



GREATER QUINTE REGION

MANUFACTURING LOCAL LABOUR MARKET REPORT

STRATEGIC BLUEPRINT FOR ECONOMIC GROWTH

Projects such as this could not be possible with one organization working alone.
The following groups were a part of this collaborative initiative:



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The drastic appreciation of the Canadian dollar, increase in energy prices, rise of the service sector as a draw of talent and the globalization of trade have all combined to create very difficult conditions for manufacturing. As such, over the last year, Ontario's manufacturing sector has seen stagnant real manufacturing output and a 9% drop in employment.

The Greater Quinte Region has, for the most part, been able to buck this trend as employment levels have remained steady for the last five years. Manufacturing leaders attribute a major part of this success to the regional partnership approach to workforce development. Knowing no boundaries, groups have implemented creative initiatives to help make local manufacturers more efficient, safer and more profitable.

Building on that success, the following report summarizes an effort to identify even more ways of improving the competitiveness of the local manufacturing sector. An extensive data gathering exercise was completed to analyze local manufacturing labour market data. Through interviews and surveying, Greater Quinte Region manufacturers revealed the skills and resources required to grow their own businesses.

With this intelligence in mind, regional manufacturing leaders assembled to create Action Plans that will address the identified challenges. The focus was on identifying actions where a locally driven solution could have the most impact.

Within this report are the results of this thinking – a slate of recommendations to ensure that regional manufacturers have the right numbers and right skills within production, skilled labour and senior management positions.

Together these workforce efforts will improve our economic and workforce readiness allowing the region to continue to prosper in a challenging marketplace and maintaining Ontario's strong position as a leader in North American manufacturing.

INTRODUCTION

Several emerging forces are starting to shape Ontario's labour market in new ways. Ontario manufacturers are experiencing the effects of the rising Canadian dollar and higher energy costs. Globalization and emerging economies such as China and India are also challenging Ontario manufacturers by offering lower cost business environments.

New technologies are raising the demand for workers with advanced skills and technical knowledge. These rapid changes are also redefining training and skills development from something acquired by people in their early twenties to something that is a life-long endeavour.

The relative size, quality and future availability of the workforce are all major concerns.

The risk of business loss in the manufacturing sector is a serious threat as multinationals seek to remain competitive and achieve efficiencies and as the region's cost advantages disappear given currency exchange rates and rising energy and transportation costs. It is projected that the aging of the "baby boomers" will result in labour shortages after 2010. In 2001, one Canadian in eight was aged 65 years or over. By 2026, one Canadian in five will have reached age 65.

In the Greater Quinte Region, the situation may be even more serious with the median age of the population, the population aged 65+ and the working age population (aged 15+) are both higher than reported for Ontario and Canada. In the years that follow, employers will have to scramble for experienced workers, and, as a result, they will feel pressure to offer higher wages and other incentives to workers to delay their retirement.

The aim of this project was to gather and analyze local labour market data. With this vital information, it is possible to help businesses and organizations responsible for labour force development to prepare for what has been described as the "labour shortage crisis" faced by our manufacturing and industrial community.

The main goal of this project was to obtain much needed local labour market information; specifically to identify the immediate human resource needs of our employers as well as identifying the anticipated longer-term requirements. This was accomplished through meeting with, interviewing and surveying officials from over 75 manufacturing firms and organizations within the local Quinte Region.

After collecting the data, it was summarized and presented at a community-planning meeting/workshop on December 6, 2007. During this session, guided by an experienced facilitator, representatives of Quinte manufacturers generated a list of specific and measurable joint strategies/objectives that support the manufacturing sector.

It is the manufacturers themselves who defined the challenges they are facing. Their response to those challenges will shape the future of manufacturing over the next five to ten years. Likewise, it is up to Quinte manufacturers to identify what their human resource requirements are for business success, as well as the type of business environment most conducive to the future needs of their business and industry sector.



PROJECT METHODOLOGY

WORKFORCE COMPOSITION

To begin the categorization process, all human resource requirements for all positions within the organizations were tracked. With the objective of obtaining comparative numbers from company-to-company, the National Occupational Codes (NOC) system was used as the basis for defining all positions. Lists of occupational names, codes and definitions were assembled and distributed.

It became apparent through the pilot surveys and initial results that the NOC system would not be appropriate. For the manufacturers, it was a poorly understood and often overlooked system. Instead, most used their own work classification systems either to suit their work system philosophy or to tie in with union contracts. For the project team, the data was confounded with too many groups for practical analysis and reporting. In order to gauge the needs of the manufacturers, they were asked to define the positions they required. As a result there was no standardization since all work systems were different.

Traditionally, NOC codes have been grouped in the following work systems, which cover a board list of "careers/job categories" in the manufacturing sector:

- Clerical/Administrative Support
- Administrative Professional
- Production Associate/Labourer
- Production Machine Operator and Set up
- Manufacturing Support (production control, inventory, stock handlers, etc.)
- CNC/Machine Tool Operator
- Quality Control and Inspection
- Skilled Trades/Apprenticeship
- Technician/Technologist
- Computer/Information Technology
- Engineer
- Team Leader/Supervisor
- Management

For the purposes of this study, the list of occupations identified from the manufacturers was used as a basis for the preceding analysis and discussion:

- Senior Management (General Manager, HR Manager, Controller etc.)
- Management (Production Supervisor, Warehouse Supervisor etc.)
- Staff (Accounts Payable/Receivable, Payroll/Benefits, etc.)
- Skilled (Electrician, Millwright, Machinist etc.)
- Apprentices (Electricians, Millwrights, Machinists, CWB Welder etc.)
- Production (Production Technicians*, Line Associates*, Machine Operator*, Janitor etc.)
- Retirements (Senior Management, Skilled, General Labour etc.)
- Warehouse/Distribution

*Largest demand for these three occupations in the 2006-2009 periods

A Strategic Perspective

The outcome of the Manufacturing Local Labour Market Project was intended to be strategic as opposed to operational. The creation of an updated **blueprint** to continue striving for a world-class and integrated workforce development system for the Greater Quinte Region was the vision. As a community, it was important to identify and select the issues that required the most attention, involved multiple community stakeholders, had the highest priorities and yield the greatest results.

It is anticipated that the sector will continue to move forward with new and innovative programs and strategies, based on the results and strategies plans found in this report.

Geographical Area

The Greater Quinte Region served by this project is the service territory of the Quinte Economic Development Commission, which includes Brighton, Belleville and Quinte West but also includes Napanee to the East.



STRATEGIC FINDINGS





Providing a vision beyond 2009 was difficult to establish given the current state of the manufacturing industry. Making or determining a path for the manufacturing sector in this area was ambiguous as less than 3% could accurately describe their needs in these challenging times.

