



**Poverty Reduction Strategy for the  
City of Kawartha Lakes and County of Haliburton  
Employment and Education Action Plan:  
Background and Resources**

November 2015



*County of Haliburton*

## Employment, Education and Poverty Reduction

Employment, education and income are intricately linked. Education “increases opportunities for job and income security, and job satisfaction.”<sup>1</sup> A community whose residents have the education and necessary skills to meet the current, future and emerging labour force needs is critical to poverty reduction and elimination.

Communities with strong economic foundations, which includes having a diversity of innovative businesses and industries that provide full-time year round employment opportunities that pay a living wage, is a fundamental community asset. Good employment increases the likelihood that people will have a good standard of living to enable them to meet their basic needs of housing, food, clothing, and other essentials. Having an adequate income enables residents to contribute optimally to the economy and improves the tax base so that the City of Kawartha Lake and the County of Haliburton can provide the services residents’ need.

The share of minimum wage jobs in Ontario is growing. In 2014, 11.9% of workers earned minimum wage compared to 2.4% in 1997.

Source: A Higher Standard. The case for holding low-wage employers in Ontario to a higher standard. June 2015  
[https://www.policyalternatives.ca/sites/default/files/uploads/publications/Ontario%20Office/2015/06/Higher\\_Standard.pdf](https://www.policyalternatives.ca/sites/default/files/uploads/publications/Ontario%20Office/2015/06/Higher_Standard.pdf)

The World Health Organization (WHO) calls for “full and fair employment and decent work, to be a central goal of national and international social and economic policy-making; and for economic and social policies that ensure secure work for men and women with a living wage that takes into account the real and current cost of healthy living.”<sup>2</sup>

Over the past 25 years, however, there has been a dramatic shift in the nature of employment. Most developed nations have experienced “de-industrialization, shifts to non-traditional, insecure work arrangements, and relatively high levels of unemployment... Such structural changes in the labor markets in conjunction with shifts in educational opportunities and requirements have resulted in the increasing marginalization of unskilled workers from the labor market.”<sup>3</sup> These factors have led to the growth of precarious employment where people are employed in menial,

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<sup>1</sup> What Makes Canadians Healthy or Unhealthy. Public Health Agency of Canada.  
<http://www.phac-aspc.gc.ca/ph-sp/determinants/determinants-eng.php>

<sup>2</sup> Social determinants of health Closing the gap in a generation - how? World Health Organization.  
[http://www.who.int/social\\_determinants/thecommission/finalreport/closethegap\\_how/en/index1.html](http://www.who.int/social_determinants/thecommission/finalreport/closethegap_how/en/index1.html)

<sup>3</sup> Globalization and Marginalization of Unskilled Labour: Potential Impacts on Health in Developed Countries. <http://www.ncbi.nlm.nih.gov/pubmed/19326778>

unstable, low paying jobs or employed in jobs that provide insufficient or irregular hours of work.

“The share of workers making within \$4 of minimum wage ... rose from 19.8% in 1997 to 29.4% in 2014.”

Source: A Higher Standard. The case for holding low-wage employers in Ontario to a higher standard. June 2015  
[https://www.policyalternatives.ca/sites/default/files/uploads/publications/Ontario%20Office/2015/06/Higher\\_Standard.pdf](https://www.policyalternatives.ca/sites/default/files/uploads/publications/Ontario%20Office/2015/06/Higher_Standard.pdf)

This shift in employment has had an impact in the City of Kawartha Lakes and the County of Haliburton; creating employment opportunities for some residents but impeding others from reaching their employment potential.

“Unpredictable hours of work are the norm for most minimum wage workers. 62.9% of Ontario workers who earned minimum wage worked in jobs where their hours of work varied from week to week.”

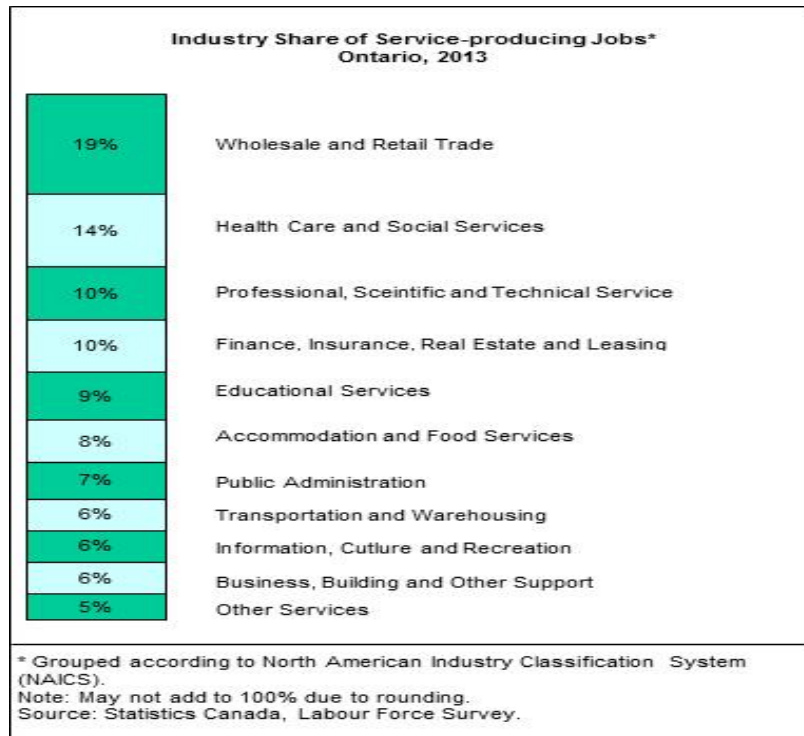
Source: A Higher Standard. The case for holding low-wage employers in Ontario to a higher standard. June 2015  
[https://www.policyalternatives.ca/sites/default/files/uploads/publications/Ontario%20Office/2015/06/Higher\\_Standard.pdf](https://www.policyalternatives.ca/sites/default/files/uploads/publications/Ontario%20Office/2015/06/Higher_Standard.pdf)

