



# Labour Market RESEARCH STUDY

COUNTY OF SIMCOE

NOVEMBER 2022

STILETTO

# Executive Summary

Employers in Simcoe County are hiring. Businesses are planning to expand. Workers are seeking meaningful jobs with long-term career potential. And educators are preparing the workers of the future.

**By bringing together employers, workers, and educators, the County of Simcoe ensures the community continues to build a thriving economy – with the optimal mix of industries, talent, and training opportunities.**

Labour market analysis provides important data and intelligence by examining employment, business, and educational opportunities and how they fit together. The 2022 County of Simcoe Labour Market Research Study examines workforce, industry / business, and education assets in priority sectors as outlined in the 2021-25 County of Simcoe Economic Development Strategy. These priority sectors are comprised of manufacturing, agriculture and agri-food, tourism, professional, scientific, and technical services, and also include the growth-related sectors identified in the Western Ontario Wardens Workforce Strategy (health care and construction). The study covers an identification of local training programs, opportunities, and proposed programs to address gaps, including actionable next steps.

## Key Findings

- **The County of Simcoe’s six priority sectors have demonstrated resilience during the COVID pandemic:** While no sector was left unscathed by the COVID-19 pandemic, tourism and health care in the County were hit particularly hard. These two sectors are projected to grow in the future, but need strong, available talent to make these growth plans a reality.
- **Over half of employers surveyed in all six sectors plan to expand their businesses in the next five years (2023-28):** Given these expansion plans, aligning employer needs, available workforce, and education assets is important to ensure that these sectors can achieve sustainable long-term growth.
- **Several valuable opportunities exist for the County of Simcoe to strengthen education-workforce alignment:** Depending on the sector, strategies include leveraging existing programs, expanding enrolment for in-demand programs, introducing additional work-integrated learning opportunities, and increasing access to post-secondary education programs.
- **Newcomers and immigrants are an underutilized employee base:** Aligning the skills of current and future newcomer populations with available jobs will ensure that individuals can pursue meaningful careers in Simcoe County and businesses can continue to thrive. Additionally, removing barriers to

employment for current and future newcomers (e.g., credential recognition and language assessments / training) will ensure that newcomer residents' skills are being used to their fullest potential.

- **Soft skills are essential and are often lacking among candidates:** Among these skills are communications, leadership, relational skills (for the both digital and in-person interactions) and problem-solving skills.
- **Simcoe County has a strong work-life balance brand:** This brand can be harnessed to attract business and residents, including newcomers. Businesses in the professional, scientific, and technical services sector represent a particularly great opportunity for growth and would welcome the county's educated workforce.

## Recommendations

Please refer to Figure 5 for a full listing. There are two categories of recommendations provided:

- **Sector-specific recommendations** are tailored to the needs of each priority sector, though many relate to shared concerns and goals (e.g., enhancing education and awareness about career pathways; leveraging the expertise of newcomers, immigrants, and international students; and strengthening industry and education partnerships).
- **Cross-sector recommendations** focus on: fostering inclusive leadership; building soft skills; connecting the community through belonging and overcoming barriers; collaborating and learning across sectors; and connecting the ecosystem.

Each recommendation is directly tied to qualitative and quantitative data that are summarized in this report. In some cases, the reader is referred to the accompanying Appendices Document, where more detailed information is provided.

## Next Steps

**The recommendations in the report are a call to action, not only for the County of Simcoe but for its stakeholders in industry, education, and government.** A collaborative effort across stakeholder groups will ensure that diverse community needs are considered as recommendations are implemented.

The County of Simcoe has strong relationships with education and training partners that can be leveraged to meet the evolving needs of local industry and communities. Specifically, the relationship between Georgian College, Lakehead University, and the County of Simcoe is a model of local collaboration, respect, openness, and a common desire to advance prosperity for all county residents.

The willingness of the post-secondary institutions, community organizations, and industry partners to engage in / contribute to this project is a positive sign of the ecosystem's current and future health, social well-being, economic sustainability, and prosperity.

