



TOP 10

Barriers to Competitiveness

CANADA'S SKILLS CRISIS: WHAT WE HEARD

A Canadian Chamber of Commerce report on cross-country consultations in 2012

Updated Sept. 27, 2012



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PRESIDENT'S MESSAGE

Why skills?

As Canada confronts growing competition throughout the world, the human resources supporting our business enterprises are becoming ever more important.

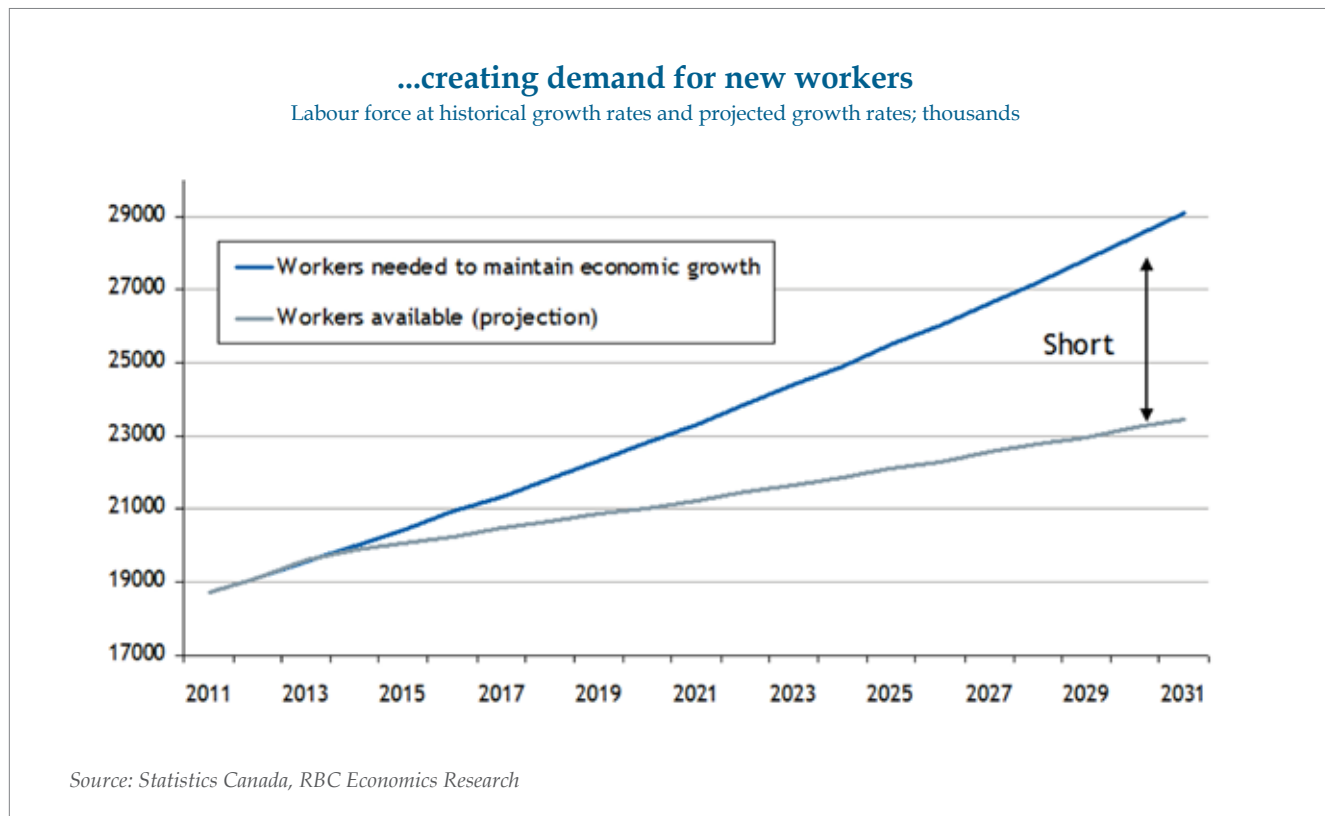
Canadian businesses began to report serious problems finding the workers they needed as the Canadian economy slowly grew out of the recession.

The evidence is clear. The demographic shift resulting in retirements, a deepening shortfall of skilled workers and the growing mismatch between

the skills needed and those available has evolved into a skills crisis. The Canadian economy faces a deep structural problem.

2012 has been the tipping point for many Canadian businesses confronting skills and labour shortages. A critical issue that had been hidden by the recession is now fully apparent.

RBC Economics Research depicts the overall gap that will develop as the number of workers available is outpaced by those needed over the next 20 years.¹



¹ RBC Economics Research used the medium economic growth population projections calculated by Statistics Canada. The projected levels include migratory increase (immigration less emigration) and the natural increase (births less deaths). "Available" workers were calculated according to growth in population (15 years +) and a static participation rate. The "needed" workers are calculated based on the labour force growing at a constant rate that is in line with the average pace of the prior 35 years.

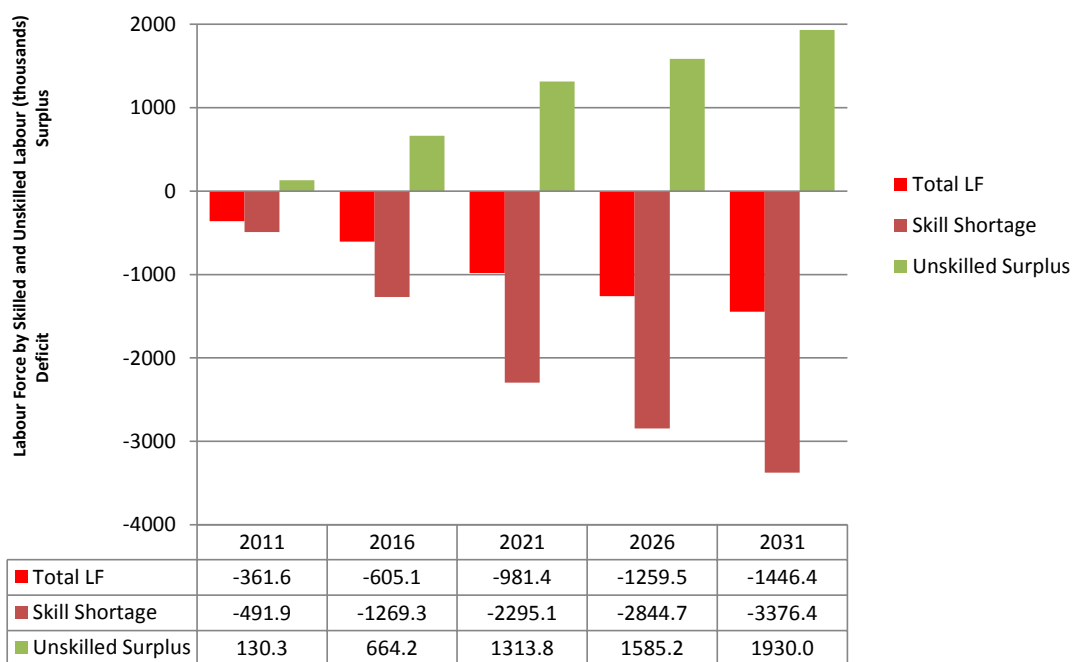
In his 2012 report *Jobs of the Future*, Dr. Rick Miner shows the “looming shortage of skilled labour in the midst of a surplus of unskilled labour” which is graphically displayed by the mauve bars in Figure 9.²

In February 2012, two weeks after we launched our *Top 10 Barriers to Competitiveness* initiative and our focus on the skills crisis, the House of Commons Committee on Human Resources, Skills and Social Development and the Status of Persons with

Disabilities began two parallel studies to explore “fixing the skills gap” and “understanding labour market shortages.” I appeared before the committee in the spring and look forward to its report this year.

Human resource challenges are a sprawling subject. Many organizations, including partners of ours, have been active in this area for a long time. How can the Canadian Chamber make an important contribution?

**Figure 9. Canada Labour Force Balance:
High Population Growth**



² Miner, Rick. *Jobs of the Future*. Toronto: Miner Management Consultants. March 2012. Figure 9 is based on labour force availability projection using Statistics Canada’s high population scenario.

How we proceeded with our project

To attack an issue of such complexity, we began with our greatest strength—our membership. With tens of thousands of businesses of all sizes involved throughout the Canadian Chamber network, we have access to the experience and insights of individuals in every region and every kind of business. We worked with the chamber network, association members and other stakeholders to identify needs and solutions.

Between March and June 2012, we held our largest-ever consultation with our membership on a single issue. We organized 13 roundtables and participated in another five with corporate members and local chambers across the country. We mobilized our network to lead the conversation, asking for their best practices, and polling their opinions through eight online surveys.

Members shared their experiences

We learned the common threads and the regional differences of the skills issue. One size does not fit all, we were told, in terms of responses and programs. In many instances, we need to look at community-based solutions and tailor policies and programs locally.

A limiting factor to Canada's success is where we set our sights. We heard that government needs to set national goals—goals that could take root in communities and businesses.

It's not just the numbers

One of the frustrating features of the human resource issue is that it is so changeable. The availability of workers in any sector depends not just on the education and training available, but also on market conditions at a given time, in a specific region. It is tough to have a clear idea of actual workforce shortages in any one community.

A number of employers told us they were dedicating increasing resources to employee retention, but

sharp increases in employee overheads are not easily absorbed in many businesses.

Jobs that are highly attractive in one part of Canada may be ignored by workers somewhere else because they have more appealing alternatives.

Canada is already a leading immigration nation

Our work to date has demonstrated there are no easy solutions to solve Canada's problems. However, many participants in our consultations urged a more ambitious immigration program. They also questioned whether Canada is being entrepreneurial enough in exploiting its valuable diversity.

Canada already has the most aggressive immigration strategy of any nation in the developed world. The Economist tracked one measure of immigration: naturalization, which is the process by which a person is granted citizenship. Even though that's only a part of our immigration volumes, the data still show that Canada imported more than 5.2% of its population in a single decade.³

Many businesses simply cannot find Canadian-born workers who are qualified and available for the open positions. The federal government's recent immigrant policy and program changes are encouraging for employers. They need faster processing times to fill the shortages as quickly as possible. Pre-arrival credentials assessments are also a good step.

Immigrants are playing a key role in building the labour force and filling vacancies across the country and employers are also seeking more foreign-trained workers. While the Temporary Foreign Worker program is demand-driven and intended to serve employers' needs, many businesses need permanent employees, and their processing many take considerably longer (one year compared to several weeks, we have heard).

³ "Welcome to America - Which countries have naturalised the most immigrants over the past decade?" *The Economist*. June 27, 2012. Available in the online edition.

EI reform is complex and slow

The complexity of the skills issue becomes greater when social policies are considered. Seasonal workers may be content with six months of work, if employment insurance provides substantial support for the remainder of the year. And as we have seen, some communities rely on seasonal workers who are available only because of the EI program. The government is willing to reform EI to reduce the disincentives to work and mobility. The changes announced in May 2012 are a step in the right direction, but it will take time for these changes to be fully implemented in respect of seasonal workers.

The reality is we need workers: we cannot afford to have able-bodied people not working.

What skills do employers need most?

Based on our consultations in major cities across the country, the lack of skilled workers is affecting most sectors and regions. It seems that in virtually every occupation group there is a shortage at some point in some part of the country. Workers cannot find jobs and employers cannot find the workers that they need.

It's not just the high-demand occupations that are affected. The demand for workers (high or low skilled) is drawing them away from bookstores and barbershops. In St. John's, for example, a pizza chain cannot expand because of the lack of staff.

Engineers, people with technical skills or trades and IT professionals were the top positions or skills that are difficult to find, according to a Gandalf Group survey of C-suite executives in March 2012. We heard the same from members.

Some examples of skills shortages:

- **Agricultureⁱ**: 90,000 additional workers required by 2013
- **Constructionⁱⁱ**: 219,000 retiring workers 2012 – 2020
- **ECO Canadaⁱⁱⁱ**: 100,483 environmental workers in the next 10 years to replace retiring workers
- **Electricity^{iv}**: 45,000 new skilled workers required by 2016 (almost half of the existing workforce)
- **Food Processing^v**: 13% (32,500) of workers in this industry will be retiring by 2115. At least 21,500 needed in the period
- **ICT^{vi}**: 106,000 in the next 5 years
- **Mining^{vii}**: About 81,000 needed in the next decade
- **Petroleum^{viii}**: At least 15,000 new workers over the next four years (2012 - 2015)
- **Printing^{ix}**: 41% of the industry's labour force is nearing, or has passed, the age of early retirement
- **Supply Chain^x**: 27,000 current vacancies , with an additional need for 60,000 employees annually
- **Tourism^{xi}**: 114,000 unfilled jobs in 2020 and by 2030, 10.7% of labour demand (228,000 jobs) could go unfilled
- **Trucking^{xii}**: 2012-2017; projected workforce growth will be 199,800

i Canadian Agricultural Human Resource Council
ii Construction Sector Council
iii Environmental Careers Organization of Canada
iv Electricity Sector Council
v Food Processing HR Council
vi Information and Communications Technology Council

vii Mining Industry Human Resources Council
viii Petroleum Human Resources Council of Canada
ix Canadian Printing Industries Sector Council
x Canadian Supply Chain Sector Council
xi Canadian Tourism Human Resource Council
xii Canadian Trucking Human Resources Council

Members also told us we need more productive workers and both employers and workers will need to pursue continuous learning and skills upgrading throughout their working lives.

Better matching of education with employment

What we have heard from businesses across the country is that there is a dismaying gap: we have high levels of education, but there is high unemployment for young people. Employers told us we need to match skills with needs and to use the labour force more efficiently.

We must start by better aligning the needs of employers with post-secondary educational institutions' programs and intake levels. The first step, we heard, is to help connect more colleges and universities with local chambers and their members. We have best practices to inspire and guide us to improve the dialogue between educators and employers.

Training and mobility challenges

There is a huge difficulty in attracting workers to the skilled trades. One way to address this issue is to raise awareness of apprenticeships among employers.

We heard of positive initiatives where large companies require suppliers to meet apprenticeship quotas, as a business incentive for employers to hire apprentices.

Labour mobility within Canada is hampered. We have been partitioning our domestic market. There are direct regulatory impediments to letting workers relocate to where the demand is. We heard about the need to remove the differences in accreditation across provinces, if possible, and to encourage the recognition of accreditation across provinces (as the Red Seal program does).

Going forward from report to action

Thank you to all the participants and chambers who shared their insights and advice with us in a real-time experience. Very few organizations could match the scope of the Canadian Chamber network; our exercise may be unique in that respect.

Our power is derived from our members, who are a tremendous asset for policy discussion and development. How do we lever this power in the year to come to resolve the skills crisis?

Certainly, key issues emerged for action by the Canadian Chamber and the network. I see huge opportunity for local chambers to improve employer-educator relations to address the supply-demand imbalance, and I look forward to our members taking this initiative in their cities and communities. In Ottawa, I will be particularly engaged in Canada's immigration strategy. I will also do all I can to encourage a desperately needed improvement in education for Aboriginal peoples.

Together, we will require coordinated action to support business initiatives that improve the productivity of our workforce. This issue covers the lack of essential skills, the need to cultivate continuous learning and the requirement for employers to invest more in their workforces. It is especially challenging for small- and medium-sized firms, to which we will give particular attention. It may also take a generation for us to realize all the benefits of our investment.

The skills shortage is becoming one of the great challenges facing Canada. We will all need to confront it. The solution will be a toolbox with a range of instruments; no one instrument can solve the entire problem. We will work with our members and stakeholders, engage with governments and show business leadership as we act on this critical issue for Canada's future.



*The Hon. Perrin Beatty,
President and CEO, The Canadian Chamber of Commerce*

ACKNOWLEDGMENTS

Thank you to all the participants who attended the Canadian Chamber's roundtables and special thanks to the local Chambers and Boards of Trade who hosted their own roundtables and to their members who participated. We appreciate your contributions.

The Honourable Perrin Beatty

CONSULTATION PROCESS

The Canadian Chamber of Commerce's consultation process on the skills issue has involved its members and the members of its local chamber of commerce members across the country.

In the first half of 2012, the Canadian Chamber and various local chambers and boards of trade hosted roundtables with their members and other stakeholders; chambers and their members participated in online surveys and skills webinars produced by the Canadian Chamber; and provincial and local chambers contributed "best practices" and shared their insights throughout this learning phase of the project.

The skills agenda is broad with many players, including chambers that have already been engaged in the issue for several years. The chamber network

offers the Canadian Chamber enormous advantages because of the work that has already been done; because the issue touches all regions; and because the network gives it multiple touch-points for information from the grassroots up.

This report reflects the input that the Canadian Chamber received from its project sponsors and from its chamber, corporate and association members. Staff took notes at the roundtables; sessions were not recorded. The report does not capture every point made, but reflects the range of comment and overall tone.

For a list of participants at the roundtables, please see Appendix C.

Skills consultations 2012

March 8	CCC Association-member Roundtable Ottawa
March 15	CCC Corporate-member Roundtable Calgary
March 15	Calgary Chamber of Commerce Roundtable Calgary
March 22	Canada's North Project Roundtable Whitehorse
April 24	Canada's North Project Roundtable Yellowknife
May 3	CCC Corporate-member Roundtable Toronto
May 9	Canada's North Project Roundtable Iqaluit
May 9	CCC Corporate-member and Chamber Roundtable Winnipeg
May 9	Winnipeg Chamber of Commerce Roundtable Winnipeg
May 10	CCC Corporate-member Roundtable Saskatoon
May 11	St. John's Board of Trade St. John's
May 23	CCC Corporate-member Roundtable Vancouver
May 24	CCC Corporate-member Roundtable Edmonton
June 5	Mississauga Board of Trade Roundtable Mississauga
June 5	CCC Corporate-member and Chamber Roundtable Mississauga
June 6	CCC Corporate-member and Chamber Roundtables Waterloo
June 6	Greater Kitchener-Waterloo Chamber of Commerce Roundtable Waterloo
June 8	Northwest Territories Chamber of Commerce Yellowknife
June 15	Norman Wells and District Chamber of Commerce Norman Wells, NWT
June 20	Edmonton Chamber of Commerce Edmonton
June 21	CCC Corporate-member Roundtable Ottawa
June 22	CCC Corporate-member Roundtable Montreal

ALBERTA

There is no denying that Alberta needs more skilled workers more acutely than elsewhere in Canada. Oil sands development is driving employment growth in the province and the rest of Canada is benefitting too.⁴ Alberta has attracted thousands of skilled workers from outside the province. Additionally, 23% of oil sands-related employment is outside Alberta, with Ontario and British Columbia garnering 7% and 6% respectively of the Canadian employment.⁵

While Fort McMurray is exceptional in its demands for skilled labour and highly skilled workers, many of its challenges are evident in other communities and cities too.

Skills shortages and retention

“We are underestimating the skills and labour shortages,” said Dr. Glenn Feltham, President and CEO of the Northern Alberta Institute of Technology (NAIT). “The government of Alberta has estimated that there will be a skills shortage of over 114,000 openings over the next 10 years, primarily in trades, science and technology, health care and business. But what we are hearing from industry leads us to believe the shortage in Alberta will be far greater,” he said.

NAIT is receiving increasingly higher numbers of applicants, relative to admissions. “This is a strong indicator of current demand and the skills and labour shortages to come,” said Dr. Feltham.

Retention challenges are keenly felt among employers in the oil sands. One participant reported an 87% turnover rate in downtown Calgary and 30% or higher in the field. Another employer said that

70% of their employees have been with the company for less than two years, and they have to hire 1,300 employees to keep 200.

While participants cited the need to attract and keep good people, they said that gaining loyalty is a challenge. Retention and investing in people are key, they agreed. Yet, as a vice president of one of the largest employers said, “We fight over a heavy duty mechanic, but instead we should be growing more mechanics.”

Skilled trades

Industry and post-secondary education need to play a larger role in growing the skilled trades talent pool. The Canadian Chamber could position trades as a valuable vocation, a participant suggested. “There is a stigmatism over the trades, and there are parents’ views too,” said a participant. “We need to get away from the bias that you are a failure if you are not a lawyer or an accountant,” another participant added.

Among the ideas to prime the trades pump: attract people while they are young by promoting skilled trades jobs in schools; invest in facilities to provide shop training; and support initiatives for youth in school, suggested participants. A company with 50-year-old linesmen designed a program for schools to show students that a linesman’s career offered good money.

Skills Canada conducts a national competition that showcases the trades and occupations which have too often been treated as second class. Calgary was the host in 2009, which was reportedly the second largest event hosted in the city.

⁴ Approximately 253 Ontario-based companies and 45 Quebec companies are among the suppliers to Canadian oil sands and pipeline companies between 2005-12, according to the Canadian Association of Petroleum Producers.

⁵ Government of Alberta. “Alberta’s oil sands: Economic Activity in Alberta and Canada.” Available at the website: <http://oilsands.alberta.ca/economicinvestment.html>

The trades are the misunderstood side of post-secondary education, however, and Dr. Feltham made the case for different solutions. “We stigmatize the trades in part due to how we have structured education in the trades,” he said. He made the following four points: (1) we are entirely cyclical with our apprentice training; when we need apprentices most, they are in school, and when demand is low they become unemployed and are not eligible to attend school; (2) we need to provide pathways for tradespeople who want to move into supervisory and management positions to earn degrees; (3) the trades curricula should focus on best practice and emerging best practice, which would then be taken into industry; and (4) our perception of trades needs to be enhanced; consider the difference in the perception of trades in continental Europe compared to Canada.

