

THE TOWNSHIP OF NORTH HURON  
ECONOMIC DEVELOPMENT COMMITTEE AGENDA



Date: Thursday, February 1, 2018  
Time: 12:00 p.m.  
Location: HELD IN THE BLYTH MEMORIAL COMMUNITY HALL

Pages

1.	WELCOME AND INTRODUCTIONS - NEW ATTENDEES	
2.	CONFIRMATION OF AGENDA	
	THAT the North Huron Economic Committee; accept the Agenda for the February 1, 2018 Committee Meeting.	
3.	MINUTES	
3.1	Minutes of the Economic Development Committee Meeting held January 4, 2018	3
	THAT the North Huron Economic Development Committee hereby approves the January 4, 2018 minutes; as presented.	
3.2	Huron County Economic Development Board Minutes - December 11, 2017	7
4.	DECLARATION OF PECUNIARY INTEREST	
5.	APPOINTMENT OF COMMITTEE CHAIR	
6.	REPORTS	
6.1	Vicki Lass, OMAFRA, information and discussion of the First Impressions Community Exchange Project	
6.2	Update from Chris Watson on Huron County's various Economic Development Initiatives	
6.3	Employer One 2017 Report	12
6.4	Dwayne Evans, Huron Manufacturing Awards Gala 2018	
7.	CORRESPONDENCE	
7.1	Starting a Business & Starter Company Plus Info Session, February 8th, 2018 from 10:00-12:00 Alice Munro Public Library in North Huron, Wingham.	36
7.2	Jan McKague-Weishar, Recruitment Officer, Wingham & Area Health Professionals Recruitment	37
7.3	Rebecca Rathwell, The Centres for Employment & Learning of the Avon Maitland District School Board re Job Fairs	39

- 7.4 OMAFRA's Municipal Youth Engagement Initiative 42
- 7.5 University of Guelph School of Environmental Design and Rural Development, in partnership with OMAFRA is hosting the 3rd annual Rural Student Symposium, February 28, 2018, Conference Centres at 1 Stone Road, Guelph. Registration closes February 9th
- <https://www.eventbrite.ca/e/2018-rural-symposium-tickets-41102755448>
8. **DISCUSSION**
9. **NEXT MEETING**
- Thursday, March 1, 2018 at 12:00 pm, location to be determined.
10. **ADJOURNMENT**
- THAT the North Huron Economic Development Committee agree that there being no further business before the Committee; the meeting be hereby adjourned at .... pm.

North Huron Economic Development Committee  
Minutes  
January 4, 2018

Attendees: Glen Manjin, Wingham BIA Representative  
Karen Stewart, Blyth BIA Representative  
Rebecca Rathwell, Centre for Employment and Learning  
Dave Tiffin (arrived 12:43 pm)  
Councillor Seip  
Councillor Knott  
Dwayne Evans, CAO

Absent: Murray Simpson

CAO Evans welcomed and thanked everyone for attending.

The minutes from the December 8, 2017 Economic Development meeting were reviewed.

Moved by: Karen Stewart

Seconded by: Councillor Knott

That the minutes of the December 8, 2017 North Huron Economic Development Committee be approved.

CARRIED

At this time there is a discussion regarding the North Huron Economic Development Strategic Plan that was circulated with the meeting agenda. Glen suggests goals 5.1 (Business Retention and Attraction) and 5.2 (Attracting a More Highly Skilled Workforce) of the Strategic Plan should be focus of the Economic Development Committee.

After some discussion;

Moved by: Karen Stewart

Seconded by: Councillor Knott

That the North Huron Economic Development Committee hereby requests the Council of the Township of North Huron direct staff to prepare a status report regarding goals 5.1 (Business Retention and Attraction) and 5.2 (Attracting a More Highly Skilled Workforce) contained in the North Huron Economic Development Strategic Plan.

CARRIED

In response to a question regarding the Township's development process, CAO Evans explains that when he arrived the Township's development process was unclear. Developer's questions were being answered however, there was no single point of contact for developers and there was no staff coordination. CAO Evans advises he has introduced and is now implementing the County's 'Ideas to Occupancy' approach to developer inquiries. It is an approach he used successfully in Goderich and has been adopted by other Huron County municipalities. The approach has been used on two separate occasions in North Huron and the feedback has been positive. The CAO has become the single point of contact for developers.

There is a brief discussion regarding development on North Huron's periphery, in adjacent municipalities. In accordance with cross border servicing agreements with Morris-Turnberry and Central Huron, respectively, North Huron provides water and sewer services to periphery development. CAO Evans explains that last fall a developer appeared at Town Hall requesting services for his development in Morris-Turnberry. North Huron staff had no knowledge of the development or the requirements imposed by Morris-Turnberry. Confusion ensued. Since that time a discussion has taken place with Morris-Turnberry and as of late, Morris-Turnberry has invited North Huron staff to attend a meeting regarding a proposed development on North Huron's periphery. North Huron's staff attendance at that meeting has been positive and well received.

Karen suggests new development is minimal and business expansions are the primary driver of economic growth. She notes North Huron faces a major labour shortage and housing is limited. Based on phone calls she receives, Rebecca agrees there is a significant need for labour. She advises employers in the area are constantly recruiting new staff and in particular, in the construction and manufacturing sectors. Rebecca advises we have one of the lowest, if not the lowest, employment rate in the province at 3.7%. There is a brief discussion about how the labour market changed. It is not uncommon for employees to live outside the community.

There is a discussion regarding the need to recruit labour. Councillor Seip asks if information is available regarding employer's needs. Rebecca advises the Employer One Survey for 2018 has been distributed to employers for completion. The results from the 2017 survey are available. Rebecca will provide a copy of the 2017 survey report to the Economic Development Committee members. This leads to a discussion regarding participation in job fairs, including those offered at post-secondary institutions. It is suggested employers wishing to participate in job fairs contribute towards the cost. Shortage of housing for new employees is also discussed.

CAO Evans advises three housing projects are in the works. In September a face-to-face meeting between North Huron staff and representatives of the A2A development was held. Prior to the holiday break, North Huron staff had a follow up discussion with the A2A representatives. CAO Evans also reports a public meeting is scheduled for January 15, 2018 regarding a proposed plan of subdivision in Blyth. North Huron staff have also been contacted by another developer who is investigating another housing development in the municipality. There is a brief discussion regarding how much and what information staff can share with the committee, Council and the public.

There is a discussion regarding the type of housing needed. It is suggested the housing need has shifted from singles and semi-detached to condominium and apartment style of housing because younger generations have less of an interest to own things. Not all committee members agree with this view and there is a discussion about younger generations building home equity. This leads to further discussion regarding the labour shortage.

A suggestion is made that local employers be surveyed to verify the findings of the 2017 Employer One Survey. This will enable the committee to identify and recommend to Council a couple of strategies for resource allocation. The Bruce Power redevelopment project is discussed. CAO Evans advises he has attended a couple of meetings regarding this project and due to the Township's limited industrial land supply, he suggests the Township's greatest opportunity for growth and development is housing. Committee members are encouraged to invite real estate agents to the next meeting.

There is a discussion regarding how to reach out to local employers. Personal, intimate discussions are recommended rather than a general employer meeting. It is suggested any interactions need to be flexible and we may need to go to them to have discussions. Prior to interactions with employers, it is suggested the findings of the Employer Survey be reviewed to identify a particular sector(s) with the greatest need.

Glen advises part of his job involves reaching out to employers. He is willing to reach out to businesses on behalf of the committee.

Next steps:

1. 2017 Employer One Survey results are shared with the committee members
2. Council to consider Committee's motion requesting staff to provide a status update on goals 5.1 and 5.2 of the North Huron Economic Development Strategic Plan
3. 2017 Employer One Survey results to be discussed at next committee meeting
4. Prepare questions we want to ask employers-Feb, March, 2018
5. Seek direction and resource re-allocation from Council-spring, 2018

Rebecca advises the ideal time for job fairs for this area is April. Employers are seeking seasonal workers and students are looking for work. Post-secondary schools also host job fairs at this time of year.

Next Meeting:           Thursday, February 1, 2018  
                              12:00 pm  
                              Blyth Memorial Hall

## NORTH HURON ECONOMIC DEVELOPMENT

Since our meeting Dec 7 I have talked to business people whom have tried to develop business in North Huron and gave up due to obstacles. Someone with an idea in their head is generally impatient, and would like to thiervision in place and tested out as soon as possible. This said, the idea and money will be taken elsewhere if they hear too many NO's. This was the case of two of the people I talked to. The complaint is that council will delay a decision or await other levels of gov. for input or approvals rather than help clear the path forward. Sometimes they seem to be frozen by a fear of liability.

As an economic development commitee , our job should be to draw out these people with ideas and work with them to knock down trivial blockages and find the shortest, fastest and cheapest path through the essential requirements.

I see this starting by talking directly one on one to existing business in North Huron to see what holds them back and what future dreams they might have.

Those new to business are in a different class. Thier easiest way in is probably through renting a location or taking over an existing business with a fresh outlook. Even this plan is hard if the landlord wants a lease with too long a term. A few days ago I talked to a local man who works in mall management for a huge property developer. I was supriised to hear how many styles of leases, from strait monthly rent , to % of sales only , or a combination which is most common. A % of sales lease would be a low risk choice for someone starting out, and fill otherwise empty space on Main streets.

As for what businesses might work we have to ask those who are willing to spend thier money. I've heard we need a nicer coffee spot since Coffee Culture closed, a different class of restaurant, somewhere to buy metric bolts, local made furniture, and better access to local farm products. These wishes can only be found by talking to locals. Surveys are not filled in by the majority and can be highjacked by special interests. Whether a business based on the wants of people would make money and prosper is not under our control or our concern.

So my conclusion of this ramble is, directly help business get through their roadblocks, develop a low risk, low investment template for new ideas to be tried out, and get a feel for what the local audience would like to see and support with their purchases. The last two should be advertised to the public of North Huron and wider

Murray Simpson

Jan 2, 2018

County of Huron  
**ECONOMIC DEVELOPMENT BOARD MEETING MINUTES**

Monday, December 11, 2017 at 5:00 p.m.

