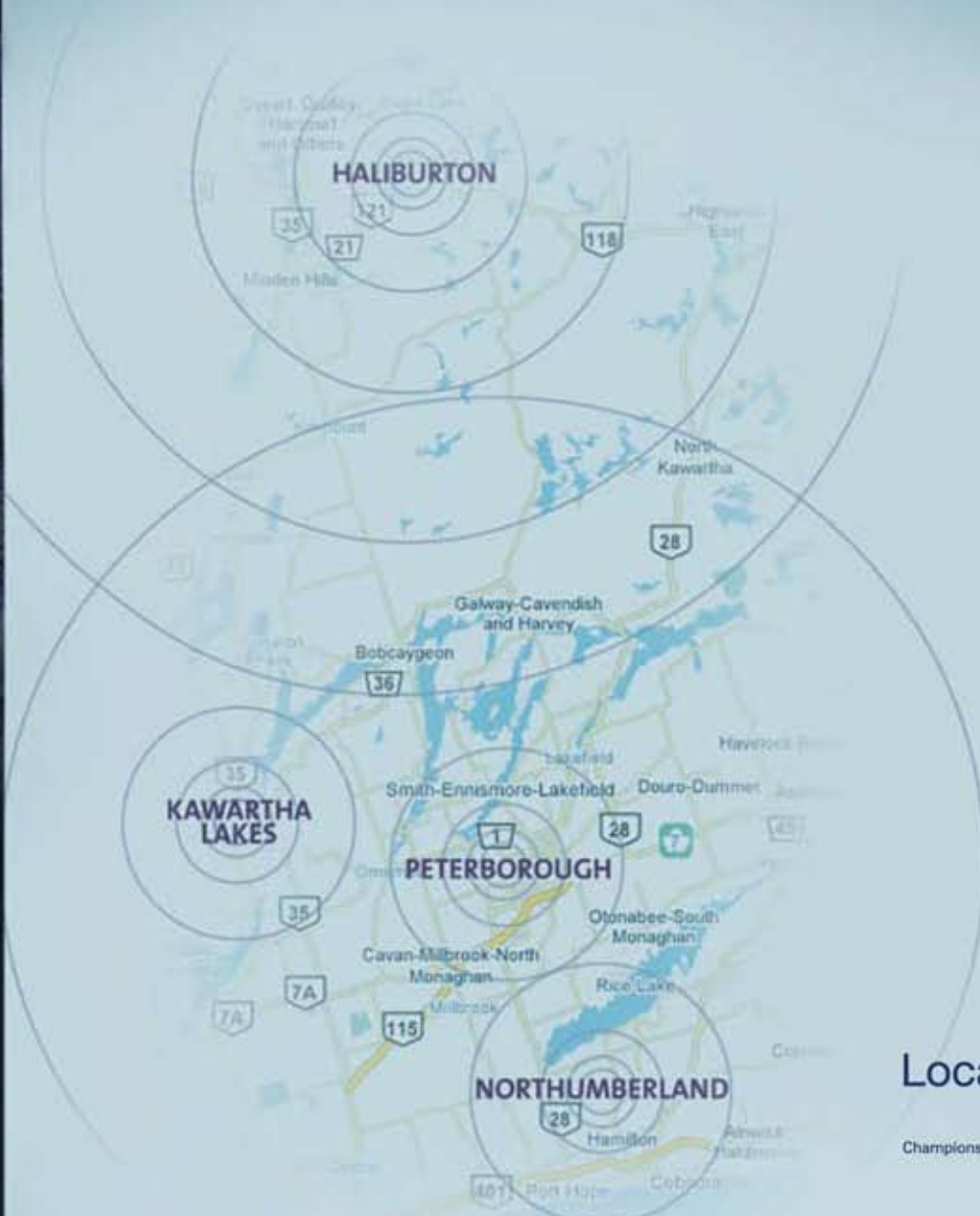




# TOP REPORT

Trends Opportunities Priorities - January 2008





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**EMPLOYMENT  
ONTARIO**  
Ontario's employment & training network

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



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## BACKGROUND

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The Workforce Development Board (WDB) is a community-based, independent, not-for-profit corporation, serving a wide geographic area including the cities of Peterborough and Kawartha Lakes and the counties of Northumberland, Peterborough and Haliburton, with a population of nearly 300,000. Formed in 1996, the Board works with communities to identify trends and opportunities in the labour market that impact the workforce. The WDB then establishes local partnerships to work on initiatives that address labour market concerns in various areas throughout the region. It is funded by the Ministry of Training, Colleges and Universities, as well as industry donations. Its 14-member board includes representatives from labour, business, education, training, women, racial minorities, persons with disabilities, Francophones and youth.

The WDB's primary role is to help improve the conditions of the local labour market by:

- Engaging the community in a locally-driven process to identify and respond to the key Trends, Opportunities and Priorities that prevail in the local labour market;
- Facilitating a local planning process, where representatives of community organizations and institutions jointly discuss and strategize on actions aimed at addressing local labour market issues of common interest;
- Creating opportunities for partnership development activities and projects that respond to more complex and/or pressing local labour market challenges;
- Organizing events and undertaking activities that promote the importance of education, training and skills upgrading to youth, parents, employers, special needs groups, employed and unemployed workers, and the public in general.

This TOP Report sets out labour market trends, issues and opportunities identified through census data, Labour Market Reports, research reports, surveys and consultation with community partners. By building on the TOP work of the preceding year, the board engages stakeholders in a labour force planning process that is ongoing and lays the groundwork for long-term, sustainable solutions. It is an exciting and dynamic experience for both the board and our community partners.

## OUR CONSULTATION PROCESS

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Each year the Workforce Development Board holds meetings with key stakeholders in the community to gather input for this report. To the extent possible, a cross section of all sectors is invited to participate to ensure that a range of issues and perspectives are incorporated. In order to accommodate this process, during the week of October 22 – 26, 2007, approximately 100 people participated in four focus groups that were conducted throughout the WDB Region, comprising the County of Northumberland, Peterborough County, the City of Kawartha Lakes and the County of Haliburton. At each session a customized, 30-minute PowerPoint slide show was presented to participants<sup>1</sup>, providing them with current information on factors affecting the labour market in their area. Following this, participants were invited to provide input on the trends, along with proposed action to address such trends. This was followed by a round table discussion of each of the seven trends that had surfaced during the research

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<sup>1</sup> These slide shows were drawn from a research document prepared on the region by Lawlor & Associates Consultants Inc. Copies of the research document and the slide shows may be obtained by contacting the WDB.



phase. Finally, participants were invited to prioritize the trends to provide the WDB with direction concerning the preferred allocation of resources for the coming year.

## COMMUNITY PROFILE

Located just northeast of the Greater Toronto Area (GTA), the region served by the WDB includes a diverse mix of agriculture, forestry, tourism, manufacturing, education, retail and other sectors that provide significant employment. With strong growth expected in southern Ontario in the years ahead, coupled with the recently passed Places to Grow provincial legislation that restricts growth in the greater Golden Horseshoe, our area is likely to be presented with a number of opportunities which will allow it to grow and prosper.

