Local Labour Market Plan 2022-2023

conduct research and analyze labour market information

identify current and emerging workforce issues

facilitate partnerships to build the local workforce

Workforce Planning for Sudbury & Manitoulin Planification en main-d'oeuvre

research | reports | statistics

Local Labour Market Plan

2022-2023

MISSION STATEMENT

To coordinate identified education and training needs in order to generate opportunities for economic growth in the communities we serve.

MANDATE

The Board is active in the following labour market-related areas: labour market information and research; analysis and advice; planning; access and equity; and lifelong learning.

Workforce Planning for Sudbury & Manitoulin (WPSM) is one of 26 local planning boards in Ontario. Our mandate is to engage key partners across Greater Sudbury and the Districts of Sudbury and Manitoulin to address local labour market issues. Given our unique and neutral role, we bridge various labour market partners such as: business, labour, employment services, industry leaders, educators/trainers, economic development and others to identify and address current and emerging workforce needs. The Local Labour Market Plan (LLMP) 2022-2023, provides a foundation on which to build local policies, programs and services. Evidence-based research and data analysis in the LLMP is corroborated by key stakeholder discussions and consultations which in turn contributes to sound planning, decision-making, partnerships, and action.

For more information please go to: www.planningourworkforce.ca
or contact info@planningourworkforce.ca

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Our Changing Labour Market

It goes without saying that the last three years has shaken our world to the core. While so much has changed, it is important to also say that many of these changes were already transcending into our daily lives and the way that businesses operate. While we do see a glimmer of economic recovery, not all is recovering on track. Inflation is at a record high and economists are concerned that a recession is possible in the near future.

From a business perspective, COVID-19 escalated what was already happening. Forced business closures, necessary but stringent public health guidelines and government mandates which were not appealing to some, made it necessary for businesses to adapt to survive. Increased use of technology, website development, along with online shopping, ordering, sales and e-transactions to name a few, pushed businesses, large and small, to develop new ways of doing business.

Initially many businesses deemed non-essential were forced to close and lay off staff. However, now that mandates have lifted, many are experiencing challenges with hiring or rehiring. Some employees left their job, some pivoted to develop new skills while looking for a new and better job and some decided to leave the workforce entirely being dubbed the “great resignation.” For businesses who were able to have staff work from home, new challenges are emerging in an effort to have all employees come back to work in the office. This is happening across both the public and private sectors.

Almost all industries have indicated that they are experiencing labour shortages; everything from cleaners to cooks to truck drivers, to highly skilled professionals such as engineers, accountants and project managers. Some of this was predictable. Over the last ten years, companies have been warned that our working age population is shrinking. Simply put - there are not enough people to do the work. Various local indicators that show the number of people migrating in and out of the area help illustrate the shrinking number of people who fit the working age profile.

The Jobs in Sudbury-Manitoulin job board hosted by WPSM is another indicator that employers are having trouble filling their vacancies. Almost 3,500 new and local job vacancies are highlighted on this job board each month. Surveys and local consultations also tell us that not all employers use online job posting services, so this number underestimates the true number of vacancies and shortages that exist. While some employers are beginning to explore ways to hire international talent and immigrants, these challenges will continue to persist.

Even with labour shortages, new business numbers from Statistics Canada (June 2022) shows that Greater Sudbury has seen an increase in the number of businesses since the beginning of the pandemic; business numbers in the Manitoulin District have returned to pre-pandemic levels; however the number of businesses in the Sudbury District has declined.

From an education/training perspective, the pandemic also created significant challenges to teaching, student learning and socialization. Although all efforts were made to keep students engaged, it may not be possible to identify the short and long term implications of school closures for years to come. Additionally, secondary and post-secondary students were unable to participate in work integrated learning – in other words field/work placements, co-ops or internships. How this will impact on job readiness for our future workforce is also unknown.

From a community perspective, while pandemic recovery is promising, we continue to witness significant stressors on local health, mental health, emergency, addiction and social services who are also experiencing labour shortages. How we address this as a society remains to be seen.

Each of these pieces is uniquely connected. This requires us to not only recognize the shifts and changes that were accelerated by COVID-19, but the shifts and changes that were already predicted.

DATA OVERVIEW

WPSM BOARD AREA
Greater Sudbury
District of Manitoulin
District of Sudbury

Information on changes across various industries and LMI for each census area is provided where available.

2022 census data on the workforce is not available until late 2022/early 2023. A separate report will examine census data differences between 2016 and 2022.

For smaller communities, some ***Employment Ontario (EO)*** data may be suppressed and presented in aggregate form to ensure privacy.

Local data on the demand and supply side is further supplemented by other research and consultations done by WPSM.

The WPSM Board of Directors provides valuable LMI – Directors are from local unions, businesses and those representing industry, employment services, education, and diversity.

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more information at:
www.planningourworkforce.ca

About this Report

OVERVIEW

The mandate of Workforce Planning for Sudbury & Manitoulin (WPSM) is to identify labour market changes, trends and issues that impact on local economies, workforce development, business growth, training, and employment.

In this report, Labour Market Information (LMI) from data sources such as Statistics Canada and other valid research reports are highlighted. This data is supplemented by research that WPSM conducts and consultations with key stakeholders. This includes local businesses and industry leaders and associations, employment services, economic development leads, educators, government representatives and others.

It is important to keep in mind however that COVID-19 has presented us with a significant challenge not only for this report, but for labour market research in general. Emerging trends, labour market expectations and planning based on traditional sources and models is less reliable. As a result, a cautionary approach will need to be taken to understand what jobs will be in demand, what impact technology will have and how businesses are adapting.

DEMAND SIDE

When examining the labour market, it is important to consider both the demand and supply side. The ***demand side*** includes industry changes, demand for certain occupations and skill sets as well as the needs of employers. Sometimes this is out of sync with the supply side and more recently we are seeing demand outstrip supply - in other words, there are not enough people to fill the needs of employers for a variety of reasons we will explore.

SUPPLY SIDE

Data from the ***supply side***, in other words, who is currently available to work is included. Sources include: reports produced by *Statistics Canada* and data from *Employment Ontario (EO)* which is funded by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD). As noted above, matching jobseekers with industry needs is complex. We have seen that expectations from the supply and the demand side are not always in sync with one another.

ACTIONS

This report also provides a brief summary and status update of the many labour market activities that WPSM currently supports in local communities and expected activities over the next few years. By no means does this represent the numerous efforts that are underway to develop and grow our workforce.

Labour Market Information - Indicators

CENSUS AREA

As one of Ontario's 26 workforce planning boards, WPSM is responsible for analyzing local LMI data in the following census areas: City of Greater Sudbury, the District of Manitoulin and the District of Sudbury.

STATISTICS CANADA DATA

CANADIAN BUSINESS COUNTS

Statistics Canada maintains an on-going count of business establishments across the country, relying on administrative data (corporate income tax and GST files) and surveys of businesses. This registry of businesses was rebranded several years ago and is called ***Canadian Business Counts***. The analysis in this report relies on data from June 2018 to June 2022.

As in previous reports, data has been broken down by Greater Sudbury, the District of Manitoulin and the District of Sudbury. Businesses are categorized as ***classified*** if the industry classification is known and as ***unclassified*** if Statistics Canada was unable to ascertain the industry of the establishment.

Although a regular part of our annual review of labour market indicators includes profiling *Canadian Business Counts*, due to COVID, there has been an increased interest in how the number of business establishments has been impacted – however please see the cautionary note provided by Statistics Canada.

STATISTICS CANADA cautions against using its semi-annual count of businesses as a longitudinal barometer of whether the number of businesses is growing or shrinking in a given community or census area. In particular, they have cautioned against using this data as a way to measure the impact that COVID has had on the number of businesses. Comparisons used in this report are only being used as an additional piece of evidence that helps contribute to our overall understanding of local businesses and employment patterns.

DATA LIMITATIONS

The City of Greater Sudbury is a designated CMA (Census Metropolitan Area). To receive this designation, the total population must be at 100,000 of which 50,000 or more must live in the core. As a result, more LMI data is available. When data is dissected for smaller population areas such as the Sudbury District or the Manitoulin District, the results become less reliable because of how Statistics Canada presents the data. With datasets less than 10, data is randomly rounded to end with either "0" or "5" and as a result, is not as helpful in trying to understand labour market challenges in these areas.

OTHER DATA SOURCES

Other data sources are also used in this report. This includes data from the WPSM job board and Employment Ontario. This data is supplemented with anecdotal information from various stakeholders including: business associations, employers, unions, secondary and post-secondary leads, employment service providers, economic development officers, diversity groups, government resources and others.