The REACH Centre  
169 Beech Street, Clinton

The Economic Development Board met in the Board Room at The Reach Centre, in Clinton, Ontario on December 11, 2017. Members of the Board present were: Jim Lynn, John Marshall, Martin Vanderloo, Maureen Nummelin, Paul Gowing, Steven Sparling, Joe Steffler, Peter Smith, James Eddington and Steve Baker. Members of the Board absent: Jim Ginn.

1. **Past Warden Paul Gowing called the Economic Development Board meeting to order:**
2. **Election of the Chair and Vice-Chair of the Economic Development Board for 2018:**

Past Warden Paul Gowing requested a Motion to nominate a Chair for the Economic Development Board for 2018.

MOTION:

Moved by: Member Smith and Seconded by: Member Eddington

THAT:

John Marshall be nominated as the Chair of the Economic Development Board for 2018.

CARRIED

Past Warden Gowing turned the Economic Development Board meeting over to the newly elected Chair.

Chair Marshall requested a Motion to nominate a Vice-Chair for the Economic Development Board for 2018.

MOTION:

Moved by: Member Gowing and Seconded by: Member Vanderloo

THAT:

Maureen Nummelin be nominated as the Vice-Chair for the Economic Development Board for 2018.

CARRIED

3. **Motion to Accept the Agenda and Receive All Reports:**

MOTION:

Moved by: Member Eddington and Seconded by: Member Vanderloo

THAT:

The Economic Development Board Agenda for December 11, 2017 be accepted and all the reports included in the Agenda, be received.

AN AMENDMENT TO THE MOTION WAS MADE PRIOR TO THE VOTE:

Moved By: Member Smith and Seconded By: Member Eddington

County of Huron  
**ECONOMIC DEVELOPMENT MINUTES**  
Monday, December 11, 2017  
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THAT:

The agenda be amended by moving item # 7 after item # 13.

CARRIED

The main motion was adopted as follows:

THAT:

The Economic Development Board Agenda for December 11, 2017 be accepted with the amendment to move item # 7 after item # 13 and all the reports included in the Agenda, be received.

CARRIED

**4. Declaration of Pecuniary Interest and the General Nature Thereof:** None Stated.

**5. Minutes of Previous Meeting:**

MOTION:

Moved by: Member Nummelin and Seconded by: Member Vanderloo

THAT:

The minutes of the Economic Development Board meeting of November 20, 2017 be adopted as circulated.

CARRIED

**6. Presentations:**

6.1 Presentation by Board Member Maureen Nummelin on the Kingsville Economic Development Conference. Member Nummelin recommended a member be sent next year as it was a great conference.

**7. Comments from the Past Chair and Departing Member:** considered after item # 13.

**8. Board Member Issues:** None.

**9. Correspondence:** None.

**10. New Business and / or Unfinished Business:**

10.1 Public Works & Creation of a Servicing Development Handbook: (presented by Cody Joudry). Mike Hausser, Manager of Public Works and Steve Lund, Director of Public Works presented a report on the Development Handbook.

MOTION:

Moved by: Member Steffler and Seconded by: Member Eddington

THAT:



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**ECONOMIC DEVELOPMENT MINUTES**  
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The Economic Development Board receives the report of Cody Joudry, A/Director of Economic Development, dated December 11, 2017, titled Public Works & Creation of a Servicing Development Handbook, as presented for information;

AND FURTHER THAT:

The Economic Development Board thanked Mike Hausser, Manager of Public Works and Steve Lund, Director of Public Works for presenting the report on the Development Handbook.

CARRIED

10.2 Growing Success Project Update: (presented by Cody Joudry)

MOTION:

Moved by: Member Smith and Seconded by: Member Nummelin

THAT:

The Economic Development Board receives the report of Cody Joudry, A/Director of Economic Development, dated December 5, 2017, titled Growing Success Project Update, as presented for information.

CARRIED

10.3 Renewal Committee Update: (presented by Cody Joudry). The competency grid will be reviewed.

MOTION:

Moved by: Member Nummelin and Seconded by: Member Gowing

THAT:

The Economic Development Board receives the report of Cody Joudry, A/Director of Economic Development, dated December 11, 2017, titled Renewal Committee Update, as presented for information.

CARRIED

10.4 Planning Referrals to Economic Development: (presented by Cody Joudry)

MOTION:

Moved by: Member Smith and Seconded by: Member Eddington

THAT:

The Economic Development Board receives the report of Cody Joudry, A/Director of Economic Development, dated December 5, 2017, titled Planning Referrals to Economic Development, as presented for information.

CARRIED

10.5 Bluewater Centre Update: (presented by Cody Joudry)

MOTION:

Moved by: Member Lynn and Seconded by: Member Eddington

THAT:

County of Huron  
**ECONOMIC DEVELOPMENT MINUTES**  
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The Economic Development Board receives the report of Cody Joudry, A/Director of Economic Development, dated December 5, 2017, titled Bluewater Centre Update, as presented for information;

AND FURTHER THAT:

The Board appoints the following members to the Bluewater Centre working group:

- Warden Jim Ginn
- Board Chair John Marshall
- Board Member Martin Vanderloo
- Past Warden Paul Gowing;

AND FURTHER THAT:

The Board invites Central Huron CAO, Steve Doherty and Huron County A/Director of Economic Development, Cody Joudry to participate on the working group.

CARRIED

10.6 Workforce Attraction and Retention Strategy: (presented by Cody Joudry, Chris Watson and Kristin Crane)

MOTION:

Moved by: Member Eddington and Seconded by: Member Sparling

THAT:

The Economic Development Board receives the report of Cody Joudry, A/Director of Economic Development, Chris Watson, Economic Development Officer and Kristin Crane, Immigration Liaison, dated December 5, 2017, titled Workforce Attraction and Retention Strategy, as presented for information;

AND FURTHER THAT:

The Board provides feedback to staff by December 18, 2017.

CARRIED

10.7 EcDev Team November 2017 Update: (presented by Cody Joudry)

MOTION:

Moved by: Member Nummelin and Seconded by: Member Gowing

THAT:

The Economic Development Board receives the report of Cody Joudry, A/Director of Economic Development, dated December 11, 2017, titled EcDev Team November 2017 Update, as presented for information.

CARRIED

**11. Financial Statements:**

Accounts up to and including November 24, 2017 totaling \$497.61 and financial statements for the period ending October 30, 2017 were reviewed.

County of Huron  
**ECONOMIC DEVELOPMENT MINUTES**  
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DEPARTMENT PROGRAM	REVENUE		EXPENDITURES		COUNTY CONTRIBUTION	
	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget
Ec Dev Board	1,587	-	32,163	127,870	30,576	127,870

Moved by: Member Lynn and Seconded by: Member Eddington

THAT:

The accounts up to and including November 24, 2017 and the financial statements for the period ending October 31, 2017 be received.

CARRIED

**12. Closed to the Public Session:** None.

**13. Future Meeting Topics:** To be reviewed by Staff/Chair.

**Comments from Past Chair Lynn:**

Jim Lynn thanked the Board for the time served on the Board and the relationships he developed. He stated that he observed the pace of change in the public sector was radically slower than in the private sector. He felt this needed to change. Member Lynn stated that it was important for the Board to have a clear focused voice to drive the strategic objectives forward and that he felt the ratepayers wanted change.

**Comments from Departing Board Member Sparling:**

Steven Sparling stated that it was a privilege to be a founding member of this Board. He felt that there were great times ahead and he encouraged the Board members to advocate for the citizens of Huron County. He stated that Huron County needed to fight to have a voice at the Provincial and Federal levels of government. Member Sparling thanked Member Lynn for his leadership and extended best wishes to the Board.

**14. Next Meeting:**

The next meeting of the Economic Development Board will be Monday, January 15, 2017 at 5:00 p.m. at a location to be determined.

**15. Adjournment:**

MOTION:

Moved by: Member Gowing and Seconded by: Member Vanderloo

THAT:

The Economic Development Board meeting adjourn at 7:40 p.m.

CARRIED

MARCH 2017

# EMPLOYER ONE SURVEY OBSERVATIONS

BRUCE GREY HURON PERTH





## ACKNOWLEDGEMENTS



Four County Labour Market Planning Board (FCLMPB) is a community-directed, not-for-profit corporation assisting Bruce, Grey, Huron and Perth counties in its approach to workforce development and labour market planning. Our mission is to plan and promote local labour market strategies to meet the challenges of a changing economy.

### **We wish to thank the following:**

#### *Memorandum of Understanding Community Partners:*

Bruce Federation of Agriculture  
Canadian Manufacturers and Exporters (CME)  
The Centres for Employment and Learning of the Avon Maitland District School Board  
Conestoga Career Centre  
Corporation of the County of Bruce  
Corporation of the County of Grey  
Corporation of the County of Perth  
Fanshawe College  
Georgian College of Applied Arts and Technology  
Grey Federation of Agriculture  
Huron County Economic Development Services  
Huron Manufacturing Association (HMA)  
Municipality of North Perth  
Municipality of South Huron  
Ontario Co-op Association  
Partners in Employment  
Perth Community Futures Development Corporation (Perth CFDC)  
QUILL Learning Network  
Sara Mann and Research Team  
Saugeen Economic Development Corporation (SEDC)  
Town of Goderich  
Town of Hanover  
Township of Perth East  
vpi-inc Walkerton  
Warton and District Chamber of Commerce  
YMCA of Owen Sound Grey Bruce

Business Owners and Managers that assisted by completing the survey

Staff of the Four County Labour Market Planning Board

The views of this document do not necessarily reflect those of Government of Ontario.



The Four County Labour Market Planning Board is a member of:







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## HIGHLIGHT OBSERVATIONS



By reviewing general conditions of the local labour market, we set the stage for the survey responses. According to Statistics Canada's Labour Force Survey, between 2015 and 2016, the Four County labour market experienced some mixed changes: the number of people in the labour force decreased by 900; the number of people employed increased by 500; and the number of people unemployed decreased by 1,400. In addition, the 2016 unemployment rate was 4.8 percent in the Four County area and 6.5 percent in Ontario, pointing to a tight supply of labour for the region.



