Community Adjustment and Sustainability Strategy

for

Oshawa and Durham Region

ReThink. ReNew. ReTool.

McSweeney & Associates
MANAGEMENT CONSULTANTS

Community Adjustment and Sustainability Strategy

for

The City of Oshawa and the Region of Durham

Prepared by

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c/o Cindy Symons-Milroy, Director, Economic Development Services
City of Oshawa
50 Centre Street South
Oshawa, ON
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February 16, 2009

Dear Peter:

On behalf of McSweeney & Associates and our project partners, I am pleased to submit this Community Adjustment and Sustainability Strategy for the City of Oshawa and the Region of Durham.

ReThink, ReNew, ReTool offers significant new economic directions and diversification opportunities for Oshawa and Durham.

It is time to capitalize on the convergence of Durham's strengths in both energy and transportation to support a paradigm shift - the reinvention of the transportation manufacturing industry by utilizing alternative energy forms for vehicular propulsion.

Durham is seen as the primary hub within the Province's energy network and as a leader in the innovation, education, demonstration and production of the energy and transportation convergence.

Of course, I would be pleased to discuss any aspect of this report with you at your convenience.

Yours truly,

E. McSweeney

Eric McSweeney
President

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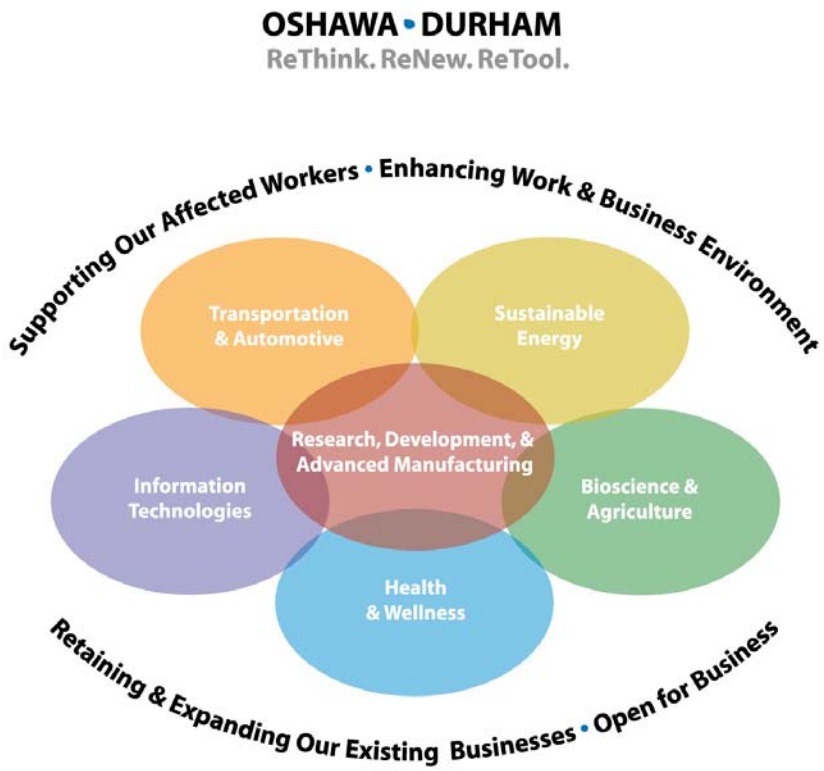
1. Executive Summary

Several emerging forces are shaping Ontario's economy and labour market in new ways. Ontario manufacturers have experienced the negative effects of changes in the Canadian dollar and higher energy costs. Globalization and emerging economies such as Brazil, China and India are also challenging Ontario manufacturers through lower costs. High fuel prices and low consumer confidence severely cut into 2008 auto sales in the North American market – particularly for larger vehicles. In addition the global financial crisis since September of 2008 has led to liquidity issues for many large and highly leveraged corporations, including Oshawa's and Durham's largest employer, General Motors of Canada. These severe economic challenges resulted in the Province supporting the initiation of this Community Adjustment and Sustainability Strategy for Oshawa and Durham Region.

While "good news" stories continue to emerge in other sectors in the Durham region, like the expansions of Messier-Dowty, Purdue Pharmaceuticals, and Aker Solutions and continuing developments in the Durham energy sector (including consideration of two new nuclear units on the existing Darlington Nuclear site), it is clearly a time to:

ReThink, ReNew, and ReTool

The Oshawa-Durham Community Adjustment and Sustainability Strategy at a Glance



Key Recommendations:

1. Support the timely completion of the following infrastructure projects.
    - Ontario Power Generation's new two-unit nuclear station and supporting infrastructure on the current Darlington nuclear site.
    - The supply of serviced industrial lands.
    - Transportation infrastructure improvements.
    - The UOIT Technology Park, the Clarington Energy Park, the Holburn Science Park, and the Durham College Skills Training Centre expansion.
2. Undertake a number of initiatives to support affected workers.
    - Review and update income support selection criteria for training, programs, and services.
    - Build the new Employment Ontario Information System to track client progress through time.
    - Explore a local labour market partnership or Rapid Re-employment Program to create a skills inventory of the current and future workforce.
    - Evolve the scope of the Second Career Program into a full skills development program, and remove the occupational skill level "B"[1] requirement criteria from occupations in the sectors recommended in this strategy.
3. Undertake a Business Retention + Expansion Program customized for each of the recommended economic sectors to clearly document the issues that are limiting business growth, as well as to identify new opportunities for growth. Encourage municipalities to undertake programs to reduce barriers by streamlining processes, such as building permit and site plan approvals, to the most effective model feasible for business-friendly use. Implement actions in support of being "Open for Business."
4. Support Durham as the primary hub within the Province's energy network; and as a leader in the innovation, education, demonstration and production of the energy and transportation sectors.
5. Capitalize on the convergence of Durham's strengths in both energy and transportation to support a paradigm shift: *the reinvention of the transportation manufacturing industry by utilizing alternative energy forms for vehicular propulsion.*
6. Implement a program to increase internal trade within Durham.
7. Support the development of the information technology, health and wellness, and agriculture and bioscience sectors, as diversification of the local economy is critical.

Ontario has the second largest manufacturing workforce of all North American jurisdictions, most of which is directly or indirectly related to vehicle manufacturing.

This Community Adjustment and Sustainability Strategy focuses on key initiatives that capitalize on the region's existing strengths, and recommends key activities in five sectors to build upon Durham's existing infrastructure.

[1] Skill levels are defined by the amount and type of education and training required. The criteria also account for experience required, complexity and responsibilities. Skill level A requires a University degree. Skill Level B requires: a college or CEGEP diploma; 2-5 years of apprenticeship training; supervisory responsibilities; or significant health and safety responsibilities (such as firefighters). Skill level C requires one to four years of secondary school education; up to two years of on-the-job training, training courses or specific work experience. Skill level D is defined by no educational prerequisites; or short demonstration or on-the-job training. Source: http://www.hrsdc.gc.ca/eng/lp/lo/lswe/we/ee_tools/data/noc/overview/noc.shtml

Key Initiatives:

Energy-Transportation Convergence:

It is time to capitalize on the convergence of Durham's strengths in both energy and transportation to support a paradigm shift: *the reinvention of the transportation manufacturing industry by utilizing alternative energy forms for vehicular propulsion.* There are no other North American jurisdictions that are as well positioned as Oshawa and Durham Region to quickly facilitate this shift, since electricity is thought to be the most predominant alternative energy form.

The benefits for Oshawa, Durham, Ontario and Canada are many:

- A cleaner environment and fewer emissions to reduce impact on global warming and climate change (and support the Province's greenhouse gas reduction targets);
- Less consumption of non-renewable hydrocarbon resources;
- An improvement in the overall financial health of the Province by using existing strengths in Durham's and Ontario's manufacturing sectors;
- Utilization of the well-honed and available skills sets within Durham. All of the skill sets required to facilitate this transition are present in Durham;

This approach was recently supported in an interim report to the Premier, "Infrastructure and the Economy: Future Directions for Ontario," which was released in late December 2008.

Support for New Darlington Nuclear Units and Supporting Infrastructure

This convergence and the transition to electric hybrid[2] vehicle usage in Ontario will reinforce the need for additional power generation capacity for reliability of electricity supply. Ontario Power Generation's new nuclear units at Darlington will not only enable Ontario's transition to a higher percentage of hybrid vehicle usage, it is the biggest opportunity on the horizon for Durham in terms of job and economic growth. It also represents the most immediately evident and potentially viable transition path for many affected workers.

Many construction jobs will be created if the project goes forward, but the economic impact will extend well beyond the construction period.

- New jobs relating to the operation of the plant will be created.
- Durham Region will develop an even larger "critical mass" of sustainable energy and nuclear related expertise, and will be well positioned to export its capabilities outside of the province.
- Research and development of a number of other technologies, including sustainable energy generation, information technologies, energy storage, energy conversion and engineering services created by the cluster effect.
- Infrastructure investment to support the plant will benefit other development and growth within the Greater Toronto Area.

[2] Electric hybrid represents only one of several alternative fuels that Durham is in a leading position to develop.

The continued development of the energy sector is important to a number of other sectors that are highlighted for growth in this strategy. While the new nuclear station will have an unprecedented impact on the development and diversification of the Durham economy, there are several other sectors that will also contribute to the overall growth and development of the local economy.

Critical Path Activities and Supporting Growth in Five Key Sectors

The Community Adjustment and Sustainability Strategy *ReThink, ReNew and ReTool,* highlights three critical path activities and five key sectors.

Critical Path Activities:

Enhancing our Work and Business Environment:

- Supporting Our Affected Workers
- Retaining and Expanding our Existing Businesses
- Improving the Business Environment and Infrastructure for all entrepreneurs and businesses by being "Open for Business".

Growth Sectors*:*

Through a focus on advanced manufacturing and research and development, the Strategy supports growth in the following sectors:

- Sustainable Energy
- Transportation/Automotive Industries
- Information Technologies
- Bioscience and Agriculture
- Health and Wellness.

The Community Adjustment and Sustainability Strategy recognizes the importance of building a sustainable and diversified business and employment base within Oshawa and Durham, that is able to withstand downturns and evolutions in individual sectors like the changes that are currently being experienced in the auto sector.

A summary of the economic research conducted on the local economy is found after the strategy in Appendix E: "Summary of Current Economic Situation". A companion document, the Oshawa-Durham Situation Analysis Report, provides a complete analysis of the economic situation in the area.

2. Background

To achieve a prosperous and healthy economic future, actions must be carefully planned and executed. This Community Adjustment and Sustainability Strategy charts the course to economic prosperity for Oshawa and Durham, identifying the growth strategies and action plans to be implemented, and providing direction for the affected workers, agencies and institutions involved in education, training and labour force development. A supporting document, the Oshawa-Durham Situation Analysis Report, provides a comprehensive statistical analysis of the economic situation in the area using the most up-to-date data available, as well as the latest economic forecasts for the industry sectors of importance to Oshawa and Durham.

