

Local Labour Market Plan

2025-2026

research | reports | data | jobs

Workforce Planning for

**Sudbury
& Manitoulin**

Planification en main-d'oeuvre



Conduct research and analyze labour market data



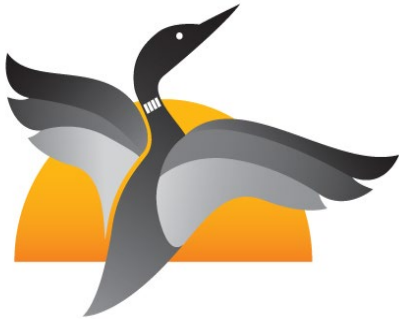
Identify current and emerging workforce issues and trends



Facilitate partnerships to support workforce development

Local Labour Market Plan

2025-2026



**Sudbury
& Manitoulin**

Workforce Planning
Planification en
main-d'oeuvre

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 25 local planning boards in Ontario funded by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD). 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) 2025-2026 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

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

Canada 

EMPLOYMENT
ONTARIO

Ontario 

This report was prepared by Elissa Petryna, Acting Executive Director
Workforce Planning for Sudbury & Manitoulin

The views expressed in this document do not necessarily reflect those of the Government of Ontario. The material contained in this report is drawn from various sources. We make no representation or warranty, expressed or implied, as to its accuracy or completeness. In providing this material, WPSM does not assume any responsibility or liability. The assistance of Tom Zyzis for his data analysis expertise, and Gwen Boyd, Translator. The WPSM Board of Directors and local Employment Ontario Services are also thanked for their insights.

Table of Contents

| | |
|--|-----------|
| Shifting dynamics in our local labour market | 3 |
| About This Report | 4 |
| Labour Market Information – Indicators | 5 |
| • Census Area | |
| • Statistics Canada Data | |
| • Other Data Sources | |
| Greater Sudbury | 6 |
| • Number of Businesses by Employee Size Range June 2025 | |
| • Change in Number of Employers by Industry and by Firm Size June 2025 | |
| District of Manitoulin | 8 |
| • Number of Businesses by Employee Size Range June 2025 | |
| • Change in Number of Employers by Industry and by Firm Size June 2025 | |
| District of Sudbury | 10 |
| • Number of Businesses by Employee Size Range June 2025 | |
| • Change in Number of Employers by Industry and by Firm Size June 2025 | |
| Other Industry, Income and Migration Data | 12 |
| • Top Five Industries by number of businesses | |
| • Businesses with solo operators | |
| • Businesses with 200+ employees | |
| • Tax filers with employment income | |
| • Tax filers median employment income | |
| • Migration | |
| Local Data Sources and Research | 15 |
| • Local employer survey | |
| • Job Board: Jobs in Sudbury-Manitoulin (top 20 postings and wages) | |
| • Skilled Trades Ontario: Most active trades by journey person | |
| Employment Ontario (EO) Programs | 18 |
| • Background | |
| • Employment Services (ES) Data | |
| • New and Active Apprentices | |
| • Literacy and Basic Skills (LBS) Data | |
| • Better Jobs Ontario | |
| • Workplace Grants and Incentives | |
| EO Service Provider Consultations | 23 |
| Final Thoughts | 25 |
| Action Plan Update | 26 |
| Key Stakeholders and Resources | 29 |
| References & Other Sources | 30 |

Shifting dynamics in our local labour market

Each year brings new shifts and pressures within the labour market, requiring ongoing adjustment and recalibration. While many of the forces shaping today's labour market are familiar, their effects continue to evolve and, in some cases, intensify. Over the past several years, the lingering impacts of the COVID-19 pandemic, the rapid integration of artificial intelligence (AI), an aging workforce, and changing immigration policies have all played a significant role in shaping workforce conditions.

The pandemic, in particular, represented a profound disruption. While the number of businesses in the WPSM area continues to grow and the labour market has largely stabilized, several less visible impacts remain. Restaurants and retail businesses now operate with reduced hours or days compared to pre-pandemic norms, more employers have shifted toward solo or leaner business models, and hybrid work arrangements appear less common. At the same time, omni-channel service delivery has become an essential and permanent component of the local economy.

Demographic pressures associated with an aging workforce are also becoming increasingly evident. As experienced workers exit the labour market, others are delaying retirement or re-entering the workforce due to financial necessity or personal fulfillment. However, the pace of new labour force entrants has not been sufficient to offset these departures, creating ongoing challenges related to workforce replacement, knowledge transfer, and long-term labour supply.

Immigration has historically played a critical role in supporting labour force growth and addressing skill shortages. Recent changes to immigration and work permit policies, however, have introduced additional constraints, limiting employers' ability to recruit internationally. These shifts have added complexity to workforce planning, particularly in sectors that rely heavily on newcomer labour to fill persistent vacancies.

Artificial intelligence continues to expand across nearly every aspect of work and daily life. From generative AI tools and autonomous equipment to simulation-based training and AI-supported recruitment, these technologies are reshaping how work is performed. As a workforce planning board, monitoring the implications of AI on job demand, skill requirements, and workforce transitions remains a critical priority.

Despite ongoing change, several long-standing challenges persist. Many occupations remain in high demand, with labour needs continuing to outpace supply, even as conditions improve in some industries. Employers face increasing competition—both domestically and internationally—for highly skilled talent, while demand for entry-level and lower-skilled positions remains strong despite persistent recruitment and retention challenges.

The disconnect between education and employment also continues. While Work-Integrated Learning (WIL) opportunities are expanding, meaningful employer engagement remains essential. Too often, education and industry operate with misaligned expectations, each assuming the other will produce work-ready talent.

Compounding these workforce challenges are broader socio-economic pressures, including inflation, underemployment, mental health concerns, limited access to affordable housing and childcare, and transportation barriers. Despite ongoing efforts, these issues remain significant constraints on labour force participation and economic mobility.

As this labour market report illustrates, some conditions are improving while others remain stubbornly resistant to change. New pressures continue to emerge alongside long-standing structural challenges, underscoring the need for continued vigilance, adaptability, and collaboration as we navigate an increasingly complex and evolving world of work.

DATA OVERVIEW

WPSM BOARD AREA

Greater Sudbury
District of Manitoulin
District of Sudbury

Data and changes across various industries and LMI for each census area is provided where available, however some data is only available at a Sudbury CMA level.

LMI includes: labour supply and demand, industry growth/decline, local economy, jobs in demand by industry and current/emerging trends.

This report features Statistics Canada data on number of businesses, number of businesses by employee size and other variables.

Local data, research and consultations are used to further supplement information reported. This includes LMI from the WPSM Board of Directors (who represent local unions, businesses/industry leaders, employment services, education, and diverse organizations)

Learn more:
www.planningourworkforce.ca

About This Report

OVERVIEW

As one of 25 workforce planning boards across Ontario funded by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD), Workforce Planning for Sudbury & Manitoulin (WPSM) is mandated to monitor and respond to labour market trends and emerging issues that affect the local economy, workforce development, business growth, training, and employment outcomes.

This report draws on a range of Labour Market Information (LMI), including data from Statistics Canada and other evidence-based sources. These findings are supplemented by WPSM-led research and consultations with key stakeholders, including labour unions, employers and industry associations, employment service providers economic development organizations, educators, government representatives, and other community partners.

With the next national census not scheduled until May 2026, this report incorporates additional data where appropriate to address information gaps. Additional sources include industry-specific reports, insights from WPSM's online job portal, and data provided by the Employment Ontario division of MLITSD.

DEMAND SIDE

In trying to understand the local 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 over the last few years, we are still 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* (including the 2021 census) and data from *Employment Ontario (EO)* funded by 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 either.

ACTIONS

This report also provides a brief summary and update on the many labour market activities that WPSM leads or supports in local communities as well as expected activities over the next few years. This does not represent the numerous efforts that are underway to develop and grow our workforce.

Labour Market Information (LMI)

CENSUS AREA

As noted, WPSM is one of 25 workforce planning boards across Ontario and is responsible for conducting research and analyzing local LMI data in the following census areas: City of Greater Sudbury, the District of Manitoulin, and the District of Sudbury.

STATISTICS CANADA

CANADIAN BUSINESS COUNTS:

As part of WPSM’s annual review of labour market indicators, Statistics Canada’s Canadian Business Counts are examined to provide a snapshot of the number of business establishments within the community. This analysis also considers changes by establishment size and industry sector. Statistics Canada generally advises against using its semi-annual business counts as a longitudinal measure of business growth or decline. While acknowledging these limitations, WPSM uses comparative analysis as a supplementary data point to help inform our understanding of local business activity and employment trends.

TAX FILER DATA:

This section provides the latest labour market data for several variables, profiling such indicators as number of tax filers with employment income, median employment income, and net migration numbers based on a comparison of addresses from individual income tax returns for two consecutive years. Where available, data is provided for the Sudbury and Manitoulin Districts and Greater Sudbury, and/or for the economic region to illustrate trends at a broader level.

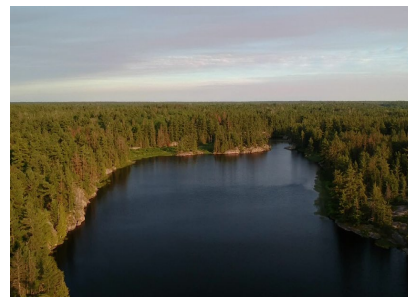
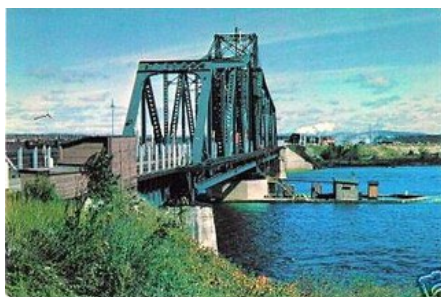
OTHER DATA SOURCES

Other data sources include: labour market insights from the [Jobs in Sudbury Manitoulin](#) job board hosted by WPSM; a survey of local employers; Skilled Trades Ontario; and Employment Ontario (on clients who use local employment services and literacy and basic skills programs). Also included is the number of new and registered apprentices. As noted, all data is supplemented with anecdotal information, consultations, and ongoing discussions with local stakeholders.