Greater Sudbury

NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE

TABLE 1 – GREATER SUDBURY
NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE
JUNE 2022

INDUSTRY SECTOR 2-DIGIT NAICS	NUMBER OF EMPLOYEES								%	RANK
	0	1-4	5-9	10-19	20-49	50-99	100+	TOTAL		
11 Agriculture	57	9	12	5	2	0	0	85	1	18
21 Mining	44	14	9	10	6	6	13	102	1	17
22 Utilities	17	3	3	0	1	1	0	25	0	19
23 Construction	517	265	120	74	54	19	8	1057	9	3
31-33 Manufacturing	104	55	37	34	31	10	10	281	2	12
41 Wholesale Trade	109	68	64	57	38	8	4	348	3	10
44-45 Retail Trade	338	184	186	153	83	39	15	1018	9	5
48-49 Transportation/Warehousing	215	46	20	13	14	5	6	319	3	11
51 Information and Cultural	82	26	18	4	6	9	0	145	1	15
52 Finance and Insurance	656	74	33	46	19	4	2	834	7	6
53 Real Estate, Rental, Leasing	2890	174	31	18	17	2	2	3134	27	1
54 Professional Scientific Tech	649	230	67	44	26	14	5	1035	9	4
55 Management of Companies	131	8	4	2	6	0	1	152	1	14
56 Administrative Support	167	73	41	28	20	13	12	354	3	9
61 Educational Services	67	28	9	5	5	2	9	125	1	16
62 Health Care & Social Assist	596	307	102	123	59	14	23	1224	11	2
71 Arts, Entertainment & Rec	106	21	17	14	11	4	2	175	2	13
72 Accommodation & Food	109	65	62	86	76	21	3	422	4	8
81 Other Services	395	253	100	39	27	2	5	821	7	7
91 Public Administration	0	0	1	0	1	2	1	5	0	20
CLASSIFIED BUSINESSES	7269	1903	936	755	502	175	121	11661		
Percentage classified/unclassified	65%	16%	7%	6%	4%	1%	1%	99%		
Cumulative percentage	65%	81%	88%	94%	98%	99%	100%			
ONTARIO % classified/unclassified	70%	18%	5%	3%	2%	1%	1%			

SOURCE: Statistics Canada, Canadian Business Counts June 2022
Highlighted cells: indicate the 3 largest industries (by number of businesses) for each employee-size category
Classified businesses are businesses for which the industry classification is known

CHANGE IN NUMBER OF EMPLOYERS BY INDUSTRY AND BY FIRM SIZE

TABLE 1a GREATER SUDBURY CHANGE IN THE NUMBER OF EMPLOYERS, BY INDUSTRY AND BY FIRM SIZE, JUNE 2021 TO JUNE 2022						
INDUSTRY SECTOR	Firm size (# of employees)					Total # of firms June 2021
	0	1-19	20-99	100+	Total	
Agriculture, forestry, fishing and farming	0	3	1	0	4	85
Mining and oil and gas extraction	-3	5	2	0	4	102
Utilities	8	-1	0	0	7	25
Construction	-35	35	4	-1	3	1057
Manufacturing	7	10	6	-1	22	281
Wholesale trade	-3	1	4	-2	0	348
Retail trade	19	5	8	0	32	1018
Transportation and warehousing	17	3	-3	3	20	319
Information and cultural industries	10	-1	3	0	12	145
Finance and insurance	-8	2	0	-1	-7	834
Real estate and rental and leasing	330	-11	1	1	321	3134
Professional, scientific and technical services	-5	14	0	1	10	1035
Management of companies and enterprises	4	0	0	0	4	152
Administrative and support	0	-4	0	2	-2	354
Educational services	-11	6	-1	0	-6	125
Health care and social assistance	-13	32	-2	1	18	1224
Arts, entertainment and recreation	-12	-7	3	-1	-17	175
Accommodation and food services	-11	3	6	-1	-3	422
Other services	-14	-5	-3	2	-20	821
Public administration	0	-2	1	0	-1	5
Total net changes 2021-2022	280	88	30	3	401	
Total net changes 2020-2021	-64	-27	-62	-4	-157	
Total net changes 2019-2020	-72	-20	14	-3	-81	
Total net changes 2018-2019	138	28	14	23	203	

SOURCE: Statistics Canada, Canadian Business Counts, June 2018 – June 2022
Green indicates an increase in number of firms; red indicates a decrease; "0" indicates no change

INSIGHTS: Change in number of employers by industry and by firm size

In Greater Sudbury, there were net increases in every employee size category, although the pattern of net increases and net decreases was highly varied by industry. This was a notable improvement when compared to 2020-21 where there were net losses across the totals for each employee size category.

Overall, there was a net increase of 3 firms in the 100 or more employee category, an additional 30 firms in the 20-99 employee category, and an increase of 88 among establishments with 1-19 employees. The increase of 280 firms with zero employees was only due to an increase of 330 establishments with zero employees among landlords of residential rental units.

District of Manitoulin

NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE

TABLE 2 – MANITOULIN DISTRICT
NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE
JUNE 2022

INDUSTRY SECTOR 2-DIGIT NAICS	NUMBER OF EMPLOYEES								%	RANK
	0	1-4	5-9	10-19	20-49	50-99	100+	TOTAL		
11 Agriculture	113	14	2	2	0	0	0	131	12	2
21 Mining	3	1	0	0	0	0	0	4	0	20
22 Utilities	12	1	0	0	0	0	0	13	1	16
23 Construction	56	34	20	5	0	0	0	115	11	4
31-33 Manufacturing	11	4	5	4	1	0	0	25	2	12
41 Wholesale Trade	9	5	0	1	0	0	0	15	1	14
44-45 Retail Trade	48	25	30	9	7	4	0	123	12	3
48-49 Transportation/Warehousing	27	11	5	2	2	1	1	49	5	9
51 Information and Cultural	4	6	1	1	0	0	0	12	1	17
52 Finance and Insurance	20	10	4	1	0	1	0	36	3	10
53 Real Estate, Rental, Leasing	133	10	0	1	1	0	0	145	14	1
54 Professional Scientific Tech	44	17	7	1	0	1	0	70	7	7
55 Management of Companies	6	0	1	0	0	0	0	7	1	19
56 Administrative Support	16	11	5	0	0	3	0	35	3	11
61 Educational Services	3	3	2	0	0	1	1	10	1	18
62Health Care & Social Assist	21	15	6	9	5	5	2	63	6	8
71 Arts, Entertainment & Rec	14	4	1	0	1	0	0	20	2	13
72 Accommodation & Food	53	12	18	3	3	1	0	90	9	5
81 Other Services	43	23	8	2	1	3	0	80	8	6
91 Public Administration	0	0	1	3	3	5	2	14	1	14
CLASSIFIED BUSINESSES	636	206	116	44	24	25	6	1057		
Percentage classified/unclassified	61%	19%	11%	4%	2%	2%	1%	100		
Cumulative percentage	61%	81%	91%	95%	97%	100%	100%			
ONTARIO % classified/unclassified	70%	18%	5%	3%	2%	1%	1%			

SOURCE: Statistics Canada, Canadian Business Counts June 2022
Highlighted cells: indicate the 3 largest industries (by number of businesses) for each employee-size category
Classified businesses are businesses for which the industry classification is known

CHANGE IN NUMBER OF EMPLOYERS BY INDUSTRY AND BY FIRM SIZE

TABLE 2a MANITOULIN DISTRICT CHANGE IN THE NUMBER OF EMPLOYERS, BY INDUSTRY AND BY FIRM SIZE, JUNE 2021 TO JUNE 2022						
INDUSTRY SECTOR	Firm size (# of employers)					Total # of firms June 2021
	0	1-19	20-99	100+	Total	
Agriculture, forestry, fishing and farming	5	4	0	0	9	131
Mining and oil and gas extraction	-1	1	0	0	0	4
Utilities	-2	1	0	0	-1	13
Construction	-2	9	0	0	7	115
Manufacturing	-1	-2	0	0	-3	25
Wholesale trade	2	-1	0	0	1	15
Retail trade	-9	-1	3	0	-7	123
Transportation and warehousing	1	-3	-1	0	-3	49
Information and cultural industries	0	0	0	0	0	12
Finance and insurance	-2	0	1	0	-1	36
Real estate and rental and leasing	19	1	0	0	20	145
Professional, scientific and technical services	-11	0	-1	0	-12	70
Management of companies and enterprises	-2	0	0	0	-2	7
Administrative and support	3	0	0	0	3	35
Educational services	0	0	1	0	1	10
Health care and social assistance	-2	2	-1	0	-1	63
Arts, entertainment and recreation	1	-3	1	0	-1	20
Accommodation and food services	-6	0	0	0	-6	90
Other services	0	-1	1	0	0	80
Public administration	0	1	-3	0	-2	14
Total net changes 2021-2022	-7	8	1	0	-2	
Total net changes 2020-2021	26	-26	-1	-1	-2	
Total net changes 2019-2020	-31	2	-3	1	-31	
Total net changes 2018-2019	22	2	11	-2	33	

SOURCE: Statistics Canada, Canadian Business Counts, June 2018 – June 2022
Green indicates an increase in number of firms; red indicates a decrease; "0" indicates no change

INSIGHTS: Change in number of employers by industry and by firm size

In 2021-2022, there was a net increase of 9 firms with employees (compared to a decline of 28 firms last year) and a decline of 7 firms without employees (compared to last year's increase of 26 firms). There was no net change in any industry among firms with 100 or more employees. Among firms with 20-99 employees, the biggest change was in the Public Administration sector, which appears to be due to a drop in the number of establishments in Aboriginal Public Administration.

