



# Local Labour Market Update

## Sarnia Lambton - 2016/2017

The Sarnia Lambton Workforce Development Board (SLWDB) engages community partners in local labour market development. Our neutral position within the community allows us to act as a mechanism to bring together labour market partners (i.e., labour, business, service providers, education/training, and economic development) to develop solutions to local workforce issues.

This document may be freely quoted and reproduced without permission provided that SLWDB is acknowledged as the author of the document.

Thanks to all of the individuals, organizations, and companies that contributed to the gathering and validation of the information contained in this report. The material is drawn from a variety of sources. SLWDB makes no representation or warranty, express or implied, as to its accuracy or completeness and does not assume any responsibility or liability. If you are interested in being involved in SLWDB consultations in 2017, please contact Shauna Carr, Executive Director.

Thank you to the Government of Canada and the Government of Ontario for providing the resources and guidance required to produce the *Local Labour Market Update 2016/2017* for Sarnia Lambton.

Please give us feedback on this report by answering a 5 question survey. Survey link:  
<https://www.surveymonkey.com/r/VJ2BPMB>

Additional information can be obtained by contacting:

Shauna Carr, Executive Director

Sarnia Lambton Workforce Development Board  
St. Clair Corporate Centre  
265 Front Street North, Suite 504  
Sarnia, Ontario N7T 7X1  
(519) 332-0000  
[shauna.carr@slwdb.org](mailto:shauna.carr@slwdb.org)



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

# Table of Contents

Title Page	1
Table of Contents	2
Introduction	3
Population	3
Migration	5
What do population and migration trends mean for the local workforce?	5
Education	7
Job Seeker Demographics	9
Employment Services	9
Second Career	11
Literacy and Basic Skills	12
Apprenticeship	13
Local Labour Market Conditions	14
Employment	14
Online Job Postings in 2015	16
EmployerOne Survey 2016	17
Occupations	18
Income	20
Local Businesses	21
Businesses with Employees	22
Zero Employee Businesses	23
Industry Updates	27
Update of 2014-2017 Action Plan	33
Appendix A: Community Consultation Stakeholders	37

## Introduction

Labour Market Information (LMI) refers to the supply of workers (the number of people currently working or actively seeking employment) and the demand for workers (the need for workers in a job market). Individuals and organizations may use local LMI when making decisions about jobs and work environments. For example, individuals who are looking for employment may look at LMI to understand which industries are growing in their local economy. Businesses may look at local LMI to help them in their own workforce planning. Government organizations may use LMI to help determine how money is spent.

Each year, the Sarnia Lambton Workforce Development Board (SLWDB) produces a document which outlines the current conditions of the local labour market. Data sources are referenced throughout. Please note that data from the 2016 Census will become available in 2017. Please contact the SLWDB office for further information or local data queries.

## Population

Changes in the population can affect both the supply of and demand for labour. For example, an increasingly older population may mean that a significant number of individuals could leave the labour market in future years. It may also mean that industries that provide services to the older population may expect to become increasingly busy and require additional staff.

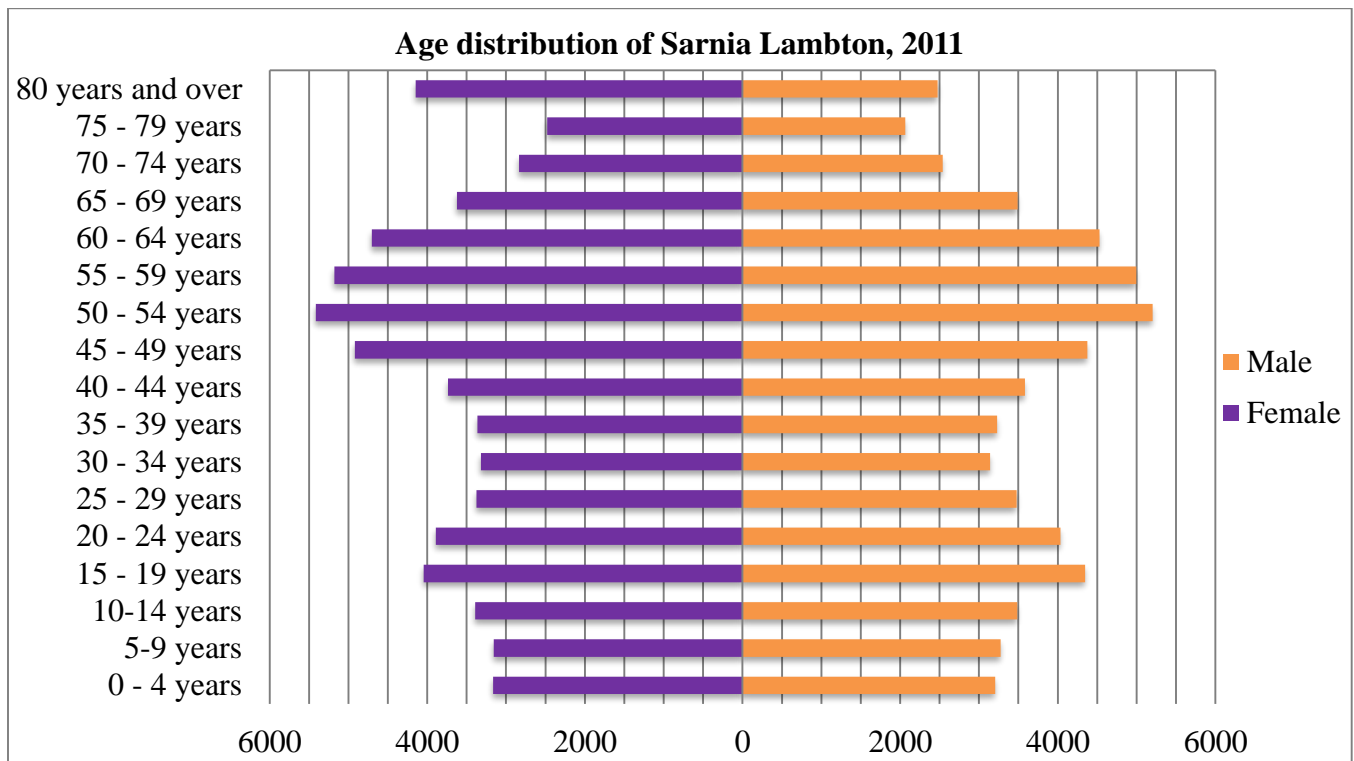
In 2011, the Sarnia Lambton population was 126,200; down 1.6% from 2006. Compared to 2001, however, the 2011 population has declined only by half a percentage point (0.6%). Despite the small change in total population, the age characteristics have changed significantly. There has been a rapid growth of the population 85 years and older, as shown in the table below.

Age group	2001	2011	% change
65+ years	20,085	23,650	18%
85+years	1,940	3,070	58%

Three factors of population change include: fertility, mortality and migration. The local population is getting older primarily because of declining fertility rates, declining mortality rates (increasing life

expectancy for babies, adults 65+ years, and adults 85+ years), and the migration of younger adults out of the local area.

The local age distribution is illustrated in the bar chart below. Notice that the longest bars in the chart are for ages 45-64 years. This group of people are the baby boomers. The baby boomers are expected to retire partially or completely within the next 20 years. This large movement of workers exiting the workforce could create significant challenges across all industry sectors.



Source: Statistics Canada. *Lambton, Ontario. Census Profile. 2011 Census.*

Sarnia Lambton has an older population compared to the province. **1 in 2 residents of Sarnia Lambton are 45 years old or over** (50%). Forty-three percent of the Ontario population is 45 years old and over.

# Migration

The movement of people out of Sarnia Lambton is one reason for the changes in the population size and age distribution. Between 2009 and 2014, more people left than moved into the local area. Young adults (18-24 years) and working aged adults (25-44 years) are leaving the area in high numbers. Community consultations suggest that reasons may be linked to the pursuit of postsecondary education or employment outside of Sarnia Lambton.

## Changes of in- and out-migration between 2009 and 2014



Age Group	In-migrants	Out-migrants	Net-migrants
0-17	3,427	3,171	256
18-24	1,972	3,449	-1,477
25-44	5,049	6,161	-1,112
45-64	3,316	2,869	447
65+	1,584	1,634	-50

Source: Statistics Canada. 2015 Taxfiler.

## Result: 1,936 people left Sarnia Lambton between 2009 and 2014

Of the 50 Census Divisions in Ontario, Sarnia Lambton is one of the 16 areas with a negative net-migration number. Sarnia Lambton places fifth, after Cochrane, Chatham-Kent, Huron, and Algoma. It is possible that the lack of diverse employment opportunities requiring different skill sets is a cause.

## What do population and migration trends mean for the local workforce?

The local workforce, like the population, is getting older. Also, the supply of the core working aged adults, those 25-44 years, is declining. Some employers may have a difficult time replacing current employees who plan to retire in the next 20 years or sooner. Employers should have workforce planning strategies in place to help deal with the impending number of retirees and potential recruitment challenges. One human resource strategy could be to train and mentor new graduates/employees to help them understand the local industry and other pertinent skills and knowledge that may not have been taught in school. Another strategy could be to connect with job seekers who live in rural areas outside of

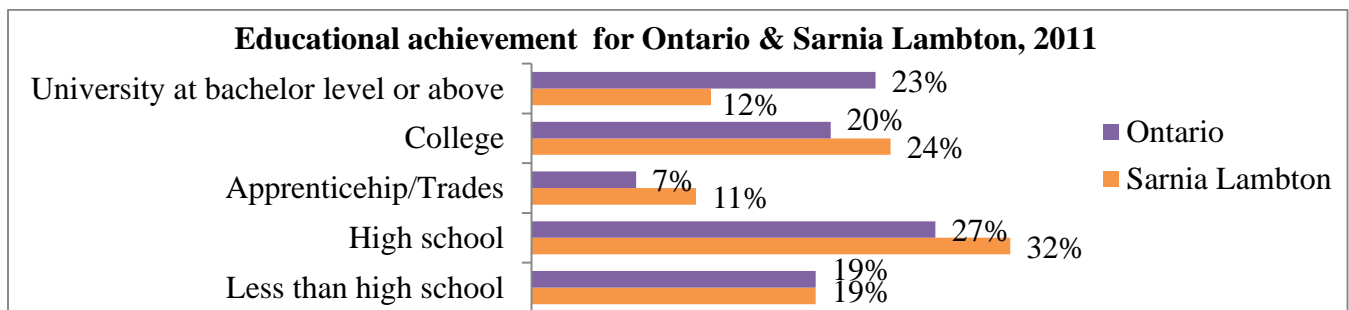
Sarnia Lambton; some local companies have had success with this recruitment method. Workforce planning at the community level could include programming that would assist immigrants in finding permanent employment; this in turn could help employers with their own workforce planning needs. Educational levels, which are also a component of workforce planning, are discussed next.

