WORKFORCE
Development & Attraction
STRATEGY 2021 - 2025

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BRUCE
county

Setting The Stage

The continued success of Bruce County relies heavily on the collective capacity to attract and retain a skilled workforce. A strong and committed workforce will support the growth of communities and build a foundation for continued prosperity into the future. The County's long-term economic success depends on the strength of businesses in their efforts to attract, retain, and build skills in order to stay open, expand, and hand over to the next generation. It is with this spirit in mind, that Bruce County produced the Workforce Development & Attraction Strategy titled "Find Your Career in Bruce County". This Strategy will guide collective efforts through 2025 and set the stage for a solid future.

Facing The Future

Bruce County is facing several workforce challenges, including

- a shrinking labour pool;
- a significant amount of outbound youth migration;
- a mismatch between skills needed and those currently available; and
- a number of issues related to specific sectors.

Companies are struggling to grow their businesses because they are unable to fill vacant positions, hire the skills they need, or have difficulty locating someone to take over their business. Primarily, these challenges are related to the shortage of workforce in Bruce County.

The Bruce County Workforce Development & Attraction Strategy was created to grow and support the local labour force, spur business growth, and advance an inclusive community willing and able to take on the challenges of today and tomorrow.

The Strategy explores innovative ways of attracting, retaining, and training employees, which will help employers overcome labour force challenges. Grounded in the latest data and research, this Strategy describes the current climate, including service area gaps; verified and further refined through consultation with local industry stakeholders and community organizations. The Strategy further defines the short, medium, and long-term actions needed to address these labour force realities.

Advancing these actions over the next 5 years will position the County, its businesses, and its workforce to support the next generation and strengthen the Bruce economy.

INSIDE

Where We Are

Bruce County has one of the lowest unemployment rates (unemployment rate is the proportion of the labour force that is not currently employed but could be) and highest participation rates (participation rate refers to the total number of people who are employed or in search of a job) in Ontario, indicating that there are very few people available to meet the growing labour needs of local businesses.

...approximately 22,045 people are nearing retirement in the next 5-10 years.

There is significant out-migration of local youth and, compounding the situation further, the largest age cohort of workers are in the 60-64 age bracket, with approximately 22,045 people nearing retirement in the next 5-10 years. As workers grow closer to retirement, many business owners find themselves struggling to hire adequate replacements or fulfill

The Region's available workforce decreased by 10.9% from 2004 to 2016.

succession plans for their own retirement. There is also a disconnect between the skills needed, as expressed by employers, compared to the skills of those seeking employment.

Agriculture, energy, and the retail/tourism sectors are significant pillars in Bruce County's economy and play a strong role in communities. Each sector offers substantial benefits to our economic state and they all have unique challenges in building a workforce that meets their specific needs. This Strategy will drive initiatives in all three sectors and is also designed for collaboration with organizations that do not fall into these specific sectors. Every part of our business community is important and interconnected; support and growth across the board is essential.

The Region's available workforce decreased by 10.9% from 2004 to 2016.

The Workforce Landscape - Research

Researching and understanding the current situation determines where we need to go and what we need to do. The following baseline research will continue to be tracked and measured against to ensure that our efforts are making a difference.

The context for Bruce County's labour force issues can be better understood by looking at the broader regional landscape. We are not in this alone, our Region, Ontario, and Canada, are all experiencing workforce issues. Regionally and locally, there are eight compounding workforce issues:

1. **Rapidly Shrinking Labour Force**
   The labour force of the Stratford-Bruce Peninsula Economic Region is shrinking.

   - The total labour force for the Region in 2016 was 152,800, a decrease of 18,700 people from 2004.

   - The total number of people employed in the Region in 2016 was 145,500, a decrease of 18,600 people from 2004.

2. **High Labour Force Participation Rates**
   Participation rates indicate the number of people employed or seeking employment.

   - In the "working age brackets" 25 to 44 age group, the participation rate was higher in the Stratford-Bruce Peninsula Economic Region than in Ontario.

   - It is also worth noting that the 65+ age bracket participation rates are higher in the Region than in Ontario.

Participation Rates by Age Cohort, 2019

Age (years)	Stratford-Bruce Peninsula	Ontario
15 +	64.6%	65.1%
15-24	70.2%	61.3%
25-44	89.0%	86.1%
45-54	86.7%	86.5%
55-64	65.6%	67.3%
65 +	18.3%	15.2%

Source: Statistics Canada, Labour Force Survey, Custom Table

3. Aging Population

The aging population across Bruce County contributes to a declining labour force.

- The median age of County's workforce is 48.5 years compared to the Ontario median age of 41.3 years.

- The largest age cohort is in the 45-64 age group (29.5%) followed by 65 + (23.0%).

- The 45-64 age group will have a continual impact on future job vacancies as they shift towards retirement, 65+ in the next 10 years.

4. Low Unemployment Rate

Low unemployment rate implies that there are low numbers of available workers.

- The unemployment rate of the Stratford-Bruce Peninsula Economic Region has been lower than that of Ontario for the past 10 years.

- The Region's unemployment rate in early 2020 was 4.1% while the provincial rate was 5.8%.

- Among all ages, the unemployment rate for youth aged 15-24 years is the highest at 9.5%.

