

# The Future of Manufacturing IN RENFREW COUNTY

NOVEMBER 2017

CONSULTATION, SURVEY  
AND FORUM FINDINGS

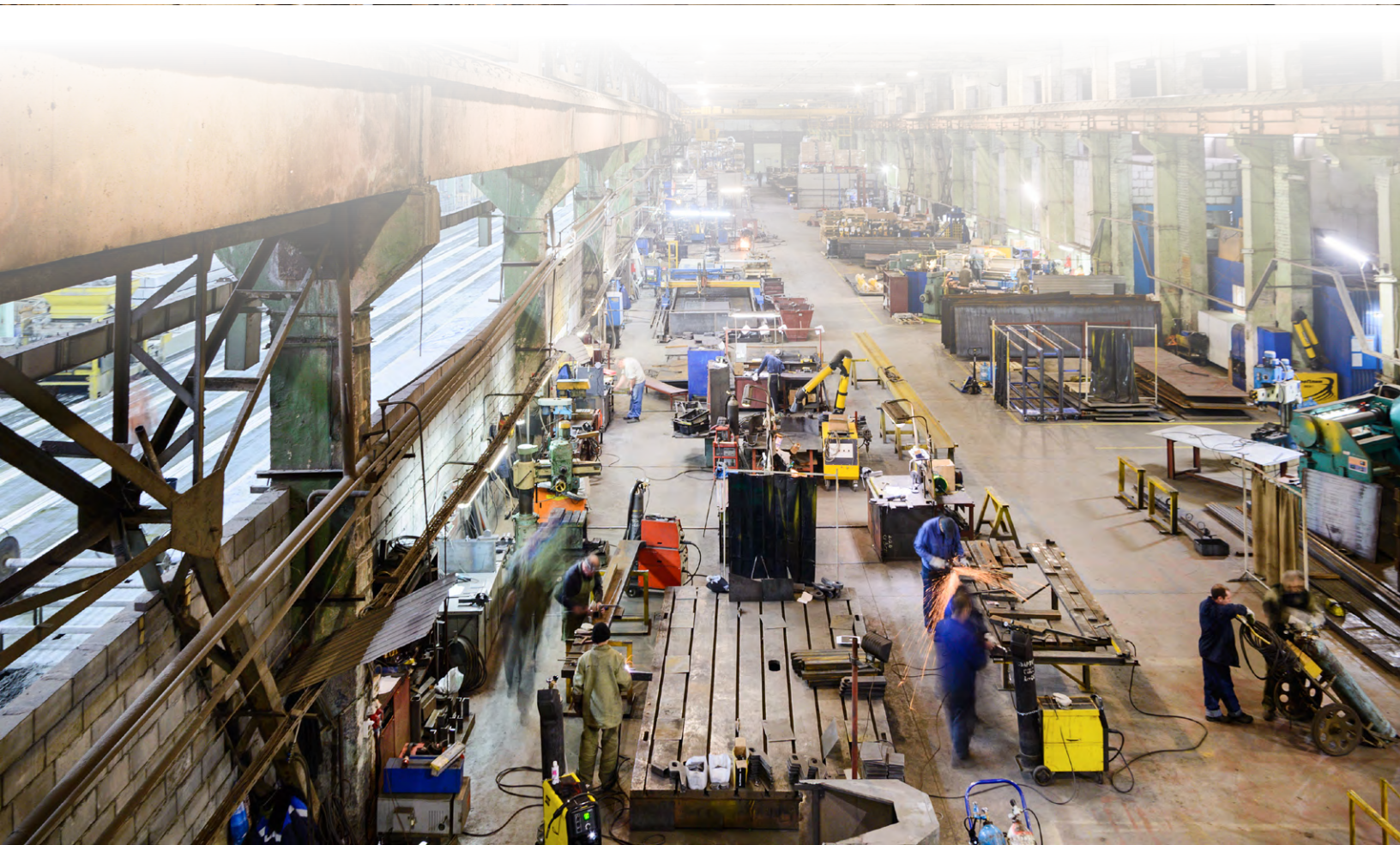




# The Future of Manufacturing IN RENFREW COUNTY

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# Executive Summary

## Project Rationale

To support the manufacturing sector in Renfrew County struggling to fill skilled trades positions.

## Background

The industrial base in the region has been eroded in recent years by the economic downturn of 2008 which led to significant job losses through plant closures and downsizing. Now that the economy has rebounded, several manufacturers are reporting difficulty attracting journeymen and apprentices for trades positions such as electrician, millwright, and stationary engineer. These are critical positions in our local manufacturing facilities and this labour market gap requires a concerted effort by multiple stakeholders to develop a broader strategy to find solutions to the issue.

The 2016 Census data for Renfrew County indicates that the average age in the region is 43.2 and that only 16.1 percent of the population is under the age of 14. Declining fertility rates, an aging population, limited attraction of newcomers, and youth out-migration are all major concerns about the overall future prosperity of the region.

A strategy was developed to engage employers, educational institutions, government agencies, municipalities and youth to work together to address workforce shortages that potentially place some of the area's major employers at risk. The project culminated in a forum for manufacturers and stakeholders to work collaboratively to solve the issue at hand.

## Process

- Developed work plan with key deadlines as well as roles & responsibilities
- Established a solid list framework of Renfrew County manufacturers and other stakeholders
- Outreached to area economic development officers to uncover best contact names (identify smaller manufacturers)
- Completed draft of survey questions
- Created invitation for forum which included Eventbrite and Survey Monkey links
- Outreached for face-to-face or telephone consultations
- Confirmed presenters and facilitator
- Secured host facility (Clarion Hotel in Pembroke, Ontario)



## Key Outcomes

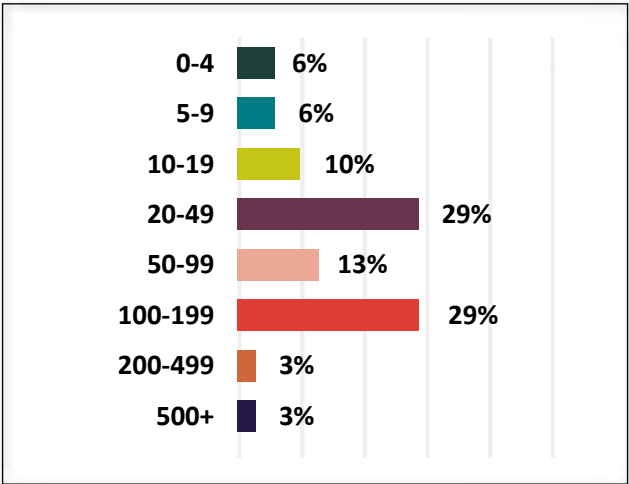
1. Completed a survey to determine the exact nature, depth and severity of workforce shortage. Responses included data on hard to fill positions as well as time delays in hiring for much needed workers.
2. Conducted a facilitated strategy session (forum) to support Renfrew County's manufacturers on October 26th in Pembroke.
3. Identify the symptoms of why the employers are struggling to find skilled trades employees (ie. competition from other employers, pay rates compared to other regions, lack of in-house apprenticeship training programs within local companies, no clear pathway for high school students to apprenticeship training, etc.)
4. Established targeted short and long-term outcomes relevant to the local community and recruited committees to take part in follow up actions.



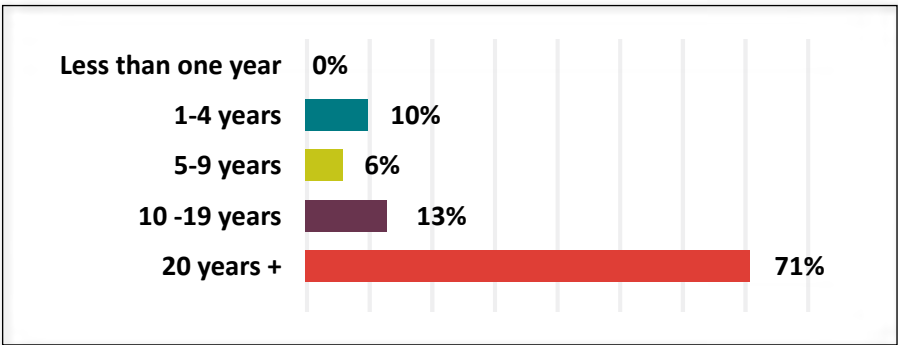
# Consultation and Survey Results

A pre-forum consultation/ survey was conducted with manufacturers across Renfrew County. Thirty businesses participated in the survey which could be conducted in person or online. Following are the results of the survey.

