



# Local Labour Market Plan Sarnia Lambton 2018-19



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The views expressed in this report are those of SLWDB and  
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# ACKNOWLEDGMENTS



The purpose of this report is to provide up-to-date data relevant to the local labour market and economic conditions, identify issues, and outline strategies. It is a comprehensive report that is evidence-based and community-driven.

We would like to thank everyone who contributed their time, ideas, and expertise to this report.

Numerous data sources are relied upon in this report and are referenced throughout. SLWDB makes no representation or warranty, expressed or implied, as to its accuracy or completeness. In providing this material, SLWDB does not assume any responsibility or liability. Please contact SLWDB if you have any questions about the data.

We invite your feedback on all publications produced by SLWDB. Please visit our website, [www.slwdb.org](http://www.slwdb.org), to complete a short survey. Additional information can be obtained by contacting SLWDB Executive Director Shauna Carr.

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## A Word about Data Sources

An important comment needs to be made with respect to the Census versus the National Household Survey (NHS). Every five years, Statistics Canada surveys the population through a mandatory survey called the Census. There are two types of Census surveys: the short form, which asks about personal demographic information (e.g., sex, age, marital status, language), and the long form, which asks questions about identity (e.g., Indigenous, immigrant status, visible minority), educational attainment, housing, employment, among other topics. The mandatory long form census was replaced with the voluntary NHS in 2011 but then reinstated in 2016. The non-response rate was considerably higher in 2011 with the NHS than it was for the Census in 2006 and 2016.<sup>1</sup> A higher non-response rate means there is a greater risk that the people who completed the survey differ from the people who did not complete the survey; this is a concern because diversity of a population will not be captured very well in instances with a high non-response rate. Given the difference in quality of these surveys, in this report 2016 Census data is compared with 2006 Census data, not the 2011 NHS.

Although the exact numbers have changed since 2016, Census data is the most reliable and valid data available to identify patterns and trends. The Census provides the most inclusive data on the local population and its workforce.

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<sup>1</sup> Non-response rates: 2016 Census long-form was 3.1%; 2011 NHS was 31.4%; 2006 Census was 6.1%. Source: Statistics Canada. Guide to the Census of Population, 2016. (Catalogue Number 98-304-X2016001).

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# EXECUTIVE SUMMARY

The purpose of this report is to provide up-to-date data relevant to the local labour market and economic conditions in Lambton County. It is a comprehensive report that identifies issues experienced by employers and job seekers and outlines strategies to address them.

Sarnia Lambton has a population of 126,638 people with a median age of 46 years. The population is aging, which is starting to effect the local workforce supply. Over the past ten years, employment declines occurred in most industries. A notable exception is health care and social assistance, whose workforce size grew to become the largest among all industries.

The local workforce has a high proportion of people employed in sales and service jobs and trades-related jobs. Compared to the Ontario workforce, the local workforce has a higher proportion of people employed in trades-related jobs.

Education and training data show that the supply of educated adults in Sarnia Lambton has increased over the past ten years (in absolute numbers and percentages). Compared to the province, the local area has a similar share of working age adults (25-64 years) who have postsecondary education but differences arise in the types held: Sarnia Lambton has a higher proportion of college-trained and apprenticeship/trade-trained people.

Local job seekers continue to utilize employment and literacy services provided through Employment Ontario (EO). EO helps job seekers get training, build skills, or find a job, as well as connect people looking for work with employers looking for workers. Local employers have increased their usage of EO services.

Online job posting data provides insight into the types of workers currently in demand. In 2017, the top postings were for sales and service jobs, as well as health care-related jobs.

There are about 12,000 businesses located in Sarnia Lambton. One-third of these businesses have employees on payroll. Based on the number of employers by industry and the number of employees on payroll, dominant local employers operate in the following industries: agriculture, construction trades, educational services, health care and social assistance, manufacturing, professional services, public administration, and retail trade.

According to employers SLWDB consulted, recruitment challenges occur because of a skills gap. Identified hard-to-fill positions are jobs related to health care, community and social services, and trades. Soft skills and mathematical skills are other skills in demand by employers.

Community projects (aka action plans) that aim to address workforce issues and gaps are outlined at the end of this report. If you have any suggestions, please contact us.

In this report, most data comes from the 2016 Census by Statistics Canada. Although the exact numbers have changed since 2016, Census data is the most reliable and valid data available to identify patterns and trends. The Census provides the most inclusive data on the local population and its workforce.

# LOCAL POPULATION

Lambton County includes 11 municipalities, including the City of Sarnia, plus Aamjiwnaang First Nation, Kettle and Stony Point First Nations and Walpole Island First Nation. Lambton County, commonly referred to as Sarnia Lambton, is located at the southern point of Lake Huron and has a physical landscape that is both urban and rural.

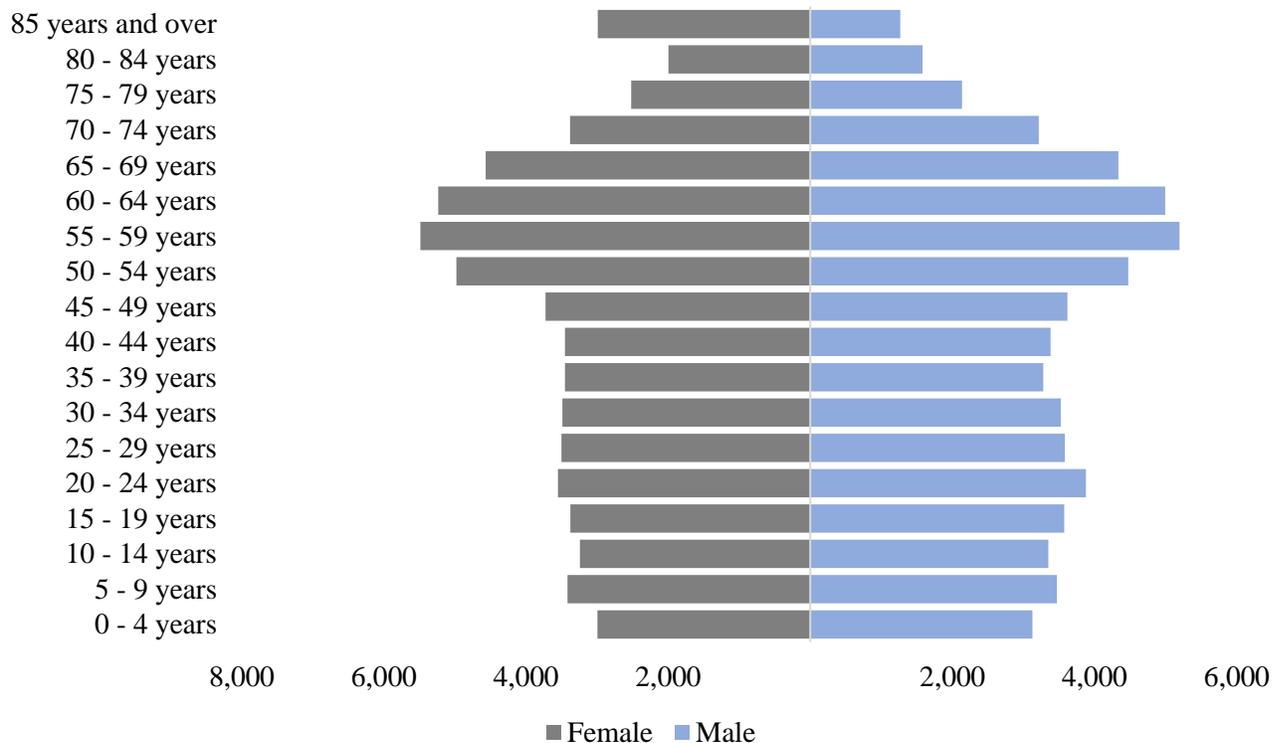
According to the 2016 Census, 126,638 people live in Sarnia Lambton. The population has been stable over the past 10 years; it was 128,204 in 2006 and 126,200 in 2011.<sup>2</sup>

Age demographics of the population has changed since 2006. As shown in the table below, all age groups are declining in terms of numbers except for the 55 years and older age group.

	2006	2016	Difference (2016-2006)	Difference in percentage points
19 years and under	31,035	26,545	-4,490	-14%
20 - 44 years	37,520	35,090	-2,430	-6%
45 - 54 years	20,995	16,800	-4,195	-20%
55 years and older	38,655	48,210	9,555	25%

Sources: Statistics Canada. 2006 Census. 2016 Census.

The chart below illustrates the high proportion of older persons in Sarnia Lambton.



Source: Statistics Canada. 2016 Census.

<sup>2</sup> Statistics Canada, 2006 Census and 2011 Census.

In 2016, the median age of the Sarnia Lambton population was 46 years. The median age was 41 years for the Ontario population.<sup>3</sup> The local area will feel the effects of an aging workforce somewhat sooner than will the province.

*What does this mean for the local labour market?*

Notice where the longest bars are in the chart on the previous page – closer to the top. This image tells us:

- the local population is older,
- a large group of workers is expected to retire within the next 15 years,
- the supply of working age adults is relatively small in size compared to the group of potential retirees, and
- employers may need to retain or recruit older workers to maximize their workforce.

## Migration

Young adults (18-24 years) and working age adults (25-44 years) left Sarnia Lambton in high numbers between 2011 and 2016.

Age Group	In-migrants	Out-migrants	Net-migrants
0-17 years	3,294	2,967	327
18-24 years	1,986	3,324	-1,338
25-44 years	5,192	6,102	-910
45-64 years	3,609	2,933	676
65 years and older	1,923	1,956	-33
<b>Total</b>	<b>16,004</b>	<b>17,282</b>	<b>-1,278</b>

Source: Statistics Canada. 2017 Taxfiler.

Data on the reasons why people leave the local area is not available. Presumably, young adults leave to pursue postsecondary education and/or their career pathways and people 25-44 years old leave for work or family reasons.

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<sup>3</sup> In statistics, there are three ways to measure an “average”: mode, median, and mean. The mean is often referred to as the average because of its popular and easy calculation: add up all of the numbers and divide by the number of numbers. The median takes the middle number of a group of ranked numbers. The mode simply takes the number that is repeated the most; it is best used to take the average of things that are not numbers. Really high or low numbers influence the mean, more so than the median. Consequently, the median is sometimes preferred. Statistics Canada calculates both the mean and median for a population’s age and income.

## Indigenous Populations

Sarnia Lambton’s total population number includes the populations of three First Nations: Aamjiwnaang, Kettle and Stony Point, and Walpole Island. Population numbers for these communities are available from two sources: the Census and the Federal Government. The Federal Government records persons who are registered with each First Nation and whether they live on or off the First Nation reserve.<sup>4</sup>

	Aamjiwnaang	Kettle and Stony Point	Walpole Island
Census population <sup>a</sup>	639	1,011	1,589
Registered population <sup>b</sup>	2,434	2,517	4,932
Living on own reserve	897	1,342	2,357
Not living on own reserve	1,537	1,175	2,575
Median age <sup>a</sup>	38 years	46 years	38 years

Sources: <sup>a</sup>Statistics Canada. 2016 Census. <sup>b</sup>Government of Canada. Indigenous and Northern Affairs, First Nation Profile as of May, 2018.

### *What does this mean for the local labour market?*

Local First Nations have relatively younger populations compared to the overall Sarnia Lambton population. In the coming years, large groups of youth and young adults from these First Nation communities could make great contributions to the communities themselves and to the Sarnia Lambton workforce in terms of numbers and skills. In order to realize this potential, however, barriers to education, training, and employment need to be identified and addressed.

## Immigration

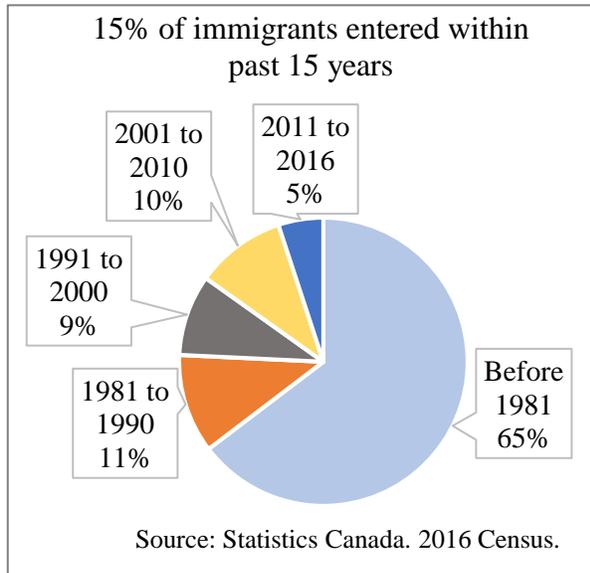
In total, 12,390 immigrants live in Sarnia Lambton, according to the 2016 Census. Statistics Canada defines immigrants as “persons who are, or who have ever been, landed immigrants or permanent residents.”<sup>5</sup>

The different periods of entry for local immigrants are shown in the chart on the next page.

- Almost two-thirds of immigrants living in the area entered Canada before 1981.
- After 1981, the number of new immigrants has consistently been about 1,200-1,400 people every ten years.

<sup>4</sup> Current “First Nation Profile” data is on the Indigenous and Northern Affairs’ website (<http://fnp-ppn.aandc-aadnc.gc.ca/FNP/Main/Index.aspx>). Note that this department was re-organized in 2017 into two separate departments: (1) Crown-Indigenous Relations and Northern Affairs Canada and (2) Indigenous Services Canada.

<sup>5</sup> Statistics Canada. 2017. Dictionary, Census of Population, 2016. Immigrant Status.



In 2016, there were 740 non-permanent residents living in Sarnia Lambton.

According to Statistics Canada, non-permanent residents include “persons from another country who have a work or study permit or who are refugee claimants, and their family members sharing the same permit and living in Canada with them.”<sup>6</sup>

At Lambton College, the number of international students increased to 906 students for the fall 2018 semester, up from 772 for the fall 2017 semester.<sup>7</sup>

*What does this mean for the local labour market?*

Immigration can be an option to address small workforce sizes due to an older population. If this is a strategy of the local community, the number of immigrants will need to increase beyond the existing pace to have an impact. The County of Lambton with community partners is currently working on a strategy in this direction.

<sup>6</sup> Statistics Canada. 2017. Dictionary, Census of Population, 2016. Immigrant Status.

<sup>7</sup> Morden, Paul. Sept. 5, 2018. “Colleges grow in Sarnia and Chatham.” The Observer.

# THE LOCAL POPULATION AT WORK

Fewer local people are working compared to 10 years ago. In 2016, 56,490 residents were employed; in 2006, the number was 63,050.<sup>8</sup> It should not be assumed that employment losses directly equate to job losses.

