



Trades and Skilled Workforce Secretariat

Development of an Action Plan

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Project Overview

Overview



- ***Project Innovate***, Bruce County’s long-term strategic plan, built the foundation and vision for the region, which is to build a diverse collaboration network that advances Bruce County as a global leader and national centre in energy production, research and next generation technologies. Supported by the ***Business Plan for the Bruce Centre of Excellence***, the region continued to advance its opportunity to build a sustainable energy supercluster and utilize existing assets to diversify into alternative industries. This document outlines an action plan that fortifies ***Project Innovate*** and the ***Business Plan*** by establishing distinct activities required to carry out Bruce County’s vision.
- Operating within the Nuclear Innovation Institute (NII), the Trades and Skilled Workforce Secretariat provides an administrative and coordination function, bringing together industry leaders and local organizations to establish a collaborative mechanism for maximizing training programs and capitalizing on local assets and to increase the supply of high-demand skilled trades and other skilled workforce positions locally.
- In order to achieve this goal, a detailed, activity-based action plan was developed to outline the key initiatives required in the short, medium, and long-term. The action plan was developed by compiling roundtable discussion notes from over one hundred stakeholders who attended the Regional Skilled Trades Forum on March 29, 2019, and through interviews with over twenty regional stakeholders across multiple sectors (see [Appendix](#)). This action plan will provide the backbone for the Secretariat, as it progresses through the pre-launch, launch, and post-launch phases. It must be noted that this action plan was created based on information available in May 2019. **The intent is that this document will be updated to reflect new regional or governmental priorities that may occur in the future.**

Overarching Action Plan Themes

The activities derived from these stakeholder engagements have been grouped into eight overarching themes which are listed below in order of priority. These themes provide the groundwork for the Secretariat's journey to success:

- 1 **Talent Development** – Raising the awareness of the trades and skilled workforce in local schools, expanding training opportunities locally, and connecting future labour market supply with regional stakeholders
- 2 **Underrepresented Population Engagement** – Engaging and promoting the pathways of trades and skilled workforce opportunities to population groups, including, but not limited to: Indigenous communities, visible minorities, immigrants, women, and youth
- 3 **Increase Knowledge to Influencers** – A program to influence and change the mindsets of parents, teachers, guidance counselors, and the community at large
- 4 **Asset Mapping** – Assembling a complete inventory of community assets, opportunities and resources to enable effective utilization
- 5 **Establishing a Steering Committee** – A representative body to support, guide and oversee the Secretariat's progress
- 6 **Outreach Events** – Community-based promotional events to endorse the trades and skilled workforce in the tri-county area
- 7 **Communication Materials** – Resources to promote and distribute a consistent message about opportunities in the trades and skilled workforce
- 8 **Additional Recommendations** – Providing a wide range of advisory, coordination, and strategic support to regional stakeholders

Overview

Each overarching theme contains specific steps that are broken down by the *Six Areas of Focus for Roadmap Implementation* (activities, timing, accountabilities, required investments, measures of success, and risks). The definitions for each focus area are as follows:



Activities – the major steps or action items that must be undertaken to execute the strategy (vision, mission, values and mandate of the organization)



Timing – the length of time that each activity takes, and the target date for completion



Accountabilities – the specific stakeholder or stakeholder group who is responsible for executing the activity



Required Investments – the cost required to carry out the activity, including investments of time, direct financial investments needed, and investment in materials



Measures of Success – the relevant key performance indicators that are required to quantify the success of the activity



Risks – the potential roadblocks to success

Secretariat Background

Secretariat's Strategy

Through *Project Innovate* and the *Bruce Centre of Excellence Business Plan*, the overall strategy for the Trades and Skilled Workforce Secretariat was defined. This strategy included outlining the mission and vision of the Secretariat, which can be found below:

- 1** The **mission** of the *Trades and Skilled Workforce Secretariat* is to facilitate collaboration between the energy and environmental sectors, government and academia partners in skilled workforce development and business innovation. The **vision** is to be a centralized platform for trades and skilled workforce development and a driver of small medium enterprise growth and innovation in the energy and environmental sectors.
- 2** To achieve the vision and mission, the Secretariat must leverage the **key strengths** currently facing the region, which include a strong reputation in the energy sector, established support programs already in place, a location ready for build, and a culture/community willing to help. In turn, the Centre must overcome the region's **key challenges**, which include a lack of an academic presence, decreasing levels of business to business collaboration and a deficiency of entrepreneurial spirit.

Since the publication of the *Bruce Centre of Excellence Business Plan*, other business sectors in the region have been included in the mandate and vision of the Secretariat. The mission and vision was taken into consideration during the development of the action plan to ensure that the actions defined were within the scope of the responsibilities of the Secretariat.

Secretariat's Strategy



In addition to defining the mission and vision of the *Bruce Centre of Excellence*, specific goals, aspirations and key value propositions for the Trades and Skilled Workforce Secretariat were identified in order to guide future direction.

What are our goals and aspirations?

- Be employer driven; working with various private sector organizations to provide collaborative training for various employers in a one-stop shop location
- Be utilized by the school boards to provide opportunities for students to become more engaged in the trades
- Create a platform to advance employer training requirements and provide skills upgrading for underemployed / unemployed
- Develop talent - have an inclusive and robust talent pipeline - that attracts, develops & retains top talent in the region of Bruce County and provides a platform for connecting businesses & workers with potential opportunities
- Help Bruce and the surrounding region residents benefit from economic upswing
- Improve local training opportunities and encourage more local employers to participate in experiential learning opportunities
- Develop clear career path messages for local opportunities and coordinate agencies that are already involved in this arena

What is our value proposition?

- Focus on education early – engaging with both industry and academia from the onset, to capture interest of pre-secondary and post-secondary students
- Trades and skilled workforce development – extend the focus beyond the skilled trades and across multiple industries and become a centralized location and hub for employment opportunities and skills training/programs that benefits current and future industries in the region
- Public and private sector training and development – build reliance in other areas outside of academia, in order to generate robust economic development and training programs
- Entrepreneurship courses - co-development of programming, such as entrepreneurship courses - designed for emerging business leaders and innovators that want to learn the foundations of entrepreneurship

Information Sources

The Trades and Skilled Workforce Secretariat Action Plan is the last milestone in a three-phased approach that first saw the drafting of *Project Innovate* in July 2018 then the development of the *Bruce Centre of Excellence Business Plan* in October 2018. The action plan presented in the next section of this document aligns strategies defined in the two previous phases to activities identified in the development of the Action Plan. For clarity, throughout the action plan, each activity will indicate its origin or source.

