

LOCAL LABOUR MARKET PLAN

Sarnia Lambton



2021-2022

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Acknowledgments

The views expressed in this publication are the views of the Sarnia Lambton Workforce Development Board and do not necessarily reflect those of the Province of Ontario.

The Government of Ontario and its agencies are in no way bound by the recommendations contained in this document.

Mission

SLWDB is a diverse and dedicated organization, committed to identifying needs and facilitating solutions to attract, train and retain a viable workforce through community partnerships.

Vision

Growing Sarnia Lambton's workforce for tomorrow's economy.

SLWDB leads Sarnia Lambton in its approach to workforce development and labour market planning. Our team actively engages organizations and community partners in local labour market projects. We also conduct consultations with business owners throughout the year in order to identify needs and facilitate solutions to grow our local workforce.

Network

SLWDB is one of 26 local planning board areas that make up Workforce Planning Ontario. We are funded through the Ontario Ministry of Labour, Training, and Skills Development to conduct and disseminate local labour market research and engage community stakeholders in a planning process that supports local solutions to local issues.



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

Data Sources

This report combines data from a variety of sources to provide a relevant picture of the local labour market and economic conditions. It is a comprehensive report that is evidence-based and community-driven.

The sources consulted include:



SLWDB makes no representation or warranty, expressed or implied, as to the accuracy or completeness of the data referenced. In providing this material, SLWDB does not assume any responsibility or liability. A note on the restrictions and limitations of the above-mentioned data sources can be found on page 38.

We invite your feedback on all publications produced by SLWDB. Additional information can be obtained by contacting:

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Executive Summary

The Sarnia Lambton Workforce Development Board's Local Labour Market Plan (LLMP) is a comprehensive report that seeks to inform the public, job seekers, service providers, and employers on the local labour market. This report brings together our research findings over the last year, including statistical data and input received through community consultations.

This is the second LLMP to cover the COVID-19 Pandemic in our community. While last year's report touched on some initial impacts, this year's report identifies numerous challenges and continued uncertainty as a result of the pandemic. The results of our consultations point to the many different ways that local business has been affected such as supply chain and labour shortages. While it is still too soon to talk about long-term economic recovery, we continue to support businesses as they navigate these uncertain times and work together to develop a recovery strategy for the future.


In light of these events, we present our Action Plan for 2021-2022 in order to address the issues that have been identified in the statistical data and through community consultations. This year's Action Plan builds on many previously- identified priorities:

- **Priority 1:** Recruitment
- **Priority 2:** Retention and Succession Planning
- **Priority 3:** Soft Skills Training
- **Priority 4:** Transportation in Rural Areas
- **Priority 5:** International Student and Worker Retention
- **Priority 6:** Post-COVID-19 Recovery

We hope that the information this report contains will help to direct programming, economic development and workforce planning for the community and that this report will serve to engage service providers, employers, job seekers, and other community partners and further the conversations required to identify opportunities and resolve gaps in the current workforce.

We look forward to continuing the discussion on building a resilient workforce and moving toward economic recovery.

Sincerely,

A handwritten signature in black ink, appearing to read 'L Greaves', with a long, sweeping horizontal line extending to the right.

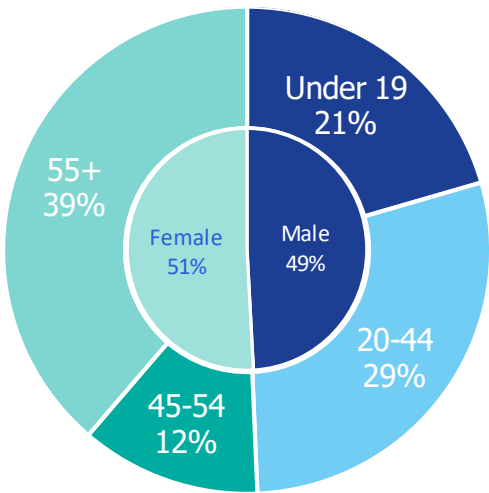
Laura Greaves, Executive Director
Sarnia Lambton Workforce Development Board

Local Population

With a population of 132,243 people, Lambton County is located at the southern point of Lake Huron. The landscape is both urban and rural with 11 municipalities and three First Nations communities within the county. The average age of the local population is 44 years of age, compared to the Ontario average of 40 years.

The Sarnia Lambton area has an aging population, with the largest percentage of residents, 72% between the ages of 45 and 74 years of age. The local workforce is employed predominantly in Sales and service occupations, Trades, transport and equipment operators and related occupations, and Business, finance and administration occupations.

Figure 1: Age and gender breakdown of Sarnia Lambton Population

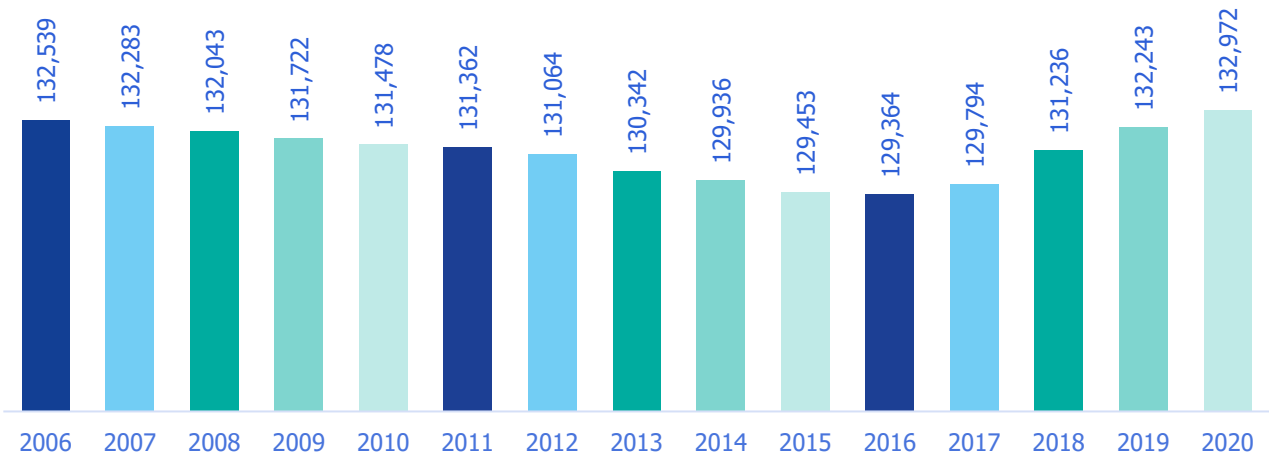


Source: Statistics Canada. Table: 17-10-0139-01



Source: Statistics Canada. Table 17-10-0140-01 Components of population change by census division, 2016 boundaries

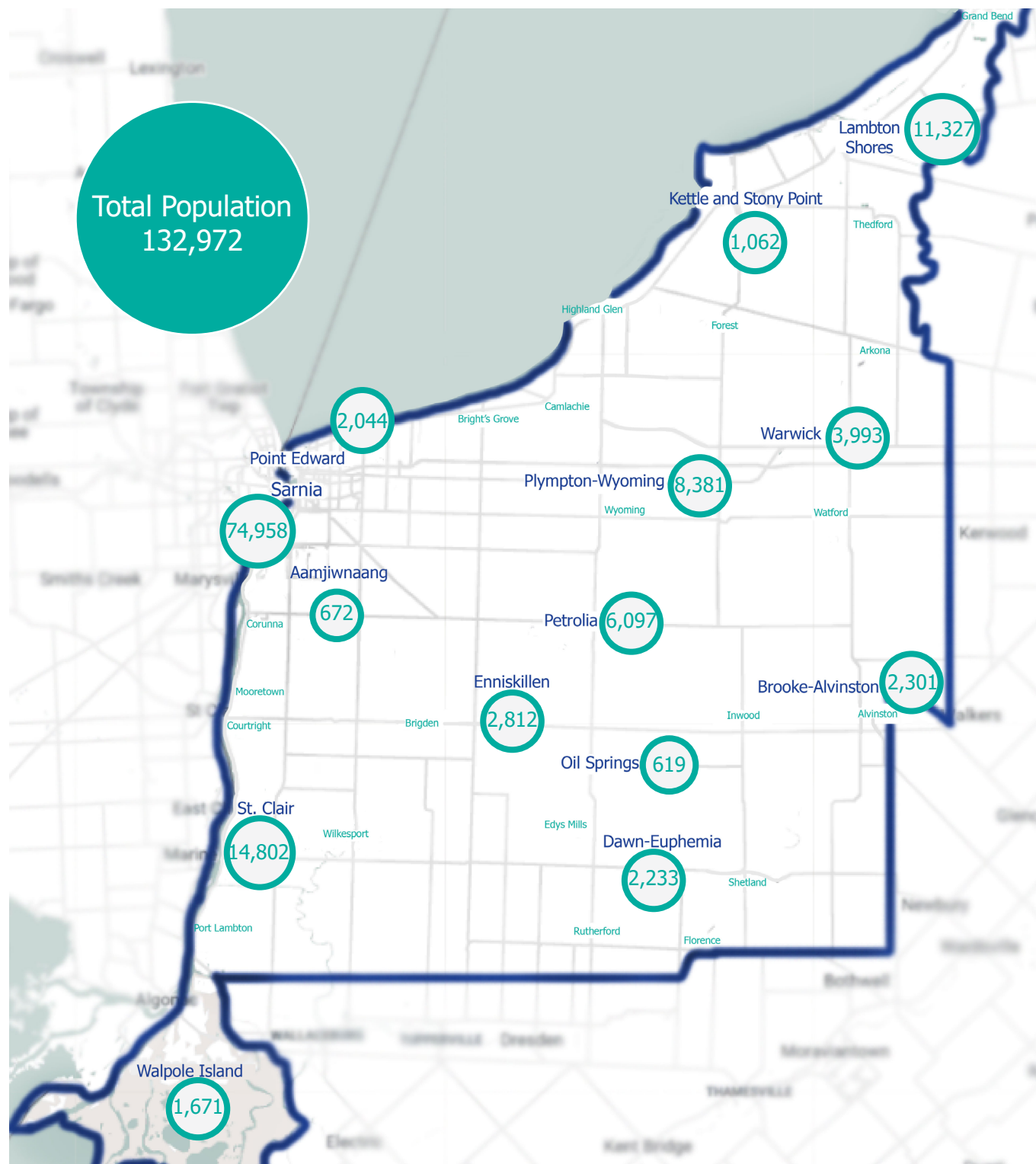
Figure 2: Population trends from 2006 to 2020



Source: Statistics Canada. Table: 17-10-0139-01

Local Population Continued...

Figure 3: Sarnia Lambton Population Estimates, 2020



Source: Statistics Canada. Table 17-10-0142-01 Population estimates, July 1, 2020 by census subdivision, 2016 boundaries

Source: Image modified from: WISL: Work In Sarnia Lambton - www.slwdb.org/wisl/map/

Local Population Continued...

There are three First Nations communities in Lambton County: Aamjiwnaang First Nation, Kettle and Stony Point First Nation, and Walpole Island First Nation. There are approximately 4,614 registered First Nation community members living on reserve in the area, while 5,424 members live off reserve.