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# Introduction

## Purpose

The purpose of the project was to develop a Labour Market Research Study to help stakeholders in Simcoe County deliver programming that matches industry needs.

## Scope

This project supported the County of Simcoe's objective to strengthen linkages between educational providers, industry, and students. To this end, the project included primary and secondary research methodologies. Primary research was conducted, collected, and analyzed amongst the key partners and stakeholders identified by the county, which included:

- Educational and training organizations, including but not limited to formal post-secondary institutions
- Member municipalities through the working committee strategy session
- Industry partners from within its designated priority sectors (manufacturing; tourism; agriculture and agri-food; health care; professional, scientific, and technical services; and construction)
- Community support organizations, including those that support international students and newcomers
- Industry associations that support the sustainability, growth, and prosperity of the County of Simcoe's six priority sectors

Secondary research used Statistics Canada data primarily addressing the six priority sectors. This data did include analysis of other sectors for comparison purposes. Secondary research also incorporated in-demand job and skills data from the Work in Simcoe County job board website.

## Methodology

More than 15,700 data points were collected as part of the data aggregation and analysis. The process included the following assessments:

- Interviews and focus groups with 54 stakeholders across six priority sectors
- Survey responses from 392 employers
- Mapping of county ecosystem workforce, industry, and education assets
- Workforce and business counts from Statistics Canada

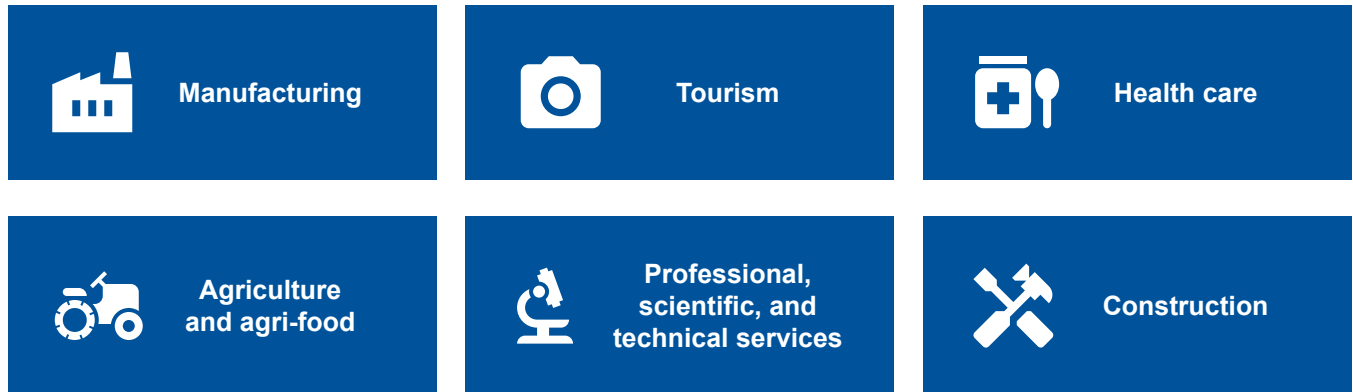
Conclusions are based on collection and analysis of information at the time of report preparation and are subject to change with market conditions.

## Prioritizing Key Sectors

Through previous collaborative efforts, including the 2021-25 County of Simcoe Economic Development Strategy,<sup>1</sup> four priority sectors were used (manufacturing; agriculture and agri-food; tourism; and professional, scientific, and technical

services) along with two additional growth-related sectors identified through the Western Ontario Workforce Strategy (health care and construction) (Figure 1).<sup>2</sup>

**Figure 1: County of Simcoe priority sectors, 2022<sup>3</sup>**



Source: County of Simcoe

## Stakeholder Outreach

Over the course of the project, 54 stakeholders were engaged from 25 different organizations reflecting varying industries and perspectives (e.g., post-secondary and other education and training organizations, industry, and support organizations).

## Occupational Trends

Data were analyzed using the North American Industry Classification System (NAICS) and Canada's National Occupational Classification (NOC).