While Oshawa Council initiated the preparation of this strategy and established the steering committee, the scope was broadened in recognition of the need to undertake significant regional business community and stakeholder engagement in its preparation. Building on a solid understanding of the local economy, more than 50 stakeholders from business, manufacturing, agriculture, tourism, local government, health, and education, along with the steering committee have given shape to this strategy. The process provided three major points of opportunity for stakeholders to provide input and to influence the strategy:

- personal interviews
- stakeholder summit
- sector-specific online focus groups.

2.1. About the Community Adjustment and Sustainability Strategy

Community Adjustment and Sustainability Strategy: What is it?

It is a strategy to guide the economically sustainable growth of the City of Oshawa and the Region of Durham over the next several years, addressing regional job losses and building on the strengths of local human capital to support the diversification of the local economy.

Why was it prepared?

Several emerging forces are shaping Ontario's economy and labour market in new ways. Ontario manufacturers have experienced the effects of changes in the Canadian dollar and higher energy and fuel costs. Globalization and emerging economies such as Brazil, China and India are also challenging Ontario manufacturers through lower costs. The global financial and liquidity crisis now threatens many corporations, including those in Durham. New technologies are increasing the demand for workers with advanced skills and technical knowledge. These rapid changes are also redefining training and skills development to something that is a life long undertaking.

How will it help?

The strategy provides a commonly developed and supported direction, focus, and framework for decision-making by key stakeholders and local governments, as well as agencies and organizations that assist workers in retraining and skills development. Most importantly, it

provides a sense of direction for Oshawa and Durham workers regarding the sectors of future growth in the area.

Who prepared it?

With direction from the Community Adjustment Steering Committee, the firm of McSweeney & Associates provided a participatory framework to enable over 50 community stakeholders to shape the development of this community adjustment and sustainability strategy.

When was it completed?

The draft strategy became available for comment on November 11, 2008, and the final strategy was completed early in 2009.

Who will implement it?

The City of Oshawa, the Region of Durham, area municipalities, and other key business and community stakeholders will work collaboratively to implement the strategy.

Who will benefit?

Everyone who lives and/or works in the City of Oshawa and the Region of Durham.

2.2. Methodology

The methodology used in developing the strategy included:

- a review of previously completed studies and all relevant documents;
- data and statistical analysis, including economic base analysis;
- labour force analysis;
- a review of economic reports and forecasts, including export forecasts and industry sector outlooks;
- stakeholder engagement including interviews, a stakeholder summit session to discern and develop action plans for the draft community adjustment and sustainability strategy, as well as a series of online focus groups to further refine the directions and action plans of the recommended economic sectors.

2.3. A Brief Economic History of Oshawa and the Durham Region[3]

Durham Region lies immediately to the east of the City of Toronto. The area is characterized by a variety of landscapes and communities, including eight municipalities: Town of Ajax, Brock Township, Municipality of Clarington, City of Oshawa, City of Pickering, Scugog Township, Town of Whitby and Uxbridge Township. Geographically and economically, the region essentially consists of two parts. The industrial and commercial heart of the region – including the City of Oshawa – is located to the south along the lakeshore. The northern portion of the region is significantly more rural with a variety of small towns, villages, hamlets

[3] http://www.oshawa.ca/tourism/history3.asp
http://www.durhamtourism.ca/cities_towns/citiestowns.htm
http://www.foundlocally.com/oshawa/Local/Info-CityHistory.htm

and farms nestled in the Oak Ridges Moraine, which runs parallel to the shoreline and spreads into the recreational lake lands of Simcoe and Scugog.

Around 1750 a trading post was established by the French near the mouth of the Oshawa Creek to trade furs with the Indians of the Mississauga Tribe. By the 1790s, the region was under British control and local resident Roger Conant began exporting locally caught salmon to the American colonies. After the American Revolution, many British loyalists were granted land in Upper Canada along the shores of Lake Ontario.

Additional immigration led to early industrialization and the building of a road connecting the region to York and Kingston. The Port of Oshawa was established by 1853 and was followed shortly by the construction of the Grand Trunk Railway connecting Toronto and Montreal.

With this transportation network in place, the region's manufacturing base expanded rapidly in the second half of the nineteenth century. The Oshawa Manufacturing Company became the largest producer of agricultural implements in Canada. Other notable companies included the Cedar Dale Works, which manufactured scythes, hoes and axes, the Ontario Malleable Iron Company and the Pedlar Metal Roofing Company.

Most notable of all, however, was the McLaughlin Carriage Company (which started in Enniskillen), and later moved to Oshawa in 1876, and began manufacturing automobiles in 1907. In 1918, General Motors purchased the McLaughlin Motor Car Company and renamed it General Motors of Canada. In recent years, GM Canada Oshawa assembly plants have earned both quality and productivity awards.

After World War II and the construction of what later became Highway 401, the region experienced a residential building boom. The opening of the St. Lawrence Seaway connected the region to the Atlantic, while CN and CP rail connected the region to the rest of the continent. Manufacturing has continued to be a leading source of employment in the region, much of it related to the automotive industry. The Durham Region has also become a substantial energy generation centre, producing over 30 percent of Ontario's electric power requirements with the nuclear electric power plants in Pickering and Darlington.

3. ReThink, ReNew, ReTool: Our Community Adjustment and Sustainability Strategy

3.1. Introduction

The Ontario and Oshawa-Durham economies are in a state of transition. Economic forces beyond local or even provincial control are driving changes - many of which may be irreversible. These forces have destabilized the region to a certain extent and have resulted in the loss of jobs in careers in which workers expected stability. Ontario's largest industry is being threatened with the possible financial collapse of its most venerable companies. The impact of the loss or severe reduction of auto manufacturing in Durham is detailed in Appendix D.

The automotive manufacturing sector has been a strong backbone of the Oshawa and Durham economies for more than 100 years. The dominance of this industry has resulted in the development of superior knowledge and capabilities in several areas including:

- materials handling and logistics;
- production processes;
- robotics;
- quality assurance;
- research and development of advanced engineering technologies, including electrification, battery, fuel economy improvement, green technologies;
- health and safety.

In the near future, some of this superior knowledge and capability must be transitioned to support success in other manufacturing industries, as well as other sectors of the local economy.

Ontario has the second largest manufacturing workforce of all North American jurisdictions, most of which is directly or indirectly related to vehicle manufacturing. Durham Region has a critical mass in energy production and energy-related businesses. Now is the time to capitalize on the convergence of Durham's strengths in both energy and transportation to support a necessary paradigm shift: *the reinvention of the transportation industry to utilize alternative energy forms for vehicular propulsion.* There are no other North American jurisdictions that are as well positioned as Oshawa and Durham Region to quickly facilitate this shift, since electricity is thought to be the most predominant alternative energy form.

The benefits for Oshawa, Durham and Ontario are many:

- A cleaner environment and fewer emissions to reduce the impact on global warming and climate change (and support the Province's greenhouse gas reduction targets);
- Less consumption of non-renewable hydrocarbon resources;
- An economic transition for Ontario's manufacturing sector, thereby improving the overall financial health of the Province;
- Utilization of the well-honed and available skills sets within Durham. All of the skill sets required to facilitate this transition are present in Durham.

This approach was recently supported in an interim report to the Premier, "Infrastructure and the Economy: Future Directions for Ontario," which was released in late December 2008.

This convergence, and the transition to electric hybrid vehicle usage in Ontario will reinforce the need for additional power generation capacity and will take advantage of the unique strengths present in Oshawa and Durham Region.

New Nuclear at Darlington – Proposed electricity generation infrastructure

Ontario Power Generation's proposed two-unit nuclear station at Darlington would enable Ontario's transition to a high percentage of hybrid vehicle usage and contribute to the continued strength of a baseload electricity supply to meet the demands of Ontario's residential, commercial and industrial consumers.

The new two-unit nuclear station, which Ontario Power Generation proposes to build (along with subsequent supporting infrastructure) on the current Darlington Nuclear site beside the current four-unit nuclear station, is the biggest single opportunity on the horizon for Durham in terms of new innovation, job creation and economic growth. This proposed undertaking also represents the most immediately evident and potentially viable transition path for many affected workers.

Ontario Power Generation currently generates more than 30 percent of Ontario's electrical energy needs from sustainable sources within the Durham Region. Before there is a final decision to proceed with the "new-build," environmental approvals must be obtained, a vendor for reactor technology must be determined and financing must be put in place.

The construction of the new units is expected to generate a very significant demand for constructions workers, providing a significant transition path for many affected workers. Its economic impact will also extend well beyond the construction period.

- New jobs relating to the operation of the plant will be created;
- Durham Region will develop a much larger "critical mass" of sustainable energy and nuclear related expertise, and will be well positioned to export its capabilities outside of the province;
- Research and development of a number of other technologies, including sustainable energy generation; information technologies; energy storage; energy conversion; and engineering services created by the cluster effect.

The construction of the new units will add to Durham Region's historical concentration of sustainable energy expertise. The continued development of the energy sector is also important to a number of other sectors that are highlighted for growth in this strategy.

Information technologies, bioscience and agriculture, and health and wellness are other vital economic sectors within Durham Region. While less developed than the transportation/ automotive and energy sectors, they offer substantial promise in their ability to develop and diversify the local economy. Each of these sectors has unique assets and opportunities that can be exploited to create wealth, produce products, deliver services and create jobs. The ReThink, ReNew, ReTool Community Adjustment and Sustainability Strategy is comprised of recommended activities in five growth sectors, linked and supported by research, development and advanced manufacturing.

The strategy:

- lays out strategies and actions to further diversify the local economy;
- provides action plans to enhance the retention of existing companies and to support their growth;
- recommends how impacted members of the existing workforce can more easily transition to new careers in support of a more fully diversified economy.

Each part of the strategy also has several sections. Each growth sector section provides a vision, and the key actions to be taken in the next few years to move Oshawa and Durham towards achievement of that vision. Please note that the vision statements, although written in the present tense, represent the desired future state – seven to ten years from now – and not the current situation.

3.2. Enhancing Our Work and Business Environments

3.2.1. Improving Infrastructure

The Vision:
Strategic infrastructure projects are developed that create jobs and advance the economic diversity of the area including the development of new nuclear, UOIT Technology Park, Clarington Energy Park and Holburn Science Park, a widened Highway 401 and extended Highway 407, the Port of Oshawa, rail service, and airport infrastructure.