Taking this into account, the following provides a snapshot of the current (immediate – through October 2009) state of manufacturing in the Greater Quinte Region.

Labour Needs

The following section illustrates and describes the position requirements for designated professions across the Greater Quinte Region. Each graph depicts the amount of labour needed for each profession, over one distinct time period (November 2006 to October 2009).

Figure 1

The position requirements for the Greater Quinte Region from 2006 to 2009 illustrate the considerable need for production labour, more specifically production associates, both skilled and unskilled. The graph also depicts the high percentage of skilled labour, which is much needed in the manufacturing sector and includes a diverse group (i.e. Electricians, Millwrights, welders, technicians). Management staff is also a smaller but significant segment within the manufacturing industry. Warehouse/Distribution is a separate category as it represents a large firm within the region at this point in time.

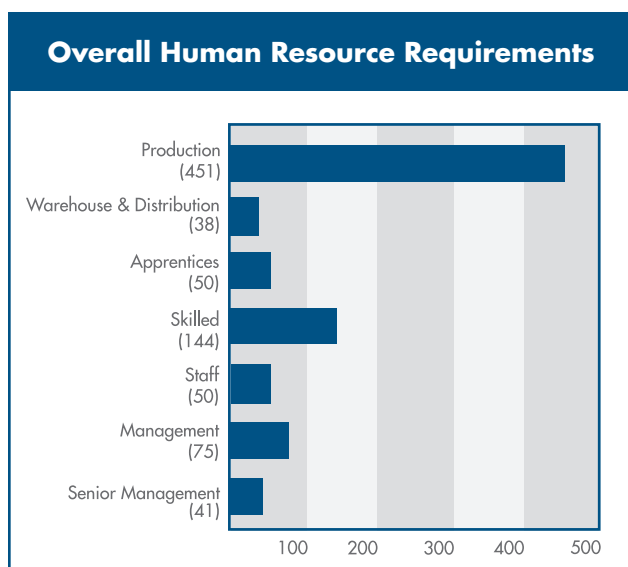


Figure 2

It is expected that the position requirements for the Greater Quinte Region will be highly concentrated in the Production Associate category with machine operator and line associate positions highly needed in the general labour category (> 430 positions). While the skilled occupation was largely held by production technicians with 42 needed from November 2006 to October 2009. In terms of forecasts, current overall manufacturing trends appear to be shrinking at both the provincial and national levels. Production remains a clear opportunity for manufacturing employment in this region.

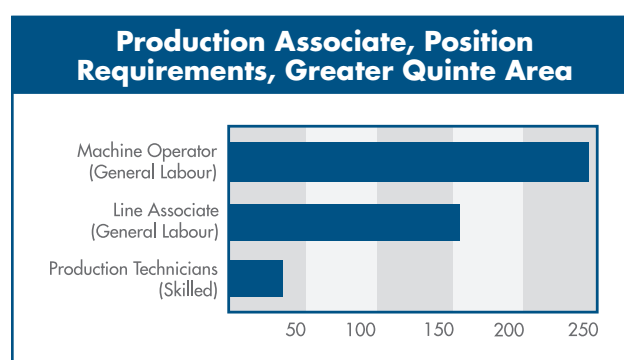


Figure 3

The types of skilled positions vary. While some positions are more 'hands on' in nature (e.g. industrial maintenance mechanic) other skilled positions require more technological expertise (e.g. Electronics Technician). Clearly, the largest group needed in the coming years are found in the production technician category (42), followed closely by millwrights (40) and industrial electricians (25).

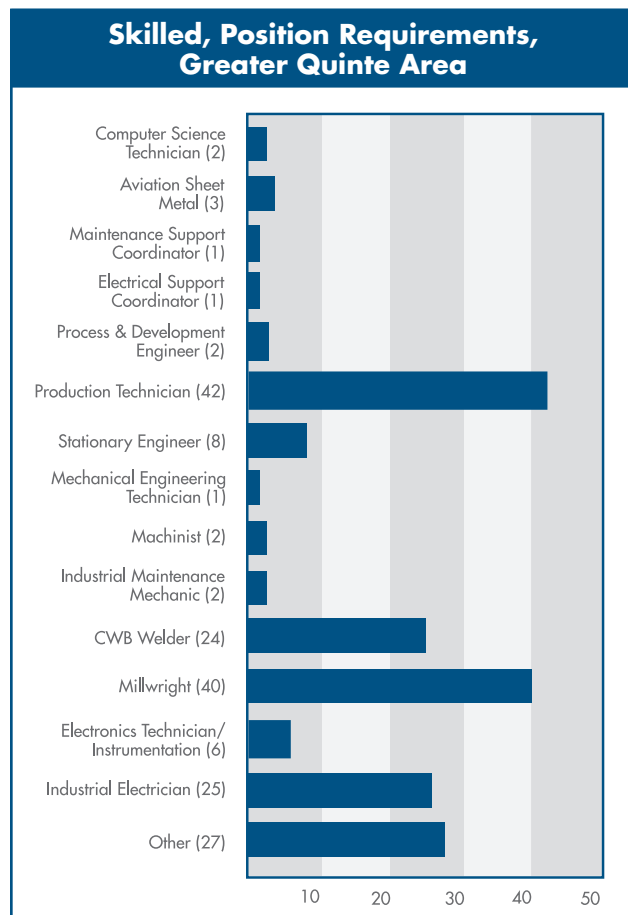


Figure 4

The number of senior level management positions required between November 2006 and October 2009 ranged from one to nine. The largest number of positions required can be found in superintendent/operations, H.R. Manager, Controller/Finance Manager and other occupations.

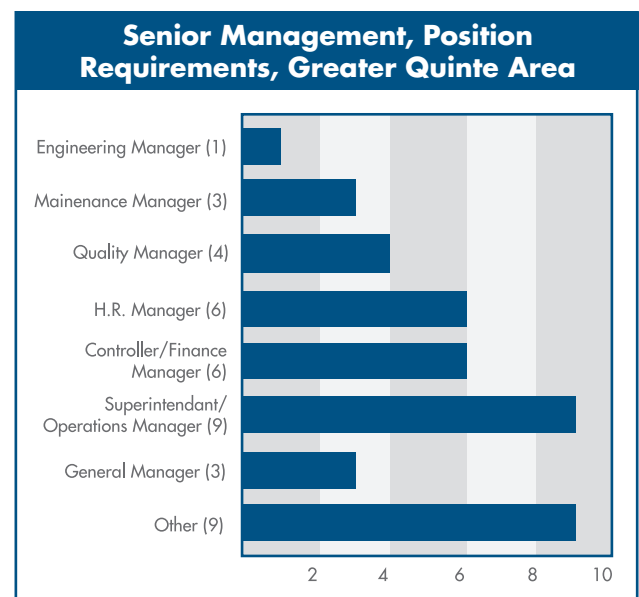


Figure 5

There are a large number of management positions required in the Greater Quinte Region during the time period. Again, the “production trend” is seen as over 40 production supervisors are needed during this time period to fulfill the management sectors requirements.

