

# EAST HANTS WORKFORCE DEVELOPMENT PLAN 2022-2027

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EAST HANTS

Economic & Business  
Development

February 2022





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# EXECUTIVE SUMMARY

In communities across Nova Scotia, and the Atlantic provinces, businesses have an urgent need for workers. The Municipality of East Hants is one of many communities facing this issue and competing for talent. Finding and hiring employees is one of, if not the most, significant problems that employers are currently facing.

Nova Scotia has an aging population and the majority of the East Hants' local workforce seeks opportunities outside of the region. Local businesses' challenges with finding and competing for talent is likely to grow in the years to come. To stimulate a strong, competitive economy, East Hants must work to address this workforce issue in the near future.

East Hants' Workforce Development Plan ("the Plan") 2022-27 provides recommendations and actions that will assist local industry with attracting and retaining talent, as well as encouraging diversity and entrepreneurship in the region. Through labour market information, stakeholder interviews and a workforce survey distributed to local employers, opportunities for action were identified. Recommendations are provided on the actions that can be taken to address these opportunities. East Hants will act as the facilitator of the Workforce Development Plan, bringing together the groups and organizations who will support local employers with their workforce issues.

Key themes that emerged include:

- East Hants employers struggle to find employees with the right skills and training and they expect the problem to worsen
- a lack of public transportation is seen as the most significant barrier for East Hants residents seeking to find meaningful employment locally
- other barriers to finding employment included challenges with finding affordable housing, lack of streetscaping and walkability and skills mismatches between employees and the needs of local employers
- positivity surrounding the growth and development in East Hants

The Plan proposes a vision for workforce development that East Hants should strive to achieve. The vision is for East Hants to bring together partners who are committed to building a skilled, diverse, and well-paid workforce to improve and strengthen the economy and quality of life in our vibrant and welcoming community by 2027.

The plan identifies three goals as essential to achieving this vision and they form the overall focus of the recommendations contained within the Plan.

The goals are to:

- **Grow local talent**
- **Attract new talent**
- **Improve connectivity and infrastructure**

As alluded to in the vision statement, partnership is a priority of the Plan. A key recommendation of the Plan is to create an East Hants Economic Working Group bringing together a variety of stakeholders with perspectives on workforce development, local business and economic development issues. The proposed Working Group would play a key role in ensuring the implementation and evaluation of the Plan as we work towards our 2027 vision, and East Hants will have the role of facilitator.

The workforce issue is a widespread problem across Nova Scotia and businesses in East Hants have faced this challenge for years. Without action the problem will only worsen for local businesses looking to find, hire, and retain talent today and in the future. Through this Plan, East Hants sets accomplishable goals and actions to help improve the workforce situation and our economy. This is done by growing our local workforce, attracting new workforce into the area, and improving infrastructure and connectivity to support both the businesses and employees in the region. The Plan will be implemented over a five-year time span, with oversight from the Working Group and ongoing opportunities for evaluation.





# INTRODUCTION

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## About the Municipality of East Hants

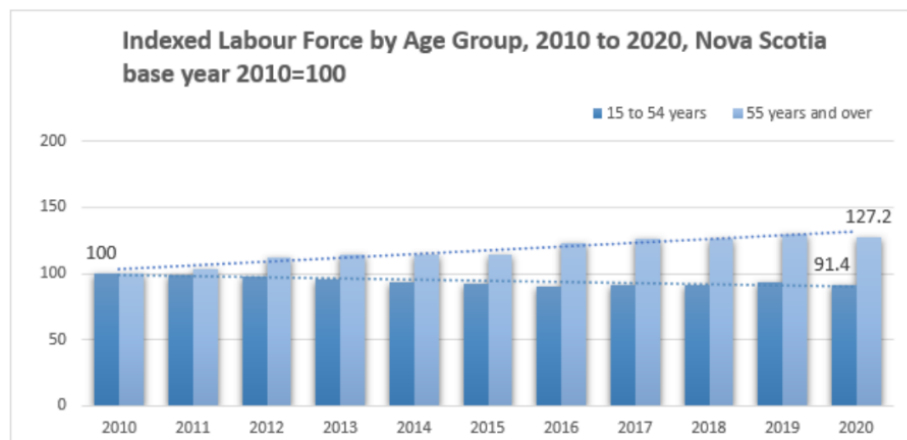
Located in Hants County, the Municipality of East Hants is situated roughly at the centre of Nova Scotia and covers a geographic area of 1,787 km<sup>2</sup>. The largest population concentrations in East Hants are located along two corridors: the first extending from Halifax to Truro along Highway 102, and the second from Halifax to Windsor along Highway 101. East Hants' estimated population for 2019 is 24,089 (Statistics Canada, Annual Demographics Estimate).

East Hants is bordered by Halifax Regional Municipality (HRM) to the south, the Municipality of West Hants to the west, Colchester County to the east, and the Minas Basin to the north. HRM has the largest population and highest GDP of all municipalities in the Atlantic Region. East Hants' proximity to HRM, with its efficient commuter routes has led to rapid expansion along its corridor regions. Both of these corridors act as bedroom communities with an approximate commute time into the city of Halifax of 30 minutes. While East Hants has a local workforce of over 12,000 only 30.5% work within East Hants and the remaining 69.5% work outside of the Municipality, primarily in HRM (Statistics Canada, Census Profile, 2016). East Hants is also part of Statistics Canada's Annapolis Valley Economic Region.

## The Need for a Workforce Development Plan

Communities across Nova Scotia are experiencing signs of labour and skills shortages. As the population ages and increasingly more baby boomers are set to retire, fewer young people are entering the workforce. Businesses find themselves competing not just locally, but nationally and internationally to attract employees who have the requisite education, training and skills needed to fill the gaps. In order to sustain even modest amounts of economic growth, provinces, municipalities, cities and towns must undertake strategic efforts to attract new talent and grow existing talent.

While a number of factors contribute to the labour market tightening, Nova Scotia's demographic shift and the aging population play a significant role. The province's labour force 55 years of age and older has steadily increased over the last decade, while the labour force 15-24 years of age has decreased (see Figure 1.1) and this trend is expected to continue.



Statistics Canada, Table 14-10-0327-01

**Figure 1.1**

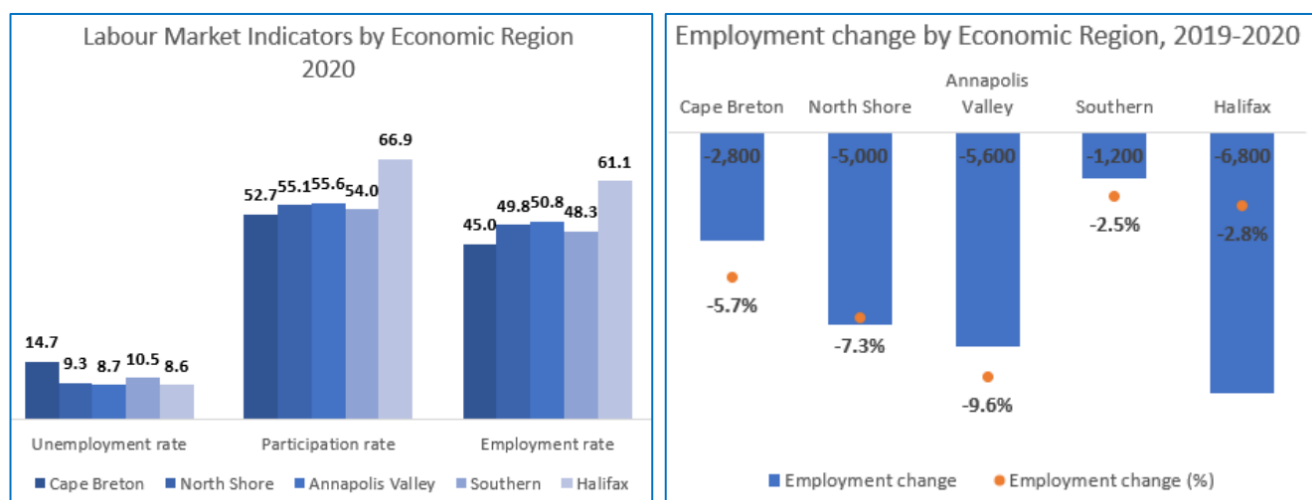
While East Hants was the only municipality in Nova Scotia during the 2016 census period to have more children than seniors, the demographic trends of the rest of the province will continue to impact our local labour market.

In fact, the aging population is an issue across all of Atlantic Canada. According to the Atlantic Provinces Economic Council, 50% of Atlantic Canadian businesses reported challenges with recruitment and retention. Furthermore, they stated that for every 10 workers retiring, there are only seven new workers entering the region's labour market (APEC, Looking Ahead Bulletin, January 2021). These trends project to 2040 and will cause more competition amongst Atlantic Canadian businesses who are already competing for talent from small pools of candidates. East Hants will have to maximize all opportunities to grow, attract, and retain a workforce that will meet the needs of local employers.

The following information includes key indicators of the labour market for Statistic Canada's Annapolis Valley Economic Region, which comprises Hants County, Kings County and Annapolis County. Therefore, East Hants' data is captured within this economic region by Statistics Canada. Figure 1.2 shows the 2020 unemployment rate, participation rate and employment rate for each of the economic regions in Nova Scotia. In 2020, the Annapolis Valley Economic Region's unemployment rate was 8.7%, the participation rate was 55.6%, and the employment rate was 50.8%.



Figure 1.2 also shows the employment change for 2019-20 as a percentage. The Annapolis Valley Economic Region had the largest change for any of the regions at 9.6%. These increases over previous years may be attributed to effects of COVID-19 public health restrictions. Closures and travel bans impacted industries like tourism and culture and the accommodations and food services industries, which are common industries in the Annapolis Valley Economic Region. When compared to 2007, Halifax is the only economic region in Nova Scotia to have experienced an increase in employment over this time that follows the last Great Recession.



Source: Statistics Canada, Labour Force Survey, Table 14-10-0090-01, Both Sexes, Ages 15+.

**Figure 1.2**

For the first quarter of 2021, the Annapolis Valley Economic Region accounted for 15% (1,900) of Nova Scotia job vacancies, second only to Halifax. The Annapolis Valley Economic Region also has the lowest average hourly wage of all Nova Scotia Economic Regions at \$18.40. Halifax has the highest wage at \$22.15. The Annapolis Valley and Halifax Economic Regions were the only two economic regions to experience population growth over the 2018-20 period. Without action, the Annapolis Valley Economic Region will continue to lose workers to other parts of the province who have vacancies with higher wages. To address the workforce challenge, the Municipality of East Hants has partnered with Fairwinds Training and Development Inc. to develop a workforce development plan. The Plan provides recommendations and actions to assist local industry with attracting and retaining talent and to encourage diversity and entrepreneurship in the region.



# OPPORTUNITIES

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## Information Gathering

Stakeholder interviews and a workforce development survey were used to gain insight from local employers, industry groups, and other organizations to inform the Plan. The stakeholder interviews took place with 29 groups who were asked to provide information on: who they represent, the role and activities of their organization; the state of, or general impressions of the current East Hants workforce; successes, challenges, barriers and opportunities facing East Hants area businesses and residents; workforce related partnerships and strategies; and additional feedback.

A workforce development survey was distributed through the Municipality's and the East Hants Chamber of Commerce's networks of local businesses and organizations. The survey was open for two weeks and consisted of 26 questions across four categories: general business information; workforce availability and readiness; workforce development programs and resources; and workforce development barriers and opportunities. A total of 57 respondents completed the survey. The results of the survey can be found in Appendix A.

## Analysis

After examining the labour market information that formed the basis of the need for the Plan, combined with the additional insights and knowledge of the local situation gained through the stakeholder interviews and the survey, a number of opportunities emerged for consideration in the Plan. Notably, East Hants area employers struggle to find employees who have the requisite education, training and/or skills to meet their workforce needs. A majority of these employers expect the situation to either worsen or remain the same over the next five years. Employers reported the most difficulty finding technical and skilled tradespeople and trades helpers and labourers.

The lack of public transportation was identified as another major issue. In fact, it was cited as the most significant barrier for both East Hants residents seeking meaningful local employment, and local employers seeking workers.



In particular, residents and businesses expressed a need for accessible public transportation options in the Corridor region. As East Hants already produced a report on a transit service for this area, this work should be revisited to provide an option for accessible and public transportation for East Hants residents.

It was also discovered that East Hants employers are not accessing underrepresented groups as a resource for talent. These groups include newcomers to Canada, LGBTQ2S+ individuals, racialized/visible minorities, people with disabilities, older workers, women working in what were once considered non-traditional occupations, and local indigenous peoples. In particular, East Hants area employers are not effectively engaging with the Sipekne'katik First Nation community which should be considered a strong resource for developing and retaining East Hants' future workforce. These groups offer a viable option to meet the needs of local employers and create diversity in the workplace.

Many East Hants employers reported that they are either not familiar with, or taking advantage of, federal and/or provincial programs and services that support businesses with their workforce needs. Employers expressed reluctance to explore such programs and services as they believed the application process and requirements to be burdensome. In partnership with the agencies who deliver such programs, East Hants and their partners should share information about available programs and resources, and work to address concerns with the application process.

A majority of East Hants employers also disclosed that they are not confident that high school students and recent high school graduates have the skills and training necessary to meet their needs. Employers expressed concern regarding the level of soft skills that youth are bringing to the workplace, including teamwork, communication, motivation, commitment, and time-management skills. East Hants can help prepare local youth to be ready for the workplace and to meet the expectations of local employers. As youth are an important group who will be filling positions in the years ahead, it is of paramount importance to provide them with the right skills to prepare them to enter the workforce. There are a number of ways that local organizations and stakeholders can engage with this future workforce to help address the perceived skills mismatches between local employers needs and job seekers.

Some other barriers to attracting, developing and retaining talent that were identified include: challenges with affordable housing; a need for streetscaping guidelines to address the lack of street infrastructure supporting walkability for businesses; and regional internet access and quality. Improving connectivity and infrastructure is a key factor to addressing many of these barriers.

East Hants residents and businesses are very optimistic with regards to growth and development in the region. In particular, stakeholders reported being encouraged by the number of major residential, commercial and civil construction projects completed, in-progress or approved. There was also positive feedback about the number of new small businesses in the area. As East Hants continues to experience growth, there is opportunity to build on this momentum and promote East Hants as a vibrant and welcoming community to attract a range of new workers and entrepreneurs.

An aerial photograph of an industrial or construction site, featuring various buildings, parking lots, and equipment. A semi-transparent green rectangular overlay covers the middle portion of the image, serving as a background for the title.

# THE PLAN

## The Vision for Workforce Development

East Hants will bring together partners who are committed to building a skilled, diverse, and well-paid workforce to improve and strengthen the economy and quality of life in our vibrant and welcoming community by 2027.

### Goals and Action Items

#### GOAL 1: GROW LOCAL TALENT

***Provide East Hants area businesses, organizations, residents and other stakeholders continued opportunities to inform and shape local workforce development activities.***

East Hants should create an Economic Development Working Group to assist with supporting, enhancing and promoting business and economic activity in East Hants including, but not limited to, workforce development. The Working Group's role would be to review, advise, and support on economic matters and to act as a liaison to the business community. The Working Group should have representation from the local business community and other stakeholder groups, including Nova Scotia Works – Futureworx, CBDC Hants-Kings, East Hants Chamber of Commerce, Sipekne'katik First Nation, amongst others and would have a key role in enacting, monitoring, and evaluating the Workforce Development Plan and its related activities.

***Connect East Hants area businesses with information, resources and contacts for federally and provincially funded programs and services that provide workforce development support.***



East Hants should continue to partner with local Nova Scotia Works offices, such as Futureworx, to grow the network of East Hants area businesses taking advantage of their employment programs and services. East Hants can also choose to consult with the Nova Scotia Department of Advanced Education and Department of Labour, Skills and Immigration, as well as Employment and Social Development Canada, among other agencies and departments.

***Work to ensure that the skills possessed by East Hants area jobs seekers better match the skills sought out by local employers, while also encouraging these employers to embrace organizational change and place an emphasis on employee development.***

East Hants can choose to partner with SkillsOnlineNS (NS Department of Advanced Education, CBDC and Bluedrop) to promote and provide access to thousands of available free online learning tools for both East Hants area job seekers and employers. East Hants should continue to partner with Futureworx to promote and support East Hants residents in taking full advantage of Futureworx employability skills and upskilling programs. Through the Economic Development Working Group, East Hants should examine strategies that will help local businesses embrace and accept change, as employees today look for more agency in their roles. Employee development will be a key component, and employers should look to methods that will help improve employee engagement and motivation, which begins at the hiring process, through to onboarding, outlining expectations, and continued opportunities for training, mentorship, etc. throughout the employee's career.

## **GOAL 2: ATTRACT NEW TALENT**

***Build relationships between East Hants and the Sipekne'katik First Nation (Indian Brook) Employment and Training Department and encourage and support East Hants area employers to diversify their workforces, including by exploring immigration and/or international workers as a strategy to address their workforce needs.***

East Hants should collaborate regularly with Sipekne'katik Employment and Training staff to inform local workforce development activities. A seat on the Economic Development Working Group should be provided to a representative from the Sipekne'katik First Nation. East Hants can also partner with Futureworx and Sipekne'katik Employment and Training to create resources, provide educational opportunities and to develop and deliver programs that support East Hants businesses in better understanding the needs of Indigenous job seekers.

