

# workforce requirements

## recession and recovery

setting targets  
and working  
together  
to achieve them

[www.workforcecoalition.ca](http://www.workforcecoalition.ca)



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THE VOICE OF THE AUTOMOTIVE ORIGINAL EQUIPMENT SUPPLIER IN CANADA



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Association  
Association canadienne  
des restaurateurs et des  
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THE GREATER  
TORONTO  
HOTEL  
ASSOCIATION

OACET  
ONTARIO APPROPRIATE COUNCIL



OACETT  
The Technology Professionals In Ontario



In 2007, business, education and labour leaders came together to form Ontario's Workforce Shortage Coalition, dedicated to raising awareness of the emerging skills shortage challenge. The coalition represents more than 100,000 employers and millions of employees.

A Conference Board of Canada report prepared for the coalition predicted Ontario will face a shortage of more than 360,000 employees by 2025. Employers will need more highly skilled workers as technology changes and competition for customers grows tougher. As well, baby boomers are retiring and the number of young workers is about to plummet.

The coalition has now consulted with 700 individuals and organizations representing business, labour, education and government from across Ontario. Its recommendations are based on these consultations, recent research, and the views of members of the constituent organizations.

## Immediate action to get through the recession

In a recession, workers and employers share similar concerns about business survival and job retention. It is harder for firms to retain the skilled workers they will need until the recovery comes. It is essential that governments take extraordinary steps to:

- Provide the supportive business climate (lower taxes and elimination of unnecessary regulation) that employers need to survive the recession and to maximize growth during the recovery
- Make quick changes to postsecondary and adult retraining programs to accommodate an increased number of students who cannot find jobs, adults who have lost their jobs and need re-skilling, and adults who

want to gain qualifications to ensure they can survive in a rapidly changing work environment

- Extend the Apprenticeship Training Tax Credit to all Ontario apprenticeship programs.

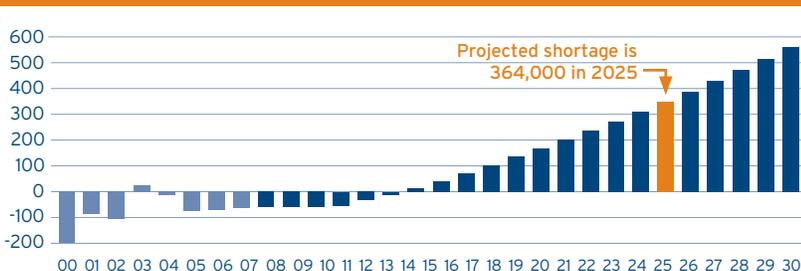
## Strategies to supply the workforce needed for sustained growth

Looking to the longer term, the first barrier to a robust recovery will be the lack of skilled workers available to small business. For example, shortages of tradespersons would reduce the capability of small and medium enterprises (SMEs), inhibit the revitalization of the manufacturing and resource sectors, and discourage value-added tourism. It would also jeopardize government priorities such as infrastructure renewal and environmental protection.

With more skilled workers to draw on, Ontario can attract investment and avoid skills bottlenecks that limit potential and transfer opportunity and momentum to our competitors. Producing the skilled people employers need will also help address poverty: many adults without postsecondary credentials, especially from under-represented groups, are not working.

If Ontario is to have a solid recovery and sustained growth, action must be taken now to ensure there is an attractive business climate, strategic infrastructure, and an effective skills strategy. The Ontario government's Reaching Higher plan, expansion of literacy and apprenticeship programs, and increased Co-op and Apprenticeship Tax Credits demonstrate a strong commitment to supplying the skilled workers Ontario needs for recovery and sustained growth. This report describes the key elements central to an Ontario knowledge and skills strategy for the next decade.

Conference Board: By 2025, Ontario could face a shortfall of 364,000 workers



Source: Conference Board of Canada, 2007.

## What we heard

### A strong consensus for action

*"As our country braces for more economic uncertainty, we can choose to invest in a skilled workforce that can compete with the best the world has to offer, or we can continue to turn our back on the problem and force employers to fight among themselves for an ever-more scarce resource."*

**Jayson Myers, president, Canadian Manufacturers & Exporters, 2008.**

To succeed in a tougher national and global environment, with an aging population, Ontario requires a renewed balance of responsibility and more effective co-operation between government, employers, labour and educators. There is a consensus that many challenges are beyond the capability of unco-ordinated players acting alone. We need a proactive skills strategy that co-ordinates government and partner activities. It will:

- Reaffirm that Ontario's competitive advantage and success in attracting investment depends on an attractive business climate and workforce skills that exceed those available to its competitors in Canada and globally
- Continue shifting from short-term "take any job" policies to programs such as the Second Career Strategy, which create meaningful, long-term attachment to the workforce based on better information about skills requirements within individual sectors
- Recognize the challenges posed by the predominance of 'non-standard' jobs (temporary, part time, self-employed) for employee training and re-skilling, and its impact on smaller employers, who hire 94 per cent of young workers
- Integrate skills policies with poverty reduction strategies for unskilled and under-represented groups.