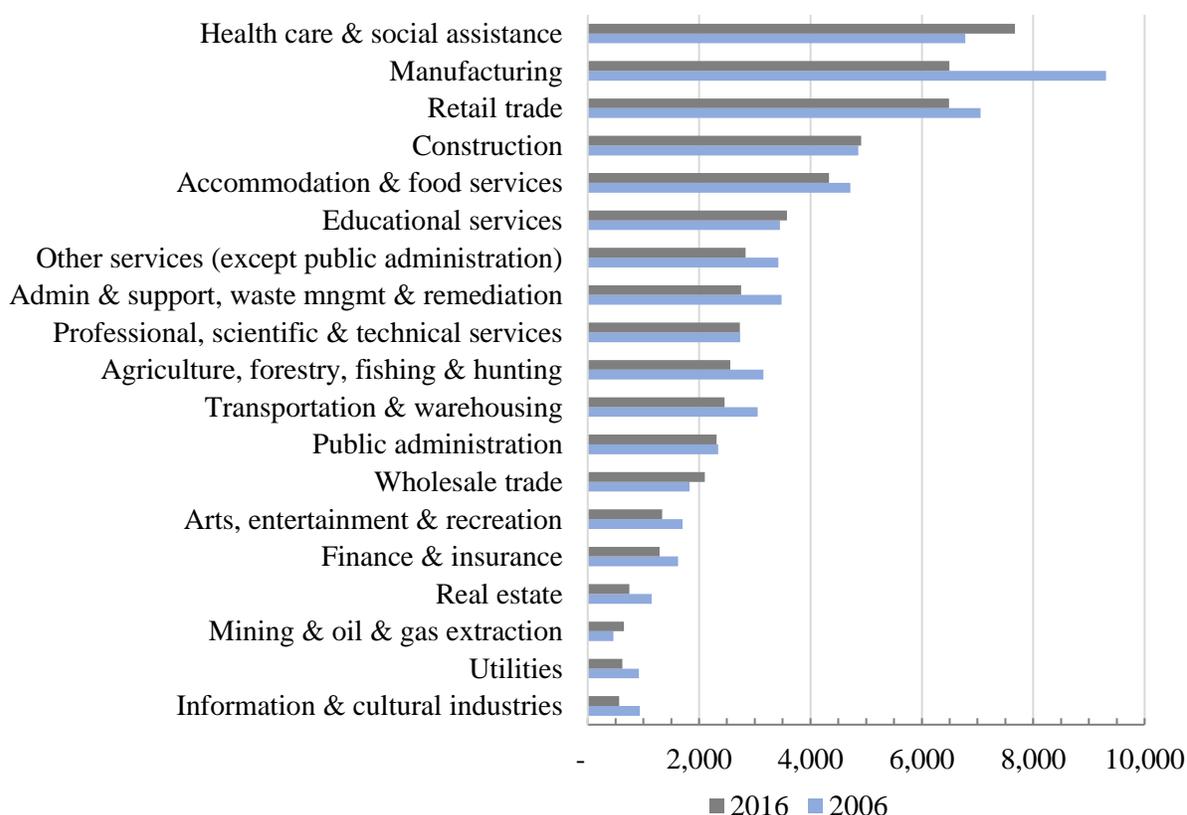
## Where People Work: Industry

Over the past 10 years, employment declines occurred in most industries (see chart below). For example, manufacturing employment has shrunk from 9,310 to 6,495 between 2006 and 2016. Some industries, however, had stable workforce sizes or experienced growth.

Industries whose workforce increased in size include the following:

- health care and social assistance,
- wholesale trade, and
- mining and oil and gas extraction.

Employment by Industry, 2006-2016, Sarnia Lambton



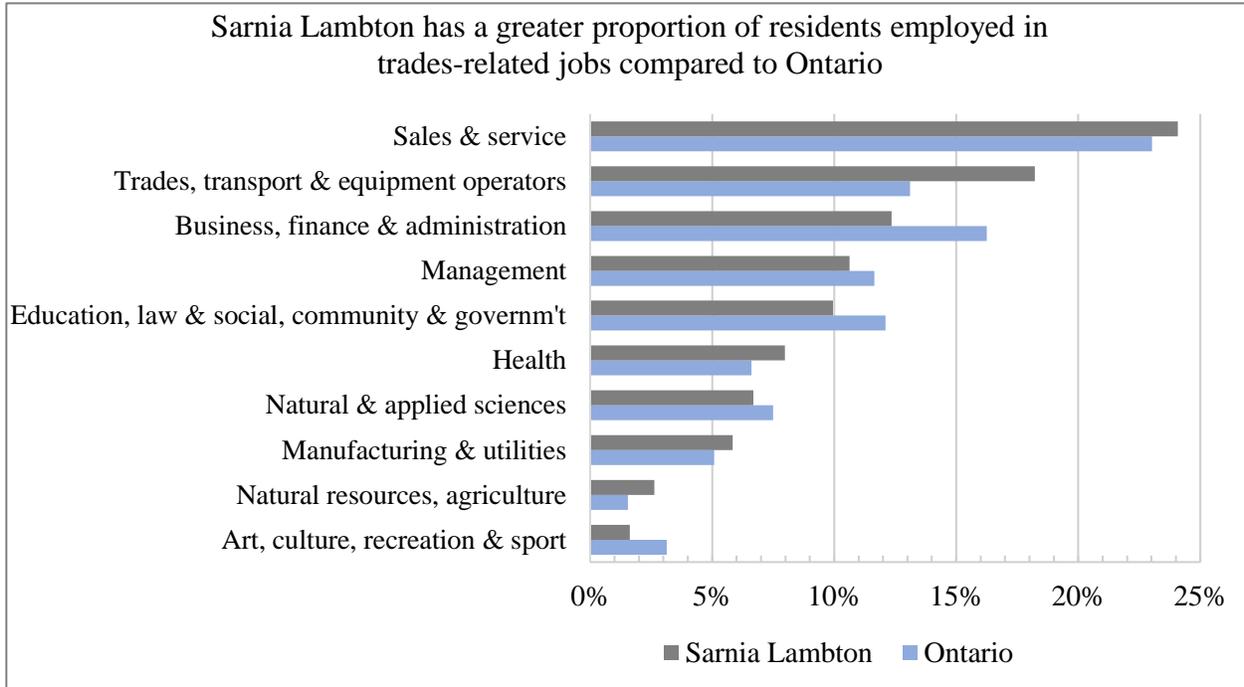
Sources: Statistics Canada. 2006 Census, 2016 Census, custom tables.

Notes: (1) Other services include services related to repair and maintenance; personal and laundry; private households; and religious, grant-making, civic and professional organizations. (2) Management of companies and enterprises was omitted due to its small size.

<sup>8</sup> Statistics Canada. Census Profile. 2006 Census. 2016 Census.

## Where People Work: Occupation

Distribution of local employment by occupation is shown below.



Source: Statistics Canada. 2016 Census, custom table.

Compared to the province, Sarnia Lambton has:

- a higher proportion of people employed in trades-related jobs and
- lower proportion of people employed in business-related jobs.

These differences continue when compared to Ontario-minus-Toronto numbers.

### Note:

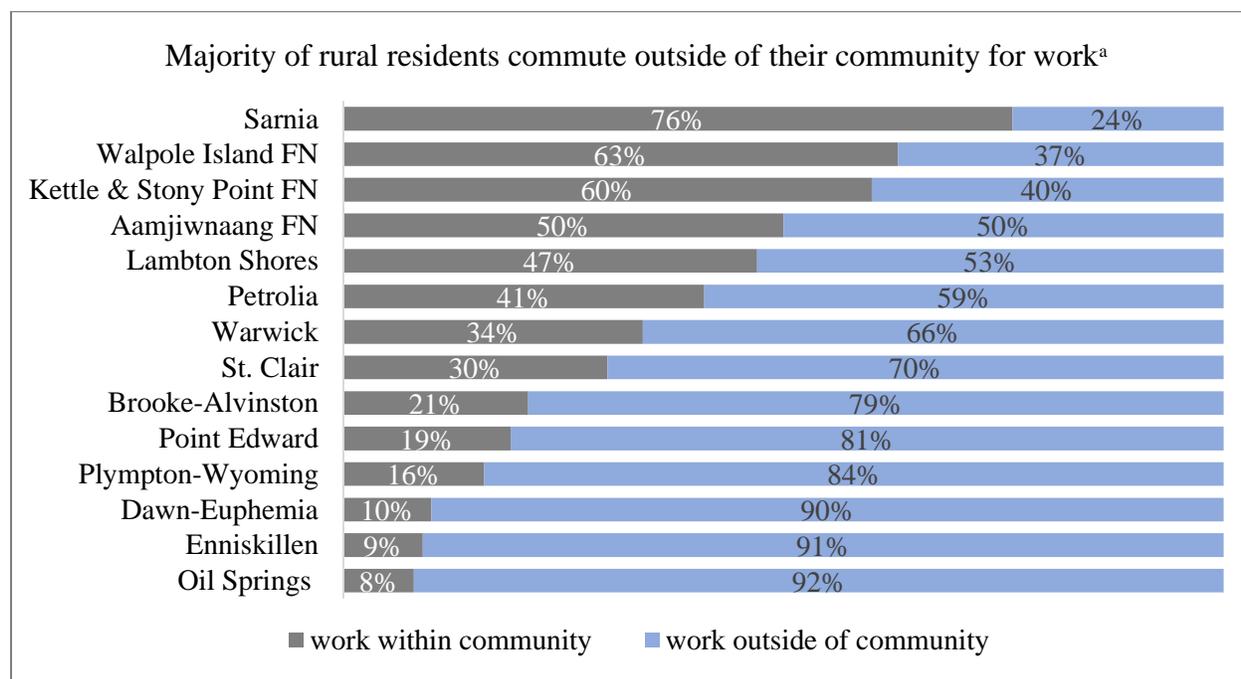
Comparisons of occupational data over time are not advised because of significant changes to the National Occupational Classification (NOC) system since 2006. 2011 comparisons are also not advised because the data are from the voluntary NHS, not the long form census.

## Getting to Work: Commuting

The local saying, “you can get anywhere in Sarnia Lambton in 15 minutes” holds true when it comes to commuting to work.

- The median time for residents to get to work is 15 minutes.

The short commute time does not mean that most people work within their community. Rather, the opposite is true (see chart below).



Municipality Population and Employment Numbers, 2016 <sup>b</sup>			
Municipality	Population	Number of employed residents	Employment rate <sup>i</sup>
Sarnia	71,594	31,195	52.2%
Walpole Island FN	1,589	365	30.2%
Kettle & Stony Point FN	1,011	295	35.3%
Aamjiwnaang FN	639	210	42%
Lambton Shores	10,631	4,750	52.3%
Petrolia	5,742	2,560	58.1%
Warwick	3,692	1,845	64.2%
St. Clair	14,086	6,530	55.8%
Brooke-Alvinston	2,411	1,255	62.1%
Point Edward	2,037	925	51.4%
Plympton-Wyoming	7,795	3,840	59.8%
Dawn-Euphemia	1,967	950	61.7%
Enniskillen	2,796	1,380	60.7%
Oil Springs	648	380	65.5%

Sources: (a) Statistics Canada. 2016 Census, custom table. (b) Statistics Canada. Census Profiles. 2016 Census.

Note: (i) Employment rate is the number of people who are employed expressed as a percentage of the population 15 years and over.

## How People Work: Insecurity and Uncertainty

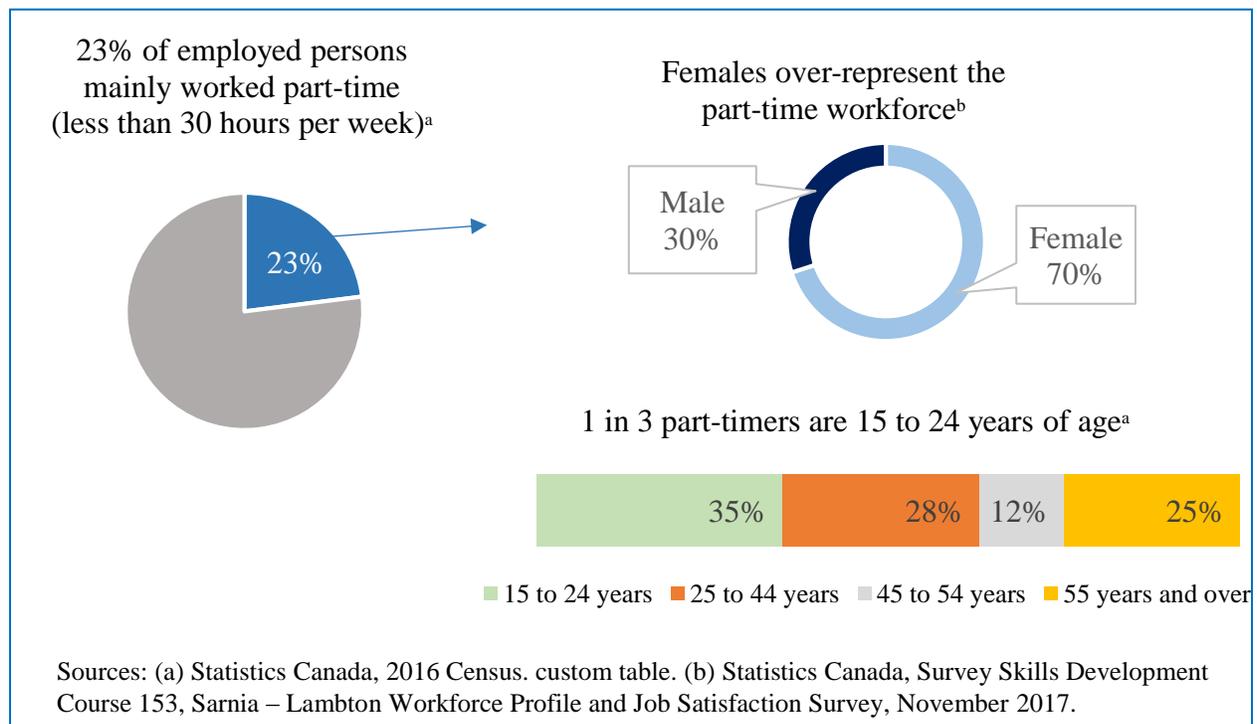
Insecure work can take different forms, such as:

- holding non-permanent positions and/or multiple jobs,
- being unincorporated self-employed,
- working for unincorporated self-employed, and
- working in part-time jobs.

What can make jobs insecure for workers is the shorter than preferred employment length, low pay, and the lack of paid health benefits or pensions, among other factors.

### Full-time versus part-time employment, job permanency, and multiple job holders

In 2015, 11,385 local people worked in part-time jobs.

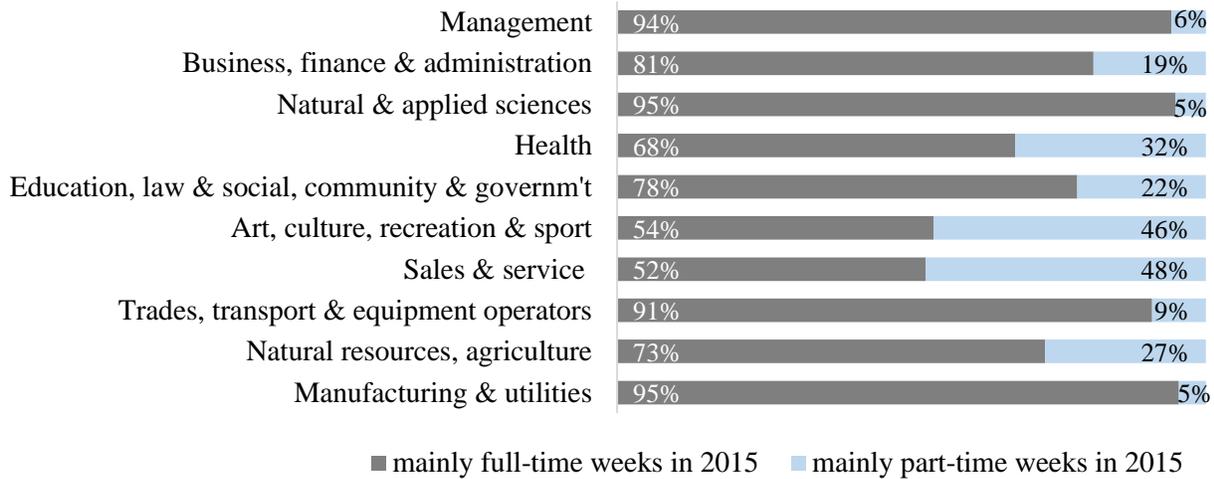


The local part-time workforce is predominately female. Many part-timers are young but there are also many between the ages of 25 to 44 years and who are 55 years and older.