In Ontario, the economy has changed a lot over the past century from industries based on agriculture, mining, forestry and manufacturing to “today’s knowledge-intensive service industries and high technology manufacturing economy..... the kinds of jobs available have also changed – away from occupations in primary industries toward a wide variety of professional, technical and service occupations.<sup>4</sup> Only 11% of the jobs in 2013 were manufacturing jobs and 79% were in the service producing industries which includes retail, health care and social assistance, education and professional, technical and scientific services.<sup>5</sup>

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<sup>4</sup> Ontario Ministry of Training, Colleges and Universities. Labour Market - Which industries employ the most people? <http://www.tcu.gov.on.ca/eng/labourmarket/ojf/industrySector.html>

<sup>5</sup> Ibid



Source: Ontario Ministry of Training, Colleges and Universities. Labour Market Which industries employ the most people?  
<http://www.tcu.gov.on.ca/eng/labourmarket/ojf/industrySector.html>

## Employment and Education in the City of Kawartha Lakes and the County of Haliburton

### *Employment and Economic Base*

In the Muskoka- Kawarthas Economic Region, the unemployment rate in 2014 was 6.4%, which is similar to the recently released provincial unemployment rate of 6.9% in September of 2015.<sup>6, 7</sup> As noted above, employment has changed over the years with more growth in work around the minimum wage level and often is part-time or seasonal work and often includes no benefits.

<sup>6</sup> Ontario Chamber of Commerce. 2015 Regional Economic Outlook: Muskoka-Kawarthas Retrieved from <http://www.occ.ca/advocacy/ontario-economic-outlook-2015/muskoka-kawarthas/>

<sup>7</sup> Statistics Canada. Labour force characteristics seasonally adjusted, by province (monthly) (Quebec, Ontario, Manitoba). Retrieved from <http://www.statcan.gc.ca/tables-tableaux/sum-som/101/cst01/lfss01b-eng.htm>

In 2013 in Ontario, one-third of all part-time workers wanted to work full-time but were unable to find full-time work; and part-time jobs grew by 25% whereas full-time jobs only grew by 16% since the year 2000.

Source: Seismic Shift Ontario Changing Labour Market. March 2014  
<https://www.policyalternatives.ca/sites/default/files/uploads/publications/Ontario%20Office/2014/03/Seismic%20ShiftFINAL.pdf>

People working at minimum wage jobs have little money left over after paying for their rent/mortgage and food. They may or not have utilities included in their rent. After paying for these necessities, there is little money for other essentials such as child care, transportation or car expenses, medications, dental care and other basic needs.

### May 2015 Nutritious Food Basket Scenarios: Monthly Calculations

	Family of Four, Full Time Minimum Wage Earner
<b>Income</b>	
Income from Employment	\$1,907.00
Canada Child Tax Benefit	\$ 801.00
GST/HST Credit	\$ 68.00
Ontario Trillium Benefit	\$144.00
Working Income Tax Benefit	\$78.00
Employment Insurance Paid	(\$36.00)
Canada Pension Plan Paid	(\$80.00)
Total Income	\$2,882.00
<b>Selected Expenses</b>	
Average monthly rent (may or not include heat/hydro)	(3 Bdrm) \$1,222.67
Food	\$877.39
Total Selected Expenses	\$2,100.06
Funds Remaining (for other basic needs e.g. telephone, transportation, child care, household /personal care items, clothing, school supplies etc.)	\$781.94
Percentage of income required for rent	42%
Percentage of income required to purchase required food	30%
Reproduced from Haliburton Kawartha Pine Ridge District Health Unit Nutritious Food Basket May 2015 – Nutritious Food Basket Scenarios <a href="http://www.hkpr.on.ca/DataStats/HealthyEating.aspx">http://www.hkpr.on.ca/DataStats/HealthyEating.aspx</a>	

## Labour Base

The City of Kawartha Lakes has a diverse economic and labour base, with a workforce employed in the following areas: retail (13.9%); health care and social services (11.3%); construction (9.4%); manufacturing (8.7%); educational services (7.9%); public administration (7.5%). accommodation and food (5.4%); other services (5.4%); and agriculture (4.1%).<sup>8</sup>

Haliburton County's economic base is primarily tourism and related services including accommodation, food and hospitality and recreation. Retail, health care and construction are also significant industries in the County of Haliburton. Seasonal and part-time jobs make up a significant proportion of the County's workforce opportunities.<sup>9</sup> Haliburton County has more self-employed workers and fewer people working in manufacturing.

