

SUPERIOR EAST REGION LABOUR NEEDS SURVEY

AUGUST 2006

Prepared By the EDC of Wawa
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SUPERIOR EAST/SUPÉRIEUR EST

Community Futures Development Corporation

Société d'aide au développement des collectivités



Economic Development

Corporation of Wawa

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Executive Summary

The Economic Development Corporation completed a survey of regional employers to determine the extent that companies were experiencing difficulties in hiring skilled labour. A Labour Needs Study had not been conducted in the Superior East Region since 1988 and the regional economy had undergone many changes over the past 18 years including a decline in its population base and closure of major employers, mainly in the mining and forestry sectors. Interestingly, many of the training needs identified by employers in 1988 were still identified in 2006. Mining related jobs dominated regional training needs in 1988 but no sector's training needs appeared dominant in 2006 reflecting the nature of the region's altered economy.

For the purposes of this study, Superior East Region was defined as the Incorporated Townships of Dubreuilville, White River, Michipicoten (Wawa) and Michipicoten First Nation (MFN). Chapleau did not participate in the labour survey, having already undertaken a similar study. The survey results indicated that labour needs and requirements were similar across all communities surveyed.

Trade, service and management skills were identified as the most required from the labour market and most employers indicated that they would be addressing their own training needs. The following were identified as occupations where recruiting difficulties were being experienced the most: Truck Drivers, Mechanics, Electricians and Customer Service Representatives. Specifically, employers clearly indicated that the regional labour force was experiencing a shortage of engineers and skilled labourers.

The survey results identified the lack of training providers in the Region as a major obstacle to providing increased employee training. Some employers explained that the cost and time required to travel to far distances for training was a deterrent to ensuring employee's skill development. Increasing basic work skills and the number of High School graduates were also identified as needed in the regional labour force. Some respondents believed that there also was a lack of willingness from persons in the labour force to accept job openings. Trade related occupations were identified as the most required by employers.

Key Recommendations:

- ◆ Superior East is one of the only areas in Ontario without a Regional Training Board. It is recommended that a regional training board be established in the area to facilitate workforce development.
- ◆ The feasibility of establishing a Regional Training Center should be pursued by the Regional Mayor's Group in partnership with Superior East CFDC.
- ◆ Declining population and youth out-migration are major factors contributing to labour shortages experienced by regional employers. It is recommended that initiatives to combat youth out-migration be developed by regional partners.
- ◆ Over 40% of the regional population over the age of 20 did not have a high school diploma. Mentorship programs and other initiatives aimed at encouraging students to graduate should be pursued by partners from the education and labour sectors.

Funding for this study has been provided by the Superior East Community Futures Development Corporation and the Economic Development Corporation of Wawa. It is hoped that the survey results will encourage regional partnerships to begin to address current labour issues that will continue to worsen in the future.

1.0 BACKGROUND

The competitive strength of a community is no longer strictly linked to its physical attributes or resources, but to the skills and knowledge of its workers. According to a report by Human Resources Skills Development Canada (HRSDC), the Canadian economy is undergoing a major shift and more than ever, there is an increasing demand for skilled labour. It is estimated that in the next 5 years, two thirds of new non-student job growth will require some post-secondary education (HRSDC Skill Forecasting and Analysis Unit).

Mining and forestry continue to play a significant role in the Superior East Regional economy and the tourism sector is growing. In recent years, these industries have experienced major challenges. For example, the softwood tariff dispute has put pressure on the forestry sector and rising gas prices have impacted the tourism industry. Recently, an upsurge in mineral prospecting and the development of the Patricia/Richmont gold project has injected some optimism into the regional economy. New job creation combined with a declining population and increasing youth out-migration has impacted the supply of available skilled labour.

The Economic Development Corporation of Wawa (EDCW) had received calls from businesses expressing concern over the available labor force since 2005. To better understand this issue, the EDCW partnered with Superior East Community Futures Development Corporation (SECFDC), White River, Dubreuilville and Michipicoten First Nation to conduct a Regional Labour Needs Study. The purpose of the study was to determine which occupations were experiencing shortages and to perform a regional training scan to identify local training needs and gaps in the Region. The EDCW conducted a labour needs survey between June 12 and July 17, 2006. The objectives of the survey were:

- *To assess the skills that are in greater demand in the region.*
- *To determine factors that impact on training provision at the local and regional level.*
- *To determine occupations where recruiting difficulties are experienced and if possible determine a labour training and recruitment program.*

The survey results from 41 participating companies were tabulated by the EDCW in August of 2006. The final report was presented to SECFDC and regional partners in September 2006 and provided to all members of the Regional Mayors Group at their October 4, 2006, meeting.

1.2 OUTLINE

Section 2 of this report provides a brief overview of the Superior East Region including a description of population levels, labour force characteristics and education levels. Section 3 outlines the methods applied in conducting the survey, including a determination of the sample size and data collection methodology. Section 4 presents the survey results and outlines recommendations. All statistics presented in this report are from 2001 Statistics Canada Census unless otherwise stated.

2.0 SUPERIOR EAST REGION

2.1 Introduction

For the purpose of this study, the Superior East Region is defined as the Incorporated Townships of Michipicoten (Wawa), White River, Dubreuilville and Michipicoten First Nation (MFN). Chapleau is normally considered part of Superior East but did not participate in the study. Census Canada, HRSDC and SECFDC defines Superior East as also including the Township of Chapleau and the unorganized communities of Hawk Junction, Missanabie, Renabie, Pineal lake and Sultan.

2.1.1 Population Characteristics

Regional population levels have continued to decline steadily since 1989 with the greatest decline experienced between 1999 and 2001 (Superior East CFDC). According to 2001 Statistics Canada Census, there were 8,460 persons in the Townships of Chapleau, Michipicoten, White River and Dubreuilville. This represents a 7% population decline in regional population compared to a 6.1% population increase experienced in the rest of Ontario between 1996 and 2001. The Townships of Michipicoten and Chapleau experienced the highest population loss in the region. Compared to Ontario, the Superior East Region has more persons within the 25-54 age group, although the difference is insignificant.

Table 1: Population Characteristics of Superior East, Algoma District and Ontario

Characteristics	Superior East	Algoma	Ontario
Population in 2001	8,460	118,567	11,410,046
Population in 1996	9,091	125,455	10,753,573
population change in % (1996-2001)	-7	-5.5	6.1
Working age population ¹	6,695	97,540	9,177,300
Working age population as % of total	79.1	82.2	80.4
Population 15-24 as % of total population	14.4	12.6	13.2
Population 25-54 as% of total population	46.4	41.3	45.2

Source: Census Canada, 2001

2.1.2 Youth

Youth population growth in the region mirrors the trend experienced in the general population. The region continues to experience a steady out-flux of youth and most never return to the area exacerbating the regional labour shortage. According to a report by the SECFDC, the region lost 13.71% of the youth in the 15-29 age group in the period 1989-2001. Unfortunately, the Superior East Region is not the only area experiencing high youth out-migration and is a trend affecting the whole of Northern Ontario. Several initiatives are being undertaken by the Province to combat this problem.

A major factor contributing to youth out-migration in is access to post secondary institutions and the search for suitable employment opportunities. In addition, youth out-migration can be explained by families leaving the area in search of better employment opportunities in other areas.

¹ Working age population is defined as those persons 15 years of age and over except persons living on Indian reserves, inmates of institutions, and full-time members of the Canadian Armed Forces.

2.1.3 Educational Profile

As the economy advances, skilled labour becomes a key factor in determining the economic performance of a community. The Superior East Region continues to lag behind at all levels of education in comparison to the Province. According to SECFDC, 43.4% of the people in the Region over the age of 20 did not have their high school diploma compared to 19.37% in Ontario. The table below provides a summary of education characteristics of the Region.