DATA LIMITATIONS

The City of Greater Sudbury is a designated Census Metropolitan Area (CMA) as the total population is 100,000+ (and 50,000+ live in the core). As a result, more LMI is available, but less LMI is available for the District of Sudbury or the District of Manitoulin.

Tax filer data is used in this report to understand employment income and migration patterns but is currently only available from 2018-2023.



Greater Sudbury

NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE

| TABLE 1 – GREATER SUDBURY NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE JUNE 2025 | | | | | | | | | | |
|---|---------------------|-------------|------------|------------|------------|------------|-------------|--------------|----|------------------|
| INDUSTRY SECTOR 2-DIGIT NAICS | NUMBER OF EMPLOYEES | | | | | | | | % | R A N K |
| | 0 | 1-4 | 5-9 | 10-19 | 20-49 | 50-99 | 100+ | TOTAL | | |
| 11 Agriculture | 76 | 11 | 7 | 4 | 4 | 0 | 0 | 102 | 1 | 18 |
| 21 Mining | 66 | 13 | 12 | 8 | 10 | 2 | 18 | 129 | 1 | 17 |
| 22 Utilities | 18 | 2 | 1 | 0 | 1 | 1 | 0 | 23 | 0 | 19 |
| 23 Construction | 566 | 256 | 125 | 85 | 52 | 20 | 9 | 1113 | 9 | 4 |
| 31-33 Manufacturing | 109 | 43 | 35 | 34 | 27 | 11 | 8 | 267 | 2 | 12 |
| 41 Wholesale Trade | 102 | 72 | 64 | 59 | 37 | 4 | 5 | 343 | 3 | 11 |
| 44-45 Retail Trade | 326 | 164 | 167 | 146 | 99 | 38 | 13 | 953 | 7 | 5 |
| 48-49 Transportation/Warehousing | 295 | 56 | 21 | 13 | 11 | 8 | 5 | 409 | 3 | 10 |
| 51 Information and Cultural | 84 | 20 | 21 | 5 | 6 | 1 | 2 | 139 | 1 | 15 |
| 52 Finance and Insurance | 622 | 56 | 35 | 44 | 20 | 7 | 2 | 786 | 6 | 7 |
| 53 Real Estate, Rental, Leasing | 3408 | 169 | 30 | 17 | 14 | 5 | 1 | 3644 | 28 | 1 |
| 54 Professional Scientific Tech | 804 | 226 | 54 | 56 | 31 | 16 | 9 | 1196 | 9 | 3 |
| 55 Management of Companies | 113 | 12 | 2 | 1 | 5 | 2 | 1 | 136 | 1 | 16 |
| 56 Administrative Support | 272 | 81 | 43 | 23 | 27 | 14 | 13 | 473 | 4 | 8 |
| 61 Educational Services | 93 | 17 | 14 | 6 | 7 | 0 | 10 | 147 | 1 | 14 |
| 62 Health Care & Social Assist | 745 | 339 | 110 | 121 | 76 | 10 | 22 | 1423 | 11 | 2 |
| 71 Arts, Entertainment & Rec | 135 | 24 | 19 | 15 | 15 | 6 | 3 | 217 | 2 | 13 |
| 72 Accommodation & Food | 132 | 53 | 84 | 89 | 84 | 20 | 6 | 468 | 4 | 9 |
| 81 Other Services | 492 | 220 | 89 | 61 | 26 | 5 | 3 | 896 | 7 | 6 |
| 91 Public Administration | 0 | 2 | 1 | 0 | 1 | 3 | 4 | 11 | 0 | 20 |
| CLASSIFIED BUSINESSES | 8458 | 1836 | 934 | 787 | 553 | 173 | 134 | 12875 | | |
| Percentage classified/unclassified | 68% | 14% | 7% | 6% | 4% | 1% | 1% | 100% | | |
| Cumulative percentage | 68% | 82% | 89% | 94% | 98% | 99% | 100% | | | |
| ONTARIO % classified/unclassified | 74% | 15% | 4% | 3% | 2% | 1% | 1% | | | |

SOURCE: Statistics Canada, Canadian Business Counts June 2025

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 NUMBER OF EMPLOYERS
BY INDUSTRY AND BY FIRM SIZE, JUNE 2024 TO JUNE 2025**

| INDUSTRY SECTOR | Firm size (# of employers) | | | | | Total # of firms June 2025 |
|---|----------------------------|------------|-----------|----------|------------|-------------------------------|
| | 0 | 1-19 | 20-99 | 100+ | Total | |
| Agriculture, forestry, fishing and farming | 2 | -2 | 0 | 0 | 0 | 102 |
| Mining and oil and gas extraction | 6 | 0 | 1 | 2 | 9 | 129 |
| Utilities | 2 | 1 | 0 | 0 | 3 | 23 |
| Construction | 24 | -4 | -2 | 1 | 19 | 1113 |
| Manufacturing | -3 | -9 | 0 | -1 | -13 | 267 |
| Wholesale trade | 2 | 4 | -3 | 2 | 5 | 343 |
| Retail trade | -27 | -2 | 6 | -4 | -27 | 953 |
| Transportation and warehousing | 28 | -1 | 1 | 1 | 29 | 409 |
| Information and cultural industries | -20 | 1 | -4 | 1 | -22 | 139 |
| Finance and insurance | -24 | 0 | -2 | 0 | -26 | 786 |
| Real estate and rental and leasing | 200 | -6 | 2 | -1 | 195 | 3644 |
| Professional, scientific and technical services | 26 | -5 | 6 | 1 | 28 | 1196 |
| Management of companies and enterprises | -6 | 0 | 1 | -1 | -6 | 136 |
| Administrative and support | 8 | 5 | -1 | 3 | 15 | 473 |
| Educational services | 16 | -4 | 1 | 1 | 14 | 147 |
| Health care and social assistance | 23 | 13 | -2 | 1 | 35 | 1423 |
| Arts, entertainment and recreation | 2 | -2 | 1 | 0 | 1 | 217 |
| Accommodation and food services | 2 | 10 | -2 | 1 | 11 | 468 |
| Other services | 31 | -8 | -1 | -1 | 21 | 896 |
| Public administration | 0 | 0 | 0 | 0 | 0 | 11 |
| Total net changes 2024-2025 | 292 | -9 | 2 | 6 | 291 | 12875 |
| Total net changes 2023-2024 | 503 | -31 | 11 | 4 | 487 | |
| Total net changes 2022-2023 | 394 | 3 | 36 | 3 | 436 | |

SOURCE: Statistics Canada, Canadian Business Counts, June 2022 – June 2025

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

Changes by employee size category remain consistent with prior years, though at a smaller scale. Growth continues to be driven by firms with no employees, while those with 1–19 employees experienced modest declines. Slight increases were observed among firms with 20–99 employees and those with 100 or more employees. Since June 2022, firm counts have generally increased, with the exception of continued declines among 1–19 employee firms in June 2024 and June 2025. Overall growth remains largely attributable to the expansion of businesses with no employees. Industry trends suggest likely employment growth in Mining, Quarrying, and Oil and Gas Extraction; Utilities; Transportation and Warehousing; Professional, Scientific and Technical Services; Administrative and Support Services; Educational Services; Health Care and Social Assistance; Accommodation and Food Services; and potentially Wholesale Trade. In contrast, trends indicate possible employment declines in Manufacturing and Other Services.

District of Manitoulin

NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE

| TABLE 2 – MANITOULIN DISTRICT NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE JUNE 2025 | | | | | | | | | | |
|---|---------------------|------------|------------|------------|------------|------------|-------------|-------------|----|------------------|
| INDUSTRY SECTOR 2-DIGIT NAICS | NUMBER OF EMPLOYEES | | | | | | | | % | R A N K |
| | 0 | 1-4 | 5-9 | 10-19 | 20-49 | 50-99 | 100+ | TOTAL | | |
| 11 Agriculture | 133 | 12 | 2 | 2 | 0 | 0 | 0 | 149 | 12 | 2 |
| 21 Mining | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 20 |
| 22 Utilities | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 10 | 1 | 18 |
| 23 Construction | 64 | 37 | 25 | 6 | 0 | 1 | 0 | 133 | 11 | 3 |
| 31-33 Manufacturing | 13 | 6 | 2 | 6 | 1 | 0 | 0 | 28 | 2 | 12 |
| 41 Wholesale Trade | 8 | 4 | 0 | 1 | 0 | 0 | 0 | 13 | 1 | 16 |
| 44-45 Retail Trade | 48 | 24 | 19 | 15 | 8 | 1 | 0 | 115 | 10 | 4 |
| 48-49 Transportation/Warehousing | 32 | 15 | 3 | 2 | 3 | 1 | 2 | 58 | 5 | 9 |
| 51 Information and Cultural | 5 | 5 | 1 | 1 | 0 | 0 | 0 | 12 | 1 | 17 |
| 52 Finance and Insurance | 27 | 4 | 6 | 1 | 0 | 0 | 0 | 38 | 3 | 11 |
| 53 Real Estate, Rental, Leasing | 153 | 15 | 0 | 1 | 1 | 0 | 0 | 170 | 14 | 1 |
| 54 Professional Scientific Tech | 60 | 21 | 2 | 2 | 1 | 1 | 0 | 87 | 7 | 7 |
| 55 Management of Companies | 8 | 0 | 1 | 0 | 0 | 0 | 0 | 9 | 1 | 19 |
| 56 Administrative Support | 25 | 12 | 0 | 1 | 3 | 6 | 0 | 47 | 4 | 10 |
| 61 Educational Services | 8 | 3 | 2 | 0 | 0 | 0 | 1 | 14 | 1 | 15 |
| 62 Health Care & Social Assist | 35 | 14 | 10 | 8 | 5 | 4 | 3 | 79 | 7 | 8 |
| 71 Arts, Entertainment & Rec | 18 | 3 | 2 | 2 | 0 | 0 | 0 | 25 | 2 | 13 |
| 72 Accommodation & Food | 52 | 21 | 14 | 9 | 3 | 1 | 0 | 100 | 8 | 6 |
| 81 Other Services | 66 | 24 | 9 | 2 | 2 | 1 | 1 | 105 | 9 | 5 |
| 91 Public Administration | 0 | 0 | 1 | 5 | 5 | 6 | 2 | 19 | 2 | 14 |
| CLASSIFIED BUSINESSES | 768 | 221 | 99 | 64 | 32 | 22 | 9 | 1215 | | |
| Percentage classified/unclassified | 65% | 18% | 8% | 5% | 3% | 2% | 1% | 102% | | |
| Cumulative percentage | 65% | 82% | 90% | 95% | 98% | 99% | 100% | | | |
| ONTARIO % classified/unclassified | 74% | 15% | 4% | 3% | 2% | 1% | 1% | | | |