East Hants can choose to partner with the Nova Scotia Office of Immigration and Population Growth to encourage and support local businesses to explore the Atlantic Immigration Pilot program as a strategy for addressing their workforce needs. East Hants may also partner with the Immigrant Services Association of Nova Scotia (ISANS) to promote programs and services such as the Workplace Culture Program which helps local employers to identify and resolve recruitment and retention barriers involving the employment of immigrants. Through continued partnership with Futureworx, East Hants can promote the Welcoming Workplaces initiative and website which provides free resources that support employers in building a welcoming and inclusive work environment.

***Connect East Hants area employers with their future workforce through community-based learning partnerships with local schools and training providers, and explore other innovative approaches to support regional workforce development.***

East Hants may choose to partner with the Chignecto-Central Regional Centre for Education (CCRCE), the Mi'kmaw Kina'matnewey (MK), the Nova Scotia Apprenticeship Agency (NSAA), and other education and training providers to leverage and build on existing programs and initiatives. East Hants may partner with the East Hants Chamber of Commerce and its network of local businesses to champion and facilitate community-based learning connections between local youth and employers. East Hants can also choose to explore and assess the viability of new and innovative approaches to attract, develop and retain talent. Examples of new and/or innovative approaches include: incorporating community benefits into municipal public procurement; employee sharing programs (Placemaking 4G Cluster Employment); and, mentorship and networking programs for new immigrants and recent graduates such as the Halifax Partnership Connector program.

***Promote and market East Hants as a vibrant and welcoming community with a skilled, diverse workforce with access to good paying jobs.***

East Hants should use municipal social media channels (Facebook, Twitter, LinkedIn, Instagram, YouTube) as a recruiting tool to attract new talent to the region. Social media campaigns should be targeted and strategic, highlighting the uniqueness of the region and featuring diverse local success stories from businesses and employees and promote opportunities for newcomers. The social media campaign can also target entrepreneurs by advertising East Hants as a great place to start-up and grow a new business.

### **GOAL 3: IMPROVING CONNECTIVITY AND INFRASTRUCTURE**

***Provide accessible and affordable public transportation options for East Hants residents.***

There is value in East Hants revisiting the Transit Services Operating and Business Plan. Presented to Council in February 2021, the plan provides a viable starting point and framework for introducing public transportation in the region.



***Ensure that all East Hants residents have access to reliable, high-speed internet connections.***

East Hants should continue to actively partner with Develop Nova Scotia and support the Internet for Nova Scotia Initiative to bring high-speed internet to all East Hants communities. A reliable internet connection is important for personal and professional reasons, particularly for entrepreneurs looking to start and grow their business, or employees who work from home.

***Increase the attractiveness of the village cores through streetscaping guidelines which prioritize walkability, foot traffic, and accessibility to local businesses and community facilities.***

East Hants should continue to work towards the development of the “Main Street” streetscape plan and design. In addition to walkability, the streetscaping guidelines and plan should prioritize placemaking and uniqueness of the community. Possible improvements could include new signage, beautification fixtures such as benches, bike racks, waste receptacles, planters and flowers, planting shrubs and trees, additional lighting and other amenities. This model could be duplicated across the village core zones in East Hants.

## **Targets**

The East Hants Economic Development Working Group should consider monitoring progress annually on the following factors to ensure progress is being made with the implementation of the Plan and its goals:

- The number or percentage of East Hants employers reporting that they have been better able to fill positions and attract new employees to grow their labour force
- The number or percentage of East Hants employers reporting greater success with retaining employees
- The number or percentage of East Hants employers reporting that they employ members of underrepresented groups, and how many positions are filled by: newcomers to Canada, members of the LGBTQ2S+ community, racialized/visible minorities, members of the Sipekne’katik First Nation community, people with disabilities, older workers, or women working in what were once considered non-traditional occupations
- The number or percentage of East Hants employers reporting familiarity with federal and provincial programs and those who have reported applying or accessing such programs and/or funding

- The number or percentage of East Hants employers reporting improved confidence that high school students will have the right skills to meet their needs, or that report less issues with the perceived skills mismatches of employees and their workforce needs
- By 2027, over 99% of East Hants businesses and homes should have access to reliable, high-speed internet
- By 2027, East Hants should offer some designated affordable housing units

The Plan is recommended to take place from 2022-27, which means that the five-year wrap-up of the Plan will coincide with the 2026 census data being released in 2027.

At that point, the 2026 Census data should be compared to the 2025 benchmark targets identified below. These 2026 benchmarks have been developed by comparing 2016 census data and determining ambitious, yet achievable, targets as we evaluate success of the implementation of the Plan.

	2016 Census Data	2026 Benchmark Target
Population	22,453*	24,000
Labour Force	12,270	12,800
Participation Rate	66.3%	63.2%
Employment Rate	61.2%	63.2%
Average Total Income of One-Person Households (\$)	\$42,154**	\$45,000

\*excludes the Sipekne'katik First Nation Community of Indian Brook (IR #14)

\*\* 2016 census includes 2015 income data.

## Evaluation

The East Hants Workforce Development Plan should span five years, with a proposed start date in January 2022 and wrap up for December 2027. As discussed above, identified targets will be compared to 2026 census data. As well, there are other measures that can be examined annually to track progress.

In 2027, the Workforce Development Survey should be redistributed and evaluated for progress versus the 2021 survey results. Follow-up stakeholder meetings should also be conducted at the end of the three years for qualitative evaluation and feedback purposes.

The Economic Development Working Group should play a key role with the municipality to track and evaluate the Plan's success and to determine next steps for the future.



# APPENDICES

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**A**

**Stakeholder Interviews and Acknowledgements**

**B**

**Workforce Development Survey Results**

**C**

**Industry Associations, Sector Councils and Other Interest Groups**

**D**

**Links and Resources**





# APPENDIX A:

## STAKEHOLDER INTERVIEWS AND ACKNOWLEDGEMENTS

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Fisher Transport Limited  
Immigrant Services Association of Nova Scotia (ISANS)  
Statistics Canada  
Nova Scotia Apprenticeship Agency  
RBC Royal Bank Elmsdale  
Nova Scotia Department of Education and Early Childhood Development  
Chignecto Central Regional Centre for Education  
East Hants Community Learning Association (EHCLA)  
Halifax International Airport Authority (HIAA)  
LilyPond Vintage Furniture & Home Décor  
Elmsdale Superstore  
Pratt & Whitney Canada (P&WC)  
Tourism Industry Association of Nova Scotia (TIANS)  
Halifax Partnership  
Forestry Sector Council  
The Shaw Group Limited  
Gold Bond Canada Ltd. (National Gypsum)  
Nova Scotia Construction Sector Council  
East Hants & Districts Chamber of Commerce  
Prestige Homes  
RONA Elmsdale  
Cup of Soul Café  
Jade Stone Halifax Ltd.  
Brannen's Service Centre Limited  
Nova Scotia Works - Futureworx  
Michael Blois (Liberal MLA Candidate for East Hants)  
Nova Scotia Health Authority  
Placemaking 4G  
Sipekne'katik - Native Employment and Training  
Frieze & Roy General Store



# APPENDIX B:

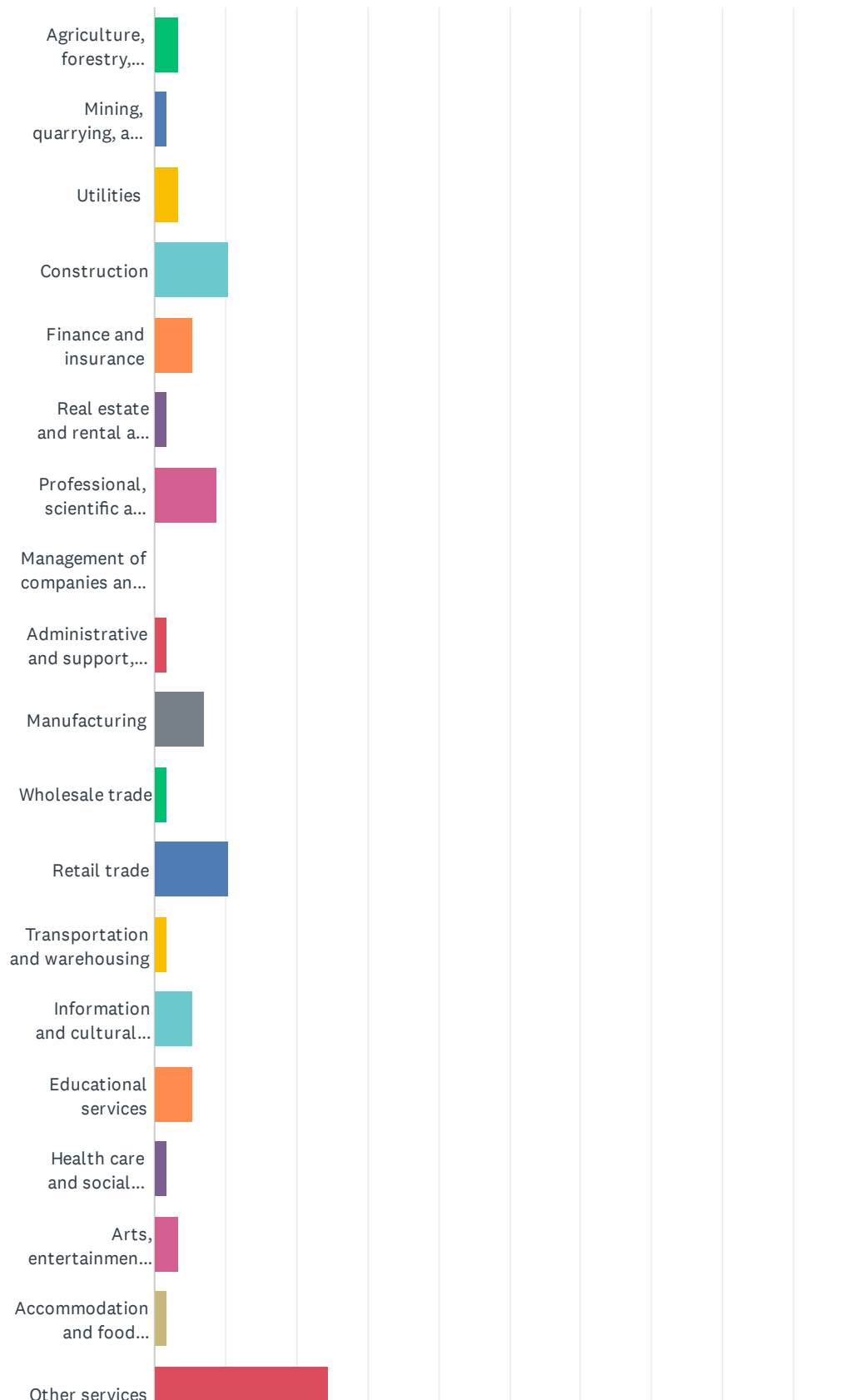
## WORKFORCE DEVELOPMENT SURVEY RESULTS

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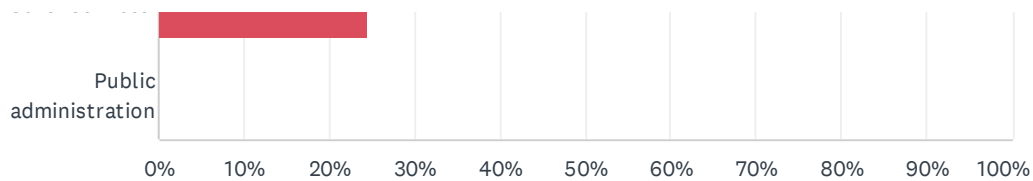
## Q1 Please indicate what best describes your business.

Answered: 57 Skipped: 0





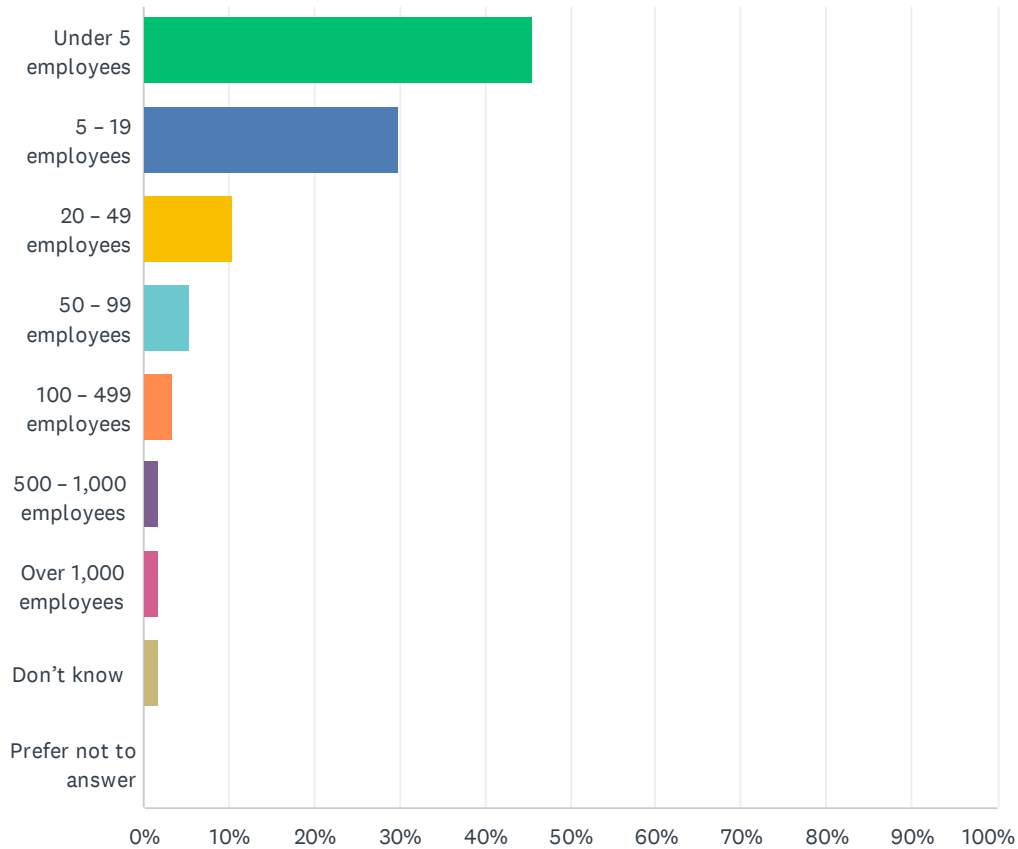
## Municipality of East Hants - Workforce Development



ANSWER CHOICES	RESPONSES	
Agriculture, forestry, fishing and hunting	3.51%	2
Mining, quarrying, and oil and gas extraction	1.75%	1
Utilities	3.51%	2
Construction	10.53%	6
Finance and insurance	5.26%	3
Real estate and rental and leasing	1.75%	1
Professional, scientific and technical services	8.77%	5
Management of companies and enterprises	0.00%	0
Administrative and support, waste management and remediation services	1.75%	1
Manufacturing	7.02%	4
Wholesale trade	1.75%	1
Retail trade	10.53%	6
Transportation and warehousing	1.75%	1
Information and cultural industries	5.26%	3
Educational services	5.26%	3
Health care and social assistance	1.75%	1
Arts, entertainment and recreation	3.51%	2
Accommodation and food services	1.75%	1
Other services	24.56%	14
Public administration	0.00%	0
<b>TOTAL</b>		<b>57</b>

## Q2 Approximately how many full-time employees work for your company across all locations?

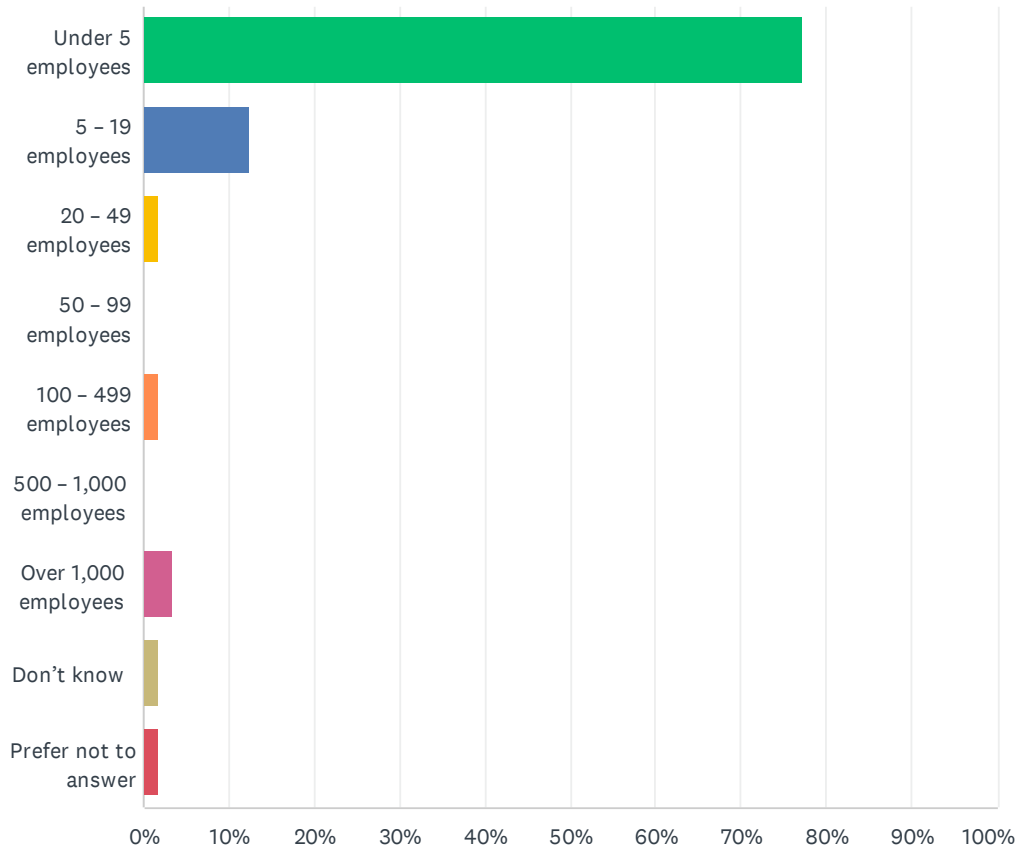
Answered: 57 Skipped: 0



ANSWER CHOICES	RESPONSES	
Under 5 employees	45.61%	26
5 – 19 employees	29.82%	17
20 – 49 employees	10.53%	6
50 – 99 employees	5.26%	3
100 – 499 employees	3.51%	2
500 – 1,000 employees	1.75%	1
Over 1,000 employees	1.75%	1
Don't know	1.75%	1
Prefer not to answer	0.00%	0
<b>TOTAL</b>		<b>57</b>