Table 1: Indigenous population in Sarnia Lambton living on and off reserve

	Aamjiwnaang	Kettle and Stony Point	Walpole Island
2016 Census population	630	1,000	1,585
Registered population	2,503	2,579	4,956
Living on own reserve	909	1,360	2,345
Not living on own reserve	1,594	1,219	2,611
Median age	38 years	46 years	38 years

Sources: Government of Canada. Indigenous and Northern Affairs, First Nation Profile as of July 2021.

Components of Population Change

Factors that influence changes in the population include: births, deaths, immigration and emigration. There were 1,259 births in Sarnia Lambton for the reference period of 2019/2020, with 1,477 deaths. Population projections from the Ontario Ministry of Finance indicate that Lambton's population is expected to increase to 134,700 by 2026 (Statistics Canada estimates, 2011-2019, and Ontario Ministry of Finance projections). There were 178 immigrants to Sarnia Lambton, including 58 of those returning emigrants who had previously left the area. There were a total of 109 emigrants during the 2019/2020 period. Statistics Canada defines emigrants as Canadian citizens or immigrants who left Canada for a period of time.

Between 2014 and 2019, approximately 17,752 persons migrated to Sarnia Lambton, while 15,253 left the area. Adults aged 45-64 years of age made up the largest group of net migrants moving to the area, likely to retire as the region offers competitive housing prices compared to larger urban centres, alongside many local recreational activities and within easy driving distance to many attractions. Adults between 18-24 years of age made up the largest group of net migrants leaving the area, and adults aged 25-44 accounted for 36% of those migrating out between 2013 and 2018.

One of the main reasons why adults aged 18-24 leave the region is to attend post-secondary training that is not available locally. While some people return to Sarnia Lambton upon completion, many choose to settle elsewhere. One of the main reasons why adults aged 45-64 move to Sarnia Lambton is to retire, as the region offers competitive housing prices compared to larger urban centres, alongside many local recreational activities and within easy driving distance to many attractions.

Table 2: In and out migration characteristics between 2014 and 2019

Age Group	In-migrants	Out-migrants	Net-migrants
0-17	3,440	2,315	1,125
18-24	2,300	2,689	-389
25-44	5,904	5,534	370
45-64	4,024	2,711	1,313
65+	2,084	2,004	80
Total	17,752	15,253	2,499

Education

A high majority (90%) of those in the labour force in Sarnia Lambton have some form of certificate, diploma or degree. According to the data collected by Statistics Canada in the 2016 Census, the highest certificate, diploma or degree obtained by the local labour force included:

- 28% with a secondary school diploma or certificate (12% decrease since 2011)
- 10% with an apprenticeship or trades certificate or diploma (9% decrease since 2011)
- 34% with a college or other non-university certificate or diploma (12% increase since 2011)
- 17% with a university certificate, diploma or degree (5% increase since 2011)
- 9% without any form of certificate, diploma or degree (5% decrease since 2011)

Table 3: Top Occupations by Highest Levels of Educational Attainment, 2016

Top Occupations - No Certificate, Diploma or Degree	Number of Persons
Food counter attendants, kitchen helpers and related support occupations	490
Retail salespersons	300
Transport truck drivers	290
Cashiers	245
Managers in agriculture	225
Top Occupations- Secondary School Diploma or Equivalent Certificate	Number of Persons
Retail salespersons	930
Food counter attendants, kitchen helpers and related support occupations	700
Cashiers	565
Transport truck drivers	520
Managers in agriculture	500
Top Occupations - Apprenticeship or Trades Certificate or Diploma	Number of Persons
Carpenters	360
Steamfitters, pipefitters and sprinkler system installers	245
Automotive service technicians, truck and bus mechanics and mechanical repairers	240
Hairstylists and barbers	235
Electricians (except industrial and power system)	200
Top Occupations - College Certificate or Diploma	Number of Persons
Nurse aides, orderlies and patient service associates	850
Registered nurses and registered psychiatric nurses	665
Central control and process operators, petroleum, gas and chemical processing	560
Retail salespersons	530
Retail and wholesale trade managers	470
Top Occupations - University Certificate, Diploma or Degree	Number of Persons
Elementary school and kindergarten teachers	915
Secondary school teachers	590
Registered nurses and registered psychiatric nurses	495
Chemical engineers	290
College and other vocational instructors	215

Industry Trends

In 2016, there were 56,485 employed persons in Sarnia Lambton, whereas in 2011 approximately 63,050 persons were employed indicating a decrease in the number of people working in the area. The top five industries with the largest workforce sizes include: Manufacturing, Health care and social assistance, Retail trade, Construction, and Education Services. Industries with the largest increase in resident employment between 2011 and 2016 include:

- Mining, quarrying, and oil and gas extraction(40% increase)
- Professional, scientific and technical services (9% increase)
- Construction (8% increase)
- Health care and social assistance (7% increase)
- Accommodation and food services (5% increase)

Companies in the Mining, quarrying, and oil and gas extraction industry work primarily in oil and gas extraction and support activities in Sarnia Lambton. Companies in Professional, scientific and technical services include the offices of lawyers, accountants, architects and engineers. These companies both work in and support the local petrochemical industry. Companies in the Construction industry work in the construction of buildings, heavy and civil engineering, and specialty trade contractors. Many of these companies also support the petrochemical industry, while others work on residential and commercial construction throughout the community. This industry includes many people employed in the skilled trades. More information can be found in the Apprenticeship section on page 24. Companies in Health care and social assistance include our local hospitals, nursing and residential care facilities, and social assistance organizations. These businesses and organizations play a central role in supporting our community's aging population.

Table 4: Sarnia Lambton's Employed Workforce by Industry

Industry	2011	2016	Difference
Accommodation and food services	4,490	4,710	5%
Administrative and support, waste management and remediation services	3,075	3,080	0%
Agriculture, forestry, fishing and hunting	2,890	2,655	-8%
Arts, entertainment and recreation	1,830	1,490	-19%
Construction	5,045	5,445	8%
Educational services	3,720	3,720	0%
Finance and insurance	1,500	1,330	-11%
Health care and social assistance	7,415	7,955	7%
Information and cultural industries	645	580	-10%
Management of companies and enterprises	10	40	300%
Manufacturing	7,170	6,810	-5%
Mining, quarrying, and oil and gas extraction	520	730	40%
Other services (except public administration)	3,185	3,065	-4%
Professional, scientific and technical services	2,665	2,915	9%
Public administration	2,550	2,420	-5%
Real estate and rental and leasing	1,130	785	-31%
Retail trade	6,840	6,875	1%
Transportation and warehousing	2,635	2,585	-2%
Utilities	950	625	-34%
Wholesale trade	2,210	2,190	-1%

Industry Continued...

Industries with the largest decrease in resident employment between 2011 and 2016 include:

- Utilities (34% decrease)
- Real estate and rental and leasing (31% decrease)
- Arts, entertainment and recreation (19% decrease)
- Finance and insurance (11% decrease)
- Information and cultural industries (10% decrease)

Companies in Real estate and rental and leasing work primarily in selling and leasing real estate. This industry also includes companies that rent consumer goods and commercial and industrial machinery and equipment, and many of these companies support the petrochemical industry.

While companies in Manufacturing did not see the largest decrease in workforce size, these companies represent the second largest workforce by industry and they did experience a 5% decrease. Companies in Manufacturing work primarily in chemical manufacturing, plastics and rubber manufacturing, fabricated metal product manufacturing, machinery manufacturing, transportation equipment manufacturing, and miscellaneous manufacturing. These companies both work directly in and support the petrochemical industry. While there was a decrease in the workforce size, there was a marked increase in the income. More information can be found in the Income section on page 11.

Table 5: Sarnia Lambton's Industry Representation Compared to Ontario, 2016

Industry	Lambton	Ontario
Accommodation and food services	8%	7%
Administrative and support, waste management and remediation services	5%	5%
Agriculture, forestry, fishing and hunting	4%	1%
Arts, entertainment and recreation	2%	2%
Construction	9%	7%
Educational services	6%	7%
Finance and insurance	2%	5%
Health care and social assistance	13%	11%
Information and cultural industries	1%	2%
Management of companies and enterprises	0.1%	0.2%
Manufacturing	11%	10%
Mining, quarrying, and oil and gas extraction	1%	0%
Other services (except public administration)	5%	4%
Professional, scientific and technical services	5%	8%
Public administration	4%	6%
Real estate and rental and leasing	1%	2%
Retail trade	11%	11%
Transportation and warehousing	4%	5%
Utilities	1%	1%
Wholesale trade	4%	4%

Source: Statistics Canada. 2016 Census. Custom Table

Occupation Trends

In 2016, there were approximately 60,000 persons in the labour force. The top occupations with the largest labour force sizes based on those employed who reside in Sarnia Lambton include those working in the Sales and service, Trades, transport and equipment operators, and Business, finance and administrative occupations.

Table 6: Sarnia Lambton Resident Employment by Occupation, 2011 vs 2016

	2011	2016	Difference
Management occupations	6,745	6,000	-11%
Business, finance and administration occupations	7,690	6,975	-9%
Natural and applied sciences and related occupations	3,395	3,775	11%
Health occupations	3,945	4,505	14%
Education, law and social, community and gov't services	5,550	5,620	1%
Occupations in art, culture, recreation and sport	970	920	-5%
Sales and service occupations	13,980	13,605	-3%
Trades, transport and equipment operators and related occupations	9,785	10,295	5%
Natural resources, agriculture and related production occupations	1,210	1,485	23%
Occupations in manufacturing and utilities	2,985	3,300	11%

Source: Statistics Canada. 2016 Census. Custom Table

Table 7: Sarnia Lambton Resident Employment by Occupation, 2011 vs 2016

	2011		2016	
	Ontario	Lambton	Ontario	Lambton
Management occupations	15%	16%	15%	14%
Business, finance and administration occupations	19%	15%	18%	14%
Natural and applied sciences and related occupations	9%	7%	9%	9%
Health occupations	6%	7%	6%	7%
Education, law and social, community and gov't services	12%	10%	12%	10%
Occupations in art, culture, recreation and sport	2%	1%	2%	1%
Sales and service occupations	17%	18%	16%	16%
Trades, transport and equipment operators and related occupations	13%	18%	14%	19%
Natural resources, agriculture and related production occupations	1%	2%	1%	2%
Occupations in manufacturing and utilities	6%	7%	6%	7%

Source: Statistics Canada. 2016 Census. Custom Table

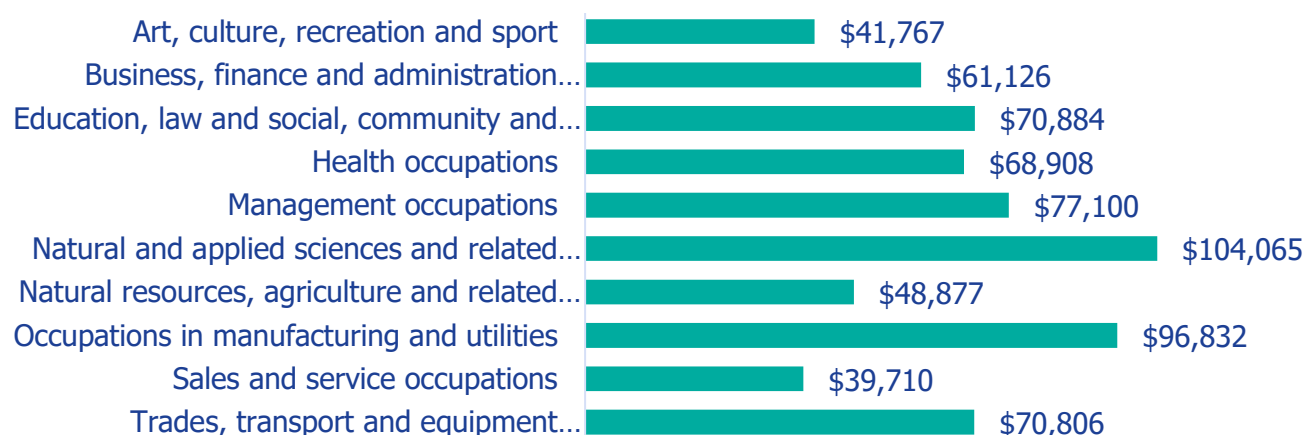
Income

The average net employment income in Sarnia Lambton is \$69,298, which is slightly above the Ontario average net income of \$68,628. Occupations with the highest average annual income include those in the Natural and applied sciences and related occupations, occupations in Manufacturing and utilities, and Management occupations.