Table 2: Regional Education Profile

	Wawa	Chapleau	Dubreuilville	White River	MFN	Ontario
% of population 20 and over without high school	26.07	34.77	49.21	31.09	49.0	19.37
% of population over 20 with high school certificate	23.37	27.38	23.81	22.69	8.2	28.11
% of population over 20 with trades certificate or diploma	18.47	13.85	19.05	20.17	8.2	7.35
% of population with college certificate or diploma	19.33	15.69	4.76	17.65	28.6	21.69
% of population over 20 with a University degree	13.48	9.54	3.97	5.88	4.1	23.52

Source: Superior East CFDC Regional Strategic Plan, 2003

2.1.4 Labour Characteristics

In 2001, the majority of the regional population was employed in resource extraction or related industries. Over the past eight years, the area has experienced an economic decline especially in the mining and the forestry sectors. As a result, the Region has experienced an out-migration of individuals in the working age group affecting labour force levels. In the early 1990s, the regional labour force was approximately 8,500 persons which began to decline in 1997 when Algoma Ore Division and other mining operations ceased operations. The regional labour force decreased by 2.74% between 1996 and 2000.

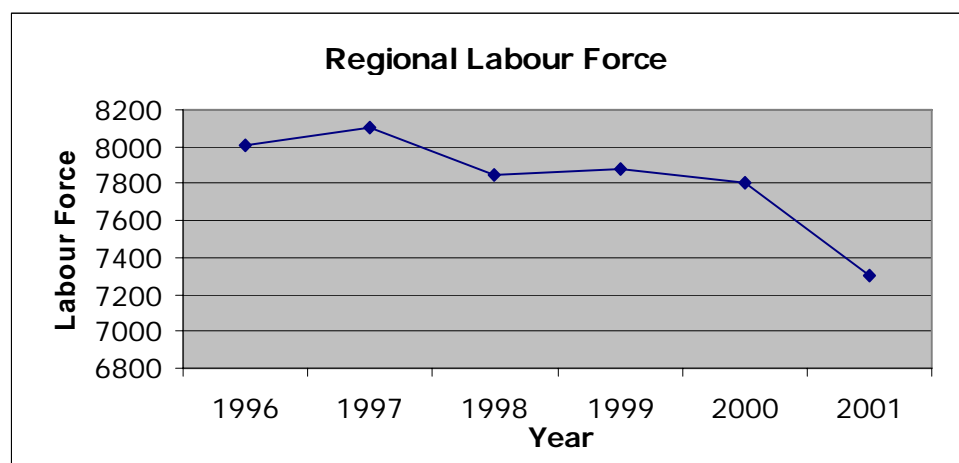


Figure 1 *Source: Superior East CFDC Regional Strategic Plan 2003*

2.1.5 Employment Insurance

Employment Insurance claimloads demonstrate the cyclical pattern of an economy. From the graph below, EI claims began to decline in April 2005 and remained relatively low until December 2005. This can be partly explained by the traditional increase in seasonal workers applying for Employment Insurance benefits such as construction labourers.

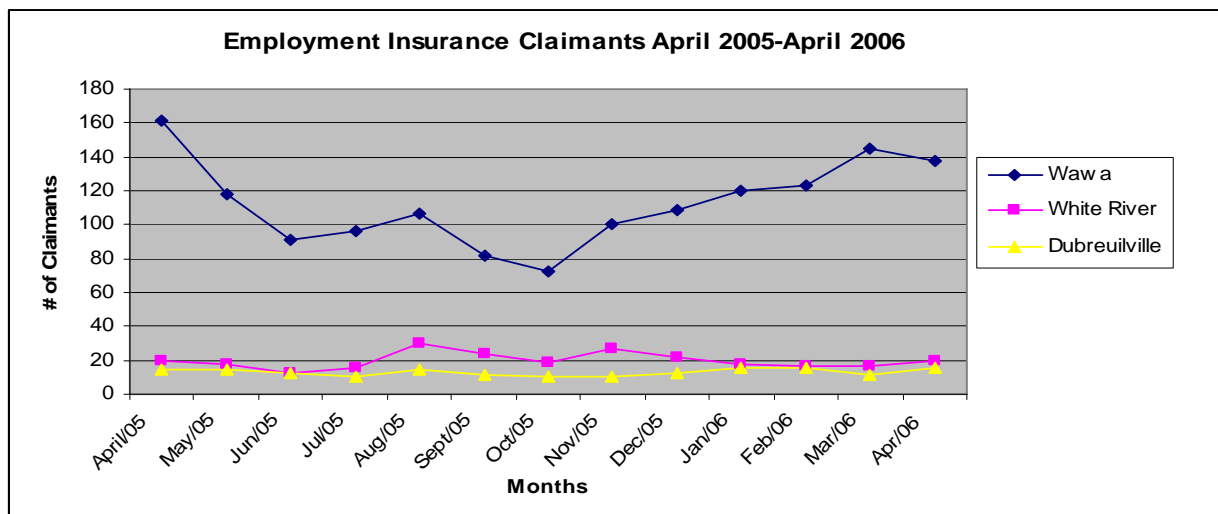


Figure 2 Source: Human Resource and Skills Development Canada

2.2 TOWNSHIP OF MICHIPICOTEN (WAWA)

2.2.1 Population Characteristics

In 2001, there were 3,668 persons residing in Wawa compared to a population of 4,145 in 1996. This represents an 11.5% population decline. During the period, the Algoma District experienced a 5.5% population decline compared to 6.1% increase in Ontario. Most of the population loss in Wawa was experienced after 1998 when Algoma Ore Division, the town's major employer, ceased operations. The Township of Michipicoten has a slightly younger population; 33.3% of the population is under age 24 compared to 30.2% in the Algoma District.

Table 3: Population Characteristics of Wawa

	Wawa	Algoma District
Population in 2001	3,668	118,567
Population in 1996	4,145	125,455
Population change in % (1996-2001)	-11.5	-5.5
Working age population	2,935	97,540
Population age 25-54 as % of total	46.6	41.3
Median age	37.3	41.4

Source: Census Canada, 2001

2.2.2 Labour Force Characteristics

The major employers in the Township of Michipicoten include Provincial and Municipal government offices, social agencies, Weyerhaeuser (Wawa), The Wilderness Group and Lady Dunn Health Centre. In 2001, there were 2,935 persons available for work and 2,035 were actively participating in the labour market. Of the labour force, 1095 were males and 940 were females. More females were employed in the Government, Social and Service sectors. The table below indicates that in 2001, 22% of the active labour force in Wawa was involved in manufacturing and construction industries and 17% in health and education.

Table 4: Labour Force Participation by Industry

Industry	Wawa		
	Total	Male	Female
Total- Experienced labour force	2,040	1,095	940
Agriculture and other resource based industries	190	145	45
Manufacturing and construction industries	445	425	20
Wholesale and retail trade	270	145	130
Finance and real estate	85	10	70
Health and education	345	70	275
Business services	160	85	75
Other services	540	220	320

Source: Census Canada, 2001

2.2.3 Education

Michipicoten High School is the only English Speaking High School in the study area. According to the school, most graduates continued to college or university but several could not be accounted for. Between 2002 and 2006, approximately 50% of all students continued their educational studies.

Table 5: Graduation Statistics - Michipicoten High School

Year	Total Students	College	University	Other
2002	56	25	17	14
2003	52	30	15	7
2004	42	20	10	12
2005	48	21	11	16
2006	45	28	4	13
TOTAL	243	124	57	62

Source: Michipicoten High School Enrollment Records

2.2.4 Labour Dependency Ratio

Community employment dependency ratios are a measure of the relative importance of a particular economic sector within a given community compared to the Provincial average for that sector. This is a general indicator of a community's reliance on specific industry sectors for its economic prosperity and can also be a good measure of a community's economic diversity. For example, a dependency ratio of 10.0 for the forestry sector in a given community means that this sector employs 10 times more people in the given community than the Provincial average.

Wawa had 13.7 times more people employed in forestry in comparison to the Provincial average. The majority of people employed in forestry work in veneer, plywood and sawmills. Some people are also employed in logging operations and support activities for forestry work. Another main industry in Wawa is the recreational hunting and angling industry. There are 27.7 times more people employed in comparison to the Provincial average. Mining is also found to be a major industry with 2.4 times more people employed in the mining industry when compared to the Provincial average.

2.3 WHITE RIVER

2.3.1 Population Characteristics

In 2001, there were 993 persons living in White River down from 1,022 in 1996 representing a 2.8% population decline. As the table below indicates, White River is a relatively young community with 38.3 percent of the population under the age of 24. Only 7.6% of White River's population is over the age of 65 compared to 11.4% in Wawa.