The chart on the next page compares the percentage of full-time versus part-time workers by job. Part-time work is prevalent in many jobs, with a few exceptions. Jobs with the smallest percentage of part-time workers include the following:

- manufacturing and utilities,
- natural and applied sciences,
- management, and
- trades, transport and equipment operators.

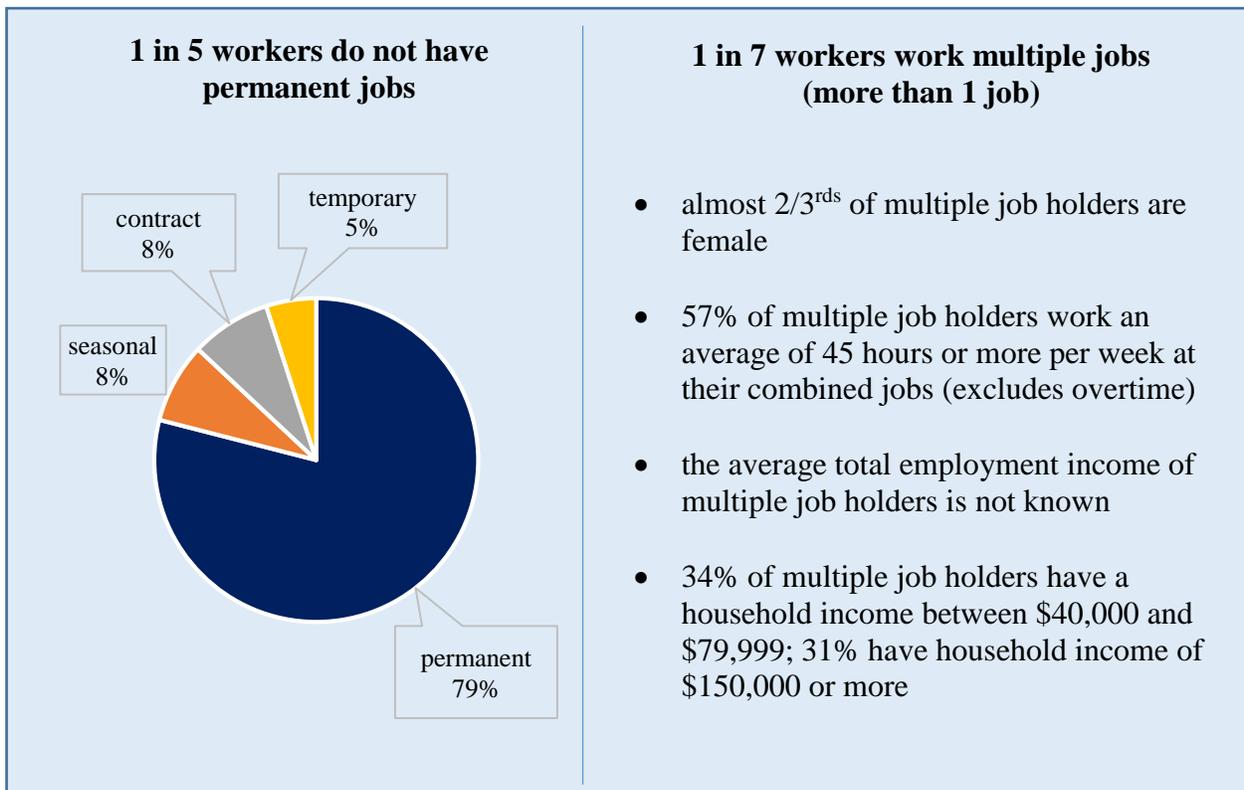
### Part-time work is prevalent in many jobs



Source: Statistics Canada. 2016 Census, custom table.

Note: Percentages may not add up to 100 due to rounding.

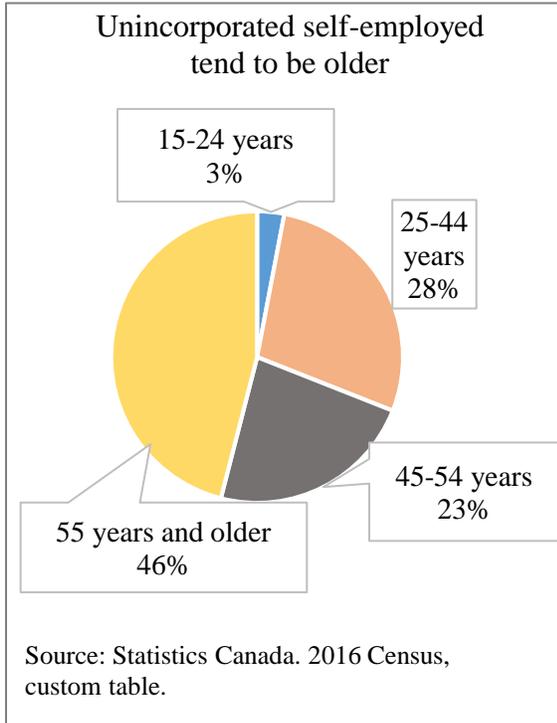
**Note:** Full-time work does not necessarily mean permanent work; some contract or temporary jobs have full-time hours. Similarly, part-time work could be permanent or temporary, etc.



Source: Statistics Canada, Survey Skills Development Course 153, Sarnia – Lambton Workforce Profile and Job Satisfaction Survey, November 2017.

## Unincorporated self-employed

Unincorporated self-employment can be insecure work for both the owner(s) and employees. These types of businesses are not considered separate legal entities from the people who own them and typically have a shorter lifespan compared to other businesses.<sup>9</sup>



In Sarnia Lambton:

- Seven percent of employed persons are unincorporated self-employed.
- Almost half of all unincorporated self-employed are 55 years and older.
- Two-thirds of unincorporated self-employed businesses have paid employees.

With regards to the work itself, the unincorporated self-employed were more likely than the incorporated self-employed to be employed as:

- cleaners,
- hairstylists and barbers,
- estheticians,
- pet groomers and animal care workers,
- painters,
- bricklayers,
- cabinetmakers,
- home child care providers,
- photographers,
- graphic designers, and
- musicians and singers.

## Looking for work

One-quarter of residents 18 years or older are looking for work.<sup>10</sup> Among job seekers:

- 95% are searching for permanent work
- 64% are searching exclusively within Lambton County
- 35% are searching inside and outside of Lambton County

The top five reasons for searching for a job:

1. work in desired field
2. career progression
3. work in desired location
4. job security
5. higher pay

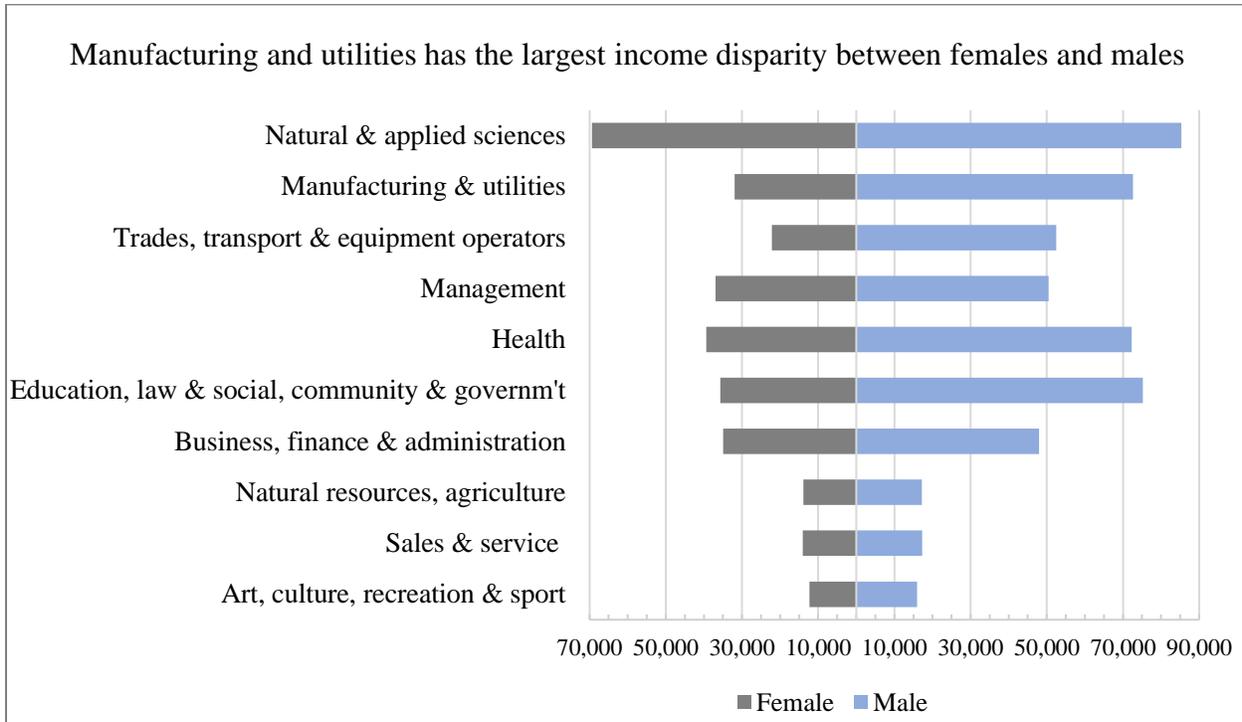
<sup>9</sup> Bahar, S. & H. Liu. October, 2015. *Unincorporated self-employment in Canada, 1989-2010*. Statistics Canada: Ottawa. Catalogue no. 11-622-M – No. 031.

<sup>10</sup> Data source for this section: Statistics Canada, Survey Skills Development Course 153, Sarnia – Lambton Workforce Profile and Job Satisfaction Survey, November 2017.

## Employment income

In 2015, the median annual employment income for residents was \$35,008 in Sarnia Lambton. The median annual income for residents who “worked mainly full-time weeks” in 2015 was \$54,094 and \$16,689 among all other workers.<sup>11</sup>

Overall, the median annual employment income was \$38,608 for males and \$24,043 for females in 2015. Comparisons across occupational categories are shown in the chart below.



Source: Statistics Canada. 2016 Census, custom table.

Jobs with the largest income disparities between females and males include the following:

- manufacturing and utilities (\$40,636 difference) and
- education, law and social, community and government services (\$39,502 difference).

Jobs with the smallest income disparities between females and males include the following:

- sales and service (\$3,190 difference) and
- natural resources, agriculture (\$3,275 difference).

The data reveal a pattern that the higher the median annual income, the greater the difference between males and females. An important outlier of this pattern is the highest paying job category: natural and applied sciences has a relatively small difference (\$15,924) compared to other categories.

<sup>11</sup> Source: Statistics Canada. 2016 Census, custom table. Note: Statistics Canada reported full-time and part-time work as “Worked mainly full-time weeks in 2015” and “Worked mainly part-time weeks in 2015” in the custom table. Full-time weeks are defined as 30 hours or more per week.

The Lowest Paying Jobs and Highest Paying Jobs in Sarnia Lambton	
median annual incomes less than \$10,000	median annual incomes greater than \$110,000
<ol style="list-style-type: none"> <li>1. Photographers</li> <li>2. Survey interviewers and statistical clerks</li> <li>3. Other sales related occupations</li> <li>4. Other instructors</li> <li>5. Maîtres d'hôtel and hosts/hostesses</li> <li>6. Harvesting labourers</li> <li>7. Home child care providers</li> <li>8. Program leaders and instructors in recreation, sport and fitness</li> <li>9. Artisans and craftspersons</li> <li>10. Post-secondary teaching and research assistants</li> <li>11. Food and beverage servers</li> <li>12. Food counter attendants, kitchen helpers and related support occupations</li> <li>13. Musicians and singers</li> </ol>	<ol style="list-style-type: none"> <li>1. Engineering managers</li> <li>2. Supervisors, petroleum, gas and chemical processing and utilities</li> <li>3. General practitioners and family physicians</li> <li>4. Petroleum engineers</li> <li>5. Contractors and supervisors, oil and gas drilling and services</li> <li>6. Central control and process operators, petroleum, gas and chemical processing</li> <li>7. Power engineers and power systems operators</li> <li>8. Contractors and supervisors, pipefitting trades</li> <li>9. Chemists</li> <li>10. Industrial and manufacturing engineers</li> <li>11. Chemical engineers</li> <li>12. Railway and yard locomotive engineers</li> <li>13. Electrical and electronics engineers</li> <li>14. Firefighters</li> <li>15. School principals and administrators of elementary and secondary education</li> <li>16. Production logistics co-ordinators</li> </ol>

Source: Statistics Canada. 2016 Census, custom table.

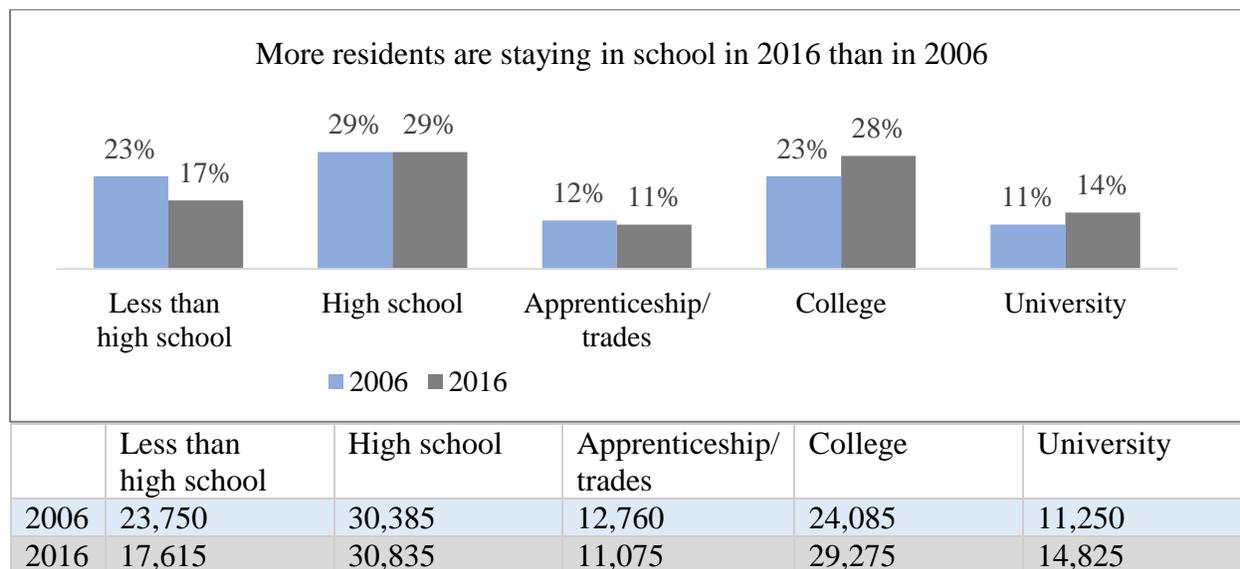
*What does this mean for the local labour market?*

Insecure work is a reality for many local residents, particularly females and younger and older workers. Employers who offer some form of insecure employment and have recruitment or retention challenges may want to reconsider the option of permanent employment and/or higher wages.

Note: Data was not available to identify other groups of the population (e.g., immigrants, visible minorities, Indigenous Persons, etc.).

