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Municipality of South Bruce Economic Development Study on Youth

Deloitte Canada

July 2022

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Land Acknowledgement

It is acknowledged that the lands and communities discussed in this report are situated on the Traditional Territory of the Anishinabek Nation:

The People of the Three Fires known as Ojibwe, Odawa, and Pottawatomie Nations. The Chippewas of Saugeen and the Chippewas of Neyaashiinigmiing (Nawash), now known as the Saugeen Ojibway Nation, are the traditional keepers of this land and water. It is also recognized that the ancestors of the Historic Saugeen Métis and Georgian Bay Métis communities shared this land and these waters.

Peer Review Approach

The Municipality of South Bruce is responsible for the completion of the Economic Development Study on Youth. This study was undertaken by MDB Insight Inc. (which was acquired by Deloitte LLC in April 2022). The Economic Development Study on Youth is a study led by Municipality of South Bruce, who determined the scope and spatial boundaries. It was reviewed as part of the Municipality of South Bruce Consultants Peer Review Protocol by GHD.

Executive Summary

The Municipality of South Bruce retained MDB Insight (acquired by Deloitte LLP in April 2022) to prepare an Economic Development Study on Youth. This study narrows the focus on economic development for youth in South Bruce. The overarching objective is to engage with and provide opportunities for youth to remain in or return to the community and work for the Nuclear Waste Management Organization (NWMO) and/or the nuclear sector in general.

The Economic Development Study on Youth utilized a four-phase methodology that began in November 2021. These phases included a document review, a labour market and education pipeline analysis, and a best practice research to identify opportunities to support youth education and participation in the labour force. A comprehensive consultation process provided the platform to capture youth, education, and training stakeholder insights on youth priorities and opportunities for economic development.

This study leverages insights from other community and NWMO studies including the 2022 Labour Baseline Study (E09), 2022 Workforce Development Study (E10), 2022 Local/Regional Education Study (S14), 2022 Housing Needs and Demand Analysis Study (E08) Draft, and the 2022 Local Hiring Effects Study and Strategy. Respecting the importance of the NWMO Project, this study also informs South Bruce's Guiding Principles.

The Youth Voice

South Bruce youth provided input on this study through the #NextGenNetwork youth workshop, held in February 2022. Diverse topics related to economic development and youth priorities served to capture insight on what would help make South Bruce a great place to live and work, a vision for the community, and what the municipality must do to attract and retain youth and young professionals. This input is detailed in Appendix A with a few major points presented below.

Youth engagement participants drew attention to factors that would incent them to stay or relocate to South Bruce including quality of life considerations, recreational and cultural amenities, transportation options, cultural diversity, and access and availability of health and wellness supports. Youth are concerned about affordability and disparity in income levels. The limited housing options and increasing housing

Youth in South Bruce envision the community to ...

Be open, inclusive, and welcoming

Promote positive community culture

Address barriers to opportunity for all

values impede young people from affording to live in South Bruce, especially if income levels continue to be lower as compared to urban centers that offer higher wages for the same job.

Youth are excited about contributing to the growth and success of South Bruce through:

- Community engagement as participants and leaders
- Supporting/running on the campaigns and elections
- Community fund raising & awareness campaigns
- Working with the Municipality to support and inform on issues that impact youth including health and wellness
- Connecting with schools to promote opportunities, volunteerism, and more one-one engagement

Economic Development Opportunity for Youth

South Bruce is a growing municipality located in Bruce County. The community is projected to experience a 40% growth between 2021 to 2046, with youth being a central part of this growth. By 2046, South Bruce youth, between the ages of 12 to 29 years will account for 22% of the total population.

South Bruce's emphasis on youth economic development must reflect the broader range of youth priorities, including employment and labour force participation to socio-economic determinants including housing, income, and health and wellness measures.

This is essential in the context of South Bruce's labour force challenges given an aging and retiring population, gaps in labour supply and demand, skills mismatch, youth out-migration, and business labour force concerns. Labour force limitations could negatively influence economic growth, particularly if South Bruce cannot attract a working-age population with the skills necessary to participate in the evolving labour market.

With the anticipated addition of the NWMO Project, which requires skilled trades between 2023 to 2043 and beyond, and ongoing economic and commercial opportunities in sectors including construction and agri-technology, a stable and skilled labour force supply is required. South Bruce's youth and the existing and future school-aged population will form a significant target audience to meet these workforce needs.

Youth Economic Development Strategic Directions

This study provides strategic directions to support and advance youth opportunities within the Municipality of South Bruce. South Bruce must strengthen resident retention and attraction, support business growth and competitiveness, and advance entrepreneurship and innovation supports. The study notes several target sectors and occupations that foster life-long career pathways for youth. Youth economic development also commands an emphasis on equity, diversity, and inclusion and quality of life considerations.

The opportunities provided by the NWMO Project and ongoing innovations in South Bruce target sectors including agriculture, trades and construction are in line with the appetite among youth to explore new jobs, innovative ideas and technologies and entrepreneurship related roles.

Placing a significant prominence on skills training and attraction initiatives will support the readiness of South Bruce's labour force and youth to be career ready for a full range of occupations spanning entry level through to professional and management level.

Youth participants in this study identified the need for South Bruce to be progressive, welcoming to diverse populations, and to provide services and supports that address mental health and well-being.

The strategic directions for youth economic development include:

- Support attracting youth to trades
- Support attracting youth to engineering and related positions (STEM)
- Support attracting youth to the agricultural sector
- Support youth entrepreneurship and innovation
- Promote Diversity, Equity, and Inclusion (DEI) and quality of life

The study's strategic directions are in line with the 2022 Local Hiring Effects Study and Strategy, which provides a strategic plan that supports talent development, attraction, and retention, positioning the area with a labour force that is resilient and responsive to current and emerging labour demand.

The goals of the 2022 Local Hiring Effects Study and Strategy are:

- **Goal I: Create a Strong Local Talent Pipeline**
- **Goal II: Enable an Environment for Business Growth**
- **Goal III: Talent Retention and Attraction Readiness**

This report provides thirteen recommendations to address economic development for youth. An overarching recommendation is to increase South Bruce's capacity to maximize dialogue and collaboration between the Municipality, youth serving

organizations, and educators, to respond to youth issues and priorities. While the recommendations are developed specifically for South Bruce, they do require collaboration and cooperation among lead organizations in the region including the NWMO, local and regional governments and workforce intermediaries.

Key recommendations

- Empower youth to gather and establish their preferred mechanism through which their voices can be heard on issues and priorities.
- Convene a champions' table that brings together business, industry, educators, and employment support

The recommendations in this study focus on empowering youth to participate in decisions that impact them and acknowledges the skills and strengths they bring to the table. It positions youth as Leaders in creating solutions, ideas, and strategic directions, in collaboration with the Municipality.

- organizations to advance a shared commitment to youth career exploration, work integrated learning, and experiential opportunities.
- Accelerate South Bruce's #NextGenNetwork initiative to connect, engage, build community, and inspire ideas among South Bruce residents under the age of 30.
- Create a business case to demonstrate the return on investment for the employer, youth, and the community, when a commitment to youth employment exists.
- Support young professionals to stay in the community and build their professional careers by encouraging NWMO to include youth-oriented community benefits agreements, promoting provincial incentive programs directed at hiring youth and leveraging existing programs to support funding and apprenticeship opportunities etc.

1. Introduction

The Economic Development Study on Youth (Study) is one of several socio-economic community studies aimed at helping South Bruce make informed decisions about the proposed Nuclear Waste Management Organization (NWMO) Project. This study narrows the focus on economic development for youth in South Bruce with an overarching objective to engage with and provide opportunities for youth to remain in or return to the community and work for the Nuclear Waste Management Organization (NWMO) and/or the nuclear sector in general.

The objectives of the Study as specified in the project charter (2021) are as follows:



To identify the total potential workforce demand in the community arising from sustaining existing agriculture and other businesses in South Bruce, community economic growth in the absence of the NWMO Project, and with the NWMO Project.



To identify strategies arising from similar projects undertaken in other communities for local municipalities to maximize the opportunity for local employment of its youth workforce to meet the potential workforce demand.



To identify strategies to encourage youth workforce development in areas of education and career development specifically related to NWMO Project Needs.



Undertake an assessment of challenges and opportunities associated with the identified strategies including timing of the implementation of such strategies.

Methodology

The Municipality of South Bruce contracted MDB Insight (which was acquired by Deloitte LLP in April 2022) to undertake a strategic planning process for the Economic Development Study on Youth. As illustrated in the figure below, the process involved a four-phased methodology that began in November 2021.



Phase 1 and Phase 2 addressed the study objectives of assessing potential workforce demand, South Bruce’s labour market profile, and an education pipeline analysis to estimate graduate completions by regional post-secondary education institutions and programs. Best practice research was conducted to identify opportunities to support youth education and participation in the labour force, with particular attention on:

- Attracting youth to trade or craft worker positions
- Attracting youth to engineering and other similar positions
- Attracting youth to the agricultural sector

Case studies are provided as an Appendix B. Under a separate cover is the Technical Report (Economic Development Study on Youth – Interim Report) which offers a comprehensive narrative and data presentation of all research and data collected and analysed over the life of the study.

Phase 3 concentrated on identifying opportunities for maximizing youth workforce development and included one-on-one interviews with key stakeholders to identify opportunities for youth. A #NextGenNetwork youth workshop and a roundtable session with education and training sector partners was also conducted. In addition to these, the study also leveraged insights from:

- NWMO socio-economic community studies including the 2022 Labour Baseline Study (E09), 2022 Workforce Development Study (E10), 2022

Local/Regional Education Study (S14), and the 2022 Housing Needs and Demand Analysis Study (E08) Draft

- Municipal led studies including the 2021 Municipal Economic Development Strategy Update, Municipal Corporate Strategic Plan (2021-2025), and 2022 Local Hiring Effects Study and Strategy

This report concludes the research and consultation undertaken to provide the Municipality of South Bruce with an Economic Development Study on Youth. It presents recommendations that support attracting youth to in demand occupations and recognizes that youth opportunities for workplace integration in South Bruce and surrounding communities will continue to emerge based on economic growth and through the NWMO and/or nuclear sector in general.

Guiding Principles

The Economic Development Study on Youth is relevant to MSB Guiding Principles (2020) #10, #15 and #20:

- Principle #10: "The NWMO will identify the potential for any positive and negative socio-economic impacts of the Project on South Bruce and surrounding communities and what community benefits it will contribute to mitigate any potential risks."
- Principle #15: "The NWMO, in partnership with the Municipality, will commit to implement programs to engage with and provide opportunities for youth in the community, including investments in education and the provision of scholarships, bursaries and other incentives for youth to remain in or return to the community."
- Principle #20: "The NWMO, in consultation with the Municipality, will commit to implementing a local employment and training strategy with the objective of ensuring that the majority of employees for the Project are located within South Bruce and surrounding communities."

2. Youth Labour Market Profile

The following is a profile of youth across Canada and South Bruce, discussing population trends, the evolving nature of the labour market, education and training, and employment trends. Demographic and labour market indicators are examined based on available data through *metroeconomics*, 2022 and EMSI Analyst, 2021.

As per the Municipality of South Bruce, for the purposes of this report, youth has been defined as all the individuals between the ages of 12 to 29 years. The definition of youth is adapted from the Federal 2021 State of Youth Report, which describes “youth” as those in the stage of life from adolescence to early adulthood.¹ The report also presents the demographic and educational profile of the school-age population, defined as individuals between the ages of 4 to 19 years.