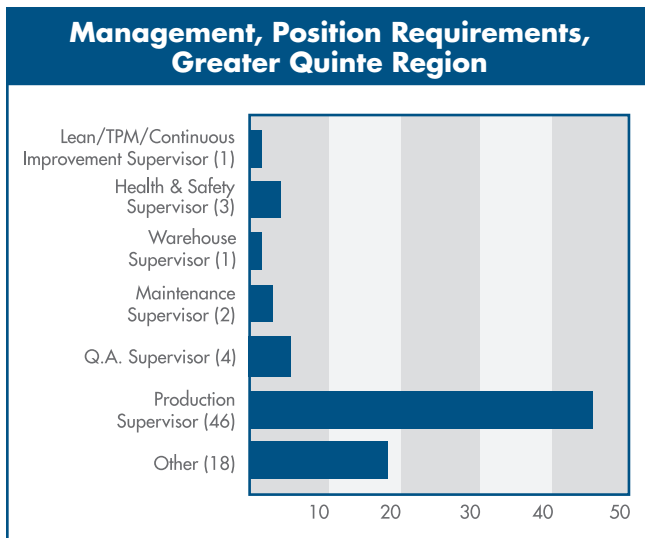
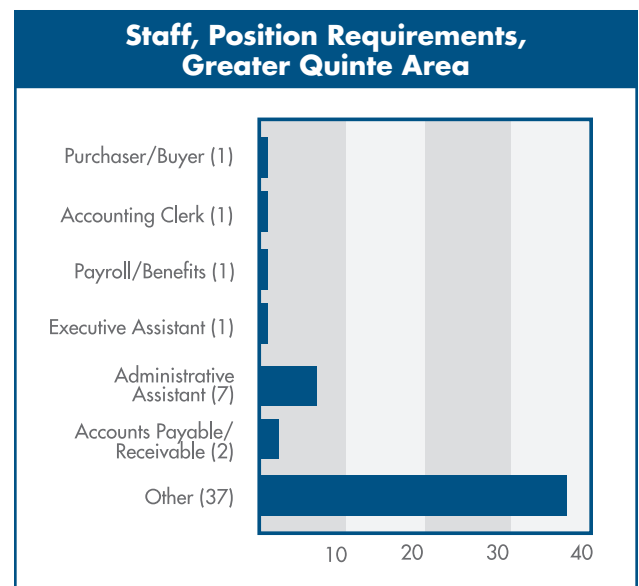


Figure 6

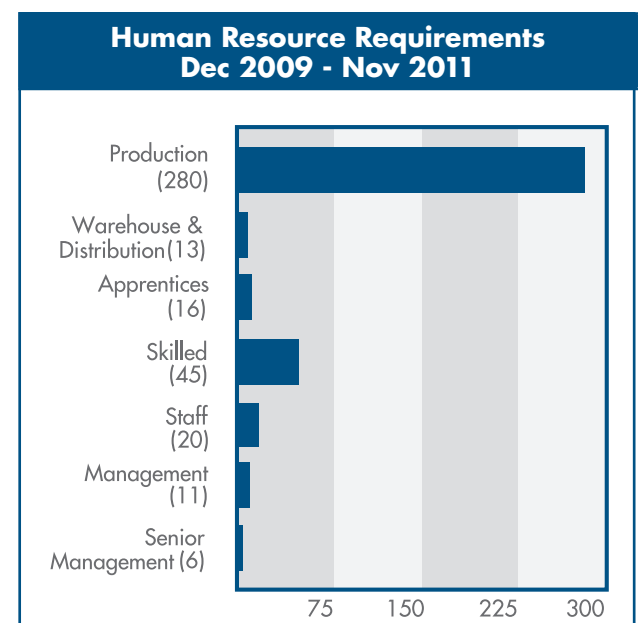
The number of staff positions required in manufacturing companies across the Greater Quinte Region is largely contained in the ‘other category.’ It could be assumed this category is likely describing similar positions found in this group.



LABOUR REQUIREMENTS BEYOND OCTOBER 31, 2009

Figure 7

While it was difficult for most employers to provide labour market data beyond October 2009, some were fairly confident in providing data looking out as far as November 2011. In Figure 7, the longer term projected requirements are shown.





LICENSED SKILL REQUIREMENTS

Figure 8

A review of Figure 8 below demonstrates that highly skilled workers with some licensed trades experience are essential to the overall success of workers in the Greater Quinte Region. The need for licensed skilled trades to the manufacturing sector in the Greater Quinte Region is high. In the near future, licensed trades people will continue to be in high demand with employment levels ranging from 40 (licensed millwright) to 24 (licensed CWB welder).

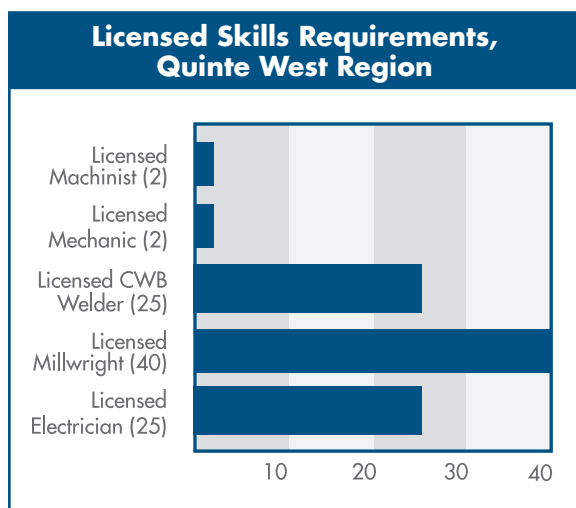
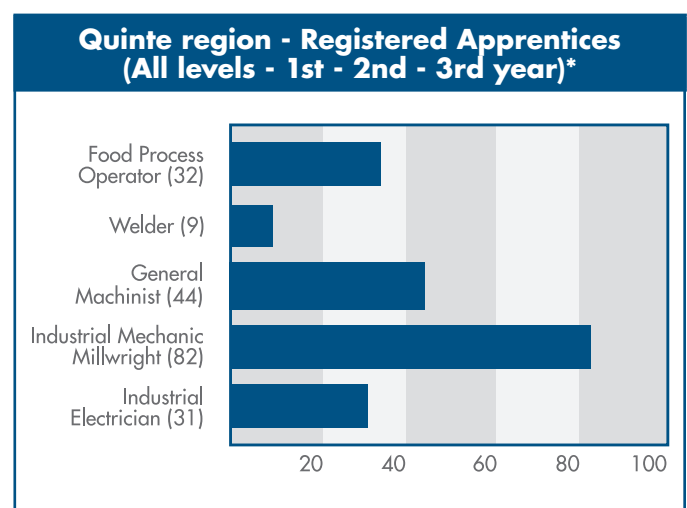


Figure 9

In contrast, the number of actual registered apprentices in the system (all levels) falls far short of the forecasted demand for skilled workers in the region



* Source: MTCU – Belleville Apprenticeship Office

WORKPLACE LEARNING & PERFORMANCE

A week rarely passes without the announcement of a new technological breakthrough that promises to fundamentally revolutionize some aspect of human enterprise—from food processors to the automotive industry and everything in between. Change of this magnitude makes it difficult, even with the best of crystal balls, to see very far or very clear as we move into the future.