*"There were 100,000 jobs going begging in Ontario last year, and they tend to be more highly skilled jobs."*

**Premier Dalton McGuinty, 2008.**

*"Changing workplace demographics and the current economic environment have put increased demands on the supply of skilled workers. Clearly, Canada must work towards refining the delivery mechanisms for bridging and training programs as well as improved labour mobility and better information networks."*

**Anthony Ariganello, president and CEO of CGA-Canada, 2008.**

*"In order for Canada to attract and develop talent, governments should take steps to create the best educated, highest skilled and most flexible workforce in the world."*

**Competition Policy Review Panel, Compete to Win, June 2008.**

*"Other countries such as United States, United Kingdom and Australia have been proactive in their development of strategic educational and developmental initiatives and partnerships to advance and develop capabilities in critical technological disciplines."*

**Canadian Aerospace Human Resources Strategy, 2008.**

*"The importance of a strong training system to competitiveness was underscored by a recent report by Colleges Ontario and a broad coalition of business associations, unions and students. The report stated that Ontario must make a concerted effort to address potential skills shortages as competitive pressures grow and a wave of retirements begins."*

**Ontario Economic Outlook and Fiscal Review, 2007.**

## The challenge for employers

Ontario's strong emphasis on skills in past decades has paid off; job growth since 1990 has been higher in Ontario than in the U.S., and it is closely linked with Ontario's rapid increase in postsecondary graduates.

Ontario employers now have a big skills advantage over their U.S. competitors. Most industries have essentially the same number of university graduates, but far more college graduates, with an education designed to meet employer requirements. As a result, Ontario's private sector includes a higher share of high-skill industries than the U.S., and a higher proportion of the overall Ontario population is working.

To help business get through the recession and emerge with the strength to successfully compete in the recovery, the coalition supports the government's decisions to cut corporate taxes and reduce business regulations by 25 per cent.

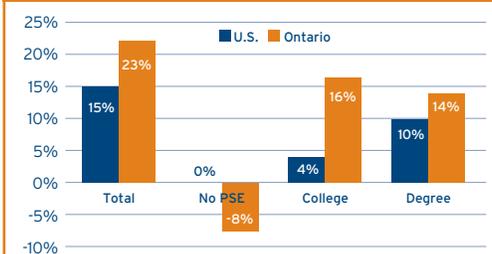
At the same time, employers will need to recognize that they will be facing a different reality within a few years; one of chronic labour shortages that will require them to:

- Develop a clear picture of their longer-term employment needs, to ensure they have the right skills when business opportunities arise
- Look to aboriginals, persons with disabilities, immigrants, and women in non-traditional careers for skilled employees and managers
- Build a training culture by keeping employees up to date on technology and encouraging employees to attend relevant educational courses through flexible work hours, recognition and rewards
- Strengthen public awareness of skills shortages and the value of all career pathways. Work with unions, educators and community leaders on co-ordinated and innovative messaging.

## Examples of employer actions

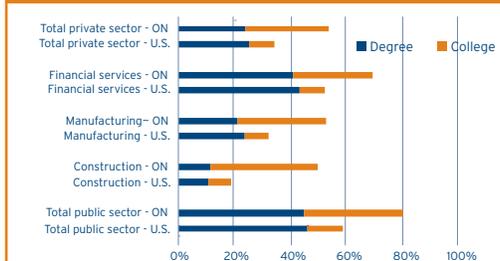
- The *Canadian Manufacturers & Exporters* program, "Business Takes Action" (BTA), calls upon employers to "take action" by hiring persons with disabilities. This is the first program of its kind intended to advocate in the interest of employers, and was developed entirely with feedback from its founding employer members. In exchange for the employers' commitment, BTA can help employers source, hire and accommodate skilled persons with disabilities, which is critical to the many employers facing skill shortages.
- An *Ontario Mining Association* video, *Mining New Opportunities*, is intended to help First Nations residents gain a better understanding of the mineral industry and the employment and entrepreneurial opportunities it offers. The film was created by Big Soul, an aboriginal-owned and operated television production house. It is produced in Cree, Oji-Cree, Ojibway, English and French.
- The *Alliance of Ontario Food Processors* is looking to attract new employees by enhancing the image of the sector.

### Ontario job and skills growth exceeds U.S. (1990-2005)



Sources: U.S. Census "Years of school completed by Persons 16 years old and over," March 1991, and "Educational Attainment of Employment Civilians 18 to 64," 2005 and Statistics Canada, table 282-0004.