Table 6: Population Characteristics of White River

Characteristics	White River	Algoma District
Population in 2001	993	118,567
Population in 1996	1,022	125,455
population change in% (1996-2001)	-2.8	-5.5
Working age population	788	97,540
Population 25-54 as % total	47.3	41.3
Median age of the Population	34.1	41.4

Source: Census Canada, 2001

2.3.2 Labour Force Characteristics

The major employer in White River is Domtar. As in Wawa, the majority of the labour force is employed in Manufacturing and Construction Industries. Women represent 42% of the labour force and more females are employed in the Service Industry compared to men.

Table 7: Labour Force Participation by Industry

Industry 2001	White River		
	Total	Male	Female
Total - Experienced labour force	550	325	230
Agriculture and other resource based industries	15	20	0
Manufacturing and construction industries	275	205	70
Wholesale and retail trade	45	15	35
Finance and real estate	15	10	10
Health and education	10	0	10
Business services	65	50	20
Other services	125	40	90

Source: 2001 Census Canada

2.3.3 Labour Dependency Ratio

White River had 38 times more people employed in forestry in comparison to the Provincial average. The majority of people employed in forestry work in sawmills.

2.4 DUBREUILVILLE

2.4.1 Population Characteristics

In 2001, there were 967 persons living in Dubreuilville, a decline from 990 in 1996. Dubreuilville experienced the lowest rate of population decline compared to Wawa, White River and Chapleau.

Dubreuilville is a relatively young community with 40% of its population under the age of 25. Only 4% of Dubreuilville's population is over the age of 65 compared to Algoma District and Ontario with 16.5% and 13% respectively. The median age is 30 in Dubreuilville and 41 in the Algoma District.

Table 8: Population Characteristics of Dubreuilville

	Dubreuilville	Algoma District
Population in 2001	967	118,567
Population in 1996	990	125,455
Population change in% (1996-2001)	-2.3	-5.5
Working age population	747	97,540
Population 25-54 in %	47.6	41.3
Median age of the population	30.6	41.4

Source: 2001 Statistics Canada Census

2.4.2 Labour Force Characteristics

The major employer in Dubreuilville is Dubreuil Forest Products Ltd. Of the communities surveyed, Dubreuilville had the highest labour market participation rate, 82.1% compared to Michipicoten and White River at 70.8% and 70.3% respectively. The majority of the workforce is employed in the manufacturing and construction sectors. Males make up the majority of those employed in the primary and manufacturing sectors.

Table 9: Labour Force Participation by Industry

Industry 2001	Dubreuilville		
	Total	Male	Female
Total - Experienced labour force	620	390	225
Agriculture and other resource based industries	65	65	0
Manufacturing and construction industries	350	250	100
Wholesale and retail trade	40	10	30
Finance and real estate	10	0	0
Health and education	45	0	35
Business services	75	55	20
Other services	45	10	35

Source: 2001 Statistics Canada Census

2.4.3 Labour Dependency Ratio

Dubreuilville had 51 times more people employed in forestry in comparison to the Provincial average. The majority of people employed in forestry work in logging operations and sawmills.

2.5 MICHIPICOTEN FIRST NATION (MFN)

2.5.1 Population Characteristics

In 2001, 440 persons of Aboriginal ancestry belonged to MFN, up from 325 persons reported in 1996. Of all the communities surveyed, MFN is the only community to experience positive population growth. MFN population is relatively young compared to regional communities with 77% of the population below the age of 44 and a median age of 29.2. Females make up over 60% of the total population unique to MFN.

Table 10: Population Characteristics

	MFN	Algoma District
Population in 2001	440	10,815
Population in 1996 ²	325	6305
Working age population	64%	72%
Population 25-54 in %	43%	43%
Median age of the population	29.2	29.5

Source: 2001 Statistics Canada Census

2.5.2 Labour Force Characteristics

In 2001, MFN reported a 63.2% labour force participation rate and an employment rate of 57.9%. There were 170 active labour force participants of which 90 were male and 80 female. Like other communities in the Superior East Region, the majority of the workforce is involved in resource extraction and related industries.

Table 11: Labour Force Participation by Industry

Industry 2001	Michipicoten First Nation		
	Total	Male	Female
Total- Experienced labour force	170	90	80
Agriculture and other resource based industries	20	20	0
Manufacturing and construction industries	35	35	0
Wholesale and retail trade	25	25	0
Finance and real estate	25	0	25
Health and education	10	0	10
Business services	15	0	10
Other services	55	15	40

Source: 2001 Statistics Canada Census

² The total population in 1996 might higher than reported.

3.0 METHODOLOGY

3.1 Sample

Sample selection was restricted to the Townships of Michipicoten, Dubreuilville, White River and Michipicoten First Nation. The sample listings were derived from the business directories of respective communities that had listings of business names, mailing addresses, telephone numbers and in some cases contact names. A sample of 97 businesses and organizations was selected. Of the 97 businesses and organizations, 65 were from the Township of Michipicoten, 17 from the Townships of White River and 15 from Dubreuilville.

To compile the Michipicoten sample, every fourth business was selected from the Tourism Business Directory. After a thorough review of the list, some names had to be dropped and others added to make the sample representative. Since White River and Dubreuilville did not have extended lists, sample selection was not applied; all the businesses listed in the directories were considered for the survey. Care was taken to ensure that all the sectors of the economy were represented.

Due to time and resource constraints, a limitation of a minimum of five employees was imposed on businesses to be surveyed. This restriction was explained on a cover letter sent out with the survey questionnaire. After adjusting for this restriction, the sample size was reduced to 81, 60 for the Township of Michipicoten, 10 and 11 for the Townships of Dubreuilville and White River respectively. To obtain statistically significant results, a sample of 78 was required which represents a 95% confidence level and a margin of error of +/- .05.

3.2 Survey Design

The EDCW reviewed several labour survey instruments from other communities. The EDCW also contacted the North Superior Training Board who had completed a similar study in Northwestern Ontario and HRSDC for survey design input. The questionnaire was designed to determine labour skills shortage areas, training activities of companies and factors affecting training decisions. The questionnaire was divided into five sections:

- Section 1: To determine the employment profile of businesses.
- Section 2: Training activities and factors affecting training decisions.
- Section 3: Training administration.
- Section 4: Training priorities.
- Section 5: Comments and contact information.

The draft questionnaire was reviewed by training and education providers in the community. Two local businesses from the Accommodation and Forestry sector were selected to pretest the questionnaire. From the review and pretest exercise, the EDCW established that a question on employment subsidy programs needed to be added and that in general the questionnaire was well designed. A final review was provided by Mr. Ray Running, a Labour Market Analyst with HRSDC, Sault Ste Marie. Mr. Running advised the EDCW to apply the same occupational groups used by Statistics Canada to allow for comparisons.

The questionnaire was translated into French for the survey participants in Dubreuilville. A copy of the English survey questionnaire is included in the appendix.

3.3 Data Collection

A cover page explaining the purpose of the survey with a questionnaire was mailed to selected businesses in Wawa and all businesses operating in Dubreuilville, White River and Michipicoten First Nation on June 12, 2006. The respondents were provided two weeks to complete and return the survey in an enclosed stamped envelope.

Follow-up telephone calls were made on June 29, 30 and July 4, 2006, to determine whether the survey package had been received and questionnaire completed. Additional phone calls were made from July 10 to 20, 2006. Returned surveys were date stamped, coded and recorded. Surveys from White River and Dubreuilville were specially coded for ease of identification.

Overall, 41 surveys were returned which represented a 50% response rate. Thirty surveys were received from Wawa representing a 50% response rate, six from Dubreuilville creating a 60% response rate and five from White River, a 45% response rate.

3.4 Data Analysis

All closed ended questions were entered into an Excel spread sheet and were analyzed. The percentage of respondents corresponds to the percentage of the 41 surveys received. Number of mentions corresponds to how many times a particular option was selected or how many times it was referred to. Some percentages will add up to more than 100 because under some questions respondents could select more than one option.

3.5 Limitations

As expected with mail-in surveys, a response rate of 50% is considered a sufficient return rate. Although the EDCW would have preferred a higher response rate and to survey every business and organization in each community, time and resources restricted the survey size. Extra effort was taken to ensure that the sample size was representative.

