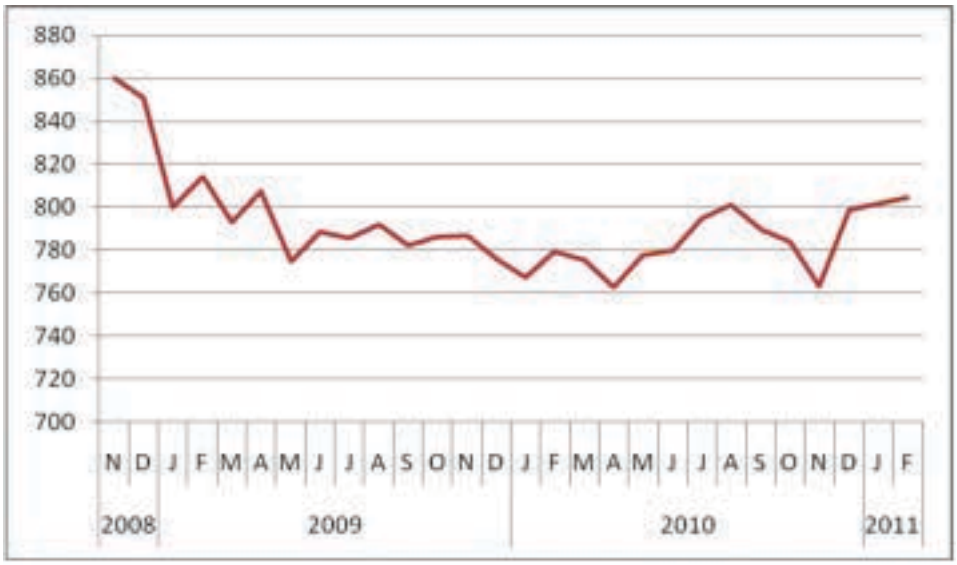
Over the past few years, it is common knowledge that the manufacturing sector has been shrinking, both in terms of its share of our Gross Domestic Product (GDP) as well as its share of our employed labour force. Chart 2 illustrates the trend of this decline in Ontario, from 1997 to 2009.

Chart 2: Manufacturing share of GDP and of employed labour force, Ontario, 1997-2009



This is not a trend limited to a recent recession, although the recent recession did appear to exacerbate the decline. Yet for the time being, the impact of the recession appears to have bottomed out, and the most recent Labour Force Survey data for Ontario suggests a slight rebound from the worst effects of the recent downturn.

Chart 3: Manufacturing employed labour force, monthly numbers (000's), November 2008 to February 2011, Ontario



Yet even as manufacturing makes up a smaller proportion of Ontario's GDP and labour force, its significance as an industry cannot be overstated. Consider the following facts:

- The manufacturing industry makes up two-thirds of Canada's goods and services exports;
- 70% of business research and development is in relation to manufacturing;
- 85% of all new technologies brought to market are a consequence of the manufacturing industry;
- Manufacturing pays 30% of all business taxes in Canada;
- Every $1 spent in manufacturing generates $3 in other economic activity.[2]

A recent study undertaken by Burlington Economic Development found that Burlington manufacturing firms generate over $2.9 billion in revenues annually, which makes up 55% of all the city's business revenues.[3]

That study engaged in an intensive investigation of the future of manufacturing in Burlington, and its findings have relevance for other local municipalities in the area. The initiative involved extensive study of the sector and prolonged consultation with the industry. The essential message emerging from these efforts were that manufacturing is changing globally and efforts to help local manufacturers survive need to be rooted in this changing reality.

The report claims that generic, high-volume manufacturing relying on low-skilled workers will continue to migrate to low-wage emerging countries. Advanced economies can retain the innovative, more customized manufacturing niche that involves complex processes, developing and exploiting intellectual property, and maintaining close connections with customers (in that way contributing to product design and evolution). However, success in this niche requires different ways of doing business, a move from sourcing supply based on price, utility and/or quality objectives, to forging collaborative partnerships in the development and marketing of successive products. Such businesses need to be creative and nimble, to keep up with changing customer demand and evolving competitor pressures.

All this has consequences for employee recruitment and workforce development. Interviews with manufacturers conducted for the Burlington study resulted in the following findings relating to evolving workforce capabilities:

- Employers are hiring for attitude, fit and aptitude;
- The emerging global practice is to hire employees with exemplary team-building and problem-solving skills;
- To ensure flexibility, there is more cross-training for different functions, and more multi-tasking on the part of employee, with less emphasis on specialization;
- There appears to be an increasing ratio of knowledge workers compared to unskilled workers.

2 Canadian Manufacturers and Exporters, Roadmap to Recovery: Charting a Course for Economic Renewal, 2010, pp. 11-12.

3 Burlington Economic Development Corporation, Shaping Things to Come – BEDC Next Generation Manufacturing Initiative: Strategy and Action Plan, May 2010, p.4.

These findings also corresponded to what key informants were telling PHWDG: that manufacturers need a workforce that can engage, who have the soft skills to relate with customers. Even labourers and semi-skilled manufacturing workers are no longer limited to repetitive tasks but require problem-solving and interpersonal skills and a higher level of emotional intelligence to navigate the workplace and the marketplace. Manufacturers are more likely to succeed when they work hard at the design and engineering stages of their product development, and this requires managing and engaging with multiple and continuous flows of information.