### Ontario employers have same proportion of degrees, far more college graduates than U.S.



Sources: U.S. Census Bureau, Current Population Survey, 2006 Annual Social and Economic Supplement, Educational Attainment of Employed Civilians 18 to 64 Years, by Industry. Statistics Canada, special tabulation, 2006.

## The challenges faced by small businesses

The coalition believes that the government's recent tax reductions and commitment to reduce regulation will help small businesses weather the recession and emerge ready to compete in the recovery. However, many SMEs are currently not profitable and are very concerned about mandated wage increases and new required employment practices.

One-third of the 320,000 SME employers in Ontario are immigrants (110,000). There are 50,000 construction employers, 44,700 retailers, 23,100 hospitality employers and 28,000 tradesperson employers. Another 220,000 immigrants are self-employed, without employees, along with more than 50,000 in retail and hospitality and 50,000 tradespersons. There are 45,000 entrepreneurs in the arts, almost all without employees.

SMEs employ 94 per cent of young Ontarians, 90 per cent of workers without postsecondary credentials and 70 per cent of tradespersons. Overall, the private sector employs 85 per cent of all immigrants.

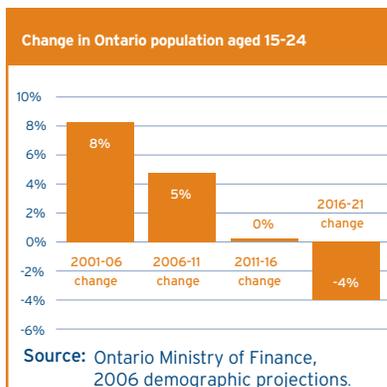
When the recovery comes, the skills shortage will hit small businesses first. One-quarter of their employees are soon-to-be scarce young workers (compared to one-tenth of large business and public sector employees). Half of accommodation and food service workers are young, as are 40 per cent in information and culture and over one-third of those in retail.

In the current training system, SMEs are burdened with a very large portion of the costs of training both apprentices and unskilled workers without postsecondary credentials, simply because they hire the vast majority. While it is a societal objective to increase the number of apprentices who complete their trades credentials, and to substantially increase access to education and training of less-skilled Ontarians, this is not a burden that SMEs are able to accept.

In contrast, larger employers, such as the public sector, hire few apprentices or unskilled employees, and typically incur little or no cost to train postsecondary graduates, who comprise a large share of their workforces. For example:

- Doctors, lawyers and architects were all once trained by the sector itself as apprentices, but now their training costs have been shifted to government and students
- The training costs for new skilled occupations, such as in information technology, are also not borne by the individual sectors.

To ensure that every Ontarian has access to the skills they need to participate fully in the workplace, adult training – including apprenticeship – must be transformed, and society must take on a greater share of the cost.

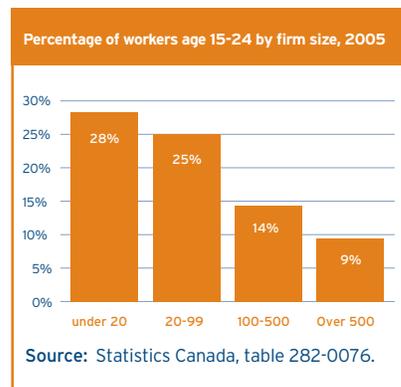


*"Tourism in Ontario [faces] two key challenges: first, there is a pending labour shortage in the sector and second, our service quality must be top notch so we must be able to train great tourism workers... However, there is no overarching provincial strategy to meet the tourism sector's needs."*

### Ontario tourism competitiveness study, 2008.

The Ontario Chamber of Commerce urges the Government of Ontario to:

- Explore and support certification programs designed to give workers with intellectual disabilities the skill sets that would enable them to earn self-sustaining wages
- Work with local and federal levels of governments to develop a grant system that subsidizes the participation of workers with intellectual disabilities in these specialized certification courses, in particular co-op placements for entry-level jobs
- Support the establishment of an adult education and training system that improves opportunities for adults with intellectual disabilities to increase job-related skills, pursue further education and training, and ultimately enhance their personal well-being and quality of life.



## The challenge for educators

Skills Canada – Ontario, with many corporate partners including the Ontario Mining Association, Hydro One, Ontario Power Generation and Union Gas, is affiliated with 1,273 elementary schools and 714 secondary schools within Ontario. It informs students about new career opportunities due to emerging skills shortages and occupational choices. Each year, Skills Canada – Ontario visits more than 5,000 classrooms and speaks to 150,000 young people about the career opportunities available through a skilled trade or technology sector.

Less than half of Ontario's college students come directly from high school. As a result, Ontario's colleges play a critical role in meeting the learning needs of adults who have not completed high school, who require help with literacy or numeracy, who have been internationally trained but lack Canadian experience, or whose first language is not English or French. They may require focused supports and services to complete their postsecondary studies and achieve their career goals.