Alberta and Canada are not alone in facing a skilled trades shortage. Participants noted the Australian government’s campaign to attract immigrants with skilled trades and the state of Queensland government’s program to encourage “women in hard hats.”

Apprenticeship and accreditation

Accreditation is a key issue in the skilled trades. The problem is that people think they can get a high-paying job. They come to Alberta without Red Seal accreditation and then they cannot get accredited easily, explained a participant.

“We need to do a better job at getting people’s qualifications assessed before people become mobile,” said an industry observer. He added that we need to get the message out that you shouldn’t come to Alberta unless you have training. The Canadian Chamber has to do more about inter-provincial labour mobility and accreditation fits in here, he added.

Accreditation is done provincially which can create barriers to mobility. However, the Red Seal accreditation is the answer for construction and the trades to allow for mobility, said one participant. If there is pushback to the Red Seal program, people will think that is protectionism, he added.

“We need to sell and advertise the apprentice programs,” said a participant. “Alberta probably has the best apprenticeship program in the world.”

Alberta is home to proportionately more of Canada’s apprenticeships (20%) and of Canada’s Red Seals (30%) than its population.⁶ The oil sands are a “global classroom,” said a participant. Alberta is the most successful of any province in terms of its training, said another participant. It takes a neutral approach; government does the training, not contractors, he added. Alberta Apprenticeship and Industry Training (AIT) accepts apprentices at the same level in the system when they come from other provinces. One participant said he’d like to see the Alberta system in Ontario, to get training as similar as possible.

When it comes to accreditation in the trades, only one in five eligible employers actually participates in trades apprenticeships, according to the Canadian Apprenticeship Forum. Many employers opt not to use the financial support for apprenticeships because they lack the time.

There are ways to change behaviour in the market, however. Syncrude, for example, requires that the employees of its contractors be 25% to 30% apprentices. With firms of Syncrude’s size, that approach can have a profound impact and offers a model for others, said a participant.



For smaller companies, competition can hurt efforts to offer apprenticeships. One small independently owned operation in Red Deer has had an apprenticeship program since 1963. “How do you get people to support apprenticeships?” asked the owner, who lost three journeymen in 2012 by the spring and loses between five and 10 people each year.

Money does matter to potential apprentices, said another participant. “When Grade 12 graduates can make \$70,000 to \$80,000 driving a dump truck, they are not going to be as receptive about going into an apprenticeship program.”

Essential skills

Essential skills include reading, writing, math as well as critical thinking skills and team-based interactions, explained Janet Lane, Executive Director of Literacy Alberta. Companies have to train and retrain employees who are graduating from high school without the necessary essential skills, she said.

An employer of apprentices said he hires Grade 12 graduates now, but those graduates may only have a Grade 9 reading level, and they can’t do calculations such as Pascal’s law.

“All the solutions to the problem (of the skills shortage) are not solutions without addressing the underlying essential skills issue,” said Lane. “If we increase literacy rates, then we can raise the productivity rate. Those skills are not taught in apprenticeship programs and 40% of the population doesn’t have enough of them.”

Education

The high school dropout rate is highest in Alberta, and Calgary has the lowest high school graduation rates in Alberta.⁷ “How do we get every student to graduate?” asked an executive. “We have done a poor job of making high school relevant to getting into these sectors and lines of work in the oil sands,” said another participant.

High school visitors can have an impact on young people’s education and their careers. A participant mentioned that his daughter liked math and that a visitor in high school got her excited about the careers you could pursue. She is now a graduate student in geophysics.

Research on post-secondary education provides a “best practice” finding in terms of feeding a tight labour market: educate professionals where there are needs and they will stay there because 85% of students stay put after their education; they weave their lives there, explained a business consultant.

Immigration

“We have saturated the Canadian market,” said an executive. “We have reconciled that temporary foreign workers are necessary. But it is only a band-aid.”

For a company that has a 15% turnover rate, it relies on immigration to solve that problem, said a participant whose company has 1,000 immigrants from 45 countries and is looking to hire thousands more.

“Believe us when we tell government that we need more foreign workers,” said a participant.

The points system for immigration is not resulting in bringing in the right people where the needs are greatest, said another participant. Of the 200,000 immigrants, an estimated 600 were in construction. “We are not bringing in the right people. We need the federal government to change this approach.”

It was suggested that schools abroad offer supplemental education before immigrants come to Canada. “We need to find deficiencies before immigrants get on the plane to come to Canada,” said a participant.

⁶ Ibid.

⁷ Alberta School Boards Association. *Improving High School Completion: Alberta School Board Perspective*. June 2010.

Fort McMurray has about 74,000 residents who come from 127 different countries and speak 69 different languages. Ken Chapman, Executive Director of the regionally based Oil Sands Developers Group said,

“With that diversity in Fort McMurray, at best we have a petri dish to grow a 21st century model for a globalized culture or, at worst, just the largest truck stop on the planet.”

Government needs to develop supports for immigrants to stay, to bring family and to grow their careers, said participants. “We cannot lose them. We need to recognize credentials,” said an employer. “How do we help immigrants whose résumés may be different? We need training for employers to take advantage of immigrants where they are not bound by credential recognition,” he added.

“With the Temporary Foreign Worker program, we lag behind other countries,” the same employer said. “We saw Australia recruit very successfully. We are competing internationally and falling behind.”

The accelerated labour market opinion (A-LMO) is a positive step to reduce the timeframe for processing temporary foreign worker applications. “With immigration, we want to turn temporary workers into permanent residents,” said a participant. (The Canadian Experience Class program permits this transition.)

The government will react more when motivated by public opinion on how Canadians see an issue, said a participant. On immigration, one of the biggest perceptions is that immigrants “steal jobs,” she added.

Business sees immigrants fundamentally differently from others, however. “We see immigrants as a tool for growth,” said a participant.

Aboriginal workforce development

First Nations’ participation is very good in Alberta in the energy sector, a participant said. Syncrude is a leader. Fort McMurray has First Nations-owned companies operating in the industry. “The real challenge culturally and experientially is to get young people to take their apprenticeship ticket,” said a participant. “It is a big adjustment for them to leave the reserves and move into the big cities.”

“We invest in people, others do too, and they stay,” said an industry executive. “We have to get very good at making them stay.”

For companies with locations in Northern B.C. and Alberta, where there are First Nations youth population and unemployment, it makes sense to attract First Nations people to work near where they live, said a participant. Many non-Aboriginal employees ask, “When can I move back South?”

A different partnership is required with First Nations, and it has changed from what it was, said a Calgary participant. For example, there are now pipeline installers from First Nations communities. “Show them the work that is there and get support from northern colleges,” he said.

“Truly successful companies are those that partner and invest in a First Nation,” said another participant. “There needs to be governance in place. Pick the right partners and invest the right way.”

For Aboriginal workers, one company is trying to get a construction careers program with post-secondary institutions. Saskatchewan already has a successful Aboriginal construction careers program, said a participant.

The experience with First Nations has been a mixed story for another participant’s company. The company has had success doing business with First Nations, but not as much success with employees on the mill floor. The question is how to attract and retain employees in smaller communities, he added.



Aboriginal education

The Aboriginal population must face the education problem, more so than the jobs problem, said a participant. “That is a root cause problem, and it is huge in the West. We need to take care of fundamental social issues that they face before dealing with skills,” he said.

The Canadian Chamber could be a voice for change on the issue of Aboriginal education, said a participant. The tri-partite model suggests that First Nations youth be educated by the province, as agreed to by First Nations, and funded by the federal government.

“Education is sorely lacking on and off reserves,” said a career and training executive. She sees the fall-out at her Aboriginal centre in Calgary where there are high school dropouts. “It is an urban and a reserve issue. We are not providing welcoming environments.” There is also an underlying issue with Aboriginal parents who may not value education as a result of their residential school experiences, she explained. Apparently, 80% of the success in completing high school is due to parents’ influence, she added.

A longer-term strategy must encourage Aboriginal youth to graduate from high school, including in math and sciences. In junior high school, they should be exposed to careers like engineering and develop the expectation that Aboriginal youth should stay in school. The Lloydminster Chamber of Commerce members mentor Métis and First Nations youth coming out of school and entering the workforce, said a participant.

Trade Winds to Success is a pre-apprenticeship training program in Edmonton and Calgary. It is designed to put Aboriginal people to work in the trades, but awareness appears to be limited to the industry, said participants. There was a suggestion that the program be monitored to confirm and

replicate its success. Other participants wondered if potentially too much focus is on the trades and whether there should be consideration of unskilled, semi-skilled and other skilled labour.

Participants also recommended ensuring long-term success by engaging community stakeholders and not extending long-term reliance on government-funded programs.

Women in the workforce

“How do we keep women in the workforce?” asked a participant. An example of a best practice is Deloitte which offers a flexible career path where women, who were away on maternity leave, can come back or go on a slower track, as a way to retain women, he said.

At NAIT, they are seeing a shift of women into the trades. There are six women of the 24 in a welding program. “If Aboriginal women can work in trades, stay in a community and look after their family, that is very compelling for them,” said Dr. Feltham.

Older workers

In terms of older workers, one participant suggested tax incentives for getting people to continue to work, while another recommended reducing the disincentives such as the clawback on the Old Age Security.

A multi-generational workplace where the mature worker provides knowledge, experience and history and the younger generations provide technical expertise is important, according to a participant. However, there was a general consensus that technology is a barrier.

Lifelong learning is crucial to creating an all-inclusive workplace for older workers. It helps to keep mature workers engaged and learning, and they may play a role in teaching, said a participant.

Labour market information⁸

Every owner-operator should get the best market intelligence to look over the next five years and run the data on a quarterly basis, said a participant. He said he was four months late on his company’s predictions. He was not sure how educators keep on top of market forecasts.

“We have to do a better job of telling educators what we need,” he said. “We need a Canadian database to lock down everyone’s requirements. Then educators would have an idea of what we need in 2016.”

“In Alberta, eight boilermakers graduated, but 200 were needed last year,” he added.

If employers could contribute information and share it, using the technology or tools, but without having to fill out surveys, the database would be great, said another industry executive. “Then we could integrate schools into the data system,” he suggested.

Sector councils have been valuable as sources of data and means to share information, noted a participant. “Sharing information is not easy among competitors; sector councils are uniquely positioned to do that.”

“It would be a great goal for the country to have strategic data,” said another participant. “The sector councils slice things differently from government.”

There was discussion about how people find out about jobs in the sector and about the fact they may not know where to look. The website CareersinOilandGas.com launched a job board in February 2012, said Cheryl Knight, Executive Director of the Petroleum Human Resources Council of Canada.

Energy sector

The oil sands are a national resource, said one industry executive. “Everyone can get business from the oil sands,” he said. “Why not Ontario? The Germans and the Koreans are there. What we do in Alberta is very exportable.”

There is a lack of understanding of the economy in the West, other participants noted, including the fact that it is technologically and science-based. There needs to be better communication and awareness.

⁸ The Advisory Panel on Labour Market Information made recommendations for improving the LMI system in Canada in its 2009 report. Chaired by Don Drummond, the panel included Ken Kobly, President and CEO of the Alberta Chambers of Commerce.

“Resource development adds 62% to the GDP in Alberta, and potentially, it could add a total of \$700 billion in incremental GDP in the next 10 years,” said Brad Anderson, Executive Director, Alberta Chamber of Resources.⁹ Over the past 40 years, it has taken approximately \$2 billion in research to develop the oil sands, he said.¹⁰

“There is a GDP bonus or an opportunity cost if we are short of people and lose out on the incremental GDP. There will be a cost to the national economy.”¹¹

“This is Canada’s project, not just Alberta’s or Ontario’s,” said a participant. “It is not a sectoral issue. It affects all of the Canadian economy.”

There are issues that are unique to Alberta, participants noted. Fort McMurray’s economic development is solely energy-related. There is a hollowing out of the non-energy related industries and a lack of social infrastructure to sustain the growth. There are about 74,000 people in the community but only one dry cleaner, for example, said another participant.

Federal leadership

“The skills issue and shortage is a federal responsibility even if it is not federal jurisdiction,” said a Calgary lawyer. “The feds need to show leadership.”

An association executive said he was very encouraged by what he has heard from the federal ministers for immigration and for human resources and skills development. “We need to say, ‘Thanks’,”

he said. “We need to acknowledge that business, more than government, needs to do more. In taking a national approach, we need to raise skills across the country, but the reality in the energy sector is different,” he added.

Industry leadership

Coordination is needed across the file, said an industry executive. “There is a lot of cost and effort (in addressing this issue), but we are not seeing enough of a return.”

There is a proliferation of organizations playing on the labour file, observed another executive. A politician would say there are too many, she said, adding that her company is involved in 15 organizations. “We need a better understanding of the proliferation and some cohesion,” she said. “The Chamber could play a lead role in trying to understand and then get cohesion to reduce the numbers. We need one point for credible info. The Chamber has its grassroots input.”

The Alberta Coalition on Labour Shortages, which launched on March 1, 2012, is an example of coordination with 19 member organizations covering the energy and non-energy sectors. “There are skills and expertise across Canada, but we are still short the capacity and skilled workers are needed,” said Tim Shipton, a spokesman for the coalition and President and CEO of Alberta Enterprise Group.

Small initiatives matter, too, in showing leadership, said a participant. A mining school was about to close down even though it was considered the best school of its kind in the world, he said. Fortunately, industry players made a commitment to hire graduates, strategically, rather than cut back in bad times. The school remained open as a result.

9 Alberta Chamber of Resources. *Task Force on Resource Development and the Economy*. 2011. Available at: www.acr-alberta.com/TaskForceReports/tabid/206/Default.aspx

10 The \$2 billion estimate is based on investments by the public and private sectors. The public sector research funding started in 1974 with the creation of a provincial Crown corporation, Alberta Oil Sands Technology and Research Authority (AOSTRA).

11 The government of Alberta estimates that \$8 worth of economic activity is generated for every dollar invested in the oil sands and one-third of that economic activity occurs outside Alberta. Source: Government of Alberta. “Alberta’s oil sands: Economic Activity in Alberta and Canada.” Available at the website: <http://oilsands.alberta.ca/economicinvestment.html>

PRAIRIES – MANITOBA AND SASKATCHEWAN

Saskatchewan and Manitoba have featured solid economic growth in recent years, and immigration has proved a lifeline to fuelling that growth. With its strong and diversified commodities-based economy, Saskatchewan will need another 75,000 to 90,000 people in the next five to 10 years.¹² Employment growth in the province in 2013-14 is forecast to be second only to Alberta's.¹³

Manitoba has the third-lowest unemployment rate after Alberta and Saskatchewan. Population growth has come from immigration with the successful Provincial Nominee Program (PNP) the source of 80% of new immigrants to Manitoba last year.¹⁴ Business in both provinces is also tapping into the First Nations and Métis populations to develop a workforce.

"One size does not fit all," said participants in Saskatchewan and Manitoba. "What happens here is different than in Ontario...We need to look at community-based solutions...We need to tailor to communities...There is no national solution...A lot of the solutions are here."

Immigration

In Manitoba and Saskatchewan, employers are aware and proud of the history of immigrants in their provinces. "Winnipeg was built on immigrants," said one participant. The immigrant pool has helped a major retailer when it could not find Canadians to fill positions. Its workforce includes Russians, Eastern Europeans and South Asians, among others. For a manufacturing business seeking welders, immigrants have been the answer to a tight local labour force.

"We lost the (Canadian-born) young men to Alberta 10 years ago," said the participant. "Throughout Manitoba, it is hard to get welders because they are in the oil industry." As a result, his workforce now encompasses 14 nationalities.

The community-based, demand-driven approach to immigration has worked well in Manitoba. Take the examples of Winkler and Steinbach where the Mennonite communities asked themselves: What do we need in terms of skills? The communities succeeded in attracting immigrants and ensuring they felt welcomed, said participants.

Manitoba's Provincial Nominee Program is a model success story for attracting foreign workers.¹⁵ The province's population was small enough to get the right people around the table, but large enough to attract resources when the program began, explained a participant. The feeling was that Manitoba had the opportunity to grow, but it was not getting sufficient intake of immigrants. Manitoba was one of the first PNPs featuring the subscriber role of businesses and communities that ensured immigration was demand-driven.

Manitoba's PNP also took a variety of approaches. "What worked for agriculture in Southern Manitoba was not the same as for the garment industry in Winnipeg," said a participant. "We are at risk in some ways if we move to a one-size-fits-all approach to immigration. We risk losing some of the regional success stories. We need various doorways and a range of solutions."

Immigrant communities can grow with newcomers' success, and employers want permanent residents.

12 Government of Saskatchewan. "Skilled Trades Week Highlights Stable, Rewarding Career." News release. June 4, 2012.

13 TD Economics. *A Little Less Growth for All Provinces. Provincial Economic Forecast*. July 9, 2012, p. 6. Available online at: www.td.com/economics/analysis/forecasts/forecasts.jsp

14 Ibid, p. 7

15 The Provincial Nominee Program (PNP) allows individual provinces to nominate foreign workers to be considered for permanent residency by Citizenship and Immigration Canada which also determines the maximum admissions per province per year.

“The Filipino community grew because a few were here (in Winnipeg) already and that created a snowball effect,” said a participant. “Look at the attachments that make things work.”

The province of Saskatchewan led a recruitment drive to Ireland this spring which was very effective. There was a delegation of 27 businesses to Dublin and Cork. About 20,000 people turned out and job offers were made on the spot. The immigration paperwork was handled immediately because government officials were there.

“People went in March and new employees arrived in May in Saskatchewan,” said John Hopkins, CEO at the Regina and District Chamber of Commerce. A total of 285 people immigrated. The question now is whether Saskatchewan should look at a labour mobility agreement with Ireland, he said, noting that Quebec has an agreement with France. “Saskatchewan should be in charge of immigration admissions,” he added. “If we want 400,000, why is Ottawa capping us at 4,000 (via the PNP)?”

“The genius of the PNP is that the provinces brought in business and communities,” said a participant. “They found a mechanism to usefully bring all the people involved together. They got grassroots organizations connected and community involvement.”

An employer in Saskatoon is taking advantage of an exchange program for graduates who can be hired as interns for 18 months. He has placed highly qualified mechanical engineers from Ireland and Romania. Two of them want to stay, and his company will make an offer.

There are frustrations with the immigration system, including the lack of a Citizenship and Immigration Canada (CIC) office in the Prairies, since the processing has been centralized in Vancouver and a few other locations. For others, it is CIC’s

requirement that employers offer salaries which seem out of sync with the local labour market.

Small employers in remote communities face their own challenges with the immigration system. Take the case of a tourism-related business in Churchill, Manitoba, which relies on an international workforce. An Australia woman had been working there for two years, waiting for her permanent residency visa. She was almost turned away when returning to Canada. “There is a lack of accountability at Immigration Canada,” said the employer.

Business should not overlook international students since a very high proportion do not return to their home country. “The business community has not gone to the campuses and said we’d like to meet the international students,” said a participant in Saskatoon. “We need to do that. They have been educated to Canadian standards, speak the language and are here, meaning they have an interest (in staying in Canada).”

Overall participants cite the “amazing immigrant story” in the Prairies where retention rates and incomes are high for immigrants as compared to the past.

Aboriginal peoples’ education

Approximately 25% of the students in Manitoba fall under federal government responsibility as First Nations youth.¹⁶ First Nations receive 60% of the funding on a per capita basis that the provinces receive and spend on provincial non-Aboriginal education.¹⁷ The funding formula has been capped at 2% per year and has not changed since 1996, said a participant in Winnipeg. The First Nations Education Act is coming in 2014. “We need to fix the First Nations education at K-12 levels,” he said. “This is a discriminatory issue.”

16 Manitoba Chambers of Commerce. *First Nations Student Education*. 2012. Available online at: www.mbchamber.mb.ca/2012/06/first-nations-student-education/

17 Ron Sydney Phillips. *The Absentee Minister of Education of Canada: the Canadian Federal Government’s Constitutional Role in First Nations Education*. Montreal: McGill Journal of Education. 2011. Available online at: www.erudit.org/revue/mje/2011/v46/n2/1006437ar.pdf

"It is a \$90 billion issue," said another participant, citing Eric Howe's report, *Bridging the Aboriginal Education Gap in Saskatchewan*.¹⁸ (The report says that the total social benefit of bridging the education gap is \$90 billion.)

"The biggest payback is investing in K-12 education," said a participant. "Once they are employed, you will see education attainment rise. It happens to every population, including immigrants. It is not a short-term fix, however."

The federal government "dabbles in education" and "is failing at it drastically," said another participant. "It concentrates on input and usage, and there is no focus on outcomes. The First Nations get the second, third and fourth picks of educators," he added. "The provinces have all the good educators."

Despite the high number of young Aboriginal males of working age, one employer doesn't employ any because their education does not encourage entry into manufacturing. "Reading a tape measure and reading an instruction manual are basic skills that they don't have," he said.

There is a lack of sciences, basic physics, chemistry and biology in high school. "The opportunity is great (for Aboriginal youth), but they have to start early through the education system," said the participant.