Positions created in 2016 tended to be in occupations requiring less formal skills



In 2016 **296**  
companies had  
at least ONE  
hard-to-fill  
position

**25%** of employers with  
HARD-TO-FILL  
positions spent over  
**one year**  
trying to fill these positions



### TOP 3 REASONS POSITIONS WERE HARD-TO-FILL:

- ☒ Not enough applicants
- ☒ Lack of motivation, attitude or interpersonal abilities
- ☒ Lack of qualifications (education level/credentials)

### TOP 3 COMPETENCIES REQUIRED FOR HARD-TO-FILL POSITIONS:

- ★ Work ethic, dedication, dependability
- ★ Self-motivated/ability to work with little or no supervision
- ★ Teamwork/interpersonal

**402** surveyed businesses  
anticipate hiring in 2017,  
representing

**4,427** NEW  
POSITIONS



In all occupational categories  
— except Service Workers —  
the majority of employers anticipate  
hiring for full-time positions



Respondents main method of recruitment continues to be

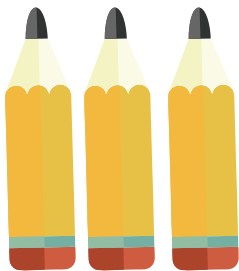
## WORD OF MOUTH

The majority of employers are NOT using either free employment service agencies or paid recruitment agencies

As in previous years, business geographic area of recruitment continues to focus on the Four County area, despite the fact that many people are moving to each of the four counties from outside Bruce, Grey, Huron and Perth.

# 75%

of surveyed employers were able to provide or support ongoing training and education opportunities in 2016



### TOP 3 BARRIERS TO PROVIDING TRAINING CONTINUE TO BE:



Cost



Loss of productivity during training time



Relevant training not offered locally

# 13%

of surveyed businesses provided an

**APPRENTICESHIP**  
in the **SKILLED**  
**TRADES** in 2016

Of the 78 businesses that could have provided apprenticeship opportunities last year, but did not, THE TOP REASONS FOR NOT DOING SO WERE:



Lack of requisite staffing ratios



Loss of time/productivity



Financial hardship



Loss of employees to other organizations once trained

## BACKGROUND



The EmployerOne Survey was conducted for the third time in January 2017 in the Four County area, which includes the counties of Bruce, Grey, Huron and Perth. In total, 729 businesses responded to the survey; 633 businesses completed the survey (all questions), and 96 businesses completed some of the questions in the survey. Collectively, respondents represented 29,514 employees. These business respondents continue to provide valuable insights into changes in the local labour market.

The goal of this survey is to gather information about employers' successes and challenges in the workplace, and to identify trends occurring in the local labour market. Information from EmployerOne is continuously shared with community partners, government organizations, educational institutions and employment centres in order to assist those who are involved in preparing our future workforce.

## METHODOLOGY



For the purposes of this report, only responses from the 633 completed surveys have been included.

For the purposes of this report, Perth County includes Stratford and St Marys.

Based on business counts for 2016 (including only businesses with 1 or more employees), completed survey responses represent 6 percent of all businesses in the Four County area, and between 5 percent and 8 percent of businesses in each individual county.<sup>1</sup>

## GENERAL LABOUR MARKET CONDITIONS



The general conditions of the local labour market set the stage for survey responses. According to Statistics Canada's Labour Force Survey, between 2015 and 2016, the Four County labour market experienced some mixed changes: the number of people in the labour force decreased by 900; the number of people employed increased by 500; and the number of people unemployed decreased by 1,400. These net numbers describe a definite churn in our labour market. The unemployment rate fell between 2015 and 2016 almost a full percentage point, from 5.7 to 4.8. Although there were 900 less people available for work in 2016, overall there were more people employed in the year. The participation rate declined in 2016 by 0.5 percent and this continues to highlight the challenge of fewer people locally to fill vacancies.

Since the Four County area still has a lower unemployment rate than Ontario, 4.8 percent versus 6.5 percent, the area will need to focus on ways to grow its labour supply to meet the demands of a growing local economy.

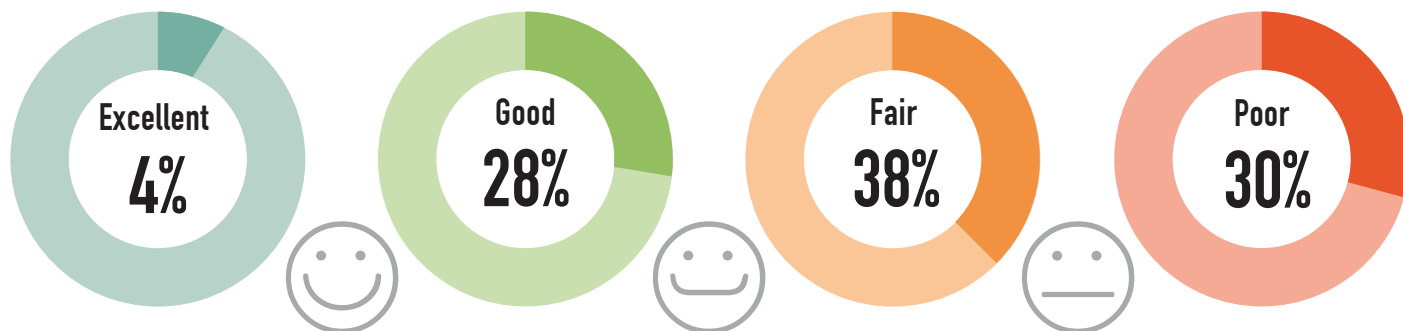
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<sup>1</sup> Based on business counts for 2016, the 2017 EmployerOne survey has a confidence level of 95 percent with a confidence interval of  $\pm 4$ .

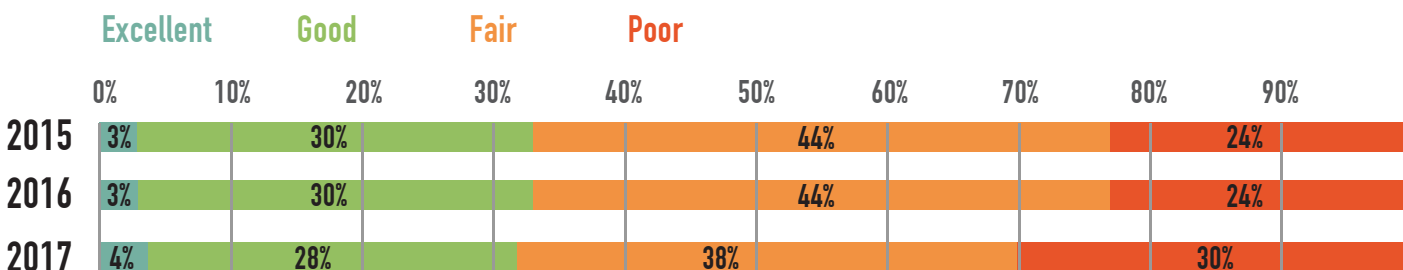
## AVAILABILITY OF QUALIFIED WORKERS



When business respondents were asked how they rate the availability of qualified workers in the Four County area:



In 2017, compared to the previous two years, more employers responded that the availability of qualified workers was excellent. However, the majority of employers continue to report that the availability of qualified workers is fair or poor, suggesting a broad and ongoing challenge finding qualified employees.
























## AVAILABILITY OF QUALIFIED WORKERS BY INDUSTRIAL SECTOR

In most sectors, the majority of employers continue to report the availability of qualified workers as fair or poor.

The percentage of employers in our top five sectors who identified worker availability as fair or poor is as follows:



SECTOR	EXCELLENT – GOOD		FAIR – POOR	
Agriculture, Forestry, Fishing, Hunting		21%		79%
Construction		16%		84%
Manufacturing		23%		78%
Retail Trade		42%		58%
Transportation and Warehousing		39%		62%
Information and Cultural		33%		67%
Finance and Insurance		43%		57%
Professional, Scientific, Technical		29%		71%
Educational Services		33%		67%
Health Care and Social Assistance		51%		49%
Arts, Entertainment, Recreation		33%		67%
Accommodation and Food Services		25%		75%
Other Services (except Public Administration)		30%		70%
Public Administration		46%		54%

\* Totals do not always equal 100% due to rounding

\* Includes only sectors in which 10 or more employers responded

## AVAILABILITY OF QUALIFIED WORKERS BY COUNTY

The majority of survey respondents from each county reported that the availability of qualified workers was fair or poor.












	EXCELLENT - GOOD		FAIR - POOR	
BRUCE COUNTY		30%		70%
GREY COUNTY		32%		68%
HURON COUNTY		35%		65%
PERTH COUNTY		32%		68%

## EMPLOYMENT DYNAMICS IN 2016



### HIRING AND SEPARATIONS

461 employers hired at least one person in 2016, collectively accounting for 5,416 jobs. The jobs by tenure included:

	TOTAL NUMBER		% OF TOTAL HIRES	
FULL-TIME		2,773		51%
PART-TIME		875		16%
CONTRACT		251		5%
SEASONAL		1,402		26%
PAID CO-OP		115		2%
TOTAL		5,416		