As the 2001 census shows, the WDB Region has a strong retail base with manufacturing, health & social sciences, and accommodation & food services providing significant employment. That small business plays a key role in our area is demonstrated by the construction sector, for example, that employs 4.1% of the labour force, but makes up 15.7% of area business establishments.

## POPULATION FACTS

During the intercensal period from 2001 – 2006, the population of the WDB area grew by a rate just slightly lower than that of the Province of Ontario. However, as the following table demonstrates, the growth was somewhat uneven across the four areas of the WDB Region.<sup>2</sup>

Population Change in the WDB Region and the Province of Ontario 2001 – 2006						
	County of Peterborough	City of Kawartha Lakes	County of Northumberland	County of Haliburton	WDB Region	Province of Ontario
2001 Pop.	125,856	69,179	77,497	15,085	287,617	11,410,046
2006 Pop.	133,080	74,561	80,963	16,147	304,751	12,160,282
% Change	5.7%	7.8%	4.5%	7.0%	6.0%	6.6%

Source: Census of Canada, 2001 and 2006

The aging of the population of the WDB Region is another factor that deserves careful attention, as the following table demonstrates.

<sup>2</sup> It is worthy of note that the population of the City of Peterborough, which constituted 56% of the total population of the County of Peterborough in 2006, experienced a population growth of only 4.8% in the preceding five years, with much higher rates of growth in the outlying areas of the County.



### Age Characteristics of WDB Population by Census Area and the Province of Ontario 2006<sup>3</sup>

	County of Peterborough	City of Kawartha Lakes	County of Northumberland	County of Haliburton	Province of Ontario
Median Age	41.7	45.1	44.8	50.4	39.0
% > 15 Years	84.6%	84.1%	84.0%	87.5%	81.8%
% 65+	18.6%	19.5%	19.6%	24.7%	13.6%

Source: Census of Canada, 2006

One further issue that impacts upon the future composition of the labour force in the WDB Region is the significant reduction in the number of young people between the ages of 0 – 14 years in the population, primarily as a result of reductions in birth rates over the past couple of decades. The following tables provide a snapshot of the data for the intercensal period from 2001 – 2006.

### Cohort Replacement of 0 – 14 Year Olds 2001 – 2006 WDB Region and the Province of Ontario

	2001 0 – 14 Years Olds	2006 0 – 14 Years Olds	% Growth
Northumberland	18.8%	16.0%	-10.8%
Haliburton	15.3%	12.6%	-11.9%
Kawartha Lakes	18.5%	15.9%	-07.5%
Peterborough	17.8%	15.4%	-08.5%
WDB Region	18.1%	15.6%	-09.0%
Ontario	19.6%	18.2%	-01.0%

Source: Census of Canada, 2001 and 2006

In addition to the decrease in the number of children aged 0 – 14 over the period from 2001 – 2006, a cohort retention analysis of young people in the 15 – 19 and the 20 – 24 year old cohorts reveals that many of the census districts in the WDB Region experienced significant slippage in these population groupings, as the following tables demonstrate.

<sup>3</sup> By 2031, seniors (65+) are projected to comprise approximately one third of the WDB Region population, based on population projections released by the Ontario Ministry of Finance.

Source: Ontario Population Projections Update, 2005 – 2031, Ministry of Finance, April 2006.



**Cohort Retention Analysis of 15 – 19 Year Olds  
WDB Region and the Province of Ontario  
2001 – 2006**

	2001 15 – 19 Year Olds	2006 20 – 24 Year Olds	% Growth
Northumberland	5,525	4,075	-26.0%
Haliburton	885	650	-27.0%
Kawartha Lakes	4,710	3,900	-17.0%
Peterborough	8,975	9,420	+05.0%
WDB Region	20,095	18,045	-10.0%
Ontario	769,420	797,255	+3.6%

Source: Census of Canada, 2001 and 2006

As the above table demonstrates, in every census district within the WDB Region, except the County of Peterborough, there was a significant slippage in the number of young people who moved from the 15 – 19 age group into the 20 – 24 year age group over the five year period, as a result of the out-migration of youth in search of jobs, education and adventure.

A similar analysis of 20 – 24 year olds for the 2001 – 2006 intercensal period produces similar findings, as the following table demonstrates.

**Cohort Retention Analysis of 20 - 24 Year Olds  
WDB Region and the Province of Ontario**

	2001 20 - 24 Year Olds	2006 25 - 29 Year Olds	% Growth
Northumberland	3,590	3,235	-9.9%
Haliburton	465	495	+6.5%
Kawartha Lakes	3,245	3,100	-4.5%
Peterborough	7,610	6,565	-14.0%
WDB Region	14,910	13,395	-10.0%
Ontario	718,420	743,695	+3.5%

Source: Census of Canada, 2001 and 2006

Clearly, the region is losing a significant portion of the core of its future labour force as a result of factors that are largely beyond its control, leading to a necessity to develop strategies to maintain close contact with those who have left in an effort to attract them back after they have obtained higher education and/



or gained work experience in other centres. Attracting immigrants to fill various positions in the labour force is another strategy to deal with this challenge.

The following tables on the educational levels of the WDB Region, based on the most recent Statistics Canada data from the 2001 Census of Canada, reveals that educational levels of residents of various age groups throughout the region are significantly lower than averages for the Province of Ontario, areas of concern are centered in the City of Kawartha Lakes, the County of Northumberland and the County of Haliburton.<sup>4</sup>

Educational Levels of 20 – 34 Year Olds WDB Region and the Province of Ontario 2001					
	County of Peterborough	City of Kawartha Lakes	County of Northumberland	County of Haliburton	Province of Ontario
< HS	12.9%	18.8%	15.4%	18.1%	13.2%
HS/Some PS	37.7%	36.6%	38.7%	33.5%	33.7%
Trades Cert	8.9%	9.9%	9.8%	13.2%	7.9%
College Cert	22.8%	23.3%	24.3%	23.9%	19.5%
University	17.7%	11.4%	11.9%	11.3%	25.7%

Source: Census of Canada, 2001

Among the 20 – 34 year old cohort, there are obvious concerns about the higher than average percentage of residents who have less than a high school education, reinforcing the importance of maintaining a focus on “Stay in School” programs. For the same age group, the City of Kawartha Lakes, the County of Northumberland and the County of Haliburton have very low percentages of residents in the 20 – 34 year old cohort who have completed university. The concerns are not nearly so great in the County of Peterborough, although the percentage that has completed university (17.7%) is still significantly lower than for the Province of Ontario as a whole (25.7%).

Similar trends are obvious for the 35 – 44 year old cohort and the 45 – 64 year old cohorts below.

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<sup>4</sup> It will be critical to review data based on the 2006 Census of Canada as soon as it becomes available to determine if any of the educational gaps identified in these tables have been reduced.



