

All you need to know about Your Local Labour Market



EASTERN WORKFORCE
INNOVATION BOARD

A NEWSLETTER

ISSUE 6 | OCTOBER 2022

WORDS FROM THE ED

Greetings everyone. Greetings from the directors and staff of the Eastern Workforce Innovation Board. We are pleased to provide this report to our community. It contains an excellent report on the need for the development of succession strategies for our employers. This report specifically refers to our aging populations in our region and the need to plan ahead for their exit from our local labour market. It indicates "A significant contributor to business success and economic prosperity is not only the ability to attract and retain current and new workers but to assist existing workers to progress into new, more advanced opportunities. Having a formal succession plan can help companies to strategically focus on this challenge." Yes, there are challenges for a number of employers in this area as they are not resourced to meet this need. It is however critical that the community, our stakeholders continue to support them in this exercise.

We would also like to congratulate Serco Canada, (<https://www.serco.com/na/canada>) a national organization specializing in the delivery of innovative programs and case management as the new Service System manager for the Kingston – Pembroke region. They will be responsible for delivering employment services, managing existing service providers with performance-based financial incentives, and improving outcomes for jobseekers. Our office looks forward to working with them. Exciting times ahead.



Frank O'Hearn
Executive Director

Employer Engagement:

Over this fiscal, the board will present 3 employer webinars that will focus on topics. These topics will be Attracting and Retaining Talent Through Word-of-Mouth Recruitment – Thursday October 20, 2022, presented by Angela Hoyt; Stress Management in the Work Place – Thursday November 24, 2022, presented by Jack Veitch; Emotional Intelligence Management – Thursday January 19, 2023 presented by Angela Hoyt.

Help Desk OLMP 2020-2023:

We are marketing the help desk through social media, chamber of commerce, EDCO's and one-on-one consultations. This is a great resource, please go to this link to request labour market information. <http://www.workforcedev.ca/index.php/en/local-labour-resources/lmi-help-desk>

Jobs Tool 2020-2023:

The Jobs Tool application is available on our website: www.workforcedev.ca This resource will provide an aggregate of jobs in our region with supporting information.

Edge Factor- Career Pathways:

The board has posted the career sector profiles and career profiles. The sectors are construction, agriculture, manufacturing and marine. You can find the at <https://www.workforcedev.ca/career-videos/>

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WHAT THE BOARD IS UP TO?

LLMP Report:

The board is conducting in-person and phone consultation. There will be further information as we head into the fall. There is still data to be collected through various resources.

The LLMP report for last fiscal can be found at: <https://www.workforcedev.ca/llmp-reports/>

Workforce Development:

This is the 2nd of 4 newsletters to be published this fiscal and the board will continue to host the Employment Network Committees.



EMPLOYMENT ONTARIO AGENCIES UPDATE

The Employment Ontario agencies in our region continue to report that they are experiencing significant difficulties in filling employer vacancies for a wide variety of occupations. This includes entry level positions and various occupations within the skilled trades. Some offices have reported that the lack of available transportation has impacted on their client's availability to secure employment. A number of employers are being more flexible in respect to their needs and wage rates while others do not wish to deviate from their standard hiring practices. Overall, feedback provided from a number of agencies is that a number of employers need to be more open minded and flexible in respect to their needs and hiring practices. On the positive side, it has been reported that a number of employers have adjusted their business hours to reflect the availability of workers and have increased their wage rates in some areas.

Client intakes (overall), requests for services continues to be down in comparison to pre-pandemic workloads. However, the agencies are continuing to report that they are seeing a significant number of clients who are dealing with complex

mental health issues including anxiety and depression. It has also been reported that a number of clients are requesting part time employment and are looking for more flexibility in respect to the hours of work. Some employers have the flexibility to moderate their needs while others do not.

The lack of affordable housing continues to be a huge factor in the job market. When you link the added costs of transportation for prospective workers and employers it certainly provides a very complicated environment to supply the needs of the employer community. These added costs will impact on the availability of workers to commute to work.

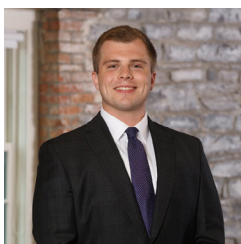
There continues to be a lack of services to the Francophone community which in turn impacts on the availability of Francophones in our community. There continues to be lack of qualified, bilingual candidates to draw from and this demand grows each year.