### NAICS

NAICS is an industry classification system developed by the statistical agencies of Canada, Mexico, and the United States. Appendix VI details this classification system and the description within

each priority sector. The classification system provides a common industrial data framework across the three countries.<sup>4</sup> To remain within the scope of this project, only industries and industry groups categorized within the six priority sectors were used for research and analysis. Throughout the analysis, where sectors and programs outside of the priority sectors were relevant, this information was included as *Other*.

### NOC

NOC is a classification system in Canada used to describe and categorize occupations. By surveying the entire range of Canada's occupations, it provides a systematic way for the type of work undertaken by Canadians to be collected, analyzed, compared, and disseminated for labour market and employment-related information.<sup>5</sup>

Within the NOC system, there are four primary skill levels (A, B, C, and D) which describe the relationship between the skill and education level typically required to be employed within an occupation.<sup>6</sup> The education requirements generally associated with jobs at each skill level are as follows:

- Skill level A – university education
- Skill level B – college education, apprenticeship, or an equivalent level of on-the-job experience
- Skill level C – secondary school and / or on-the-job training
- Skill level D – only on-the-job training

These classifications were used to identify the skills that are most in demand in the county. Please refer to Appendix IV for more information about NOC codes, along with a breakdown and description of each skillset.

## Educational Alignment

Data about educational programs were gathered and categorized by sector. The number of programs in each sector were totalled to provide an idea of the number and proportion of programs across sectors. To assess the alignment between the workforce and educational assets in each sector, the proportion of workers in the sector was compared to the proportion of education programs. For example, tourism accounted for 19.6 percent of the priority sector workforce but only 4.7 percent of total educational programming supports.

## How to Use This Report

Data were gathered and analyzed focusing on County of Simcoe's six priority sectors, and the structure of this report reflects this categorization. The report is designed to support the County of Simcoe and its stakeholders to:

**Understand:** The report begins with background information about Simcoe County and a summary of all sector-specific and cross-sector recommendations, followed by snapshots of the research findings of the six sectors.

**Share:** Detailed sector analyses can be pulled out as stand-alone documents for stakeholders in each sector.

**Apply:** Report data and recommendations provide a starting point for planning and implementation and can be used to develop key performance indicators to measure and report progress.

## About Stiletto

Stiletto conducts market research and develops strategies for organizations focused on innovation. This work requires a collaborative approach, one that puts people first and values data. Stiletto's process brings communities together to envision concepts, generate evidence-based insights, and move bold ideas forward.

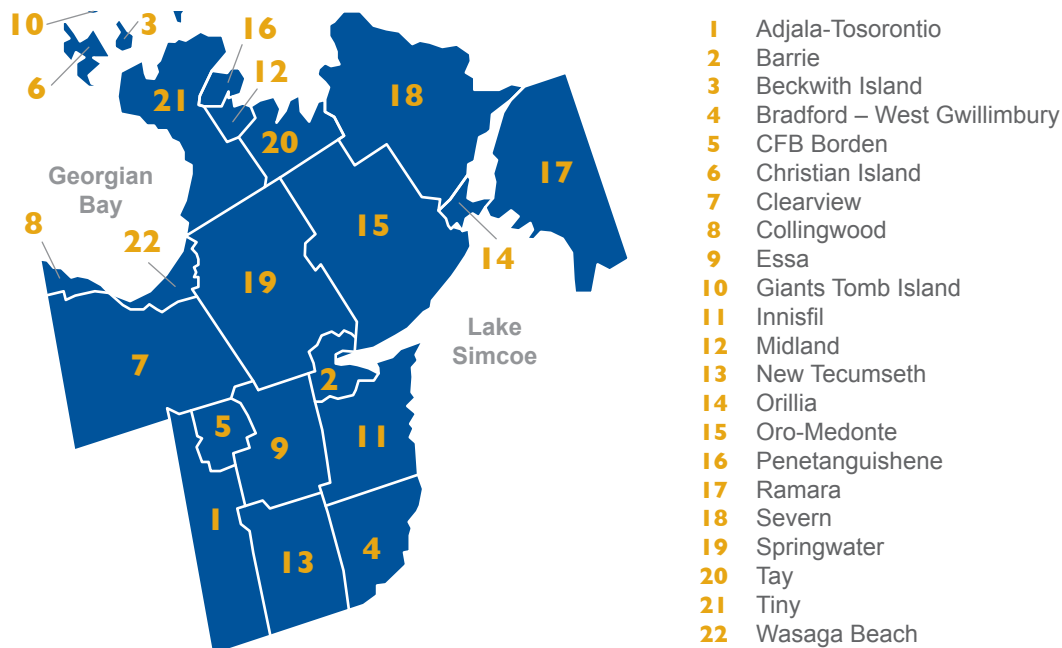
Clients across North America have included municipalities, colleges and universities, industry associations, science and technology companies, research and technology parks, innovation districts, and accelerators.