Action Plans:

1. Support the timely completion of Ontario Power Generation's new two-unit nuclear station on the existing Darlington site.
2. Conduct a market feasibility study to increase the supply of serviced industrial lands (including market analysis, desirable locations, and financial viability).
3. Further improve and develop transportation infrastructure (and create efficient linkages between the key assets mentioned above).
4. Support the development of the UOIT Technology Park, the Clarington Energy Park and the Holburn Science Park, and service other lands that may be identified as being required.
5. Support the Durham College skills and prosperity infrastructure proposal that expands the Durham College Skills Training Centre to include the creation of a unique energy specialization, incubator and expanded programming that is industry focused, serving economic, innovation and business agendas of new energy.
6. Adopt an integrated approach to the installation of infrastructure elements like fibre optic, gas, hydro, water, sewer, and roads, when developing employment lands.
7. Develop the two deep water ports[4] to support business in the long term, and in the short term, resolve the Port of Oshawa ownership issue and remediate the Port of Oshawa.

[4] Port of Oshawa and the privately owned port of the St. Mary's Cement plant at Bowmanville

3.2.2. Supporting Our Affected Workers

The Vision:

The employed, unemployed and underemployed have access to programs that allow them to transition into new jobs and careers in key sectors, where labour force requirements are clearly understood (ReThink, ReNew, ReTool).

Action Plans:

1. Review and update income support selection criteria for training, programs, and services.
2. Build the new Employment Ontario Information System to track client progress through time.
3. Explore a local labour market partnership or Rapid Re-employment Program to create a skills inventory of the current and future workforce.
4. Evolve the scope of the Second Career Program into a full skills development program, and remove the occupational skill level "B"[5] requirement criteria from occupations in the sectors recommended in this strategy. Monitor the effectiveness of the program by tracking and evaluating client outcomes and success.
5. Determine which occupations will be in demand in the recommended sectors and then train for those occupations. Develop retraining programs tailored to the skills of displaced workers which include a local placement and work experience component to meet industry's current and projected needs for skilled labour. Entice youth into the appropriate education programs.
6. Negotiate the block or group purchase of training for displaced workers when appropriate and where the training is based on needs in an emerging or growing economic sector, taking advantage of funding programs available.
7. Consider expanding income support with more money and more possibilities – making it simpler for the unemployed person to get through the system. Review and update how income support is dealt with, realizing that people have to be moved to sustainable employment. Explore ways to streamline the application and approval process.
8. Develop clear and effective print, internet and other information resources for displaced workers, together with a comprehensive communications strategy that will explain options and services available for a successful transition to employment and further education.
9. Expand self-employment, small business start-up possibilities and linkages by:
   - working with unions and employers to enter the workplace to raise awareness before layoffs;
   - developing synergies with the Youth Employment Centre and Youth Entrepreneurship Program;

[5] Skill levels are defined by the amount and type of education and training required. The criteria also account for experience required, complexity and responsibilities. Skill level A requires a University degree. Skill Level B requires: college or CEGEP diploma; 2-5 years of apprenticeship training; supervisory responsibilities; or significant health and safety responsibilities (such as firefighters). Skill level C requires one to four years of secondary school education; up to two years of on-the-job training, training courses or specific work experience. Skill level D is defined by no educational prerequisites; or short demonstration or on-the-job training. Source: http://www.hrsdc.gc.ca/eng/lp/lo/lswe/we/ee_tools/data/noc/overview/noc.shtml

- developing targeted programs within business start-up and support services, such as the Business Advisory Centre Durham and other similar agencies, to support worker investigation and transition to self-employment.

10. Examine the feasibility of creating a "universal" Durham Region action centre that would be accessible to any displaced worker regardless of industry or union affiliation while still providing peer worker support.
11. Work closely with Durham College to identify where its employment services and post-secondary programs can offer displaced workers seamless access to high-quality retraining and post-secondary education that will result in new employment with long term career prospects.

3.2.3. Retaining and Expanding Our Existing Businesses

The Vision:

The needs, requirements and opportunities of existing businesses are recognized and every effort is made to retain and support their growth, particularly in key economic sectors.

Action Plans:

1. Inventory and document the resources for education, innovation and commercialization, as well as the program resources for each recommended economic sector.
2. Inventory the companies and organizations active in each of the recommended economic sectors, and maintain the inventory in a web-based online searchable/sortable database.
3. Undertake a business retention and expansion program customized for each of the recommended economic sectors.
4. Utilize what is learned from the business retention and expansion programs to implement actions in support of being "Open for Business".
5. Reinforce and support the business community in its recognition and celebration of the contribution of business to the local economy (through actions such as supporting business achievement awards).
6. Support UOIT and Durham College in their plans for future expansion to support emerging sectors and broaden the regional employment base.

3.2.4. Improving the Business Environment & Infrastructure - Being "Open for Business"

The Vision:

A positive business environment is continually evolving to recognize the needs of business, and the City of Oshawa and the Region of Durham are recognized, both internally and externally, as a great place to do business.

Action Plans:

1. Utilize the recommended business retention and expansion programs to clearly document the issues that are limiting business growth.
2. Create an "internal" communications plan.
   - Raise awareness within the community as to the importance of having a supportive business environment.
   - Implement the communications plan to give Councils, organizations, and relevant staff feedback from community business stakeholders on changes that would create a more competitive and supportive business environment.
3. Encourage municipalities to undertake programs to reduce barriers by streamlining processes, such as building permit and site plan approvals, to the most effective model feasible for business-friendly use. Each municipality should specifically respond to issues raised in the BR+E program.
4. Ensure municipalities examine the potential to more easily accommodate alternative energy generation within their respective land use regulations.
5. Change the jobs-to-residents ratio to: one job for every 2 residents in the "Places to Grow" legislation (equivalent to other GTA communities) from the currently specified one job for every 2.7 residents to ensure continued provincial and local investment in the development of infrastructure that is supportive of business growth.
6. Ensure that infrastructure improvements as outlined in this strategy are implemented.
7. Develop a series of indicators to annually (and independently) measure:
   - improvements made to facilitate research, development and advanced manufacturing in the key sectors for the benefit of all businesses;
   - movements toward the completion of major infrastructure improvements.
8. Develop a series of indicators to annually (and independently) measure:
   - positive media coverage improving the perception of area as a good place to do business, and negative media coverage that damages the image of the area as a place to do business.
9. Communicate the achievement of the above action plans by developing and implementing an "externally-focused" communications plan to demonstrate the new positive business climate, and to positively influence perceptions of the business climate in Oshawa and Durham - provincially, nationally and globally.

3.3. Supporting the Growth of Our Economic Sectors

This strategy has been developed through broad stakeholder consultation and thorough economic analysis, and will be used to guide economic development efforts by the City of Oshawa and the Region of Durham in the years ahead.

Building on the area's unique assets, competitive advantages, and opportunities, this section focuses on outlining vision and actions for the emerging and growth sectors to which the City and Region will direct its economic development efforts over the next few years. These economic sectors were determined through the consultation process.

In this context, there was a need to distil and prioritize the actions identified for each of the key themes into a set of "do-able" items that will guide the economic development activities of Oshawa and Durham. Stakeholders involved in the stakeholder summit and in the online focus groups helped establish priority action plans for each of the following economic sectors.

3.3.1. Sustainable Energy

Key Assets and Unique Competitive Advantages:

Ontario Power Generation currently operates three nuclear generating plants and supports extensive energy and transmission infrastructure across Durham Region. As a result of this unique strength, other energy-related businesses have been attracted to the Region. In order to capitalize on this growing cluster, the Durham Strategic Energy Alliance was formed and has become the lead for collaboration and advocacy on energy-related business, academia and government activities throughout Durham.

To fuel the growth of this key economic sector, UOIT and Durham College have created programs in energy, power generation and transmission engineering, chemistry, manufacturing and mechanical, nuclear, electrical and automotive engineering. They also provide support to the renewable energy sector.

The Vision:

Durham is the focal point for the convergence of transportation and energy. It is recognized as the primary hub within the Province's energy network, and as a leader in the innovation, education, demonstration and production of the energy and transportation convergence by:

- Ensuring that research and product development are quickly and easily funded and commercialized within Durham.
- Ensuring there is full community support for sustainable energy related projects.
- Maintaining and enhancing strong sustainable energy linkages to information technologies, transportation/automotive industries, automotive power systems.
- Being home to many successful energy, science and technology parks.
- Leading with the world's first pilot plant for hydrogen production by thermo-chemical water splitting with the copper-chlorine cycle.
- Capitalizing on skills of retrained workers who transition from other sectors.

- Producing energy sector products and components (especially those related to nuclear energy generation and other non-hydrocarbon based energy generation), energy saving and conservation products, in Durham.

Action Plans:

1. Support the timely completion of Ontario Power Generation's new two-unit nuclear station and supporting infrastructure on the current Darlington nuclear site.
2. Work with levels of government on developing infrastructure plans and investment in projects to enhance the benefits of, and secure and build support for, the new nuclear project.
3. Support the immediate advancement of the Durham Strategic Energy Alliance as the lead organization in establishing Durham as the primary leader in Ontario's energy network and the primary agency for implementing actions in this part of the strategy.
4. Create an innovation fund (in partnership with the Ministry of Research & Innovation and Ontario Centres of Excellence) to support commercialization efforts in the sustainable energy sector by providing seed money to entrepreneurs.
5. Establish an Institute for Sustainable Energy and Transportation in partnership with the Province and sister institutes.
6. Prepare a comprehensive list of realistic opportunities related to the convergence of energy and transportation, and to energy-related manufacturing. Communicate and market these opportunities which could include: fuel cells, electric-hydrogen locomotives and buses and alternative energy service trucks.
7. Develop a pilot project related to the most feasible opportunity.
8. Provide the education and training foundation in alternative energy to young people and to affected workers as a second career option.
9. Market the region's energy cluster within other clusters and to other companies (in Europe and North America for example), through a coordinated marketing approach between all parties.

3.3.2. Transportation/Automotive Industries

Key Assets and Unique Competitive Advantages:

General Motors of Canada Ltd. has long been recognized as a leader in automotive production in Oshawa and a key economic driver throughout the Region. With a well skilled labour force and a strong emphasis on engineering, GM is transitioning its products to be leaders in fuel efficiency and green technologies.

The Automotive Centre of Excellence at UOIT, combined with the academic programs in automotive engineering, manufacturing and technology supported through UOIT and Durham College, will serve to support and strengthen this automotive cluster. GM's partnership with Ontario Power Generation and others in the "Green by Design" initiative, as well as a strong logistics and just-in-time supply chain, will only enhance this key economic sector.

The Vision:

Oshawa and Durham are seen to have a globally competitive, "best in class" sustainable transportation/automotive industries sector, with a diverse client base operating in modern, efficient, lean manufacturing facilities and is recognized as the focal point of the converging energy and transportation sectors. This research, development and manufacturing cluster is a leading centre for the research and development of alternative/sustainable energy propulsion systems for vehicles.