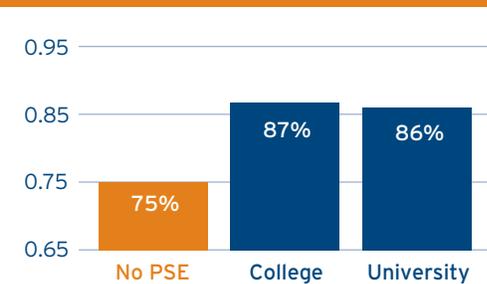
In a recession, many Ontarians turn to education to help them prepare for a new career. It is essential that governments take extraordinary steps to:

- Make quick changes to postsecondary and adult retraining programs to accommodate an increased number of students who cannot find jobs, adults who have lost their jobs and need re-skilling, and adults who want to gain qualifications to ensure they can survive in a rapidly changing work environment.

Over the longer term, educators need to:

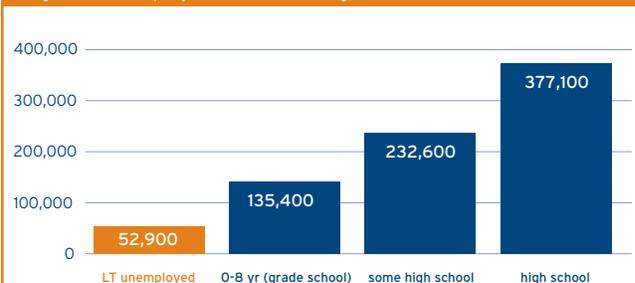
- Value all career pathways. Transform the curriculum from kindergarten through postsecondary education to integrate theory with hands-on learning and science with applied technology. Ensure students are exposed to a full range of postsecondary and workplace options
- Value and accommodate different types of learning. Develop and offer more flexible programs such as 'learning-by-doing'
- Integrate real-world experiences. Relate curriculum to a wide range of workplace challenges and real world applications, such as integrating shop, technology and science, and focusing on linkages between students and potential employers. For example, expanding co-op opportunities and school visits to work sites
- Ensure postsecondary programs adapt quickly to labour market needs
- Collaborate on a provincewide and transparent system for the transfer of completed postsecondary credits.

Ontario employment rates  
(educational attainment, age 25-44, 2006)



Source: Statistics Canada, table 282-0004.

Potential client base:  
long-term unemployed vs. not working, 2006



Source: Statistics Canada, table 282-0004.

*“When we improve the quality of public education, when we provide our young people in particular with the skills they need to succeed, we get the best workers, who land the best jobs, who in turn build the strongest economy, which funds everything we want to do together.”*

### 2007 Ontario throne speech

While their fundamentals are better than most countries, Canada and Ontario have not escaped the global recession. The recovery could start late in 2009, but it is unlikely that unemployment will drop significantly before late 2010.

The recession will be worst for young Ontarians, especially those without certified competencies most needed by employers. The coalition supports the recent expansion of training programs, such as literacy programs and Second Career, which are designed to improve workplace skills.

Apprentices are necessarily last on but first off, and in a recession, they risk losing their career paths. The coalition suggests reforming funding for alternative training schedules for apprentices to better accommodate employer workload priorities and improve apprenticeship completion. For example, allow back-to-back education modules, more e-learning, and allow apprentices to complete portions of their workplace hours and secure the needed skills/experience by expanding the in-school component to include select “equivalent-to-work experiences” through hands-on shop and simulation experience and in-college placements.

As the economy starts improving, Ontario should address both economic opportunity and poverty reduction by shifting government priorities from creating jobs to raising marketable skills, so that employers can hire qualified workers. This will require both a higher number of postsecondary graduates equipped to take on the new challenges that the workplace now demands, and a much greater effort to ensure adults have the skills they need to succeed as the workplace transforms.

### Government actions

The “Reaching Higher” plan and the 2008 and 2009 provincial budgets reaffirm:

- Ontario’s competitive advantage depends on workforce skills that exceed those available to its competitors in Canada and globally
- There is a need to integrate skills and poverty reduction policies for unskilled and under-represented groups.

The 2008 and 2009 Ontario Budgets made excellent use of new federal funding by significantly increasing investments in postsecondary education and skills. Priorities include the Second Career program, enhanced capital and operating funds, tax incentives for apprenticeship, and additional funding for educating recent immigrants and for literacy programs.

The coalition believes that Ontario’s competitive advantage and success in attracting investment depends on a favourable business climate and workforce skills that exceed those available to its competitors in Canada and globally.

The approach recommended by *Ontario’s Workforce Shortage Coalition* for a ‘knowledge and skills strategy’ is best captured in the phrase: “Neither a moment or a mind to waste,” which was the title of both a report by the Canadian Council of Chief Executives in 2006 and a Canada Millennium Scholarship Foundation international conference in 2008.