# Simcoe County at a Glance

Simcoe County consists of the County of Simcoe's 16 member municipalities, plus the cities of Barrie and Orillia which are separate from the county administratively, but are part of the county geographically and economically.<sup>7</sup> In addition, CFB Borden and two First Nations communities are also located within the geographic boundaries of the region (Figure 2).

*Note: Throughout this report, "the County of Simcoe" is used to refer specifically to the Corporation / upper-tier municipality, and "Simcoe County" is used to refer to the broader geographic region.*

**Figure 2: Simcoe County, its component municipalities, separated municipalities, and CFB Borden, 2022<sup>8</sup>**



Source: County of Simcoe

## A Growing Population

Simcoe County is a growing region. Based on the 2021 Census of Population, the county's population and demographic changes showed higher overall growth than that of the province of Ontario. **Between 2016 and 2021, the county's**

**population grew by 11.2 percent, far outpacing the provincewide population increase of only 5.8 percent.**<sup>9,10</sup> The estimated population of Simcoe County was 533,170 (2021), accounting for 3.7 percent of Ontario's total population.



The county had particularly higher population growth among younger age groups compared to other age demographics. The population aged zero to 14 years represented 16.3 percent of the overall population, and increased by 10.1 percent; comparatively, this population only grew by approximately two percent provincially.<sup>11,12</sup> In addition, the province’s working age population aged 15 to 64 years had an increase over twice

that of the province (8.2% versus 3.8%), and represented 63.8 percent of the county total, or 340,196 people.<sup>13,14</sup>

Some age groups had notable population decline. The population of young adults aged 20 to 24 years had a small decrease of 1.7 percent, while the population aged 50 to 55 declined significantly by 13.2 percent (Figure 3).

**Figure 3: Population by age group, Simcoe County, 2021<sup>15,16</sup>**

Age Group	Population		Percentage Increase from 2016 Census
	#	%	
0 to 14 years	87,050	16.3	10.1
15 to 19 years	29,245	5.5	0.8
20 to 24 years	28,720	5.5	-1.7
25 to 29 years	31,335	5.9	14.4
30 to 34 years	34,770	6.5	23.3
35 to 39 years	35,080	6.6	24.5
40 to 44 years	32,430	6.1	6.8
45 to 49 years	32,935	6.2	0.3
50 to 54 years	34,705	6.5	-13.2
55 to 59 years	41,580	7.8	11.6
60 to 64 years	39,400	7.4	23.5
65 years and over	105,920	19.9	22.8
<b>Total population</b>	<b>533,170</b>	<b>100.0</b>	<b>11.2</b>

Source: Statistics Canada

## Growth of Newcomer Population

Simcoe County has also seen significant growth in its immigrant\* populations.<sup>17</sup> As of 2021, there were 82,290 immigrants residing in Simcoe County.<sup>18</sup> This statistic represented a significant 33.6 percent increase from the immigrant

population at the time of the last Census (2016), and accounted for 15.7 percent of Simcoe County’s total population.<sup>19,20</sup> In comparison, the increase in immigrants provincially was less than a third of this rate at only 9.2 percent.