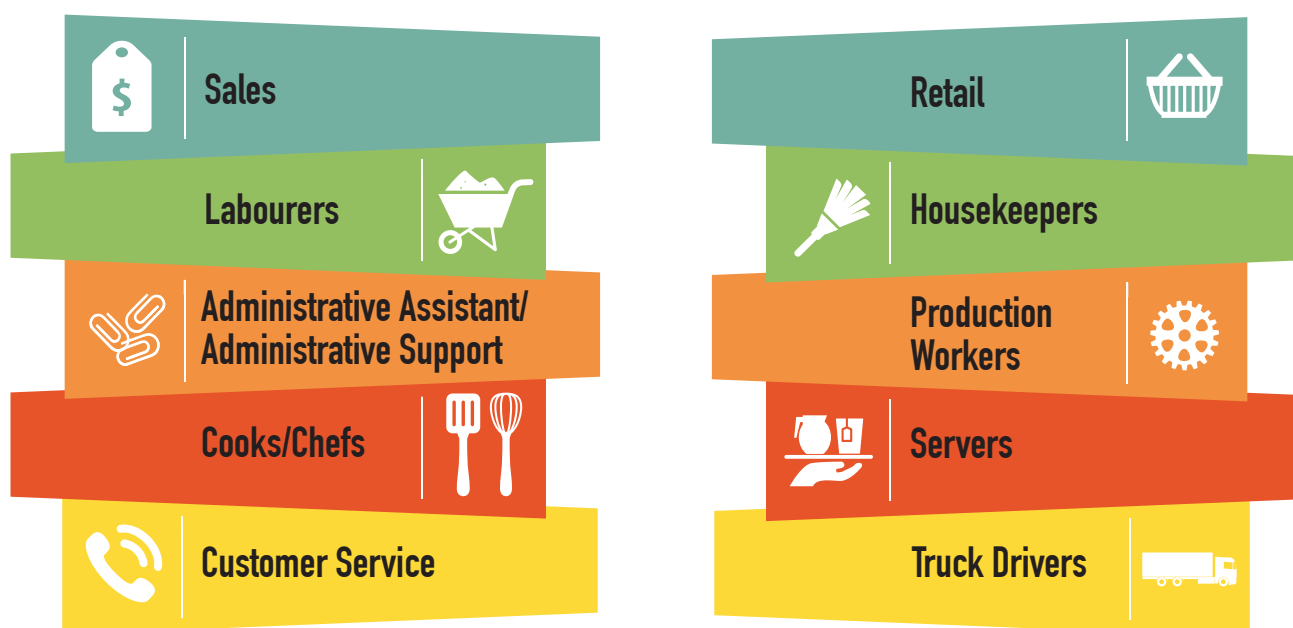
393 employers experienced at least one separation in 2016, collectively representing 4,006 job losses. The separations by category included:

	TOTAL NUMBER	% OF TOTAL SEPARATIONS
QUITS	2,124	53%
RETIREMENTS	277	7%
LAYOFFS	809	20%
DISMISSALS	597	15%
OTHER JOB LOSSES	199	5%
TOTAL	4,006	

## HIRING: OCCUPATIONS IN DEMAND

Jobs created in 2016 were in a wide range of occupations. As in previous years, the majority of jobs were created in occupations requiring less formal skills.

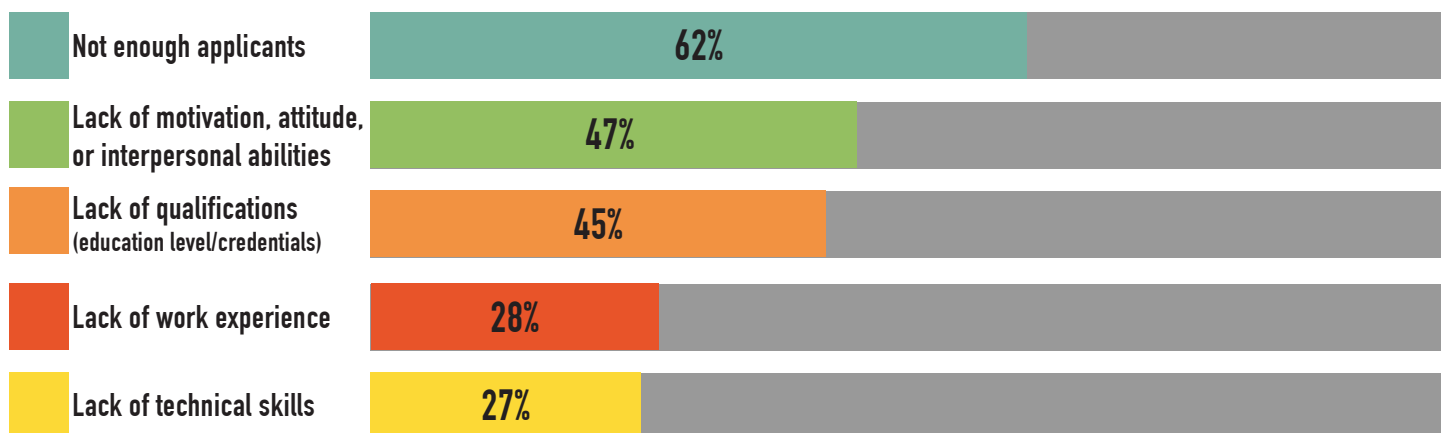
Surveyed employers most frequently identified the following occupations as positions that were filled:



## HIRING CHALLENGES

296 employers had trouble filling at least one position in 2016.

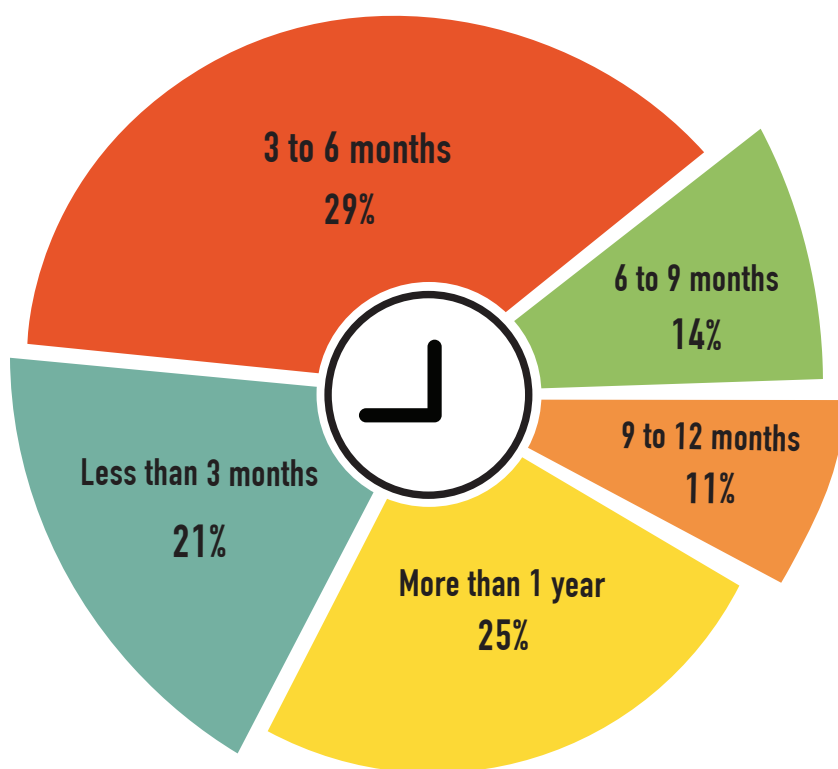
Top reasons positions were hard-to-fill:



\* This does not total 100% because employers were asked to select all that apply

This order remains virtually unchanged from what was reported based on 2015 activity.<sup>2</sup>

When asked how long, on average, they had been trying to fill hard-to-fill positions, employers responded:

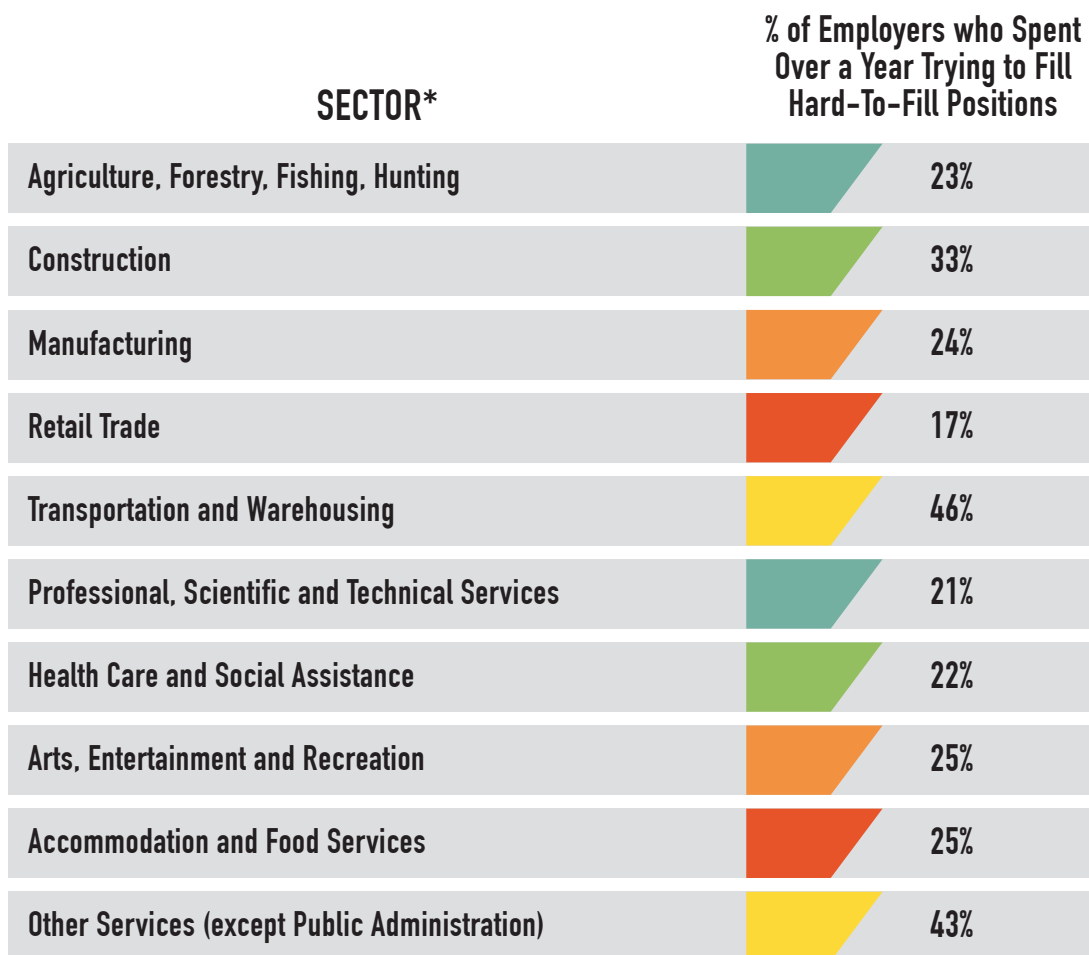


<sup>2</sup> The one difference from last year is “lack of motivation, attitude, or interpersonal ability” moved from the third to the second most reported reason, and “lack of qualifications” moved from the second to the third most reported reason.