# Education

A population’s education is a factor to consider when determining: (1) whether current job seekers are qualified to perform the jobs available and (2) which types of jobs can the local area attract. Between 2006 and 2011, the level of education slightly increased in Sarnia Lambton with more people completing high school. Nineteen percent of the population has less than a high school education, down from 23%; and 32% of the population has at most a high school education, up from 29%. There was little change in the percentage of residents with a postsecondary education.

The educational achievement of Sarnia Lambton and Ontario is compared in the bar chart below.

**Compared to Ontario, Sarnia Lambton has a higher percentage of college-trained people and apprenticeship/trades-trained people.** This difference could be because of the higher proportion of trades-related jobs in Sarnia Lambton than in Ontario. Ontario has a higher percentage of university-trained people compared to Sarnia Lambton.

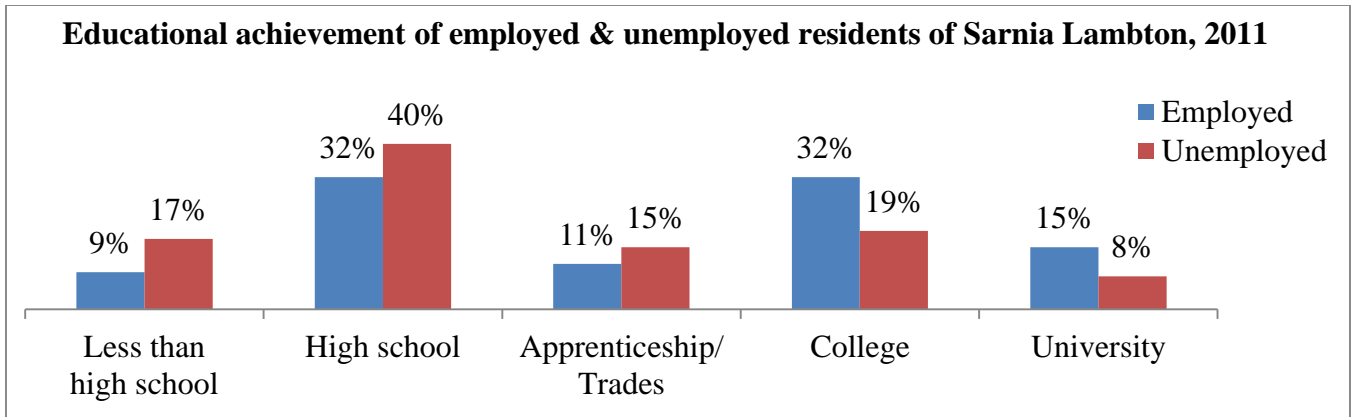


Source: Statistics Canada. 2011 National Household Survey (NHS).

The educational achievement of employed and unemployed residents is compared in the next bar chart.

The finding: **Education matters for employment opportunities in Sarnia Lambton.**

Unemployed residents are more likely to have a high school or less education than are employed residents (57% versus 41%). Employed residents are more likely to have a postsecondary education compared to unemployed residents.



Source: Statistics Canada. 2011 NHS.

Previous reports by SLWDB ([Jobs & Education by Industry](#); [Why Postsecondary Education?](#); [EmployerOne Survey 2016 Results](#)) also find the need for current employees and job candidates to have a postsecondary education. **“Applicants not meeting required educational qualifications”** is the number one reason why local employers could not fill all available jobs, according to the SLWDB EmployerOne Survey participants in 2016. Educational qualifications could refer to the type of education (i.e., trades, college and university) and/or the field of study (e.g., engineering, accounting, etc.).

According to local educators with whom SLWDB consulted, students need to be introduced to labour market information prior to the career studies course in high school. Teachers, regardless of specialty, also need access to and an understanding of labour market information.



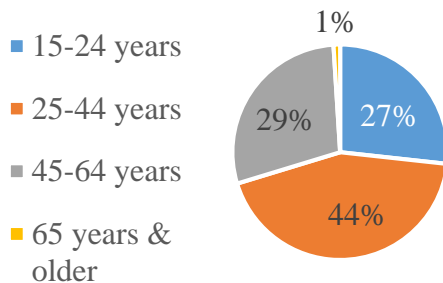
# Job Seeker Demographics

The Ontario Ministry of Advanced Education and Skills Development (formerly known as the Ministry of Training, Colleges and Universities) has released local client data on *Employment Ontario* (EO) programs to SLWDB for the past three years. In particular, information on Employment Services, Second Career, Literacy and Basic Skills, and Apprenticeships is provided. Through these EO programs, clients can receive free job resources, personalized advice and services to help them attain employment or further training and education. Find links to these services on our website at [www.slwdb.org](http://www.slwdb.org).

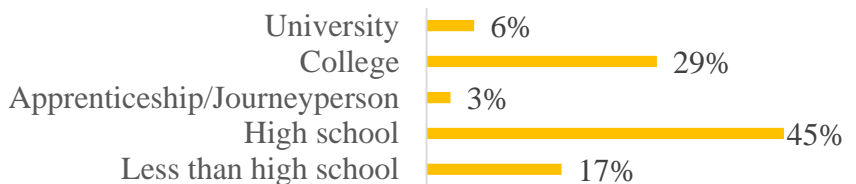
## Employment Services

**1,825 clients were served by local EO service providers during the 2015/2016 fiscal year.** This number remains unchanged from last year. For both Western Ontario and Ontario as a whole, the number of clients has slightly declined from the previous year. The demographic profile of local Employment Services clients is shown in the charts below.

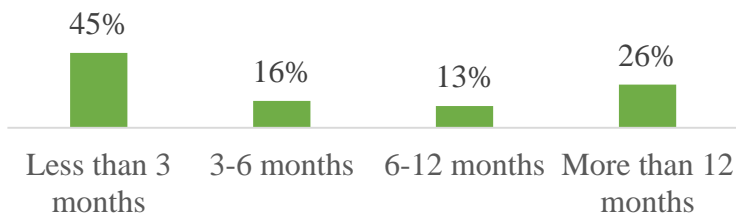
**Age group**



**Highest educational achievement**

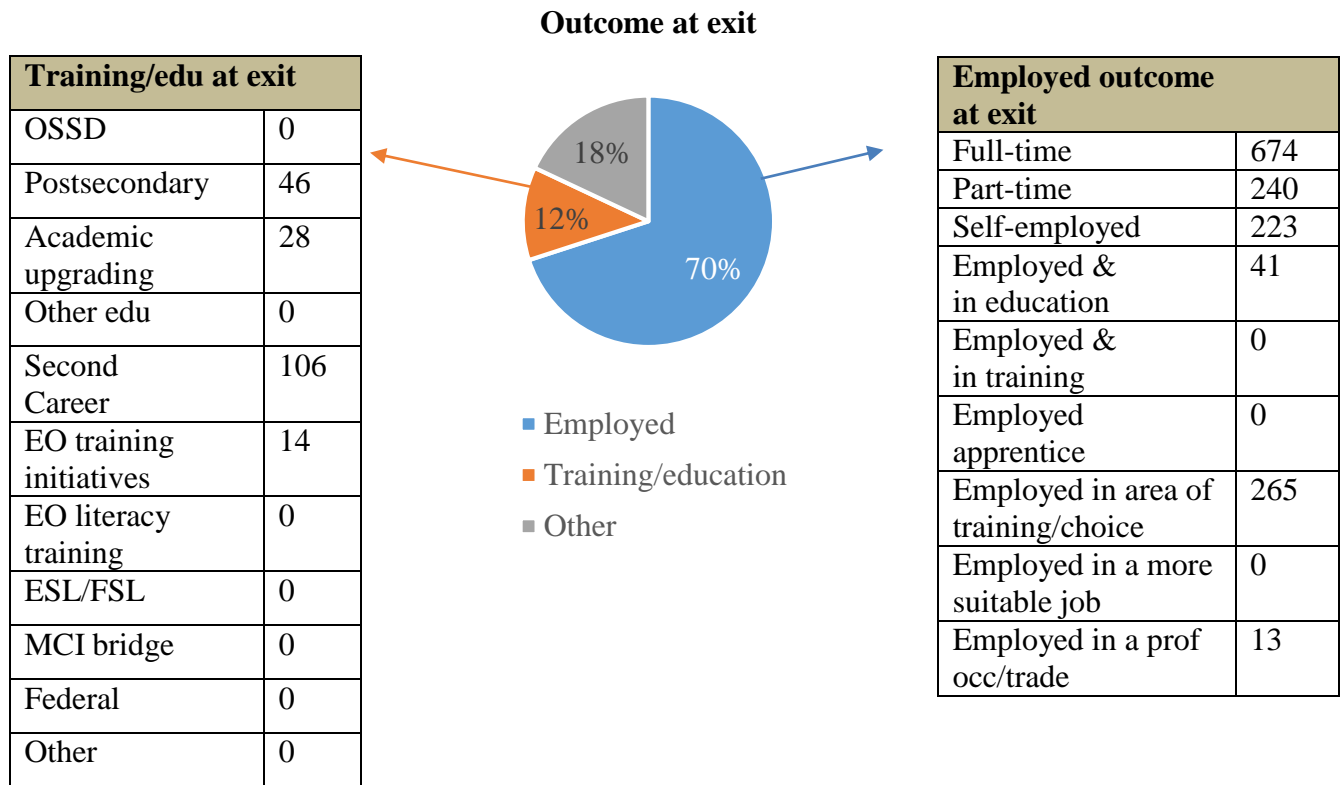


**Length of time out of employment or training before became a client**



Designated group (self-identified)	
Newcomer	20
Visible minority	39
Person with disability	162
Aboriginal	189

**Two out of three Employment Service clients exited with employment.**



The average client has a high school diploma. Yet, the jobs in demand for Sarnia Lambton, Ontario and Canada require postsecondary education and training (apprenticeship/trades, college or university). Examples of some available jobs reported by local employers are listed in the table below along with the educational pathway:

Job title	Educational pathway
Accountant	University
Cook	High school or apprenticeship or college
Engineer professional	University
Engineer technician	College
Financial advisor	College or university
Personal support worker	College
Registered practical nurse	College