The use of virtual job fairs has expanded. There have been significant partnerships within the Employment Ontario community in respect to their delivery and promotion.

Agencies and organization linked to the labour market and our local economy continue to work together. These informal partnerships are key in the development of our workforce and local economic base.

MEET TWO EWIB BOARD OF DIRECTORS

Liam McMunagle is an Associate Lawyer in the Labour and Employment Law group of Cunningham, Swan, Carty, Little & Bonham LLP, located in Kingston, Ontario. He received his H.B.A. from the University of Toronto with High Distinction, specializing in the study of philosophy. He then attained his J.D. from Queen's University, where he worked for the Business Law Clinic and received the Course Prize in Negotiations. Prior to joining Cunningham Swan, Liam summered and articulated with a major international law firm at their Ottawa office. Now as an Associate Lawyer, Liam assists employers across Southeastern Ontario with all matters relating to labour and employment law.



After migrating to Canada, I started working in the Clinical Laboratory Department at Kingston General Hospital. While furthering my professional education I had to write a technical report based on my own original research. My research paper won a national award, and was translated in German, and a Middle Eastern country. At the time of



retirement, I was supervisor of the Hematology department of 22 staff members.

After retirement, I wanted to pay back the community for the resources I had used towards my education. Hence, I formed "The Christian Cultural Association of South Asians (CCASA)." This is a non-religious, not-for-profit organization that makes strategic investments for building healthy, sustainable and caring communities in Canada. CCASA understands the need for an organization that is concerned with creating a positive community experience that benefits both immigrants in particular and Canadian society in general.

Knowing that education is the KEY for community development, and for peace in this unstable world, I formed a charitable organization called Pakistani Youth Education Fund and was able to register with the CRA. Its main purpose is to provide bursaries for education to orphaned and disadvantaged children in Pakistan. I serve as the CEO for both organizations and have been busy putting a succession plan in place.

I am a recipient of The Queen Elisabeth II Golden jubilee award and recently I was one of 16 seniors to receive The Ontario Seniors Achievement Award presented by the Ontario Lt. Gov. Elizabeth Dowdeswell. I have served on many organizations as a volunteer member or President. Presently, I am a volunteer public representative to the College of Naturopaths of Ontario and am very happy to be one of the directors on this board. This is a team that works very well maintaining the dignity and respect for all the members and staff.

THE FEATURE

Contributed by Diane Soucie

The recent release of the Statistics Canada Census 2021 population data confirmed what many have suspected – the population of Frontenac, Leeds and Grenville and Loyalist Township is aging. With median ages at 43.2, 50.8 and 45.2 respectively, the local population is older than both Ontario and Canada where the median age is 41.6. It is only the population of Kingston with a median age of 41.2 that is younger.

This aging population drew our attention to the impact on the local workforce. How many Baby Boomers will be exiting the workforce in the coming years? A tabulation of individuals across the region as of May 2021 when the census was taken, showed the total population in the primary working years age 20 to 64 was 162,405. At the same time, 22,350 or 13.8% of this cohort were age 60 to 64, the demographic most likely to be retiring in the coming five years. Leeds and Grenville, the area most impacted by an aging population, will see approximately 9,300 or 16% of its workforce exit the labour market in the next five years.

A significant contributor to business success and economic prosperity is not only the ability to attract and retain current and new workers but to assist existing workers to progress into new, more advanced opportunities. Having a formal succession plan can help companies to strategically focus on this challenge.

Robert Half defines succession planning as a “strategy for identifying and developing future leaders at your company – not just at the top but for major roles at all levels”.¹ The Society for Human Resource Management (SHRM) points to the benefits of developing and implementing a formal succession plan no matter the size of the business as a means to protect the business from both anticipated and unexpected changes as well as a tool for retaining top performers. They estimate that vacancies cost companies approximately 50 percent more in lost revenue than the salary for the vacated job itself.²

In 2018, Deloitte conducted extensive research into succession planning surveying over 200 business leaders and following up with one-on-one interviews with more than a dozen. While 86 percent of these leaders found succession planning to be either urgent or important, only 14 percent believed they were doing it well. Those who were pleased with their strategy identified benefits beyond developing their

workforce for future growth including establishing a more diverse range of leaders; better decisions around promotion and developmental investments; greater retention of top talent; strengthened organizational culture; a ‘future-proofed’ workforce better prepared to thrive in dynamic conditions; and greater organizational stability and resilience.³

So, if there are multiple benefits, what’s keeping businesses from focusing on succession planning? Deloitte’s consultation with business leaders revealed:

- There is no clear process for succession planning. Often there is a lack of clarity around who is responsible.
- Whether a small business owner or C-suite executive, business leaders are typically rewarded based on short-term accomplishments while succession planning is a long-term discipline.
- Succession planning can be destabilizing and threatening to current operations.