As a result of these trends, employers need workforce development systems that can support these workforce attributes. It means colleges and universities that can graduate the right technicians with the right people skills, as well as being nimble enough to meet present training needs as they arise. It also means changing the image of manufacturing, from that of blue collar, manual work and dirty workplaces, to ones that involve high degrees of modern technology, innovation and knowledge work.

Workforce recruitment and development findings

Halton Region Employment and Social Services initiated a Halton Workforce Development Partnership Project that consisted of a survey, interviews and focus groups with small and medium-sized employers in Halton. Between November 2009 and March 2010, the project surveyed 437 employers, producing very useful insights into the recruitment, hiring and training practices of these employers. The employer sample was generally representative of the Burlington employer profile, in terms of industry sectors and employee-size firms. Of the manufacturing sector the study surveyed 79 employers.

The survey responses of the manufacturing employers can be summarized as follows:[4]

- For 45% of these employers, half or less of their workforce lived in Halton;
- Compared to most other sectors, manufacturing employers were less likely to experience challenges finding job candidates;[5]
- Among different levels of occupations, 51% of employers expressed difficulty in finding intermediate level workers (experienced workers above the level of entry-level worker, but not a manager or professional with an accredited skill);
- Among skills lacking in the current workforce, manufacturing employers were more likely than employers in other industries to cite basic skills (reading, writing, math and/or English proficiency) and managerial skills;
- In recruiting staff, manufacturing employers were far more likely to rely on employment agencies/ consultants (that is, temp agencies) than other employers.

4 For actual survey results relevant to this section, please see Appendix A.

5 Two observations: firstly, manufacturing employers were less likely to be hiring; secondly, as noted further down, manufacturers were far more likely to rely on temp agencies.

INDUSTRY FOCUS: PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES – NAICS 541

Description

This sector represents businesses that sell expertise, typically reflecting expert knowledge or a professional designation. Such businesses include: legal services; accounting, bookkeeping and tax preparation services; architectural, engineering and related services; specialized design services (interior design; graphic design); computer systems design and related services; management, scientific and technical consulting services; scientific research and development; advertising, public relations and related services; other services (photography services; veterinary services; marketing research). This sector is often viewed as one of the key elements of the Knowledge Economy.

Number of businesses

The Professional, Scientific and Technical Services subsector typically accounts for a large share of all employers in any community, in part because this industry is made up of so many solo and small firms, mainly professionals or consultants working on their own. In Ontario, this subsector accounts for 15.1% of all businesses. As can be seen from the table below, Peel's proportion is in that range, while Halton's substantially exceeds it.

Number of employers by firm size, December 2008 and June 2010, Peel

	0***	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+	TOTAL
2008	8898	3235	460	267	211	64	30	21	6	13192
2010	8429	3525	478	269	190	64	30	19	5	13009
% TOT	16.9%	16.1%	7.5%	6.5%	6.1%	5.4%	4.8%	6.0%	5.3%	14.8%

Number of employers by firm size, December 2008 and June 2010, Halton

2008	5254	1965	279	154	78	30	13	2	0	7775
2010	5124	2070	276	147	96	26	10	4	0	7753
% TOT	23.9%	22.5%	8.9%	7.6%	7.4%	5.5%	4.4%	4.0%	0.0%	20.5%

Source: Statistics Canada, Canadian Business Patterns

****This category means there are no employees, usually a solo business (it would also include instances where staff are only on contract, technically not employees).*

% TOT refers to the percentage of all firms in June 2010 that were in the Professional, Scientific and Technical Services subsector, by employee size.

When looking at the percentage share of businesses by employee size, the proportion falls off considerably once one reaches firms of five or more employees. There were slight decreases in the total number of employers in this category in both Peel and Halton; however the distribution of additions and decreases in the number of firms across different employee categories would result in different overall employment impacts.

Labour force characteristics

The following table provides numbers (for 2006) and estimates (for 2008 and 2010) for the jobs in this sub-industry present in Peel and Halton, as well as the actual figure for residents employed in this subsector (for 2006). In addition, the percentage share of this category of all employment is provided.

Peel			
Professional, Scientific and Technical Services			
2006 Local jobs	2006 Employed residents	2008 Local jobs (Estimated)	2010 Local jobs (Estimated)
41,690	46,465	49,750	47,489
7.7%	7.6%	7.3%	7.2%

Source: Statistics Canada, Census 2006; Canadian Business Patterns

Halton			
Professional, Scientific and Technical Services			
2006 Local jobs	2006 Employed residents	2008 Local jobs (Estimated)	2010 Local jobs (Estimated)
15,845	23,620	19,413	19,825
8.1%	9.9%	7.0%	8.0%

Source: Statistics Canada, Census 2006; Canadian Business Patterns

The difference between the 2006 data comparing number of local jobs to number of local residents employed in this subsector is likely explained by two factors: roughly 7-8% of persons employed in this subsector work at no fixed workplace, that is, they move from place to place on assignment. This reason by itself could account for most of the difference in the Peel numbers. The rest would have to be attributed to commuting out of the area for work, which would apply to a large proportion of Halton residents in this subsector.