During the community consultation process for this report, unemployed individuals identified retail (23%), accommodation and food services (21%), and health care and social services (28%) as the sectors in which they would like to work.

They also identified the factors essential to enabling people to secure employment including: access to affordable and flexible child care, transportation, adequate and stable housing and high speed internet access; increased opportunities for job training; the presence of larger businesses in the area; and enhanced employer and self-employment incentives.

Finding regulated childcare spaces outside of normal working hours of 9-5 Monday to Friday is almost impossible. In 2008, "28% of employed Canadians worked something other than a regular day shift."

Source: Occasional Paper 29 Work around the clock. A snapshot of non-standard hours childcare in Canada. September 2015 <http://childcarecanada.org/documents/research-policy-practice/15/09/work-around-clock-snapshot-non-standard-hours-child-care-ca>

Finding childcare is a major barrier for parents with children entering the labour market or job training opportunities. Childcare must be affordable, near the parent's home or workplace and meet the needs of each parent's schedule. According to research, there is very little licensed childcare available on week-ends, evenings, overnight or for

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<sup>8</sup> City of Kawartha Lakes Housing Need and Demand Study September 2013. Tim Welch Consulting Inc. Lapointe Consulting. [https://www.city.kawarthalakes.on.ca/residents/housinghelp/10-year-housing-and-homelessness-plan/CKL\\_Housing\\_Needs\\_Study\\_2013.pdf](https://www.city.kawarthalakes.on.ca/residents/housinghelp/10-year-housing-and-homelessness-plan/CKL_Housing_Needs_Study_2013.pdf)

<sup>9</sup> County of Haliburton Housing Study Phase 1 – Housing Demand and Supply Analysis Final Report. April 2013. <https://haliburtoncounty.ca/wp-content/uploads/2013/08/Haliburton-Housing-Strategy-May-2-13.pdf>

parents who work on-call shifts, yet a significant proportion of the population works outside of the traditional hours of Monday to Friday from 9 - 5. This lack of childcare outside of the traditions is frequently a barrier to securing employment.

Also, in Ontario in 2012 there was access to regulated centre-based and home child care spaces for only 15.4% of children 0 -12 years of age.<sup>10</sup> Although some worker's may qualify for childcare subsidy for their children, the children must be placed in regulated childcare spaces. In both the City of Kawartha Lakes and the County of Haliburton, the demand for regulated childcare spaces exceeds availability especially for children 0-18 months of age.

Barriers around transportation play a significant role in people's ability to attain and retain employment or to attend job training opportunities given the rural nature of our communities and lack of transportation services in many areas. Similarly the lack of affordable housing in the more "urban" areas in our communities where there is more likelihood of securing employment and educational support and services further compounds the problems.

Local service providers surveyed commented on the lack of locally available apprenticeship opportunities and on the lower level of education in our community relative to the education requirements and job skills needed to secure employment.

The report "Innovative Employment Approaches and Programs for Low-Income Families" <sup>11</sup> contained the following recommendations to enhance employment opportunities:

1. service-focused employment preparation - combining employment with other services to address job readiness and barriers to employment;
2. employment based experience- subsidized employment that includes training, support, and supervision;
3. skills development - employer based that includes funding (wage top up) as an incentive for businesses to participate; and
4. income and work supports.

While attracting a larger employer(s) was a solution put forward in both the focus groups and the surveys conducted for this report, economic development efforts also need to consider new and emerging business opportunities and whether they are able to create an adequate supply of locally available permanent well-paying employment.

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<sup>10</sup> Early Childhood Education and Care in Canada 2012. December 2013

[http://childcarecanada.org/sites/default/files/CRRU\\_ECEC\\_2012\\_revised\\_dec2013.pdf](http://childcarecanada.org/sites/default/files/CRRU_ECEC_2012_revised_dec2013.pdf)

<sup>11</sup> Martinson & Holcomb. (2007). Innovative Employment Approaches and Programs for Low-Income Families. [http://www.urban.org/research/publication/innovative-employment-approaches-and-programs-low-income-families/view/full\\_report](http://www.urban.org/research/publication/innovative-employment-approaches-and-programs-low-income-families/view/full_report)

Businesses that can incorporate into the existing infrastructure and geographic assets of the Kawartha Lakes and Haliburton County such as eco-tourism, agriculture innovation, health care and the arts economy, et cetera, would be beneficial.