To address these barriers, Deloitte recommended:

Orienting toward the future. Spend the time to gather the data and conduct the research that will help you to understand the future of your business and the talents of your workforce. Where are the gaps? What are the strategies to address these gaps? This future orientation also helps alleviate any sense of apprehension or fear that succession planning can evoke.

Creating short-term goals to sustain a long-term focus. Pursuing longer-term outcomes by setting shorter-term goals alleviates the paralysis that can come when tackling large, future-oriented tasks. A plan that is composed of short-term steps with clearly articulated targets and responsibilities removes any ambiguity around accountability and advances the plan in measured, do-able steps.

Sharing the details with your team. Transparent and simple communication builds trust. A lack of clear communication can be one of the biggest threats to the successful transition from one generation of business leaders to the next.⁴

Despite the importance of clear communications, research by insurance company Mass Mutual revealed that one in four employees in line to take over a small business aren’t aware that they are the chosen successor.⁵ Jessica Fuhl of Sage Accounting services recommends telling the successor first to ensure they are interested in a future with the company and to learn how they feel about the intended opportunity.

¹ What is Success Planning? 7 Steps to Success, Robert Half, October 5, 2021, <https://www.roberthalf.com/blog/management-tips/7-steps-to-building-a-succession-plan-for-success>

² Dori Meinert, Succession planning is easier than you think, SHRM, June 21, 2018, <https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/succession-planning-is-easier-than-you-think.aspx>

³ Meahan Doherty, Kelly Monahan, Kris Rutch, et al, The holy grail of effective leadership succession planning. How to overcome the succession planning paradox, Deloitte, Sep 27 2018, p. 1-3 <https://www2.deloitte.com/us/en/insights/topics/leadership/effective-leadership-succession-planning.html>

⁴ Ibid, p. 4-11

⁵ 2022 Business Owner Perspectives Study – Insights from America’s Economic Engine, MassMutual, https://www.massmutual.com/global/media/shared/doc/sb1020_2022.pdf

It's a good idea to share the planned role with the rest of the workforce as soon as possible.

While it is important to balance transparency with confidentiality and convey a fair selection process, "people by nature don't like change, so a longer transitional period is always beneficial to both the business and your employees".⁶

There are a number of articles online summarizing how to develop and implement a successful Succession Plan. For example, the Society of Human Resource Management recommends:

- Consider the future of your community, your industry and your business. What direction is your business moving in? What are your business goals? What knowledge, skills and experience will be required to advance your business? The Eastern Workforce Innovation Board (EWIB) Labour Market Information Help Desk can be a useful resource with data such as how many businesses are operating in economic sectors locally, regionally and provincially and how many people they employ.
- Assess the demographics of your workforce and employees' competencies. What knowledge and skills are typical for those performing in occupations you employ? What are the key success factors of roles across the organization? Again, EWIB can assist with occupational descriptions as well as skills and certifications in demand.
- Identify 'high-potential' employees in your company or what some refer to as the 'acceleration pool'. Classify these employees as 'early career', 'mid-career' or 'senior career' so your plan includes actions that best fits their needs.
- Begin to craft a succession plan for the business that will address immediate and longer-term talent requirements. Make sure every action in your plan is specific and measurable. Actions should be time-based to reflect do-able steps that can be monitored by the individual assigned to follow-up. Determine who within your company is responsible for overall monitoring of the full Succession Plan and how often team meetings will be conducted annually to monitor progress. To ensure transparency, your plan should be visible, measurable and shared.

- In addition to the corporate succession plan, create an individual-development action plan for each person in the acceleration pool. Again, make sure expectations are communicated and actions specific and time-based. Both employee undertaking development and the individual responsible for the activity should collaboratively agree upon actions and the plan for follow-up.