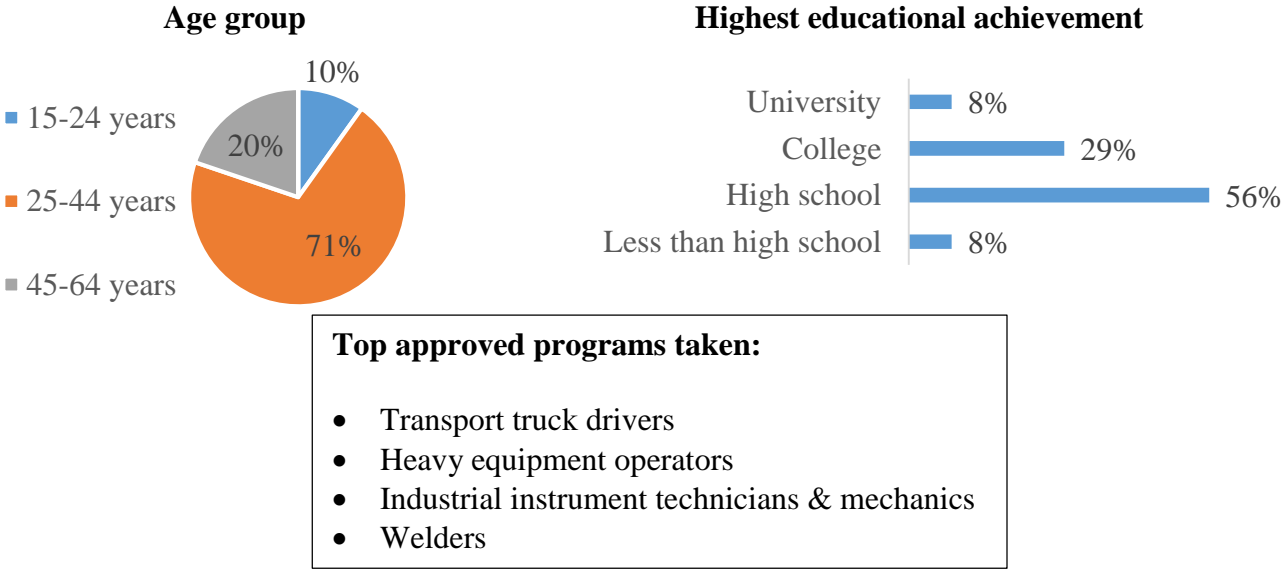
SLWDB is working with Employment Service providers to help inform clients of the realistic job prospects given their educational achievement. A barrier to gainful employment for many clients is the lack of transportation, according to Employment Service providers. This challenge is significant because

commuting outside of one’s town for work is quite common throughout the county. For more information, read the SLWDB Rural Employment Issues in Sarnia Lambton report on our publication page <http://www.slwdb.org/publications/research-reports>.

## Second Career

In order to qualify for the Second Career program, individuals must have been laid off and not working or laid off and working a temporary job to cover costs. In 2015/16, there were 148 Second Career clients in Sarnia Lambton. Over the past few years, there has been a decline in Second Career participation. This trend is also true for Western Ontario and Ontario as a whole. There are a few possible reasons that could explain the decline: 1) potential clients may not meet eligibility and suitability criteria, 2) individuals who have been laid off are not interested in learning new skills for a new career, or 3) individuals who have been laid off and are interested in learning new skills for a new career are not aware of the Second Career program.

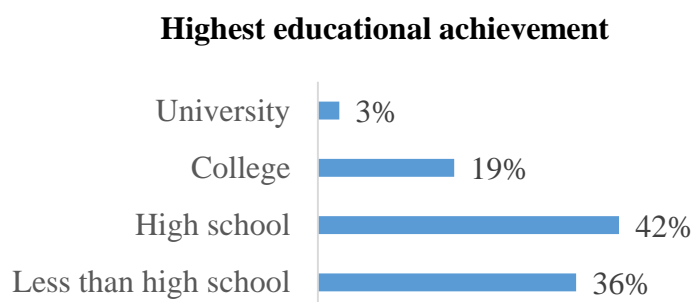
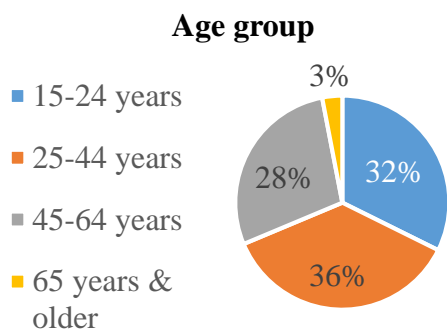
The demographic profile of local Second Career clients is shown in the charts below, along with the top approved programs taken by local clients.



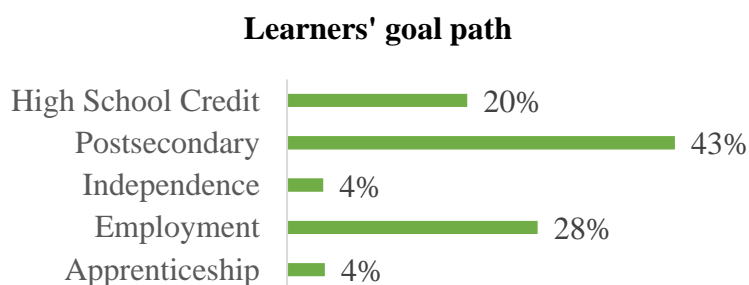
According to online job posting data, SLWDB EmployerOne Survey and SLWDB consultations with businesses, there are jobs available for graduates of these programs.

## Literacy and Basic Skills

**520 learners participated in local Literacy and Basic Skills<sup>1</sup> programs in the past year.** Local Literacy and Basic Skills programs are seeing a slight increase in the number of learners over the past three years, unlike their Western Ontario and Ontario counterparts. The demographic profile of learners is shown in the charts below.



Designated group (self-identified)	
Newcomer	20
Visible minority	28
Person with disability	111
Aboriginal	69

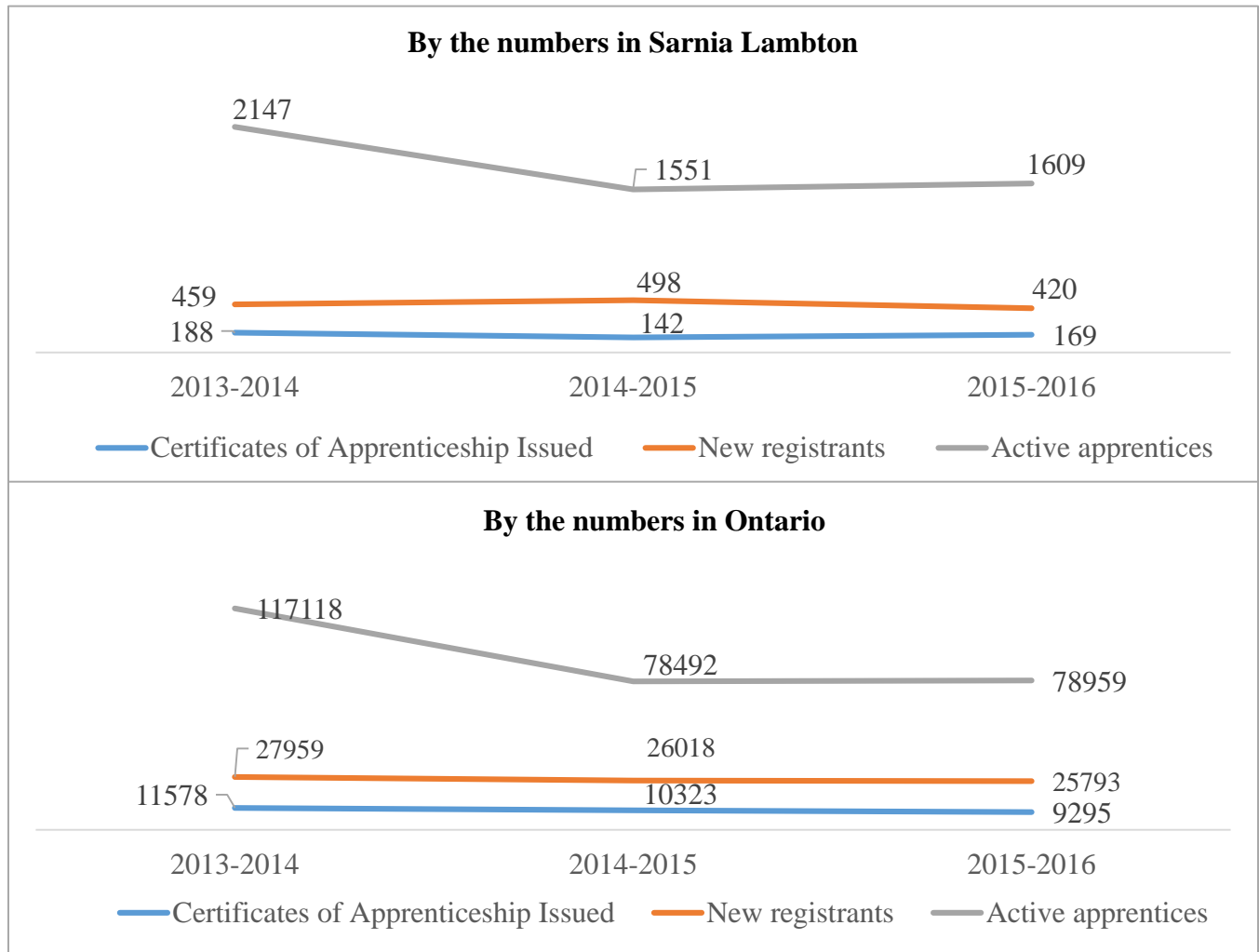


According to service providers, clients are in need of a variety of training including: computer-related, financial, mathematical (especially for those interested in entering the trades) and document writing (e.g., creating a resume). A challenge in providing training is the “just-in-time” or immediacy expectations held by clients. Rural clients are the hardest to reach by service providers. Lack of resources was cited as a reason for why some providers have had to discontinue rural programs (i.e., travelling road show on computer training). The lack of rural programs is unfortunate because many clients who could benefit from training lack a mode of transportation to attend training in Sarnia. This challenge was identified in the SLWDB report Rural Employment Issues which can be found on our publication page <http://www.slwdb.org/publications/research-reports>.

<sup>1</sup> The Chatham-Kent Workforce Planning Board and the Sarnia Lambton Workforce Development Board strive to provide valuable, accurate, and timely data to our communities. It is important for readers to understand that due to the specific process of data gathering the literacy numbers reported upon in this document include some data from both the Chatham-Kent and Sarnia Lambton areas.

## Apprenticeship

Over the past three years, apprenticeship has been in decline in both Sarnia Lambton and Ontario. The number of active journeypersons is not known.



Interest in apprenticeship is not an issue, according to local service providers and educators. The reason for the decline in numbers could stem from the lack of apprenticeship jobs.