There was a possibility of bias in the survey results as those respondents facing labour shortage issues were more likely to participate. There is no way the EDC can verify if this bias exists in the survey results.

4.0 SURVEY RESULTS

SECTION 1- EMPLOYMENT PROFILE

1.1 What industry/business sector do you represent?

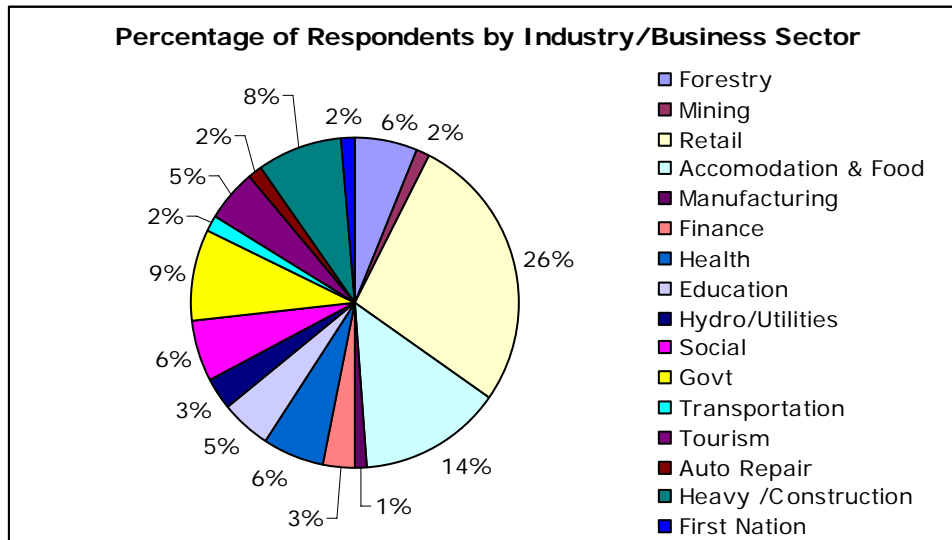


Figure 3

1.2 How many people did your company employ as of December 31, 2005?

	Full time	Part-time	Seasonal
Executive/Management	135	0	0
Business/Finance	18	1	0
Engineering/Technical	58	2	0
Social Services	3	0	0
Trades/Skilled Workers	284	16	0
Sales	15	18	4
Forestry	392	4 to 8	400 to 411
Clerical/ Administrative	70	6	0
Mining	40	3	0
Manufacturing	99	0	0
Health	15	7	8
Education	65	0	0
Government	41	26	49
Accommodation/Food	80	56	47
Other	95	8	44
Total Employees	1,270	162 to 170	551 to 561

Most people in the region were employed in the Forestry sector followed by trades and in executive/ management positions. Forestry sectors employed most of the seasonal workers.

1.3 How many employees were hired by your business in the past 12 months?

	Full Time	Part Time	Seasonal
Executive/Management	19	1	0
Business/Finance	1	0	0
Engineering/Technical	4	4	0
Social Services	4	3	2
Trades/Skilled Workers	38	1	8
Sales	2	9	5
Forestry	16	0	350
Clerical/ Administrative	13	4	0
Mining	40	0	0
Manufacturing	5	0	0
Health	1	2	3
Education	6	3	48
Government	7	18	0
Accommodation/Food	27	14	62
Other	47	0	61
Total Employees	220	58	535

Forestry companies hired the most employees in the last 12 months, although most of the employment was seasonal. Mining and trades related employers also employed many people in the past 12 months.

1.4 Do you foresee any hiring opportunities in your company over the next 12 months?

Yes	63%
No	37%

Sixty-three percent of the respondents indicated they would be hiring in the next 12 months while 37% would not. Most of the job opportunities will be in trades related occupations and sales.

1.5 Do you have any current job vacancies?

Yes	46%
No	54%

Of those responding, 46% had current job vacancies while 54% did not. Most of the job vacancies were for specialized fields such as Geologists and Arborist.

1.6 Approximately how many employees will retire from your company within the next year?

	Total Retiring
1 year	19
2- 5 years	48

Most of the respondents who indicated that they had employees in the retiring age were in the Government and Social/Educational sectors. In addition, most of these retirees will be from organizations and businesses in Wawa and Dubreuilville.

1.7 How concerned are you that your company or organization will experience labour shortages?

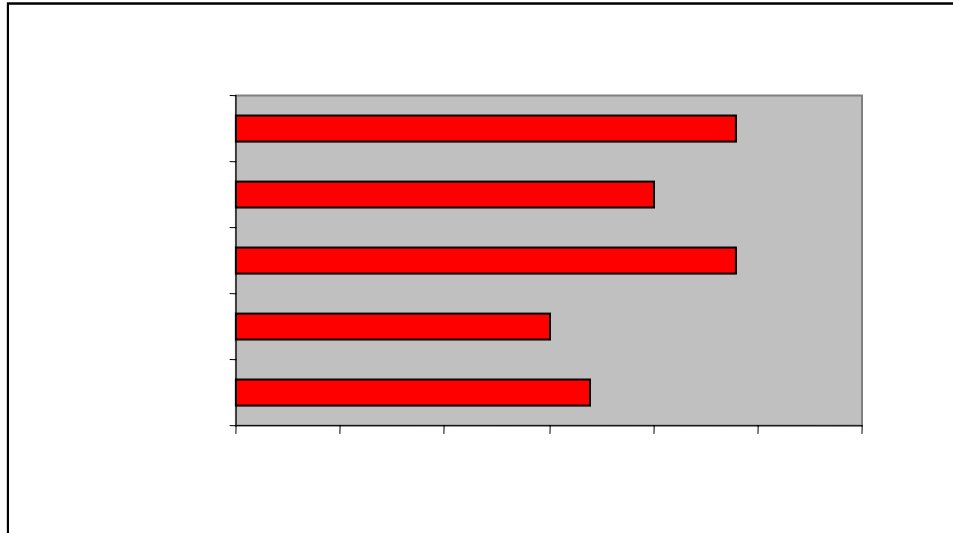


Figure 4

Of the respondents, 24% were extremely concerned about labour shortages, 20% quite concerned and 24% somewhat concerned. Fifteen percent were slightly concerned and 17% not at all concerned. Respondents from Dubreuilville were extremely concerned about the local labour situation with 80% of businesses selecting this response. Respondents from White River and Wawa were split on this question but the majority was between somewhat and extremely concerned.

1.8 Have you experienced difficulty in hiring qualified and trained staff?

Yes	66%
No	34%

66% of respondents had experienced some difficulty in hiring qualified staff and 34% had not. The majority of respondents who answered yes to this question were looking for special skills such as Truck Drivers with A2 licenses.

1.9 Occupations/Positions where employers experience difficulty in hiring qualified staff:

Occupation Type	# of Mentions
Management (Administrative)	4
Management (Project Related)	2
Arborist (Certified)	1
Heavy Equipment Operator	2
Truck Drivers (All levels)	5
Carpenters	1
Skilled Labourers	4
House Keeping	3
Front Desk /Clerical/Customer Service	8
Kitchen Cooks	3
Wait Staff /Bartenders/ Food Service	7
Autobody Repair Technician/ Painter	1
Trades People	1

Engineering	4
Mechanics	8
Educational Assistants	1
Care Staff	1
Early Childhood Educators	1
All Positions	2
Cashiers/Sales	2
Millwrights	2
Electricians	10
Supervisors /Dept Heads	2
Geologists	1
Plumbers	1
Welders	1
Furnace Monitors	1
Floor Cleaning and Maintenance	1
Surveyors	1
Miners	1
Water/ Sewer Operator	1
Boiler Operator	1

Regional employers were experiencing the most difficulty in hiring qualified electricians, mechanics, truck drivers and service sector including cooks, wait staff and other hotel/motel employees.

1.10 Reasons why it is difficult to hire qualified staff?

Reason	Response
Lack of trained labour force	51%
Not willing to relocate	39%
Shortage of skilled tradespeople in NOnt.	34%
Lack of housing	17%

1.11 Skills/Qualifications lacking in the local workforce?

Over 60% of the respondents identified the following skills/qualifications as lacking in the local workforce. Other comments to this question are included the appendix.