SOURCE: Statistics Canada, Canadian Business Counts June 2025

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 2024 TO JUNE 2025**

| INDUSTRY SECTOR | Firm size (# of employers) | | | | | Total # of firms June 2025 |
|---|----------------------------|-----------|-----------|----------|-----------|-------------------------------|
| | 0 | 1-19 | 20-99 | 100+ | Total | |
| Agriculture, forestry, fishing and farming | 12 | 1 | 0 | 0 | 13 | 149 |
| Mining and oil and gas extraction | 1 | 0 | 0 | 0 | 1 | 4 |
| Utilities | -1 | 0 | 0 | 0 | -1 | 10 |
| Construction | 16 | 1 | 0 | 0 | 17 | 133 |
| Manufacturing | -1 | 2 | -1 | 0 | 0 | 28 |
| Wholesale trade | 0 | 0 | 0 | 0 | 0 | 13 |
| Retail trade | 5 | -7 | -1 | 0 | -3 | 115 |
| Transportation and warehousing | -2 | 0 | -1 | 0 | -3 | 58 |
| Information and cultural industries | -1 | 0 | 0 | 0 | -1 | 12 |
| Finance and insurance | 0 | 0 | 0 | 0 | 0 | 38 |
| Real estate and rental and leasing | 4 | -3 | 0 | 0 | 1 | 170 |
| Professional, scientific and technical services | -2 | 1 | 0 | 0 | -1 | 87 |
| Management of companies and enterprises | 0 | 0 | 0 | 0 | 0 | 9 |
| Administrative and support | 3 | -3 | 5 | -2 | 3 | 47 |
| Educational services | -2 | 1 | -1 | 0 | -2 | 14 |
| Health care and social assistance | 14 | -2 | 0 | 1 | 13 | 79 |
| Arts, entertainment and recreation | 2 | 1 | 0 | 0 | 3 | 25 |
| Accommodation and food services | -3 | 6 | -2 | 0 | 1 | 100 |
| Other services | 8 | 3 | -2 | 1 | 10 | 105 |
| Public administration | 0 | -1 | 1 | 0 | 0 | 19 |
| Total net changes 2024-2025 | 53 | 0 | -2 | 0 | 51 | 1215 |
| Total net changes 2023-2024 | 33 | 4 | 9 | 1 | 47 | |
| Total net changes 2022-2023 | 46 | 14 | -2 | 2 | 60 | |

SOURCE: Statistics Canada, Canadian Business Counts, June 2022 – June 2025

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 many cases, there was little to no net change when looking at industries by employee size. Where increases in the number of firms were observed, they were most often driven by growth among businesses with zero or 1–19 employees. This pattern was most evident in Agriculture, Forestry, Fishing and Farming; Construction; Health Care and Social Assistance; and Other Services. Across most other industries, gains and losses largely balanced each other out, resulting in only small overall increases or decreases. In a few sectors—including Retail Trade, Transportation and Warehousing, and Real Estate and Rental and Leasing—these combined changes suggest a possible decline in employment. Instances of no net change were most common among larger firms, particularly those with 20–99 employees and those with 100 or more employees.

District of Sudbury

NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE

| TABLE 3 SUDBURY DISTRICT NUMBER OF BUSINESSES BY EMPLOYEE SIZE RANGE JUNE 2025 | | | | | | | | | | |
|--|---------------------|------------|------------|------------|------------|-------------|-------------|-------------|----|------------------|
| INDUSTRY SECTOR 2-DIGIT NAICS | NUMBER OF EMPLOYEES | | | | | | | | % | R A N K |
| | 0 | 1-4 | 5-9 | 10-19 | 20-49 | 50-99 | 100+ | TOTAL | | |
| 11 Agriculture | 103 | 23 | 2 | 4 | 4 | 0 | 0 | 136 | 9 | 5 |
| 21 Mining | 8 | 2 | 1 | 0 | 1 | 0 | 1 | 13 | 1 | 17 |
| 22 Utilities | 8 | 1 | 1 | 1 | 0 | 0 | 0 | 11 | 1 | 19 |
| 23 Construction | 102 | 54 | 17 | 8 | 3 | 1 | 0 | 185 | 12 | 2 |
| 31-33 Manufacturing | 18 | 4 | 0 | 8 | 2 | 1 | 4 | 37 | 3 | 12 |
| 41 Wholesale Trade | 14 | 5 | 0 | 0 | 1 | 1 | 0 | 21 | 1 | 15 |
| 44-45 Retail Trade | 52 | 28 | 25 | 23 | 11 | 5 | 0 | 144 | 10 | 4 |
| 48-49 Transportation/Warehousing | 39 | 13 | 6 | 1 | 3 | 2 | 0 | 64 | 4 | 9 |
| 51 Information and Cultural | 9 | 5 | 2 | 2 | 0 | 0 | 0 | 18 | 1 | 16 |
| 52 Finance and Insurance | 39 | 3 | 5 | 1 | 2 | 2 | 0 | 52 | 4 | 10 |
| 53 Real Estate, Rental, Leasing | 216 | 17 | 4 | 3 | 0 | 0 | 0 | 240 | 16 | 1 |
| 54 Professional Scientific Tech | 75 | 13 | 1 | 5 | 1 | 0 | 0 | 95 | 6 | 7 |
| 55 Management of Companies | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 20 |
| 56 Administrative Support | 32 | 9 | 4 | 3 | 0 | 0 | 0 | 48 | 3 | 11 |
| 61 Educational Services | 9 | 2 | 1 | 0 | 0 | 0 | 0 | 12 | 1 | 18 |
| 62 Health Care & Social Assist | 41 | 14 | 3 | 16 | 6 | 0 | 3 | 83 | 6 | 8 |
| 71 Arts, Entertainment & Rec | 19 | 9 | 1 | 2 | 1 | 0 | 0 | 32 | 2 | 13 |
| 72 Accommodation & Food | 84 | 37 | 19 | 10 | 6 | 1 | 0 | 157 | 10 | 3 |
| 81 Other Services | 74 | 30 | 18 | 1 | 0 | 0 | 0 | 123 | 8 | 6 |
| 91 Public Administration | 1 | 3 | 1 | 9 | 6 | 5 | 2 | 27 | 2 | 14 |
| CLASSIFIED BUSINESSES | 949 | 272 | 111 | 97 | 47 | 18 | 10 | 1504 | | |
| Percentage classified/ unclassified | 65% | 17% | 7% | 6% | 3% | 1% | 1% | 100% | | |
| Cumulative percentage | 65% | 82% | 89% | 95% | 98% | 100% | 100% | | | |
| ONTARIO % classified/unclassified | 74% | 15% | 4% | 3% | 2% | 1% | 1% | | | |

SOURCE: Statistics Canada, Canadian Business Counts June 2025

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 2024 TO JUNE 2025 | | | | | | |
|--|----------------------------|-----------|-----------|-----------|-----------|----------------------------------|
| INDUSTRY SECTOR | Firm size (# of employers) | | | | | Total # of firms June 2025 |
| | 0 | 1-19 | 20-99 | 100+ | Total | |
| Agriculture, forestry, fishing and farming | -2 | 0 | 0 | 0 | -2 | 136 |
| Mining and oil and gas extraction | 3 | 2 | -2 | 1 | 4 | 13 |
| Utilities | 0 | 0 | 0 | 0 | 0 | 11 |
| Construction | 11 | 4 | 1 | 0 | 16 | 185 |
| Manufacturing | 3 | 0 | 0 | 2 | 5 | 37 |
| Wholesale trade | -4 | 1 | 0 | 0 | -3 | 21 |
| Retail trade | 5 | 6 | 0 | 0 | 11 | 144 |
| Transportation and warehousing | 2 | 1 | 1 | -1 | 3 | 64 |
| Information and cultural industries | -1 | 0 | 0 | 0 | -1 | 18 |
| Finance and insurance | 1 | -1 | 1 | 0 | 1 | 52 |
| Real estate and rental and leasing | 10 | 5 | -2 | 0 | 13 | 240 |
| Professional, scientific and technical services | 12 | -1 | 0 | 0 | 11 | 95 |
| Management of companies and enterprises | 0 | 0 | 0 | 0 | 0 | 6 |
| Administrative and support | 4 | 1 | 0 | 0 | 5 | 48 |
| Educational services | 1 | -1 | 0 | 0 | 0 | 12 |
| Health care and social assistance | 4 | -1 | -2 | 0 | 1 | 83 |
| Arts, entertainment and recreation | 0 | 1 | 0 | 0 | 1 | 32 |
| Accommodation and food services | 1 | 2 | -1 | 0 | 2 | 157 |
| Other services | 4 | -2 | 0 | 0 | 2 | 123 |
| Public administration | 0 | -1 | 0 | 0 | -1 | 27 |
| Total net changes 2024-2025 | 54 | 16 | -4 | 2 | 68 | 1504 |
| Total net changes 2023-2024 | 68 | 5 | 8 | 0 | 81 | |
| Total net changes 2022-2023 | 0 | 5 | 5 | -1 | 9 | |

SOURCE: Statistics Canada, Canadian Business Counts, June 2022 – June 2025

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

Sudbury District recorded an increase of 68 business firms, driven largely by growth among businesses with no employees, which accounted for 54 of the new firms. There was modest growth among firms with employees, including increases in firms with 1–19 employees, 20–99 employees, and a small gain among those with 100 or more employees, partially offset by a slight decline in the 20–99 employee category. Several industries experienced larger increases mainly due to growth among zero-employee firms, particularly in Real Estate and Rental and Leasing and Professional, Scientific and Technical Services. Construction and Retail Trade also saw growth across multiple firm sizes. Across most industries, net changes were minimal, typically between one and four firms. Where declines occurred, they were most often associated with reductions among businesses with no employees or those with 1–19 employees.