### Top 10 Trades of New Registrants in Sarnia Lambton:

- |   |  |
|---|--|
| 1. Hairstylist                              | 6. Industrial mechanic millwright                  |
| 2. Electrician – Construction & maintenance | 7. Automotive service technician                   |
| 3. Process operator                         | 8. Steamfitter                                     |
| 4. General machinist                        | 9. Information Technology Customer contact service |
| 5. Construction craft worker                | 10. Instrumentation & control technician           |

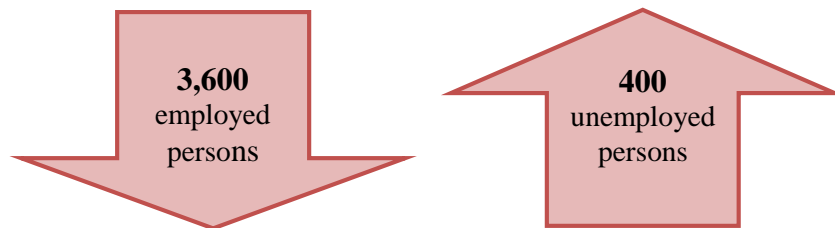
General Machinist ranked number four. Last year saw the first graduating class of Lambton College's General Machinist apprenticeship program. Look up Lambton College's [Graduate Reports](#) to see employment information of graduates for each program.

# Local Labour Market Conditions

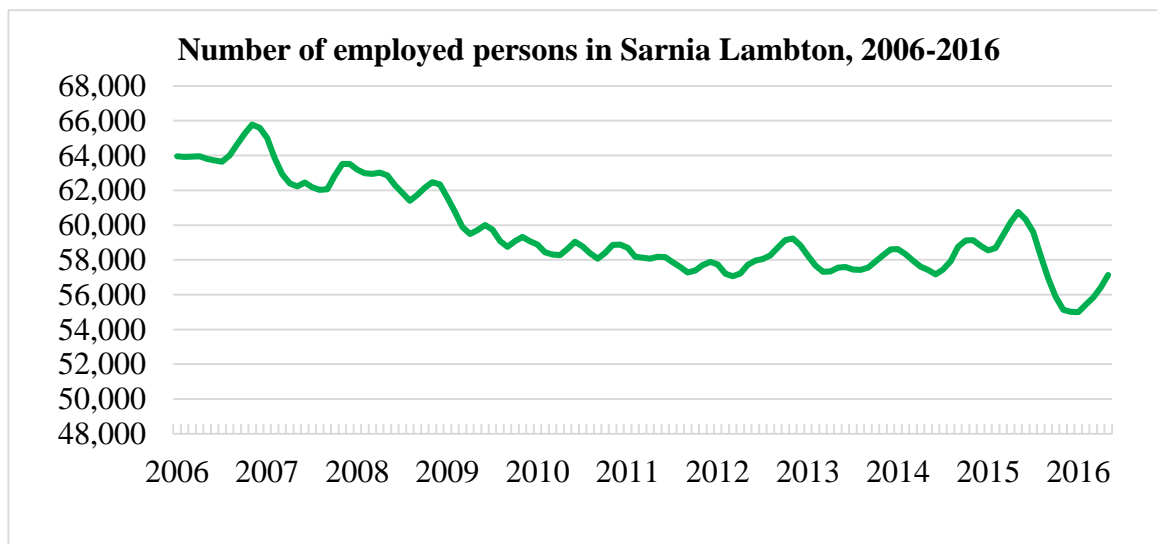
## Employment

In May 2016, there were 57,100 employed persons and 5,200 unemployed persons in Sarnia Lambton. Compared to the previous year, there are fewer people working and more people unemployed.

### In Sarnia Lambton between May 2015 and May 2016:



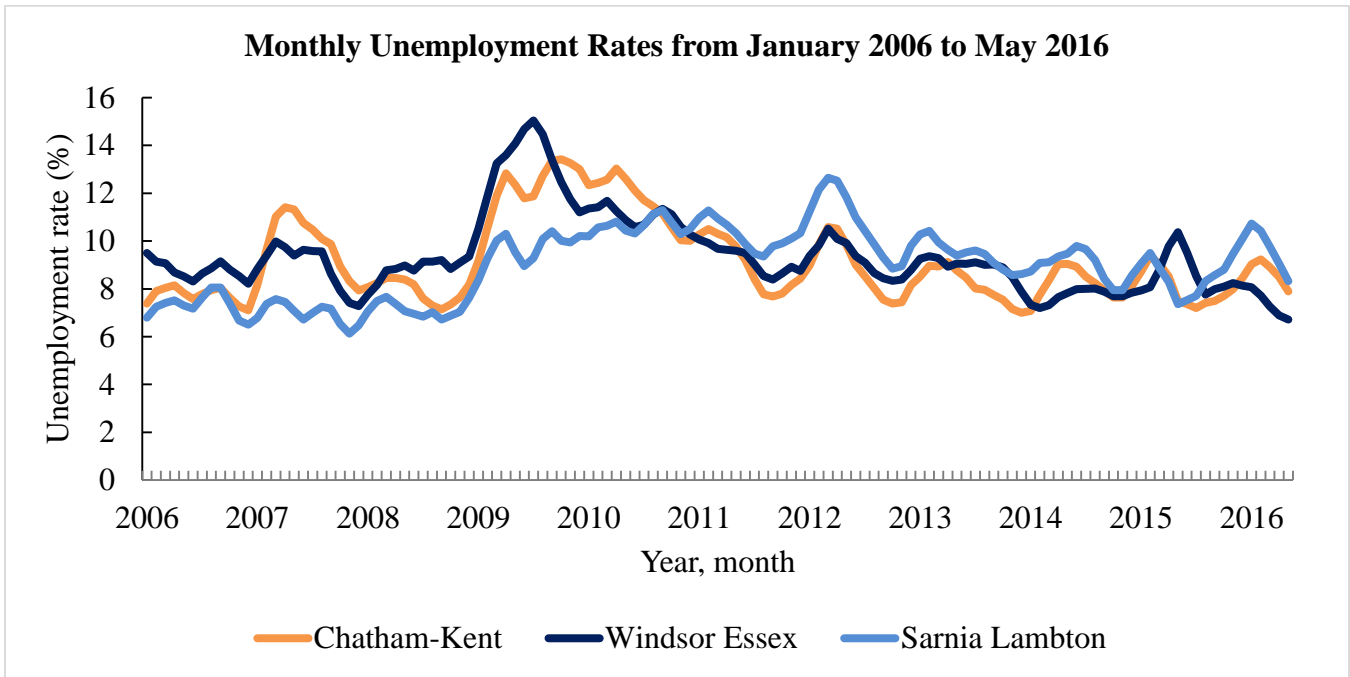
Employment decline over the past year is a part of a larger trend for the local area.



**Overall, local employment has been declining over the past 10 years.** This decline could be explained by several reasons: retirements, lay-offs, quits, relocation outside of Sarnia Lambton, family responsibilities, and possibly others.

Possible reasons for an increasing number of unemployed persons could be: the economy is not creating or sustaining enough jobs for the population and companies have gone out of business.

The unemployment rates from January 2006 to May 2016 are shown in the graph below for all of the counties in the local economic region. In May 2016, the unemployment rates were 8.3% for Sarnia Lambton, 6.7% for Windsor Essex and 7.9% for Chatham-Kent.



Source: Statistics Canada. *Labour Force Survey, 2006-2016*. Calculated by metro economics.

Variation exists within the local economic region. The biggest difference is Windsor Essex’s lower unemployment rate. Windsor has recently experienced some job growth. According to the Ontario Chamber of Commerce’s Ontario Economic Update 2016 report:

- the local economic region had an estimated job decline of 2% in 2015, whereas
- the Census Metropolitan Area of Windsor had a job growth of 1.5%.

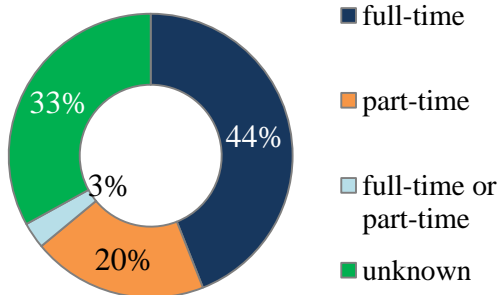
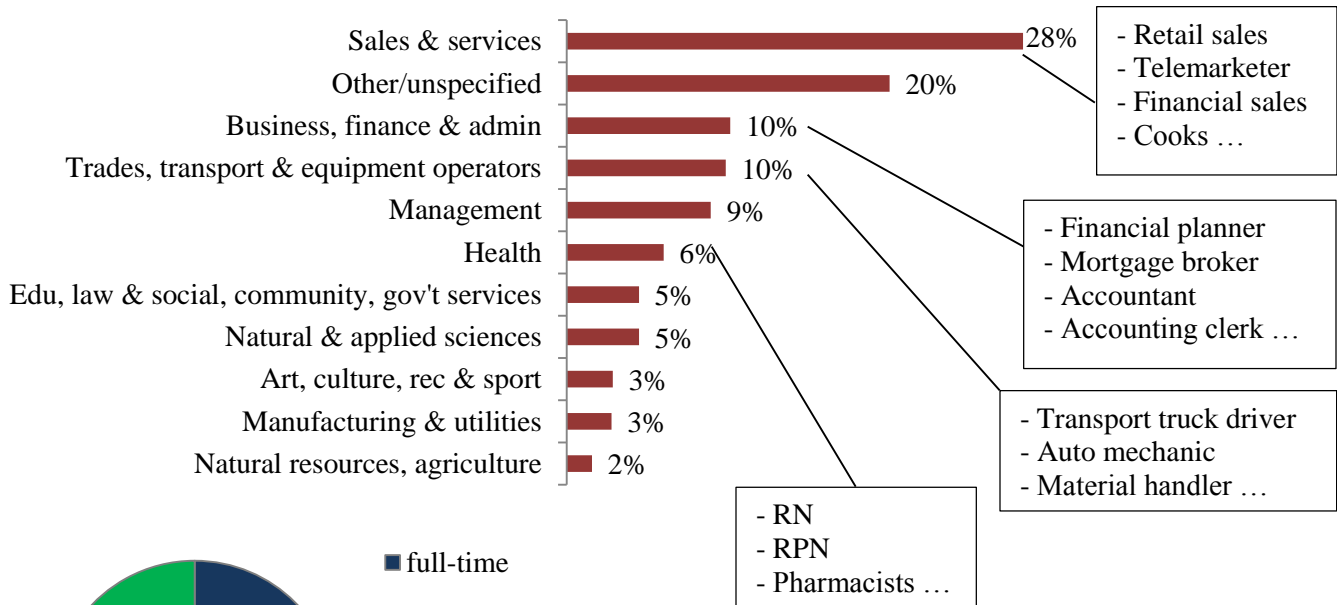
Chatham-Kent has the next lowest unemployment rate in the economic region. Like Sarnia Lambton, however, Chatham-Kent’s unemployment rate increased and the number of employed persons declined over the past year. In order to gain a better understanding of the local labour market for Windsor Essex and Chatham-Kent, please see the local reports from their respective workforce planning and development boards. Visit [www.workforceplanningontario.ca](http://www.workforceplanningontario.ca) for these boards’ websites, as well as others in Ontario.