Below is a brief outline in how each phase compiled information:

Project Innovate



Through interviews and working sessions with ~20 stakeholders, case studies, stakeholder analysis and additional desktop research helped to define the Regional Innovation Strategy for Bruce County and how a Centre of Excellence could be beneficial

Business Plan



Through interviews with ~25 stakeholders from across the region, economic and financial analysis, case studies and additional desktop research, this phase outlined the strategy, business case, operating model, financial forecast and a high-level roadmap for the Centre of Excellence

Action Plan



The Action Plan for the Trades and Skilled Workforce Secretariat was developed by converting suggestions from previously defined strategies, roundtable discussion notes from the Regional Skilled Trades Forum, and interviews with 20 stakeholders, into actionable activities

Action Plan

Talent Development

The mandate of the Trades and Skilled Workforce Secretariat is to raise awareness of trades and skilled workforce in local schools, expand training opportunities locally, and connect future labour market supply with the industry and union leaders that will require a steady supply of skilled labour for the next twenty years. To address this objective, the Secretariat must create, execute, and promote an educational programming and training mandate with specific programs tailored to develop the talent pipeline in the region.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
1.1	<p>Assemble a Talent Development Committee of stakeholders from colleges, universities, and local school boards. Committee to report to Steering Committee. See Appendix for structure. Example initiatives include:</p> <ul style="list-style-type: none"> Advocate for the development of dual credit programs between local school boards and colleges Advocate for the development of new apprenticeship programs (e.g., Georgian College's Tourism Program, reviewing the Flexibility and Innovation in Apprenticeship Technical Training report by the Canadian Apprenticeship Forum) Support the community in developing a programming approach for the region that includes developing the trades and skilled workforce Participate in a family night at schools with trade facilities where kids and parents can experience the trades together Advocate for the development of after school programs (e.g., Launch Pad, job shadow programs) to expose the youth to hands on trades and skilled workforce experiences Promote the importance of STEAM (science, technology, engineering, arts and math) in the skilled workforce Promote the importance of soft skills and develop programs to teach students about soft skills to apply in the trades and skilled workforce Advocate for the development of summer camps during off-school periods with programming related to the trades (e.g., carpentry camp) and skilled workforce (e.g., computer programming camps) Tailor programs and classes to the upcoming opportunities in the region using the labour market intelligence gathered by the Secretariat 	End of Q3 2020 and ongoing	<p>Business Plan (Page 30 – 31)</p> <p>Action Plan</p> <p>Manufacturing and Construction Sector Partnership Labour Market Strategy (Page 4 - 5)</p>	Talent Development Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> # of new programs in the region 2 family nights by end of 2020 Participate in at least two community programming meetings 	<ul style="list-style-type: none"> Length of time required for approval process Cost and coordination required for stakeholders to implement new programs

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#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
1.2	<p>Academic institutions across the region regularly host information sessions to promote future career paths. Using the Secretariat's established network, the Talent Development Officer should attend academic information sessions at local elementary schools, high schools, colleges and universities to:</p> <ul style="list-style-type: none"> • Present the programming mandate of the Secretariat • Promote trades and skilled workforce programs • Generate awareness of upcoming opportunities and career pathways in the region • Create an open forum discussion 	Ongoing	Action Plan	Talent Development Officer	<ul style="list-style-type: none"> ✗ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • One information session at each local high school (every year, subject to school boards availability) 	<ul style="list-style-type: none"> • Coordination and alignment with academic institutions
1.3	<p>Leverage asset mapping and forecasting exercise to:</p> <ul style="list-style-type: none"> • Provide coordinated classroom training opportunities at the NII (or at local organizations) by discussing with regional partners how they can utilize the NII's space to train or connect interested parties to training facilities that already exist (e.g., Local 2222's new carpentry training centre, Saugeen Shore's Fire Hall) • Work with industry and academia to seek out technology (e.g., virtual reality software) in order to provide an alternative to hands-on training and to leverage in training and development programs • Outsource training opportunities to industry specialists to perform training and development services on- and off-site 	Ongoing (once a building / location is established)	<p>Business Plan (Page 29)</p> <p>Action Plan</p>	<p>Talent Development Officer</p> <p>Talent Development Committee</p>	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • 5 formal training courses by end of 2021 • Find compatible technology partner 	<ul style="list-style-type: none"> • Cost and time required for customized training • Lack of interest in coordinated training opportunities

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#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
1.4	<p>Configure the webpage (activity 7.4) and the smartphone application (activity 7.7) to include training and career development capabilities. Examples may include:</p> <ul style="list-style-type: none"> Software for online training tutorials (or job-specific pre-employment and on-the-job training programs) <ul style="list-style-type: none"> Training tutorials could utilize services that already have developed curriculums (e.g., Coursera, LinkedIn Learning, or Alison's free skilled trades courses) by providing links to certain relevant courses The Secretariat could also partner with Buildforce Canada, which has created an e-learning centre with online courses Alternatively, Secretariat could procure the services of a talent platform like Saba Software's Cloud Learning Management solution and develop their own training curriculum based on a training needs assessment for the region Portal for stakeholders to interact and ask questions Postings about job opportunities and corporate events 	End of Q4 2020 and ongoing	<p>Project Innovate (Page 18)</p> <p>Business Plan (Page 26, 29)</p>	<p>Talent Development Officer</p> <p>Technology Officer</p> <p>Communications Officer</p>	<p>✓ Money</p> <p>✓ Time</p> <p>✗ Materials</p>	<ul style="list-style-type: none"> # of webpage visits # of courses completed # of stakeholder postings 	<ul style="list-style-type: none"> Cost and time required for customized online training Lack of visits to webpage Alternative training platforms