Otherwise, there was growth in the number of establishments in: Agriculture, Forestry, Fishing and Farming; Construction; and Real Estate & Rental and Leasing; either among firms with zero employees or 1-19 employees. There were larger declines among firms with zero employees in: Retail Trade; Professional, Scientific & Technical Services; and Accommodation & Food Services. Overall, there appears to be some recovery in Manitoulin from the decline experienced in 2020-21.

District of Sudbury

NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE

TABLE 3 SUDBURY DISTRICT NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE JUNE 2022										
INDUSTRY SECTOR 2-DIGIT NAICS	NUMBER OF EMPLOYEES								%	RANK
	0	1-4	5-9	10-19	20-49	50-99	100+	TOTAL		
11 Agriculture	83	29	4	2	4	0	0	122	9	5
21 Mining	4	1	0	0	1	0	1	7	1	19
22 Utilities	5	1	1	1	0	0	0	8	1	18
23 Construction	86	52	16	7	2	0	0	163	12	2
31-33 Manufacturing	15	4	3	3	6	1	2	34	3	11
41 Wholesale Trade	16	5	1	1	1	0	0	24	2	14
44-45 Retail Trade	49	23	31	23	8	4	1	139	10	4
48-49 Transportation/Warehousing	43	15	6	2	3	1	1	71	5	8
51 Information and Cultural	4	6	2	2	0	0	0	14	1	16
52 Finance and Insurance	39	3	7	2	1	1	0	53	4	10
53 Real Estate, Rental, Leasing	207	14	1	4	1	0	0	227	17	1
54 Professional Scientific Tech	52	9	2	3	0	0	0	66	5	9
55 Management of Companies	7	0	0	0	0	0	0	7	1	19
56 Administrative Support	24	4	1	1	0	0	0	30	2	12
61 Educational Services	9	2	1	0	0	0	0	12	1	17
62Health Care & Social Assist	28	16	5	17	6	0	3	75	6	7
71 Arts, Entertainment & Rec	20	6	3	1	0	0	0	30	2	12
72 Accommodation & Food	78	31	17	9	4	1	0	140	10	3
81 Other Services	58	33	13	2	0	0	0	106	8	6
91 Public Administration	0	2	3	1	9	2	1	18	1	15
CLASSIFIED BUSINESSES	827	256	117	81	46	10	9	1331		
Percentage classified/ unclassified	63%	19%	8%	6%	3%	1%	1%	100%		
Cumulative percentage	63%	82%	90%	96%	99%	100%	100%			
ONTARIO % classified/unclassified	70%	18%	5%	3%	2%	1%	1%			

SOURCE: Statistics Canada, Canadian Business Counts June 2022
Highlighted cells: indicate the 3 largest industries (by number of businesses) for each employee-size category
Classified businesses are businesses for which the industry classification is known

CHANGE IN NUMBER OF EMPLOYERS BY INDUSTRY AND BY FIRM SIZE

TABLE 3a SUDBURY DISTRICT CHANGE IN THE NUMBER OF EMPLOYERS, BY INDUSTRY AND BY FIRM SIZE, JUNE 2021 TO JUNE 2022						
INDUSTRY SECTOR	Firm size (# of employers)					Total # of firms June 2021
	0	1-19	20-99	100+	Total	
Agriculture, forestry, fishing and farming	-16	-1	1	-1	-17	122
Mining and oil and gas extraction	-2	-1	-1	0	-4	7
Utilities	-5	1	0	0	-4	8
Construction	1	0	-2	0	-1	163
Manufacturing	0	-2	0	1	-1	34
Wholesale trade	0	2	-1	0	1	24
Retail trade	-2	-3	0	0	-5	139
Transportation and warehousing	-3	-3	0	0	-6	71
Information and cultural industries	-2	-1	0	0	-3	14
Finance and insurance	2	0	1	0	3	53
Real estate and rental and leasing	-4	-6	0	0	-10	227
Professional, scientific and technical services	0	-3	0	0	-3	66
Management of companies and enterprises	-2	0	0	0	-2	7
Administrative and support	-2	-1	-1	0	-4	30
Educational services	-1	-2	0	0	-3	12
Health care and social assistance	-4	0	-2	1	-5	75
Arts, entertainment and recreation	-4	-1	0	0	-5	30
Accommodation and food services	-10	6	-2	0	-6	140
Other services	-13	-3	0	0	-16	106
Public administration	-1	0	0	-1	-2	18
Total net changes 2021-2022	-68	-18	-7	0	-93	
Total net changes 2020-2021	57	-31	-10	-1	15	
Total net changes 2019-2020	-51	-10	4	-3	-60	
Total net changes 2018-2019	16	21	6	0	43	

SOURCE: Statistics Canada, Canadian Business Counts, June 2018 – June 2022
Green indicates an increase in number of firms; red indicates a decrease; "0" indicates no change

INSIGHTS: Change in the number of employers by industry and by firm size

In the Sudbury District, there was no net change among the number of firms with 100 or more employees, but there were net declines of: 10 firms with 20-99 employees, 31 firms with 1-19 employees, and 68 firms with zero employees. However, a number of sectors only experienced net declines across the employee size category including: Mining & Oil and Gas Extraction; Retail Trade; Transportation & Warehousing; Information & Cultural Industries; Real Estate & Rental and Leasing; Professional, Scientific & Technical Services; Management of Companies; Administrative & Support; Educational Services; Arts, Entertainment & Recreation; Other Services; and Public Administration. There were declines with zero employee operators in sub-categories such as: horse production (4 firms); full-service restaurants (31 firms); and social advocacy organizations (3 firms).

Other LMI Data

TOP FIVE INDUSTRIES (by number of businesses)

As illustrated in Table 4, Greater Sudbury has four of the same top five industries by number of employers as Ontario (excluding Transportation & Warehousing), although in a different ranking. Manitoulin and Sudbury Districts both count Agriculture, Forestry, Fishing & Farming as well as Accommodation & Food Services in their top five, as opposed to Professional, Scientific & Technical Services, and Health Care & Social Assistance, which are on the list for Greater Sudbury. In each of these three areas, the top five industries account for at least 57% of all businesses.

Additionally, in all three census areas, Real Estate, Rental & Leasing stand out in terms of the large number of solo operators, considerably higher than the next two industries (except in Manitoulin, where Agriculture is a closer second). 70-75% of these solo operators are landlords of residential rental units; the next two largest categories are landlords of non-residential rental units and real estate agents.

In the Construction sector, solo operators largely represent specialty trade contractors and businesses engaged in residential building construction.

TABLE 4 TOP FIVE INDUSTRIES BY NUMBER OF BUSINESSES: DISTRICTS OF MANITOULIN AND SUDBURY, GREATER SUDBURY AND ONTARIO (June 2022)

Manitoulin District	Sudbury District	Greater Sudbury	Ontario
Real Estate, Rental, Leasing	Real Estate, Rental, Leasing	Real Estate, Rental, Leasing	Real Estate, Rental, Leasing
Agriculture, Forestry, Fishing	Construction	Health Care & Social Assistance	Professional Scientific Technical Services
Retail Trade	Accommodation & Food Services	Construction	Construction
Construction	Retail Trade	Professional Scientific Technical Services	Transportation & Warehousing
Accommodation & Food Services	Agriculture, Forestry, Fishing	Retail Trade	Health Care & Social Assistance

BUSINESS WITH 200+ EMPLOYEES

GREATER SUDBURY: There are 18 establishments with over 500 employees and 35 establishments with 200-499 employees. Among establishments with 500 or more employees, there are 7 businesses in the Educational Services sector (4 representing elementary and secondary schools; 2 representing community colleges; and one university); 4 in Mining & Oil and Gas Extraction (all nickel-copper ore mining firms); 3 in Health Care & Social Assistance (2 general hospitals and one community health centre); 2 in Administrative & Support (both in janitorial services); one non-ferrous metal smelting and refining firm; and one regional government.