Other Industry, Income and Migration Data

TOP FIVE INDUSTRIES: by number of businesses

Last year, the top five industries remain relatively stable from year to year, as illustrated in Table 4. In Manitoulin, Construction moved into third place, Retail Trade dropped to fourth, and Other Services replaced Accommodation and Food Services in fifth. In Sudbury, Retail Trade rose to fourth place, pushing Agriculture, Forestry, Fishing and Farming to fifth.

Greater Sudbury shares four of the same top five industries by number of employers as Ontario, though rankings differ and Transportation and Warehousing is excluded. Both Manitoulin and Sudbury include Agriculture, Forestry, Fishing and Farming in their top five. Manitoulin also includes Other Services, while Sudbury includes Accommodation and Food Services. Neither area includes Professional, Scientific and Technical Services or Health Care and Social Assistance among their top five industries. Across the WPSM areas, the top five industries account for between 55% and 65% of all businesses, compared to 64% provincially.

| TABLE 4 - TOP FIVE INDUSTRIES BY NUMBER OF BUSINESSES: DISTRICTS OF MANITOULIN AND SUDBURY, GREATER SUDBURY AND ONTARIO (June 2024) | | | |
|---|--------------------------------|--|--|
| 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 |
| Construction | Accommodation & Food Services | Professional Scientific Technical Services | Construction |
| Retail Trade | Retail Trade | Construction | Transportation & Warehousing |
| Other Services | Agriculture, Forestry, Fishing | Retail Trade | Health Care & Social Assistance |

BUSINESSES with solo operators

In all three census areas, Real Estate & Rental & Leasing stands out in terms of the largest number of solo operators, considerably higher than the next two industries (except in Manitoulin, where Agriculture is a closer second). 73% to 76% 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. Otherwise, larger numbers of solo operators are found as follows:

GREATER SUDBURY: in Health Care and Social Assistance (especially offices of physicians, followed more distantly by offices of all other health practitioners, such as dieticians, naturopaths, midwives, as well as child day-care services); in Professional, Scientific & Technical Services (notably engineering services, administrative, general and other management consulting services); and in Finance and Insurance (60% of these solo operators are termed “*miscellaneous intermediation*” as they are investors who buy and sell for their own account).

MANITOULIN DISTRICT: in Agriculture, Forestry, Fishing & Farming (driven primarily by beef cattle ranching and farming); in Accommodation & Food Services (especially bed and breakfasts, housekeeping cottages, resorts and full-service restaurants); and in Construction (residential building construction, building contractors in equipment, foundations, structure, and exteriors).

SUDBURY DISTRICT: in Agriculture, Forestry, Fishing & Farming (combined beef cattle ranching and farming as well as logging, and dairy cattle and milk production); in Construction (residential building construction, equipment contractors and finishing contractors); and in Accommodation and Food Services (mainly in hunting and fishing camps, resorts, RV parks and campgrounds, and housekeeping cottages).

BUSINESSES with 200+ employees

GREATER SUDBURY: There are 37 firms with 200-499 employees and 17 firms with over 500 employees. Among firms with 500 or more employees, there are: 7 in the Educational Services (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); 2 in Administrative & Support (all in janitorial services); 2 in Health Care & Social Assistance (two general hospitals); 1 in Construction (industrial building and structure construction), and 1 regional government.

MANITOULIN DISTRICT: There are 5 firms with 200-499 employees: one in elementary and secondary schools, a home health care service, a child and youth services firm, and a First Nations public administration firm. There is also 1 firm with 500 or more employees, which is a general freight long-distance trucking firm

SUDBURY DISTRICT: There is one firm with 500 or more employees (a home health care service) and no firms with 200-499 employees. Last year, there were two (a sawmill, and a First Nations public administration firm). These firms appear to have experienced a drop in the number of employees and so they migrated to a smaller employee size category.

TAX FILERS with employment income

Employment income data is drawn from what is called tax filer data, derived from T1 income tax returns, where income tax forms filled out in the spring provide data on employment income in the previous calendar year. The tax filer data represents over 70% of the total population aged 15 years and older.

Table 5 shows the total number of tax filers with reported employment income for 2018 to 2023 (the most recent year for which there is data). Reported income includes wages, salaries, commissions, gratuities, and tips.

| TABLE 5 - TOTAL NUMBER OF TAX FILERS WITH EMPLOYMENT INCOME: GREATER SUDBURY, MANITOULIN DISTRICT AND SUDBURY DISTRICT 2018-2023 | | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Greater Sudbury | 84,460 | 83,600 | 83,140 | 82,590 | 85,710 | 89,060 |
| Manitoulin District | 5,500 | 5,290 | 5,470 | 5,360 | 5,590 | 5,650 |
| Sudbury District | 10,630 | 9,370 | 9,320 | 9,350 | 10,060 | 10,090 |
| Northeastern Ontario | 268,870 | 262,540 | 260,940 | 263,010 | 271,950 | 279,020 |

Statistics Canada, Income and Financial Data of Individuals, Preliminary T1 Family File, 2018-2023

In all WPSM areas and across northeastern Ontario, the number of tax filers with employment income in 2023 was higher than at any other time over the previous four years, with some noticeable changes since the peak years of the pandemic. The number of Greater Sudbury tax filers in 2023 were considerably higher than the previous three years.

TAX FILERS median employment income

For males and females in all the geographies profiled, median employment income dropped between 2021 and 2022; this is not because their wages fell in actual dollars, rather it is because when expressed in

2022 dollars, inflation in 2022 rose much faster than the increase in employment income that year, so in real terms, income dropped – which is how it felt, as earners faced rising prices and wages were not keeping up.

A few other observations regarding this data:

- The median employment income for males and females in Greater Sudbury is higher than that for Manitoulin and Sudbury, and indeed that for Northeast Ontario
- The male median employment income tends to fall within a range of values which is noticeably higher than that for females
- The one exception is the far lower median employment income for Manitoulin males
- Indeed, the median employment income for Manitoulin males had been consistently lower than the median employment income for Manitoulin females, generally by around \$2000 to \$4000; in 2022 that gap narrowed to less than \$400, but shot back up in 2023
- The median employment income for Manitoulin females had been higher than that for Sudbury females, some years by only a few dollars, other times by over \$2000; in 2022, Manitoulin females had a slightly lower median employment income than Sudbury females

MIGRATION

Migration data is derived from a dataset compiled by Statistics Canada using a comparison of addresses from individual income tax returns for two consecutive years. The data in this report covers tax years from 2018-2019 to 2022-2023. The figures for each year have been accumulated into a migration summary for the years 2018 to 2023.

Table 6 shows the net migration figures by age group between 2018/19 and 2022/23. Net migration is the difference between the number of individuals migrating into an area minus the number of individuals migrating out. A positive net figure means more individuals migrated in than migrated out.

| TABLE 6 – NET MIGRATION BY AGE GROUPS GREATER SUDBURY, MANITOULIN DISTRICT, SUDBURY DISTRICT 2018-2023 | | | | | | |
|---|-------------|--------------|--------------|--------------|-------------|--------------|
| AGE GROUP | 0-17 | 18-24 | 25-44 | 45-64 | 65+ | TOTAL |
| Greater Sudbury | 734 | 1969 | 3322 | 55 | 68 | 6148 |
| Manitoulin District | 254 | -22 | 272 | 658 | 26 | 1188 |
| Sudbury District | 375 | -54 | 461 | 925 | -148 | 1559 |

Statistics Canada, Tax filer (T1FF), Migration Estimates, 2018/2019 to 2022/2023

In the case of Manitoulin District, there was a net in-migration of 1,188 individuals between 2018/19 and 2022/23, with the largest number of in-migrants aged 45-64 years old. Manitoulin experienced small net losses of residents among those aged 18-24.

Similarly, in the case of the Sudbury District, there was a net in-migration of 1,559 individuals between 2018/19 and 2022/23, with net losses amongst those aged 18-24 and 65 years and older, however, there was a large influx of individuals aged 45-64 years old.

Greater Sudbury had a different profile of migrants by age, totalling 6,148 individuals with net increases in every age category, with especially large net in-migrants of those aged 18 to 24 and 25 to 44 years old.

Profiling the data by where migrants were coming from and going to provides further insight into migration patterns. Table 7 shows gender migration patterns from the census in 2018/19 combined with the 2022/23 period as per the following categories:

- Intra-provincial: movement to and from Ontario
- Interprovincial: movement to and from Canada, excluding Ontario
- International: movement to and from outside Canada

**TABLE 7 – NET MIGRATION BY SOURCE AND DESTINATION
GREATER SUDBURY, MANITOULIN DISTRICT, SUDBURY DISTRICT 2018-2023**

| | Intra-provincial | | Inter-provincial | | International | | TOTAL | |
|----------------------------|------------------|------------|------------------|-------------|---------------|-------------|-------------|-------------|
| | Males | Females | Males | Females | Males | Females | Males | Females |
| Greater Sudbury | 802 | 609 | -233 | -333 | 2870 | 2433 | 3439 | 2709 |
| Manitoulin District | 560 | 627 | -9 | -4 | 5 | 9 | 556 | 632 |
| Sudbury District | 855 | 680 | -10 | -52 | 39 | 47 | 884 | 675 |

Statistics Canada, Tax filer (T1FF) – Migration Estimates, 2018/19 to 2022/23

The largest number of net migrants to Manitoulin District and Sudbury District are from other parts of Ontario, with very few migrants from the rest of Canada or from international origins. Around 53% of intra-provincial net migrants coming to the Manitoulin District are female, while 56% of net intra-provincial migrants coming into the Sudbury District are male.