A few observations, however, can be made with a high degree of certainty. First, we are experiencing a rate and pace of change that are both exhilarating and draining. This acceleration means that the respectful, wise, and creative leadership of people will become of ever-greater strategic importance as a means to retain and attract top talent in all areas, second, change of this magnitude simultaneously creates both great promise and considerable peril as our manufacturer's and their workforce adjust to the longer term impacts of globalization. This fact is true for individuals, organizations, and communities alike. Third, the current technological, environmental and lean revolution has and will continue to fundamentally change the rules by which both individuals and enterprises compete to survive and grow. As we move forward in the short term several key challenges emerge for the manufacturer's sector that impact workplace learning and performance needs.

1. Capitalizing on technology to improve productivity.
2. Creating and aligning processes with work systems that deliver value to customers while eliminating and reducing waste.
3. Engaging people in a problem solving/continuous improvement culture
4. Creating new and innovative products and services to sustain growth and increase competitiveness

In our research of local needs and requirements, the manufacturer's reoccurring theme was the need to fully engage and invest in their human capital and continue to grow the skills of their existing workforce as a competitive advantage, this has and will be a key pillar for the Quinte regions economic and workforce development strategies. The Quinte region manufacturing and industrial sector have indicated the need for specific individual and company skills development initiatives. Priorities included: technical (mechanical/electrical skills); management and leadership; development; industrial and office automation; interpersonal communications, Lean Enterprise and TPM tools /solutions; food safety, security, quality, continuous improvement; health and safety; as well as others.

MANANCE NEEDS

Priority Activities for 2007-2011				Computer
				Microsoft Word
				Microsoft Excel
				Microsoft PowerPoint
				Microsoft Access
				Microsoft Project
				SAP
Health & Safety	Mechanical Skills	Management/ Leadership Development	Interpersonal Communications/ Teamwork	Quality/Continuous Improvement
Forklift Operator Safety and Re-Certification	Fundamentals of Geometric Dimensioning and Tolerancing	Leadership/ Supervisory Skills	Presentation Skills	Lean Tools and Solutions
Safety Auditing Skills	Blueprint Reading	Business Acumen and Financial Skills	Valuing and Leveraging Diversity	Food Safety and Security
Level I Certification	Pneumatics	Performance Management and Performance Related Feedback	Communication Skills	TPM Tools
Ergonomics	Hydraulics	Managing Change	Building Effective Work Teams	Value Stream Mapping
Ozone Depletion	Machine Trade Skills	Lean Overview	Train the Trainer/Facilitator	5S/Visual Workplace
Industrial Low Lift Trucks	Operator Preventative Maintenance (TPM)	TPM Overview	Time Management	Continuous Improvement Skills
Fall Arrest	Precision Measurement	3A's Of Leadership (Coaching Skills)	Personality Dimensions	Lean Certification
Overhead Crane	CNC Programming	Safety For Supervisors/Managers	Reducing Stress In A Changing Work Environment	8D Problem Solving
W.H.M.I.S.	Pulp and Paper Technology	Apprentice/ Skill Trade	Project Management Essentials	Root Cause Analysis
Lockout-Tagout	Welding	Industrial Electrician	Customer Service	Quick Changeovers
Aerial Personal Lifting Devices	Energy Management	Millwright	New Hire Programs	Statistical Process Control (SPC)
Bill C45 Due Diligence For Supervisors	Assessment Instruments	Machinist	Technical/ Mechanical/Electrical	Internal Auditor Quality
Confined Space	Lifestyles Inventory (LSI)	Stationary Engineer	Programmable Logic Controllers – Basic, Advanced and Integrated Systems	Six Sigma
Testing	Organizational Culture Inventory	Pre-Employment/ New Hire Programs	Troubleshooting Skills	Plastics
T.O.W.E.S.	Multi-Rater Assessments	Process Operator – Food Manufacturer	Automation Systems	Injection Moulding
CAAT	Myers-Briggs Type Indicator	Pre-Exam Millwright	Electrical Skills	Extrusion
MTCU Exemption	Personality Dimensions	Pre-Exam Electrician	Electronics and Instrumentation	Blown Film

It's clear that one of the key strategies to contend with the looming skilled trades shortages is to focus on apprenticeships. Apprenticeship training must be promoted to potential candidates and encouraged to employers. The Canadian Apprenticeship Forum (www.caf-fca.org) recently distributed a detailed survey questionnaire, information regarding wages, charge-out rates, training costs and found the following results:

- Apprentices for all 15 trades generate net benefits for employers within a short period of time.
- Majority of employers (66.1%) indicated apprentice's productive value exceeds training costs by end of the 2nd year.
- Majority of employers (67.6%) indicated their journeyperson derived a benefit from training an apprentice.
- Employers also saw a significant benefit of employing a journeyperson that was trained as an apprentice.
- Majority of employers across all business sizes and regions viewed a "homegrown" journeyperson as more productive than an externally trained journeyperson.
- On average, for each \$1 invested in an apprentice, a benefit of \$1.38 accrues to the employer.
- All 15 trades included show an overall net benefit of apprenticeship training.



Lab skills day at Loyalist College
with Kelloggs employees



The Canadian Council on Learning has also found that the market for apprenticeships is principally constrained by employer demand rather than by the supply of potential apprentices. As a result, any growth in apprenticeships must come from the employers who must register apprentices. As seen from the above results, employers are starting to see the proven benefits and veering away from the perceived notions of risks associated with apprenticeships.

The Greater Quinte Region presently has the need and capacity for apprentices in the machinist, millwrights, and electrician occupations. **The challenge for the region will be to overcome the identified barriers, increase the participation rate of manufacturing employers to meet the demand for skilled labour over the next 5-10 years and beyond.** (See Manufacturing Sector – 10 Point Plan)

On a positive note, through the collaborative efforts of Loyalist College, Ministry of Training, Colleges, and Universities and members of the Quinte Manufacturing Association, a new Food Process Operator apprenticeship program was initiated. Operators hired at the new Kellogg plant in Belleville have all successfully completed phase one of this newly created apprenticeship program.