Although the majority of employers (29%) who had hard-to-fill positions spent between 3 and 6 months trying to fill them, 25 percent of employers with hard-to-fill positions spent over a year trying to find employees. Some local employers are experiencing long-term challenges trying to find employees.

Hard-to-fill positions included a wide range of occupations, some of which require training at post-secondary institutions such as engineers, early childhood educators and cooks, while some do not, including labourers, servers and positions in customer service.

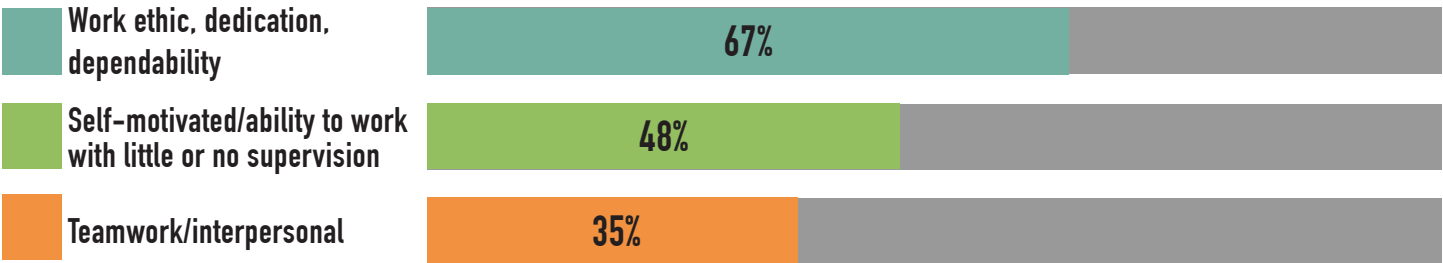
When analyzed according to industrial sector, Transportation and Warehousing, Other Services (except Public Administration) and Construction had the highest percentage of employers reporting that they spent over a year trying to find employees.



\* Includes only sectors in which 10 or more employers responded that they had hard-to-fill positions

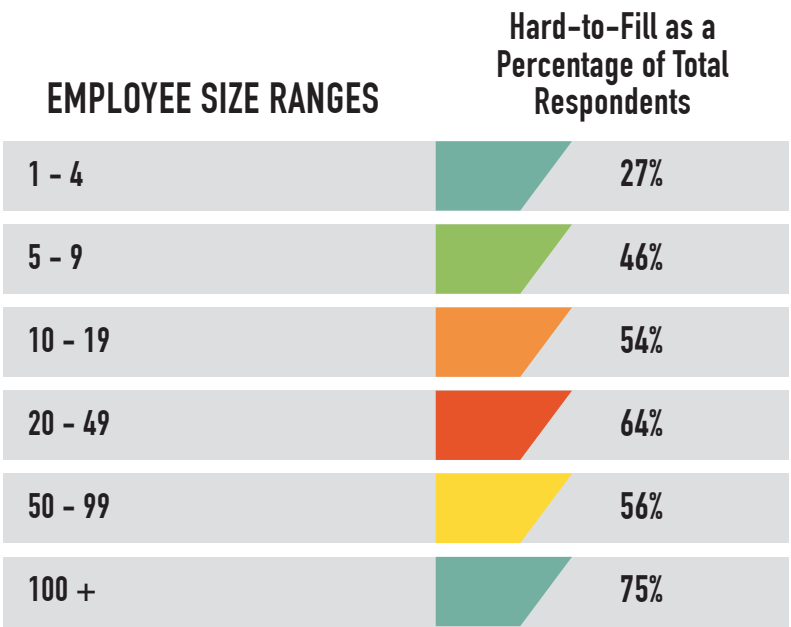
## TOP EMPLOYEE COMPETENCIES REQUIRED FOR HARD-TO-FILL POSITIONS

When asked to select the top three competencies employers are looking for in hard-to-fill positions, employers responded:



Employers across all sectors continued to identify soft skills as critical aspects of success in the workplace. Employees and job seekers must recognize that these skills are key components of workplace success and, without them, one’s ability to be hired and maintain employment may be limited.

## HARD-TO-FILL POSITIONS BY SIZE OF BUSINESS



When survey respondents are examined by different employee size ranges, it appears that as the size of the business increases, the difficulty in filling positions also increased, which is reasonably consistent with data gathered from the 2016 survey.<sup>3</sup> Survey respondents with 100 or more employees continue to report the most difficulty filling positions.

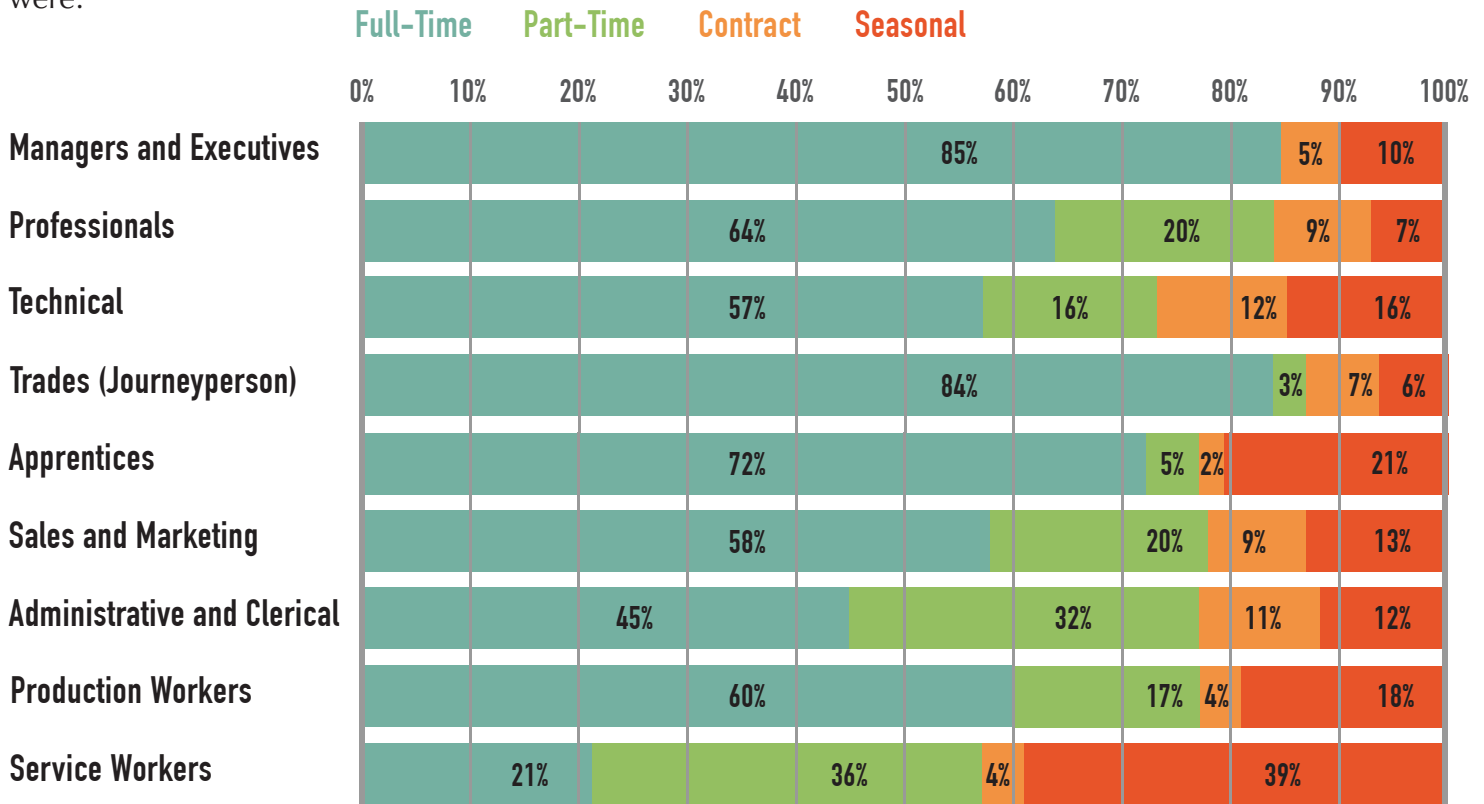
<sup>3</sup> The one exception to this is that companies with 20-49 employees appeared to have more hard-to-fill positions than those with 50-99 employees based on 2016 activity.



## ANTICIPATED HIRES

402 surveyed businesses indicated that they anticipate hiring in 2017, for a total of 4,427 anticipated hires across the Four County area.

When asked about the occupational group for which they anticipate hiring the most employees, responses were:



\* Totals do not always equal 100% due to rounding

In all categories except Service Workers, the majority of employers anticipate full-time hires. For Service Workers, 75 percent of employers anticipate that future hires will be either part-time or seasonal.

## **METHOD OF RECRUITMENT**

---

Of the surveyed businesses, the majority continue to identify word of mouth as the most often used method to find workers. The next most often used methods of recruitment are online job boards/postings, social media, newspaper ads, and the company's own internet site.

The most popular job search method used by Ontario's unemployed in 2016 was looking at job ads. There continues to be a discrepancy between how job seekers look for work and how employers recruit employees.

## **GEOGRAPHIC AREA OF RECRUITMENT**

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A significant majority (95%) of survey respondents reported that recruitment focused within the local area. This is significantly higher than last year's results in which 70 percent of employers indicated that workforce recruitment focussed within the Four County area. Only 19 percent of this year's employers reported that they recruited from other regions within Ontario.

Businesses in the Four County region may want to consider expanding their employee search area within Ontario. The communities from which the Four County area draws the most people include: Waterloo Region, Wellington County, Middlesex County, Toronto Region, and Simcoe County. Between 2009 and 2014, a combined 21,199 people have moved to the Four County area from these communities.