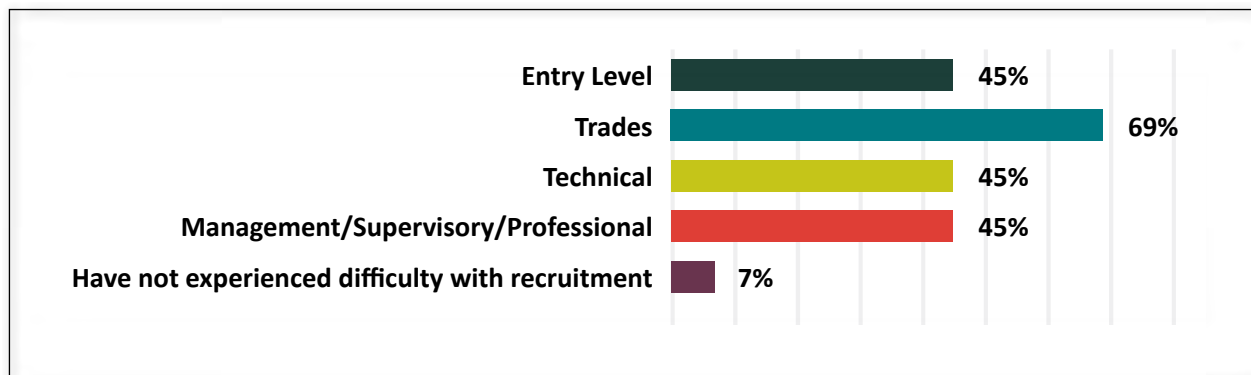
**Q1** How many people does your company employ?



**Q2** How long has your company been operating in Renfrew County?



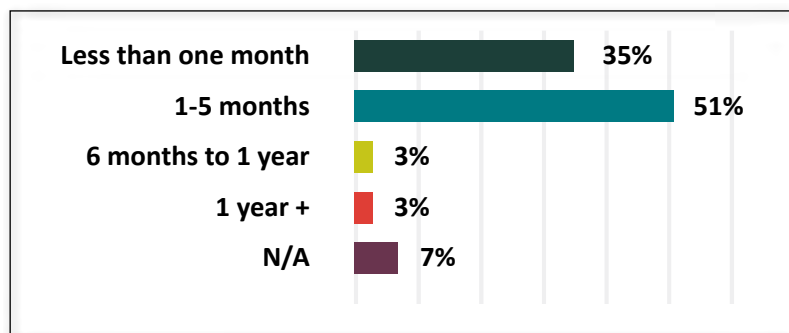
**Q3** What type of positions has your organization experienced the most difficulty in recruiting new employees? Check all that apply.



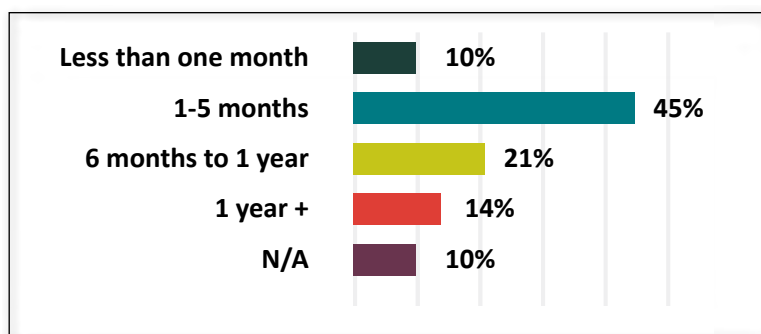
**Q4** If applicable, please provide specific job titles of hard to fill positions.

- Automotive Technicians - licensed and apprentices
- Business Developers
- Carpenters with skills in all areas. Able to work with minimal supervision, trust
- Control & Instrumentation Technicians/Supervisors
- Electrical technicians
- Electricians
- Employees with mechanical skills to run certain machines
- Engineering Managers
- Engineers
- Entry Level Unskilled Labourers (machine operators, parts dept.)
- Equipment operators
- General laboures
- Hardwood lumber graders
- Heat plant Operators
- Heavy Equipment Mechanics
- Industrial Electricians
- Industrial Technicians
- Instrument technicians
- Log scalers
- Lumber graders
- Machinists
- Machinists Business Development
- Management Levels such as Controller, IT, Shipping, Procurement
- Manual labour
- Mechanical Assembly Technicians
- Millwrights
- Operating Engineers
- Power Engineers
- Programmable Logic Controllers (PLC Technician)
- Project Managers
- Purchasing Managers
- Sales Managers
- Sales Managers Engineer
- Sawyers
- Sewing Machine Operators
- Sheet metal operators
- Supervisors
- Truck and Coach Technicians - licensed and apprentices
- Value Stream Managers
- Welders

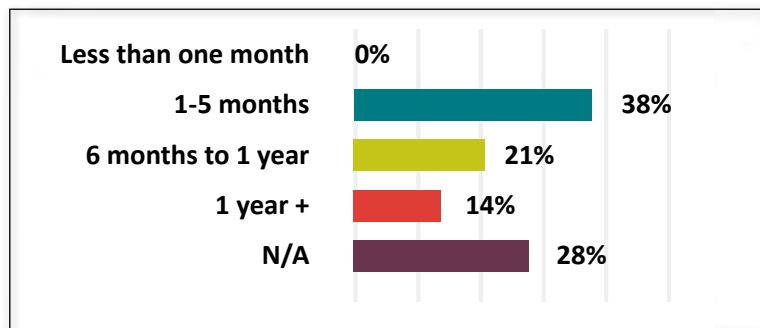
**Q5** What is the average time it takes to fill Entry Level positions?



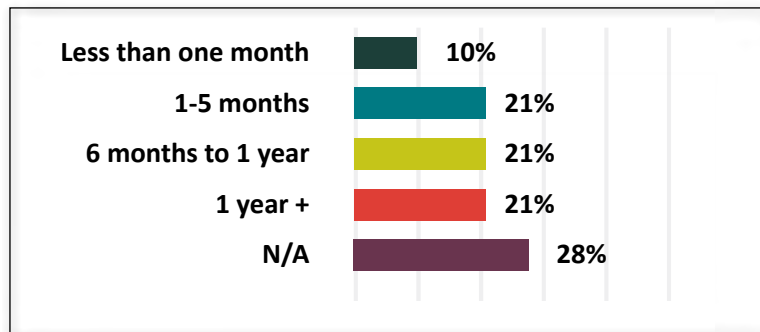
**Q6** What is the average time it takes to fill Trades positions?



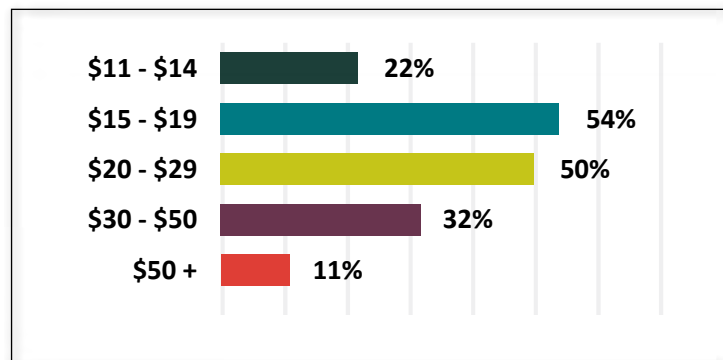
**Q7** What is the average time it takes to fill Technical positions?



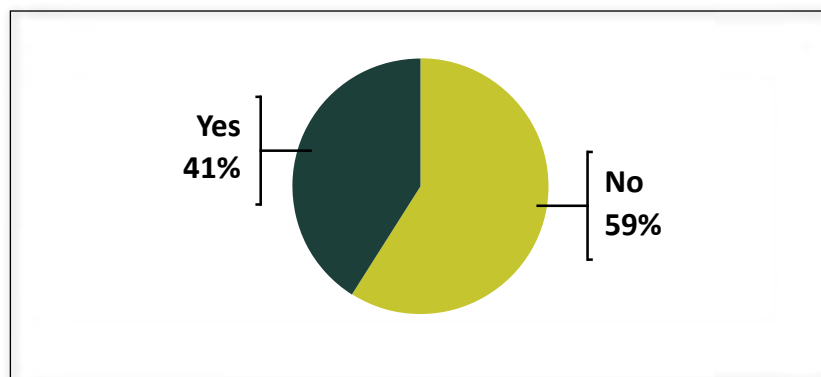
**Q8** What is the average time it takes to fill Management/Supervisory/Professional positions?