FORCES DRIVING CHANGE & LEAD

Over the coming years, Greater Quinte Region will be affected by a number of growing forces that will dictate the types of industries it should be attracting. Current economic pressures across the province and Canada are clearly being felt in Eastern Ontario. The following trends outline some critical factors that will guide this region's growth strategies. The major driving forces identified were:

1. Major Shifts In Canadian Manufacturing

In recent years, Canadian manufacturers have endured the effects of a much stronger Canadian dollar, increased emphasis on the service sector and high energy prices, all of which have negatively affected the overall performance of the sector. In spite of these obstacles, many manufacturers have been able to develop and create niche markets for both national and international markets. New large investments (i.e. Kellogg, Procter & Gamble, ANR Foods Inc., Bioniche) are offsetting any manufacturing job losses (e.g. Politwine, General Mills). Regardless, these types of investments cannot ease all of the pressures in this delicate industry. Manufacturers must try, harder than ever, to adjust their work systems, core competencies and product mandates to remain competitive in this environment. Employees that bring innovative thinking, excellent communication abilities and superior working skills are needed to help companies adapt.

2007 Ontario Manufacturing Sales					
	Aug 06	Jul 07	Aug 07	Jul 07 - Aug 07	Aug 06 - Aug 07
	\$ Thousands			% Change	
All Manufacturing Industries	24,911,201	25,321,312	24,150,142	-4.6	-3.1

Implications For Manufacturing

Ontario is pulling together a number of resources to deal with global pressures from lower cost competitive countries. New government programs include workforce-targeted initiatives such as:

- Ontario and its partners are spending \$2.6 billion to create more than 135,000 new student spaces at colleges and universities throughout the province.
- The building of 74 new post-secondary capital projects on campuses across Ontario, many in the rapidly growing fields of sciences and high-technology.
- The creation of an Apprenticeship Training Tax Credit that will give companies a 25% refundable tax credit on salaries and wages for new apprentices for the first 36 months of the training programs to a maximum value. \$15,000. Also, new government programs will increase the number of apprentices in high-demand areas to 26,000 annually by next year.

(Source: Industry Week 2007 – www.industryweek.com)

ING IMPLICATIONS

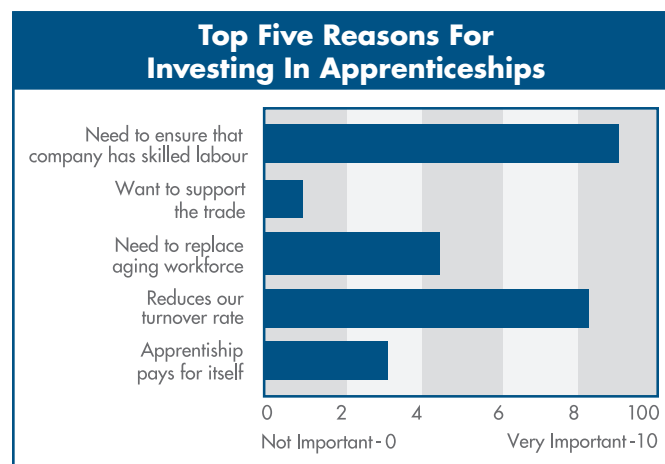
2. The Global Workforce Impact On Canadian Workers

Over the past 20 years, the global workforce has expanded fourfold and does not appear to be slowing down. Interestingly, a new workforce is developing across the globe. Workforce size is increasing in developing countries, while decreases are being experienced in developed countries. Wages and participation rates are falling for unskilled workers in Ontario. Only 6 percent of new jobs in Ontario over the next 10 years will require less than high school. Low skilled workers will have fewer and fewer opportunities for employment in the coming years. One advantage is that Canada has the highest level of postsecondary completion in the Organization for Economic Co-operation and Development, and recently ranked seventh in its participation rate in job-related continuing education and training.

Implications for Manufacturing

The 2006 study Apprenticeship – Building a Skilled Workforce for a Strong Bottom Line (www.caf-fca.org) revealed some promising insights for employers seeking guidance on training. Manufacturers need to be able to justify reasons for investing in apprenticeship programs (see figure below). One key advantage is the revenue generated by an apprentice increases throughout the apprenticeship.¹

¹Canada's Industry Association Magazine and www.caf-fca.org.

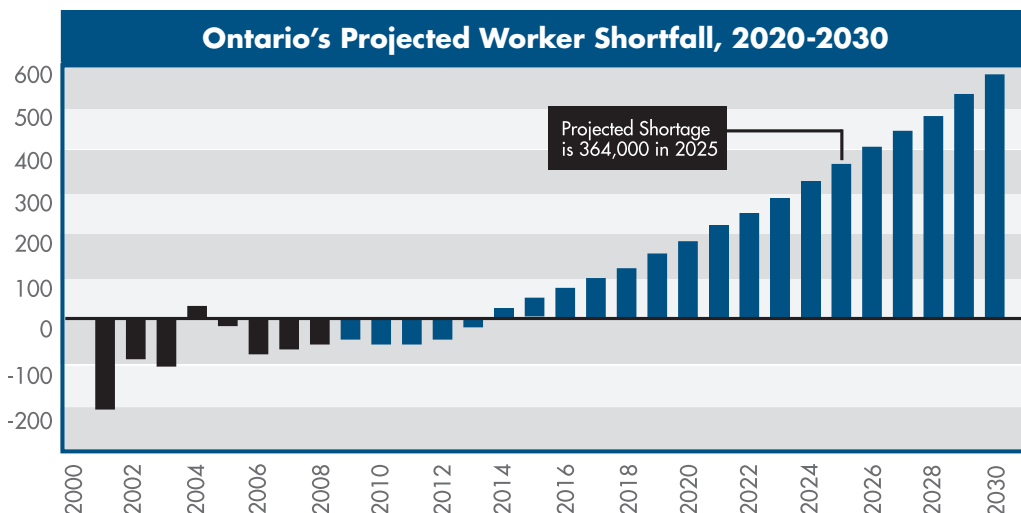


3. Immigration Is Becoming A Major Source Of Labour In Ontario

Immigration is a major part of Canada's growing labour force. Ontario's labour market is becoming increasingly reliant on immigrants to fulfill their labour needs. On a national level, Ontario receives 60% of Canada's immigrants. Immigrants represent 29% of the current labour force of Ontario with 48% landing directly into Toronto's labour force and not to other parts of Ontario. Many of these immigrants need upgrading or bridging through education programs in order to obtain work in Canada in their field. These skilled immigrants provide a potential resource for places with a shortage of skilled workers. It should also be noted that a significant portion (35%) of the 60,000+ immigrants entering Ontario every year do not speak English or French. Locally, an opportunity exists for the Quinte Region to capitalize and leverage this resource in partnership with Quinte Region agencies. (ie: Quinte United Immigrant Services)

4. Anticipated Shortages Of Skilled, Innovative Workers

The Ontario Chamber of Commerce predicts that 52% of skilled trades people are expected to retire within the next 15 years². Many industry sectors will face considerable labour shortages in the coming years. Industries such as mining, manufacturing, retail, food services, financial services, health care, construction, environment and electric power require a substantial amount of new workers. Compounding this challenge is that a significant portion of Ontario's labour force will be retiring within the next 10 years.