The largest gains in employment income between 2011 and 2016 include the following occupations:

- Occupations in manufacturing and utilities (122% increase)
- Natural resources, agriculture and related production occupations (76% increase)
- Trades, transport and equipment operators and related occupations (50% increase)
- Natural and applied sciences and related occupations (42% increase)
- Management occupations (30% increase)

Figure 4: Average Income by Occupation, 2016



Source: Statistics Canada. 2016 Census. Custom Table

Table 8: Change in Occupation Income, 2011 vs 2016

National Occupational Classification (NOC) 2011	2011	2016	Change
Art, culture, recreation and sport	\$41,721	\$ 41,767	0%
Business, finance and administration occupations	\$48,470	\$ 61,126	26%
Education, law and social, community and gov't services	\$62,142	\$ 70,884	14%
Health occupations	\$57,932	\$ 68,908	19%
Management occupations	\$59,217	\$ 77,100	30%
Natural and applied sciences and related occupations	\$73,030	\$104,065	42%
Natural resources, agriculture and related production occupations	\$27,830	\$ 48,877	76%
Occupations in manufacturing and utilities	\$43,538	\$ 96,832	122%
Sales and service occupations	\$37,206	\$ 39,710	7%
Trades, transport and equipment operators and related occupations	\$47,068	\$ 70,806	50%

Source: Statistics Canada. 2016 Census. Custom Table

Local Business Profile

There were approximately 10,529 businesses in Sarnia Lambton in June 2021. Of the businesses with employees, 98% were small businesses. Micro businesses with 1-4 employees account for 47% of businesses and approximately 68% of businesses have no employees on payroll (often referred to as sole proprietorship). A list of the top 40 business count categories in Sarnia Lambton can be found in Appendix B on page 39 and a chart presenting the change in the number of businesses locally categorized by size from 2017 compared to 2021 can be found in Appendix C on page 40.

The most significant increase/decrease in the number of businesses locally between June 2020 and June 2021 were among small businesses with 1-99 employees, and businesses without employees. The top three small business categories that experienced an increase were in Social assistance, Administrative and support services, and Ambulatory health care services while the top three small business categories that experienced a decrease were in Food services and drinking places, Professional, scientific and technical services, and Personal and laundry services.

Additionally, the top three categories for businesses without employees that experienced increases include Real estate, Professional, scientific and technical services, and Social assistance while the top three categories for businesses without employees that experienced decreases include Specialty trade contractors, Animal production and aquaculture, and Truck transportation.

While not all business openings and closures are directly related to the COVID-19 pandemic and related public health restrictions, many of the changes can be seen in this light. In previous years, there has been growth in the number of ambulatory health care services social assistance businesses, but the increase in administrative and support services businesses is unique to this year. In previous years there was growth in the number of food services and drinking places, but this year the number of businesses is in decline.

Table 9: Total Business Counts for Each Business Size Grouping, June 2021

Total Business Counts by Business Size	June 2021
Without Employees	7,147
Micro (1-4 employees)	1,604
Small (1-99 employees)	3,311
Medium (100-499 employees)	60
Large (500+ employees)	11

Source: Business Counts, June 2021.



Business Profile Continued...

Table 10: Business Count Categories by Business Size, June 2021

Top 5 Industries Overall	June 2021
531 - Real estate	1,658
111 - Crop production	1,423
541 - Professional, scientific and technical services	727
238 - Specialty trade contractors	537
621 - Ambulatory health care services	521

Top Industries Without Employees	June 2021
531 - Real estate	1,550
111 - Crop production	1,321
541 - Professional, scientific and technical services	485
523 - Securities, commodity contracts, and other financial investment and related activities	337
112 - Animal production and aquaculture	300

Top Industries with Employees	June 2021
238 - Specialty trade contractors	264
621 - Ambulatory health care services	259
541 - Professional, scientific and technical services	242
722 - Food services and drinking places	214
813 - Religious, grant-making, civic, and professional and similar organizations	132

Top Industries with Small Businesses (1-99 employees)	June 2021
621 - Ambulatory health care services	262
541 - Professional, scientific and technical services	257
722 - Food services and drinking places	239
813 - Religious, grant-making, civic, and professional and similar organizations	214
236 - Construction of buildings	131

Top Industries with Medium Businesses (100-499 employees)	June 2021
623 - Nursing and residential care facilities	9
445 - Food and beverage stores	5
541 - Professional, scientific and technical services	3
111 - Crop production	3
561 - Administrative and support services	3

Top Industries with Large Businesses (500+ employees)	June 2021
913 - Local, municipal and regional public administration	2
611 - Educational services	2
325 - Chemical manufacturing	1
324 - Petroleum and coal product manufacturing	1
237 - Heavy and civil engineering construction	1

Source: Business Counts, June 2021.

Labour Force Data

The local labour market in Sarnia Lambton has experienced a steady decrease in the unemployment rate between 2011 and 2019. At the same time, the labour force decreased from 67,500 people in 2010 to 61,000 people in 2020. Despite a 1.83% growth in the population in residents aged 15 and over from 2010 to 2020, the participation rate during this time decreased by 7%. The unemployment rate has been significantly higher throughout 2020-2021 than in previous years as a result of the COVID-19 pandemic. This is true for not only Sarnia Lambton, but for communities across the province and the country.

The monthly unemployment rate relates directly to the public health measures in place. Sarnia Lambton entered the first lockdown in March 2020, with strict restrictions in place until June 2020. In December 2020, the community re-entered a full lockdown, with restrictions lifting again in June and July, 2021. Public health measures resulting in lockdowns and temporary closures meant that many people were laid off both temporarily and permanently throughout the last year. Month by month unemployment data is available in Appendix D.

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.

Table 11: Labour market information for Sarnia Lambton from 2010-2020

Annual Averages	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Source Population 15+	109.0	109.1	108.9	108.5	108.3	107.9	107.7	108.1	109.3	110.5	111.0
Participation Rate (%)	61.9	61.2	61.8	60.7	61.1	60.9	60.5	59.6	59.6	59.5	54.9
Labour Force	67.5	66.7	67.2	65.8	66.1	65.7	65.2	64.4	65.2	65.7	61.0
Employed	60.4	60.1	60.3	59.9	60.4	60.1	59.9	59.8	60.7	61.2	54.5
Unemployed	7.1	6.6	6.9	5.9	5.8	5.6	5.3	4.6	4.4	4.5	6.5
Unemployment Rate (%)	10.5	9.8	10.3	9.0	8.7	8.5	8.1	7.1	6.8	6.8	10.7

Source: Statistics Canada. Labour Force Survey, 2011-2019. Estimates calculated by metro economics



Workforce Participation

Sarnia Lambton has one of the lowest participation rates in the province. Prior to the onset of the COVID-19 pandemic, Sarnia Lambton held the lowest employment rate (52.6%), participation rate (58.7%) and the highest level of unemployment (8.7%) across Southwestern Ontario. The participation rate has consistently decreased over the past decade while extraordinarily little is known in regard to the demographics of this population and the barriers they face in joining the labour force.

Various demographic and socio-economic factors influence the participation rate. The demographic factors include age, gender education levels, and race and ethnicity, health and income. Other potential factors include migration in and out of the area, limitations on access to transportation, the impact of seasonal work, and factors that lead to a discouraged worker such as contract work and pay expectations.

In 2021, SLWDB conducted a survey to better understand the barriers to participation in the labour force. A summary report will be available on the SLWDB website upon completion, determining the relative weight of the various factors that influence workforce participation in Sarnia Lambton.



Table 12: Labour Force Breakdown by Age Group, 2016.

	Employed	Unemployed	Not in the labour force
15 to 19 years	2,880	635	3,405
20 to 24 years	4,910	1,110	1,390
25 to 34 years	10,860	1,110	2,075
35 to 44 years	10,860	715	1,915
45 to 54 years	12,950	620	3,120
55 to 64 years	10,915	620	9,200
65 to 74 years	2,655	145	12,515
75 years and over	455	25	9,930

Source: Statistics Canada. 2016 Census. Custom Table

Job Demand

The following section provides insight into local job demand in Sarnia Lambton, collected from data sources such as SLWDB’s annual EmployerOne survey highlights, and SLWDB’s Jobs Board, WISL: Work in Sarnia Lambton. Although WISL captures a large portion of the jobs posted locally, it should be noted that not all employers utilize online job boards as a recruitment method. As noted in the EmployerOne Survey, word of mouth remains a top recruitment method used by local employers.

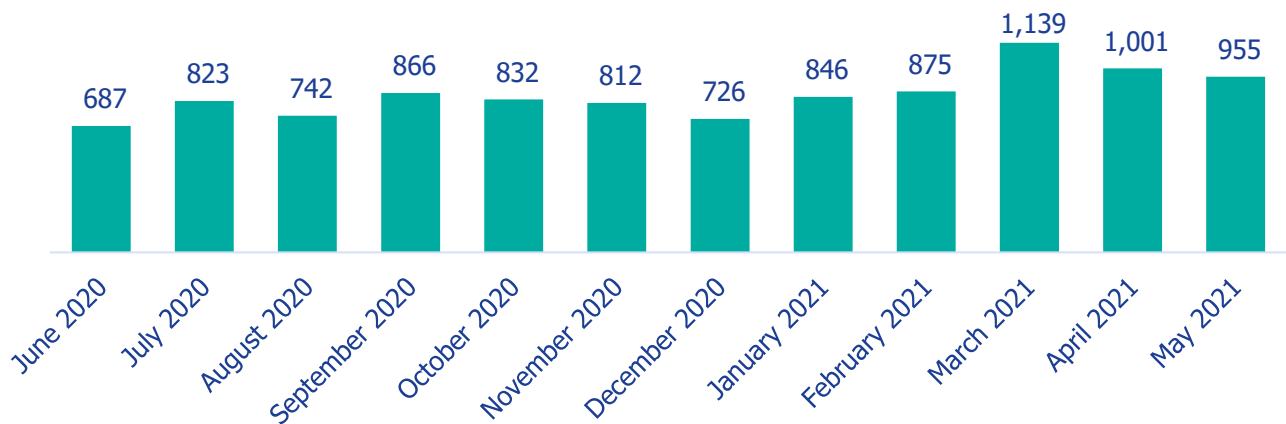
Work in Sarnia Lambton



WISL connects local job seekers to local employers via a one-stop, user-friendly platform. The WISL tool aggregates local job opportunities featured on the top job postings websites for Sarnia Lambton (listed on WISL FAQs page). Job postings collected by WISL are incorporated into the individual WISL tools including the Job Board, the Job Map, the Career Explorer and Career Library. More information for employers on how to ensure their job postings are featured on WISL is available on the WISL FAQ page. WISL can be accessed at www.slwdb.org.