## **EMPLOYMENT SERVICE AGENCY RECRUITMENT**

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The majority of surveyed businesses (82%) did not receive any assistance from a free employment service agency. The majority (90%) also indicated that they received no assistance from a paid recruitment agency. Given that 64 percent of surveyed businesses plan to hire in the upcoming year, and 25 percent of employers struggled with hard-to-fill positions for more than a year, Employment Ontario service providers could be an answer for employers who are struggling to find workers, particularly those who have been searching for extended periods of time.

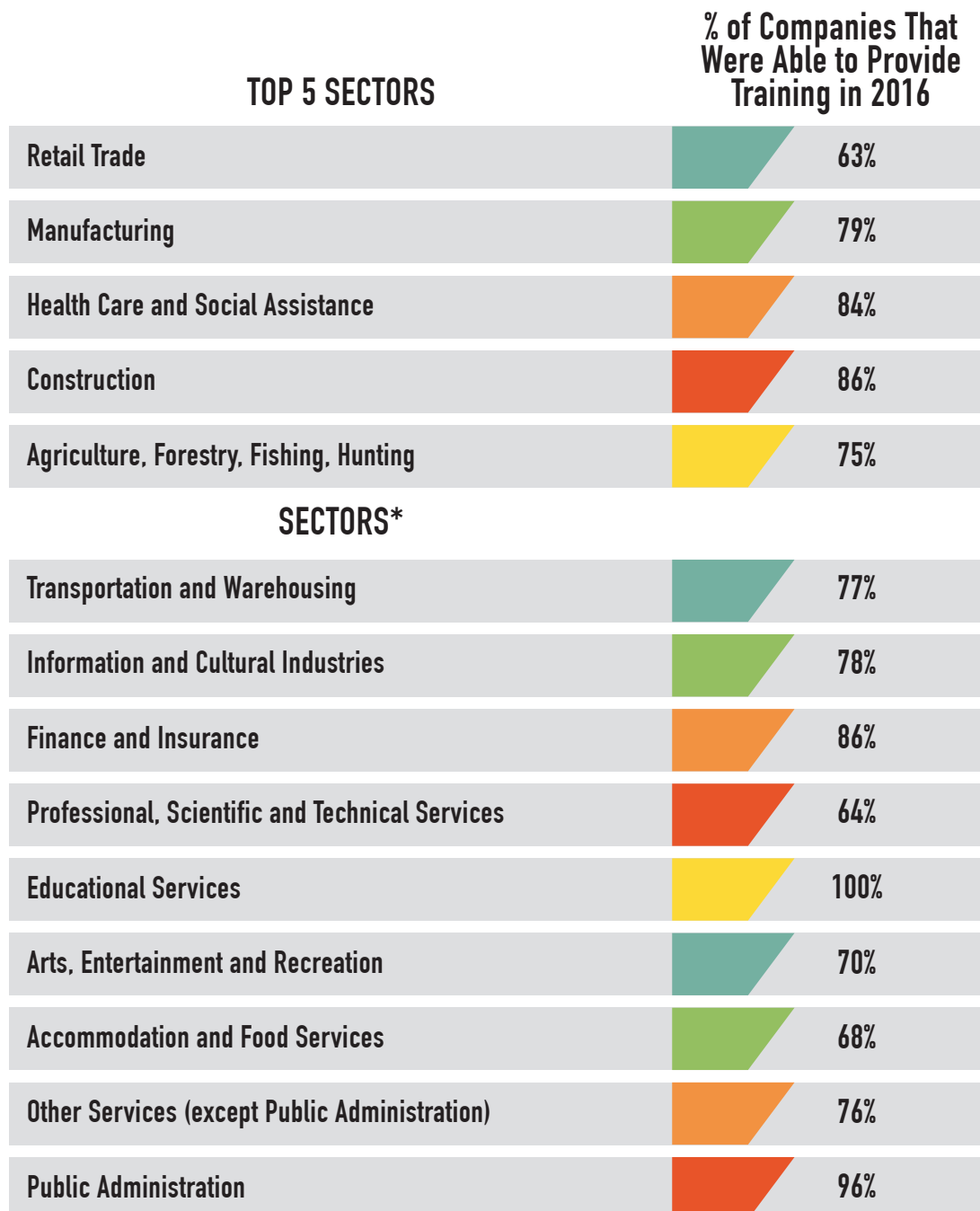
## BUSINESS INVESTMENT IN TRAINING



When survey respondents were asked if they were able to provide or support ongoing training and education opportunities in 2016, 75 percent indicated that they were able to do so. There is no change in this response compared to previous surveys.

Sectors in which less than 75 percent of employers were able to provide training included: Arts, Entertainment and Recreation; Accommodation and Food Services; Professional, Scientific and Technical Services; Retail Trade.

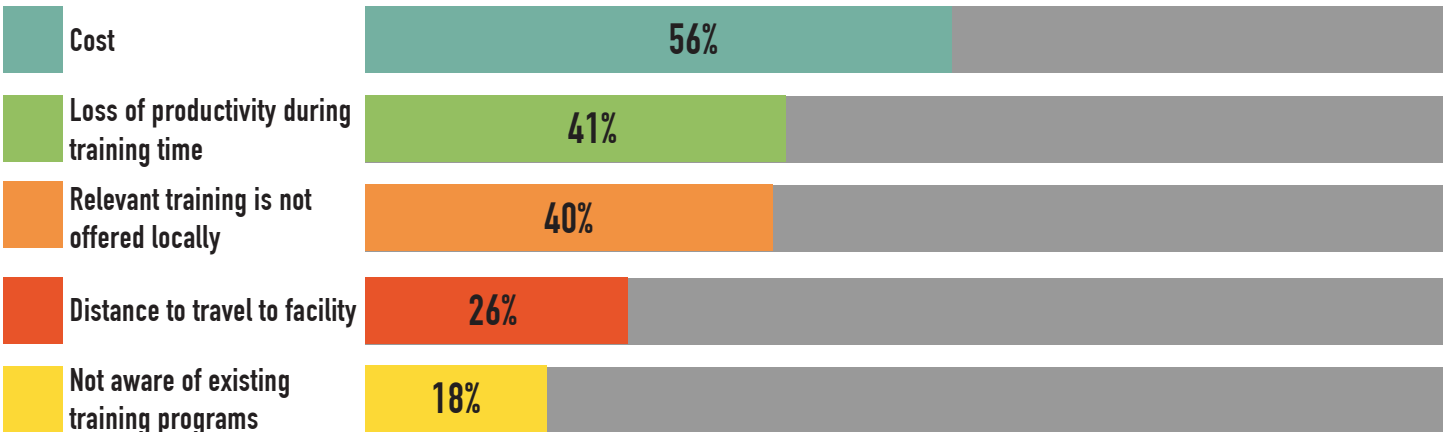
Of our top 5 employment sectors, the only sector in which less than 75 percent of employers provided training in 2016 was Retail Trade.



\* Only includes sectors with 10 or more employers responding

When asked how they were able to support training, employers most frequently responded that they were able to fund it (fully or partially), they were able to offer the training internally, or they were able to offer flexibility in work schedules to accommodate staff training needs.

When asked which barriers prevented employers from providing training, the top responses were:



\* This does not total 100% because employers were asked to select all that apply.

Given that cost continues to be the top barrier preventing employers from providing training, government training incentives such as the Canada-Ontario Job Grant (COJG) are an important funding opportunity for employers in the Four County area.

## APPRENTICESHIPS

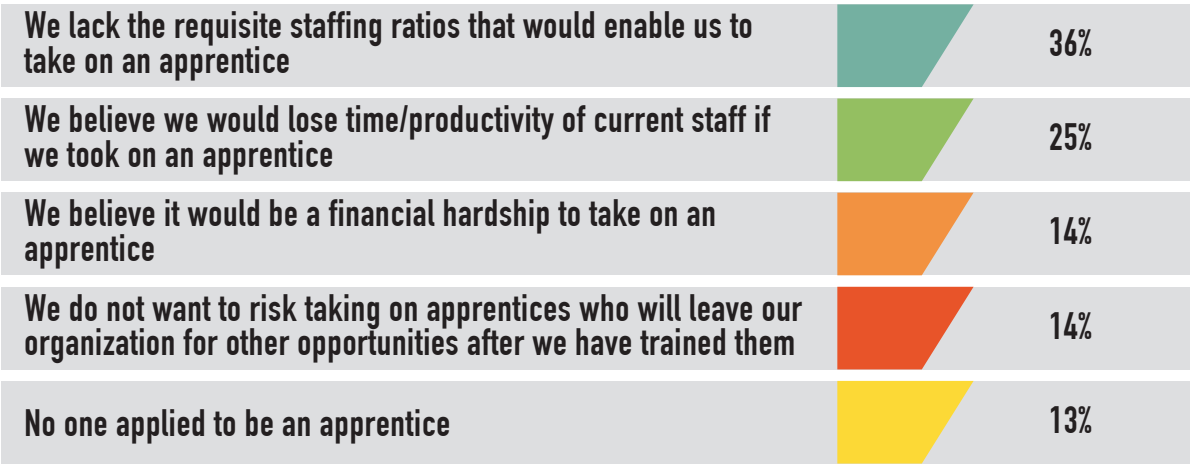


Of surveyed businesses, 13 percent provided an apprenticeship in the skilled trades in 2016.

The most frequently offered apprenticeships were:

- Millwright
- Automotive Service Technician
- Electrician
- Carpenter

Of those businesses that did have potential apprenticeships but did not provide any opportunities, the reasons were as follows:



\* This does not total 100% because employers were asked to select all that apply.





## SMALL BUSINESS TRAINING

As with previous surveys, the businesses that reported they were unable to support ongoing training and education in 2016 tended to be small; 113 of 160 businesses that could not support training last year had fewer than 10 employees. Given that there are over 7,000 small businesses (1-9 employees) in the Four County area, the potential number of businesses unable to support training could have a huge impact on skills development.

In direct response to this need, a Planning Board partnership has created a small business mobile training project in which legislated training courses are facilitated at an employer's location, thereby eliminating obstacles such as lack of relevant local training and distance to travel to training facilities.

