



Local Labour Market Plan

Sarnia Lambton – 2017/2018

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.

Each year we produce a local labour market report. This report tells the local story of the labour market in Sarnia Lambton and uses the latest population, job and business data available. We consult with local businesses and employment service providers about specific issues to help us identify challenges and opportunities for job seekers. From April 2016 – March 2017 we led four additional projects that helped us understand the needs of employers and we communicated these needs with job seekers. These projects are highlighted on page 2 of 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 2018, please contact Shauna Carr, Executive Director.

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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 Plan 2017/2018* for Sarnia Lambton.

Please give us feedback on this report by answering a 5 question survey.

Survey link: <https://www.surveymonkey.com/r/2017-18LLMP>

Additional information can be obtained by contacting:
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This project is funded in part by the Government of Canada and the Government of Ontario.

The views expressed in this report are those of SLWDB and do not necessarily reflect those of the Province.

ADDITIONAL PROJECTS IN 2016/2017

1

Workshops for Job Seekers

- Presented 16 workshops to 180 job seekers.
- Workshops included: job search resources, jobs with good prospects for different levels of education, career pathways and how employers seek out recruits.

2

Profile of the Local Health Care Industry

- Spoke with 20 managers/human resource managers from 15 different health care organizations about recruitment, retention and future demand.
- Their input, as well as statistical data were used to write a [Health Care Employment](#) summary report and 46 [job profiles](#).
- This information is available on our website at www.slwdb.org
- Held an event where 10 different employers spoke to 60 job seekers about specific health care jobs.

3

Soft Skills Workshop

- Presented 9 soft skills workshops for job seekers and high school students, reaching a total of 189 people.
- Job seekers heard from employers about the use of soft skills in a work setting, participated in activities to learn about specific soft skills, and created a plan to strengthen their skills.
- A [Soft Skills Development Resource](#) guide used during the workshops can be found under the resources section of our website at www.slwdb.org

4

EmployerOne Survey

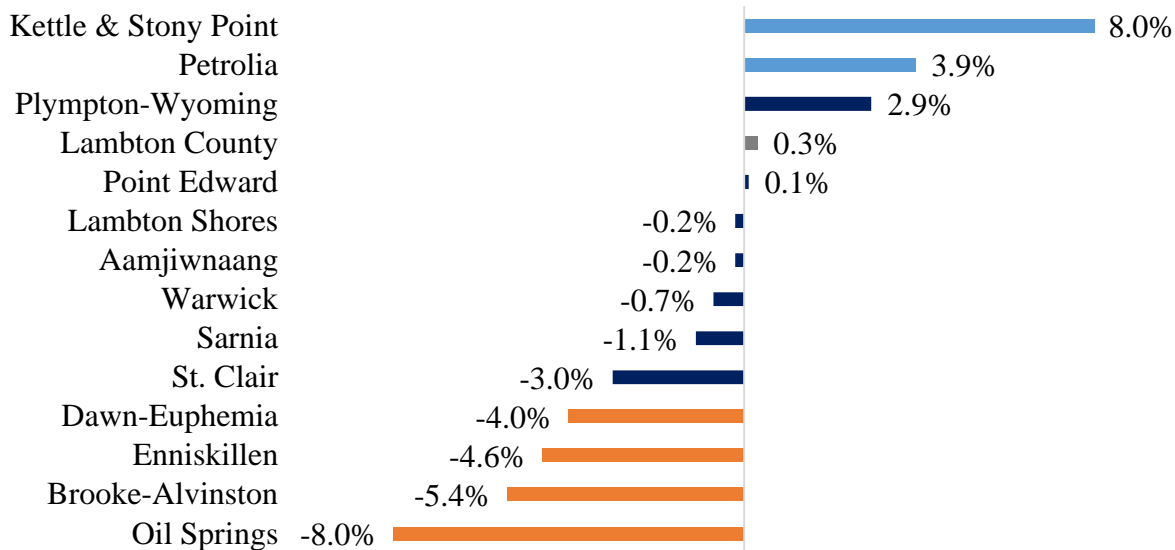
- Conducted the 4th annual community-wide survey among local employers.
- Gathered insightful job information from 143 businesses.
- A synopsis of the findings are shared in this report and the [2017 EmployerOne Survey Results](#) report on our website.
- The 5th annual EmployerOne Survey was completed in January 2018. Watch for the report in March 2018.



LOCAL POPULATION

In 2016, the Sarnia Lambton population was 126,638. It has not changed much from the 2011 population of 126,200. Population changes from 2011 to 2016 for the county, local municipalities, and neighbouring First Nations are represented in the bar chart below as percentage points.

Highest population growth in local area: Kettle & Stony Point and Petrolia

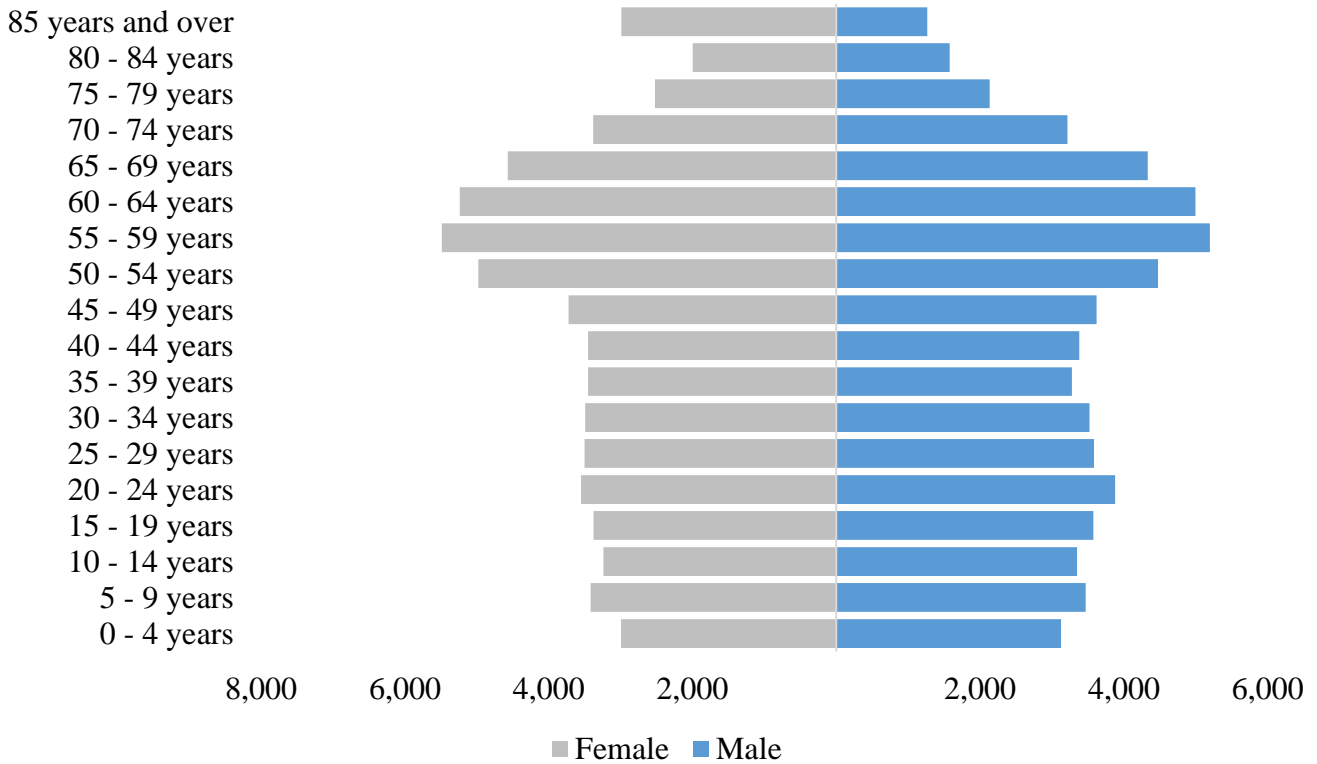


Source: Statistics Canada. *2011 and 2016 Censuses*. Catalogue no. 98-402-X2016001.

Note: Population change could not be calculated for Walpole Island because a population total was not available for the 2011 Census.

Although the overall Sarnia Lambton population has not changed much between 2011 to 2016, the age demographics are slowly shifting. Continuing with the trend of previous years, **the local population is getting older**. In 2011, 50% of Sarnia Lambton residents were 45 years and older. This percentage rose to 51% in 2016. The chart on the next page is called a population pyramid and is commonly used by statisticians to illustrate whether a population has a high proportion of children or older persons, or if there is a relatively equal distribution of ages.

Population pyramid: **Longest bars cluster at 45 years and older**



Source: Statistics Canada. 2016 Census.

The large baby boomer cohort (those born between 1946 and 1966) are situated in the longest bars (50-69 years) in the middle of the chart. This group of individuals, if working, are expected to retire partially or completely within the next 15 years. This large movement of workers exiting the workforce could create significant challenges. Workforce planning would help businesses to ensure a continuance of qualified candidates to replace retirees and to retain institutional and industry knowledge held by retiring workers. SLWDB is currently working on a resource guide for businesses to help them with the recruitment and retention of employees. If interested contact us for information.

Sarnia Lambton has a relatively older population compared to the province. The average age was 44 years for Sarnia Lambton in 2016; in comparison, the average age was 41 years for Ontario. This difference means that the local area will likely feel the effects of an aging workforce (via retirements) somewhat sooner than will the province.

MIGRATION



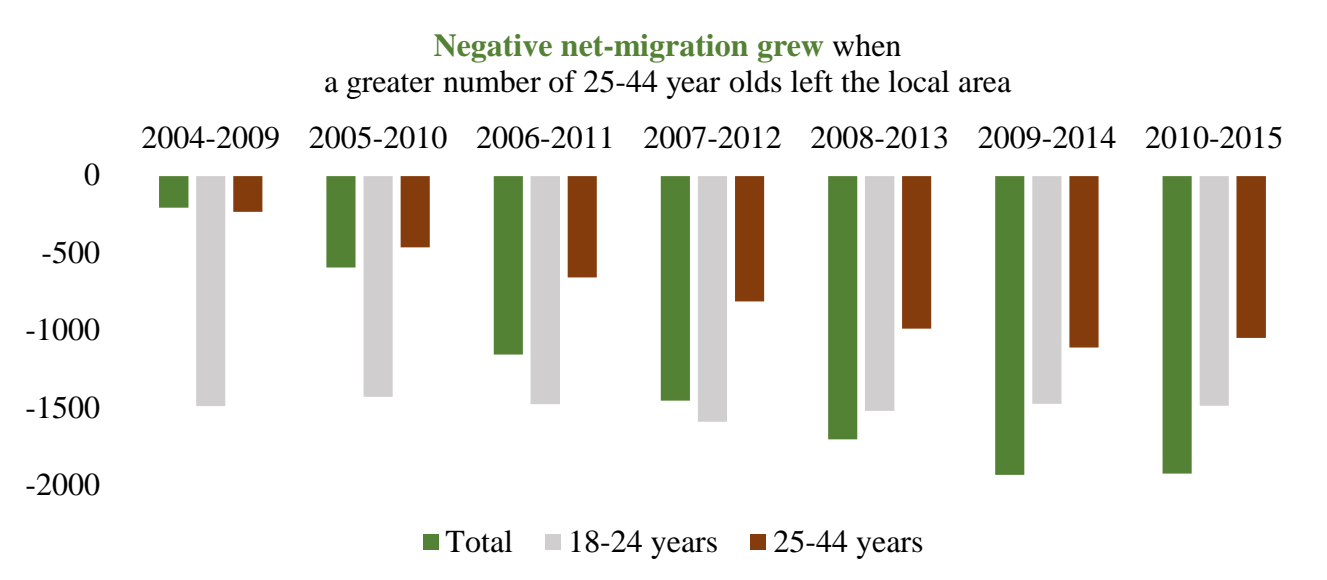
Young adults (18-24 years) and working age adults (25-44 years) left in high numbers between 2010 and 2015

Age Group	In-migrants	Out-migrants	Net-migrants
0-17	3,334	3,119	215
18-24	1,955	3,444	-1,489
25-44	5,119	6,169	-1,050
45-64	3,414	2,951	463
65+	1,702	1,768	-66
TOTAL	15,524	17,451	-1,927

The movement of people out of Sarnia Lambton is one of many factors contributing to the stagnant population growth.

Source: Statistics Canada. 2016 Taxfiler.

The above migration findings are a part of a local trend. Past SLWDB Local Labour Market Reports state similar movement patterns for different five year spans.



Sources: Statistics Canada. 2010-2016 Taxfilers.