**Q9** What is the average, or starting wage for positions that are difficult to fill? Check all that apply.



**Q10** Is retention of employees for hard to fill positions an issue with your organization?

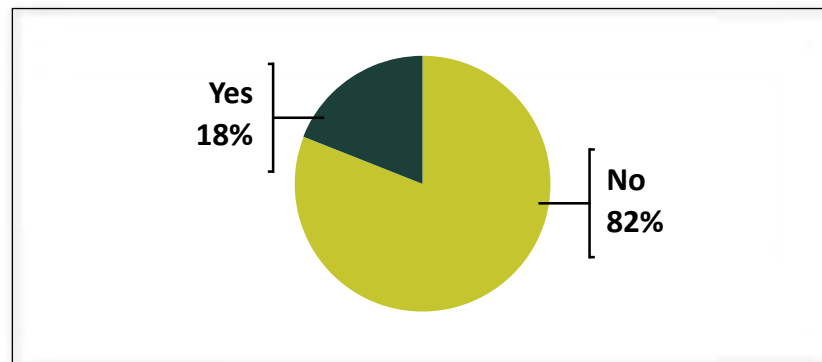


**Q11** If yes, what is the average time spent employed in these roles? Please describe.

- 6 months
- 6 months
- 6 - 8 months
- Under 1 year
- 1 to 2 years
- 2 -4 years
- 3 years
- Five years then we typically lose them to other companies
- Varies
- If we have to bring them from outside, then difficult to retain; struggled with hourly employees this past summer (needed 60 people); because it's cyclical work, busier summers; have had to lay off but this year, didn't need to. Needed to hire 2:1 based on lack of retention; new plan in place (big employment announcement, starting wage increasing to \$15); hired 14 in July



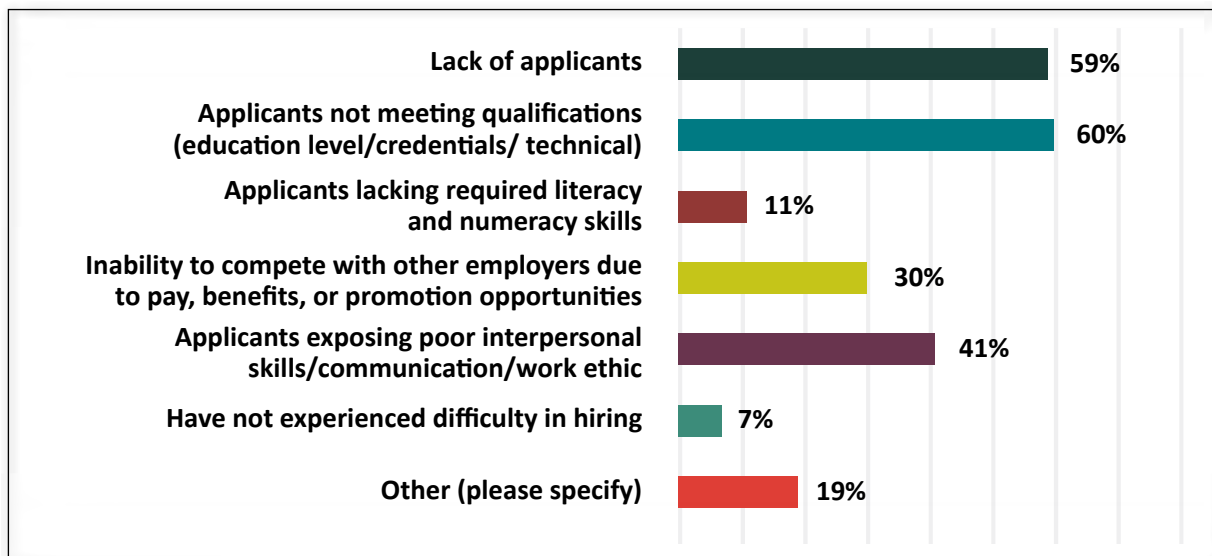
**Q12** Has your company hired any foreign workers to fill skilled positions in the last five years?



**Q13** If yes, what positions were filled? Please describe.

- Carpenter
- General labour
- Senior level technical roles, senior level management roles
- Have only done some initial investigation; just down one electrician so may not pursue
- Plant Manager, Process Manager, Technical Manager, Site Engineering Manager, Instrumentation Technician, Maintenance Planner
- 40 internationals a year at minimum wage to operate chairlifts, rental shop and food & beverage

**Q14** What are the top reasons your organization is struggling with hard to employ positions? Check all that apply.



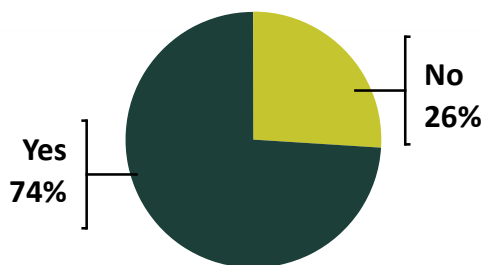
#### OTHER

- Will not commute from Ottawa and Kanata
- Hard to find those that are dedicated, multi-talented, and our willingness to trust the business to
- Our business is science and has a very narrow scope making senior staff difficult to source; otherwise, location is a huge barrier to attracting people
- Location - most of the qualified, skilled/technical candidates are from larger cities such as Toronto and are not willing to relocate or if they are we can not compete with the wages. Also, a large percentage of the applicants are landed immigrants who have a difficult time integrating into our community. We have experienced two instances of where this has happened. It is difficult to match the plant requirements with the knowledge and skills comes from the applicants.

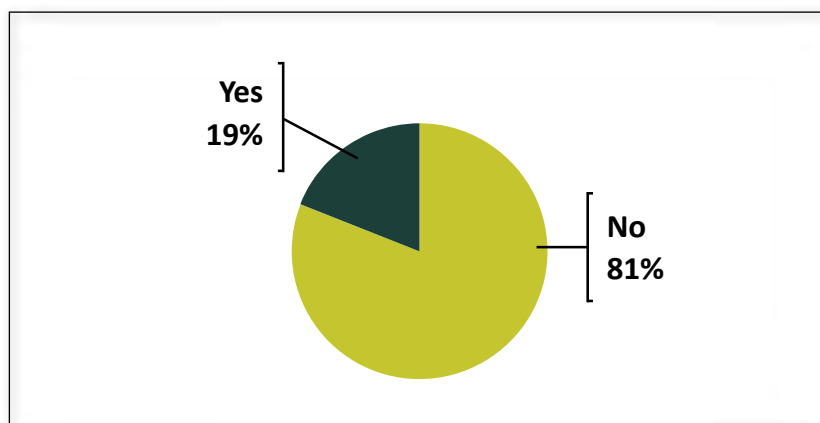
**Q15** What are the risks to your company if the difficulty attracting skilled employees continues? Please describe.

- Unable to operate at all, or at the very least cost-effective
- Not able to fulfill customer orders, loss of customers and downsizing of company
- Greatly impacts our ability to function, progress and compete in our market. Having to look at bringing foreign workers with the specific experience and knowledge from other countries who have a strong presence in our manufacturing site such as Chile. Very high turn-over.
- Difficult to create the teamwork. Difficulties to get the expected results. Too many errors associated with lack of knowledge and skills.
- No manpower to fill orders - lose customers
- Limit growth and expansion
- We may not be able to produce what is needed to meet customer expectations
- Slower growth and ability to expand capacity
- Based on information received from stakeholders in the industrial and commercial sector indicate the need for improvement to the apprenticeship program(s).
- As new technology comes into play skilled trades will be required to program and keep equipment running
- That they will find a better paying job in Ottawa and or Kanata and leave for it. Or, tire of long 1 hr plus long mileage commute to our company and look for another job with no/small commute.
- If we do not have sufficient staff, we struggle to meet targets.
- Downsize or close business
- Unable to support customer's orders
- No growth, turn down or lose out on contracts, inability to meet industry needs
- Would need to leave the area; had to turn down a million dollars of work this year; the risk is that production could move to the U.S.
- If we are unable to hire skilled power engineers, then we face the risk of closing.
- As a firetruck manufacturer, we have a specialized skill set required for different divisions. Our training curve increases dramatically with the lack of fire truck knowledge.
- We will not be able to keep up with our work flow. Therefore we will be missing out on revenue due to either not completing work on time or missed opportunities due to lack of time/staff
- We will be forced to close or out-source entire manufacturing to another business
- Failure to meet commitments made to the Canadian taxpayer; lost opportunity to grow Canadian talent; impact on bottom line a trickle-down effect to staffing levels.
- Would effect production
- Long-term performance of the plant will degrade. It is important to have the best employees to continually improve. Without this, we would be forced to contract out work and become less competitive.