## HARD-TO-FILL POSITIONS

**Potential Number of Businesses by Employee Size Range  
that May Find New Positions Hard-to-Fill**

Employee Size Range	Total Number of Businesses	Percent of Survey Respondents with Hard-to-Fill Positions	Potential Number of Businesses with Hard-To-Fill Positions
1 to 4 employees	5,212	27%	1,407
5 to 9 employees	2,109	46%	970
10 to 19 employees	1,392	54%	752
20 to 49 employees	796	64%	509
50 to 99 employees	254	56%	142
100+ employees	186	75%	140

Source: FCLMPB Local Labour Market Plan 2016, EmployerOne Survey 2017

## SOFT SKILLS TRAINING

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The majority of employers continue to report that the availability of qualified workers is fair or poor. This is reported in all four counties as well as most industrial sectors. This feedback has not changed during the three years in which this survey has been conducted. In direct response to this general dissatisfaction with the local workforce, the Planning Board has been working closely with our community partners to share these findings with high school students (co-op and careers classes) and job seekers (individuals who are working with Employment Ontario service providers) who will be our future workforce. High school classroom visits, the Skills Opportunities Showcase trailer projects, and industry specific outreach – such as Manufacturing tours and the upcoming Agriculture Career Fair – are all projects in which soft skills discussions with local youth are continuously taking place. These opportunities allow us to highlight the research from this report showing that most employers are overwhelmingly concerned that a lack of soft skills is negatively impacting the local labour pool.

Information from EmployerOne and previous Planning Board projects<sup>4</sup> has provided background research for several initiatives addressing the ongoing need for soft skills training in the region. An upcoming 10-week soft skills program for youth was developed by Community Futures Development Corporations in Bruce and Grey counties. Literacy and Basic Skills (LBS) providers throughout the area have been trained to incorporate soft skills in their work with clients. This training was developed by Simcoe Muskoka Workforce Development Board.

## APPRENTICESHIPS

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78 responding employers who have the ability to hire apprentices did not do so in 2016. The most frequently reported reasons for this included inadequate staffing ratios, loss of productivity, financial hardship, and the risk of losing trained employees to other organizations. In addition to these challenges to the employer, future and current apprentices experience individual challenges that may prevent them from completing apprenticeships.

In direct response to these challenges, the Planning Board is undertaking a project that will look at apprenticeship completion rates from the point of view of both employers and apprentices. In this project, we will explore the key barriers that are resulting in low apprenticeship completion rates.<sup>5</sup> We will then identify possible solutions that could enable employers to offer more apprenticeship opportunities, and connect apprentices with the resources they need to successfully complete both the competencies and educational components of their chosen skilled trade.

---

<sup>4</sup> *The First Step: Understanding the Skills Gap*, Four County Labour Market Planning Board, 2014.

<sup>5</sup> "In 2011, the Registered Apprenticeship Information System. . . found that, of all Canadian provinces, Ontario's completion rates were the lowest (Laporte & Mueller, 2011)" p.5, *Barriers to Attracting Apprentices and Completing their Apprenticeships*, 2015.



We'll be looking for your input once again.  
In January 2018, an updated version of the  
survey will be made available.

Join our mailing list to stay informed:  
e-mail [employerone@planningboard.ca](mailto:employerone@planningboard.ca)

**From:** Nicki Darbyson <[ndarbyson@huroncounty.ca](mailto:ndarbyson@huroncounty.ca)>

**Date:** January 23, 2018 at 12:25:57 PM EST

**To:** Kim Postma <[kpostma@huroncounty.ca](mailto:kpostma@huroncounty.ca)>, Patrick Donnelly <[pdonnelly@huroncounty.ca](mailto:pdonnelly@huroncounty.ca)>, Cody Joudry <[cjoudry@huroncounty.ca](mailto:cjoudry@huroncounty.ca)>

**Subject:** Starting a Business & Starter Company Plus Grant Info Session

Good afternoon, everyone!

Our next **Starting a Business & Starter Company Plus Info Session** will be held at the Alice Munroe Public Library in North Huron on Thurs. February 8<sup>th</sup> from 10:00-12:00 pm. These sessions are FREE, but interested businesses must register by contacting the Small Business Centre (519) 524-8394 ext 6 or [smallbusiness@huroncounty.ca](mailto:smallbusiness@huroncounty.ca).

The event is also on Facebook. We would really appreciate it if you could share it with your business community, so we can reach more businesses in each region:

<https://www.facebook.com/events/713808188824514/>

We will be hosting one of these info sessions every month, rotating throughout the County. We will also be hosting Small Business "office hours" in each location on those days for businesses that would like to book 1:1 consultations with our advisors. We already have two consultations lined up with businesses in North Huron for our Feb. 8<sup>th</sup> session!

Many thanks in advance for helping to spread the word so we can all support more businesses!

Have a great day, and I look forward to seeing you on Jan. 29<sup>th</sup>!

Nicki

**Nicki Darbyson**

Social Enterprise and Small  
Business Coach

**Huron County**

P 519.524.8394 ext 3304  
:

a: 54 West St. Goderich, ON N7A  
2K3

w: [huronsbec.ca](http://huronsbec.ca) e: [ndarbyson@huroncounty.ca](mailto:ndarbyson@huroncounty.ca)

: [huroncounty.ca](http://huroncounty.ca)



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**From:** Tiffin, Dave [<mailto:Dave.Tiffin@freedom55financial.com>]  
**Sent:** Thursday, January 18, 2018 12:48 PM  
**To:** Dwayne Evans <[DEvans@northhuron.ca](mailto:DEvans@northhuron.ca)>  
**Subject:** FW: North Huron Economic Development

Hello Dwayne,

Please see the email below from Jan McKague, Doctor Recruitment Officer, regarding attending an Economic Development meeting at some point.

**Dave Tiffin**

Financial Security Advisor  
& Investment Representative  
Freedom 55 Financial and Quadrus Investment Services  
465 Grandview Road, Wingham, ON  
(519) 357-2883  
(519) 357-0034 (cell)  
**website:** <http://www.davetiffin.ca> **Member of:** Advocis

*Plan for the future, but live for the day.*

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**From:** Jan McKague [<mailto:jan.mckague@lwha.ca>]  
**Sent:** Thursday, January 18, 2018 11:14 AM  
**To:** Tiffin, Dave; Doug Kuyvenhoven  
**Subject:** North Huron Economic Development

Good morning Doug and Dave

At this morning's BIA meeting there was discussion about the recently created North Huron Economic Development Committee. I know your group is newly formed and prioritizing a path forward. When the development of your groups timeline allows, I would like to attend a meeting to discuss a relationship between physician recruitment and your committee and how we can mutually benefit. Please let me know if there is an opportunity to attend one of your future meetings.

Looking forward to great things!  
Jan

Jan McKague-Weishar

Recruitment Officer



Tel: 519-357-3711 Ext 5294

Cell: 519-292-6478

Email: [jan.mckague@lwha.ca](mailto:jan.mckague@lwha.ca)

Facebook: Wingham & Area Health Professionals Recruitment

Twitter: @docs2wingham

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**From:** Rebecca.Rathwell CEL-W [<mailto:rebecca.rathwell@ed.amdsb.ca>]  
**Sent:** Friday, January 19, 2018 11:12 AM  
**To:** Dwayne Evans <[DEvans@northhuron.ca](mailto:DEvans@northhuron.ca)>  
**Subject:** Re: FW: FW: Twitter

Hi Dwayne;

RE: Job Fair – Windsor

Job fairs are a great way for employers to showcase the employment opportunities that they have and also for job seekers to see what is available in their community and/or other communities.

As you know there have been 3 - multi employer job fairs in HC in recent years, 2 in South Huron (2016\2017) and 1 in Wingham (2016). I also participated in one in Lucknow this Fall. Often if one employer is wanting to have a job fair they approach the Centres For Employment and Learning to provide the location. This month the Huron County Ec. Dev. dept. has organized and is hosting a Job Fair in London. It is my understanding that the majority of businesses participating are from Huron Park and/or the south end of the County. This is due to the close proximity of London to the Exeter area where there are currently several employers actively recruiting for vacant positions.

If local employers are expressing an interest in participating in job fairs such as the one hosted by St. Clair College/U of Windsor, that would be a good opportunity for employers to recruit future graduates, especially if there is a particular program offered there that provides the type of training for the skills that employer is looking for. I have found from past experience that it is best to have someone representing that employer at the job fair, they are best suited to talk about the opportunities available, and even take resumes and/or conduct informal interviews.

Our Centre would happily be involved in planning a future job fair, or attending a future job fair along with other stakeholders, i.e the County Ec Dev department, the Township of NH and any local Employers who have expressed interest in participating. We also would be happy to help promote and assist individual employers if they are participating in a job fair and or wanting to host their own.

Look forward to further discussion at the next ED committee meeting and or chatting before hand if something is in the works.

Best,

Rebecca

**From:** Bill Knott [mailto:[bknott7@gmail.com](mailto:bknott7@gmail.com)]

**Sent:** Thursday, January 18, 2018 2:42 PM

**To:** Dwayne Evans <[DEvans@northhuron.ca](mailto:DEvans@northhuron.ca)>; Economic Development Committee  
<[Ecdevcom@northhuron.ca](mailto:Ecdevcom@northhuron.ca)>

**Subject:** Re: FW: Twitter

Thanks Dwayne

This is the type of event I was referring to that we could attend as a group representing various businesses from North Huron. This job fair is a joint University of Windsor and the college so there is a wide variety of skills represented and they are expecting probably 1500 to 2000 plus students and recent grads. It also has an opportunity to network with some of the companies there may also be looking for expansion opportunities and locations.

Thank you

Bill Knott

[519 441-1546](tel:5194411546)

----- Original message -----

From: Dwayne Evans <[DEvans@northhuron.ca](mailto:DEvans@northhuron.ca)>

Date: 2018-01-18 1:55 PM (GMT-05:00)

To: Economic Development Committee <[Ecdevcom@northhuron.ca](mailto:Ecdevcom@northhuron.ca)>

Subject: FW: Twitter

Economic Development Committee Members,

Please see below.