Action Plans:

The following action plans have been grouped into related topics.

1. Prepare a comprehensive list of realistic opportunities related to the convergence of energy and transportation, and to transportation/automotive related manufacturing. Initiate a pilot project, and communicate and market these opportunities, which may include: fuel cells, electric-hydrogen locomotives and buses, and alternative energy service trucks.
2. Create a collaborative space for industry and academia to work together.
3. Support the continued development of academic programs to support not only the development of next generation vehicles, but the skilled labour to produce them.
4. Implement a program to increase internal trade within Durham.
   - Develop an inventory of transportation/automotive manufacturers (and related services) and their capabilities.
   - Organize reverse trade shows and supplier discovery days.
     i) Demonstrate supply needs of larger firms, how to do business with them, understand their insurance requirements, and demonstrate credentials.
     ii) Demonstrate local supply capabilities.
     iii) Demonstrate market opportunities for production in other industry sectors.
5. Continue to build collaboration between post-secondary institutions and industry to encourage youth to enter employment fields related to targeted employment sectors.
6. Develop and implement programs and activities that make connections between industry and elementary and secondary schools.
   - Publicly celebrate successes in education-industry collaboration.
   - Communicate the channels by which further education-industry collaboration can occur.
7. Develop a strategy to communicate the transportation/automotive industries sector vision to create a new positive image and perception of the area. The Automotive Centre of Excellence is a good focal point with which to start (use it to draw suppliers into the region). Communicate key messages to the Greater Toronto Marketing Alliance, relevant Ontario Ministries, the Toronto Region Research Alliance, and more broadly to others.
8. Form a transportation/automotive industries action group or task force to ensure actions get implemented.
9. Call on the Ministry of Small Business and Consumer Services to urgently undertake a pilot program to assist existing micro and small manufacturers to identify new production opportunities, and provide them with guidance on how to change, and assistance with re-tooling and retraining.

10. Urge the Ontario Government to consider changes to legislation and regulations that will make it easier for micro and small manufacturers to do business and to survive in Ontario.

3.3.3. Information Technologies

Key Assets & Unique Competitive Advantages:

Durham is blessed with a number of supports conducive to the growth and development of the Information Technology (IT) sector including UOIT and Durham College, and their numerous IT related programs, as well as the presence of the Durham IT Association. A number of Durham IT companies support Durham's key sectors (some also serving international markets), and benefit from close proximity to the GTA, while their employees benefit from greater lifestyle choices, a lower cost of living, and less commuting issues.

The Vision:

Durham's technology cluster is integral to the growth of the area's key sectors (transportation/automotive, sustainable energy, bioscience and health), and includes a critical mass of companies, research, education, suppliers, peer groups and mentors with a strong connectivity between stakeholders. The local business environment is recognized as being superior in supporting the growth of information technology businesses, and is therefore attractive to start-ups and technology entrepreneurs. By sustaining the local entrepreneurial and small business culture, the Region has internationally competitive businesses serving global markets.

Action Plans:

1. Develop an inventory (and map) of existing companies and their capabilities, issues, needs, and opportunities, as well as supporting resources.
2. Facilitate a dialogue between companies and other stakeholders to:
   - better understand the industry;
   - determine their common interests and issues, and identify opportunities that could be acted upon;
   - assist technology companies with information sharing and exchange, by sharing best practices, education and training, and acting collaboratively to leverage resources.
3. Communicate and market the existence of these opportunities and all of the supporting services and benefits of Durham for technology businesses – both internally (for the benefit of local companies and entrepreneurs) and externally (in attraction programs).
4. Document the specific infrastructure/building needs of technology companies and communicate these needs to building owners and developers.
5. When gathering information on available real estate, track capabilities to support technology company requirements.
6. Continue the expansion of high-speed broadband service to support all businesses and economic activities in the region.
7. Support the development of the UOIT technology park, the Clarington Energy Park and the Holburn Science Park.

8. Provide leadership in the development of the information technology sector.
9. Examine programs and collaboration models in other communities (such as Kitchener-Waterloo's Communitech, the Ottawa Centre for Research and Innovation, and others).
10. Develop a collaboration model or mechanisms that are most appropriate for Durham, based upon this research.
11. Investigate the possibility of an online portal to support communication and collaboration within the IT sector as well as within the other key sectors – and importantly, to support collaboration between the key sectors.

3.3.4. Bioscience and Agriculture

Key Assets and Unique Competitive Advantages:

Durham Region has an established agricultural sector that is eager to add value to their commodities and find new domestic and export opportunities. Combined with strong academic programs at UOIT and Durham College in applied bioscience, forensic and biological science, pharmaceutical and biological chemistry, as well as science and food technology and food quality control, this growing sector can be diversified and built upon.

The Vision:

New value chain opportunities are continuously created by linking bioscience, chemistry and agriculture to education, research and innovation and producers. With strong and improved transportation and logistics supporting this sector, Durham is recognized as a producer of functional foods, organic foods, nutriceuticals, and ethnic foods, and as a value added food processing region. Durham's producers benefit from a high rate of technology adoption thanks to the local commercialization of research and innovation, and are leaders in on-farm energy generation.

Action Plans:

1. Inventory existing producers and bioscience related companies, their products, needs/issues, opportunities, and related research, training and technology assets and resources.
2. Facilitate an opportunities discovery session with the bioscience and agricultural stakeholders, and the following sectors: transportation/automotive industries, technology, health economy and sustainable energy.
3. Explore the barriers that exist to developing the identified opportunities.
4. Prioritize the opportunities, take action to remove or diminish the barriers, and support the development of the most viable opportunities.
5. Develop a communications strategy designed to attract the resources required to develop the best opportunities.
6. Ensure that the infrastructure improvements identified in this strategy are implemented.

3.3.5. Health and Wellness

Key Assets and Unique Competitive Advantages:

Significant opportunity exists with the strong health-related base that prevails throughout the Region. The new R.S. McLaughlin Durham Region Cancer Centre, as well as current hospital facilities with their existing or planned activities as teaching hospitals, and the connection with academic programming at UOIT, Durham College and other institutions, give critical support to increase the growth of this sector. Strong research capabilities in both the private sector and public institutions will provide linkages to other key sectors.

The Vision:

Durham is a regional centre of expertise for institutional health care, non-institutional health and wellness, and environmental health (linking physical and mental health with the environment), and a recognized leader in health education. Research, groups and facilities maintain health in a holistic fashion (through arts, culture, recreation, social activities, etc.), and full services with no gaps are provided for people with disabilities.

Action Plans:

1. Identify/list all of the institutional and non-institutional health and wellness stakeholders, service providers and education assets, along with their services and future directions.
2. Compile/research best practices in community-based (and community supported) health and wellness, and determine their applicability/adaptability for Durham.
3. Facilitate a more complete dialogue between health and wellness stakeholders to more clearly outline actions that can be taken to achieve the vision. Suggestions include:
    - improve accessibility to expanded educational opportunities (non-traditional access, flexible delivery options, etc.);
    - ensure adequate support for commercialization of ideas (for example, support for the technology park and a possible incubator centre);
    - adapt alternative technologies in health;
    - become a recognized centre for community health and wellness;
    - utilize the Canada Research Chair at UOIT in health informatics to explore and to build linkages with, and capabilities in the information technology sector;
    - expand teaching within the medical field, with medical residents serving the community;
    - explore biomedical engineering or technical areas which may provide a “re-training” opportunity for affected workers;
    - expand pharmaceutical, nutriceutical and functional foods research, clinical trials and commercialization.
4. Link stakeholders together in a community-based collaborative effort to complete the actions required to achieve the vision.

3.4. Anticipated Relative Occupational Demand in Targeted Sectors

Upon completion of the strategies for the development of key targeted sectors, an analysis was prepared to estimate the relative occupational demand that would result. The results of this analysis can be used in planning the career transition programs outlined in this strategy.

3.4.1. Methodology

Developing an assessment of the labour requirements for Oshawa's and Durham Region's targeted economic sectors involved the collection and analysis of detailed data from the Canadian Census.

The exact industrial composition of each economic sector cannot, of course, be known because they represent the region's vision of its economic future. As such a set of NAICS 2007 based industries was selected to match each economic sector (see following table). This matching was designed to capture the main wealth generating elements of each economic sector. Wealth generating in this sense refers to the out-of-region sales focus of these sectors. While each sector will sell goods and services to customers within the region, it is their ability to sell to customers outside the region that brings income into the region. This is generally referred to as the *Economic Base* approach to regional economic development.

Each economic sector, however, is supported by a network of suppliers – some within and some located outside the region – and a network of economic foundations. The economic foundations typically include: (i) access to a skilled and adaptable workforce; (ii) adequate access to capital and technology; (iii) a responsive regulatory and tax framework; (iv) an effective economic infrastructure including access to transportation, power and other utilities; and (v) a desirable quality of life in the region. The suppliers and the region's economic foundations generate the traditional economic multiplier effects that generate income and employment in the region. While the presence and strength of suppliers and the region's economic foundations are crucial to the success of its economic sectors, they are not considered explicitly in this analysis.

The Census national employment by industry and by occupation table was used to determine the proportion of employment, by occupation, for each economic sector. The national table was used for two reasons. First, the economic sectors represent a future economy for the region. This future is obviously uncertain so the composition of the sector has been set to match national activity in a similar notional sector rather than matching more narrow activity in a smaller region. The second reason is more pragmatic. The quality of the Census information available deteriorates as smaller regions are selected – particularly at the level of detail involved in this analysis. The tables display either the top 15 or 25 occupations by employment for each economic sector. The number of occupations selected was determined to ensure that at least 75 percent of the sectors employment were listed in the table. The share of employment for each of the remaining occupations is, therefore, very small.

The following table outlines the industries anticipated by the strategy's targeted economic sectors.