**Educational Levels of 35 - 44 Year Olds  
WDB Region and the Province of Ontario  
2001**

	County of Peterborough	City of Kawartha Lakes	County of Northumberland	County of Haliburton	Province of Ontario
< HS	18.4%	24.6%	21.4%	24.8%	17.3%
HS/Some PS	26.7%	30.2%	28.2%	32.0%	25.6%
Trades Cert	13.7%	13.9%	15.4%	19.1%	11.5%
College Cert	25.8%	23.1%	23.9%	17.7%	21.2%
University	15.3%	8.4%	11.0%	6.4%	24.3%

Source: Census of Canada, 2001

**Educational Levels of 45 - 64 Year Olds  
WDB Region and the Province of Ontario  
2001**

	County of Peterborough	City of Kawartha Lakes	County of Northumberland	County of Haliburton	Province of Ontario
< HS	26.4%	32.6%	30.6%	31.9%	27.5%
HS/Some PS	24.2%	24.2%	25.0%	25.8%	22.9%
Trades Cert	13.3%	14.8%	13.9%	16.9%	11.6%
College Cert	19.5%	16.9%	17.9%	14.8%	16.6%
University	16.6%	11.4%	12.5%	10.4%	21.5%

Source: Census of Canada, 2001

## **EMPLOYMENT BY INDUSTRY IN THE WDB REGION**

Based on 2001 Census of Canada data, it is clear that the tertiary (service) sector has experienced the same expansion that has been observed in both the Province of Ontario and Canada as a whole.<sup>5</sup> Data presented in the Significant Changes Section of this report suggests that the trend towards service employment has continued in the recent past.<sup>6</sup>

<sup>5</sup> In 1951 Canada had 22% of its labour force in the Primary Sector, 31% in the Secondary Sector and 47% in the Tertiary Sector. Half a century later, in 2004, 5% were working in the Primary Sector, 21% were in the Secondary Sector and 74% were in the Tertiary Sector. The trend towards deindustrialization is projected to continue, with the outsourcing of jobs to low income jurisdictions in the underdeveloped world and the expanding impact of globalization. Source: Harvey J. Krahn, Graham S. Lowe and Karen D. Hughes, *Work, Industry & Canadian Society*, 5th edition, Thomson Nelson, 2007.

<sup>6</sup> As with the data on education, it will be critical to confirm if the trend that has been identified towards an expansion of the tertiary, service sector is reflected in the 2006 Census of Canada data.



**Employment in the Primary, Secondary and Tertiary Sector<sup>7</sup>  
for the WDB Region and the Province of Ontario  
2001**

	Primary Sector	Secondary Sector	Tertiary Sector
Northumberland	6.5%	27.5%	66.0%
Peterborough	4.2%	19.9%	75.9%
Haliburton	3.3%	21.2%	75.4%
Kawartha Lakes	6.8%	23.2%	70.0%
Ontario	3.2%	22.0%	74.8%

Source: Census of Canada, 2001

## MINORITY CHARACTERISTICS OF WDB REGION

As the following table demonstrates, the WDB Region has not been a preferred destination for immigrants in the period from 1991 – 2001,<sup>8</sup> although the New Canadians' Centre has been working diligently to develop strategies to assist with attracting and providing supports to the new immigrant population over the past several years.

**Minority Characteristics of the WDB Region Population  
and the Population of the Province of Ontario  
2001**

	Canadian Born 1991	Immigrated Before 1991 – 2001	Immigrated Between Identity	Aboriginal
Northumberland	68,150	7,015	585	1,420
Peterborough	112,335	9,765	1,150	3,085
Haliburton	13,430	1,340	150	140
Kawartha Lakes	62,670	5,405	335	780
Ontario	8,164,860	2,007,705	1,022,370	188,315

Source: Census of Canada, 2001

The Aboriginal identity population in both Peterborough County (2.50%) and Northumberland County (1.87) exceeds the Aboriginal Identity Population for the Province of Ontario (1.67%), while in both the City of Kawartha Lakes (1.14%) and the County of Haliburton (0.94%), Aboriginal Identity Population was somewhat lower. It is worthy of note that two First Nations Reserves had some of the highest increases of population in the WDB Region during the 2001 – 2006 intercensal period.<sup>9</sup>

<sup>7</sup> The Primary Sector consists of industries such as agriculture, forestry and fishing. The Secondary Sector consists of manufacturing and construction. The Tertiary Sector consists of the administrative type services such as public administration, education, health, etc., as well as personal services such as retail, tourism, etc.

<sup>8</sup> With the release of the 2006 Census data, it will be critical to update these numbers to determine if this trend has changed over the intercensal period from 2001 – 2006.

<sup>9</sup> Hiawatha First Nation grew by 62.6% during the 2001 – 2006 period, while Alderville First Nation grew by 41.4%. The Curve Lake First Nation was third with a growth rate of 12.2%.

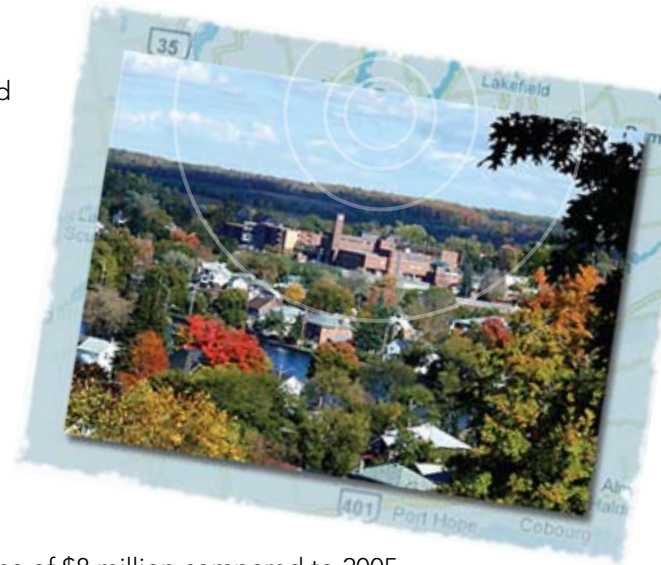


## HIGHLIGHTS AND SIGNIFICANT CHANGES

### NORTHUMBERLAND

#### Gains:

- "About 2,500 people are employed by about 600 tourism-based businesses in (Northumberland) county, and tourism is considered either the largest or second-largest industry in the county, next to agriculture."<sup>10</sup>
- "Home Depot has now officially opened its doors to the community of Cobourg and Northumberland, and has created 130 new jobs."<sup>11</sup>
- Construction to increase the number of lanes from four to six on Hwy. 401, between Port Hope and Cobourg, is scheduled for completion by the fall of 2007. The project is valued at \$24 million.
- Average home prices in Cobourg - Port Hope are up, from 207,786 in 2005 to \$218,404 in 2006.
- In 2006 Cobourg construction reached \$34.3 million, an increase of \$8 million compared to 2005. Construction included 72 single-detached homes, 120 condominiums and 16 apartments.
- Construction is underway on the new Northumberland County Headquarters building at the corner of Elgin and William Streets. The facility will accommodate the consolidation of court operations in Northumberland County. The \$8.6 million, 21,000 square foot building will be completed by October 2007.
- "A master plan for a proposed \$300 million expansion of Golden Beach Resort on Rice Lake that would include a 350-room hotel, 18-hole golf course and snow tube hill will be unveiled Monday. In addition, instead of the existing courtyard-style general store at the Harwood-area resort owned by sisters Kelly Lang and Olga Chernuck, a village centre of specialty shops would be developed.... Chernuck said she expects the resort's staff of 60 would double in the peak season and many would become full time."<sup>12</sup>
- A new \$30 million sewage treatment plant scheduled for construction over the next two years will pave the way for expansion and growth in Port Hope.<sup>13</sup>
- Northumberland Hills Hospital in Cobourg is getting an MRI machine.
- The Cobourg area will receive \$3.5 million in provincial funding as part of the \$35 million Source Water Protection Plan development, following passage of the Clean Water Act. This will be used to help communities evaluate water supply issues and determine how to replenish the water supply. As well, it will assess possible threats to the water supply.
- Cobourg will receive funding towards \$3.8 million in sewage plant upgrades. Work is scheduled for the summer of 2007, with an anticipated one-year construction period.
- Farmers will receive funding from a \$7 million farm stewardship fund to compensate farmers for land taken out of production due to the new Clean Water Act restrictions.