**Labour force** refers to the number of people who either have a job or are actively looking for a job.

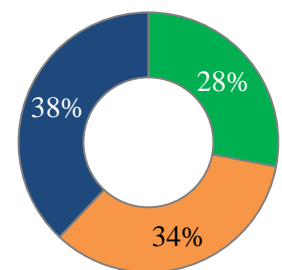
**Unemployment rate** is the number of unemployed people as a percent of the labour force.

## Online Job Postings in 2015

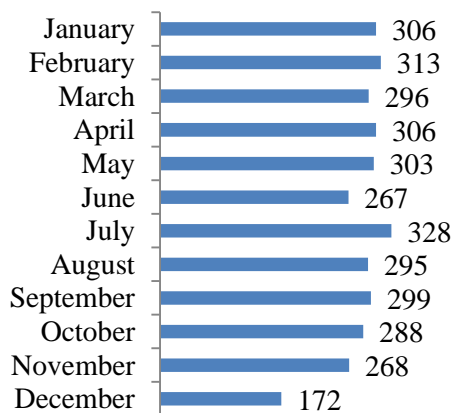
Online job postings statistics provide insight into the types of workers currently needed by local employers. In 2015, there were a total of 3,441 online job postings for Sarnia Lambton; in 2014, there were 3,811.



Postings by area.	
Arkona	1
Brigden	1
Bright's Grove	15
Camlachie	2
Corunna	16
Courtright	1
Enniskillen	4
Forest	2
Lambton Shores	4
Oil City	2
Oil Springs	1
Petrolia	199
Plympton	2
Point Edward	29
Sarnia	3002
Sombra	2
Wyoming	59
Unspecified in Sarnia Lambton	99



### Job Postings by Month



- other job boards
- employer websites
- Service Canada Job Bank

Source: Vicinity Jobs.



# EmployerOne Survey 2016

The *EmployerOne Survey* is an annual community-wide survey that collects information directly from employers. Survey results provide valuable insight into local workforce needs and issues. This year, 132 businesses and organizations participated; 119 completed and 13 partially completed the survey.



**1 in 3** surveyed employers reported at least one job that was **hard-to-fill**. Jobs reported by more than one employer:

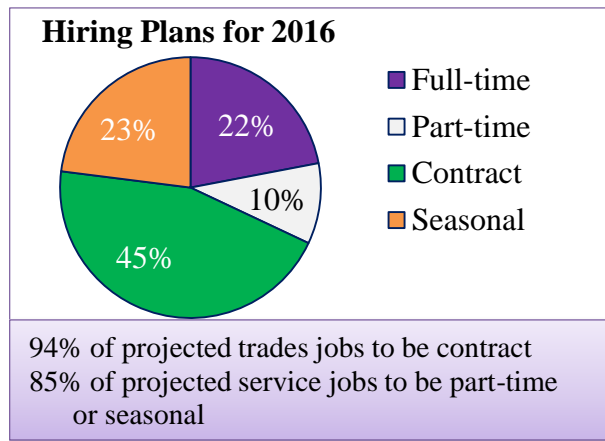
- senior accountant
- senior level engineer
- management
- financial services (incl. advisors)
- personal support workers

**Top 2 reasons why hard-to-fill:**

1. lack of qualifications (credentials)
2. not enough applicants

### Hiring Plans for 2016

Trades	425
Service jobs	156
Admin & clerical	102
Professionals	89
Technical	83
Production jobs	57
Managers & executives	29
Sales & marketing	24
Apprentices	4
<b>Total</b>	<b>969</b>



*“At Lambton College, we are dedicated to new program development. The **EmployerOne Survey** is a vehicle that will help us develop new programs that directly align with the needs of the community. Information from the survey can also tell us how and when we should modify current program offerings.”*

Judy Morris, President of Lambton College

For the full [EmployerOne Survey 2016 Results](http://www.slwdb.org) report, visit our publication page at [www.slwdb.org](http://www.slwdb.org). The next EmployerOne Survey will take place January 2017. Interested in participating? Contact us!

## Occupations

The table below lists 51% of all jobs located in Sarnia Lambton. The presence of these jobs is shown in terms of a percentage of all jobs for both Sarnia Lambton and Ontario. The last column notes the required education pathway.

### 1 out of 2 jobs in Sarnia Lambton are listed in this table

Occupation	% of local jobs	% of jobs in Ontario	Education pathway
Retail salespersons	4%	4%	High school
Managers in agriculture & horticulture (farmers)	4%	1%	University
High school & elementary school teachers, counsellors	3%	3%	University
Food counter attendants, kitchen helpers	3%	2%	High school
Cleaners	3%	2%	High school
Retail & wholesale trade managers	3%	2%	University
Administrative & regulatory jobs	3%	3%	University
Cashiers	3%	2%	High school
Paralegals, social/community service workers, early childhood educators & assistants	2%	2%	College/apprenticeship
General office workers	2%	3%	High school
Office administrative assistants	2%	2%	College/apprenticeship
Service station attendants, store shelf stockers	2%	1%	High school
Motor vehicle, transit & transport truck drivers	2%	2%	High school
Registered Nurses & Registered Psychiatric Nurses	2%	2%	University
Food & beverage service (servers, bartenders, hosts)	2%	1%	High school
Chefs & cooks	2%	1%	College/apprenticeship
Customer & info services reps	2%	2%	High school
Central control & process operators	2%	0%	College/apprenticeship
Civil, mechanical, electrical & chemical engineers	2%	1%	University
Dental assistants, nurse aides, & other assisting	2%	1%	High school/College
Machining, metal forming, shaping & erecting trades	1%	1%	College/apprenticeship
Auditors, accountants & investment professionals	1%	3%	University

Source: Statistics Canada. 2011 NHS, custom tabulation.

Comparisons of occupations over time would not be accurate and are not advised because of significant changes to the National Occupational Classification (NOC) system since the 2006 Census.

In order to understand more about local occupations, SLWDB consults with businesses every year. This year, businesses operating in retail trade, transport truck driving and health care were consulted to learn about specific human resource issues. These industries were targeted because they employ many residents (see table on previous page) and have a high volume of online job postings.

Retail sales jobs employ the most people and have the highest number of online job postings (at least 75 retail sales jobs, 10 retail sales supervisors, and 56 retail sales managers between January and June, 2016)<sup>2</sup> compared to other jobs in Sarnia Lambton. SLWDB spoke with local retailers located in Lambton Mall, box store plazas and the downtown core. According to the stores we spoke with, recruitment is not an issue. Preferred recruitment methods of these stores include: unsolicited resumes and re-hiring seasonal staff from previous years. The only hard-to-fill positions mentioned were experienced store managers.

Transport truck driver jobs are also a top local job in terms of numbers: there were about 1,000 employed in 2011 and at least 16 online postings between January and June, 2016. Experts in the local industry are concerned about the future supply of drivers. Many jobs are already difficult to fill. In 10 years, there will be additional jobs to fill due to retirements; in fact, 1 of 3 drivers was 55 years and older in 2011. A few factors were identified that contribute to an imbalance of supply and demand for this job:

- personal financial cost for potential drivers (\$7,000-10,000 for 5-6 weeks of training)
- financial cost for businesses to provide additional on-the-job training for new drivers (not all companies are willing or able to provide this training)
- unrealistic expectations of some new drivers with respect to length of travel, hours of work, and salary for entry-level positions

Recall that the top approved Second Career program taken in Sarnia Lambton was transport truck drivers. It is encouraging to see this program attempt to fill the job demand.

Health care is a large employment sector for Sarnia Lambton. In 2011, there were 3,500 health care specific jobs in Sarnia Lambton. Between January and June 2016, there were at least 264 online job

---

<sup>2</sup> The number is likely higher than reported because the job title used by employers does not always get categorized as retail sales.

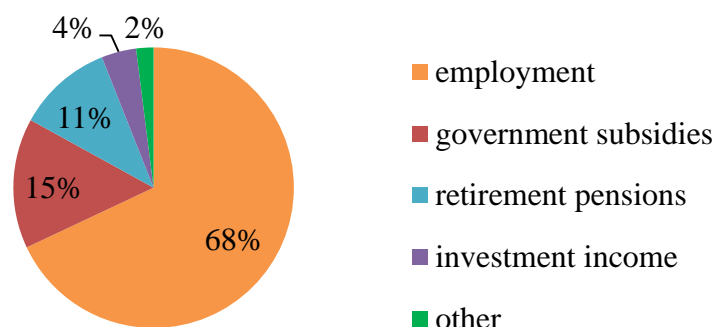
postings for health care jobs. SLWDB spoke with a range of health care leaders working for family health teams, home care providers, retirement and long-term care facilities, public health, the hospital, among others. Two main recruitment issues were identified by these health care leaders:

- the difficulty to recruit for specialized positions (i.e., Nurse Practitioner, Occupational Therapist, Dietician, etc.) because there are few local qualified persons; marketing a relatively rural area to potential outside recruits can be challenging for some employers.
- the difficulty to fill and/or keep people in part-time jobs. Part-time employment is typical for most entry level jobs in the organizations contacted. For some organizations, part-time employment is what the majority of jobs are in general. Employees will quickly leave for full-time employment. Employees can have a difficult time accommodating two part-time jobs in the health care field.

## Income

In 2010, the individual median income was \$29,989 for the population 15 years and over.<sup>3</sup> This income includes employment and income from other sources (see chart to right).

**Composition of income, Sarnia Lambton, 2010**

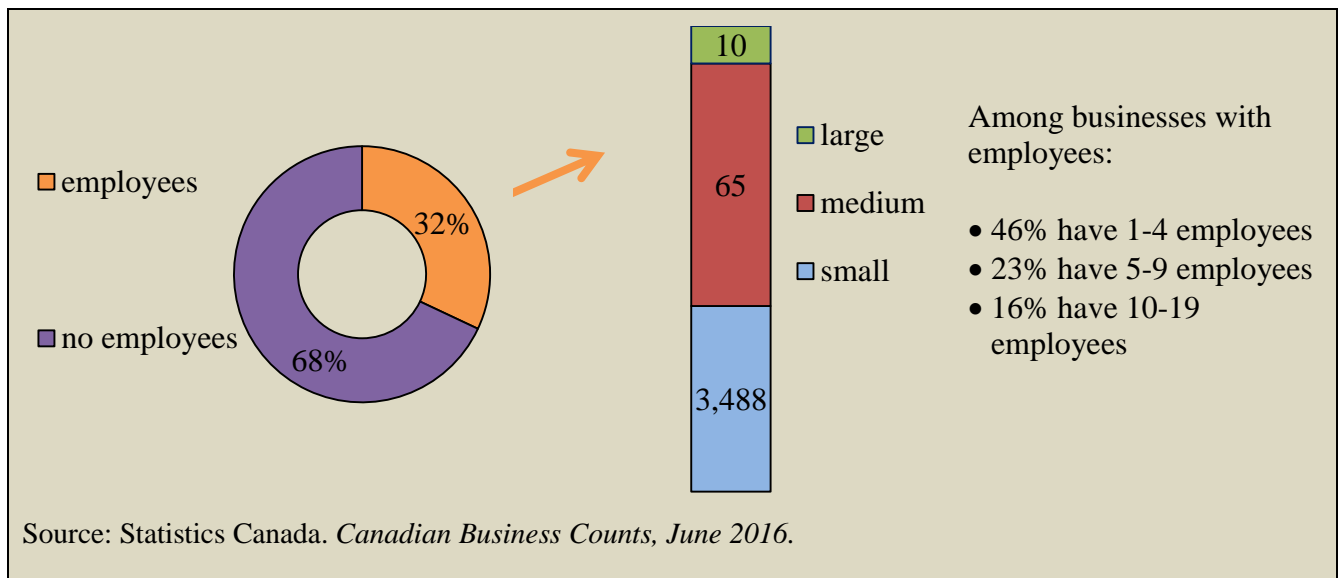


Source: Statistics Canada. *2011 NHS*. Catalogue no. 99-004-XWE.