NAICS 2007 Industry Composition by Target Economic Sector

Transportation/Advanced Manufacturing

3111 Animal food manufacturing
3112 Grain and oilseed milling
3113 Sugar and confectionery product manufacturing
3114 Fruit - vegetable preserving & specialty food manufacturing
3115 Dairy product manufacturing
3116 Meat product manufacturing
3117 Seafood product preparation and packaging
3118 Bakeries and tortilla manufacturing
3119 Other food manufacturing
3251 Basic chemical manufacturing
3252 Resin, synthetic rubber, artificial & synthetic fibres & filaments
3253 Pesticide fertilizer & other agricultural chemical manufacturing
3254 Pharmaceutical and medicine manufacturing
3255 Paint coating and adhesive manufacturing
3256 Soap cleaning compound & toilet preparation manufacturing
3259 Other chemical product manufacturing
3321 Forging and stamping
3322 Cutlery and hand tool manufacturing
3323 Architectural and structural metals manufacturing
3324 Boiler tank and shipping container manufacturing
3325 Hardware manufacturing
3326 Spring and wire product manufacturing
3327 Machine shops turned product & screw nut & bolt manufacturing
3328 Coating engraving heat treating and allied activities
3329 Other fabricated metal product manufacturing
3331 Agricultural construction & mining machinery manufacturing
3332 Industrial machinery manufacturing
3333 Commercial and service industry machinery manufacturing
3334 Ventilation heating air-conditioning & comm. refrig. equip. manuf.
3335 Metalworking machinery manufacturing
3336 Engine turbine & power transmission equipment manuf.
3339 Other general-purpose machinery manufacturing
3341 Computer and peripheral equipment manufacturing
3342 Communications equipment manufacturing
3343 Audio and video equipment manufacturing
3344 Semiconductor & other electronic component manufacturing
3345 Navigational measuring medical & control instruments manuf.
3346 Manufacturing and reproducing magnetic and optical media
3351 Electric lighting equipment manufacturing
3352 Household appliance manufacturing
3353 Electrical equipment manufacturing
3359 Other electrical equipment & component manufacturing
3361 Motor vehicle manufacturing
3362 Motor vehicle body and trailer manufacturing

Bioscience & Agriculture

111-112 Farms
3254 Pharmaceutical and medicine manufacturing
4181 Recyclable material wholesaler-distributors
4182 Paper product & disposable plastic product wholesaler-distributors
5629 Remediation and other waste management services

Health & Wellness

3391 Medical equipment and supplies manufacturing
621 Ambulatory health care services
622 Hospitals

Information Technologies

4541 Electronic shopping and mail-order houses
5141 Information services
5142 Data processing services
5413 Architectural engineering and related services
5414 Specialized design services
5415 Computer systems design and related services
5416 Management scientific & technical consulting services
5417 Scientific research and development services
5418 Advertising and related services
5419 Other professional scientific and technical services

Sustainable Energy

2211 Electric power generation transmission & distribution
2313 Engineering construction
2314 Construction management

NAICS 2007 Industry Composition by Target Economic Sector	
Transportation/Advanced Manufacturing	Bioscience & Agriculture
3363 Motor vehicle parts manufacturing	
3364 Aerospace product and parts manufacturing	
3365 Railroad rolling stock manufacturing	
3366 Ship and boat building	
3369 Other transportation equipment manufacturing	

Relative Income

The relative income measure for each occupation provides an indication of the ability of the economic sector to provide high income, high value added jobs in the region. On an occupation by occupation basis it also provides an indication of the education, skills and training required by the job. The measure is derived from the national Census median employment income, in 2005, of individuals (both sexes) that worked full time and for the full year in the specified occupation relative to the median employment income for all earners that worked full time and for the full year. A relative income measure of greater than one indicates that the median worker in that occupation was paid more than the median worker in the economy. A relative income measure of less than one, therefore, indicates that workers in that occupation earn less than the median worker in the economy.

Income for the median worker rather than average income was chosen because of the tendency for there to be a large gap between these two measures for some occupations. This is due to the high wages of a few workers raising the average income relative to the median. Median income is a better indicator of the income received by workers in a particular occupation. The income for workers that worked full time for a full year rather than the income of all workers was chosen to facilitate a direct comparison between similar types of workers rather than including temporary or part time workers whose numbers will vary for each occupation.

3.4.2. Anticipated Relative Occupational Demand by Target Sector

Sustainable Energy

Employment in the Sustainable Energy Sector encompasses a reasonably diverse range of occupations (see following table). Trades, contractors and labourers account for the top 4 occupations (about 33 percent of total employment) and make up just under half of the top 25 (48 percent of total employment). The sector also employs managers (7 percent), clerical and administrative personnel (13 percent) as well as a significant number of professional engineers (12 percent).

A significant feature of employment in this sector is the relatively high income received by all of the top 25 occupational groups. The median worker in this sector earns 1.9 times (and the lowest earner 1.2 times) as much as the median worker in the economy. A strong and growing Sustainable Energy Sector will provide the region with a high paid workforce and, through their spending, support businesses in the local economy.

Sustainable Energy Relative Occupational Demand		
Occupation (2001 NOC-S)	**Employment Share**	**Relative Income**
H61.742 Heavy Equipment Operators	9.6%	1.8
H21.724 Electrical Trades and Telecommunications Occupations	8.9%	2.2
H82.761 Trades Helpers and Labourers	8.2%	1.2
H01.721 Contractors and Supervisors Trades and Related Workers	6.6%	2.1
C03.213 Civil Mechanical Electrical and Chemical Engineers	5.9%	2.7
A37.071 Managers in Construction and Transportation	3.9%	2.0
H22.735 Stationary Engineers and Power Station and System Operators	3.7%	2.6
B51.141 Clerical Occupations General Office Skills	3.5%	1.2
H71.741 Motor Vehicle and Transit Drivers	3.5%	1.4
H41.731 Machinery and Transportation Equipment Mechanics (Except Motor Vehicle)	2.4%	2.1
C14.224 Technical Occupations in Electronics and Electrical Engineering	2.3%	1.8
B53.143 Finance and Insurance Clerks	2.0%	1.3
C13.223 Technical Occupations in Civil Mechanical and Industrial Engineering	2.0%	2.0
H32.726 Metal Forming Shaping and Erecting Trades	1.9%	1.7
B21.124 Secretaries Recorders and Transcriptionists	1.9%	1.2
A39.091 Managers in Manufacturing and Utilities	1.8%	2.6
B55.145 Library Correspondence and Related Information Clerks	1.7%	1.2
B31.122 Administrative and Regulatory Occupations	1.6%	1.6
B01.111 Auditors Accountants and Investment Professionals	1.4%	2.0
C07.217 Computer and Information Systems Professionals	1.3%	2.3
A01.001 Legislators and Senior Management	1.3%	3.0
H12.727 Carpenters and Cabinetmakers	1.3%	1.2
H83.762 Public Works and Other Labourers	1.2%	1.5
B57.147 Recording Scheduling and Distributing Occupations	1.1%	1.4
H11.725 Plumbers Pipefitters and Gas Fitters	1.1%	1.8
	80.1%	**1.9**

Transportation/Advanced Manufacturing

Employment in the Transportation/Advanced Manufacturing Sector encompasses a reasonably diverse range of occupations (see following table). Trades, assemblers and labourers account for the top 6 occupations (about 40 percent of total employment) and make up just over half of the top 25 (53 percent of total employment). The sector also employs managers (6 percent), clerical and administrative personnel (7 percent) as well as a significant number of professional engineers (8 percent).

A significant feature of employment in this sector is the relatively high income received by all of the top 25 occupational groups. The median worker in this sector earns 1.7 times (and the lowest earner 1.2 times) as much as the median worker in the economy. A strong and growing Advanced Manufacturing Sector will provide the region with a high paid workforce and, through their spending, support businesses in the local economy.

Transportation/Advanced Manufacturing Relative Occupational Demand		
Occupation (2001 NOC-S)	Employment Share	Relative Income
J21.948 Mechanical Electrical and Electronics Assemblers	11.6%	1.6
J31.961 Labourers in Processing Manufacturing and Utilities	9.4%	1.2
H32.726 Metal Forming Shaping and Erecting Trades	5.6%	1.7
H31.723 Machinists and Related Occupations	4.8%	1.8
J17.946 Machine Operators and Related Workers in Food Beverage and Tobacco Processing	4.3%	1.3
J19.951 Machining Metalworking Woodworking and Related Machine Operators	3.9%	1.4
A39.091 Managers in Manufacturing and Utilities	3.4%	2.6
B57.147 Recording Scheduling and Distributing Occupations	3.1%	1.4
H41.731 Machinery and Transportation Equipment Mechanics (Except Motor Vehicle)	2.8%	2.1
J22.949 Other Assembly and Related Occupations	2.4%	1.2
H81.745 Longshore Workers and Material Handlers	2.4%	1.3
C03.213 Civil Mechanical Electrical and Chemical Engineers	2.3%	2.7
J02.922 Supervisors Assembly and Fabrication	2.0%	1.9
C14.224 Technical Occupations in Electronics and Electrical Engineering	1.9%	1.8
C04.214 Other Engineers	1.8%	2.8
C07.217 Computer and Information Systems Professionals	1.6%	2.3
B31.122 Administrative and Regulatory Occupations	1.5%	1.6
J01.921 Supervisors Processing Occupations	1.5%	2.2
B51.141 Clerical Occupations General Office Skills	1.4%	1.2
B53.143 Finance and Insurance Clerks	1.4%	1.3
A01.001 Legislators and Senior Management	1.3%	3.0
G12.622 Technical Sales Specialists Wholesale Trade	1.3%	2.3
A13.061 Sales Marketing and Advertising Managers	1.3%	2.5
H71.741 Motor Vehicle and Transit Drivers	1.2%	1.4
J13.942 Machine Operators and Related Workers in Chemical Plastic and Rubber Processing	1.1%	1.5
	75.4%	1.7

Information Technologies

Employment in the Information Technology Sector encompasses a very diverse range of occupations (see following table). Engineers and other professionals account for more than a third of the top 25 occupational groups (37 percent of total employment). The sector also employs managers (11 percent), clerical and administrative personnel (18 percent) as well as a significant number of creative professionals such as designers, graphic artists and writers (9 percent).

Information Technologies Relative Occupational Demand		
Occupation (2001 NOC-S)	**Employment Share**	**Relative Income**
C07.217 Computer and Information Systems Professionals	16.6%	2.3
C03.213 Civil Mechanical Electrical and Chemical Engineers	4.8%	2.7
F14.524 Creative Designers and Craftspersons	4.1%	1.2
C18.228 Technical Occupations in Computer and Information Systems	3.7%	1.8
A12.021 Managers in Engineering Architecture Science and Information Systems	3.7%	3.2
B02.112 Human Resources and Business Service Professionals	3.7%	2.2
A01.001 Legislators and Senior Management	3.5%	3.0
C15.225 Technical Occupations in Architecture Drafting Surveying and Mapping	3.3%	1.7
E03 Policy and program officers researchers and consultants	3.3%	2.1
B51.141 Clerical Occupations General Office Skills	3.0%	1.2
B31.122 Administrative and Regulatory Occupations	2.7%	1.6
B55.145 Library Correspondence and Related Information Clerks	2.7%	1.2
A13.061 Sales Marketing and Advertising Managers	2.5%	2.5
C04.214 Other Engineers	2.5%	2.8
C05.215 Architects Urban Planners and Land Surveyors	2.5%	2.1
F02.512 Writing Translating and Public Relations Professionals	2.3%	1.8
B01.111 Auditors Accountants and Investment Professionals	2.1%	2.0
B21.124 Secretaries Recorders and Transcriptionists	2.0%	1.2
F12.522 Photographers Graphic Arts Technicians & Technical & coordinating Occupations in Motion Pictures Broadcasting & Performing	1.6%	1.4
A11.011 Administrative Services Managers	1.4%	2.5
C14.224 Technical Occupations in Electronics and Electrical Engineering	1.4%	1.8
B53.143 Finance and Insurance Clerks	1.4%	1.3
C01.211 Physical Science Professionals	1.1%	2.5
C13.223 Technical Occupations in Civil Mechanical and Industrial Engineering	1.1%	2.0
F01 Librarians archivists conservators and curators	1.1%	1.9
	78.1%	**2.1**

A significant feature of employment in the information technology sector is the relatively high income received by all of the top 25 occupational groups. The median worker in the sector earns 2.1 times the income of the median worker in the economy – the highest of all the economic sectors identified for the region. Even the lowest earner in this group is still paid 20 percent more (relative income = 1.2) than the median worker in the economy. A strong and growing Information Technologies Sector will provide the region with a high paid workforce and, through their spending, support businesses in the local economy.