MANITOULIN DISTRICT: There are 3 businesses with 200-499 employees. This includes a general freight long-distance trucking firm; a home health care service; and one aboriginal band council.

SUDBURY DISTRICT: Among businesses with 200-499 employees, there are 3: one nickel-copper ore mining company; a general hospital; and a home health care service.

IMMIGRATION:

Compared to the Ontario average, Greater Sudbury and the Districts of Manitoulin and Sudbury have a low level of immigrants among their resident populations. While 30% of Ontario's population was born outside of Canada, among these local areas, only 4% to 6% were born outside Canada. Among local immigrants, roughly 40% to 60% arrived in Canada before 1980, whereas among all of Ontario's immigrants, only 20% had arrived before 1980.

TABLE 5 LEVEL OF IMMIGRANTS AMONG RESIDENT POPULATIONS

TOTAL	Canadian born	All immigrants	PERIOD OF ARRIVAL						Non Permanent residents
			Pre 1980	1980-1990	1991-2000	2001-2011	2011-2015	2016-2021	
GREATER SUDBURY									
163,155	149,745	9,850	4,225	725	860	1,295	1,110	1,635	3,555
100%	91.8%	6.0%	2.6%	0.4%	0.5%	0.8%	0.7%	1.0%	2.2%
MANITOULIN DISTRICT									
13,670	13,010	655	385	75	55	70	50	25	0
100%	95.2%	4.8%	2.8%	0.5%	0.4%	0.5%	0.4%	0.2%	0.0%
SUDBURY DISTRICT									
22,120	21,200	875	410	150	110	105	55	55	45
100%	95.8%	4.0%	1.9%	0.7%	0.5%	0.5%	0.2%	0.2%	0.2%
ONTARIO									
100%	67.3%	30.0%	6.1%	3.6%	6.1%	6.7%	3.3%	4.2%	2.8%

Statistics Canada Table 98-10-0307-01

MIGRATION:

Migration involves moving from one area to another and is derived by Statistics Canada from income tax returns, comparing changes in address from one year to the next. However, migration is rarely a one-way phenomenon – there is much movement both ways and the significant measurement is the <u>net</u> result: either more people move into an area (+) or move out (-). Reviewing data over 5 years provides a more solid base of evidence as noted in Table 6.

TABLE 6 – MIGRATION BETWEEN 2015/16 and 2019/20

AGE GROUP	0-17	18-24	25-44	45-64	65+	TOTAL
OUT-MIGRATION						
Greater Sudbury	3621	3367	7523	3990	1831	20332
Manitoulin District	452	354	600	402	395	2203
Sudbury District	1025	802	1583	1148	814	5372
IN-MIGRATION						
Greater Sudbury	4187	4504	8641	3675	1714	22721
Manitoulin District	588	268	724	908	334	2822
Sudbury District	1113	587	1518	1566	539	5323
NET-MIGRATION						
Greater Sudbury	566	1137	1118	-315	-117	2389
Manitoulin District	136	-86	124	506	-61	619
Sudbury District	88	-215	-65	418	-275	-49

Statistics Canada, Taxfiler, migration estimates, Table B 2015/16 and 2019/20

Local Data Sources and Research

CONSTRUCTION INDUSTRY WORKFORCE

WPSM partnered with NOCA (the Northeastern Ontario Construction Association) to conduct a survey of construction employers. Given the broad catchment area that NOCA represents, other workforce planning boards were invited to collaborate. This includes The Labour Market Group (Nipissing/Parry Sound area) and the Far Northeast Training Board (Timmins and area).

The purpose of the survey was to dig deeper into employer needs and expectations to gain a better understanding of current hiring practices, projected vacancies, high demand occupations, recruitment challenges, training, and candidate skills. Unionized and non-unionized ICI (Industrial Commercial Institutional) sector employers, as well as residential construction employers were surveyed in April/May 2022.

Respondents reported the following: 100% reported hiring challenges in the last 12 months and expect the same in the next 12 months; 81% use "word of mouth" to fill job vacancies followed by 68% who post job openings on their company website or paid online job posting sites; in terms of candidate attributes, 94% of employers are looking for work ethic followed by 81% who also cited willingness to learn; and hiring challenges include not enough applicants (75%), applicants lack skills (62%) followed by applicants lack work experience (59%) and lack qualifications (56%). Highest demand occupations include: skilled trades, general labourers, office personnel/administrative staff, and supervisors/project managers.

The full report can be found at Survey of Construction Employers Report July 2022 or an info-graph that summarizes the results, implications and recommendations.

JOB BOARD – Jobs in Sudbury Manitoulin

In April 2021, WPSM launched and now hosts the *Jobs in Sudbury Manitoulin* job board which collects job postings from over 30 online job posting sites including several local employers. Job postings are updated daily and can be searched by industry, location, occupation (NOC – National Occupational Classification) and numerous other categories (tags). "Work from home jobs" is one of the latest features for those who want to work from home.

This job board provides a rich source of labour market data from the more than 3,500 new and local jobs that are posted each month. Not only does the job board help job-seekers (those looking for work or a new career) but various reports are available on the data each month including: a *job demand report* which includes occupations posted most frequently as well as a list of employers posting jobs, and a *job search report*. This data is not only helpful to job-seekers, but to economic development and government leads, employment services, educators at all levels, industry associations and local employers to name a few. No surprise here, but the data clearly shows that the most in-demand jobs in our area are in the following sectors: sales and service; trades, transport and equipment operators; and business, finance and administration.

New features on the job board include: a *career explorer* resource which highlights information on specific occupations, wages and opportunities in Canada and a job *training and event calendar*. Soon to be added features include a new portal for job-seekers to identify jobs they want to be notified about and a new portal for employers interested in seeing local labour market data about their specific industry.

OTHER WPSM RESEARCH

WORKFORCE DEVELOPMENT PRIORITIES

Issues related to the workforce have become a priority across almost every community and local business however strategies and approaches have been piecemeal and often disjointed. While the pandemic has contributed to this, WPSM conducted a survey in the fall of 2022 to help identify local challenges as well as local workforce development activities and priorities. Leads in municipal government, band councils, economic and community development, education, employment and training were asked to provide information on their mandate, their perspective, and their interest in participating in future discussions to assess and address priorities.

When asked about specific workforce development activities their organization engages in: 70% work with partners to support their workforce development initiatives; 55% offer courses, training and programs; 45% support Work Integrated Learning (WIL), co-ops and student placements; 40% provide strategic advice to government; 35% develop/provide industry-specific courses/training; and 20% collect or analyze labour market data. 60% of respondents also said they would like to provide strategic advice to government and 60% would like to work with partners to support their workforce development activities.

Respondents were also asked to choose from a list of options regarding how they determine workforce priorities. 70% reported internal discussions; 65% reported sector-specific planning tables (such as mining or healthcare); 60% consult external stakeholders/partners; 55% use labour market data with an equal number using employer consultations; 40% use government directives; and 25% have employer advisory committees. One respondent noted that priorities are determined by Council and one said by trial and error.

This survey opens the door to engaging key respondents, stakeholders and others in a process to increase awareness, collaboration, strategic planning, sharing of information and priority setting when it comes to local workforce development. WPSM plans to host a meeting of key leads in the spring to begin this process.

MINING SECTOR - IMPACT OF NEW TECHNOLOGIES ON WORKFORCE SKILLS

Most mining innovations are focussed on improving safety, minimizing workforce injury and risk, mitigating environmental impacts and reducing cost. Mining operations are also finding it hard to recruit the workforce that they need now and what they will potentially need in the future. As a result, it is a delicate balance between what is currently needed and what type of workforce skills will be required to support and sustain the industry going forward.

Labour market research in mining has generally focussed on the current workforce that is aging, the lack of new entrants, and workforce requirements based on the industry contracting, growing or staying the same. However, very little research has been done to identify what new skills will be required and how the workforce will change or need to shift with new innovations/technologies that are rapidly emerging. The same is also true of new mines that are being built over the next few years. These mines will undoubtedly utilize advanced technology and innovations to build modernized operations. This will also require enhanced and/or new skill-sets in their workforce. Emerging technologies includes: remotely operated/controlled equipment; use of LiDar technologies; electric/battery operated equipment/machinery; artificial intelligence; use of drones; robotics; machine learning; underground use of an iPad; improved WIFI communications; aboveground real-time monitoring of workers and equipment; and more recently quadrupedal robot dogs (Boston Dynamics) to name only a few.

