



## EASTERN WORKFORCE INNOVATION BOARD

### WHAT YOU WILL FIND HERE

Words from the ED  
What is The Board up to?  
Update from Employment  
Ontario Agencies  
Meet members of the EWIB  
Board of Directors  
The Feature  
Stuff you need to know  
Links of Usefulness - In no  
particular order

All you need to know about  
Your Local Labour Market

# NEWSLETTER

ISSUE 1 | JANUARY 2023

### WORDS FROM THE ED

Frank O'Hearn  
Executive Director



Greetings from the Directors and staff of the Eastern Workforce Innovation Board. We are pleased to provide our quarterly newsletter

to the community. January, 2023 is proving to be a very busy month for the board and our community. Our newsletter contains a great article on "Mentoring in the Workplace" by Dianne Soucie. An interesting read.

We continue to see significant numbers of unfilled employment vacancies within or employer community and it is causing significant concerns for

their well-being and growth. It will be interesting to see if there is a gradual return of the older worker population to the workplace in the coming months as many are affected by the changes in interest rates, increased living costs. Many employers are providing more flexibility in the workplace in respect to workplace schedules, wage rates to secure their worker compliment.

The board is hosting a virtual employer seminar on "Emotional Intelligence" on January 13, 2023 at 10 am. You can book into this event via the following connection. [https://www.eventbrite.ca/e/emotional-intelligence-management-tickets-381062878327?utm-](https://www.eventbrite.ca/e/emotional-intelligence-management-tickets-381062878327?utm-campaign=social%2Cemail&utm-content=attendeeshare&utm-medium=discovery&utm-source=strongmail&utm-term=checkoutwidget)

[campaign=social%2Cemail&utm-content=attendeeshare&utm-medium=discovery&utm-source=strongmail&utm-term=checkoutwidget](https://www.eventbrite.ca/e/emotional-intelligence-management-tickets-381062878327?utm-campaign=social%2Cemail&utm-content=attendeeshare&utm-medium=discovery&utm-source=strongmail&utm-term=checkoutwidget)

Sandy Wright will be presenting the boards local Labour Market Planning Report on January 30, 2023 at 10am at the Gananoque Curling Club – you can register for this event by connecting to the following link. <https://www.eventbrite.ca/e/local-labour-market-planning-report-highlight-presentation-tickets-492642154947?utm-campaign=social%2Cemail&utm-content=attendeeshare&utm-medium=discovery&utm-source=strongmail&utm-term=checkoutwidget>

## WHAT THE BOARD IS UP TO?

### LLMP Report:

The board is organizing its strategy for data and LMI collection. There will be outreach to the community. The LLMP report for last fiscal can be found at: <https://www.workforcedev.ca/llmp-reports/>

### Workforce Development:

There will be 4 newsletters published this fiscal. This is the third of the four. The board will continue to host the Employment Network Committees.

### Employer Engagement:

Over this fiscal, the board will present 3 employer webinars that will focus on topics. The first two topics were Attracting and Retaining Talent Through Word- of Mouth Recruitment. The Second was Stress Management in the Work Place. The final workshop's topic is Emotional Intelligence Management to be held Thursday January 19m 2023, 10am. Please register at the link below:

<https://www.eventbrite.ca/e/emotional-intelligence-management-tickets-381062878327?utm-campaign=social%2Cemail&utm-content=attendeeshare&utm-medium=discovery&utm-source=strongmail&utm-term=checkoutwidget>

### Help Desk OLMP 2020-2023:

The Workforce Development Board from Peterborough has taken the lead on this regional OLMP.

The project encompasses the following activities:

Establish a Labour Market Information Analyst Working Group and a LMI Help Desk Marketing Working Group to ensure a structured launch of the LMI Help Desk service and promotion of the service. Establish a Labour Market Information Helpdesk where one does not currently exist. We are marketing the help desk through social media, chamber of commerce, EDCO's and other partners. 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](http://www.workforcedev.ca) This resource will provide an aggregate of jobs in our region with supporting information.