### Q3 Approximately how many part-time employees work for your company across all locations?

Answered: 57 Skipped: 0

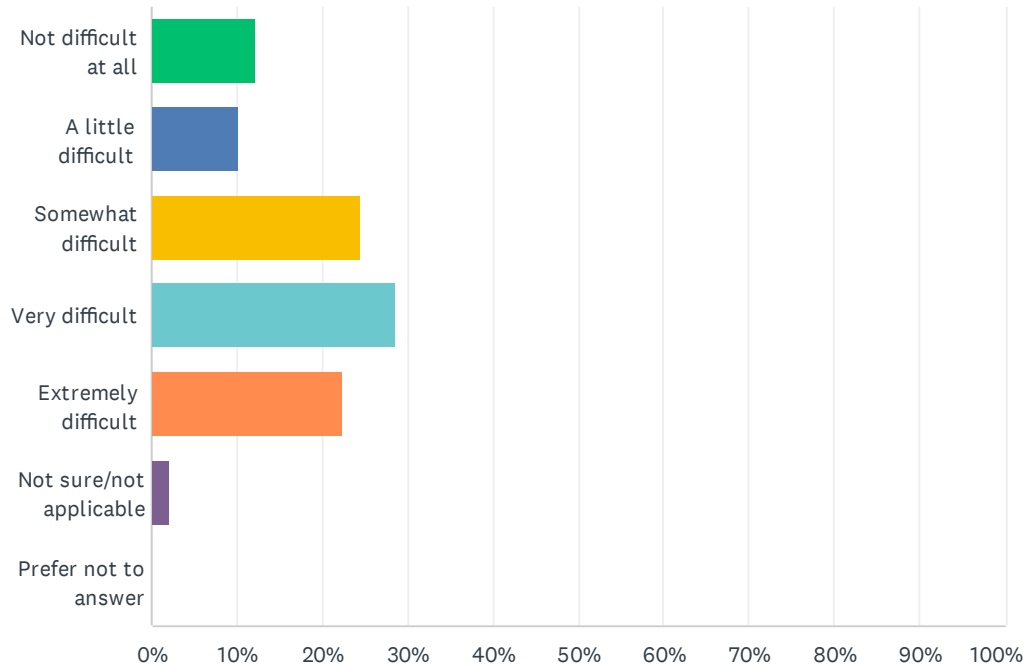


ANSWER CHOICES	RESPONSES	
Under 5 employees	77.19%	44
5 – 19 employees	12.28%	7
20 – 49 employees	1.75%	1
50 – 99 employees	0.00%	0
100 – 499 employees	1.75%	1
500 – 1,000 employees	0.00%	0
Over 1,000 employees	3.51%	2
Don't know	1.75%	1
Prefer not to answer	1.75%	1
<b>TOTAL</b>		<b>57</b>



## Q4 How difficult is finding employees who have the requisite education, training and/or skills to fill the workforce needs of your own company?

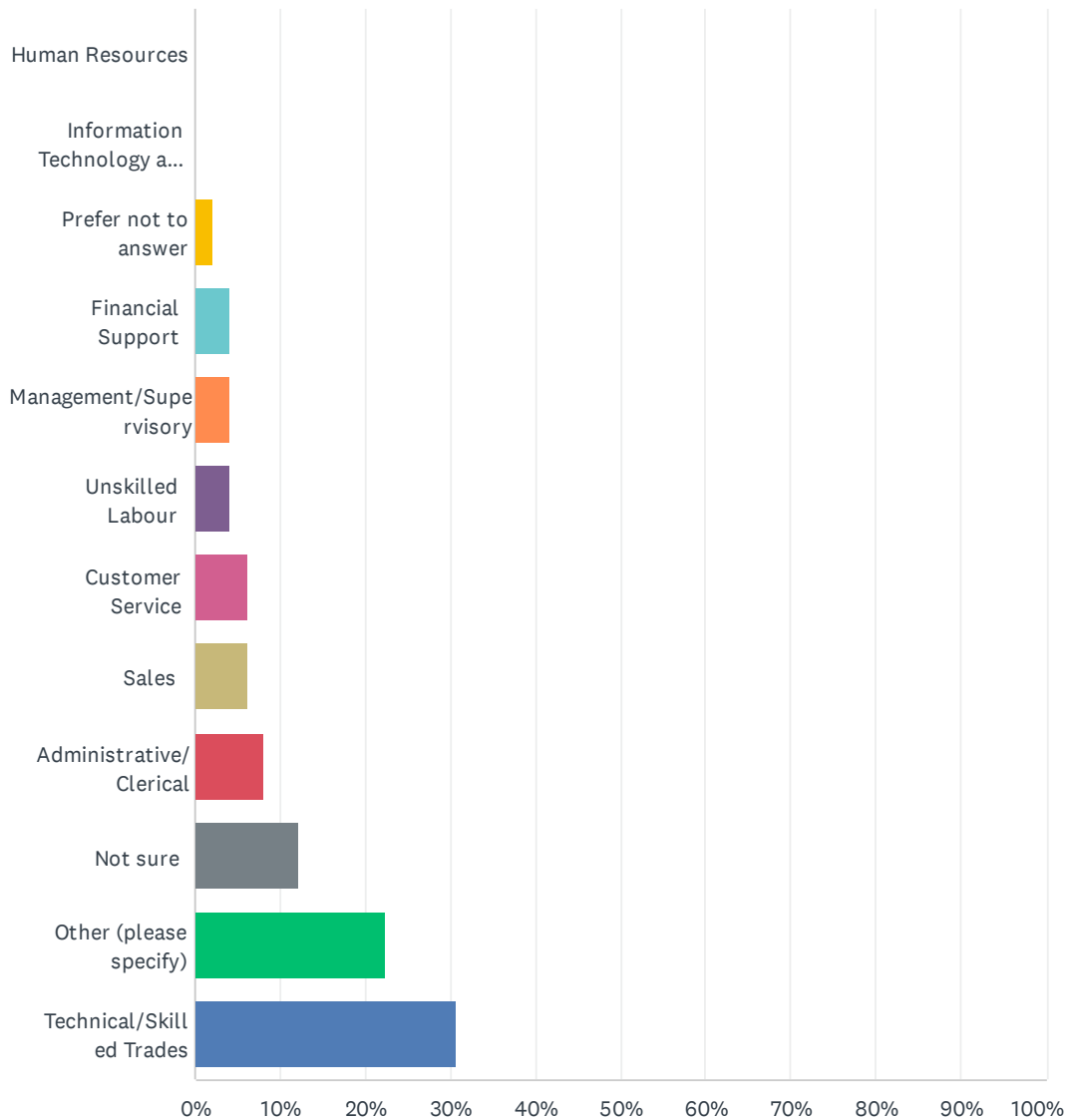
Answered: 49 Skipped: 8



ANSWER CHOICES	RESPONSES	
Not difficult at all	12.24%	6
A little difficult	10.20%	5
Somewhat difficult	24.49%	12
Very difficult	28.57%	14
Extremely difficult	22.45%	11
Not sure/not applicable	2.04%	1
Prefer not to answer	0.00%	0
<b>TOTAL</b>		<b>49</b>

## Q5 What types of positions do you have the most difficulty filling?

Answered: 49 Skipped: 8



## Municipality of East Hants - Workforce Development

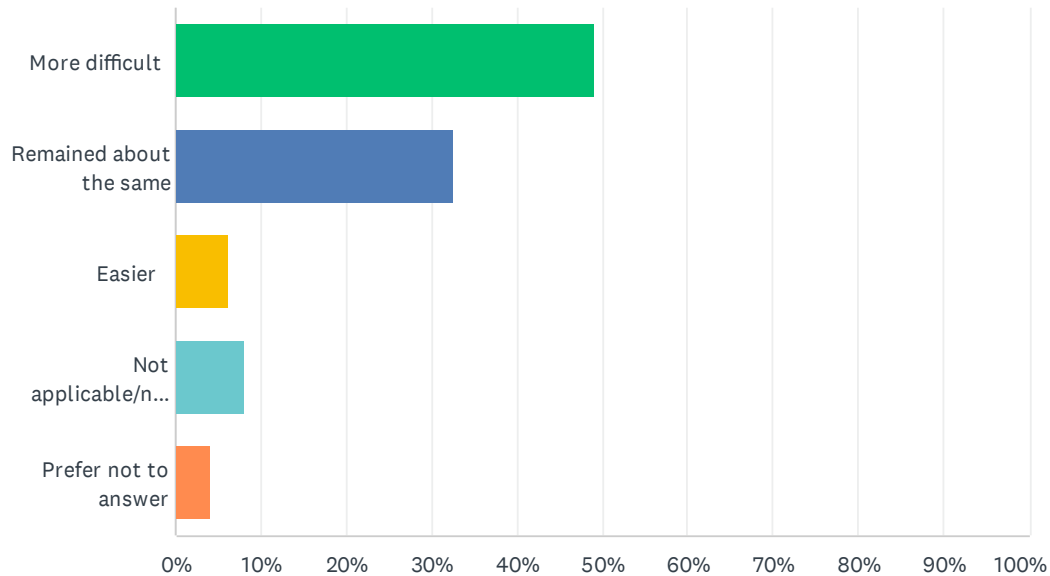
ANSWER CHOICES	RESPONSES
Human Resources	0.00% 0
Information Technology and Management	0.00% 0
Prefer not to answer	2.04% 1
Financial Support	4.08% 2
Management/Supervisory	4.08% 2
Unskilled Labour	4.08% 2
Customer Service	6.12% 3
Sales	6.12% 3
Administrative/Clerical	8.16% 4
Not sure	12.24% 6
Other (please specify)	22.45% 11
Technical/Skilled Trades	30.61% 15
TOTAL	49

#	OTHER (PLEASE SPECIFY)	DATE
1	We hire for personality and the ability to learn. Common sense is a must.	5/27/2021 12:24 PM
2	cooks/servers	5/27/2021 9:45 AM
3	Financial service industry	5/23/2021 6:29 PM
4	Case Management of Client in Employment Support	5/21/2021 1:56 PM
5	Massage Therapy, Hair Stylist, Fitness Instructor	5/21/2021 10:16 AM
6	Museum interpretive guide	5/21/2021 9:46 AM
7	Seasonal	5/21/2021 9:44 AM
8	Specialized	5/17/2021 11:22 AM
9	educational tutors	5/13/2021 11:19 AM
10	drivers	5/13/2021 9:46 AM
11	Fire Fighter	5/13/2021 8:48 AM



## Q6 Over the past 5 years, has finding employees with the requisite education, training and/or skills become easier, more difficult or remained about the same?

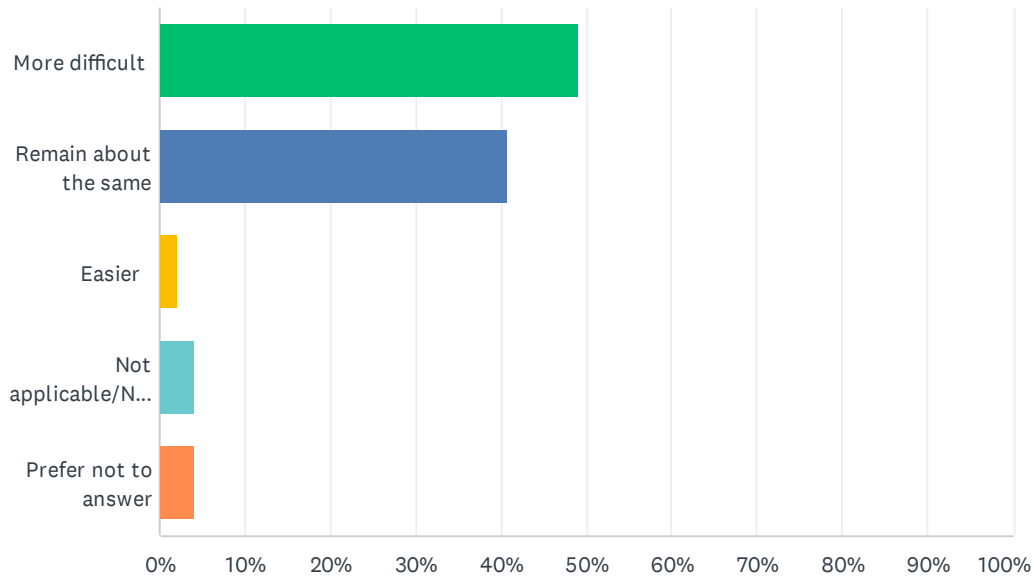
Answered: 49 Skipped: 8



ANSWER CHOICES	RESPONSES	
More difficult	48.98%	24
Remained about the same	32.65%	16
Easier	6.12%	3
Not applicable/not sure	8.16%	4
Prefer not to answer	4.08%	2
TOTAL		49

## Q7 Over the next 5 years, do you anticipate that finding employees with the requisite education, training and/or skills will become easier, more difficult or remain about the same?

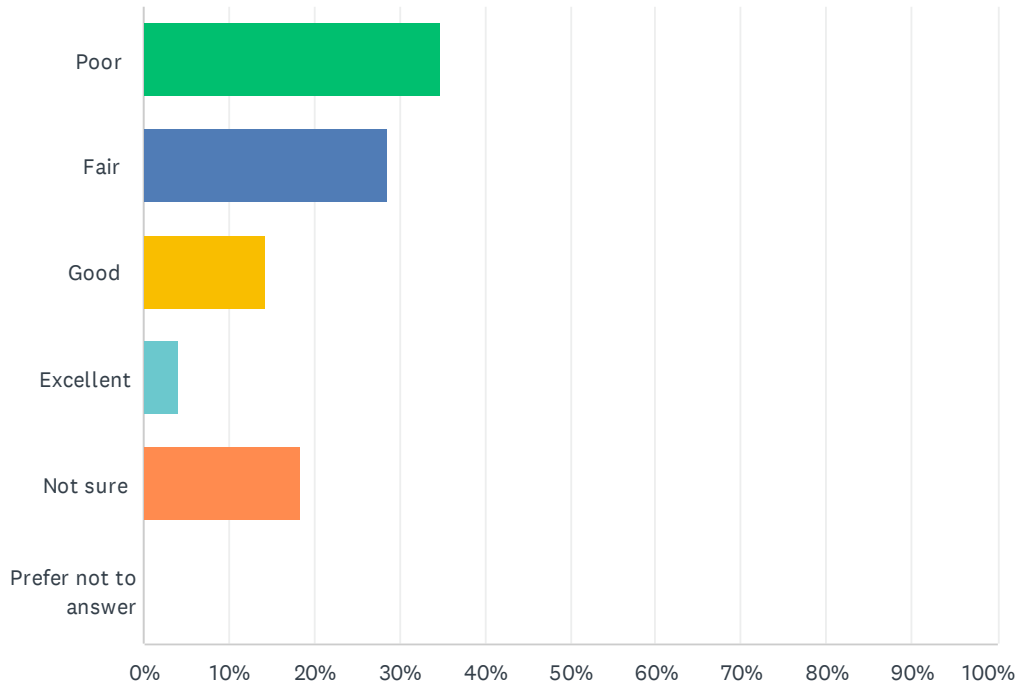
Answered: 49 Skipped: 8



ANSWER CHOICES	RESPONSES	
More difficult	48.98%	24
Remain about the same	40.82%	20
Easier	2.04%	1
Not applicable/Not sure	4.08%	2
Prefer not to answer	4.08%	2
TOTAL		49

## Q8 How would you describe the readiness of the current local and surrounding labor force to meet the needs of East Hants employers?