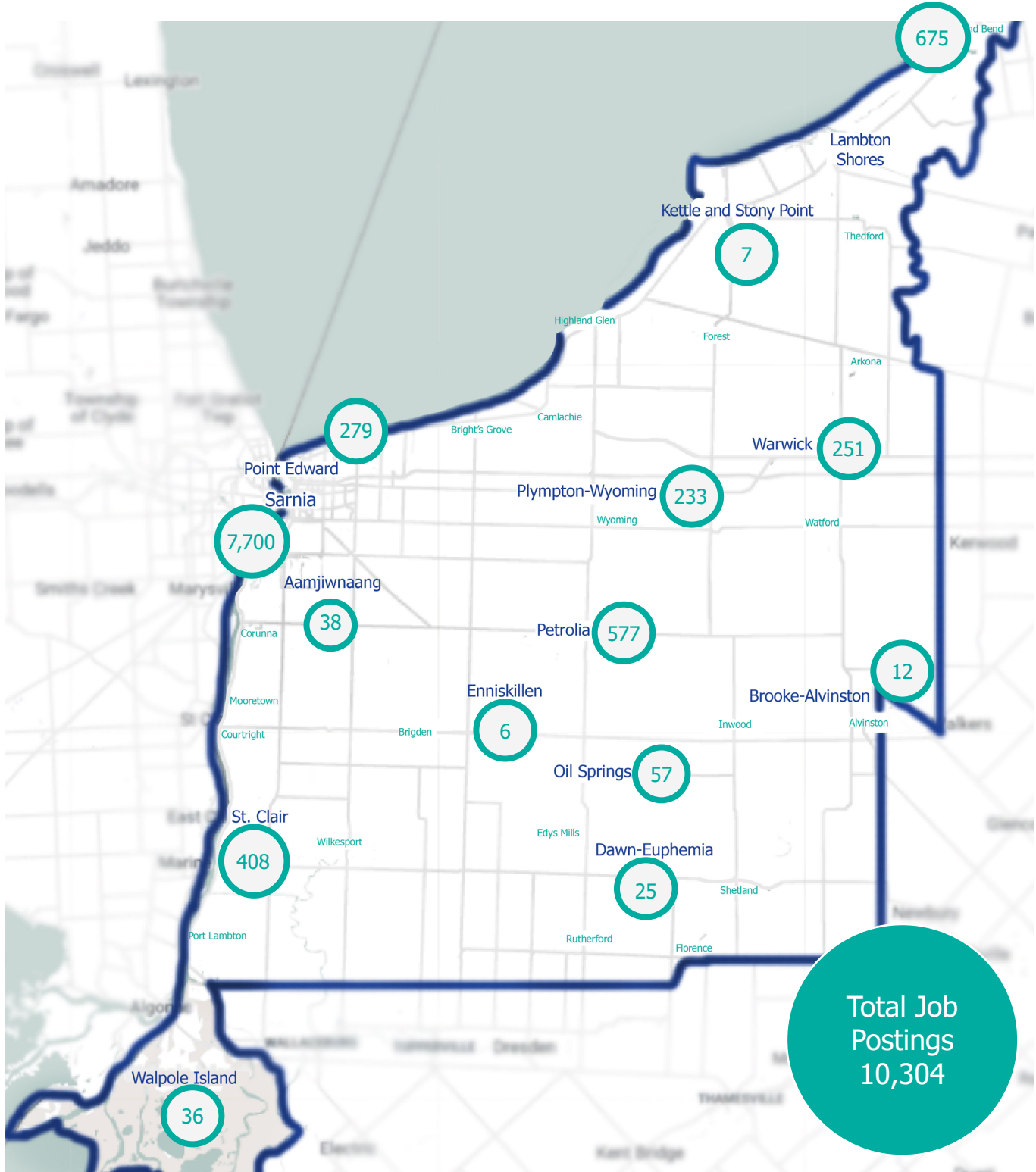
The number of job postings correlate directly to the public health measures in place throughout the year, as public health measures have had an impact on the types of positions that are posted. More information on the impact of the lockdowns on the unemployment rate is available on page 14. On average, retail salesperson was the most in-demand occupation, however this was not the case every month. During the second lockdown (December 2020-January 2021), home support worker was the most in-demand occupation, whereas once restrictions were lifted, retail salesperson was once again the most in-demand occupation.

Figure 5: Job Postings by Month



Work in Sarnia Lambton Highlights Continued...

Figure 6: Job Postings by location from June 1st, 2020 - May 31st, 2021



Work in Sarnia Lambton Highlights Continued...

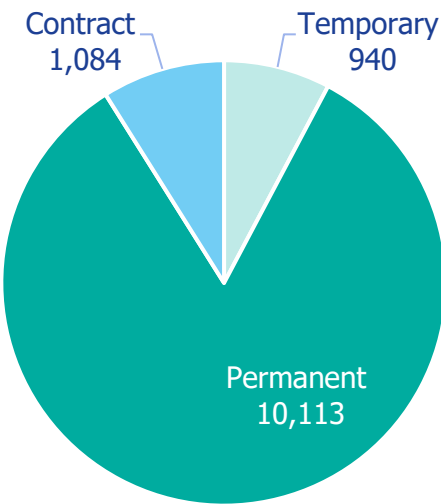
Table 13: Top job postings by industry

Industry	Job Postings
Retail trade	1,799
Health care and social assistance	1,574
Administrative and support, waste management and remediation services	1,006
Public administration	835
Transportation and warehousing	620
Accommodation and food services	601
Professional, scientific and technical services	351
Construction	340
Finance and insurance	290
Manufacturing	275
Educational services	234
Agriculture, forestry, fishing and hunting	231
Other services (except public administration)	212
Wholesale trade	186
Real estate and rental and leasing	129
Information and cultural industries	89
Arts, entertainment and recreation	83
Utilities	45
Mining, quarrying, and oil and gas extraction	27

Top Skills Demanded by Employers

Customer Service	Reliable
Attention to Detail	Interpersonal Skills
Planning	Leadership

Figure 7: Job Duration



Work in Sarnia Lambton Highlights Continued...

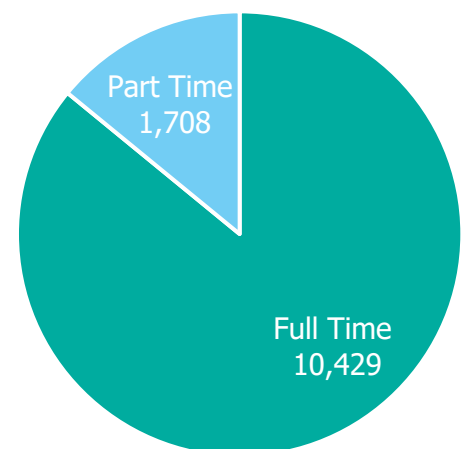
Table 14: Top Job Postings by Occupation

Occupation	Job Postings
Home support workers, housekeepers and related occupations	662
Retail salespersons	510
Other customer and information services representatives	362
Delivery and courier service drivers	284
Transport truck drivers	236
Food counter attendants, kitchen helpers and related support occupations	231
Retail and wholesale trade managers	211
Light duty cleaners	205
Administrative assistants	197
Store shelf stockers, clerks and order fillers	185
Registered nurses and registered psychiatric nurses	175
Cooks	168
Social and community service workers	165
Security guards and related security service occupations	164
Cashiers	152
Janitors, caretakers and building superintendents	140
Material handlers	134
Other trades helpers and labourers	126
Other sales related occupations	113
Couriers, messengers and door-to-door distributors	111

Table 15: Top Employers

Employers	Postings
Lambton College Community Employment Services	478
Bluewater Health	267
DoorDash	266
The Corporation of the County of Lambton	242
Steeves and Rozema Enterprises Ltd	208
Express Employment Professionals	179
CareerJet	172
Walmart Canada	105
Lambton College	104
Tilray	101
Shoppers Drug Mart	90
Godfathers Pizza - Tri Group Management	89
Home Depot	85
Bayshore HealthCare	75
CarePartners	67
VON Canada	62
Lowe's	61

Figure 8: Job Type





The EmployerOne Survey is a community-wide survey that gathers information directly from local employers, to help local employers with local workforce needs and identifying trends. This report provides job seekers and employers with data on local hiring trends and recruitment methods for future and career planning.

The survey was created to address:

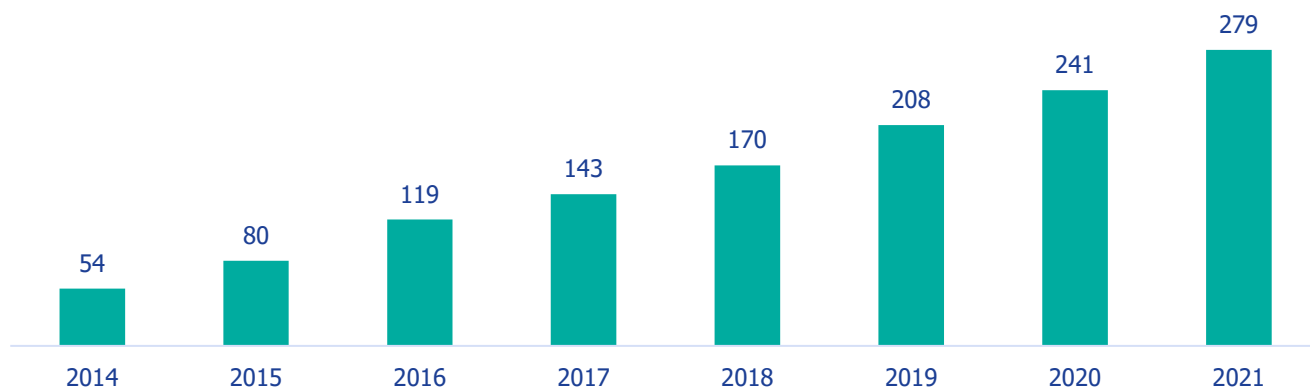
- Challenges with recruitment, retention, and hard-to-fill positions.
- The challenges faced by small businesses and sole proprietors.
- The impact of COVID-19 on business operations.