\*According to Statistics Canada, “Immigrant refers to a person who is, or who has ever been, a landed immigrant or permanent resident. Such a person has been granted the right to live in Canada permanently by immigration authorities. Immigrants who have obtained Canadian citizenship by naturalization are included in this group. In the 2021 Census of Population, ‘Immigrant’ includes immigrants who were admitted to Canada on or prior to May 11, 2021.” (“Immigrant,” Statistics Canada, October 18, 2022, <https://www23.statcan.gc.ca/imdb/p3Var.pl?Function=Unit&Id=85107>)

Between 2016 and 2021, 7,605 recent immigrants\*\* settled in Simcoe County, whereas only 4,115 recent immigrants relocated to the county between 2011 and 2016.<sup>21,22</sup> Among immigrants in the county that immigrated between 1981 and 2021, 11.1 percent had work and / or study permits before their admission to Canada, while an estimated 73.0 percent had no pre-admission experience.<sup>23</sup>

## The Need for Education and Training Analysis

As has been discussed, the county has seen significant population growth over the last decade, including among newcomer populations. It has seen 10.0 percent growth in the next generation of community members and workforce talent (ages zero to 14) since 2016. In the next five years, many of these community members will move from high school to post-secondary education, or to careers, and will enter a new stage of life.

For its current workforce talent, along with the next and future generations, Simcoe County must ensure it has a mix of education and training options that successfully support the six priority sectors. Based on current trends (on both the supply and demand side), a diverse mixture of credentials is essential for a thriving economy.

Consider the following key outcomes and impacts in today's education and training ecosystem:

- **Stackable credentials:** More than a third (33.7%) of those who earned an undergraduate degree

from a public post-secondary institution in Canada before the age of 25 in 2010 completed one or more additional educational qualifications between 2010 and 2016 (either a degree, a diploma, a certificate, or a combination of various qualifications).<sup>24</sup>

- **A learning nation:** The Government of Canada has articulated a vision for the country as a “learning nation.”<sup>25</sup> In this vision, Canadians are supported in their educational and career goals throughout their lifetime. This commitment to lifelong learning ensures greater resiliency to changing labour markets.
- **Economic impact of lifelong learning:** Additional credentials have economic impacts for those who earn them. When comparing two years before and two years after, the median income of those who completed a short-term credential rose faster, almost to the level of those who did not leave their jobs to go back to school, in almost all fields of study.<sup>26</sup>
- **Provincial priorities based on performance:** Starting in 2022-23, colleges and universities will be receiving funding from the Government of Ontario based on performance.<sup>27</sup> Many metrics are tied to labour force participation, along with skills and competencies.<sup>28</sup> More than ever before, post-secondary institutions must respond to industry needs to ensure students not only graduate but go on to secure employment opportunities in a related field, with commensurate income.<sup>29</sup> In addition, the province is also considering the local impact of student populations, including in experiential

\*\*According to Statistics Canada, recent immigrant (or new immigrant or newcomer) refers to a person who has been admitted to the country permanently in the five years preceding a census. In the 2021 Census, this period is January 1, 2016, to May 11, 2021.” (“Immigration, Place of Birth, and Citizenship – 2021 Census Promotional Material,” Statistics Canada, October 26, 2022, <https://www.statcan.gc.ca/en/census/census-engagement/community-supporter/immigration>)

learning.<sup>30</sup> In these and many other respects, post-secondary institutions are linked to the local community in tangible ways.

- **Better utilizing and serving the immigrant population:** Immigrant professionals tend to be underutilized upon their entry into the local workforce. Nationwide in 2021, 11.8 percent of immigrants in the labour force with a Canadian degree were overqualified (university degree-holders working at jobs requiring only a high school diploma). For immigrants with foreign degrees, the rate was even higher at 25.8 percent.<sup>31</sup> With Simcoe County’s growing immigrant population, it has an opportunity to bolster education and training through bridging programs and English Language Assessments (Appendix VII) to strengthen the workforce.