Bioscience and Agriculture

Employment in the Bioscience and Agriculture Sector is highly concentrated in the top two occupational groups (see following table). This result is partly due to construction because of the small size of the bioscience portion relative to agriculture. Workers in the agriculture industry are typically labourers supported by shippers and sales people. A larger bioscience presence in the region would raise the importance of manufacturing-related occupations.

The relative income measures for the top two occupational groups for this sector are below one. All remaining occupational groups among the top 15 are, however, at least one. This

sector will, therefore, support workers with a very wide array of skills – from pure physical labourers to advanced scientific researchers.

Bioscience & Agriculture Relative Occupational Demand

Occupation (2001 NOC-S)	Employment Share	Relative Income
I01.825 Contractors Operators and Supervisors in Agriculture Horticulture and Aquaculture	51.0%	0.6
I02.843 Agriculture and Horticulture Workers	24.7%	0.8
I21.861 Primary Production Labourers	2.5%	1.1
H71.741 Motor Vehicle and Transit Drivers	1.5%	1.4
J31.961 Labourers in Processing Manufacturing and Utilities	1.4%	1.2
B11.123 Finance and Insurance Administrative Occupations	1.1%	1.5
B21.124 Secretaries Recorders and Transcriptionists	0.8%	1.2
H81.745 Longshore Workers and Material Handlers	0.8%	1.3
G11.641 Sales Representatives Wholesale Trade	0.8%	1.7
B57.147 Recording Scheduling and Distributing Occupations	0.8%	1.4
B53.143 Finance and Insurance Clerks	0.7%	1.3
A13.061 Sales Marketing and Advertising Managers	0.6%	2.5
G21.642 Retail Salespersons and Sales Clerks	0.6%	1.0
B51.141 Clerical Occupations General Office Skills	0.6%	1.2
J13.942 Machine Operators & Related Workers in Chemical Plastic and Rubber Processing	0.6%	1.5
	88.5%	**0.8**

Health and Wellness

Employment in the Health and Wellness Sector encompasses a fairly diverse range of occupations (see following table). Not surprisingly, medical professionals dominate employment in the sector making up just over half of the top 25 (61 percent of total employment) with clerical and administrative personnel accounting for a further 15 percent of employment.

A significant feature of employment in this sector is the relatively high income received by all but two of the top 15 occupational groups. The majority of occupations in this sector, however, earn more – and some considerably more – than other workers in the economy. Physicians, for example, earn 4.4 times as much income as the median worker while nurses earn 2.2 times as much and the median worker in this sector earns 1.9 times the earnings of the median worker in the economy.

Health & Wellness Relative Occupational Demand		
Occupation (2001 NOC-S)	**Employment Share**	**Relative Income**
D11.315 Nurse Supervisors and Registered Nurses	21.2%	2.2
D31.341 Assisting Occupations in Support of Health Services	10.2%	1.1
D01.311 Physicians Dentists and Veterinarians	8.8%	4.4
B21.124 Secretaries Recorders and Transcriptionists	6.6%	1.2
D21.321 Medical Technologists and Technicians (Except Dental Health)	6.4%	1.8
B51.141 Clerical Occupations General Office Skills	6.3%	1.2
D23.323 Other Technical Occupations in Health Care (Except Dental)	6.1%	1.5
D04.314 Therapy and Assessment Professionals	3.1%	2.1
E02.415 Psychologists, Social Workers, Counsellors, Clergy & Probation Officers	2.9%	1.8
G81.647 Childcare and Home Support Workers	2.9%	0.8
G93.666 Cleaners	2.9%	1.0
D22.322 Technical Occupations in Dental Health Care	2.2%	1.7
B31.122 Administrative and Regulatory Occupations	1.9%	1.6
G96.664 Food Counter Attendants Kitchen Helpers and Related Occupations	1.5%	0.7
A32.031 Managers in Health Education Social and Community Services	1.4%	2.8
	84.5%	**1.9**

3.4.3. Preliminary Trades Demand Estimates for Nuclear "New Build"

Concerns about skilled trade shortages in Ontario have been raised in the past; the empirical evidence indicates that a two-unit build would likely face shortages of iron workers and pipe-fitters. However, the supply shortages are on the order of 200 to 300 trades people. The Province and the selected vendor would have a 4-year window to remedy this shortage before construction starts. A larger and longer term new build program would place more strain on the labour pool, requiring concerted training and recruiting programs well in advance of the 2014-15 expected construction start (for a second wave of Ontario new build).

Nuclear-certified tradesmen, such as welders, would also be required. Recent continuous new build experience in Korea suggests that on-site training and certification programs (for already experienced generalist welders) represent an efficient model for generating sufficient numbers of nuclear-certified trades people across multiple sites.

Appendix A: Community Adjustment Strategy Committee Members

Name	Organization
Bob Pinkney	TD Canada Trust
Charlie Peel	CAW
Chris Bovie	Whitby Mental Health Centre
Cindy Symons-Milroy	City of Oshawa
Denise Alford	Royal LePage Real Estate
Don Lovisa	Durham College
Don Pitman	Greater Oshawa Chamber of Commerce
Doug Lindeblom	Region of Durham
Harry Horricks	Oshawa Clinic
Jacquie McInnes (Alternate)	Ontario Power Generation
Kamiel Gabriel (Alternate)	UOIT
Kevin Shields	CAW
Paul Church	Cleeve Technology
Mike Patrick	Bowmanville Foundry
Pat McNeil	Ontario Power Generation
Peter Taylor	Peter Taylor & Associates Inc.
Rhonda Keenan	City of Oshawa
Richard Marceau	UOIT
Rick Lea	Durham Region Local Training Board
Susanne Castanier	Ministry of Small Business and Consumer Services
Ted Cockburn (Alternate)	Cleeve Technology

Government Liaison Persons:

Name	Organization
Raz Bayo	Ministry of Training, Colleges & Universities
Carl Gulliver	Ministry of Training, Colleges & Universities
Sandy McMillan	Employment & Training Division

Appendix B: Stakeholders Engaged

Name	Organization
Bob Malcolmson	Greater Oshawa Chamber of Commerce
Sheila Hall	Clarington Board of Trade
Lee Davies	Human Resources Professionals Association of Durham
Gary Gannon	Human Resources Professionals Association of Durham
Mary Norton	Human Resources Professionals Association of Durham
Laura Davis	Human Resources Professionals Association of Durham
Kerri King	Region of Durham – ED & Tourism
Liisa Ikavalko	Region of Durham – ED & Tourism
Sandy Smiles	Durham Region Local Training Board
Gabriella Mazzotta	Workers in Motion Action Centers
Heather McMillan	Workers in Motion Action Centers
Scott Bateman	Workers in Motion Action Centers
Scott Campbell	Workers in Motion Action Centers
Miriam Christie	General Motors of Canada
Monique Leger	IAM Cares Ontario
Laurel Ritchie	CAW
David Robertson	CAW
Steve Lincoln	Messier-Dowty Inc.
Joanne Warford	Messier-Dowty Inc.
Caroline Walker	Business Advisory Centre Durham
Jonathan Wheatle	Durham Strategic Energy Alliance
Mario La Barbera	PIVAL – Oshawa Logistics Centre
Arnell Schiratti	Lakeridge Health
Walter Knect	Hermann Laue Spice Company
Paul Robbins	Castool Tooling Systems
Jeff Nelson	Nelson Industrial Inc.
Randy Duffy	Detox Environmental
Carl Gulliver	Ministry of Training, Colleges & Universities
Peter Taylor	Peter Taylor & Associates Inc.
Harry Horricks	Oshawa Clinic
Mike Patrick	Bowmanville Foundry
Chris Bovie	Whitby Mental Health Centre
Doug Lindeblom	Region of Durham – ED & Tourism
Pat McNeil	Ontario Power Generation
Cindy Symons-Milroy	City of Oshawa Economic Development
Rhonda Keenan	City of Oshawa Business Development
Susanne Castanier	Ministry of Small Business and Consumer Services
Rick Lea	Durham Region Local Training Board
Richard Marceau	UOIT
Robert Vanderland	Aker Kvaerner Chemetics
Gerry Pisarzowski	Greater Toronto Marketing Alliance
Denise Alford	Royal LePage Real Estate
Don Lovisa	Durham College
Bob Pinkney	TD Canada Trust
Jacquie McInnes	Ontario Power Generation
Marlene Werry	Region of Durham – ED & Tourism
Randy Steffan	Purdue Pharma
Greg Naterer	UOIT
Kamiel Gabriel	UOIT

Michael Angemeer	Veridian
Marg Rempel	Durham College
Ron Stead	Holburn
Carolyn Byrne	UOIT
Judy Robinson	Durham College
Vicki Deighton	Deighton Associates
John Dyall	Keyscan Inc.
Don Conaby	Conpute
Steve Vetzal	Three Wise Men
Greg Parker	General Motors of Canada
Gord Surgeoner	Ontario Agri-Food Technologies
Marilyn Bidgood	OMAFRA
Faye Langmaid	Ag Advisor
Suzanne McNutt	UOIT
Paul Mikolich	Gerdau Ameristeel
Roger Paiva	Gerdau Ameristeel