By and large, the employment estimates derived from the employer numbers very much appear to be in the range, both in terms of absolute numbers and their share of total employment, when compared to the 2006 Census data. If these estimates are generally accurate, then the employment trend between December 2008 and June 2010 would suggest that Peel saw a decrease of employment in this subsector of 4.5%, while Halton saw an increase of 2.1%.

Further industry subcategories

This industry is comprised of a number of professional and technical sectors that provide expert advice and services to both individuals and businesses. These businesses are available in most communities, acting as the essential professional "infrastructure," offering such services as legal, accounting and design. However, particularly in larger urban areas, these services are an essential component of the knowledge economy, the expertise that contributes to the capacity of businesses to compete and innovate. The mix of specializations in a given locale suggests cluster concentrations of certain expertise. The following table compares the relative

size of the various subcategories in the Professional, Scientific and Technical Services subsector, comparing the numbers for Peel and Halton and comparing them to Toronto and the rest of Ontario minus the Toronto figures. (The data reflects only jobs present in that location, using Census 2006 data.)

	Legal	Accounting	Architecture	Design	Computer	Management	Scientific	Advertising	Other
Toronto	20%	11%	10%	6%	20%	13%	3%	10%	7%
Ontario minus Toronto	11%	12%	17%	5%	24%	12%	7%	5%	8%
Peel	6%	10%	18%	6%	29%	13%	8%	6%	6%
Halton	7%	11%	20%	6%	22%	18%	2%	7%	7%

Source: Statistics Canada, Census 2006

This data suggests specific clusters in each location—the blue-shaded boxes highlight instances where the average is notably higher than elsewhere. Peel distinguishes itself with a higher concentration of workers in the fields of Computer Systems Design and Related Services, as well as Scientific Research and Development Services, while Halton has a higher proportion of workers in Management, Scientific and Technical Consulting Services, and a slightly larger Architectural, Engineering and Related Services subsector. Compare this to Toronto's lead in Legal Services and in Advertising and Related Services.

Self-employed; working at home

If this sector has a larger proportion of very small and solo firms, it stands to reason that it would also have a higher proportion of self-employed individuals as well as more individuals who work out of their homes. The table below compares the rates for self-employment (both incorporated and unincorporated) and for working at home, between all industries and the Professional, Scientific and Technical Services subsector, for Peel, Halton and Toronto.

Level of self-employment						Percentage working from home					
Peel		Halton		Toronto		Peel		Halton		Toronto	
ALL	PST	ALL	PST	ALL	PST	ALL	PST	ALL	PST	ALL	PST
10%	24%	12%	30%	12%	28%	5%	19%	9%	24%	7%	19%

Source: Statistics Canada, Census 2006

In both instances, the levels of self-employment and of working out of the home far exceed the average for all industries. Halton, in particular, shows levels for these categories higher than are found in Toronto as well. These are not semi-retirees working part-time – the proportion of male employees in this sector working full-time, full-year is slightly higher in Halton (65%) than the figures for Peel (60%) and Toronto (55%).

Gender and occupations

Overall, the balance shifts slightly towards men when measuring the share of jobs by gender in this subsector, a split of roughly 55/45. However, men and women are differently distributed across the major occupation categories.

	Peel		Halton		Toronto	
	Males	**Females**	**Males**	**Females**	**Males**	**Females**
Management	12.5%	8.5%	20.4%	11.4%	12.2%	9.1%
Administration	19.4%	48.6%	19.6%	45.4%	18.8%	41.6%
Scientific	48.6%	16.8%	39.2%	14.1%	40.4%	14.7%
Lawyers, policy researchers	5.4%	4.6%	7.4%	7.3%	12.3%	11.1%
Paralegals	0.7%	6.0%	0.6%	4.9%	0.8%	5.4%
TOTAL	86.6%	84.5%	87.2%	83.1%	84.5%	81.9%

Source: Statistics Canada, Census 2006

MANAGEMENT includes all management occupations.

ADMINISTRATION refers to Business, Finance and Administrative Occupations, and includes professional occupations (e.g. accountants), administration occupations (executive assistants), as well as secretaries and clerks (where women particularly predominate).

SCIENTIFIC includes professional and technical occupations in natural and applied sciences.

LAWYERS, POLICY RESEARCHERS refers to the category of Judges, Lawyers, Psychologists, Social workers, Ministers of religion, and Policy and Program Officers, where for this sub-industry the occupations of lawyer and policy researcher/ officer are the primary ones.