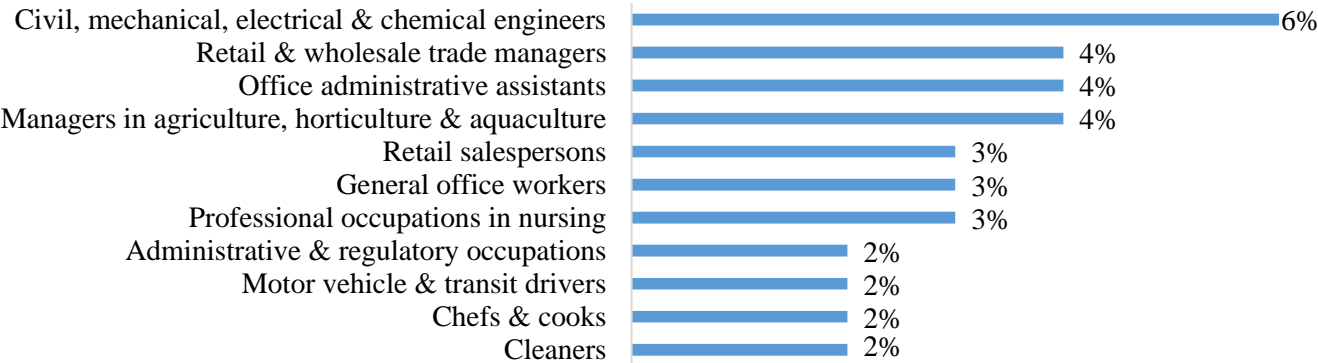
The previous chart illustrates that the exit of young adults (18-24 years) has consistently been around 1,400. The pursuit of postsecondary education is likely a primary reason. The total number of people leaving Sarnia Lambton has been negative for all of the comparison years shown in the chart. However, the number increased greatly between the comparison years 2005-2010 and 2006-2011. This increase corresponds with a rise in the number of working age adults (25-44 years) leaving Sarnia Lambton. Multiple reasons could account for why people from this age group are leaving, but work is likely a primary one. The recent recession in Canada began in the fall of 2008. Local employment and unemployment levels began to show effects in early 2009. Community consultations suggest that the continuing large movement of working age adults is likely tied to employment reasons.

Of the 50 Census Divisions in Ontario, Sarnia Lambton is one of 15 areas with a negative net-migration number for the period 2010-2015. Sarnia Lambton is fourth after Cochrane, Algoma, and Huron.

IMMIGRATION

1 in 10 local residents is an immigrant. In total, there were 12,390 immigrants in 2016. According to Statistics Canada, an immigrant person has been granted the right to live in Canada permanently by immigration authorities. In 2011, 44.1% of local immigrants 15 years and older participated in the labour force. This percentage suggests that over half of immigrants were not active in the workforce; they were either unemployed or not looking for work. In comparison, the labour force participation rate for the entire Sarnia Lambton population (15 years and older) was 59.6% in 2011. 2016 data on immigrant labour force participation has yet to be released. The top jobs held by the 4,970 employed local immigrants in 2011 are shown below.

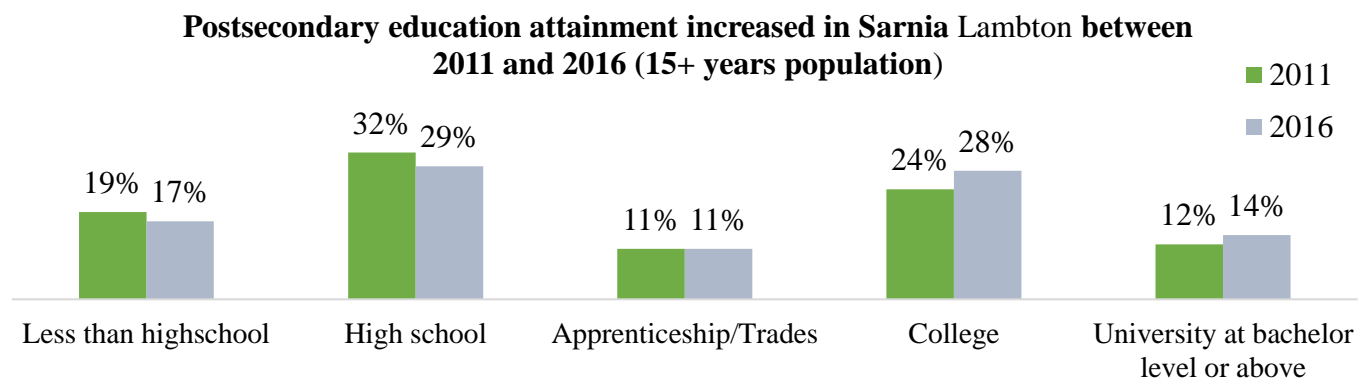
1 in 3 local immigrants are employed in the following jobs:



Source: Statistics Canada. 2011 NHS, custom table.

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 the local area can attract. Between 2011 and 2016, the level of education slightly increased in Sarnia Lambton with more people completing College and University. Twenty-eight percent of the population has a College education, up from 24% in 2011; and 14% of the population has University at bachelor or above, up from 12%. Postsecondary education achievement (apprenticeship, college, university) is 53% in 2016 compared to 47% in 2011.



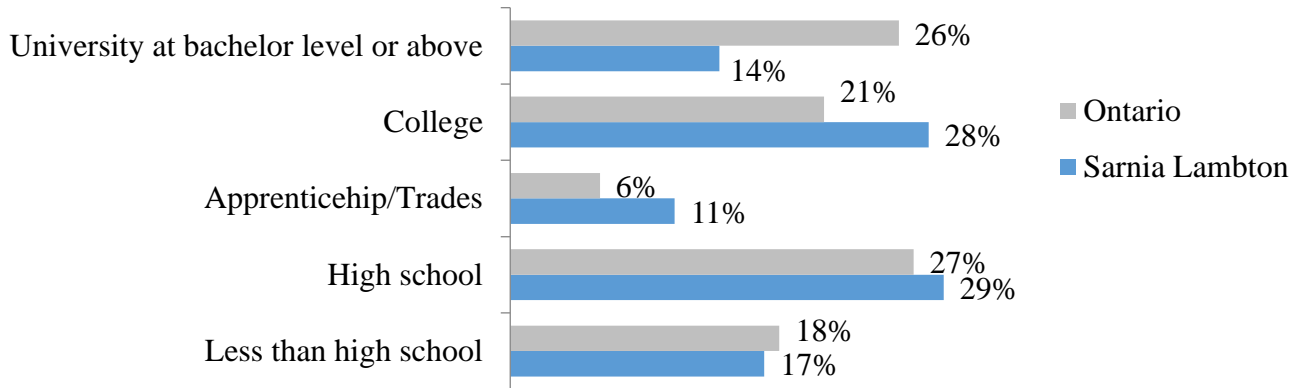
Sources: Statistics Canada. *2011 National Household Survey (NHS)* and *2016 Census*.

Note: University below bachelor was omitted due to its small number size.

The relatively high percentage of Sarnia Lambton residents who have high school education or less needs to be considered in context. This percent (46%) is for the population aged 15 years and up. Remember that the local population is older; more than half of residents are 45 years and over. For many people in this demographic, schooling beyond a high school level was not required to work in the jobs available. When educational achievement by age groups are compared over time, differences emerge. For example, between 2006 and 2011, postsecondary achievement increased by 16% among 15-24 year olds and 6% among 25-34 year olds. 2016 Census data on the educational achievement by age group will become available in 2018 and will be reported in SLWDB's 2018/2019 Local Labour Market Update.

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

Sarnia Lambton has a higher percentage of college-trained and apprenticeship/trade-trained people compared to Ontario in 2016 (15+ years population)



Source: Statistics Canada. *2016 Census*.

Note: University below bachelor was omitted due to its small number size.

The higher percentage of apprenticeship/trades and college-trained could be because of the high presence of skilled trades-related jobs and unions located here. Traditionally this has been the case in Sarnia Lambton. Ontario has a higher percentage of university-trained people compared to Sarnia Lambton.

EMPLOYMENT ONTARIO CLIENTS

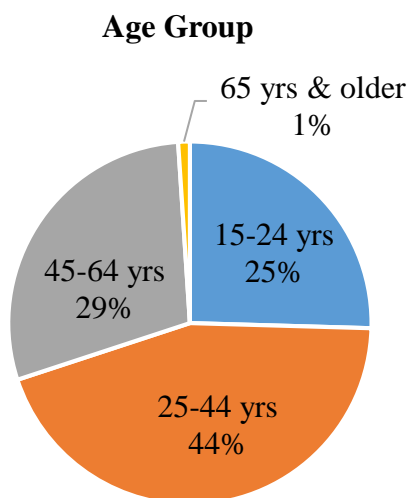
The Ontario Ministry of Advanced Education and Skills Development (MAESD) has released local client data on *Employment Ontario* (EO) programs to SLWDB for the past four years. In particular, information on **Employment Services, Second Career, Literacy and Basic Skills, and Apprenticeships** is provided. This year, additional data on **Ontario Employment Assistance Service, Canada Ontario Job Grant and Youth Job Connection programming** has also been 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

Note:
For the Employment Ontario Data illustrated on pages 9 – 16 the term “unavailable” found in several charts indicates not reportable data, such as suppression or true zero (no data) or data not collected.
To ensure confidentiality, any data counts lower than 10 participants has been suppressed.
Percentages may not add up to 100 due to rounding.

Employment Services (ES)

1,827 clients were served in ES in Sarnia Lambton in the 2016/2017 fiscal year.

The demographic profile of local ES clients is shown in the charts that follow.



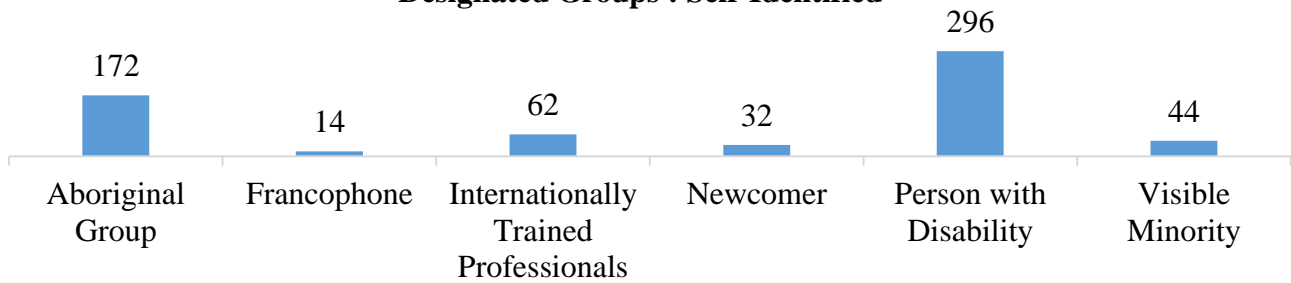
Highest Educational Achievement at Intake

- **40%** of clients with completed postsecondary education (certificate of apprenticeship, college or university education)
- **43%** high school
- **17%** less than high school

Labour Force Attachment at Intake

- **9 out of 10 clients** were either unemployed or underemployed

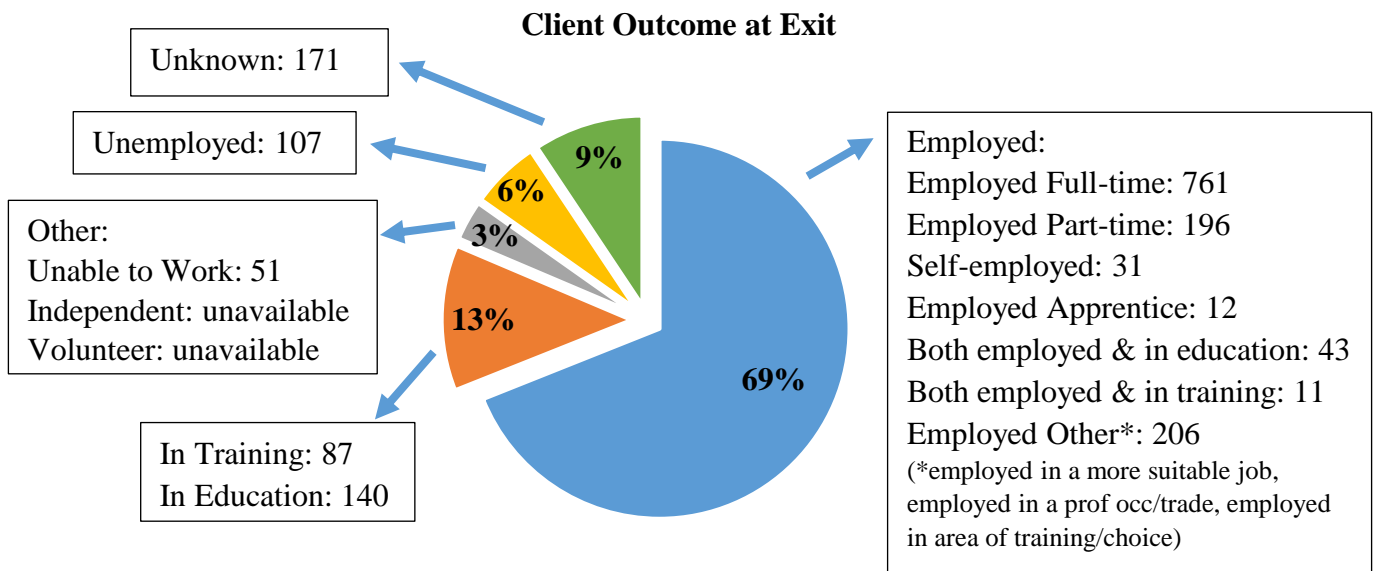
Designated Groups : Self-Identified



The total number of ES clients served in Sarnia Lambton remained almost the exact same as last year. For both the Western Region and Ontario as a whole, the number of clients has slightly declined from previous years.