This strategy should:

- Continue shifting from short-term “take any job” policies to programs such as the Second Career Strategy, which create meaningful, long-term attachment to the workforce based on better information about skills requirements within individual sectors
- Recognize the challenges posed by the predominance of ‘non-standard’ jobs (temporary, part time, self-employed) for employee training and re-skilling and its impact on smaller employers, who hire 94 per cent of young workers
- Integrate skills policies with poverty reduction strategies for unskilled and under-represented groups.

The coalition believes the targets and recommendations set out in this report are a core element of a successful knowledge and skills strategy.

The coalition proposes \$180 million in provincial investments over five years. This funding, combined with employer contributions and the resources already invested through Reaching Higher and the skills initiatives in the last two Ontario budgets, will go a long way to filling skills gaps and reaching skills targets by 2020.

### Immediate action to get through the recession

Business survival is the first priority in a recession. The coalition supports the Ontario government's decision to lower corporate taxes and to reduce unnecessary regulations. However, many SMEs are not currently profitable and are very concerned about mandated wage increases and new required employment practices.

The coalition supports the government's expansion of skills training initiatives, including Second Career, to address essential skills shortages and to integrate newcomers into the workplace. Further action in these areas may be warranted in the absence of a strong recovery. In addition, the government and the postsecondary system should accommodate students continuing or returning to school due to the difficulty in finding jobs.

Apprenticeship is a particular concern, as 70 per cent of tradespersons are employed by small businesses. Apprentices are necessarily last on but first off, and in a recession they risk losing their career paths. The coalition suggests:

- Accommodating employer workload priorities and improving apprenticeship completion by reforming funding for alternative training schedules for apprentices. For example, support back-to-back education modules, e-learning, and allow apprentices to complete portions of their workplace hours and secure the needed skills/experience by expanding the in-school component to include select "equivalent-to-work experiences" through hands-on shop and simulation experience and in-college placements
- Better preparing students (particularly women and under-represented groups) to transition into apprenticeships by expanding the availability of programs such as the co-op programs at colleges and by encouraging Second Career participants to enter these programs
- Addressing the skills challenges of all sectors by extending the Apprenticeship Training Tax Credit to all Ontario apprenticeship programs.

### Targets to supply the workforce needed for sustained growth through 2020

In the long term, a robust economy depends on an attractive business climate, strategic infrastructure, and an effective skills strategy with agreed targets. The coalition proposes:

#### Employment targets for 2020

To maximize economic growth and improve access to employment:

- The Ontario employment rate\* for adults ages 25 to 54 should rise to 85 per cent. The share of employed under-represented groups (e.g., disabled, aboriginals, recent immigrants) should steadily increase
- The "Ontario Provincial Nominee Program" should expand to 1,000 annually by 2010, to 5,000 by 2015 and to 20,000 by 2020, to address regionally significant occupational shortages.

#### Skills targets for 2020

To ensure that employees have the skills to function effectively in Ontario's dynamic, skills-based economy:

- All high school students should have the opportunity to engage in applied technical and/or business education, including direct exposure to postsecondary programs and workplace environments
- More than 75 per cent of young adults ages 25 to 34 should have postsecondary credentials
- Seventy per cent of apprentices should complete their programs
- Thirty-five per cent of employees should participate in training each year, including apprenticeship and essential workplace skills
- There should be a strong increase in the number of individuals from under-represented groups with postsecondary credentials.

\*Employment rate: the number of persons employed expressed as a per cent of the population.

### Workplace skills for tomorrow

There is a need to address longer-term skills requirements and succession planning through workforce training. The Ontario government should invest \$10 million over five years, available to employers or employers/postsecondary consortia on a matching basis, to:

- Support demonstration projects to:
  - Establish core competencies for jobs critical to employer groups to allow for more efficient training, greater workforce mobility and streamlined hiring processes
  - Assist employers in becoming more inclusive by accommodating the needs of new hires, under-represented groups, mature employees and return-to-work employees.
- Encourage firm-specific training and partly fund industry-specific training, which keeps workers up to date on emerging technology and business practices.

The government should invest \$15 million over five years, not matched by SMEs, to:

- Fully fund the portion of training targeted at basic literacy and numeracy skills if delivered by local colleges – on site or at a college.

### Investing in advanced skills infrastructure

The Ontario government should invest \$60 million over five years, available to employers/postsecondary consortia on a matching basis, to provide start-up funding for employer-college/university training partnerships to attract investment and retain jobs. Joint funding will enable colleges and universities to:

- Design, equip and implement new and substantially modernized high-priority postsecondary and adult programs required by employers
- Structure formal arrangements with employer groups for selected postsecondary training to take place in employer locations, utilizing employer's advanced equipment and facilities.