<sup>10</sup> Source: Valerie Macdonald, Northumberland Today, November 2006.

<sup>11</sup> Source: Maria Karampelas, Northumberland and County Business Times, July 2007

<sup>12</sup> Source: Valerie MacDonald, Osprey News network, Cobourg Daily Star, July 23, 2007.

<sup>13</sup> Source: Jeanne Beneteau, Business Times, October 2006.



### Losses:

- There are currently 6,500 people without a doctor in Cobourg. A three-year plan is being developed to involve municipal councils in engaging a physician recruiter. According to Statistics Canada, there is a need for 40 – 42 doctors in the Northumberland area and there are currently 33 practicing.
- “Horizon Plastics Co. Ltd., which makes products such as lattice for fencing, has laid off 70 of its 400 workers.”<sup>14</sup>
- Warkworth Co-op closed after 55 years in business. “The closing, which follows last year’s closing of a branch in Campbellford in an effort to ‘stop the bleed’, is a voluntary move by the board of directors. What was once a \$7 million annual business with 450 members and up to 30 staff, shrunk to \$6 million with 250 members and 12 staff.”<sup>15</sup>
- World’s Finest Chocolate confirmed that it will close its 44-year-old factory. “The exact timing of the closure will depend on business conditions, but the plant is expected to begin a phased shutdown later this year, with some operations continuing through 2008, says company spokesman Kirk Saville.”<sup>16</sup> Blommer Chocolate based in Chicago purchased the building and will produce bulk compound coatings and chocolate liquor used largely as ingredients in chocolate products made elsewhere. Approximately 80 of the former WFC employees have been re-employed.
- Collins and Aikman, located on Peter Street in Port Hope, which employs 900 people, is for sale, along with other Collins and Aikman plants across North America. The Michigan based company has operated under Chapter 11 bankruptcy protection since 2005.
- Kraft Canada is closing its Cobourg plant by October 2008 putting 380 highly-skilled and dedicated workers out of work. The Cobourg plant, which makes a variety of products including cereals, coffee, powdered soft drinks, dessert mixes and coating mixes, is under-utilized by about 30 percent because of the 2005/06 loss of the local distribution centre, the sale of the CremeSaver and Minute Rice lines and the pending divestiture of the Cream of Wheat line according to company spokesperson Lynne Galia

### PETERBOROUGH

#### Gains:

- “The cost of new construction and renovation work in the city last year rang in at about \$230 million, according to a report released this week by the Peterborough and District Home Builders Association.”<sup>17</sup>
- “Total value of new construction was \$117 million and the renovation work total was \$113 million in the region.” The CMHC Report stated that, “more than 3,210 jobs were generated by housing activity in the region.”
- New home sales in Peterborough were down slightly in 2006 from 2,454 in 2005 to 2,311 in 2006. Average home prices were up slightly from \$204,819 in 2005 to \$211,761 in 2006.
- “A Century 21 study shows Peterborough’s housing market has increased by 54% over the last five years, the highest in the province.”<sup>18</sup>



<sup>14</sup> Source: Cobourg Daily Star, June.

<sup>15</sup> Source: Suzanne Atkinson, Warkworth Co-op Closed, The Cobourg Daily Star, Friday, November 24, 2006, page 26.

<sup>16</sup> Source: CBC and CP News Story, February 22, 2007

<sup>17</sup> Source: Rachel Punch, Examiner Staff Writer, October 2006

<sup>18</sup> Source: Labour Market Bulletin, April - June 2006



- Rezoning for a proposed 82-room, Super 8 Hotel has been approved by City Council.
- Large expansion underway at Lansdowne Place Mall in Peterborough, creating approximately 300 new jobs upon completion, scheduled for the fall of 2009. The mall will be increased from its present 29,990 meters to 42,341 meters. Over three phases, it will incorporate an Old Navy Store in Phase 1, a larger Great Canadian Superstore and a grocery store owned by Loblaw's in Phase two, and 35 – 40 new smaller stores in Phase 3.
- Batilboi Ltd., an engineering company, based in Mumbai, India, purchased the Quickmill Inc. machine tool company, located on Rye Street. The purchase will help bring new products to the market more quickly, expand growth, and create new employment opportunities. Quickmill will retain its current staff and management.
- GE Peterborough was awarded a \$20 million contract --- the largest in its design/build history --- to design and build eight industrial mine motors for a gold/copper mine in Mongolia.
- The International Plowing Match and Rural Expo was held in September 2006. It was the largest event ever held in Peterborough County and expected to draw 100,000 people, adding an estimated \$25 million to the local economy.
- The new YMCA, located at 123 Aylmer Street, officially held its grand opening in February 2007. The 61,000 square foot building cost approximately 12 million and employs 133 people --- 32 full-time and 101 part-time.
- Kawartha Ethanol, a proposed \$62 million ethanol plant in Havelock, could receive \$25 million from the federal government towards the construction of a new plant. It is anticipated that it will create 45 full-time, highly skilled positions and between 500 – 700 indirect jobs. The plant will produce 80 million litres of ethanol per year and will use approximately 705 million bushels of local corn. Onsite spin-offs include a pellet mill, a carbon dioxide plant and a biodiesel plant. It is anticipated that it will be in operation by November 2007.
- General Motors Corporation chose an Oshawa GM assembly plant for their new Chevrolet Camaro line. The plant will build approximately 100,000 Camaros that will appear in showrooms by 2009. Analysts estimate that the new line will save approximately 2,700 jobs. The company will also invest \$740 million into the plant so that the facility can manufacture different vehicles on demand. This brings relief to workers after GM announced in November 2005 that it would eliminate 30,000 North American jobs. A plan to eliminate close to 1,000 jobs at another Oshawa Plant has also been reversed due to strong Chevrolet Impala sales. The Oshawa plants employ approximately 1,500 Peterborough area residents.
- Construction on the new \$18 million tourist centre at Crawford Drive and the Parkway was completed in October 2007.
- "The provincial government dropped \$892,500 in the area... for manufacturing skills training and marketing... Around \$500,000 will be spent on training initiatives, \$200,000 is earmarked for training at PepsiCo Foods Canada and \$85,000 on marketing made-in-Peterborough products."<sup>19</sup>
- Peterborough's unemployment rate decreased to 6.1 per cent in 2006 from 8.4 per cent in 2001 Statistics Canada reported. Over that period, the unemployment rate was the lowest in 2004, when it was 4.1%. ...
- "The Peterborough economy has been boosted by hirings at companies such as General Electric and

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<sup>19</sup> Source: Don Peat, Examiner Staff Writer, October 2006



Minute Maid.”<sup>20</sup> As well as a number of call centres that have located in the community.