Demographic profiles for ES clients in Sarnia Lambton also remained relatively the same as the previous year. An exception, however, is the number of individuals identifying as a designated group. In 2016/17 more ES clients identified as belonging to a designated group than in 2015/16. In particular, clients identifying as a person with a disability increased by about 80% from last year. There is no data to explain the increase in numbers, however some ES providers indicate that individuals may have a greater comfort level with self-disclosure.

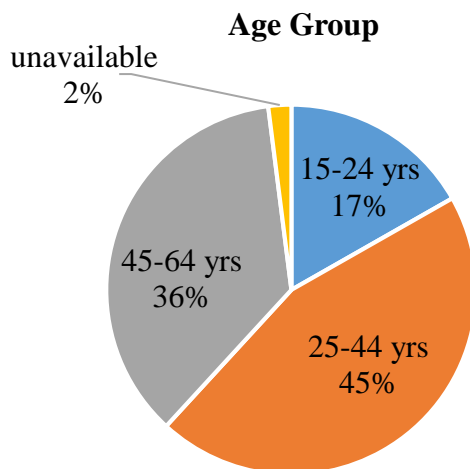
As with the 2015/16 Employment Service client outcomes, 2 out of 3 clients exited ES with employment.



The previous graph reflects “client outcome at exit”, which is determined at the time the client leaves the Employment Service and their file is closed. Clients who are unemployed may gain employment after exit. Employment Services conducts follow-up calls at 3 months post exit. If a client remains unemployed then follow-ups will continue and alternate services offered. Clients in the unknown category are those who the service provider has been unable to contact for various reasons (e.g., clients may have moved, changed telephone or email and not left a forwarding address).

Ontario Employment Assistance Services (OEAS)

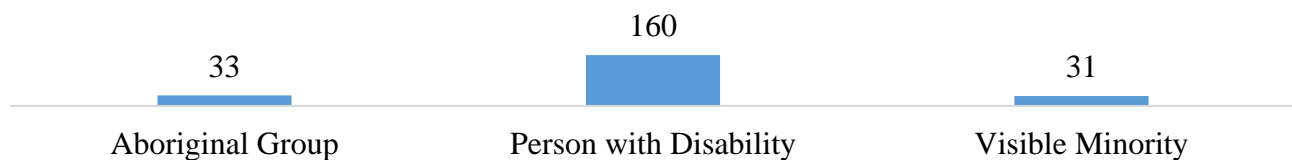
497 clients were served in OEAS in Sarnia Lambton in the 2016/17 fiscal year.



Highest Educational Achievement at Intake

- 45% of clients with completed postsecondary education (certificate of apprenticeship, college or university education)
- 44% high school
- 10% less than high school
- 1% unavailable

Designated Groups: Self-Identified

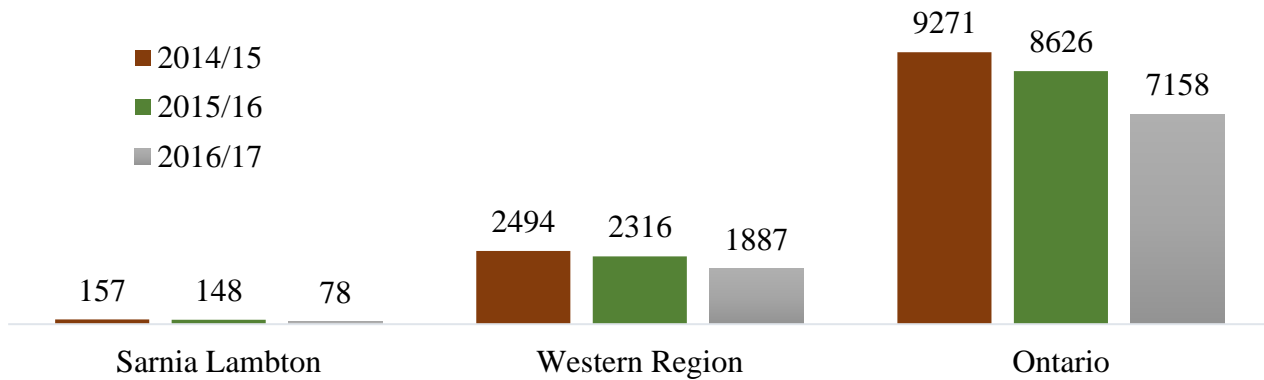


Second Career (SC)

78 clients were served in SC in Sarnia Lambton in the 2016/17 fiscal year.

There were about half as many SC clients this year as there were last year (148 clients in 2015/16). 56% of clients were between the ages 25-44.

Participation in Second Career has been declining in Sarnia Lambton and across the Western Region and Ontario over the past few years



There are a few possible reasons that could explain the decline: 1) improved unemployment rate (lowest it has been in Sarnia Lambton since 2006) 2) available participants may not be interested in returning to school 3) clients located in the county who do not have access to transportation may find attending training or school prohibitive or 4) family circumstances may prevent consideration of training or schooling

Top approved training programs taken in 2016/17

- Social & Community Service Workers
- Transport Truck Drivers

Local data collected by SLWDB indicates that additional career field considerations may include careers in the health care field (report found at: <http://www.slwdb.org/wp-content/uploads/2015/08/Health-Care-Employment-in-Sarnia-Lambton-Summary-report.pdf>) and jobs in finance and insurance (report found at: <http://www.slwdb.org/wp-content/uploads/2015/08/Finance-and-Insurance-Jobs-in-Sarnia-Lambton-ENG.pdf>).

Canada Ontario Job Grant (COJG)

COJG provides direct financial support to qualifying individual employers who wish to purchase training for their workforce. Funding is provided by the Government of Canada and delivered by the Government of Ontario. Employers who wish to apply for this grant can contact SLWDB for information on local providers or visit the website at <http://www.tcu.gov.on.ca/eng/eopg/cojg/>

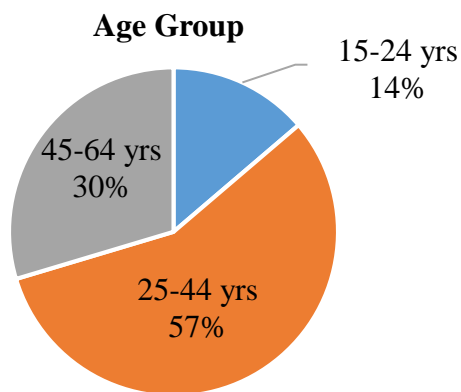
65 employers participated in COJG in Sarnia Lambton in the 2016/17 fiscal year.

The majority of these employers (48) employ less than 50 employees. This number reflects the composition of businesses with employees in Lambton County. Canadian Business Counts data, Sarnia Lambton June 2017 indicates about 94% of *businesses with employees* have between 1-49 on payroll (see local business data on page 24 of this report).

Outcome at Exit
Out of the 65 employer participants, 64 reported:

- an increase in trained productivity (39) or
- that training met workforce needs (25)

189 employees participated in COJG in Sarnia Lambton in the 2016/17 fiscal year.



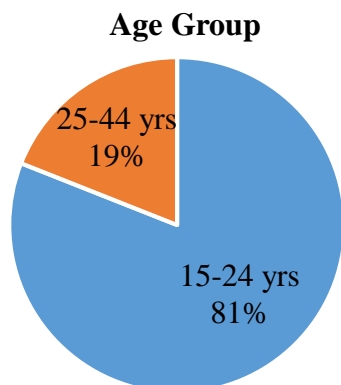
Labour Force Attachment

- Employed full-time: 177
- Employed part-time: 11
- Unavailable: 1

Youth Job Connection (YJC)

YJC is a program designed to assist individuals between the ages of 15-29 experiencing multiple and/or complex barriers to employment. SLWDB is pleased to present labour market information regularly to participants of this program.

153 clients were served by YJC in Sarnia Lambton in the 2016/17 fiscal year.



Highest Educational Achievement at Intake

- 41% of clients had completed high school
- 48% of clients had less than a grade 12 education
- 12% unavailable

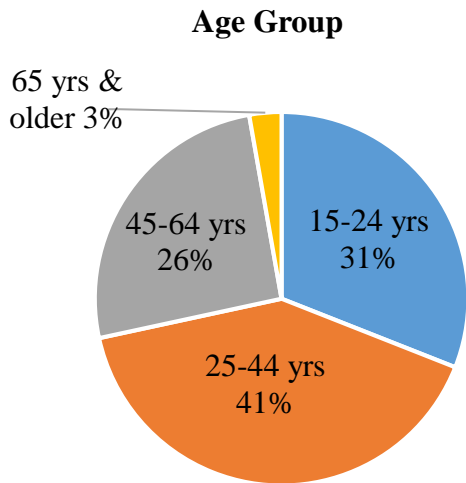
Designated Groups: Self-Identified



Source of Income at intake was reported as Ontario Works for almost half of local YJC clients. In Sarnia Lambton, the YJC program has a well-defined relationship for referrals with Ontario Works.

Literacy and Basic Skills (LBS)

539 learners participated in LBS programs in the 2016/17 fiscal year. ¹



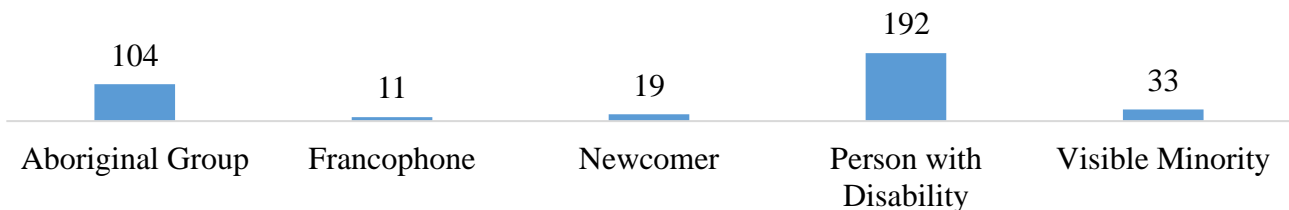
Highest Educational Achievement at Intake

- 21% with postsecondary education (certificate of apprenticeship, college or university education)
- 38% high school
- 40% less than high school

Labour Force Attachment at Intake

- Employed full-time: 54
- Employed part-time: 105
- Unemployed: 364
- Unavailable: 16

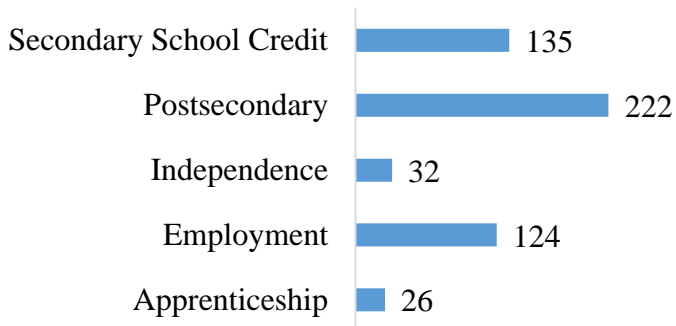
Designated Groups: Self-Identified



¹ 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.

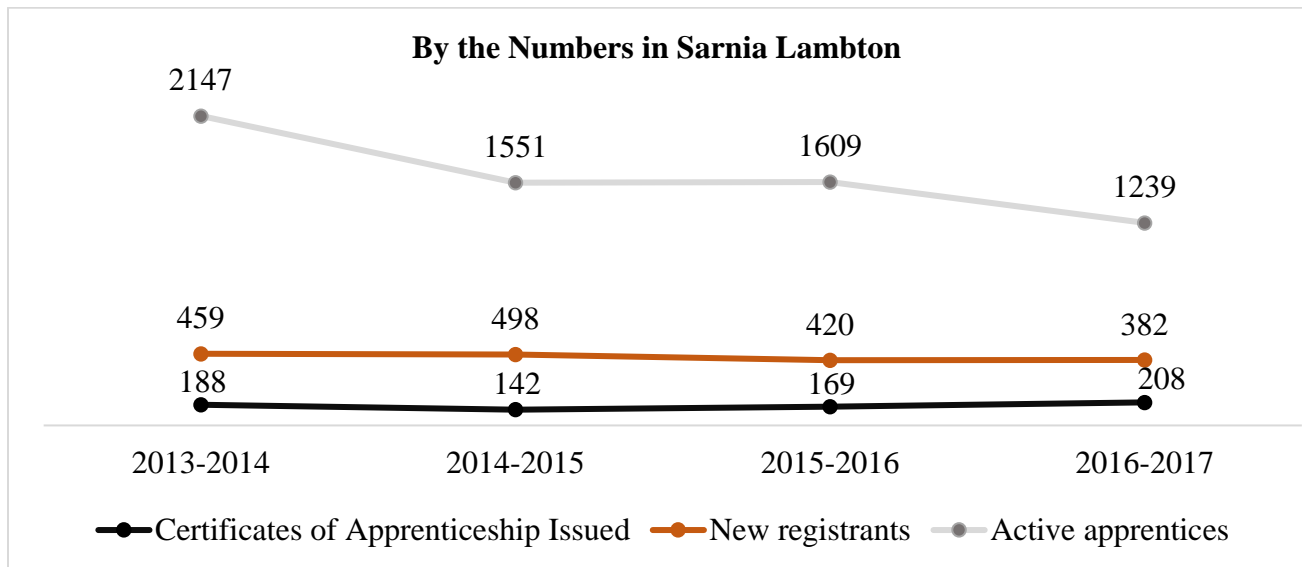
The number of LBS learners in 2016/17 (539) is up slightly from the 2015/16 fiscal year (520). Individuals self-identifying as a designated group increased significantly since last year, particularly “aboriginal group” and “person with disability” (from 69 and 111 respectively in 2015/16). Increases in the aboriginal group designation may be a result of indirect referrals from work done with First Nations community groups. As well, the Lambton Kent District School Board Literacy Program runs classes in our First Nations Communities including a pilot program at Kettle & Stony Point in 2016/17. Continuation of the pilot program is contingent upon funding availability.