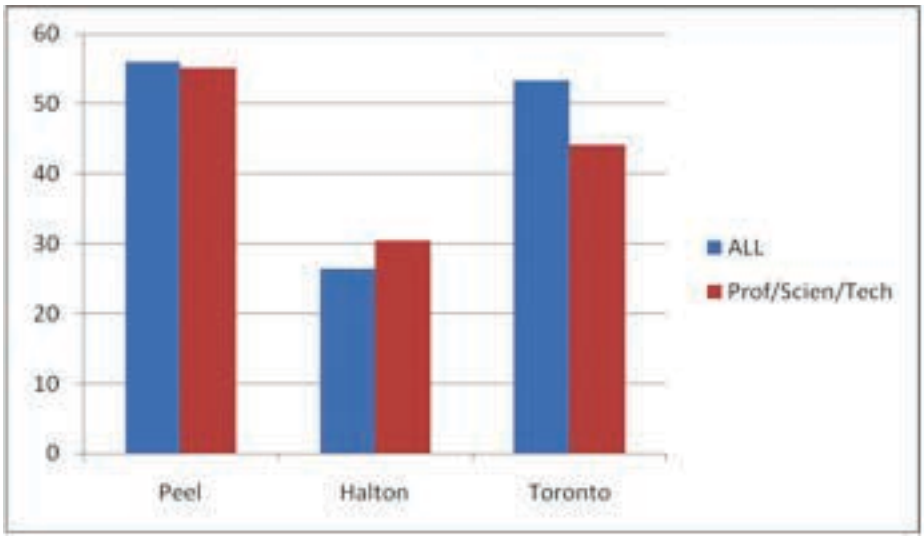
PARALEGALS refers to the category of Paralegals, Social Services Workers and Occupations in Education and Religion not elsewhere classified, where for this sub-industry the occupation of paralegal is the primary one.

A far greater proportion of men working in this subsector are employed in management positions or in professional or technical science occupations, while the greater shares of women are in administrative or clerical jobs. Even in the legal jobs, a larger proportion of men work as lawyers or policy researchers, while a larger proportion of women work as paralegals.

Immigrants

Over the last fifteen years, immigrants arriving to Canada are more and more likely to possess higher levels of educational attainment and professional work experience. Their employment in the Professional, Scientific and Technical Services subsector should be a telling litmus test of their successful integration into the Canadian labour market. Chart 4 illustrates labour market participation for all immigrants, comparing the proportion of immigrants in the entire labour force to that found in the Professional, Scientific and Technical Services subsector, and comparing the results for Peel, Halton and Toronto.

Chart 4: Proportion of immigrants in all labour force and the Professional, Scientific and Technical Services subsector, Peel, Halton and Toronto, 2006

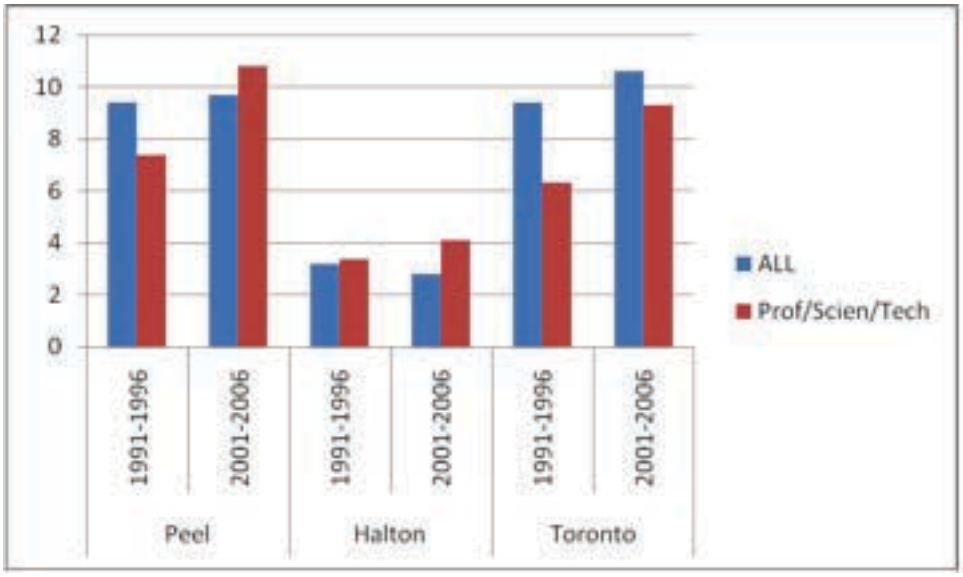


Source: Statistics Canada, Census Data 2006

Immigrants to Peel are found in almost equal proportions in the Professional, Scientific and Technical Services subsector as in the labour force as a whole, in slightly higher proportions in Halton and in smaller proportions in Toronto.

When comparing results for immigrants who arrived between 1991 and 1996 to newcomers who arrived between 2001 and 2006, some notable differences emerge.

Chart 5: Comparison by period of arrival of immigrant participation in all labour force and the Professional, Scientific and Technical Services subsector, Peel, Halton and Toronto, 2006



Source: Statistics Canada, Census Data 2006

Halton immigrants who arrived to Canada between 1991 and 1996 presently work in the Professional, Scientific and Technical Services field in an almost equal proportion as their share of all industries, but those who arrived to Canada between 2001 and 2006 work in a noticeably higher proportion in this subsector than in all industries. For immigrant residents living in Peel, the 1991-1996 wave ended up in the Professional, Scientific and Technical Services field in smaller proportions, but the 2001-2006 cohort now exceeds the industry average. For immigrant residents of Toronto, the 1991-1996 proportion in the Professional, Scientific and Technical Services was much lower than that for all industries and while the gap has closed the 2001-2006 cohort still falls short of the proportion for all industries.