- Canterbury Gardens, a new AON retirement residence is currently under construction. The 130,000 square foot facility will have 140 units and will employ 125 people. It is scheduled for completion in 2007.<sup>21</sup>
- Design work for a \$13 million proposed expansion at the Peterborough Centennial Museum and Archives was approved by City Council. The 30,000 square foot expansion is scheduled to be completed in 2009.
- 407 Express toll Route (ETR) expansion from Brock Road in Pickering to Hwy. 35/115 will open by 2013.
- “The provincial and federal affordable housing program’s \$11.27 million allocation to Peterborough includes:
  - \$3.6 million for a 48-unit project by TVM Schoolhouse Inc. at 443 Reid St.
  - \$770,000 for an 11-unit project by TVM Tower Residences Inc. at 212 Brock St.
  - \$1.12 million for a 16-unit project by Moloney Property Development Corp. at 49 Argyle St.
  - \$2.1 million for a 30-unit project by Peterborough Housing Corporation at 136 Anson St.
  - \$3.5 million for a 50-unit project by Peterborough Housing Corporation at 41 Concession St.
  - \$280,000 for a four-unit project by Homegrown Homes - Peterborough Community Housing Development Corporation at 220 Edinburgh St.”<sup>22</sup>

#### Losses:

- Cash and Carry in Peterborough closed.
- Pepsi-QTG temporarily laid off 24 workers due to the decreased demand for Instant Quaker Oats. The company is hoping the layoff will last no more than two months.
- GE sold the GE Energy hydro business to the Pescamona Group of Companies, a private group that focuses on the hydro industry. The sale affects 40 employees who work in development and engineering. There are no expected layoffs due to the sale but it is not clear if the employees will be relocated or remain in Peterborough.
- Bell Paving and Snow Plowing laid off 13 of its 15 employees.
- FisherCast is selling their Trent Plant (located at 310 Armour Road) and consolidating operations in the Otonabee Plant on Neal Drive. The consolidation positions the company for growth. All of the company’s 280 employees will work from the Otonabee Plant. Also, FisherCast sold its Ashburnham Plant on Sophia Street and consolidated the employees at the Otonabee Plant.<sup>23</sup>
- Trent Severn Waterway boat lockages for the 2006 (132,600 vessels) season were down 17% compared to 2005 (160,612 vessels). The decrease is attributed to weather, the strong Canadian dollar and rising gas prices. Lockage rates were also increased by 3% at the start of the season and operating hours were shortened. A study of the Trent Severn Waterway is underway.
- “Peterborough is among the worst offenders in Ontario when it comes to ‘outrageously high’ property taxes that are killing small businesses across the province, according to a report by the Canadian Federation of Independent Business.”<sup>24</sup>
- “Forty-one (out of a total of 240) Catholic school educational assistants have received layoff notices, says Canadian Union of Public Employees local president Terri Elliot.” The layoffs were attributed to declining enrolments and efforts to balance budgets.<sup>25</sup>

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<sup>20</sup> Source: Brendan Wedley, Examiner Staff Writer, City Jobless Rate Declines, February 2007

<sup>21</sup> Sources: Don Peat, Examiner Staff Writer, July 13, 2007

<sup>22</sup> Source: Brendan Wedley, Examiner Staff Writer, August 10, 2007.

<sup>23</sup> Source: Lauren Gilchrist, Plants Closing, but No Job cuts at FisherCast, Peterborough This Week, Wednesday, December 20, 2006, page 4.

<sup>24</sup> Source: James Wallace, Osprey News Network, High Taxes Killing Business: Report, November 2006.

<sup>25</sup> Source: Jeanne Pengelly, Examiner Education Writer, Peterborough Examiner, June 21, 2007.



- Devil Elbow's Ski Hill had a 70% drop in business during winter of 2006 – 2007
- Masterbrand Cabinets will close their Peterborough Plant and transfer production to Dubois County, Indiana in 2007. The closure affects about 250 workers. CAW Local President "said that the average wage for the workers at the Peterborough plant is \$12 to \$13 an hour. Some people have worked at the plant for as long as 19 years, she said." "Other major recent closures in Peterborough include Transcontinental Best Book, which employed 140 people and the National Grocers warehouse, which employed more than 100 workers. They both closed last year." Sales, marketing and customer service functions will remain in the City.<sup>26</sup>
- "A decision to do quality improvement work in-house at a Peterborough firm could have a 'dramatic effect' on staffing at an Omemee-area company" according to owner Larry Wight. The decision not to outsource quality improvement work to Devour was made as a cost-cutting measure which saved FisherCast about \$2 million, said President and CEO Greg Walling.<sup>27</sup>
- "G.M. of Canada Ltd. will eliminate about 1,000 jobs at a truck plant in Oshawa in January in the face of slumping pickup sales caused in part by the slide in the U.S. housing market."<sup>28</sup>

## KAWARTHA LAKES

### Gains:

- Tractor Supply Company on Greenfield road in Lindsay is a new hardware store that employs 14 people.

### Losses:

- Fleetwood, in Lindsay, laid off 110 employees in March, 2007. This is in addition to the 44 employees who were laid off in February, when two Lindsay production facilities were consolidated. The declining demand for recreational vehicles is behind the layoffs. "As of February 1, 2007, nearly 500 were employed at the Lindsay plants, where, (Human Resources Director Evelyn) Guiter said, Fleetwood has a 'great team'."<sup>29</sup>
- "Only months after California-based Fleetwood Enterprises decided to consolidate its two Lindsay plants and retain Fleetwood Canada, the company has announced it will shut down its Canadian operations on July 25 (2007). More than 300 people will be added to the ranks of Fleetwood Canada workers who lost their jobs earlier during layoffs in February and March this year."<sup>30</sup> "Another Lindsay factory is closing its doors. The fallout of Fleetwood Enterprises decision to close its Canadian operations in Lindsay has hit home for nearly 20 employees at nearby Lippert Components, a steel fabricator that supplies chassis to the travel trailer manufacturer."<sup>31</sup>
- Promens Canada Inc., the former Bonar Plastics announced in November 2007 it will shut down for good within a year or so. Promens manufactures large, industrial containers and ships much of its products to the United States. About 80 people including some who worked at the former Bonar Plastics were given notice late Monday, November 12, 2007.



<sup>26</sup> Source: Brendan Wedley, Examiner Staff Writer, October 2006.

<sup>27</sup> Source: Jason Bain, Daily Post Reporter, November, 2006. Source: Brendan Wedley, Examiner Staff Writer, October 2006.

<sup>28</sup> Source: Greg Keenan, Auto Industry Reporter, Globe and Mail, August 30, 2007.

<sup>29</sup> Source: Jason Bain, Osprey News Network, Lindsay Daily Post, January 2007.

<sup>30</sup> Source: Mary Riley, myKawartha.com, 04/05/2007.

<sup>31</sup> Source: Jason Bain, Osprey News Network, The Examiner, Thursday, May 10, 2007.