Those interviewed by Deloitte recommended that business leaders take an active role in developing successors instead of simply viewing their responsibility as identifying names on an organizational chart. As a leader of a large financial services company observed, "Most companies just ask, 'Is that person ready?' as opposed to 'How do we get them ready?'".⁷ The environment that best supports employee development includes three learning approaches:

Experience, Giving individuals targeted for promotion opportunities by intentionally provided daily

Exposure, Establishing opportunities to learn from others both within and outside the organization,

Education, Developing successors' expertise through formal instruction.⁸

Finally, management consulting firm Robert Half recommends integrating your succession plan into your hiring strategy. Once you've identified the knowledge, skills and experience required to take your business to the next phase and the talent that will fill those holes, it may leave talent gaps created as these employees advance. Or there may be entirely new areas of expertise required to build your business. A robust succession plan can help you to focus your future recruiting efforts.

It was Heraclitus, a Greek philosopher active around 500 BCE who said "the one constant in life is change". Nothing is certain; humans are unpredictable and changes in your team are inevitable. However, a thoughtful and thorough succession plan can contribute to the stability and resilience critical to the success of your business.

⁶ Jessica Fuhl, 7 tips for an effective success planning strategy, Oct 13, 2020, <https://www.sage.com/en-gb/blog/succession-planning-strategy-effective/>

⁷ Meahan Doherty, Kelly Monahan, Kris Rutch, et al, The holy grail of effective leadership succession planning. How to overcome the succession planning paradox, Deloitte, Sep 27 2018, p. 8, <https://www2.deloitte.com/us/en/insights/topics/leadership/effective-leadership-succession-planning.html>

⁸ Ibid, p. 8

STUFF YOU NEED TO KNOW

Greencentre Canada will receive 2.5 million from the federal government to encourage and support early stages of clean technological development. With the funding, Greencentre Canada is expected to assist up to 30 small-to-medium enterprises, support 650 jobs – 350 during the project period and an additional 300 within two years of project completion – and leverage almost \$400,000 in private-sector investment. Greencentre Canada is a not-for-profit organization established in 2009 with a mission to aid small and medium enterprises' (SME) growth as clean technology companies get their feet off the ground. The program is now open for applications. Interested startups must have been incorporated on or after Jan. 1, 2020.

For the first time, Queen's Summer Engineering Academy is providing the option for all-girl camp selections to foster mento-mentee relationships between university engineering studies and interested young girls. Within the seven-week program, Connections Engineering Outreach put on a series of free Stem-oriented camps for students ranging from grades 1 to 8. The organization has a commitment to increasing diversity across the engineering sector, whether that be through the gender or racial gaps.



Kingston added almost 8,000 residents, reaching a population of 132,485 in 2021 up from 123,798 in 2016 according to Statistics Canada. The city's population growth rate topped the national average of 5.2 per cent

and Ontario's population growth of 5.8 per cent. "Canadians may be drawn to more distant suburbs by lower housing prices, greater availability of residential developments or a desire to live closer to nature," the Statistics Canada report stated.



A new business has been operating since July in Kingston. Splitsville Entertainment took over the bowling centre's operations from Cloverleaf Lanes, which has been open since 1962 with 24 10-pin lanes and eight five-pin lanes. Also, Prost Bowling Centre, which has been shuttered since April after having reopened from a pandemic pause for limited hours in February, will soon reopen its west-end Gardiners Road location with a new operator and under the new name Limestone Lanes. Laura Story, general manager of the Bath Road Splitsville location, said the company, which owns five other bowling centres in Ontario and one in British Columbia, has big plans to transform the 60-year-old site near Kingston's former traffic circle. "It's going to be a whole entertainment centre as opposed to just bowling," "We're bringing in a bar and restaurant, a full arcade and a lot of other changes. We're stripping it pretty much to the studs and rebuilding, other than the lanes itself". The renovations are going to begin next spring, and once complete, staffing levels at the facility will rise. "There's a lot of opportunities for staff to come on board," Storey said.

Kingston Economic Development Corporation is investing \$35,000 in 12 entrepreneurs in Kingston through its Starter Company Plus program. The micro grants will aid in the growth of local startups by providing business training and personal coaching for business owners. According to Rob Tamblin, business development manager of small and medium

enterprises, the pandemic has resulted in many Kingstonians pursuing their own businesses. The wide array of businesses that will benefit from this grant span from tattoo and spa services to contracting and driving schools, he said. Accepted participants not only receive funding but also attend a week-long virtual boot camp covering market research, digital marketing, small business financing and hiring practices to ensure that each entrepreneur is set up with the resources and information for success.