Unemployment Rates by Age Cohort, 2016

Age (years)	Stratford-Bruce Peninsula	Ontario
15 +	4.8%	6.5%
15-24	9.5%	14.0%
25-44	4.0%	5.7%
45-54	2.9%	4.9%
55-64	3.4%	5.3%
65 +	4.0%	3.3%

*Source: Statistics Canada, Labour Force Survey, Custom Table

Youth migration into Bruce County (505) compared with the out-migration (-900) has given the county a net loss (-395).

+505

-900
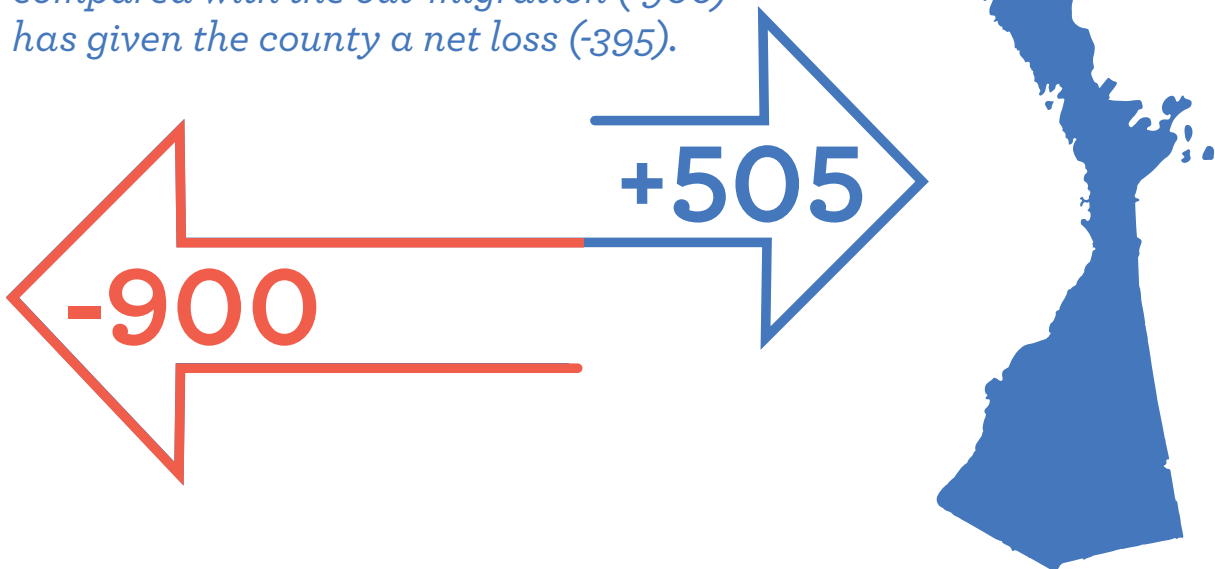
5. Youth Out–Migration Trends

Youth out-migration is a major challenge as those aged 15 to 24 leave to attend post–secondary institutions. Out-migration of those aged 15 to 24 is consistently higher than in-migration.

Movers by Age Cohort, 2011 – 2016

Age (years)	In-migration	Out-migration	Net gain/loss
15-24	505	900	(395)
25-44	2,470	1,895	575
45-54	705	455	250
55 +	935	555	380
TOTAL	4,615	3,805	810