### Edge Factor- Career Pathways:

The Edge Factor platform is a cloud-based delivery system that equips students, parents, teachers, guidance counsellors, community organizations and job seekers of all ages to explore industries and career pathways and provide a mechanism for companies and schools to raise awareness of local career and training opportunities. This project was led by the Workforce Development Board in Peterborough. The board has reached out to businesses in our region in the Manufacturing, Agriculture, Construction and Tourism. The videos are available on our website at <https://www.workforcedev.ca/career-videos/>

## MEET AN EWIB BOARD OF DIRECTOR

Dave Paul is currently retired but active in volunteer outreach with 1000 Islands Watershed Land Trust, Rotary and our board.

His career in economic development and tourism with Brockville and the province.

Married high school sweetheart back in the bellbottom and elevated platform shoe era just like our executive director Frank O'Hearn, but my hair not as long! Janice and I have 2 boys and 2 grandchildren and looking for our 5th dog.

Enjoy life best outdoors on the river or up any mountain including fishing, hunting, skiing and most good down to earth folks to be around

Love the art of humour.



## EMPLOYMENT ONTARIO AGENCIES UPDATE

Our Employment Ontario partners in our region reported they continued requests from the following sectors in our region – hospitality, health care, trades and transportation.

The interest in the use of foreign workers has increased from the employer community. Feedback however indicates that a number of employers see the process has complicated and costly. The EEC in Brockville reported that they experienced considerable success with their “We Are the Change” program. It assists at risk youth in learning about different trades while building a “tiny” home by volunteers in the community who are linked to the trades. The Gananoque office advised they are experiencing a number of employers who are open to a more flexible work place in respect to hours of work / hybrid work model. Increased use of social media by the employer community to promote employment vacancies has increased in some communities.

The region experienced a significant number of day travelers, bus trips to our region this past fall due in part to the beautiful weather the region experienced.

Available and affordable transportation within the region continues to be a factor in securing workers. The continued increases in the costs of living are making it difficult for workers being paid the minimum wage working / not cost effective to work (i.e. transportation, day care costs). It does appear that the older worker population are slowly returning to the workplace – part time / flexible hours. This return of this population to the workplace would certainly provide some positive relief to a number of employers.

### More about Mentorship

In our Spring/Summer newsletter we took a look at succession planning. With approximately 15% of the population age 60 to 64 as of the 2021 Census, preparing for upcoming retirements couldn't be more important to local business sustainability. Since mentorship facilitates passing down knowledge and skills from one generation to another and is one of the most effective tools for succession planning, we decided to devote some space to exploring the strategy in greater detail.

The World Education Services defines mentorship as a "relationship between two people where the individual with more experience, knowledge and connections is able to pass along what they have learned to a more junior individual within a certain field. The more senior individual is the mentor, and the more junior individual is the mentee."<sup>1</sup>

An ideal mentor has first-hand experience in what they are teaching and demonstrates the same goals as the mentee. This helps the mentor to steer the mentee through any challenges. At the same time, the mentor should be open-minded to new ideas while allowing the mentee to progress at their own pace.

The ideal mentor is optimistic and positive, establishes a belief in the mentee's success and demonstrates the honesty that gains the trust of the mentee. The ideal mentee exhibits the same positive attitude, honesty and confidence. He or she is able to communicate clearly, demonstrate a willingness to learn and respect for the time the mentor is spending instilling the value of their knowledge and experience.<sup>2</sup>

Mentorship relationships can be either informal or formal. An informal mentorship relationship, by definition, is less structured and often based on the chemistry between the two individuals involved in the mentorship. In fact, the mentorship relationship may develop after a long-term friendship. In many cases, the mentee approaches the more senior individual seeking their willingness to serve as a mentor. Formal mentorship is often initiated by a company or organization, is structured and often encompasses established specific goals and measurable outcomes to be achieved over a defined time period.<sup>3</sup> Regardless of the type of mentorship relationship, there are benefits for both mentors and mentees. Along with career development, the mentee will likely experience:

- Increased confidence and self-awareness
- Expanded personal network within the business and within the broader professional community
- Improved self-reflection and goal-setting
- New insights from other's experiences
- The benefits of being advocated for.