- Lack of skilled trades (i.e. electricians, engineers)
- Lack of high school education (Completion of OSSD).
- Lack of dedication and pride in work.
- Truck drivers – all classes.

1.12 Difficulty in keeping employee?

70% of the respondents had no difficulty in keeping employees. The 30% who experienced difficulty provided some of the following reasons:

- Competition from high paying industries such as Mining and Forestry.
- High turnover due to the nature of industry e.g. restaurant business.
- Manual labour and hard work. Most people are not prepared to work hard or underestimate the amount of work they have to do.

1.13 What can be done locally to help make it easier to hire qualified staff?

Responses on this question varied, but the most common ones were:

- Encouraging local people to obtain high school certificate.
- Providing affordable housing.
- 65% of the respondents would like to see local training facilities/opportunities established in the Region.

SECTION 2: TRAINING ACTIVITIES

2.1 a. Did you spend any money directly to train any employee?

Yes	95%
No	5%

b. Did you lease or purchase any equipment for which your organization or a supplier/client provided training to your employees?

Yes	56%
No	44%

c. Did you pay for, reimburse or provide time off for employees to attend courses, workshops or seminars?

Yes	75%
No	25%

d. Did you have employees participate in apprenticeship training?

Yes	42%
No	58%

Only 42% of respondents had employees involved in apprenticeship programs. Most of these respondents were involved in trade related industries such as construction.

2.1 What factors contributed to your company's decision to provide or finance training for your employees?

Factors	% of the Respondents³
Competition	13
Improve product quality	55
Improve customer service/ satisfaction	68
Introduction of new machinery/equipment	29
Reorganization of operations	21
Government laws or regulations	50
Client specifications	11
Employee's lack of skills or knowledge	58

³ Some respondents selected more than one factor therefore the percentages will add to more than 100%

2.2 To your knowledge, have any factors held you back from providing training and development programs?

Yes	42%
No	58%

2.3 Factors holding you back from providing training:

Factors	% of Respondents²
Too expensive	28
Lack of money	32
Downtime associated with training	23
Risk of losing trained employees to others	13
Can hire all skilled people required	0
Informal training is sufficient	3
Lack of expertise to deliver training locally	24

2.4 In the last 12 months, did your organization provide any informal/ on the job training?

Reasons	% of Respondents⁴
Orientation of new employees	84
Occupational health and safety	63
Work related computer/office equipment	47
Introduction machinery and/or equipment	31

SECTION 3: ORGANIZATION AND ADMINISTRATION OF TRAINING

3.1 Does your organization have a training department/manager?

Yes	58%
No	42%

3.2 What are the reasons that your organization does not have a training department?

Reasons	% of Respondents
Small company	36
Training responsibility left up to individual managers	18
All training done outside of company	3
Cost/can't afford it	3

36% of respondents did not have training departments since they consider themselves small companies. Respondents who selected this option had five to ten employees and any training is normally done on a as need basis. 18% of the respondents indicated that training is left to individual managers and most respondents who selected this option were larger companies or branches such as banks.

⁴ Some respondents selected more than one option.

3.3 Does your organization have an overall training and development plan for employees?

Yes	50%
No	50 %

3.5 Is the training plan long-term or short-term?

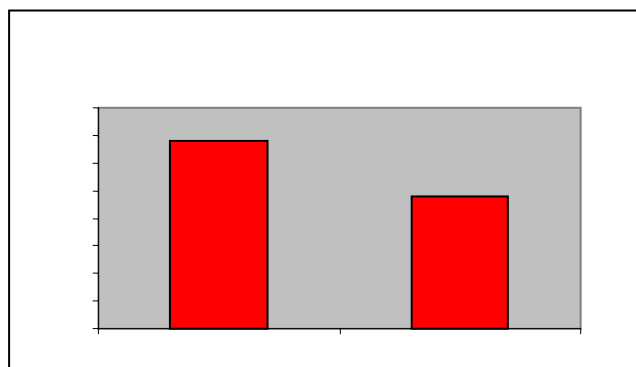


Figure 5

Of the respondents, 34% had long-term training plans while 24% had short-term plans. 42% of respondents did not answer this question.

3.6 Training Budgets.

70% of the respondents' training budgets were determined on the basis of need and 30% did not respond to this question.

3.7 Estimated expenditure on employee training.

This was the least answered question in the survey. Most of the respondents did not wish to disclose how much they spent on training but those that did, disclosed that their expenditure ranged from \$500 for companies with 5 employees to \$300,000 for companies with more than 100 employees.

SECTION 4 - TYPE OF TRAINING PROGRAM

4.1 In the past 12 months, have you provided training to any of the following occupational groups?

Occupation	Number of Mentions
Executive/Management	14
Business/Finance	9
Engineering/Technical	6
Trades/Skilled Workers	9
Sales	10
Forestry	5
Clerical/ Administration	10
Mining	1
Manufacturing	1
Health	3
Education/Social Services	4
Government	1
Accommodation & Food Services	9

4.2 Are you considering any training for your employees in the next 12 months?

Yes	76%
No	24%

4.3 Type of training you expect will be offered in the next 12 months and how many employees will be receiving.

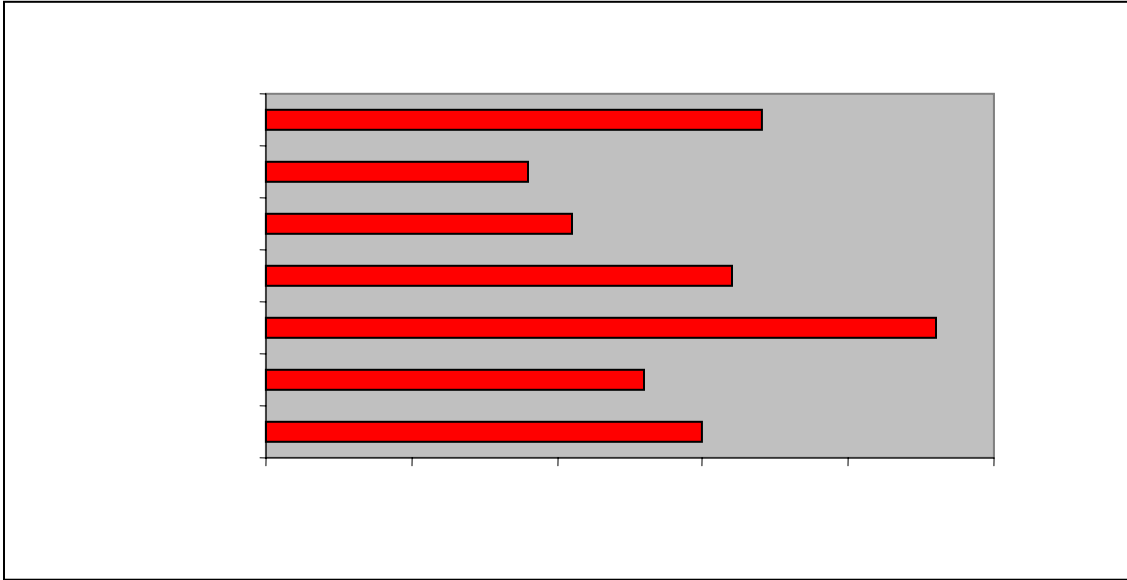


Figure 6

4.4 Which of the following types of training and development programs will your organization focus on over the next year?