The University of Winnipeg is on the front line of the Aboriginal education issue, according to its President and Vice Chancellor, Lloyd Axworthy. There is a 50% dropout rate at Grade 9 among Aboriginal youth in Manitoba.¹⁹ The university has a range of initiatives including a downtown drop-in centre with computers where 2,000 Aboriginal students come each month. They can train on computers between 4 p.m. and 8 p.m. in a university location. "There is no graffiti on the walls anymore; they claim it as their place," said Dr. Axworthy.



Through the university's Opportunity Fund (and without government funding), there are 30 schools and five First Nations educational systems that identify youth and offer them the ability to earn tuition credits. They earn credit for various actions or achievements and the credit goes into their account. They earn by staying in school and achieving passing grades. There is an impact on their peer group. There are 220 youth registered, which is all that the fund can afford at present, according to Dr. Axworthy.

"There is an appetite for learning, but not enough to overcome the barriers (that Aboriginal youth face)," said Dr. Axworthy.

In Regina, there is a privately funded program where a school works one-on-one with Aboriginal youth. "Give them consistency by getting them into schools, by picking them up and feeding them and improving the student-teacher ratio," said a participant. "You need to give them an advantage to get them to school."

¹⁸ Howe, Eric. *Bridging the Aboriginal Education Gap in Saskatchewan*. Saskatoon: Gabriel Dumont Institute. 2011. Available online at: www.gdins.org/ckfinder/userfiles/files/Bridging_AbEduGap_GDI_final.pdf

¹⁹ Mendelson, Michael. *Improving Primary and Secondary Education on Reserves in Canada*. Caledon Institute of Social Policy. October 2006.

Aboriginal workforce development

“We keep trying to put Aboriginal people in a mainstream system, with limited success so far,” said a participant who identified her background as First Nations. In urban settings, one should not assume that Aboriginal people are okay, she said. “Immigrants get settlement help, but it can be a culture shock for people from reserves too.”

One large company relocated a distribution centre in Winnipeg and set a target to hire a certain percentage from the Aboriginal population, said an executive. That approach would be hard to replicate in other companies in the city, since the company was offering opening entry points, he said.

At another roundtable, a small business owner said he lost two Aboriginal workers to a larger firm to meet its quota. The real issue is that organizations are robbing one another of Aboriginal workers, said another participant. “Retention is very difficult,” he said.

The median age of Aboriginal peoples is 20 years old, noted a participant.²⁰ If companies are shooting for 13% to 14% of their workforce to be Aboriginal people, that is too high a quota. A range of 6% to 8% of the workforce is appropriate, he said. “Companies will be robbing from others (to meet the higher quota) which creates a bad environment,” he said.

How do we ensure Aboriginal people enter the workforce? The best approach is in cooperation with the business community, said a participant in Winnipeg.

A company with a skilled trades focus and a commitment to Aboriginal workers has had to adjust its hiring requirements, explained a participant. It has a 50% turnover rate in a community in northern Manitoba. “The Aboriginal workers that we hire locally stay, compared to out-of-town workers,” said the participant. Since the people hired by his company must be with a trades union, there is a three-way conversation between organized labour, government and the company.

Another participant shared a success story in Northwestern B.C. between the mining industry and the First Nations communities there. A partnership across industry, federal and provincial governments and the college resulted in training programs to address cultural and social aspects, with the student as the starting point. 76% of the graduates are Aboriginal peoples, and the majority are working in mining.

For Manitoba Hydro, there is a shortage in the skilled trades and higher level engineers north of the 53rd parallel. The barrier for Aboriginal youth is that their high school education in math and physics may be inadequate. Recognizing the need to enhance the education locally, Manitoba Hydro is working with the College of the North.

Workplace flexibility, such as the opportunity to job share, would also help, said another participant. Aboriginal people may like to work during the winter, but they may want an unpaid leave from work in the summer during hunting and fishing season.

Training and continuous learning

Employers want employees with essential skills, a willingness to learn and a sense of entrepreneurship. There is a need to incent learning. In Manitoba, there is a payroll tax that hits employers every time they hire. “Pool the resources so that employers can get access,” said a participant. “What about a tax credit against EI premiums for investing in employees?”

“What is worse than training employees and having them leave? Not training them and they stay,” said Ron Koslowsky, Manitoba Vice President, Canadian Manufacturers and Exporters.

The business community can be helpful in taking co-op students and interns who need three to four months’ work experience at minimum. While acknowledging the need for such programs, participants said it is not easy for employers, large, medium or small, to take them on.

20 Statistics Canada. *Median age of population by Aboriginal identity*. 2010 Available online at: www.statcan.gc.ca/pub/89-645-x/2010001/median-age-eng.htm



One company said up to one-third of its employees could be eligible to retire in three to four years' time. The company is focusing on "learning agility," in addition to technical skills. As a result of technology, the nature of many jobs have changed considerably. The ability to learn on the job and to want to learn is critical, said a participant.

In a survey of SMEs, they were asked how they prefer to access training. The answer was: it needs to be just-in-time, address gaps and offer variable access in person and online, explained David Angus, President and CEO, Winnipeg Chamber of Commerce. "As a chamber network, we need to tell the community to invest," he said.

There was discussion of whether to move to a competency-based system which is very controversial, said a participant. Unions do not want anything to do with competencies; they want to keep the trades "whole," she said. Another participant said there is concern about de-skilling the trades and the risk that an employee could not transfer to other employers or tasks if they were bound to a single competency.

Women are more likely to complete their apprenticeship, yet women are under-represented in trades such as plumbing. They are also paid 30% less than men, said a participant.

Education

Break down the silos between community colleges, universities, K-12 and the faculties of education, said a participant. Examples would be the agreements on technical courses, for example, where the colleges could transfer credits from other post-secondary institutions.

Employers and industry should have a constant flow of exchange, and more co-ops and mentoring, said another participant. "Colleges and universities have to change their curriculum."

"Saskatchewan does not have an overall program to match business needs with educational offerings. This leaves us, in many cases, in a mismatch of what students learn and what businesses need. It also leaves people in the difficult position of completing a training program for which there is limited job opportunities," said Steve McLellan, CEO, Saskatchewan Chamber of Commerce.

Labour market information

The industry-driven approaches of sector councils work well, but employers want information on supply and employees want information on demand. Unfortunately, there isn't a good solid base of information, said a participant. "What's coming out of the school system and the immigration system?" asked the participant. "There is no good source."

"The aggregation of labour force data does not work," said another participant. "We need to work at the micro level."

BRITISH COLUMBIA

Known for its natural resources and major ports, British Columbia's economy has diversified over the past two decades.²¹ It is now the most service-oriented economy in Canada, partly due to its role as the gateway to the Pacific and because Greater Vancouver is a centre for information and communications technology (ICT) and for film production. While less reliant on the forestry sector, the province's growth has come recently from a construction boom and steady activity in the mining industry.

Training and apprenticeships

The business community, including the forestry, mining and shipping sectors, is constantly saying there is a lack of skilled tradespeople, but companies are not taking on apprentices, said a participant. Their HR strategy seems to be to poach, he said. There are issues for employers considering apprentices: cost is the primary issue since, for the first or second year, an apprentice may not be as productive; and the collective agreements may make it difficult to get apprentices, he said. "It is not a good investment for employers."

"Either we need an employment training tax credit or more upfront training in institutions or to take Alberta's approach (where the government manages the training of apprentices)," said Dr. Don Wright, President of the British Columbia Institute of Technology (BCIT).

This is a critical issue in Dr. Wright's opinion. "It is not about better promotion of the trades; it's about taking a compulsory trades approach (where certain trades require compulsory apprenticeship training) like in Alberta." His observation is that a lot of young people are interested but cannot find the pathways into apprenticeships. "There is classroom and work training; it is not either/or. It is not about competencies which are narrowly defined. That is not good for young people who won't have a lot of options going forward."

"Germany's apprenticeship system hasn't kept them from succeeding," observed another participant. "We need an incentive for employers to keep apprentices. For the last 20 years, we have heard the same refrain...Now we need to do something drastic."

Participants agreed that more workplace training is needed, but many SME owners are too busy and should send employees out for training.

Skills shortage

In some sectors there is competition for engineers, while other sectors are coping with attrition, replacing the workforce and ensuring an acceptance of technology.

For a company hiring longshoremen, where there are many applicants, the challenges are the transition to senior management and the lack of leadership skills.

21 Government of British Columbia. *A Guide to the BC Economy and Labour Market*. Available online at: http://guidetobceconomy.org/bcs_economy/an_introduction.htm

Vision

The lack of vision of “all that Canada can be” and the devolving of federal responsibility was cited by a participant. “There’s a focus on resource extraction, while stepping away from processing,” he said. “There is complacency and a lack of sense of urgency. We are in a global battle with huge stakes at risk,” he said. “(Yet) we do policy analysis rather than have skin in the game.”

“We have to raise awareness (of the skills issue) to get things done,” said Iain Black, President and CEO, Vancouver Board of Trade. “If we don’t put an investment into skills, we will pay for it.”

Immigration

Participants spoke positively about the Provincial Nominee Program, which is “responsive and quick.” B.C. has the second highest PNP levels, said one participant, who added that the federal immigration minister is keeping them fixed.

“We have become a victim of our own success,” said the participant. “It has been a resoundingly successful program.”

An employer agreed that the PNP is very good and said that her top employees are immigrants, including employees from Germany and England.

For long-haul truck drivers, the cost is onerous for SMEs to bring workers in under the Temporary Foreign Worker program, said a participant. “We need to be aligning credentials and doing the preparatory work in the country of origin,” she added.

Prior learning assessment was suggested by another participant. For example, BCIT meets Canadian military personnel in Afghanistan and asks them to explain what they did and what skills they have. “Employers won’t be receptive until they know,” he said. “The cheapest way to fill positions is to look at education credentials.” These assessments provide an alternative.

Interprovincial barriers

On the labour front, it was noted that we are not mobile as a nation. “If we can work on mobility, that would help,” said a participant. “We need labour at the table.”



ONTARIO – GOLDEN HORSESHOE

In the Greater Toronto Area and in Southwestern Ontario – home of auto manufacturing, manufacturing, high technology and agriculture – there is a preoccupation on re-skilling for the future. Employers are concerned about the mismatch between the labour pool and the hiring needs, and they are actively addressing the disconnect. Partnerships and training were among the prevalent themes of the roundtables in Toronto, Mississauga and Waterloo.

Innovation, productivity and business risk aversion

Canada needs a mindset and culture that lends itself to productivity and innovation, said participants in the region.

“Canadian companies are just as profitable as those in the U.S., so why are Canadian companies not investing as much to improve productivity?” asked a participant in Waterloo.²² There is complacency, where profitable Canadian companies are not taking risks, he said. [This attitude is borne out in research by Deloitte.²³] There may be a sense of entitlement and a lack of competitiveness, he said.

“If the overall Canadian competitive mindset were like it is in hockey, where we arrive expecting to win, we would be much better off,” said a Toronto participant.

“We are really Canadian in that we don’t like competition, or we are not prepared to take risks,” said a participant in Mississauga. He said a recent report on innovation noted that regardless of the structure, size and scale of Canadian companies, it is competition that will drive them to innovate.²⁴

Better connections between business and the education system can also foster innovation, said a participant in Toronto. Two good examples were mentioned by participants: the Automotive Centre of Excellence at the University of Ontario Institute of Technology (UOIT), which is being used by General Motors and automotive industry suppliers; and Ryerson University’s Digital Media Zone, a multidisciplinary workspace for research, collaboration and commercialization.

Partnerships

Southwestern Ontario features a case study in how to address the skills challenge. Years ago, John Tibbits identified the priorities and took them to the federal and provincial governments for funding for the Conestoga College Institute of Technology to meet the needs of employers. Windsor had the highest unemployment rate and London had the second-highest rate. Dr. Tibbits made the case that the region didn’t have the skills it needed.

Science and technology

In the information and communication technology (ICT) sector, there is 2% unemployment, a rate which is below the natural level of unemployment, noted Iain Klugman, President and CEO, Communitech. “We need a lot more science and technology graduates. It is almost impossible to have too many,” he said. “We are creating a lot of great talent, and we are leaking a lot.”

The supply side – namely colleges and universities – is not as good on science and technology students, said Conestoga College’s President, Dr. Tibbits.

²² Expert Panel on Business Innovation. *Innovation and Business Strategy: Why Canada Falls Short*.

²³ Deloitte. *The future of productivity: An eight-step game plan for Canada*. 2011.

²⁴ Côté, Marcel and Roger Miller. “Stimulating Innovation: Is Canada Pursuing the Right Policies?” *International Productivity Monitor*. Spring 2012. Centre for the Study of Living Standards.

Firms end up importing talent even though they would rather find more local sources for skills, said a participant in Waterloo.

Klugman believes a tax credit to incent employers to offer co-op placements is a good way to deal with the shortage. "If an individual has experience in this community, they will stay here, research shows," he said. "Once they are in San Diego, it is very difficult to get them back."

The Perimeter Institute for Theoretical Physics is taking an interest in female students in science, technology, engineering and mathematics (STEM) studies in Canada. At the institute, they are pushing toward women comprising 40% of students at the masters level. The institute has attracted 350 of the brightest minds in the world. They are recruiting internationally, and there is a high percentage of Canadians.

International students

International recruitment of students is important to polytechnics, and Conestoga College is taking advantage. Those students can study for a year and then work for a year while in Canada. The college is securing work for them in the oil sands. "The federal government needs to promote this opportunity because international students can make an impact," said a participant.

"How can we compete to keep them here?" asked another participant, who suggested we look at formalizing the relations between educators and the chambers.

"This region is attracting the best in the world," said a Waterloo participant. "In some ways, we have it right. The time is now for Canada. We have a great economy relative to what others are dealing with."

Immigration

"We need to stem the brain drain," said a film industry executive in Toronto. Immigration policy needs to be revamped to allow for better access to international skills, said another participant. "Canada needs a more aggressive approach to international talent recruitment."

An executive lamented the time it takes the federal government to do a labour market opinion for his firm to bring in people with specialized skills. "They need to speed those up," he said. "We don't want to lose a person due to the process."

"We can't offer a job and then ask them to come in 18 months," said another participant. "If you attract one talent magnet, say to the Perimeter Institute, then that one individual will be a magnet for many others."

To open a new centre in Ontario, an ICT firm based in India needed to hire an HR director from abroad. The director's visa was rejected which then delayed the timing and process for the firm to hire the 600 people locally. "I don't see the government acting at the speed that business needs," said the company's country head in Canada.

Recognizing the degrees of foreign-trained people is also a challenge for employers like Stantec Consulting, with 12,000 engineers across Canada. Other participants cited barriers such as the lack of Canadian experience and the fact that a small proportion of engineers need to be licensed in order to stamp drawings. Hiring managers don't know how to hire internationally or how to recognize foreign credentials, said a participant.

This is a pilot to assess credentials overseas before immigrants even come to Canada, said a participant. It is led by the Association of Canadian Community Colleges (ACCC), and the focus is on the skilled trades.

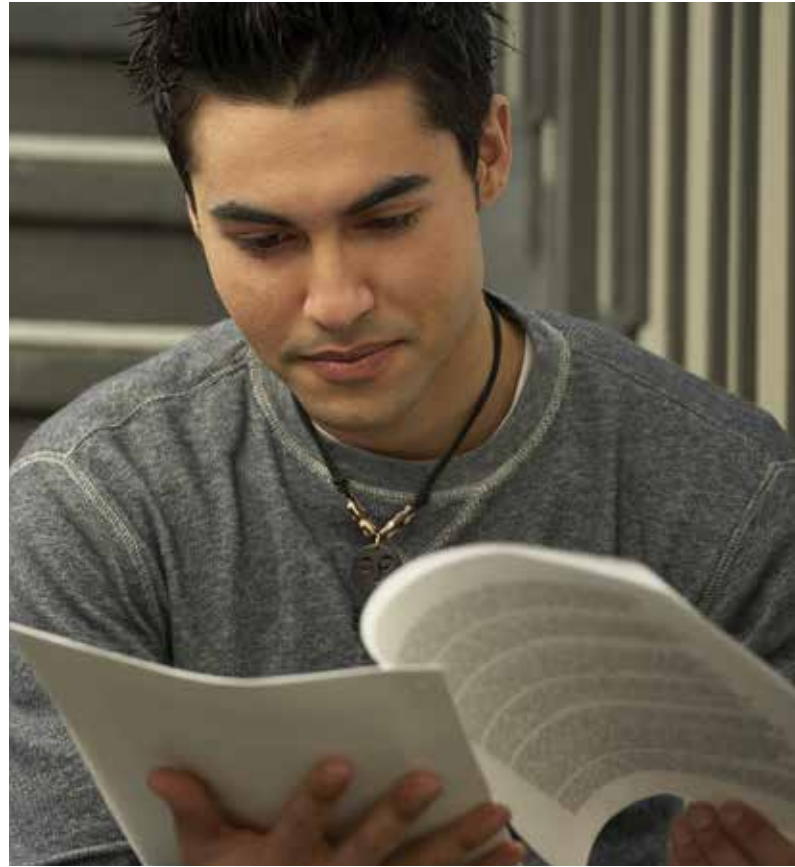
GE publishes the Innovation Barometer, a global survey of executives in 12 countries. Between 80% and 90% of Canadians thought that Canada was innovative, but only 3% of business leaders abroad thought of Canada as innovative, reported Ross Hornby, Vice President, Government Relations and Policy at GE Canada. “That perception could have an impact on our ability to attract highly skilled immigrants.”

New immigrants to Ontario may not be supported well enough, others noted. The fear is that our supply of immigrants will dwindle if our reputation falls.

“There is a disconnect between government and private business regarding immigration policy, and that creates major constraints,” said a participant. What is needed is fast-tracking to be more responsive to employers’ needs; better social integration of foreign workers; and other measures to ensure they will actually stay in Canada for an appropriate period of time, he added.

Citizenship and Immigration Canada should apply its resources toward employers to better connect immigrants and employers and to allow employers to become immigrant-ready, said a participant.

“We are not achieving the numbers of immigrants and minorities in the workplace that we should, and we are not open to it,” said a human resources professional. “Businesses need to take a hard look at their internal cultures.”



Education

On the domestic labour front, there were concerns that high school students may be graduating with no idea or direction or guidance on what they are going to do and how their skills match current labour market needs. “In high schools, colleges, apprenticeships and universities, we need to show the trends in where employment opportunities are,” said a participant in Mississauga.

“We also need to build a culture in high school that applied learning—such as apprenticeships—is valuable,” said an educator in Waterloo.

The University of Waterloo has a group working on literacy and numeracy to bring high school graduates up to speed. “There are high school graduates who can’t write and don’t have math,” said a participant.

Training programs

There was discussion about the number of obstacles for people to enter training programs. With the Second Career program in Ontario, the time between an application and its approval can be between six months and a year, said a participant. “It takes too long for an unemployed person to get into a program,” he said. “They need those opportunities sooner rather than later.”

Applicants may have to take time to decide on a direction, explained a participant. They may not have the necessary fundamental skills. They may need academic upgrading and language training before going into a post-secondary program. One participant’s organization has been waiting over a year for a government decision on a program where employers are engaged and ready to do workplace training.

Older workers and retraining

What about the 55-year-old auto worker who finds himself unemployed and won’t move – what do we do about him? If you cannot turn him into a computer programmer, allow him to retire, suggested a participant.

A community college retrained auto workers whose reading and writing was generally at the Grade 8 level. “Many workers do not have the literacy and numeracy needed for the workforce of the 21st century,” said a participant. “We cannot afford to ignore those workers. The concept of continuous learning has to be a big piece of the answer.”

Labour market and mobility

Legislation to adjust labour laws to open up the market would help employers with field operations where they experience chronic trades shortages in construction, said a participant. “It would be a no-cost solution for government,” he said. “There are barriers for workers to get on a job site.”

In Canada, many workers seem to be averse to moving for employment opportunities. One employer said he cannot persuade masters and PhD graduates in Canada to migrate within the country. Another employer said that despite neighbouring companies’ lay-offs in his region of Southwestern Ontario, his company cannot recruit that workforce. “Where have all these individuals gone?” he asked. “People are not willing to travel the distances to commute due to the quality of life, and the fact it is not convenient.”

National strategy

Canada’s sights need to be set higher, and national goals must be established, according to participants in Toronto. “Canadians are incrementalists; we need to have big visions,” said one participant. Government and business should identify a short list of strengths and competencies and strive to be the best in those areas, he suggested.

The federal government’s approach generally is to reduce taxes and leave the market alone, said a participant in Waterloo. “But the rest of the world is not leaving it alone,” he said.

QUEBEC

As the second largest provincial economy, Quebec has strengths across diverse sectors, from aerospace, advanced technologies and life sciences, to natural resources and hydro-electric power.

The province supports research and development, which complements its highly educated and skilled workforce. In the resource sectors, the government's recently launched Plan Nord will stimulate over \$80 billion in investments over a 25-year period and create or consolidate, on average, 20,000 jobs a year. The new government has a different approach on Plan Nord, but it is in favour of the exploitation of natural resources.

There are critical labour market challenges, however, according to business leaders at a roundtable discussion hosted by the Canadian Chamber in Montreal. Quebec's employers face labour shortages in many sectors. The availability and qualifications of workers will be one of the most challenging issues for economic development of the province in the future. From 2013 to 2030, the number of workers who leave the labour market (mostly for retirement) will be higher than the number of new entrants.