**Q16** Are you aware of other companies in your manufacturing sector that are having difficulty hiring similar positions that your organization is struggling to fill?



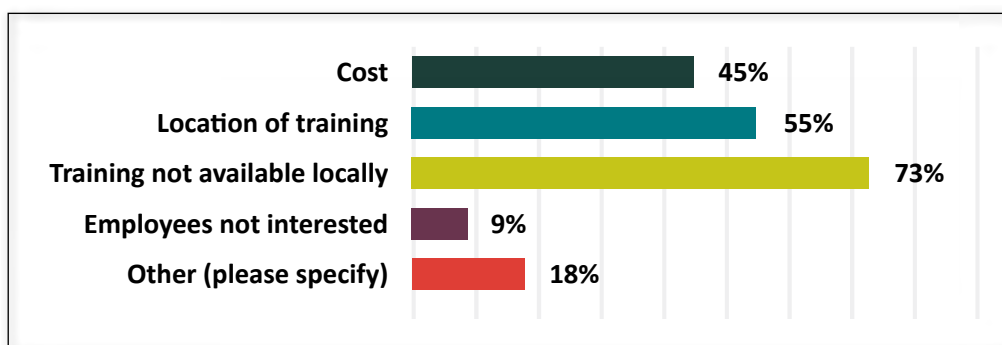
**Q17** Does your organization have difficulty obtaining training for your employees (apprenticeships included)?



**Q18** If yes, what training has been challenging to access?

- Currently has one employee completing millwright apprenticeship; very open to helping to support someone who might be midway through the process (they would hire)
- Technical training such as PLC, instrumentation, refiner, and press. Technical and high technology knowledge. Root cause analysis for problems. Management and leadership.
- No Apprenticeship program locally.
- Leadership training Trades
- Health & Safety, forklift certification, etc
- Skilled trades and on the job training that is unique to resorts. Renfrew Employment Networks has done a great job assisting us, but is constrained by Canada-ON Jobs Grant rules.

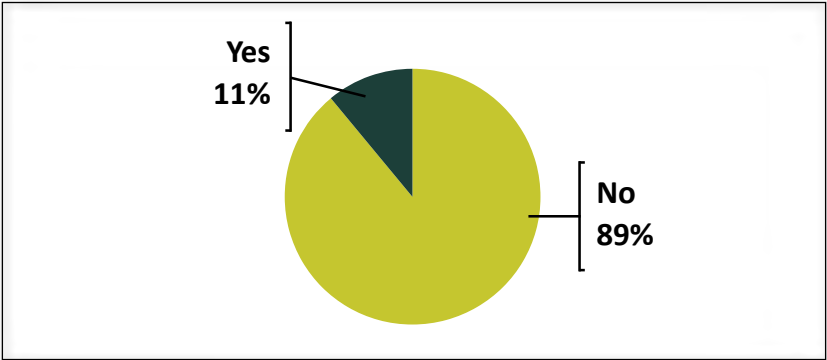
**Q19** Why has it been challenging? Please check all that apply.



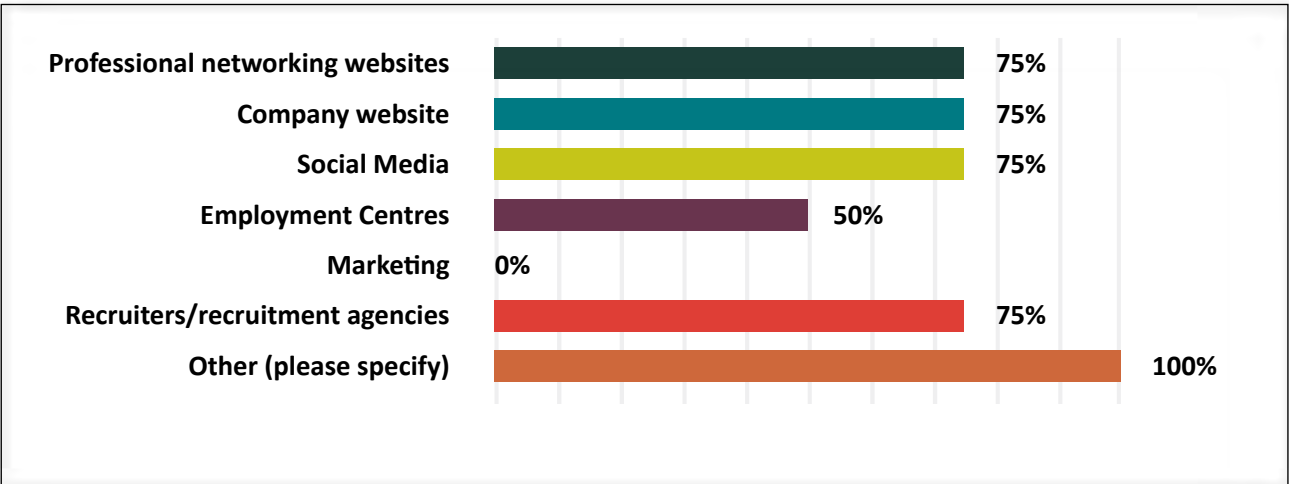
#### OTHER

- We are located in a rural area, and it's difficult to get the right company and person to do the training
- We need training on the same subject annually. Canada-ON Jobs Grant Program only allows one-time training - does not recognize the need to train itinerant workforce.

**Q20** Does your company have an employee recruitment strategy focused on newcomers to Canada?



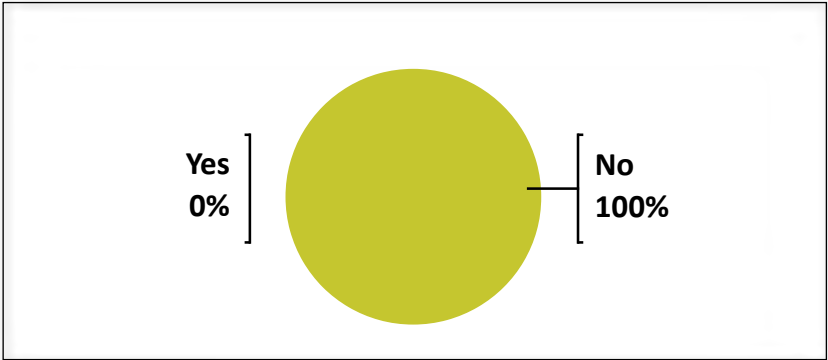
**Q21** If yes, what is your company doing to attract immigrants? Please check all that apply.



**OTHER**

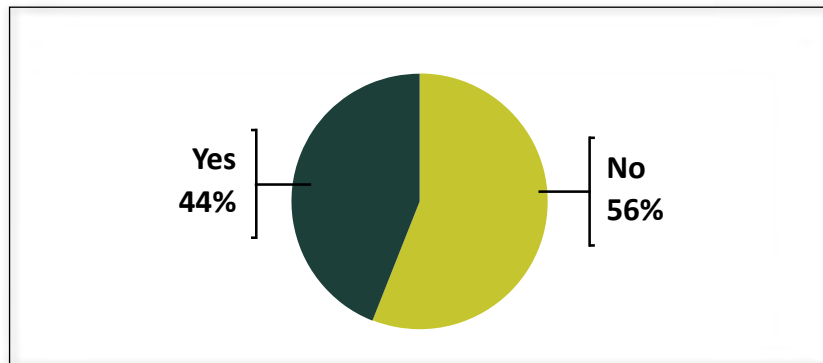
- Connecting candidates to staff who come from similar cultural backgrounds and who have had similar experiences
- Our plant belong to Chilean investors, and due it's not possible to get the resources here in Canada, we are asking to get people from Chile or other countries

**Q22** Are these recruitment strategies specifically focused on the positions that are most difficult for your organization to fill?