# EDUCATION AND TRAINING OF WORKFORCE

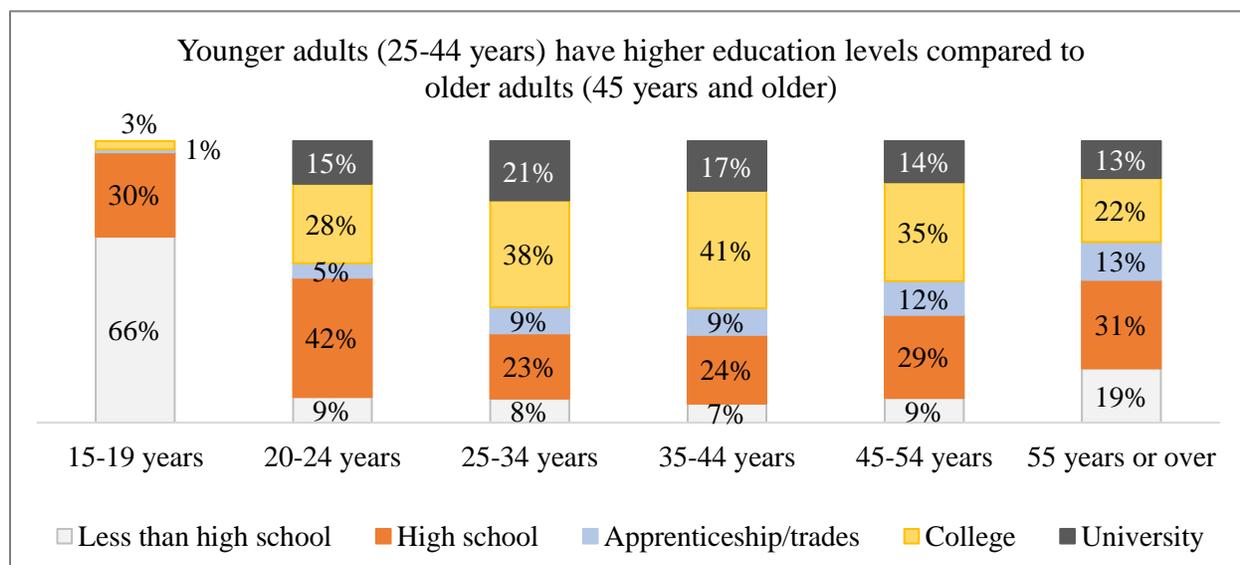
Over the past ten years, the level of education has increased among Sarnia Lambton residents who are 15 years old and over. The number of local people who have completed postsecondary education (apprenticeship/trades, college, or university) has risen significantly from 48,095 in 2006 to 55,175 in 2016 (15 percentage points).



Sources: Statistics Canada. Census Profile. 2006 Census. 2016 Census.

Notes: University refers to a degree at the bachelor level or above. Percentages may not add up to 100 due to rounding and because university below bachelor level was omitted due to its small number size.

The bar chart below shows the educational attainment by age group.

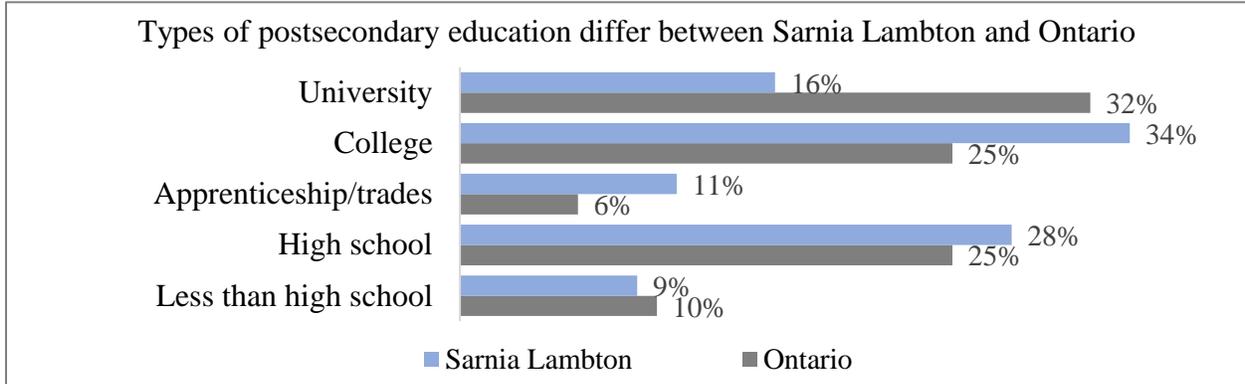


Sources: Statistics Canada. 2016 Census, custom table.

Notes: University refers to a degree at the bachelor level or above. Percentages may not add up to 100 due to rounding and because university below bachelor level was omitted due to its small number size.

## Educational Attainment among Working Age Adults, 25-64 years

In order to capture the educational attainment of working age adults and assess potential gaps and opportunities, data for adults between 25 and 64 years old are examined in this section.



Sources: Statistics Canada. Census Profile. 2016 Census.

Notes: University refers to a degree at the bachelor level or above. Percentages may not add up to 100 due to rounding and because university below bachelor level was omitted due to its small number size.

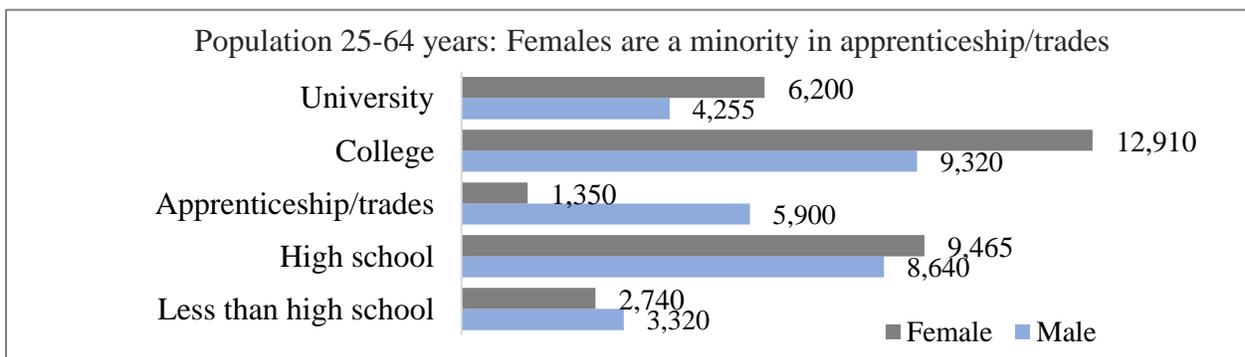
Compared to the province:

- The local area has a similar share of working age adults who have
  - high school or less education (37% locally, 35% Ontario) versus
  - postsecondary education (61% locally, 63% Ontario).
- Differences arise in the types of postsecondary education held. Compared to the province, Sarnia Lambton has a:
  - higher proportion of college-trained and apprenticeship/trade-trained people and
  - lower proportion of university-trained people.

## Comparisons by sex

Completion of postsecondary education does not differ among working age females (62%) and males (61%). Differences arise in the types of postsecondary education held.

- 19% of working age adults with apprenticeship/trades training are female
- females make up a higher percentage of working adults with a college or university education (58% of the college and 59% of the university groups are female).



Source: Statistics Canada. 2016 Census, custom table. Notes: University refers to a degree at the bachelor level or above. University below bachelor was omitted due to its small number size.

## Educational attainment of local Indigenous Persons, 25-64 years

Just over half of local working age adults who identify as Indigenous have a postsecondary education. One in five working age Indigenous persons has not completed high school.

Educational Attainment among Indigenous Persons (25-64 years) Living in Sarnia Lambton		
Highest educational attainment	Number of persons	Percentage of population
Less than high school	660	20%
High school	935	28%
Apprenticeship/trades	395	12%
College	1,090	33%
University	265	8%

Source: Statistics Canada. 2016 Census, custom table.

Notes: University refers to a degree at the bachelor level or above. Percentages may not add up to 100 due to rounding and because university below bachelor level was omitted due to its small number size.

## Educational attainment of local immigrant population, 15 years and over

Education data for the immigrant population is only available for those 15 years and over. University attainment is relatively high, especially among recent immigrants who arrived between 2011 and 2016.

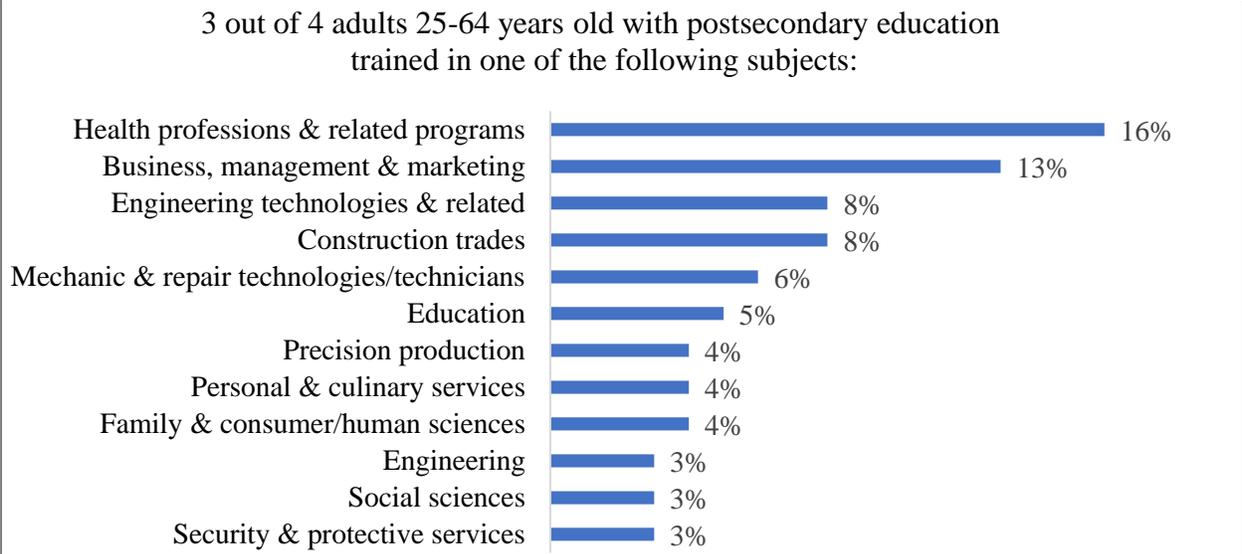
Educational Attainment among Immigrant Population (15 years and older) Living in Sarnia Lambton		
Highest educational attainment	Percentage of immigrant population	Percentage of recent immigrants
Less than high school	18%	17%
High school	25%	23%
Apprenticeship/trades	11%	6%
College	24%	19%
University	20%	36%

Source: Statistics Canada. 2016 Census, custom table.

Notes: University refers to a degree at the bachelor level or above. Percentages may not add up to 100 due to rounding and because university below bachelor level was omitted due to its small number size.

## What do postsecondary graduates study?

The chart below provides a partial distribution of the field of study among the local working age population. The top specializations include health, business, and engineering.



Source: Statistics Canada. 2016 Census, custom table.

*Education data findings: What does this mean for the local labour market?*

The supply of educated adults in Sarnia Lambton has increased over the past ten years. More residents are attaining postsecondary education of some kind. This trend partly aligns with the education demand for postsecondary education in today’s job market. Whether the subjects people studied or plan to study match the jobs in demand is a question best answered by local employers themselves; this topic is addressed in the consultation section of this report on pages 38-42.

## Trades Expertise

According to the Ontario College of Trades, Sarnia Lambton has 1,170 active apprentices, 59 journeyman candidates, and 3,094 active journeymen.

The two tables in this section show the data on trade certificates held by members. The numbers count certificates, not people. A person can hold more than one certificate.

Trade Certificates by Sector and Membership Class in Sarnia Lambton, 2018			
Sector	Active apprentice	Journeyman candidate	Active journeyman
Construction	692	41	2,048
Industrial	451	7	157
Motive Power	93	5	902
Service	58	6	475
Total	1,294	59	3,582

Source: Ontario College of Trades (OCT). Data for Sarnia Lambton Region as of Aug 22, 2018.

Notes:

(1) The total number of trade certificates in the above table does not match the total number of people with apprentice/trade education attainment from the Census because:

(a) not all trades require membership with the OCT, and

(b) retired journeymen who are not active are included in the Census data but not the OCT data.

(2) The tradesperson membership class was omitted from this table due to its small number. The tradesperson class practice voluntary trades, and may or may not be planning to write an exam to obtain a Certificate of Qualification.

Top 3 Trades with most Active Journeymen for each Sector in Sarnia Lambton, 2018			
Sector	Trade	Active apprenticeship	Active journeyman
Construction	Electrician – Construction and Maintenance (C)	119	728
	Steamfitter (C)	131	507
	Plumber (C)	12	191
Industrial	Instrumentation and Control Technician (V)	144	50
	Industrial Mechanic Millwright (V)	49	35
	Process Operator – Refinery, Chemical and Liquid Processes (V)	149	16
Motive Power	Automotive Service Technician (C)	49	474
	Truck and Coach Technician (C)	27	333
	Auto Body and Collision Damage Repairer (C)	<10	51
Service	Hairstylist (C)	28	454
	Cook (V)	<10	<10
	Parts Technician (V)	0	<10

Source: OCT. Data for Sarnia Lambton Region as of Aug 22, 2018. Note: (C) = Compulsory Trade requires registration to practice; (V) = Voluntary Trade does not legally require certification and OCT membership.

Note: To ensure confidentiality, data counts fewer than 10 participants are suppressed.

For many of the local trades, the percentage of older workers (persons 55 years and older) is high. For example, whereas 25% of the overall Sarnia Lambton workforce is 55 years and older, 41% of construction and maintenance electricians and 51% of truck and coach technicians are 55 years and older. Many of the local trades' expertise and talent will likely retire within the next 15 years.

# EMPLOYMENT ONTARIO PROGRAMS

The purpose of including Employment Ontario (EO) program client data in this report is to help identify gaps and guide discussions about service planning.



Information presented in this section are for the fiscal years (April 1<sup>st</sup>, 2017 to March 31<sup>st</sup>, 2018 and April 1<sup>st</sup>, 2016 to March 31<sup>st</sup>, 2017). Information about EO programs can be found on the Government of Ontario’s website: <https://www.ontario.ca/page/employment-ontario>.

## Notes:

- 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 fewer than 10 participants has been suppressed.
- Percentages may not add up to 100 due to rounding.

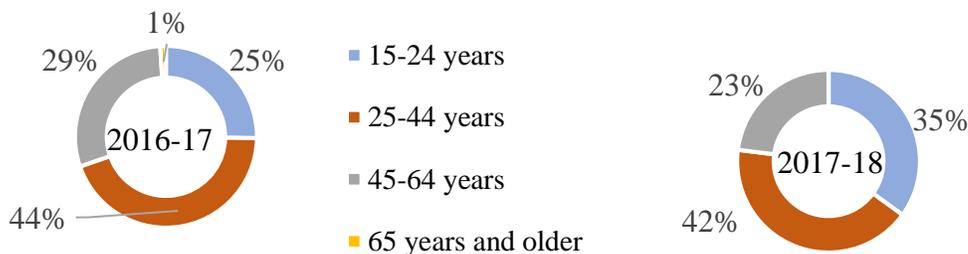
## Employment Services (ES)

*“Employment Service offers a range of resources, supports and service components to respond to the career and employment needs of individuals and the skilled labour needs of employers, and can help individuals on a path to higher skill training and employment.”* Employment Ontario.<sup>12</sup>

In Sarnia Lambton, the total number of clients who received unemployment intervention by ES providers dropped from 1,827 clients to 778 clients over the past two fiscal years (between 2017-18 and 2016-17). According to local ES providers, there is currently a high demand for workers from employers.