Between 2008 and 2010, the Fédération des chambres de commerce du Québec (FCCQ) launched a survey and held consultations in communities throughout Quebec. Close to 1,000 business representatives and their partners from education and employment services participated in the consultations. The 2010 final report includes facts and recommendations on addressing the labour shortage and is available for review.²⁵ In light of this extensive consultation and resulting report, the FCCQ chose to provide its findings to supplement the Canadian Chamber's initiative rather than conduct a duplicative exercise.

FCCQ recommendations

Françoise Bertrand, President and CEO of the Fédération, commented on a few conclusions of the FCCQ's 2010 report on labour shortages:

- Immigration: We must think out of the box and consider ideas such as temporary immigration. We need skilled workers who speak French and are university or college educated. (Note that the governments of Quebec and France have an agreement on professional credential recognition.) There is also a lack of resources for processing immigrants.
- Training and education: It must focus on the renewal of the workforce. The education system needs new technologies and must provide better training for the 21st century. We must also invest in our system. We need close cooperation between colleges, universities and businesses.
- How do we get out of the EI culture that we have created? Potential employees would rather stay home and collect EI than take a job they don't feel like doing. In Charlevoix, for example, Le Manoir Richelieu had to recruit immigrant workers even though there are many unemployed people in the region. The EI system must to be transformed (gradually) into a system of active participation of unemployed (mostly via training).
- It is also important to encourage experienced workers (55 years old and above) to remain in the labour market a few more years.

²⁵ Fédération des chambres de commerce. *Les penuries de main-d'oeuvre: constats et recommandations. Rapport final*. Septembre 2010. Available online at: www.fccq.ca/grands-dossiers-main-doeuvr.php

Immigration

“We believe that the future is immigration,” said a roundtable participant. “There are simply no short-term solutions out there.” Immigration is not the only solution, but it is an important part of the solution.

In addition, people need to think of working and settling in communities other than Montreal and Quebec City. “What is the government doing in the way of incentives to get immigrants elsewhere, like Sept-Îles?” asked an employer.

Immigrants are usually more entrepreneurial than Canadians, said another participant. Since the immigrant investor program in Quebec is not functioning well, the FCCQ will offer a program to help integrate immigrants’ businesses into the business community via the chambers of commerce.

Training

Businesses are required to reinvest 1% of their revenues into the training of their workforce in Quebec. “Even when it really happens, 1% is simply not enough,” said a participant. There is no federal incentive for internal workforce training programs either, she added. We absolutely need to enhance the capacity of workers to adapt to the changes that occur in the labour market and the global economy.

“We need to improve the quality of the workforce, and we need more training,” said the participant. “But it has to continue throughout a career.”

Bombardier spends thousands of hours annually on the internal training of its workforce. “Many countries can produce airplanes, and they invest millions,” said a company executive. “We have schools and programs in Montreal and Quebec.”



GE Canada’s aviation plant in Bromont is an example of an effective partnership. Based on the company’s relations with the Quebec government and with the technical schools, they have retrained workers to work on robotics. Investment in machinery has been critical, and the result is a very productive plant.

SME challenges

Businesses are smaller on average in Canada than in the U.S., which affects their productivity curve, said a participant.

Small- to medium-size businesses simply do not train their employees, and entrepreneurs may lack skills themselves, said another participant. "They need to be trained to be more effective and efficient."

"We start lots of small businesses but they don't last beyond three to four years without major subsidies," said a participant. We need to develop "training packages" as an answer to common needs for skills development of workers in many small businesses.

While the Quebec government finances several training entities charged with supporting SMEs, there exists no cohesiveness, with each entity acting in isolation and pursuing its own objectives to the detriment of SMEs that are bombarded by offers of service that are difficult to assess.

Employment Insurance

EI is an issue for employers of low-skilled workers, said a participant. There are areas of high unemployment where employers cannot find people. People are simply satisfying EI's "interview" requirement when the company tries to recruit, said an employer.

The CSST (Commission de la santé et de la sécurité du travail) is paying 90% of their salary. "What incentive is there for them to get back to work?" asked a participant. "Government doesn't help here."

Additional observations

Entrepreneurialism: The consensus was that young people do not know about the economy or entrepreneurialism. "We need to get them while they are young," said a participant. "They don't know how a business functions."

Unionization: "Does part of the lack of productivity in Canada come from a culture of 'over-unionization'?" asked a participant.

Mobility: This is part of the solution for regions such as Côte Nord and Bas-St-Laurent and Gaspésie. "People are going to the North for mining," said a participant. "The question is how to encourage fly-in, fly-out mobility."

Aboriginal workers: In the Saguenay region, companies seem to be doing well with First Nations workers. There is a code of conduct for the hunt, for example, for some companies. It is inconceivable that natural resources from the North can be extracted without the participation of First Nations as workers. We must provide them special education and training programs adapted to their conditions of living, so they can pursue the jobs created in their region. This approach is already included in the Plan Nord strategy.

Education: Educational institutions remain reluctant to "bring their training to the workplace," and they are resistant to firmly establishing online courses.

We should strive for better cooperation and formal agreements between educational institutions and private enterprises to conduct dedicated training directly adapted to the needs of the workplace and preferably offered on site, according to the FCCQ's report.

ATLANTIC CANADA

With opportunities come challenges. Newfoundland and Labrador, with its oil production, and Nova Scotia, with its \$25 billion federal shipbuilding contract, have become powerful economic engines. Yet they are challenged to meet the skilled labour needs when they have the slowest growing and oldest populations in the country.²⁶

Labour shortages are an extremely serious problem in Newfoundland and Labrador, where there will be over 70,000 job openings between 2011 and 2020, with attrition accounting for up to 89%.²⁷ In Nova Scotia, contracts related to shipbuilding will create as many as 11,500 direct and indirect jobs during peak production years and generate 30 years of industry stability.²⁸ Hiring is expected to start by the end of 2013.

Meanwhile, the provinces share the conundrum of realizing steady employment growth while experiencing higher unemployment rates relative to the rest of Canada.²⁹

Labour shortages

Nova Scotia faces unique labour market challenges, explained Nancy Conrad, Senior Vice President, Halifax Chamber of Commerce. “Our population is aging, and we’ve had low birth rates over the past 20 years. This will soon result in more retirements and deaths within the labour force than new entrants. This is a serious problem for our province despite the economic opportunity from the federal shipbuilding contract.

“Therefore it is critical we focus on building on our innovative economy to create high quality, sustainable jobs with the most skilled, educated and entrepreneurial workforce in the world,” she said.

“In rural Atlantic Canada, where there are serious demographic and skills mismatches, the problem of labour market misalignment is very real,” said an employer in St. John’s. “Newfoundland is feeling the ‘misalignment’ the most.”

“The professional skills talent pool has dried up,” said another participant in St. John’s.

“The opportunities to expand exist and there is business to be done; I just don’t have the manpower to do it,” said a small business owner, also in St. John’s.

Immigration

In Atlantic Canada, employers are struggling to find and hire skilled workers locally. Immigration may be seen as an affront to people in areas with high unemployment but it is necessary in areas with low unemployment, such as St. John’s, said a business owner.

SMEs experience frustration with processing delays and the overall complexity of the immigration system, said a participant in Halifax. “The process must be driven by business, not visa officers,” she said.

“There have not been a lot of temporary foreign workers, but there have been very impressive results,” said another participant. “They are very hard workers.”

26 Statistics Canada. *The Canadian Population in 2011: Population Counts and Growth*. Website: www12.statcan.gc.ca/census-recensement/2011/as-sa/98-310-x/98-310-x2011001-eng.cfm

27 Government of Newfoundland and Labrador, Department of Human Resources, Labour and Employment. *Newfoundland and Labrador Labour Market Outlook 2020*. 2011.

28 Province of Nova Scotia. *Careers Nova Scotia*. Website: <http://careers.novascotia.ca>

29 Statistics Canada. *Labour Force Survey: 2011 year-end review*. Ottawa. March 23, 2012. p. 4.

In Nova Scotia, businesses would like to see an increase in the cap on immigrant admissions. Nova Scotia's provincial nominee program continues to be capped well below that of other provinces. Set at 500 people per year, the PNP cap makes up over one-fifth of all immigrants who come to Nova Scotia. To date, the federal government has denied a request to increase it to 750 immigrants per year, said a participant in Halifax.

In Newfoundland, the province nominee system is under-subscribed, said a participant. Less than 250 immigrants come in via the program, he estimated. "We need to recruit, and we are not necessarily all that welcoming."

Immigration and the Temporary Foreign Worker Program is "risky," said another participant. "You can have a refusal at the last minute (by CIC)."

There are public resource challenges too. A job fair in Ireland, for example, resulted in 3,000 résumés, but the public servants can only process a few each day. "There are more people working in the Registry of Deeds than in processing immigrants and temporary workers," said a participant in St. John's. The priorities must include increasing the resources in the immigration office, he said.

Education and employment

The idea of an "employer as educator" was discussed, and participants questioned why they would hire a new graduate and train them just so they could move on to a larger company to earn more money with the employer left to repeat the process.

"Maybe there should be support for the transitional time of new grads' early employment, which would reduce the risk to employers," said a participant in St. John's.

Additionally, the skills gap is not helped by a five-year lag in college programming, from the time a demand for certain workers is forecast to creating a program, offering it for three years and then producing some grads who then need to apprentice, for example.

EI program

"EI still needs a lot of change," said a participant in St. John's. "Some workers do six months' work and then come home to claim EI."

Not all employers want change. "There is a vested interest in a pool of unemployed workers to be available as seasonal workers," said another participant.

Cyclical sector

It is estimated that approximately 20,000 people from Newfoundland and Labrador "commute" to work in Alberta.³⁰

"The perception is that stability doesn't exist in this province (Newfoundland and Labrador) the way it does in others," said a participant in St. John's. "The attitude around here is that Hebron (for example) is four years' work while the oil sands are 50, so why come back for 'short term' work?"

Marketing campaigns for the province to promote business development and show the long-term nature of opportunities would be helpful, said another participant.

³⁰ Ballingall, Alex. "Economic boom brings a labour shortage to Newfoundland." *Maclean's*. January 31, 2012. Available online at: www2.macleans.ca/2012/01/31/to-have-and-have-not

CANADA'S TERRITORIES

The Canadian Chamber of Commerce hosted three roundtables in Whitehorse, Yellowknife and Iqaluit to discuss the current status of economic development in Canada's territories as well as the opportunities and challenges for fostering sustainable growth. With numerous small and remote communities, rapidly developing economies and large Aboriginal populations, each territory faces barriers but also has opportunities.

Canada's territories account for approximately 40% of Canada's land mass, represent roughly 3% of the Canadian population and experience some of the highest unemployment rates in the country. In 2006, Aboriginal people made up 26% of the Yukon population, 52% in the Northwest Territories and 85% in Nunavut.³¹

Canada's territories face widespread skills shortages and vacancies within the trades. Unemployment among Aboriginal peoples remains higher than among the general population. Aboriginal communities have lower rates of participation in the labour force and significantly lower average incomes as compared with the national average.³²

"The future of the Yukon is directly tied to the future of our First Nations. Where our First Nations do well economically, we all do well economically," said a Whitehorse participant.

Skilled labour shortage

There are plenty of businesses who say they could expand but "they can't get skilled employees," said a participant in Whitehorse. This concern was echoed by a participant in Yellowknife who said, "We're having a really hard time finding the skilled labour

in many fields...We don't train them locally...It's time we look and see if we can train people locally to provide those types of professional services that we desperately need here."

In Iqaluit, a participant said: "To find skilled labour here, you are up against the government; you are up against larger corporations. So you almost never attract a skilled local worker. You have to import them."

Education and employment

The labour market in the territories may suffer a lack of investment in proper training by government, educational institutions and employers. Consider a Whitehorse participant's comments: "I think skilled labour is a solvable issue...We need to be working with the training institutions. We have certainly had far better success hiring people that live in the Yukon, and one way or another getting them the skills they need to do the job, than we have had bringing in the skilled people and hoping they like it here."

A severe lack of communication between educators and employers with respect to "employability requirements" and labour market requirements was also noted. This means the training being offered is not necessarily the training needed to succeed in the workforce.

In Whitehorse, a participant spoke about the issue of low high school graduation rates and ineffective educational programming: "I am quite appalled at our success rate in graduating high school students in the Yukon...We have to get into the schools at an earlier point to let them know what is available here

31 Statistics Canada. *Population Projections by Aboriginal Identity in Canada*. 2011. Available online at: www.statcan.gc.ca/daily-quotidien/111207/dq111207a-eng.htm

32 Office of the Auditor General of Canada: *Sustaining Development in the Northwest Territories*. Spring Report: 2010. Available online at: www.oag-bvg.gc.ca/internet/English/parl_oag_201004_04_e_33717.html#hd5a



and how to benefit from it. We need to be working with the training institutions, do an inventory of the type of skilled jobs that are available or are likely to be available in the North, and then we have to make sure the training institutions actually work with the people to fill those jobs.”

Training

The Northern Adult Basic Education (NABE) Program was established by the 2011 federal budget to address these unique challenges by providing for greater access to training. However, there is some skepticism about the potential benefits. “The Adult Basic Education funds came for all three Northern territories, but it is really only going to help the colleges,” said one participant. “I don’t think there’s enough money in those programs for what we actually need to get people the skills they need,” said another participant. “We need significant enhancements up here.”

High school dropout rates among 20 to 24-year-olds in the territories are continually higher than those of the provinces while unemployment rates continue to soar.³³ Unless there is some real change in the way we develop programming in the country, this is going to be a continual problem,” said a participant in Yellowknife.

To remedy these issues, it was suggested that trade programs should be introduced directly into high schools, funding programs and subsidies for targeted labour forces should be made more accessible and federal funding for skills development and targeted labour forces should be maintained or enhanced.

In the Northwest Territories (NWT), an apprenticeship program called SNAP (Schools North Apprenticeship Program) provides high school students the chance to earn credits and pursue a career in trades. Through this program, students gain practical experience with employers while continuing their high school education. The NWT also has tailored employments programs which are designed by industry.

A corporation offers a specific two-year training and employment program targeted to Northern and Aboriginal candidates, said a participant in the NWT. Qualifications to enter the program are not as stringent as those required for a permanent employment opportunity.

Canada's Aboriginal population needs mentoring and transition programs within post-secondary education programs and enhanced recruitment efforts by industry, said a Whitehorse participant.

Transition program for Inuit youth

Many Aboriginal education or training programs fail because students are unfamiliar with living outside their home communities and do not know where they fit in a southern-dominated society.

Nunavut Sivuniksavut (NS) is an eight-month college program for Inuit youth that addresses the challenge of transition, teaches them their history and prepares them for training and post-secondary education.

The school is based in Ottawa providing an urban experience. It is open to 30 to 35 youth each year from Nunavut who are beneficiaries of the Nunavut Land Claims Agreement.

Education

"Education has to start at the very beginning, even as early as childhood education," said a participant in Iqaluit, and the federal government must play its part. "The federal government plays the biggest role in post-secondary education, but if you are not getting elementary and secondary education right, you may as well forget about the third piece."

In Whitehorse, a participant said a study stated that 29% of the Aboriginal children entering kindergarten were fundamentally vulnerable in their development.³⁴ "They could not and will not be able to succeed in school." The participant said this number was much higher in the Yukon and "in the next three decades it would result in a loss in business productivity of over \$400 billion."³⁵

The Aboriginal Workforce Participation Initiative should be reinstated, said some participants. The intent would be to target Aboriginal children at an early age by letting "the kids in school know what the possibilities are and guide them through as opposed to pushing them through the educational system," said the participant. "Now is the time when we need the funding for Aboriginal workplace participation," said another participant.

"The education system, especially here, keeps pushing everyone forward so they don't learn any skills," said a participant in Yellowknife. "And, after a while, they learn they don't have to do any work, and they make it through to the end."

"It really doesn't matter how many people you graduate if they can't read and write," said a participant. "They are unemployable a lot of the time."

33 Statistics Canada. *Trends in Dropout Rates and the Labour Market Outcomes of Young Dropouts*. 2010. Available online at: www.statcan.gc.ca/pub/81-004-x/2010004/article/11339-eng.htm#d

34 Note: the editors could not locate the report cited by the participant. However, 29% of children in B.C. and more than 25% of all Canadian children are arriving at kindergarten struggling with a range of age-appropriate competencies, as measured by the Early Development Instrument, and as reported in "The Economic Costs of Early Vulnerability in Canada" published in *Canadian Journal of Public Health*, November/December 2010, available at: journal.cpha.ca/index.php/cjph/article/download/2132/2313

35 The report in the previous note cites a net present value of \$401.5 billion resulting from the increase in GDP growth due to a reduction in early vulnerability from 29% to an acceptable 10% level for the population entering kindergarten.

SECTOR PERSPECTIVES

Corporate and industry association executives and sector council directors attended two roundtables in Ottawa. The Canadian Chamber's membership includes 93 associations that represent the gamut, from chartered accountants to the nuclear industry. Participants explained how the skills and labour shortages are affecting most sectors and professions in Canada. There is an interesting dichotomy: the fact of high unemployment and high demand for talent. "There are jobs without people and people without jobs," said a participant.

Challenges in sectors and professions

Participants from various industries spoke about the critical human resource issues. In aviation and aerospace, there is a worldwide skills and labour shortage. Canada has slipped from fourth to fifth in competitiveness. "Our competitive advantage is people and skills, and it is declining," said an industry representative. "Work will go elsewhere and not come back."

While people are currently holding off on retirement in the sector, a lot of skill and experience will soon be lost. In addition, industry talent is being poached in Canada and abroad as licensed pilots and maintenance technicians are targeted. The sector needs to entice young people into the industry, including women and Aboriginal people.

The railway industry is already addressing its impending shortages. Canadian Pacific Railway (CP), for example, has 15,000 employees in Canada and the U.S. It will lose one-third of its workforce over a

five-year period, said an industry executive. CP chose a two-pronged approach to address this issue. First, the company went where people are unemployed, to Windsor and Detroit for example, and recruited there. Secondly, CP chose to do a better job working with community colleges, and the industry has developed conductor education programs. "That is us managing our own workforce," said the executive.

In the legal profession, there is an articling crisis because there is not enough work to train people, said a senior lawyer. It is estimated that 20% of law graduates cannot secure articling positions.³⁶ There is a surplus of lawyers coming out of schools. Additionally, there is a focus on specialization in law, whereas generalists may be of greater interest to the economy.

In the information technology (IT) sector, there is the opposite issue: too few young people are interested in IT as a profession, said an executive. In addition, his company is facing competition from unlikely places such as governments (provincial and municipal). "People are leaving the private sector to go to the public sector for higher pay and better conditions," he said, adding that this would have been unheard of in the past.

In the manufacturing sector, an industry representative said her company will lose 25% of its staff to retirements over the next five years. "There is a war on talent for scientific professionals and engineers," she said.

³⁶ Shupac, Jodie. "Getting into school used to be the hard part for aspiring lawyers, teachers and doctors. Now it's getting a job." *National Post*. June 29, 2012.

Training

Employers are not, by and large, involved in skills training, especially SMEs, said a participant. The attitude seems to be “the state takes care of education; employers employ,” he added.

“We need an up-skilling of our own workforce,” said another participant. “Employers need to take responsibility and see training as an investment, not as a cost,” added a participant.

Poaching is the number one concern in one industry. In another sector, a representative cautioned about the transferability of skills citing the need for thought and appropriate retraining of manufacturing workers, for example, before placing them in nuclear plants.

Education and employment

“We need more interaction between post-secondary institutions and businesses,” said a participant.

Schools should be accountable and not just treat education as a business, said another participant. “What do we need across the economy?” she asked. It was evident from the discussions that many employers felt that post-secondary institutions may not know enough about labour market needs. Equally, employers may not know the numbers of graduates coming out of programs and disciplines.

One year, for example, there were 1,100 graduates in aviation when Bombardier needed 1,500 positions filled, said a representative of the aviation and aerospace industries.

The non-profit organization MITACS addresses the skills issue from the supply side, finding positions for mathematicians and scientists with PhDs. Many are being lost to the U.S., namely the Silicon Valley. In response, MITACS has developed an internship program that is stemming the tide and 55% to 60% of its employer participants are SMEs.

“The good news is that there is much more collaboration with business, including co-op and internship programs,” said Paul Davidson, President and CEO, Association of Universities and Colleges of Canada. He believes there is a huge appetite in Canada for innovation and skills development.

“We need more university and college students,” he said, noting that while Canada ranks first in college enrolment, it ranks 23rd in university enrolment internationally.

Program Advisory Committees at community colleges are a valuable way for business to provide input to make curricula relevant, said another participant.

On the students’ part, the challenge is that as many as 80% have little or no idea what they want to do after graduation, or they have unrealistic expectations, said a participant. Research suggests that 50% of students are being guided by their parents.

Focus on partnership, said another participant. Sector councils offer the sectoral approach; chambers are geographic in reach. “We need to get different players to the table,” she said. “It’s everybody’s business. In a town (such as Ottawa) where various organizations get together, other can take their cues from partnerships.”

International students

International student recruitment is a priority that should be included in a skills strategy, said a participant. “International students speak one of our official languages; they are comfortable; there is no culture shock, and they are trained up to our level,” he said, adding other countries are aggressive in attracting students.