Youth:
Ages 12 to 29
School-age
Population:
Ages 4 to 19

Population Trends

As per the Federal 2021 State of Youth Report,² there are over 7 million youth in Canada.³ The Province of Ontario accounts for 40% of Canada’s youth population with close to 3 million youth. Ontario’s youth population is projected to grow by more than 100,000 (3% growth) by 2028.⁴ When considering the gender profile, approximately 51% of Ontario’s youth population are Men+⁵ while 49% are Women+.⁶ Canadian youth are from varied backgrounds, with great diversity in their ethnicities, fluency in official and non-official languages and heritage, expressing their identities individually and increasingly self-identify as belonging to certain groups.⁷

As per *metroeconomics*,⁸ South Bruce was home to 6,250 residents in 2021.⁹ As illustrated in the figure below, youth (12 to 29 years) made up 23% of the total population, with 1,415 young people. When considering the school-aged population alone, between 4 to 19 years, there are approximately 1,280 individuals

¹ Note that the federal report defines youth as between the ages of 15 to 29 years.

² Canada’s first State of youth report: for youth, with youth, by youth. 2021. Canadian Heritage. Government of Canada. Source: <https://www.canada.ca/en/canadian-heritage/campaigns/state-youth.html>

³ Youth between the ages of 15 to 29 years

⁴ Emsi Analyst. 2021.

⁵ Includes men and boys, as well as some non-binary persons.

⁶ Includes women and girls, as well as some non-binary persons.

⁷ Canada’s first State of youth report: for youth, with youth, by youth. 2021. Canadian Heritage. Government of Canada. Source: <https://www.canada.ca/en/canadian-heritage/campaigns/state-youth.html>

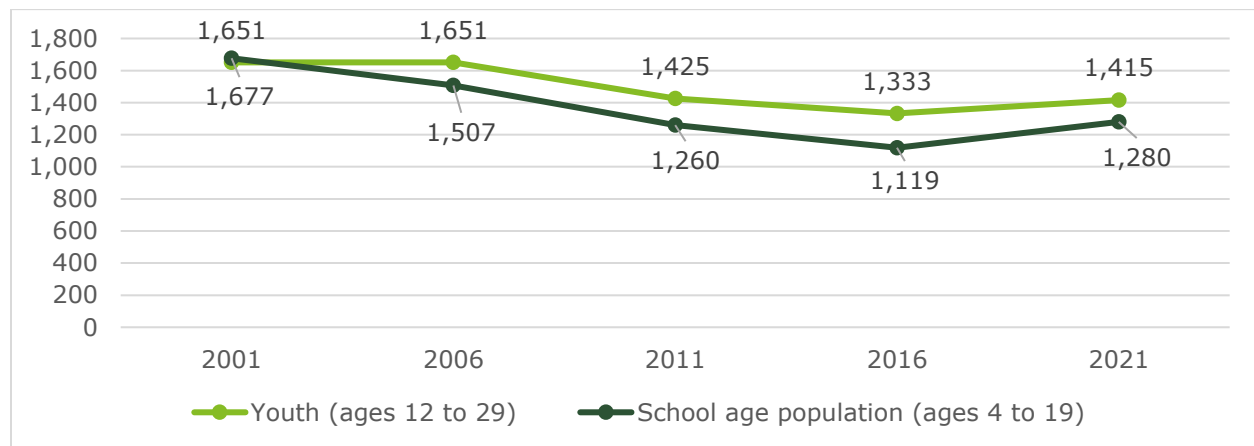
⁸ *metroeconomics* specializes in developing assessments of the economic and demographic potential of metropolitan areas and individual communities.

⁹ It should be noted that *metroeconomics* data has been used to inform South Bruce data in lieu of the 2021 Statistics Canada, Census of Population. *metroeconomics* uses post-censal 2021 estimates released January 13th and have been adopted by South Bruce.

representing 20% of total population. The declining population could be attributed to the rapidly ageing population and the low replacement rate.

Like federal and provincial trends, there is an almost equal breakdown of population by gender in South Bruce. As per *metroeconomics* data, females represented 49% of South Bruce’s population in 2021. An almost equal proportion of school-aged population is also seen with approximately 51% of population being female.

Figure 1 – Historic Growth of Population by Age Group (Youth and School-age Population) South Bruce – 2001 to 2021



Source: *metroeconomics*, 2022

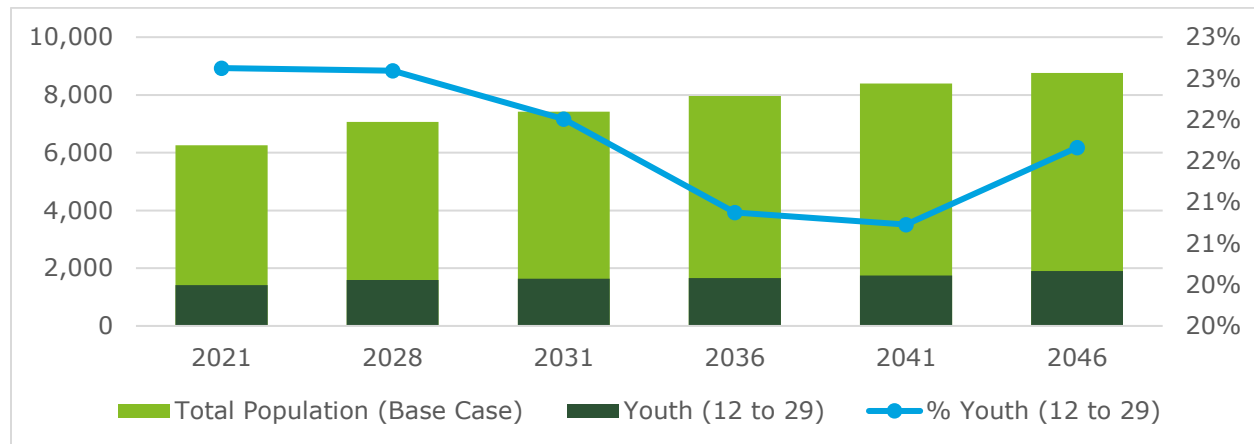
Youth and school-aged population growth

Studying population projections for both the Base Case (without the NWMO Project) and Impact Case (with the NWMO Project) for youth and school-aged population, provides the following insights.

South Bruce’s population is projected to grow over the next few decades, reaching a total population of 8,765 people by 2046. This represents an additional 2,511 residents or 40% growth from 2021. The youth population is also projected to grow, increasing by 34% (additional 484 people) by 2046, and the school-aged population is projected to grow by 660 (52%). By the same year, South Bruce youth will account for 22% of the total population with 1,899 young people. The school-age population¹⁰, is also projected to grow over the same period, representing 22% of South Bruce’s population by 2046.

¹⁰ The school-age population is defined as all individuals between the ages 4 to 19 years

Figure 2 – Population Projections and Share of Youth, South Bruce, 2021-2046



Source: *metroeconomics*, 2022

Impact of the NWMO Project on South Bruce’s Youth Population

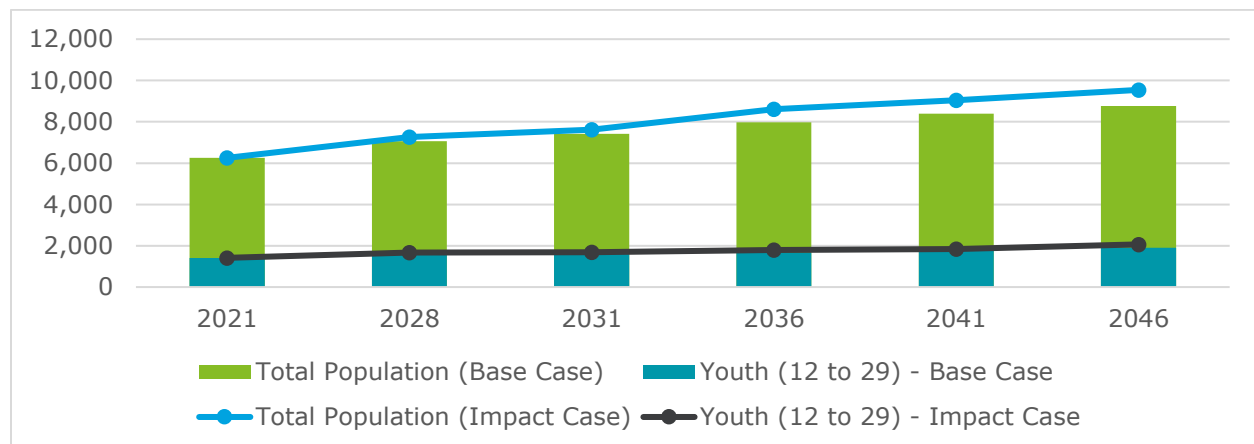
The NWMO Project will provide employment opportunities across the region and impact on the municipality’s population, as people commute and move to South Bruce to be close to work. As identified in the 2022 Workforce Development Study (E10), the local study area¹¹ has a wide variety of ties grounded in social/cultural, economic, and political relationships and people residing in this area can easily commute to the Project daily.

The Impact Case¹² shows that the NWMO Project will start to have an impact on the municipality’s population as early as 2028. As mentioned above, while the Base Case youth population is projected to increase by 34% from 2021 to 2046 (an addition of 484 people), the Impact Case shows a higher growth rate of 46%; this translates into 167 extra individuals within youth age (2,066 youth population in the Impact Case versus 1,899 youth population in the Base Case).

¹¹ encompasses 13 municipalities distributed within four counties (Bruce, Grey, Huron, and Wellington)

¹² *metroeconomics*, 2022

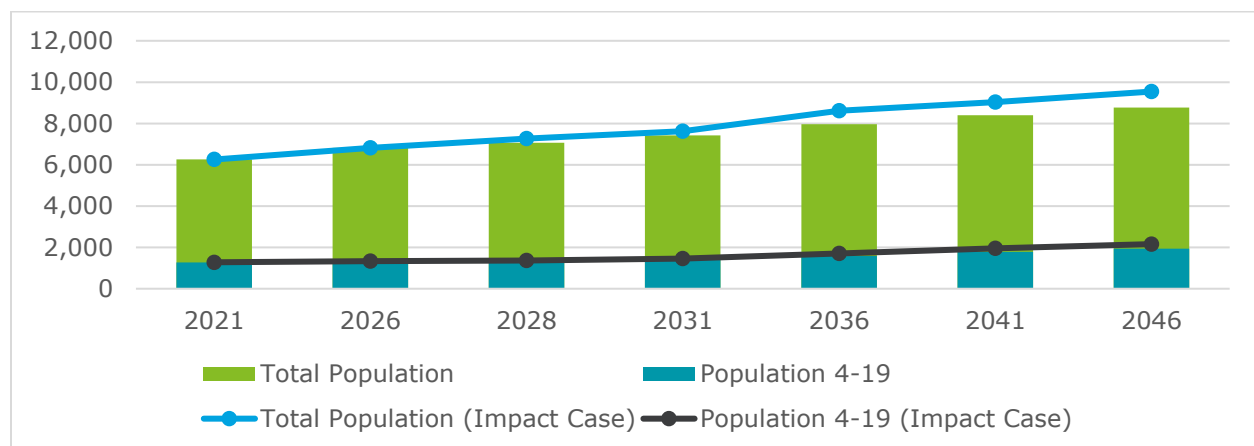
Figure 3 – Youth Population Projections – Base Case vs. Impact Case – South Bruce, 2021-2046



Source: *metroeconomics*, 2022

Similar trends are seen in the school-aged population. While the Base Case school-aged population is projected to increase by 52% from 2021 to 2046 (an additional 660 people), the Impact Case shows a higher growth rate of 69%; this translates into 220 more individuals within this cohort, compared to the Base Case.

Figure 4 – School-age Population Projection – Base Case vs. Impact Case – South Bruce, 2021-2046



Source: *metroeconomics*, 2022

Education and School Enrolment

The youth and school-age populations will see continued growth over the next few decades, maintaining a share of more than a fifth of the municipality's population. The growth of these key population groups will be bolstered if the Project is situated in South Bruce.