The demographic profile of local ES clients is shown below and on the following page.

Age group



Youth (15-24 years) made up a higher share of clients this past year compared to the prior year.

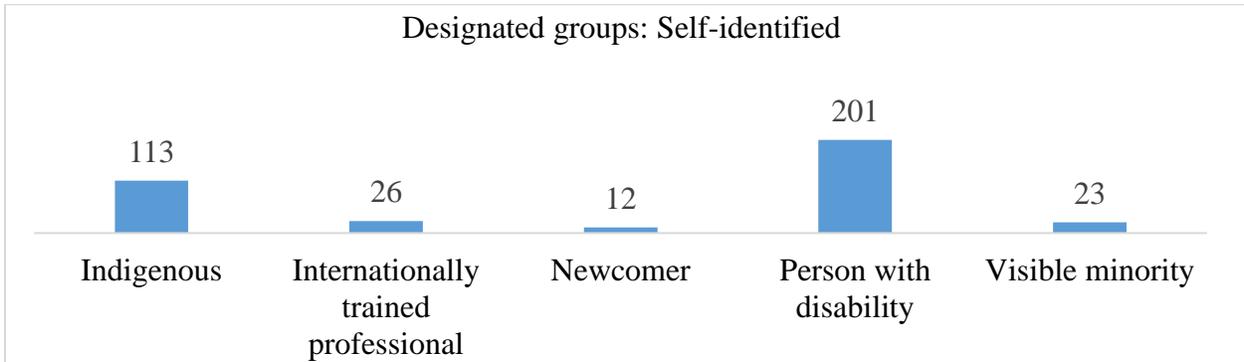
<sup>12</sup> Employment Ontario Partners’ Gateway.

In 2017-18, 42% of ES clients identified as female and 58% of clients identified as male; these percentages are similar to those reported for 2016-17 (44% and 56%, respectively).

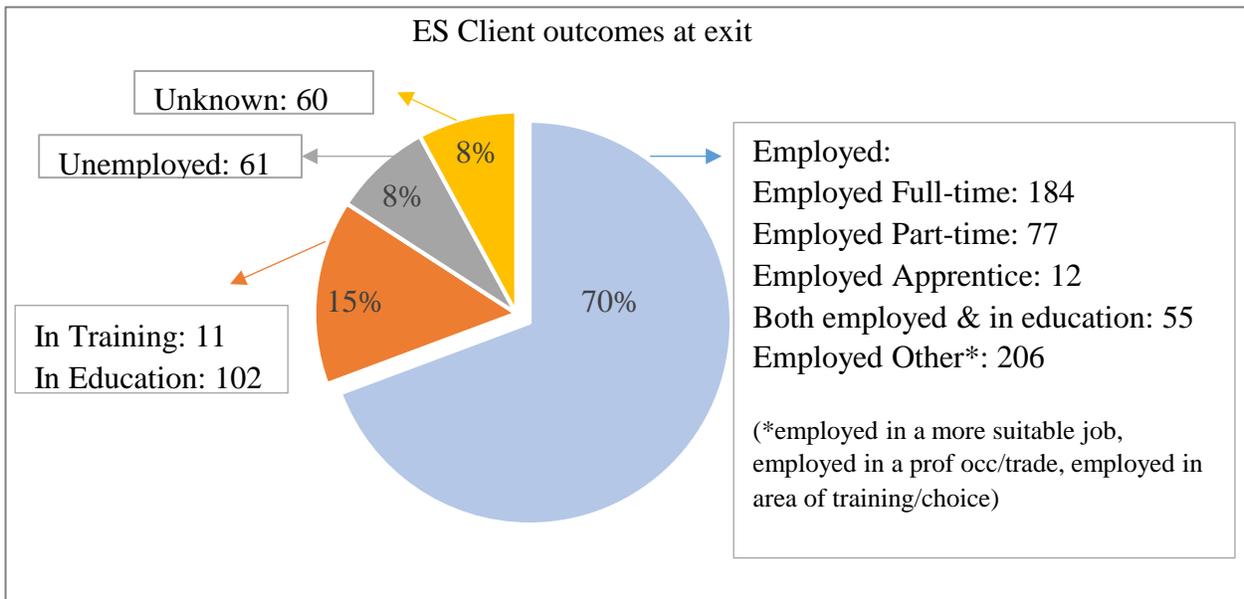
Highest educational attainment at intake:		
	2016-17	2017-18
Postsecondary	40%	44%
High school	43%	40%
Less than high school	17%	17%

Labour force attachment at intake

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



The chart below shows “ES client outcomes at exit”, which is determined at the time the client leaves the ES program and their file is considered closed. ES conducts follow-up calls three months post exit. If a client remains unemployed, then follow-ups will continue and alternate services offered. Clients in the unknown category could not be reached for various reasons, such as clients changed telephone numbers or emails without forwarding new information.

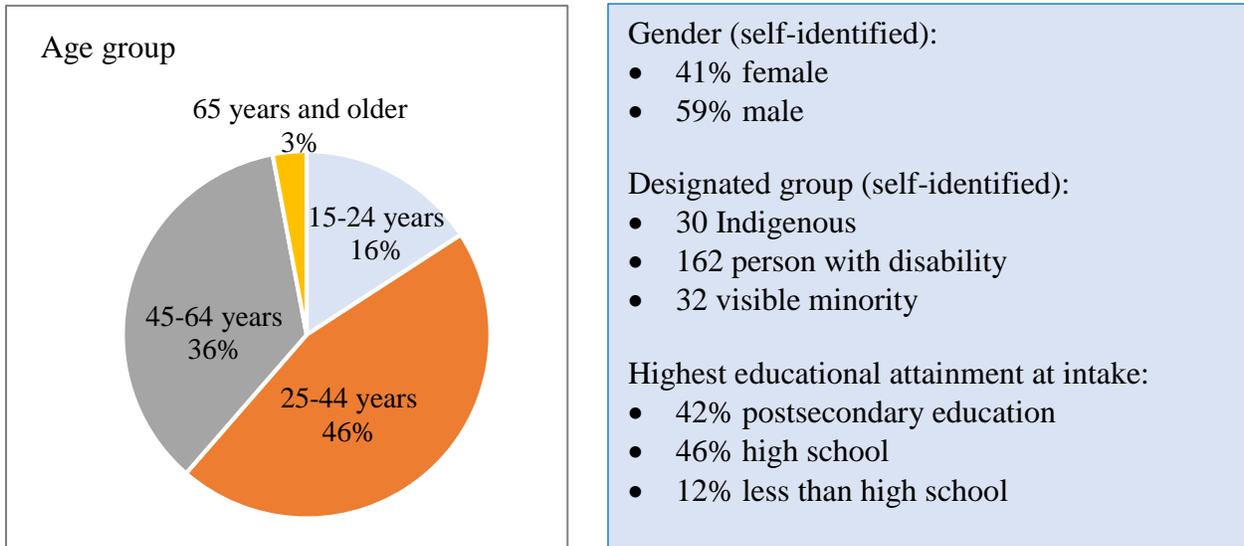


The distribution of client outcomes mirror those reported last year.

## Ontario Employment Assistance Services (OEAS)

*“Ontario Employment Assistance Services (OEAS) programs support services for Persons with Disabilities (PWD). The disability must not be a barrier to participation in employment. OEAS providers offer targeted services to PWD that are specific to their needs.”* Local OEAS provider.

In Sarnia Lambton, 522 clients were served in OEAS during the 2017-18 fiscal year; there were 497 clients during the 2016-17 fiscal year.



The distribution of client demographics and intake information mirror those reported last year.

## Second Career (SC)

*“Second Career is for laid-off unemployed workers for which skills training is the most appropriate intervention to transition them into high-skill, demand occupations in the local labour market. Recently laid-off unemployed workers can be active EI claimants, EI Reachback or non-EI eligible.”* Employment Ontario.<sup>13</sup>

In Sarnia Lambton, the total number of SC clients dropped from 78 to 22 over the past two fiscal years (between 2017-18 and 2016-17). Demographic and training data cannot be reported because it has been suppressed due to the small client base.

<sup>13</sup> Employment Ontario Partners' Gateway.

## Youth Job Connection (YJC)

*“The Youth Job Connection program serves youth aged 15 to 29 who experience multiple and/or complex barriers to employment by providing more intensive supports beyond traditional job search and placement opportunities.”* Employment Ontario.<sup>14</sup>

The total number of local YJC clients was 153 during the 2017-18 fiscal year; the exact number as the previous year. 2017-18 client demographics and intake information are presented below; they mirror those reported last year.

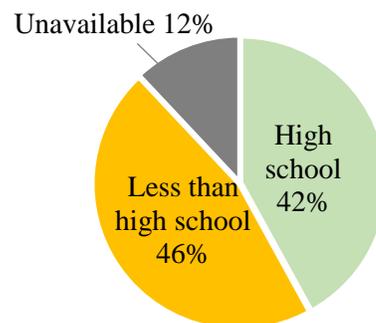
### Demographics:

- 4 out of 5 clients were 15-24 years old
- 3 out of 5 clients identified as male

### Designated group (self-identified):

- 20 Indigenous
- 53 person with disability

### Highest educational attainment at intake



## Literacy and Basic Skills (LBS)

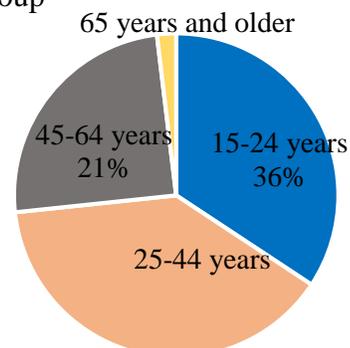
*“The Ontario Literacy and Basic Skills (LBS) program helps adults in Ontario to develop and apply communication, numeracy, interpersonal and digital skills to achieve their goals. The LBS program serves learners who have goals to successfully transition to employment, postsecondary, apprenticeship, secondary school, and increased independence. The program includes learners who may have a range of barriers to learning.”* Employment Ontario.<sup>15</sup>

It is important for readers to understand that due to the specific process of data gathering, the literacy numbers reported in this document include some data from both the Chatham-Kent and Sarnia Lambton areas.

The number of learners rose from 539 to 571 over the past two years.

LBS providers have been able to expand program delivery due to the increased funding for the past two years.

### Age group



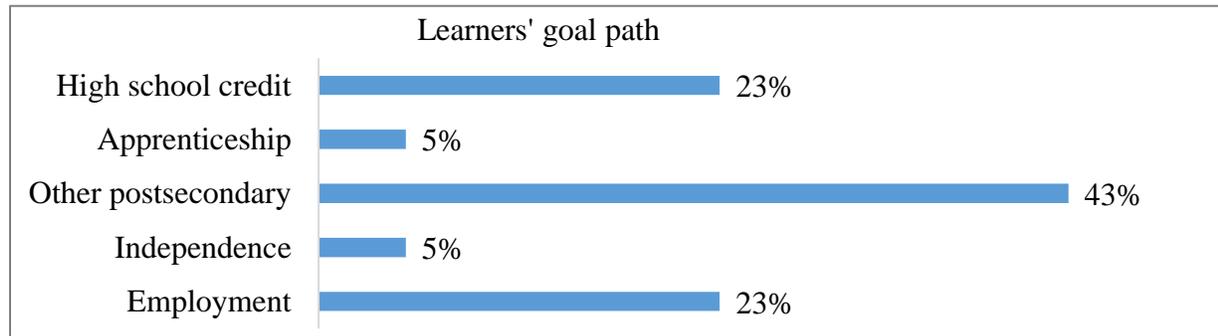
<sup>14</sup> Employment Ontario Partners' Gateway.

<sup>15</sup> Employment Ontario Partners' Gateway.

The demographics of learners has been consistent over the past couple of years.

<p><b>Gender (self-identified):</b></p> <ul style="list-style-type: none"><li>• 55% female</li><li>• 45% male</li></ul> <p><b>Designated group (self-identified):</b></p> <ul style="list-style-type: none"><li>• 100 Indigenous</li><li>• 213 person with disability</li><li>• 27 visible minority</li></ul>	<p><b>Highest educational attainment at intake:</b></p> <ul style="list-style-type: none"><li>• 21% postsecondary education</li><li>• 38% high school</li><li>• 41% less than high school</li></ul> <p><b>Labour force attachment at intake:</b></p> <ul style="list-style-type: none"><li>• Employed full-time: 53</li><li>• Employed part-time: 105</li><li>• Unemployed: 397</li><li>• Unavailable: 16</li></ul>
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Ongoing development of literacy and numeracy skills are critical for success in today’s workplace. Seven out of ten learners have goal paths in education or training (see chart below).



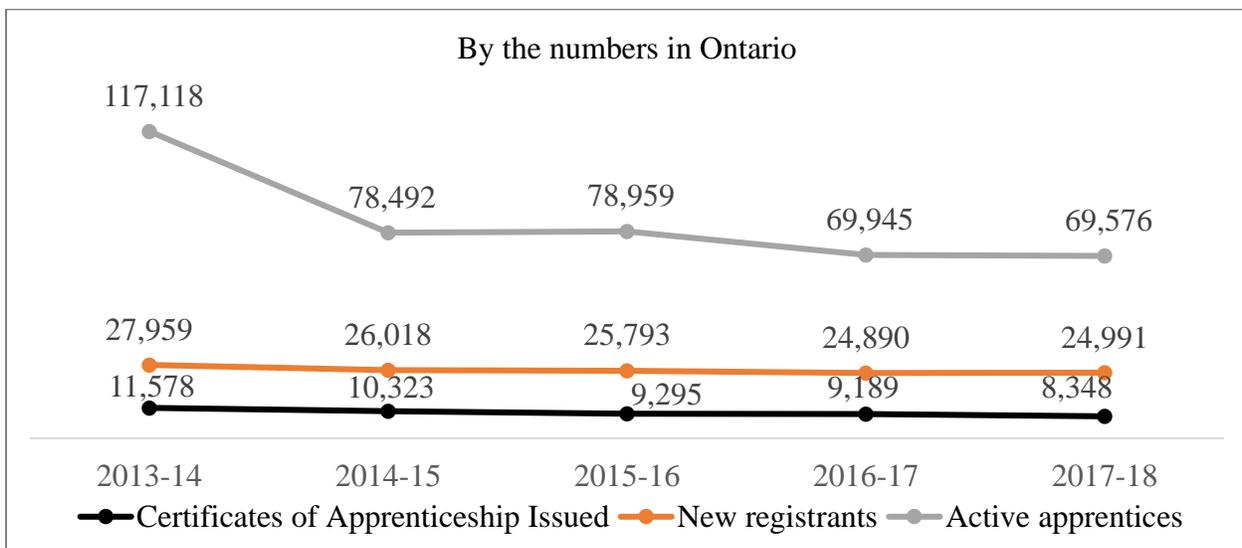
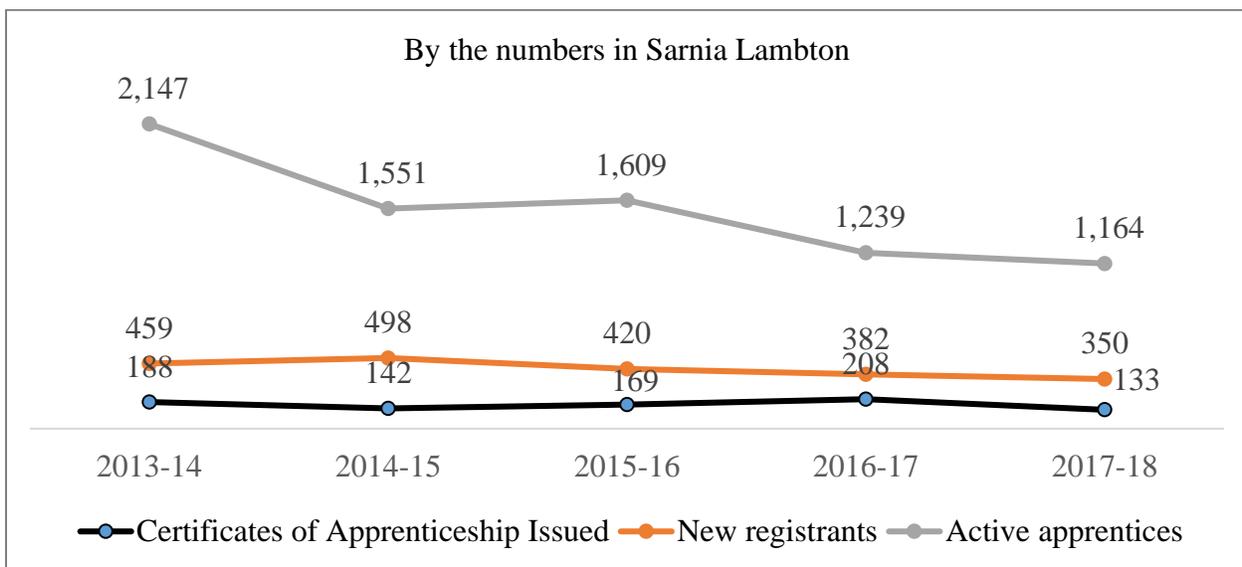
## Apprenticeship

### Definitions:

**Apprentice:** an individual who, pursuant to a registered training agreement, is receiving or is to receive training in a trade required as part of an apprenticeship program established by the Ontario College of Trades.