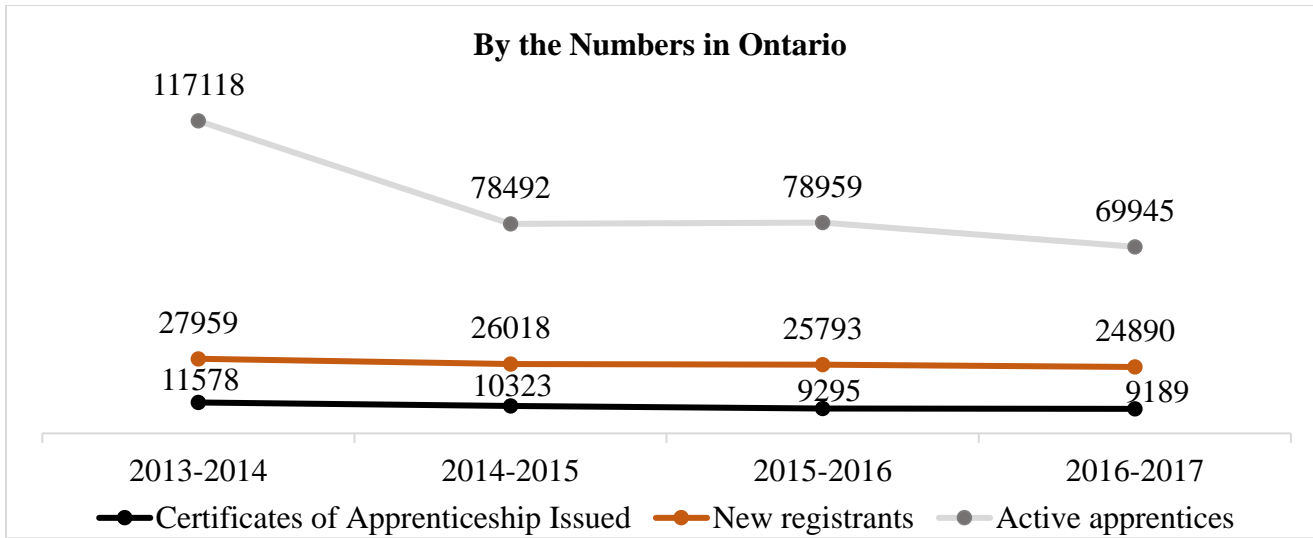
Learners' Goal Path



Ongoing development of literacy and numeracy skills are critical for success in today’s workplace. 71% of learners have goal paths in education or education related areas.

Apprenticeship





In the past 4 years new registrants for apprenticeship have been in decline in both Sarnia Lambton and Ontario. The number of active apprentices has declined in both areas since 2016. The number of active journeypersons is not known. In 2017, the Province began a series of stakeholder discussions with the objective of modernizing the apprenticeship program.

Top 10 Trades of New Registrants in Sarnia Lambton
General Carpenter
Process Operator: Refinery, Chemical and Liquid Processes
Automotive Service Technician
Construction Craft Worker
Hairstylist
Instrumentation Control Technician
Steamfitter
Electrician - Construction and Maintenance
Truck and Coach Technician
Industrial Mechanic Millwright

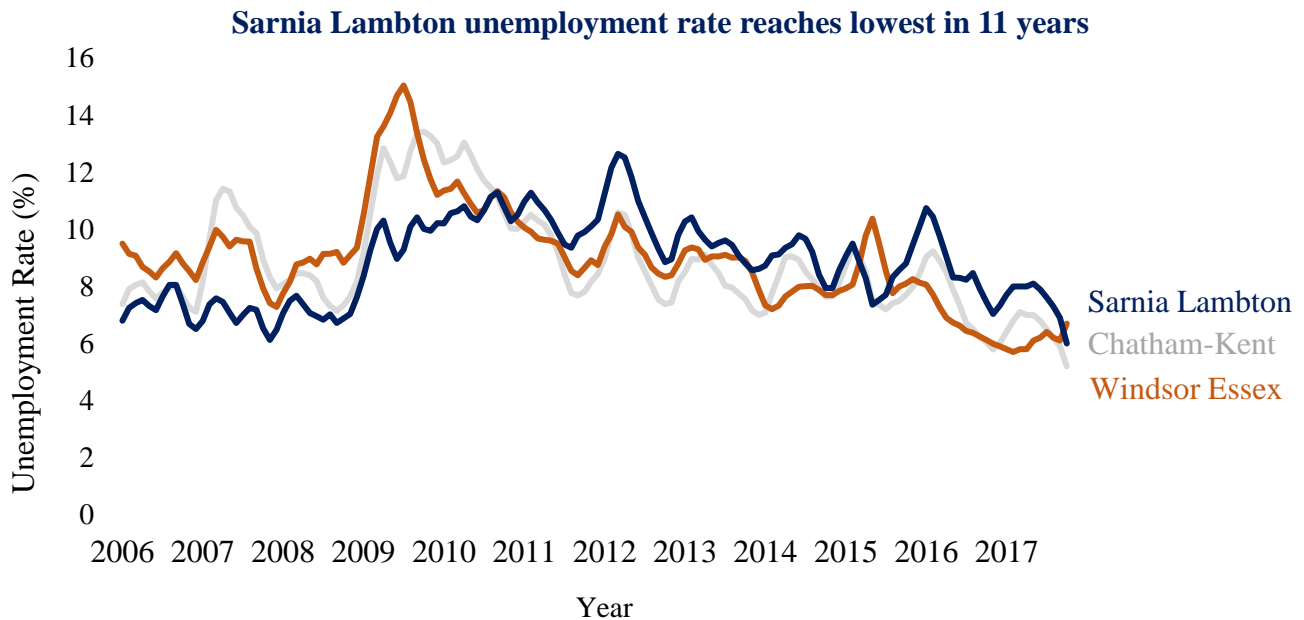
The top 10 list includes the traditional skilled trades for Sarnia Lambton, many of which have been on this top 10 list of new registrants for the last few years including: process operator, steamfitter, automotive service technician, electrician, among others.

SLWDB encourages job seekers and students to seriously consider an apprenticeship in the skilled trades. Skilled trades are key players in the economy of Sarnia Lambton. Employers are also encouraged to review their business plans to see if they could support apprenticeship positions.

LOCAL LABOUR MARKET CONDITIONS

Employment and Unemployment

Conditions in the local economic region have been slowly but steadily improving for the labour market. Job growth for the economic region was 1.5% in 2016 and is expected to be 2.2% in 2017 and 1% in 2018, according to Central 1 Credit Union.² Recent and future job growth is mostly attributed to activities in manufacturing and construction industries, specifically the major projects happening in Windsor (e.g., the Gordie Howe Bridge, Fiat Chrysler).³ In December 2017, Nova Chemicals in Sarnia Lambton announced a major expansion and construction project expected to create about 150 new manufacturing jobs and up to 1400 construction jobs.⁴ Unemployment rates over time for the three areas within the local economic region are shown in the line chart below. All areas are experiencing lows close to or lower than unemployment rates in 2006. In October 2017, the unemployment rates were 6.0% for Sarnia Lambton, 6.7% for Windsor Essex and 5.2% for Chatham-Kent.



Source: Statistics Canada. *Labour Force Survey, 2006-2017*. Calculated by metro economics.

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

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

² Central 1 Credit Union. February 2017. Ontario Regional Economic Outlooks 2017-2019.

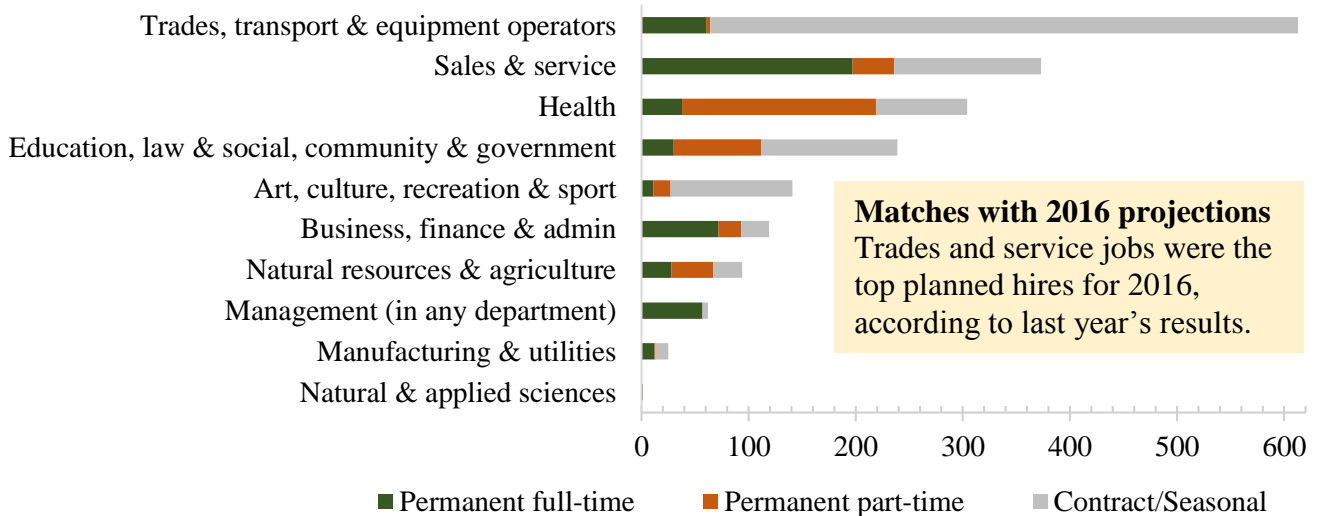
³ Central 1 Credit Union. February 2017. Ontario Regional Economic Outlooks 2017-2019.

⁴ The Sarnia Journal-Lambton Edition. December 14, 2017.

2017 EmployerOne Survey Findings

The EmployerOne Survey is a community-wide survey conducted by SLWDB annually since 2014. The survey gathers information from local employers about their hiring trends, skills in demand, and recruitment strategies. This year, 143 businesses participated. Results are insightful but not statistically significant. Stay tuned to www.slwdb.org for 2018 results!

Top hires in 2016 were contract trade jobs



Ranked top 3 recruitment methods:

1. Personal contacts
2. Online job boards
3. Company's own internet site

Participating businesses **plan on hiring a grand total of 1,086** employees in 2017.

1. Trades jobs
2. Service and sales jobs

Each survey year, at least **1 in 3** surveyed employers **reported hiring challenges**.

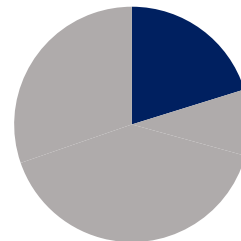
Repeatedly reported hard-to-fill jobs:

- accountants
- cooks
- early childcare educators
- engineers
- financial advisors and planners
- management for various industries
- personal support workers

Top reasons why hard-to-fill:

- lack of qualifications
- not enough applicants

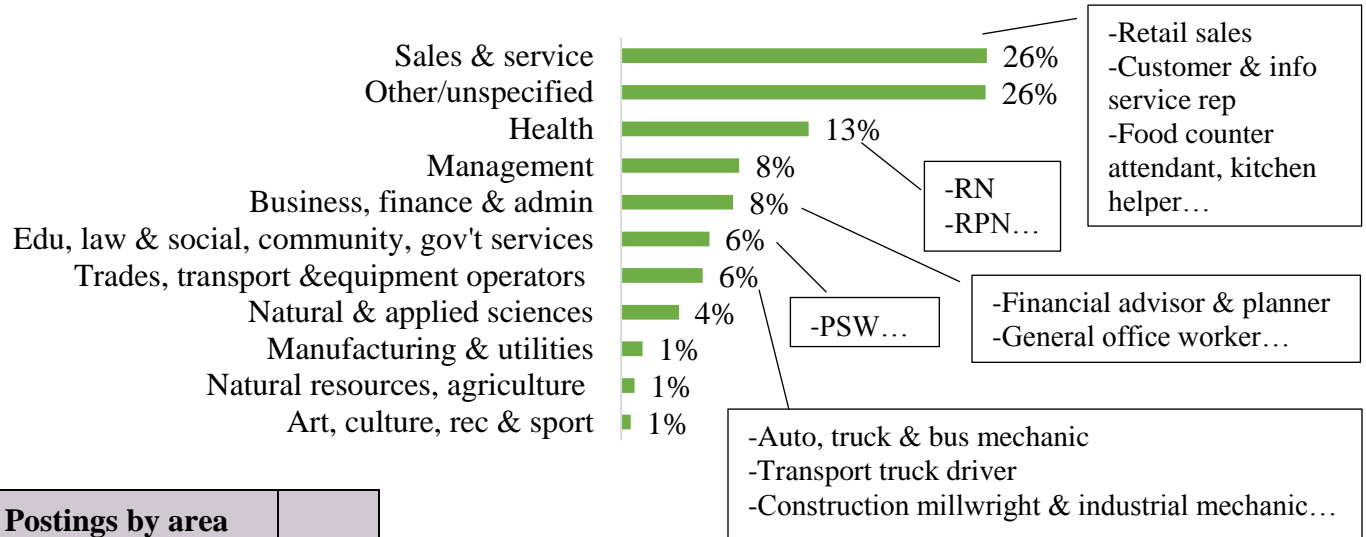
Only 20% of planned hires for 2017 are expected to be **permanent full-time**