As of 2020, over 74% of South Bruce's population (15 years and over) were educated with either a certificate, diploma, or degree compared to Ontario at 82%¹³. Of this, 30% had a high school diploma or equivalency certificate, 22% had college or non-university diplomas, 10% had an apprenticeship or trade diploma, and 10% had a university degree at bachelor level or above. The major field of study¹⁴ in South Bruce include architecture, engineering and related technologies, health and related fields, business management, and public administration. As described in the 2021 Municipality of South Bruce Local Hiring Effects Study and Strategy, South Bruce also has access to a "macro labour shed", with over 39,000 students graduating on a yearly basis from post-secondary educational institutions in the region¹⁵.

South Bruce is serviced by the Bluewater District School Board and the Bruce-Grey Catholic District School Board. As per the 2022 Local/Regional Education Study (S14) Draft, the current school capacity within Bruce and Grey counties appears to be adequate. There are 1,243 available elementary student spaces and 118 available secondary school spaces in the Bluewater District School Board¹⁶.

The overall utilization rate of schools is expected to increase between 2019 to 2029. This enrolment growth can support school boards to increase programming, make more efficient use of resources, and avoid potential school closures. School boards typically aim to ensure that all schools are utilized, and overutilization is minimized, as schools that are underutilized over time may need to be closed. Increased enrolment can also enable opportunities to make additions to, upgrade, or modernize schools.

¹³ Manifold Data Mining, 2020

¹⁴ 'Field of study' refers to the discipline or area of learning/training associated with a particular course or program of study. This variable refers to the predominant discipline or area of learning or training of a person's highest completed postsecondary certificate, diploma, or degree, classified according to the Classification of Instructional Programs (CIP) Canada 2016.

¹⁵ Extended RSA. including institutions in the Region of Waterloo, Perth County, Oxford County and Middlesex County

¹⁶ As per the 2022 Local/Regional Education Study (S14), capacity and utilization rates at the Bruce-Grey Catholic District School Board are not publicly available.

Education Pipeline Analysis

The education pipeline analysis presents the estimated number of completions by post-secondary education institutions and programs (CIP) for the broader region. In terms of educational institutions, between 2014 to 2018, most of the post-secondary completions were from institutions such as the University of Western Ontario at 41,904 completions and the University of Waterloo (all campuses) at 41,737 completions. During the same time, Fanshawe College and Conestoga College saw the largest increase in completions (+2,582 completions and +1,375 completions, respectively).

Figure 5: Completions by Educational Institution in Extended RSA (Regional Study Area), 2014-2018

Description	2014	2015	2016	2017	2018	(+/-) 16-18	2016- 2018 % Change
Brescia College	273	300	321	357	327	6	2%
Conestoga College of Applied Arts and Technology	5,563	5,520	4,630	4,732	6,005	1,375	30%
Conrad Grebel University College	6	15	6	6	12	6	100%
Fanshawe College of Applied Arts and Technology	7,074	6,699	6,490	7,788	9,072	2,582	40%
Huron University College	231	261	264	240	189	-75	-28%
McMaster University - Conestoga	126	123	153	159	165	12	8%
Renison College	0	0	0	0	0	0	0%
St. Jerome's University	3	2	3	2	0	-3	-100%
University of Guelph	5,153	5,280	5,166	5,237	5,366	200	4%
University of Waterloo	7,878	7,839	7,626	8,209	8,745	1,119	15%
University of Waterloo - Cambridge Campus	123	120	165	189	165	0	0%
University of Waterloo - Kitchener Campus	90	126	114	108	117	3	3%
University of Waterloo - Stratford Campus	21	33	27	18	24	-3	-11%
University of Western Ontario	8,374	8,439	7,998	8,317	8,776	778	10%
Waterloo Lutheran Seminary	54	33	30	42	39	9	30%
Wilfrid Laurier University	3,387	3,517	3,438	3,524	3,453	15	0%
Wilfrid Laurier University - Kitchener Campus	147	153	152	147	156	4	3%
Total	38,503	38,460	36,583	39,075	42,610	6,027	16%

Source: Emsi Analyst, 2021. Note: Currently, South Bruce does not have a post-secondary education institution, however, the Municipality is close to relevant universities and colleges. For this exercise, education institutions that could supply workers for the region were considered, including institutions in the Region of Waterloo, Perth County, Oxford County and Middlesex County. Data is sourced from Emsi Analyst. It provides program completions and estimates the number of graduates from post-secondary education institutions in the Region.

In terms of programs by "Classification of Instructional Programs" or CIP (2-digit), between 2014 and 2018, most of the graduates in the extended region completed programs in business, management, marketing, and related support services (39,926 completions); health professions and related programs (22,826 completions); and engineering (12,936 completions). Business, management, marketing, and related support services have been the programs that have grown the most, with 2,343 additional completions in 2018 compared to 2014. Meanwhile,

social science and construction trades programs have seen the most decline during the same period (-217 completion and -72 completions, respectively).

Considering the availability of programs and graduates in the extended region, the Municipality of South Bruce has easy access to a large pool of professionals and skilled labour that could potentially meet the need of workers in the Municipality in the future. Attracting and retaining this talent will depend on several factors, including the Municipality's capacity to support growth (e.g., housing, infrastructure, services).

Figure 6: Top 10 Program Completions (CIP) in Extended RSA, 2014-2018

CIP	Description	2014	2015	2016	2017	2018	(+/-) 16-18	2016- 2018 % Change
01	Agriculture, agriculture operations and related sciences	375	426	415	421	544	129	31%
03	Natural resources and conservation	486	454	490	468	448	-42	-9%
04	Architecture and related services	389	446	434	433	465	31	7%
05	Area, ethnic, cultural, gender, and group studies	84	86	83	103	87	4	5%
09	Communication, journalism, and related programs	735	807	701	786	751	50	7%
10	Communications technologies/technicians and support services	249	254	247	234	213	-33	-14%
11	Computer and information sciences and support services	937	1,016	1,135	1,502	2,030	895	79%
12	Personal and culinary services	371	328	255	246	281	26	10%
13	Education	1,023	1,051	301	707	863	563	187%
14	Engineering	2,369	2,474	2,496	2,671	2,926	430	17%
15	Engineering technologies and engineering-related fields	1,068	1,112	1,213	1,520	1,803	589	49%
16	Aboriginal and foreign languages, literatures, and linguistics	103	95	137	176	124	-13	-9%
19	Family and consumer sciences/human sciences	1,400	1,394	1,316	1,433	1,407	91	7%
21	Pre-technology education/pre-industrial arts programs	36	48	31	42	47	16	51%
22	Legal professions and studies	462	423	447	449	408	-40	-9%
23	English language and literature/letters	616	521	494	435	437	-58	-12%
24	Liberal arts and sciences, general studies, and humanities	1,331	1,332	1,221	1,150	1,163	-58	-5%
25	Library science	171	137	123	125	120	-3	-2%
26	Biological and biomedical sciences	2,458	2,566	2,355	2,269	2,426	72	3%
27	Mathematics and statistics	654	642	642	706	735	94	15%
28	Military science, leadership, and operational art	0	0	0	0	0	0	0%

Municipality of South Bruce Economic Development Study on Youth

CIP	Description	2014	2015	2016	2017	2018	(+/-) 16-18	2016- 2018 % Change
29	Military technologies and applied sciences	0	0	0	0	0	0	0%
30	Multidisciplinary/interdisciplinary studies	952	1,095	1,109	1,225	1,500	391	35%
31	Parks, recreation, leisure, and fitness studies	1,128	1,120	1,100	1,101	1,062	-37	-3%
32	Basic skills (not for credit)	554	132	0	0	0	0	0%
33	Citizenship activities (not for credit)	0	0	0	0	0	0	0%
34	Health-related knowledge and skills (not for credit)	0	0	0	0	0	0	0%
35	Interpersonal and social skills (not for credit)	0	0	0	0	0	0	0%
36	Leisure and recreational activities (not for credit)	3	0	0	0	0	0	0%
37	Personal awareness and self-improvement (not for credit)	0	0	0	0	0	0	0%
38	Philosophy and religious studies	216	224	212	195	188	-24	-11%
39	Theology and religious vocations	70	65	62	58	66	5	7%
40	Physical sciences	713	737	732	741	749	17	2%
41	Science technologies/technicians	48	42	51	57	75	24	47%
42	Psychology	1,091	1,074	1,074	1,177	1,121	46	4%
43	Security and protective services	681	773	701	687	745	44	6%
44	Public administration and social service professions	872	911	788	830	834	46	6%
45	Social sciences	2,477	2,364	2,202	2,054	1,985	-217	-10%
46	Construction trades	403	444	442	387	370	-72	-16%
47	Mechanic and repair technologies/technicians	212	303	142	303	348	205	144%
48	Precision production	177	187	192	168	202	10	5%
49	Transportation and materials moving	48	25	54	51	22	-32	-58%
50	Visual and performing arts	1,085	1,013	984	865	950	-35	-4%
51	Health professions and related programs	4,533	4,455	4,273	4,632	4,933	660	15%
52	Business, management, marketing, and related support services	7,205	7,305	7,421	8,231	9,764	2,343	32%
53	High school/secondary diploma and certificate programs	123	21	0	0	0	0	0%
54	History	395	376	341	302	277	-64	-19%
55	French language and literature/letters	197	176	142	131	101	-40	-29%
60	Dental, medical, and veterinary residency programs	0	0	0	0	0	0	0%
71	Cannabis-related instructional programs	0	0	0	0	0	0	0%
89	Unspecified	6	9	25	6	39	15	59%
Total		38,503	38,460	36,583	39,075	42,610	6,027	16%

Source: Emsi Analyst, 2021

Employment Trends

The insights presented below are from Statistics Canada's 2021 Portrait of Youth in Canada: Data Report.¹⁷

- **Low employment rates:** Canadian youth aged 15 to 30 are less likely to have a job than older Canadians. Employment rates are lower at 67%, compared to their counterparts at 84% between 31 to 44 years.
- **Factors affecting employment:** Most of the youth attend school on a full-time basis and therefore participate less often in the labour market. Youth looking for jobs face several barriers including being laid off when firms downsize, time-consuming job search processes, and employers not considering them for new positions due to the little job experience.
- **Citizenship and immigration status also impact on employment trends:** for example, young Canadian-born individuals were, regardless of their student status, employed slightly more often than young immigrants in 2019.
- **Higher education correlates with employment:** Almost nine in ten (89%) young bachelor's degree holders not in school full-time were employed in 2019. In contrast, only 52% of their counterparts with no high school diploma had a job that year.
- **Triple advantage:** Highly educated, young individuals enjoyed a triple advantage in the Canadian labour market since they were more likely to have a job, more likely to hold full-time permanent positions, and be paid higher wages.
- **Youth tend to be paid lower wages:** In 2019, young employees earned an average of \$23 per hour compared to \$31 for their counterparts aged 31 to 44 and \$32 for those aged 45 to 54. The lower wage rates partly reflect the fact that young workers are over-represented in part-time jobs and that part-time jobs pay less. Further, higher wages are associated with increased labour market experience.
- **Employment rates of young women follow different trajectories than young men:** Wages of young women have increased since the early 1980s, due to increased participation rate. Even though more highly educated than young men, employed young women earned an average of \$23 in 2019, about 6% less than the \$24.43 earned by young men.
- **COVID-19 has resulted in increased youth unemployment:** Job opportunities become scarce and more competitive. Unemployment rates for young Canadians increased by about 6% from 2019 to 2020, twice the increase observed among older Canadians. Recent high-school and post-secondary graduates who entered the labour market in 2020/2021 saw lower earnings following graduation.