Source: Conference Board of Canada 2007, Ontario's Looming Labour Shortages

Implications for Manufacturing

Local employers will need to address these looming shortages in order to deal with their short and long term business goals. Educators have begun to offer certification courses and training in collaboration with employers to provide entry-level skills and certification to various apprentice occupations.

5. Labour Market Opportunities For Higher Value (I.E. Innovation And Technology) Jobs

Educational attainment levels will continue to rise in Canada's labour force over the next 10 years. Higher levels of educational attainment are increasingly important; 70 percent of new jobs in Ontario over the next 10 years will require a high skill level. Also important is the need for people in the workforce to continuously update their skills through ongoing training. Two-thirds of jobs over the next 15 years will require postsecondary education, and one-half of jobs in the next 15 years will require skills in using new technology.

Implications for Manufacturing

One way Ontario is bridging the gap between the changing labour force and technology is the use of broadband technology to leverage learning, skills and productivity gains. One method involves Ontario colleges using broadband to customize curriculum to varied target groups. In addition, regional innovation systems approach is being used to analyze the network of relationships that develop within a region, among firms, and other organizations that support innovation³. There is some innovation happening in the Greater Quinte Region with respect to integrating economic and workforce development activities to support the manufacturing sector. These programs have been adopted by neighbouring communities to move their labour force into the 21st Century.



6. Youth In Need Of Opportunities

Engaging youth in Eastern Ontario is a common challenge. One target is to engage youth and parents into choosing trades and apprenticeship programs as a career option. The Canadian Council on Learning⁴ particularly notes that anticipated shortages are likely to be more critical in the skilled trades due to the aging workforce. Previous studies have shown that young people are disinclined to enter, and are often not encouraged to enter, the skilled trades. A study by Statistics Canada in 2005 found apprentices who did not complete their programs cited the following reasons: limited employment opportunities and training, family reasons, insufficient number of tradespersons for supervision, poor literacy level of individual participating in apprenticeship training and lack of employment opportunities once the individual became certified⁵. Another concern is the poor perception of skilled trades. A recent study found only 32% of youth surveyed in 2005 said they would likely consider a career in the trades' area⁶. Recent 2007-2008 data suggest this trend has shifted towards a more favourable perception in the trades' area.

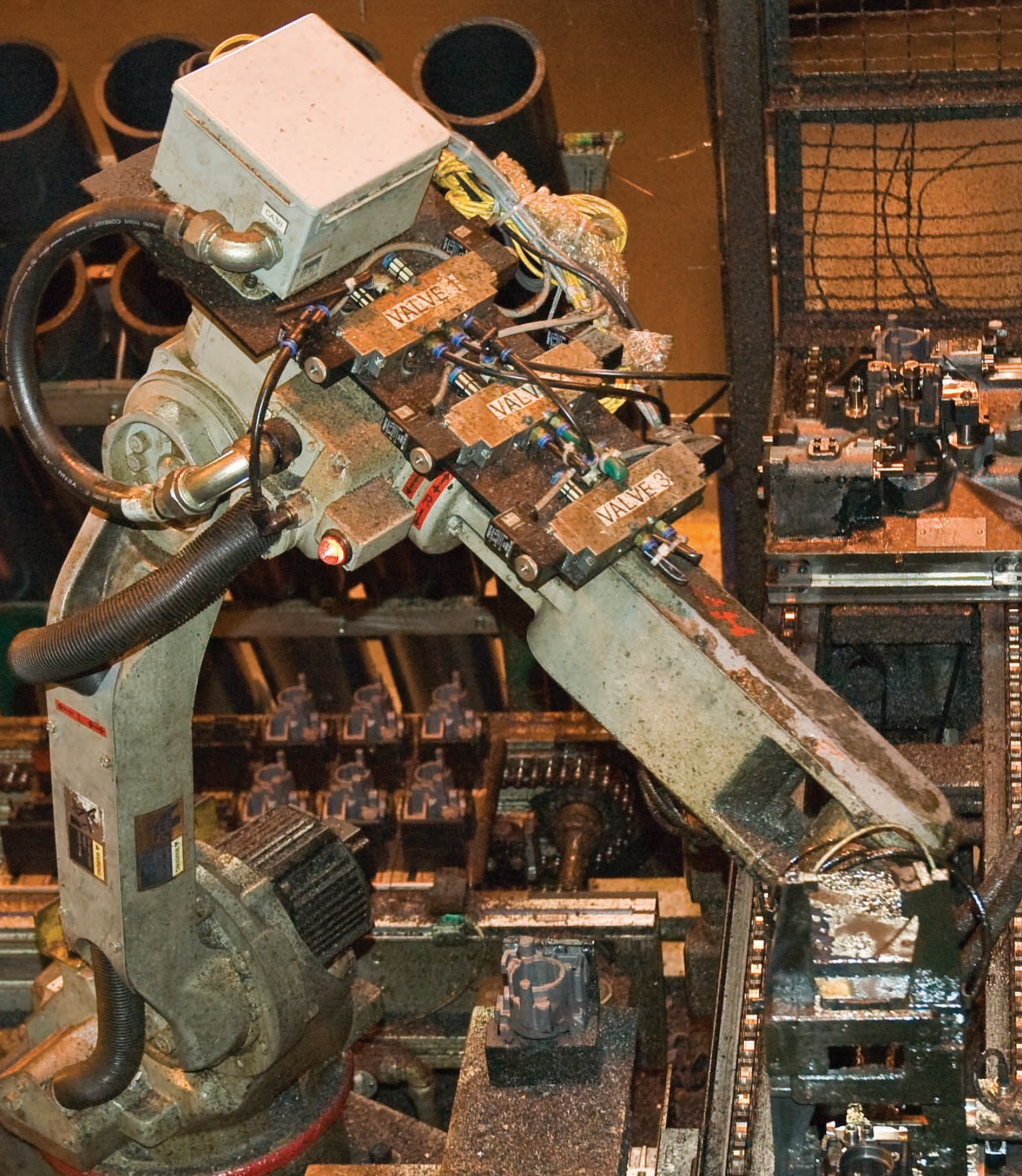
² Ontario Chamber of Commerce, News Release, September 13, 2005. "Huge Advantage to Investing in Skilled Trades"

³ Conference Board of Canada 2007, Ontario's Looming Labour Shortages

⁴ Canadian Council on Learning, Lessons in Learning website, "Apprenticeship Training in Canada", July 25, 2006 at www.ccl-cca.ca/CCL/Reports/LessonsInLearning

⁵ Gisèle Larocque, "Eastern Ontario Labour Market Profile", December 2005, p. 4.