Underrepresented Population Engagement

One of the Secretariat’s goals is to increase exposure of the trades and skilled workforce and help stakeholders who are interested in trades or skilled workforce to pursue their career. Traditionally, Indigenous communities, visible minorities, immigrants, women, youth, and other underrepresented population groups have not been involved in the trades and skilled workforce. The negative perceptions of the skilled trades, combined with the region’s demographics (4.6% of population is of Indigenous descent, 2.6% visible minorities and 7.5% immigrants)¹, show a missed opportunity to engage the underrepresented population. Attracting this group to the trades and skilled workforce could assist the region in meeting future labour demands, therefore the Secretariat should help build awareness to these population groups and then help facilitate anyone who is interested in the trades and skilled workforce get into their career.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
2.1	<p>Work with the Steering Committee to execute the approach to increase the engagement of the underrepresented population in the trades and skilled workforce. Specific initiatives include:</p> <ul style="list-style-type: none"> Regularly update and collaborate with Indigenous communities and organizations (e.g., Aboriginal Apprentice Board of Ontario, Saugeen Ojibway Nation, Saugeen First Nations, and Chippewas Of Nawash Unceded First Nation) on Secretariat initiatives, programs and events Develop student testimonial videos to illustrate local student pathways (where they are studying/working, what they are doing, and how they got to where they are today) Advocate for the development of programs to attract more women to the skilled trades (e.g., OYAP’s ‘Jill of All Trades’ program, Conestoga’s ‘Jill of All Trades’) Advocate for local organizations to streamline application processes for increasing the number of immigrants, Indigenous communities, and visible minorities applying for open positions Generate awareness and exposure for underutilized pre-apprenticeship and technique programs <p><i>Examples of approaches and case studies from other jurisdictions that could be leveraged include: 2018 Ontario College of Trades Strategic Plan, Canadian Apprenticeship Forum’s Creating Diversity and Career Opportunities in the Skilled Trades, and Advancing Women in the Skilled Trades)</i></p>	End of Q4 2020 and ongoing	Action Plan	Talent Development Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> 10 student testimonials by end of 2020 High click rate on information pages posted on webpage or social media 	<ul style="list-style-type: none"> Lack of engagement with student testimonials Lack of support for new programs tailored to women

Increase Knowledge to Influencers

Youth are heavily influenced by their parents, teachers, guidance counselors, and the public at large. These ‘influencers’ are often uneducated or unaware on the benefits and pathways in the trades and skilled workforce and as such, they discourage youth from pursuing the trades and skilled workforce as a viable career path. Changing the perception of these ‘influencers’ is fundamental to developing the youth talent pipeline.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
3.1	<p>Work with the Steering Committee to develop and execute the approach to increase parents’, teachers’, guidance counsellors’ and other influencers’ knowledge of the trades and skilled workforce and promote how they can encourage youth to consider the trades and skilled workforce as a career</p> <p>Specific initiatives to increase knowledge and awareness include:</p> <ul style="list-style-type: none"> • Work with school boards to be included in teachers’ professional development days (e.g., includes field trips to local businesses) • Work with school boards to build a direct connection between high school students and post-secondary educations (e.g., field trips to local universities/colleges) • Coordinate demo nights at the NII, schools or local training centres (with skilled trades facilities) for parents and youth to engage in trades and skilled workforce activities together • Leverage social media presence, webpage, and print media, to promote local programs and associations that already exist to help parents/youth become engaged in trades (e.g., Launch Pad, OYAP) • Showcase the value proposition of entering the trades compared to obtaining a university degree (see activity 7.6) <p><i>Examples</i> of approaches and case studies from other jurisdictions that could be leveraged: 2015 South Central Ontario Report on Apprentices, California’s investment in the skilled trades, and the Canada Apprenticeship Forum’s Youth Skilled Trades Employment Strategy</p>	Ongoing	<p>Project Innovate (Page 17 - 19)</p> <p>Business Plan (Page 26, 29)</p> <p>Action Plan</p>	Talent Development Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • Alignment with both local school boards • Minimum 3 demo nights per year 	<ul style="list-style-type: none"> • Reluctance to change perception of skilled trades • Differing priorities of school boards

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#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
3.2	Advocate for the development of mentorship programs where citizens obtain educational, financial, and network support from their peers. Mentorship program could be developed using the Canadian Apprenticeship Forum’s Effective Journey person Apprentice Mentoring On-the-Job: Tips, Strategies, And Resources report or by partnering with an existing mentorship company like SkillPlan or Youth Employment Services	Ongoing	Project Innovate (Page 17) Business Plan (Page 26, 29) Action Plan	Talent Development Committee Talent Development Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> Host 4 networking events per year 80% of interested mentees find mentors 	<ul style="list-style-type: none"> Cost and time to set up vehicle for SMEs to share services Lack of willing mentors

Asset Mapping

Asset mapping is an important approach to rural community development and should be a priority of the Secretariat. The approach is to collect an inventory of all the activities and opportunities that currently exist in the region. From an academic, union, employer, and employee perspective, the Secretariat must find out the activity of the region (e.g., training programs and facilities, co-op opportunities, apprenticeship opportunities) and share the results with the stakeholder groups to demonstrate the collective activities of the region and foster the hub and spoke approach to economic development.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
4.1	<p>Complete an asset mapping exercise. Based on Deloitte’s review of previous examples, and the Secretariat’s current situation, it is recommended to follow the Municipal Guide to Community Resource Inventory Development Needs-Based Approach, which will require the Secretariat to:</p> <ul style="list-style-type: none"> Clearly define the goal of the exercise (e.g., to determine assets related to trades and skilled workforce development in region) Define a budget Promote the asset mapping exercise through social media presence, Council and other community meetings, and potential open house meetings at the NII Work with organizations in the tri-county region and Four County Labour Market Planning Board to compile social data, economic and geographical data Complete a local institution inventory through internet research, community workshops, interviews and/or Individual Resource Survey to determine local economic assets and educational, political, and social network/community organizational resources Complete a physical infrastructure (e.g., transportation infrastructure, community facilities, etc.) and land asset inventory to determine areas of potential development/ maintenance Develop a database of assets, including a detailed map, presenting where local assets exist related to trades and skilled workforce development Utilize asset map to identify opportunities for collaboration in the region <p>Examples of asset mapping approaches includes Fuller, Guy and Pletsch’s (2002) Asset Mapping – A Handbook and Los Angeles’ Participatory Asset Mapping</p>	End of Q4 2019 for initial exercise, ongoing there-after	Action Plan	<p>Talent Development Officer</p> <p>Technology Officer</p> <p>Communications Officer</p> <p>Community Partners</p>	<p>✓ Money</p> <p>✓ Time</p> <p>✗ Materials</p>	<ul style="list-style-type: none"> Map 80% of local resources 	<ul style="list-style-type: none"> Unable to find acceptable examples to leverage