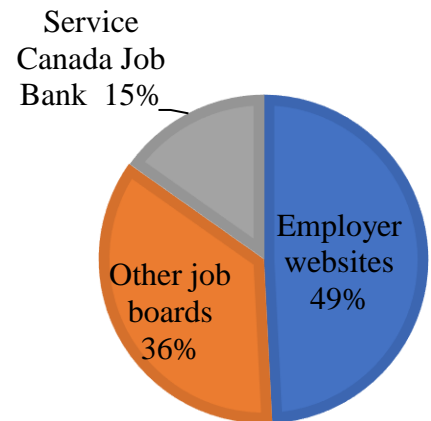
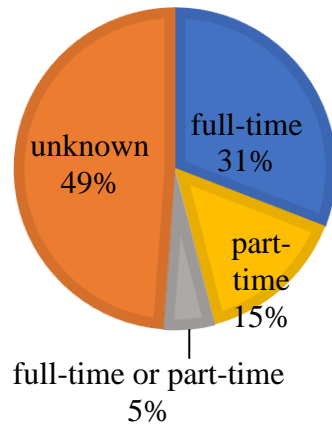
For the full [2017 EmployerOne Survey Report](#), visit our website www.slwdb.org.

Online Job Postings for 2016

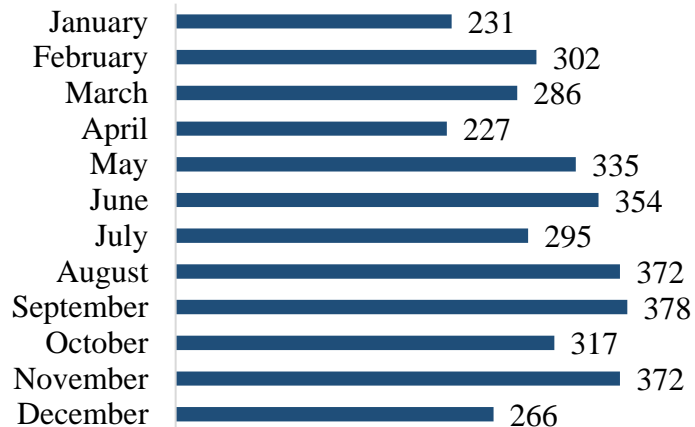
Online job postings statistics provide insight into the types of workers currently needed by local employers. In 2016, there were a total of 3,735 online job postings for Sarnia Lambton.



Postings by area	Count
Alvinston	3
Arkona	3
Brigden	2
Brights Grove	3
Corunna	42
Courtright	15
Enniskillen	6
Forest	5
Lambton Shores	3
Mooretown	4
Oil Springs	3
Petrolia	93
Point Edward	34
Port Lambton	11
Sarnia	3,177
Sombra	2
Theford	1
Watford	51
Wyoming	63
Unspecified in Sarnia Lambton	214

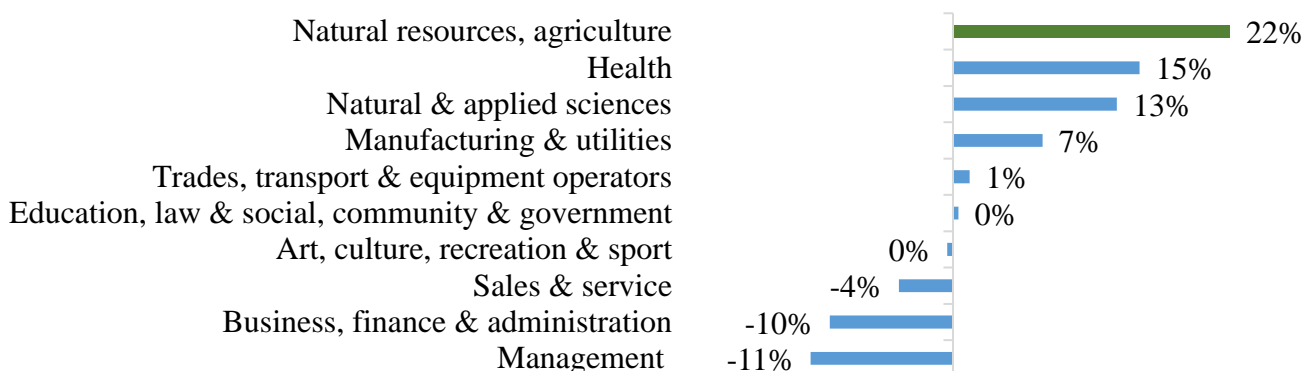


Job Postings by Month



Occupations

In Sarnia Lambton, the occupational category of **natural resources & agriculture** had the largest % increase from 2011 - 2016

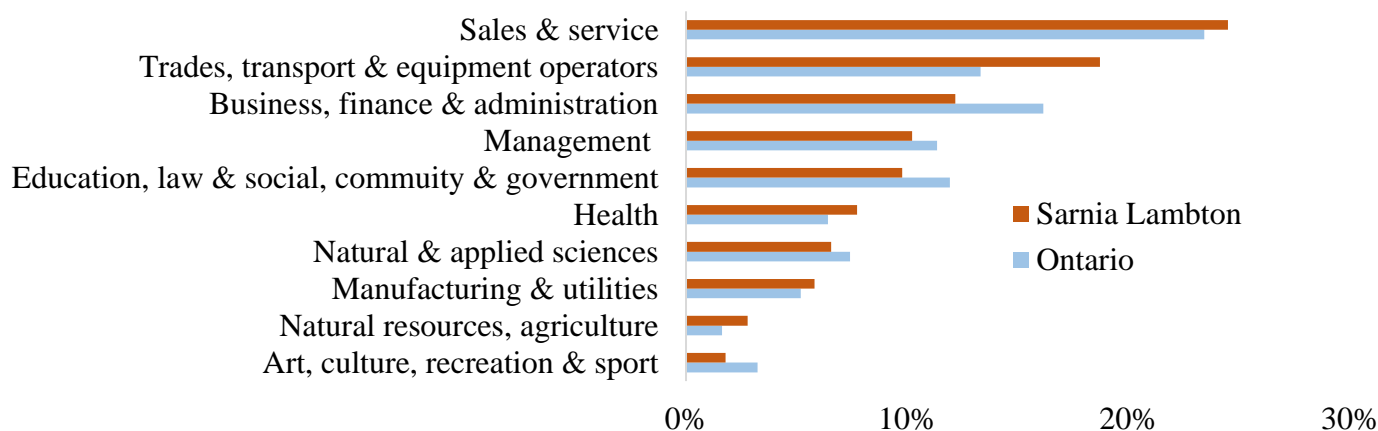


Source: Statistics Canada. *2011 NHS and 2016 Census*.

The above chart indicates the percent change in each occupational category from 2011 – 2016 in Sarnia Lambton. The large percent increase in natural resources and agriculture needs to be considered in context with Sarnia Lambton’s overall occupational distribution (see chart below). Although the category of natural resources and agriculture had a 22% increase it is one of the smaller occupational categories in terms of where residents hold jobs.

Other areas of growth from 2011 – 2016 are the occupational categories of health, natural and applied sciences and manufacturing and utilities. SLWDB has recently completed projects in some of these areas. Three reports: [Health Care Employment](#), [Engineering](#) and [Management Jobs in Construction and Engineering](#) can be found on our website at www.slwdb.org

In 2016, **Sarnia Lambton** has a greater proportion of residents in **trades-related occupations** compared to Ontario



Source: Statistics Canada. *2016 Census*.

The bar chart on the previous page illustrates the “big picture” in terms of where local people work. Compared to Ontario, Sarnia Lambton has relatively more residents in trades-related occupations (19% in Sarnia Lambton versus 13% in Ontario). Another difference is the smaller proportion of local people working in business, finance and administration jobs (12%) compared to the Ontario population (16%). Provincial numbers are likely influenced by the concentration of business and finance in large cities, particularly the Greater Toronto Area.

This information is useful for community workforce planning. For example, organizations that provide training may want to consider the specific training needs for sales and service jobs, such as customer service and communication. Community consultations have repeatedly informed SLWDB that these skills are required and highly desirable to employers.

The previous charts are not particularly useful for job seekers because the job categories are broad. The next page lists top job titles for each of the categories (Statistics Canada, NHS 2011).

Jobs held the most by residents for each occupation categories:



Sales & service

Retail salespersons
Food counter attendants, kitchen helpers, dishwashers
Cashiers
Cooks



Business, finance & administration

Administrative assistants
Administrative officers
General office support workers
Accounting technicians & bookkeepers



Trades, transport & equipment operators

Transport truck drivers
Carpenters
Construction trades helpers & labourers
Steamfitters, pipefitters & sprinkler system installers

Management

Agriculture
Retail & wholesales trades
Restaurant & food services



Education, law & social, community & government services

Elementary & secondary school teachers
Early childhood educators (ECEs)
Social & community service workers



Health

Registered nurses (RNs)
Nurse aides, orderlies & patient services
Registered practical nurses (RPNs)



Natural & applied sciences

Chemical engineers
Chemical technologists & technicians
Mechanical engineering technologists & technicians



Manufacturing

Petroleum, gas & chemical process operators
Power engineers & power systems operators



Natural resources & agriculture

Landscaping & grounds maintenance labourers
General farm workers



Art, culture, recreation & sport

Program leaders & instructors
Musicians & singers

Explore different jobs at www.jobbank.gc.ca or www.slwdb.org/publications/job-profiles

Income

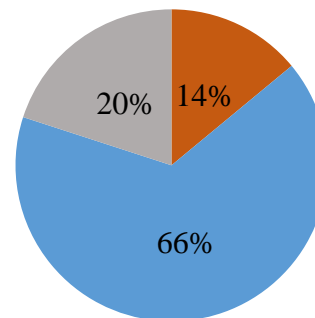
In 2015, the individual median total income was \$34,668 for the local population 15 years and over. This income includes market income (employment income, investment income, retirement income and other money income from market sources) and government transfer payments.

Employment income accounts for **2/3rds of total income** for the local population 15 years and older

■ government transfers

■ employment income

■ other (investment income, private retirement income, other money income from market sources)



Government transfers include: all cash benefits received from federal, provincial, territorial or municipal governments e.g., Old Age Security pension, Guaranteed Income Supplement, Employment Insurance benefits, social assistance benefits, child benefits, workers' compensation benefits, and other income from government sources.

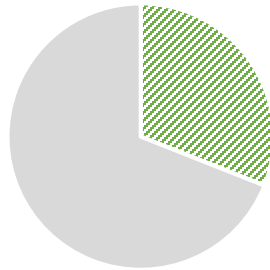
Source: Statistics Canada. 2016 Census Profile.

The Provincial government passed legislation to increase the minimum wage for Ontario from \$11.60 per hour to \$14.00 per hour as of January 1, 2018. It will be interesting to see the impact of this change on the economic landscape, both for workers and for employers.

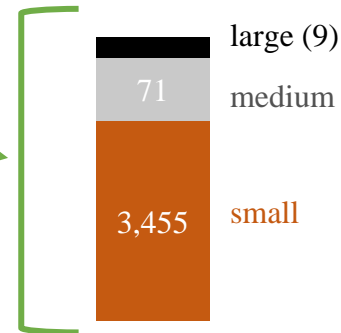
LOCAL BUSINESSES

As of June 2017, there were 11,303 businesses operating within Sarnia Lambton.

About 1/3 of all local businesses have employees on payroll



The majority of businesses with employees are small in size



Source: Statistics Canada. *Canadian Business Counts, June 2017*.

Businesses with no employees have no one on their payroll. These businesses might be using family members or contract workers (e.g., farms). 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.