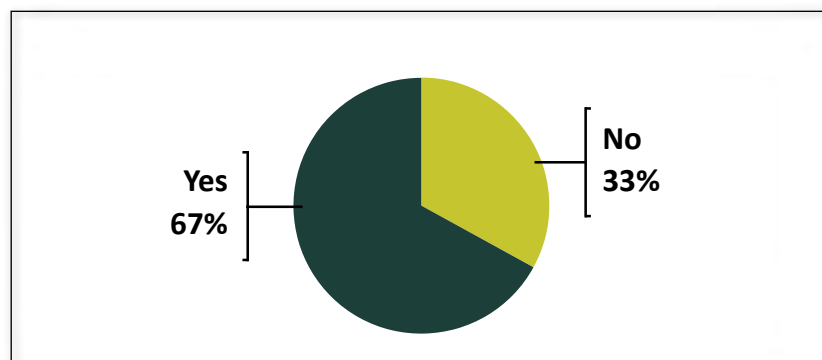
**Q23** Has your company adopted any strategies to address its workforce challenges?



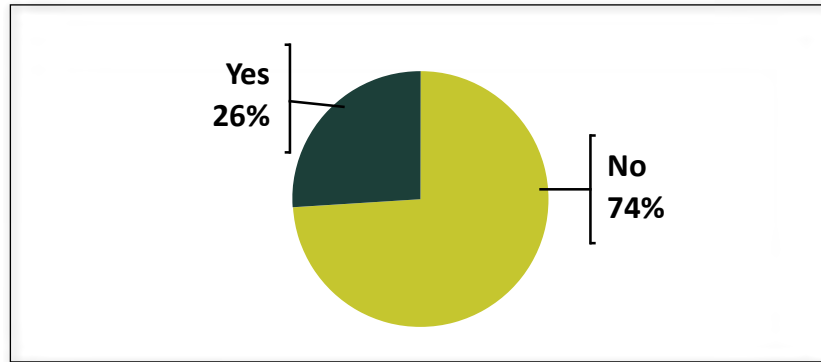
**Q24** If so, what were/are they? Please describe.

- Cross training - temps transitioning to RFT
- Announcement for an increase in starting salary. Also looking at benefits change: effective Jan. 1, the company will pay long-term benefits, not coming off wages. Adding \$1 to all existing employees. Changing scheduling to two weeks on, two weeks off; one week 7-3, next week 3-11; busy days (10-hour shifts); used to be 6 days a week (Mon-Sat); now (10 hours Mon-Thursday and 8 hours for Friday). Now offer time and a half for Saturdays. In 2018 - actively pursuing more robotics (allow less dependence on robots); work that robots doing is not work that people don't want to be doing
- We have upped our hourly rates, offered benefits to new employees after a probationary period is completed, offered new training.
- Increased networking out to a small relevant community; restructuring of recruitment processes to be more agile and responsive; improvements in relocation and associated onboarding perks
- Continuous recruitment
- Grooming from within our organization. Providing apprenticeships. Working with the high school and taking on co-op students.
- In-house training.
- In-house training, engineering and technology upgrades.
- The strategy has been to recruit personnel with experience and skill that we need from other countries
- Increase partnership with various employment services Referrals
- Razor focus on applicants and screening. Careful, complete and thoughtful interviews. Town Halls (frequently). Rural lifestyle (pros & cons). Small company - know everyone. Lifestyle. Customer gratuities. Environment. Staff Housing. See Canada. Travel Canada. Perks - ski, etc. Family perks (for locals). Introduction to other seasonal jobs (we drive staff to summer & white water - big advantage/help for these businesses). Staff vans for local travel.
- Have used Adecco in the past (hiring)

**Q25** Has your company engaged with any employment agencies (public or private) to assist with attracting employees for the positions that are the most difficult to fill?



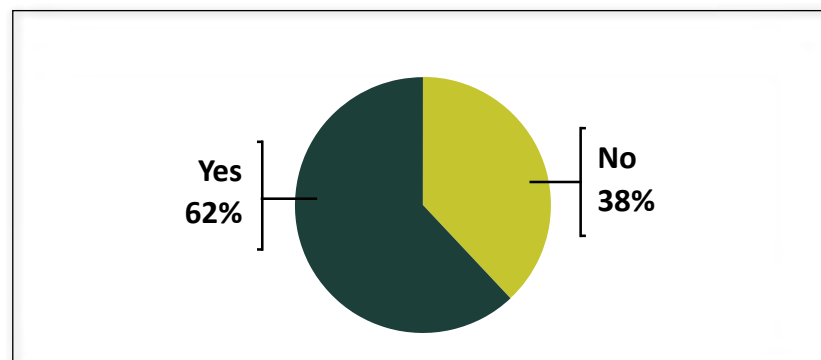
**Q26** Is your company working with any other manufacturing companies to address identified workforce challenges?



**Q27** If yes, how is your organization working together with others? Please describe.

- Out-source technical work to other business (subcontract)
- Collaboration, sharing workforce
- Keeping other organizations informed if we are looking for employees
- Emails usually
- We have a longstanding engagement with industry, including prior support for the apprenticeship program. The role we have had and plan to continue with is to advocate for efficient government to industry liaison.

**Q28** Does your company have a succession plan to fill jobs being vacated by retiring employees?



**Q29** If yes, what does the succession plan look like?

- Have talent mapping and succession planning tool
- We have been filling vacant positions internally as much as possible. However when a position cannot be filled internally it is usually filled six months before the position becomes vacant.
- We have requested that employees give as much notice as possible. Upon an employee notifying us that they are retiring/planning to leave, we have either promoted internally to allow someone to learn that job before the person is gone, or we have begun the recruitment process immediately to hire someone to take over that position. This is all done quickly, so the new person can learn as much as possible to fill the new role before the employee has left.
- Typical succession ladder charts with degrees of readiness of candidates; targeted upskilling where needed; targeted recruitment where no ready now successor is identified
- We in starting to address succession planning by increasing cross-training and providing apprenticeship opportunities from within our company.
- In-house training of willing employees.
- Typically, these positions are filled internally.
- Leads in Training program.
- Cross Training and Peer Mentoring. No formal plan but have several informal options planned.
- Hiring new employees, training existing employees, automating existing processes
- Hiring ahead and having new hires or internal hires job share position.
- Still in early stages

**Q30** If no, please explain why.

- They are all young - haven't had the need.
- Has not been very successful, but looking at internal candidate (engineer)
- We have such a small workforce it isn't a big problem
- No one in the position to retire at this time.
- We are trying to move to this - but not to date enough qualified people
- No suitable candidates to fill some rolls
- Our employees are not near retirement age



**Q31** Do you conduct employee performance reviews? If yes, please explain.

- Yes. Twice a year.
- No.
- Yes- Annual Review completed by the ownership group with peer and management input.
- Not at this time. We have started establishing dashboard monitoring of our production process and recognizing shifts each month for top performance results.
- We are applying an annual employee performance review for the supervisor levels.
- No - we should, but we don't.
- Yes - after 3-month probation. Following that is as needed - Not a formal process.
- Yes - annual reviews
- Yes, annually
- Once a year.
- Yes, Annually
- In some cases but not all.
- Ongoing - live - not scheduled
- No At the moment
- Yes
- No
- Yes, annually
- Yes both formal and informal
- Yes- annually and mid-year
- Not formally
- Yes, annual reviews; merit based on reviews
- Yes, yearly performance reviews
- Yes. This process is still a work in progress, but the overall plan is to review all new employees after the probation period is complete, then yearly afterward. The form is a 3-page document focusing on strengths and weaknesses, missed opportunities for advancement, and goals for the employee.
- There is also an opportunity for them to "review" their manager anonymously.
- Too small to do so. Regular meetings instead.
- Annually
- Yes, employees are communicated to regularly about their performance. We also have official annual reviews which cover their performance vs. goals and objectives.



**Q32** Do you offer employees flexible work schedules/part-time options/working from home?  
Please explain.

- No
- No
- Yes, where we can. We work multi shift operations and demand sometimes does not allow for flexible work schedules.
- Very limited at this time but we have been flexible with the office staff. Flexible work schedules is not possible for our production staff.
- This is a limited option. We need a lot of job to be done on the floor level, sharing with our employees. Working from home is not an option in our actual condition.
- No
- Yes. Flexible part-time.
- No
- No. We can't provide this.
- Available at management level.
- No
- Not really, most positions don't allow for this type of flexibility.
- Working from home has never worked for our type of business.
- Yes, we have casual workers with lots of flexibility - some employees can work from home.
- Yes
- They have flexible hours per week depending on their workload.
- Cannot work from home for manufacturing positions, office positions yes.
- No
- Yes
- No
- Difficult to have flexibility
- No
- No.
- Unfortunately, with our heavy workflow and the type of work we do, we cannot offer "work from home" or "part-time." Of course, if our employees need time off, we do our best to accommodate those requests.
- Absolutely. Largely, they set the hours based on working conditions and timelines.
- Most of the work completed is hands-on in the facilities. Where possible, some staff are granted work from home and flexible work hours.
- In theory, yes. This is difficult to accommodate. We are, however, quite flexible for daily occurrences.