Source: Four County Labour Market Planning Board's Local Labour Market Plan 2020

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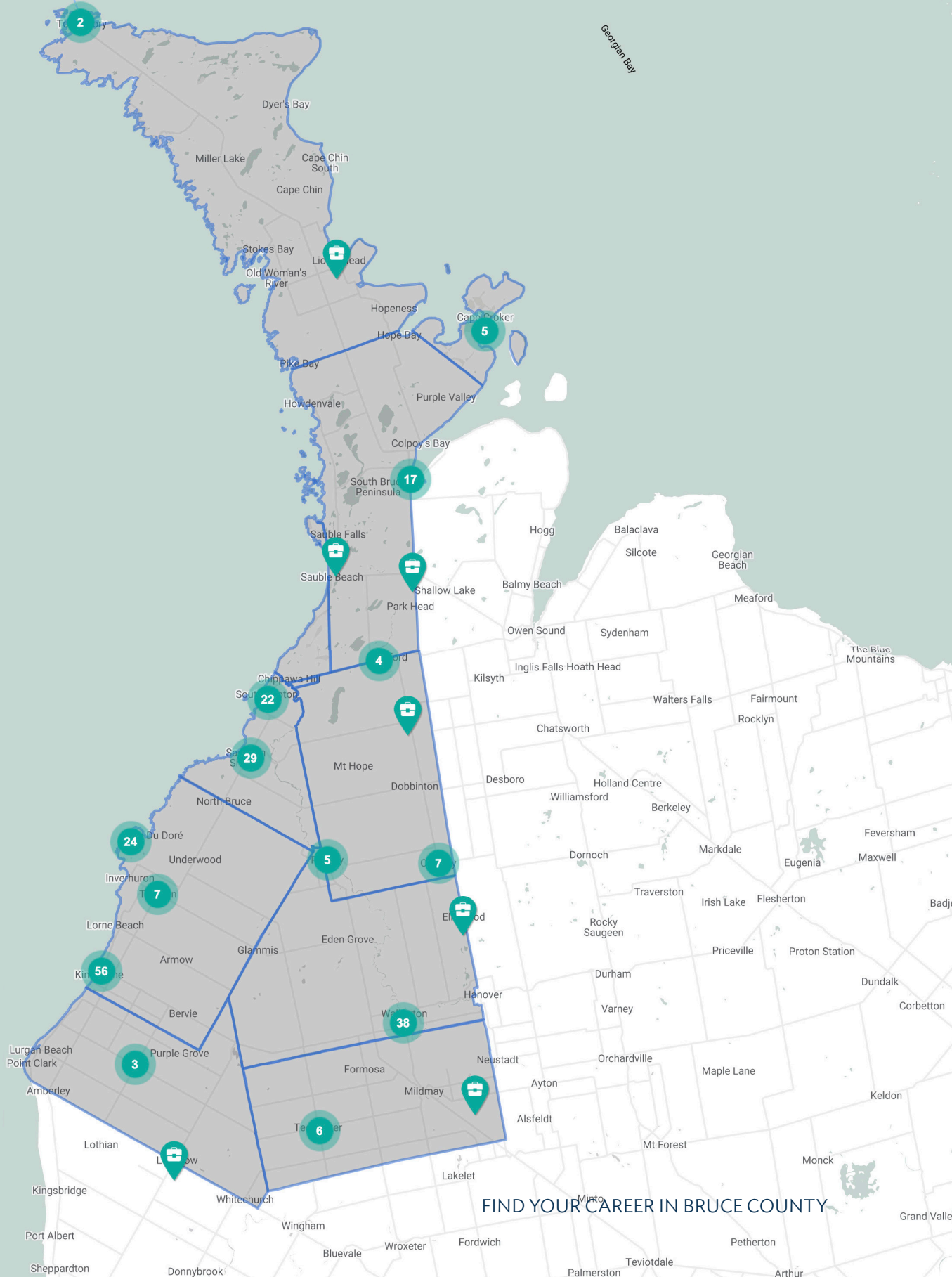
6. **Business Culture Shift**

   Employers are facing challenges in filling vacant positions. The EmployerOne Survey, conducted annually by the Four County Labour Market Planning Board noted that Bruce employers are facing major challenges related to an ongoing lack of enough applicants and lack of qualifications and difficulties with employees meeting workplace expectations, specifically non-technical skills, defined as communication, critical thinking, time management, and decision making. On the other hand, job seekers are struggling to find meaningful long-term employment.

   The Four County Labour Market Planning Board's 2018 Employee Survey found that both employees and job seekers indicated that the key characteristics of a positive workplace and management practices are:

Respect	Trust	Feeling Valued	Empathy
Admiration for someone elicited by their abilities, qualities, or achievements.	A firm belief in the reliability, truth, ability, or strength.	Recognition that the work of an employee has helped the organization and having sufficient time and resources to complete tasks.	The ability to understand and share the feelings of another.

   Employers who understand work-life balance and show compassion to meet family obligations were the attributes that employees or job seekers said were most important to them. These human connections create loyalty between employees and employers and are critical factors when employees are considering leaving a job.

   Additionally, in 2014, Deloitte conducted "The millennial majority is transforming your culture" report and survey responses noted that the #1-way organizations could change to improve retention was to have "flexible working conditions and work/life integration." Both studies indicate a culture shift in the workforce and encourage a need to ensure that it is addressed.

Map markers (numbers):
2, 5, 17, 4, 22, 29, 24, 7, 5, 7, 56, 38, 3, 6

Place labels visible on map:
Georgian Bay, Dyer's Bay, Cape Chin South, Cape Chin, Miller Lake, Stokes Bay, Old Woman's River, Lion's Head, Hopeness, Hope Bay, Cape Croker, Pike Bay, Purple Valley, Howdenvale, Colpoy's Bay, South Bruce Peninsula, Hogg, Balaclava, Silcote, Georgian Beach, Sauble Falls, Shallow Lake, Balmy Beach, Meaford, Sauble Beach, Park Head, Owen Sound, Sydenham, Chippawa Hill, Southampton, Mt Hope, Inglis Falls, Hoath Head, The Blue Mountains, Kilsyth, Walters Falls, Fairmount, Rocklyn, Dobbinton, Chatsworth, Saugeen Shores, Desboro, Holland Centre, Berkeley, Williamsford, North Bruce, Du Doré, Underwood, Mt Hope, Dornoch, Markdale, Eugenia, Maxwell, Inverhuron, Traverston, Irish Lake, Flesherton, Lorne Beach, Eden Grove, Elmwood, Rocky Saugeen, Feversham, Badjeros, Armow, Glammis, Priceville, Proton Station, Kincardine, Bervie, Hanover, Durham, Varney, Dundalk, Corbetton, Purple Grove, Walkerton, Neustadt, Orchardville, Maple Lane, Keldon, Lurgan Beach, Point Clark, Formosa, Ayton, Alsfeldt, Amberley, Mildmay, Lothian, Teeswater, Kingsbridge, Mt Forest, Monck, Port Albert, Whitechurch, Lakelet, Wingham, Minto, Grand Valley, Sheppardton, Bluevale, Wroxeter, Fordwich, Petherton, Donnybrook, Jamestown, Kurtzville, Palmerston, Teviotdale, Arthur

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7. **Mismatched Worker Skills to Available Work**

The JobsinBruce website trends indicated that there is mismatch of workers skills to the jobs available.