Building employment capacity and competitive advantage to attract employers through strengthening our labour force was another theme that emerged through the community consultations. Service providers identified the need for: enhanced and more available training and apprenticeship programs; more local educational opportunities; the establishment and/or enhancement of self-employment assistance programs such as the recently cancelled Self-Employment Benefits Program (SEB); and increased local employer incentive programs. With respect to increased apprenticeships, the trades and hospitality sector were identified as the most beneficial measure to increase employment competences and readiness for our region.

“Skills upgrading with an emphasis on education and training will be required for Canada to compete in the global economy.... Skills development has allowed Canadians workers to mover to higher-wage, more productive employment over the decades.”

Source: Jobs Report: The State of the Canadian Labour Market. Department of Finance Canada 2014  
<http://www.budget.gc.ca/2014/docs/jobs-emplois/pdf/jobs-emplois-eng.pdf>

Moving forward to address employment effectively in the City of Kawartha Lakes and Haliburton County will require several interrelated plans and strategies. Economic development and job creation and employment strategies that focus on creating permanent, year round, well-paying jobs need to be developed on a priority basis.

Current and future employment trends, as well as the educational needs required to meet the corresponding needs must be identified. This endeavour will require collaboration with key government agencies, politicians and community stakeholders such as the Boards of Education, Fleming College and associated local universities and business leaders. The information gathered and results of analysis conducted needs to be communicated to local high school students and residents to ensure they are aware of the prevailing employment trends and needs in order to take the steps necessary to ensure they have the education and skills needed for the most economically productive, financially lucrative, and personally desired job opportunities.

A local economic development framework must also consider land use availability, suitability for businesses and ensure the supportive infrastructure including sufficient broadband and transportation are in place to attract, support, expand and retain businesses. Strategies to address the barriers to employment and post-secondary/continuing education and job skills training programs such as access to reliable transportation and affordable childcare also need to be eliminated.

Strategies that address youth employment and the promotion of career paths that will support the retention of young workers in our communities are also important.



Employment opportunities need to be created for our youth including paid internships, enhanced co-op programs and opportunities for mentorships.

For some residents, mentorship support would be beneficial to help them identify available employment resources and supports while gaining valuable experience and references. With the support of a mentor, mentored workers can identify and use their strengths to address the barriers they may be facing to continuing education or attaining productive and desired employment.

## **Education, training and skill development**

Education and literacy influence employment opportunities and income levels. One of the primary strategies to reducing poverty is education which includes skills and vocational training. Northumberland County's report on poverty makes the point succinctly:

"Literacy skills are the core to successful education, training and employment. Literacy is one of the root causes of poverty. Beyond reading and writing, literacy skills include basic mathematics, use of clear language, communication skills, critical thinking (problem-solving) and study skills. As workplaces are reliant on computers to conduct business computer literacy is becoming an essential skill. Barriers to reading and writing will have an impact on an individual's ability to get a job, keep a job, and remain competitive in the workplace."<sup>12</sup>

There is a clear and persistent connection between employment and level of education. According to Statistics Canada, 82% of the population in Canada with a college or university credential was employed, compared with 55% of people with less than high school education.<sup>13</sup>

People with less education are also disproportionately affected by economic downturns such as the 2008 recession. Statistics Canada reports a direct correlation between education level and employment recovery rates in challenging economic times: "The labour market outcomes of these individuals with the lowest levels of education have remained poor even in the recovery despite a continued decline in the population with less than a high school diploma."<sup>14</sup>

Equally clear and persistent is the connection between education and earnings. Less

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<sup>12</sup> Northumberland Poverty Action Committee. (September 2009). Making a Difference to Poverty in Northumberland County. <http://www.northumberlandchildren.com/websiteFiles/Making%20a%20Difference%20SEPT09.pdf>

<sup>13</sup> Statistics Canada. Education Indicators in Canada: Fact Sheets. February 2012. <http://www.statcan.gc.ca/pub/81-599-x/81-599-x2012008-eng.htm>

<sup>14</sup> Economic downturn and educational attainment. Statistics Canada June 21, 2012. <http://www.statcan.gc.ca/pub/81-599-x/81-599-x2012009-eng.htm>

education and training mean lower earnings. This correlation is reported in Statistics Canada's document Average Income by Highest Level of Education Attained.<sup>15</sup>

Recently the Ministry of Education issued the high school graduation rates for Ontario. Provincially, for the 2009/10 student cohort, the percentage of students graduating in four years was 75% and the five year graduation rate at 83%.<sup>16</sup> Locally, the Trillium Lakelands District School Board had a 75% four year graduation rate and 82% of students graduating in five years.<sup>17</sup> It is increasingly important that once local students graduate from high school they continue on to post-secondary school education or training. Some 70% of new jobs created in Ontario by 2020 will require post-secondary education or training.<sup>18</sup>

The most recent reliable data available on local post-secondary school education are from the 2006 census. At that time, 52% of adults age 25- 64 in Haliburton County and the City of Kawartha Lakes had completed post-secondary education; lower than the Ontario average of 62%. Although 14% had completed university relative to the provincial average of 31% a greater proportion of residents in both Haliburton County and the City of Kawartha Lakes held education at the college or apprenticeship level: 38% and 31% respectively.<sup>19,20</sup>