“The Canadian business community needs to step up and speak to the benefits (of international student recruitment),” said another participant.

Foreign students returning to their countries become “hubs” that can facilitate global business connections for Canadian businesses. The Canadian Chamber could be helpful in letting communities know that foreign students are welcome and are not displacing others, said a participant.

The Advisory Panel on Canada’s International Education Strategy’s final report was released on August 14, 2012, with a vision for Canada to become a country of choice to study and conduct world-class research. Among its recommendations, the panel stressed that CIC’s Canadian Experience Class program can be better leveraged to retain eligible graduates who have at least one year of work experience in Canada in a managerial, professional, technical or trade occupation.

Continuous education

Associations have a responsibility to offer, facilitate and promote continuous education, said a participant. Associations should also help fill the gap with certification by offering their programs at colleges, for example.

“We need associations to encourage continuing professional education, to maintain certification,” said a participant. Associations that offer training build retention of their members, said another participant.

There is suspicion among SMEs that certified employees will leave; i.e., businesses will train them up to the point just short of certification. In fact, retention may be better when training and certification are offered.

Competency standards and assessment are tools that assist in the transition of people to areas where they are needed. These tools exist through the sectors councils. “Use them or lose them,” advised a sector council director. “Now is the time to go out to members and engage them.”

Essential skills

Many working age Canadians do not have the skills needed to function well in the workplace. Research indicates that 43% of the adult Canadian population is below International Adult Literacy Survey (IALS) Level 3, and that is the level that is needed to handle everyday tasks at work and at home. That number hasn’t really changed, according to Lindsay Kennedy, President and CEO, Canadian Literacy and Learning Network. “You can blame the education system or employers or even individuals, but that doesn’t solve the problem. We have to change everyone’s attitudes towards learning and training.”

As for workplace education, “make it about skills on the job, and through that you can address foundational literacy and essential skills issues,” said Ms. Kennedy. Essential skills are transferable from the workplace so they can help people have the skills to become more involved in the community and become better parents, she added.

The Second Career program offers retraining for unemployed workers in Ontario. However, most of the affected people do not have the soft skills required to be effectively retrained, said a participant.

A participant in the human resources field said, while there may be a willingness to learn among employees, adaptability is often lacking. “The ability to keep learning is essential,” said another participant.

Menial No More, a report by Rick Miner and John MacLaughlin, reflects a new reality: low-skilled work has been affected by technological change—even a shelf stocker uses a personal digital assistant (PDA).³⁷ “We are upping the ante even in low-skilled work in hotels,” said a participant. “In Fort McMurray, adults use labs in the evening to keep learning,” she added. “It’s okay to be constantly learning.” In fact, many participants said continuous learning and adaptability are increasingly becoming imperative.

37 Ontario Literacy Coalition. *Menial No More - A Discussion Paper on Advancing our Workforce through Digital Skills*. October 2011.

What are essential skills?

Literacy traditionally includes the following four skills: **1) reading; 2) writing; 3) document use; and 4) numeracy.** Essential skills are defined as those necessary for the workplace. They include the four skills associated with literacy, as well as the following five skills: **5) computer use; 6) thinking skills; 7) oral communication; 8) working with others; and 9) continuous learning.**

The government of Canada and other national and international agencies have validated these key essential skills for the workplace. For definitions, typical applications and workplace examples, see the two-page summary *What are Essential Skills?* from Human Resources and Skills Development Canada at: www.hrsdc.gc.ca/eng/workplaceskills/LES/tools_resources/tools_audience/what_are_essential_skills.shtml

Other options and issues

The interest in foreign trained workers has prompted the Canadian Institute of Chartered Accountants and CGA-Canada to enter into Mutual Recognition Agreements (MRAs) with many countries. Many participants said they are keen to expedite foreign credentials and qualifications recognition. “The foreign credential assessment system needs to be revamped,” said a participant.

The lack of labour mobility among Canadian workers is an issue for many sectors. “Not everyone wants to leave Southwestern Ontario and go to Calgary or Saskatchewan,” said a participant. “We recruited 200 people out of Boston to move to the

Maritimes and live there permanently,” said another participant. “But every week, it is hard to get people to move from Ottawa to Montreal.”

An untapped resource is emerging as thousands of civilians in the Canadian Armed Forces return from overseas seeking to re-integrate into the economy. They have great skills but lack credentials, said a participant. The Association of Canadian Community Colleges is in discussions regarding testing, prior learning assessment and recognition.

Advancing the agenda

The skills issue has been around for years, noted many participants. In 2008, CGA-Canada and the Public Policy Forum held a number of roundtables on skills aimed at developing a related policy/advocacy platform. Many of the recommendations were consistent with themes expressed at these roundtables. Unfortunately, the initiative was not taken “to the next level,” said a participant.

Canada Works 2025 is a recent study by Deloitte and the Human Resources Professionals Association which presents scenarios and strategies for the future of work in Canada. To achieve a brighter future called “the northern tiger,” the authors recommend strategies to “improve our labour market efficiency, productivity, the employment contract, and the very structure of work itself.”³⁸ Sectors councils have also been active in developing human resource strategies and identifying knowledge and skills gaps.

At the roundtables, participants made it clear there needs to be a better mechanism for predicting future skills needs, and the business community and the Canadian Chamber have key roles to play. The Canadian Chamber should link with industry associations in driving key messages to the SME and corporate communities, said participants.

38 Deloitte and the Human Resources Professionals Association. *CanadaWorks 2025*. 2012. Available online at: www.hrpa.ca/Pages/Canada-Works-2025.aspx

KEY EMERGING ISSUES

The purpose of the large consultation effort this past spring was to inform and guide the efforts of the Canadian Chamber in the months and years ahead. We want to make the largest contribution we can to helping our members confront the skills crisis that's developing.

Getting a handle on the issues and suggestions which emerged from our consultations isn't easy. Hundreds of people offered their views.

However, three issues resonated and were raised at almost every roundtable:

- The need to upgrade the skills of existing Canadian workers.
 - Our members told us a dismaying story of a workforce which often lacks basic skills – literacy, numeracy – to compete in the modern workplace.
 - Canada urgently needs policies, programs and attitudes to support continuous, life-long learning and skills upgrading.
 - SMEs especially face the challenge of how to offer workplace training.
- The need to improve connections between educators and employers.
 - There are imbalances in supply and demand in the labour market for skilled workers and high youth unemployment. One of the world's best educated populations still has difficulty finding the right jobs for graduates.
 - Educators may not be fully aware of local employers' needs.
- Getting the right approach to immigration.
 - Employers need timeliness in processing and access to more permanent residents over temporary workers.

- Locally-driven initiatives for immigration and integration have proven successful.

In addition to these three dominant issues, we heard extensively about regional preoccupations in two major subjects:

In the West and the territories, employers are extremely preoccupied with the progress of Aboriginal peoples. A large and valuable workforce could be contributing more to our national competitiveness, but only if the situation improves from current, frustrating levels.

- Employment opportunities for Aboriginal youth must start with improved education on reserve and additional support off reserve
- Aboriginal workers are well located to support resource development where training is coordinated

In Eastern Canada we heard more often about the need to encourage students to pursue the applied sciences which are so characteristically needed in modern business. Members told us we need more focus on STEM (science, technology, engineering and mathematics) education, students and graduates.

- K-12 education must better encourage science studies.
- Advanced technologies, manufacturing, as well as resource sectors are demanding increasing numbers of engineers and IT professionals.



FROM CONSULTATION TO ACTION - A SKILLS WORK PLAN

The consultations revealed how all regions and most sectors of the economy are experiencing the skilled labour shortage in Canada. The skills issue is multi-faceted and complex. It is a shared responsibility of the business community, governments, the educational sector and other stakeholders.

In moving forward from its consultations to an action plan, the Canadian Chamber has set three priorities and a fourth issue of great, but somewhat more regional, significance:

1. **Upskilling** – Upgrade the skills of the existing labour force and better employ under-utilized groups
2. **Immigration** – Ensure immigration policy is aligned with local labour markets and employers' needs
3. **Education** – Improve the connections between educators and employers to balance supply with demand for skilled trades and highly skilled occupations
4. **Aboriginal peoples** – Focus on education and workforce development especially in Western Canada where opportunities and risks are greatest for this population economically

These four priority areas do not encompass all issues related to skilled labour shortages or all that we heard during our consultations. However, they do represent the most prevalent issues across the country. The exception is Aboriginal peoples, which was specifically raised in the Prairies, including Alberta. We will endeavour to lay out the range of policies and actions that each area will cover. Where appropriate, we will mention other issues that cannot be addressed here and now, but warrant attention for future action.

Here are the actions and players involved for each of the four priorities:

1. **Upskilling – Upgrade the skills of the existing labour force and better employ under-utilized groups**

Issue in brief:

Business needs to upgrade the skills of existing Canadian workers. Our members told us the dismaying story of a workforce which often lacks basic skills – literacy, numeracy, communications skills – to compete in the modern workplace. Canada urgently needs policies, programs and attitudes to support continuous, life-long learning and skills upgrading.

Governments and literacy organizations have focused on the essential skills gaps among workers. It is these gaps that may be hindering learning and productivity improvements among workers. Now is the time to step up awareness of this issue and to help more employers realize and address it in their workplace.

The business community must step up its investment in workplace training. In a tight labour market, the cost of replacing workers increases. Investment in training and retention efforts may be the wiser paths. SMEs, especially, face the challenge of how to offer workplace training.

Actions:

- The Canadian Chamber will host a symposium on skills and training for SMEs in November 2012.
 - The symposium will bring together government, SME owners, stakeholders and experts.
 - SME participants will recommend what they need to address the skills gaps and what will enable them to provide employee training.

- The symposium recommendations will form the advocacy by the Canadian Chamber to address SMEs' training needs.
- The Canadian Chamber will also provide a tool kit for member SMEs and chambers of commerce to address skills and training challenges.
- The Canadian Chamber will continue to champion the need to tap into the under-utilized pools of talent; i.e. older workers, persons with disabilities and youth.
 - Renew our advocacy to government for programs targeting older workers, persons with disabilities and youth, respectively.
 - Share "best practices" with the business community to lead others to address these latent talent pools.
- Advocate for improved labour mobility by recommending the removal of constraints to the efficient use of our existing human resources — namely, EI reform and accreditation recognition.
 - EI reform is important to removing disincentives to work.
 - Accreditation that is not recognized nationally tends to partition our labour force and thwart the mobility of skilled workers.
 - These constraints also include social program disincentives and internal barriers to labour mobility.

Note: The inadequacy of skills is a subset of the lack of productivity growth issue in Canada. It is too broad to be addressed here. The solutions, which include aggressive investment in machinery and equipment, are beyond the scope of this report. However, we do note that a small improvement in our labour productivity growth could ease some of the pressure for more skilled workers. If existing workers have innovative technology that allows them to become more productive, that is an alternative to increasing the numbers of workers to increase output.

2. Immigration — Ensure immigration policy is aligned with local labour markets and employers' needs

The Canadian Chamber welcomes the overhaul of the immigration system that is underway by the federal government. While many aspects and outcomes of the existing programs and processes warrant change, there are immigration policies and programs which have been successful and should be incorporated going forward.

During our consultations, we heard that locally-driven initiatives for immigration and integration have proven successful. The Provincial Nominee Program (PNP) in Manitoba, Saskatchewan and New Brunswick, for example, accounts for high proportion of immigrants to those provinces.³⁹ It has proven effective in attracting immigrants to regions outside the three largest cities in Canada, with a good matching process between community and employer needs and immigrant employees skills, we learned. Integration strategies and services have also played a critical role in the retention of immigrants in communities.

Employers also want permanent residents rather than temporary workers; the latter may become the default choice due to the tight timeframe for recruitment relative to the longer processing time for a permanent resident.

³⁹ Based on data for the years 2005-2009, according to an Evaluation of the Provincial Nominee Program by Citizenship and Immigration Canada.

Looking ahead, the immigration system may evolve to include an “expression of interest” (EOI) approach for a faster, more responsive immigration process in the economic streams. The EOI approach would create a pool of skilled workers who are ready to begin employment in Canada upon arrival, as a result of a pre-arrival screening and a review process that would include employers, provinces and territories and the federal government.

Actions:

- The Canadian Chamber will advocate to ensure:
 - Employers have a key role in the immigrant selection process in economic streams, including in the forthcoming “expression of interest” approach
 - Employers experience timeliness in processing
 - Access to more permanent residents over temporary workers
 - Integration services are supported
 - The locally-oriented and coordinated approach of the PNP is retained through any changes to the immigration system

- The Canadian Chamber will share best practices across the chamber network to encourage the business community to:
 - Meet with international students graduating within a community, as a means to encourage them to see the opportunities to remain and become employed in the community
- The Canadian Chamber will work with organizations, such as the Association of Universities and Colleges of Canada to:
 - Brand Canadian education as an export opportunity
 - Develop an objective for international talent recruitment and for post-graduation retention of students
 - Build on Recommendation 14 of the recent report of the Advisory Panel on an International Education Strategy to promote the Canadian Experience Class immigration program for international students to become permanent residents



3. Education – Improve the connections between educators and employers to balance supply with demand for skilled trades and highly skilled occupations

There are imbalances in supply and demand in the labour market for skilled workers. Canada is also experiencing high youth unemployment in the post-recession economy. One of the world's best educated populations still has difficulty finding the right jobs for graduates.

Educators may not be fully aware of local employers' needs. We need better systems for predicting future skills needs. There are limitations in the current labour market information, which is national and provincial, not local.

Many chambers of commerce or boards of trade have not connected yet with their local post-secondary institutions for workforce planning. In high schools, guidance counsellors and parents may not have a complete picture of the labour market to properly advise students.

The high demand for skilled trades is well known, but there are persistent issues in increasing the enrollment in technical training for apprenticeships. Advanced technologies, manufacturing, as well as resource sectors are demanding increasing numbers of engineers and IT professionals.

Community colleges and polytechnics offer students the opportunity to "learn to earn" with programs geared to specific skills and credentials sought in the labour market. However, their success in placement may depend on relations with the business/ employer community which offer co-op placements and internships as well as forecasts of labour demand locally.

Actions:

- The Canadian Chamber will call on the chamber network to expand the number of chambers which have connected with local post-secondary institutions either:
 - To participant on a workforce planning board
 - To act as intermediary for co-op placements with businesses

- To otherwise connect educators to the business community and inform them of local labour market needs
- The Canadian Chamber will assist in positioning the skilled trades as an in-demand vocation by:
 - Promoting outreach to schools where a skills introduction program may grow awareness and appreciation for careers in trades
 - Raising awareness of "best practices" to apprenticeships with employers; e.g. large employers requiring subcontractors to meet apprenticeship quotas
- The Canadian Chamber will support the chambers with a "best practices/ how-to" webinar on connecting with post-secondary institutions and creating workforce planning boards. We will share the knowledge of chambers that have successful relations with educators in the communities leading to positive labour market outcomes.

4. Aboriginal peoples – Focus on education and workforce development especially in Western Canada where opportunities and risks are greatest for this population economically

Aboriginal education and workforce development

In Western Canada, employers are extremely preoccupied with the progress of Aboriginal peoples. A large and valuable workforce could be contributing more to our national competitiveness, but only if the situation improves from its current, frustrating levels. The question is how to optimize the potential of the Aboriginal community.

Employment opportunities for Aboriginal youth must start with improved education on reserve and additional support off reserve.

Aboriginal workers are well located to support resource development where training is coordinated. The energy sector requires attention as it manages the largest escalation of workforce and economic activity over the next decade. The mining industry is also geographically situated in many instances to see Aboriginal workers as a local labour force.

APPENDIX A - SURVEY RESULTS: SKILLS CHALLENGES

During the spring of 2012, the Canadian Chamber circulated bi-weekly surveys on a variety of themes related to Canada's skills challenges.

A total of 92% of the respondents were SMEs, and 84% were small businesses. (Industry Canada usually defines companies by numbers of employers: small have less than 100 employees; medium have less than 500 employees; and large have 500 or more employees.)

There were eight surveys on the following topics:

1. Post-secondary education
2. Life-long learning
3. Older workers and people with disabilities
4. Immigrant services
5. Temporary foreign workers
6. Early childhood programs
7. Skilled trades and labour mobility
8. Aboriginal workforce

More than 2,000 surveys were completed over the course of the survey period (March 12 to July 6, 2012). The results give us a rich picture of the views of the business community across Canada. Selected comments have been included in this report.

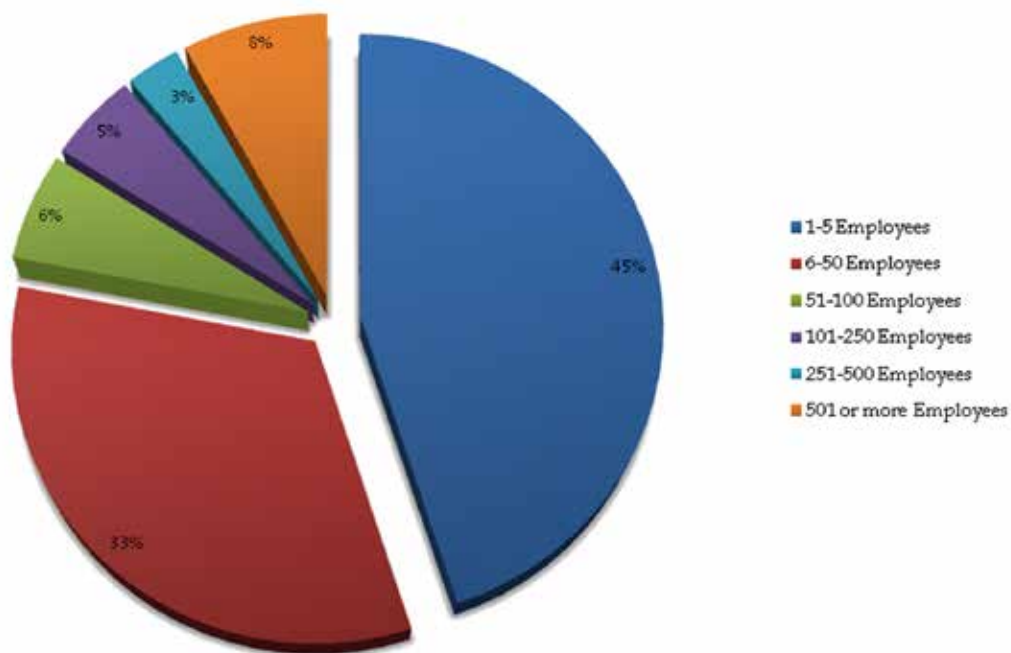
Among the findings:

- 79% would consider creating apprenticeships, co-ops or internships
- 81% said they are investing in training of their employees
- 74% include money in their budget for the professional development of employees
- 49% are planning on retaining the older workers on staff by allowing them to work part-time or reduced hours
- 81% of respondents who had experience with the Federal Skilled Worker Program found it was efficiently run
- 84% of respondents who had experience with the Temporary Foreign Worker Program found it was efficiently run.

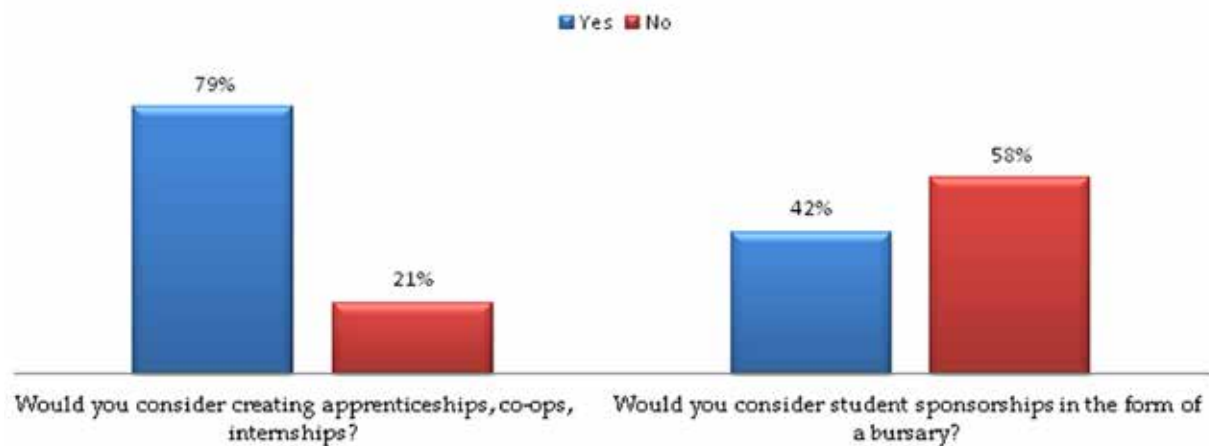
The following is the composition of all respondents to the surveys by size of company. Micro-businesses, with five or fewer employees, comprised 45% of respondents.