**Certificate of Apprenticeship:** is issued by the ministry and earned when an apprentice completes all requirements of the apprenticeship program for their chosen trade.

(Definitions come from the Employment Ontario Data Reports Guide, 2018:3)



For more information on Apprenticeship, visit the following website:

<https://www.ontario.ca/page/apprenticeship-ontario>.

## 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 the COJG can contact SLWDB for information or visit this website: <http://www.tcu.gov.on.ca/eng/eopg/cojg/>

### Employer participant information for Sarnia Lambton:

78 local employers received the COJG this year, up from 65 employers the previous year.

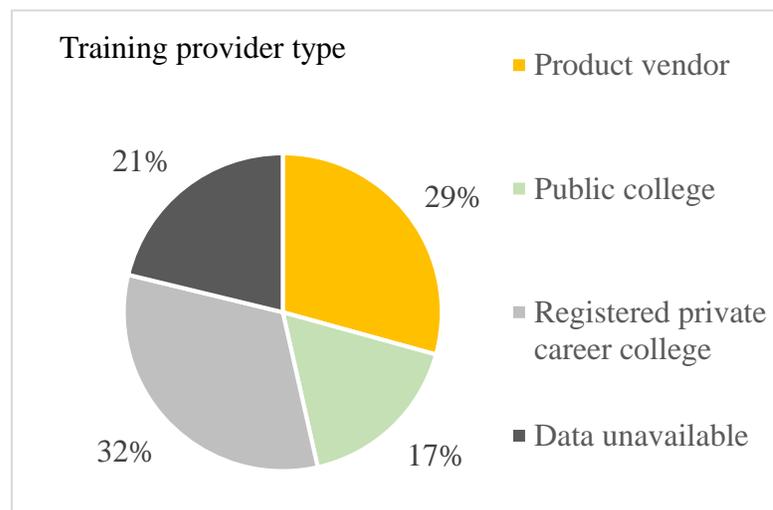
Number of employees in company	
Less than 50	55
50-150	0
151-300	11
301-500	0
Over 500	0
Unavailable	11



90% reported an increase in trainee productivity

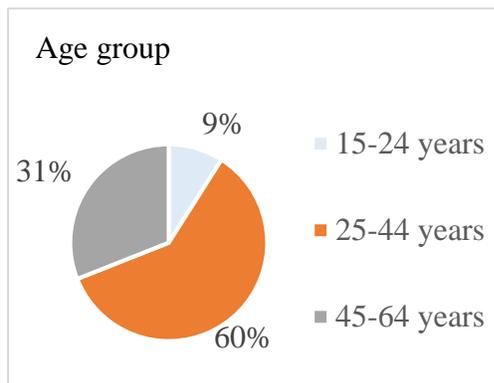


97% reported that training met their workforce needs



### Employee participant information for Sarnia Lambton:

228 employees participated in COJG this year, up from 189 employees the previous year.



#### Participant information:

- 36% of participants were female
- 64% of participants were male
- 93% of participants were employed full-time

## SLWDB Consultations with Service Providers

Themes arose during discussions with the local service delivery network and are the following:

### 1. Youth and clients with barriers lack soft skills the most.

“Soft skills are the non-technical, non-specialized skills that are needed in all types of employment. Soft skills differ from technical skills which include specific degrees, diplomas and knowledge pertaining to a particular field.” SLWDB Soft Skills Resource.

Service providers offer some soft skills training through their holistic approach to clients. Soft skills development is a long process. Long-term workshops (i.e., occur more than once with the same group) would benefit clients who have complex challenges (i.e., mental health issues, addictions, low self-esteem).

### 2. Clients’ barriers to success in becoming an apprentice: Poor literacy and numeracy skills.

Other barriers: low educational attainment level and lack of a connection to a journey person or employer.

### 3. Lack of transportation in rural areas is a real issue for job seekers.

This challenge is brought up each year during SLWDB annual consultations.

### 4. Delivery gap: Programs for job seekers who are 25-35 years old.

Service providers note that there are many programs for the youth but not other ages.

### 5. Job seeker market

ES client lists are lower than in past years due to the current high demand for workers.

### 6. Employer expectations

Some local employers ask for high education and skill levels when the job does not necessarily require them.

### 7. Continued collaborations within the network help the clients

Service providers provided examples of how their agency connects with the staff of other agencies. Collaborations help everyone understand the needs and challenges of clients, which helps clients achieve their goals.

# LOCAL JOB MARKET

In 2017, there were 59,400 people employed and 4,500 people unemployed in Sarnia Lambton. Between 2016 and 2017:

- Employment numbers had minimal change (-0.1 percentage points).
- Unemployment numbers dropped by 700 (or -13.5 percentage points).

Possible explanations for changes:

- Simultaneous occurrence of people finding work and people retiring from work.
- Some job seekers may have stopped looking for work, which means they are no longer counted as unemployed persons.

<b>Sarnia Lambton</b>					
Labour force characteristics	2013	2014	2015	2016	2017
Population 15 years and older	108,300	108,100	107,800	107,700	107,900
Labour force participants	65,600	65,900	65,400	64,700	63,900
Employed	59,700	60,100	59,900	59,500	59,400
Unemployed	5,900	5,700	5,500	5,200	4,500

Source: Statistics Canada. Labour Force Survey, 2006-2017. Estimates calculated by metro economics.

## DEFINITIONS:

**Labour force participants** are persons 15 years and older who are either employed or unemployed.

**Employed persons** are actively working as employees, self-employed persons or unpaid family workers (e.g., on farm), or who hold a job but are on leave (e.g., disability, labour dispute).

**Unemployed persons** are actively looking for work or on temporary layoff.

**Participation rate** is the number of people who are either employed or unemployed expressed as a percentage of the population.

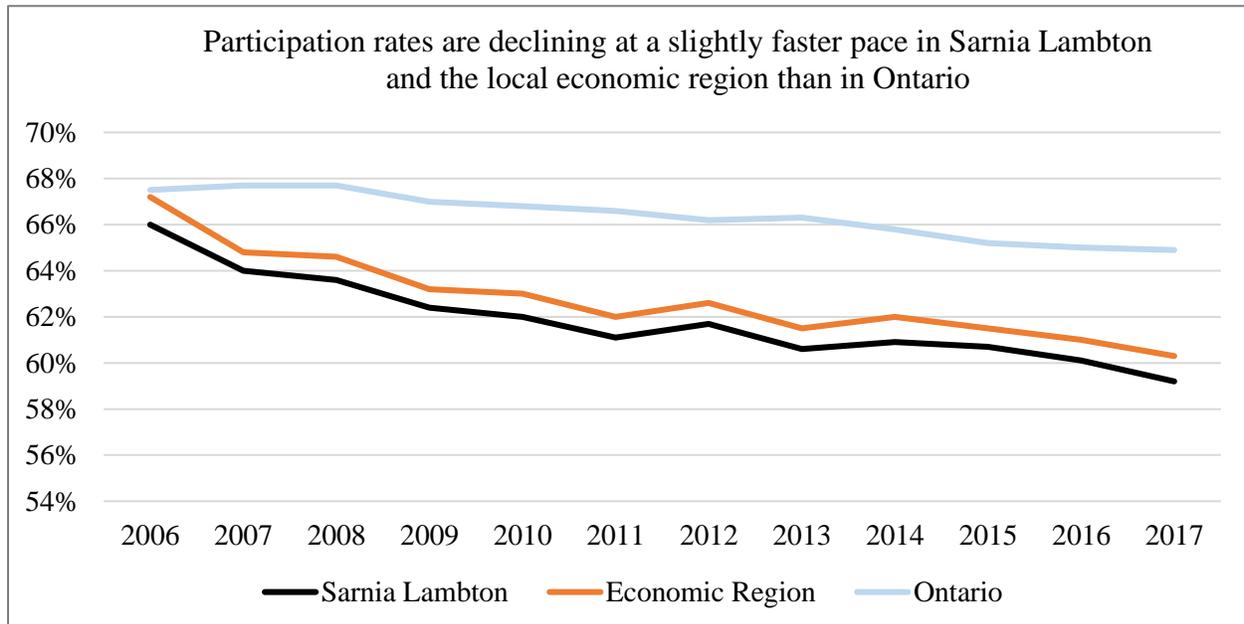
**Unemployment rate** is the number of unemployed individuals as a percentage of the labour force participants.

Source: Statistics Canada. Guide to the Labour Force Survey.

## Participation Rates over Time

The chart below shows the participant rates over time for Sarnia Lambton, the local economic region (Sarnia Lambton, Chatham-Kent and Windsor Essex), and Ontario.

- Participation rates have been on the decline over the past ten years for all areas.
- Participation rates dropped at a faster pace for Sarnia Lambton and the local economic region compared to Ontario.
  - Participation rates for Sarnia Lambton: 66% in 2006 and 59.2% in 2016.



Sources: Statistics Canada. Labour Force Survey, 2006-2017. Estimates calculated by metro economics. Statistics Canada. Table 14-10-0090-01 Labour force characteristics by province, territory and economic region, annual.

One possible reason for the decline in participation rates is the large exit of older workers. Although people are retiring at later ages, participation rates drop significantly among those in the 55 years and older age group.<sup>16</sup> These patterns in the local labour force coincide with what is happening nationwide.<sup>17</sup>

<sup>16</sup> Statistics Canada. 2016 Census, custom table.

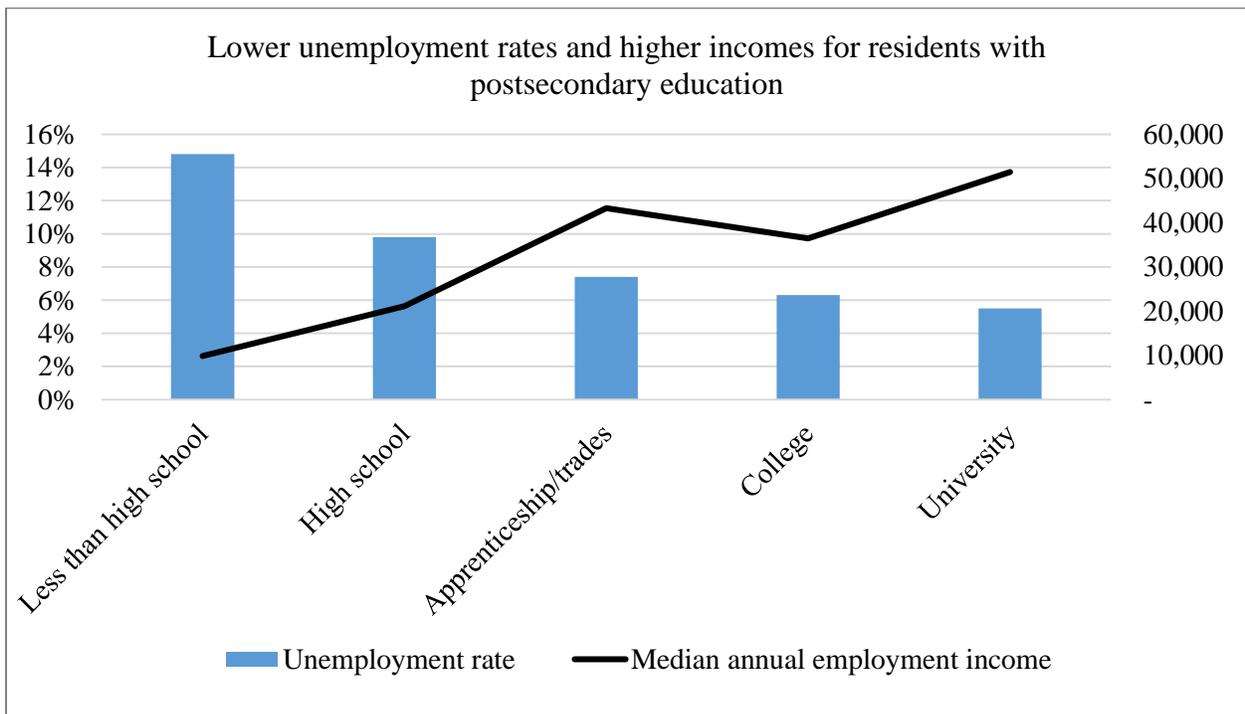
<sup>17</sup> Statistics Canada. Fields, Andre, Sharanjit Uppal and Sébastien LaRochelleCôté. 2017. The impact of aging on labour market participation rates. *Insights on Canadian Society*. Statistics Canada Catalogue no. 75-006-X.

## The Pay-off of Postsecondary Education

The chart below shows the pay-off of postsecondary education in the local labour market.

- Residents who have completed apprenticeship/trades, college, or university education have lower unemployment rates and higher median annual employment incomes compared to residents with high school or less education.

Recall that the local median annual employment income for all working persons was \$35,008 in 2015.