Close to half of all local businesses with employees have only between 1 and 4 employees

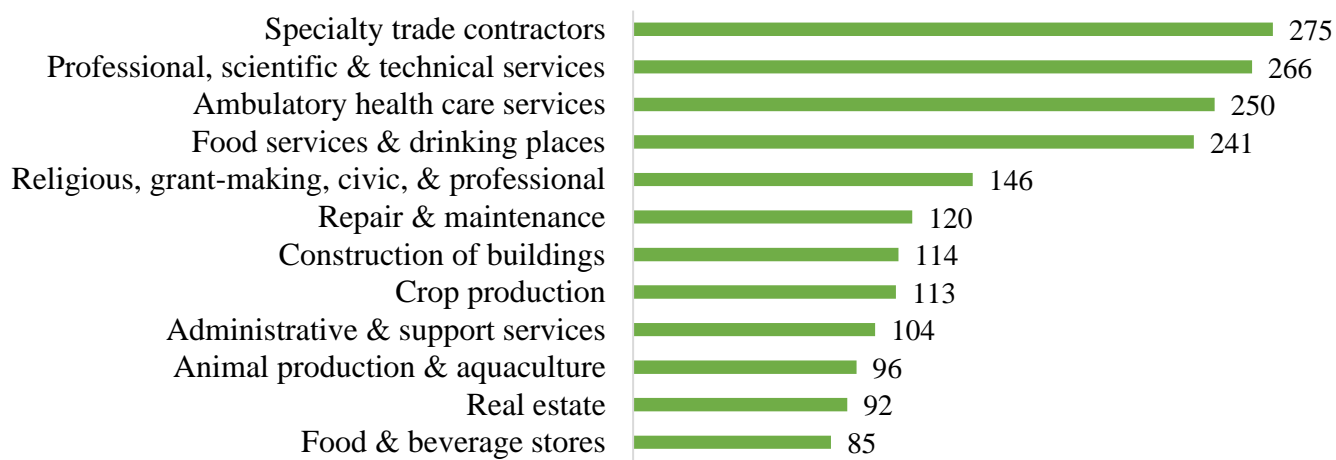
	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+
Absolute number	1,610	822	579	330	114	49	22	9
Percentage of businesses with employees	46%	23%	16%	9%	3%	1%	1%	.25%

Recall from the EmployerOne Survey results that the top recruitment method is personal contacts. It is likely that many small businesses rely on informal networks (of the owners, managers or employees) to recruit and hire new employees. Job seekers would benefit from not only expanding their own personal contacts but also looking up and reaching out to local businesses, especially small in size.

Due to how the data is collected, Statistics Canada explicitly advises against making comparisons of business counts over time. SLWDB cannot assert to whether there has been a change in the total number of businesses, employers, or businesses in specific industries. The business counts can tell us, however, which industries tend to have employees and the size of these businesses.

Businesses with Employees

Over 1/2 of local businesses with employees operate in the following industries



Source: Statistics Canada. *Canadian Business Counts, June 2017*.

When local employers by industry are examined by size (small, medium and large), the distribution of small firms is very similar to the distribution in the above chart. Recall that the majority of local employers are small in size (98%). Partial distributions of medium-sized and large employers are shown in the tables below.

Medium-sized employers (100-499 employees)	Large employers (500 or more employees)
Nursing & residential care	Educational services
Specialty trade contractors	Hospitals
Chemical manufacturing	Heavy & civil engineering construction
Professional, scientific & technical services	Ambulatory health care services
Social assistance	General merchandise stores
Petroleum & coal product manufacturing	Chemical manufacturing
Local public administration	Pipeline transportation
Total number of medium employers	Total number of large employers
<i>(not all are listed in this table)</i>	
71	9

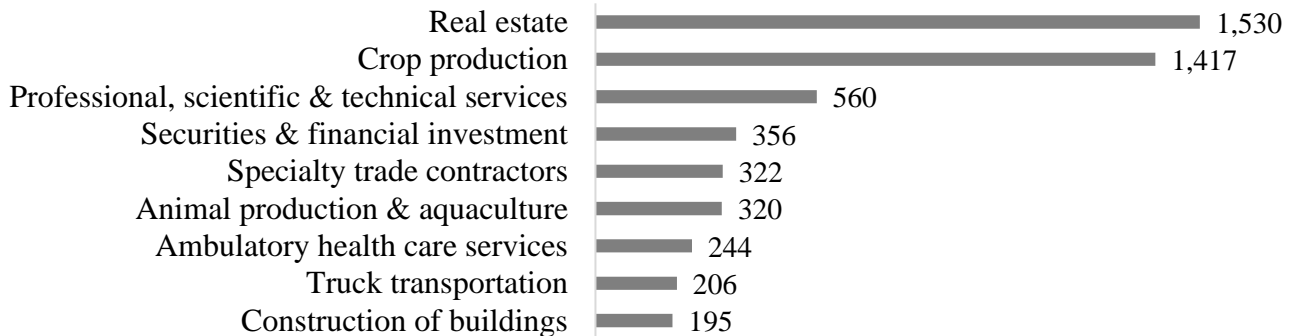
Based on the number of employers by industry and the number of employees on payroll, dominant local employers operate in:

- Agriculture
- Educational services
- Health care and social assistance
- Manufacturing
- Professional, scientific and technical services
- Public administration
- Retail trade
- Construction trades

Job seekers should consider researching specific businesses that operate in the above industries, especially small firms who may rely on personal networks for hiring new employees.

Businesses with Zero Employees

2 of 3 local zero employee businesses operate in the following industries



Source: Statistics Canada. *Canadian Business Counts, June 2017*.

For businesses with zero employees on their payroll, work is completed by the owner, owner's family members as unpaid work and/or contractors. Similar to Ontario, about 2/3rds of **all** businesses have **no** employees on payroll.

Real estate and crop production businesses make up 20% and 18%, respectively, of all local zero employee businesses. For Ontario, real estate represents 22% of all zero employee businesses but crop production is a mere 2%. For more information on the local agriculture sector, see our [Agriculture Labour Market Review](#) on our website www.slwdb.org

According to the 2016 Census, there were 6,225 entrepreneurs or self-employed people living in Sarnia Lambton. These entrepreneurs could have zero employees or 100 employees on payroll; specifics are not known. If you want to learn more about entrepreneurship and local resources, visit www.digitalnapkin.ca.

Did you know?

4 of 5 business owners were employed before starting their own business. The real **drive** for starting a business is **from personal interest** and **not unemployment**.

The top 3 reasons for starting a business:

1. to be your own boss
2. to make more money than if an employee
3. pressure from family or family business

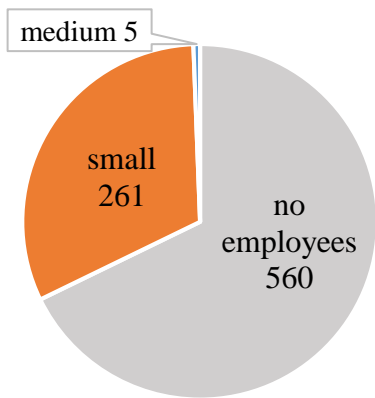
Source: Academica Group. 2014. *Entrepreneurial Climate Study*. Conducted for the Small Business Centre in London, ON.

A Closer Look at Specific Industries

In this section, data and information related to specific industries are presented. These industries are important for the local economy and warrant a further examination of workforce development. Selected industry notes have been gathered from local media sources and are not inclusive of all local developments.

Professional, Scientific & Technical Services Total of 826 businesses in Sarnia Lambton

About 1/3 of businesses have between 1 & 99 employees

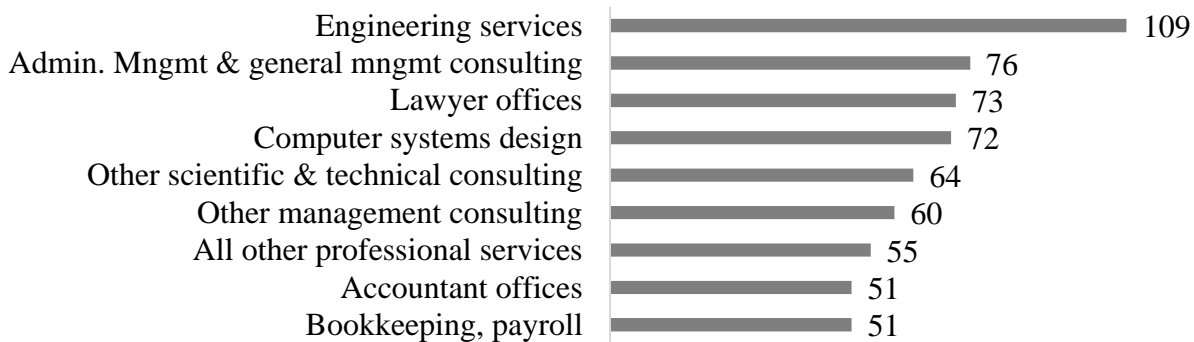


Selected industry notes:

- New Sarnia office of Rally Engineering Inc. held a career fair in 2017
- Sarnia Tech Community working on a 3 year plan to grow tech skilled employment and tech businesses locally
- Worley Parsons celebrates 25 years in Sarnia Lambton

Source: Statistics Canada. *Canadian Business Counts, June 2017.*

3 of 4 businesses operating in the following sub-sectors:



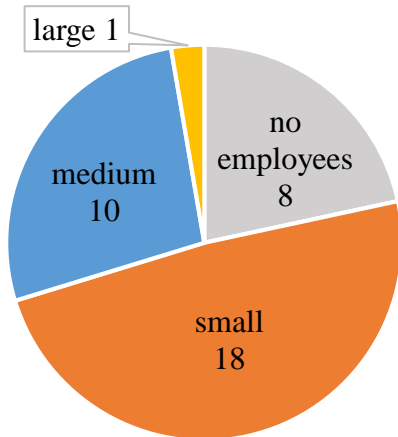
Source: Statistics Canada. *Canadian Business Counts, December 2016.*

Employment highlights:

- 2016 Online Job Postings: 165 from companies in the industry (113 in 2015)
 - 64% from engineering services companies
 - repeated postings for some jobs suggest companies had hard time finding qualified candidates for: automation designers, estimators, instrumentation & controls engineers, instrumentation electrical engineers, mechanical engineers, piping designers, planners, process engineers, project engineers, & project managers
- 2017 EmployerOne Survey Results:
 - top hires in 2016 by participating professional services businesses include: accountants, engineers, administrative & regulatory occupations, administrative systems support, other service support, & other construction trades

Petro and Chemical Manufacturing Total of 37 businesses in Sarnia Lambton

Over 1/4 of businesses have at least 100 employees

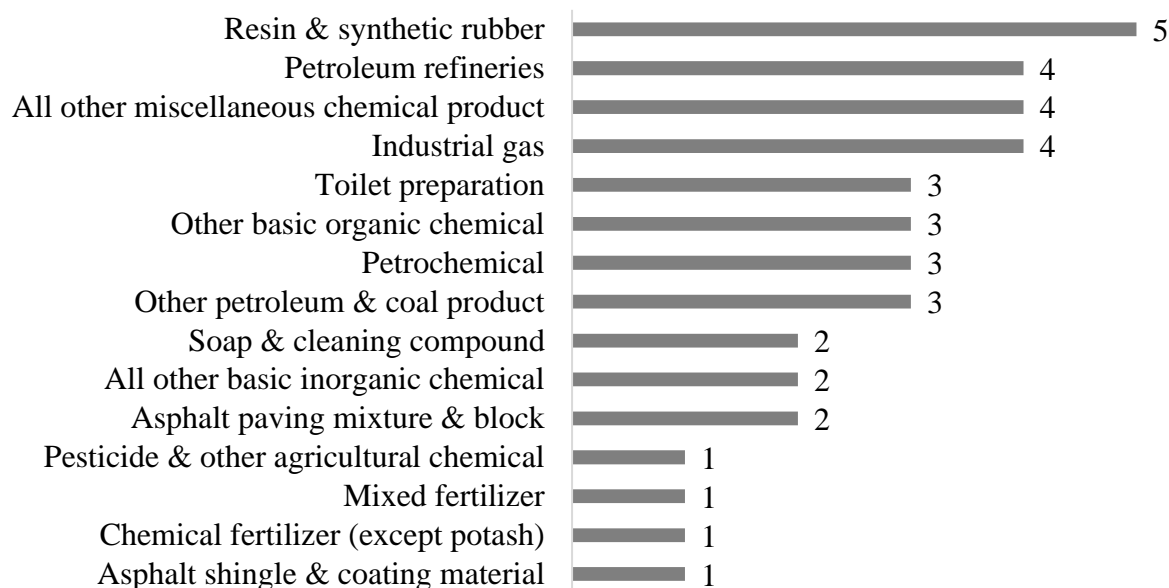


Source: Statistics Canada. *Canadian Business Counts, June 2017.*

Selected industry notes:

- March/17 announcement of plan to build a renewable diesel fuel manufacturing plant at the BIOX Corporation site in Sombra
- June/17 announcement by 2 separate bio-based companies of plans to build demonstration plants in 2018 (S2G BioChem and Origin Materials)
- Nov/17 Advanced Chemical Technologies announced plans to build a green methanol demonstration plant
- Oct/17 ReVital Polymers opens recycling facility converting plastics into resins.
- Dec/17 \$2-billion Nova Chemicals expansion announced

Types of local petrochemical manufacturing: Rubber has highest number of businesses



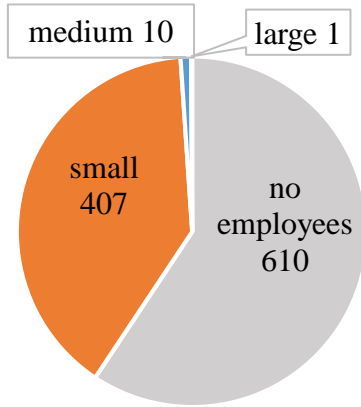
Source: Statistics Canada. *Canadian Business Counts, December 2016.*