Answered: 49   Skipped: 8

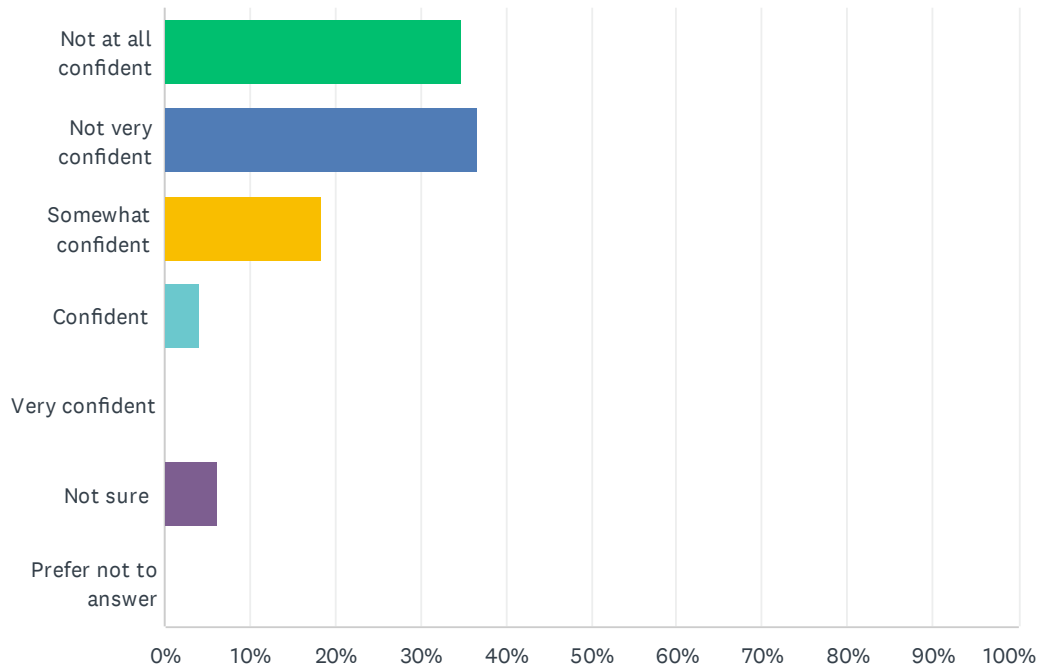


ANSWER CHOICES	RESPONSES	
Poor	34.69%	17
Fair	28.57%	14
Good	14.29%	7
Excellent	4.08%	2
Not sure	18.37%	9
Prefer not to answer	0.00%	0
<b>TOTAL</b>		<b>49</b>



## Q9 How confident are you that students entering the workforce with a high school diploma have the necessary skills and training to meet the demands and needs of today's employers?

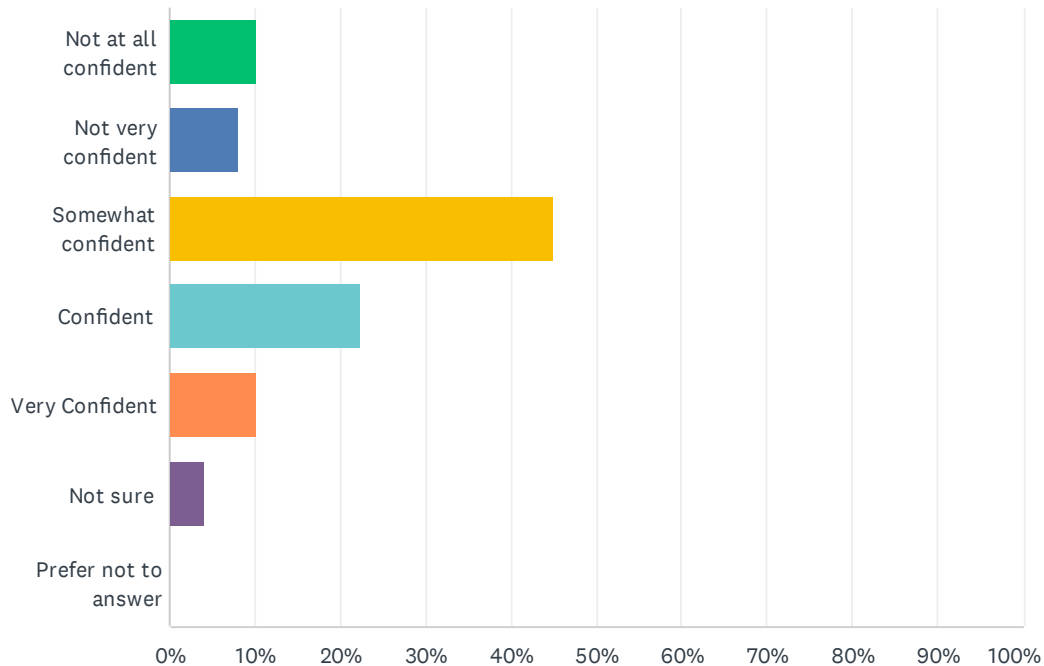
Answered: 49 Skipped: 8



ANSWER CHOICES	RESPONSES	
Not at all confident	34.69%	17
Not very confident	36.73%	18
Somewhat confident	18.37%	9
Confident	4.08%	2
Very confident	0.00%	0
Not sure	6.12%	3
Prefer not to answer	0.00%	0
<b>TOTAL</b>		<b>49</b>

## Q10 How confident are you that students entering the workforce with a community college diploma and/or trade or technical certification have the necessary skills and training to meet the demands and needs of today's employers?

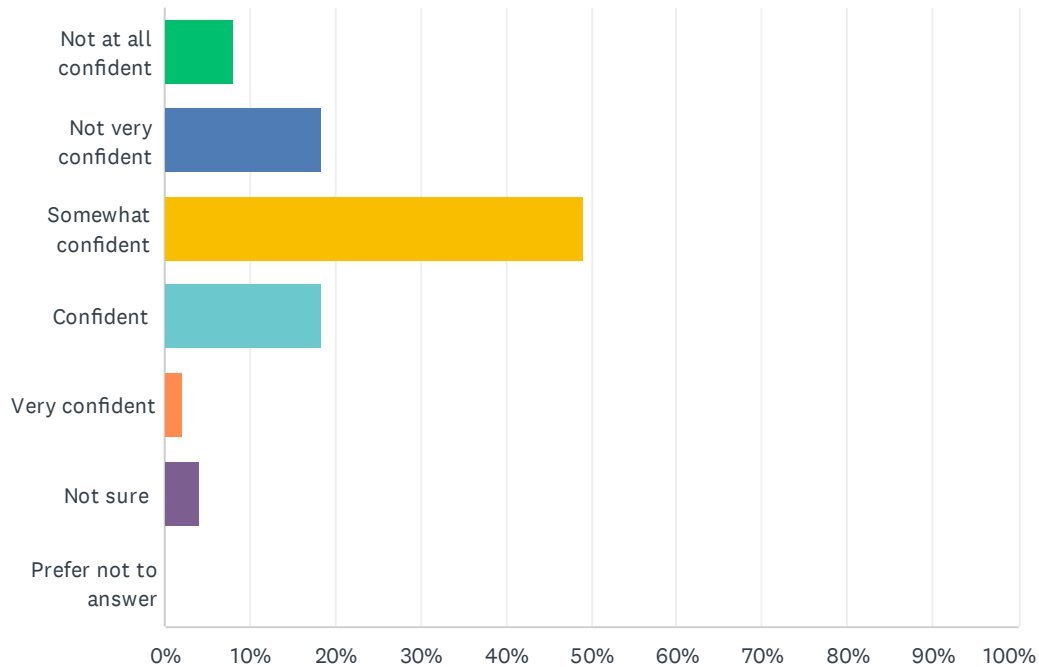
Answered: 49   Skipped: 8



ANSWER CHOICES	RESPONSES	
Not at all confident	10.20%	5
Not very confident	8.16%	4
Somewhat confident	44.90%	22
Confident	22.45%	11
Very Confident	10.20%	5
Not sure	4.08%	2
Prefer not to answer	0.00%	0
<b>TOTAL</b>		<b>49</b>

## Q11 How confident are you that students entering the workforce with a university degree have the necessary skills and training to meet the demands and needs of today's employers?

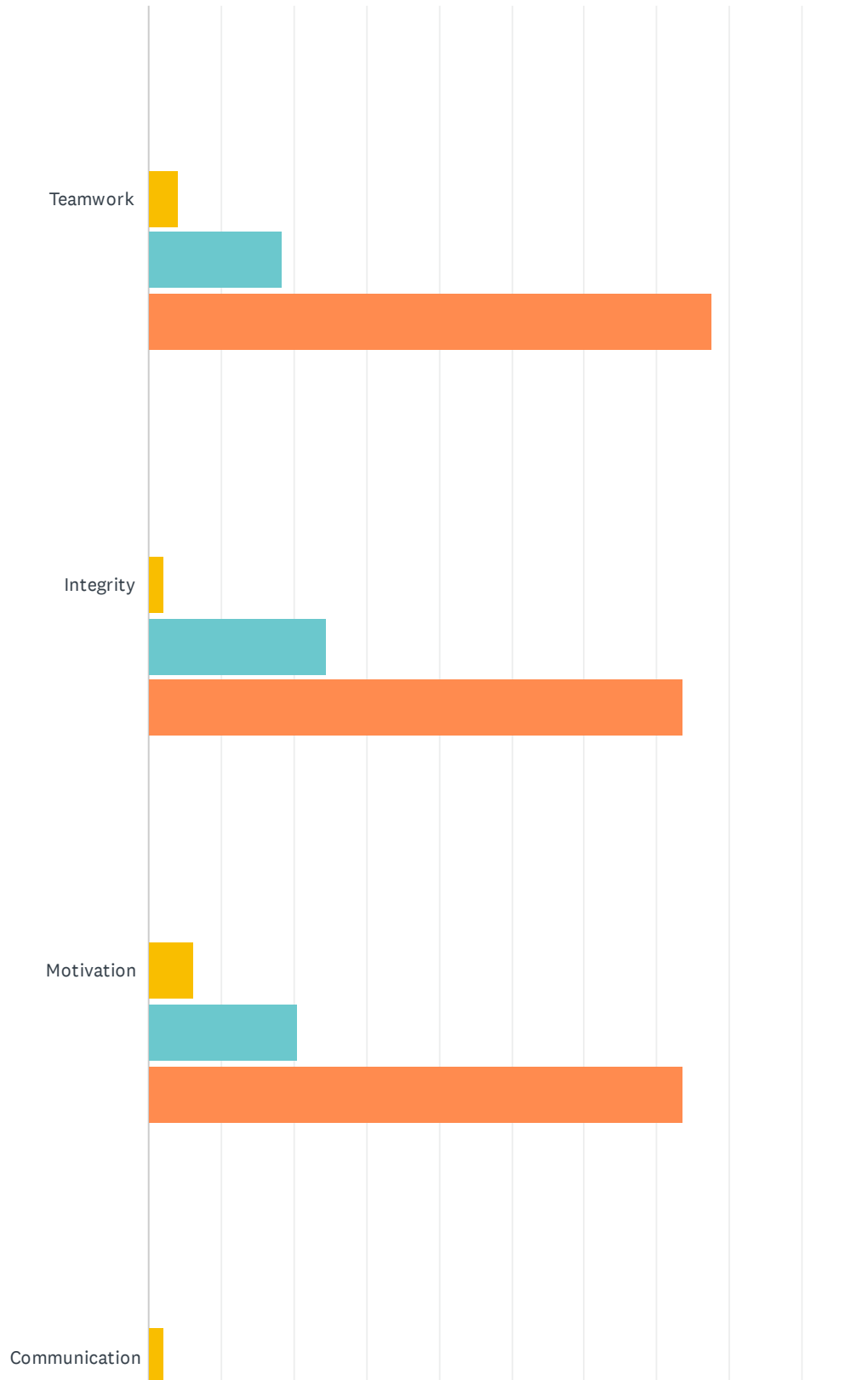
Answered: 49 Skipped: 8



ANSWER CHOICES	RESPONSES	
Not at all confident	8.16%	4
Not very confident	18.37%	9
Somewhat confident	48.98%	24
Confident	18.37%	9
Very confident	2.04%	1
Not sure	4.08%	2
Prefer not to answer	0.00%	0
<b>TOTAL</b>		<b>49</b>

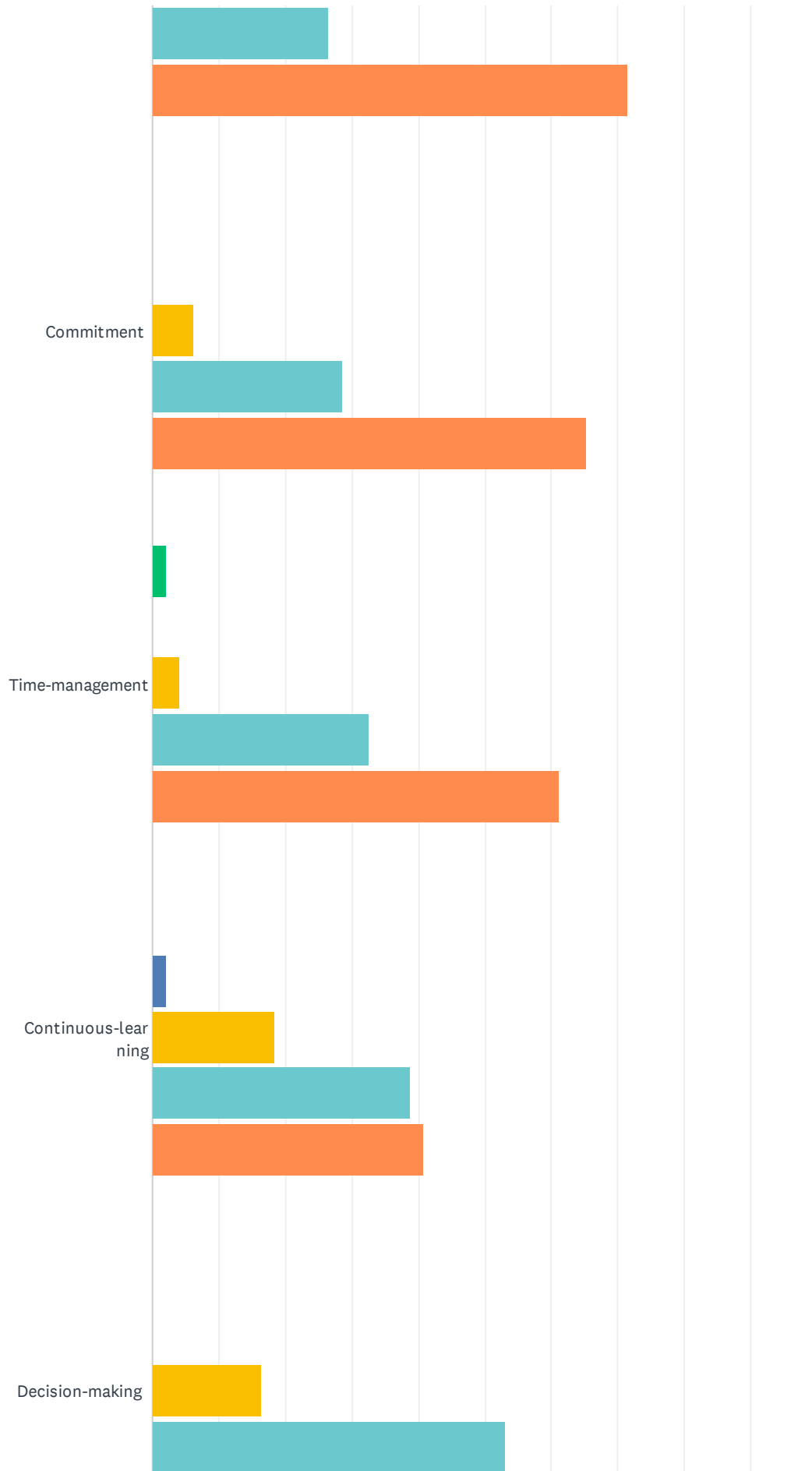
Q12 For the following employability skills, please rate each on the level of importance to your company when considering candidates.