## HALIBURTON

### Gains:

- A new Canadian Tire Store is expected to begin construction on Highway 35. It will be located on the property formerly occupied by Brown Owl Restaurant and gas station, which closed in February 2007.

### Losses:

- Several resorts in the Haliburton area have closed over the past couple of years, including Maple Sands Resort, Lochaven Inn, Birch Point Lodge and Cherokee Resort. One of the reasons for the closures is that the land is more valuable than the business.
- Forestry industry loggers and truckers continue to experience challenges due to high Canadian dollar, increased operating costs and a decrease in demand for their products, especially in light of the fact that 80% of Canadian exports are to the U.S.



## ACTIONS TAKEN IN 2007

The following is a listing of actions taken to address various trends identified in last year's TOP Report for the WDB Region.

### Trend 1: SKILLS REQUIREMENTS AND SHORTAGES

#### Action Taken in 2007:

- A Regional Skilled Trades Competition was held again in March 2007. Each of the six areas of competition was filled with competitors.
- A Skilled Trades Expo was held during Small Business Week in City of Kawartha Lakes for 150 grade 8 students giving them a hands-on experience in six trades.
- Employer breakfasts were hosted on 8 occasions, with approximately 270 employers in attendance. These breakfasts raised the awareness of employers about hiring and training subsidy programs.
- A "Ready for Work" employment skills conference was held for 53 grade 7 students in the City of Kawartha Lakes. Workshops in Resume Writing, Interview Skills, Job Searching and Volunteering were held.
- A "Youth at Work" conference was held for 50 secondary school students where they had a choice of 15 different workshops including: construction, manufacturing, welding, heavy equipment, landscaping, call centres, esthetics/hairstyling, trucking, military, hospitality, retail, financial advice, starting your own business, temporary employment agencies and health care.
- Two health care symposia were held with approximately 120 secondary students having the opportunity to hear first hand about careers in health care from professionals in the job.

### Trend 2: LITERACY, ESSENTIAL SKILLS, AND EMOTIONAL INTELLIGENCE TRAINING

#### Action Taken in 2007:

- A 'Celebrating Literacy Campaign' was undertaken in partnership with Literacy Ontario Central South during the months of January, February and March 2007. The campaign built awareness of the economic benefits of literacy.



- A joint Workplace Literacy Taskforce has been formed with representation from labour, management, literacy trainers and, other service providers. This Taskforce has responsibility for making workplace literacy happen across the WDB area. A number of meetings have been held and two companies have expressed an interest in championing workplace literacy.

### **Trend 3: ACCESS TO EMPLOYMENT PROGRAMS AND SERVICES IN RURAL COMMUNITIES**

#### **Action Taken in 2007:**

- Developed and supported the two START programs in the Municipalities of Havelock, Belmont & Methune and Galway, Cavendish and Harvey.
- A second calendar of events has been developed and implemented for the fall in the Municipalities of Havelock, Belmont & Methune and Galway, Cavendish & Harvey.

### **Trend 4: MARGINALIZED LABOUR FORCE**

#### **Action Taken in 2007:**

- A dinner meeting was held on October 23, 2007 with 55 local employers in attendance. Participants received an HR Resource Guide which provides information on the various resources who can assist with the hiring of foreign trained professionals.
- Pathways to Independence Study (Disability Study) shared with Northumberland, City of Kawartha Lakes and Haliburton, which identified employment of persons with disabilities identified as top priority.
  - Workshops organized to raise the awareness of employers about the challenges and benefits of hiring persons with disabilities.
- A Newcomer's Guide to services in each of Peterborough, Northumberland, Kawartha Lakes, and Haliburton will assist newcomers to integrate smoothly into their new country and community. It has key contacts for all services that they will need to settle into their new life.

### **Trend 5: OUT-MIGRATION OF YOUTH**

#### **Action Taken in 2007:**

- The Youth Out-Migration Report has been printed and will be presented at public sessions in January and February 2008. At these public sessions, each community will be encouraged to commit to organizing further meetings to consider recommendations that can be applied in their community.

### **Trend 6: NETWORKING FORUM FOR EMPLOYERS, EDUCATORS AND TRAINERS**

#### **Action Taken in 2007:**

- The organizing committee met with a third party facilitator to review action taken over the past two years, where it was decided that the Bridges Forum will not necessarily be an annual event, but rather an event organized when something of a special nature which impacts both educators and employers needs to be addressed.



## SUMMARY OF 2008 TRENDS

Based on the research, various discussions with community partners and the consultation sessions that were conducted, the trends listed in the following table were identified as those that should be addressed during the coming year. During the four consultation sessions, participants were invited to rate the importance of each trend to provide the WDB with an indication of the resources that should be allocated to each trend in the coming year. The following table provides an indication of the priorities of various trends in the Counties of Northumberland, Peterborough, Haliburton and the City of Kawartha Lakes, as well as the WDB Region as a whole.

Prioritization of Trends for Counties of Northumberland, Peterborough, Haliburton and the City of Kawartha Lakes										
Trend	N #	N %	P #	P %	KL #	KL %	H #	H %	WDB Area	% Total
Job Readiness Deficiencies	44	22.0	97	29.8	20	17.2	32.0	25.2	193.0	25.1
Skilled Trades Shortages	44	22.0	95	29.2	23	19.8	25.0	19.7	187.0	24.3
Youth Out-Migration	21	10.5	40	12.3	16	13.8	22.0	17.3	99.0	12.9
Rural-Urban Disparities	23	11.5	19	5.8	9	7.8	25.0	19.7	76.0	9.9
Aging Population/Workforce	16	8.0	36	11.1	15	12.9	7.0	5.5	74.0	9.6
Marginalization of Specific Groups	13	6.5	19	5.8	25	21.6	13.0	10.2	70.0	9.1
Deindustrialization	39	19.5	19	5.8	8	6.9	3.0	2.4	69.0	9.0
Total Votes	200	100.0	325	100.0	116	100.0	127.0	100.0	768.0	100.0

## PREFACE TO ACTION PLAN

The systems approach adopted in this action plan assumes that no proposed action can be addressed effectively without an appreciation for its role in relationship to other actions. This has been highlighted in the comments section of each action that is proposed to address various trends. For this reason, partners should be aware of the manner in which all proposed projects impact upon and are related to others. To achieve this goal, a strategic plan launch meeting will be scheduled to bring all partners together to share the common vision represented in this action plan, prior to commencing the work.



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## **T** TREND 1: JOB READINESS DEFICIENCIES (25.1%)

**Issue:** Job Readiness Deficiencies was ranked as the number one trend in the WDB Region, with one quarter of the 768 ballots cast through the region identifying it as a priority. Among the essential skills are reading, writing, document use, oral communication, numeracy, computer use, working with others, continuous learning and thinking skills. As well, it should be emphasized that emotional intelligence is identified as an essential skill for purposes of this discussion.

“The number of high knowledge businesses in Canada increased 78% between 1991 and 2003, while the number of low knowledge businesses decreased.”  
Source: Canada Council on Learning

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## **O** OPPORTUNITY 1: Extend the program that was initiated at GE Plastics last year to two additional manufacturers who have expressed interest.

**Proposed Action:** Use the G.E. Report and material to advance the implementation of the program to additional manufacturers.