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#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
4.2	<p>Regularly review accredited sources of information, including industry/sector reports, white papers, and other thought leadership reports to determine if there are any new actions changes that the Secretariat should implement to better respond to market conditions. Reports and sources of information that should be reviewed include:</p> <ul style="list-style-type: none"> • Ontario's Apprenticeship Strategy • Four County Labour Market Planning Board reports, including Employee Surveys and sector reports like the Manufacturing and Construction Sector Partnership Labour Market Strategy Bruce County, Grey County and Huron County report • Research studies and reports produced by the Canadian Apprenticeship Forum, including Apprenticeship Trends, Future Demand for Apprentices, and Career Advancement and Labour Market Demand • Bruce Power's Quarterly Building Trades Union reports • Buildforce Canada's Labour Market Information, including sector reports and data • Statistics Canada's monthly Labour Force Survey • 2016 Census data • Annual provincial budget for any changes apprenticeship programs, trades funding and educational programming 	End of Q1 2020 and ongoing	Action Plan	<p>Talent Development Officer, in partnership with the Bruce Power Skilled Trades Coordinator</p> <p>Four County Labour Board</p>	<ul style="list-style-type: none"> ✗ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> • Labour Market summary for 2019/20 	<ul style="list-style-type: none"> • Complexity in compiling and analyzing data • Constantly evolving data set

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#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
4.3	<p>Based on labour data and other relevant information compiled in activities 4.2:</p> <ul style="list-style-type: none"> Develop a scorecard (similar to the template Bruce Power uses with the Building Trades Unions) to showcase future labour demand/supply across sectors in the region. Please refer to the Appendix for a template scorecard that can be utilized Provide updates on the Secretariat’s social media accounts and webpage to summarize data/reports and how the new information affects the region Develop an approach to implement any high priority actions or initiatives that are necessary based on changing market conditions 	End of Q1 2020 for first iteration (quarterly updates as needed)	Action Plan	Talent Development Officer	<ul style="list-style-type: none"> x Money ✓ Time x Materials 	<ul style="list-style-type: none"> Completed scorecard High click rate on social media posting 	<ul style="list-style-type: none"> Access to information Time commitment to execute

Establishing a Steering Committee

The role of the Steering Committee, as a subset of the Board of the NII, is to provide ongoing support, guidance and oversight on the Secretariat’s progress. The Steering Committee will advise and contribute to the Secretariat’s vision, mission and core values. Overall, the Steering Committee will act as a think tank to bring common interest together, increase legitimacy to the trades and skilled workforce narrative, and work towards the vision, mission and core values of the Secretariat.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
5.1	<p>Draft and finalize terms of reference for Steering Committee, which may include:</p> <ul style="list-style-type: none"> • Mandate of committee • Scope requirements of committee members • Meeting frequency • Committee roles • Key performance indicators • Milestones <p>Select central network of stakeholders to form the Steering Committee. Members may include stakeholders from:</p> <ul style="list-style-type: none"> • Academic Institutions • Small-Medium Sized Enterprises • Large Enterprises • Unions • Underrepresented Workforce • Government • Community Organizations <p>Secretariat to continually meet with and consider stakeholders to include on Steering Committee as committee members move on over time/rotate out of the committee</p>	<p>End of Q3 2019 for terms of reference</p> <p>End of Q4 2019 for initial committee</p> <p>Bi-annual rotation and selection of committee members</p>	<p>Project Innovate (Page 19)</p> <p>Business Plan (Page 30 - 31)</p>	<p>Talent Development Officer</p> <p>Steering Committee</p>	<p>✗ Money</p> <p>✓ Time</p> <p>✗ Materials</p>	<ul style="list-style-type: none"> • Clearly defined terms of reference • Terms of reference signed off Committee members • Interest and commitment to committee by diverse groups 	<ul style="list-style-type: none"> • Non-consensus on terms of reference • Conflicting views, opinions and relationships among committee members

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#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
5.2	<p>Hold committee meeting - during the meetings:</p> <ul style="list-style-type: none"> Track progress of Secretariat mandate and activities Discuss future opportunities and how committee members can help Secretariat implement its mandate Review and update scorecard Review and revise the Action Plan, as needed Document meeting minutes and action items <ul style="list-style-type: none"> Action items to be tracked in a project document that shows action items discussed, status of completion, who is accountable for the action, timelines and any notes on the action. Document to be stored on a SharePoint site 	<p>Monthly meetings for first year</p> <p>Quarterly meetings after year 1</p>	<p>Project Innovate (Page 19)</p> <p>Business Plan (Page 30 - 31)</p> <p>Action Plan</p>	<p>Talent Development Officer with support from Steering Committee</p>	<p>x Money</p> <p>✓ Time</p> <p>x Materials</p>	<ul style="list-style-type: none"> Monthly quorum in year 1 Quarterly quorum in year 2 	<ul style="list-style-type: none"> Not sticking to pre-determined agenda Dominant personalities taking over meeting