Answered: 49 Skipped: 8





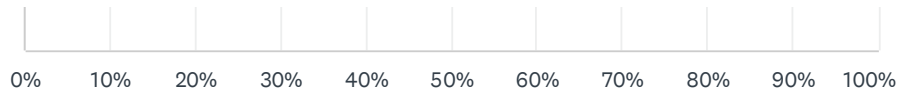
## Municipality of East Hants - Workforce Development



## Municipality of East Hants - Workforce Development



## Municipality of East Hants - Workforce Development

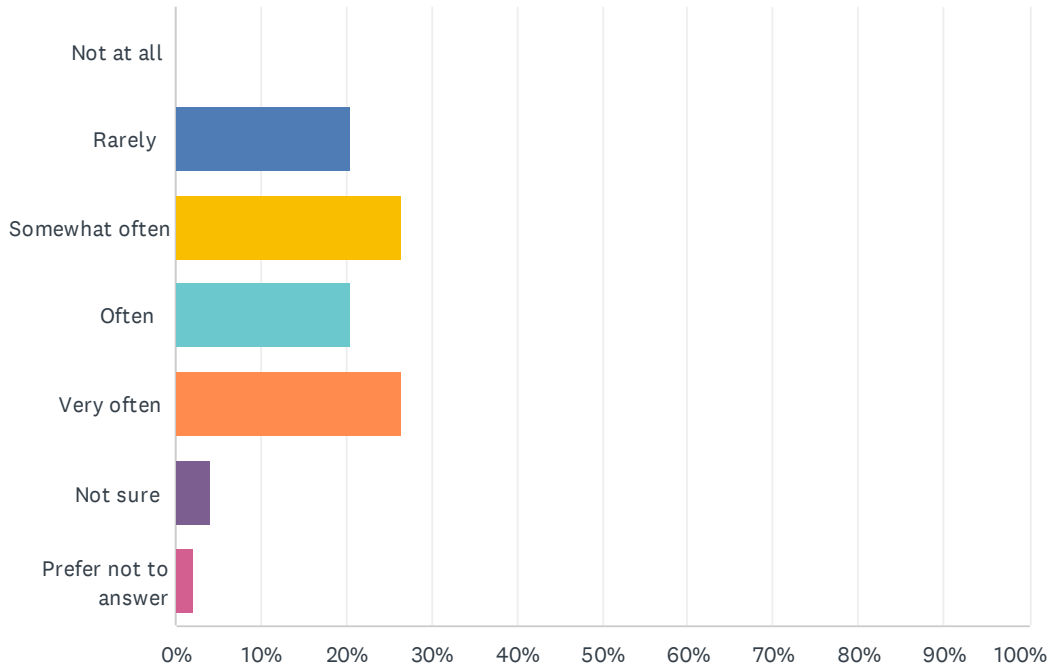


■ Not at all i... 
 ■ Not very im... 
 ■ Somewhat i... 
 ■ Important 
 ■ Very import...

	NOT AT ALL IMPORTANT	NOT VERY IMPORTANT	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT	TOTAL
Teamwork	0.00% 0	0.00% 0	4.08% 2	18.37% 9	77.55% 38	49
Integrity	0.00% 0	0.00% 0	2.04% 1	24.49% 12	73.47% 36	49
Motivation	0.00% 0	0.00% 0	6.12% 3	20.41% 10	73.47% 36	49
Communication	0.00% 0	0.00% 0	2.04% 1	26.53% 13	71.43% 35	49
Commitment	0.00% 0	0.00% 0	6.12% 3	28.57% 14	65.31% 32	49
Time- management	2.04% 1	0.00% 0	4.08% 2	32.65% 16	61.22% 30	49
Continuous- learning	0.00% 0	2.04% 1	18.37% 9	38.78% 19	40.82% 20	49
Decision- making	0.00% 0	0.00% 0	16.33% 8	53.06% 26	30.61% 15	49
Flexibility	0.00% 0	2.04% 1	12.24% 6	55.10% 27	30.61% 15	49
Leadership	0.00% 0	8.16% 4	30.61% 15	34.69% 17	26.53% 13	49
Innovation	0.00% 0	6.12% 3	46.94% 23	22.45% 11	24.49% 12	49
Negotiation	2.04% 1	2.04% 1	48.98% 24	32.65% 16	14.29% 7	49

## Q13 How often are job candidates underqualified for openings at your company?

Answered: 49 Skipped: 8

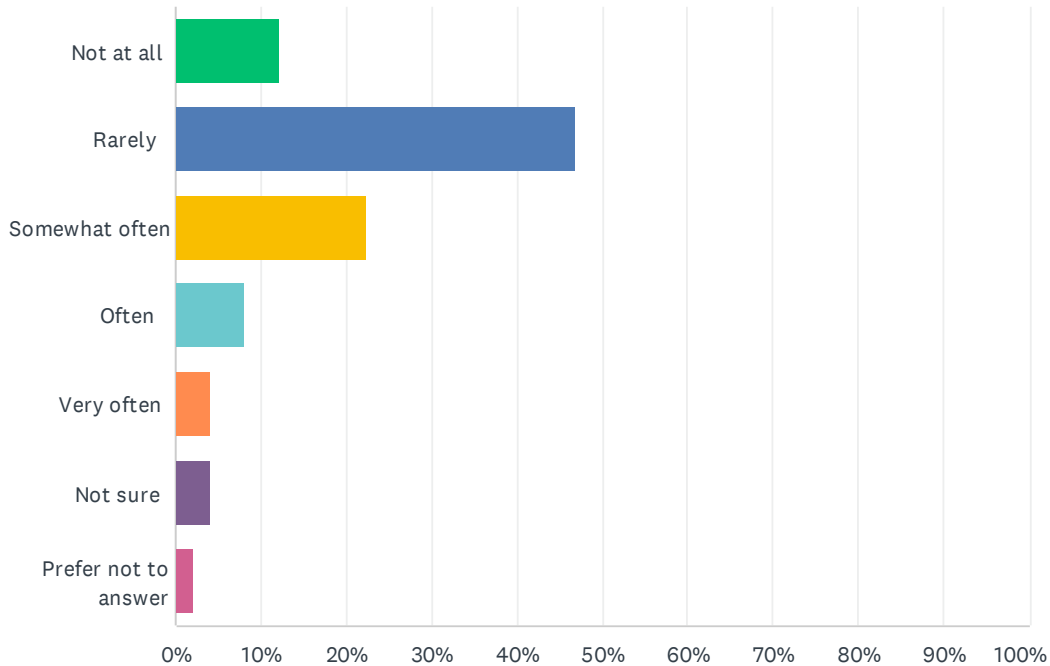


ANSWER CHOICES	RESPONSES	
Not at all	0.00%	0
Rarely	20.41%	10
Somewhat often	26.53%	13
Often	20.41%	10
Very often	26.53%	13
Not sure	4.08%	2
Prefer not to answer	2.04%	1
<b>TOTAL</b>		<b>49</b>



## Q14 How often are job candidates overqualified for openings at your company?

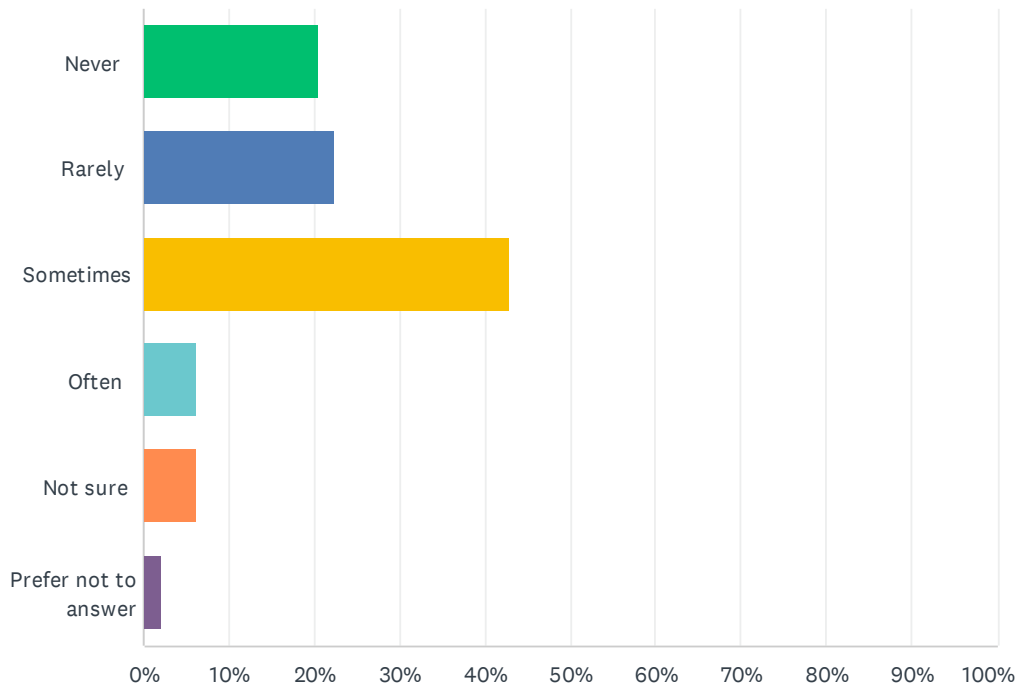
Answered: 49 Skipped: 8



ANSWER CHOICES	RESPONSES	
Not at all	12.24%	6
Rarely	46.94%	23
Somewhat often	22.45%	11
Often	8.16%	4
Very often	4.08%	2
Not sure	4.08%	2
Prefer not to answer	2.04%	1
<b>TOTAL</b>		<b>49</b>

## Q15 How frequently are employment offers to candidates rejected?

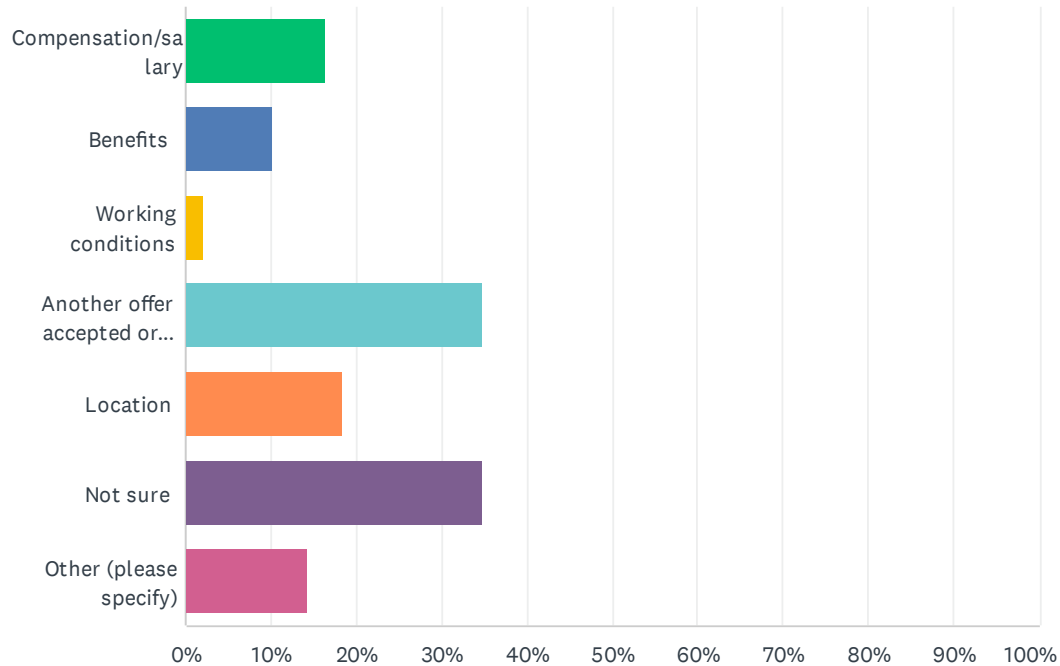
Answered: 49   Skipped: 8



ANSWER CHOICES	RESPONSES	
Never	20.41%	10
Rarely	22.45%	11
Sometimes	42.86%	21
Often	6.12%	3
Not sure	6.12%	3
Prefer not to answer	2.04%	1
<b>TOTAL</b>		<b>49</b>

## Q16 Please indicate the reasons employment offers made to candidates are rejected.

Answered: 49 Skipped: 8



ANSWER CHOICES	RESPONSES	
Compensation/salary	16.33%	8
Benefits	10.20%	5
Working conditions	2.04%	1
Another offer accepted or pending	34.69%	17
Location	18.37%	9
Not sure	34.69%	17
Other (please specify)	14.29%	7
Total Respondents: 49		

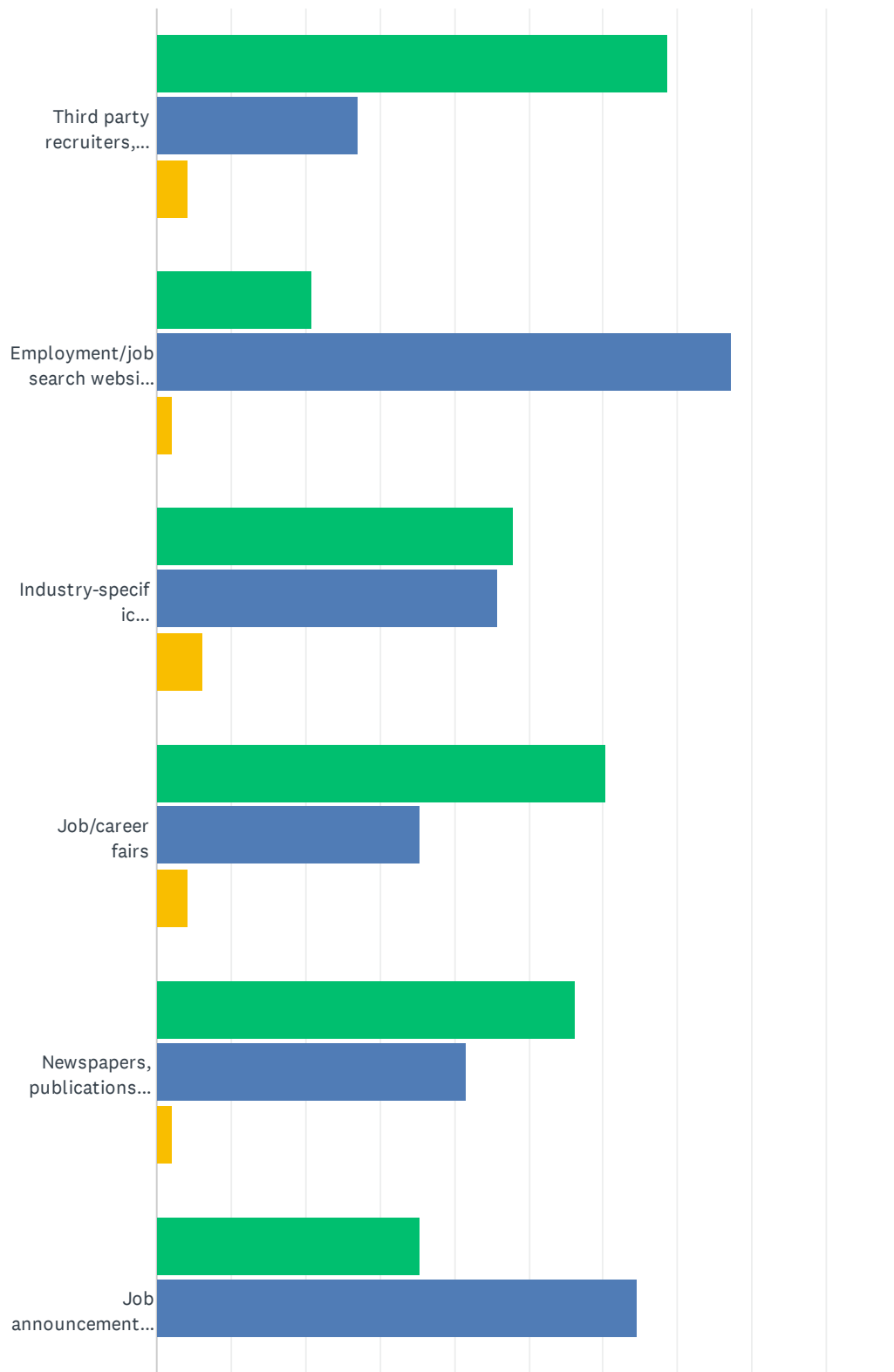
#	OTHER (PLEASE SPECIFY)	DATE
1	Personal credibility is paramount in my industry of financial services	5/23/2021 6:29 PM
2	not applicable	5/17/2021 11:22 AM
3	Lack of motivation	5/16/2021 3:18 PM
4	we don't often get an answer as they simply don't show up or stop showing up	5/13/2021 1:15 PM
5	part time hours	5/13/2021 11:19 AM
6	Don't like farming.	5/13/2021 8:52 AM



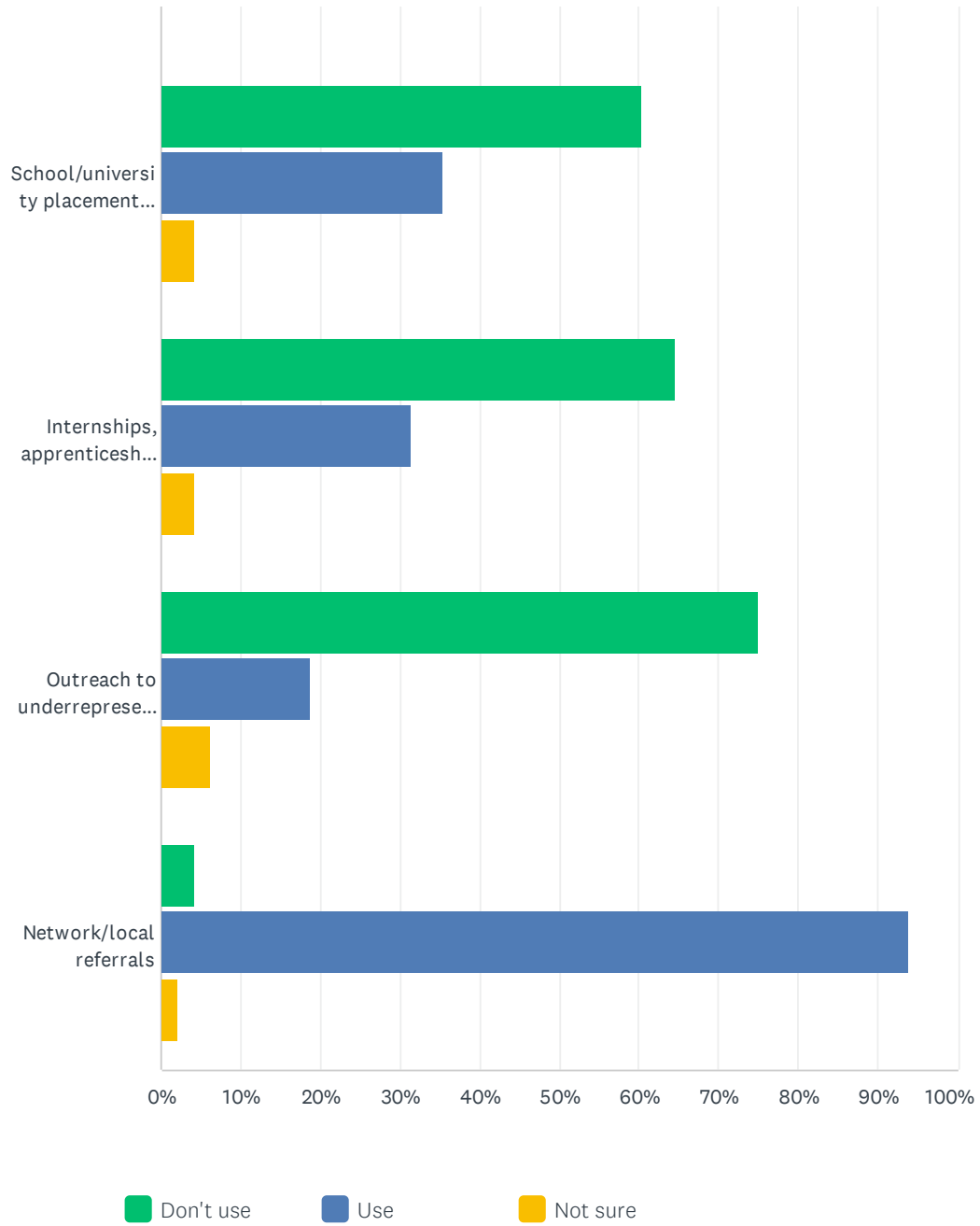


Q17 Please indicate which of these methods or resources are used by your company to recruit employees and promote job opportunities or open positions.