In Greater Sudbury, net international migrants account for most total net migrants by far. In fact, Greater Sudbury has fewer net migrants coming from other parts of Ontario or Canada than do the Manitoulin and Sudbury Districts combined.

Local Data Sources and Research

LOCAL EMPLOYER SURVEY

The [Employer Recruitment, Training and Retention Survey](#) provides insight into current workforce conditions across the WPSM area, drawing on feedback from over 100 local employers. The results highlight ongoing hiring activity alongside persistent recruitment and retention challenges. Despite continued efforts to adapt, employers are navigating a labour market shaped by workforce aging, skills mismatches, and broader socio-economic constraints. These local employers reported the following:

- Hiring remains strong but turnover is high: most employers hired in 2024 and plan to hire in 2025, largely to replace departing workers rather than expand.
- Labour shortages persist across skill levels: employers report difficulty filling both highly skilled roles (e.g., trades, engineers) and entry-level positions.
- Skills mismatches remain a key barrier: a lack of required skills, experience, and qualifications continues to limit employers' ability to fill vacancies.
- Workforce aging is increasingly evident: many employers rely on older workers, underscoring growing concerns around retirements, succession planning, and knowledge transfer.
- Housing, transportation, and childcare affect recruitment: non-workforce factors continue to constrain labour force participation and mobility.
- Training is valued but constrained: while most employers invest in training, cost, time, and retention risks limit participation.
- Technology and AI are reshaping skill needs: employers expect growing demand for upskilling and reskilling as technology adoption increases.

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 and several local employers. Job postings are updated daily and can be searched by industry, location, occupation (NOC – National Occupational Classification) and other categories. Features include links to: work from home jobs, tools to explore careers and location of occupation, as well as a portal for jobseekers and employers.

Data and average hourly wage “posted” as shown in Table 8 was taken from: Workforce Planning for Sudbury & Manitoulin Labour Market Insights Report as part of the Jobs in Sudbury-Manitoulin job board at: www.planningourworkforce.ca. Calculations were based on an average 40 hour work week and a bi-weekly pay period.

| TABLE 8 TOP - 20 ACTIVE ONLINE JOB POSTINGS BY NUMBER OF JOB POSTINGS GREATER SUDBURY JUNE 2024 – JUNE 2025 | | | |
|--|---|-------------------|----------------------------|
| 4-digit NOC | OCCUPATION TITLE | # of job postings | average hourly wage posted |
| 6410 | Retail salespersons and non-technical wholesale trade sales and account representatives | 1,249 | \$19.13 |
| 6510 | Cashiers and others sales support occupations | 719 | \$25.76 |
| 6520 | Food support occupations | 594 | \$18.46 |
| 1311 | Office administrative assistants - general, legal and medical | 546 | \$25.97 |
| 7330 | Transport truck and transit drivers | 544 | \$28.27 |
| 6002 | Retail and wholesale trade managers | 537 | \$24.75 |
| 6440 | Customer and information services representatives | 509 | \$21.72 |
| 7241 | Automotive service technicians | 479 | \$37.59 |
| 4410 | Home care provider occupations | 448 | \$25.06 |
| 4220 | Paraprofessional occupations in legal, social, community and education services | 447 | \$27.05 |
| 3130 | Nursing and allied health professionals | 443 | \$46.12 |
| 6531 | Cleaners | 426 | \$20.84 |
| 1110 | Auditors, accountants and investment professionals | 413 | \$33.26 |
| 1310 | Administrative, property and payroll officers | 384 | \$27.50 |
| 1410 | Office support and court services occupations | 361 | \$25.50 |
| 7511 | Trades helpers and labourers | 357 | \$23.33 |
| 7240 | Machinery and transportation equipment mechanics (except motor vehicles) | 353 | \$41.32 |
| 6320 | Cooks, butchers and bakers | 348 | \$21.21 |
| 3210 | Technical occupations in therapy and assessment | 333 | \$38.77 |
| 3310 | Assisting occupations in support of health services | 302 | \$27.04 |

Taken from: Labour Market Insights, Jobs in Sudbury-Manitoulin, June 2024- 2025

DATA LIMITATIONS: Wage data reported in Table 8 is different than average hourly wages that appear on Canada’s Job Bank as the job bank’s calculations are based on the entire country which greatly varies. As well, job vacancy data provided here does not include job vacancies that are advertised through word-of-mouth, company website postings, window signs and other methods used by employers.

SKILLED TRADES ONTARIO (STO):

[Skilled Trades Ontario](#) (STO) was established in 2021 under the *Building Opportunities in the Skilled Trades Act*, replacing the former Ontario College of Trades (OCOT). Operating as an agency of the Ministry of Labour, Immigration, Training and Skills Development, STO oversees Ontario’s apprenticeship system and skilled trades certification, promotes careers in the trades, and supports efforts to address skilled labour shortages.

STO is working in partnership with workforce planning boards across Ontario to provide localized data on compulsory trades, including information related to the number, age, and gender of certified journeypersons and apprentices. It is important to note that not all of Ontario’s 144 skilled trades are designated as compulsory. As a result, data is more limited for voluntary trades—such as carpentry—which do not require mandatory certification. Individuals working in compulsory trades must obtain a Certificate of Qualification by passing a certification exam and be registered with STO in order to legally practice.

As additional data becomes available, future reports will expand this analysis. For the current reporting period, Table 9 presents a snapshot of the top ten compulsory trades by number of journeypersons in Greater Sudbury as of March 2025. Apprenticeship-related information is included in the Employment Ontario (EO) Programs and Services section of this report.

| TABLE 9 - MOST ACTIVE TRADES BY NUMBER OF JOURNEYPersons, GENDER AND AGE IN THE COMPULSORY TRADES (GREATER SUDBURY) MARCH 2025 | | | | | |
|--|------|--------|----------|--------|-------------|
| TRADE | MALE | FEMALE | YOUNGEST | OLDEST | AVERAGE AGE |
| Construction electrician | 764 | 23 | 24 | 70 | 45 |
| Automotive Service Technician | 692 | X | 20 | 84 | 52 |
| Truck and Coach Technician | 518 | X | 21 | 84 | 54 |
| Hairstylist | 51 | 352 | 23 | 91 | 54 |
| Plumber | 222 | X | 24 | 91 | 47 |
| Refrigeration and Air Conditioning Systems Mechanic | 110 | X | 26 | 82 | 47 |
| Sheet Metal Worker | 91 | 0 | 28 | 83 | 49 |
| Steamfitter | 53 | 0 | 27 | 70 | 51 |
| Hoisting Engineer – Mobile Crane Operator 1 | 66 | 0 | 23 | 80 | 44 |
| Autobody and Collision Damage Repairer | 49 | 0 | 25 | 82 | 56 |

X indicates low counts between 1 and 4

Data provided by: Skilled Trades Ontario, 2025

Employment Ontario (EO) Programs and Services

DATA LIMITATIONS

EO data is presented in aggregate form for the entire WPSM catchment area. Data is also suppressed when the number of clients is too small for one specific category in order to protect privacy.

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

Client designations are based on self-identification.

Client numbers are driven by program requirements and MLITSD funding that is available.

EMPLOYMENT SERVICE PROVIDER CONSULTATIONS

Information from annual consultations is also provided in aggregate form.

GEOGRAPHIC AREAS

Greater Sudbury
Manitoulin District
Sudbury District

OVERVIEW

Employment programs previously delivered to highly barriered clients receiving [Ontario Works](#) (OW) or [Ontario Disability Support Program](#) (ODSP) supports have transitioned to the Employment Ontario branch of the Ministry of Labour, Immigration, Training and Skills Development. Funding to support these clients has been reduced, and while implementation is underway, the full impact of this shift on service delivery and outcomes is still emerging.

The Ministry has implemented a new Service System Manager (SSM) model across the province. Under this model, third-party contract holders oversee transfer payment agreements with local service providers and have authority to introduce system changes within their designated areas. Literacy and Basic Skills and Apprenticeship programs are not included in this transformation, and related impacts will be reflected in future reporting periods.

In northeastern Ontario, Collège Boréal was awarded the SSM contract, and the implementation of the new employment services framework began in early 2025. As these changes are still in the early stages, their effects are not captured in the current data but are expected to influence future reports.

EMPLOYMENT SERVICES (ES) DATA

Employment Services (ES) provide a range of support to assist individuals with preparing for and securing employment. Historically, ES locations across the WPSM catchment area have also operated in-person resource centres, offering jobseekers access to resume and application assistance, support with online job searches and government forms, as well as computers, job boards, and other employment-related resources. As Employment Services has now transitioned to the Service System Management (SSM) model, many providers have reduced or eliminated these resource centres due to changes in operating funding. These service delivery changes are expected to influence Employment Services data in future reporting periods.

Employment Services data included in this Local Labour Market Plan (LLMP) reflects both individuals who formally register as ES clients and those who access services without registration. The latter are classified as Resource and Information (R&I) clients. At present, ES providers are unable to offer direct employment services to international students seeking work; however, international students have historically been able to access resource centres where available.

Employment Services also offer human resources-related supports to employers, such as resume screening and interview assistance. These services are not formally tracked or promoted by the

Ministry and therefore are not reflected in the available data. During the reporting period, ES providers were able to offer additional financial supports to clients placed with employers, including assistance for required equipment, training, and mentorship. Under the new SSM model, the scope and availability of these supports remain unclear, as funding allocations will be capped and tied to assessed levels of client need as the system continues to be refined.

ES CLIENTS SERVED AND GENDER

It is clear from the data, that each year that mandatory public health guidelines related to the pandemic were in place, the number of clients registered were also impacted. However, although the number of clients has been increasing, they have not returned to pre-pandemic levels. Despite the pandemic, the gender breakdown continues to consistently show that more men use employment services than women; creeping that number to 59% depending on which employment service has been used.