Outreach Events

One of the Secretariat’s key responsibilities will be to facilitate and coordinate community-based outreach events to promote the mandate of the Secretariat and trades and skilled workforce in the tri-county area. These outreach events could include community programs, semi-annual conferences, a launch event, a kick-off event, communication materials, roadshows, tradeshows and more.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
6.1	<p>Once the NII has a more formal location for its training facility, the NII could host a launch event for the Secretariat with a key group of stakeholders from targeted sectors at the NII and live-stream the event on the Secretariat’s social media pages to:</p> <ul style="list-style-type: none"> • Showcase the facility to the public • Explain the vision, mission and goals of the Secretariat • Present the action plan • Highlight findings from the asset mapping exercise • Showcase the services that the Secretariat will offer in the NII • Promote the trades and skilled workforce in the region, including the network of stakeholders that will contribute their time to the Secretariat <p>During the event, it is recommended that some of the activities in the event are filmed so a promotional video can be created and posted on social media afterwards.</p>	End of Q1 2020	Action Plan	Talent Development Officer with support from Technology Officer and Communications Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> • Agreement of vision, mission, and goals • Alignment on action plan priorities and initiatives • Positive buzz around launch, measured by social media mentions 	<ul style="list-style-type: none"> • Misalignment on Secretariat mandate and action plan • Pushback from stakeholders • Location not chosen in timely manner

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#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
6.2	<p>Annually, host a “NII Annual General Meeting” to bring together the nuclear and non-nuclear sectors, educational institutions, government officials and staff, economic development professionals, and other local business organizations. Annual General Meeting could discuss:</p> <ul style="list-style-type: none"> Regional economic development and innovation issues and opportunities, which includes discussing (and inviting) the nuclear, non-nuclear, services and education sectors Provide updates on Secretariat progress, initiatives and accomplishments Discuss upcoming opportunities and training programs for regional stakeholders to attend to increase their aptitudes in the trades and skilled workforce Offer a forum for further information gathering and collaboration 	Ongoing (Annually)	Action Plan	NII (Bruce County and Bruce Power, with tri-county support)	<ul style="list-style-type: none"> ✓ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> High registration (>80% venue capacity) At least 20 minutes on the agenda to directly discuss the Secretariat 	<ul style="list-style-type: none"> Conference fatigue Repetition of same material

Outreach Events



One of the Secretariat’s key responsibilities will be to facilitate and coordinate community-based outreach events to promote the mandate of the Secretariat and trades and skilled workforce in the tri-county area. These outreach events could include community programs, semi-annual conferences, a launch event, a kick-off event, communication materials, roadshows, tradeshow and more.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
6.3	<p>Facilitate collision events at the NII and across the tri-county region (e.g., at schools, local businesses, and community business organizations) by reaching out to regional stakeholders to promote sharing of best business practices, including innovation, finance, and market delivery. Examples of collision events include:</p> <ul style="list-style-type: none"> • Networking sessions for local businesses and prospective employees/students • Roundtable discussions • Panel discussions on the benefits of both university and college educations • Ted talks from local employers and trades experts • Student competitions (e.g., STEAM case) competitions to increase exposure to different real-life scenarios in both the trades and skilled workforce 	Ongoing	<p>Project Innovate (Page 17)</p> <p>Business Plan (Page 26)</p> <p>Action Plan</p>	NII (with support from the Talent Development Officer)	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • 75% attendance at events • 3 collision events in year 1 of NII being open • 5 collision events in year 2 of NII being open 	<ul style="list-style-type: none"> • Oversaturation of events in the area leading to low attendance • Low participation by stakeholders

Outreach Events

One of the Secretariat’s key responsibilities will be to facilitate and coordinate community-based outreach events to promote the mandate of the Secretariat and trades and skilled workforce in the tri-county area. These outreach events could include community programs, semi-annual conferences, a launch event, a kick-off event, communication materials, roadshows, tradeshows and more.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
6.4	<p>Facilitate the development of a roadshow schedule for local businesses and academic institutions to:</p> <ul style="list-style-type: none"> Attend events across the region Showcase current initiatives underway at their respective organizations Promote trades and skilled workforce development in the tri-county area <p>Develop roadshow schedule through researching upcoming community events on social media and through established network, plotting them in a calendar, informing stakeholders of the schedule and providing them Secretariat communication materials that can be used at the events to promote different trades and skilled workforce pathways</p>	Ongoing	Action Plan	<p>Talent Development Officer</p> <p>Academic Institutions</p> <p>Community Associations</p>	<p>✗ Money</p> <p>✓ Time</p> <p>✓ Materials</p>	<ul style="list-style-type: none"> High interest in attending roadshows At least two roadshows per year in year 1 	<ul style="list-style-type: none"> Difficulties in coordinating stakeholders’ schedules Events could be cancelled or added last minute
6.5	<p>Attend events hosted by other stakeholders throughout the year to:</p> <ul style="list-style-type: none"> Ensure stakeholders are aware of who the Secretariat is Promote the vision, mission and values of the Secretariat Facilitate more collaboration across the region Catalyze discussions on the trades and skilled workforce <p>Secretariat to be made aware of events through word of mouth from their direct network, social media and through brief searches online</p>	Ongoing	Action Plan	Talent Development Officer	<p>✓ Money</p> <p>✓ Time</p> <p>✗ Materials</p>	<ul style="list-style-type: none"> Attend one external event per month At least one new connection made per event 	<ul style="list-style-type: none"> Lack of stakeholder interest Capacity to attend events