Employment highlights:

- 2016 Online Job Postings: 113 from companies in the industry (2015: 103 postings)
 - 51% from resin & synthetic rubber companies; 35% from petroleum refinery companies
 - repeated postings for some jobs suggest companies had hard time finding qualified candidates for: IT systems analysts & developers, project estimators, nurses, technologists
- 2017 EmployerOne Survey Results:
 - manufacturing companies who filled out the survey had a hard time filling the following jobs: managers, process operators, and labourers

Construction Total of 1,028 businesses in Sarnia Lambton

Close to half of construction businesses **have employees** on payroll

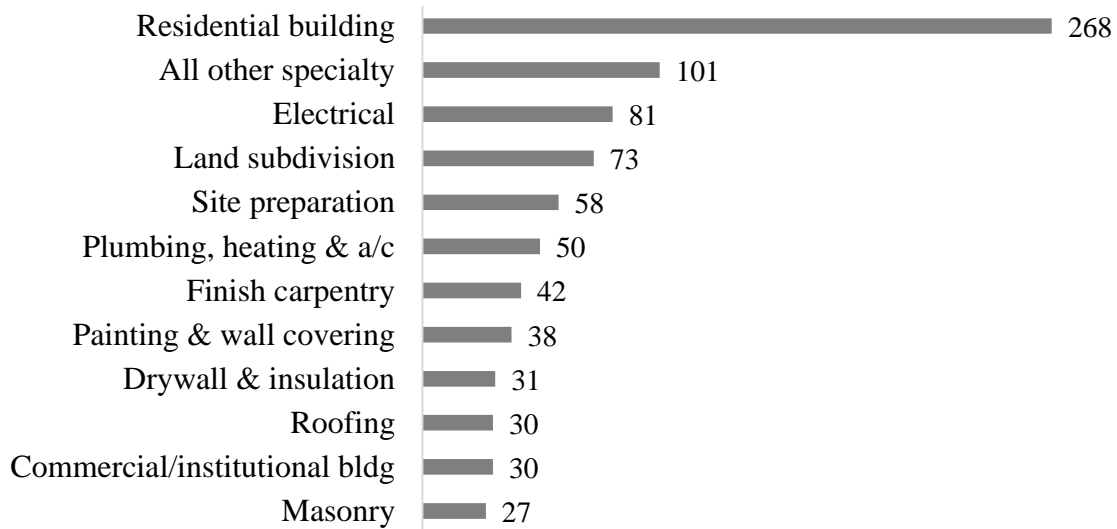


Source: Statistics Canada. *Canadian Business Counts, June 2017.*

Selected industry notes:

- March/17 Construction Confidence Survey reveals contractors are positive for 2017
- Aug/17 demolition and redevelopment plan approved for the Sarnia General Hospital site
- Oct/17 construction underway at Tilray medical marijuana greenhouse in Enniskillen
- Oct/17 Sarnia city council approved The Overture development project at former Devine Street school
- Nov/17 application submitted to the National Trade Corridor Fund for construction of Oversized Load Corridor
- By end of Nov/17 total value of construction permits issued by City of Sarnia was \$104.4 million
- Dec/17: Nova announcement of a major expansion and construction project

4 of 5 construction businesses operate in the following sub-sectors:



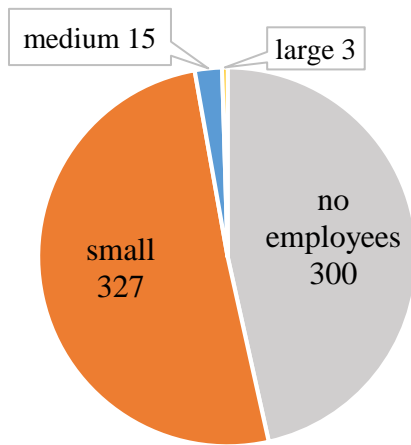
Source: Statistics Canada. *Canadian Business Counts, December 2016.*

Employment highlights:

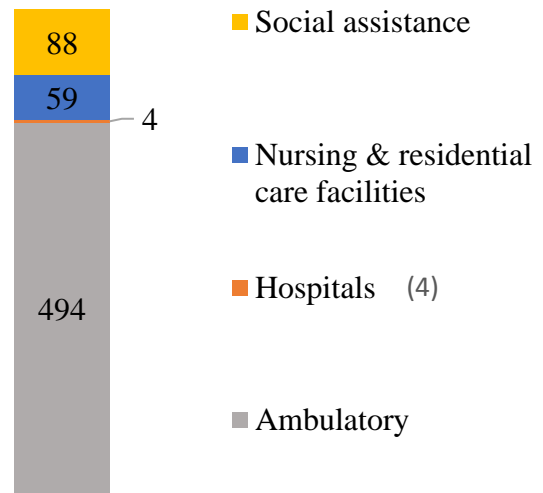
- 2016 Online Job Postings: 44 construction related job postings (2015: 63 postings)
 - top postings: construction millwrights & industrial mechanics, telecommunications installers, & electricians
 - note: construction jobs hired through local unions are not captured by online job postings
- 2017 EmployerOne Survey Results:
 - top hires in 2016 for construction related jobs include: plumbers, pipefitters & gasfitters; boilermakers; & contractors & supervisors
- SLWDB has produced a report on [Management Jobs in Construction and Engineering](#) which can be found at www.slwdb.org

Health Care & Social Assistance Total of 645 businesses & organizations

3 businesses have 500 or more employees



Industry dominated by **ambulatory health care services**



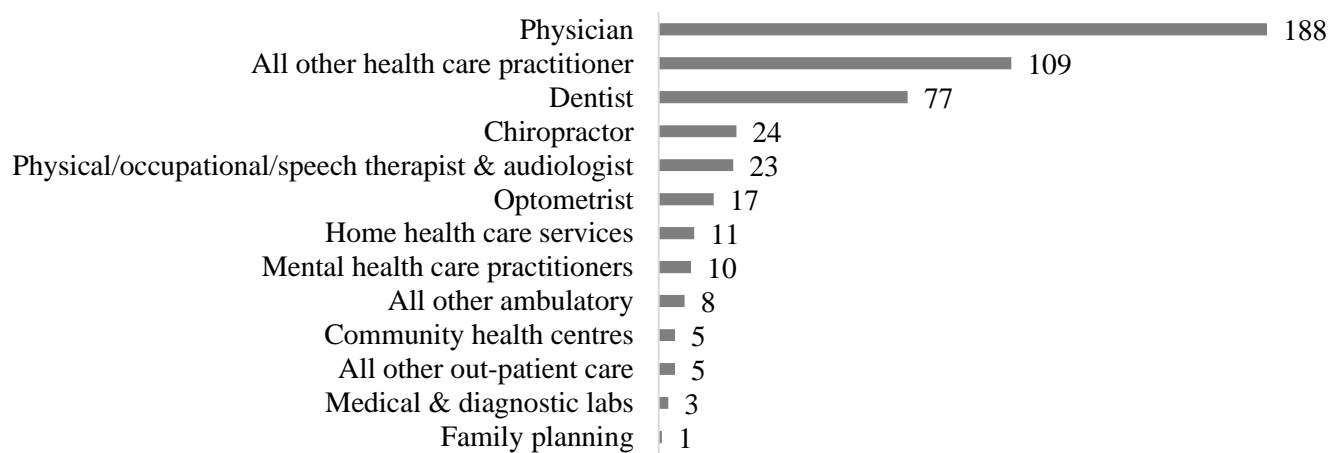
Source: Statistics Canada. *Canadian Business Counts, June 2017.*

Note: Each location is considered a separate business.

Selected industry notes:

- Lambton College broke ground in June 2016 for its Nova Chemicals Health & Research Centre which will open in 2018
- In 2016, 3 new doctors began practicing in Sarnia. In 2017, 2 doctors were recruited and expected to start in 2018
- March, June and Nov/17 Town of Petrolia held public open houses to discuss plans for a Health Care Village (a community health hub with multi-purpose & adaptable space)
- May/17 Seasons Retirement Communities purchased Bayside Centre and plans to build assisted living complex
- Sept/17 rezoning approved for development of modern family medical clinic on London Rd.
- Oct/17 medical marijuana facility, Bodystream Medical Services, opened
- Oct /17 Investment group approved by Sarnia city council for development project, The Overture (memory-care, long-term care and seniors' retirement living)

Types of local ambulatory health care services: More than physician offices



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

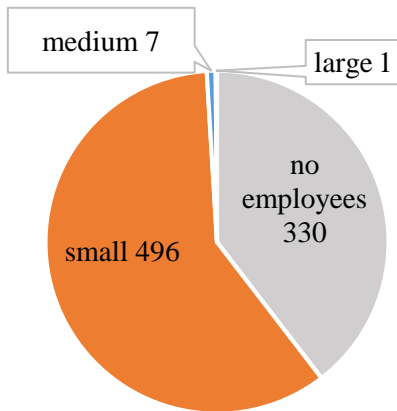
Employment highlights:

- 2016 Online Job Postings: 493 health specific and 195 social assistance related postings (data not comparable with 2015 because of changes made to how health care jobs counted)
 - top health care & social assistance postings: registered practical nurses (RPNs), registered nurses (RNs), personal support workers (PSWs), pharmacy assistants, medical laboratory technologists, & pharmacists
- 2017 EmployerOne Survey Results
 - top hires in 2016 for health & social assistance related jobs: RNs, RPNs, PSWs, massage therapists, assisting occupations in support of health services (e.g., dental assistants), therapy & assessment professionals (e.g., occupational therapists), pharmacists & dieticians

- Hard-to-fill jobs (according to 2016 & 2017 EmployerOne Surveys and 2016 consultations with human resource managers of health care organizations)
 - PSWs, bilingual nurses, nurses with mental health training, massage therapists, family physicians, occupational therapists, dieticians, & nurse practitioners

Retail Trade Total of 834 businesses in Sarnia Lambton

7 businesses have 100-499 employees

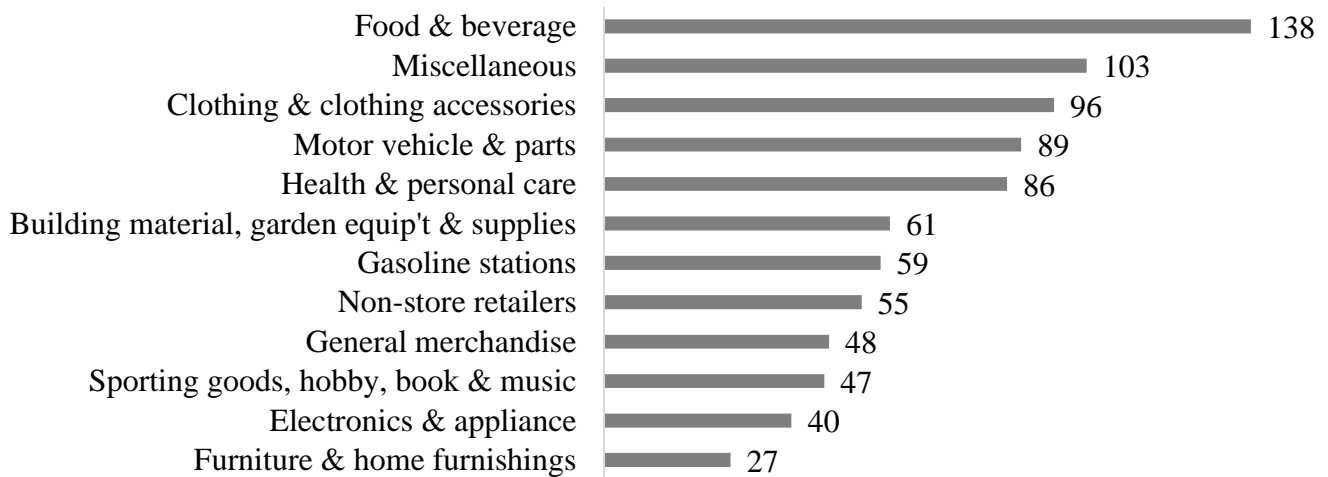


Selected industry notes:

- March/17 Mystic Mind Metaphysical store opened
- May/17 Tepperman's began construction of new store
- Oct/17 announcement that Sarnia's Sears store will close affecting 92 part-time and 16 full-time employees
- Nov/17 Bluewater Liquidation opened
- Nov/17 Blossom Boutique opened

Source: Statistics Canada. *Canadian Business Counts, June 2017.*

**Types of local retail trade businesses:
Food & beverage has highest number of businesses**



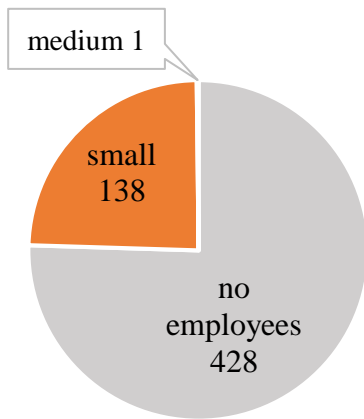
Source: Statistics Canada. *Canadian Business Counts, December 2016.*

Employment highlights:

- 2016 Online Job Postings: 546 from companies in the industry (2015: 600)
 - 25% from home centres & 12% from supermarkets
- 2017 EmployerOne Survey Results:
 - top hires in 2016: retail salespersons, other service support, cashiers, & supervisors
 - a couple of participating businesses reported “retail salesperson” as a hard-to-fill job

Finance & Insurance Total of 567 businesses in Sarnia Lambton

About 1 in 4 businesses have between 1-99 employees



Selected industry notes:

- Merger: Hazlitt, Steeves, Harris & Dunn with BDO Canada LLP
- SLWDB released a report on [Finance and Insurance Jobs in Sarnia Lambton](#). The report highlights in demand and hard-to-fill jobs and includes job profiles on select jobs

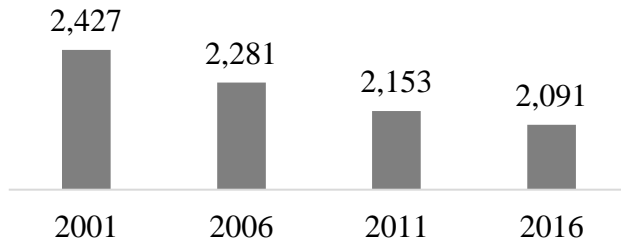
Source: Statistics Canada. *Canadian Business Counts, June 2017*.