Jane McGuire's last day as CEO of the Prescott Public Library was in July. In addition to working at the helm of the town owned facility since the early '90s, McGuire's days there go back to her childhood her mother worked at the library in the municipal building on Dibble Street West. Mayor Brett Todd and Prescott council members past and present were on hand for a formal presentation to the retiring McGuire in the afternoon. Family, friends and library patrons also dropped in to deliver well wishes as well as gifts and cards.

Former Brockville mayor David Henderson will soon be the top administrator of the Southern Ontario community of Kincardine. The municipality, located in Bruce County, announced the hiring of Henderson as its chief administrative officer through media release in July which was effective August 2, 2022. "I'm looking forward to getting started, familiarizing myself with the community and community members, and being a member of a strong, effective team. It is a beautiful area that clearly has dedicated people working together to make it a sustainable, inclusive place and we will strive to enable council's strategic goals and serve the needs of residents", Henderson said of his new job.



Kingston's Snapcab will be expanding its manufacturing facility and hopes to double its staff in the coming years. Snapcab founder and CEO Glenn Bostock announced in July that they'll be building an 18,000 square-foot expansion their current Railway Street location in fall 2023. Following that expansion, they hope to eventually double their staff and production. Snapcab, which started with elevator interiors (and still does), constructs group and individual workplace pods.

The population of South Dundas is getting older and at a faster rate than in previous census years. Census data released by Statistic Canada shows double-digit increases in residents aged 55-64 and 65 plus between 2016 and 2021. During the same time, there were fewer youth under the age of 10 living in the municipality.

Two local students were given a helping hand toward their post-secondary education after a social agency gave out scholarships the end of July. Developmental Services of Leeds and Grenville created in 1983 shortly after the closure of St. Lawrence Regional Centre, has been assisting with student award for the last 15 years. Each year, a selection committee awards local students with money toward their education, and this year two first-year students were each given money toward a career in social work. In the college category, Harrison Pringle was award \$750 for his studies in the Social Service Worker Program at Algonquin College. In the university category, Sydney Reil was given \$1,000 towards her studies in the Honours Bachelor of Arts in Psychology Program at University of Ottawa.

It was announced in July there will be a new 350 acre Umicore N.V. plant. The new facility, located near County Road 4, between Bath Road and County Road 23 will create 1000 jobs during construction and a minimum of 700 high-skilled, permanent positions once operational in 2025. It will be manufacturing cathode active materials and precursor cathode active materials to be in electric vehicle batteries. The company plans to manufacture enough materials to support a million batteries annually.



LINKS OF USEFULNESS- IN NO PARTICULAR ORDER

Algonquin & Lakeshore Catholic District School Board www.alcdsb.on.ca
Ontario Skilled Trades website <https://www.ontario.ca/page/skilled-trades>
La Route du Savor www.laroutedusavoir.org
Academy of Learning <http://aolkingston.com>
The Ontario Tourism Education Corporation (OTEC) <http://www.otec.org>
St. Lawrence College Employment Services
<http://www.employmentservice.sl.on.ca/?lm=0&Location=10>
Community Living Kingston <http://www.communitylivingkingston.org>
Career Services <http://careerservices.ca>
Upper Canada District School Board <http://www.ucdsb.on.ca>
United Communities of Leeds Grenville <http://www.leedsgrenville.com/en>
Community Care Access Centre <http://www.ccac-ont.ca>
Correctional Service Canada <http://www.csc-scc.gc.ca>
KEYS Job Centre www.keys.ca
North Grenville <http://www.northgrenville.on.ca>
Evolution Group Inc. <http://evolutiongroupinc.com>
City of Kingston www.cityofkingston.ca
Brockville Chamber of Commerce <http://www.brockvillechamber.com>
County of Frontenac <http://www.frontenacounty.ca>
Frontenac Community Futures Development Corporation <http://www.frontenacfdc.com>
March of Dimes <http://www.marchofdimes.ca>
Kingston Chamber of Commerce <http://www.kingstonchamber.on.ca>
Employment and Education Centre <http://www.eecentre.com>
Upper Canada Leger Centre for Education and Training www.uclc.ca
1000 Islands Chamber of Commerce <http://1000islandschamber.com>
Loyalist Township <http://www.loyalisttownship.ca>
Downtown Brockville <http://www.downtownbrockville.com>
Prescott and Area Chamber of Commerce <http://www.prescottanddistrictchamber.com>
Town of Gananoque <http://www.gananoque.ca>
Town of Prescott <http://www.prescott.ca>
Eastern Ontario Development Fund www.ontario.ca/business-and-economy/eastern-ontario-development-fund
Kingston Immigration Partnership <http://www.kchc.ca/index.cfm/kip>
Ministry of Agriculture and Food <http://www.omafr.gov.on.ca>
North Frontenac Township <http://www.northfrontenac.com>
Service Canada www.servicecanada.gc.ca
Township of Central Frontenac <http://www.centralfrontenac.com>
Restart Employment Services <http://www.restartnow.ca>
Catholic District School Board of Eastern Ontario <http://www.cdsbeo.on.ca>
TR Leger School of Adult, Alternative & Continuing Education
www.ucdsb.on.ca/school/trl/Pages/default.aspx
United Way www.unitedway.ca
Gananoque and District Association of Community Living <http://ottawa.cioc.ca/record/KGN1604>
Town of Smith Falls <http://www.smithsfalls.ca>
Limestone District School Board www.studykingston.com
Northern Frontenac Community Services Corporation <http://kingston.cioc.ca/record/KGN1016>
Prince Edward - Lennox and Addington Social Services <http://pelass.org>
Kingston Skills & Literacy <http://www.klandskills.ca>
CSE Consulting <http://www.cseconsulting.com>
Literacy Link Eastern Ontario <http://www.lleo.ca>
Village of Merrickville-Wolford <http://www.merrickville-wolford.ca>
Excellence in Manufacturing Consortium <http://www.emccanada.org>
Parliament of Canada <http://www.parl.gc.ca>
Kingston Construction Association <http://www.kca.on.ca>
Boys and Girls Club www.bgckingston.ca
Grenville Community Futures Development Corporation <http://www.grenvillecfdc.com>
Township of Leeds and The Thousand Islands <http://www.leeds1000islands.ca>