Shortages are predicted to increase in the high- skilled labour forces and higher unemployment to rise in low-skilled work

Source: Conference Board of Canada. (2013). The Need to Make Skills Work. The Cost of Ontario's Skills Gap. [http://www.collegesontario.org/Need\\_to\\_Make\\_Skills\\_Work\\_Report\\_June\\_2013.pdf](http://www.collegesontario.org/Need_to_Make_Skills_Work_Report_June_2013.pdf)

Currently, according to the Department of Finance Canadian Labour Market report, Canadians are highly educated but few graduate from "the high demand fields such a

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<sup>15</sup>Statistics Canada. (2009). Average income by highest level of education attained <http://www.statcan.gc.ca/pub/81-595-m/2009075/tbl/tbl7-eng.htm>

<sup>16</sup> High School Graduation Rates Stay Strong. Ministry of Education of Ontario. <http://news.ontario.ca/edu/en/2014/04/high-school-graduation-rate-stays-strong.html>

<sup>17</sup> High School Graduation A Comprehensive and Caring Approach. Trillium Lakelands District School Board. <http://tldsb.ca/high-school-graduation-a-comprehensive-and-caring-approach/>

<sup>18</sup> Ontario Ministry of Training, Colleges and Universities. <http://www.tcu.gov.on.ca/yourfuture/>

<sup>19</sup> Haliburton Kawartha Pine Ridge District Health Unit Demographic Profile II 2006 Education, Employment, Income, Type and Place of Work.

<http://www.hkpr.on.ca/Portals/0/PDF%20Files/PDF%20-%20Epi/Demographic%20Profile%2006%20-%20Haliburton%202.pdf>

<sup>20</sup> Haliburton Kawartha Pine Ridge District Health Unit Demographic Profile II 2006 Education, Employment, Income, Type and Place of Work.

<http://www.hkpr.on.ca/Portals/0/PDF%20Files/PDF%20-%20Epi/Demographic%20Profile%20for%20CKL%20-%202.pdf>

science, technology, engineering and mathematics and apprenticeship programs. Canada also appears to be lagging its peers in developing business skills.”<sup>21</sup>

According to the Conference Board of Canada too many people in Ontario do not have the education required to find employment in today’s economy; hence, employers are not able to find qualified people with the skills businesses require for sustainability and growth. According to the report “the greatest needs are for employees with two or three year college diplomas (57%), four year degrees (44%) and trades (41%).”<sup>22</sup>

It is imperative that we have the educational institutions and employment training programs so we can build a skilled labour in our community. By having a higher skilled workforce we increase the likelihood of keeping, expanding and attracting new businesses and employment opportunities to our area and thereby create more job opportunities that pay a living wage for our residents.

Recently the Ontario Ministry of Training, Colleges and Universities put out a call for applications for a pilot program called Local Employment Planning Council (LEPC) which will provide communities with the “expertise and local labour market information to improve coordinate planning of employment and training services and meet community needs”<sup>23</sup>. The LEPC pilot design is intended to “strengthen local capacity to address local workforce development challenges and opportunities.” They will collect and distribute labour market information and work with community partners to identify and address the strengths and opportunities, build program and service planning partnerships and develop local solutions.

The Peterborough Labour Market Area, which includes Kawartha Lakes, County of Haliburton, Peterborough City and County and Northumberland County is an identified pilot site. Applications for pilot agencies were due at end of August 2015 with the announcement of awards expected in the fall of 2015.

## **Employment, Education and Literacy Supports and Services in the City of Kawartha Lakes and the County of Haliburton**

The City of Kawartha Lakes and the County of Haliburton have numerous supports to assist people prepare for entering the workforce and find employment.

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<sup>21</sup> Jobs Report: The State of the Canadian Labour Market. Department of Finance. (2014) <http://www.budget.gc.ca/2014/docs/jobs-emplois/pdf/jobs-emplois-eng.pdf>

<sup>22</sup> Conference Board of Canada. The Need to Make Skills Work. The Cost of Ontario’s Skills Gap (2013) [http://www.collegesontario.org/Need\\_to\\_Make\\_Skills\\_Work\\_Report\\_June\\_2013.pdf](http://www.collegesontario.org/Need_to_Make_Skills_Work_Report_June_2013.pdf)

<sup>23</sup> Ontario Ministry of Training, Colleges and Universities <http://find.gov.on.ca/?searchType=simple&owner=tcu&url=http%3A%2F%2Fwww.tcu.gov.on.ca&collection=tcu&offset=0&lang=en&type=ANY&q=LEPC>

## **Employment Supports: City of Kawartha Lakes**

### **Employment Ontario: Employment Service (ES) - Victoria County Career Services (VCCS)**

Employment Ontario agencies help people find work and assists employers hire people with the skills their workplaces require.

For Ontario employers ES assists in posting employment opportunities, identify human resource skill requirements, and matching positions and workplace requirements to participants' skills, capabilities, interests and experience. Employers may be eligible for financial incentives to offset the direct costs of on-the-job training and work experience.