During the 2021 EmployerOne survey we increased our participation rate and heard from 279 local employers. There was a larger representation from those in Retail, followed by Construction, and Accommodation and Food Services. Similar to the trend last year, employers reported having hard to fill positions notably in Construction, Health care and Social Assistance. It is anticipated that this hiring need will continue as a majority of employers plan to hire this year.

Additional questions were included to capture the impacts of the COVID-19 pandemic, along with a sole-proprietor section which allowed us to glean insights into the demographics of this population namely, office set-up and use of e-commerce.

The full report can be accessed at www.slwdb.org.

Figure 9: Number of survey responses from 2014-2021



EmployerOne Survey Highlights Continued...

Barriers to work that employees experienced during the COVID-19 pandemic

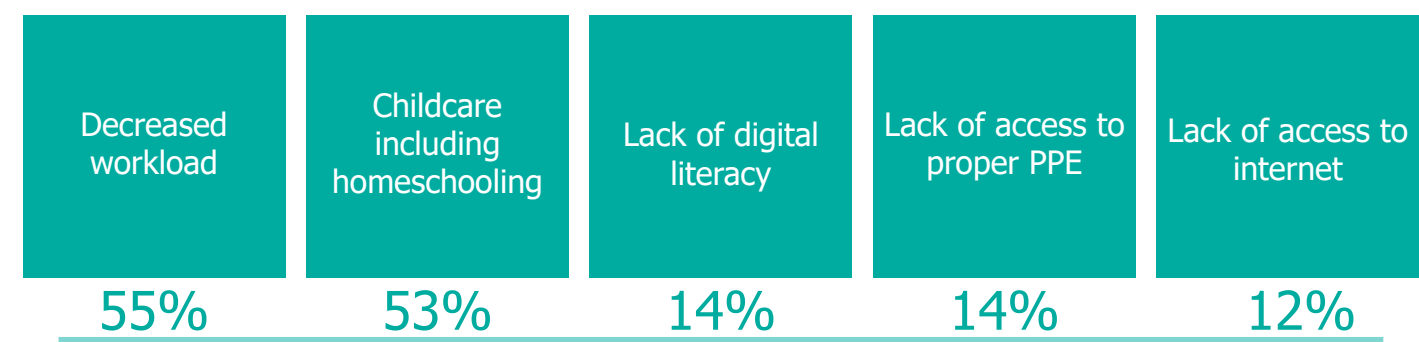


Figure 10: Employers who indicated that they had hired in 2020

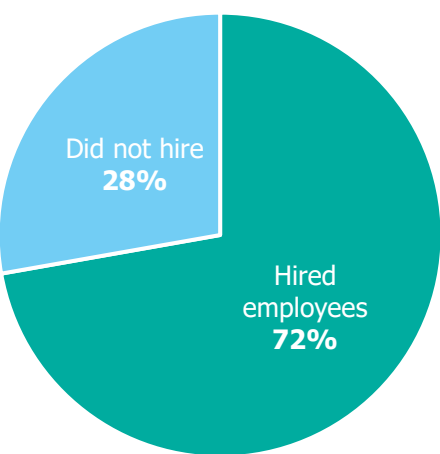


Figure 11: Breakdown of positions hired for in 2020

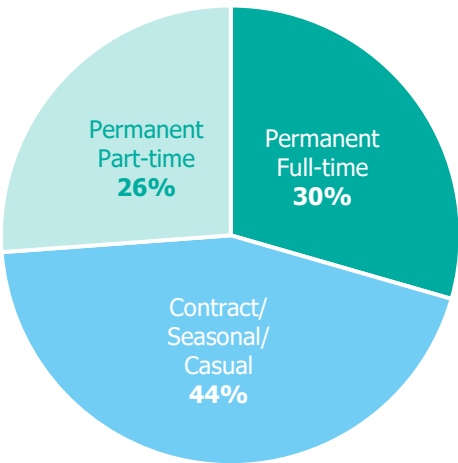
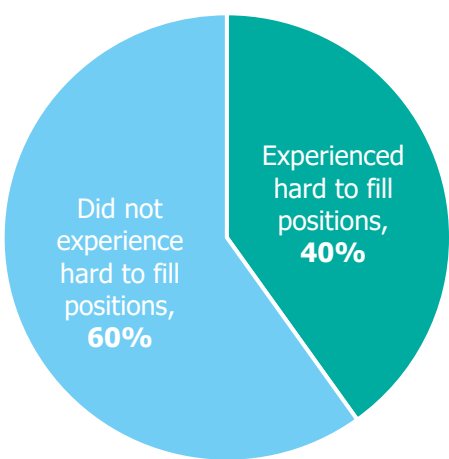
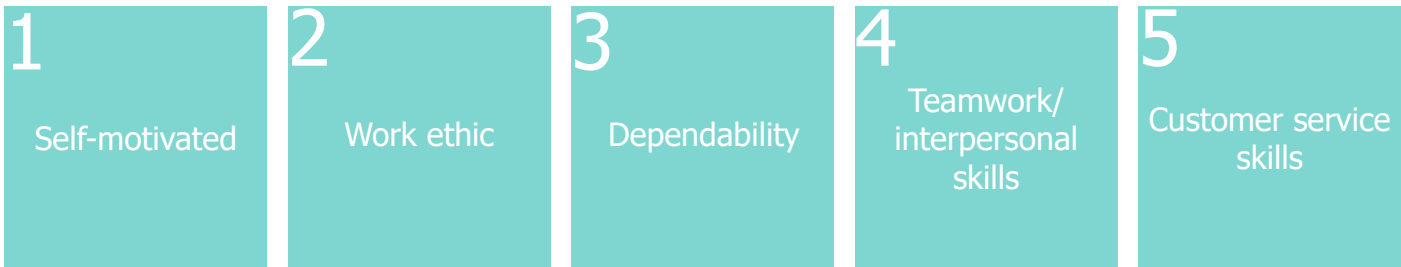


Figure 12: Employers who indicated they experienced a hard-to-fill position



The top competencies employers look for when recruiting candidates



Employment Ontario Programs

Employment Ontario service providers assist job seekers, workers, and employers across Ontario by providing services for both public and private sector employment. All facts and figures in this section come from the Ontario Ministry of Labour, Training and Skills Development's 2020-2021 Employment Ontario Data for Local Boards. The information presented in this section is for the fiscal year April 1, 2020 to March, 31 2021.

The data elements serve as a basis for local boards and regional networks to have evidence-based discussions with Employment Ontario service providers and non-Employment Ontario organizations to discuss local challenges such as skills and service gaps, overlaps and under-served populations. Together, Employment Ontario service providers, local boards and regional networks collaborate to develop actions that address local issues in Sarnia Lambton.

Additional information regarding Employment Ontario programs can be found on the Government of Ontario's website: <https://www.ontario.ca/page/employment-ontario>

Employment Ontario Programs include:

**Employment
Service**

Apprenticeship

**Second
Career**

**Canada Ontario
Job Grant:
Employer**

**Canada Ontario
Job Grant:
Participant**

**Youth Job
Connection**

**Literacy and
Basic Skills**

**Ontario
Employment
Assistance
Services**

Consultations with Employment Ontario Service Providers

Each year, SLWDB engages local Employment Service (ES) and Literacy and Basic Skills (LBS) service providers who work directly with clients in consultations. The results of these consultations point to the continued challenges facing job seekers and local employers during the COVID-19 Pandemic. ES and LBS service providers offered a combination of in-person and virtual services, depending on local and provincial health measures.

Overall, fewer clients accessed services during the pandemic. While some clients continued to prefer to meet in person, others appreciated the flexibility that virtual meetings offered. Access to technology resources (laptops, internet access, digital skills) remained a challenged throughout the year in serving clients virtually. Employers also faced these challenges as they accessed service provider support to recruit. Service providers worked to support job seekers and employers in the way that worked best for them.

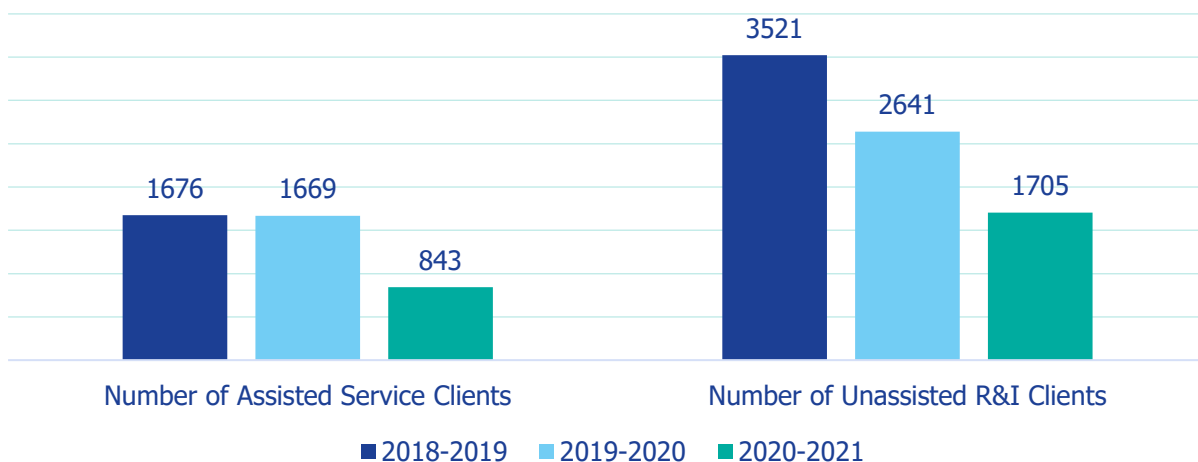
Employment Services

Employment Services include a variety of resources and supports that assist local individuals and employers. The programs offered address clients individual career and employment goals as well as the skilled labour needs of local employers. In the 2019-2020 fiscal year, employment services were provided to 843 assisted service clients, and 1,705 unassisted Resource and Information (R&I) clients. In the previous year, employment services were provided to 1,669 assisted service clients and 2,641 unassisted resource and information clients. Clients aged 25-44 accounted for 46% of those accessing employment services, while 29% were age 65 and older, and 23% were age 15-24.

Persons with disabilities had the largest representation (30%) from the designated groups, while those who identified as Indigenous accounted for 10% and Newcomers accounted for 3% of clients who accessed assisted services. Education levels amongst clients varied, with 38% holding a high school diploma, 30% holding some form of certificate or degree, and 13% having less than a grade 12 education level. Approximately 32% of assisted clients had no source of income, while 26% relied on Employment Insurance as their primary source for income.

The majority of the clients served had previous work history in industries such as Accommodation and food services, Service support and other service occupations, Service representatives and other Customer and personal services occupations, Administrative and Support and Waste Management and Remediation Services, and Construction. Upon accessing services, 33% of clients had been unemployed less than 3 months, 19% were unemployed 3-6 months, 18% were unemployed 6-12 months, and 19% were unemployed for over a year. Upon discontinuing the use of Employment Services, the outcome survey concluded that 63% of clients were employed, 12% were in education/training, and 8% remained unemployed. Of those that were able to obtain employment, 54% worked full-time and 22% worked part-time.