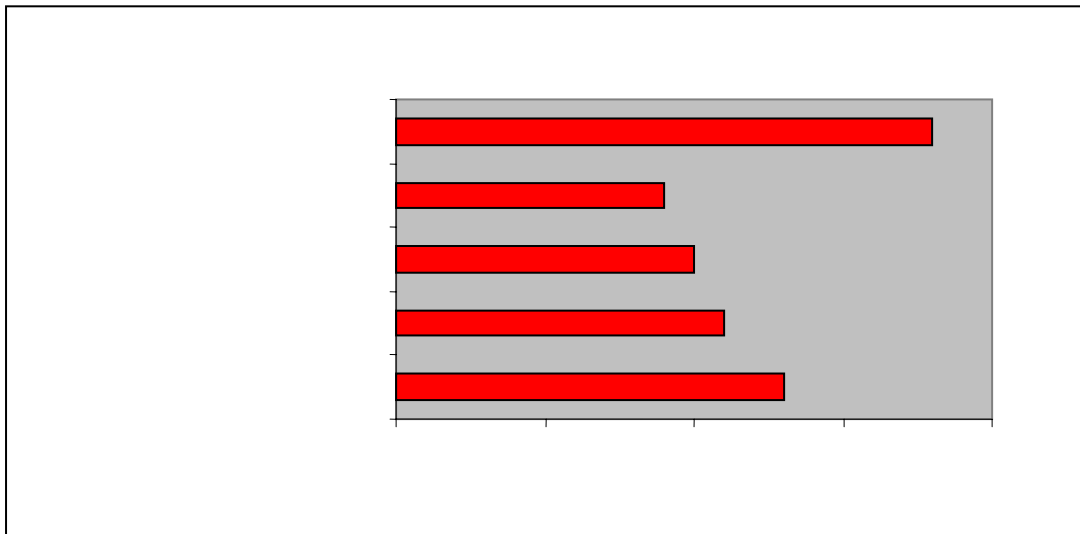


Figure 7

4.5 Are there specific skills that your organization considers to be the most critical to your operations that are in short supply?

Yes	71%
No	29%

Over 70% of the respondents believed that skills critical to their operation were in short supply in the labour force.

4.6 Which are the occupations that you feel are critical to your operation and are in short supply?

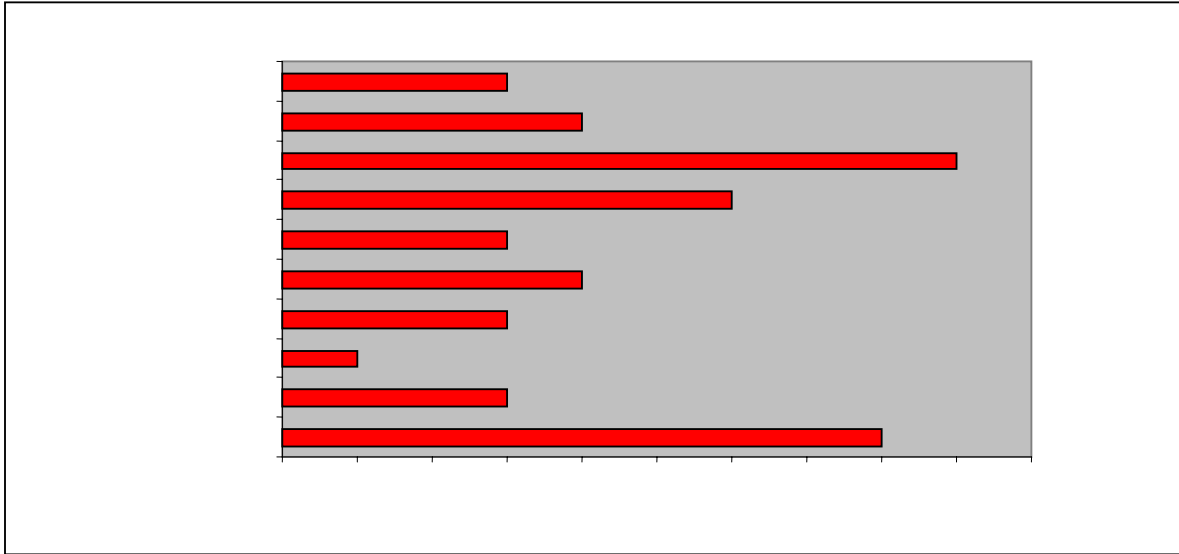


Figure 8

4.7 Are you aware of the following employment subsidy programs offered by local organizations?

Subsidy Programs	Yes Responses
Enhanced Employment	36.6%
Subsidized Training Placements	53.7%
Targeted wage subsidies	36.6%
General Equivalency Diploma	26.8%

4.1 SUMMARY OF SURVEY RESULTS

Labour and Skill Shortages

According to the survey results, regional employers were experiencing labour shortages in several key occupations, particularly in trades related, the service industry and management. Over 60% of survey respondents had experienced difficulties hiring qualified staff and expected to hire staff over the next twelve months, mostly in the trades and service area. Combined with a projected continued decline in the Regional and District labour force, employers will continue to experience difficulties hiring qualified persons to fill vacancies over the next year. Employers in Dubreuilville are more concerned about the labour situation in their community when compared to White River and Wawa; however, over 80% of all survey respondents indicated some level of concern about the issue.

Under trades related occupations, the following categories were identified as being required the most by employers; electricians, construction workers, heavy equipment operators, skilled labourers, mechanics and truck drivers. Other categories mentioned included millwrights, boiler operators, technicians and water/sewer operators.

Most of the occupations identified as required by employers in the service sector were cashiers, sales, care staff, customer service representatives, housekeeping and food services. It is important to note these occupations were required by fifty percent of respondents to the labour survey.

Under management, current labour shortages were identified for supervisors, department heads, administrators and project leaders. Across all industry sectors responding to the questionnaire, all occupation groups were required by some degree.

Most businesses and industries participating in the survey identified the lack of a high school diploma as a deterrent to hiring local labour. Other reasons provided by employers which they believed contributed to hiring difficulties included a lack of trained applicants, people from outside the region not willing to move to the area for employment and a general shortage of skilled trades people throughout Northern Ontario. Over 60% of respondents indicated that the regional labour force generally lacked the skills and qualifications that they required.

Suggestions provided by employers to address the skilled labour shortage included encouraging residents to complete their high school education, providing affordable housing, particularly in Wawa, and providing training facilities and courses in the region.

Training Activities and Plans

Almost all respondents to the survey questionnaire indicated that they had spent some money on staff training. Seventy-six percent of employers planned to provide some form of training to their employees in the next 12 months. Future training plans varied across organizations but most employers identified supervisory, customer service, technical and financial planning as the training expected to be offered over the next year.

Employers involved in the food, accommodation and retail sectors indicated that employee training was needed. Examples included bar tenders, wait staff, customer service staff, clerks and sales representatives. In general, future training needs will need to meet the needs of trades, service related and management occupations.

A variety of factors had held employers back from providing employee training in over 40% of the employers responding to the survey. The primary factors mentioned included the time and cost to send employees out-of-town to receive training and lack of available regional expertise to deliver local programs.

Fifty-eight percent of businesses indicated that they had a training department and/or training manager employed, however, 50% indicated they did not have a training plan. Seventy percent indicated that training budgets were determined on the basis of need and although few respondents specified how much they spent on employee training, there is more than \$500,000 spent on staff training and development annually in the Region. This is believed to be a conservative estimate.

There are several employer subsidy programs provided by local organizations such as College Boreal/Job Connect and Ontario Works, however most employers did not indicate an awareness of these programs. Only 36% were aware of targeted wage subsidies and enhanced employment programs.

5.0 RECOMMENDATIONS

Based on the results of the survey, the Economic Development Corporation has made the following recommendations to be implemented over the next twelve months.

1. There is a labour shortage in the Superior East Region experienced in many occupations and it is projected that the labour shortage will continue to worsen in the future. In partnership, the Region needs to find strategies to improve the skills of its labour force in order to be more competitive in job creation and business growth.

The Algoma District is one of the only areas left in the Province of Ontario not assisted by a Regional Training Board to address regional labour issues. There are 21 Local Training Boards established in Ontario with funding support from the Government of Canada, Service Canada and the Ministry of Training, Colleges and Universities.

Training Boards can coordinate volunteers from business, labour, education, and equity groups to work at a regional level to develop solutions to local labour market needs and implement regional partnership activities such as literacy, regional economic development, apprenticeship, workplace preparation programs, youth out migration and skills development for women.

It is recommended that a Regional Training Board be established in the Superior East Region. Further, the Superior East Mayor's Group should initiate this request immediately with the Province of Ontario and dedicate funds to hiring a contract staff person to implement this request on the Region's behalf.

2. Most of the respondents identified the provision of local training as a way to increase the skills and qualifications of the regional labour. The Region would benefit from having a permanent training facility in the area and it is recommended that discussions be held with regional training partners to determine the feasibility of establishing a training centre or community college satellite office. This feasibility assessment should include an examination of the viability of expanding existing facilities in the region such as The Learning Centre or Regional Employment Help Centre or the potential of partnering with Sault College or College Boreal to expand regional service delivery.