For job seekers, ES can provide skills assessments and assessments of experience, information about the particulars of careers , occupations and local labour markets, details of employment and training opportunities, information about employment programs and services, and advice about community services and support. They can also learn about developing effective job search strategies including résumé preparation.

Depending on the individual's employment needs and career goals, an ES service counsellor will determine whether the person seeking employment may need additional individualized assistance and support to set goals, identify their skills and interests, and prepare the person for interviews and ultimately employment. Individuals may also be eligible for on-the-job training and/or work experience support, and in some cases, additional supports to help keep the person at work.

Self-service information and resources provided by ES service partners may be accessed by anyone, including people with jobs, those who are under-employed, people looking for work, students, apprentices, internationally trained individuals and employers. More intensive assisted services such as personalized job search, job matching and placement, and job retention services are available to people who are unemployed and not in school. ES service counsellors assess the individuals' eligibility for participating in these programs based on the person's skills, education, experience, interests and career goals.

In the City of Kawartha Lakes, Victoria County Career Services (VSCC) provides assistance to some 1,300 job seekers per year through their office at 370 Kent St. West in Lindsay. The VCCS rate of finding employment with clients is 72%. In 2013/14 VCCS provided 112 placements to 56 clients. Placement occupations included sales and service: 30%; trades and transport: 41%; business finance and administration: 16%. Industries represented included: construction: 26%; retail trade: 24%; accommodation and food: 13%.

Of VCCS clients last year : 48% were female and 52% were male; 49% had grade 12 or less; 16% had a grade 8 education; 11.25% were on EI; 15% were on OW; 2% were on

ODSP;30% listed no source of income; 42% were 29 years or younger; and 11% were over age 55.

### **Employment Ontario Second Career (Second Career)**

Second Career provides laid-off workers with skills training to help them find jobs in high-demand occupations in Ontario and financial support. Second Career is a cost-sharing grant provided on the basis of need, so applicants may be asked to contribute to his or her training or education.

Second Career provides up to \$28,000 for tuition, books, other instruction costs such as manuals or workbooks, transportation, and a basic living allowance. Additional support may be available to accommodate the needs of people with disabilities, dependent care, costs of living away from home and academic upgrading.

In City of Kawartha Lakes, 91 Second Career applications were submitted on behalf of clients. Top requests for training included: AZ driver; welding; social service worker; heavy equipment operator; and personal support worker.

### **Skills Link**

Funded by Service Canada, Skills Link is a client-centered program that provides funding for employers and organizations to offer eligible activities to youth facing barriers to employment.

The program is part of the Youth Employment Strategy. In CKL, VCCS offers a skills link program to 36 youth per year over 3 intakes. The program provides a 4 week pre-employment workshop followed by 9 weeks of job placement. The employed rate of the program is 70%.

### **Targeted Initiative for Older Workers (TIOW)**

This program supports unemployed persons aged 50+ years to return to work. There are structured classes offering employment assistance services, such as résumé writing, counselling, vocation and learning assessments, supported job search, work placement or mentor experiences. The program also provides self-employment training and support, improving participants' employability through activities such as skills upgrading and work experience.

### **Ontario Summer Jobs Service**

The Ontario Summer Jobs Service program assists students aged 15–30 find summer employment. The program also provides a \$2 per hour subsidy to employers to hire summer students. In 2013/14, VCCS provided \$229,026 in employer subsidies for 330 student placements in the City of Kawartha Lakes and Haliburton County. In 2014/15,

VCCS provided \$202,674 in employer subsidies to 290 student placements in the City of Kawartha Lakes

### **Employment Supports: County of Haliburton**

#### **Employment Ontario: Employment Service (ES) – Fleming CREW**

Employment support programs in Haliburton County are delivered by Fleming CREW and funded by Employment Ontario to support sustainable employment as noted above under Employment Ontario through VCCS. The Fleming CREW office is located at 49 Maple St. (Second Floor) in the Village of Haliburton.

#### **Ontario Self Employment Benefit Program**

The Ontario Self Employment Benefit (SEB) Program, delivered in partnership with Haliburton County Development Corporation (mentoring components), and Fleming College (determining eligibility and suitability), supports unemployed individuals develop a business. Two primary supports are offered: financial (42 weeks Employment Insurance benefits); and mentoring. Ten persons per year participated in the SEB program, however, the Province has announced that it will be ending in March 2016 and no new applications are being accepted.

#### **Youth Employment Fund**

The Youth Employment Fund is new provincial funding to support youth employment for youth ages 15- 30 years. The main barriers to employment to be addressed through the fund are wide in scope from disabilities to seasonal economies. From Sept 2013 to March 2014, nine youth were supported by this program. The 2014/15 target was 18 youth.

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From 2010 - 2013, an average 30 persons per year accessed the TIOW program. In 2014/15, the target was 20 persons. TIOW is a highly successful program in Haliburton County given the high number of seniors in the county.