Figure 13: Number of Employment Service clients, 2020-2021



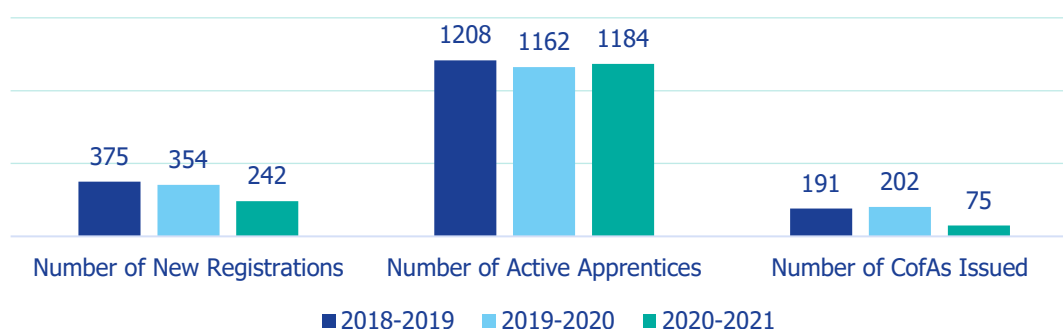
Apprenticeship

An apprentice is an individual who is receiving or is to receive training in a skilled trade, with the intention of obtaining a Certificate of Qualification. There were 242 new registrations, with 1,184 active apprentices in the 2020-2021 fiscal year, while 75 Certificates of Apprenticeship (CofA) were issued. The average age of new registrants was 29 while 60% of registrants were age 25-44, 36% were age 15-24, and 5% were age 45-64. Registrants were predominantly male (87%) and 92% had completed secondary school as their highest level of education.

New Registrations by trade

- Steamfitter (36)
- General Carpenter (31)
- Electrician - Construction and Maintenance (28)
- Construction Craft Worker (25)
- Automotive Service Technician (19)
- Hairstylist (12)
- Painter and Decorator – Industrial (12)
- Truck and Coach Technician (11)

Figure 14: Number of Apprenticeship Program Clients, 2020-2021



Building on the work completed in 2019 on the in-demand skilled trades in Sarnia Lambton, SLWDB has continued the discussion surrounding the increased inclusion of women in the trades as a vastly untapped resource that can mitigate the impact of the shortage of skilled tradespeople. SLWDB consulted with women across the four sectors (Industrial, Motive Power, Construction, and Service) to better understand the barriers and facilitators to female participation in the skilled trades. On October 26, 2021 SLWDB held a virtual forum with five women who shared their experiences and participated in a Q&A session.

The key themes that emerged were:

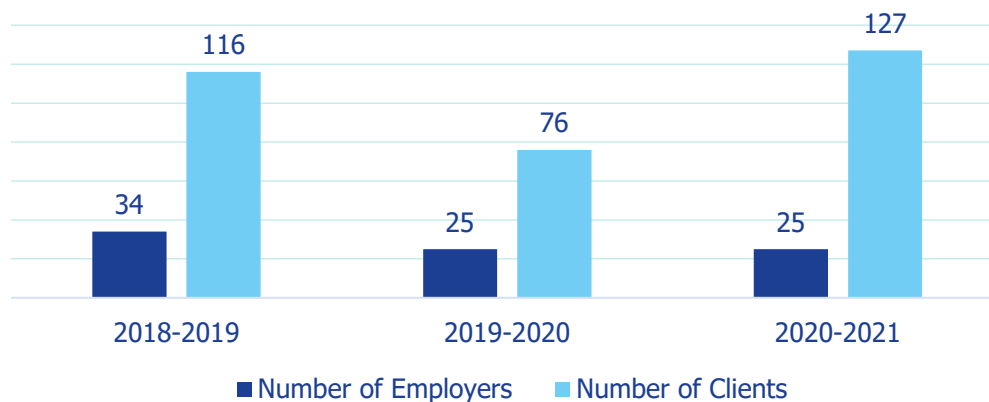
- The importance of support from male champions
- The fear and stigma that many women experienced
- The importance of inclusive workplaces, including bathrooms and step ladders
- The multiple pathways to the skilled trades

Additional information on apprenticeship can be found on the Government of Ontario's website: <https://www.ontario.ca/page/apprenticeship-ontario>

Canada Ontario Job Grant

The Canada Ontario Job Grant (COJG) provides employers the opportunity to invest in their workforce through direct financial support to employers who wish to invest in training for their employees. The program provided training opportunities to 25 employers (80% with fewer than 50 employees) and 127 employees during the 2020-2021 fiscal year. Employers saw a 75% increase in trainee productivity because of the program and 100% felt that the training met their workforce needs. When looking at the demographics of the employees that took part, 59% were age 25-44, 54% were age 45-64, and 17% were age 15-24. The highest level of educational attainment amongst the employees included the completion of secondary school (16%), holding a certificate or diploma (33%), or holding an applied/associate/bachelor's degree (9%).

Figure 15: Number of COJG Program Clients, 2020-2021



Youth Job Connection

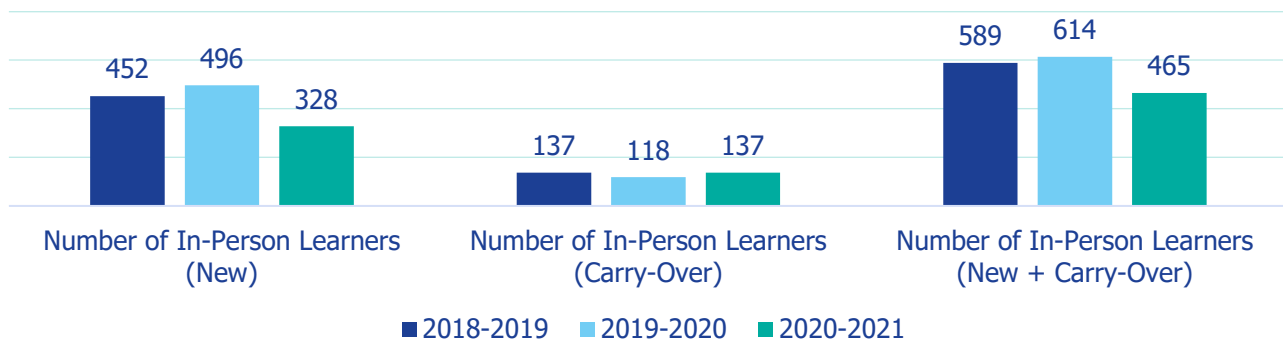
The Youth Job Connection (YJC) provides intensive supports beyond traditional job search and placement opportunities to youth ages 15 to 29. The programs aim to support youth in employment, education or training, and who also experience a range of barriers to employment. The program offered services to 93 clients, with an additional 70 participants taking part throughout the summer. The representation from males and females was split evenly for the summer program, while the regular program 58% representation from those who identified as male and 40% representation from those who identified as female. The majority of youth had no source of income (57% in the regular program and 93% in the summer program).

Literacy and Basic Skills

The Ontario Literacy and Basic Skills (LBS) program provides adults with the opportunity to develop and apply skills such as communication, numeracy, interpersonal and digital skills. The LBS program offered services to 465 clients, including 328 new clients, and 137 carrying over from the previous fiscal year. Most clients were within the age group of 25-44 (43%) and 15-24 (42%) and 62% identified as female and 37% identified as male. Clients who accessed LBS services had various levels of education, including 35% who had an education level less than grade 12, 35% who had completed secondary school, and 14% who had some form of post-secondary certificate/diploma.

The largest proportion of clients received their income from employment (37%), while 22% relied on Ontario Works as a source of income and 17% indicated they had no source of income. When asked about their goal path, 46% were pursuing post-secondary opportunities, 31% were working towards obtaining their secondary school credit, and 5% were seeking to obtain an apprenticeship. Upon completing the programs offered by LBS, 20% indicated that they planned to pursue further education/training while 11% indicated they had found employment.

Figure 16: Number of: LBS Program Clients, 2020-2021



Ontario Employment Assistance Services

Ontario Employment Assistance Services helps people connect with a variety of employment programs. It also has services to help people prepare for and find a job. During the 2020-2021 fiscal year, the OEAS program provided services to 219 clients. The majority of the clients who accessed OEAS services were between the ages of 25-44 (47%) while the remainder were between the ages of 45-64 (34%) and 15-24 (18%) with representation from both males (53%) and females (47%).

Most clients had achieved some form of certificate/diploma (38%), while 31% indicated they had completed secondary school, 13% held some form of applied/associate/bachelor's degree, and 5% had an education level less than grade 12. The primary sources of income included Employment Insurance (28%), Ontario Disability Support Program (10%), and Ontario Works (7%), while 21% indicated they had no source of income. The largest representation from the designated groups included persons with a disability (40%), visible minorities (9%), and Indigenous clients (5%).

Employment Ontario Service Providers

Goodwill Career Centre

Phone: (519) 332-4333

www.goodwillekl.com

Lambton College Community Employment Services

Phone: (519) 882-4333

www.lambtoncollege.ca/CES/

The Workplace Group

Phone: (519) 337-7377

www.theworkplacegroup.ca

Four Winds Community Employment Services

Phone: (519) 786-6780

www.kettlepoint.org/four-winds-community-employment-services/

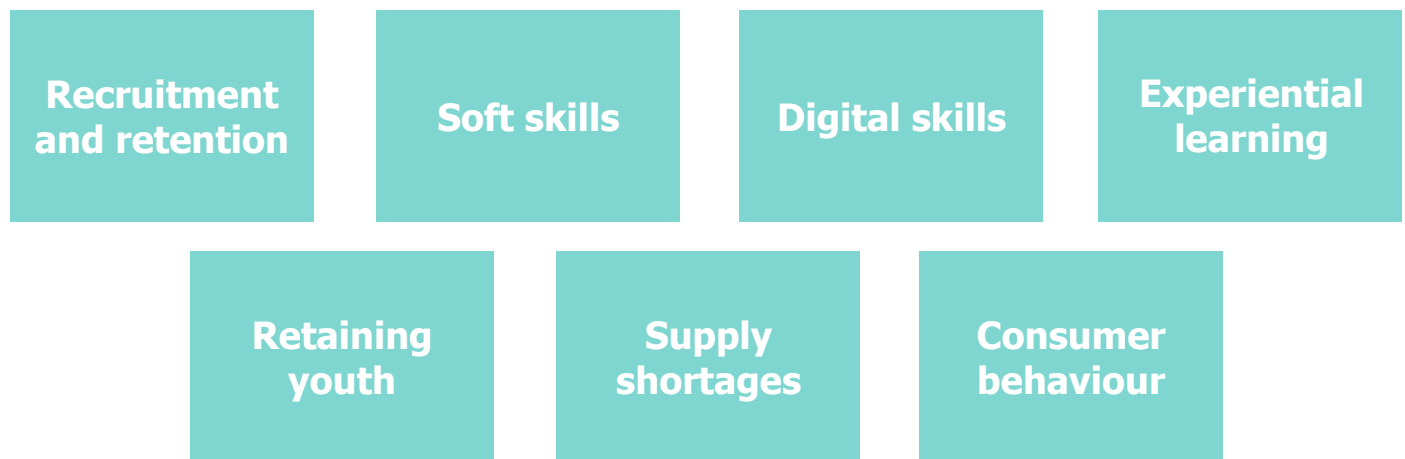


These Employment Ontario Programs are funded in part by the
Government of Canada and the Government of Ontario

Community Consultations

The Sarnia Lambton Workforce Development Board is committed to identifying needs and finding solutions to attract and retain a viable workforce. We regularly consult with local businesses to learn about employers' experiences and workforce issues. The information gathered helps us better understand our labour market data, which we share with students, job seekers and the public.