Survey 1 Results

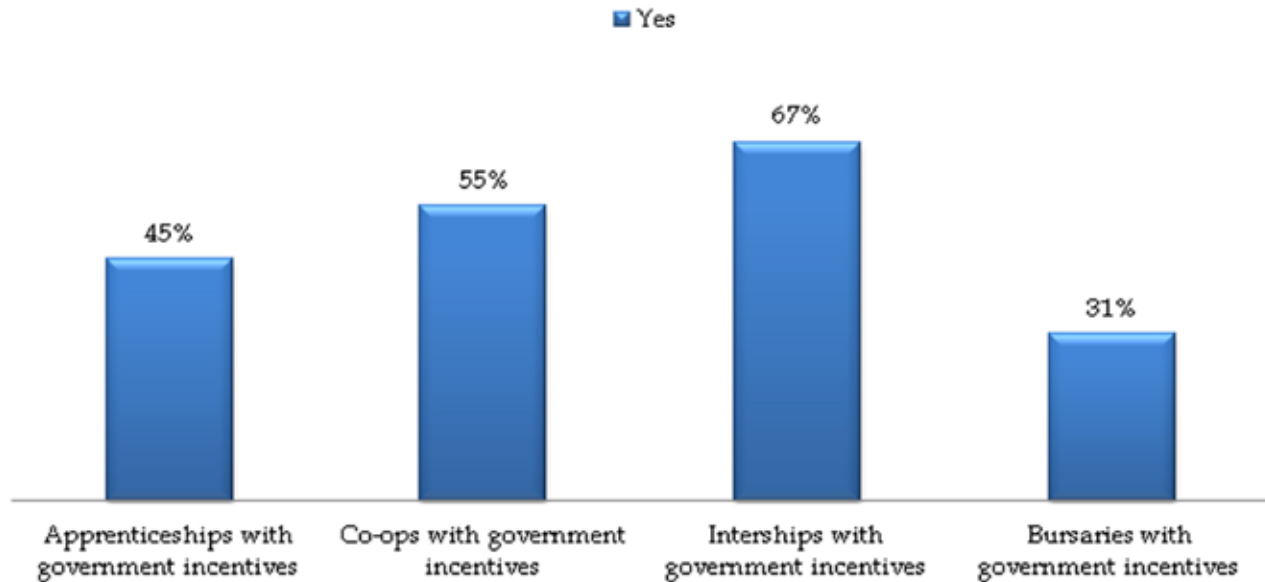
Survey Respondents: Company Size



Post-Secondary Education



Would you consider creating any of the following?



Selected comments:

With respect to post-secondary education, would you consider creating an apprenticeship, internship or co-op placement for a university or college student?

- We already have an apprenticeship program. Wish there was more government support.
- As an adult learner, I have realized that classroom theory doesn't adequately prepare a person for the workforce. The employer expects immediate productive capacity, whereas most entrants do not enter an area that they have trained hands on for. A co-op program would help both the entrant and the employers.
- We routinely hire co-op students for summer field work positions. Our co-op students often later become full-time employees.
- Having a student placement is a valuable tool not just for them to learn from the business but also for the business to learn from them on new methods to complete tasks.
- Our youth have skills that are so very much being ignored.
- I already actively take part in the work experience program for high school students as well as a few work placements through the colleges. These are where some of the best "diamond in the rough" employees come from.
- I would always consider it, but I would do it for sure if there was financial support to hire a current or a recent graduate.
- I believe the internships prepare the students for the position. This also helps the student to get a good feeling of her/his career choice and if it's a good fit or not.
- This is key to giving young people and students practical skills, especially if it is provided in a progressive step-by-step way.
- This would be of great benefit to both student and non-profit; mentoring and intergenerational working together is extremely important for the future of our communities.

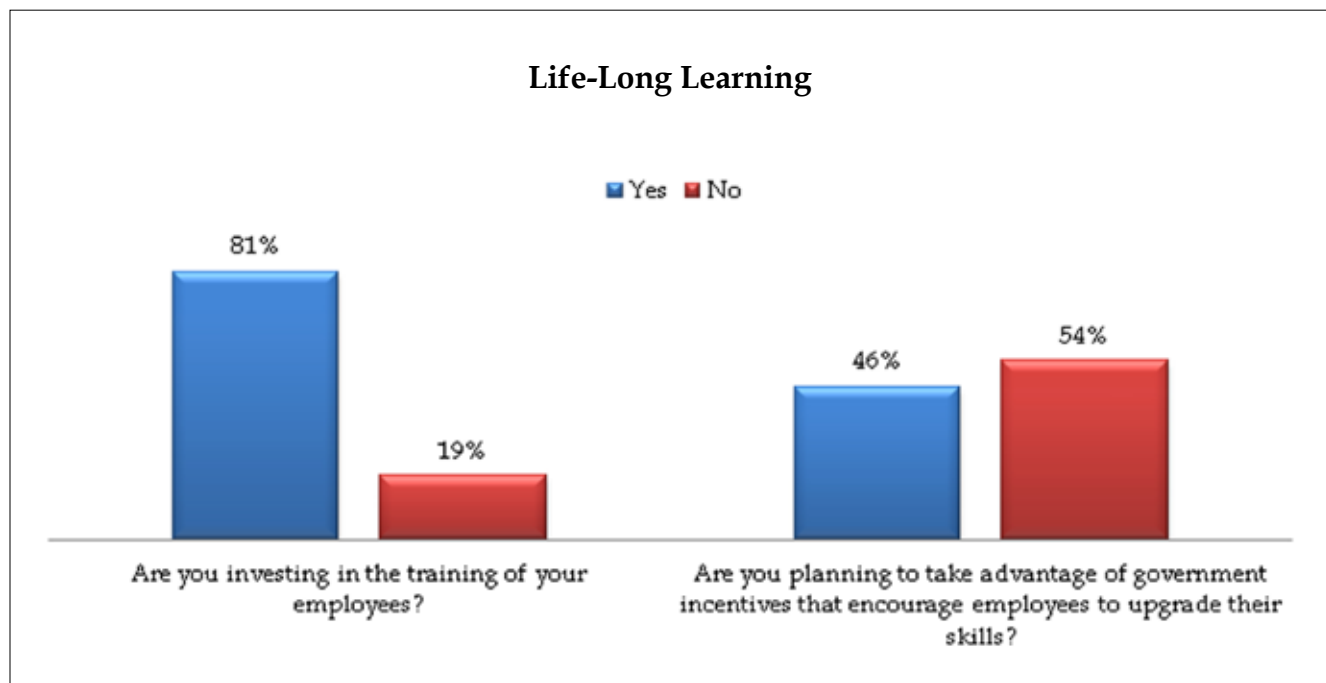
With respect to post-secondary education, would you consider student sponsorship in the form of a bursary?

- If I could afford to do so, I believe this is the right way forward.
- We have made contributions to scholarship programs in the past and provide a salary for co-op students/interns.

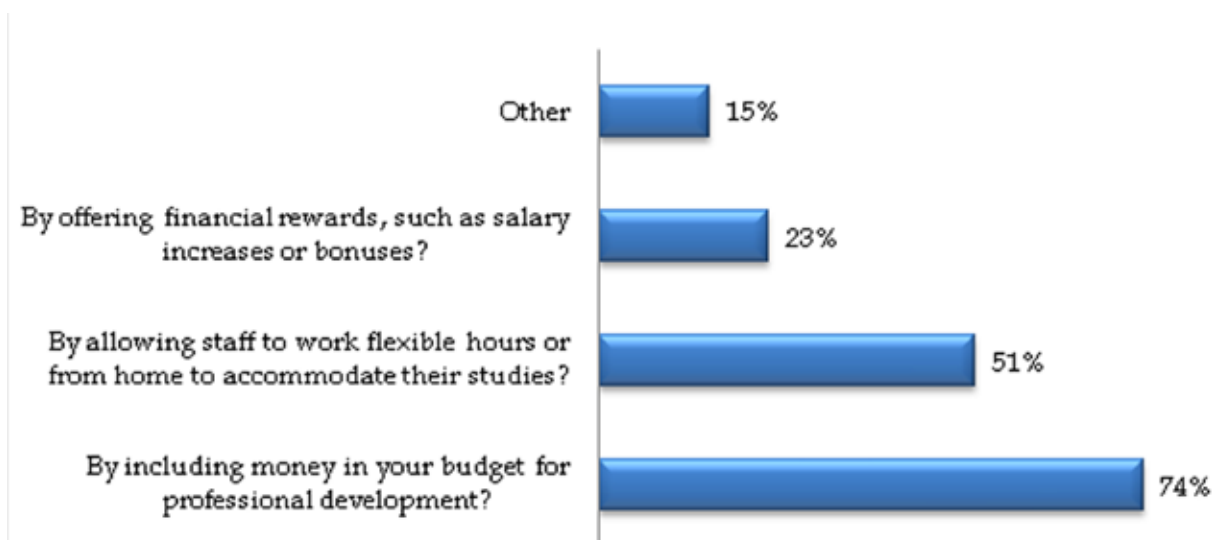
With respect to post-secondary education, would you consider creating apprenticeships, co-op placements, internships or bursaries if government incentives were available to assist?

- We do all of this now and feel it is incumbent on business to support the future without government assistance.
- I don't think government incentives should be necessary. Businesses should see it in their own interest to train and hire young people.
- Yes, as it is only costs that hold me back.

Survey 2 Results



How are you encouraging your employees to upgrade their skills?



Selected comments:

Are you investing in the training for your employees?

- Upgrading their skills is very important.
- We provide and encourage technical skills upgrading.
- I am self-employed but investing in my own life-long learning.
- We encourage them to take additional schooling related to their work or join related associations and we pay for them.
- Yes, technology changes consistently and we must be able to adapt that change to be competitive.
- Minimal funding for professional development is available, but we try to take advantage of free or low-cost training opportunities.

- Yes, my goal is to have my employees able to replace me.
- I commit a large budget to staff training and also support time off for staff to engage in additional training and learning opportunities.
- Yes, to those who are motivated to continue learning.

How are you encouraging your employees to upgrade their skills?

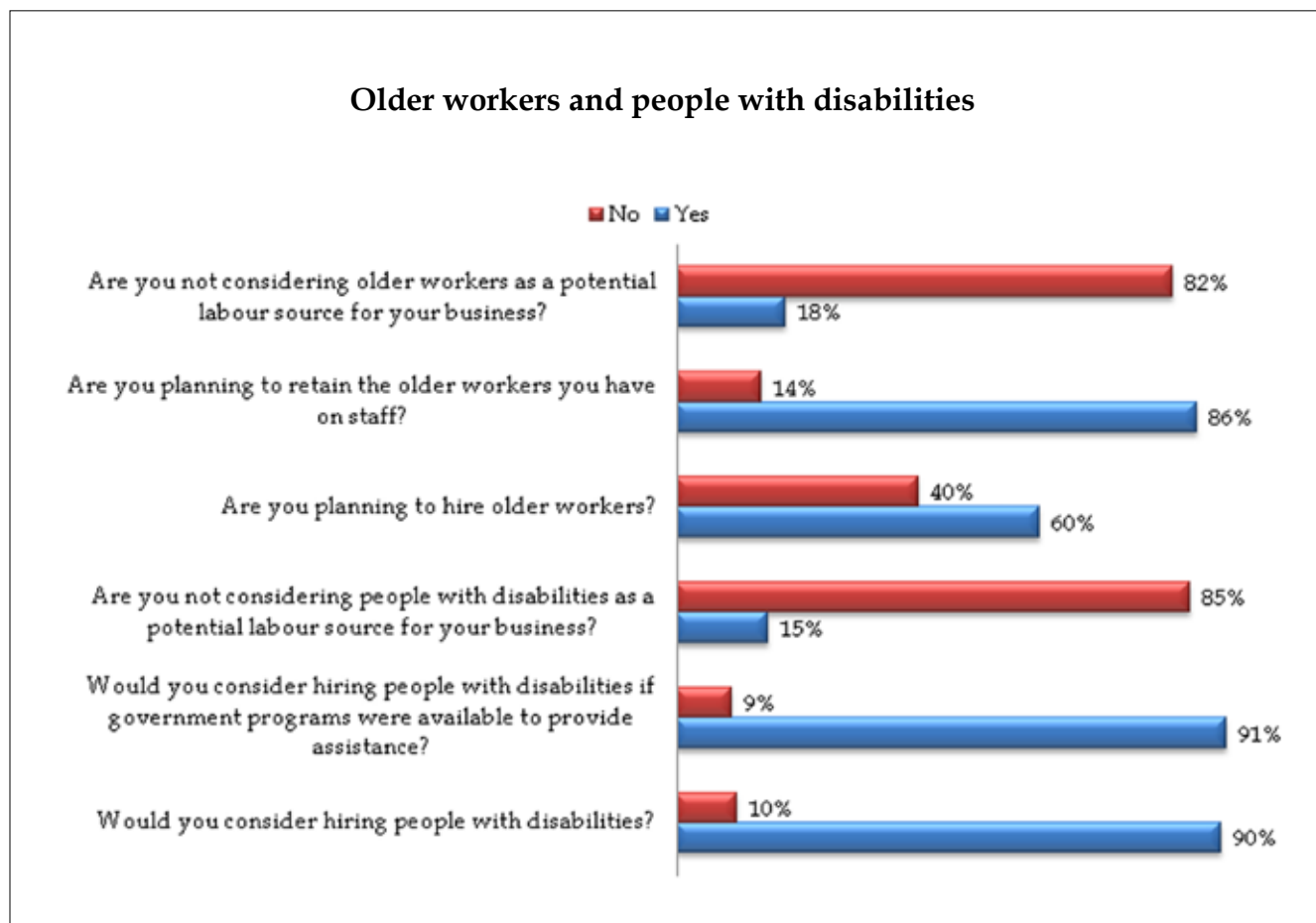
- Firm develops ongoing technical sessions and has developed a number of relevant courses for employees.
- Internal training and reinforcing current systems and processes.
- By paying for exams, courses etc. and inviting employees to industry-specific training or meetings and informing them about my active involvement in industry, education and membership.

- Employees with varied skill sets are more valuable to the company. They understand the more useful they are, the more potential they have for advancement.
- Encouraging staff to identify their goals and then take professional development opportunities to reach those goals.
- Had some government funding for training.
- Grants or government funding. I am concerned that too many funding sources are too focused and do not allow flexible training.

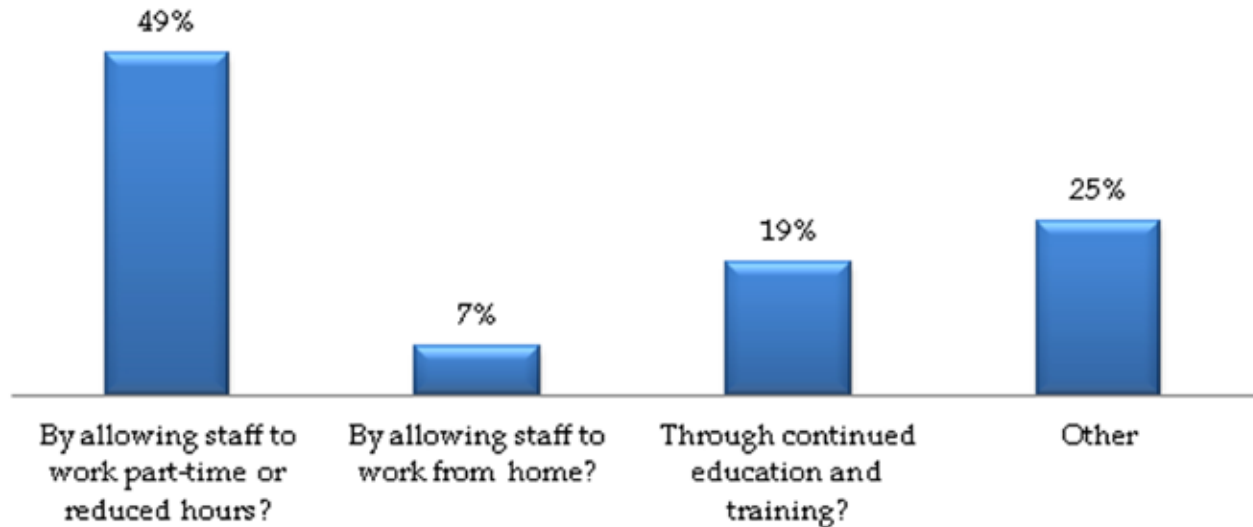
Apprenticeship programs are desirable and act as trial job placements to acquire skills. Give young people every opportunity to get a skill or upgrade their skill. Also allow adults who are out of work to attend courses and seminars to explore opportunities to get employment skills.

- Not aware of any incentives available and if it would apply for a self-employed person with no employees, but would I benefit from skills development applicable to my business. I would be interested to know if that was available through government incentives.

Survey 3 Results



How are you planning on retaining the older workers you have on staff?



Selected comments:

Concerning the employment of people with disabilities, would you consider hiring people with disabilities?

- Many of them are more dedicated and work harder because they are aware of their limitations.
- As long as they can do the job on the level needed.
- We all have our own disabilities that we would have to overcome. We have to help each other to get past these challenges.
- There is no support for disabilities within the work environment except at the cost of the employer.
- Depends on their disability and whether or not it would affect their safety.
- Some of the best and most loyal employees are those with disabilities.

- I would hire a disabled person in any position if they were competent. With regard to a disabled person with cognitive impairment, I believe it does society good to see them included in the workplace, and there is a role for them.
- I have hired many people with disabilities and love the work ethic.

Concerning the employment of people with disabilities, would you consider hiring people with disabilities if government programs were available to provide assistance?

- If the individual is qualified and can do the job, I do not require government programs.
- Especially for adaptive equipment or modifications of facilities.
- Such programs already exist. More awareness of HTI (human technology interface) is needed.

- If this refers to accommodations and assistive device costs, no. If this is an incentive to hire a person with a disability for the sake of hiring a person with a disability, I want to hire the right skills and personality regardless of disability or not.
- Assistance in the job training wage subsidy is critical to offset the often longer learning curve this group of candidates requires.

Not consider people with disabilities as a potential labour source for your business?

- Persons with disabilities have skills, and it would be a waste not to use them. They will often fill positions where employers have difficulty keeping employees due to the low skills required.
- I have hired the disabled before and find them to take their jobs more seriously than those without disabilities. Most are loyal to their employers.

Concerning the employment of older workers, are you planning to hire older workers?

- Age is neither a barrier nor an asset—it's the professional qualifications that are the highest priority for hiring.
- As we have an aging employee base, we would tend to hire people who are not near retirement, but again, if a highly qualified individual walked in the door and was an older person, that alone would not disqualify her/him from being hired.
- We hire a number of older workers and find that their knowledge and work ethic is appreciated by our clients.
- We always have had an open door policy and have very flexible and accommodating hiring practices.
- We have no age restrictions as experience is paramount to our industry.

Concerning the employment of older workers, are you planning to retain the older workers you have on staff?

- I hope to retain all productive workers, regardless of age.
- The organization has also invested in continued skill development for older workers.
- Yes, provided the older workers can maintain their current skills.
- Experienced employees are valuable assets. People who are older are less likely to leave their current employer for a new position. There is room for growth by hiring a balance of older and younger employees.

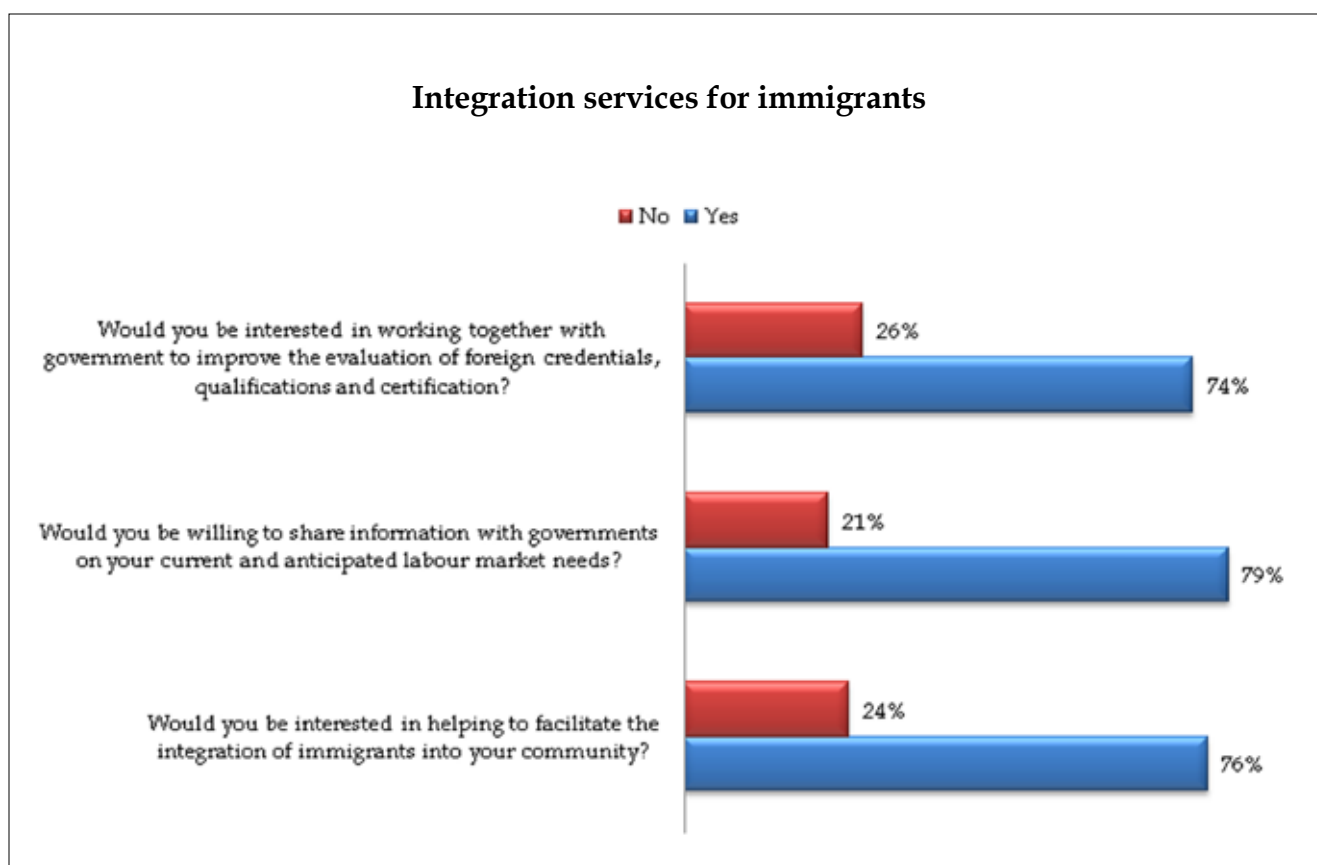
If you answered yes to question 5, how are you planning on retaining the older workers you have on staff?