⁶ Colleges Ontario: 2007 Environmental Scan – An Analysis of Trends and Issues affecting Ontario, p-46.



On December 6, 2007, over 40 participants gathered in Belleville to hear the findings of the survey and identify strategic objectives and action steps that, once implemented, will assist in removing barriers to labour force development. Through a facilitated “six hats” creative thinking session, these senior manufacturing managers, economic development professionals and representatives of the training and skills development industry realized that there are tremendous opportunities to improve the availability of production employees, skilled trades people and management personnel.

All of the solutions require collaboration between manufacturers and community stakeholders. During the discussion manufacturing representatives emphasized to each other the need for action and that they were willing to contribute time and money towards a solution that will keep the Greater Quinte Area one of the most vibrant manufacturing communities in Ontario.

A part of the planning process was to identify actions that are both tangible and practical to sustain growth and increase manufacturing competitiveness.

The 10 point plan/strategy will focus in the following areas:

1. Create a Centralized Manufacturing Support Office – that would assist manufacturers with value added services and activities that are not readily available on a regional basis. Benefits of this new and innovative service for manufacturers and stakeholders will be:

- Enhanced performance of our local manufacturing workforce
- Time saving and improved knowledge of and access to programs and services
- Increased economic and workforce readiness
- Improved attraction and retention capabilities
- Coordination of manufacturing labour activities

Examples: community integration, workforce development/skills website, program information sharing and dissemination, etc.

2. Encourage, Leverage and Support – manufacturers investment in the human capital through site specific and collaborative **workplace learning and performance activities**.

3. Develop and implement a Quinte Region Apprenticeship strategy to remove barriers and increase participation rates in the key manufacturing trades:

- shared Apprenticeship model
- regionalize www.apprenticeshipsearch.com
- co-op and pre-apprentice models

4. Ongoing promotion of skilled trade events and manufacturing awareness activities.

- linking high school and colleges through hands on trade activities
- manufacturing tours and speaking engagements
- trades, technology exploration initiatives

5. Partner with Quinte Manufacturers Association to provide a leadership role and structure for action for the 10 point plan implementation.

6. Regionalize “Belleville Wants You” campaign by hosting and promoting job posting and résumé bank, job fairs and other manufacturing support services through the centralized support office.

7. Establish a support network for expatriates and other new hires relocating to the community to help them successfully integrate into the Quinte region i.e.

- ambassador or buddy system
- key community contacts info
- cultural, sports and recreation info
- others as required

8. Create a regional website to host workforce development opportunities – jobs, training, apprenticeships, programs, services, etc.

9. Continued focus on providing Internship programs and opportunities that provide encouragement for manufacturers to invest in youth and displaced workers.

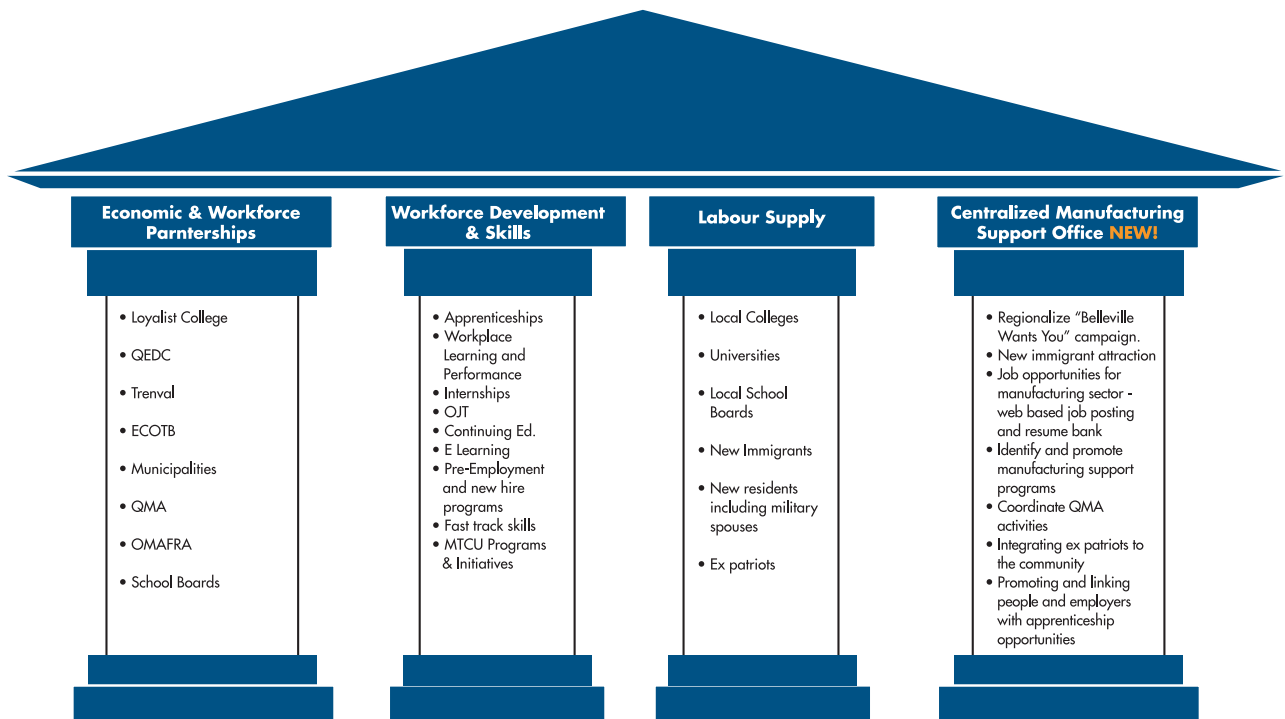
10. Investigate and move forward with implementation plans, skilled trades and learning centre at Loyalist College to support the manufacturing sector needs. i.e.

- post secondary programs
- fast track skills programs
- apprenticeship
- customized workplace learning programs
- secondary school partnerships

Manufacturing Sector The 10 Point Plan



Structure For Action



CONCLUSION

The Greater Quinte Region continues to have a strong manufacturing community and there is a strong desire to ensure future success. This project has shown that the region's business and community leaders are willing to put their time, money and effort into devising strategies and action plans.

With Ontario struggling to maintain its position as North America's #2 manufacturing jurisdiction, the Quinte Region's continued growth will not be easy.

It is important that the local community stakeholders move forward with implementation plans identified in the report. This will ensure that regional manufacturers have the right numbers and the right skills within production, skilled labour and senior management positions.