While it may not seem as obvious, the mentor also experiences benefits including:

- Leadership skill development
- Strengthened ability to deliver feedback
- The satisfaction of supporting a colleague and 'paying it forward'
- Learning from someone else
- Strengthened commitment to the employer.

Both mentee and mentor experience similar benefits when it comes to:

- Enhanced communication skills including the ability to ask insightful questions and strengthened listening skills
- Exposure to new and different perspectives
- Increased opportunity for promotion
- Increased job satisfaction<sup>4</sup>

But mentor and mentee are not the only ones who benefit from the relationship. While an unstructured arrangement may occur outside of a company, the structured mentorship relationship is often established and supported by the employer. Mentors are often put in place as a means of training or on-boarding a new employee. However, mentorship is also one of the most effective succession planning tools. In fact, according to the Association for Talent Development, more than 70 percent of Fortune 500 companies have some type of mentorship program.<sup>5</sup> Along with passing on knowledge, skills and networks acquired through years of experience, benefits to the sponsoring company or organization include:

- Fostering a corporate learning culture: By promoting the mentorship relationship within the company, employees see that learning and developing is valued. Additionally, a mentoring program demonstrates a collaborative learning environment where employees are encouraged to learn from those around them.
- Modeling an innovation culture: An innovation culture is, in many ways, built on establishing a willingness to take risks. Within an exemplary mentorship relationship, junior employees themselves are comfortable taking risks

<sup>1</sup> Yetunde Oshinkale, Sep 18 2019, <https://www.wes.org/advisor-blog/definition-of-mentorship/>

<sup>2</sup> Attributes of good mentors and mentees, <https://www.integral.global/blog/attributes-of-good-mentors-and-mentees>

<sup>3</sup> <https://www.getmentoringcomplete.com/blog/bid/90851/what-is-the-difference-between-informal-and-formal-mentoring#:~:text=Informal%20mentoring%20will%20sometimes%20even,on%20the%20basis%20of%20compatibility.>

<sup>4</sup> Nicola Cronin, The Powerful Benefits of Mentoring, Nov 23 2019, <https://www.guider-ai.com/blog/mentoring-benefits>

<sup>5</sup> Tasmin Choudhury, 7 Benefits of a Structured Workplace Mentoring Program, Nov 4 2019, <https://www.gqrgm.com/7-benefits-structured-workplace-mentoring-program/>

and making mistakes because they know they are being guided and supported by a senior colleague.

- Reducing cost of staff development while effectiveness is increased: While companies traditionally choose a classroom for training purposes, research conducted by Brandon Hall Group found that coaching and mentoring is viewed as the most effective method of learning. And the cost is often much less than formal training.
- Decreasing stress and anxiety for the learner: Junior employees may not be comfortable turning to their manager when faced with an issue at work and corporate leaders may have never encountered the problem. A mentor is seen as someone who can be turned to no matter what the issue.
- Increased job satisfaction and reduced employee turnover: Research such as a study conducted by the Plastic Surgical Nursing Journal identified that the mentor relationship increased job satisfaction. Increased job satisfaction often results in decreased turnover.
- Supporting future training: Once the mentor/mentee relationship has fulfilled its objectives, it's more likely that the mentee will volunteer to serve as a mentor sometime in the future.<sup>6</sup>

Whether as a component of the onboarding process or as a tool for succession planning, communication is key. Getting the most from the mentorship relationship takes the time and attention required to develop clear parameters. By definition, a structured mentorship relationship is built on a design and shared understanding of the relationship process. For example, how is contact made between mentor and mentee, what is the frequency of contact, what are confidentiality limits and how will feedback be provided?<sup>7</sup>

Strong matches between mentor and mentee in integral to success but can be one of the most challenging aspects of forming the mentorship relationship. A good match should be based on the knowledge and skills of the mentor and

the needs of the mentee. The more you know about your participants, the greater the chance of success. Including potential mentors and mentees in the matching process often leads to better aligned matches and more engaged participants.<sup>8</sup>