¹⁷ Statistics Canada. 2021. Chapter 2: Youth employment in Canada. Portrait of Youth in Canada: Data Report. Source: <https://www150.statcan.gc.ca/n1/pub/42-28-0001/2021001/article/00002-eng.htm>

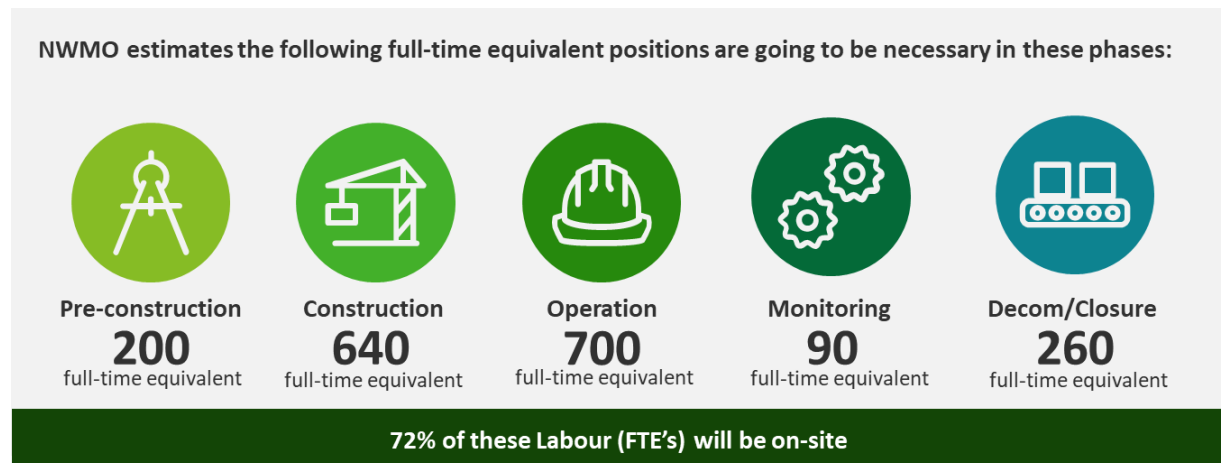
- **COVID-19 has led to entrepreneurship:** The lack of employment opportunities led to an increase in entrepreneurship as youth found the motivation and capacity to start their own companies and initiatives.

NWMO Occupational Needs and Youth Employment

As described in the 2021 NWMO Community Studies Planning Assumptions, the Project is expected to require 1,890 FTE (Full Time Equivalent)¹⁸ at peak expected values over the Project Phase period. These are labour FTE's both on-site and off-site (Centre of Expertise) and are required throughout the lifetime of the Project from:

- Pre-Construction (2023 to 2032)
- Construction (2033 to 2042)
- Operations (2043 and beyond)
- Extended Monitoring (2089)
- Decommissioning & Closure (2159)

Considering NWMO's assumptions, the conceptual labour workforce projected for the Project is presented below by Project Phase. The workforce has been identified as being either on-site (of the NWMO Project) or off-site (at the proposed Centre of Expertise) and further sub-categorized as permanent NWMO staff, surface/trades labour, and labour associated with underground excavation activities. The workforce estimate below includes the Transportation program.¹⁹



Source: NWMO Community Studies Planning Assumptions. October 18, 2021

¹⁸ Full-time equivalent (FTE) is an employee's scheduled hours divided by the employer's hours for a full-time workweek. When an employer has a 40-hour workweek, employees who are scheduled to work 40 hours per week are 1.0 FTEs.

¹⁹ NWMO Community Studies Planning Assumptions. October 18, 2021

The National Occupational Classification (NOC) for the NWMO Project includes:

- Senior management (NOC 00)
- Specialized middle management (NOC 011, 021, 071, 073, 081)
- Professional occupations in natural and applied sciences (NOC 21)
- Technical occupations related to natural and applied sciences (NOC 22)
- Maintenance and equipment operation trades (NOC 73)
- Transport and heavy equipment operation and related maintenance occupations (NOC 75)
- Supervisors & technical occupations in natural resources, agriculture, and related production (NOC 82)
- Workers in natural resources (e.g., aggregates), agriculture, and related production (NOC 84)
- Processing, manufacturing, and utilities supervisors, and central control operators (NOC 92)
- Processing and manufacturing machine operators and related production workers (NOC 94)
- Industrial, electrical, and construction trades (in response to the NWMO procurement) (NOC 72)

In 2021, South Bruce accounted for 636 jobs within all NWMO Occupational Categories, accounting for 36% of all jobs in the community²⁰. When considering the concentration of NWMO denoted occupations through a Location Quotient (LQ) analysis,²¹ South Bruce shows an 'above average' concentration with a LQ of 1.23 as a factor of the province. This indicates that the community may be well-positioned to capitalize on existing strengths to prepare for the NWMO occupations, particularly in skilled trades and related occupations. In 2021, the top NWMO denoted occupations include:

- Industrial, electrical, and construction trades (138 jobs)
- Workers in natural resources, agriculture, and related production (121 jobs)
- Maintenance and equipment operation trades (99 jobs)

Projections show that all these occupations are expected to grow by 58 jobs or 9% by 2028²². NWMO denoted occupations that are anticipated to show most growth included:

- Industrial, electrical, and construction trades (+18 jobs)
- Transport and heavy equipment operation and related maintenance occupations (+15 jobs)
- Maintenance and equipment operation trades (+7 jobs)

²⁰ EMSI Analyst, 2021

²¹ A location quotient (LQ) is an analytical statistic that measures a region's industrial specialization relative to a larger geographic unit. Categories include: LQ greater than or equal to 1.25 – high concentration of occupations than the larger comparison area. LQ between 1.0 to 1.24 – above average concentration. LQ 1.0 – on par with the larger comparison area. LQ lower than 1.0 and higher than 0.75 – moderate concentration. LQ lower than 0.75 – low concentration.

²² EMSI Analyst, 2021

- Professional occupations in natural and applied sciences (+7 jobs)

When considering the skills levels of the occupations, based on Government of Canada classification,²³ specific assumptions can be made. Twelve of the NWMO identified occupations require a skill level A or B;²⁴ they require a university/college education. Three require a skill level C²⁵ ; they require secondary school/occupation-specific training.

Looking to South Bruce's occupational profile, the community may be well-positioned to capitalize on existing strengths to prepare for the NWMO occupations, particularly in skilled trades and related occupations. South Bruce's residents perform jobs related to NWMO occupations, including industrial, electrical, and construction trades; natural resources, agriculture, and related production; maintenance and equipment operation trades; and transport and heavy equipment operation and related maintenance occupations.

As described in the 2021 Municipality of South Bruce Local Hiring Effects Study and Strategy, South Bruce's current occupational profile shows some gaps particularly in senior management and professional service occupations. These professional jobs usually call for a degree from a university/college. Targeted skills training and attraction initiatives will support the readiness of South Bruce's labour force and youth for these occupations. Planning for skills and training initiatives also needs to consider the long-term schedule of the Project. Over the long-term, the NWMO related industries would evolve with prefabrication, offsite construction, and additive manufacturing at the forefront, requiring skills that allows for roles in digitization, big data, Artificial intelligence, predictive analytics and robotics and automation.

There is also a need to address and plan for infrastructure and wrap-around supports over the long-term to support new residents, especially youth (this includes housing, and lifestyle amenities and services). The limited housing options for new residents and locals will affect talent retention and attraction. Younger workers looking to locate in the area may experience challenges due to the cost of housing and the lack of available rental options.

²³ <https://noc.esdc.gc.ca/Structure/Matrix>

²⁴ Skill Level A: professional jobs that usually call for a degree from a university. Skill Level B: technical jobs and skilled trades that usually call for a college diploma or training as an apprentice

²⁵ Skill Level C: intermediate jobs that usually call for high school and/or job-specific training

Figure 7: Employment Change by Selected NWMO Occupational Categories, South Bruce, 2021-2028

NOC	Description	2021	2028	(+/-)	% Change	Skill Level
Total	Total	636	694	58	9%	N/A
72	Industrial, electrical and construction trades	138	156	18	13%	B
75	Transport and heavy equipment operation and related maintenance occupations	87	102	15	17%	C
73	Maintenance and equipment operation trades	99	107	7	8%	B
21	Professional occupations in natural and applied sciences	29	36	7	24%	A
22	Technical occupations related to natural and applied sciences	32	38	6	18%	B
84	Workers in natural resources, agriculture, and related production	121	125	4	3%	C
071	Managers in construction and facility operation and maintenance	14	15	2	11%	A
82	Supervisors and technical occupations in natural resources, agriculture, and related production	29	29	0	0%	B
92	Processing, manufacturing and utilities supervisors and central control operators	31	30	-1	-3%	B
94	Processing and manufacturing machine operators and related production workers	46	45	-1	-3%	C
00	Senior management occupations	<10	<10	Insf. Data	Insf. Data	A
021	Managers in engineering, architecture, science, and information systems	<10	<10	Insf. Data	Insf. Data	A
011	Administrative services managers	<10	<10	Insf. Data	Insf. Data	A
073	Managers in transportation	<10	<10	Insf. Data	Insf. Data	A
081	Managers in natural resources production and fishing	<10	<10	Insf. Data	Insf. Data	A

Source: EMSI Analyst, 2021

Youth Priorities and Considerations for South Bruce

The 2021 State of Youth Report,²⁶ provides critical direction for South Bruce as it focuses on youth economic development. The report identified six priority areas as being important to Canadian youth, namely:

- Truth finding and reconciliation with Indigenous Peoples
- The environment and climate action
- Health and wellness
- Leadership and impact
- Employment
- Innovation, skills, and learning

Education and training are a fundamental consideration for each of these priority areas. The recommendations related to employment priority include:

- **Barriers to employment** – Support for programs that help students grow their network, develop skills, and gain meaningful work experience and

²⁶ Canada's first State of youth report: for youth, with youth, by youth. 2021. Canadian Heritage. Government of Canada. Source: <https://www.canada.ca/en/canadian-heritage/campaigns/state-youth.html>

incentivize post-secondary institutions to increase the number of co-op/internship opportunities offered to students.