Table 10 illustrates changes over the last five years regarding number of ES clients that were registered and the number of clients that used the ES resource and information centre.

| TABLE - 10 ES CLIENTS SERVED | | | | | |
|------------------------------|--------------|--------------|-------------|-------------|-------------|
| | 2024-2025 | 2023-2024 | 2022-2023 | 2021-2022 | 2020-2021 |
| NUMBER OF CLIENTS | | | | | |
| Assisted clients | 3064 | 2803 | 2645 | 2230 | 2012 |
| R & I clients | 14357 | 14635 | 6431 | 5274 | 4334 |
| TOTAL | 17421 | 17428 | 9076 | 7504 | 6344 |

It is important to note the consistency shown in R & I clients over last year. The number of R & I clients is almost entirely related to the influx on international students looking for work and that number has remained practically the same. Even though local employment services are unable to register an international student as a client, resource and information centres have traditionally been open to anyone, including students who are looking for work. It is our understanding that international students were often directed by their post secondary institution to go to local employment services for additional supports, even though, as noted, employment service providers were limited in terms of what they could provide.

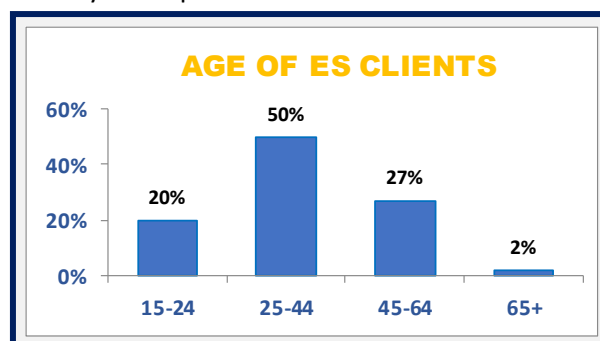
ES CLIENTS BY AGE GROUP

Similar to gender, the age of clients and the percentage they represent of overall clients that use local employment services has remained relatively stable over the last two years. It is important to note however, that during the EO consultations, it appears that older clients are using ES services more frequently than before.

ES CLIENTS BY DESIGNATED GROUPS

Clients who register with Employment Services (ES) are asked whether they wish to voluntarily self-identify as belonging to one or more designated groups, as defined by the MLITSD. Of the 3,064 individuals who registered as ES clients in 2024-25, 19% identified as Francophone, 15% as Indigenous, 22% as internationally trained, 13% as newcomer, and 8% as racialized.

Overall, the distribution of designated groups remained largely consistent with the previous year. The most notable change was an increase of approximately six percentage points among clients identifying as persons with a disability. It is important to interpret these figures with caution, as clients may select more than one designated group, which can affect proportional comparisons.



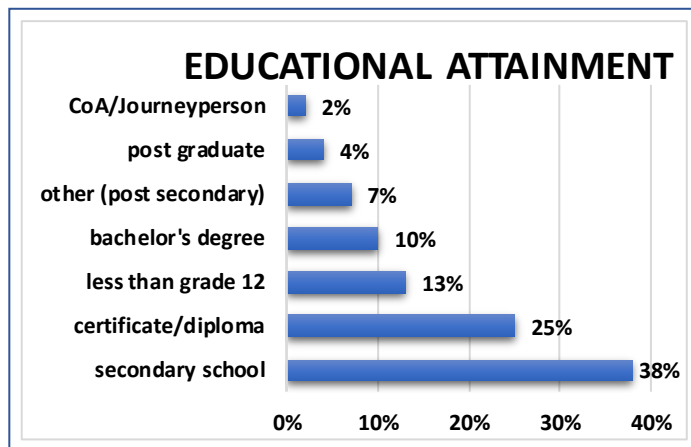
It should be noted that international students are not included in these designated group figures. While international students may access information and resources available at ES locations, they are not eligible to formally register as ES clients and are therefore excluded from this dataset.

ES CLIENTS BY EDUCATIONAL ATTAINMENT

Lower levels of educational attainment are widely associated with higher rates of unemployment and underemployment. Within the WPSM area, just over half (52%) of Employment Services (ES) clients have a secondary school diploma or less. In many cases, lower educational attainment is compounded by additional barriers to employment. At the opposite end of the spectrum, approximately 4% of ES clients hold a postgraduate degree.

In addition to educational credentials, ES assessments consider the extent to which clients' skills are transferable or may no longer align with current labour market requirements. This is particularly relevant for older clients whose training or work experience may not reflect evolving industry needs.

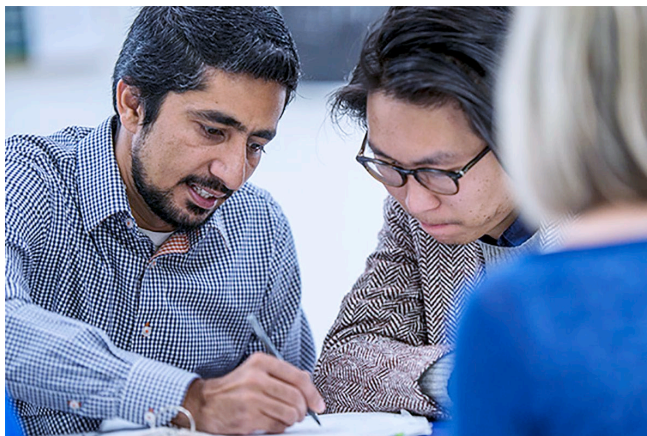
Overall, the educational profile of ES clients across the WPSM area has remained relatively stable in recent years. However, this distribution may shift as social service clients—who may have lower levels of formal education—transition into Employment Services under the new Service System Management (SSM) model.



ES CLIENTS BY OUTCOMES AT EXIT

Employment Services (ES) operate within annual performance targets established by the Ministry, including benchmarks related to client exits to employment, education, and training. In 2024-25, 52% of ES clients exited services to employment, consistent with the previous year. Of those who secured employment, 5% obtained work that was more closely aligned with their skills, profession, or training objectives. Employment outcomes include full-time and part-time positions, apprenticeships, and self-employment.

Among the remaining clients, 17% exited ES to pursue education or training, while 9% remained unemployed at the time of exit. The balance of clients exited to other outcomes, including independent status, inability to work, volunteer activity, or outcomes that were not specified.



NEW AND ACTIVE APPRENTICES

Concerns regarding the growing demand for skilled trades workers and the limited number of new entrants into the trades persist year after year. While considerable effort has been directed towards pre-apprenticeship programs and initiatives aimed at encouraging youth, women, and other underrepresented groups to pursue careers in the trades, apprenticeship intakes continue to fall short of industry demand.

The apprenticeship system remains complex to navigate, with multiple entry pathways and limited coordinated support to connect prospective apprentices with employers willing to sponsor them. Although programs such as the Ontario Youth Apprenticeship Program (OYAP) allow high school students to begin exploring apprenticeship pathways and transition into college-based trade programs, participation does not guarantee that an employer will offer an apprenticeship. Ultimately, hiring decisions rest with employers, which remains a significant bottleneck in the system.

Achieving journeyman certification requires several years of structured training, including extensive on-the-job experience under the supervision of a certified journeyman, completion of multiple levels of in-school instruction, and successful completion of a trade-specific Certificate of Qualification exam. While the COVID-19 pandemic introduced additional disruptions that temporarily reduced apprenticeship registrations, intake levels have begun to recover in recent years.

| NEW & ACTIVE APPRENTICES (2020-2025) | | | |
|---|--------------|---------------|----------------|
| | WPSM | NORTH | ON |
| 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 |
| New 2022-2023 | 702 | 1,970 | 27,178 |
| Active 2022-2023 | 2,327 | 6,726 | 89,482 |
| TOTAL 2022-2023 | 3,029 | 8,706 | 116,660 |
| New 2023-2024 | 756 | 2,041 | 26,296 |
| Active 2023-2024 | 2,535 | 7,302 | 95,343 |
| TOTAL 2023-2024 | 3,291 | 9,343 | 121,639 |
| New 2024-2025 | 731 | 2,187 | 28,848 |
| Active 2024-2025 | 2,856 | 8,090 | 105,396 |
| TOTAL 2024-2025 | 3,587 | 10,277 | 134,244 |

| NEW APPRENTICE REGISTRATIONS 2024-2025 | |
|--|----|
| SKILLED TRADE | # |
| Heavy duty equipment technician | 90 |
| Electrician (construction and maintenance) | 96 |
| Powerline Technician | 61 |
| General Carpenter | 94 |
| Automotive Service Technician | 60 |
| Truck and Coach Technician | 57 |
| Industrial Mechanic Millwright | 42 |
| Industrial Electrician | 40 |
| Plumber | 32 |
| Construction Craft Worker | X |
| X indicates low counts between 1 and 4 | |

with the goal of streamlining apprenticeship processes while maintaining regulatory oversight and accountability across all skilled trades.

Apprenticeship trends are also influenced by a range of factors, including the availability and location training programs, employer hiring activity, and the timing of capital projects – particularly in construction-related trade where demand is closely tied to project cycles and funding. As a result, the mix of trades attracting new apprentices can vary significantly from year to year. Current data indicates notable shifts in apprentice preferences, including a decline in new Construction Craft Worker apprentices, reflecting program availability despite the employer demand.

Finally, the governance of Ontario's apprenticeship system has undergone significant change. The former Ontario College of Trades has been formally dissolved and replaced by Skilled Trades Ontario (STO),

with the goal of streamlining apprenticeship processes while maintaining regulatory oversight and

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."



The total number of learners (new and carry-over in-person e-channel learners) for 2024-25 for the WPSM area was 1,660. This is nearly 120 more learners than the previous year. There was also a decrease in the number of clients who are women from 64% to 63% and an increase in clients who are men from 35% to 36%.

In terms of age, there was an increase in clients aged 15-24 from 28% to 30% and a slight increase from 50% to 52% were 25-44 years of age, which numbers have recovered from two years ago. The percentage of clients who were 45-64 years of age decrease from 18% to 15% and there was a slight decrease in clients 65 and older from 4% to 3%. In terms of actual numbers, this represents 55 people who are 65 and older.