- Both through training and part-time hours if they desire.
- Dependant on requests. If it works within our business plan, then all options would be considered.
- I would consider a combination of options—older workers take a lot of wisdom and knowledge with them when they leave. We can use those resources so we need to be creative with solutions. Even disabled older workers can impart knowledge through accommodation.

Concerning the employment of older workers, are you not considering older workers as a potential labour source for your business?

- We and our clients appreciate older workers.
- Would prefer a new hire to have some experience but not set in their ways. Also, looking for someone who will stay with the company for awhile.

Survey 4 Results



Selected comments:

With respect to the integration of immigrants, would you be interested in helping to facilitate the integration of immigrants into your community?

- I have been involved in setting up an immigration board in my community to focus on welcome and integration.
- We are working on the Global Experience@Work project with the Ontario Chamber of Commerce. It would be good to integrate this work.
- I work with many employers in a diverse range of industries and would like to spearhead better integration of multiculturalism in the workplace.

With respect to the integration of immigrants, would you be interested in working together with government to improve the evaluation of foreign credentials, qualifications and certification?

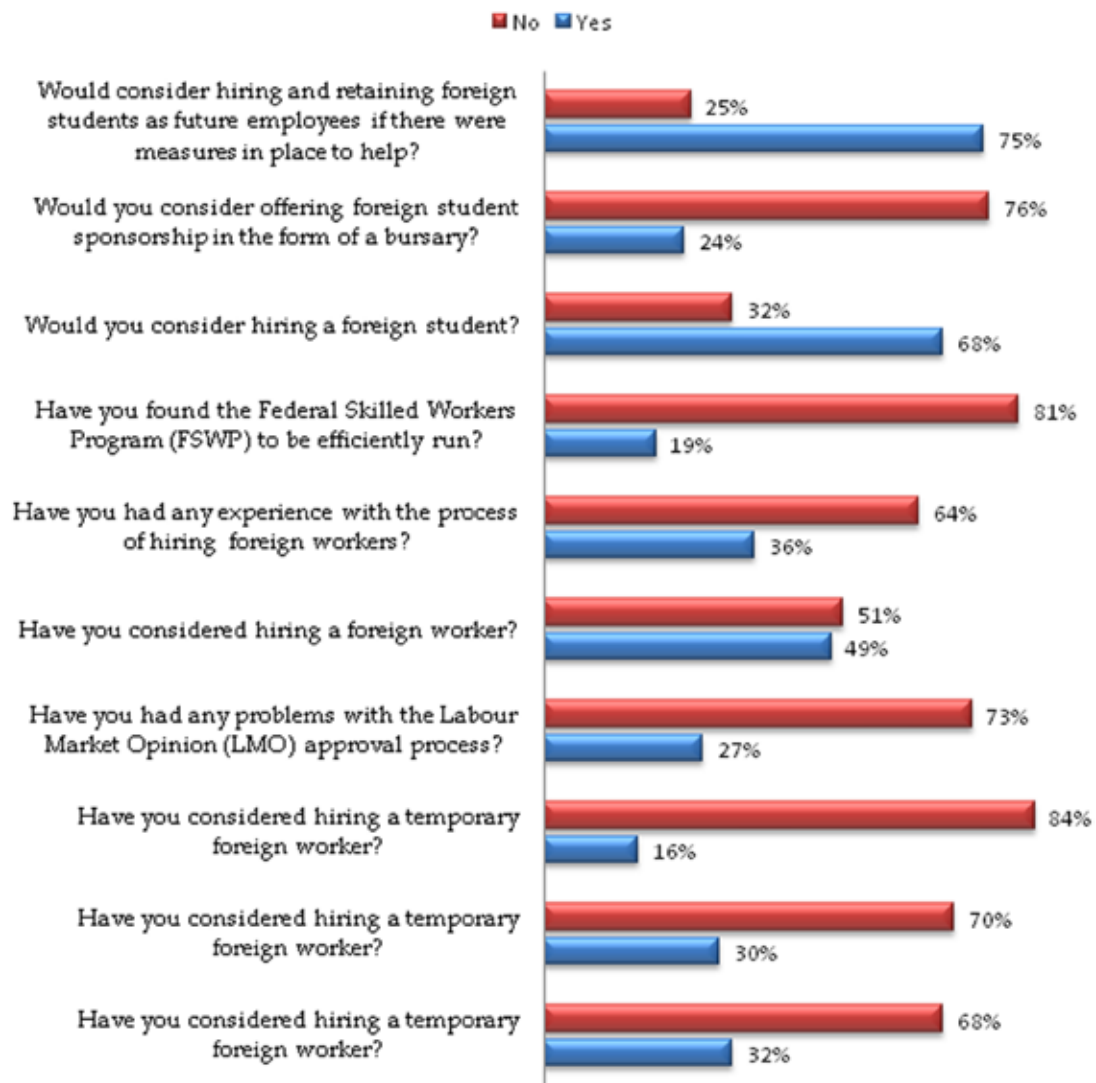
CMA Ontario provides free transcript evaluation to IEPs interested in pursuing CMA designation. Transcripts must be translated to English or French.

I have numerous assessment tools to evaluate skills, behaviours and competencies for any trade or professional occupation.

This is a major area of concern when working toward successfully integrating newcomers.

Survey 5 Results

Temporary foreign workers; permanent workers and international students



Selected comments:

Concerning the employment of temporary foreign workers, have you considered hiring a temporary foreign worker?

- We are in the financial industry and education and language skills are essential to communication with clients.

Concerning the employment of temporary foreign workers, have you had any experience with the process of hiring temporary foreign workers?

- We do not hire temporary workers at all. We focus on hiring long-term employees and train and educate them in order to provide exceptional client service.

Concerning the employment of temporary foreign workers, have you found the Temporary Foreign Worker Program to be efficiently run?

- The process is confusing, convoluted and cumbersome.
- Diabolically complex, paperwork driven.

Concerning the employment of temporary foreign workers, have you had any problems with the Labour Market Opinion (LMO) approval process?

- We use the Provincial Nominee Program and once the Temporary Foreign Worker Annex is signed off between CIC and Yukon, we will switch to that in combination with Provincial Nominee Program.

Concerning the employment of foreign workers, have you considered hiring a foreign worker?

- We have not had the opportunity to hire someone with the qualifications we require from a foreign country. We would definitely consider it if the hiring criteria are met and language was not a barrier.

Concerning the employment of foreign workers, have you found the Federal Skilled Workers Program (FSWP) to be efficiently run?

- I am not familiar with this program, however if the number of professional people of foreign education who are working as unskilled labour is any indication, then I think that the program is not being run efficiently.

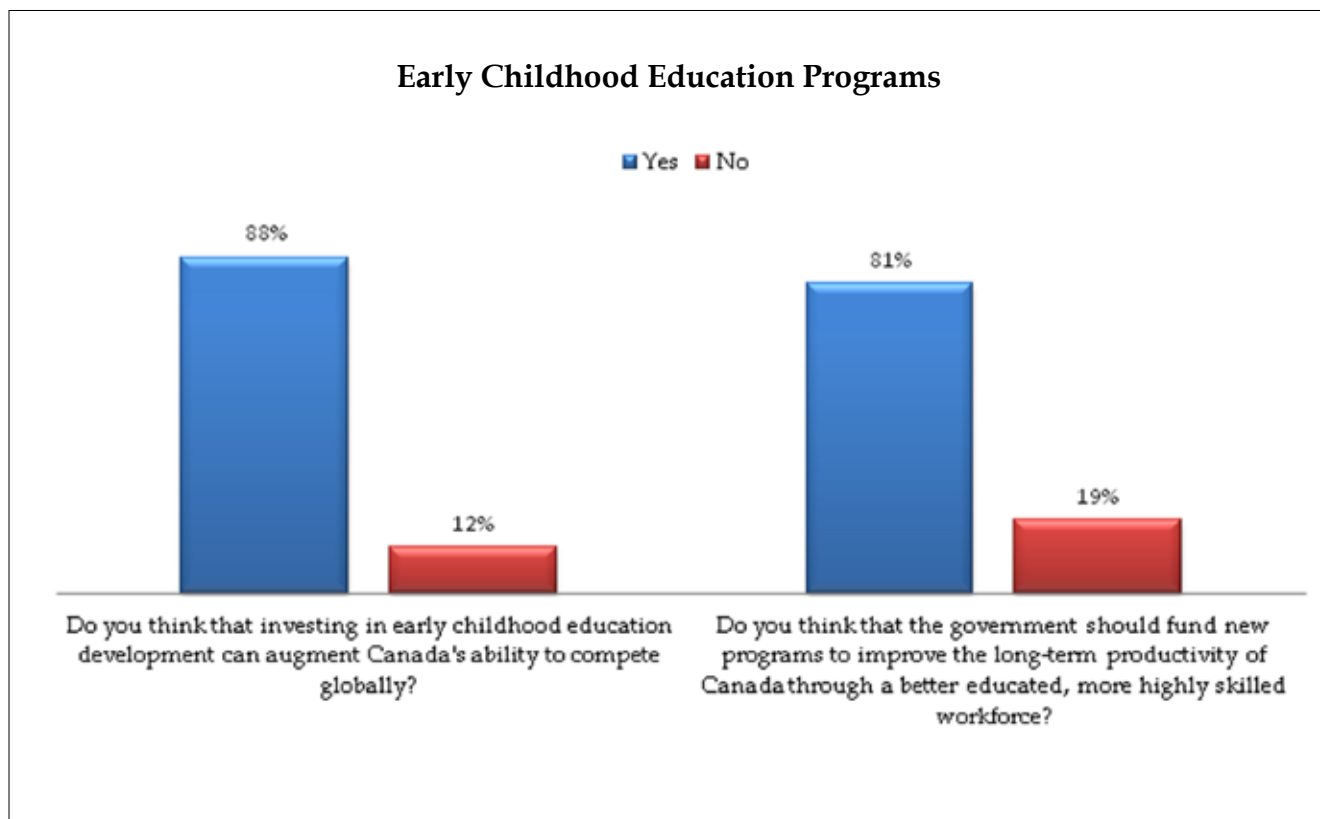
Concerning the employment of foreign students, would you consider hiring a foreign student?

- Yes, if student had the language skills and could commit to a certain length of time.

Concerning the employment of foreign students, would you consider hiring and retaining foreign students as future employees if there were measures in place to help?

- Not in advance of locally available talent.

Survey 6 Results



Selected comments:

Concerning early childhood education programs, do you think that investing in early childhood education development can augment Canada's ability to compete globally?

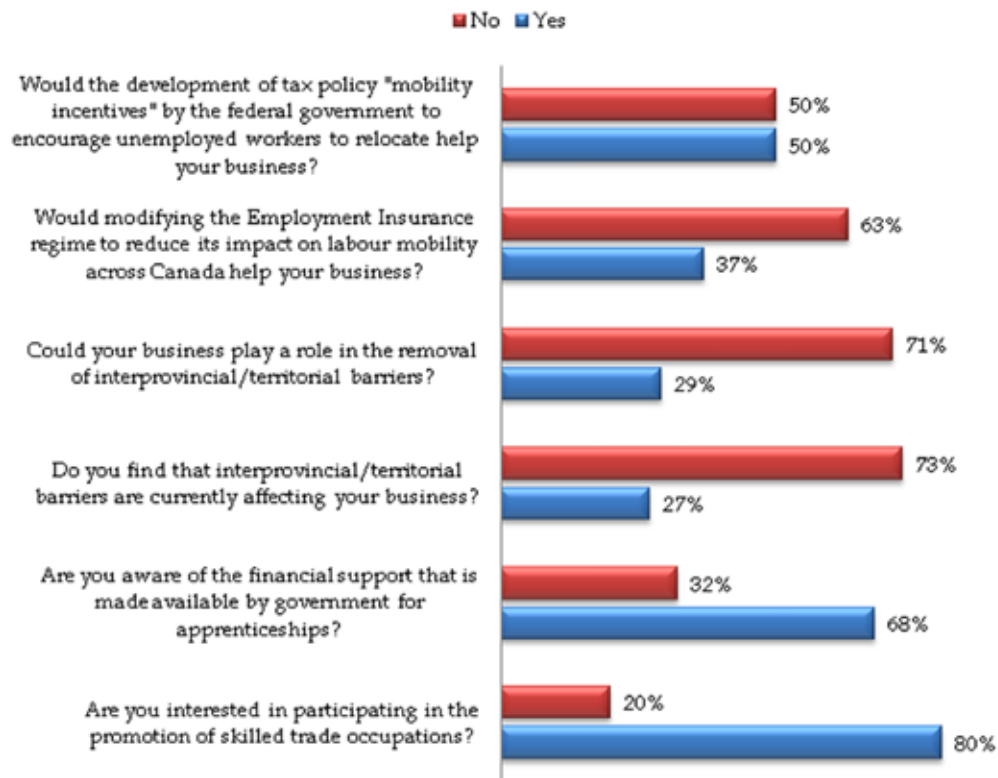
- Education is always beneficial provided it is practical. Teach kids what they need to know to grow and develop.
- Children learn and absorb more quickly and that "learning" becomes a lifelong pattern.
- It provides the initial training of the young minds so that learning becomes standardized.
- I believe that by high school, there should be programs in place to better prepare young adults for the real workplace.

Concerning early childhood programs, do you think that the government should fund new programs to improve the long-term productivity of Canada through a better educated, more highly skilled workforce?

- Without provincial support as well, this will go nowhere.
- We need to do something to assist and promote people to get more skilled and also stay in Canada.
- Absolutely. 50% of our young people are unskilled.

Survey 7 Results

Skilled Trades and Labour Mobility



Selected comments:

To help further skilled trades, are you interested in participating in the promotion of skilled trade occupations?

- Promoting the skilled trades is a marketing exercise which of itself will not yield significant results. Structural changes to trades and improvement in access and availability of training is necessary if a real difference is to be made.

To help further skilled trades, are you aware of the financial support that is made available by government for apprenticeships?

- I am aware of some incentives, but certainly not all. I know of the apprenticeship completion and incentive grants.
- Information regarding this is available from a variety of sources, but it is often disjointed, incomplete and contradictory. Financial support should be targeted geographically and demographically, and the process by which it is accessed must be simplified.

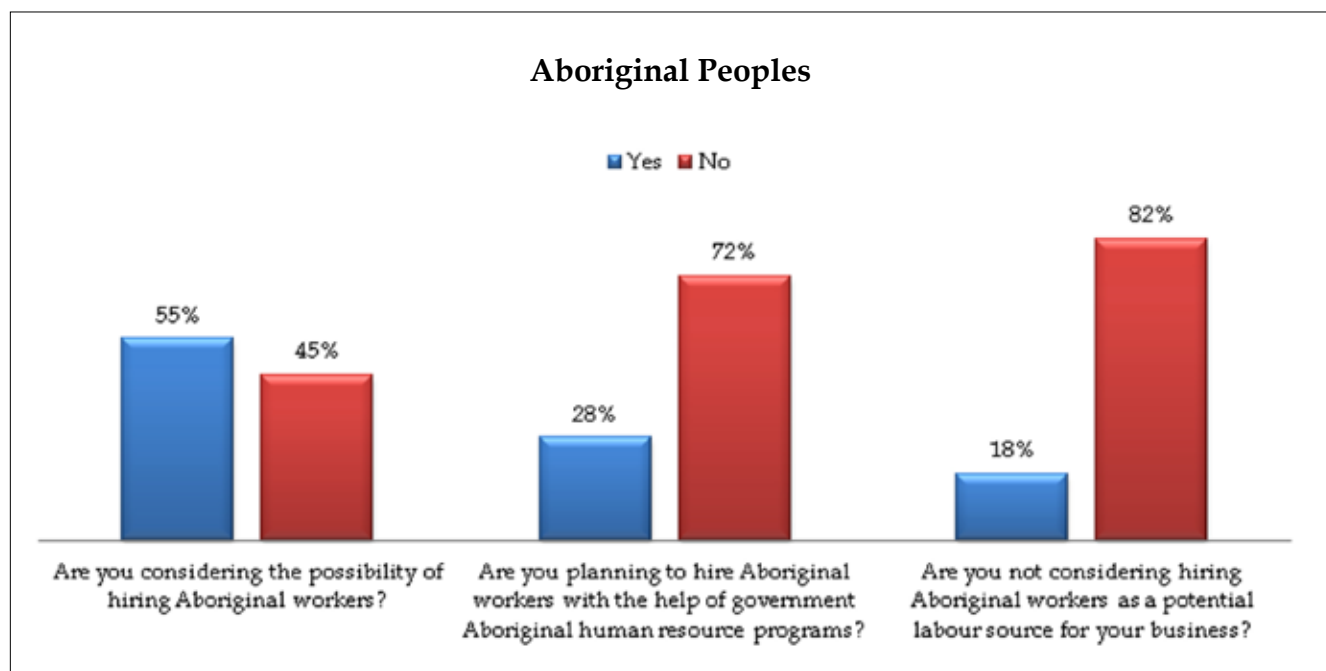
With respect to labour mobility issues, do you find that interprovincial/territorial barriers are currently affecting your business?

- The value of the different interprovincial/territorial trade requirements should be analyzed and assessed because they discourage employers and tradespeople. One of the reasons Canada is not the first choice for many foreign tradespeople is the cost and time required to gain different provincial/territorial credentials.

Would the development of tax policy “mobility incentives” by the federal government to encourage unemployed workers to relocate help your business?

- Relocation is a big step and, from the majority, is driven by poverty in the existing location and opportunity in the new one. To make the “leap,” people often need incentives and tax could be one of a number of contributors.

Survey 8 Results



APPENDIX B – BEST PRACTICES

One of the features of the Canadian Chamber's network is its capacity to exchange information. The following is a sampling of our members' best practices in areas of the skills challenge. We welcome more examples to make available across the membership.

Connecting business with post-secondary institutions

Ten years ago, Brantford had one community college in its community. Today, there are five post-secondary campuses – Laurier University, Nipissing University, Mohawk College, Conestoga College and McMaster University. Laurier was attracted to the community partly through a partnership with a grass-roots organization, the Grand Valley Educational Society.

Today, there is a strong collaboration between business and the education sector and a growing employment base. "The post-secondary investment has single-handedly revitalized the downtown, and there are now businesses and housing springing up to service the students and faculty," said Charlene Nicholson, CEO, Chamber of Commerce Brantford Brant, Ontario.

Focusing on keeping newcomers

Traditionally, New Brunswick has not fared as well as other regions in attracting immigrants, and when immigrants have been attracted, they often moved on after a short period of time. Stakeholders in the Greater Moncton region decided that, rather than trying to attract more immigrants, the community should work on retaining the ones it already had.

A volunteer board was established to address newcomer concerns. The board was made up of community volunteers from two school districts, the local chamber of commerce, three area municipalities, the immigrant resource centre and economic development and social groups. The board was able to establish who was providing what

services and to whom and identify where the gaps were. In particular, there were gaps in health service delivery due to language and cultural barriers, in the integration of newcomers' children within the school system and in the need for mentorship of business immigrants.

These early discussions resulted in a number of new programs, including a successful business mentorship program. Eventually the volunteer board was wound up in favour of permanent staff at various organizations.

Introducing international students to the business community

For two and a half years, international students studying at Brock University in St. Catharines, Ontario, have been invited to meet local business people at events hosted by the Great Niagara Chamber of Commerce.

The focus on international students is aimed at helping them see the opportunities for them in the region after graduation. This informal bridging program complements the chamber's Global Experience Program which matches skilled immigrants with mentors from the business or university community.

The GNCC and Brock University also collaborate together on a workforce planning board to ensure that school programs are in tune with labour market needs.

When apprenticeships mean business

Syncrude has chosen to be a catalyst in changing companies' behaviour toward apprenticeships. The company requires its contractors' workforce to be comprised of 25% to 30% of apprentices, with equal distribution between first and final year of the apprenticeship. In addition, contractors have to report quarterly to the Syncrude's Labour Relations department.

All Alberta Council of Turnaround Industry Maintenance Stakeholders (ACTIMS) owners (Syncrude, Suncor, Shell) and a number of owners at the Alberta Owners Canadian Executive Board (CEB) partnership organization have also used Syncrude's practice for their efforts. With firms of that size, the contract requirement can have a profound impact on the number of apprentices, and it offers a model for other companies to adopt to stimulate skilled trades apprentices.