Dwayne

**From:** Bill Knott [mailto:[billknott@exeterproduce.com](mailto:billknott@exeterproduce.com)]

**Sent:** Thursday, January 18, 2018 12:50 PM

**To:** Dwayne Evans <[DEvans@northhuron.ca](mailto:DEvans@northhuron.ca)>

**Subject:** Twitter

[https://mobile.twitter.com/CCES\\_UWindsor/status/951499272788340736/photo/1?ref\\_src=twsrc%5Etfw&ref\\_url=http%3A%2F%2Fwindsorstar.com%2Fnews%2Flocal-news%2Fupcoming-job-fair-at-university-of-windsor-to-be-biggest-one-yet](https://mobile.twitter.com/CCES_UWindsor/status/951499272788340736/photo/1?ref_src=twsrc%5Etfw&ref_url=http%3A%2F%2Fwindsorstar.com%2Fnews%2Flocal-news%2Fupcoming-job-fair-at-university-of-windsor-to-be-biggest-one-yet)



Please share with EC Dev committee

Bill Knott

Manager Business Development

Exeter Produce & Storage Co. Ltd.

[215 Thames Rd. W.](#)

[Exeter, ON N0M 1S3](#)

Cell [519-441-1546](#)

**Rebecca Rathwell**, BA *Econ.*

Job Developer - regular working days: Wed. Thurs. Fri.

The Centres for Employment & Learning of the Avon Maitland District School Board

152 Josephine Street, Wingham, ON N0G 2W0

t: [519.357.4995x204](#) f: [519.357.4930](#)

e: [rebecca.rathwell@ed.amdsb.ca](mailto:rebecca.rathwell@ed.amdsb.ca)

[www.thecentreforemploymentandlearning.ca](http://www.thecentreforemploymentandlearning.ca) | [www.learninghub.ca](http://www.learninghub.ca)

# Municipal Youth Engagement Initiative



Independent  
Research  
Economic  
Hands-On  
Data  
Leadership  
**Community**  
**Engagement**  
Municipality  
Education  
Development  
Vision  
Youth  
Study  
Voice



***People will only come back if they  
feel like they've left something behind***

– Jacinda Rudolph, Project Manager at LaunchPad

Process design by:

Vicki Lass & Ryan Deska  
Agriculture and Rural Economic Development Advisors  
Ontario Ministry of Agriculture Food and Rural Affairs

# Municipal Youth Engagement Initiative

## What is the Program?

- Youth driven applied research to solve, address or inform a community issue
- Serves the interests of youth: "By Youth, For Youth"
- Youth have a significant impact on the vitality of their communities, and we are looking for ways to support them to engage in meaningful ways

This Includes:

- Understanding principles of municipal governance
- Gathering data through community consultations
- Identifying community needs and priorities
- Connecting with public partners to identify possible solutions
- Pitching their ideas to local municipal council

\*See process overview included\*

## What are the Anticipated Outcomes?

- Civic Education
  - Building familiarity and confidence with civic engagement
  - Building hands-on skills & familiarity around municipal governance
  - Building independent inquiry, project management and critical thinking skills
- Youth Engagement
  - Engaging and empowering youth in their communities to recognize and solve local issues
  - Providing the opportunity to affect meaningful changes
- Gathering Data
  - By youth, for youth: data will help communities to bring the youth voice to the table in decision making processes.
  - Data can directly support the goals and activities of municipally driven strategic planning projects

## Who are the Partners?

- Local Schoolboard
- Teachers (Independent Study)
- Municipal Staff (EDO's, Planners, CIC's)
- Municipal Council
- OMAFRA (and OPS)
- Other Local Stakeholders

## How will Partners Collaborate?

- Schoolboard
  - Identify teacher champions
  - Identify and communicate alignment with curriculum
- Teachers (Independent Study)
  - Front-line delivery
  - Student support and guidance
  - Liaise with municipal and OMAFRA representatives
  - Evaluation of student performance
  - Not responsible for process design, or building community connections
- Municipal Staff (EDO's, CAO's, Planners, CIC's)
  - Support students in:
    - Understanding principles of municipal governance
    - Identifying community needs and priorities
  - Connect students with community resources
  - Organize delegation to council
- OMAFRA Representative
  - Process design and guidance
  - Building community connections
  - Support students in:
    - Planning for community consultations
    - Identifying community needs and priorities
- Municipal Council
  - Endorse the process and support municipal staff
  - Actively listen and engage in dialogue with youth
  - Discuss possible actions
- Other Local Stakeholders – Engaged where appropriate

## How Does this Project Support Existing Curriculum?

- Students will learn existing principles found within provincial curriculum:
  - The political inquiry process and the concepts of political thinking
  - Principles of citizenship:
    - the rights and responsibilities of citizens,
    - the processes of public decision making, and
    - ways in which citizens can act for the common good
  - Students will learn the process of engagement:
    - Gather, interpret, and analyse data and information relating to issues of civic importance
    - Make informed judgements and draw conclusions around issues
    - Develop plans of actions to address issues

## Project Samples

- LDSS – Outmigration of Rural Youth (Fall 2016)
- LDSS – Development of Youth Programming for Listowel Library (Winter 2016)
- Town of Caledon – Youth Workforce Development (Winter 2017)

## Quotes

*From a curriculum, teaching and evaluation perspective, this project was easily adapted to the collaborative, student interest-driven and inquiry model based nature of the IDC4U course at LDSS. At all stages of the project, the students were able to explore and develop their understanding of the inquiry model. Along the way, I was able to regularly assess their learning by reviewing and providing feedback on their surveys, data analysis and communication products. Regular student-teacher conferencing was a central component of the students' overall evaluation along with assessment of their co-authored research report and presentation to North Perth Municipal Council.*

- Ken Van Osch, Listowel District Secondary School Teacher (full letter of recommendation attached)

*When we started this project, we wondered why we were even doing it – we didn't think anyone was interested in hearing what we had to say*

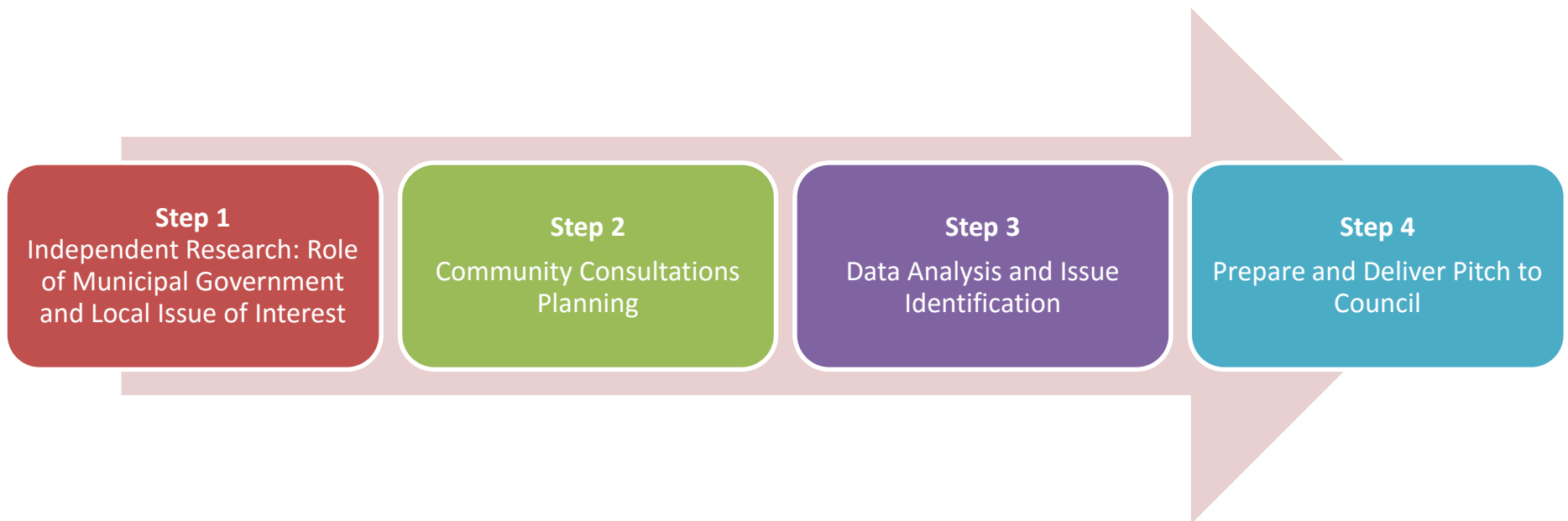
- Sydney, LDSS Student

*It was really cool to have the community feedback. That just doesn't happen for other students. This is something that you carry on, not a report that you hand in and forget about. I think a lot of people think high school students do projects that aren't relevant, but to actually do something that's important is really cool.*

- Wynter, LDSS Student

# Municipal Youth Engagement Initiative

## Process Overview



## Step 1 - Independent Research

### *Improve understanding of the functions municipalities play*

- The types of services/ responsibilities of municipal governments relative to provincial and federal
- The scope/jurisdiction for municipal decision making
- The roles and responsibilities of councillors
- The procedures involved with council meetings

### *Improve understanding on the local issue of interest*

- Examine the issue: Who, What, Where, When, Why, How?
- Access relevant economic development data

## Step 2 – Community Consultations Planning

### *Identify opportunities to engage with peer groups (in school, grades 9-12)*

- Understand fundamental principles of public consultation – what makes for good engagement?
- Identify the various methods for collecting public input/discourse
- Identify those methods appropriate for the audience and in gathering the information being sought
- Develop appropriate questions (for each method), based on project objectives

## Step 3 – Data Analysis and Issue Identification

### *Analyze primary data, and develop strategies for identifying recurring and important issues*

- Analyze data gathered through community consultations
- Identify recurring themes
- Propose strategies for addressing issues or taking advantage of opportunities
- Prepare and deliver a presentation to council

## Step 4 – Prepare and Deliver Pitch to Council

### *Focus on implementing ideas for community betterment*

- Prepare a pitch for municipal council, highlighting your identified strategies for community betterment
- Ideas or strategies should be aware of municipal roles and responsibilities
- Ensure you have a time slot booked on council agenda
- Review procedure and decorum for council procedures – consider attending one or more council meetings to gain familiarity with the process