Appendix C: Summit Participants

Name	Organization
Laurel Ritchie	CAW
David Robertson	CAW
Sheila Hall	Clarington Board of Trade
Tammy McEwan	Durham College
Rick Lea	Durham Region Local Training Board
Heather McMillan	Durham Region Local Training Board
Ron Stead	Holburn Medical
Don Pitman	Greater Oshawa Chamber of Commerce
Lee Davies	Human Resources Professionals Association of Durham
Arnell Schiratti	Lakeridge Health
Susanne Castanier	Ministry of Small Business and Consumer Services
Carl Gulliver	Ministry of Training, Colleges & Universities
Raz Bayo	Ministry of Training, Colleges & Universities
Louise Harding	Ministry of Training, Colleges & Universities
Kerri King	Region of Durham – ED & Tourism
Liisa Ikavalko	Region of Durham – ED & Tourism
Doug Lindeblom	Region of Durham – ED & Tourism
Bob Pinkney	TD Canada Trust
Richard Marceau	UOIT
Kamiel Gabriel	UOIT
Catherine Hodge	City of Pickering
Steve Irvine	Hubbell Canada LP
Cindy Symons-Milroy	City of Oshawa
Peter Lebel	Town of Whitby

Appendix D: The Impact of the Detroit Three Auto Manufacturing Companies on Durham Region

The GM assembly plants in Oshawa are key contributors to the region's economy. The failure of the Detroit Three would have a profound effect on employment in the region. This analysis provides estimates of the impact on employment in Durham Region, by sector, of the partial or total collapse of the Detroit Thee automakers based on the 2008 study: *The Economic Impact of the Detroit Three Auto Manufacturers in Canada.*[6]

This analysis assumed that in one possible course of events the Detroit Three companies would employ the same number of people in 2009 as they did in 2007 and, in an alternative series of events, that these companies would either vanish in 2009 (the 100% Reduction Scenario) or employ just half the number of people they did in 2007 (the 50% Reduction Scenario). The difference in employment between these possible views of the future is presented in the following table.

The Impact on Employment of the Detroit Three Auto Manufacturing Companies								
	Impact on Durham Region				Impact on Ontario			
	100% Reduction Scenario		50% Reduction Scenario		100% Reduction Scenario		50% Reduction Scenario	
	2009	10-14	2009	10-14	2009	10-14	2009	10-14
Direct Employment Impact (thousands of workers)								
Motor vehicle manufacturing (NAICS 3361)	-9.4		-4.7		-34.1		-17.1	
Employment by Industry Sector (thousands of workers)								
Total - All Industries	-33.0	-58.2	-16.7	-30.4	-281.7	-517.2	-141.0	-269.0
Agriculture	0.0	0.0	0.0	0.0	-0.9	0.0	-0.5	0.0
Other Primary	0.0	0.0	0.0	0.0	-0.2	0.7	-0.1	0.4
Manufacturing	-13.8	-13.9	-7.3	-7.4	-99.0	-99.2	-51.5	-51.8
Utilities	-0.2	-0.4	-0.1	-0.2	-2.0	-3.2	-1.0	-1.7
Construction	-2.0	-11.4	-1.0	-6.3	-17.5	-101.5	-8.5	-55.9
Transportation & Warehousing	-0.7	-0.9	-0.4	-0.5	-6.7	-8.2	-3.4	-4.3
Trade	-5.8	-8.6	-2.7	-4.2	-52.2	-76.5	-23.9	-37.1
Finance, Insurance & Real Estate	-1.7	-2.8	-0.9	-1.5	-25.9	-41.8	-13.0	-21.7
Information, Professional, Scientific, Managerial	-4.6	-6.3	-2.3	-3.2	-40.8	-56.0	-20.7	-28.9
Accomodation & Food Services	-0.9	-1.7	-0.4	-0.9	-7.8	-15.2	-3.9	-7.8
Education Services	-1.0	-4.2	-0.5	-2.2	-8.5	-37.4	-4.3	-19.4
Health & Social Services	-1.1	-4.9	-0.5	-2.5	-9.7	-43.9	-4.9	-22.7
Other Services	-0.9	-1.8	-0.5	-0.9	-8.2	-16.3	-4.1	-8.4
Government Services	-0.2	-1.4	-0.1	-0.7	-2.4	-18.5	-1.2	-9.6

Employment in Durham Region will fall by either 33,000 in the 100% Reduction Scenario or by 16,700 in the 50% Reduction Scenario in 2009, with declines in manufacturing sector employment dominating the impacts. Over the next five years, average job losses will rise to 58,200 or 30,400 for these two scenarios. The construction and wholesale and retail trade sectors now join the manufacturing sector in experiencing significant job losses. It is clear that these job losses will have a profound affect on the region when you consider that employment in Durham Region was about 190,000 in 2005 according to the last Census.

Actual events will, of course, match none of these outcomes. GM's announced employment in Durham Region for 2009 will be substantially below the number of people who were

[6] The Centre for Spatial Economics, *The Economic Impact of the Detroit Three Auto Manufacturers in Canada*. Toronto: Ontario Manufacturing Council, 2008, available at www.c4se.com.

working in 2007. While this will have serious repercussions for the region's economy it will be less severe than the results indicated by this analysis which assume a collapse of Canada's auto parts industry and a significant reduction of the automotive dealership network.

Appendix E: Summary of Current Economic Situation

This section provides a summary of the more complete "Situation Analysis" report.

Demographics

Table 1: Quick Comparison of Oshawa & Durham vs. Ontario, 2008 Estimates

Characteristic	Oshawa	Durham	Ontario
2008 Estimated Population	142,606	583,001	13,004,709
% of the population aged 15 and over, 2008	82.1%	79.8%	82.1%
Median total income - persons 15 yrs of age & over, 2007	$30,997	$33,304	$28,365
2008 participation rate	67.3%	68.0%	65.9%
2008 unemployment rate	7.8%	6.7%	6.7%
2008 employment rate	54.9%	56.6%	56.2%

Source: McSweeney & Associates from Manifold Data Mining Inc. *Superdemographics* 2008

- It is estimated[7] that in 2007, the median income in Oshawa ($30,997) was higher than the Provincial average ($28,365), but lower than in Durham ($33,304).
- The 2008 Oshawa unemployment rate (7.8 percent) is projected to be higher than the Ontario (6.7 percent) and Durham Region average (6.7 percent).
- The 2008 employment rates in Oshawa (54.9 percent), Durham (56.6 percent) and Ontario (56.2 percent) will decline significantly from their 2006[8] rates of 61.4 percent, 66.5 percent and 62.8 percent respectively.
- In Durham, the percentage of the population aged between 0 and 19 and between 35 and 49 years is projected to be greater in 2008 than the Ontario average. The percentage of the population age 55 and over is estimated to be less than the Ontario average.

Mobility and Migration Estimates

- Based on 2008 mobility[9] estimates, Oshawa has a higher percentage of movers (14.5 percent) in the last year compared to Ontario (13.5 percent) and Durham (12.1 percent).
- Durham Region (5.9 percent) has a higher percentage of migrants within the same province in the last year[10] compared to the Ontario average (3.8 percent) and Oshawa (4.8 percent). The majority came from Toronto and were between the ages of 25 and 44.
- Oshawa (1.2 percent) and Durham (1.8 percent) also have a much lower percentage of migrants from another country in the last five years compared to the Ontario average (4.9 percent).

[7] Estimates are from Manifold Data Mining Inc. *Superdemographics* 2008.

[8] Estimates are based on Statistics Canada Census data, 2006

[9] Information indicating whether the person lived in the same residence in May, 2008, as he or she did one year before (May, 2007).

[10] The same relationship is true for five years ago.

Income

- In 2007, the estimated average total income in Oshawa ($37,698) is below both the Provincial ($40,207) and Durham ($42,011) average.
- The 2007 estimated median income in Oshawa ($30,997) was higher than the Provincial average ($28,365), but lower than Durham's ($33,304).
- The 2007 median household income in Oshawa ($64,011) was slightly higher than the Provincial median ($62,909), but not as high as Durham's ($78,458), which was substantially higher than the Provincial median.
- A smaller percentage of Oshawa incomes are derived from employment (76.9 percent) and a greater percentage are derived from government transfers (11.1 percent) compared to Ontario at 77.4 percent and 9.8 percent respectively.
- Durham incomes (82.0 percent) are derived more substantially from employment compared to Ontario at (77.4 percent).

Property Taxation

- Oshawa's 2008 industrial property tax rate is the highest in the region at 5.1 percent compared to Toronto at 4.3 percent, Mississauga at 2.9 percent and Markham at 2.6 percent. Overall, industrial tax rates in Durham are amongst the highest in the GTA.
- The commercial property tax rate in Oshawa is one of the highest at 3.6 percent compared to nearby communities such as Mississauga (2.5 percent) and Markham (2.4 percent) but not as high as Toronto (4.0 percent).

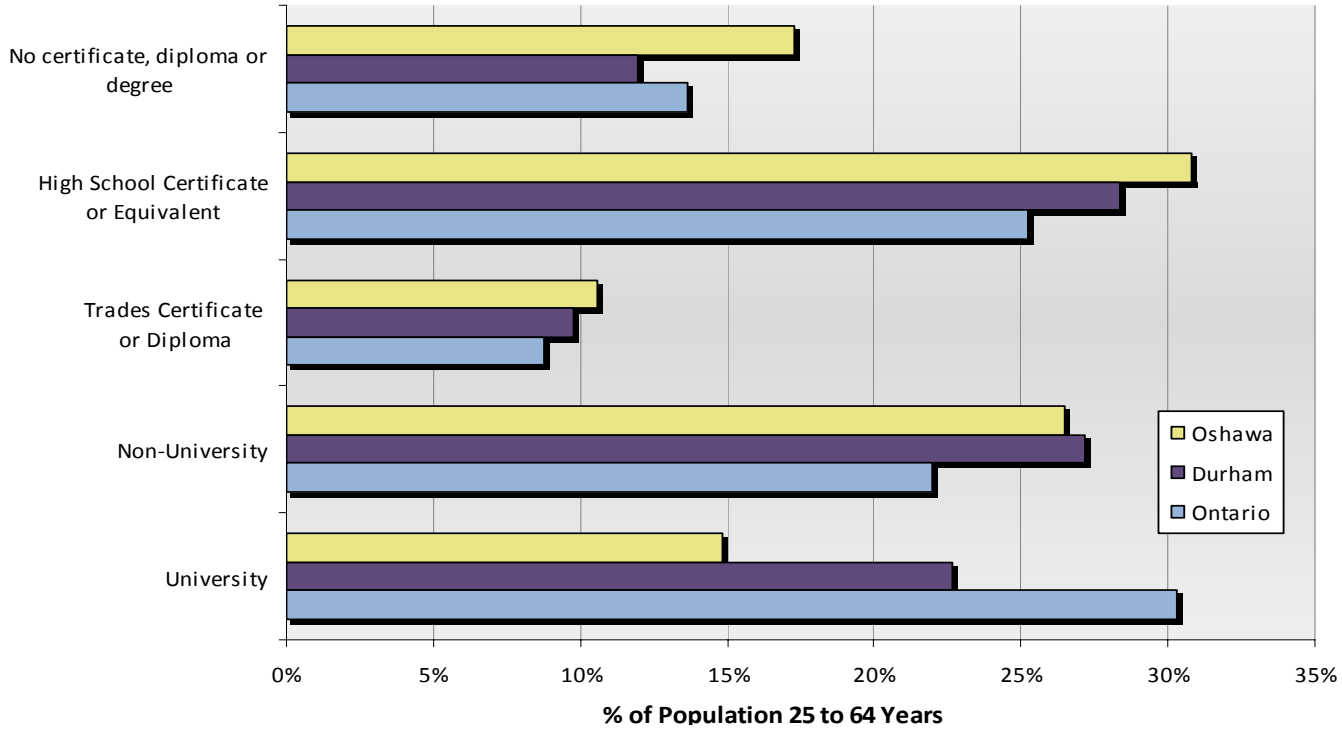
Jobs

- In 2006, jobs in Oshawa were predominately in the sectors of Manufacturing (14,610), Retail Trade (7,945), Health Care and Social Assistance (7,090), and Educational Services (4,370). The manufacturing jobs indicate a very high concentration of manufacturing employment, which is due largely to the very high concentration of automotive assembly and automotive parts manufacturing jobs.
- Between 2001 and 2006, there was a loss of jobs in manufacturing (and job losses continue currently), while there the job growth in education, call centers, health care and social services, and professional, scientific and technical services.