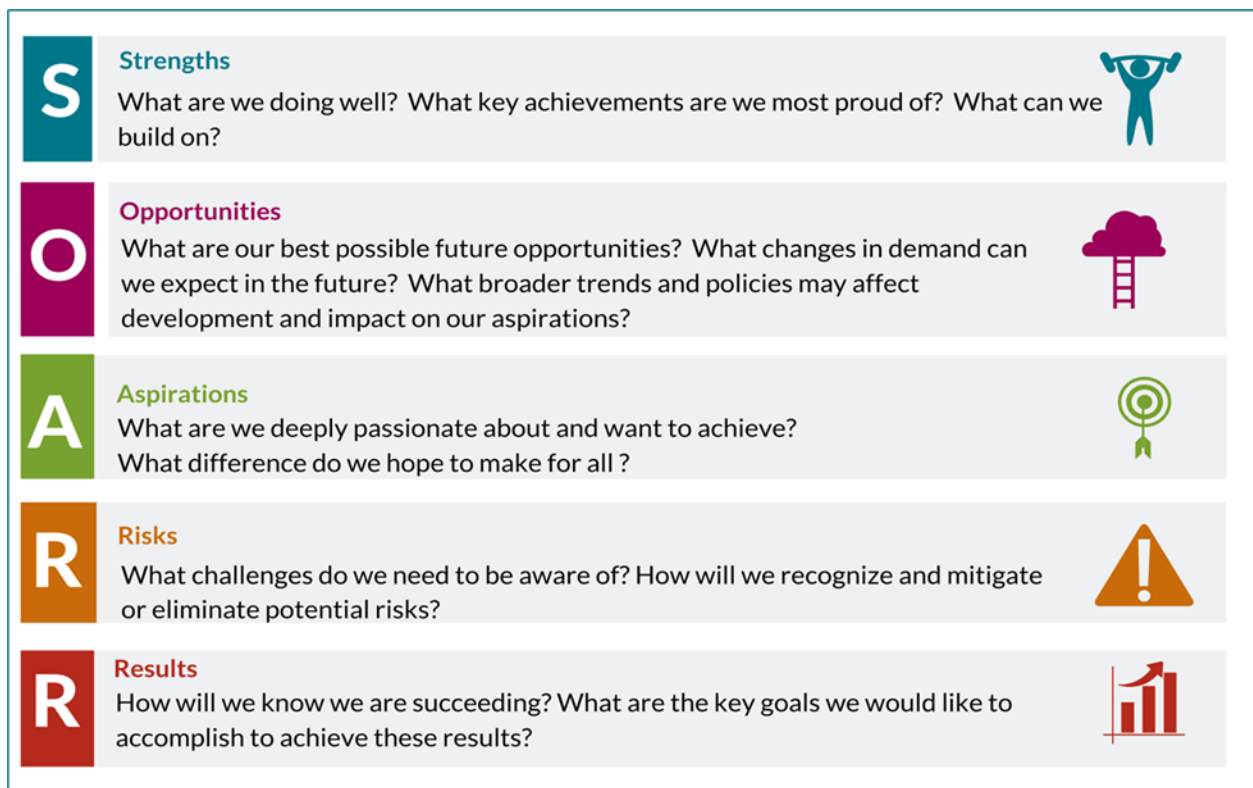
- **Career aspirations** – Support programming that exposes youth to a variety of careers and helps youth understand how the skills they learn in school/extra-curriculars/part-time jobs are transferrable to different careers.
- **COVID-19** – Create and/or support programming targeted at youth who have lost their jobs and provide more support for entrepreneurial programs.
- **Financial concerns** – Reduce tuition fees and/or expand federal grants and scholarships. Enact legislation to make unpaid internships/practicums illegal as they are not accessible for low-income students. Enforce regulations that prevent precarious youth employment and underemployment (i.e., contract work with no benefits). Implement a job guarantee for post-secondary students – instead of accessing Employment Insurance, graduates should be paid to volunteer in their community and/or start their own initiative.
- **Equity** – Provide more paid internships and practicums targeted at low-income and marginalized students. Expand on regulations that prevent discrimination and harassment in the workplace. Investigate unemployment rates and the average salaries of youth across Canada by race, gender, and disability.

3. SOARR Assessment

A Strengths, Opportunities, Aspirations, Risks and Results (SOARR) Assessment is a forward-looking model for reflecting on strategic planning. It assembles the research and consultation insights and serves as the pivot between *'what has been learned'* and *'what needs to happen'* to address youth economic development in South Bruce.

The SOARR Assessment takes elements of what would traditionally be affiliated with a Strengths Weaknesses, Opportunities, and Threats (SWOT) Analysis and, through the Appreciative Inquiry (AI) approach, focuses on the Results – thereby building on what works best to ensure continued success.

The concepts underpinning the SOARR model are outlined in the figure below.



A detailed SOARR Assessment is provided in the Local Hiring Effects Study and Strategy. The SOARR Assessment provided below concentrates specifically on the elements that enable youth economic development, and includes insights obtained from a #NextGenNetwork youth workshop, one-on-one interviews with stakeholders, and an education roundtable conducted as part of this study.



STRENGTHS

What can we build on?

- What are we doing well?
- What key achievements are we most proud of?
- What positive aspects have individuals and enterprises commented on?

- As per *metroeconomics*, South Bruce’s youth population is projected to grow over the next few decades, increasing by 34% by 2046. By 2046, South Bruce youth will account for 22% of the total population with 1,899 young people. The school-age population²⁷, is also projected to grow over the same period, representing 22% of South Bruce’s by 2046.
- Bruce and Grey Counties are both served by the Bluewater District School Board and the Bruce-Grey Catholic District School Board. Coverage to the Study Area municipalities include the Municipality of South Bruce, the Township of Huron-Kinloss, Municipality of Brockton, Town of Hanover, and the Municipality of West Grey.
- Post-secondary institutions including Conestoga, Georgian, and Fanshawe Colleges provide an educated regional talent pool. Youth educational programs offered include the Ontario Youth Apprenticeship Program (OYAP), skilled trades awareness, women in carpentry, co-op placements, and youth career development advocacy efforts.
- South Bruce youth are interested in learning what opportunities are available locally and in exploring entrepreneurial innovation in South Bruce.
- Youth want to learn and participate in community development initiatives and have ideas for growth and vision for the community.
- South Bruce’s rural quality of life appeals to youth and young professionals who seek small town charm and rural living opportunities.



OPPORTUNITIES

What are our best possible future opportunities?

- What changes in demand do we expect to see in the future?
- What external forces or trends may positively affect development?
- What are the key areas of untapped potential?
- What weaknesses or threats can be converted into SMART improvements?

- Leverage the relative affordability to encourage youth to live and work within the community and attract young professionals to move to South Bruce.
- Encourage and integrate youth into visioning sessions, local civic forums, and economic advisory panels to garner their input, passion, and perspectives to help engineer the future design of the community. Empower youth to

²⁷ The school-age population is defined as all individuals between the ages 4 to 19 years

develop a youth council/advisory panel to offer input to design, expand, or implement services and programming within South Bruce.

- Create the opportunity for youth to share innovative ideas to current agricultural constraints, new business development opportunities and to help encourage increased youth participation within the sector.
- Connect angel investors²⁸ to youth such as the [Southwestern Ontario Angel Group](#) to mobilize an angel investor network in South Bruce.
- Cultivate youth inspired ideas related to economic innovation and education, including STEM (Science, Technology, Engineering, and Mathematics) promotion strategies, youth literacy and numeracy, Georgian College apprenticeship/ trade and educational opportunities, and community events and workshops.
- Leverage neighbouring municipalities to create a critical mass of resources aligned with youth priorities such as environmental stewardship, climate change, Truth and Reconciliation with Indigenous communities, mental health and wellness, leadership opportunities, career development, and continuous innovation centres.



ASPIRATIONS

What do we care deeply about achieving?

- What are we deeply passionate about?
- As a region, what difference do we hope to make (e.g. to residents, for institutions, to businesses)?
- What does our preferred future look like?

- The community is designed, developed, and strengthened by local youth. It includes mechanisms which support leadership skills, innovation, and initiatives which directly impact youth's ability to influence change.
- The community is innovative and includes digital platforms to connect job seekers and employers and offer opportunities for youth to explore entrepreneurship.
- The community encourages continuous learning and knowledge transfer by hiring more young people into entry level and professional careers and supporting ongoing career development.
- South Bruce is an inclusive, open, and welcoming community where diversity, equity, and inclusion are prioritized and celebrated. Cultural connections for Indigenous youth are offered in the workplace and initiatives which encourage youth entrepreneurship are fostered.
- South Bruce is committed to continuous improvement especially around the green industry cluster, environmental sustainability, and climate action.

²⁸ An angel investor (also known as a private investor, seed investor or angel funder) is a high-net-worth individual who provides financial backing for small startups or entrepreneurs, typically in exchange for ownership equity in the company.

R **RISKS**
How will we recognize and mitigate or eliminate potential risks?

- What challenges do we need to be aware of?
- What policy shifts could impact our aspirations?
- What contingencies should we have in place to address threats or unexpected consequences?

- Youth leaving the community for employment elsewhere.
- Lack of entrepreneurship and innovative ideas championed by youth.
- Existing businesses forced to close due to youth not available or involved in succession planning.
- Youth not connecting with their community, nor feeling included. Diversity is not celebrated.
- Limited housing options would affect the ability of local youth to live in the community and resident attraction.

R **RESULTS**
How will we know we are succeeding?

- What are the key goals we would like to accomplish in order to achieve these results?
- What meaningful measures will indicate that we are on track toward achieving our goals?
- What resources are needed to implement our most vital projects and initiatives?

- Increased youth retention and participation in the labour market.
- A favourable and attractive work environment for youth is created, including quality of life elements, employment opportunities in diverse economic sectors, and career development.
- Youth's priorities related to inclusion, equity, diversity, Truth and Reconciliation with Indigenous Peoples, climate action, the environment, and mental health and wellness are established through a visible and actionable response.

4. Strategic Directions for Youth Economic Development

This study provides strategic directions to support and advance youth opportunities within the Municipality of South Bruce. South Bruce must strengthen resident retention and attraction, support business growth and competitiveness and advance entrepreneurship, and innovation supports. The study notes several target sectors and occupations that foster life-long career pathways for youth. Youth economic development also commands an emphasis on equity, diversity, and inclusion and quality of life considerations.

The study's strategic directions are in line with the 2022 Local Hiring Effects Study and Strategy, which provides a strategic plan that supports talent development, attraction, and retention, positioning the area with a labour force that is resilient and responsive to current and emerging labour demand.

Specifically, strategic directions revolve around strategies that:

- Support attracting youth to trades
- Support attracting youth to engineering and related positions (STEM)
- Support attracting youth to the agricultural sector
- Support youth entrepreneurship and innovation
- Promote Diversity, Equity, and Inclusion (DEI) and quality of life

Strategies that Support Attracting Youth to Trades

Trade and craft worker positions are important contributors to industrial competitiveness, business development and entrepreneurship, and workforce growth in several sectors including construction, manufacturing, transportation, and other services. As per recent Federal projections, approximately 700,000 skilled trades personnel are projected to retire by 2028 across Canada, creating a need to hire and train new workers.²⁹

As South Bruce targets economic and commercial opportunities in sectors including construction and agri-tech, a stable and skilled labour force supply is required. This requirement is compounded with the anticipated addition of the NWMO Project, which requires skilled trades workers during the pre-construction, construction, and operations phases from 2023 to 2043 and beyond. The NWMO Project will source goods and services from construction, commodities, equipment manufacturing, and supply and maintenance and operation services³⁰ and require industrial, electrical, and construction trades; construction trades helpers and labourers; and

²⁹ Employment and Social Development Canada. Government of Canada promotes in-demand skilled trades as a first-choice career path. Source: <https://www.canada.ca/en/employment-social-development/news/2022/01/skills-trade.html>

³⁰ 2022 Municipality of South Bruce Economic Development Project Effects & Strategy.

maintenance and equipment operation trades. South Bruce's youth and the existing and future school-aged population will form a significant target audience to meet these workforce needs.

Consultations with South Bruce youth and education partners validate that attracting youth to trades requires a culture shift – positioning the occupation as a high caliber educational opportunity and first career choice. The added benefits of the occupation including adaptive skills training, owning your own business, flexible timings, accelerated career earnings, and minimized student debts should also be communicated to students and youth.

Exposure to construction careers must begin in elementary school to help inform and shape the perceptions of students, guidance counsellors, teachers, and parents. This includes weaving construction industry themes and practical shop classes into the school curriculum. These programs exist through the Specialist High Skills Major program (SHSM) and the Ontario Youth Apprenticeship Program (OYAP) and there is merit in developing awareness of skilled trade and craft opportunities as career pathways, beginning in the elementary school years. The Elementary Skilled Trades classroom workshops³¹ serve as an example for South Bruce to consider.

Articulating trades related career pathways is essential as it shows youth a path forward, what careers are available, the skills that may be needed, and how it ties in with their interests. In many communities across Canada, Municipal departments, local workforce boards and colleges, not-for-profits, and employers have partnered together to position career pathways as a central part of education and job training systems. Programs such as the [NPAAMB \(Niagara Peninsula Aboriginal Area Management Board\) Indigenous Youth Employment & Training career pathways](#), the [Four County Community Hub partnership with Edge Factor](#) and [Launch Pad continuous learning opportunities program](#) are essential to engage and attract youth to pursue skilled trade and craft careers.