## **Literacy and Education Supports**

### **John Howard Society**

The John Howard Society of Kawartha Lakes and Haliburton delivers a multitude of programs involving adults, youths, and the justice system. One of these programs, the Outreach Literacy program, runs year round in both the City of Kawartha Lakes and Haliburton County at the following locations.

Lindsay John Howard Society 31 Peel Street Lindsay, Ontario K9V 3L9	Minden John Howard Society 14 IGA Rd. Unit 101 Minden, Ontario K0M 2K0
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The Outreach Literacy program is a community based program that provides basic literacy skills including reading, writing, numeracy and essential skills for the workplace. The program is designed to support individuals and their specific needs and enable them to set a goal which leads into apprenticeship, employment, post-secondary education, high school credits or improved independence in their life.

Completing the Outreach Literacy program includes an assessment to determine the individual's current level of education and then starts the person at an appropriate place to improve literacy. Once the assessment is completed, an individualized learning plan and training schedule are created with the assistance of one of the program staff members or volunteers. While learning through the Outreach Literacy program, the individual can either receive one-on-one tutoring provided by trained volunteers, work in small group classes, or e-learning through the John Howard Society's computer lab. Throughout the individual's learning through the Outreach Literacy program, their progress is monitored through prescribed milestone tasks and culminating tasks to ensure success.

The John Howard Society also offers youth educational programs through the Youth Intervention Centre. These programs enable youths to continue their education through support and advocacy to assist their transition into mainstream education including: virtual learning and supported distance learning; re-entering high school; adult education; and college programs. In addition, the Youth Intervention Centre provides outreach services to enable rural youth to access education. The John Howard Society works in conjunction with the Trillium Lakes District School Board to offer supervised alternative learning located in the Lindsay office.

### **Fleming College Upgrading Centre**

Fleming College provides an academic upgrading centre at their campuses in Lindsay and Haliburton. This program is free to most residents and allows individuals to finish obtaining their high school diploma, upgrade credits to have the prerequisites for college courses, refresh their knowledge of education before entering college, update

their math, computer or communication skills for re-entering the workforce, or obtain Grade 12 equivalency to improve career prospects.

At the upgrading centre, individuals' levels of reading, writing and math are assessed to assist their learning needs. Individuals are placed in a classroom setting with other adults to improve their education. The pace of learning at the academic upgrading center is based on the individual's needs, allowing for student-centered learning that individuals can schedule around their work and family life.

In addition to academic assistance, the faculty at the academic upgrading program provides career and educational counselling, time management tips and goal setting, as well as helping individuals apply to college, trades and jobs.

### **Trillium Lakelands District School Board**

The Trillium Lakelands District School Board provides opportunities for people over the age of 19 years to enroll in the Literacy Basic Skills program through the Alternate Education and Training Centres in Lindsay, and Bracebridge and Gravenhurst nearby Haliburton County. The Literacy Basic Skills program provides pre-credit and academic skills upgrading for individuals to transition to employment, secondary school credit or post-secondary apprenticeship programs.

This program is free and runs Monday to Friday every week, September to June. The program enables individuals to work with other adults in small group settings with individual support from the faculty, along with having a flexible class schedules. This program helps improve reading skills, writing skills, and math skills.

### **Contact North**

Contact North, located in Haliburton County, collaborates with multiple accredited educational partners, funded by the Government of Ontario. The partners refer individuals to online education paths; thereby enabling anyone in Ontario to improve his or her literacy basic skills online including math, writing, and reading and offers a large variety of courses for continuing education. These courses are offered online at Contact North centres across Ontario. Individuals have the choice to work in small groups online within a prescribed timeframe and receive quick feedback from an instructor, or work independently with no timeframe and the ability to contact an instructor for guidance. A centre in Haliburton allows individuals to access computers for free to complete online courses. This program is designed to remove educational barriers for individuals who have disabilities, live in remote or rural communities, lack sufficient transportation and/or childcare, and are unable to participate in onsite training or prefer distance learning.

Contact North is delivered in collaboration with multiple other government-funded online educational courses that focus on specific demographics (Aboriginal,



Francophone, Anglophone and deaf) to enable individuals to pursue apprenticeship, employment, post-secondary education, high school credits or personal independence.

## Action Plan Recommendations

### **Recommendation 1:**

**Identify current, emerging and future business opportunities and associated labour force needs.**

#### *Activity*

Identify data to identify business gaps and opportunities.

#### *Process*

- gather data on the community's demographics and trends including income, age, education, employment, etc.
- gather data on the number of businesses in each sector
- identify the major employers in each sector
- gather data on employment wage levels by sector
- gather data on emerging/future opportunities, workforce skills and labour needs
- identify businesses that align with the community's resources, assets and capacity
- replace jobs lost by businesses that are closing or relocating
- identify available sites and buildings
- identify high growth industries that pay a living wage

#### *Responsibility*

- City of Kawartha Lakes Economic Development Department
- Downtown Revitalization Project teams
- Haliburton County Development Corporation (HCDC)
- Kawartha Lakes Community Futures Development Corporation (KLCFDC)
- Employment Services providers
- Workforce Development Board
- Educational Community
- Chambers of Commerce
- Business leaders and Employers

#### *Timeline(s)*

2016

#### *Resources Required*

- Staff time

#### *Measureable Indicators*

- Analysis reports
- # of gaps identified
- # of meetings with community business and education leaders

## **Recommendation 2:**

**Collaborate with community stakeholders to develop a workforce development and training program based on the identified labour force needs.**

### ***Activity***

Develop a workforce development plan.