<sup>3</sup> The median is an average measurement that takes the middle number of a group of ranked numbers; it is less influenced by really high or low numbers compared to the mean.

# Local Businesses

As of June 2016, there were **11,113 businesses** operating in Sarnia Lambton.



Small businesses have 1-99 employees, medium-sized businesses have 100-499 employees and large businesses have 500+ employees; these are Industry Canada's definitions.

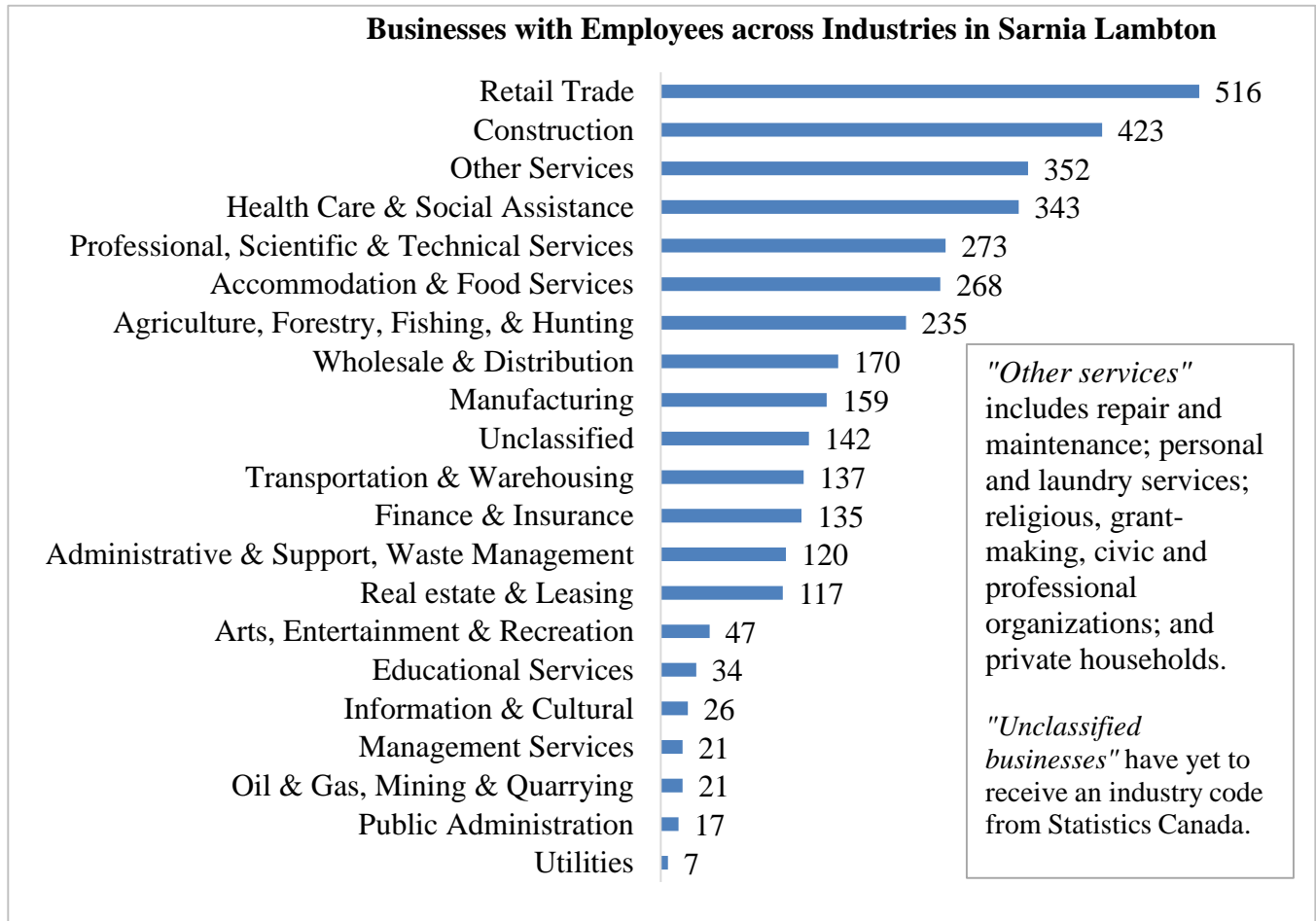
Although past SLWDB reports list the number of local businesses, possible changes cannot be assessed. Statistics Canada explicitly advises against making comparisons of business data over time. Statistics Canada has changed how the business data is collected and has added the inclusion of an unclassified category, which includes businesses who have yet to receive an industry code from Statistics Canada by the time the data was released.

Two out of three local businesses have no employees on payroll. Sarnia Lambton is not unique with regard to zero employee businesses. In Ontario, 2/3rds of all businesses have no employees. If each of these businesses in Sarnia Lambton added one permanent employee on payroll, 7,550 new jobs would be created.

A possible workforce planning challenge for very small firms (e.g., with 1-19 employees), is that human resource matters are most likely the responsibility of an owner or a manager. Some of these individuals may not take the time for, see the value of, or have much knowledge about workforce planning.

## Businesses with Employees

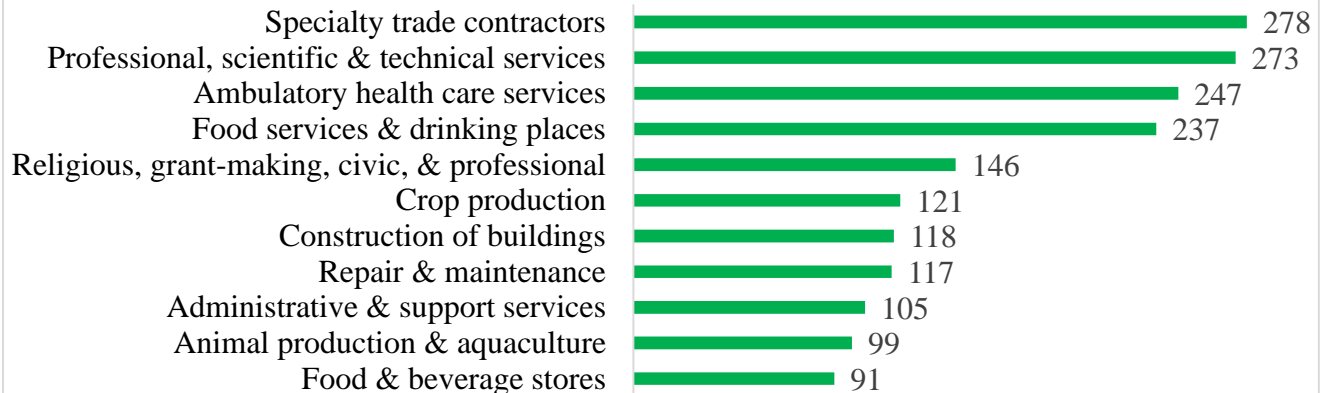
**32% of all businesses have employees.** The distribution of these businesses across industries are shown in the bar charts below and the next page. It is unknown which industries experienced a growth or decline in terms of business numbers and estimated employment. As mentioned earlier, Statistics Canada advises against comparing business data over time. Insights on industry employment changes can be gained from the 2016 Census data, which will be released in late 2017.



Source: Statistics Canada. *Canadian Business Counts, June 2016.*

Compared to Ontario, Sarnia Lambton has a greater proportion of farms and other agricultural establishments with employees. Farms rely on general and skilled farm workers. According to local experts in the industry, there are not enough local people available and willing to work in these positions. Temporary Foreign Workers are sometimes hired to fill these positions. For more information on the local agriculture sector, see our [Labour Market Review](#) on the SLWDB website [www.slwdb.org](http://www.slwdb.org).

**1 of 2 Local Businesses with Employees Operate in the following Industry Sub-Sectors**



Source: Statistics Canada. *Canadian Business Counts, June 2016*.

The above chart shows the specific industry sub-sectors that have the most number of businesses with employees. For job seekers, this information suggests that there are more potential employers in the sub-sectors listed above than other sub-sectors not mentioned.

The distribution of businesses with employees by sub-sector do not vary much among the other areas in the local economic region. A few noteworthy differences are shown in the table below:

	Total number of businesses with employees	Crop production		Food services & drinking places	
		Absolute	Percentage	Absolute	Percentage
Sarnia Lambton	3,563	121	3%	237	3%
Chatham-Kent	3,027	291	10%	170	6%
Windsor Essex	10,916	298	3%	768	7%

## Zero Employee Businesses

**68% of all businesses** in Sarnia Lambton have zero employees on their payroll. Business is conducted by the owner, owner’s family members (unpaid work) and/or contractors. As previously stated, most businesses locally and provincially fall into this category. Which industries these businesses operate in can be found in the chart on the next page.

### Zero Employee Businesses by Industry in Sarnia Lambton



Source: Statistics Canada. *Canadian Business Counts, June 2016*.

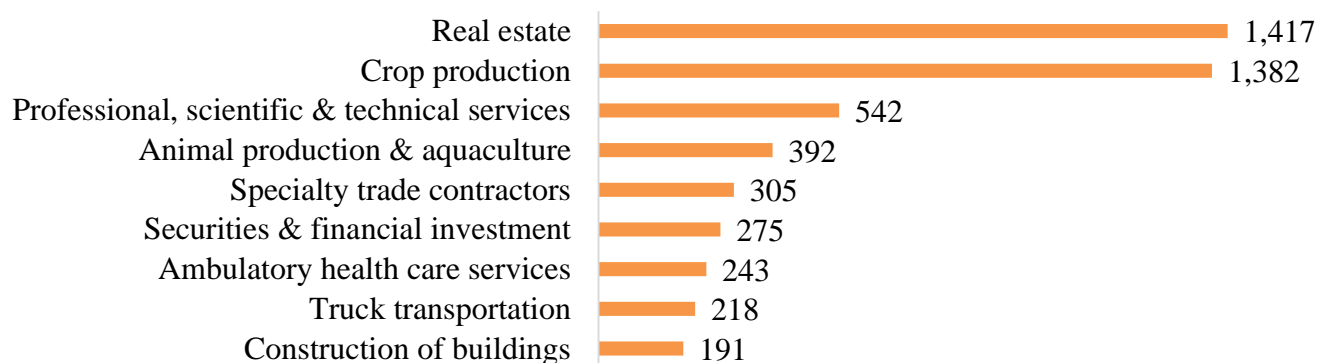
Note: Unclassified businesses have yet to receive an industry code from Statistics Canada.