3. The population of the Superior East Region has declined by seven percent since 1996 and is projected to continue on a downward trend. The region also experienced a steady out-flux of youth exacerbating the regional labour shortage.

Initiatives to combat youth-out-migration should be examined including the provision of college and university courses locally. Employers should also be encouraged to partner with local schools and education providers in special programs such as career fairs to encourage more students to participate in co-op and apprenticeship programs to encourage local youth to obtain needed skills by employers.

4. To remain competitive and attract more investment in the area, more effort must be made to educate the regional population. Over 40% of the regional population over the age of 15 did not have their high school diploma.

A mentorship program and other initiatives aimed at ensuring high school students obtain a Grade 12 diploma or equivalent should be considered by regional partners and the secondary school providers.

5. There are a number of training service providers situated in the Region, particularly in Wawa, which offer a variety of employer subsidy programs and post-secondary courses. Most employers indicate that they were not aware of employer subsidy programs indicating a need for such organizations to better promote their programs and services to both employers and residents.

It is recommended that a coordinated effort be undertaken by all training and educational service providers to inventory, promote and market their programs and services through workshops, the internet and meetings with employers. Further, the access to such information would be made easier to obtain if all service providers were located in one central location.

6. The majority of regional employers had experienced difficulty hiring qualified and skilled staff and 63% anticipated hiring additional staff over the next 12 months. It is recommended that a regional labour recruitment program be developed to encourage workers from other parts of the province and nation to relocate to the area. The program could include a regional website advertising available job opportunities, attendance at job fairs particularly at colleges and universities and attracting immigrants to Canada to come to the area.

7. First Nation Communities are the fastest growing group of people in Canada today and in Northern Ontario they will play a crucial role in supplying and filling labour shortages. In partnership with the First Nation community, the region needs to define strategies to train and integrate the First Nation youth into the regional labour market.

8. A further survey of the regional population to determine training needs of residents is recommended to support a further understanding of the regional workforce.

Each community in the study area does not have the resources to hire full-time community economic development staff. Superior East Community Futures Development Corporation was formed to serve the economic development needs of the Region. Labour development initiatives must be tied to regional economic development efforts. It is recommended that Superior East CFDC include workforce development as part of its annual strategic plan.

CONCLUSION

With the continued shift to a more knowledge based economy, more and more occupations require higher skills and knowledge levels. The competitive disadvantage in the Region related to available skilled labour threatens the overall quality of life we can offer our resident and new employers.

A Regional Labour Force Development Strategy needs to be designed to increase the skills of the labour force in priority occupational sectors. In addition, the development of a strategy to work in cooperation with high schools and post-secondary course providers to ensure that young people are made aware of and receive training in the occupations required by regional employers is also important.

There are several strategies that Dubreuilville, Chapleau, Michipicoten First Nation, Wawa and White River can undertake in partnership with each other, employers, the province and federal government to address the labour problems identified in this study. The sooner we address these issues the better prepared our region will be in building successful and sustainable communities. In addition, more emphasis should be placed on training locals as they have developed a sense of attachment to the community and are more likely to stay.

6.0 APPENDIX

The following represents the general comments received from the survey questionnaire.

1.10

- Wages for residential cannot compete with union rates.
- People who want money but do not want to work.
- Attitude-lack of effort to work for pay.
- Unstable market and economy.
- Lack of workers with the specific skills we are looking for.
- Lack of interest to work in tourism/service industry.
- Lack of people available for work
- Alberta bound

1.11

- Ability to take somebody else's perspective
- Carpentry
- Certified electrical plumbing and engineering
- Chainsaw certified
- Detailed finance and good administration skills
- Drivers license D2 and A2
- Lack of dedication to any job
- Lack of motivation and longevity
- Lack of understanding " customer service"
- Professionalism in the work place
- Training for basic low wage employment
- Written & verbal communication skills

1.12

- People want to move, because it's such a small community and decide to go more down south, or return to school
- Location
- Distance form bigger areas
- Cost of living is very expensive
- Very little social activities available
- Short contracts, minimum wage, lack of opportunities for advancement
- We like our employees to work & we are a very busy industry

1.13

- Offer more opportunities other than in the Forestry industry
- Try to obtain a tax credit as a remote region-should be discussed
- A seminar on starting new businesses
- Better access to licensing and training programs
- Better advertisement by the government on the jobs available and the skills needed
- Competent ownership/management
- More qualified of skilled/experienced equipment operator and truck drivers
- Nothing – I believe people need to want to work!
- Promote living in Northern Ontario
- Teach good work ethics
- Travel subsidies
- Wawa area businesses must first accept and support the fact that tourism is a critical component of our economy.
- Prove smart serve courses, " Super host course" and food safety course

2.2

- Health & Safety.
- New employees only-we also cross-train other employees within our organization.
- First Aid-CPR.
- Commitment to provide Marketable skills training & upgrading for First Nation members to compete in employment market.
- New equipment.
- Lack of money.

2.4

- Training usually held in larger centres; travel costs high.
- Most training courses occur down south union contributes to long down time.
- Distance for class room and small staff base – easier with larger staff.

- 2.5
 - Training usually held in larger centres; travel costs high.
 - Most training courses occurs down south union contributes to long down time.
 - Distance for class room and small staff base – easier with larger staff.
 - The language training is offered in.
- 3.6
 - As we can afford it.
 - Specified time frame.
 - Do not budget.
 - Based on funding agreement.
 - Corporate decision with consultation with Board of Director.
 - Employee roll over
- 4.1
 - Retail.
 - WHMIS, Code of Professionalism, WDHP-Harassment discrimination, Health and Safety.
 - Enforcement- park warden; health and safety.
 - Cashier, sales clerks.
 - Cleaning (house keeping).
 - Specific computer programs.
 - Town Foreman, Water works operator, Students, CAO.
- 4.2
 - Manual-forestry & vegetation management.
 - Health provision
 - On the job training.
 - Technical competency, mandatory policy training.
 - ECE related courses.
 - Enforcement, clerical, educating, public.
 - Geo technical equipment.
 - Marketing.
 - Improvement Process.
 - Customer service, food handling.
 - Government changes/updates.
- 4.6
 - Carpenters.
 - Housekeeping staff.
 - Cooks, wait staff, front desk/clerical.
 - Electrical engineer.
 - Unknown.
 - ECE qualified staff.
 - Skills- small engines; knowledge of water systems; public speaking.
 - Equipment operators/ truck drivers.
 - Food service (all areas).
- 4.7
 - Summer job service- MNM
 - Too much paperwork.
 - FedNor Internship.
 - Unknown-not sure if company allows these.
 - Does not apply to provincial government employees
- 5.1
 - Having Smart Serve courses available, not only for restaurant/ bar employees, but also for others. These costs would help local businesses as well as non- profit organizations.
 - Need reputable trainers and to be made aware of the availability of these people
 - Also need to address the need for qualified francophones in the social services field.
 - People need to take pride in having a job. This is really missing in today's students. People need to be able to work as part of a team & be responsible.
 - The tourism industry in Ontario as well as in Canada is suffering due to high dollar and other factors which is pausing a depressed industry in general.
 - Very missing in today's employees.
 - We obtain most of our staff from community college programs.
 - We need more industries to help our town grow to attract more people to re-locate to Wawa.



Economic Development Corporation of Wawa

SUPERIOR EAST LABOUR NEEDS SURVEY - June 2006

BACKGROUND

The EDC of Wawa and Superior East CFDC in partnership with White River, Dubreuilville and Michipicoten First Nation are conducting a survey of industries and businesses that employ more than five (5) employees in the Superior East Region. This survey questionnaire has been developed to identify issues that impact on training and labour force development at the local and regional level. The survey results are intended to provide an assessment of the skills that are in greater demand, occupations where recruiting difficulties are experienced, occupations where there are current openings/forecasted vacancies and regional training needs.

The EDC of Wawa and partners recognize that your participation is very important to the success of this project. Your participation will ensure that we address some of the labour shortage challenges we are facing and also help us make our communities investment ready.

This survey will take you approximately 10-15 minutes to minutes to complete. Please return the completed survey by June 30 2006 in the self addressed envelope provided.

CONFIDENTIALITY

The EDC of Wawa guarantees that any information you provide will remain strictly confidential and will only be used to address the labour issues we are facing. Moreover, only employees who need to work directly with the questionnaires will have access to them.