Views from Professional, Scientific and Technical Services employers in Halton

The Halton Workforce Development Partnership Project survey has some pertinent results for this sector. Of 437 Halton businesses that completed the survey, 8% were from this sector, making 35 respondents. Here is a summary of the responses relating to this sector:[6]

- Surprisingly, given the far greater number of Halton residents employed in this sector compared to the number of local jobs in this sector in 2006, 29% of employers surveyed said that less than 25% of their workforce living in Halton Region (compared to a response of 19% for all industries);
- 71% of employers in this subsector say it is very hard or hard to find qualified job candidates, compared to 58% of all employers;
- Employers in the Professional, Scientific and Technical Services field have a harder time finding job candidates at the Intermediate and Senior occupation levels, whereas employers overall indicate that their greatest challenge is finding employees at the Intermediate level;
- 67% of employers expected to hire in the coming 12 months (compared to 60% for all employers);
- When asked about skill gaps among their current employees, employers in this sector were more likely than other employers to cite recognition of foreign credentials (13%, compared to 6%) and managerial skills (23%, compared to 20% for all);
- For finding new employees, employers in this sector are very likely to use personal contacts (83%); tied for second as a strategy (at 55%) were public education institutions, job posting web sites and private employment agencies; the two least likely strategies were job fairs (21%) and government employment programs (24%).

Observations

The Professional, Scientific and Technical Services sector accounts for a very significant portion of all employers in Peel and especially in Halton. It is also a major employer, but many of these positions are in solo or micro-firms (less than four employees). Almost a third of Halton residents employed in this sector are self-employed, and a quarter work out of their homes. By far, when it comes to hiring, most rely on personal contacts and word of mouth. This is a field where networking and personal connections are most likely to provide pathways to jobs.

6 For actual survey results relevant to this section, please see Appendix A.

UPDATE ON PHWDG 2010 ACTIVITIES

2010 Action Items

Transportation: A Challenge to Workforce Development – A consultation meeting was held in partnership with the Halton Hills Chamber of Commerce to brainstorm solutions to the challenges that transportation poses to workforce development in Halton Hills, Caledon and other municipalities of Peel and Halton. Around 20 key stakeholders participated. Discussion focussed on strategies to minimize the impact of transportation as a barrier.

A Lens on Ontario's Labour Market Future – In partnership with Sheridan College an event was held to inform employers about significant demographic and labour market trends of interest and concern to local employers. Over 80 employers attended the event where the keynote speakers, Rick Miner and Bills Summers, VP Research and Policy, Colleges Ontario presented information and insights on trends that would inform workforce planning strategies of employers.

Labour Market Information 101 – Two professional development workshops were held to inform front-line workers on how to better serve their job-seeking clients. The content of the workshop included: overview of LMI; explanation of NOC and NAICS codes as well an extensive list of resources on current LMI. A total of 50 participants attended the two workshops.

Transitioning to a Green Economy – The Bottom Line for Ontario's Businesses – Research was undertaken by the five Central Region Training Boards (Durham, Peel-Halton, Simcoe-Muskoka, Toronto and York Region, Bradford West Gwillimbury) to understand the adoption of green practices by Ontario businesses. This report highlights 10 companies that have committed to greening their product offerings, their practices or both.

Bridging Programs for New Immigrants – At last year's PHWDG workforce planning meeting the Supply Chain sector was identified as one facing "skills shortages". The planning process that resulted in the determination that Peel Region was in need of a bridge-to-work training program targeted at the Supply Chain sector. ACCES Employment, Sheridan College and the Canadian Supply Chain Sector Council have collaborated and developed a proposal to source funding for this.

Career Ladders in the Supply Chain Sector – A further initiative emerging out of last year's consultations, this project involved one-on-one interviews with a range of employers in the supply chain sector industry, identifying their workforce recruitment and advancement practices, major labour market challenges and their interest in industry-wide approaches to addressing some of these challenges.

Other PHWDG Activities

Apprenticeship Career Connections 2010 – PHWDG received funding from Employment Ontario to put together this event to showcase opportunities in the 140+ apprentice careers. Over 75 exhibitors participated, including leading Ontario Colleges; Unions; Businesses; Sector Councils and local agencies. The 6,500 plus participants who attended were made up of high school students, second career participants, laid-off workers and new immigrants. Participants were able to get all the information they needed about apprenticeships in order to allow them to plan their careers. (For more information visit: www.apprenticeshipcareerconnections.ca)

Professional Development Conference – With funding from the Ontario Trillium Foundation the PHWDG was able to deliver a one day conference to front-line workers of organizations that serve the new immigrant population in Peel and Halton. Ninety participants heard three keynote presentations and two workshops. The workshops discussed working with culturally different people and on resolving workplace conflict. Participants were empowered with knowledge and skills to better serve their clients.