Communication Materials

The asset mapping initiative will form the backbone of the communication materials, which will be used to promote and distribute a consistent message about the value of trades and skilled workforce and what opportunities exist in the region.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
7.1	<p>Develop a communication package (e.g., information handbook) that leverages the asset mapping exercise to:</p> <ul style="list-style-type: none"> Promote the vision and mission of the Secretariat Standardize the Secretariat's and region's messaging on the benefits, importance and potential concerns regarding developing the trades and skilled workforce Generate awareness for outreach events through standardized: <ul style="list-style-type: none"> Email and invitation templates Promotional materials (e.g., brochures, quick information packages, posters, etc.) Communicate the Secretariat's policies and procedures Illustrate career pathways in trades and skilled workforce Explain the benefits of apprentices (e.g., Canadian Apprenticeship Forum) to employers 	End of Q1 2020	<p>Project Innovate (Page 19)</p> <p>Business Plan (Page 28)</p> <p>Action Plan</p>	<p>Communications Officer</p> <p>Technology Officer</p> <p>Supported by Talent Development Officer</p>	<p>✓ Money</p> <p>✓ Time</p> <p>✓ Materials</p>	• N/A	<ul style="list-style-type: none"> Time consuming task as messaging may continuously evolve
7.2	<p>Develop a social media presence to:</p> <ul style="list-style-type: none"> Update regional stakeholders on upcoming events Promote the Secretariat and the importance of trades and skilled workforce development Build a network of interested stakeholders <p>Example of social media accounts the Secretariat should setup include Twitter, Facebook, Instagram, YouTube, and LinkedIn. Social media accounts to be linked to the Secretariat's webpage (see activity 7.4)</p>	End of Q4 2019	<p>Business Plan (Page 28)</p> <p>Action Plan</p>	<p>Communications Officer</p> <p>Technology Officer</p> <p>Supported by Talent Development Officer</p>	<p>✗ Money</p> <p>✓ Time</p> <p>✗ Materials</p>	<ul style="list-style-type: none"> # of social media 'followers' Click rate for social media postings 	<ul style="list-style-type: none"> Profile hacking Negative comments posted publicly on the account homepages

Communication Materials

The asset mapping initiative will form the backbone of the communication materials, which will be used to promote and distribute a consistent message about the value of trades and skilled workforce and what opportunities exist in the region.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
7-3	<p>Providing consistent information to the public on what the Secretariat is accomplishing is important to ensuring that the mandate of the Secretariat is being achieved, including increasing the awareness of the trades and skilled workforce. To do so, the Secretariat is to regularly post on its social media pages to:</p> <ul style="list-style-type: none"> • Inform regional stakeholders about upcoming programs and opportunities in the tri-county area • Review past Secretariat initiatives and success stories <p>Occasionally, the Secretariat could produce short articles or updates to be included in the newsletters of local school boards. This would help inform students, teachers and parents about the Secretariat’s initiatives. To be included on the newsletter may require the Secretariat to complete an application form, such as the following Research Request Application form for the Bluewater District School Board</p> <p>Additionally, the secretariat could produce more formalized updates, like short quarterly reports or a more formalized annual report to highlight the accomplishments of the past year. Structure of these updates to be determined by the Steering Committee</p>	Ongoing (Monthly)	<p>Project Innovate (Page 19)</p> <p>Business Plan (Page 28)</p> <p>Action Plan</p>	<p>Communications Officer</p> <p>Technology Officer</p> <p>Supported by Talent Development Officer</p>	<p>✓ Money</p> <p>✓ Time</p> <p>✓ Materials</p>	<ul style="list-style-type: none"> • Click rate for social media advertising • Downloads of quarterly/annual reports • Noticeable increase in questions coming to Secretariat from public 	<ul style="list-style-type: none"> • Oversaturation of information • Physical newsletter may be viewed as outdated

Communication Materials

The asset mapping initiative will form the backbone of the communication materials, which will be used to promote and distribute a consistent message about the value of trades and skilled workforce and what opportunities exist in the region.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
7.4	<p>Collaborate with appropriate NII personnel to develop a webpage that acts as a central repository for Secretariat information. The webpage could include:</p> <ul style="list-style-type: none"> Resources for job seekers (e.g., a Talent Platform for posting jobs, and information on different sectors) Resources for employers, including labour market data and analysis and links to various government financial incentives, including tax credits and government grants <ul style="list-style-type: none"> Links could include Government of Canada’s Support for Apprentices, and Government of Ontario’s Apprenticeship Training Tax Credit, Four County Labour Market Planning Board’s Dollars & Sense report, and Mentor Works’ Canadian Government Funding for Small Businesses page Resources for students and educators (e.g., regional news, local success stories, and information on different sectors) Resources for the community (e.g., updates on what the Secretariat is doing in the region) Links to research bodies and industry leaders, which could include Canadian Apprenticeship Forum, the Government of Canada’s Essential Skills Tools for the Skilled Trades webpage and direct links to the Four County Labour Market Planning Board website <p>Websites that can be used as examples include the Workforce Development Secretariat in Newfoundland and Labrador, Workforce WindsorEssex, and the Halton Industry Education Council website</p>	End of Q2 2020	<p>Business Plan (Page 29)</p> <p>Action Plan</p>	<p>Communications Officer</p> <p>Technology Officer</p> <p>Supported by Talent Development Officer</p>	<p>✓ Money</p> <p>✓ Time</p> <p>✗ Materials</p>	<ul style="list-style-type: none"> Comparability with current website Trainings completed online Pages viewed per session Unique website visitors 	<ul style="list-style-type: none"> Long lead time for webpage development due to complex integrations Monitoring and control of website (e.g., outdated content) Brand and reputation damage due to hacking

Communication Materials

The asset mapping initiative will form the backbone of the communication materials, which will be used to promote and distribute a consistent message about the value of trades and skilled workforce and what opportunities exist in the region.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
7-5	<p>It is important to publish a webpage early, which may mean the initial webpage is more basic. The webpage should be constantly evolving to meet the region's needs. Leverage asset mapping exercise and partnerships with the Four County Labour Market Planning Board, and local academic institutions to enhance webpage by including:</p> <ul style="list-style-type: none"> • Interactive map of training/job opportunities (e.g., Workforce Windsor Essex). Work with Bruce County Planning and Development department GIS Coordinator to utilize the tri-county area's interactive map feature • Access to a labour dataset and employment statistics (e.g., labour data report by the Four County Labour Market Planning Board) • Portal for stakeholders to perform training tutorials. Refer to activity 1.4 for more information on developing the training portal • Inventory of clear career pathways in the trades and skilled workforce (e.g. Mapping the Apprentice's Journey) <p>Market these enhancements through webpage, newsletters, social media, and print / digital advertising</p>	End of Q2 2021 (for initial setup)	Business Plan (Page 29) Action Plan	Communications Officer Technology Officer Supported by Talent Development Officer	<ul style="list-style-type: none"> ✓ Money ✓ Time ✓ Materials 	<ul style="list-style-type: none"> • Compatibility with webpage • Page views per webpage section • # of training tutorials completed 	<ul style="list-style-type: none"> • Time consuming task as messaging may continuously evolve • Reliant on the cooperation and availability of partnerships