### Apprenticeship retention and completion

In addition to the immediate measures listed on the previous page, the following initiatives will motivate more small businesses to invest in more apprentices. The coalition's recommendation is for government funding of \$15 million annually to:

- Extend the Apprenticeship Training Tax Credit to all Ontario apprenticeship programs

- Provide immediate access to each new apprentice for language, mathematics and other essential competencies, and fund their enrolment in continuing education classes to address deficiencies prior to taking the in-school portion of the apprenticeship
- Fund refresher courses for applicants for certificates of qualification to reduce the failure rate
- Institute a new mentoring program designed to support and encourage apprentices and employers to complete programs.

### Skilled immigrant attraction and workforce integration

Government should invest up to \$5 million annually by the fifth year to ensure Ontario employers have a stronger role throughout the immigration process. The coalition's recommendations are to:

- Provide candidates, prior to immigration, with enhanced labour market information based on employer priorities, assess competency and occupational language skills, and encourage colleges to offer initial upgrading – for example, via distance education
- Improve immigrant orientation by determining employment readiness and the need for further occupational language skills, responsive career/technical programs, bridging programs, etc.
- Streamline temporary workers' reapplications, and encourage them to become permanent residents
- Fast-track work and study visas for international students in foreign postsecondary programs affiliated with and audited by Ontario colleges and universities.

### Information for career and employment decision-making

Government should provide funding of \$10 million over five years to complement existing and planned employer initiatives. This should be co-ordinated to exploit synergies and hence increase the impact of individual sector projects. The coalition's recommendations are to:

- Inform students, with specific focus on under-represented groups, about new career opportunities due to emerging skills shortages and occupational choices
- Create an integrated informational campaign to co-ordinate and enhance individual association campaigns. This could include a focus on new media, pilot projects to visit employers, and common web portals such as the Ontario College Application Service (OCAS) portal offering multi-media content on career opportunities, etc.
- Showcase best-practices demonstration projects showing how employers can reach out to under-represented groups.

# Who we heard from: 700 stakeholders from across Ontario

Recognizing that identifying the challenge was only the first step in addressing the skills shortage, Ontario's Workforce Shortage Coalition invited a broad-based group of 700 government,

business, union, and education stakeholders to come together in Toronto and in 10 other communities across Ontario to discuss solutions.

8020Info Inc.  
 1000 Islands Region Workforce Development Board  
 Aboriginal Institutes' Consortium  
 Adecco  
 AISEC Canada  
 Agropur  
 Algonquin and Lakeshore  
     Catholic District School Board  
 Algonquin Automotive  
 Air Transport Association of Canada  
 Aircraft Appliances & Equipment Limited  
 Algonquin College  
 Allan Graphics  
 Alliance of Ontario Food Processors  
 American Technical Publishers  
 apprenticesearch.com  
 ArcelorMittal – Dofasco  
 Association of Canadian Community Colleges  
 Autism Ontario  
 Automotive Parts Manufacturers' Association (APMA)  
 Bank of Nova Scotia  
 Barrie Hydro  
 Barrie Metals  
 Barrie Chamber of Commerce  
 Bayview Wildwood  
 Bell Canada  
 Belleville Chamber of Commerce  
 Belleville Volkswagen  
 Bernadette Beaupre & Associates Consulting  
 Best Western – Orillia  
 BMO  
 Borden Ladner Gervais LLP  
 BrightStaff  
 Brigus Group  
 Building Industry and Land  
     Development Association (BILD)  
 Council for Automotive Human Resources (CAHR)  
 C.A.M. Solutions  
 Cambrian College of Applied Arts & Technology  
 Canadian Automotive Repair  
     & Service (CARS) Council  
 Canadian Auto Workers – Alcoa Action Centre  
 Canadian Auto Workers  
 Canadian Business Hall of Fame  
 Canadian Cancer Society  
 Canadian Food Industry Council  
 Canadian Manufacturers & Exporters  
 Canadian Payroll Association  
 Canadian Plastics Sector Council  
 Canadian Policy Research Networks  
 Canadian Red Cross  
 Canadian Society for Training and Development  
 Canadian Steel Trade  
     & Employment Congress (CSTEC)  
 Canadian Supply Chain Sector Council  
 Canadian Union of Skilled Workers