Connections – Your Peel Halton Job Fair – PHWDG worked with key community partners to deliver this much needed job fair. Close to fifty employers (each with at least three job openings) participated and interacted with a ready and willing group of over 2000 enthusiastic job-seekers. (For more information visit: www.yourpeelhaltonjobfair.ca)

PROPOSED 2011 PHWDG ACTION ITEMS

Priority Issue	**Transportation: A Challenge to Workforce Development**
Actions Taken Last Year	A consultation meeting was held in partnership with the Halton Hills Chamber of Commerce to brainstorm solutions to the challenges that transportation poses to workforce development in Halton Hills, Caledon and other municipalities of Peel and Halton. Around 20 key stakeholders participated. Discussion focussed on strategies to minimize the impact of transportation as a barrier.
Proposed Actions	A continuation from last year, as the consultation roundtable asserted the value of familiarizing job developers at community-based employment service agencies with the potential solutions available to employers who encounter challenges recruiting employees on account of transportation barriers. Job developers note that they have qualified job candidates while employers have difficulty filling job vacancies largely because of these transportation barriers. This issue was also cited in both Halton's Workforce Development Partnership Project and in Burlington's consultations with manufacturers. PHWDG will facilitate a session with job developers in Peel and Halton Regions to make them aware of transportation options they can propose to employers to assist them to overcome their job recruitment difficulties.
Lead Partners	PHWDG
Supporting Partners	Employment Service Organizations Smart Commute Peel & Halton Municipalities Newcomer Organizations
Timelines	Q3 2011
Expected Outcome	Providing local agencies with useful information about transportation for both the employers they work with and their clients. An event to empower front-line workers, with at least 30 participants in attendance.

Priority Issue	Supply Chain Sector Workforce Recruitment
Proposed Actions	Emerging from consultations held with employers in the supply chain sector, this initiative would bring local employers from the sector together with community-based employment services providers, to identify opportunities for collaboration. Employers would outline the shape of their labour market needs (which occupations, what patterns of demand over the course of a year), and employment services agencies would describe what services they could provide employers, including pre-screening to qualify job candidates, organizing job fairs and other forms of assistance. PHWDG will organize and facilitate this meeting.
Lead Partners	PHWDG
Supporting Partners	Employment Service Organizations Employers Peel & Halton Municipalities Newcomer Organizations Canadian Supply Chain Sector Council
Timelines	Q2/Q4 2011
Expected Outcome	An event to inform local employers about the valuable services that community based employment service provider's offer. At least 15 employers and 5 employment agencies will participate at this meeting. An effort will be made to develop a candidate referral protocol, so that employment agencies might pre-screen job candidates for employers.

Priority Issue	Supply Chain Sector Workforce Advancement
Proposed Actions	This initiative would involve different objectives, and a slightly different cast of participants, both from the employer side and from the workforce development side. This project responds to the expressed interest on the part of several employers to explore what a career ladder program could look like in the supply chain sector, how to structure a deliberate series of training programs that could assist entry-level workers to access intermediate occupations in this industry. PHWDG will organize and facilitate this process, in partnership with the Canadian Supply Chain Sector Council.
Actions Taken Last Year	A further initiative emerging out of last year's consultations, this project involved one-on-one interviews with a range of employers in the supply chain sector industry, identifying their workforce recruitment and advancement practices, major labour market challenges and their interest in industry-wide approaches to addressing some of these challenges.
Lead Partners	PHWDG l Canadian Supply Chain Sector Council

Supporting Partners	Employment Service Organizations Employers Sheridan College
Timelines	Q2/Q4 2011
Expected Outcome	A workshop meeting with interested employers to test whether there is a collective interest and willingness to participate in a more formal workforce development project. Such a meeting would require at least five employers (each with 200+ employees), several employment service providers, the local college and both PHWDG and CSCSC. A successful outcome would be a decision to proceed to develop a funding proposal to launch such a project.

Priority Issue	**Roundtable with Brampton Manufacturers**
Proposed Actions	This year's PHWDG report highlighted the findings and proposed strategies emerging from Burlington Economic Development Corporation's extensive exploration of options for its local manufacturing sector. All over the world, advanced economies, such as the United States, Great Britain and Germany, are investigating how best to maintain their manufacturing base. Each country and each municipality is different, with a different mix of manufacturers, as well as a different profile of manufacturing employees. This initiative would assemble the latest best practices and learnings from other manufacturing transformation initiatives and test them with Brampton manufacturers. Which of these solutions resonate? Which are most appropriate, and for which set of manufacturers? Are there common strategies that could be pursued with certain clusters of manufacturers? Are there certain profiles of manufacturers that best fit certain strategies? From a workforce development point of view, PHWDG's focus would be on: • Defining the evolving employee skills package desired by manufacturers; • Identifying how that skills package can be secured: – Are there ways to instil some of these skills prior to employment (through high schools, community colleges or other training programs)? – Are there ways to deliver such training on-the-job? • Are there other aspects of the job experience that can support these objectives (cross-training, flexible work arrangements, career pathways)?
Lead Partners	PHWDG will seek to work in partnership with the City of Brampton's Economic Development Office to develop and advance this activity.
Supporting Partners	Brampton Employers in Manufacturing Brampton Chamber of Commerce Canadian Manufacturers and Exporters
Timelines	Q2/Q4 2011

Expected Outcome	Firstly, development of a document that identifies current best practices in transforming manufacturing. Secondly, a survey instrument that could gather relevant information about manufacturing employers' business challenges and workforce development practices. Thirdly, identification of specific workforce practices that support these manufacturing transformation goals. Fourthly, a roundtable event with at least 15 manufacturers to test the applicability of the best practices findings to the manufacturing subsectors prominent in Brampton.