The key themes to emerge from the consultations were:



Consultations were conducted in person, over the phone and virtually. SLWDB staff also took part in two in-person Consultation Days, in Sarnia on August 3, 2021 and in Petrolia on August 4, 2021. SLWDB staff participated in the following local committees over the past year:

- Apprenticeship Network
- Collective Leadership Employment Services
- Huron Shores Transit Committee
- Lambton Wellness at Work
- Partners Active in Resource Sharing
- Sarnia Lambton Industrial Alliance
- Sarnia Lambton Local Immigration Partnership
- Sarnia Lambton Social Service Network
- Visions of Harmony
- Western Ontario Wardens' Caucus – Economic Development Committee
- Workforce Planning Ontario
- Workforce Planning West

Community Consultations Continued...

Recruitment and retention

Recruitment and retention continues to be a key challenge for Sarnia Lambton employers. Through consultations, employers indicated that they often have hard-to-fill positions due to a lack of candidates and a lack of candidates with the necessary qualifications. Unfortunately, the COVID-19 pandemic has created an added challenge for employers as the various lockdowns resulted in layoffs across many industries. While some employers have been fortunate to be able to bring back their staff, others struggle to entice employees to return to work.

Businesses from a variety of sectors indicated that they have not reached pre-COVID levels of operations due to either supply or labour shortages. Some of the industries that continue to experience challenges with recruitment are Accommodation and food services, Retail trade, and Health care and social

Supply shortages

Alongside labour shortages and as a result of the pandemic, almost every industry expressed that they had experienced some form of supply shortage. Although global supply chains have slowly begun to recover as restrictions are lifted, many suppliers experienced supply shortages which has limited their ability to serve their customers. Because of this, some local manufacturers are operating at reduced capacity, and retailers are experiencing prolonged delays with regard to inventory.

Soft skills

Employers continue to express the importance of soft skills in the workplace, including work ethic, motivation, interpersonal skills, and dependability. Unfortunately, many employers indicated that job seekers often lack these soft skills when entering the workforce. Employers feel that a lack of soft skills will persist and potentially worsen in light of the pandemic as isolation caused by public health restrictions and provincial lockdowns has altered the ways in which we communicate.

Digital skills

A re-occurring challenge that has carried over from the previous year as a result of the pandemic was the increase in the demand for digital skills. As many businesses implemented a work from home or telework model during lockdowns, the need for digital skills became imperative for both employees and job seekers. Most employers reportedly expect at least a minimum level of digital literacy when hiring, making digital literacy an essential skill.

Experiential learning

Experiential learning opportunities offer a unique solution to the recruitment and retention challenges faced by local employers. Some employers who indicated that they had previously struggled with recruitment and retention found that implementing experiential learning opportunities such as co-op placements or mentorship programs was a beneficial strategy to access qualified candidates and determine organizational fit.

Community Consultations Continued...

Retaining youth

Many businesses feel that there is a lack of qualified candidates locally, bringing forward the discussion of strategies that can be used to retain local youth who leave the area to pursue post-secondary opportunities outside of Sarnia Lambton. Some employers found success in targeting their recruitment efforts towards students attending post-secondary institutions outside of Sarnia Lambton in an effort to inform youth of the potential job opportunities in the local community.

Consumer behaviour

According to local employers, the pandemic changed not only consumer demands, but also consumer purchasing behaviour. Local businesses have worked diligently throughout the pandemic to remain open, and many implemented an e-commerce component into their business operations to continue to serve the local community.

Businesses in Sarnia Lambton also developed strategies and networks to support one another throughout the pandemic. Businesses that operate in the Retail trade industry indicated that the previous Christmas season was surprisingly one of the most profitable seasons they had experienced as support local initiatives encouraged consumers to spend their dollars locally rather than through alternative channels such as big box stores or online.

When online and e-commerce solutions were implemented, businesses also had to determine the easiest and most cost-effective way of shipping to their clients. Nearly all businesses offered curbside pickup as an option. Some businesses turned to postal services to deliver orders, however the majority of businesses took on the responsibility of personally delivering orders to their customers. The cost of shipping was a barrier for most small and medium-sized businesses and was only cost effective for orders outside of Sarnia Lambton.



2022-2023 Action Plan

The Action Plan for 2021-2022 is addressing several gaps highlighted in local statistical data and through community consultations. The Action Plan will focus on the following:

- **Priority 1:** Recruitment
- **Priority 2:** Retention and Succession Planning
- **Priority 3:** Soft Skills Training
- **Priority 4:** Transportation in Rural Areas
- **Priority 5:** International Student and Worker Retention
- **Priority 6:** Post-COVID-19 Recovery

Priority 1: Recruitment

SLWDB's EmployerOne Survey results show that a total of 40% of employers report having at least one a hard-to-fill position, while word of mouth, personal contacts, referrals and informal networks continue to be the top recruitment method used by local businesses. The use of online job boards as a recruitment tool increased significantly from 17% in 2019 to 33% in 2020, which indicates that employers are adopting technology to recruit potential candidates. Other online tools, such as social media, are also being used more frequently. However, employers still rely heavily on their personal contacts for recommendations and referrals.

Through consultations, SLWDB has identified that employers are increasingly interested in hiring from a more diverse candidate pool. For example, employers would like to hire more women in fields that have not traditionally had strong female representation. This was reaffirmed in discussions with owners of businesses that took part in our 2021-2022 Women in Skilled Trades project. However, employers are not sure how to expand their reach.

Outcomes:

- Increased understanding of recruitment best practices for employers
- Increased understanding of available jobs and career pathways in our region for job seekers and students

Recent Activities:

- SLWDB launched the Work in Sarnia Lambton (WISL) Tools in 2020 to share all of the available job openings in Sarnia Lambton on one site and to collect real-time data on the local job market.
- SLWDB participates in the Western Ontario Wardens' Caucus Economic Development sub-committee.

Priority 1: Recruitment Continued...

Short-term Goals:

- In 2021, SLWDB will conduct a survey of those currently neither working nor looking for work to better understand the barriers that they face in seeking employment.
- In 2021, SLWDB will also host a Q&A Session with Women in the Skilled Trades to promote opportunities for women in the skilled trades.
- In 2021, SLWDB will support the creation and marketing of the Apprenticeship Network's Apprentice Matching Tool, which matches local apprentices and employers who hire apprentices through an online platform.

Medium-term Goals:

- SLWDB will support the Partners Active in Resource Sharing (PAIRS) committee in planning and hosting a Career Exploration Day in April 2022 to showcase the career pathways that are available locally.
- SLWDB will support the work of the Western Ontario Wardens' Caucus to implement the Western Ontario Workforce Strategy, Strategic Priority 4: Employer Recruitment and Retention by contributing to the Recruitment and Retention tool that is being developed and shared on the WOWC micro-site.
- SLWDB will support the John Howard Society of Ontario in creating a pre-employment training and work placement program for those with justice-involvement and who identify as Black, Indigenous, or as Newcomers.
- SLWDB will support the ECE Taskforce on Workforce Development in developing an innovative recruitment strategy that inspires new workers to join the field.

Long-term Goals:

- SLWDB will support the work of the Western Ontario Wardens' Caucus to implement the Western Ontario Workforce Strategy, Strategic Priority 2: Leveraging Existing Population by working with WOWC to share local labour market information with local job seekers and students across the western region.



Priority 2: Retention and Succession Planning

SLWDB's EmployerOne Survey results show that 40% of organizations indicated a concern for retention and that 47% of businesses had a succession plan in place to deal with projected growth and/or retirements over the next 3 to 5 years.

Consultations with local employers suggest that local employers understand that succession planning is important, but many do not know how. Employers noted that they would like to retain staff and transfer their skills and knowledge, but they lack the tools to create a plan, measure its effectiveness, and modify accordingly.

Outcomes:

- Increased understanding of retention best practices.
- Increased understanding of succession planning for local business owners.

Recent Activities:

- In 2020, SLWDB worked with stakeholders (including local employers) to introduce succession planning to local business owners in the automotive sector. A toolkit was developed that outlines best practices for succession planning.

Short-term Goals:

- SLWDB will continue to collect data on retention and succession planning through the annual EmployerOne Survey and identify the industries with the highest need for training.

Medium-term Goals:

- SLWDB will use the automotive toolkit as a guide to develop toolkits for those industries identified as needing training in succession planning and host workshops to share the new materials.
- SLWDB will support the Early Childhood Educators (ECE) Taskforce on Workforce Development in developing an ECE Learning Strategy and running a Professional Development Day that supports retention in the field.
- SLWDB will support the work of the Western Ontario Wardens' Caucus as they implement the Western Ontario Workforce Strategy, Strategic Priority 1: Workforce Retention and Attraction by sharing resources on the WOWC micro-site.

Long-term Goals:

- SLWDB will support the work of the Western Ontario Wardens' Caucus as they implement the Western Ontario Workforce Strategy, Strategic Priority 1: Workforce Retention and Attraction by supporting the creation of a regional matchmaking initiative for retiring small business operators and prospective new entrepreneurs.

Priority 3: Soft Skills Training

SLWDB's EmployerOne Survey results show that employers rank lack of interpersonal abilities above lack of technical skills in their hard-to-fill positions. The top competencies that employers look for when hiring include self-motivated candidates with an ability to work with little or no supervision, as well as candidates with strong work ethic and who are dependable.

SLWDB consultations with local employers have shown that employers, employees and job seekers are all interested in understanding, building and assessing interpersonal skills. Local employers would like to see this training offered locally as the key barriers to training include the cost, loss of productivity, relevant training not currently being offered locally and distance to training facility.

Outcomes:

- Increased understanding about interpersonal abilities in the workplace.
- Increased awareness of local community supports and training opportunities.

Recent Activities:

- In 2020, SLWDB held three virtual workshops for employers and managers in the Professional, Scientific and Technical Services on inter-personal abilities, entitled "Team Building in the Workplace."
- In 2020, SLWDB worked in collaboration with Lambton College and the Sarnia Lambton Economic Partnership to host an interactive Q&A session with local experts on how to successfully support your workforce and serve your clients using online platforms, entitled "Business and Team Management in a Remote World."
- In 2020, SLWDB held three virtual workshops for job seekers on using improvisation to build communication skills, entitled, "Improv for Job Seekers."

Short-term Goals:

- SLWDB will adapt the content from the Team Building in the Workplace and the Improv for Job Seekers sessions for other service providers to continue to share with their clients.

Medium-term Goals:

- SLWDB will continue to collect data on soft skills training requirements through the annual EmployerOne Survey and identify the industries with the highest need for training.