Communication Materials

The asset mapping initiative will form the backbone of the communication materials, which will be used to promote and distribute a consistent message about the value of trades and skilled workforce and what opportunities exist in the region.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
7.6	<p>Gather market research from universities and colleges on post-secondary opportunities to:</p> <ul style="list-style-type: none"> Determine job prospects, earning potential, and the timeline from education to career (e.g., Laurier’s Graduate Survey Report, Fanshawe’s Graduate Report) Analyze and compare research to trades and skilled workforce pathways to show differing value propositions of each pathway (e.g., Census in Brief: Does education pay? A comparison of earnings by level of education in Canada and its provinces and territories) 	End of Q3 2020	Action Plan	Talent Development Officer	<ul style="list-style-type: none"> ✗ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> Clearly defined pathways and comparison between university and college 	<ul style="list-style-type: none"> Biases by institutions to market the pathway they represent
7.7	<p>Evaluate the financial feasibility of a smartphone application – if deemed feasible, commission the development of an application to:</p> <ul style="list-style-type: none"> Support the initiatives of the webpage (see activity 7.4) Enable quick access of data and further interaction with stakeholders Link with the social media presence to provide push notifications to users Calendar of events happening near users Interactive map of local businesses and training programs Links to careers, companies, local news, training opportunities, and information on the career pathways <p>Examples of app interfaces/functionality that could be replicated include Unifor’s Skilled Trades app, Realtor.ca’s app, ontariocolleges.ca app</p>	End of Q3 2020	<p>Business Plan (Page 29)</p> <p>Action Plan</p>	<p>Communications Officer</p> <p>Technology Officer</p>	<ul style="list-style-type: none"> ✓ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> Download rate Application open rate Number of users 	<ul style="list-style-type: none"> Security breaches Unsustainable user growth

Additional Recommendations

A key role of the Secretariat is to be a coordination function in the region. Many organizations and stakeholder groups are facing similar challenges in raising awareness of skilled trades and building sustainable pipelines of talent. Although some initiatives are underway to address these challenges, having a central body in the region that acts in the interest of stakeholders will improve collaboration, reduce duplication of effort and create a coordinated regional approach.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
8.1	<p>Local organizations have tried many solutions to attract and retain talent, however, many lose their best talent to larger entities like Bruce Power, which can offer higher salaries. Therefore, local organizations have to tap into new resource pools to fill their talent needs. With that in mind, the Secretariat could play a role in assisting local organizations by providing them information in how to attract international talent (i.e., immigrants who already have training and experience in a trade or skilled workforce position)</p> <p>The Secretariat should be aware of different avenues for attracting international talent to small-medium sized businesses by:</p> <ul style="list-style-type: none"> • Reviewing existing reports and thought leadership on attracting top talent (e.g., Canadian Rural Revitalization Foundation research, or Attracting And Retaining People To Rural Alberta) • Connecting with community organizations (i.e. Saugeen Connect) to develop relationships with immigration lawyers (and other international placement firms like Global Hire and WorkVantage) • Supporting businesses in attracting international students and prospective international employees by offering them a sounding board for questions <p>With this knowledge, the Secretariat could then provide information and options for SMEs to pursue to meet the SMEs' talent needs</p>	Ongoing	Action Plan	Talent Development Officer	<ul style="list-style-type: none"> ✗ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> • % increase of international talent to the region 	<ul style="list-style-type: none"> • Reluctance of international talent to immigrate to the region

Additional Recommendations

A key role of the Secretariat is to be a coordination function in the region. Many organizations and stakeholder groups are facing similar challenges in raising awareness of skilled trades and building sustainable pipelines of talent. Although some initiatives are underway to address these challenges, having a central body in the region that acts in the interest of stakeholders will improve collaboration, reduce duplication of effort and create a coordinated regional approach.

#	Description	Timing	Source	Accountability	Required Investments	KPIs	Risks
8.2	<p>Liaise on behalf of regional stakeholder groups by:</p> <ul style="list-style-type: none"> Advocating to government for increased apprenticeship and pre-apprenticeship programs at the post-secondary and secondary level Advocating to local councils, in addition to the provincial and federal governments, for industrial expansion and improved infrastructure (e.g., housing, transportation, schools, support programs) 	Start in Q1 2021, ongoing thereafter	<p>Project Innovate (Page 18)</p> <p>Business Plan (Page 17)</p> <p>Action Plan</p>	Talent Development Officer	<ul style="list-style-type: none"> ✗ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> 2 new apprenticeship programs developed New or updated school facilities 	<ul style="list-style-type: none"> Difficulties getting onto meeting agendas Priorities of government may differ from Secretariat
8.3	<p>Volunteers are needed to help the Secretariat and other partners run their programs. Without a constantly evolving list of volunteers, there is the risk of volunteer burnout. Therefore, the Secretariat could develop a list volunteers, including retirees, skilled teachers, guidance counselors, mentors and other paraprofessionals. Secretariat would build list of volunteers through networking at outreach events and via its social media presence.</p>	Ongoing	<p>Business Plan (Page 30 – 31)</p> <p>Action Plan</p>	<p>Talent Development Officer</p> <p>Communications Officer</p>	<ul style="list-style-type: none"> ✓ Money ✓ Time ✗ Materials 	<ul style="list-style-type: none"> Increasing membership in first year; stabilized after year 1 	<ul style="list-style-type: none"> Lack of volunteer interest Volunteer burnout if not enough volunteers found

Appendices

Appendix - Action Plan

Opportunity	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	
Talent Development																			
Underrepresented Population Engagement																			
Increase Knowledge to Influencers																			
Asset Mapping																			
Establishing a Steering Committee																			