From July 2019 to February 2020, THE TOP RECRUITING JOB POSITIONS were as follows:

- **Retail Salespersons**
- **Kitchen Helpers**
- **Cooks**
- **Delivery Drivers**
- **Personal Support Workers**
- **Construction Managers**
- **Food and Beverage Servers**

- **Housekeepers and related**
- **Food Counter Attendants**
- **Early Childhood Educators**
- **Cashiers**
- **Automotive Service Technicians**
- **Customer Service Reps**
- **Salespersons**

- **Registered Nurses**
- **Care Providers**
- **Heavy Equipment Operators**
- **Courier Service Drivers**
- **Transport Drivers**
- **Labourers**

Opposingly, JOB SEEKERS WERE LOOKING FOR the following positions:

- **Retail Salespersons**
- **Home Support Workers**
- **Admin Assistants**

- **Cashiers**
- **Cooks**
- **Farm Workers**

- **Food and Beverage Servers**
- **Food Counter Attendants**

It is noted that there was successful matching between job postings and job seekers for the positions of retail salespeople, home support workers, and food counter and kitchen help.

Additional observations found that out of the top 10 placing hard to fill jobs, eight were classed as a National Occupational Classification (NOC) Skill Level B or C.

Skill Level A
professional jobs that require for a degree from a university.

Skill Level B
technical jobs and skilled trades that require a college diploma or training.

Skill Level C
intermediate jobs that require a high school and/or job-specific training.

Skill Level D
labour jobs that usually give on-the-job training.

The job seekers had interest in Business and Administration, Finance, Trades, Transport/ Equipment and Technical and particularly interested in management, professional and paraprofessional, and skilled occupations. So, there is a mismatch between the job seekers skills and the jobs they are applying to as available in the labour market.

...there is a mismatch between the job seekers skills and the jobs available.

8. **Sector-specific Challenges**
    The following sectors are struggling to find labour force:

    • **Healthcare**: an aging society is creating a higher demand for healthcare workers. Bruce County as a corporation has seen this firsthand, being unable to fill vacancies for Personal Support Workers and nurses.

    • **Retail and Tourism**: difficulty recruiting workers for restaurants, retail and hospitality sector as evident from the JobsinBruce data.

    • **Agriculture**: as per Canadian Agricultural Human Resources Council's Labour Market information report, in 2017, 16,500 jobs went unfulfilled leading to severe revenue losses. Labour force requirements are expected to grow in the next 10 years and by 2029, this sector needs more workers to reach production targets.

    • **Manufacturing**: large decline in employment in Ontario from 2006 – 2016. This industry expresses deep concern about the availability of workers as well as the skill level of existing and future employees at all levels within their organizations.

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The 2020 COVID-19 Pandemic

The 2020 COVID-19 pandemic tremendously impacted the world and here locally. Analysts speculated that the demand for quality & quantity of the available workforce would continue to change and that vulnerable sectors of the population would likely grow in its wake. In June 2020, the unemployment rate for the Stratford-Bruce Peninsula Economic Region was 9.6% – an increase of 5.5% from January 2020 (4.1%). At the same time, the provincial unemployment rate increased to 12.2% – an increase of 7.2% from January 2020 (5.0%). Effects of the pandemic where also felt by the future workforce. According to Statistics Canada, 48% of post-secondary students had experienced a loss of employment or were temporarily laid off in 2020; 26% worked reduced hours.

According to Statistics Canada, 48% of post-secondary students had experienced a loss of employment or were temporarily laid off in 2020.

Where We Are Going

STRATEGY DEVELOPMENT

There is a dire need to solve the ever-growing issue of labour shortage. A complete workforce strategy encompasses assessing industry needs now and into the future, ongoing measures to combat the local skills gap, attracting the right audience by delivering a strong message, and providing ongoing supports to grow welcoming and diverse communities where people want to live and work. Hence, Bruce County is developing a multi-faceted Strategy to help businesses overcome the challenges of current workforce realities.

RESEARCH → STRATEGY DEVELOPMENT

There were three steps that were utilized to develop the Strategy and its supporting actions:

1 4-PRONGED APPROACH
A Framework to Focus
Action Development

2 GAP ANALYSIS
Defining 9 Priority Areas

3 ACTION PLANNING
Setting the Stage for Success:
29 Actions
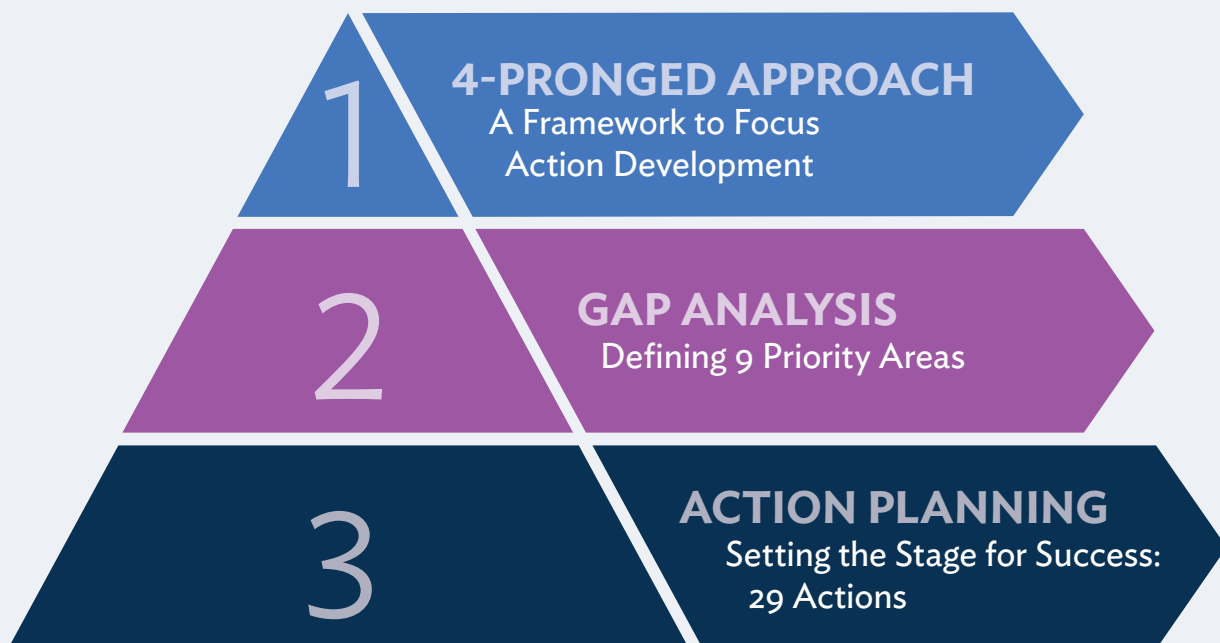
1. 4-PRONGED APPROACH: A Framework to Focus Action Development

A 4-Pronged Approach involves various sectors such as local government, business, and education. It addresses the workforce shortage along with the flexibility to pivot as the landscape changes. This approach was created to understand the complete picture of the workforce landscape in Bruce County and sets the direction as to what actions needs to be undertaken.

This 4-Pronged Approach includes the following:

1. **Continuous Data Collection** – assessing and defining industry needs now and into the future including labour needs and hiring trends, identifying talent in the Region, future labour market needs, and existing education and skills gaps.

2. **Attraction** – ongoing marketing tactics that drive resident attraction to meet current and future needs of business. This includes a broad regional approach in addition to at the local municipal level and in concert with the existing business community.

3. **Retention** – ongoing supports to grow welcoming and diverse communities where people want to live and includes working with businesses to grow cultures where people want to work.

4. **Skills Building** – ongoing measures to combat the skills gaps experienced between industry and traditional education. Including enhancing local skills by bridging skills gaps for short and long term labour needs, bridge education gaps to address sector-specific skills gaps, support succession planning, and raise awareness among local employers about pathways to employment projects.

What do we need to know?

1. CONTINUOUS DATA COLLECTION

2. ATTRACTION

How do we attract new talent?

4. SKILLS BUILDING

3. RETENTION

How do we enhance local skills?

How do we keep new and existing talent?
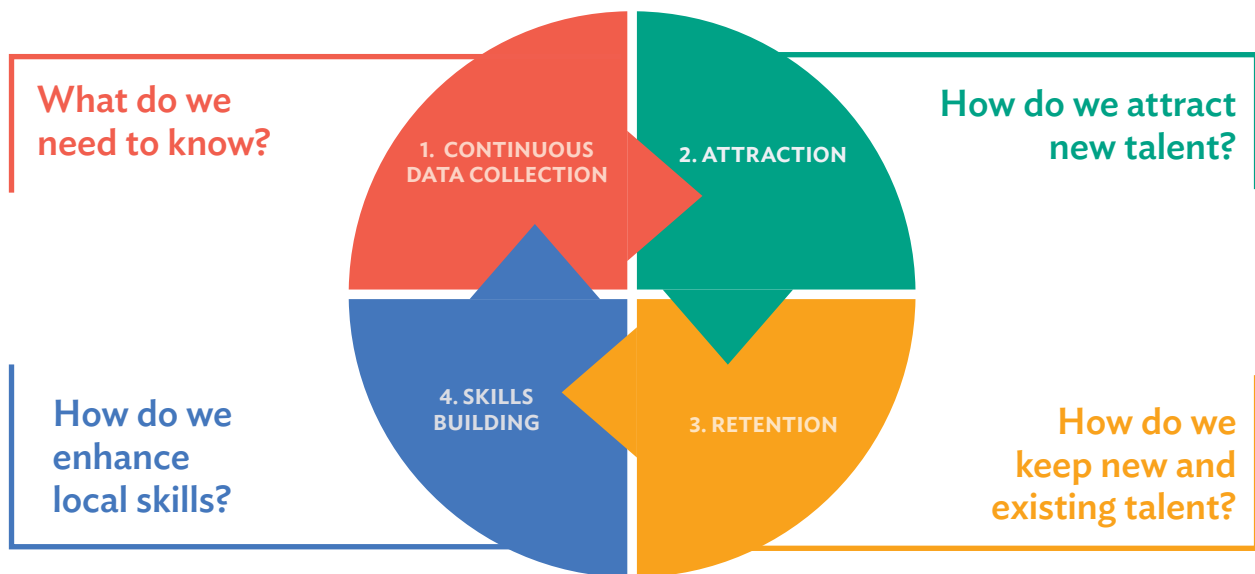
2. GAP ANALYSIS: Defining Priority Areas