**Q33** Does your company cultivate a community atmosphere for your employees? (e.g. pride/believing in the company's competitive edge/making employees feel a part of something bigger)  
Please explain.

- We try. Employee appreciation days, ie. Company Golf Tournament.
- Nothing formal. Small business. 30 employees max.
- Yes- Employee Service recognition, company lunches and gatherings
- Yes. We hold business updates, barbeques, team building events, etc
- Yes... Production bonuses. On-the-spot employee recognition of gift cards. Month-end BBQs when production meets or exceeds budget targets - bonus payout each quarter. "DO" concept - empowering employees to do
- We are in continuous improvement plan with positive reinforcement (gift card, production bonus, reward, teamwork activities, family activities and others). Our employees are informed about the company results, market condition in order everybody can understand that we are in a global market and in permanent competition with another alternative suppliers/ producers all over the world.
- Yes - like a family.
- Yes. Look for excellent team members - "Like a family - small company mentality."
- Family environment
- Yes.
- We try when possible
- We try to do this - town halls', share results, challenges, and victories.
- Yes, we have several initiatives that we do, the save club is one thing, lots of employee events.
- Yes
- Our employees have an aggressive work ethic to do a satisfying job.
- Opportunity for training, advancement, wellness programs, site visits from people from many other of our offices
- Yes
- Yes- Saves Club for end users, on the spot recognition
- A small but tight-knit group who have worked here for at least 5 years.
- No
- Yes, we work hard to cultivate a good team atmosphere.
- Yes. We try our best to make our people feel like a big family. We have a lot of people who have grown with us over a long period of time. We try to have events to further that community environment. For example, last year, we shot a music video that really made people proud to be a part of our organization.
- I hope so!
- Constantly what we try to do. Varying degrees of success but will get better.
- This is definitely promoted.

**Q34** Do you conduct management performance evaluations? Please explain.

- Yes. GM performs once per year for management staff.
- No.
- Yes
- Yes, annually
- Only two managers (family members) with continuous feedback/communication.
- as required
- No.
- Yes
- No
- Yes. Again, a work in progress. Similar to the employee reviews, except the manager has the opportunity to review their employee's perceptions, opinions, and comments of their manager. These reviews are anonymous.
- No
- Yes
- In some cases.
- Yes. On a regular basis with a budget.
- No
- No need Owner/manager only
- No
- Yes, annually
- No - we should but we don't.
- Yes- annual reviews are completed by the ownership team with input from all organizational levels
- Yes. We have weekly meetings and the supervisor level have an annual performance evaluation (KPI, objective and goals, improvement, jobs complete, new projects, new ideas and others).
- Unknown
- Yes
- No, except for the annual employee survey which includes a large component of management capacity assessment
- Not officially but each manager can and sometimes chooses to do so.

**Q35** Does your company offer any additional training and development programs and/or perks? Please explain.

- Some additional training as required.
- No.
- Yes. Fuel, bonuses, benefits, etc
- We strongly support training through on and offsite training and online. If a need is identified, training is arranged.
- Yes. We are supporting to participate in workshops here in Canada or others countries. We are motivating to our employees to apply for new study level. We are adding the study level, as a requirement to accomplish to apply for a specific new position.
- For management only. Meeting goals results in bonuses - cash.
- All training is in-house. On the job training with new employees only. Everybody likes working here.
- No
- Health Benefits for all FT employees
- When possible or required
- Yes - Educational Policy in place where employees will be financially assisted
- Yes. It's often limited to what we can get Canada-ON Jobs Grants to Support.
- Benefits for FT employees
- Bonus Vacation with pay
- Yes, in their specific field of work
- Always training and development opportunities
- Yes - relevant professional development
- Yes- we have a reimbursement program available
- No
- We cover any training involved with their job (up to \$5,000) a year. We pay for millwrights, electricians if they want to go back to school (if they receive better than a 'C').
- Their additional training is paid for as long as they pass and it is related to the job.
- We have paid for job-specific training to technicians
- We try our best to offer training, programs, and perks that benefit both the employee and the company.
- Not often. Usually this is cost prohibitive.



**Q36** Please share any additional comments.

- Have spent time and money bringing on new and young workers but lose them shortly thereafter to better paying or closer to home jobs.
- Really strong benefits plan (also cover cost of work boots, safety glasses). Employee barbecues. Turkey dinner at Christmas time. One or two employer events (i.e., tubing at Calabogie). A program called Change for Life (employees can earn up to \$50 / month if they are taking action to improve health). A personal coach next year to achieve their costs.
- Heard from a lot of existing employees that at \$12/hour, they can make the same amount of money by staying at home
- Being new to the area, I can appreciate the challenge of moving from an urban center to this area. If you don't have a background in it or have an inkling to really experience what Canada is all about, this is not the place for you. Employment for spouses is a critical roadblock that we see time and again for our experienced professional and managerial staff.
- For the viability of companies in the Pembroke area, finding qualified talent and appropriate technical training is a must for us to survive. We need a partnership with training providers such as the colleges and high schools to grow the skills of future candidates and ensure they stay in Pembroke. We also have to market Pembroke as a viable area to come, work, and grow.
- We believe in the City of Pembroke as a medium and long-term solution to hire personnel. We need to support the student and careers according to the local industry need. To hire foreign employees is a solution because now is not possible to find the right person locally. All our support for all initiatives to solve the problem.
- Very difficult - not a good selection in the labour pool. Either don't show up or are not dependable. Lifting lumber all day long - the job is not for everyone. This year - no resumes coming through the door.





# The Future of Manufacturing Forum

On October 26, 2017, local manufacturers, service providers, and educators gathered at the Clarion Hotel in the City of Pembroke to participate in cooperative action; joining forces and sharing resources to solve the skilled labour crisis in Renfrew County. The purpose of the forum was to develop a community strategy to address workforce challenges local manufacturers to experience in filling vacant skilled and trades positions.

After an official Welcome from Pembroke Mayor, Mike LeMay, Libro Professor in Regional Economic Development, Ryan Gibson with the University of Guelf. Despite significant challenges, Dr. Gibson delivered an inspiring keynote address highlighting the strengths of rural communities and their contribution to the economic wealth of the county. To set the tone, Matt LeMay from the Labour Market Group of Renfrew and Lanark discussed some preliminary findings from the manufacturer's survey.

Facilitator Erik Lockhart of Queens University then asked to assess the current state of the regional workforce by identifying assets and gaps. A desired future state was defined regarding what success with our workforce would look like in five years. The group then brainstormed over 100 potential strategies and actions. These were parsed and prioritized into short-term and long-term ideas. Six priorities for the next two years were agreed on and three quick wins for 2018 were identified. Participants were invited to express interest in being involved in the key priority areas. Below are the highlights from each section.



## 1. Current State of the Workforce in our Manufacturing Sector

**What do we have going for us with regards to manufacturing and our workforce?**

### Assets

- Low cost of living
- Natural resources, tourism & recreation
- Attractive wages
- Proximity to Ottawa
- Willing, available and trainable workforce
- PSE opportunities
- Manufacturing diversity
- Public institutions (hospital, military, Post-Secondary Education)
- Less red tape and rural programs available

**Gaps & Barriers: what is missing, what are our liabilities, where are the problems?**

### Gaps

- Attracting people to live here - promote the area
- Colleges need to offer programs that meet the rural area needs (including apprenticeships)
- Lack of settlement services: \$\$, logistic barriers for newcomers
- Geography/Transportation
- Training for existing employees, access to the right training, length of training, funds for training
- Marketing to younger workers to choose a trade
- Lack of qualified tradespeople

**Defining success: Imagine it is 2027. We have been successful. If we were to achieve all that we wanted to in the next ten years, what would be in place? What have we achieved?**

#### **Priority Level 1**

- Increase ethnic diversity by integrating a strategy for newcomers and develop related policies
- Grow and expand an interconnected manufacturing base collaborating on common costs, challenges and opportunities.
- Enhance trades training/education programs and access
- Work to sustain and grow labour force and reduce employee turnover



#### **Priority Level 2**

- Improve the productivity in the relationships between educational institutions and industry
- Develop and support a comprehensive transportation system that connects within County and beyond

#### **Priority Level 3**

- Fill all empty positions and decrease the time it takes to fill skilled positions
- Remain in business and profitable (achieve year over year growth)
- Develop a skilled and engaged workforce - not restricted by seniority
- Develop a cross-functional workforce
- Support the influx of new manufacturing in a broad range of sectors
- Support an increased return to the county by youth- and all other age groups- seeking careers.