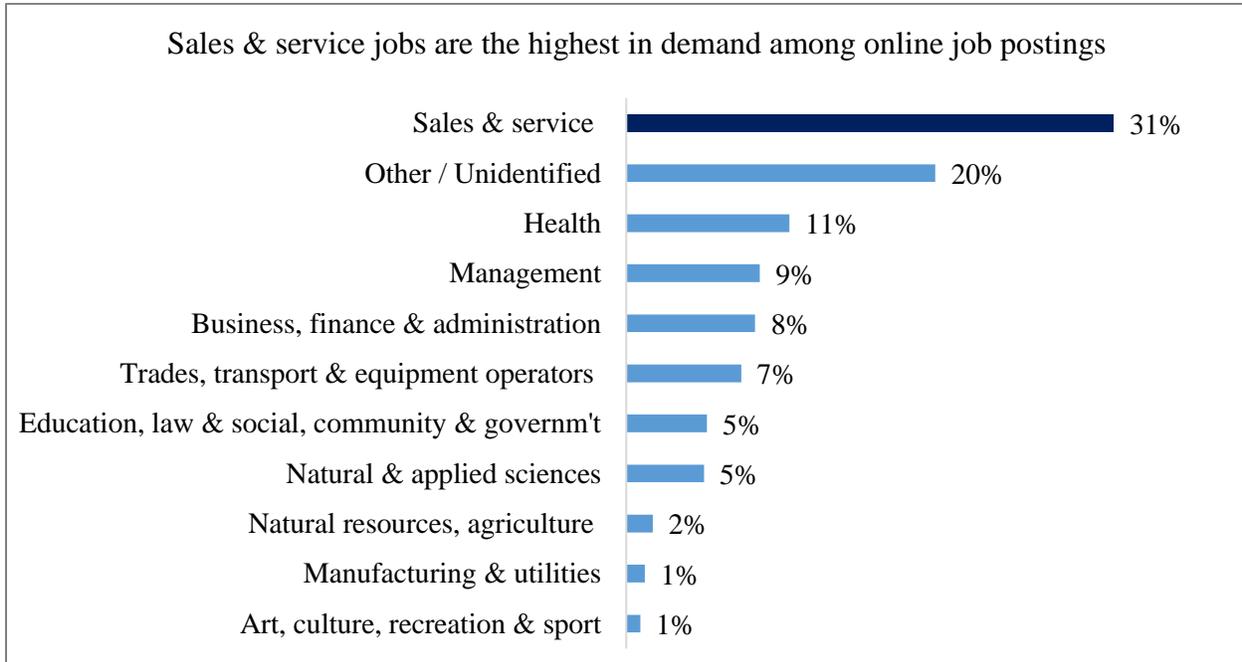
Source: Statistics Canada. 2016 Census, custom table.

Notes: University refers to a degree at the bachelor level or above. University below bachelor level was omitted due to its small number size.

For more information on the importance of postsecondary education in the labour market, see the SLWDB report “Why Postsecondary?” on the [slwdb.org](http://slwdb.org) website under the research reports section of the publications tab.

## Job Demand

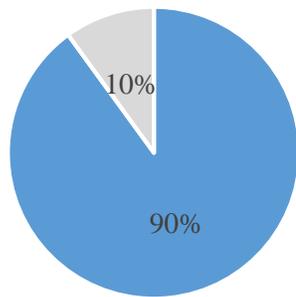
Online job posting data<sup>18</sup> provides insight into the types of workers currently needed by local employers. In 2017, there were 4,582 online job postings for Sarnia Lambton.



Examples of top job postings:	
<p><b>Sales &amp; service:</b></p> <ul style="list-style-type: none"> <li>-Retail salespersons</li> <li>-Customer &amp; info services representatives</li> <li>-Other related sales (e.g., telemarketer)</li> <li>-Cashiers</li> <li>-Food counter attendants, kitchen helpers</li> </ul>	<p><b>Health:</b></p> <ul style="list-style-type: none"> <li>-Registered Nurses (RNs)</li> <li>-Registered Practical Nurses (RPNs)</li> <li>-Pharmacy assistants</li> <li>-Physiotherapists</li> <li>-Pharmacists and pharmacy technicians</li> </ul>
<p><b>Management:</b></p> <ul style="list-style-type: none"> <li>-Retail trade</li> <li>-Corporate sales managers</li> <li>-Insurance, real estate &amp; finance brokerage</li> </ul>	<p><b>Business, finance &amp; administration:</b></p> <ul style="list-style-type: none"> <li>-Financial advisors &amp; planners</li> <li>-General office workers</li> </ul>
<p><b>Trades, transport &amp; equipment operator:</b></p> <ul style="list-style-type: none"> <li>-Automobile, truck, &amp; bus mechanics</li> <li>-Material handlers</li> <li>-Refrigeration &amp; air condition mechanics</li> <li>-Transport truck drivers</li> <li>-Construction millwright &amp; industry mechanics</li> </ul>	<p><b>Education, law &amp; social, community &amp; government:</b></p> <ul style="list-style-type: none"> <li>-Personal Support Workers (PSWs)</li> </ul>

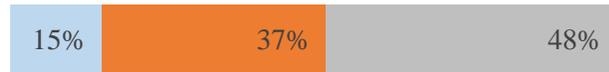
<sup>18</sup> All of the data on online job postings come from Vicinity Jobs, 2017.

9 in 10 online job postings are for Sarnia



- City of Sarnia
- Rest of Lambton County

Best place to find online job postings:  
Employer websites



- Service Canada Job Bank
- Other Job Boards
- Employer Corporate Websites

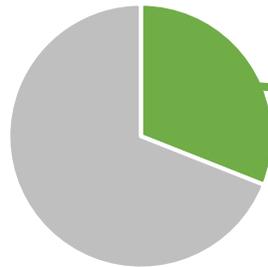
*What does this mean for the local labour market?*

Postsecondary education or training is typically required for most of the top jobs in demand, with the exception of some sales and service jobs.

# LOCAL BUSINESS PROFILE

As of June 2018, there were 11,999 businesses operating within Sarnia Lambton.

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



1 in 2 businesses with employees are small in size



Source: Statistics Canada. Canadian Business Counts, June 2018.

Businesses with no employees have no one on their payroll. These businesses (e.g., farms) might be using family members or contract workers. Similar to Ontario, about two-thirds of all businesses have no employees on payroll.

## BUSINESS SIZE DEFINITIONS:

- Micro businesses** have 1-4 employees.
- Small businesses** have 5-99 employees
- Medium-sized businesses** have 100-499 employees.
- Large businesses** have 500 or more employees.

Source: Industry Canada.

Businesses by firm size (number of employees)								
	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+
Absolute number	1,594	832	614	335	108	50	24	10
Percentage of businesses with employees	45%	23%	17%	9%	3%	1%	1%	0.28%

Source: Statistics Canada. Canadian Business Counts, June 2018.

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 2018.

The majority of businesses in the above chart are predominately micro or small. The tables below show the industries in which medium-sized and large employers typically operate.

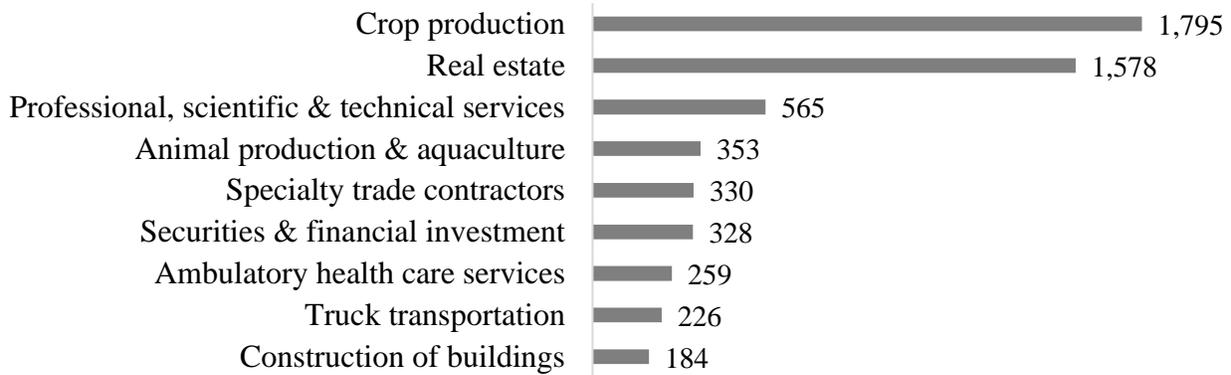
Partial distribution of medium-sized firms (100-499 employees)		Distribution of large firms (500 or more employees)	
Chemical manufacturing	7	Heavy & civil engineering construction	2
Nursing & residential care	7	Educational services	2
Professional, scientific & technical services	6	Hospitals	2
Specialty trade contractors	5	Chemical manufacturing	1
Petroleum & coal product manufacturing	4	Plastics & rubber products manufacturing	1
Social assistance	4	Pipeline transportation	1
Local public administration	4	Ambulatory health care services	1
Total number of medium employers (not all are listed here)	71	Total number of large employers	10

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

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

## Businesses with Zero Employees

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



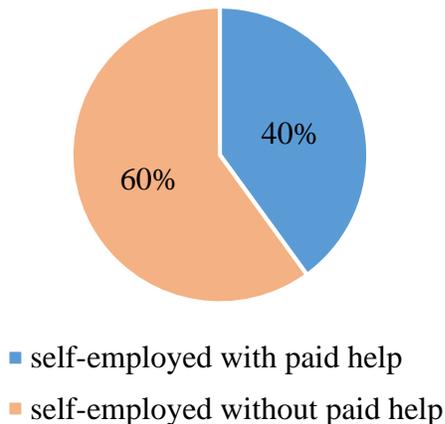
Source: Statistics Canada. Canadian Business Counts, June 2018.

For businesses with zero employees on their payroll, work is completed by the owner, unpaid family members, and/or contractors. In 2016, 145 local residents were unpaid family workers.<sup>19</sup>

Crop production and real estate businesses make up 21% and 19%, 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%.

According to the 2016 Census, there were 6,225 entrepreneurs or self-employed people living in Sarnia Lambton. Forty percent of these businesses have paid help.

2 of 5 entrepreneurs have paid help



### *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.

<sup>19</sup> Statistics Canada. 2016 Census.

# SLWDB COMMUNITY CONSULTATIONS

SLWDB is community-driven. Throughout the year, SLWDB gathers information and input from local employers and community organizations in a variety of different formats. Consultation activities between January and October in 2018 are described below. Findings from these consultations are summarized on the following five pages.

## 2018 EmployerOne Survey: 170 businesses participated

- annual survey in January
- asked about current workforce, hiring trends, skill needs, recruitment methods, and training challenges



## Qualitative interviews and online surveys: 53 businesses participated

- open-ended questions probed into retention and recruitment challenges, skill needs, and older workforces, as well as possible community-led actions to address workforce issues
- some businesses were targeted based on industry performance with regard to employment
- targeted employers: manufacturing in fabrication and machining, tourism (food and accommodation services, retail trade), other services, public administration, and others who have older workforces

## Meetings with community stakeholders: 15 organizations participated

- organizations involved in economic development, employment services, and literacy and basic skills were consulted numerous times throughout the year
- discussion focused on challenges and opportunities linked to economic development, workforce adjustment, employment, and training, as well as community-led actions to address issues concerning workforce development

## Consultation day group meeting: 7 businesses and 6 community organizations participated

- discussion focused on local employment and training challenges, as well as possible community-led actions to address workforce issues
- connected businesses with local service delivery network

Consultations helped form the strategies for community-led action plans summarized on pages 45-47.

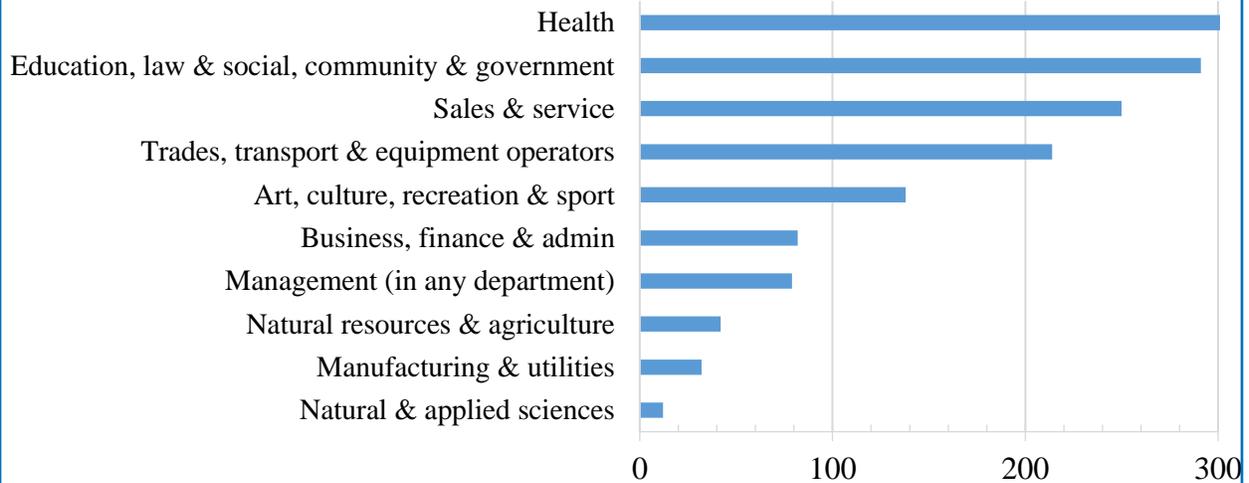
SLWDB strives for an inclusive community consultation process. If you would like to participate, whether as an employer-representative or a community member, please contact us at (519) 332-0000 or [info@slwdb.org](mailto:info@slwdb.org).

The next EmployerOne Survey takes place in January, 2019.

## 2018 EmployerOne Survey Results

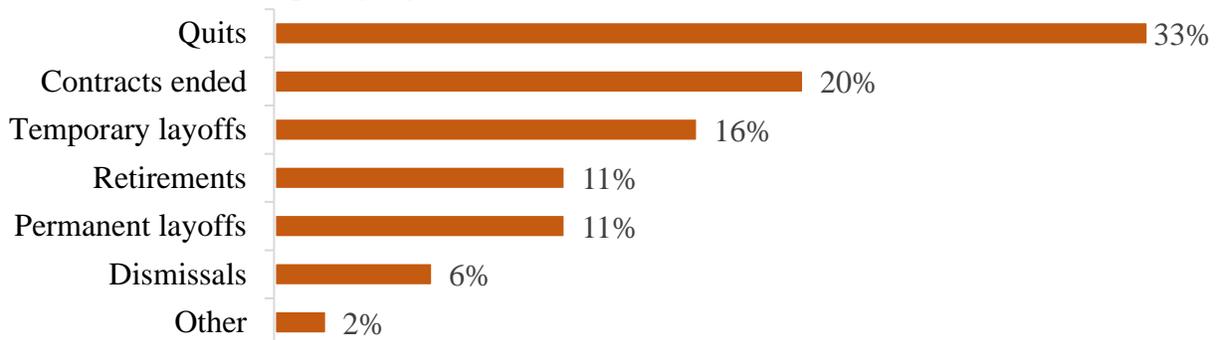
Survey results of the 170 business participants provide insight into local workforce needs.

**New hires: 75% of participating businesses made a total of 1,441 new hires in 2017**



- of the new hire positions, 25% were permanent full-time, 27% were permanent part-time, 14% were contract, 19% were seasonal and 15% were unspecified
- 3 out of the 4 new hires were required to have a postsecondary education

**Retention in 2017: 117 businesses reported 1,117 separations. Almost half were because contracts ended or temporary layoffs.**



- 23% of quits were among health workers and 21% of quits were among sales and services workers
- 44% of retirements were among health workers
- 45% of temporary lay-offs were among sales and service workers
- 47% of contracts ended were among education, law and community and government services workers

## Skill shortage?

Almost 2 in 5 surveyed businesses had hard-to-fill jobs in 2017.

Top hard-to-fill jobs:

- Social and community service professionals
- Managers in engineering, architecture, science and information systems
- Managers in food service and accommodation
- Chefs and cooks

Why? Not enough applicants and lack of qualifications

Businesses rate the availability of qualified workers as:



### Recruitment:

Top ways to recruit:

1. word of mouth
2. online job boards
3. social media

Where recruit?