During intake, LBS clients are asked about their *Learner Goal Path*. Clients are asked why they are using LBS services. WPSM area clients reported the following reasons: 47% for post-secondary; 22% for employment; 6% for independence; 6% for an apprenticeship; and 20% to obtain a high school credit. 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. All of these *Learner Goal Paths* remained relatively the same from the previous year.

BETTER JOBS ONTARIO

[Better Jobs Ontario](#) provides eligible candidates with skills training for in-demand jobs and provides up to \$28,000 in financial supports for costs related to tuition, books, instructional materials, and transportation. According to the Better Jobs Ontario website, this could also include a basic living allowance of up to \$500 per week and other expenses such as childcare, disability-related supports, and language training. The focus of Better Jobs Ontario is on training programs that take 52 weeks or less to complete.

Between 2024-2025, in the WPSM area: 111 clients took part in this program; 28 were female, 83 were male; 49% were between the ages of 22-44; however, only 24% became employed or continued their education/training. This represents a drop of 8% from the previous year and a 22% drop from 2023. Skills training programs that were approved locally are: Transport Truck Driver, Heavy Equipment Operator (except cranes) and Underground Production and Development Miner.

WORKPLACE GRANTS AND INCENTIVES

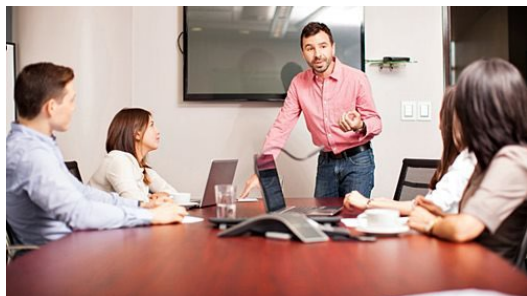
Funding opportunities, incentives, training grants and wage subsidies available through [Employment Ontario](#) change from year to year, so it is best to check this website to see what is available and how to access them. Grants such as the [Canada Ontario Job Grant](#) (COJG) have been offered for several years and provides direct financial support to all businesses who want to purchase training for their staff. During 2024-25, only 29 employers took advantage of this grant compared to 47 in the previous year. Other programs such as [Youth Job Connection](#) are focussed on youth. Last year, the Youth Job Connection and Youth Job Connection Summer helped 305 local youth find work compared to 376 youth in the previous year.

EO Service Provider Consultations

As part of its ongoing role as a workforce planning board, Workforce Planning for Sudbury & Manitoulin (WPSM) conducts annual consultations with local Employment Ontario (EO) service providers. While quantitative, evidence-based data is essential to understanding local labour market conditions, it represents only part of the overall picture.

EO managers and Employment Services (ES) providers work directly with both jobseekers and employers and bring valuable, on-the-ground insight to workforce analysis. Their experience and perspectives help contextualize labour market data and provide a clearer understanding of emerging trends, operational challenges, and workforce dynamics that may not be immediately visible through data alone.

Although overall client volumes remain below pre-pandemic levels, demand for EO services continues to be strong. ES providers remain actively engaged in supporting jobseekers as they navigate barriers to employment, while employers – despite post-pandemic recovery in many sectors - continue to face persistent attraction, recruitment, and retention challenges. Ongoing labour shortages mean that vacancies remain difficult to fill across a wide range of occupations. ES providers play a key role in bridging this gap by supporting both jobseekers and employers.



During the consultation process, WPSM explored a series of questions to better understand current challenges, specialized services being delivered, and strategies that have proven most effective. While ES providers operate under a common mandate, responses varied based on geographic context, local industry composition, client needs, and levels of ministry funding.

1. LABOUR MARKET TRENDS

The following questions were asked about some of the trends that ES providers were seeing.

WHAT INDUSTRIES ARE HIRING:

- ES providers noted that many industries are hiring, so many of the answers were not industry-specific but more specific to occupations that various industries share.
- For example, the highest number of industries hiring includes: industries that require specific skilled trades workers (construction, automotive and heavy equipment trades) and drivers (truck, school bus, delivery), social workers, security personnel, childcare workers, and workers in the health care industry (including hospitals and homecare).
- More limited demand was noted for management roles and cleaning services.

WHAT INDUSTRIES ARE NOT HIRING:

- Entry-level mining positions remain difficult to access, likely due to internal promotion practices.
- Many of the industries that traditionally provide entry level jobs (such as retail, food services, hospitality) are not hiring as they have in past.
- Fewer opportunities were reported in traditional IT roles, entry-level administrative positions, and government employment.

WHAT SKILLS ARE IN DEMAND:

- Employers are seeking multi-skilled individuals with strong soft skills, English as a Second Language (ESL), familiarity with AI and emerging technologies, a drivers' license, and bilingualism.
- Credentials in demand focussed on the skilled trades and those who are certified or licenced.

WHAT JOBS ARE IN DEMAND:

- Skilled trades positions, including mechanics, millwrights, heavy equipment operators.
- Health care roles such as personal support workers, and registered practical nurses.

- Select IT roles focused on cyber security and AI.
- Ongoing demand for some administrative support positions (including customer service, receptionist), education jobs (teaching, early childhood educators), social service jobs, highly skilled positions (mining) as well as seasonal, contract or low-wage jobs.
- Employers are seeking individuals who are considered multi-skilled in different areas or individuals who can move between roles and support multiple functions.

2. INDUSTRY CHANGES

ES providers shared some of the changes they have seen with industry hiring practices as follows:

LEVEL OF FLEXIBILITY:

- Employers across most industries are less flexible than in recent years.
- There is increased preference of the following: more experienced candidates; higher level of education even for low wage jobs; post-secondary education; and are hiring for less remote work opportunities.

3. EMPLOYMENT BARRIERS

CLIENT BARRIERS:

Individuals who are highly educated or skilled are less likely to access EO services. Many reported barriers are consistent with previous years and include:

- Unrealistic expectations related to wages, job requirements, and workplace norms.
- Some clients lack motivation and/or job readiness skills.
- Some clients have challenges related to: language proficiency, mental health, addictions, criminal records, food insecurity, and social isolation.
- Limited access to required equipment, with some employers expecting new hires to supply their own tools (e.g., safety footwear). Under the new Service System Management (SSM) model, funding to support these needs may be more limited.

MORE SYSTEMIC BARRIERS FOR CLIENTS:

- Structural barriers continue to affect labour market participation, including limited access to affordable housing, childcare, transportation, drivers' licenses, education and credentials, apprenticeship opportunities, digital skills, and valid work permits or documentation.
- Additional employer-related barriers include language requirements (bilingual or English-only workplaces) and age-related bias.

SUPPORTING SUCCESS IN THE FUTURE:

- Increase access to job coaching personal development supports, language training.
- Strengthening housing and mental health supports to address non-employment barriers.
- Expand digital literacy programming and build staff capacity to meet evolving client needs.
- Address employment service gaps for clients receiving Ontario Disability Support Program (ODSP) benefits.
- Support stronger governance, system coordination, and advocacy through sector leaders and changemakers.

Final Thoughts

Questions about the future of work continue to be top of mind for jobseekers, employers, educators, policymakers, and communities alike. While labour market data and forecasting models provide valuable insight, they cannot offer certainty. What is clear, however, is that the world of work remains in a state of ongoing change, shaped by technological advancements, demographic shifts, evolving worker expectations, and broader economic and policy pressures.

The findings throughout this report underscore a labour market that is adjusting. Employers continue to hire, yet struggle to attract and retain workers across a wide range of occupations. An aging workforce, ongoing skills mismatches, and limited labour force growth are placing pressure on workforce replacement and long-term sustainability. At the same time, recent changes to immigration policy and the transformation of employment services introduce new complexities that will influence workforce participation and support systems in the years ahead.



Workers and job seekers are also navigating a shifting landscape. Expectations around wages, flexibility, mental health, and work-life balance have become more pronounced, while barriers such as housing affordability, transportation, childcare, and access to credentials continue to limit labour market attachment for many individuals. The growing role of artificial intelligence and digital technologies further reinforces the need for continuous skills development and adaptability across all sectors.

Taken together, these dynamics point to a labour market at a crossroads. Addressing current and future workforce challenges will require coordinated efforts across employers, service providers, educators, governments, and community partners. As a workforce planning board, WPSM remains committed to monitoring these shifts, grounding decision-making in timely and evidence-based labour market information, and supporting strategies that strengthen workforce development, business growth, and economic resilience across the Greater Sudbury, Sudbury and Manitoulin Districts.

Action Plan Update

WPSM PRIORITY AREAS

Every year, the MLITSD asks all workforce planning boards to provide an update on some of the activities that will be supported 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. Here is a summary of priority areas and some of the actions that WPSM is or will be engaged in.