Priority 4: Transportation in Rural Areas

While a large part of the City of Sarnia is served by public transportation, the remaining parts of Lambton County are not. SLWDB consultations with local employers have shown that employers are concerned that transportation is a key factor in their inability to fill key positions in the businesses. For example, employers in Huron Shores are challenged by the number of local youth that have traditionally filled many seasonal jobs in hospitality and tourism. Lack of transportation limits the number of people who apply from outside of the immediate area. Transportation was also identified by the Western Ontario Warden's Caucus as a key employment issue in their Findings and Issues Report, released in October 2021.

Outcomes:

- Increased access to public transportation options to support employment opportunities throughout Lambton County.

Recent Activities:

- SLWDB joined the Huron Shores Transit Committee in 2018 to address this issue and supported the committee's application for funding.
- The Huron Shores Transit Committee presented a Feasibility Study and Action Plan in December 2019 and received funding to begin a pilot project connecting Sarnia, Forest and Grand Bend.
- SLWDB helped facilitate a pilot project that saw a bus run from Lambton College in Sarnia to Grand Bend to bring international students to work during the summer of 2019.
- SLWDB worked to incorporate public transit options into the WISL Tools Job Map.

Short-term Goals:

- SLWDB will continue to promote the Huron Shores Transit Committee's pilot project amongst employers and job seekers, including as one of the public transportation options in the WISL Tools.
- SLWDB will continue to collect and share local labour market information on job opportunities across Lambton County.

Medium-term Goals:

- SLWDB will support the work of the Western Ontario Wardens' Caucus as they implement the Western Ontario Workforce Strategy, Strategic Priority 1: Workforce Retention and Attraction by helping compile a list of existing regional transportation strategies and providing a resource hub, identifying ways to support existing transit programs and expand offerings in rural areas.
- SLWDB will work with Lambton College to continue the pilot project that will bring international students to work in Grand Bend (and potentially elsewhere) during the summer months.

Long-term Goals:

- SLWDB will support the work of the Western Ontario Wardens' Caucus as they implement the Western Ontario Workforce Strategy, Strategic Priority 1: Workforce Retention and Attraction by taking part in a working group to identify and pilot transportation solutions for rural employers.

Priority 5: International Student and Worker Retention

As detailed in the section of this report entitled Components of Population Change, between 2014 and 2019, approximately 17,752 people migrated to Sarnia Lambton. Many of these people are seeking work. Lambton College has been steadily expanding their international student enrollment. In 2013, a total of 210 international students studied here. In the fall of 2019, 1,116 international students began their studies at Lambton College. Many of these students would like to settle here permanently.

Consultations with local employers suggest that they are interested in hiring international students and would like to know more about the process of hiring them and any special rules that may apply. Consultations also show that employers are interested in exploring additional opportunities to work with Lambton College to develop programs and courses at the college to address skills gaps.

Outcomes:

- Increased collaboration amongst local organizations involved in retaining international talent.
- Increased engagement between local employers and international students/graduates.
- Increased understanding of the rules surrounding hiring international students.
- Increased number of formal/informal partnerships between local employers and Lambton College.

Recent Activities:

- In 2019, SLWDB supported Sarnia Lambton Economic Partnership and Lambton College's event, which reviewed all employer requirements for hiring international students and workers, entitled, "Harnessing Today's Global Talent."
- In 2020, SLWDB shared workforce trends in the skilled trades at Lambton College's Counsellors Forum.
- In 2020, SLWDB hosted an Immploy Employer Knowledge Exchange Session on newcomer retention.
- SLWDB meets regularly with the deans from several departments and with the Career Services Department at Lambton College.
- SLWDB participates in the Sarnia Lambton Local Immigration Partnership and the employment sub-committee.

Short-term Goals:

- SLWDB will continue to support Lambton College's President's Taskforce on Immigration by providing local labour market information and job demand data.
- SLWDB will support the launch of the Local Immigration Partnership's Welcome App, which will provide newcomers with access to local resources, including employment information and supports.

Medium-term Goals:

- SLWDB will work with Service Canada to organize a public session on the services that they offer, including registration for a Social Insurance number and newcomer work regulations.

Long-term Goals:

- SLWDB will support the work of the Western Ontario Wardens' Caucus as they implement the Western Ontario Workforce Strategy, Strategic Priority 1: Workforce Retention and Attraction by supporting the development and delivery of an education campaign for communities on how they can support and welcome newcomers.

Priority 6: Post-COVID-19 Recovery

From the onset of the COVID-19 pandemic, SLWDB recognized the importance of supporting local employers and job seekers through this tumultuous period. The results from the SLWDB 2020 COVID-19 Worker Survey indicated that 17% of the local workforce shifted to remote work. Although it is unclear whether employers will continue to require a remote workforce, consultations with local employers show that many expect to keep at least some of their workforce remote some of the time, indicating that the new job seeker must be equipped to work in a remote environment and understand basic virtual technology skills.

Consultations with local employers suggest that there is still a great deal of uncertainty surrounding the timeline for economic recovery and how businesses will manage their operations in a continually changing environment.

Outcomes:

- A strong economic recovery from COVID-19.
- A workforce with strong digital literacy skills.
- A growing tech industry.

Recent Activities:

- In 2020, SLWDB worked in collaboration with ten other workforce planning boards to explore how the supply and demand of labour in Southwestern Ontario may shift as a result of COVID-19. Using a scenario-based planning approach, this project identified specific actions and initiatives that will bridge the skills gaps that emerge in each of these scenarios.

Short-term Goals:

- In 2021, SLWDB will hold two digital skills training sessions to support employers and job seekers in developing their digital skills.
- SLWDB will continue to participate in the COVID-19 Business and Economic Taskforce and promote existing business supports for COVID-19 economic recovery.
- SLWDB will continue to participate in the Sarnia Tech Community.
- SLWDB will continue to participate in a mastermind group with local female entrepreneurs to better understand the barriers that women face in starting and running their own business.
- SLWDB will revisit the scenarios outlined in the Post-Pandemic Scenario Planning Project and continue to update the online dashboard.

Medium-term Goals:

- SLWDB will reconvene the Scenario Planning Roundtable to assess what additional supports are needed to ensure a full recovery.



Appendix A: Note on Data Sources

A Note on Business Counts:

Statistics Canada explicitly advises against making comparisons of business counts over time. Changes have been made to the way in which this data is collected and how it is categorized. As a result, it is not possible to compare year-over-year business counts.

A Note on Data Comparison:

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

A Note on Data Suppression:

Published census data goes through a variety of automated and manual processes to determine whether the data needs to be suppressed. This is done primarily for two reasons: to ensure that the identity and characteristics of respondents is not disclosed (which is referred to as confidentiality) and to limit the dissemination of data of unacceptable quality (which is referred to as data quality).

A Note on Data Revision:

Statistics Canada releases initial estimates for a given period (month or quarter), revises them in subsequent periods based on new information, then revises them again in an annual or historical revision process.

A Note on 2011 Census Data:

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. 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 nonresponse 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 Census was completed again in the summer of 2021, the results are not yet available.

A Note on Employment Ontario Data:

The Ontario Ministry of Labour, Training and Skills Development shares aggregate data on clients accessing Employment Ontario services, including services from local Employment Service and Literacy and Basic Skills providers. To ensure confidentiality, any data counts between 1 and 9 participants has been suppressed. The data reported reflects closed cases for the previous fiscal year, which ran from April 1, 2019 to March 30, 2020.

Appendix B: Sarnia Lambton Business Counts, June 2021

Business Category	Number of Businesses
Total	10,529
531 - Real estate	1,658
111 - Crop production	1,423
541 - Professional, scientific and technical services	727
238 - Specialty trade contractors	537
621 - Ambulatory health care services	521
523 - Securities, commodity contracts, and other financial investment and related activities	396
112 - Animal production and aquaculture	375
722 - Food services and drinking places	272
236 - Construction of buildings	269
813 - Religious, grant-making, civic, and professional and similar organizations	263
561 - Administrative and support services	251
484 - Truck transportation	229
811 - Repair and maintenance	223
812 - Personal and laundry services	183
624 - Social assistance	131
445 - Food and beverage stores	113
237 - Heavy and civil engineering construction	106
453 - Miscellaneous store retailers	97
446 - Health and personal care stores	85
417 - Machinery, equipment and supplies merchant wholesalers	84
713 - Amusement, gambling and recreation industries	84
611 - Educational services	75
524 - Insurance carriers and related activities	73
551 - Management of companies and enterprises	73
448 - Clothing and clothing accessories stores	71
115 - Support activities for agriculture and forestry	68
441 - Motor vehicle and parts dealers	68
522 - Credit intermediation and related activities	67
447 - Gasoline stations	61
332 - Fabricated metal product manufacturing	53
488 - Support activities for transportation	53
532 - Rental and leasing services	53
623 - Nursing and residential care facilities	52
454 - Non-store retailers	50
721 - Accommodation services	50
711 - Performing arts, spectator sports and related industries	48
221 - Utilities	45
444 - Building material and garden equipment and supplies dealers	44
451 - Sporting goods, hobby, book and music stores	41

Source: Business Counts, June 2021.

Appendix C: Sarnia Lambton Business Count Trends

Comparison of Sarnia Lambton Business Counts, June 2017 vs June 2021

Business Size	2017	2021	Difference
Total	11,303	10,529	-7%
Without Employees	7,768	7,147	-8.0%
With Employees	3,535	3,382	-4.3%
1-4	1,610	1,604	-0.4%
5-9	822	728	-11.4%
10-19	579	546	-5.7%
20-49	330	327	-0.9%
50-99	114	106	-7.0%
100-199	49	43	-12.2%
200-499	22	17	-22.7%
500+	9	11	22.2%

Appendix D: Labour Force Data

Sarnia Lambton Labour Force Data, June 2020-December 2020

	2020						
	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Source Population 15+	111,080	111,109	111,120	111,182	111,224	111,237	111,223
Participation Rate (%)	53.3%	54.1%	54.6%	55.0%	56.0%	56.1%	56.1%
Labour Force	59,207	60,134	60,689	61,179	62,275	62,357	62,448
Employed	49,360	52,395	54,360	55,675	57,362	57,146	56,732
Unemployed	9,847	7,739	6,328	5,504	4,913	5,211	5,716
Unemployment Rate (%)	17%	13%	10%	9%	8%	8%	9%

Sarnia Lambton Labour Force Data, January 2021-July 2021

	2021						
	Jan	Feb	Mar	Apr	May	Jun	Jul
Source Population 15+	111,190	111,207	111,195	111,194	111,158	111,138	111,173
Participation Rate (%)	55.1%	55.8%	57.4%	58.2%	58.1%	58.6%	58.5%
Labour Force	61,235	62,046	63,819	64,661	64,625	65,137	65,091
Employed	55,076	56,820	59,094	59,743	59,655	59,974	60,120
Unemployed	6,160	5,226	4,724	4,918	4,970	5,163	4,970
Unemployment Rate (%)	10.1%	8.4%	7.4%	7.6%	7.7%	7.9%	7.6%



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We invite community feedback on all SLWDB publications:
[Provide feedback on the 2021-2022 Local Labour Market Plan](#)