A survey was undertaken by WPSM in collaboration with the Labour Market Group to assess new technologies and workforce skills of mining and mining supply and service companies. Additionally, interviews are also being conducted with key leads in over 20 of these companies. At this time, survey data and information responses are being analyzed to help identify what those skills will be. Watch for the upcoming report in the spring of 2023.

Employment Ontario (EO) Programs and Services

DATA LIMITATIONS

For the WPSM catchment area, EO data is presented in an aggregated format to protect client confidentiality. Data is suppressed when the number of clients is too small for one specific category.

Broad age-specific categories used by the ministry continue to be an ongoing challenge.

Educational attainment data does not include date of completion and/or relevance to current labour market conditions.

Client numbers are driven by program requirements and MLITSD funding.

*****

GEOGRAPHIC AREAS

Greater Sudbury
Manitoulin District
Sudbury District

*****

PLEASE NOTE: some year-to-year client data will be provided, however, it is only to illustrate the impact that COVID-19 has had and continues to have on services and client demand.

BACKGROUND

Data for this section of the labour market report is provided to WPSM by the Employment Ontario (EO) branch of the Ministry of Labour, Immigration Training and Skills Development (MLITSD). It includes data from April 2021 - March 2022 for the following programs: Employment Services; Literacy and Basic Skills; and Apprenticeships. Last fiscal, the ministry expanded eligibility for the Second Career program which has now been rebranded to Better Jobs Ontario. As this program is new, client data and program uptake since inception will not be provided in this report.

It is also important to note that shifts are occurring at the provincial level which will impact on local employment services into the near future. Two of the more significant program and reporting structure shifts are as follows.

First, employment programs previously offered by social service agencies to highly barriered clients on Ontario Works (OW) and the Ontario Disability Support Program (ODSP) will now be provided by local employment service providers. What this means for clients who require additional support will be discussed under the EO consultations section.

Second, a major Employment Services Transformation is currently underway by the ministry in terms of how local employment services will be coordinated and delivered. MLITSD has implemented new Service System Management (SSM) prototypes in various areas of the province which are now governed by third party contracts that can make system changes. Employment services across northern Ontario and Toronto are the last areas to be subject to this transformation plan. At this point, how services will be impacted is not clear.

EO data in this report is also supplemented by consultations with EO service providers. This year, some of these were held virtually and some were in-person. In the WPSM catchment area, 4 of the 5 local employment service agencies participated. A consultation was also held with the Manitoulin-Sudbury District Services Advisory Board (DSAB) as they also provide employment services. The focus of these consultations was to hear from those who provide employment services about trends they are seeing, barriers that exist, how they assist their clients and employers and what they find to be most successful.

EMPLOYMENT SERVICES (ES) DATA

Employment Services offer a wide range of employment-related services to assist clients with finding a job. Each location across the WPSM catchment area also houses a resource centre where job-seekers can normally drop in and receive assistance with resumes, online job applications and various government forms, and access job boards, computers, job search sites, and other resources. ES data includes the number of individuals who register as a client and a count of *unassisted* clients who do not register as a client but use ES services. These individuals are designated as R & I (resource and information) clients.

Typically, ES also provides Human Resources (HR) assistance to employers (i.e. screen/review applicant resumes; conduct interviews; etc.) however this service is not promoted or tracked by the ministry.

ES CLIENTS SERVED AND GENDER

During the data reporting period (April 2021-March 2022), mandated public health guidelines were still in effect. Without a doubt, this has had an impact on number of registered and unassisted clients. EO services have since opened up to provide a fuller suite of services. While EO services have resumed normal operations, client behaviour and use of EO services has not. As expected, client numbers have declined; a reality of the pandemic and adaptations made by those who would normally use local employment services. How this will unfold in the near future is unclear.

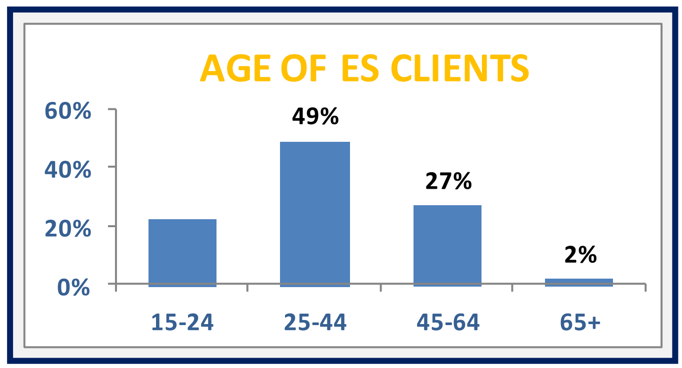
TABLE 7: ES CLIENTS SERVED AND GENDER

	2021-2022	2020-2021	2019-2020
Assisted clients	2230	2012	3346
R & I clients	5274	4334	8990
TOTAL	7504	6344	12336
Women	46%	45%	44%
Men	53%	55%	56%

Table 7 illustrates the change over the last three years regarding number of clients. Also illustrated is the gender breakdown of clients, though it is important to note, that during the consultations, the gender split was not consistent across all EO services. However, most areas did report more men than women use their services.

ES CLIENTS BY AGE GROUP

Even though the total number of clients that were served has marginally changed, the age of clients and the percentage they represent of overall clients shifted very little. All percentage figures have remained relatively stable. It is important to note however, that during the consultations with ES providers, they indicated that there were some small differences in age of ES clients across geographic area served, but again nothing notable.

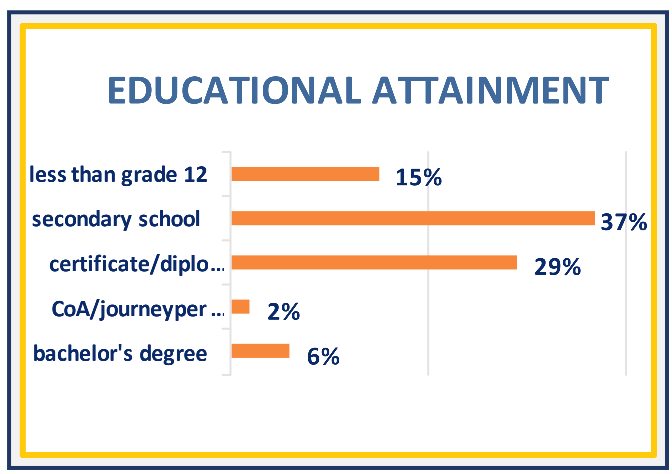


ES CLIENTS BY EDUCATIONAL ATTAINMENT

It is well documented that lower education results in higher unemployment/underemployment. In the WPSM area, 52% of all ES clients have a secondary school diploma or less. Along with low academic levels, many of these same clients have other barriers to employment. At the other end of the spectrum, roughly 2% have a post graduate degree.

With educational attainment, clients are also assessed to identify what skills are transferrable or may be outdated/no longer relevant in today's labour market. This is particularly true of older ES clients.

Educational attainment of ES clients across the WPSM area has remained fairly constant however this may change when social service clients are transferred to employment services.



ES CLIENTS BY DESIGNATED GROUPS

Clients that register with ES are asked if they want to self-identify that they belong to a designated group as defined by MLITSD. From the 2,230 people that registered as an ES client in 2021-22: 15% identified as Aboriginal; 20% as Francophone; 5% as Internationally Trained Professionals; 5% as Newcomers; 15% as a Person with a Disability; and 4% as Racialized. Clients could check more than one designated group. While these ratios have not changed from the previous year, it is important for local employment services to continue to understand and be responsive to diverse populations. It is also important to note that international students are not eligible to be a client of ES, but are allowed to use other resources provided by ES in their resource centres, so they are not included in this data.

ES CLIENTS BY OUTCOMES AT EXIT

Employment Services are expected to meet a quota set each year by the ministry regarding ES clients who exit ES services to employment, education, and/or training. In 2021-22, 67% of ES clients exited to employment which represents a slight increase from the previous year. Employment categories include: full-time; part-time; as an apprentice; or self employed. Of the remaining ES clients, 15% exited to education/training; and 11% remained unemployed. All others fell into the following categories: *independent; unable to work; volunteer;* or *unknown.*

LITERACY AND BASIC SKILLS (LBS) DATA

According to the Ministry's website, "*Literacy and Basic Skills programs help 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.*" More can be found at: Literacy and Basic Skills.

The total number of learners for 2021-22 for the WPSM area was 1,282. This includes new and carry-over in-person e-channel learners. Very little has changed since the previous year in terms of age, gender and learner goals where 67% of clients were women and 32% were men. In terms of age: 33% were 15-24 years of age; 48% were 25-44 years of age; 16% were 45-65 years of age; and 3% were 65 and older.