Appendix - Action Plan

Opportunity	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023			
Outreach Events			6.1 - Launch party																		
			6.2 - Annual conferences ↻																		
			6.3 - Collision events at NII ↻																		
			6.4 - Skilled workforce roadshows ↻																		
			6.5 - Attend regional events ↻																		
Communication Materials			7.1 – Develop communications package																		
			7.2 – Develop social media presence																		
			7.3 – Promote consistent information ↻																		
			7.4 – Develop webpage																		
				7.5 - Enhance webpage with interactive map																	
				7.6 - Develop skilled workforce pathways																	
				7.7 - Develop smartphone application																	
Additional Recommendations			8.1 – Develop understanding of how to attract international talent to region ↻																		
							8.2 – Liaise on behalf of stakeholders ↻														
			8.3 - Develop and maintain volunteer network ↻																		

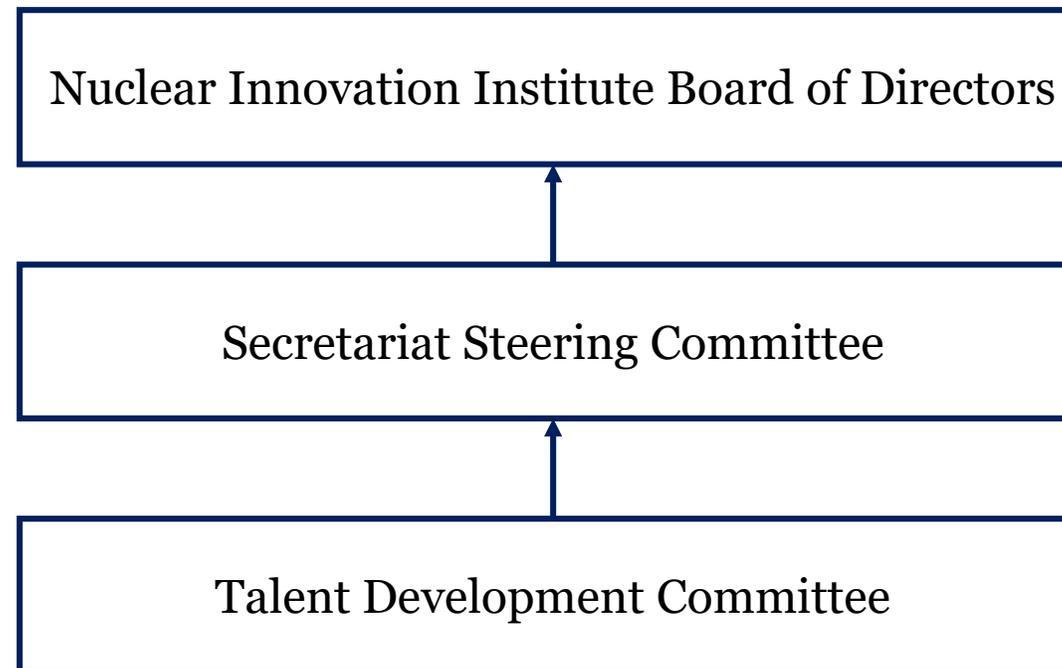
Appendix - Partners

The following organizations were included in interview consultations, with regards to the development of the action plan.



Appendix – Committee Reporting Structure

Below is the reporting structure for the committees of the Secretariat. The Talent Development Committee will focus exclusively on talent development-related initiatives and report to the Steering Committee. The Steering Committee will help guide the Secretariat and will report to the Nuclear Innovation Institute Board.



Appendix – Sample Assessment Scorecard

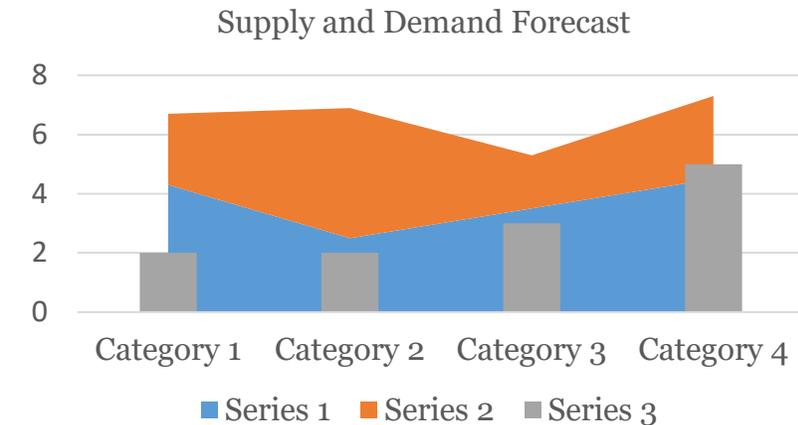
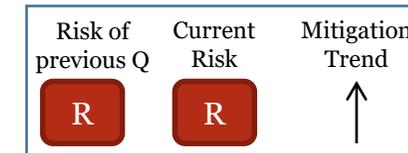
The following template could be used to display summary information about different labour sectors in the region.

Description	QX 2019	Trend
Sector (boilermakers, carpenters, etc.) • Specific information on each sector that is affecting supply of labour, including training facilities/programs, apprenticeship programs, how many people have been hired into the sector locally, big projects/future demand drivers	R	↑
Sector (boilermakers, carpenters, etc.) • Specific information on each sector that is affecting supply of labour, including training facilities/programs, apprenticeship programs, how many people have been hired into the sector locally, big projects/future demand drivers	G	↑
Sector (boilermakers, carpenters, etc.) • Specific information on each sector that is affecting supply of labour, including training facilities/programs, apprenticeship programs, how many people have been hired into the sector locally, big projects/future demand drivers	Y	↑
Sector (boilermakers, carpenters, etc.) • Specific information on each sector that is affecting supply of labour, including training facilities/programs, apprenticeship programs, how many people have been hired into the sector locally, big projects/future demand drivers	Y	→
Sector (boilermakers, carpenters, etc.) • Specific information on each sector that is affecting supply of labour, including training facilities/programs, apprenticeship programs, how many people have been hired into the sector locally, big projects/future demand drivers	R	→

Appendix – Sample Assessment Scorecard

The following template could be used to display more specific information about job sectors, including risks, mitigation strategies and key statistics like supply and demand forecasts. This would help stakeholders understand current conditions.

Include a small graphic from BuildForce or other industry bodies that have market rankings for sector supply
Risk Level: High
Risk Factors:
Mitigation Strategies in Place:



Mitigation Actions Q1:
Mitigation Actions Q2:



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