Canadian Union of Steel Workers  
 Canadian Welding Bureau/  
     Canadian Welding Association  
 Canadore College  
 Career Edge Organization  
 Carpenters District Council of Ontario  
 Carpenters Local 27 Joint  
     Apprenticeship & Training Trust Fund  
 Centennial College  
 Centennial College Student Association Inc.  
 Central East Community Care Access Centre  
 CertainTeed Gypsum Canada Inc.  
 CFB Borden  
 Chubb Security  
 Cisco Systems Canada  
 City of Barrie  
 City of Belleville  
 City of Brampton  
 City of Brampton Economic Development Office  
 City of Brockville, Economic Development  
 City of Hamilton  
 City of Hamilton,  
     Economic Development & Real Estate  
 City of Kingston  
 City of Orillia  
 City of Toronto  
 CMO  
 Collège Boréal  
 College Compensation & Appointments Council  
 College Student Alliance  
 Colleges Ontario  
 Conestoga College  
 Confederation College  
 CON\*NECT  
 Corus Entertainment (Kingston)  
 Construction Recruitment  
     External Workers Service (CREWS)  
 Council for Access to  
     the Profession of Engineering (CAPE)  
 Council of Ontario Construction Associations  
 Council of Ontario Universities  
 Credit Valley Hospital/Peel Region Cancer Centre  
 David Trick and Associates  
 Deloitte  
 Dial One Wolfedale Electric  
 Domtar  
 Don Leslie  
 Durham Catholic District School Board  
 Durham College  
 Ecoprint  
 Elecsar Engineering  
 Electricity Sector Council  
 Empire Life Financial Group  
 Ernest C. Drury School for the Deaf  
 Fanshawe College  
 Federated School of Mines

Fédération des cégeps  
 First Nations Technical Institute (FNTI)  
 Fleming College  
 Gap Inc.  
 Garfield Dunlop – MPP  
 George Brown College  
 Georgian College  
 Golf Town  
 Grand & Toy  
 Grand Erie District School Board  
 Grand River Foods  
 Greater Barrie Home Builders Association  
 Greater Essex County District School Board  
 Greater Kingston Chamber of Commerce  
 Greater Peterborough Area  
     Economic Development Corporation  
 Greater Sudbury Hydro Inc.  
 Greater Toronto Hotel Association  
 GreGor Homes  
 Guelph Chamber of Commerce  
 Halton Industry Education Council  
 Halton District School Board  
 Hamilton District Autobody Repair Association  
 Hamilton Health Sciences  
 Hamilton-Wentworth Catholic District School Board  
 Hamilton-Wentworth District School Board  
 Hastings and Prince Edward District School Board  
 Hays Specialist Recruitment Canada Inc.  
 Herman Miller Canada  
 Hick Morley LLP  
 Hilden Homes  
 HMV Canada Inc  
 Hospice Quinte  
 Human Resources and Skills Development Canada  
 Human Resources Professionals  
     Association of Ontario  
 Human Resources Professionals  
     Association of Ontario - Kingston  
 Humber Corporate Education Centre  
 Humber Institute of  
     Technology & Advanced Learning  
 IBM Canada  
 Industry Canada  
 Industry-Education Council of Hamilton  
 Information Technology Association of Canada (ITAC)  
 Institute of Chartered Accountants  
 Interior Systems Contractors Association of Ontario  
 International Brotherhood of Electrical Workers  
 International Union of Painters  
 Invista (Canada)  
 Junior Achievement of Canada  
 Jensen Neely  
 Job Connect  
 Joint Training and Apprenticeship  
     Committee - U.A. Local 787  
 Keyes Employment Agency

King Cole Ducks  
Kingston Construction Association  
Kingston Economic Development Company (KEDCO)  
Kwik Kopy  
LaFarge Ready-Mix  
Lambton Kent District School Board  
Landscape Ontario  
LaPalm Moving  
Lassonde Beverage Canada  
Lawson Management Consulting  
Le Royal Méridien King Edward  
Life in the County  
Limestone District School Board  
Linamar Corporation  
Lincoln Electric Company of Canada  
London Economic Development Corporation  
Loney Landscaping  
Loyola Community Learning  
Loyalist College  
Maple Leaf Consumer Foods  
Maple Leaf Sports and Entertainment (ACC)  
Marsh Insurance  
Media Matters Incorporated  
Messier-Dowty Inc.  
Métis Nation of Ontario  
Mohawk College of Applied Arts and Technology  
Mohawk Students' Association  
Mortgage Intelligence  
Motor Carrier Passenger Council of Canada  
Multilingual Community Interpreter Services  
Municipality of Brockton  
National Research Council of Canada  
Niagara Catholic District School Board  
Niagara College  
Niagara College Student Administrative Council  
Niagara Food Specialties, Inc.  
Northern College  
Northern Ontario Welding College  
Novelis Inc  
Novotel Toronto Centre  
Ontario College Application Service  
Ontario College Administrative Staff Organization  
OEB Enterprise Inc.  
Office of the Premier of Ontario  
Ontario Association of Certified Engineering Technicians and Technologists (OACETT)  
Ontario Association of Medical Radiation Technologists  
Ontario Building Officials Association  
Ontario Building Trades Council  
Ontario Centres of Excellence  
Ontario Chamber Of Commerce  
Ontario Dental Hygienists' Association  
Ontario Electrical League  
Ontario Environment Industry Association (ONEIA)  
Ontario Federation of Labour  
Ontario General Contractors Association (OGCA)  
Ontario Good Roads Association  
Ontario Hospital Association  
Ontario Independent Meat Processors