Priority Issue	**Developing Labour Market Information Through Social Media**
Proposed Actions	Everyone laments the lack of current, timely, local and actionable labour market information. The Statistics Canada Census is a rich source of information, but is administered only every five years. Its Labour Force Survey is monthly, but the sample size too small to provide insights on occupation or industry trends at a local level. Social media such as Twitter, Facebook and LinkedIn have gained in prominence, and crowdsourcing, of the sort that makes Wikipedia possible, has become a viable mechanism for assembling information and insights from large groups of people. This project would research how existing forms of social media might be applied to assemble useful and immediate local labour market information, and propose a way to apply it at a local level. PHWDG will assemble a steering committee to guide this initiative and identify a pilot municipality where this approach could be tested.
Lead Partners	PHWDG
Supporting Partners	Local Economic Development Offices Local Chambers of Commerce/Boards of Trade Employment Service Organizations Employers Sheridan College
Timelines	Q2/Q4 2011
Expected Outcome	A research document highlighting practices and possibilities of using social media to gather labour market information, and a workshop to discuss findings and assess future directions. Such a meeting would involve 10-15 participants representing employment services organizations, economic development offices and representatives of employers.

Priority Issue	Youth – Multiple Strategies
Proposed Actions	There is a need for youth to be exposed to career pathways. Youth need to understand the options that exist for them when determining their careers.
Lead Partners	Halton District School Board
Partners	Halton Catholic District School Board Halton Industry Education Council
Supporting Partners	Employers
Timelines	Q3 2011
Expected Outcome	Have at least three pathway evenings in each semester of 2011/2012 school year
Proposed Action	Educate guidance counsellors and teachers about the varied opportunities that exist for students as they select careers.
Lead Partners	Halton District School Board Halton Catholic District School Board Halton Industry Education Council
Supporting Partners	Sheridan College Organizations representing different organizations Apprenticeship Trade Organizations
Timelines	2011-2012
Expected Outcomes	Tours for teachers of various industries. This activity will involve 50 guidance, coop, career studies teachers
Proposed Action	Students need to interact with and be exposed to employers to improve their communication with employers.
Lead Partners	Halton District School Board Halton Catholic District School Board Halton Industry Education Council
Supporting Partners	Local employers
Timelines	2011-2012
Expected Outcomes	Connect with grades 7 & 8 parents (who are also employers): In Halton one event each will be held with the Halton District School Board and the Halton Catholic District School Board where at least 20 parents will interact with students.

Proposed Action	There is a need to break down barriers between youth and future employers – demystify the meaning of "youth" and "employer". Experiential learning is important for youth to build the confidence and soft skills required for employment.
Lead Partners	Halton District School Board Halton Catholic District School Board Halton Industry Education Council
Supporting Partners	Parents Employers
Timelines	2011-2012
Expected Outcomes	Connect parents with students in a mentoring role in an effort to empower students with an understanding of employers/employment. Men and women as career coaches. At least 50 new matches will be made.
Proposed Action	There is a need for youth to be exposed to career pathways. Youth need to understand the options that exist for them when determining their careers.
Lead Partner	Peel District School Board
Supporting Partners	Employers Parents
Timelines	2011-2012
Expected Outcomes	Have two pathway evenings in each semester of 2011/2012 school year

Priority Issue	**Employers have consistently maintained that they are not aware of the supports that exist in the community to help them. Provide employers with an overview of various service providers with consistent information from all service providers. Initiate an employer awareness campaign.**
Proposed Actions	Identify fastest growth sectors in Peel/Halton around whom to build employer awareness campaigns and more effective connections to relevant immigrant talent. • Devise a marketing campaign to raise the profile and awareness of local employment agencies, their services, success stories and the talent they represent. • Plan meet-the-talent events for local employers in the fastest growing industries • Marketing package to employers – consistent approach from all service providers about their services. • Identify target employers – look for commonality within all areas, look for next highest growth sector. Devise marketing campaign.

Lead Partners	Peel Halton Workforce Development Group Sheridan College
Supporting Partners	TRIEC NewComer Organization Network (for information gathering) EO Service Providers Network (for information gathering) Boards of Trade Economic Development Mississauga Peel Newcomer Strategy Group
Timelines	2011-2013, subject to funding availability
Expected Outcome	Hold at least two consultations to develop marketing campaign Research target employers for the campaign Develop marketing campaign and deliver packages to at least 100 employers Measure impact on employers to determine how well the campaign served them in creating awareness of services

Priority Issue	**Newcomers to Canada (those arriving in the last five years) are a highly educated group; yet are experiencing difficulty finding jobs that suit their education and prior work experience. Employers will face labour challenges and may require assistance in developing effective HR practices to recruit and retain New Canadians.**
Proposed Actions	Create a guide for employers regarding hiring practices for New Canadians. Include in this guide labour market statistics. Hold an event targeting a specific sector of employers to inform them of HR practices to engage New Canadians.
Lead Partners	Peel Halton Workforce Development Group ACCES Sheridan College
Supporting Partners	Employers Skills for Change Employment Ontario Job Skills
Timelines	2011-2012
Expected Outcome	At least 200 guides will be printed and distributed. Event to share best practices in hiring New Canadians will be held with at least 50 employers specific to a sector. Follow up with employers to determine if the event and guide have impacted their ability to hire New Canadians.