Employment highlights:

- 2016 Online job postings: 268 from companies in the industry (2015: 123)
 - repeated postings for some jobs suggest companies had hard time finding qualified candidates for: financial advisors & planners, mortgage brokers
- 2017 EmployerOne Survey Results:
 - Hard-to-fill jobs in 2016: accountants & bookkeepers
 - Previous EmployerOne Surveys repeatedly reported the following hard-to-fill jobs include accountants, financial advisors & planners

Agriculture Total of 2,091 farms in Sarnia Lambton.

Number of local farms over time



Source: Statistics Canada. *Censuses of Agriculture 2001-2016.*

Definition:

An establishment is considered a “Census” farm if the operation produces at least one of the following products intended for sale:

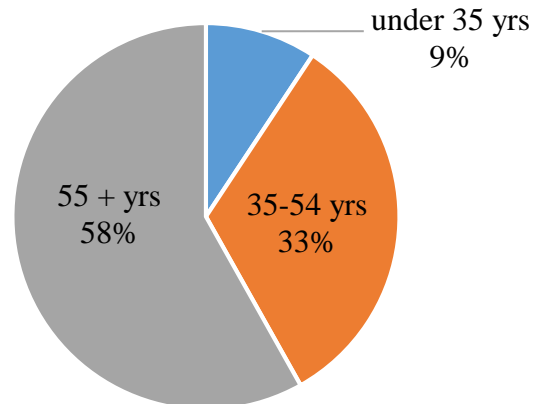
- crops
- livestock, poultry & animal products
- other agricultural products (e.g., sod, Christmas trees, greenhouse, nursery products, honey, etc.)

The Census of Agriculture 2016 reports 2,800 farm operators in Sarnia Lambton.

Selected industry notes:

- Nov/16 project announcement by the Ontario Innovative Sugarbeet Processors Cooperative through Sarnia-based Bioindustrial Innovation Canada to study the opportunity for commercial production of sugarbeet sugar for biochemical usage
- Oct/17 Tilray Canada Ltd purchased existing greenhouse space from Enniskillen Pepper Company and began construction of a grow and process medical marijuana facility in Enniskillen.

In 2016, the average age of Census farm operators in Sarnia Lambton was 56. The majority of operators were 55 years of age or older.



Source: Statistics Canada. *Census of Agriculture 2016.*

Employment highlights:

- 2017 EmployerOne Survey Results:
 - agricultural companies who filled out the survey had a hard time filling the following jobs: agriculture & horticultural workers (e.g., general farm workers, nursery & greenhouse workers, etc.) & managers
 - top reasons why: not enough applicants; lack of motivation, attitude or interpersonal skills; & inability to compete with other employers

2017-2020 Action Plan

Community consultations and feedback helped to develop strategic priorities that provide a direction for local workforce development activities. In collaboration with community partners, SLWDB will take the lead for or support the initiatives outlined below.

Action Plan Items from 2014-2017 can be found in Appendix A.

Priority	Entrepreneurship
Strategy	Create a culture of entrepreneurship in Sarnia Lambton.
Action #1	Creation of a co-working space for entrepreneurs in Lambton County.
Why priority	Identified as a need by community stakeholders.
Alignment with evidence	Entrepreneurship opportunities could create jobs not only for the business owner but also for others if employees are needed. About 2/3rds of local businesses have no employees.
Potential partners	Lambton College / The Cube Sarnia Lambton Economic Partnership Sarnia Lambton Business Enterprise Centre Sarnia Lambton Business Development Corporation Start-up Sarnia Lambton Sarnia Tech Community Local Immigration Partnership
Expected outcomes	Increased culture of entrepreneurship in Sarnia Lambton with supports and collaboration.
Next steps	Year 1-2, Determine viability of a co-working space: Year 3, Logistical analysis of budget, location, interested parties, staffing and rental of physical space.

Priority	Quality Workforce
Strategy	Promote job opportunities and skill requirements to our current and future talent base.
Action #1	Develop a future workforce of female leaders.
Why priority	Identified as a need by community stakeholders. With many looming retirements of management positions locally, current female workers could help fill future vacant jobs particularly in technical and scientific fields.

Alignment with evidence	In 2011, females represented almost half of the entire labour force yet only 36% of all management occupations.
Potential partners	Enbridge Famous 5 Speaker Series, Sarnia Lambton Blackburn Radio Bookkeeper Haines Printing Holiday Inn Sarnia Lambton Chamber of Commerce Lambton College
Expected outcomes	Increased interest and understanding of careers and career pathways in science, technology, engineering and mathematics by female job seekers.
Next steps	Year 1, event held with Dr. Roberta Bondar presenting. Years 2-3, promote and encourage female participation in leadership roles by presenting to female job seekers about these careers.
Action #2	Develop a presentation that meets the needs of labour market demand by informing job seekers of local labour market information.
Why priority	Identified as a need by local service providers.
Alignment with evidence	According to service providers, clients would benefit from using labour market information in their job pathway plans.
Potential partners	Local EO network Ontario Works
Expected outcomes	Job seekers gain an increased understanding of the importance of labour market information focusing on realistic expectations about local jobs.
Next steps	Years 1-3, present labour market information to job seekers.
Action #3	Deliver soft skills workshops to job seekers and current workforce.
Why priority	According to employers, employees need to have certain soft skills to gain and retain employment.
Alignment with evidence	Past SLWDB EmployerOne Survey results indicate that top competencies preferred by employers include: work ethic, customer service skills, self-motivated, problem solving, and communication skills.
Potential partners	Local EO network Ontario Works

Expected outcomes Increased knowledge about soft skills in the workplace and why these skills are essential. Improved evaluation of soft skills and the use of local community supports.

Next steps Years 1-3, provide workshops to clients of local EO network and Ontario Works. Year 3, provide workshop to people currently employed.

Priority	Economic Diversity
Strategy	Attract and retain skilled immigrants to Sarnia Lambton.
Action #1	Provide skilled immigrants with access to resources that can help them to be successful in the workforce in Sarnia Lambton.

Why priority Identified as a need by community stakeholders. Some local stakeholders indicate that skilled immigrants will often leave Sarnia Lambton to another Canadian locale for employment purposes.

Alignment with evidence In Sarnia Lambton, immigrants have a lower employment rate (41.6%) compared to the general public (53.9%) in 2011.

Potential partners Local Immigration Partnership
County of Lambton
Newcomer, Immigrant and Refugee Centre

Expected outcomes Increased knowledge of the labour market in Sarnia Lambton, local work culture, and professional networks.

Next steps Year 1, continuation of mentorship program through SLWDB and investigation of other means for mentoring options. Year 2–3, implement other mentoring options.

Action #2	Provide employers with access to resources that can help them to recruit and retain internationally trained workers.
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Why priority Identified as a need by community stakeholders. Local stakeholders indicate that skilled immigrants will often leave Sarnia Lambton to another Canadian locale for employment purposes.

Alignment with evidence Sarnia Lambton has an aging workforce and has an increasingly negative net migration for its workforce age population.

Potential partners OneStep
The WorkPlace Group
Local Immigration Partnership
County of Lambton

Expected outcomes	A greater understanding of the benefits to hiring internationally trained workers and resources available to assist in hiring and retention.
Next steps	Year 1, consultations between OneStep, local service providers and employers. A workshop and resources developed. Year 2-3, promotion of resources to service providers and employers.
Action #3	Investigate transportation options needed to attract and retain employees in Lake Huron Shores area.
Why priority	Stakeholders indicate that the Lake Huron Shores area is experiencing extreme difficulty in attracting and retaining employees due to transportation concerns.
Alignment with evidence	Previous SLWDB reports outlined importance of transit for rural workers. Community studies and consultations have also indicated that this is vital to economic success.
Potential partners	County of Lambton Grand Bend & Area Chamber of Commerce Kettle & Stony Point First Nation Municipality of Bluewater Municipality of North Middlesex Grand Bend Area Community Health Centre North Lambton Community Health Centre Local Employers
Expected outcomes	Discover viable options to transportation for employment in the Lake Huron Shores area.
Next steps	Year 1, committee formed, meetings commenced, grant received for terms of reference. Year 2-3, attract funding for feasibility study and project coordinator.
Strategy	Find opportunities for small and medium enterprises and trade unions to access more customized education and specialized training resources.
Action #1	Promote information to employers about government training initiatives.
Why priority	Workforce training and development is a priority for businesses to remain competitive in a global economy.
Alignment with evidence	2017 EmployerOne Survey results indicate 6% of respondents used government hiring and training incentives.

Potential partners	EO Service Providers Chambers of Commerce Sarnia Lambton Economic Partnership Local employers
Expected outcomes	Increased knowledge of government funded training opportunities.
Next steps	Year 1, research government training initiatives. Year 2-3, promote initiatives (including Canada-Ontario Job Grant) to local employers.

Community Consultations *

Arlanxeo
Baillie's Picture Framing Inc.
BDO Canada LLP
Bioindustrial Innovation Canada
Brian Joyce & Associates Inc., The Co-operators Lakeshore Rd
Brooktree Homes Inc.
CIBC Wood Gundy
City of Sarnia Planning & Development Department
Collins Barrow
Conseil scolaire catholique Providence
Conseil scolaire Viamonde
County of Lambton
Grand Bend & Area Chamber of Commerce
Goodwill Industries EKL
Hume, McDonough, Little & Taylor
Integral HR Solutions
Investors Group
Kettle & Stony Point Employment Service Access
Lambton College Community Employment Services
Lambton Kent District School Board
Magermans & Raes
Nelmar Developments
Ontario Works
Organization for Literacy in Lambton
O'Tool's
Pathways & Transitions
Physician Recruitment Taskforce for Sarnia Lambton
RBC Dominion Securities
Sarnia and District Labour Council
Sarnia Lambton Chamber of Commerce
Sarnia-Lambton Economic Partnership
Sarnia-Lambton Industrial Educational Cooperative
Scotiabank
Smackwater Jack's
Southwest Credit Union
The WorkPlace Group
Tri County Literacy

*Due to corporate privacy policies, not all organizations can be listed.

2014-2017 Action Plan Items Completed

Priority	Entrepreneurship
Strategy	Create a culture of entrepreneurship in Sarnia Lambton.
Action	The Digital Napkin website was updated to include all relevant entrepreneurship resources.
Outcomes	Increased awareness about funding and support to entrepreneurs. Increase in usage of site.
Strategy	Develop a pipeline of students to become the next generation of entrepreneurs and entrepreneurial workers.
Action	Through the Ontario Youth Entrepreneurship Outreach Program, host an event to develop a future workforce from current students with an innovative and entrepreneurial mindset.
Outcomes	1000 students exposed to activities, skill sets, entrepreneurial ventures all associated with developing an entrepreneurial mindset.
Priority	Quality Workforce
Strategy	Promote career opportunities to our current and future talent base.
Action #1	Create accessible labour market information resources for job seekers (e.g., 12 job profiles of in-demand occupations).
Outcomes	Increased understanding of in-demand jobs by job seekers.
Action #2	Produce a Labour Market Review report outlining opportunities for cooks & other jobs in the food/accommodation industry. Created job profile for cooks. Investigate ways to address the identified need/gap for cooks in the food/accommodation industry.
Outcomes	Increased knowledge of this occupation among job seekers in this hard-to-fill job.
Priority	Economic Diversity
Strategy	Find opportunities for small and medium enterprises and trade unions to access more customized education and specialized training resources.

Action #1	Develop an e-resource on generational differences within the workforce. Holding training workshops for local employers and EO service providers upon request.
Outcomes	An understanding of generational differences within our local workforce and how these generational differences impact the success of business and employment.
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. Create an e-resource for employers which outlines existing “English As A Second Language” resources in Sarnia Lambton. Hold an event (forum) for local employers to engage them about the local immigrant population.
Outcomes	Greater understanding of local English as a Second Language resources by 44 employers (from 24 organizations).
Strategy	Attract and retain skilled immigrants to Sarnia Lambton.
Action	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.
Outcomes	Ensured skilled immigrants have access to resources that can help them to be successful in the workforce in Sarnia Lambton.