Ontario Literacy Coalition  
Ontario Marine Operators Association  
Ontario Mining Association  
Ontario Ministry of Citizenship and Immigration  
Ontario Ministry of Economic Development and Trade  
Ontario Ministry of Education  
Ontario Ministry of Finance  
Ontario Ministry of Intergovernmental Affairs  
Ontario Ministry of Northern Development and Mines  
Ontario Ministry of Training, Colleges, and Universities  
Ontario Native Literacy Coalition  
Ontario Painting Contractors Association  
Ontario Provincial Police  
Ontario Restaurant Hotel & Motel Association (ORHMA)  
Ontario Sewer and Watermain Construction Association  
Ontario Tourism Education Corporation (OTEC)  
Orillia & District Chamber of Commerce  
Orillia, Muskoka & District Labour Council  
Ottawa Carleton District School Board  
Panduit Canada Corp.  
Peel Halton Dufferin Training Board  
Peel Region Employment Preparation (PREP)  
Plant Newspaper  
Platespin  
Pottruff & Smith Insurance Brokers  
Power Workers' Union  
Power Workers' Union Training Inc.  
Quinte Economic Development  
R & F Construction  
Renfrew County District School Board  
Retail Council of Canada  
Reynolds O'Brien  
Rogers Communications Inc.  
Rosewater Spa of Oakville  
Royal Bank of Canada  
Royal Victoria Hospital  
Ryerson University  
Sault College  
Schneider National Inc., Canada Division  
Service Canada, Ontario Region  
Simcoe County District School Board  
Simcoe County District Separate School Board  
Simcoe County Training Board  
School of Policy Studies, Queen's University  
Scotiabank  
Seneca College  
Sheridan Institute of Technology and Advanced Learning  
Sheridan Student Union Incorporated  
Simcoe County District School Board  
Simcoe Muskoka Catholic District School Board  
Skilled Trades Commission  
Skills Canada-Ontario  
Skills for Change  
SLC Transport Inc.

SNAP Quinte  
Society of Composers, Authors and Music Publishers of Canada (SOCAN)  
Society for Quality Education  
St. Clair College  
St. Lawrence College  
St. Lawrence College Job Connect (Kingston)  
Starboard Communications  
Steve Watson – Consultant  
Student Association of St. Lawrence College  
Ted Handy & Associates Inc., Architects  
Teddington  
The Alliance of Sector Councils  
The Clearing House  
The Corporation of the City of Woodstock  
The Fairmont Royal York  
The Learning Partnership  
The Sargeant Company  
The UPS Store  
Thomas Estevez Design  
TORMONT  
Toronto and Ontario Automobile Dealers Association  
Toronto Business Development Centre  
Toronto Catholic District School Board  
Toronto Central Community Care Access Centre  
Toronto District School Board  
Toronto Economic Development Corporation  
Toronto Hydro  
Toronto Region Immigrant Employment Council (TRIEC)  
Toronto Region Research Alliance  
Toronto Training Board  
Town of Caledon  
Toys "R" Us  
Trenval  
Trillium Health Centre  
Union of Ontario Indians  
University of Toronto  
University of Waterloo  
United Steel Workers (USW)  
Vale Inco  
Vanbots Construction Corporation  
Volunteer and Information Quinte (V I Q)  
Waterloo Wellington Training & Adjustment Board  
Waterloo Region District School Board  
Whitworth's Masonry Contractors  
Wolf Steel Ltd.  
Woodbine Entertainment Group  
Working Skills Centre  
World Education Services  
Xstrata Canada Corporation  
York Region District School Board  
York Region Training & Adjustment Board  
York University  
Yorkdale Adult Learning Centre and Secondary School  
Your Workplace Magazine

## *Coalition members*

Alliance of Ontario Food Processors  
Automotive Parts Manufacturers' Association  
Canadian Manufacturers & Exporters  
Canadian Restaurant and Foodservices Association  
College Student Alliance  
Colleges Ontario  
CON\*NECT  
Council of Ontario Construction Associations  
Greater Toronto Hotel Association  
Ontario Aerospace Council  
Ontario Association of Certified Engineering Technicians and Technologists  
Ontario Chamber of Commerce  
Ontario Environment Industry Association  
Ontario General Contractors Association  
Ontario Marine Operators Association  
Ontario Mining Association  
Ontario Restaurant Hotel & Motel Association  
Ontario Tourism Council  
Power Workers' Union  
Retail Council of Canada  
Skills Canada - Ontario  
Toronto Financial Services Alliance