It is important when developing a strategy to ensure that there is no duplication of efforts. Many initiatives and organizations are tackling workforce challenges and therefore, reviewing those efforts is an important step when developing coordinated actions. Undertaking a "who is doing what" analysis and identifying gaps is an important step in framing recommended actions.

The outcome of this analysis was the establishment of 9 Priority Areas that will be addressed through the action plan development:

Prong	Priority Areas	Gap	Addressed By
1. Continuous Data Collection	**1. Identify current employer labour needs (primary data)**	**Yes**	
	2. Identify local education and skills gaps	**Yes**	
	Identify future local labour needs in general and based on economic sectors	Partial	FCLMPB
	Identify current employer labour needs and hiring trends (secondary data)	No	JobsinBruce, FCLMPB, Stats Can
	Identify talent currently in region	No	JobsinBruce, FCLMPB, VPI Inc.
2. Attraction	**3. Identification of attraction audiences based on research**	**Yes**	
	4. Strong messaging to identified audiences with appropriate methods	**Yes**	
3. Retention	**5. Welcoming communities (respect for diversity, public services, access to housing and transportation)**	**Yes**	
	6. Employer culture (leadership skills, professional development, diversity training, positive well-being)	**Yes**	
	Support newcomers to settle	Partial	YMCA Settlement Services, LIP
	Quality of life (vibrant downtowns, strong sense of place, recreational opportunities)	Partial	Natural Legacy, STB, ETB
4. Skills Building	**7. Bridge skills and education gaps for short and long-term labour needs**	**Yes**	
	8. Support succession planning to prepare for baby boomer mass exodus	**Yes**	
	9. Address sector-specific skills gap	**Yes**	
	Provide employers with information on pathways to employment and other government projects	Partial	Local Community Organizations

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3. ACTION PLANNING: Setting the Stage for Success

Developing a workforce strategy requires a clear set of actions that lead to the desired outcomes that we are collectively working together to achieve. To address the identified 9 Priority Areas, 29 actions were formulated with the intent that they are achievable and when tackled will have lasting impacts. By creating a set of strategic actions, we are setting the stage for future success. The Strategy and its actions provide a sense of direction, motivation, clear focus, and measured timelines and outcomes that everyone can evaluate against.

How We Are Doing It

THE STRATEGY

1. Continuous Data Collection Actions

Data collection plays a key role to document and measure where we have been, where we are now, and charts out trends as the actions of the Strategy unfold to determine their effectiveness. While Bruce County staff connect with many local businesses through extensive outreach activities and business consultation services, there is a need to access primary data from all local employers.

The Jobs in Bruce web platform provides extensive data on local employer and jobseeker needs; however, not all employers in Bruce County know about or have a presence on the site – jobsinbruce.ca. Continuing to build the required knowledge of local education and skills gaps is also an area to expand and is necessary to cultivate now and into the future.

Actions	Issue(s) Addressed	Start Date	Duration
Identify current employer labour needs (primary data)			
1. Ongoing analysis of Jobs in Bruce data & other sources of credible information.	• Business Culture Shift • Mismatched Worker Skills to Available Work	Jan 2021	Ongoing, LT
2. Connect with employers directly who have high job demand and are struggling to find people.	• Mismatched Worker Skills to Available Work	Jan 2021	Ongoing, ST
3. Open call to employers to connect and provide their job demand requirements: using a direct survey and work with Four County Labour Marketing Planning Board to collect primary data.	• Rapidly Shrinking Labour Force • Business Culture Shift	Apr 2021	Ongoing, ST
4. Grey Bruce Local Immigration Partnership (LIP) Activity: • Employer Engagement: participating in an Employer Roundtable which will work to share challenges, ideas, and best practices around hiring newcomers, understanding newcomer needs, and diversifying the workforce	• Mismatched Worker Skills to Available Work • Rapidly Shrinking Labour Force	Jan 2021	Ongoing, ST
Identify local education and skills gaps			
5. Collaborate with recruitment companies and local businesses.	• Rapidly Shrinking Labour Force	Oct 2020	Ongoing, LT
6. Connect with the school boards and local educational institutions and local employers.	• High Labour Force Participation Rates • Low Unemployment Rate	Oct 2020	Ongoing, LT

ST=Short Term 6 months to 1 year ; MT = Medium Term 1-3 years; LT = Long Term 3-5 years

2. Attraction Actions

Research has determined that immigrants and newcomers are a primary target audience along with millennials looking for an explorer lifestyle. Many regions in the world have benefitted greatly from inbound migration practices. Coordination across all sectors of government, community, and business will be essential to succeed.