Before survey data are released, your answers are combined with those of other respondents and results are produced in a format in which no individuals can be identified. No information that could identify you or your business will be released.

CONTACT INFORMATION

For further information or any inquiries concerning the collection and the use of this information can be referred to Economic Development Corporation of Wawa, 96 Broadway Avenue. P.O. BOX 63 Wawa, ON Phone: (705) 856-4419, Fax: (705) 856-2655.

LABOUR SURVEY

Section 1 – Employment Profile

1.1 What industry/business sector do you represent? (Please check)

- | | |
|---|---|
| <input type="checkbox"/> Mining | <input type="checkbox"/> Finance |
| <input type="checkbox"/> Forestry | <input type="checkbox"/> Health/Education |
| <input type="checkbox"/> Retail | <input type="checkbox"/> Other (please specify) _____ |
| <input type="checkbox"/> Accommodations/Food Services | _____ |
| <input type="checkbox"/> Manufacturing | |

1.2 How many people did your company employ as of December 31, 2005, in each of the following categories?

	Full-Time	Part-Time	Seasonal
Executive/Management			
Business/Finance			
Engineering/Technical			
Social Services			
Trades/Skilled Workers			
Sales			
Forestry			
Clerical/Administrative			
Mining			
Manufacturing			
Health			
Education			
Government			
Accommodation/Food			
Other (Please Specify)			
TOTAL EMPLOYEES			

1.3 How many employees were hired by your business in the past 12 months?

	Full-Time	Part-Time	Seasonal
Executive/Management			
Business/Finance			
Engineering/Technical			
Social Services			
Trades/Skilled Workers			
Sales			
Forestry			
Clerical/Administrative			
Mining			
Manufacturing			
Health			
Education			
Government			
Accommodation/Food			
Other (Please Specify)			
TOTAL EMPLOYEES			

1.4 Do you foresee any hiring opportunities in your company over the next 12 months?

- Yes _____ (If so, please specify type of trade or occupation.) _____
- No _____

1.5 Do you have any current job vacancies?
Yes _____ (If so, please specify trade or occupation.) _____
No _____

1.6 Approximately how many employees do you expect will retire from your company within the next?
Year _____
2-5 yrs _____

1.7 How concerned are you that your company or organization will experience labour shortages over the next 2 years?
Extremely concerned _____
Quite concerned _____
Somewhat Concerned _____
Slightly concerned _____
Not all concerned _____

1.8 Have you experienced difficulty hiring qualified and trained staff?
Yes _____ No _____ (If "NO", go to Section 2)

1.9 For what specific occupations/positions did you experience difficulty in hiring qualified staff?

1.10 What may be some of the reasons you believe make it difficult to hire qualified staff?
(Please check all that apply)

- lack of local trained labour force in Wawa area
- people not willing to relocate to Wawa area
- shortage of skilled trades people in Northern Ontario
- lack of housing in Wawa
- other (specify) _____

1.11 What skill(s) or qualification(s) if any do you find lacking in the local workforce?

1.12 Does your organization have difficulty keeping employees? Yes _____ No _____
Why? _____

1.13 What do you believe can be done locally to help make it easier for your company to hire qualified staff?

Section 2 – Training Activities and Factors Affecting Training Decisions

For purpose of this survey, training includes all activities intended to develop employee capabilities and employee skills.

2.1 During the last 12 months, did your organization engage in any of the following training and development activities for employees?

a) Did you spend any money directly to train any employee?

Yes _____ No _____

b) Did you lease or purchase any equipment for which your organization or a supplier / client provided training to your employees?

Yes _____ No _____

c) Did you pay for, reimburse or provide time off for employees to attend courses, workshops or seminars?

Yes _____ No _____

d) Did you have employees participate in apprenticeship training programs?

Yes _____ No _____

2.2 What contributed to your company's decision to provide or finance training for your employees?

(Please check all that apply)?

- competition
- improve product quality
- improve customer service / satisfaction
- introduction of new machinery / equipment
- reorganization of operations
- government laws or regulation
- Client specifications
- employee's lack of skills or knowledge
- other (please specify) _____

2.3 To your knowledge, have any factors held you back from providing training and development programs for your employees?

Yes _____
No _____ (If no, proceed to question 2.5)

2.4 If there have been any factors holding you back from providing training, what have they been?

- | | |
|--|---|
| <input type="checkbox"/> too expensive | <input type="checkbox"/> no need for training, can hire all the skilled people required |
| <input type="checkbox"/> lack of money | <input type="checkbox"/> informal training is sufficient to meet organization's needs |
| <input type="checkbox"/> downtime associated with training | <input type="checkbox"/> lack of expertise to deliver training |
| <input type="checkbox"/> risk of losing trained employees to other firms | |
| <input type="checkbox"/> other (specify) _____ | |

2.5 During the last 12 months, did your organization provide any informal / on the job training for any of the following activities:

- orientation of new employees
- occupational health and safety
- work related computer or other office equipment (i.e. fax, telephone, machinery)
- introduction of new production machinery and equipment
- other type of training (specify) _____

Section 3 – Organization and Administration of the Training Function

3.1 Does your organization have a training department or training manager/coordinator?

Yes _____ (If yes, skip to question 3.3) No _____

3.2 What are the reasons that your organization does not have a training department/manager?

- small company
- training responsibility left up to individual managers
- all training done outside of company
- cost / can't afford it
- training department at head office
- other (specify) _____

3.3 Does your organization have an overall training and development plan for employees?

Yes _____ No _____ (If no, skip to question 3.6).

3.4 Who in your organization is responsible for developing such a plan?

Job title: _____

3.5 Is the training plan long-term or short-term?

- long-term
- short-term

3.6 How is the training budget determined?

- estimated / projected on basis of need
- based on a percentage of revenues / sales
- based on a percentage of payroll
- other (specify) _____

3.7 What do you estimate your organization spends annually on employee training?

Section 4 – Types of Training Programs and Training Priorities

4.1 In the past 12 months, have you provided training to any of the following occupational groups?

- Executive / Management
- Business/ Finance
- Engineering/Technical
- Social Services

- Trades / Skilled Workers
- Sales
- Forestry
- Clerical/Administration
- Mining
- Other (Please Specify) _____
- Manufacturing
- Health
- Education
- Government
- Accommodation and Food Services

4.2 Are you considering any training for your employees in the next 12 months?
 Yes _____ No _____ (If no, skip to question 4.5)

4.3 Please indicate what type of training you expect will be offered in the next 12 months, and approximately how many employees will receive training?

Type of Training	Training (yes or no)	No. of Employees
Financial Planning inc. accounting/bookkeeping		
Computer Training		
Supervisory Training		
Technical Skills		
Trades Training		
Sales/Marketing		
Customer Service		
Other (specify)		

4.4 Which of the following types of training and development programs will your organization focus on over the next year? (Please check all that apply)

- managerial and supervisory or professional
- apprenticeships
- computer and other office equipment
- sales and marketing
- occupational health and safety
- other (specify) _____

4.5 Are there specific skills that your organization considers to be the most critical to your operations and that are in short supply?
 Yes _____ No _____ (If no, skip to question 4.7)

4.6 Which are the occupations that you feel are critical to your operation and are in short supply?

- trades positions to cover future attrition estimates
- mechanical engineers
- ventilation engineers
- welders and millwrights
- trades – electrical, mechanical
- other (specify) _____
- mining – production & development miners
- customer service
- managerial/professional
- accounting/financial
- fitters

4.7 Are you aware of the following employment subsidy programs offered by local organizations?

- Enhanced Employment – Ontario Works
- Subsidized Training Placements – Job Connect
- Targeted Wage Subsidies- Regional Employment Centre
- General Equivalency Diploma(grade12)- The Learning Center
- Other (please specify) _____

Section 5 – Comments and Contact Information

5.1 Please provide any comments and suggestions that may help us to better assess the current and future outlook of the regional labour market and training needs.

5.2 Contact Information

Organization: _____ Contact Name: _____
Phone: _____ Email: _____

5.3 Would you like a copy of the final survey results sent to you? _____

Thank you for participating in the Regional Labour Survey!

ECONOMIC DEVELOPMENT CORPORATION OF WAWA