During intake, LBS clients are asked about their *Learner Goal Path.* In other words, why are they using LBS services? WPSM area clients reported the following reasons: 43% for post-secondary; 19% for employment; 11% for independence; 6% for an apprenticeship; and 21% to obtain a high school credit. Again, it is important to point out that a high school diploma is a necessary prerequisite for many occupations and/or training programs including the skilled trades. This percentage breakdown is similar to the previous year for *Learner Goal Path* except for apprenticeship where there was a slight increase. This appears to be consistent with data (below) that also shows a slight increase in new apprentices from the previous year.

APPRENTICESHIP DATA

As reported by various sources, including research conducted by WPSM, concerns about the number of new entrants into the skilled trades is not new. Previous reports have highlighted issues related to navigating the apprenticeship system as a whole, the low enrollment rates in various trades-related programs, the low number of employers who hire apprentices and the aging demographic of current journeypersons across many trades. Although greater attention is being paid to the need to train and recruit more apprentices across most trades, many of the challenges that have been highlighted over the years continue to persist. Again, this is not new.

It takes years of practical hands-on experience under a trained and experienced journeyperson, several levels of in-school learning and the successful completion of a trades' qualifying exam known as the Certificate of Qualification for an apprentice to become a journeyperson.

COVID-19 also created other challenges as various restrictions were placed on in-school learning, hands-on training and the temporary closure of exam writing centres.

Despite these challenges, the total number of apprentices in the WPSM area, as well as northern Ontario and Ontario as a whole has increased. This is good news and may be a small sign that the trades are getting some of the recognition and acknowledgement that they deserve as a viable career pathway.

NEW & ACTIVE APPRENTICES (2019-2020-2021-2022)			
	WPSM	NORTH	ON
New 2019-2020	752	2,065	26,771
Active 2019-2020	1,856	5,462	73,924
TOTAL 2019-2020	2,608	7,527	100,695
New 2020-2021	484	1,264	16,730
Active 2020-2021	2,008	5,819	78,733
TOTAL 2020-2021	2,492	7,083	95,463
New 2021-2022	636	1,708	22,056
Active 2021-2022	2,204	6,698	84,937
TOTAL 2021-2022	2,840	8,406	106,993

In 2021-22, new apprentices in the WPSM area selected a variety of trades and as can be seen in the chart, electrician/construction & maintenance was most popular. Interestingly, in the previous year, the numbers of entrants in this trade were considerably lower. It is important to point out however, that selections may be in part due to efforts to promote some of the more in-demand trades and by trade level training that is available. For some trades, apprentices may be required to leave their home community and job for a short period of time (for block training) to complete a specific level of training for their trade. Again this is dependent on what is being offered locally.

NEW APPRENTICE REGISTRATIONS 2021-22	
SKILLED TRADE	#
Electrician/construction & maintenance	116
Heavy duty equipment technician	91
Powerline technician	62
General Carpenter	59
Plumber	41
Truck & coach technician	37
Automotive service technician	35
Industrial mechanic millwright	24
Sheet metal worker	20
Industrial electrician	18
Hairstylist	16
Child development practitioner	12
Welder	12

As noted in previous reports, the provincial government continues to work at modernizing the apprenticeship system. The former Ontario College of Trades has now been officially closed and has been replaced by Skilled Trades Ontario in an effort to streamline the application process while maintaining accountability and oversight for all skilled trades.

WORKPLACE GRANTS AND INCENTIVES

Funding opportunities, incentives, training grants and wage subsidies available through Employment Ontario change from year to year, so it is best to check the website to see what is available and how to access them. Grants such as the Canada Ontario Job Grant (COJG) have been offered for several years and provide direct financial support to all businesses who want to purchase training for their staff. During 2021-22, 55 employers took advantage of this grant. Other programs such as Youth Job Connection are focussed on youth. Last year, the Youth Job Connection and Youth Job Connection Summer helped 211 local youth.

EO Service Provider Consultations

While evidence-based data is important, it only tells part of the story. Each year, the ministry asks workforce planning boards to engage in consultations with local EO managers and ES providers since they work directly with clients looking for work and employers looking for workers. Their knowledge, insights, experience and on-the ground perspective is invaluable. It helps supplement data that WPSM collects and analyzes and helps us to better understand current/emerging workforce trends, issues and challenges.

As noted throughout this report, the pandemic has and continues to impact on all services and industry sectors, including ES. ES providers have had to work within restricted public health guidelines, yet adapt their service delivery model. At this juncture, this is a critical aspect of EO services; to help clients with the supports they need given the ongoing uncertainty of the economy and the job market. Additionally, ES providers are trying to assist employers as various vacant jobs go unfilled and demand for workers across numerous occupations is high due to persistent labour shortages. Not an easy task.

The following are some of the responses to a list of questions that were asked during the consultations with four local EO employment services. It is important to note that while each is mandated to deliver the same services, there are variations in their response due to their geography, industry profile, clientele and funding allocations received from MLITSD.

1. OVERALL LABOUR MARKET TRENDS

INDUSTRY

- Without hesitation, almost all ES providers said that employers across all industries feel they can't find anybody and that labour shortages are persistent
- Impact of low unemployment rate combined with not enough skilled and experienced people to do the work
- Some employers are "panic hiring" and have lowered expectations (i.e. hire someone with no driver's licence, not qualified or experienced, no certifications, no CPIC); comment made by an employer "so long as they are breathing, can stand and show up to work each day – they are hired"
- Still a lot of hiring done by "word of mouth"
- Small employers or sole proprietors are not hiring
- Concern that employers are hiring for trades-related jobs but no pathway to an apprenticeship

JOBS/SKILLS IN DEMAND

- Employers across every industry are saying that every job is in demand
- Some jobs are in high need and demand (i.e. healthcare), but wages are stubbornly low
- Employers had to compete with government assistance programs such as CERB (Canada Emergency Response Benefit); labour shortages eased slightly when benefits ended
- Hiring challenges in: construction, restaurants, office administration, AZ/DZ drivers, Personal Support Workers, healthcare, retail (including grocery stores), Early Childhood Educators, skilled/licensed foremen, skilled trades (welders, carpenters plumbers, electricians, millwright, HVAC techs), general labourers, cleaning staff and for low wage jobs
- Some speculated that vaccine mandates also impacted on those available for work

CHANGES SINCE THE BEGINNING OF THE PANDEMIC

- Shift from an employer market to an employee market – in other words, employers are no longer in the driver's seat when it comes to wages, hours of work, etc.

- Wide spectrum of employer practices: a) some less picky re: education, experience and skills, and are more accommodating and forgiving and b) some employers are not willing to budge on salary or provide training or time to learn on the job (i.e. cashier, customer service)
- Young people are sometimes treated poorly by an employer and want to be recognized and appreciated more; employers need to adapt
- Employers putting up with employees with a poor work ethic because they can't find anyone else
- Transferrable skills still in demand
- Wages not the only enticement – providing benefits is an incentive
- Increase in employers offering signing bonuses
- Homecare and long-term care continue to experience significant shortages, but some of this may also be due to poor scheduling by the employer (where workers are only given a few hours of work) and poor compensation
- Service industry is still struggling – compensate by closing on more days or closing earlier
- Some workers may be worried about another major lay-off so shifting their careers to other industries
- Less use of ES by postsecondary graduates who are finding work on their own; this means ES is working with harder-to-serve clients (multiple barriers to employment)
- Resource centres in some ES areas are swamped as people are looking for a better or second job to survive
- Retirees coming back to low level casual positions
- More wanting work/life balance
- Increased interest in employers wanting to hire and participate in job fairs and open hiring
- Some potential workers remain on social assistance – can't live on a minimum wage salary

2. BARRIERS TO EMPLOYMENT

COMMUNITY BARRIERS

- Poor transportation infrastructure to get to/from work cited a number of times; question raised whether the City of Greater Sudbury considered this when they developed their new transportation network based on "gathering locations" and not on access to employment
- Some clients said the cost of getting to work outweighs the benefits of work
- Inflation, lack of affordable housing and childcare
- Lack of mental health services and/or long wait times
- Lack of newcomer services and efforts to retain immigrants
- Rural locations finding it harder to rebound from COVID restrictions
- Ongoing "silos" between social, health, and mental health services
- Hiring based on nepotism