## 2. Priorities

**What are the steps “we” (industry, Renfrew County, education, others) need to take to ensure a solid workforce and to grow and strengthen the manufacturing sector?**

Priority level	Actions to focus on
1	<b>Create/evolve a workforce working group</b> consisting of government, educational institutions, and major employment sectors. Leverage current manufacturing consortiums (EMC) to create a local group. (??Local accelerated growth program model??)
2	<b>Increase education and training at the college level to meet manufacturer's needs.</b> College is working directly with employers to identify specific skills sets, number of potential hires, and develop programs to meet those needs. Start discussions with colleges on training programs that would benefit, determine the best delivery method and program lengths.
3	<b>Develop a marketing outreach strategy for talent attraction</b> in the manufacturing sector in the County of Renfrew.
4	<b>Establish a collaborative training framework</b> where employers with similar training needs can pool or share (i.e., Bring a trainer in for the larger coordinated group of employees all from different employers). Increase interaction opportunities for employers to pool costs and resources - e.g., purchasing guild, a traveling job fair, etc.
5	<b>Organizations create an in-house transportation system</b> or joint with other employers in the area. Develop incentive programs to travel further within the county: amount per month, for example, to help with gas and vehicle maintenance costs if you are travelling over a certain amount of kilometers
6	<b>Generate a career database</b> of local Renfrew County specific jobs tied to a personal profile assessment for students and also have it available to the general public, e.g., Magnet
7	<b>Newcomer marketing initiative: Host immigrant newcomer familiarization tours.</b> Conduct job fairs in other cities and regions. Develop a full-service newcomer orientation and information (employment, investment, welcoming services, education, medical, housing, etc.)
8	<b>Advertise &amp; promote existing and available services</b> - specifically education & training - to local businesses/ organizations to improve awareness. Investigate and research local workforce programs that are available, leverage the strengths discovered and develop programs to fill gaps.



**Quick Wins** -The following six items have been identified as priorities that can and will be implemented in the next 12 months. The Labour Market Group is committed to coordinating this community based plan and providing regular updates.

Priority level	Actions to focus on
1	Establish working group consisting of stakeholders including municipal and provincial government, private enterprises, education sectors, and Employment Ontario service providers to establish a comprehensive plan that identifies primary goals, activities to be done, responsibilities, resource required, dates and who is accountable. The group would meet and report regularly.
2	Travelling Career Fair (promoting career paths to youth, options, etc.) ..manufacturers going into high schools and doing presentations on all of the career choices available and provide opportunities for open house experiences in the plant
3	Coordinate job fairs specific to the manufacturing industry targeted to talent inside and outside the region ..county-wide travelling job fair with a few different locations & training for employers on how to recruit using new technologies
4	Grow the immigrant employer council (LIP) -> settlement services for newcomers (needs analysis, etc.)
5	Research - engage in more surveys to evaluate what the training needs are, what skills the industry is looking for - Labour Market group - what are the average wages, benefits Research and communication within the industry and with the schools
6	Multi-media/social media marketing to reach new employees about the opportunities in and to come to our region. i.e., to target relevant closing businesses in other regions, students in specific trades/training/ education programs, etc.





## Goals for selected priorities and quick wins

1) QUICK: Establish working group consisting of stakeholders including municipal and provincial government, private enterprises, education sectors, and Employment Ontario service providers to establish a comprehensive plan that identifies primary goals, activities to be done, responsibilities, the resources required, dates and who is accountable. The group would meet and report regularly.

2) LONG-TERM: Increased education and training at the college level to meet manufacturer's needs. The college works directly with employers to identify specific skills sets, the number of potential hires, and develop programs to meet those needs. Start discussions with the colleges on training programs that would benefit the region, the best delivery method, and program lengths.

\* Goal: Closer alignment of PSE delivery with industry needs.

3) LONG-TERM: Marketing outreach strategy for talent attraction in the manufacturing sector in the County of Renfrew. Include newcomer marketing initiative.

\* Goal: Attract skilled talent.

4) LONG-TERM: Collaborative resource sharing for training as we all have similar training needs (a, b, c have a need, let's bring a trainer here). More interaction opportunities for employers to pool costs and resources - e.g., purchasing guild, a traveling job fair.

\* Goal: Share resources, collaborate.

5) QUICK: Coordinate job fairs specific to the manufacturing industry targeted to talent inside and outside the region. A county-wide traveling job fair with a few different locations & training for employers on how to recruit using new technologies.

\* Goal: Connect workers with jobs.

6) QUICK: Travelling Career Fair (promoting career paths to youth, options, etc.). Manufacturers go into high schools and do presentations on all of the career choices available and provide opportunities for open house experiences in the plant.

\* Goal: Building awareness of youth leads to the future workforce.



### 3. Expressions of Interest

#### **ACTION: Establish Working Group**

Establish a working group consisting of stakeholders including industry leaders, municipal and provincial government, private enterprises, education sectors, and Employment Ontario service providers to establish a comprehensive plan that identifies primary goals, activities to be done, responsibilities, the resource required, dates and who is accountable. The group would meet and report regularly.

- Louise Anderson - Petawawa Employment Service
- Alastair Baird - County of Renfrew
- Chela Breckon - The Local Immigration Partnership
- Jamie Couvieu - Excellence in Manufacturing
- Brent Dick - Community Employment Services
- Dawn Hanley - *ontrac* Arnprior
- Alex Harris - RCDSB
- Arlene Jamieson - Venture Interiors/Town of Renfrew
- JP Leclerc - ETM Industries
- Dave Lemkay - Renfrew Industrial Commission
- Heather McConnell - City of Pembroke
- Dan Mellon - KI
- Patricio Osses - Pembroke MDF
- Nicole Roussy - Pembroke MDF
- Fito Salman - Pembroke MDF
- Julie Villamere - *ontrac* Arnprior
- Lesley Wright - Ensyn
- David Wybou - County of Renfrew



### **ACTION: Education and Training at College Level**

Increased education and training at the college level to meet manufacturer's needs. The college works directly with employers to identify specific skills sets, the number of potential hires, and develop programs to meet those needs. Start discussions with the colleges on training programs that would benefit the region, the best delivery method, and program lengths. \* Goal: Closer alignment of PSE delivery with industry needs.

- Tracey Clements - St. Francis Herb Farm
- Jamie Couvieu - EMC
- Brent Dick - Community Employment Services
- Jo-Ann McIntyre - Magellan
- Nicole Roussy - Pembroke MDF
- Mike Thompson - RCCFDC
- Julie Villamere - ontrac Arnprior
- Melina Wagner - Sandvik Steel

### **ACTION: Marketing Outreach for Talent and Newcomers**

Marketing outreach strategy for talent attraction in the manufacturing sector in the County of Renfrew. Include newcomer marketing initiative. \* Goal: Attract skilled talent.

- Alastair Baird - County of Renfrew
- Rafael Ballester - Calabogie Peaks
- Catherine Hebert - Heideman & Sons
- Susan Sweet - CNL
- David Wybou - County of Renfrew

### **ACTION: Collaborative Training Resources**

Collaborative resource sharing for training as we all have similar training needs (a, b, c have a need, let's bring a trainer here). More interaction opportunities for employers to pool costs and resources - e.g., purchasing guild, a traveling job fair. \* Goal: Share resources, collaborate.