Hanover's Innovative People Program (HIPP) offers the HIPP Apprentice, HIPP Entrepreneur, and HIPP Culture which serve as best practices for South Bruce as to attract youth to trades. This initiative, developed by Hanover's Economic Development team, is central to recruitment and retention efforts, promoting community apprenticeship opportunities, and creatively engaging youth and young professionals and entrepreneurs. [HIPP Apprentice](#) features a centralized resource platform directed at youth interested in pursuing apprenticeship opportunities regionally across both Grey and Bruce Counties.

Marketing the trades among youth requires that education and training partners leverage industry representatives to communicate success stories, the diverse jobs and career development opportunities, and high job satisfaction levels within the

³¹ Developed in 2020/2021 for school boards across Hastings, Prince Edward and Lennox and Addington Counties in conjunction with Skills-Ontario, local school boards and the Centre for Workforce Development.

sector. This could be done through annual job fairs, networking events or community programs. For example, the Workforce Planning Board of Grand Erie's [Epic Jobs](#) is an annual community event to expose students to potential careers in the skilled trades.³²

Federal initiatives including the Red Seal Trade designation, Youth Employment and Skills Strategy (YESS),³³ the Apprenticeship Incentive Grant, and the Apprenticeship Completion Grant provide the foundation for trade certification and apprenticeship training in Canada. Female representation in skilled trades make up less than 5% of the workforce professions³⁴. The Apprenticeship Incentive Grant for Women and Women in Skilled Trades Readiness Program,³⁵ can support future trade apprenticeships and attract young women to this profession.

Strategies that Support Attracting Youth to Engineering and Related Positions (STEM)

As of 2020, more than 110,000 engineering jobs were projected to become available across Canada.³⁶ While the global pandemic has resulted in slower than expected growth, engineers are still in demand, particularly civil, mechanical, electrical, and electronic and computer engineers. Like the trades sector, engineering services will also need to account for the replacement demand as the baby boom generation retire between now and the mid-2030s.

The engineering sector and its workforce will continue to be impacted by technological advancements and emerging technologies. Engineering of the future is envisioned as a precise combination of human judgement and machine learning. Major transformations are predicted to construction, engineering, and maintenance, ranging from on-site designing, testing, and building to machine-learning drones, predictive maintenance, and intelligent nanotechnology. As engineering becomes more agile, a parallel need arises for a flexible workforce with the skills, abilities, and knowledge areas likely to be important in the future, including interpersonal skills, higher-order cognitive skills, and systems skills.³⁷

Professional occupations in natural and applied sciences including civil, mechanical, electrical, and chemical engineers, make up a small part of South Bruce's current occupation profile. While the national average for an area this size is 84 employees, there are 29 employees here.³⁸ Earnings are lower, as the national median salary is

³² The event is hosted in partnership with the Grand Erie District School Board, the Brant Haldimand Norfolk Catholic District School Board, and the Ontario Youth Apprenticeship Program.

³³ <https://www.canada.ca/en/employment-social-development/services/funding/youth-employment-strategy.html>

³⁴ A Roadmap to Support women in the trades 2018, Canadian Apprenticeship Forum

³⁵ In partnership with the UBC Local 2222 and VPI Working Solutions

³⁶ Engineering Labour Market in Canada: Projections to 2020

³⁷ The Future of Skills: Employment in 2030. 2017. London: Pearson and Nesta. Source: https://media.nesta.org.uk/documents/the_future_of_skills_employment_in_2030_0.pdf

³⁸ Emsi Analyst. 2021. National average values are derived by taking the national value for Professional occupations in natural and applied sciences and scaling it down to account for the difference in overall workforce

\$73,206, compared to \$43,470 in South Bruce. Engineering and related occupations are also in-demand for the NWMO Project.

As the engineering sector continues to evolve and considering the Project's occupational needs, South Bruce and education partners should enable continuous learning and allow for upskilling and retraining to find new work easily or pursue new sector career opportunities (transferable skills).³⁹ Consultations with South Bruce youth and education partners highlight the fact that students are not aware of the opportunities and skills that may be needed. Education partners highlight the importance of real time labour market information (LMI) data to take stock of current skills, map out future skill requirements, and address the skills gap through upskilling and reskilling. The federal government's [Future Skills program](#) is an innovative approach to skills assessment and development and can serve as an essential support to be informed of training needs, skills development, and policy changes.

The engineering sector, in general, faces constraints including a lack of young talent and gender imbalance. There is a perception among young people that engineering is only building and repair work and does not include technologies, design, and innovations. The rapid technological development taking place within the sector can be leveraged to eliminate these perceptions and attract young students to consider careers in STEM related fields. Opportunities exist for involving youth in highly innovative "Edutainment" experiences in agri-tech, clean-energy initiatives, automated farming practices, and technology advancements. Highlighting interesting careers through entertainment mediums such as videos, game consoles, and portable projections may increase enthusiasm among youth to further explore professional, engineering, and technical opportunities in the community.

Like the trades sectors, career pathways are an essential tool to showcase the career ladder and define the jobs and opportunities that exist for youth. Partnerships with industry to create a local professional mentorship program could also be explored. Programs such as the [Industrial Research Assistance Program - Youth Employment Program \(YEP\)](#) could serve as incentives for businesses to support graduates and employ youth in research and development, engineering, business technology, and multi-media careers. Businesses can offer experiential learning opportunities for future engineers from the age of 16 and then tap into this talent pool earlier in the career process. These apprenticeships enable young engineers to understand the company and its culture and operations early and thereby build skill sets in accordance with the business and sector needs. As identified in the 2022 Municipality of South Bruce Economic Development Project Effects & Strategy, youth retention and repatriation community benefits

size between the nation and South Bruce (in Ontario). In other words, the values represent the national average adjusted for region size.

³⁹ Employment in 2030. Brookfield Institute for Innovation + Entrepreneurship

agreements with the NWMO could help young people stay in the community and build their professional careers.

Youth in Nuclear

Encouraging young people to pursue careers in nuclear science, technology, and operations can help communities maximize the benefits of the energy sector. However, like the broader engineering sector, nuclear energy often faces challenges due to the specific skillset that is required, lack of awareness of the industry, and limitations to obtaining practical hands-on experience due to the regulatory environment. South Bruce youth also face additional challenges including geographical and transportation constraints accessing sites for internships due to lack of public transit or distance from home. South Bruce youth also have a desire to leave the community to experience different career paths than their family members who may be employed in the sector.

South Bruce is in an advantageous position to encourage youth investment in the nuclear sector, particularly due to their historical connection with the nuclear industry through Bruce Power, as well as initiatives currently underway as part of the NWMO's Project. Many South Bruce residents work in the sector including multi-generational households. Additionally, Bruce Power has a strong relationship with youth education across Bruce County, demonstrated by their 11th continuous year of being recognized as one of [Canada's Top 100 Employers for Young People](#). Bruce Power offers paid positions for post-secondary, development students, and summer placements, allowing for career exploration and direct hands-on skills experiences within the nuclear sector. The Major Component Replacement (MCR) Project has a high demand for skilled labour in trades, operations, scientific, and technical services. This has resulted in a parallel response from schools and technical institutions to offer innovative, industry-led programs that empower students with the skills needed to participate in these sectors and occupations.⁴⁰ There are opportunities to consider transferrable skills and long-term skill development initiatives to support technical nuclear suppliers, MCR initiatives and NWMO's Project need. The Nuclear Innovation Institute (Nii) partnership with Bruce County, local municipalities, and Bruce Power provides additional opportunities for youth involvement, education, and hands on integration within the clean energy sector. The Institute offers coding classes, interactive STEM learnings, workshops, outreach events and seasonal camps to educate elementary and secondary students and is central to promoting the sector among youth in the community.

⁴⁰ Bruce Power Major Component Replacement Project: Economic Impact Analysis. 2019. Bruce Power. Source: https://occ.ca/wp-content/uploads/2019.03-OCC-Bruce-Power-Report-Final_Digital.pdf

Strategies that Support Attracting Youth to Agricultural Sector

South Bruce has a strong agriculture sector, accounting for the highest proportion of business establishments by industry and 29% of all jobs in the community. The area benefits from a long history of progressive and successful farmers, strong revenues, agricultural support organizations, and numerous colleges and universities in Southern Ontario.

South Bruce is host to several value-added agriculture and food processing companies. A strong connection exists between agriculture and other business sectors, including manufacturing, construction, real estate, wholesale, retail trade, and agritourism. As described in the 2022 Municipality of South Bruce Agriculture Business Impact Study, there are four agricultural enhancement areas to be considered when facilitating new agricultural and agri-business entrants, namely, education and training; innovation and technology; investment; and promotional enhancements.

South Bruce is a hotspot for agriculture workers and managers in the sector. The national average for an area this size is 30 employees, compared to more than 400 employees in South Bruce.⁴¹ Considering labour demand, generational change and retirements expected in the sector, it is important that the Municipality directs efforts to facilitate and attract the participation of youth to the industry.

The Government of Canada has developed initiatives that the Municipality of South Bruce may build from. Initiatives like the [Youth Employment and Skills Program](#) will provide funding to employers across the agriculture sector to hire Canadian youth, ages 15 to 30. In addition to supporting employers to cover the costs associated with hiring youth, the program will reduce barriers to participation and enable young workers to enter and have meaningful careers in the sector.

Initiatives, like the [AgriDiversity Program](#) help under-represented groups to enter in the sector, including youth, women, Indigenous People, and Persons with Disability. Youth themselves identify that addressing equity and inclusion will help lower-income groups to enter preferred professions and explore segments of the labour market that were previously not accessible. This can promote the inclusion of a labour force, not traditionally associated with the industry, particularly as agriculture in South Bruce has been led by generational transferences within the same families.

A significant component driving young worker choices is the image of the industry and how challenging it is. The Municipality can work with the farming community and industry stakeholders to promote and communicate the technological advancements that are reshaping farming and career opportunities. Sharing the diverse opportunities available in farming can counter misconceptions that farming

⁴¹ Emsi Analyst. 2021. National average values are derived by taking the national value for Professional occupations in natural and applied sciences and scaling it down to account for the difference in overall workforce size between the nation and South Bruce (in Ontario). In other words, the values represent the national average adjusted for region size.

is a dated or old profession. Working with agricultural institutions can ensure education and trainings programs are aligned with new skill demands. The 2022 Municipality of South Bruce Agriculture Business Impact Study recommends establishing the Agri-tech Demonstration Farm for Research and Innovation and programs at the Centre of Expertise to enable education and agri-tech innovation. Internal youth engagement, particularly those from agricultural households/backgrounds will promote continued sector growth and support attracting other youth to the sector. Education programs should be targeted to building digital economy skills, business literacy and finance skills, and technologies that strengthen efficiencies and profitability.

Attracting youth to the agriculture sector requires addressing the wage gap, considering it is one of the major hinderances. This could be done by connecting young farmers and high school students to funding programs, creating an enabling business environment, and supporting them to start their own agri-business ventures.

Strategies that Support Youth Entrepreneurship and Innovation

Innovation, skills, and learning are priorities for youth.⁴² These include online accessibility and engagement, entrepreneurial opportunities and broad skill building including digital skills, such as coding. South Bruce youth identify similar priorities including the need for innovation labs, support for young/new entrepreneurs, and support to pursue professional, consulting, environmental jobs.⁴³

While post-secondary education is recognized as a significant factor in income earnings over a career, it is also expensive, and access is limited to select populations. Youth are increasingly moving away from traditional education to seek innovative ways to apply their interests or skillsets, entrepreneurial pursuits, or community development initiatives. Fostering an enabling environment will support young generations to go beyond being an employee and create marketable opportunities for themselves and others. Promoting entrepreneurship and empowering youth to successfully grow their business is one of the most effective ways to reduce youth unemployment since they move from relying on companies to fill a vacancy, to becoming employers and offering opportunities to the local workforce.