APPENDIX A: RESPONSES TO HALTON EMPLOYMENT SURVEY

Halton Region Employment and Social Services initiated a Halton Workforce Development Partnership Project that consisted of a survey, interviews and focus groups with small and medium-sized employers in Halton. Between November 2009 and March 2010, the project surveyed 437 employers. Below is a partial list of the responses.

ALL = All employers

MFG = Manufacturing employers

PST = Professional, Scientific and Technical Services employers

Approximately what percentage of your employees live in Halton Region?	ALL	MFG	PST
0-25%	19%	21%	29%
26-50%	16%	24%	7%
51-75%	21%	29%	16%
76-100%	40%	24%	42%
Don't know/Unsure	4%	1%	7%

When trying to secure qualified applicants for job openings in your company, do you find them:	ALL	MFG	PST
Very hard to find	15%	15%	13%
Hard to find	43%	37%	58%
Not too hard to find	34%	37%	26%
Easy to find	8%	12%	3%

Do you anticipate hiring new employees in the next 12 months?	ALL	MFG	PST
Yes	60%	55%	67%
No	20%	25%	11%
Don't know	19%	20%	22%

Please indicate if you have experienced difficulty in securing qualified applicants for any of the following occupation levels? (check all that apply)	ALL	MFG	PST
Entry Level (includes clerical, customer service, unskilled production workers; as well as inexperienced skilled workers, sales and operational persons)	27%	24%	13%
Intermediate Level (includes experienced sales, project management, skilled production workers with post-secondary education, two years on the job training or occupation specific training and entry-level management)	48%	57%	47%
Senior Level (experienced management, professionals with designation/accreditation)	26%	26%	43%
None of the above	29%	27%	27%

Which of the following skill gaps exist in your company?	ALL	MFG	PST
Basic Skills (includes reading, writing, math and/or English proficiency)	10%	16%	3%
Workplace Skills (includes teamwork, interpersonal and organizational skills; positive work habits and attitudes; ability to accept supervision)	28%	26%	16%
Employer/Industry Specific Skills (skills specific to your industry or organization, including computer skills, technical knowledge/certifications and skilled workers or trades people)	41%	42%	32%
Managerial Skills (includes supervisory and decision-making skills; ability to adapt to changes in duties and responsibilities)	20%	25%	23%
Recognized industry certification for foreign-trained professionals	6%	3%	13%
All of the above	2%	3%	3%
None of the above	32%	23%	39%

Which of the following hiring/employment strategies has your company used in the past? (check all that apply)	ALL	MFG	PST
Public education institution (College, University, Secondary School)	47%	51%	55%
Government employment programs	31%	37%	24%
Industry or Trade Associations	30%	32%	31%
Job Fairs	25%	14%	21%
Job Posting Web Sites	65%	68%	55%
Newspaper/ Media postings	62%	63%	48%
Employment agencies/ Consultants	44%	73%	55%
Personal contact/ Referral or word of mouth	79%	73%	83%

APPENDIX B: LIST OF PARTICIPANTS IN REPORT PREPARATION

Community Consultation Participants

1. A.C.C.E.S. – Brampton
2. A.C.C.E.S. – Mississauga
3. Catholic Crosscultural Services
4. Centre for Education & Training
5. City of Mississauga, Economic Development Office
6. COSTI Immigrant Services – Mississauga
7. COSTI Immigrant Services – Brampton
8. Dixie Bloor Neighbourhood Centre
9. Dufferin-Peel Catholic District School Board
10. Halton Catholic District School Board
11. Halton Industry Education Council
12. Job Skills – Mississauga
13. Job Skills – Oakville
14. John Howard Society of Peel/Halton/Dufferin
15. Links2Care, Acton Employment Centre
16. Mississauga Library System
17. Ministry of Training, Colleges & Universities
18. Newcomer Centre of Peel
19. Peel Career Assessment Services Inc.
20. Peel District School Board
21. Peel Halton Workforce Development Group
22. Peel Mentoring Program, Dixie Bloor Neighbourhood Centre
23. Peel Multicultural Council
24. Polycultural Immigrant & Community Services
25. Region of Peel – Immigration Web Portal
26. Region of Peel – Ontario Works of Peel
27. Region of Peel – Planning, Policy & Research Division
28. Region of Halton
29. Service Canada
30. Sheridan College – Centre for Internationally Trained Individuals
31. Sheridan College – Job Connect
32. Sheridan College – Job Finding Club
33. Sheridan College – Workforce Development Division
34. Skills for Change
35. Social Planning Council of Peel
36. The Centre for Skills Development & Training
37. Toronto Region Immigrant Employment Council
38. Town of Caledon, Economic Development Office
39. vpi Employment Services – Mississauga
40. vpi Employment Services - Oakville
41. YMCA – Burlington
42. YMCA – Mississauga

Key informant interviews

1. Air Canada
2. Brampton Economic Development Office
3. Burlington Economic Development Corporation
4. Global SC Consultants
5. Halton Hills Chamber of Commerce
6. Mississauga Board of Trade
7. Mississauga Economic Development Office
8. Nestle Canada
9. Oakville Economic Development Department
10. Pivotal Integrated HR Solutions
11. SCM Group Canada
12. Sheridan College
13. Sobeys Canada
14. UPS Canada
15. Walmart Canada

APPENDIX C: BIBLIOGRAPHY OF STUDIES AND DATA

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Notes

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