Roles and responsibilities should be established and articulated. To generate the trust necessary for success, it's important that all participants understand that "mentor" is not synonymous with "supervisor". The mentor offers advice and guidance but does not assign work or tell the mentee how to do their job. The mentee should feel open to asking for advice or discuss challenges without fear of retribution.<sup>9</sup>

Successful employee mentorship programs require buy-in from both top management and rank-and-file staff. Make sure everyone knows participation is voluntary but that mentoring can be a valuable contributor to career success. Companies should also not expect the program to run on auto-pilot after launch. A project manager who is independent of the mentor or mentee should be assigned to set performance indicators for the corporate mentorship program as well as ensure goals and milestones are being met and to look for ways to improve the process.<sup>10</sup>

While a structured mentorship program takes some effort, the benefits can be significant. The structure and accountability provided in formal programs—such as defined goals, mentor/mentee training, and an established platform of communication—elevate the connection beyond the confines of informal mentoring. Plus, with a formal program in place, more mentorship relationships can flourish, particularly with people who are traditionally underserved by mentoring of an informal nature and/or may become neglected to today's hybrid workplace. There's a great power that can be unleashed when mentors share a lifetime of knowledge and skills with those who want and need it most.<sup>11</sup>

---

<sup>6</sup> Ibid, <https://www.gqrgm.com/7-benefits-structured-workplace-mentoring-program/>

<sup>7</sup> Mary Abbajay, Mentoring matters: Three essential elements of success, Jan 20 2019, <https://www.forbes.com/sites/maryabbajay/2019/01/20/mentoring-matters-three-essential-element-of-success/?sh=2f7a6a1745a9>

<sup>8</sup> Rebecca Gotto, 8 Elements of a Successful Mentoring Program, Nov 08 2017, <https://www.src.sk.ca/blog/8-key-elements-successful-mentoring-program>

<sup>9</sup> How Mentoring in the Workplace can Strengthen Your Company, Robert Half, Dec 07 2017, <https://www.roberthalf.com/blog/management-tips/how-mentoring-relationships-help-strengthen-your-company>

<sup>10</sup> Ibid, <https://www.roberthalf.com/blog/management-tips/how-mentoring-relationships-help-strengthen-your-company>

<sup>11</sup> Madeleine Burry, Why Mentoring is Important, <https://chronus.com/blog/why-mentoring-matters>



## STUFF YOU NEED TO KNOW

**A new urban farm in a corner of Collins Bay Institution** property is aiming to train the next generation of local farmers. IT is a partnership between the correctional Service Canada, the City of Kingston, St. Lawrence College and Loving Spoonful. The farm is to provide a venue for training people with an interest in becoming farmers, said Ayla Fenton, the food services manager for Loving Spoonful. The average age of farmers in Canada is 59, and since 1990 the number of young of young farmers in the country has declined by more than 70 per cent.

**The 103rd International Plowing Match and Rural Expo (IPM)**, billed as North America's largest agricultural fair, came to North Grenville September 20 to September 24, with much activities taking part on what is known as the Kemptville Campus. This is first time Grenville County is hosting the IPM, organizers say. The last time the event came to Leeds and Grenville was 2007, when it took place near Crosby, in Rideau Lakes Township

**Veterans motorcycle club raises \$12,000 for Dawn House.** The Brothers in Arms Veterans Motorcycle Club presented Dawn House Women's Shelter with a cheque of \$12,785 from the first annual charity ride. "We've been trying to put together a charity ride for Dawn House for a couple of years, and they wanted to give back in a bigger way.

**In September the Brockville and District Chamber of Commerce** announced the finalists for its 2022 Business of the Year Award. The nominees are Brockville General Hospital and Northern Cables.



**New Coca-Cola Distribution Plant opens in East End of Kingston.** Coca-Cola officials and Kingston dignitaries toasted the opening of the company's

new distribution plant in Kingston's east end in September. The distribution centre has more than 80 Coke Canada employees who distribute, merchandise and see more than 400 products, including Coca-cola, Monster Energy and Canada Dry from Port Hope to Cornwall.