Opportunities exist for the Municipality to collaborate with the County of Bruce to build on existing programs such as Business to Bruce, to develop initiatives geared towards students and youth entrepreneurs. Examples include business bootcamps, structured training through a series of in-person, webinars and on-line modules, and networking events that connect youth to professionals and mentors and build

⁴² Canada's first State of youth report: for youth, with youth, by youth. 2021. Canadian Heritage. Government of Canada. Source: <https://www.canada.ca/en/canadian-heritage/campaigns/state-youth.html>

⁴³ Insights from #NextGenNetwork Youth Workshop conducted as part of this study and 2021 DPRA South Bruce Youth Engagement Strategy: Report

relationships with peers. Through Small Business Enterprise Centres, the province administers the [Summer Company program](#), targeted towards young entrepreneurs, providing one-on-one support, business plan development assistance, training programs, mentoring, and navigating regulatory issues. The Municipality should also explore ways to increase youth investment for social-enterprise, entrepreneurship, and innovation fellowships. As mentioned above, Hanover's HIPP Apprentice could be explored. The NWMO and other major local and regional employers could also be a partner to foster entrepreneurship and innovation in the community.

Youth entrepreneurship and innovation requires a long-term vision for South Bruce that leverages technological advancements and positions it as an innovative community. The Municipality could work with NWMO and Bruce County to operate an innovation hub in the community. Work-integrated learning opportunities could be enhanced in partnership with local employers, regional high schools, and post-secondary institutions. To ensure the best outcomes, South Bruce can explore ways to provide subsidies for youth and students who are working from home, or in more rural/remote areas to support greater access to affordable technology and internet.

Work-integrated learning opportunities for students in high school and post-secondary education should be explored in partnership with schools and post-secondary institutions. Career pathways and skill-building strategies/efforts could also be undertaken in partnership with the Four County Labour Market Planning Board (FCLMPB) and VPI Working Solutions. The provincial government has launched several initiatives to boost on-the-job learning opportunities for students including expanding the Specialist High Skills Major Program, developing a new Career Ready Fund for universities, and supporting industry-led research internships and fellowships through Mitacs Accelerate program and the TalentEdge program.⁴⁴

Strategies that Promote Diversity, Equity, and Inclusion (DEI) and Quality of Life

As of 2020, South Bruce showed a low immigrant attraction rate, due to the nature of immigrants preferring larger metropolitan areas to settle. As of 2020, only 3% of the population were immigrants compared to provincial rate of 29%.⁴⁵

Approximately 83 people (1% of total population) have identified Aboriginal origins, compared to 4% provincial average. Of those with Aboriginal identity, Métis make up the largest share with approximately 46 people. South Bruce also has a

⁴⁴ Ontario Boosting On-the-Job Learning Opportunities for Students. 2017. Province Helping People Get the First Line on Their Resume. Source: <https://news.ontario.ca/en/release/44459/ontario-boosting-on-the-job-learning-opportunities-for-students>

⁴⁵ Manifold Data Mining 2020

significantly lower share of visible minorities;⁴⁶ 1% of total population (71 people) compared to the province at 29%.⁴⁷ The largest visible minority within South Bruce was Chinese (20 people) followed by Filipino (17 people). Limited cultural diversity may indicate the community is not open to diverse cultures and ethnicities and could affect the economic growth and vitality. Stakeholders engaged through the study indicated that limited cultural diversity and conservative values could discourage youth from staying or relocating to South Bruce.

Diversity, Equity, and Inclusion (DEI) is a central priority of South Bruce youth. Youth identified that South Bruce needs to be progressive, welcoming to diverse populations, and provide services and supports that address mental health and well-being. Diversity, Equity, and Inclusion⁴⁸, although often grouped together, require individual focus, and dedicated, continued efforts. There is an increasing need to promote the importance of being a welcoming, youth friendly community. Meaningful youth engagement, one led by youth, is central to this approach. It empowers youth to actively participate and share their ideas for progress.

Attracting and retaining youth requires emphasis on attributes such as the quality of place/life, transportation, accessible housing, and unique local experiences (cultural or tourism assets). Addressing the housing gap is essential to enable youth and young immigrants and workers to locate and settle in the area. Young graduates and young professionals are often burdened with student loans, earn lower wages, or are in volunteer or unpaid career development positions and face higher levels of unemployment compared to other age cohorts in the labour market. This affects their ability to earn money and afford housing. There is a need for the Municipality to deliver accessible housing options for a broader working demographic. This could include a diverse range of housing opportunities and affordable student housing choices in conjunction with public transportation options. The 2022 Housing Needs and Demand Analysis Study (E08) identifies that the Municipality needs to be strategic and proactive to meet housing objectives. It proposes strong partnerships with NWMO and a Project-affiliated campus development that offers both temporary accommodation and training facilities to build and evolve workforce capabilities.

During the stakeholder engagement, members of the community indicated it could be challenging to feel welcome in South Bruce and that even after years of living and working there, it is often difficult to be considered a “local.” They also expressed the need for greater variety of goods and services such as grocery options, where international items could make a significant difference for residents

⁴⁶ The Employment Equity Act defines visible minorities as 'persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.' Categories in the visible minority variable include South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean, Japanese, and Visible minority not included elsewhere.

⁴⁷ *ibid*

⁴⁸ Diversity is seeing and accepting, without bias, all human characteristics including race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, or political perspective. Equity is promoting justice, impartiality, and fairness to make all feel equal. Inclusion is an outcome to ensure those that are diverse feel and/or are welcomed.

that are adapting to a new life in Canada. The Municipality could lead initiatives to support a welcoming community and inclusion of all populations reflected in the decision-making.

Today's generation of young workers place greater emphasis on work-life balance, causing employers to rethink workplace practices and the work environment. Offering balance and flexibility in the workplace has become an essential strategy for employers to attract and retain workers. Achieving this work-life balance requires input and commitment from both employers and employees, with the collective impact strengthening relationships and leading to a more aligned workplace. The NWMO could demonstrate their commitment over the long term to foster a positive workplace culture for youth through employee engagement events, health and wellness programs and creating a sense of unity and camaraderie among employees.

As community diversity expands, so will the diversity within the schools. Education partners play an essential role in implementing ongoing programs and information sessions to create inclusive environments not only at schools but prepare students for a diverse community. Some of these current programs include the "Guiding the Way" document created in collaboration between the local First Nations and Métis communities with the Bruce-Grey Catholic District School Board and the Bluewater District School Board, Bluewater School District's celebration of Black month history and English as a Second Language (ESL) and English Literacy Development (ELD) programs.

5. Recommendations

Youth are our future and communities that demonstrate the desire, willingness, and commitment to listening and advancing quality of life and a welcoming culture, will benefit as youth and young professionals seek a community to call home. Youth economic development is important to South Bruce as it focuses on strengthening resident retention and attraction, growing the economy, and supporting business growth and competitiveness, entrepreneurship, and innovation.

Following are a series of thirteen recommendations, grounded in the strategic directions that reflect and respond to the overarching objective of this Youth Economic Development Study. These recommendations will advance efforts to engage with and provide opportunities for youth in South Bruce, while contributing to the development of necessary talent identified for the NWMO Project, and the broader economy in South Bruce.

Overarching Recommendation for South Bruce

It is recommended that the Municipality direct resources to increase its capacity to dialogue and collaborate with youth serving organizations, and educators. This will enable targeted responses to youth priorities, such as improving job opportunities and promoting Diversity, Equity, and Inclusion (DEI), and quality of life.

Maximizing capacity could include designated personnel to function as a liaison with youth and advance the study's recommendations, or funding, timing, and resources. Implementation will be dependent on South Bruce's leadership to collaborate and cooperate with lead organizations to support youth priorities and focus on alignment of talent supply and demand. Key partners include municipal and county representatives, local school boards, post-secondary, NWMO, local employers and workforce intermediaries and youth focussed organizations.

The recommendations are a prioritized starting point based on community input and research at a point in time. The timing for the recommendations is Short (0-24 months), Medium (2-4 years), or Longer-term (4 years+). Implementation support should be sought through collaborative partnerships with stakeholders that share a common mandate.

#	Recommendations	Timing
1	<p>Create a central communication hub/strategy to expand channels, on digital platforms and in community spaces, to pique curiosity and encourage youth to seek out additional information and explore the possibilities. Communication messaging should reflect:</p> <ul style="list-style-type: none"> • promote in-demand occupations in trades, engineering, and agriculture as progressive, rewarding, and full of opportunity • provide information on <ul style="list-style-type: none"> ○ scholarships, funding, and grant programs and other supports ○ in-person and online, interactive training and credential programs ○ jobs, internships, co-op opportunities, and volunteering (online job boards) 	Short
2	<p>Empower youth to gather and establish their preferred mechanism through which their voices can be heard on issues and priorities. This will position youth as a Leader in creating solutions, ideas, and strategic directions, in collaboration with the Municipality. (e.g.: Youth Action Councils - North for Youth).</p>	Short
3	<p>Accelerate South Bruce’s #NextGenNetwork initiative to connect, engage, build community, and inspire ideas among South Bruce residents under the age of 30.</p> <ul style="list-style-type: none"> • Over the longer-term, position annual Youth Week events under the #NextGenNetwork banner to celebrate youth and their involvement in their communities. • Host a Youth Forum to create a safe platform for dialogue, appreciative inquiry, and knowledge exchange among youth, municipal leaders, and employers to promote a common agenda, and desired future state. 	Short - Ongoing
4	<p>Convene a champions’ table⁴⁹ that brings together business, industry, educators, and employment support organizations to advance a shared commitment to youth career exploration, work integrated learning, and experiential opportunities.</p> <ul style="list-style-type: none"> • A representative from the Youth Group recommended in Action 2 would have a seat at this table. • Members could include Municipality, County, local school boards, post-secondary, Four County Labour Market Board, NWMO, local employers, South Grey Bruce Youth Literacy Council, VPI Solutions etc. 	Medium

⁴⁹ Action adapted from Government of Canada. 2017. 13 Ways to modernize youth employment in Canada – Strategies for a new world of work. Source: <https://www.canada.ca/en/employment-social-development/corporate/youth-expert-panel/report-modern-strategies-youth-employment.html>

#	Recommendations	Timing
5	Investigate available Youth Friendly Community designations that help showcase the commitment of South Bruce as a community that respects Youth leadership, involvement, and voice.	Medium
6	Explore a partnership with Hanover's Economic Development Department to support youth apprenticeship opportunities, strengthen youth understanding of school to work transition and readiness for the community's job market.	Medium
7	Maintain a current, evidence-based knowledge to inform secondary and post-secondary institutions on changing economic conditions, employer informed skills, and knowledge needs. Such intelligence will serve to inform and guide training programs for the in-demand occupations in trades, engineering, agriculture, and related sectors.	Short – Medium
8	Explore the feasibility of community-wide summer STEM camps hosted by the Municipality in South Bruce through organizations such as Elephant Thoughts or the Steam Project , to enable elementary school students and youth to develop their STEM-related skills, mindsets, and experiences.	Medium
9	Work with local and regional stakeholders to promote the following programs for South Bruce youth: <ul style="list-style-type: none"> • Youth Employment and Skills Strategy (YESS) funding programs benefits particularly those facing barriers to employment to get the information and gain the skills, work experience and abilities they need to successfully overcome unemployment. • Skills Opportunities Showcase (SOS) trailer to provide opportunities for elementary and secondary students and the community at large to safely experience the skilled trades through simulators and activities. • Bruce 4-H Association among South Bruce youth to encourage leadership and foster positive youth development. 	Short – Medium
10	Create a business case to demonstrate the return on investment for the employer, youth, and the community, when a commitment to youth employment exists. Document best and promising practices, along with business success stories to support business to business dialogue.	Medium – Long
11	Facilitate partnerships with mentor and angel investor programs to promote and support young entrepreneurship. For example, <ul style="list-style-type: none"> • The ACE Mentor program, an afterschool program pairs youth interested in Architecture, Construction, or Engineering careers with mentors and learning 	Medium – Long