Centre for Internationally Educated Nurses <http://www.care4nurses.org>
Ontario Skills Passport <http://www.skills.edu.gov.on.ca/OSP2Web/EDU/Welcome.xhtml>
Ontario East Economic Development <http://www.onteast.com>
Algonquin College <http://www.algonquincollege.com>
Kingston Canada <http://livework.kingstoncanada.com>
Primus Accessibility Services http://primus.ca/index.php/que_en/about-us/accessibility-services
OLG Thousand Islands http://www.olg.ca/olg-casinos/casino_facilities.jsp?gamesite=thousand_islands
Covidien <http://www.covidien.com>
Girls Inc. of Upper Canada <http://www.girlsinc-uppercanada.org>
Connections Adult Learning Centres <http://kingston.cioc.ca/record/KGN3999>
ACFOMI <http://www.acfomi.org>
Grade Learning <http://gradelearning.ca>
1000 Islands Tourism <http://www.1000islandstourism.com>
1000 Islands Community Develop Corporations <http://www.ticdc.ca>
Independent Living Centre Kingston <http://www.ilkingston.com>
RDEE <http://www.rdee-ont.ca>
The Department of National Defense and the Canadian Forces <http://www.forces.gc.ca>
Green Centre Canada <http://www.greencentrecanada.com>
Image Advantage <http://www.imageadvantage.com>
Augusta Township <http://www.augusta.ca>
Ministry of Training, Colleges and Universities <http://www.tcu.gov.on.ca/eng>
Township of South Frontenac <http://www.township.southfrontenac.on.ca>
Interactive Manufacturing Innovation Networks <http://www.iminonline.ca>
Frontenac Community Mental Health & Addictions Services <http://www.fcmhas.ca>
Township of Edwardsburgh/Cardinal <http://www.edwardsburghcardinal.ca>
Adecco <http://www.adecco.ca>
Brockville General Hospital <http://www.bgh-on.ca>
The Corporation of the Township of the Front of Yonge www.Mallorytown.ca
Township of Rideau Lakes <http://www.twprideaulakes.on.ca>
County of Lennox & Addington <http://www.lennox-addington.on.ca>
Brockville and Area YMCA <http://www.brockvilley.com>
Fulford Academy <http://www.fulfordacademy.com>
Liaison College <http://www.liaisoncollege.com>
North Grenville Chamber of Commerce <http://www.northgrenvillechamber.com>
St. Lawrence – Rideau Immigration Partnership <http://www.leedsgrenvilleimmigration.ca>



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The views expressed in this document do not necessarily reflect those of Employment Ontario.