**Co-Lead Partners:** WDB & Literacy Ontario Central South

**Other Partners:** Literacy specialists and corporate partners

**P** **Priority:** High

**Timeline:** March 2008 – March 2009

**Measurable Expected Outcomes:** Increase literacy and emotional intelligence scores of young, middle-aged and older workers by an average of 10% on standard performance measures over a two-year period.

**Comments:** “Want the Competitive Edge? --- Literacy in the Workplace”, a paper published by the WDB, confirms that, “literacy development is as important, if not more important, than investment in research and development or in physical plant.”

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## **OPPORTUNITY 2: Develop a comprehensive job readiness program for youth and adults, based on the essential skills identified above, and make it available on a continuing basis in schools, workplaces and other centres by using a team dedicated to this goal.**

**Proposed Action:** Assemble a group consisting of employers, labour representatives, literacy specialists, and educational representatives to design and develop a curriculum for delivery to these groups and pilot test it on several groups.

**Lead Partner:** WDB

**Other Partners:** Education representatives, industry representatives, labour representatives and representatives of literacy groups throughout the WDB Region.

**Priority:** High

**Timeline:** February 2008 – March 2009

**Measurable Expected Outcomes:** Develop the curriculum and pilot test it on at least one elementary, one high school and one adult group.

**Comments:** This curriculum will be adaptable to a variety of audiences. Dr. Jim Parker, Canada Research Chair in Emotion and Health at Trent University, should be invited to be involved. Employers should be encouraged to give preference in hiring to individuals who have completed the Literacy/Emotional Intelligence Program.



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## **T** TREND 2: SKILLED TRADES SHORTAGES (24.3%)

**Issue:** Based on information gathered from a variety of consultation session participants, it is clear that a Labour Needs Analysis is required to determine the existing demographic characteristics of the workforce in key sectors, and to develop training and development strategies that ensure the availability of a skilled labour force that is relevant to the needs of the WDB Region.

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**O** **OPPORTUNITY 1:** Source funding to conduct an initial labour needs survey within one of the WDB communities with a predominately urban population --- with an emphasis on manufacturing, tourism and construction --- and develop a Request for Proposals, inviting participation from various labour market consultants.

**Proposed Action:** Once the funding is in place and the consultant has been selected, start the process of developing the data collection tool and pilot test it on a sample of local area businesses, with a view to proceeding to the full scale study as soon as the instrument has been developed to the satisfaction of the Technical Advisory Committee that will supervise the Labour Needs Study.

**Lead Partner:** WDB

**Other Partners:** Representatives of area industries, Municipal Economic Development personnel, Kawartha Manufacturers' Assn. and Northumberland Manufacturers' Assn., Fleming College, Trent University, Service Canada LMA.

**P** **Priority:** High

**Timeline:** April 2008 – March 2010

**Measurable Expected Outcomes:** Identification of current supply of workers and determine labour market needs for the next ten years, based on retirement schedules of current incumbents in various occupations, trades and sectors.

**Comments:** With this information, it will be possible to plan for future requirements to ensure that a well-trained labour force is maintained for current needs and future growth. As well, strategies can be put in place to deal with situations where there might be a large exodus of knowledge and experience in a specific skill area.

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**OPPORTUNITY 2:** Develop skill centres for people who are entering or re-entering the labour force to provide them with accurate and up-to-date information on occupations and trades that are in high demand in the region, the qualifications that are required for these positions, and the opportunities that are available to acquire the training and/or certification.

**Proposed Action:** Work with existing groups to develop and perfect one centre prior to extending this concept throughout the WDB Region.

**Co-Lead Partners:** WDB & Fleming College

**Other Partners:** Representatives of area industries, Municipal Economic Development personnel, Kawartha Manufacturers' Assn. and Northumberland Manufacturers' Assn., Community Employment Resource Partnership, Trent University, Service Canada LMA.

**Priority:** High

**Timeline:** Fiscal 2008 - 2009

**Measurable Expected Outcomes:** One centre will be up and running by March 2009, with plans to expand the concept throughout the region.

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**Comments:** This project will dovetail with the Labour Market Needs Study discussed earlier and build on the information that is gathered for that study. It will also provide opportunities to address concerns relevant to several other trends, including Youth Out-Migration and marginalization of specific groups. By utilizing web delivery in the strategy, it will also be possible to provide quality services to rural, as well as urban, populations. Among the other issues that will be addressed in this centre are Prior Learning Assessment and assessment of the credentials of foreign trained workers.

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## **T** TREND 3: YOUTH OUT-MIGRATION (12.9%)

**Issue:** Youth are migrating out of the WDB Region in search of education, job opportunities and adventure, leading to the depletion of the supply chain of the local labour force.

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## **O** OPPORTUNITY 1: Develop strategies to “connect” youth with their communities during their school years and maintain this contact after they have left the area in search of higher education, employment and adventure, with a view to keeping them abreast of changes and opportunities in the local labour market.

**Proposed Action:** Using a Facebook type model, provide online opportunities to keep in contact with youth who leave the area. If local communities have been encouraged to provide youth with meaningful and interesting programs and activities throughout the teenage years, this will be effective in encouraging them to return to the community after they have completed their education and/or gained experience in other centres.

**Lead Partner:** WDB

**Other Partners:** Chambers of Commerce, Area Employers, municipal personnel, area school board personnel, students and parents, Fleming College, Trent University, Service Canada LMA.

## **P** Priority: High

**Timeline:** Fiscal 2008 – 2009

**Measurable Expected Outcomes:** Develop a strategy to create a research document concerning programs that would be desirable to appeal to youth; acquire a database of e-mail addresses on an ongoing basis; and design a website to allow youth to network with each other and access information on local opportunities on an ongoing basis.

**Comments:** Along with addressing the youth out-migration trend, this strategy will be effective in linking youth with job requirements in the area, thereby assisting local employers to maintain a good supply of highly educated and experienced workers.



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## **T** TREND 4: RURAL-URBAN DISPARITIES (9.9%)

**Issue:** Due to the rural and agricultural nature of much of the WDB Region, the difficulty of offering quality services on an equitable basis to rural populations continues to be a challenge.

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### **O** OPPORTUNITY 1: Continue to support locally-based, rural initiatives that have been developed in the Municipalities of Havelock, Belmont, Methuen and Galway, Cavendish, Harvey and use this experience as a model for future initiatives in other areas.

**Proposed Action:** Develop a comprehensive report on the two current initiatives and circulate it to other rural communities that might wish to benefit from the results and/or build upon this initiative.

**Lead Partner:** Peterborough Employment Resource Centre

**Other Partners:** Workforce Development Board, Municipal personnel of Havelock, Belmont, Methuen and Galway, Cavendish, Harvey, representatives of other interested municipalities, Peterborough Social Plan representatives.

**P** **Priority:** Medium

**Timeline:** Fiscal 2008 – 2009

**Measurable Expected Outcomes:** Before-After measure of satisfaction in the two current initiatives, along with the extension of the initiative to other interested municipalities.

**Comments:** Along with serving rural needs, this will assist with addressing concerns of marginalized groups in rural areas.

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## **T** TREND 5: AGING WORKFORCE/POPULATION (9.1%)

**Issue:** The population of the WDB Region is aging at a significantly higher rate than the Province of Ontario, leading to the loss of valuable workforce skills and experience.