- Mike Ackman - Pembroke MDF
- Jamie Couvieu - Excellence in Manufacturing
- Casey Fitzpatrick - Pacific Safety
- Dawn Hanley - ontrac Arnprior
- Catherine Hebert - Heideman & Sons
- JP Leclerc - ETM Industries
- Jo-Ann McIntyre - Magellan
- Dan Mellon - KI
- Jeff Muzzi - Ensyn
- Bruce Oattes - Pembroke MDF
- Mike Thompson - RCCFDC
- Melina Wagner - Sandvik Steel

### **ACTION: Job Fair**

Coordinate job fairs specific to the manufacturing industry targeted to talent inside and outside the region. A county-wide traveling job fair with a few different locations & training for employers on how to recruit using new technologies. \* Goal: Connect workers with jobs.

- Alastair Baird - County of Renfrew
- Brent Dick - Community Employment Services
- Casey Fitzpatrick - Pacific Safety
- Dawn Hanley - ontrac Arnprior
- Catherine Hebert - Heideman & Sons
- Kelley Lemenchick - RCCFDC
- Heather McConnell - City of Pembroke
- Diane McKinnon - RCCFDC
- Melina Wagner - Sandvik Steel
- Lindsay Wilson - Town of Arnprior
- David Wybou - County of Renfrew

## **ACTION: Career Fair**

Travelling Career Fair (promoting career paths to youth, options, etc.). Manufacturers go into high schools and do presentations on all of the career choices available and provide opportunities for open house experiences in the plant.

\* Goal: Building awareness of youth leads to the future workforce.

- Joanne Armstrong - Rural Outreach
- Jamie Couvieu - Excellence in Manufacturing
- Brent Dick - Community Employment Services
- Casey Fitzpatrick - Pacific Safety
- Alex Harris - RCDSB
- Arlene Jamieson - Venture Interiors/Town of Renfrew
- Heather McConnell - City of Pembroke
- Jo-Ann McIntyre - Magellan
- Nicole Roussy - Pembroke MDF
- Colleen Sadler - Enterprise Renfrew County
- Susan Sweet - CNL
- Carrie Sweeney - RCDSB
- Mike Thompson - RCCFDC
- Julie Villamere - ontrac Arnprior
- Melina Wagner - Sandvik Steel

## **Process Overview**

The Forum session was conducted using an electronic meeting system (EMS), an innovative facilitation process developed from research at the Queen's School of Business. The Queen's EMS, called "the Decision Centre", combines expert facilitation with a state of the art group decision support system to enable groups to rapidly accelerate idea generation and consensus building. This facility consists of a network of laptops accessing software designed to support idea generation, idea consolidation, idea evaluation, and planning. The tool supports, but does not replace, verbal interaction; typically 25% of interaction takes place on the computers. Feedback from groups who have used the Executive Decision Centre process includes: meeting times can be cut in half; participation goes way up; better idea generation and alternative evaluation; a more structured process; and automatic documentation of deliberations.

Over 500 organizations around North America use the Centre for meetings such as strategic planning, visioning, annual planning, focus groups, team building, budgeting, program review, project planning, risk assessment, job profiling, 360-degree feedback, alternative evaluation, new product development and a variety of other meeting types.

In the session, participants were asked, for example, "What are the steps "we" (industry, Renfrew County, education, others) need to take to ensure a solid workforce and to grow and strengthen the manufacturing sector? Participants typed in ideas on the laptops all of which appeared on a public screen at the front of the room. These ideas were then discussed and categorized into common themes. The group was then asked, "If we could only address five of these in the next year, which ones are most critical?" Individuals selected their top five, and the overall results were then displayed to the group and further discussed.

**For more information on this process, please contact:**

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## **Renfrew County: Assets and Gaps**

cost of living  
rural resources,  
ism & recreation

1. Attracting people to live here --  
promote the area

2. Colleges need to offer pro

The Future of Manufacturing in Renfrew County

ximity to Ottawa

including apprenticeships





# Summary

## Moving Forward

1. Conduct a follow-up Information session with forum participants to review final report/action plan and identify committee members who will monitor action plan.
2. Guide the implementation of the action plan, continue contact with manufacturing employers to monitor the impact of the action plan and continued pressure points.
3. Disseminate report to stakeholders such as economic development officers and Employment Ontario offices.
4. Outreach to various groups who can influence the results of the action plan or a vested interest in its success, etc.
5. Through this research-driven project and community collaboration, there is an opportunity to clearly outline what training is needed and how education can play a greater role in supporting the labour market needs of today and tomorrow.
6. Oversee the action plan and will integrate this work into its day-to-day activities.
7. Provide a foundation for future initiatives that will address specific industry needs.



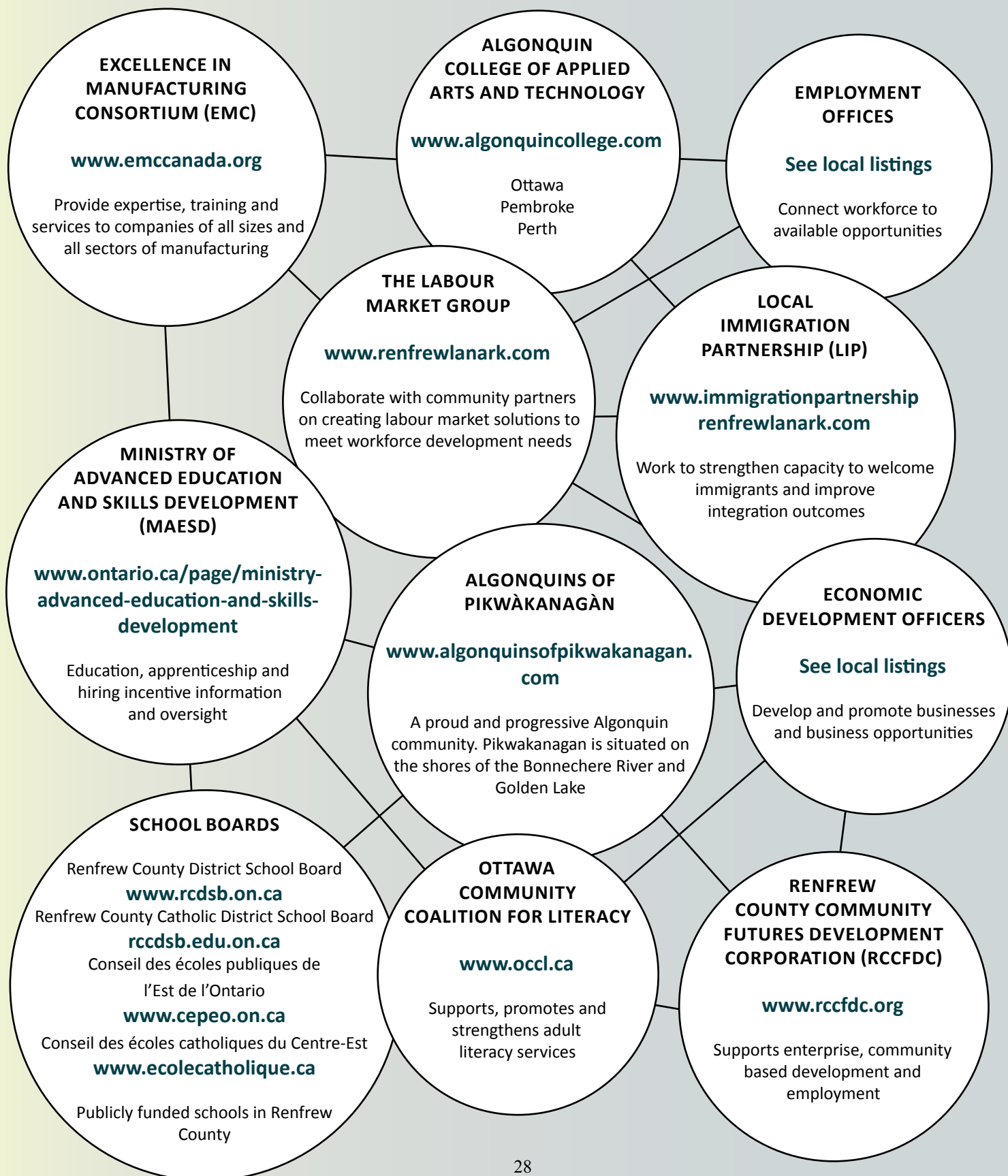
### Options Skilled Trades Fair

Local manufacturers are invited to participate in the Options Skilled Trades Fair to be held in Pembroke. The planned date is May 16, 2018.

[www.algonquincollege.com/pembroke/options/](http://www.algonquincollege.com/pembroke/options/)



# Community Partners



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[www.ontario.ca/employmentontario](http://www.ontario.ca/employmentontario)



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