### ***Process***

- conduct a labour market analysis to identify current, emerging and future labour market needs
- assess the community demographics and trends
- identify community assets including educational systems – elementary, secondary, colleges, universities, academic upgrading, literacy, training, mentoring, apprenticeships and on the job training opportunities
- analyze capacity of the above identified community assets to meet the current and future needs for workforce development and address the needs and gaps
- identify life skills programs for adults with barriers
- identify educational/training requirements for the identified labour market trends
- develop a continuum of opportunities that support lifelong learning/workforce training to ensure long-term employability and mobility
- communicate with residents and students the labour force needs and job skills that are in demand

### ***Responsibility***

- Economic Development Departments
- Workforce Development Board
- HCDC, KLCFDC
- Employment Services providers
- Educational system and job skills training organizations
- Trade Unions
- Chambers of Commerce
- Employers

### ***Timeline(s)***

2016-2018

### ***Resources Required***

- Staff time

### ***Measureable Indicators***

- Number and type of labour force needs
- Report analysis
- Number of community assets
- Number of continuing education and training opportunities

### **Recommendation 3:**

**Develop and implement strategies that target business and industry retention, expansion, attraction and new business/entrepreneurial development that provide sustainable employment that pays a living wage.**

#### ***Activity***

Develop a plan for business retention, expansion, new business and entrepreneurial development.

#### ***Process***

- identify the businesses by sector
- identify the major employers
- identify the wage information
- identify current BRE, business attraction and entrepreneurial efforts
- develop an economic development plan

#### ***Responsibility***

- Economic Development Departments
- Downtown Revitalization Project teams

#### ***Timeline(s)***

2016-2018

#### ***Resources Required***

- Staff time

#### ***Measureable Indicators***

- # of new businesses
- Economic Development Strategy

#### **Recommendation 4:**

**Implement a plan that includes the development and improvement of the necessary infrastructure required to meet the current and forecasted business, employment and educational needs including broadband communication services, transportation and social infrastructure needs.**

#### ***Activity***

Develop a plan to improve the physical transportation, communication and utilities infrastructure to support economic development.

#### ***Process***

- Collect data on infrastructure – transportation, telecommunications, utilities
- Identify gaps and current and future needs
- Create a plan for upgrading/improving the infrastructure
- Identify resources to support upgrading of infrastructure

#### ***Responsibility***

- Various departments within the City of Kawartha Lakes and Haliburton County such as Economic Development, Human Services, Public Works
- Provincial and Federal Governments (infrastructure funding)

#### ***Timeline(s)***

2016-2018

#### ***Resources Required***

- Staff time
- Fiscal resources for upgrades and expansion

#### ***Measureable Indicators***

- Report analysis
- Gaps and needs identifies
- Plan developed
- Number and types of resources identified

### **Recommendation 5:**

**Address the barriers to employment and to continuing education & job skills training opportunities such as childcare, transportation and housing needs.**

#### ***Activity***

Develop a plan to address the barriers to continuing education and labour force participation.

#### ***Process***

- Identify the barriers such as transportation, childcare, telecommunications
- Develop a plan to address the barriers
- Determine financial resources to address the barriers

#### ***Responsibility***

- Various departments within the City of Kawartha Lakes and Haliburton County such as Economic Development, Human Services, Public Works
- Educational system and job skills training organizations
- Community partners

#### ***Timeline(s)***

2016- 2018

#### ***Resources Required***

- Staff time

#### ***Measureable Indicators***

- # and type of barriers identified and addressed
- Plan to address the barriers
- # and type of financial resources identified and secured

### **Recommendation 6:**

**Increase job & life skill readiness programs and employment supports for Ontario Works (OW) and Ontario Disability Support Program (ODSP) recipients.**

#### ***Activity***

Increase the scope and availability of employability related programs and supports for program participants.

#### ***Process***

- Review the scope of existing programs to identify gaps and needs of program participants
- Collect data on existing programs
- Identify gaps and current and future needs
- Create a plan for adding or revising programs
- Identify resources for the programs
- Lobby Ministry of Community and Social Services (MCSS) to make changes to ODSP Employment Supports policies
- Gain appropriate approvals and implement programs

#### ***Responsibility***

- City of Kawartha Lakes Social Services Division
- Service providers
- ODSP (MCSS)

#### ***Timeline(s)***

2016-2017

#### ***Resources Required***

- Staff time
- Social Services Employment Assistance program

#### ***Measureable Indicators***

- Ontario Works Employment Outcome performance
- Changes to ODSP Employment program policies
- # of programs
- # of program participants

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