#	Recommendations	Timing
	<p>opportunities.</p> <ul style="list-style-type: none"> Partnerships with the Southwestern Ontario Angel Group to mobilize an angel investor network in South Bruce. Catapult Grey Bruce to support entrepreneurs and start-ups in the community. 	
12	<p>Create and promote youth engagement in discussions pertaining to the creation of the Centre of Expertise, to ensure youth perspectives are considered, where relevant, and to encourage a keen sense of ownership and belonging in the community.</p>	
13	<p>Support youth and young professionals to stay in South Bruce and build their professional careers. Consider:</p> <ul style="list-style-type: none"> Encouraging NWMO to include youth-oriented community benefits agreements, such as grants and financing youth education or programs. Leveraging existing CSR Program to support donations, funding programs, scholarships, career pathway development and apprenticeship opportunities for schools and students, specifically for the nuclear sector.⁵⁰ E.g.: Pay for \$chool Grey Bruce Promoting provincial programs that offer incentives to employers for hiring local youth. E.g.: Employment Ontario Government Incentives for Hiring Youth. 	<p>Medium – Long</p>

⁵⁰ Adapted from NWMO’s 2022 Local/Regional Education Study

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Appendix A: #NextGenNetwork youth workshop Insights

Current conditions

Characteristics that make South Bruce a great place to live and work	Factors that might discourage youth from staying or relocating to South Bruce
<ul style="list-style-type: none"> • Sense of community • Beautiful landscapes • Availability of local food close to home • Variety of industry sectors in the community • Supportive community • The presence of outdoor and recreational activities for youth • Good community facilities – Ball parks, arenas, and community centers • Location – proximity to regional centers • Safety • Slower pace of life 	<ul style="list-style-type: none"> • Lack of amenities • Absence of goods and services needed for a good quality of life • Close knit community where everyone knows everyone • Limited cultural diversity • Unaffordable housing market for locals • Inadequate access to health care professionals, mental health, senior and disability resources, and support • Access to higher wages in larger areas • Disparity in income levels within population due to industries • Conservative values might hinder • Marginalized minority populations

How might youth contribute to the growth and success of South Bruce?

Through community engagement to:

- Support identifying community priorities
- Lead and participate on fund raising & awareness campaigns
- Connect with schools to promote opportunities, volunteerism, and one-on-one engagement
- Through involvement in community events at recreational facilities
- Increase awareness of issues that impact on youth – informing organizations – mental health, wellness
- Contribute to build South Bruce’s vision: illustrating the importance of aspects such as Downtown retail; prosperous downtown core, recreation programs, hockey, swim team, diverse sports, more inclusion, and awareness to diversity; openness to learning about cultures; mental health,

youth literacy council (awareness); online supports for students who cannot access transport; accessible services specialized; public transit (regional busing system)

Strategies to keep/attract youth and young professionals to the County

- Capitalize on strengths and promote what is available (recreation, natural beauty, landscapes)
- Build positive community culture by investing in youth's needs to become inclusive, address gender-based violence, and barriers to opportunity
- Invest in services & amenities
- Be proactive to attract and promote trades in secondary school and career paths that lead to jobs in the area, on the job training and local opportunities
- Highlight the opportunities that are in South Bruce – Promote youth entrepreneurship
- Diversify the economy and services: advertise job opportunities and diversity in career offerings, there are currently limited job openings in certain sectors. – professional, consulting, environmental, social work, administration
- Provide scholarships and funding support of offer paths to post-secondary.
- Strengthen youth connections to community while they are away.
- Foster connections with local employers to offer more internships, co-ops and programs that focus on hiring locals to encourage students to pursue post-secondary education in fields with local trades/industry.
- Finding employers who provide co-ops and skilled trades development training

Youth channels to learn about jobs and support available in South Bruce

- Online job boards; Indeed
- Local networks and talking to the right people, which speaks to sense of community
- Employment services at the Y, Hanover
- Municipal & County website

Critical actions to the success of youth

- Providing support and improving awareness of mental health and wellness
- Educating young people on the opportunities in South Bruce, career development opportunities and career awareness
- Recognize the impact of COVID on youth
- Promoting quality-of-life opportunities and activities
- Invest in supporting youth priorities
- Community culture – conservative views
- Critical to youth will be the need to be progressive – recreation programs, supports to help low-income, DEI principles and values

Appendix B: Case Studies and Examples

Attracting Youth to Trade or Craft Worker Positions

In addition to being more affordable and taking less time than college degrees, skilled trades offer job stability and opportunities for professional development, especially considering their current situation in Ontario. By 2025, it is estimated that one in five jobs in the province will be in skilled trades, but the average age of people entering the trades is 29; linking this with the projected increase in retirements means the province will face a shortfall on trade workers over the next decade. The next section evaluates programs that are attracting youth to these careers.

- **SkillsAdvance Ontario Pilot:** The program funds partnerships that connect employers with the employment and training services required to recruit and advance workers with the necessary essential, technical, and employability skills. It also supports job seekers to obtain employment by providing them with sector-specific employment and training services and connecting them to the right employers.
- **Apprenticeship 2000:** Charlotte, NC; based on the German dual system, this 4-year technical training program is designed to prepare people for highly skilled technical trades such as machinists, mechatronics technicians, mold makers, and electricians. They work with juniors and seniors from surrounding high schools. Students that qualify for Apprenticeship 2000 train for technical careers.
- **Skills2Advance:** Offers 6 weeks of free training in their classroom in Brantford and 2 weeks of paid job placement to prepare students for the Warehousing-Logistics industry in the Grand Erie area. The program has over 60 employers, it has generated over 200 graduates, 97% of which stated that the program helped them get employed.
- **Journey to Apprenticeship:** The Workforce Planning Board created training modules for front-line staff across the Grand Erie community. Journey to Apprenticeship was created in partnership with the Grand Erie District School Board, Brant Haldimand Norfolk Catholic District School Board, and the Ontario Youth Apprenticeship Program.

Relevance to South Bruce

- These programs and past experiences are aligned with South Bruce and the NWMO Project as they are oriented toward attracting young people into trade positions. These programs have prepared students to acquire job-specific skills in a brief period, offering solutions for companies in the short and medium term.

- Allowing apprentices to start receiving earnings during the program motivates people who might be considering leaving to other communities for employment.

Attracting Youth to Engineering and Other Positions

Engineers are key actors for the innovation and growth of many industries globally, and therefore have important impacts on local economies; the need for a trained, talented workforce in this field is even more pressing now considering the fast-paced evolution of technologies, the next segment reviews some of the strategies that are being used to attract youth to these careers.

Bruce Power Indigenous Employment Guide; Student Opportunities

- **Development Students:** These positions are temporary, four, eight, or 12-month opportunities for students to gain training and experience related to their academic program or skills training at the post-secondary level. Consideration for these positions is only given to students who are currently enrolled in full-time studies at a post-secondary institution who plan to return to their studies immediately following the work term, or those who require a work term to graduate.
- **Summer students:** Individuals in this position perform general work that is not necessarily related to their field of study. Consideration for these positions is only given to students who are currently enrolled in full-time studies at a post-secondary institution and plan to return to their studies immediately following the work term or those who require a work term to graduate.
- **High School Co-op opportunities:** Positions run a full semester on-site at Bruce Power for senior students from the Bruce Grey Catholic and Bluewater District School Boards. The four-credit program provides valuable experience, essential skills, and career exploration for students on a pathway to post-secondary apprenticeship, college, or university.
 - Business I (Accounting / Finance, Power Marketing, Supply Chain)
 - Business II (Human Resources, Community Relations, Communications)
 - Engineering I (Mechanical / Electrical)
 - Engineering II (Chemical / Environmental)
 - Information Technology
 - Power Engineering / Nuclear Operations (OYAP Trade: Process Operator / Power*)
 - Mechanical Maintenance (OYAP Trades: Millwright, Welder, HVAC)
 - Control Maintenance (OYAP Trades: Industrial Electrician, Instrumentation, Electronics)
 - Transportation Maintenance (OYAP Trades: Automotive, Truck, Heavy Equipment, Small Engines)

- Fire Protection / Emergency Services* *day/night shift work involved
- **The Science Horizons Youth Internship Program:** This program provides wage subsidies to eligible employers across Canada to hire recent university, college, and polytechnic graduates for internships in the environmental science, technology, engineering, and mathematics sectors. The program offers up to 80% of wages to hire junior professionals aged 30 and under for full-time permanent positions in climate change, environmental protection, and sustainability. This initiative from Eco Canada, in partnership with Employment and Development Canada, Natural Resources Canada and Innovation, Science and Economic Development Canada, launched along with Youth in Natural Resources and Digital Skills for Youth, has created 10,000 jobs to date and has involved the participation of 5,500 employers.

Relevance to South Bruce

- These programs are related to the South Bruce and the NWMO Project as the Bruce Power initiatives are already engaging youth in these careers in the region. These initiatives have already set the scenario and continuing this engagement through an integrated strategy could potentially have a bigger impact than if implemented unaccompanied.
- Other programs, like the Science Horizons Youth Internship, promote the hiring of recent graduates by lowering the risk for employers in areas that are key for South Bruce and the community, such as environmental protection and sustainability; by having local graduates, the community would closely appreciate the scientific advances and the NWMO measures for environmental protection.

Attracting Youth to the Agriculture Sector

In 2020, the agricultural industry, along with forestry, fishing, and hunting represented 15% of the total labour force. This strong presence combined with the generational change and retirements expected for 2028, influences the need for strategies that attract youth to Agriculture. Strategies reviewed included:

- **Youth Development – Agriculture:** The program works with 4-H British Columbia to deliver agriculture education and training to British Columbians, ages 6-25. Career programming is delivered in partnership with 4-H BC. Career resources for classroom use are delivered in partnership with the BC Agriculture in the Classroom Foundation through the Fields for Your Future initiative
- **Agriculture and Agri-Food Canada's Youth Employment and Skills Program:** This program will provide funding to employers across the agriculture sector to hire Canadian youth, ages 15 to 30. The initiative is part of a commitment through Budget 2019 for a modernized Youth Employment and Skills Strategy aimed at providing better supports for Canada's youth. The new program will provide 50% of funds, up to \$14,000, towards costs associated with hiring youth. *For not-for-profit organizations* and applicants who hire Indigenous youth or youth facing barriers, the program will provide 80% of total eligible costs, up to \$14,000

- **The AgriDiversity Program:** The goal of this program is to help under-represented groups in Canadian agriculture - including youth, women, Indigenous Peoples, and persons with disabilities - fully participate in the agriculture sector by helping them fight address the key issues and barriers working against them. This program will help to strengthen the agriculture sector and build its capacity by:
 - helping diverse groups develop the appropriate skills to take on a leadership role
 - building the entrepreneurial capacity and business skills of under-represented groups
 - facilitating the sharing of industry experience, best practices, and knowledge to help under-represented groups to manage transformation and adapt to changes in business operations
 - strengthening the sector by incorporating the views of a greater diversity of industry players

If approved, support is available in non-repayable contributions from Agriculture and Agri-Food Canada (AAFC).

Relevance to South Bruce

- The Project could benefit from using some of these initiatives to address the issue of generational change within South Bruce's agriculture sector.
- These programs could motivate young people to remain in South Bruce and work in the agriculture industry, which is already the strongest sector in the community.

Deloitte.