Actions	Issue(s) Addressed	Start Date	Duration
Identify attraction audiences based on research			
7. Target Newcomers and Immigrants as potential audience: • Building awareness of Bruce County amongst Newcomers and Immigrants • Conducting familiarization tours /connecting employers and job seekers, in partnership with Newcomer Centre of Peel	• Rapidly Shrinking Labour Force • Aging Population • Migration Trends	Apr 2021	Ongoing, MT
8. Broaden educational opportunities focusing on Newcomers and Immigrants: • Engage with local training facilities to explore accredited post-secondary course offerings to attract newcomers and immigrants • Engage with secondary colleges to highlight local opportunities	• Rapidly Shrinking Labour Force • High Labour Force Participation Rates • Sector-Specific Challenges	Apr 2021	Ongoing, MT
9. Grey Bruce LIP Activity: • Participate in Partner Family Tours to create first-hand awareness of the region among partners and service providers to bring awareness of potential opportunities and display newcomer realities in the region	• Rapidly Shrinking Labour Force • Aging Population	Apr 2021	Ongoing, MT
10. Target Millennials (personal attributes are in line with the explorer lifestyle) as a potential audience: • Expanding the current marketing efforts showcasing Bruce County's attractions, lifestyle, and business assets helps to build a sense of pride for the area	• Rapidly Shrinking Labour Force • Migration Trends	Jan 2021	Ongoing, LT
11. Target Youth as a potential audience: • Outreach to Ontario post-secondary institutes for co-op opportunities with Bruce County's local employers	• Rapidly Shrinking Labour Force • Migration Trends • Sector-Specific Challenges	Jan 2021	Ongoing, LT

ST=Short Term 6 months to 1 year ; MT = Medium Term 1-3 years; LT = Long Term 3-5 years

Actions	Issue(s) Addressed	Start Date	Duration
Strong messaging to identified audiences with appropriate methods			
12. Showcase success stories of Newcomers and Immigrants through videos and marketing outside the County.	• Rapidly Shrinking Labour Force • Migration Trends	Sept 2021	Ongoing, MT
13. Continue support through Business to Bruce program: • Provide training, mentorship, guidance to entrepreneurs educating them on ways to hire and retain staff	• Aging Population • Mismatched Worker Skills to Available Work	Cont-inuous	Ongoing, LT
14. Continued marketing through Explore the Bruce: • Message alignment, branding as a place to live and work, not just visit	• Migration Trends	Conti-nuous	Ongoing, LT

3. Retention Actions

Retaining the local workforce is more important than ever. Building an inclusive community, where people can come for work and stay for a lifetime is a priority. According to the "17 characteristics of a Welcoming Community"*, communities need to work on becoming more welcoming and inclusive, in addition to assets and opportunities people look for in a place they call "home". Employers also play a critical role in retention and it is recognized that employers need support and/or training around how to foster business culture improvements including values like addressing leadership skills, creating advancement opportunities, offering diversity training, and supporting overall positive well-being.

*Pathways to Prosperity: Canada. (2010) *Characteristics of a Welcoming Community.*

Actions	Issue(s) Addressed	Start Date	Duration
Welcoming Communities			
15. Work towards the 17 characteristics that describe Welcoming Community into Community Development & Improvement Plans while collaborating with municipalities for continued support of implementation.	• Rapidly Shrinking Labour Force • Aging Population	Apr 2021	MT
16. Collaborate with Welcoming Communities Grey Bruce on projects and initiatives that promote inclusivity, diversity, and anti-racism.	• Rapidly Shrinking Labour Force • Migration Trends	Cont-inuous	Ongoing, LT
17. Grey Bruce LIP Activity: Support the formulation of a flexible Settlement Strategy and Action Plan to respond to changing needs in the community as they arise.	• Rapidly Shrinking Labour Force	Jan 2022	LT
18. Grey Bruce LIP Activity: Community dialogues supporting the volunteers from Welcoming Communities Grey Bruce & other partners that support workshops to celebrate cultural diversity.	• Rapidly Shrinking Labour Force • Aging Population	Jan 2022	LT
Employer Culture			
19. Cultivating Employer Culture to include diversity and inclusion (Newcomers and Immigrant focus): • Launch Public Awareness Campaign: development of collateral pieces for local business to attract Newcomers and Immigrants • Recognize successful entrepreneurs including Newcomers and Immigrants at Bruce County's annual Bridges to Better Business event • Diversity training and education	• Rapidly Shrinking Labour Force • Aging Population • Low Unemployment Rate • Migration Trends	Jan 2022	MT
20. Cultivate Community Culture to include diversity and inclusion (Newcomers and Immigrant focus): • Promote Diversity & Inclusion: provide support to local cultural groups and municipalities to host multicultural events and festivals to celebrate diversity and welcome Newcomers and Immigrants	• Rapidly Shrinking Labour Force • Low Unemployment Rate • Migration Trends	Jan 2022	MT

4. Skills Building Actions

Having the right skills for the right job is essential in today's world. Work aptitude, soft skills, technical skills, and work ethics are just but a few of necessities that are required in today's workplace. Working to bridge these gaps requires involvement from all directions within our communities. Some aspects of skills building are easier to bridge than others, but with concentrated efforts from all partners including government, education, and private sector, level of workplace skills will continuously rise to meet the needs of a growing economy now and into the future.