Answered: 48 Skipped: 9



## Municipality of East Hants - Workforce Development



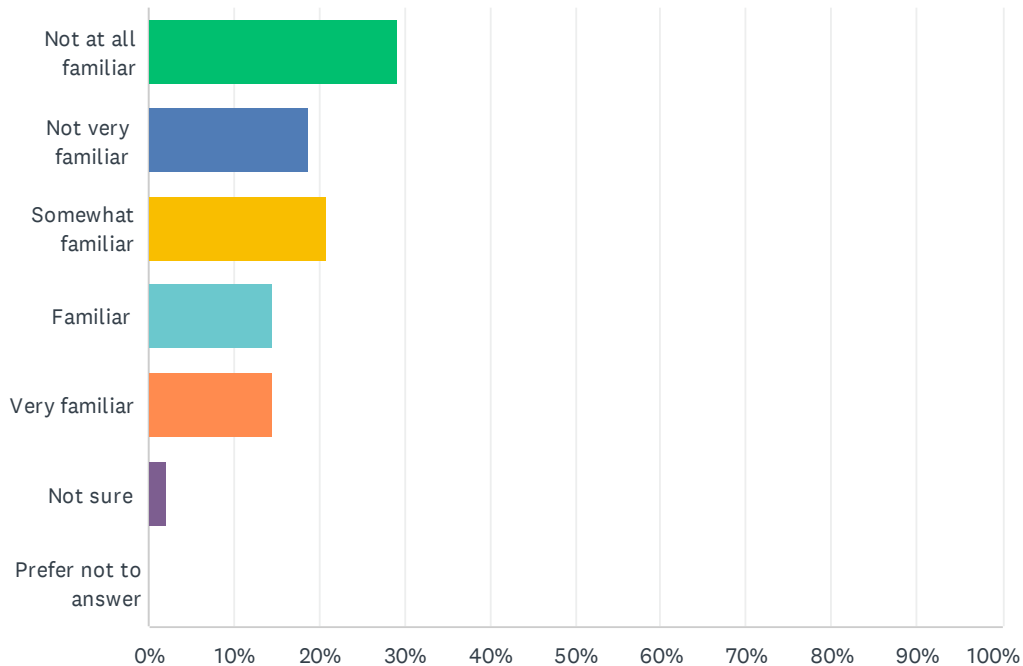
# Municipality of East Hants - Workforce Development

	DON'T USE	USE	NOT SURE	TOTAL
Third party recruiters, head hunters, staffing firms or employment agencies	68.75% 33	27.08% 13	4.17% 2	48
Employment/job search websites (Indeed, Career Beacon, etc.)	20.83% 10	77.08% 37	2.08% 1	48
Industry-specific associations, websites, networks or unions	47.92% 23	45.83% 22	6.25% 3	48
Job/career fairs	60.42% 29	35.42% 17	4.17% 2	48
Newspapers, publications, radio/TV and other media advertising	56.25% 27	41.67% 20	2.08% 1	48
Job announcements on company website and/or internal communication channels	35.42% 17	64.58% 31	0.00% 0	48
School/university placement programs	60.42% 29	35.42% 17	4.17% 2	48
Internships, apprenticeships or other internal development/training programs	64.58% 31	31.25% 15	4.17% 2	48
Outreach to underrepresented communities	75.00% 36	18.75% 9	6.25% 3	48
Network/local referrals	4.17% 2	93.75% 45	2.08% 1	48

#	OTHER (PLEASE SPECIFY)	DATE
1	Local organizations such as Futureworx	5/27/2021 4:56 PM

**Q18 The provincial and federal government currently support a variety of programs available to help partner with employers on workforce development initiatives, ranging from programs like START to the Atlantic Immigration Pilot program. How familiar are you with these offerings?**

Answered: 48 Skipped: 9

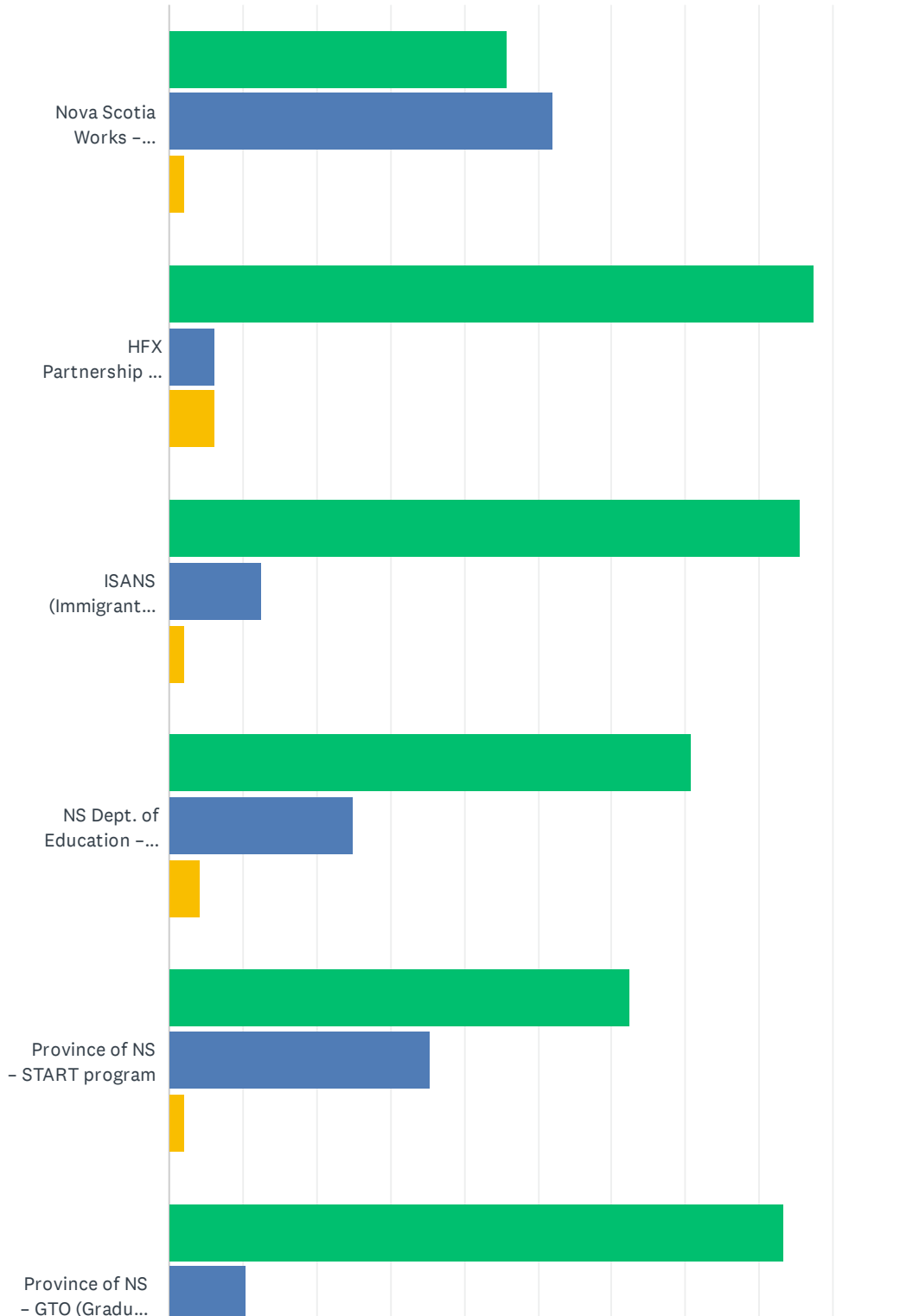


ANSWER CHOICES	RESPONSES	
Not at all familiar	29.17%	14
Not very familiar	18.75%	9
Somewhat familiar	20.83%	10
Familiar	14.58%	7
Very familiar	14.58%	7
Not sure	2.08%	1
Prefer not to answer	0.00%	0
<b>TOTAL</b>		<b>48</b>

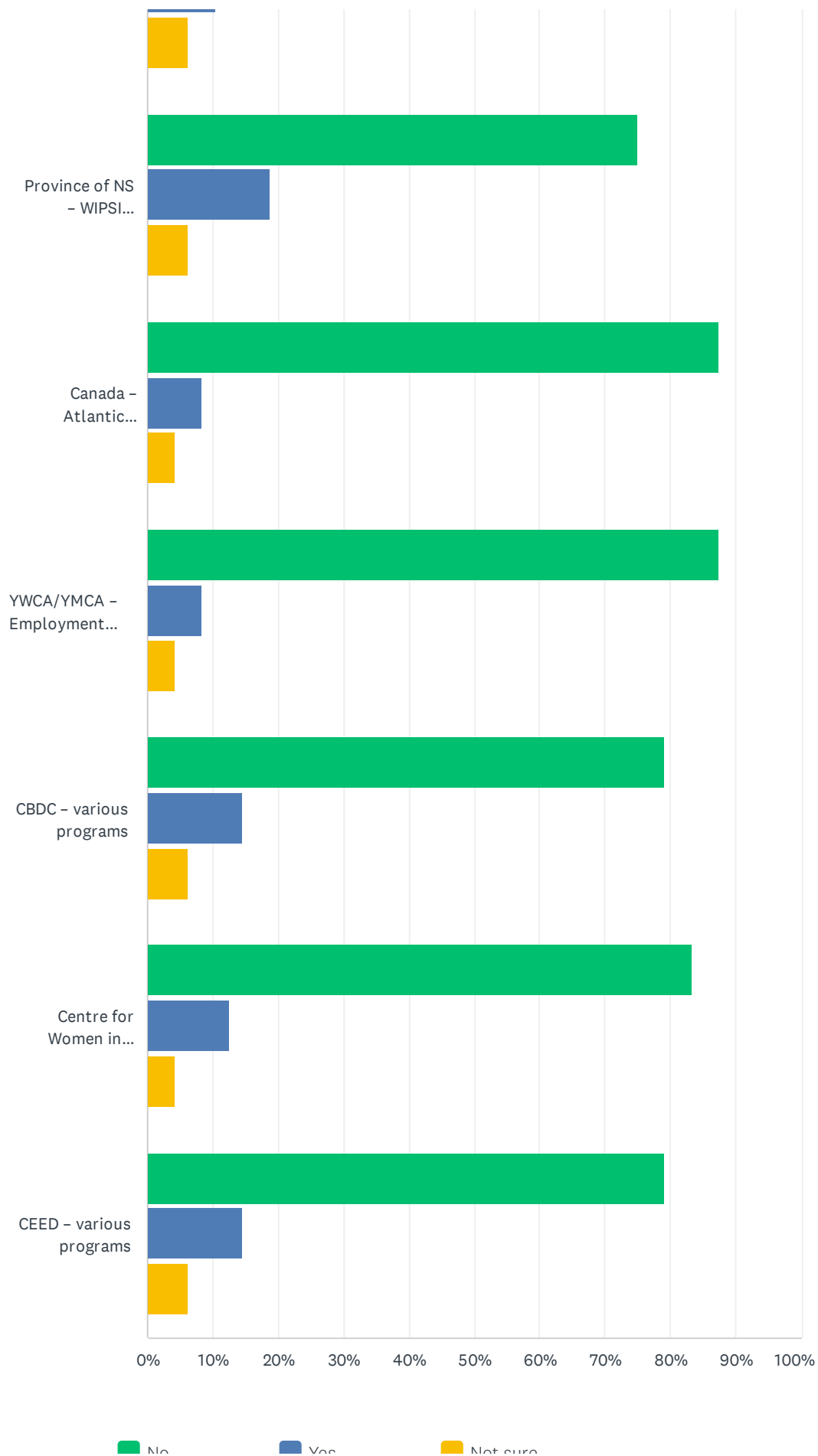


Q19 The following are several workforce-development related programs and opportunities available to employers through the municipality/province/federal government working in conjunction with other agencies. Which of the following, if any, have you utilized?

Answered: 48 Skipped: 9



## Municipality of East Hants - Workforce Development



# Municipality of East Hants - Workforce Development

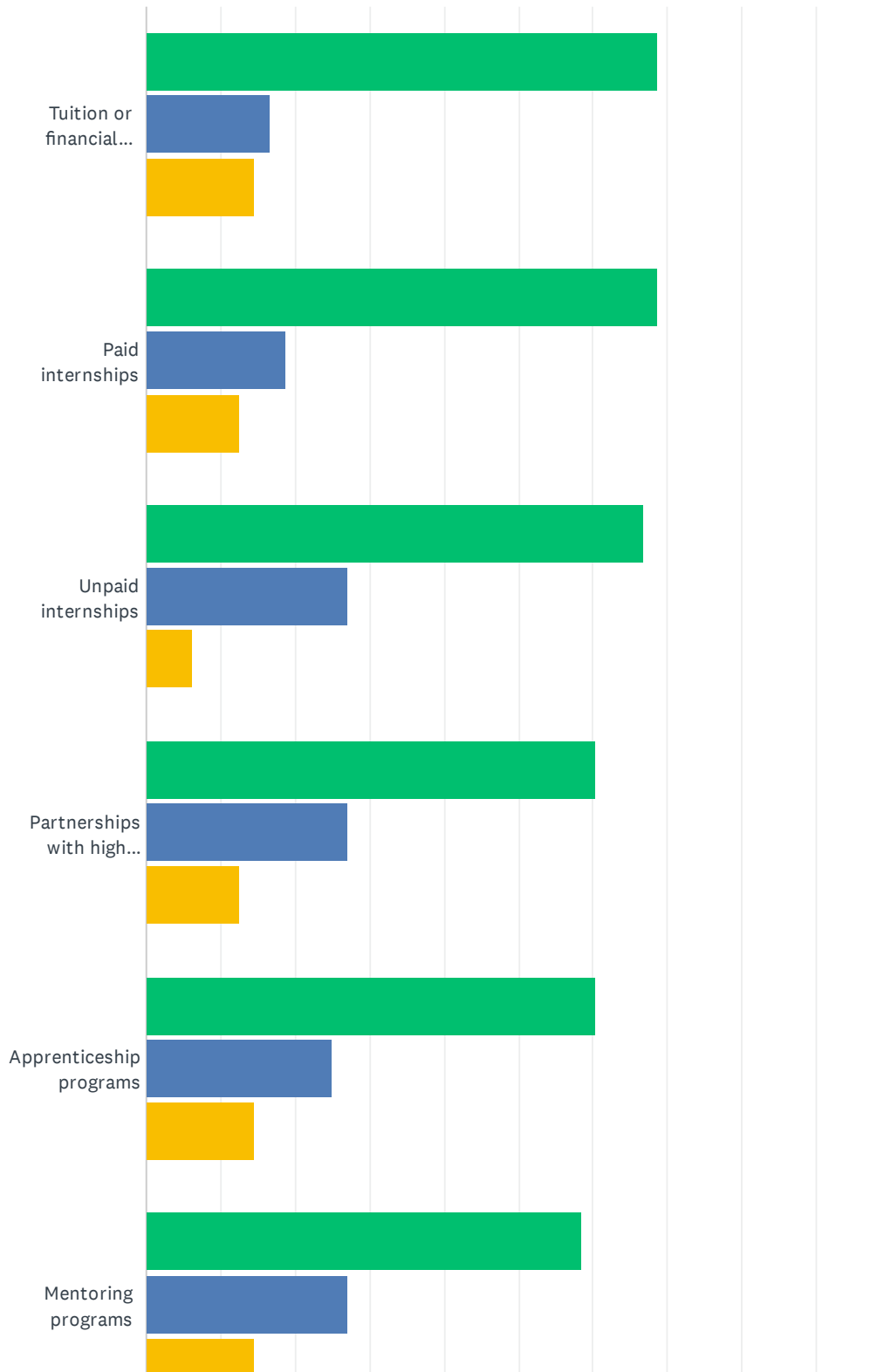
■ NO
 ■ YES
 ■ NOT SURE

	NO	YES	NOT SURE	TOTAL
Nova Scotia Works – Opportunity Place, Nova Scotia Works – Futureworx - Various programs	45.83% 22	52.08% 25	2.08% 1	48
HFX Partnership – Connector program	87.50% 42	6.25% 3	6.25% 3	48
ISANS (Immigrant Services Assoc. of NS) – various programs	85.42% 41	12.50% 6	2.08% 1	48
NS Dept. of Education – Cooperative Education/sector programs	70.83% 34	25.00% 12	4.17% 2	48
Province of NS – START program	62.50% 30	35.42% 17	2.08% 1	48
Province of NS – GTO (Graduate to Opportunity) program	83.33% 40	10.42% 5	6.25% 3	48
Province of NS – WIPSI (Workplace Innovation Productivity Skills Incentive) program	75.00% 36	18.75% 9	6.25% 3	48
Canada – Atlantic Immigration Pilot program	87.50% 42	8.33% 4	4.17% 2	48
YWCA/YMCA – Employment Services program	87.50% 42	8.33% 4	4.17% 2	48
CBDC – various programs	79.17% 38	14.58% 7	6.25% 3	48
Centre for Women in Business – various programs	83.33% 40	12.50% 6	4.17% 2	48
CEED – various programs	79.17% 38	14.58% 7	6.25% 3	48