Making SMEs aware of literacy and essential skills

Many small businesses do not realize they have a literacy or essential skills issue in their workplace. The language of literacy sometimes needs translating into the language of business. In April 2012, the Greater Moncton Chamber of Commerce, the National Adult Literacy Database (NALD) and a number of literacy partners hosted a one-day essential skills awareness-building event for employers in New Brunswick as a pilot project.

The event featured employers' case studies and leading practices as well as a discussion on how to build a learning culture in the workplace. The post-event evaluations were positive. This kind of event could be replicated and hosted by local chambers in partnership with NALD and local literacy and essential skills organizations anywhere in the country.

National Adult Literacy Database/Base de données en alphabétisation des adultes (NALD/BDAA) is an online resource network supporting organizations engaged in adult literacy, essential skills and workplace education in both official languages across Canada. The website is at: www.nald.ca.

Targeted training for micro-businesses

The BC Chamber of Commerce is launching a \$3.1 million Micro-Business Training (MBT) Pilot Program in partnership with the BC Ministry of Jobs, Tourism and Innovation. With the participation of the local chambers across the province, this program will have a significant impact on more than 1,200 small business owners.

Under the MBT program, eligible micro-business owners can receive up to \$1,500 for general business training in a variety of areas such as bookkeeping, marketing and sales, management, computing, websites and social media. Eligible employers must have fewer than five employees and have no post-secondary training, among other criteria.

This program leverages the unique ability of a chamber of commerce network to deliver skills training to micro-business owners in the sectors which need it most, with a goal of improving productivity, competitiveness and profitability.

Business leaders meet with guidance counsellors

Businesses have a vested interest in the workers of the future. Their future employees could be studying in high school today, unaware they will need math and/or science to pursue a career.

By bringing together business leaders and guidance counsellors in sessions across Halifax, the Halifax Chamber of Commerce enabled a discussion about jobs and the skills required for them. These roundtables took place two years ago and could be copied elsewhere. The guidance counsellors valued the contacts, information and discussion.

Parents as career coaches

Parents are generally considered to have the greatest influence on their children's education and career interests. However, parents may not be the most knowledgeable people on job prospects and the skills and education necessary to succeed in today's working world.

A program in Nova Scotia guides parents to become career coaches, helping them to better assist their children in making the right choices for their education and career paths. Parents are coached on having productive career discussions with their teenagers and on how to help younger children develop their interests and skills. Programs are offered in schools based on parents' interest. For more information, see www.parentsascareercoaches.ca.

APPENDIX C - PARTICIPANTS LIST

The following is a listing of the attendees at most of the roundtables which were hosted by either the Canadian Chamber or a local chamber of commerce or board of trade. We have not listed the Canadian Chamber staff in attendance. We apologize if there are any errors or omissions in this listing. (We do not have a listing of attendees in Whitehorse, Yellowknife or Iqaluit.)

March 8 | CCC Association-member Roundtable | Ottawa

Les Aalders, Executive VP,
Air Transport Association of Canada

Michael Anderson, President and CEO,
Canadian Society of Association Executives

Robert Annan, Senior Policy Analyst,
MITACS

Andre Beaudry, VP Canadian Partnerships,
Association of Canadian Colleges

Bruce Bowie, President,
Canadian Shipowners Association

Bruce Burrows, Interim President and CEO,
Railway Association of Canada

Andrew Cardozo, Executive Director,
The Alliance of Sector Councils

Denise Carpenter, President and CEO,
Canadian Nuclear Association

Ross Creber, President,
Direct Sellers Association of Canada

Patrick Culhane, President and CEO,
Canadian Payroll Association

Paul Davidson, President and CEO,
Association of Universities and Colleges of Canada

Jim Facette, President and CEO,
Canadian Propane Association

Ian Faris, President and CEO,
Brewers Association of Canada

Bill Greenhalgh, CEO,
Human Resource Professionals Association

Elly Meister, Director, Government Relations,
The Canadian Institute of Chartered Accountants

Cheryl Paradowski, President and CEO,
Purchasing Management Association of Canada

Carole Presseault, VP Government and
Regulatory Affairs,
CGA

Caroline Tompkins, President,
FITT

Steven Van Alstine, VP, Education,
Canadian Payroll Association

Greg Jodouin, Partner,
PACE Consulting (for Marketing Research and
Intelligence Association)

March 15 | CCC Corporate-member Roundtable | Calgary

Pierre Alvarez, VP Corporate Relations,
Nexen Inc.

Elizabeth Aquin, Senior VP,
Petroleum Services Association of Canada

Nadine Barber, VP Public and Governmental Affairs,
Devon Canada Corporation

Bruce Basaraba, VP Health Safety Environment
and Training,
Clafrac Well Services Ltd.

Bohdan Bodnar, VP Human Resources,
Spectra Energy Transmission West

Scott Calver, VP and CFO,
Trimac Transportation

Ken Chapman, Executive Director,
Oil Sands Development Group

David Chappell, President,
Williams Energy Canada

Andrea Cherkas, President,
Global Answers for Business

Heather Douglas, VP Communications and External
Affairs, Athabasca Oil Sands Corp.

Terry Draycott, President and CEO,
Prism Sulphur Corporation

Stephanie Forbes, Director Client Services,
Resources Global Professionals

Brent Heagy, SVP Finance and Chief Financial Advisor,
Provident Energy Ltd.

Tom Huffaker, VP Policy and Environment,
Canadian Association of Petroleum Products

Brenda Kenny, President and CEO,
Canadian Energy Pipeline Association

Cheryl Knight, Executive Director and CEO,
Petroleum Human Resource Council of Canada

Janet Lane, Executive Director,
Literacy Canada

Ken MacDougall, President,
Enersul Inc

Lorraine Royer, Principal Manager,
Williams Energy Canada

Tim Wall, President,
Apache Canada

March 15 | Calgary Chamber of Commerce Roundtable | Calgary

Ben Brunnen, Director of Policy and Government
Affairs and Chief Economist,
Calgary Chamber of Commerce

Ron Butler, VP Corporate Administration,
Husky Energy

Tom Erasmus, Consultant,
Newalta

Gord Hanna, Consultant,
Western Management Consultants

Doug Hawkins, Labour Relations Representative,
Construction Labour Relations, Alberta

Priyana Karuvelil, Policy Analyst and Committee
Administrator

Denis Painchaud, Director International
Government Relations,
Nexen Inc.

Peter Pilarski, VP Southern Alberta,
Merit Contractors Association

Toni Polchies, Executive Director,
Aboriginal Career and Training Centre

Philip Ponting, Partner,
McLennan Ross LLP

Roger Straathof, VP Commercial Finance Services,
RBC Royal Bank

Craig Watt, Director of Programming and
Connectivity & Chief Strategy Officer,
Calgary Chamber of Commerce

May 3 | CCC Corporate-member Roundtable | Toronto

Shoaib Ahmed, Student,
Ryerson University

Steve Billinger, Executive Director, Business
Development and Innovation,
OCAD University

Philip Bousquet, Senior Program Director,
Prospectors and Developers Association of Canada

Thomas Cadman, Chief Commercial Officer,
Aon Reed Stenhouse Inc.

James Davidson, Principal Manager,
Competitactics

Terry Gabriele, Director Finance,
Ontario Power Authority

David Hardy, VP Client Services,
Comweb Corp./William F. White International Inc.

Adam Kahan, VP University Advancement,
Ryerson University

Kevin Maynard, Executive Director,
Canadian Supply Chain Council

Matt McLeod, Business Analysis,
Deloitte Touche LLP

Tim McTiernan, President,
University of Ontario Institute of Technology

Hossein Rahmana, Director of Research,
Ryerson University

Tim Storus, Director Regulatory and Industry Affairs,
Computershare

Terry Stuart, Chief Innovation Officer,
Deloitte and Touche LLP

Randy van der Starren, Executive VP Corporate Strategy,
Open Access Ltd.

May 9 | CCC Corporate-member and Chamber Roundtable | Winnipeg

Lloyd Axworthy, President and Vice Chancellor,
University of Winnipeg

Daniel Edwards, President and CEO,
Creswin Properties

Merv Gunter, Owner,
Frontiers North Inc.

Brian Kelly, President,
Kelwin Management Consulting

Edward Kennedy, President and CEO,
The North West Company

Craig McIntosh, President and CEO,
Acrylon Plastics Inc.

Michael McMullen, EVP, Northern Canada Retail,
The North West Company

Trevor Nakka, Partner,
Deloitte and Touche LLP

Trevor Sprague, Partner,
Meyers Norris Penny

Graham Starmer, President and CEO,
Manitoba Chambers of Commerce

May 9 | Winnipeg Chamber of Commerce Roundtable | Winnipeg

Dave Angus, President and CEO,
Winnipeg Chamber of Commerce

Doug Chervinski, Human Resources,
MTS Allstream

Diana Chomichuk, President,
HR Inc.

Pat Clunie, Director Talent Management,
MTS Allstream

Leslie Dornan, Senior Partner,
Meyers Norris Penny

Stephanie Forsythe, President and CEO,
Red River College

Condella Friesen, Manager,
Apprenticeship Manitoba

Dan Furlan, President,
HR Strategies

Ron Gauthier, Executive Director,
HRMAM

Kathy Knight, CEO,
Information and Communication Technologies
Association of Manitoba (ICTAM)

Ron Koslowsky, Manitoba VP,
Canadian Manufacturers & Exporters (CME)

Gary Maksymyk, Human Resources,
Manitoba Hydro

Ben Rempel, Assistant Deputy Minister,
Manitoba Immigration and Multiculturalism

Ken Sanderson, Assistant Director,
Labour Market Skills Division,
Aboriginal Chamber of Commerce

Grant Shaw, VP Human Resources,

Strategy and Culture,
National Leasing

Graham Starmer, President and CEO,
Manitoba Chambers of Commerce

May 10 | CCC Corporate-member Roundtable | Saskatoon

Andrew Coutts, Partner,
Deloitte and Touche LLP

Clay Dowling, President,
Ghost Transportation Services

John Hopkins, Chief Executive Officer, Regina and
District Chamber of Commerce

Ken Keesey, VP Sales, SaskTel

Bob Kirkpatrick, Associate General Council,
Potash Corp.

Tom Kischuk, President,
Hitachi Canadian Industries

Russel Marcoux, CEO,
Yanke Group of Companies

Keith Martell, Chairman and CEO,
First Nations Bank of Canada

Steve McLellan, CEO,
Saskatchewan Chamber of Commerce

Leah Milton, Executive Director and CEO,
Battlefords Tribal Council

Serge Pelletier, Lead Community Liaison,
BHP Billiton Canada Inc.

Fred Titanich, President and CEO,
CAA Saskatchewan

Bob Schutzman, Director,
Environment Affairs and Trade,
Evraz Inc. NA

Kent Smith-Windsor, Executive Director and CEO,
Saskatoon and District Chamber of Commerce

Larry Van den Berghe, President,
Massload Technologies Inc.

Joe Vidal, President and CEO,
Bioriginal Foods and Science

May 11 | St. John's Board of Trade | St. John's

Jon Drover, Owner,
Stogger's Pizza and Blue Communications

Nancy Healey, Chief Executive Officer,
St. John's Board of Trade

Sharon Horan, President,
Fit for Work

Craig Innis, Vice President, Policy,
St. John's Board of Trade

Alisha Morrissey, Policy Research Analyst,
St. John's Board of Trade

John Outerbridge, Vice President,
Carlson Wagonlit-Harvey's Travel

Lesley Parrott, Corporate Development Coordinator,
Crosbie Group

Des Whelan, President,
Keyin College

Doug Youden, VP Operations,
Upstream Solutions

May 23 | CCC Corporate-member Roundtable | Vancouver

Larry Berg, President and CEO,
Vancouver International Airport Authority

Iain Black, President and CEO,
Vancouver Board of Trade

Sandi Case, Director Human Resources,
Port Metro Vancouver

Geoff Davidson, Sales and Marketing,
Best Seniors Info.com

Marko Dekovic, Manager Government Relations,
Port Metro Vancouver

Christen Downie, Manager Government Relations,
Methanex Corporations

Brad Eshleman, President and CEO,
Western Stevedoring

Oksana Exell, Executive Director,
Asia Pacific Gateway Skills Table

Darlene Forst, Produce,
Skydance Entertainment

Malcolm Hunter, Chief Operating Officer,
Deeley Harley Davidson Canada

Kazuko Komatsu, President,
Pacific Western Brewing

James Maynard, President,
Wavefront

Michelle Osry, Associate Partner,
Deloitte and Touche LLP

Ruth Sol, President,
Westac

Mike Watson, Principal,
Wazuku Advisory Group

Don Wright, President,
British Columbia Institute of Technology (BCIT)

May 24 | CCC Corporate-member Roundtable | Edmonton

Brad Anderson, Executive Director and CEO,
Alberta Chamber of Resources

Craig Armstrong, President and CEO,
Millar Western Forest Products Ltd.

Todd Banks, Executive Director,
Sherwood Park and District Chamber of Commerce

Robin Bobocel, VP Public Affairs,
Edmonton Chamber of Commerce

Gary Bosgoed, Senior VP Edmonton Operations,
WorleyParsons Canada

Tim Boston, VP Governmental Relations and
Public Policy Communications,
Capital Power Corporations

John Chomiak, President and CEO,
Hemisphere Engineering

Dr. Glenn Feltham, President and CEO,
Northern Alberta Institute of Technology (NAIT)

Kara Flynn, VP Government and Public Affairs,
Suncrude Canada Ltd.

Randy Garvey, Executive VP,
Canadian Western Bank

Ron Gilbertson, President and CEO,
Edmonton Economic Development Corp.

Rick Hersack, Chief Economist,
Edmonton Chamber of Commerce

Lesley McDonald, Managing Director,
Corporate Relations, AmCham Canada

Geoff Rackette, VP Business Services and Systems,
WorleyParsons Canada

Wayne Roznowsky, Manager Public Affairs,
Weyerhaeuser

Tim Shipton, President and CEO,
Alberta Enterprise Group

Randy Stefanizyn, Manager Labour Relations,
Suncrude Canada Ltd.

V.G. Walls, President,
Border Paving Ltd.

June 5 | Mississauga Board of Trade Roundtable | Mississauga

Pam Banks, Executive Director,
RIC Centre

Grant Clark, Chair,
Solutions for HR Inc.

Ulli Krull, Professor Ph.D.,
University of Toronto

Sheldon Leiba, President and CEO,
Mississauga Board of Trade

Syd Martin, Executive,
ACTS

Lorie McKee, Director,
Greater Toronto Airports Authority

Janet Nevins, President,
Innovative Management Consultants

Sam Sharma, Director,
Power Saving Systems

Veso Sobot, National Marketing,
IPEX

John Switzer, Chair,
RIC Centre

June 5 | CCC Corporate-member and Chamber Roundtable | Mississauga

George Addy, Partner,
Davies Ward Philips & Vineberg LLP

Sheila Botting, Partner,
Deloitte and Touche LLP

Stephen Fitzpatrick, VP Operations and CFO,
Credit Union Central of Canada

Keith Hoey, President,
Burlington Chamber of Commerce

Ross Hornby, VP Government Affairs,
GI Canada

Chris Lord, VP and Country Head Canada,
Wipro Technologies

Tahir Malik, Manager,
Operations and Human Resources, Brunel

Terry McCool, VP Corporate Affairs,
Eli Lilly Canada Inc.

Marie McKeegan, VP Governmental Affairs,
Siemens Canada Ltd.

Cory McPhee VP Corporate Affairs,
Vale Ltd.

Michael Peterson, Development Director,
Acciona Wind Energy

Cathy Pin, VP Commercial Banking,
BMO Bank of Montreal

Robert Redhead, Executive Director,
Newalta Corporations

John Sawyer, President,
Oakville Chamber of Commerce

Per Scott, VP Human Resources,
RBC Financial Group

Susan Towle, Director, Quality Assurance and
Government Relations,
Wendy's Restaurants of Canada

Tom Turpin, Executive VP Sales,
Randstad

Tom Wellner, CEO,
CML Healthcare Income Fund

June 6 | CCC Corporate-member and Chamber Roundtables | Waterloo

Maria Antonakos, Director of Advancement,
Perimeter Institute of Theoretical Physics

Max Blouw, President and Vice Chancellor,
Wilfred Laurier University

Jay Bradshaw, President,
Syngenta Crop Protection Canada Inc.

Terry Danielczak, Manager of Human Resources,
Babcock and Wilcox Canada

Bryan Doody, CEO,
Teldyne

Robert Furneaux, General Manager,
Gorman-Rupp of Canada

Tom Griffith, Director Business Development,
Babcock and Wilcox Canada

Iain Klugman, President and CEO,
Communitech

Mark Neal, Marketing Manager,
Gorman-Rupp of Canada Ltd.

Michelle Osry, Associate Partner,
Deloitte and Touche LLP

David Paterson, VP Government Relations
and Public Policy,
Research In Motion

Art Sinclair, Vice-President,
Greater Kitchener Waterloo Chamber of Commerce

John Tibbits, President,
Conestoga College Institute of Technology

Martin Van Nierop, Senior Director,
Government Relations,
University of Waterloo

Charlene Viscek, Government Relations,
Research In Motion

June 6 | Greater Kitchener-Waterloo Chamber of Commerce Roundtable | Waterloo

Brian Bennett, Chair,
BME Consulting

Brian Campbell, Managing Principal,
Santec Consulting

Murray Costello, District Manager,
Union Gas

Linda Dancey, President,
Grand River Personnel

Linda Fauteux, Constituency Manager,
Harold Albrecht – MP

Stephen Hamilton, Manager of
Government Relations,
Ontario Home Builders Association

Mary Henein-Thorn, Special Assistant for the
Minister's Regional Office,
Human Resources and Skills Development Canada

Frank Mensink, retired Executive Dean,
School of Business and Hospitality,
Conestoga College

Henrik Noesgaard, Principal,
MGMT2GO Inc.

Marie Schroeder, Executive Officer,
Waterloo Region Home Builders' Association

Art Sinclair, Vice-President,
Greater Kitchener Waterloo Chamber of Commerce

Martin Van Nierop, Senior Director,
Government Relations,
University of Waterloo

Charlene Viscek, Government Relations,
Research In Motion

June 21 | CCC Corporate-member Roundtable | Ottawa

Sabrina Bandali,
Heenan Blaikie LLP

Alain Brisson, Senior VP,
CGI

Robert Donald, Executive Director,
Canadian Council for Aviation and Aerospace

Jack Hughes, VP,
Hill and Knowlton Canada

Francesca Iacurto, Director,
Parliamentary Affairs, BDC

Lindsay Kennedy, President and CEO,
Canadian Literacy and Learning Network

Elise Maheu, Government Markets
and Public Affairs,
3M Canada

Elliot Morris, Senior Consultant,
Deloitte and Touche LLP

Michael Murphy, VP, Government Affairs,
Canadian Pacific Railway

Fiona Murray, Directors of Programs,
The Alliance of Sector Councils

Michael G. Woods, Partner,
Heenan Blaikie LLP

June 22 | CCC Corporate-member Roundtable | Montreal

Luc Beauregard, président exécutif du
conseil d'administration,
National Public Relations

Michel Bergeron, v-p, Relations d'entreprise,
BDC

Françoise Bertrand, présidente-directrice générale,
FCCQ

Geneviève Biron, présidente et chef de la direction,
Imagix-Imagerie Médicale

Claude Breton, directeur principal,
Affaires publiques,
Banque Nationale

Louis Dagenais, v-p principal,
Technologies globales de l'information,
SNC-Lavalin

Umberto Delucilla, associé leader de marché,
Deloitte

Roch L. Dubé, président et chef de la direction,
Dubé & Co

Moreno Foio, président,
Paliser Solutions Inc.

Martin Fortier, associé fondateur,
De Chantal, D'Amour, Fortier, S.E.N.C.R.L./LLP

Vincent Pierre Giroux, directeur,
Formation ressources humaines,
Bombardier Aerospace

Richard S. Gottlieb, partenaire principal et fondateur,
Gottlieb & Associates

Jasmin Guenette, v-p,
Institut Économique de Montréal

Mirabelle Mikhail, directrice des opérations
corporatives et ressources humaines,
Tim Hortons

Michael Novak, Vice Président exécutive,
SNC-Lavalin

Richard Payette, associé national,
Stratégie et développement,
BDO Canada LLP

François D. Ramsay, premier v-p,
conseiller juridique principal et secrétaire,
Groupe Pages Jaunes

Elizabeth Starenkyj, directrice, Ventes et marketing,
le Groupe Infopresse

Guy Tremblay, co-associé directeur,
Heenan Blaikie, LLP

OTTAWA

420 - 360 Albert Street
Ottawa, ON
K1R 7X7

📞 613.238.4000

📠 613.238.7643

TORONTO

901 - 55 University Avenue
Toronto, ON
M5J 2H7

📞 416.868.6415

📠 416.868.0189

MONTREAL

709 - 1155 University Street
Montreal, QC
H3B 3A7

📞 514.866.4334

📠 514.866.7296

CALGARY

PO Box 38057
Calgary, AB
T3K 5G9

📞 403.271.0595

📠 403.226.6930

THE CANADIAN CHAMBER OF COMMERCE

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