The above analysis and recommendations provide the Greater Quinte Region with clear direction that, properly resourced, can help the community to achieve:

- Manufacturing sector diversification
- Attraction of new jobs and investment
- Retention and expansion of existing enterprises
- Continued pride in a traditionally strong part of the community.

Together these workforce efforts will allow the region to continue to contend in a challenging marketplace and ensure Ontario's strong position as a leader in North American manufacturing.



ADDENDUM

We have collected a tremendous volume of data associated with this project.

Much of this information has been included within this report and will be utilized through ongoing strategic initiatives that will be generated as a result of this project.

Manufacturer's have been very forthcoming with their own labour market information and have been assured that at no time will their individual labour market and workplace training and development information provided, be shared with others but rather; only the total accumulation of data will be shared.

Much more of this information will become key when we move into planning, developing and implementing our strategic recommendations.

As a result of this project, we now have available the following information for those employers who have participated in the project:

- Summarized data with respect to both current and projected labour statistics of each participating employer
- Specific workplace training and development needs
- Information relating to shift patterns worked within facilities
- Data relating to challenges individual employers are facing

The information contained within this report will be invaluable however only if we all commit to keeping the momentum going. It is imperative that all stakeholders work collaboratively at implementing the strategic items that have been identified. As stated during several meetings where the community partners have gathered, the greater Quinte region has been very fortunate to have seen recent growth within the manufacturing sector. This fact is not coincidental but rather, attributed to the many "outside the box" initiatives that have been done within the community. As long as we continue to seek change and improvement in how we do business, there is no reason to believe that we will be unable to sustain our impressive track record.

The following tables outline the high strategy items that were generated during the December 6, 2007 workshop, where the majority of stakeholders were in attendance.

Production Requirements (Line Associate, Machine Operator, Production Technicians)		
Proposed Idea/Foreseen Barriers or Challenges	Proposed Solution(s)	Responsibility
Attracting sufficient production candidates to manufacturing – overcoming the image that careers in manufacturing are dead ended and low paying	<ul style="list-style-type: none"> • Peer Marketing – have current production employees speak of their successes in manufacturing • Have all levels of government more involved in labour force development/attraction • Billboard campaign advertising website with Quinte local career information • Seek recruitment of those affected by plant closures – lay-offs targeting higher unemployment sectors • Increased promotion of skilled trades in the schools 	<ul style="list-style-type: none"> • Manufacturers • Municipal/Provincial/ Federal governments • Economic Development, Government, Manufacturers • Economic Development, Employment Canada, Manufacturers • Economic Development, Loyalist College, Schools, Manufacturer's
Educate employers on available services in the Quinte Region	<ul style="list-style-type: none"> • Economic and Development office could work with QMA to develop information materials 	<ul style="list-style-type: none"> • Economic Development • QMA
Centralized Support/Labour Development Office – Assist employers/employees with recruitment and contact centre for questions from manufacturer's relating to services that are available to them	<ul style="list-style-type: none"> • Hiring new person to coordinate activities or expand current provider function ie.regionalize and expand Belleville wants you Campaign • Set up task force to work through details 	<ul style="list-style-type: none"> • Employers, Economic and Development, Trenval and Municipal Government

Skilled Requirements (Welders, Electricians, Millwrights, General Machinist)		
Proposed Idea/Foreseen Barriers or Challenges	Proposed Solution(s)	Responsibility
Lack of employers hiring apprentices	<ul style="list-style-type: none"> • Task force to develop an information package materials that can be used to present information relating to the benefits of having apprentices in the workplace. • Investigate feasibility of having the local employers "share" apprentices. Many employers are not in the position to have apprentices due to ratio requirements currently in place 	<ul style="list-style-type: none"> • QMA members, EcDev, Loyalist College • QMA members, Apprentices, Unions, Economic and Development, MTCU and Loyalist College
Lack of students enrolling in trades programs	<ul style="list-style-type: none"> • Have current apprentices from the area go into the schools and speak with students with regards to their exciting career opportunities/experiences • Continue to market trades programs through web, pod casting, magazines, CDs, billboards, TV, etc. 	<ul style="list-style-type: none"> • QMA members, Schools, Loyalist • QMA, Trenval, schools, loyalist, municipal / provincial government
Difficulty in retaining employee after completing of apprenticeship	<ul style="list-style-type: none"> • Employers need to evaluate current training opportunities offered at their plants, compensation being paid and workplace environment • Exit interviewing of those who resign and respond to reason(s) that are given by departing employees where possible 	<ul style="list-style-type: none"> • Employers
Image of skilled trades still an issue with students, parents and even some educators	<ul style="list-style-type: none"> • Need to continue to hold events where students and their parents can attend career fairs, college and workplaces to see for themselves the often bright and clean workplaces of today • Apprentices, management officials from various employers need to promote the manufacturing industry by speaking to students, parents and educators on their career paths and the compensation ranges associated with these positions 	<ul style="list-style-type: none"> • Employers, Economic Development, College, Trenval
Proactive and interactive system for advising job seekers of available positions	<ul style="list-style-type: none"> • Need to find a way of linking what is already available by way of job search websites such as Monster, Workopolis, and Jobs.ca 	<ul style="list-style-type: none"> • Economic Development, Municipal, Provincial and Federal Government, Workopolis, Monster, Jobs.ca



Senior Management/Management Requirements (Presidents/V.P's, General Managers, Operations Managers, Supervisors)		
Proposed Idea/Foreseen Barriers or Challenges	Proposed Solution(s)	Responsibility
Periodic presentations for potential new hires considering careers in Quinte Region	<ul style="list-style-type: none"> • Task force to be set up to discuss logistics • Ambassadors from community join Economic Development in delivering presentations marketing the geographical area, restaurants, shops, parks, beaches, theatres, wineries etc. • Provide list of Real Estate contacts, information on schools, churches, policing 	<ul style="list-style-type: none"> • Economic Development • Economic Development, QMA members • Economic Development
Survey Managers – ask what is important to them when considering a career in a new area	<ul style="list-style-type: none"> • Develop a survey and distribute to Senior Managers to determine what the key factors are for them to decide whether or not to accept a new career here in the Quinte Region 	<ul style="list-style-type: none"> • Economic Development and QMA
Integration of expatriates into the community	<ul style="list-style-type: none"> • Have a “buddy” system or community resource where new expatriates are teamed up with other expatriates and/or referred to relevant community services, agencies to help with integration 	<ul style="list-style-type: none"> • QMA members who are expatriates themselves and have become familiar with living in Canada and the Quinte region
Promotion from within – succession planning	<ul style="list-style-type: none"> • Whenever possible employers should consider promotion to Senior Management positions from within – May need to train and develop current staff to prepare for added responsibility ie Leadership development programs • Need invest more time with succession planning 	<ul style="list-style-type: none"> • Employers

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