#	OTHER (PLEASE SPECIFY)	DATE
1	Canada Summer Employment Grants	5/27/2021 4:56 PM
2	We are a government run organization that doesn't qualify for a number of programs. I am not privy to the decision process at this level.	5/17/2021 11:31 AM

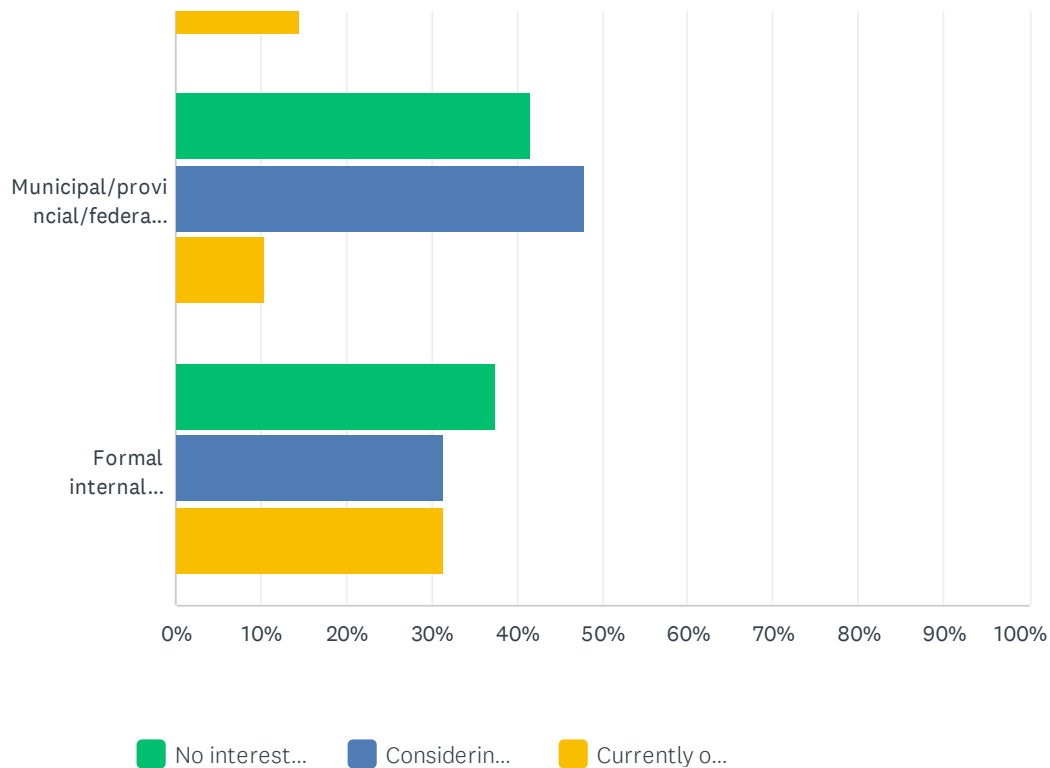
Q20 For each of the following, please indicate if your company currently offers, or is considering offering these services as part of its workforce development activities.

Answered: 48 Skipped: 9





## Municipality of East Hants - Workforce Development

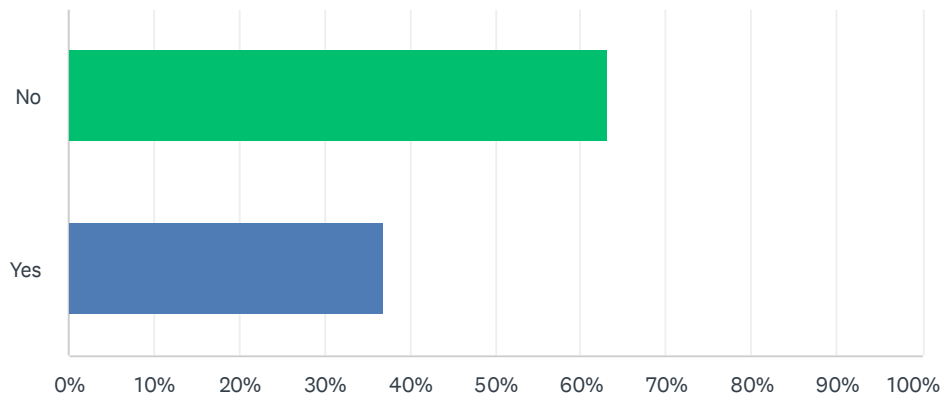


	NO INTEREST IN OFFERING/NOT APPLICABLE	CONSIDERING OFFERING	CURRENTLY OFFER	TOTAL
Tuition or financial assistance for academic courses or job-related training	68.75% 33	16.67% 8	14.58% 7	48
Paid internships	68.75% 33	18.75% 9	12.50% 6	48
Unpaid internships	66.67% 32	27.08% 13	6.25% 3	48
Partnerships with high schools, technical schools, or universities	60.42% 29	27.08% 13	12.50% 6	48
Apprenticeship programs	60.42% 29	25.00% 12	14.58% 7	48
Mentoring programs	58.33% 28	27.08% 13	14.58% 7	48
Municipal/provincial/federally sponsored employer incentive programs or staffing services	41.67% 20	47.92% 23	10.42% 5	48
Formal internal training programs that develop specific workforce skills or knowledge	37.50% 18	31.25% 15	31.25% 15	48

#	OTHER (PLEASE SPECIFY)	DATE
1	Government programs have us licensed to train , but we cut most of the cost out since it is on the job	5/23/2021 6:35 PM
2	It should be noted that my company tried to find out if it could legally offer unpaid internships in our province and has been unable to obtain an answer on this!	5/21/2021 10:25 AM
3	We are a government run organization. I am not privy to the decision process at this level.	5/17/2021 11:31 AM
4	not that we're not interested, just not offering at this time	5/13/2021 8:52 AM

## Q21 Are you aware of any barriers or challenges preventing your company (or other East Hants region employers) from finding local employees with the requisite education, training and/or skills?

Answered: 46 Skipped: 11



ANSWER CHOICES	RESPONSES
No	63.04% 29
Yes	36.96% 17
TOTAL	46

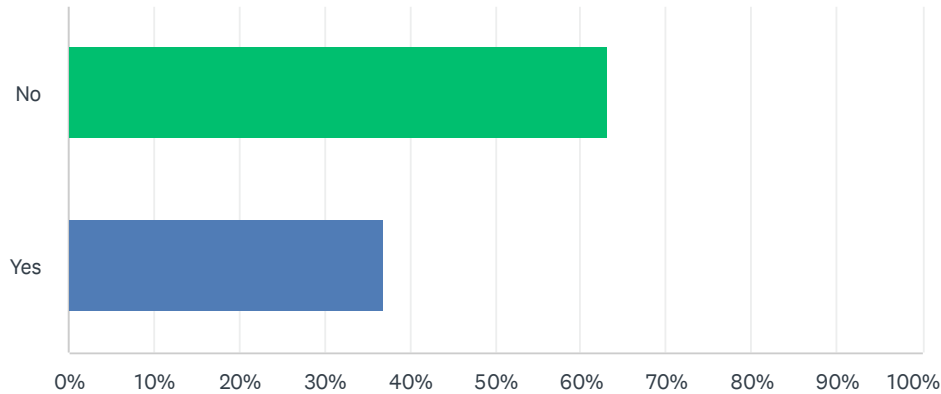
#	IF YES, PLEASE SPECIFY	DATE
1	<b>Labour Supply</b> availability of trained candidates	5/27/2021 4:59 PM
2	<b>Transp/Infrastruc</b> lack of affordable housing ie multi residential apartments and transit through the corridor	5/27/2021 11:28 AM
3	<b>Skills Mismatch</b> Lack of interest in the subject totally	5/23/2021 6:40 PM
4	<b>Labour Supply</b> Labour Shortage, lack of motivation, and candidates not having the right skills for today's labour market, i.e. lack employability skills	5/21/2021 2:03 PM
5	<b>Labour Supply</b> Highly technical skilled individuals are needed for my company that are not located in our province.	5/21/2021 11:13 AM
6	<b>Other</b> Too much red tape everywhere!	5/21/2021 10:40 AM
7	<b>Labour Supply</b> location, high demand, low supply of specific trades people: massage therapy, hair stylist/barber, fitness instructor/personal trainer	5/21/2021 10:27 AM
8	<b>Labour Supply</b> For our business... To date, most applicants have been woefully under-educated. Our recent hires have been from outside our region.	5/17/2021 11:41 AM
9	<b>Other</b> Not all agencies serving the area well known or included in this survey.	5/14/2021 9:06 AM
10	<b>Skills Mismatch</b> Applications seem to be of low quality	5/13/2021 3:08 PM
11	<b>Transp/Infrastruc</b> lack of public transportation can be a barrier; larger centres offering more amenities can be attractive to candidates	5/13/2021 2:48 PM
12	<b>Other</b> the interest /commitment of the employee - investing in their career/future and working to grow in the business longterm	5/13/2021 1:39 PM

## Municipality of East Hants - Workforce Development

13	<b>Transp/Infrastruc</b> lack of public transportation, age demographic to some degree as many of our positions are physically demanding and are more suitable for younger individuals and it seems like local population is an older demographic	5/13/2021 1:25 PM
14	<b>Transp/Infrastruc</b> High tax area, no local transit, too much housing for retirement non working, workers that commute to HRM, low relative wages, poorly structure down town core too many apartments with no businesses, poor resident relation with municipal council, lack of infrastructure for families such as adequate schools hospital or family activities, terrible traffic in core, younger workers need these things to start their lives	5/13/2021 12:31 PM
15	<b>Other</b> o	5/13/2021 10:47 AM
16	<b>Skills Mismatch</b> It's hard labor intensive job with long hours and not a lot of the younger crowd are willing to do it	5/13/2021 8:56 AM

## Q22 Are you aware of any barriers or challenges preventing Municipality of East Hants residents from finding meaningful employment locally?

Answered: 46 Skipped: 11



ANSWER CHOICES	RESPONSES
No	63.04% 29
Yes	36.96% 17
TOTAL	46

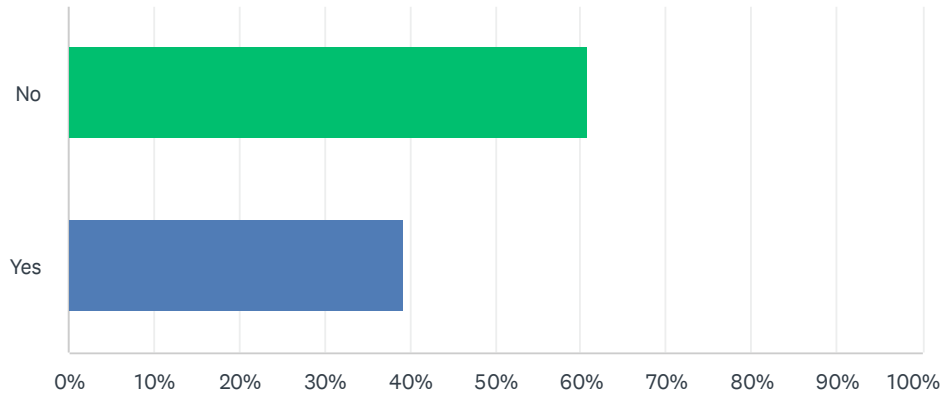
#	IF YES, PLEASE SPECIFY	DATE
1	<b>Other</b> Limited to very poor internet access.	5/27/2021 1:09 PM
2	<b>Low wages</b> Not enough local employment opportunities that pay more than 18-20 available. Most students are strapped with student loan debt and can not get ahead or survive on less than that.	5/27/2021 12:22 PM
3	<b>Trans/Infrastruct</b> lack of affordable housing ie multi residential apartments and transit through the corridor	5/27/2021 11:28 AM
4	<b>Trans/Infrastruct</b> Access to public transportation and post-secondary education locally.	5/21/2021 2:03 PM
5	<b>Other</b> Poor economy	5/21/2021 10:40 AM
6	<b>Other</b> For our business... see above.	5/17/2021 11:41 AM
7	<b>Low wages</b> Limited business that pay well	5/16/2021 3:22 PM
8	<b>Other</b> See comment above.	5/14/2021 9:06 AM
9	<b>Other</b> Availability	5/14/2021 6:38 AM
10	<b>Low wages</b> Tight labour market; lack of motivation of some to work in lower paid jobs; lack of diversity of job opportunities.	5/13/2021 2:48 PM
11	<b>Other</b> The anti development load mouths that shape policy	5/13/2021 2:02 PM
12	<b>Trans/Infrastruct</b> transit being a very large one and too many residences for retired people chokes out room for working age. Too many appartments causeing too much traffic on main core road where businesses should be located. there are over a dozen appartments on the main road of east hants passing through elmsdale/enfield where businesses should be and counccill allows this	5/13/2021 12:31 PM

## Municipality of East Hants - Workforce Development

13	<span>Trans/Infrastruct</span> transportation	5/13/2021 11:27 AM
14	<span>Other</span> rentals	5/13/2021 10:47 AM
15	<span>Trans/Infrastruct</span> transportation	5/13/2021 10:03 AM
16	<span>Other</span> The variety of work is not here, most companies want experience. My daughter is fresh out of a Business course at NSCC and can't find work because she has no experience. COVID shut down her work term before it started.	5/13/2021 8:56 AM

## Q23 Are you aware of any trends or threats that may negatively impact the local East Hants labour market?

Answered: 46 Skipped: 11



ANSWER CHOICES	RESPONSES
No	60.87% 28
Yes	39.13% 18
TOTAL	46

#	IF YES, PLEASE SPECIFY	DATE
1	<b>Bedroom Community</b> some believe that because we are outside the city limits that wages won't be comparable to that offered in the city.	5/27/2021 12:22 PM
2	<b>Bedroom Community</b> staff are moving and accepting jobs in Truro and metro market because of access to apartments and bus routes	5/27/2021 11:28 AM
3	<b>Other</b> Lack of productive modern industry, as opposed to present non booming local businesses not expanding	5/23/2021 6:40 PM
4	<b>Diversity</b> Employers still seem reluctant to change their hiring practices are do not appear open to hiring a diverse workforce.	5/21/2021 2:03 PM
5	<b>COVID</b> Covid	5/21/2021 10:40 AM
6	<b>Other</b> Out migration of youth never to return and in-migration of retirees looking for cheap housing in the country.	5/17/2021 11:41 AM
7	<b>Bedroom Community</b> HRM and their talent needs.	5/14/2021 9:06 AM
8	<b>Other</b> too expansive, no services,	5/14/2021 6:46 AM
9	<b>COVID</b> Covid 19	5/14/2021 6:38 AM
10	<b>Bedroom Community</b> It remains to be see, however, there is a risk that East Hants becomes a bedroom community to HRM with many living here but commuting to work in the city.	5/13/2021 2:48 PM
11	<b>Diversity</b> Occasional racism	5/13/2021 2:19 PM
12	<b>Housing</b> A tight rental market. Cant work here if you cant find housing	5/13/2021 2:02 PM
13	<b>Bedroom Community</b> growth of Halifax (HRM) will mean more attractive job opportunities outside of East Hants	5/13/2021 1:25 PM