Sarnia Lambton

Top planned hires for 2018 include:

- trades, transport and equipment operators
  - health
  - sales and service
  - education, law and social, community and government services
- majority of all planned hires (62%) are expected to be contract or seasonal positions

### Soft skills are in demand

- Work ethic, customer service and self-motivation were the top ranked competencies.

### Training:

76% of surveyed businesses supported ongoing training.

Top types of training:

1. health and safety
2. new employee orientation
3. technical skills
4. soft skills
5. professional qualifications

24% of surveyed businesses could not support ongoing training.

Top 3 barriers to supporting training:

1. cost
2. loss of productivity during training time
3. relevant training is not offered locally

## Other Employer Consultations (interviews, surveys, and group meetings)

Sixty businesses participated in interviews, surveys, and group meetings that took place over a five-month period. Summarized findings are presented by topic below.

### Recruitment challenges and skill needs:

**Issue:** Lack of qualified applicants for posted jobs.

#### **Specific hard-to-fill jobs:** (the jobs with the most mentions)

- Registered Nurses (RNs)
- Registered Practical Nurses (RPNs)
- Nurse Practitioners (NPs)
- Personal Support Workers (PSWs)
- transportation truck drivers
- bus drivers
- machinists
- automotive service technicians
- truck technicians
- licensed heavy duty mechanics

These jobs were identified as hard-to-fill jobs in past EmployerOne Survey reports as well as specific SLWDB industry reports<sup>20</sup>

#### **Other skills in demand:** Soft skills and mathematical skills.

- Soft skills:
  - #1 sought after soft skill was work ethic (productive, dependable, accountable, pay attention-to-detail, and take initiative)<sup>21</sup>
    - recall that work ethic was the top ranked competency by employers who participated in the EmployerOne Survey
  - written communication, critical thinking, teamwork, conflict resolution, professionalism, and speaking are other in demand soft skills
- Mathematical skills:
  - employers across different industries (i.e., trades, retail, professional services) report applicants and past employees lacked high school level mathematics

#### **How to resolve challenges:** (actions with the most mentions)

- increase interest and awareness among high school students about hard-to-fill jobs and local jobs that are expected to be in demand in five years
- develop programs and courses at Lambton College
- increase the number of partnerships between Lambton College and local employers
- community effort to attract people to Sarnia Lambton
- increase available housing, especially in rural communities
- develop local training workshops on leadership skills
- develop local training workshops on a variety of software and web-based programs

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<sup>20</sup> For these reports, click on the publications section on our website [www.slwdb.org](http://www.slwdb.org).

<sup>21</sup> SLWDB. 2017. *A Soft Skills Development Resource for Job Seekers and Employees*. p. 4.

## Retention challenges:

**The issue:** employees left for higher wages, full-time work over part-time work and permanent work over contract work.

Only a few of the consulted businesses reported retention issues.

## How to prepare the community for an older workforce:

Businesses were asked if there was anything specific that the community can do to better plan for an older workforce. Common themes from these discussions include the following:

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1. The employer needs to change its policies and practices to be more age-friendly.	<ul style="list-style-type: none"><li>• adopt alternative work schedules for older workers<ul style="list-style-type: none"><li>▪ examples: part-time work, job-sharing and flexibility with regard to when and where work is done</li></ul></li><li>• engage in knowledge-transfer activities<ul style="list-style-type: none"><li>▪ succession planning of potential retirees</li><li>▪ form mentorships between older and younger workers</li></ul></li></ul>
2. Community training sessions to inform employers.**	<ul style="list-style-type: none"><li>• what are different ways of scheduling work</li><li>• what the next 10 years will look like for their workplace and how to prepare</li><li>• how to accommodate older workers and job candidates</li></ul>
3. Community training sessions for older workers.	<ul style="list-style-type: none"><li>• computers and software programs</li></ul>
4. Attraction and retention	<ul style="list-style-type: none"><li>• younger workers and their families to the community</li></ul>

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\*\* SLWDB hosted a training session for owners and managers. The report can be found on the slwdb.org website under resources. For details, please contact the office at 519-332-0000 or info@slwdb.org.

## Consultations with Community Organizations

SLWDB consulted 15 community organizations to share employer consultation information, discuss issues, develop ways to address the issues, and prioritize action plans. Findings are summarized by topic below.

### Out-migration of youth and core-aged workers:

Possible strategies identified to address this issue include the following:

- increase the number of amenities that younger people would enjoy
- develop rural transit options
- create videos to showcase working and living in Sarnia Lambton
- recruit immigrant population
- encourage employers to focus on training and mentoring current staff to retain them
- diversify the economy

### Informal recruitment methods of employers:

Possible strategies identified to address this issue include the following:

- create a resource guide to inform businesses about local recruitment tools and services
- work with employers directly to find out how they try to recruit for hard-to-fill jobs

### Addressing the reasons for hard-to-fill jobs:

Alternative explanations for recruitment challenges were reported and include the following:

- potential qualified applicants edit themselves out because they do not possess every requirement in the job posting and because the pay is not listed
- the opportunity to train and mentor current employees is overlooked

### Apprenticeship numbers:

Strategies identified to increase interest in apprenticeship include the following:

- the skilled-trades need to be re-branded in the community and schools
  - examples: YouTube videos and storytelling to youth by youth
- myths about skilled-trades jobs need to be addressed (e.g., quality of life, pay, low skill sets, etc.)

## WORKFORCE DEVELOPMENT PROJECTS 2017-18

Project	Description	Deliverables
Management jobs in construction and engineering	Examined the different management jobs in construction and engineering, the pathways and required skills (technical and soft), available resources and labour supply and demand issues.	A report that summarized local job information; identified local labour market supply demand issues; and recommended possible community actions. Four presentations were given to a total of 38 job seekers. Through a survey, participants reported increased knowledge about management jobs in construction and engineering.
Workforce planning workshop	Workforce planning workshop for small businesses (0-49 employees).	A workshop was presented to 27 participants. Through a survey, participants reported increased knowledge about recruitment and retention strategies.
Finance and insurance	Profiled the finance and insurance industry and identified key workforce challenges.	A report that outlined local jobs in demand and recommendations to address identified workforce challenges. Four presentations were given to a total of 38 job seekers. Through a survey, participants reported increased knowledge about finance and insurance jobs.
EmployerOne	An annual survey to local employers to capture their workforce needs and issues.	170 businesses participated in January 2018. Next survey will be in January 2019.
2017-18 Local Labour Market Plan	An annual report that tells the local story of the labour market. Consultations held with businesses, employment service providers and community organizations.	A report that presented up-to-date population and job market data and outlined 2017-2020 action plans.

# SUPPORTING OUR COMMUNITY: 2017-2020 ACTION PLAN UPDATE

<b>Co-Working Space for Entrepreneurs in Lambton County</b> <i>Identified as a need by community stakeholders. Entrepreneurship opportunities could create jobs.</i>	
Outcomes	Activities
<ul style="list-style-type: none"> <li>▪ create a co-working space</li> <li>▪ increase culture of entrepreneurship with supports and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>▪ two co-working spaces have been created by Collide and ALT Space. Both spaces are already expanding.</li> </ul>
Current Status: Complete	

<b>Future Workforce of Female Leaders</b> <i>Identified as a need by community stakeholders. Current female workers could help fill management positions expected to be vacant from retirements.</i>	
Outcomes	Activities
<ul style="list-style-type: none"> <li>▪ increase interest and understanding of careers and pathways in science, technology, engineering and mathematics by female job seekers</li> </ul>	<ul style="list-style-type: none"> <li>▪ 400 people attended a presentation by Dr. Roberta Bondar</li> <li>▪ promote and encourage female participation in leadership roles by presenting to female job seekers about these careers</li> </ul>
Current Status: Ongoing	

<b>Local Labour Market Information</b> <i>Identified as a need by local service providers; their clients would benefit for their pathway plans.</i>	
Outcomes	Activities
<ul style="list-style-type: none"> <li>▪ increase understanding of labour market information (LMI), which helps form realistic expectations about local jobs</li> </ul>	<ul style="list-style-type: none"> <li>▪ SLWDB led 26 LMI workshops to a total of 286 job seekers from April 17 to October 18</li> <li>▪ 165 LMI requests from the community to SLWDB fulfilled from January/17 to October/18</li> </ul>
Current Status: Ongoing	

<b>Soft Skills Workshop</b> <i>Identified as a need by local employers. Soft skills are required to gain and retain employment.</i>	
Outcomes	Activities
<ul style="list-style-type: none"> <li>▪ increase knowledge about soft skills in the workplace</li> <li>▪ increase the awareness of local community supports</li> </ul>	<ul style="list-style-type: none"> <li>▪ provide workshops to clients of local EO network and Ontario Works</li> <li>▪ provide workshops to people currently employed</li> </ul>
Current Status: Ongoing	

<b>Career Fairs</b>	
<i>Identified as a need by local employers who have hard-to-fill or in demand jobs.</i>	
Outcomes	Activities
<ul style="list-style-type: none"> <li>▪ increase informal connections between employers and job seekers</li> <li>▪ increase knowledge among job seekers about local job market</li> </ul>	<ul style="list-style-type: none"> <li>▪ organize career fairs for industries who demonstrate a need</li> <li>▪ Health Care and Social Assistance Career Fair planned for February 26, 2019</li> <li>▪ District Labour Council investigating career fair for spring 2019 to focus on careers in the trades</li> </ul>
Current Status: Ongoing	

<b>Employer Partnerships with Local College</b>	
<i>Employers identified the need to increase the number of partnerships between Lambton College and local employers and to develop programs and courses at the college to address skill gaps.</i>	
Outcomes	Activities
<ul style="list-style-type: none"> <li>▪ increase number of informal partnerships between local employers and Lambton College</li> </ul>	<ul style="list-style-type: none"> <li>▪ areas of collaboration: manufacturing, technology and trades, health care, community services, and career development</li> <li>▪ met and shared aggregate employer consultation findings with the Associate Dean of Technology, Energy and Apprenticeship, as well as the co-op advisors and employer consultants</li> <li>▪ shared college program information at Sarnia-Lambton Industrial Alliance</li> <li>▪ sit on the Program Advisory Committee for Lambton College's Community Integration through Co-operative Education program</li> </ul>
Current Status: Ongoing	

<b>International Student Retention Project</b>	
<i>Retain skilled immigrants in Sarnia Lambton.</i>	
Outcomes	Activities
<ul style="list-style-type: none"> <li>▪ increase the collaboration of local organizations involved in attracting and retaining talent</li> <li>▪ improve local engagement with international students/graduates</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sarnia Lambton Chamber of Commerce received grant funding from the Ontario Trillium Foundation</li> <li>▪ consultant to be hired to consult international students/graduates at Lambton College and businesses</li> <li>▪ create voluntary contact list to connect students/graduates and businesses</li> <li>▪ identify challenges and opportunities to improve services for international students/graduates</li> </ul>
Current Status: Ongoing	

<b>Mentorship Program</b>	
<i>For newcomers to their career field in Sarnia Lambton.</i>	
Outcomes	Activities
<ul style="list-style-type: none"> <li>▪ increase knowledge of the local labour market, local work culture, and professional networks among skilled immigrants</li> </ul>	<ul style="list-style-type: none"> <li>▪ continuation of mentorship program</li> <li>▪ investigate other means for mentoring options</li> <li>▪ through a post-program de-briefing, mentees and mentors report 100% satisfaction of the program</li> </ul>
Current Status: Ongoing	

<b>Employer Resources: Government Training Initiatives</b>	
<i>SLWDB 2017 EmployerOne Survey finding: Only six percent of surveyed businesses use government hiring and training incentives.</i>	
Outcomes	Activities
<ul style="list-style-type: none"> <li>▪ increase knowledge of government training initiatives among employers</li> </ul>	<ul style="list-style-type: none"> <li>▪ research government training initiatives</li> <li>▪ promote initiatives to local employers</li> </ul>
Current Status: Ongoing	

<b>Employer Resources: Recruiting Outside of Sarnia Lambton</b>	
<i>Identified as a need by employers.</i>	
Outcomes	Activities
<ul style="list-style-type: none"> <li>▪ increase knowledge about successful strategies to hire workers who live outside of Sarnia Lambton</li> </ul>	<ul style="list-style-type: none"> <li>▪ research successful strategies</li> <li>▪ identify local success stories</li> <li>▪ identify local resources that already exist</li> <li>▪ develop resources</li> <li>▪ promote resources to local employers</li> </ul>
Current Status: Ongoing	

<b>Transportation in Lake Huron Shores Area</b>	
<i>Community stakeholders indicate that the Lake Huron Shores area experiences extreme difficulty in attracting and retaining employees due to transportation issues.</i>	
Outcomes	Activities
<ul style="list-style-type: none"> <li>▪ discover viable options to transportation for employment in the Lake Huron Shores area</li> </ul>	<ul style="list-style-type: none"> <li>▪ formed committee (SLWDB is a member)</li> <li>▪ grant received from Grand Bend Community Foundation for terms of reference</li> <li>▪ \$2M funding promised from the Province of Ontario for a feasibility study, which is currently being investigated</li> </ul>
Current Status: Ongoing	

## CONSULTATION LIST\*

Aamjiwnaang First Nation Employment  
Resource Centre  
AG Event Graphics Inc.  
Big Brothers Big Sisters Sarnia Lambton  
Bioindustrial Innovation Canada  
CF Industries  
Conseil scolaire catholique Providence  
Conseil scolaire Viamonde  
CSN St. Clair Auto  
DC :: Dickson Consulting  
Degroot's Nurseries  
Express Employment Professionals  
Goodwill Industries EKL  
Grand Bend Area Community Health Centre  
Feher Machine  
Flocor  
Four Winds Community Employment  
Services  
industrialwebapps.com Inc.  
International Tire & Service Centre  
JDW International  
Keddco Manufacturing  
Kelgor  
Ki Massage  
Lambton Centre  
Lambton College  
Lambton College Community Employment  
Services  
Lambton County Developmental Services  
Lambton Kent District School Board –  
Adult Education Program; OYAP  
Langs Bus Lines Ltd.  
Magermans & Raes Insurance Brokers  
Marshall Gowland Manor  
Massage Addict  
MRC Consulting  
Ontario Works  
Organization for Literacy in Lambton  
Pathways and Transitions  
Paton Engineers and Constructors  
Pete Aarssen – The Elder's Spokesman  
Prail's Greenhouse  
Rapids Family Health Team  
Sarnia Community Foundation  
Sarnia Golf & Curling Club  
Sarnia-Lambton Business Development  
Corporation  
Sarnia-Lambton Economic Partnership  
Sarnia-Lambton Industrial Alliance  
Sarnia Lambton Chamber of Commerce  
Sarnia Truck Centre  
Sew Retro  
Shelley Machine & Marine  
South West Regional Credit Union  
St. Clair Catholic District School Board  
Terrapure Environmental  
The Fox and Hound Canine Retreat  
The Insignia Hotel  
The Toy Corner  
The WorkPlace Group  
Tri County Literacy Network  
Toolrite Engineering  
Tourism Sarnia-Lambton  
Town of Petrolia  
Township of St. Clair  
Township of Warwick  
United Way of Sarnia-Lambton  
Village of Oil Springs  
Village of Point Edward  
Walpole Island Employment & Training  
Watford Quality Care  
Watmec  
Wee Watch Home Child Care Services Inc.  
Wight Coach Lines  
Zzas Pizza Bistro

\* Not all businesses and organizations can be listed due to their corporate privacy policies or preference to be anonymous.