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### **O** OPPORTUNITY 1: Work with industry and older employees to identify strategies that would assist with maintaining their contributions to the labour force throughout the WDB Region.

**Proposed Action:** Conduct research within local industries to determine the factors that would be of assistance in maintaining the contributions of older workers to the labour force.

**Co-Lead Partners:** WDB & Trent Centre for Community Based Education

**Other Partners:** Key local area employers who are experiencing loss of talent due to retirements.

**P** **Priority:** High

**Timeline:** Fiscal 2008 – 2009

**Measurable Expected Outcomes:** Build on the results of the job readiness program discussed under Trend #1 and develop a plan to optimize the availability of talent among all age groups.



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## **T** TREND 6: MARGINALIZATION OF SPECIFIC GROUPS (9.1%)

**Issue:** Marginalized groups, consisting of persons with disabilities, Aboriginals, women, youth, older workers and immigrants, continue to experience challenges in finding equitable opportunities for employment, compensation and promotion in the labour force.

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### **O** OPPORTUNITY 1: Continue the work that the WDB has initiated for persons with disabilities and foreign trained workers and adapt the lessons learned to other marginalized groups.

**Proposed Action:** Ensure that the provisions of the Accessibility for Persons with Disabilities Act (2005) are publicized widely to businesses and industries throughout the WDB Region.

**Lead Partner:** Council for Persons with Disabilities

**Other Partners:** Workforce Development Board, organizations involved with Persons with Disabilities and other marginalized groups, Canadian Manufacturers and Exporters.

**P** **Priority:** High

**Timeline:** Fiscal 2008 – 2009

**Measurable Expected Outcomes:** Needs of marginalized groups and the contributions that they can make to the workforce, with specific reference to Persons with Disabilities, will be made known to employers.

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## **T** TREND 7: DEINDUSTRIALIZATION (9.0%)

**Issue:** Although this trend was ranked lowest of all of the identified trends, it is clear that it will be necessary to consider monitoring it as an emerging trend, given that a number of local area businesses and industries have scaled down and/or closed as a result of pressures resulting from the combined effects of globalization, the escalating value of the Canadian dollar, outsourcing, the flight of companies to low cost labour jurisdictions in other parts of the world, tax burden in the Canadian setting, the expansion of the service sector, the sub-prime mortgage crisis in the U.S. and scale backs in the U.S. economy.

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## CONCLUSION

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This TOP Report has been completed using information provided in surveys and consultations completed by a wide range of stakeholders throughout the WDB Region. Throughout the coming year, the Board of Directors will continue the consultation process by facilitating regular meetings with stakeholders to plan activities and monitor progress to measure the effectiveness of our activities and efforts. Updates on the status of proposed actions will be provided semi-annually. All stakeholders are encouraged to provide regular updates on their success with various projects and programs.

We would like to extend our sincere appreciation to all those who participated in this year's TOP process. Your participation is indispensable in providing valuable information that is critical to the development of the local action plan.



## APPENDIX A: INFORMATION SOURCES

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The following documents and materials were used as resources in development of the TOP Report:

- 2001 Census data.
- 2006 Census data.
- Canadian Policy Research Networks (CPRN) – various e-network issues and reports.
- Canadian Technology Human Resources Board (CTHRB) – *Tech News*, various issues.
- Service Canada – Area Labour Market Updates.
- *Business Edge News Magazine*.
- Ministry of Small Business and Entrepreneurship - Small Business Beat, July 2006.
- Hewett Associates – surveys, press releases, reports.
- Watson Wyatt Canada – various reports.
- Budget 2006 – Department of Finance Canada.
- Imagine Canada and CPRN – *Building Blocks for Strong Communities Report*.
- CPRN and Canadian Council on Learning – discussion paper: Employer Investment in Workplace Learning in Canada.
- Province of Ontario – 2006 Ontario Economic Outlook and Fiscal Review.
- Various news media: *Globe and Mail*, *Financial Times*, *National Post*, *Toronto Star*, *Ottawa Citizen*, *Hamilton Spectator*, *Canadian Newswire Group*, *Osprey Group of Newspapers*, *Western News*, *The Guardian (PEI)*.
- Haliburton Highland Chamber of Commerce Strategic Plan, 2005.
- Greater Peterborough Area Economic Development Corporation – press releases, agricultural statistics, Business Retention and Expansion Project, 2006 – Tourism Sector, Strategic Plan: 2006 - 2010.
- Lindsay and District Chamber of Commerce – newsletters, Membership Survey Results, 2006.
- Municipality of Trent Hills, Business Retention and Expansion Survey, Final Report, 2005 - 2006.
- Municipality of Port Hope – *An Economic Development Strategic Plan*, April, 2006; *Growth Management Study*, July 2006; *Port Hope Employment Land Needs Study*, June 2006.
- Northumberland County: *Navigating Our Future Prosperity Economic Development Strategy 2005 - 2010*.
- *Agriculture Impact and Development Study for the City of Kawartha Lakes and the Greater Peterborough Area*, November 2006.
- *Retail Profile - Peterborough, Northumberland, Haliburton and the City of Kawartha Lakes*, November 2006.
- *Impact of Youth Out-Migration: City of Kawartha Lakes, City and County of Peterborough, and Northumberland and Haliburton Counties*.
- *Want the Competitive Edge? Literacy in the Workplace*, WDB Publication, 2007.
- Ontario Population Projections Update, 2005 - 2031, Ontario Ministry of Finance, April 2006.
- *Ontario's Looming Labour Shortage Challenges, Projections of labour Shortages in Ontario and Possible Strategies to Engage Unused and Underutilized Human Resources*, The Conference Board of Canada, September, 2007.



## APPENDIX B: COMMUNITY CONSULTATION PARTICIPANTS

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Americredit	New Canadians' Centre
Canadian Association for Prior Learning Assessment	Northern Lights Canada
Canadian Hearing Society	Northumberland Social Services
Chamber of Commerce Haliburton Highlands	Norwood Secondary School
City of Kawartha Lakes Economic Development	Ontario Ministry of Agriculture, Food and Rural Affairs
City of Kawartha Lakes Social Services	Ontario Disabilities Support Program
Community Futures Development Corp. Northumberland	Ontario Works Haliburton
Community Futures Development Corp. Peterborough	Opportunity Centre
Community Living Haliburton, Campbellford	Peterborough Native Learning Program
Community Opportunity & Innovation Network	Peterborough, Victoria, Northumberland, Clarington Catholic District School Board
Council for Persons with Disabilities	Service Canada
Cramahe Township	Skills Canada - Ontario
Economic Development & Tourism Northumberland	Stephen H Smith & Associates
Employment Planning & Counselling	Township of Havelock Belmont Methuen
Fleming College	Trent Centre for Community Based Education
Haliburton Home Builders Association	Trillium College
IS2 Staffing Services	Trillium Lakelands District School Board
Job Connect Haliburton	U-Links
Kawartha Dairy	United Way
Kawartha Pine Ridge District School Board	Victoria County Career Services
Life Long Learning Centre	Youth Employment Services
Ministry of Training Colleges & Universities	
Municipality of Trent Hills	



**workforce**  
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