Sarnia Lambton differs from the province with regard to agriculture. Agriculture represents 24% of all zero employee businesses in Sarnia Lambton but only 4% in Ontario.

The next chart shows the specific sub-sectors that have the most number of local zero employee businesses. This information is useful for workforce planning at the community level; if businesses in these industries hired one or two payroll employees, employment numbers would rise.



### 2 of 3 Local Zero Employee Businesses Operate in the following Sub-Sectors



Source: Statistics Canada. *Canadian Business Counts, June 2016*.

Noteworthy differences within the local economic region are listed in the table below. The Chatham-Kent and Sarnia Lambton economies are more agricultural than is Windsor Essex. Crop production and animal production make up higher proportions of all businesses (with employees and zero employees).

	Total number of zero employee businesses	Crop production		Animal production	
		Absolute	Percentage	Absolute	Percentage
Sarnia Lambton	7,550	1,382	18%	392	5%
Chatham-Kent	7,359	1,918	26%	223	3%
Windsor Essex	20,523	1,215	6%	115	1%

### ***Motivations and barriers of business owners***

A recent study researched the motivations and barriers of current business owners in Lambton, Middlesex, Oxford and Elgin Counties.<sup>4</sup> The top three reasons for starting a business include:

- 1) being your own boss,
- 2) make more money than if an employee and
- 3) pressure from family or family business.

<sup>4</sup> Academica Group. 2014. *Entrepreneurial Climate Study*. Conducted for the Small Business Centre in London, ON.

Prior to starting their own business, four out of five owners were employed. This finding indicates that **the real drive for starting a business is from personal interest and not necessity (e.g., unemployment).**

According to this study, the top three barriers faced while running a business include:

- 1) insufficient financial resources,
- 2) fear of failure and
- 3) lack of knowledge about legal and regulatory requirements.

This third barrier was illustrated in SLWDB's consultations with local owners of zero employee businesses. In order for these businesses to hire employees, additional supports to help navigate Canada Revenue Agency reporting, other government regulations and payroll are recommended. These supports could potentially motivate existing zero employee businesses to expand and hire employees. Increasing knowledge about workforce planning and business succession planning may also help job growth. Growing the payroll size of these businesses could help increase the number of jobs in Sarnia Lambton.

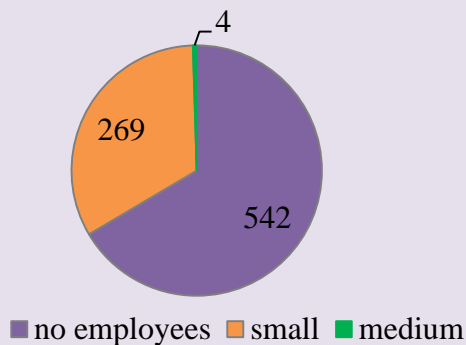
# Industry Updates

SLWDB identified six industries in the local economy to watch in the *Local Labour Market Plan Report 2014/2015*. These industries warrant a further examination of workforce development. Business data is drawn from *Canadian Business Counts June 2016* published by Statistics Canada.

Firm size:			
no employees on payroll	Small = 1-99 employees	Medium = 100-499 employees	Large = 500+ employees

## Professional, Scientific & Technical Services

Total 815 businesses



This industry includes a variety of areas, such as:

- accounting
- architecture
- engineering
- consulting
- graphic design
- legal services
- computer systems design
- research & development
- advertising
- marketing
- public relations
- photography

### Industry notes:

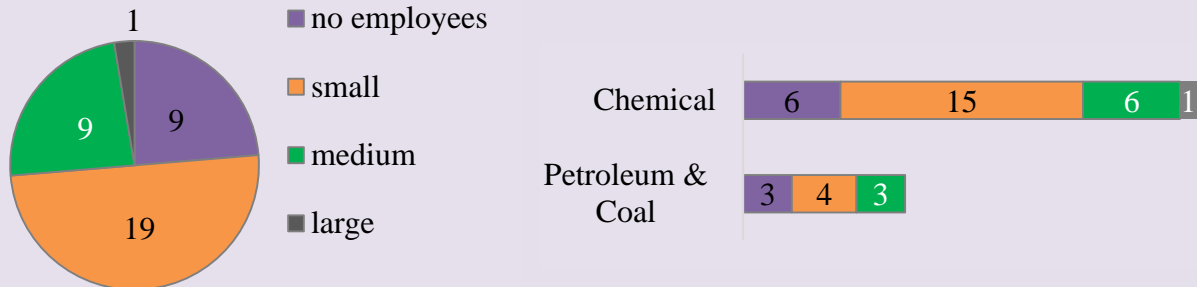
- 2 of 3 businesses in this industry have no employees on payroll
- many people in this field are consultants doing project work throughout the year
  - consultants may contract out work when help is needed
- businesses in this industry rely extensively on the skills & knowledge of workers & owners

### Employer highlights:

- between January & June 2016, engineering services firms had 53 job postings online & accounting firms had 11 job postings online
- findings from the 2014-2016 EmployerOne Surveys & consultations with employers reveal:
  - engineering jobs are in demand
  - it is hard to find experienced engineers
  - it is difficult to recruit candidates outside of Sarnia Lambton because their spouses require good employment prospects in their field
  - top recruitment methods include: referrals/informal networks, company's own website, online job boards, executive search companies & newspaper ads
- if employers require experienced engineers, recent engineering graduates may have a difficult time entering the field
- read our [infographic](#) & [report](#) for more info on engineering in Sarnia Lambton

## Petrochemical Manufacturing

### Total 38 businesses



### Industry notes:

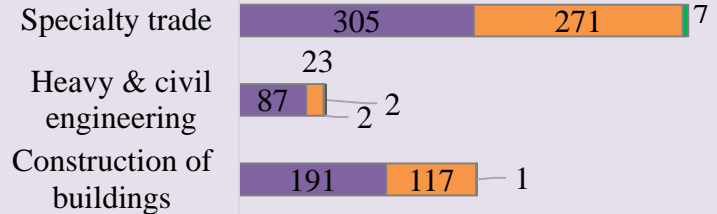
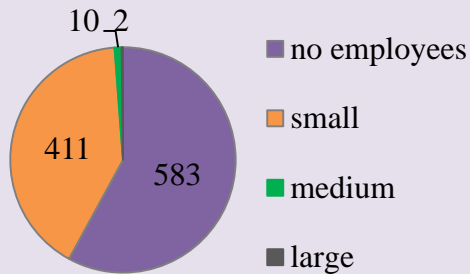
- local layoffs were announced by a handful of companies over the past year
- Fort McMurray fires have negatively impacted the petrochemical companies that operate in Sarnia Lambton. The financial aftermath for these companies continues
- Sarnia-based BioIndustrial Innovation Canada (BIC) will receive \$3 million over four years from the Ontario Government and \$12 million from the Government of Canada
- biorefining plant scheduled to open by 2018

### Employer highlights:

- between January & June 2016, petrochemical employers had 48 job postings online; this number is comparable to last year during this time period
- according to surveyed employers in this industry (2016 EmployerOne):
  - in 2015, at least 10 positions were filled for: plant operators, operating technicians & engineers
  - hard-to-fill positions include: maintenance manager, senior engineer, senior project coordinator, & strategic procurement
    - not enough applicants, lack of qualifications, lack of work experience, lack of motivation, inability to compete with other employers were identified reasons
  - top recruitment methods include: referrals/informal network, unsolicited resumes & company's own website

## Construction

Total 1,006 businesses



### Industry notes:

- changes experienced in the petrochemical industry may have ripple effects for the local construction industry
- 58% of construction businesses are specialty trade contractors (trade activities generally needed in the construction of buildings & structures)

### Employer highlights:

- between January & June 2016, there were at least 14 related construction job postings online; last year during this time period, there were at least 37 related construction job postings online
  - there have been 5 online postings for construction millwrights & industrial mechanics this year, versus 7 online postings last year between January & June
  - these numbers only include online public job postings
- according to surveyed employers (2016 EmployerOne):
  - in 2015 at least 10 positions were filled for: electricians, boilermakers, welders & steamfitters
  - a hard-to-fill position was for general construction labourers
    - lack of dedication (or work ethic) & lack of motivation were identified reasons
  - top recruitment method: referrals/informal networks

## Accommodation & Food Services

Total 375 businesses



### Industry notes:

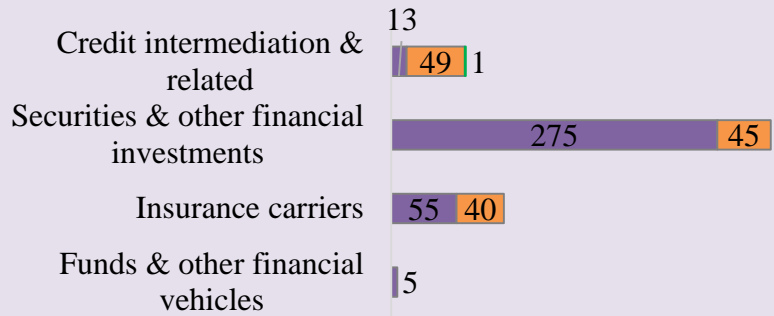
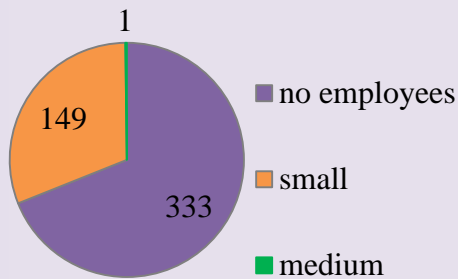
- a new hotel opened in Point Edward early 2016
- there is one accommodation services business of medium size
- 32% of food services businesses with employees have 1-9 employees
- In 2012, visitors' spending contributed \$99 million to the local GDP