CLIENT BARRIERS

- More complex clients - issues related to mental health (high anxiety, depression, trauma, severe mental illness), addictions (opioid crisis), homelessness, lack of social skills, lack of motivation, limited support network including family
- Client has a poor reputation
- Increased need for life stabilization supports such as housing
- Lack of knowledge re: use of technology, digital skills, the labour market, how to navigate the system
- Retired individuals re-entering the workforce (due financial need) may require additional supports (i.e. an email address, digital skills training)
- Challenges for immigrants/refugees including language
- Lack of: start-up money (proper cloths, equipment, transportation); communication devices (cell phone, computer, internet access, email address); driver's licence and completion of high school

- Demands of home life (women most impacted)
- Client expectations re: wages – feel they are worth more
- Can't get full time job, so trying to piece together several part time jobs

BARRIERS WITH EMPLOYERS

- Stuck in past ways and very little flexibility to new approaches or unique needs
- Low wages (some not even paying a living wage) and unrealistic expectations
- Lack of time, willingness and/or effort to access free resources to train
- Lack of knowledge about immigration policies
- Use of HR software to hire – miss many potential and qualified employees; some of this is dictated by corporate offices who only use a chat function for job applicants who are ranked using a colour coding system – so no personal interaction
- Some employers still in survival mode and don't place value on the culture of the workplace, retention or succession planning
- Poor reputation of employer
- Seasonal businesses – sales diminish in slower season resulting in layoffs

3. ROLE OF ES SERVICES

HELPING EMPLOYERS

- HR services: write job posts, review resumes, screen applicants, help prepare for or conduct interviews, job coaching, casual "meet and greet" with potential employee, mediation and retention strategies, labour market information, candidate training, accommodation assistance, understanding employment standards
- Feature jobs – through job fairs, social media, open hires (on the spot interviews/hires), post job vacancies on ES job board and web page
- Financial: wage subsidies, bus passes, training dollars

HELPING JOB-SEEKERS

- Financial support (stipends for clothing, transportation, paid training, equipment)
- Free training supports: financial literacy, computer skills, soft skills, language, math, etc.
- Navigating the system (i.e. online job applications, Employment Insurance)
- Job readiness: motivational assessments, resume building, cover letters, job coaching, job trials, mock interviews
- Resource centre (access to computers/laptops, space for interviews, internet access, drop-in workshops, "help wanted" club, help with job search)
- Difficulty finding translators – suggestion to have a roster of volunteer translators available

WHAT IS MOST SUCCESSFUL?

- Individualized, customized, one-on-one support
- Helping job-seekers build needed skills and confidence to apply and get the job they want
- Having a structured plan with achievable goals
- Providing financial supports
- Managing expectations, not overpromising, being flexible and accessible (i.e. support via text, email, online and other avenues)
- Assistance to develop literacy skills
- Gathering information, resources and contacts for the job-seeker
- Building community partnerships
- Virtual Reality simulator – allows client is virtually experience a specific job
- **NOTEWORTHY:** staff in each ES agency cited working together as a diverse team of ES providers is what helps lead to success – the value of this is often not recognized by MLITSD

The Shifting World of Work

During the course of our regular work and our consultations with local employers, educators, economic development leads and others, we are often asked - what will the future hold in the world of work? While we analyze the labour market data, conduct local research and collaborate with numerous partners, the world of work is shifting and the answer is not as simple as it might seem.

The impact of COVID-19 certainly taught us that the world of work that we have come to expect can change in the blink of an eye. Even though the pandemic is considered a “disrupter” in economic terms, it did more than disrupt. In many ways it did not cause but accelerated some events that were already happening to each and every one of us, and to industries and businesses across the globe.

Just think back three to four years ago. Many of us would not have considered using our cell phones or computers to shop online, communicate with others over a Zoom call or do our job from home. However with the pandemic and access to everything needed including grocery store orders and home deliveries, there was a monumental shift in each of our lives in terms of how we view work, and in society as a whole.

On the business and industry side, the pandemic has and continues to impact on the supply chain and the cost of goods and services which naturally falls to all of us – the consumer. It also showed us how globally dependent we are on each other even if countries across the world don’t always get along. This has resulted in renewed interest in becoming more sustainable and less reliant on others which can have both positive and negative consequences on the cost of consumer goods, wages and the world of work.

On the technology side, numerous companies were already investing in research and innovation. Much of this was and still is aimed at reducing employee costs and improving safety and efficiency. Some, not all were already building a website presence and creating automated systems for online ordering, tracking, sales and financial transactions. For those who had not yet done this, they were forced to do so; in some cases, simply to survive. Some businesses have also transformed some of those more futuristic movie ideas into reality. This includes the emergence of AI (artificial intelligence), ML (machine learning), cloud-based technologies (for data storage, management and analytics) and autonomous systems (that don’t need humans to operate).

Some of the flaws in our education-to-work system have also been exposed. With mandated pandemic shutdowns, students were unable to learn various social and essential skills, participate in regular classroom activities or experience Work Integrated Learning (WIL) opportunities such as co-ops, apprenticeships, work placements and internships. Each of these pieces helps prepare the future workforce. At the same time more and more employers are complaining that they can’t find someone who is skilled and qualified to fill their job vacancies. While some employers do train to build the workforce, many still don’t. So where do employers expect to find skilled, trained and experienced workers if they don’t help? This disconnect is easy to see.

Other dynamics are also at play. On the job-seeker side, as noted in conversations with Employment Service providers, other challenges have emerged. While many job-seekers are able to find work on their own, some need to find two jobs to simply survive. Others who have not been able to find work often present to ES with very complex life issues making it much harder to find employment.

On the employer side, employees are now demanding better wages and are less willing to accommodate employers who have been in the driver’s seat for years. Employers who want to find and keep employees may now need to step up their game and offer better wages and benefits. Some, who have already done this, tend to reap the benefits of hiring and keeping more loyal employees.

Again, while COVID-19 in and of itself did not cause all of this, it certainly sharpened the focus and accelerated what was already happening. So let’s get back to the original question – what will the future hold in the world of work? While we don’t have a crystal ball to predict the future, when we connect all of the pieces of this enormous puzzle, a bigger picture begins to emerge. Clearly this will be one where we will all have to be diligent, yet ready and flexible to adapt to these incremental yet monumental changes. That is the big shift.

Action Plan Update

WPSM PRIORITY AREAS

Every year, MLITSD asks all workforce planning boards to include an update on some of the activities they support in local communities. This includes priority areas, actions, partners, outcomes and timelines as well as partnership projects led/co-led by the local workforce planning board. If you would like more information on partnership projects being led by all of Ontario's 26 workforce planning boards, please go to: Workforce Planning Ontario to learn more.

PRIORITY #1: support local labour market-related initiatives

ACTION	PARTNERS	OUTCOME(S)	TIMELINE
Chamber of Commerce – committees and events	Greater Sudbury Chamber of Commerce (GSCC) and business-related members	**Workforce Taskforce:** this taskforce has ended. **Provincial Advisory Committee:** participate as a member of this committee mandated to identify and address provincial matters that impact on local businesses. **Events 2022-23:** participate in virtual or in-person roundtables and events related to the workforce.	complete one-year term as appropriate
LMI and support	Sudbury East Chamber of Commerce	Provide support, sponsorship and sharing of information on LMI issues, initiatives and resources.	ongoing as requested
Indigenous workforce development	Kenjgewin Teg (KT)	LMI support and assistance as requested.	ongoing as requested
	Gezhootjig Employment and Training	Provide LMI support and offer to host ES provider consultations with staff each year.	ongoing as requested
	Atikameksheng Anishinabek (Whitefish)	LMI support and assistance as requested with annual career fair and other activities.	ongoing as requested
	M'Chigeeng Employment & Training	LMI support and assistance as requested with annual career fairs.	ongoing as requested
OYAP	Rainbow Board; Sudbury Catholic School Board	Provide LMI and consultations on a broad range of trades workforce development-related topics.	ongoing
Employer information videos	LAMBAC; Canadore College; Canadian Mental Health Association	Development of a video for employers on mental health in the workplace.	Feb 2024
Regional consultations; expert panel interviews	Conference Board of Canada; Future Skills Centre	Continue to participate where requested.	as requested
Immigrant – attraction and retention	Sudbury Local Immigration Partnership (SLIP); various stakeholders	Collaborate with SLIP, the SLIP board and partners on immigrant attraction, recruitment and retention.	ongoing
Rural Northern Immigration Pilot	City of Greater Sudbury	Provide LMI support and resources to RNIP.	ongoing as requested
Workforce development priorities event	Greater Sudbury Economic Development; GSCC; EO services; and others	Based on workforce priorities survey results – bring local agencies together to discuss workforce development priorities.	October 2023
Service networking event	WPSM lead; various local service agencies	Host a service networking event with the following: social services; EO services; housing; mental health; health; settlement services; and others to re-connect services and share mandate info and resources.	May 2023
Supporting local employers – hiring international talent	WPSM led; settlement services; RNIP and others	Resource has been disseminated; continue to work with others to support employers' knowledge on how to hire international talent.	ongoing support