**The city of Brockville has reached a deal with** a private developer to refurbish the old Woolworth's site on King Street West. The agreement, announced in October, will see the Ottawa-based Caber Group turn the site, into stores and housing. "The proposal that the city has seen is commercial retail, some office (space) and then residential," said Rob Nolan, Brockville's director of economic and development services. Built in the late 1950s, the building was a Woolworth's department store until 1993, when the store closed and the property went through several owners and uses, city officials noted. In 2004 the last tenant of the building left the property, and it has sat vacant ever since.

**The Township of Leeds and the Thousand Island and the Town of Gananoque** hosted a Casino Recognition Event in September in Rockport. Representatives from the Ontario Lottery and Gaming Commission, the Great Canadian Gaming Corporation and Shorelines Casino Thousand Islands joined staff and council from both municipalities as well as representatives from local groups who receive community grants funded through OLG under municipal contribution agreements. Representatives from community grant recipients included the Gananoque Canoe Club, Lyndhurst Turkey Fair, Frontenac Arch Biosphere Network, the Gananoque Arts Network, Seeleys Bay Area Residents' Association and several others. Since the casino opened in 2002, TLT and Gananoque have each received more than \$30 million under the municipal contribution agreements.

**The winners of the Greater Kingston Chamber of Commerce 26th annual Business Excellence Awards** were

presented in September at the Isabel Bader Centre for the Performing Arts. The person of the year award went to A.J. Keilty of Keilty Realty Corporation. The employer of the year award was won by the law firm of Cunningham, Swan, Carty, Little & Bonham. The New business of the year award was presented to Kingston Quality Pools & Landscaping Ltd. "As a business community, we're immensely proud of our city and, in particular, of our local businesses who contribute to our vibrancy, our economy and ultimately our success," Karen Cross, CEO of the Greater Kingston Chamber of Commerce said in a statement. "We're glad to be able to organize this opportunity to acknowledge the hard work – both the good moments and the challenging ones- that our business owners and leaders have experienced in the past year."

**North-end development to create jobs in Prescott** -Prescott council approved a bylaw in October to sell about 10 acres of surplus municipal land on Development Drive to 778581 Ontario Limited for \$250,000. The property is on the north side of the road just to the west of the Grenville County OOP building. The purchaser is looking at industrial and commercial development "somewhere in the neighbourhood of 20 to 30 jobs within the next couple of years," said Prescott CAO Matthew Armstrong.

**L.L. Bean opened a new store** in the Cataraqui Centre on November 18, 2022. The retailer is looking hire staff. The Freeport, Maine-based retailer is looking to hire 30 "outdoor enthusiasts" to work at the store in Kingston. Application can be sent to [careers@llbeancanada.com](mailto:careers@llbeancanada.com). L.L. Bean sells active and casual apparel, outerwear, footwear and gear, and travel and outdoor equipment. It also sells pet supplies and home accessories.

# L.L.Bean

## LINKS OF USEFULNESS-IN NO PARTICULAR ORDER

Algonquin & Lakeshore Catholic District School Board [www.alcdsb.on.ca](http://www.alcdsb.on.ca)  
Ontario Skilled Trades website <https://www.ontario.ca/page/skilled-trades>  
La Route du Savor [www.laroutedusavoir.org](http://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](http://www.keys.ca)  
North Grenville <http://www.northgrenville.on.ca>  
Evolution Group Inc. <http://evolutiongroupinc.com>  
City of Kingston [www.cityofkingston.ca](http://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.frontenaccfdcc.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](http://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](http://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](http://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](http://www.ucdsb.on.ca/school/trl/Pages/default.aspx)  
United Way [www.unitedway.ca](http://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](http://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](http://www.bgckingston.ca)  
Grenville Community Futures Development Corporation <http://www.grenvillecfdcc.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](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](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](http://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>

---



This Employment Ontario project is funded in part by the Government of Canada and the Government of Ontario

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