### Employer highlights:

- employers we consulted with in 2015 identified a need for cooks (see our [job profiles](#) here)
- between January & June 2016, there were 30 food counter attendant/kitchen helper, 15 cook, 2 chef & 11 server job postings online; compared to 2015 online job postings for this period, there is currently a greater need for food counter attendants/kitchen helpers & less of a need for cooks/chefs & servers
  - note: many employers in Sarnia Lambton rely on informal connections to fill positions
- other possible jobs in this industry: web designer, human resource manager, bookkeeper & more. Check out the SLWDB Labour Market Review on [Working in Tourism](#) for more info
- according to surveyed employers (2016 EmployerOne):
  - in 2015 at least 10 positions were filled for: servers
  - a hard-to-fill position was for managers
    - lack of motivation was an identified reason
  - top recruitment methods include: unsolicited resumes, government employment websites, online job boards & social media

## Finance & Insurance

Total 483 businesses



### Industry notes:

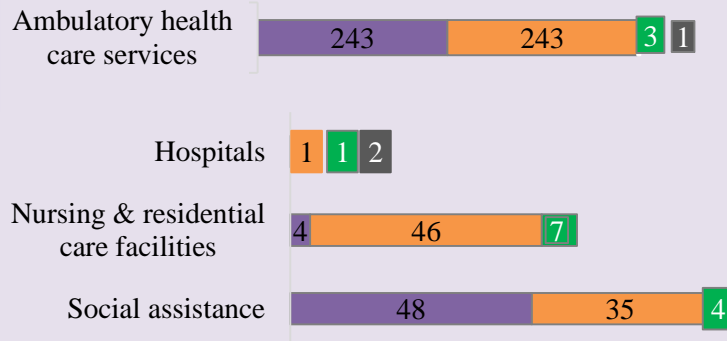
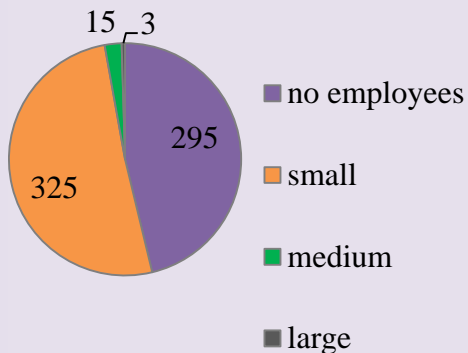
- 86% of securities/financial investment businesses are zero employee businesses
  - highlights the entrepreneurial nature of being a financial advisor outside of a bank

### Employer highlights:

- between January & June 2016, there were 47 finance & insurance related job postings online
  - top posting: Financial advisor (24 job postings)
- according to surveyed employers (2016 EmployerOne):
  - in 2015 at least 10 positions were filled for: financial advisors/planners
  - hard-to-fill jobs include: senior accounting professionals & financial service positions (including advisors, administrators)
    - not enough applicants, lack of qualifications, lack of work experience, lack of motivation & poor communication skills were identified as reasons
    - financial service positions may be commission based
  - top recruitment methods include: referrals/informal networks & company's website

## Health & Social Assistance

Total 638 businesses



Ambulatory health care services include offices of physicians, dentists & other health care practitioners (e.g., physiotherapists), as well as medical & diagnostic labs & home health care service providers.

Statistics Canada counts each location of a business (e.g., the hospital) as a separate business.

### Industry notes:

- Lambton College broke ground in June 2016 for its Nova Chemicals Health & Research Centre which will open in 2018
- about 3 of 5 ambulatory health care establishments with employees has between 1-4 employees

### Employer highlights:

- between January & June 2016, there were 264 health care related job postings online.
  - top postings: RPN (81), RN (77) & PSW (51)
- according to surveyed employers (2016 EmployerOne):
  - in 2015 at least 10 positions were filled for: personal support workers
  - hard-to-fill jobs include: personal support workers, occupational therapists, bilingual nurses, cooks, food service workers
    - not enough applicants, lack of qualifications, lack of motivation, lack of language requirements & inability to compete with other employers were identified reasons
  - top recruitment methods include: referrals/informal networks, company's own website, online job boards
- employers we consulted with in 2016 identified the need for:
  - specialized health care positions
  - family physicians
  - registered massage therapists
  - cooks & dietary aides for institutions
  - job candidates with realistic expectations regarding hours of work: part-time employment is typical of most organizations for a new person & sometimes part-time hours are the only available option for any job. Also, candidates need to be available for some early mornings, evenings & weekends.



## UPDATE of 2014-2017 ACTION PLAN

Community feedback and consultations helped to develop the strategic priorities outlined in the Local Labour Market Plan 2014/2015. These priorities were developed on a three-year timeline to provide direction for local workforce development activities through 2017. Updates for each of the action plan priorities are provided below.

<b>Priority</b>	<b>Entrepreneurship</b>
Strategy	Create a culture of entrepreneurship in Sarnia Lambton.
Action #1	The Digital Napkin website was updated to include all relevant entrepreneurship resources.
Community partners	Lambton College Sarnia Lambton Business Enterprise Centre Sarnia Lambton Economic Partnership Junior Achievement Sarnia Lambton Business Development Corporation Lambton Kent District School Board St. Clair Catholic District School Board Conseil Scolaire Catholique Providence Conseil Scolaire Viamonde
Outcomes	Increased awareness of resources about funding and support to entrepreneurs. Increase in usage of site.
Next steps	Completed.
Strategy	Develop a pipeline of students to become the next generation of entrepreneurs and entrepreneurial workers.
Action #1	Develop a future workforce from current students with an innovative and entrepreneurial mindset.
Community partners	Lambton College Sarnia Lambton Business Enterprise Centre Sarnia Lambton Economic Partnership Junior Achievement Sarnia Lambton Business Development Corporation Lambton Kent District School Board St. Clair Catholic District School Board Conseil Scolaire Catholique Providence Conseil Scolaire Viamonde CCI Studios

Canweb  
 Chamber of Commerce  
 MPB Industrial Limited

**Outcomes** Through the Ontario Youth Entrepreneurship Outreach Program, approximately 1,000 students were exposed to activities, skill sets, entrepreneurial ventures all associated with developing an entrepreneurial mindset. Grade 10 Career Studies teachers and Grades 7/8 teachers were trained on delivering entrepreneurial curriculum. The re-launch of the Digital Napkin site serves as a central portal for students to access entrepreneurial information.

Increased usage of Digital Napkin website.  
 Supported entrepreneurial events hosted by partners.

**Next steps** Completed.

<b>Priority</b>	<b>Quality Workforce</b>
<b>Strategy</b>	Promote career opportunities to our current and future talent base.
<b>Action #1</b>	Create accessible labour market information resources for job seekers.

**Community partners** Local Employment Ontario service providers  
 Organization for Literacy in Lambton

**Outcomes** Developed profiles on 12 jobs in Sarnia Lambton.  
 Presented profiles to EO and community services network and local school boards.  
 Attended 16 local high school events.  
 Promoted profiles on social media.

**Next steps** Completed.

<b>Action #2</b>	Investigate ways to address the identified need/gap for cooks in the food/accommodation industry.
------------------	---

**Potential partners** Local Employment Ontario service providers  
 Tourism Sarnia Lambton  
 Sector representation

**Outcomes** Increased knowledge of this occupation among job seekers.  
 Produced a Labour Market Review report outlining opportunities for cooks & other jobs in the food/accommodation industry.  
 Created job profile for cooks. Promoted job profile on social media and to EO network.

**Next steps** Completed.

<b>Priority</b>	<b>Economic Diversity</b>
Strategy	Find opportunities for small and medium enterprises and trade unions to access more customized education and specialized training resources.
Action #1	Create an understanding of generational differences within our local workforce and how these generational differences impact the success of business and employment.
Potential partners	Local <i>Employment Ontario</i> service providers Sarnia Lambton Chamber of Commerce Employers operating in Professional, scientific, and technical services; manufacturing; and accommodation and food services industries.
Outcomes	Developed an e-resource on generational differences within the workforce. Holding training workshops for local employers and EO service providers upon request.
Next steps	Completed.
Action #2	Connect local employers with resources and assistance to address when or if English as a Second Language is an issue in their workplace.
Community partners	Sarnia Lambton Workforce Development Board YMCA Learning & Career Centre Local Immigration Partnership Association Canadienne Francaise De l'Ontario (ACFO) Local <i>Employment Ontario</i> service providers Sarnia Lambton Chamber of Commerce Lambton College Sarnia Gives County of Lambton Employers operating in Professional, scientific, and technical services; manufacturing; and accommodation and food services industries.
Outcomes	An e-resource has been created for employers which outlines existing “English As A Second Language” resources in Sarnia Lambton. This resource contains contact information that can be used as a reference tool for employers. An event (forum) was held for local employers to engage them about the local immigrant population. Forty four employers attended the event with twenty four organizations in attendance.
Next steps	Completed.

Strategy	Attract and retain skilled immigrants to Sarnia Lambton.
Action #1	Ensure skilled immigrants have access to resources that can help them to be successful in the workforce in Sarnia Lambton.
Community partners	<p>YMCA Learning &amp; Career Centre</p> <p>Local Immigration Partnership</p> <p>Toastmasters</p> <p>Employment Ontario Providers</p> <p>Employers operating in Professional, scientific, and technical services; manufacturing; and accommodation and food services industries.</p>
Outcomes	<p>SLWDB will continue to host the Sarnia Lambton Mentorship Program as a means for skilled immigrants to seek pre-employment and job search support in their career field in Sarnia Lambton.</p> <p>In October-November 2014, SLWDB partnered with the local YMCA and Toastmasters to facilitate a Speechcraft training course for skilled immigrants who wished to gain confidence and skill in English communication.</p> <p>Administered the Sarnia Lambton Mentorship Program.</p>
Next steps	Completed.

## Appendix A: Community Consultation Stakeholders\*

5th Wheel Training Institute	Michaels
Bayshore Home Health	Ontario Works
Bentley Leathers	Organization for Literacy in Lambton
Big-T Delivery	Pathways & Transitions
Bluewater Estate & Property Assistance	Physician Recruitment Taskforce for
Bluewater Health	Sarnia Lambton
Bright's Grove Family Pharmacy Remedy's Rx	Rapids Family Health Team
Canadian Mental Health Association	S&R Group
Canadian Tire	St. Clair Catholic District School Board
Central Lambton Family Health	The Workplace Group
Corporate Commercial Realty	Tri County Literacy
Conseil scolaire catholique Providence	Trin's Fashions of Forest
Conseil scolaire Viamonde	UE INC
County of Lambton	Victorian Order of Nurses (VON)
Erie St. Clair CCAC	Vision Nursing Home
Express Employment Professionals	
Garbos Fashions	* due to corporate privacy policies, not all
Goodwill Industries EKL	stakeholders can be named
Graphite Marketing	
Home Depot	
IKB Boutique	
JDW International	
Kaoss Studios	
Kettle & Stony Point Employment Access	
Lambton College	
Lambton College Community Employment Services	
Lambton County	
Lambton Kent District School Board	
Leon's	
Local Health Integration Network	
Lou Parry Photography	
Lou's Landscaping	
Massage Addict	