PRIORITY #2: promote current/forecasted in-demand skilled trades and professions

ACTION	PARTNERS	OUTCOME(S)	TIMELINE
Health Human Resources taskforce	Ontario Health North; various other stakeholders	LHIN system cancelled and replaced with newly revamped system under Ontario Health North; mandate broadened from PSWs to other healthcare occupations; WPSM to represent local boards in the northeast.	monthly meetings ongoing
Health human resources capacity	Ontario Health North; various health partners	Various aspects of the PSW taskforce will continue; prototype to assess health human resources capacity being piloted.	monthly meetings
Manitoulin – PSW and ECE shortages	LAMBAC; Employment Options; DSAB	Reassess interest in exploring the status of PSWs on Manitoulin; support efforts to attract and train ECEs to address childcare staff shortages.	action delayed due to COVID reassess
Jill of all trades	Cambrian college; OYAP at both English school boards	Continue to participate on planning committee; virtual event for 2023; financial support including swag.	October 2023
FONOM (Federation of NEO Municipalities) conference	Labour Market Group; Far Northeast Training Board; AWIC	Participated at FONOM targeting municipal leads (mayors, council members, economic development, CEOs) in May 2022; plan to participate in event in Parry Sound in 2023.	complete next event May 2023
Construction Outlook	Buildforce Canada; LMI committee northern Ontario	Participate in invite-only annual event to review a preliminary construction labour market outlook report to identify local workforce issues, gaps and projects.	complete December 2022 December 2023
Government outreach	Initiated by stakeholders and by WPSM	LMI presentations - local MPs, MPPs, Mayors, Council members, economic development, MLITSD, MNDM.	ongoing as scheduled
Tomorrow's Trades	Provincial Building and Trades Council of Ontario	Support local liaison coordinator with implementation of new initiative to introduce participants to the trades.	ongoing as requested

PRIORITY #3: support labour market research, information, profiles, forecasts

ACTION	PARTNERS	OUTCOME(S)	TIMELINE
TV and film workforce development	Cultural Industries Ontario North (CION)	Reconnect with CION's new workforce development coordinator to support occupations in-demand.	ongoing support
Jobs in Sudbury Manitoulin Job Board	WPSM led	Implement online job board developed by Windsor-Essex on WPSM website (includes: promotion of online job board; job demand report and job search report; training and event calendar); new promotions for this fiscal.	all implemented promotions ongoing
Job Trends	Windsor-Essex workforce planning board; WPO	Implement and promote new job portal for job-seekers and new employer LMI resource portal.	March 2024
Occupations projected to grow/decline	WPSM led; support from OMAFRA (EMSI analyst)	Continue to use EMSI tool to identify occupations projected to grow/decline for various industry sectors.	ongoing use
Workforce Planning Ontario (WPO)	All workforce planning boards across Ontario	Participate in provincial meetings to discuss issues, challenges, and policies. Bring northern perspective.	semi-annual meetings
Survey - Impact of new innovations/technology on mining occupations	WPSM led; northeast planning boards; mining and mining supply services	Conduct a research project and report on the impact of new innovations and technology on current and future mining skills and occupations.	March-April 2023
Forum - Impact of new innovations/technology on mining occupations	WPSM led; northeast planning boards; MineConnect	Host forum to share and discuss results of the above research project with mining and supply companies – to focus on new workforce skills required.	June 2023
Northern Ontario mining supply and services roundtable	chaired by MineConnect; various mining partners	Continue to participate at the roundtable to discuss current and emerging mining-related issues, forums and industry changes.	ongoing
Agriculture industry forum and discussions	OMAFRA; northeast planning boards; North ON Farm Innovation Alliance	Continue to participate in various food and agricultural conferences and roundtable consultations.	ongoing forum spring 2023
Construction research	Northeastern Ontario Construction Association (NOCA)	Conduct a survey of construction industry businesses on hiring practices, requirements, strategies and demand; continue to disseminate results.	survey complete ongoing

LMI in manufacturing	EMC (Excellence in Manufacturing Consortium)	Continue to support activities of the consortium with LMI	ongoing
Hospitality and tourism	OTEC (Ontario Tourism Education Corporation); various regional industry and municipal partners	Participate on regional advisory group; continue to provide LMI support and networking opportunities with local stakeholders.	ongoing

PRIORITY #4: support alignment between training/education and industry need

ACTION	PARTNERS	OUTCOME(S)	TIMELINE
Support Ontario Youth - apprenticeships	Ontario Electrical League; Support Ontario Youth (SOY)	Continue to support this initiative and possible uptake in Sudbury despite no current interest by employers; remain connected with SOY.	ongoing
Trade talks	WPSM lead; local colleges and trade employers	HDE event complete; plans to revisit trade talks for other skilled trades.	HDE event complete; revisit
Education Coordinating Team (ECT)	Area school boards; post secondary institutions; MLITSD	Continue to provide opportunities to increase ECT's knowledge re: employer needs to better align education and industry; various meetings and events held each year.	quarterly virtual meetings
Stellar Awards	WPSM led; Education Coordinating Team	Host bi-annual Stellar Awards event to recognize employers who provide exemplary learning experiences for students.	delayed to January 2023
GSCC online job portal	Greater Sudbury Chamber of Commerce; WPSM	Continue to support and sponsor GSCC job portal – free for Chamber member employers to post job vacancies.	ongoing
Employment Ontario (EO) network	WPSM; EO Service Providers	Regular consultations with EO services on EO data, LMI, EO network challenges, and needs of employers and job-seekers; support as requested.	annual consultations
Mining event planning committee	CEMI (Centre for Mining Innovation) lead; other mining stakeholders	Participate on planning committee to host a Partnership, Employment and Procurement event in 2024.	ongoing
Skilled trades fair	Enterprise Canada funded by MLITSD	Provided connections to local school boards, skilled trades' employers and unions to support this event.	complete
Support secondary and post secondary school planning and programs	WPSM – but initiated by educational institution	LMI research and data to support various requests on occupations in demand; program needed.	ongoing

Key Stakeholders & Resources

GOVERNMENT:
City of Greater Sudbury (Mayor, Council, staff)
FedNor
Local MPs and MPPS
Immigration, Refugees, Citizenship Canada (IRCC)
Ministry of Agriculture, Food & Rural Affairs
Ministry of Northern Development
MLITSD
Ministry of Health
Ontario Health (North)
Service Canada

ASSOCIATIONS:
BuildForce Canada
Canadian Mental Health Association
Excellence in Manufacturing Consortium
Northeastern Ontario Construction Association
Ontario Construction Secretariat
Ontario Tourism Education Corporation
MineConnect (former SAMSSA)
Provincial Building/Trades Council of Ontario

LABOUR:
Various unions/locals

ECONOMIC DEVELOPMENT/BUSINESS:
Local communities - economic development leads
Greater Sudbury Economic Development
LAMBAC
Greater Sudbury Chamber of Commerce
Sudbury East Chamber of Commerce
Société Économique de l'Ontario

INDUSTRY/BUSINESSES (in following sectors):
Professional, Scientific Technical
Construction
Education
Health, hospitals and long-term care
Information technology/high-tech
Mining and mining supply services
Retail
Transportation/Logistics
Television and film
Tourism and Hospitality

INDIGENOUS ORGANIZATIONS:
Atikameksheng Anishinabek
Gezhtoojig Employment & Training
Kenjgewin Teg

IMMIGRATION/INTERNATIONALLY TRAINED:
Sudbury Local Immigration Partnership
Rural Northern Immigration Pilot
Local Settlement services

TRAINING, EDUCATION AND EMPLOYMENT:
Cambrian College
Canadore College
Collège Boréal
Conseil scolaire catholique du Nouvel-Ontario
Conseil scolaire public du Grand Nord de l'Ontario
Employment Options Emploi
Employment Support Services, Greater Sudbury
Laurentian University
March of Dimes
Manitoulin – Sudbury District Services Board
Northern College
NOSM (Northern Ontario School of Medicine)
Rainbow District School Board
Spark Employment Services
SOY (Support Ontario Youth)
Sudbury Catholic District School Board
Tomorrow's Trades
YMCA Northeast Employment/Immigrant Services

RESEARCH AND INNOVATION:
CEMI (Centre for Excellence in Mining Innovation)
NPI (Northern Policy Institute)
NORCAT
MiHR (Mining Industry HR Council)

MEDIA:
CBC
CTV – northern Ontario
Northern Ontario Business
Manitoulin Expositor
Roger's Communication
Sudbury Star
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