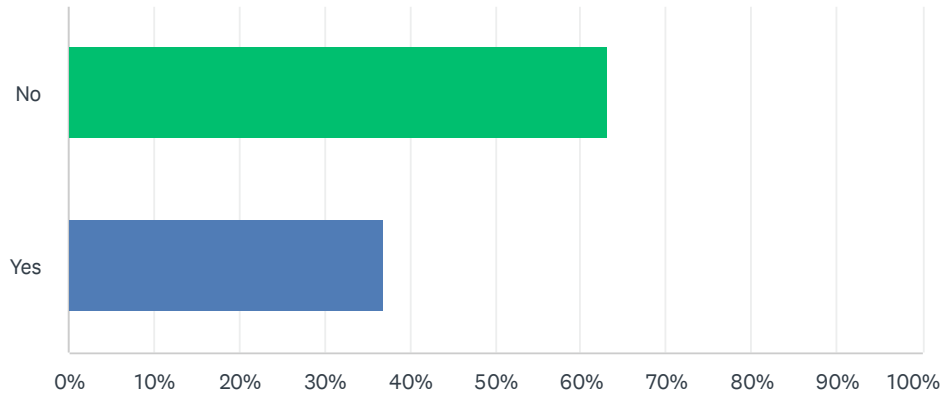


## Municipality of East Hants - Workforce Development

14	<b>Housing</b> use to be a place to find value in a home purchase with low price and low taxes so way more bang for your buck. Taxes are so high and so are prices the incentive to reside in East hants has greatly diminished	5/13/2021 12:31 PM
15	<b>Housing</b> no rentals or affordable housing	5/13/2021 10:47 AM
16	<b>COVID</b> Covid for sure, and the rebuilding of the travel industry afterwards	5/13/2021 10:03 AM
17	<b>COVID</b> COVID 19	5/13/2021 8:58 AM
18	<b>COVID</b> COVID-19, people capable of working are choosing to stay home and have the government pay them	5/13/2021 8:56 AM

## Q24 Are you aware of any trends or opportunities that may positively impact the local East Hants labour market?

Answered: 46 Skipped: 11



ANSWER CHOICES	RESPONSES
No	63.04% 29
Yes	36.96% 17
TOTAL	46

#	IF YES, PLEASE SPECIFY	DATE
1	<b>Community</b> East Hants is a great place to live and work, that's positive. Friendly people.	5/27/2021 12:40 PM
2	<b>Development</b> prosed develoment in east hants but opposition from residents makes me question whether i should move my business to another municipality more welcoming and forward looking	5/27/2021 11:28 AM
3	<b>Other</b> Covid hardship keeps people home & unproductive, with little choice for utilization of any local business option	5/23/2021 6:40 PM
4	<b>Buisness Growth</b> Growing retail business locations	5/22/2021 12:01 PM
5	<b>Community</b> East Hants is very collaborative and the business community works well together.	5/21/2021 2:03 PM
6	<b>Other</b> Lower cost of living	5/21/2021 12:12 PM
7	<b>Other</b> Seems like there is a lot of work, most employers have similar complaints of lack of access to good people	5/13/2021 3:08 PM
8	<b>Development</b> The expected growth of the community with significant development planned. With it will come more jobs and companies to work for. Also, the growth of work from home opportunities has led to many people moving away from big centres and relocating to areas with more affordable housing and residential space. This could become a trend here as well.	5/13/2021 2:48 PM
9	<b>Development</b> New subdivisions	5/13/2021 2:19 PM
10	<b>Buisness Growth</b> Seems to be growing quickly. Amenities seem to be expanding to attract new people	5/13/2021 2:02 PM
11	<b>Buisness Growth</b> small businesses are growing and we need people interested in growing with the business	5/13/2021 1:39 PM

## Municipality of East Hants - Workforce Development

12	<b>Development</b> growth in new housing developments in East Hants means there are more people moving to the market and thus the potential for a larger labour force	5/13/2021 1:25 PM
13	<b>Development</b> construction of highway project	5/13/2021 12:31 PM
14	<b>Development</b> all of the housing development	5/13/2021 11:27 AM
15	<b>Other</b> taxes housing	5/13/2021 10:47 AM
16	<b>Other</b> Willingness to work, people have lost jobs and may be looking for a new one	5/13/2021 10:03 AM
17	<b>Other</b> vaccinations successfully implemented	5/13/2021 8:58 AM

## Q25 How best can the Municipality of East Hants support you and your company in its efforts to attract, develop and retain local talent?

Answered: 32 Skipped: 25

#	RESPONSES	DATE
1	unsure	5/27/2021 4:59 PM
2	Ensure the local highways are well maintained and signage consistent. Encourage and support the development of high speed internet to all small communities.	5/27/2021 1:09 PM
3	We have small businesses and we know how to get employees we don't need government putting restrictions on who we hire etc. that's how all government programs work.	5/27/2021 12:40 PM
4	put more resources into attraction commercial business and less into overdeveloping residential communities. Lantz is a perfect example of destroying a once beautiful area. It now looks like the slums of Sackville.	5/27/2021 12:22 PM
5	focus on infrastructure that makes a community people want to move into such as recreation facilities, transit and gathering spots.	5/27/2021 11:28 AM
6	Not sure. Maybe training courses for employment prospects that focus on personal skills, time management and verbal communication	5/25/2021 8:20 PM
7	A local job bank would be a big help.	5/25/2021 7:23 PM
8	Bring in new industry with prodction & expansion as goals for future developement	5/23/2021 6:40 PM
9	Do exactly what you are doing	5/22/2021 12:01 PM
10	Continue to partner with us (Futureworx). I feel there needs to be more open forums with employers to help support and educate employers about how they need to adapt to attract new employees.	5/21/2021 2:03 PM
11	Promote skilled trades at school level	5/21/2021 12:12 PM
12	This is a bit difficult to answer, because my business is a relatively new tech startup, but it is a long-term mission of my company's to do just that, try to obtain and retain local talent. I'll attempt to give some ideas below: 1. Immediately being able to answer if unpaid internships are legally possible within our province. I have consulted lawyers through my local chamber as well as FutureWorx and even after over a year, have still not got a direct answer on this. Internationally businesses do provide unpaid internships, so this is a highly missed opportunity if Nova Scotia does not legally permit this. Many individuals look for experience in all forms, including unpaid ones, and it would certainly help me, as a business owner, progress my company along if I even had unpaid help (managed and monitored closely of course). 2. Have financial institutions actually willing to provide low interest loans to new tech startups, regardless of their size, and even if they might have radically new ideas, instead of being completely risk-averse. This is an issue even at the federal level of government in many programs I would argue but in some cases it is getting better. I would easily argue Canada as a whole lags the world internationally in some tech sectors because of all of this. 3. Retain connections with businesses, even if they move out of the municipality. My business is more than likely moving out of the municipality (personal reasons I admit plus I do not have any major incentive to remain anyways) but I do enjoy and respect some of the staff at my local chamber so retaining those connections is still important to me as a business owner. 4. Provide classes on how to write sound business plans that, no matter what your industry is, may have a high change of probability in being considered for funding. 5. Provide training and classes on exporting to international markets, regardless of business size.	5/21/2021 11:13 AM
13	Introductions, hand-holding, help getting funding	5/21/2021 10:40 AM
14	We want to make it attractive to employees traveling from HRM or Truro that there is low traffic, ample free parking at businesses here in East Hants and opportunity to reside here after securing a job in their field	5/21/2021 10:27 AM

## Municipality of East Hants - Workforce Development

15	MEH already provides supplementary funding to enable our Society to offer employment during September after provincial and federal grants close	5/21/2021 9:52 AM
16	Invest in infrastructure (sidewalks, lighting, green spaces, road condition, etc.), our built heritage and support new entrepreneurial businesses.	5/17/2021 11:41 AM
17	More awareness of what businesses need	5/16/2021 3:22 PM
18	Partnership with all Nova Scotia Works offices working in the area, and / or referrals.	5/14/2021 9:06 AM
19	The Municipality of East Hants does not support local business. We cannot put signs on telephone poles, you increased your business fees and commercial tax rate. East Hants only wants business in the business park does not want to help small or medium business	5/14/2021 6:46 AM
20	Unsure other than Federal Government offering programs that give people reasons not to work.	5/14/2021 6:38 AM
21	I have no knowledge of any of the work they have done in the past	5/13/2021 3:08 PM
22	Public transit infrastructure; immigrant settlement support; affordable housing.	5/13/2021 2:48 PM
23	Better connections with Post Secondary School institutions	5/13/2021 2:19 PM
24	Developers a business environment where companies feel they can set up, set roots and stay here. Good companies hire good employees.	5/13/2021 2:02 PM
25	n/a	5/13/2021 1:39 PM
26	campaign to raise awareness of the local companies and the two growing business parks in the region (Mt. Uniacke and Elmsdale). And perhaps public transportation to both of those centres.	5/13/2021 1:25 PM
27	has not	5/13/2021 12:31 PM
28	by having an up-to-date list of all of the small businesses on your website. Newcomers must be aware of what is available or coming to our community.	5/13/2021 11:27 AM
29	Job fairs at the airport once Covid is over/manageable. Retail skills training - everyone thinks this is an easy job for kids, and it is not.	5/13/2021 10:03 AM
30	Keep up the good work.	5/13/2021 8:58 AM
31	You need more skill specific workshops for the workers, a network base with the surrounding companies to help employ the workers once the workshop is done, and subsidized wages for the initial training period to encourage the local companies to participate.	5/13/2021 8:56 AM
32	not sure	5/13/2021 8:23 AM

## Q26 Additional Comments

Answered: 18 Skipped: 39

#	RESPONSES	DATE
1	Some municipalities put out booklets on the various businesses operating in the area with contact info. Not all people are internet literate and a hard copy highlighting all areas of the municipality would be helpful promoting all small businesses and areas not just the major tourist stops .	5/27/2021 1:09 PM
2	If you really want to do something for us. Stop the lockdown and stand up for small business, we can control who comes into our stores and how many and keep distance much better than Big Box Stores, but Government (you included) think we are incapable and now you somehow think you can help us with hiring?! Are we incapable of that too?! Do us a favor and stick up for the local small businesses, that would help!!	5/27/2021 12:40 PM
3	the municipality should be more of an advocate for the business community but they seem to sway to the whims of Facebook warriors who threaten them with defeat at the ballot box. We need real leadership which I unfortunately I have yet to see.	5/27/2021 11:28 AM
4	This is the perfect step to recruiting talent and developing the workforce	5/25/2021 7:23 PM
5	No	5/23/2021 6:40 PM
6	No.	5/21/2021 2:03 PM
7	It is important to note that my company had approached my local CBDC awhile ago but I could quickly tell that there was an attitude problem with some of the staff I was dealing with there; very cynical and critical when my business was unable to generate profit quickly within several months. I repeatedly attempted to explain to the staff member the difficulty a lot of tech startups in my field have when first starting out, but my statements were completely ignored. I even stated that I am aware of some tech startups that took several years before generating any profit. Anyways, this form of attitude went up as high as the director of the CBDC itself, so I quickly decided for my own business that it was better off to not even bother attempting to get a loan through them. The above scenario highlights a general problem from my whole life growing up in Nova Scotia, a province full of cynicism and pessimism. We accept that our local talent has to leave the province and do nothing to change it. If any ideas come up there may be some initial excitement and support, but instead of trying to support the idea and/or business, long-term the business is left to fend for itself. I certainly have received some support from our province and am very thankful for that support, but there is definitely A LOT more it could be doing to support small businesses.	5/21/2021 11:13 AM
8	We struggle to attract tradespeople to our area but when we do, it isn't long before they leave to find employment closer to "home" as they don't like winter travel or the time it takes to get to East Hants. Retaining employees is just as hard as attracting them to East Hants	5/21/2021 10:27 AM
9	none	5/21/2021 9:52 AM
10	Na	5/16/2021 3:22 PM
11	The first question on this survey should have been one to screen in or screen out responses, i.e. is business located in East Hants.	5/14/2021 9:06 AM
12	I have told numerous business owners to not move to East Hants as there are more services in either Halifax or Truro	5/14/2021 6:46 AM
13	Nil	5/14/2021 6:38 AM
14	The future looks bright :)	5/13/2021 2:48 PM
15	Keep a streamline regulatory and permit process.	5/13/2021 2:02 PM
16	n/a	5/13/2021 1:39 PM
17	disappointed with municipal council and how they have managed the main street corridor. They	5/13/2021 12:31 PM



## Municipality of East Hants - Workforce Development

seem to not care because they will get paid no matter what business is there and are only concerned with cramming in more people but not working aged ones or skilled ones.

18	Thank-you.	5/13/2021 8:58 AM
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# **APPENDIX C:**

## **INDUSTRY ASSOCIATIONS, SECTOR COUNCILS AND OTHER INTEREST GROUPS**

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**Construction (technical, trades, trades helpers and labourers):**

Construction Association of Nova Scotia (CANS)  
Nova Scotia Construction Sector Council (NSCSC)  
Nova Scotia Road Builders Association (NSRBA)  
Canadian Home Builders' Association - Nova Scotia (CHBA-NS)

**Motive Power (technical, trades, trades helpers and labourers):**

Automotive Sector Council of Nova Scotia (ASC)

**Forestry (technical, trades, trades helpers and labourers):**

Forestry Sector Council (FSC)

**Trucking and Transport (drivers, technical, trades, trades helpers and labourers):**

Trucking Human Resources Sector Council - Atlantic (THRSC)

**Agriculture (technical, trades, trades helpers and labourers):**

Nova Scotia Federation of Agriculture (NSFA)

**Industrial/Manufacturing (technical, trades, trades helpers and labourers):**

Canadian Manufacturers & Exporters (CME)

**Health Care (physicians, continuing care assistants, nurses, nurse aides, orderlies and patient services):**

Health Association Nova Scotia (HANS)  
Doctors Nova Scotia  
Nova Scotia Health Authority

**Service Sector (bakers, cooks, hospitality services, maintenance and labourers):**

Nova Scotia Tourism Human Resource Council (NSTHRC)  
Tourism Industry Association of Nova Scotia (TIANS)





# APPENDIX D:

## LINKS AND RESOURCES

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**Explore Careers Nova Scotia – Labour Market Information**  
<https://explorecareers.novascotia.ca/labourmarketinformation>

**Atlantic Provinces Economic Council – Labour Markets & Education**  
<https://www.apec-econ.ca/research/?site.page.id=50005&do-search=1>

**East Hants & Districts Chamber of Commerce**  
<https://www.ehcc.ca/>

**Futureworx – Nova Scotia Works Employment Services Centre**  
<https://futureworx.ca/>

**Immigrant Services Association of Nova Scotia (ISANS)**  
<https://www.isans.ca/>

**Government of Canada – Atlantic Immigration Pilot**  
<https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/atlantic-immigration-pilot.html>

**Government of Canada – Apprenticeship Grants**  
<https://www.canada.ca/en/employment-social-development/services/apprentices/grants.html>

**Government of Canada – Canada Summer Jobs**  
<https://www.canada.ca/en/employment-social-development/services/funding/canada-summer-jobs.html>

**Nova Scotia Department of Labour, Skills and Immigration – Graduate to Opportunity Program**  
<https://novascotia.ca/programs/graduate-to-opportunity/>





# APPENDIX D:

## LINKS AND RESOURCES

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**Nova Scotia Department of Labour, Skills and Immigration – Workplace Innovation Productivity and Skills Incentive**  
<https://novascotia.ca/programs/workplace-innovation-productivity-skills-incentive/>

**Nova Scotia Department of Labour, Skills and Immigration – Innovate to Opportunity Program**  
<https://novascotia.ca/programs/innovate-to-opportunity/>

**Employment Nova Scotia – START Program**  
[https://novascotia.ca/programs/start/?gclid=Cj0KCQiA15yNBhDTARIsAGnwe0V9i-sUbvB3KcyfWZ3gZbH-0KCb4ePv8VWyS9R-\\_7lw62PBku4s-EoaAt14EALw\\_wcB](https://novascotia.ca/programs/start/?gclid=Cj0KCQiA15yNBhDTARIsAGnwe0V9i-sUbvB3KcyfWZ3gZbH-0KCb4ePv8VWyS9R-_7lw62PBku4s-EoaAt14EALw_wcB)

**Employment Nova Scotia – Job Creation Partnerships**  
<https://novascotia.ca/employmentnovascotia/programs/job-creation-partnerships.asp>

**Nova Scotia Department of Labour and Advanced Education – Student Summer Skill Incentive**  
<https://novascotia.ca/programs/student-summer-skills-incentive/>

**Nova Scotia Department of Labour and Advanced Education – Co-operative Education Incentive**  
<https://novascotia.ca/programs/co-op-education-incentive/>

**Chignecto Central Regional Centre for Education – Optional Student Programs**  
<https://ccrce.ca/optional-student-programs>

**Nova Scotia Department of Education and Early Childhood Development – Community Based Learning**  
<https://www.ednet.ns.ca/cbl/community-based-learning>

**Housing Nova Scotia – Programs and Services**  
<https://housing.novascotia.ca/programs-and-services>



# **APPENDIX D:**

## **LINKS AND RESOURCES**

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**Develop Nova Scotia – Internet for Nova Scotia Initiative**

<https://internet.developns.ca/>

**Skills Online Nova Scotia**

<https://www.coursepark.com/ns>

**Sipekne'katik First Nation (Indian Brook) – Employment & Training**

<https://sipeknekatik.ca/employment-training/>

**Placemaking 4G**

<https://p4g.ca/>