PRIORITY #1: support local labour market-related initiatives

| ACTION | PARTNERS | OUTCOME(S) | TIMELINE |
|--|---|--|---|
| Chamber of Commerce – committees, events, and resources | Greater Sudbury Chamber of Commerce (GSCC) and business-related members | Provincial Advisory Committee: participate as a member of this committee mandated to identify and address provincial matters that impact on local businesses – now restructured to combine provincial and municipal committee. Events 2025-26: participate in virtual or in-person roundtables and events related to the workforce. | one-year term ended Sept 2025 as appropriate |
| LMI and support | Sudbury East Chamber of Commerce | Provide support, sponsorship and sharing of information on LMI issues, initiatives, resources, and employer awards. | ongoing as requested |
| Indigenous workforce development | Kenjgewin Teg (KT) | Continue to provide LMI support and assistance as requested. | ongoing as requested |
| | Gezhootjig Employment and Training | Provide LMI support and offer to host ES provider consultations with their staff each year. | ongoing as requested |
| | Atikameksheng Anishinabek (Whitefish) | Provide LMI support and assistance as requested. | ongoing as requested |
| | N'Swakamok Friendship Centre | Shared resources and continue to outreach to participate in future events. | ongoing as requested |
| OYAP | All 4 area school boards (English and French) | Provide LMI and consultations on a broad range of trades and workforce development-related topics. | ongoing |
| Regional consultations; expert panel interviews | Signal49 Research; Future Skills Centre | Continue to participate where requested. | as requested |
| Immigrant – attraction and retention | Sudbury Local Immigration Partnership (SLIP) | Support SLIP, SLIP stakeholders and partners on immigrant attraction, recruitment, and retention efforts. | ongoing as requested |
| Rural Northern Immigration Pilot (RNIP) | City of Greater Sudbury | Continue to provide LMI support and job demand information (depends on IRCC funding) | ongoing as requested |
| Workforce development priorities | Greater Sudbury Economic Development; GSCC; EO services; and others | Continue to provide support to various local agencies on workforce development priorities and other relevant LMI data re: jobs in demand and consult them on an ongoing basis. | ongoing as requested |
| Services Spotlight Summit | Employment Options, DSAB, and others | Plans underway with EO and other services to host a networking event next fiscal. | complete ongoing as requested |
| Support local employers in hiring international talent | WPSM led; settlement services; RNIP and others | Initial WPSM resource disseminated; continue to work with others to support employers' knowledge on how to hire international talent. | ongoing activity |
| International students | WPSM led; all three post-secondary institutions; EO; GSCC; RNIP | Explore opportunities to connect international students who want to work and gain Canadian experience more directly with local employers. | ongoing as requested |
| Labour force attraction | Led by Greater Sudbury Mayor; taskforce members | Supported Move To Sudbury campaign. | Complete |

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

| ACTION | PARTNERS | OUTCOME(S) | TIMELINE |
|--|--|---|----------------------------|
| Health Human Resources taskforce | Ontario Health North – regional advisory team and other stakeholders | Ongoing outreach by WPSM; Ontario Health North regional team still waiting for priority approvals; WPSM will engage once they are ready. | No further action |
| Jill of all Trades | Cambrian College; OYAP at both English school boards | Supported Jill of all Trades for October 2023 event; continue to provide support (financial and swag) for October 2024 and 2025. | delayed to early 2026 |
| Filles dans les métiers | Collège Boréal; OYAP at French school boards | Supported Filles dans les Métiers for October 2023 event; continue to provide support (financial and swag) for October 2024 and 2025. | ongoing |
| FONOM (Federation of NEO Municipalities) | Labour Market Group; Far NE Training Board; AWIC | Plans to participate in the 2026 event. | May 2026 |
| 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. | ongoing |
| Government outreach | Initiated by stakeholders and by WPSM | LMI presentations - local MPs, MPPs, Mayors, Council members, economic development, MLITSD, MND. | ongoing |
| Jobs in demand report | WPSM led | Disseminate labour market jobs-in-demand reports; info taken from the WPSM job board. | semi-annual update reports |
| Mining workforce roundtable | Cambrian College; Greater Sudbury and mining leaders | Roundtable to begin discussions on a mining workforce strategy; WPSM report used to guide discussion. | ongoing support |

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

| ACTION | PARTNERS | OUTCOME(S) | TIMELINE |
|--|---|--|--------------------------|
| Labour market research | Collège Boréal - Service System Manager | Provide labour market information and insights to support SSM activities and committees. | ongoing and as requested |
| Labour market research - employer needs | Collaboration between all 4 workforce planning boards in the northeast | A survey of employers to identify jobs and skills currently needed and in the future. Two reports: WPSM area and northeast region. | complete |
| TV and film – entry level workforce development | Cultural Industries Ontario North (CION); local producers; economic development; unions | Renewed interest with CION and city economic development; conducted producer’s survey re: hiring practices; develop new resource for those interested in entering this industry. | complete |
| Portal: Jobs in Sudbury-Manitoulin Job Board | WPSM led | Continue to support job portal tools developed by Windsor-Essex workforce planning; upgrade as needed; ongoing reports and promotional activities. | ongoing activity |
| Workforce Planning Ontario (WPO) | Four County planning board (lead); other Ontario workforce planning boards | Provide support for the development of a new WPO website (financial and design input). | complete |
| Impact of new innovations/technology on mining occupations | WPSM led in collaboration with the Labour Market Group | Mining research project and report complete; ongoing dissemination with key stakeholders and mining leaders. | ongoing dissemination |
| 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. | no further action |
| 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; workforce issues do not appear to be a priority at this time. | complete |
| LMI in manufacturing | EMC (Excellence in Manufacturing Consortium) | Continue to support activities of the consortium; share information; provide LMI where appropriate. | ongoing |

| | | | |
|--|--|--|----------|
| Hospitality and tourism | OTEC (Ontario Tourism Education Corporation); various regional industry and municipal partners | Continue to participate on renewed advisory group; provide LMI support and networking opportunities with local stakeholders. | ongoing |
| Employer survey – social and community services | WPSM led | Conducted survey of social/community services employers to identify hiring practices, recruitment challenges, wages, etc.; prepare a report on the findings. | complete |
| Skilled Trades Ontario (STO) data sharing | WPSM; STO; Windsor Essex workforce planning | Developed parameters for data sharing; engaged other workforce planning boards across Ontario; use STO data in local LMI reports and presentations. | ongoing |

PRIORITY #4: support alignment between education/employment & industry need

| ACTION | PARTNERS | OUTCOME(S) | TIMELINE |
|--|--|--|-----------------------------------|
| 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; meetings and events held each year. | quarterly meetings |
| Stellar Awards | WPSM led; Education Coordinating Team | Host bi-annual Stellar Awards event to recognize employers who provide exemplary learning experiences for students; next event proposed for 2025. | delayed to May 2026 |
| Employment Ontario (EO) network | WPSM; EO Service Providers | Regular consultations with EO services on EO data, LMI, challenges/needs of employers and jobseekers. | annual consultations |
| Level-up skilled trades fair | Level up contract holder funded by MLITSD | Continue to provide connections to local school boards, skilled trades' employers and unions to support the annual Level-up event. | 2025 complete Next fair - 2026 |
| Support secondary and post secondary school planning and programs | WPSM – initiated by educational institution | LMI research and data to support various requests on occupations in demand; programs needed. | ongoing |
| Paramedic attraction, recruitment, retention | Sudbury paramedic services; Ontario Health North, local colleges | New advanced care paramedic program at Collège Boréal | ongoing as requested |

Key Stakeholders & Resources

GOVERNMENT:

City of Greater Sudbury (Mayor, Council, staff)
Local MPs and MPPS
Immigration, Refugees, Citizenship Canada (IRCC)
Ministry of Agriculture, Food and Agribusiness
Ministry of Northern Economic Development and Growth
Ministry of Labour, Immigration, Training and Skills Development
Ministry of Health - Ontario Health (North)
Public Health Unit – Sudbury & District

ASSOCIATIONS:

BuildForce Canada
Canadian Mental Health Association
COMPASS (child and youth services)
Excellence in Manufacturing Consortium
Northeastern Ontario Construction Association
Northern Ontario Farm Alliance
Ontario Construction Secretariat
Ontario Tourism Education Corporation
OVIN (Ontario Vehicle Innovation Network)
MineConnect
Sudbury District Restorative Justice
United Way

LABOUR:

Various unions/locals

ECONOMIC DEVELOPMENT/BUSINESS:

WPSM area - economic development leads
Greater Sudbury Economic Development
LAMBAC
Greater Sudbury Chamber of Commerce
Sudbury East Chamber of Commerce

INDUSTRY/BUSINESSES (following sectors):

Professional, Scientific Technical
Construction
Education (secondary & postsecondary)
Health, hospitals, and long-term care
Information technology/high-tech
Mining and mining supply services
Television and film
Tourism and Hospitality
Community and social services

INDIGENOUS ORGANIZATIONS:

Gezhtoojig Employment & Training
Kenjgewin Teg
N'Swakamok Friendship Centre
Indigenous Skills & Employment Training (ISET)

IMMIGRATION/INTERNATIONALLY TRAINED:

Sudbury Local Immigration Partnership
Rural Community Immigration Pilot / Francophone
Community Immigration Pilot
Local settlement services
Post-secondary leads – international students

TRAINING, EDUCATION AND EMPLOYMENT:

Cambrian College
Collège Boréal
Conseil scolaire catholique du Nouvel-Ontario
Conseil scolaire public du Grand Nord de l'Ontario
Employment Options Emploi
Laurentian University
March of Dimes
Manitoulin – Sudbury District Services Board
Ontario Disability Employment Network (ODEN)
Rainbow District School Board
SPARK Employment Services
SOY (Support Ontario Youth)
Sudbury Catholic District School Board
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 (radio)
Sudbury Star
Sudbury.com

References & Other Sources

Employment Ontario – Employment Services consultations: YMCA Employment Services and Immigrant Services; SPARK Employment; Employment Options; Option Emploi; Gezhtoojig Employment and Training; Northern Vocational Centre. November 2025.

Ministry of Labour, Immigration, Training and Skills Development. **Employment Ontario Services CaMS data. 2024-2025.**

Skilled Trades Ontario. **Most Active Trades by Journeyperson Age and Gender (Greater Sudbury).** Data accessed March 2025.

Statistics Canada. **Canadian Business Counts.** June 2025.

Statistics Canada. **Canadian Business Counts.** 2020-2025.

Statistics Canada. **Census of Population.** 2016 – 2021.

Statistics Canada. **Income and Financial Data of Individuals, Preliminary T1 Family File.** 2017-2022.

Statistics Canada. **Tax filer (T1FF) – Migration Estimates.** 2018/19 to 2022/23.

Workforce Planning for Sudbury & Manitoulin. **Balancing the potential impact of new innovations and technologies on the mining and mining supply services workforce over the next 3-5 years.** March 2023.

Workforce Planning for Sudbury & Manitoulin. **Jobs in Sudbury Manitoulin.** Job board and monthly labour market insights. 2024-2025.

Workforce Planning for Sudbury & Manitoulin. **Employee recruitment, training and retention survey 2025: balancing labour demand and supply.** October 2025.