Labour Force

- Oshawa has a higher percentage of residents with a High School Certificate or equivalent as well as a higher percentage of residents with a Trades Certificate or Diploma than does Durham or Ontario.
- Oshawa has lower percentage of residents, compared to Ontario and Durham, with a University certificate, diploma or degree.

Figure 1: Estimated Highest Level of Schooling Attained: Oshawa, Durham & Ontario, 2008



Source: McSweeney & Associates from Manifold Data Mining Inc. *Superdemographics* 2008

- In 2006, 54.0 percent of the total resident labour force[11] in Oshawa (59,410) declared a usual place of work outside of Oshawa.
- Of the 56,380 individuals who worked in Oshawa in 2006, 51.6 percent did not reside in Oshawa.
- Based on estimates for 2008, relative to Ontario and Durham, a larger percentage of Oshawa resident labour force worked in Manufacturing, Retail Trade and Health Care and Social Assistance.
- Oshawa (24.9 percent) has a greater percentage of the labour force experienced in Sales and Service occupations compared to Ontario (23.6 percent) and Durham (23.4 percent).
- Oshawa (17.9 percent) and Durham (15.5 percent) have a greater percentage of the labour force experienced in Trades, Transport and Equipment Operator Occupations compared to Ontario (14.0 percent).
- Oshawa has a greater percentage of the labour force experienced in occupations unique to Processing, Manufacturing and Utilities at 10.1 percent compared to 6.5 percent in Durham and 7.0 percent in Ontario.

[11] Labour force - Refers to persons who were either employed or unemployed during the week (Sunday to Saturday) prior to Census Day (May 16, 2006).

Appendix F: Stakeholder Feedback

The preparation of the draft City of Oshawa and Region of Durham Community Adjustment and Sustainability Strategy was rooted in broad stakeholder involvement, while utilizing a strong base of economic analysis. There were a number of methods by which stakeholders were engaged and their inputs gathered:

1. Over fifty interviews were conducted with a variety of stakeholders from throughout the region, which sought input on:
    a) Strengths (and locational advantages), weaknesses (and locational disadvantages), opportunities, and threats;
    b) An assessment of economic foundation elements (human resources, financial, technology, infrastructure and regulatory environment, and leadership);
    c) Confirmation of the region's competitive advantages and disadvantages;
    d) Confirmation of its positioning against its key Ontario competitors;
    e) Intelligence on potential competitive strengths and emerging and growing industry sectors offering the best opportunities for economic growth.
2. A "stakeholder strategy summit" held September 12, 2008, further details of which follow.
3. Focus groups to explore the unique assets and competitive advantages of the recommended economic sectors and to further develop action plans for the sectors.

A list of the stakeholders engaged to date is provided in Appendix B.

Stakeholder Interviews

The following SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is a summary of the input most commonly received from stakeholders consulted to date. **It is important to note that the comments below are the <u>opinions</u> (and may reflect perceptions vs. reality) of stakeholders** and in some cases, reflect strengths, weaknesses, opportunities and threats that are somewhat localized versus region-wide.

Strengths	Weaknesses
▪ A diversified economy ▪ Tremendous population growth ▪ Good services: i.e. water supply ▪ Strong energy sector ▪ Durham college has funds to expand ▪ Durham Strategic Energy Alliance offers one point of contact for all municipalities ▪ Affordable industrial land ▪ Close proximity to several major markets ▪ 40 min from cottage country ▪ 2 hrs from Kingston ▪ Located on highway 401 ▪ Affordable real estate ▪ Region's downtowns have preserved heritage ▪ Strong community spirit ▪ Good place to raise a family ▪ Many tourism assets: winery, golf courses, etc. ▪ Good incentives at municipal level ▪ Good regional network and support ▪ First-class educational institutions ▪ Wages are lower compared to Toronto ▪ Land protected by greenbelt legislation ▪ New OPG plant ▪ No gaps in labour force. Highly skilled workforce that would prefer to work here than commute ▪ Deep water port ▪ Airport with Canada customs service ▪ Transit system ▪ Rail line ▪ Lakeridge Health and Cancer Center ▪ Lots of industrial warehouse floor space available due to downsizing of existing manufacturers	▪ GM decrease in production is impacting many suppliers of goods and services in the region ▪ Perception Oshawa has a union labour force ▪ Each municipality has their own by-laws which slow down development ▪ Confusion around zoning of farm land used for energy production ▪ Lack of financing for small businesses. Gov't funding centers focus around research and development. ▪ Entrepreneurs need public support. The perception of windmills, solar farms and biomass plants is negative. ▪ Lack of serviced industrial sites ▪ Lack of class A office space ▪ No rail access for some businesses ▪ Constraining regulatory environment ▪ Shortage of office space and parking in some communities ▪ "Too much bureaucracy that runs on remote control" ▪ Restrictions due to Greenbelt ▪ Difficult to move between communities via public transportation and lack of transportation in some pockets ▪ No unified voice in the region – 8 ED offices that are territorial and fragmented

Opportunities	Threats
▪ Help businesses diversify and make them aware of programs ▪ Need to diversify: i.e. agri-foods, bio-medical sector, logistics, advanced manufacturing, arts & culture, tourism, food-processing ▪ Incubator center for renewable energy ventures ▪ Take advantage of deep water port ▪ Build public support for various renewable energy projects. Need media to show facts in layman terms. ▪ Provide support for affected union workers: i.e. basic skills training, awareness of programs. Certain government programs need to be reviewed or renewed. ▪ Adjust our labour force to the needs of the nuclear industry ▪ Technology park next to University of Ontario Institute of Technology (UOIT) ▪ Build on UOIT's research programs and innovations ▪ Attract import auto manufacturers ▪ Produce food or biomass on unused agricultural land ▪ Employment opportunities are in IT, trades, healthcare, non-medical health services, senior management, technical call centres, robotics, construction ▪ Have the City market/promote the unique skills and talent of their available workforce ▪ Second Career Strategy initiative ▪ Increase apprenticeships ▪ Convergence of strengths: bio, transportation, energy, logistics, and environment ▪ Promote commuting labour force as an asset and opportunity ▪ Marketing region to outside – logistics – supply chain manager/management ▪ Identify the labour force unionization rate and package in a way that shows best light: various unions; community comparisons; dispute resolutions. ▪ Encourage all municipalities to have a business visitation program and share the info with Region ED ▪ Attract Professional Services companies to move practice/head office in Durham to benefit on lower office rates and cheaper labour force ▪ Need to grow internally; support home grown businesses ▪ Establish domestic procurement requirements for government. Encourage businesses to buy Canadian-made and residents to buy local. ▪ Have local government lower industrial and commercial taxes to help businesses be more competitive	▪ Media that is too negative ▪ Cost of transportation rising ▪ Finding the good paying jobs for affected union workers ▪ That there are not enough jobs in Durham ▪ Increasing regulatory environment ▪ Ongoing disputes i.e. harbour, ethanol plant, etc. ▪ Delays in airport development ▪ Municipalities don't go as one on an issue to the provincial government so province doesn't act on account of disagreement ▪ Competing against another municipality within the same region (i.e. doctors, farmer's market) ▪ CAW overly loyal to North American auto manufacturers – "us against them" mindset ▪ Municipalities that are not business friendly due to a lack of understanding by some councillors on what it takes to be successful in business which permeates to municipal staff ▪ Decreasing salaries making recruiting a challenge especially with rising costs in transportation ▪ That additional manufacturers close ▪ Few buildings built on speculation being constructed due to low leasing rates ▪ NIMBY attitudes

Opportunities	Threats
▪ Need a marketing campaign to help change the perception of CAW as being militant ▪ Have government obtain good reliable data to provide more accurate and useful labour market information ▪ More regulation on temporary help agencies ▪ Promote the benefits of establishing a good relationship between employer and employees to build a sense of community ▪ Build a cluster around greener auto industry and UOIT's Automotive Centre of Excellence	

Stakeholder Summit Meeting

Stakeholders from across the region were invited to attend a full day summit to hear the results of the situational analysis, a summary of the inputs received so far from stakeholders and, more importantly, to participate in the development of visions, goals, and actions for several key theme areas. The summit was held September 12, 2008 at the Oshawa Golf and Curling Club, and was attended by a variety of stakeholders from across the region representing a broad cross-section of interests.

The first part of the summit was devoted to presenting the results of the situational analysis followed by a summary of the inputs received from stakeholders for each method of engagement. There was considerable and lively discussion on a variety of points leading to an agreement on the themes for the overall strategies to be pursued.

In the second part of the summit, participants moved into smaller groups to prepare a long term vision for the agreed strategic themes, and to list the most important action plans that should be undertaken in the next 2-3 years to achieve that vision. Each group then reported back to the summit at large on the results of their brainstorming exercise for the added input of all participants.

Online Focus Groups

A series of five online focus groups were held, in which participants viewed the equivalent of an online flipchart over the internet while participating in a conference call to review and provide comments. There was one focus group for each of the five recommended economic sectors, and their input has been incorporated into the draft strategy. Each focus group reviewed:

- The unique assets and/or competitive advantages of the area with respect to the recommended economic sector;
- Specific opportunities within the economic sector;
- A long term vision of what the economic sector could look like in 7-10 years;
- And action plans for the short term to assist the community to move toward achieving the vision.