Actions	Issue(s) Addressed	Start Date	Duration
Bridge skills and education gaps for short and long-term labour needs			
21. Raising awareness of trades and skilled workforce in local schools, expanding training opportunities locally, and connect future labour market supply with regional stakeholders.	• Rapidly Shrinking Labour Force • Aging Population • Low Unemployment Rate	Jan 2021	Ongoing, LT
22. Outreach at community-based promotional events to endorse the trades and skilled workforce.	• Rapidly Shrinking Labour Force	Jan 2021	Ongoing, LT
23. Asset Mapping: assemble a complete inventory of community assets, opportunities, and resources to enable effective utilization.	• Mismatched Worker Skills to Available Work	Oct 2020	Ongoing, MT
24. Create communication materials to promote and distribute a consistent message about opportunities in the trades and skilled workforce.	• Rapidly Shrinking Labour Force	Oct 2020	MT
Support succession planning			
25. Continue to work with entrepreneurs to support them in succession planning largely as a result of retiring baby boomers, through Business to Bruce program.	• Aging Population • Business Culture Shift	Continuous	Ongoing, LT
Address sector-specific skills gap			
26. Connect with Ontario Immigration to understand the immigration rules around attracting skilled workforce.	• Rapidly Shrinking Labour Force • Migration Trends • Mismatched Worker Skills to Available Work	Apr 2021	MT

ST=Short Term 6 months to 1 year ; MT = Medium Term 1-3 years; LT = Long Term 3-5 years

Actions	Issue(s) Addressed	Start Date	Duration
27. Connect with Federal Immigration to understand the Temporary Foreign Worker Program around attracting needed workforce.	• Rapidly Shrinking Labour Force • Migration Trends • Mismatched Worker Skills to Available Work	Apr 2021	MT
28. Engage and promote the pathways of trades and skilled workforce opportunities to under-represented population groups, including but not limited to Indigenous communities, visible minorities, immigrants, women, and youth.	• Low Unemployment Rate • Migration Trends	Jan 2021	Ongoing, LT
29. Partner with local community organizations such as FCLMPB and VPI Inc. on their training programs to help potential workers/clients.	• Mismatched Worker Skills to Available Work	Jan 2021	Ongoing, LT

What Success Looks Like

Each prong of the Strategy has key performance indicators (KPIs) to help articulate what success looks like. Tracking these indicators is vitally important to demonstrate the impact of the Strategy.

This will allow the actions to pivot if and where needed. The first year will provide the basis to measure against subsequent years.

- Continuous employer outreach and consultations
- Open call employer survey results
- Digital data collected from JobsinBruce website
- Survey data collected via partner organizations

1. CONTINUOUS DATA COLLECTION

4. SKILLS BUILDING

- Community outreach events
- Partnership connections made with community organizations
- Supporting initiatives for under-represented populations

2. ATTRACTION

- Connections facilitated between job seekers and employers
- Connections facilitated between education partners, newcomers, and employers
- Clients connected through the Partner Family Tours (LIP)
- Students placed in co-op opportunities with employers

3. RETENTION

- Participants involved in community dialogues (LIP)
- Inclusion and diversity training sessions
- Cultural events supported

Moving Ahead

The Workforce Development and Attraction Strategy highlights short, medium, and long-term actions. The priority in the short-term is to understand the current and future labour market needs. The medium-term will help bridge the gaps between education and skills and attract more people to the workforce. And finally, the long-term actions will support communities and employers in retaining their current workforce alongside continuing to attract the desired workforce.

Similar labour market challenges exist across the Province and the Country, so a concentrated effort by all levels of government and employers will help to overcome these challenges and allow for continued growth and prosperity of the region. In addition to the coordination needed at the broader regional level, it is important to acknowledge that the greatest impact on workforce development can occur when there is coordination between the County, the local municipalities, and the local business community. Bruce County's Macro Approach will support the coordination of collaborative efforts.

The Macro Approach

Bruce County's Macro Approach requires the involvement of the County, municipalities, and local entrepreneurs to be successful. This community economic development model acknowledges that there is latent leadership potential in our communities that need support and resources to materialize. By harnessing this potential, we will see meaningful and significant changes on the ground in all of our communities. It is essential that we work collectively to ensure the realization of the Workforce Development & Attraction Strategy.
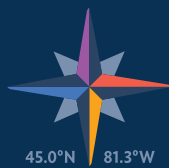
Bruce County's role will be to cast a wide net, position the region, create awareness at a broader level, facilitate outreach and filter opportunities. The County will act in a leadership capacity by administering the overall strategy.

The municipalities will be directly involved by ensuring that their communities are ready for the workforce, selling their community assets, and working towards making their communities welcoming and inclusive.

Local leaders/ employers will work closely with the employees to accept them and provide training and conducive work environment to retain them into the workforce.

To be successful, it is essential for all the gears to turn together in coordination to achieve the desired outcome. Each participant has an equal and essential role to play.