## Leveraging Key Assets Within Each Priority Sector

Figure 4 presents a high-level breakdown of the percentage of the county’s assets within each priority sector. There is fairly strong alignment between the allocation of education, workforce, and business assets for several sectors, such as construction, which is a leading workforce and business sector and also has a fair share of programming. Other sectors, such as manufacturing, have an opportunity to further develop training programs to ensure this sector is future-ready with a workforce that is technically skilled for tomorrow’s advanced manufacturing needs. There is also an opportunity in the professional, scientific, and technical services sector to strengthen alignment between the training programs available, the size of the workforce and number of businesses. This sector makes up 52.8 percent of training programs, yet only has 5.6 percent of Simcoe County’s workforce and 10.3 percent of its businesses.

**Figure 4: Percentage of key assets by sector, Simcoe County, 2021-22<sup>32</sup>**

Sectors	Education and Training Programs (2022)*	Workforce Counts (June 2021)	Business Counts (June 2021)
Agriculture and agri-food	0.3	6.7	5.2
Construction	7.8	12.4	15.9
Health care	11.0	11.9	8.4
Industry agnostic**	1.7	n/a	n/a
Manufacturing	17.9	10.9	2.7
Other	11.9	41.1	52.2
Professional, scientific, and technical services	52.8	5.6	10.3
Tourism	4.1	11.5	5.5

Source: Stiletto Analysis

\*Totals in this column do not sum to 100, as education and training assets support more than one sector in some cases. For example, the Worksite Safety – Training Centre offers a Forklift Safety course, which supports both construction and manufacturing

\*\*Industry agnostic refers to programs, workforce, and business counts that are affiliated with more than one sector (i.e., they support many different sectors and industries)

# Summary of Sector Analyses

This section provides an overview of the research findings and recommendations for the six priority sectors. Included are:

- Summary of Sector Analysis
- Priority sector snapshots
- Summary of recommendations and implementation partners

# Summary of Sector Analyses

As of June 2021, Simcoe County's total workforce was 203,985, and the number of businesses was 46,119.<sup>33,34</sup> Within this broader framework, Simcoe County's six priority sectors were reviewed: 1) manufacturing, 2) health care, 3) tourism, 4) professional, scientific, and technical services, 5) agriculture and agri-food, and 6) construction.

Simcoe County's workforce included 122,640 workers in the six priority sectors, with the largest workforce concentrated in the three sectors of construction, with 25,872 (21.1% of workers in the sectors); health care, with 24,761 (20.2% of workers in the six priority sectors); and tourism, with 23,977 workers (19.6% of workers in the six sectors).<sup>35,36</sup> Over half of employers surveyed across the six priority sectors reported that they plan to expand their businesses between 2023-28.

Stakeholder engagement revealed several shared concerns and goals across sectors. Drawing on stakeholder feedback and secondary research, opportunities were identified in five areas: fostering inclusive leadership; building soft skills; connecting the community through belonging and overcoming barriers; collaborating and learning across sectors; and connecting the ecosystem. These opportunities are described in greater detail in the Cross-Sector Analysis.

## Priority Sector Snapshots

A high-level summary of the findings for each sector is provided in this section; the Detailed Sector Analysis section provides a more in-depth examination of data for each sector.

### Manufacturing

The manufacturing sector accounted for a workforce of 22,643 (2021), with workers concentrated in the production of motor vehicles, plastic products, motor vehicle parts, cement and concrete parts.<sup>37</sup> The manufacturing sector had a total 22 net new businesses between 2015-21, with 40 individual industries seeing positive growth and another 34 seeing decreases.<sup>38,39,40</sup> With growth expected to continue in the next five years (2023-28), more entry-level job applicants are needed. In addition, the shortage of skilled tradespeople was an important challenge identified by stakeholders in interviews and survey responses, particularly since specialized training was required for many of the roles.

Considerable education and training resources existed for this sector, and these could be further enhanced with additional entry-level and degree programs and mentorships in areas such as mechatronics. The renowned Excellence in Manufacturing Consortium (EMC)<sup>41</sup> represented a substantial proportion of the training assets in this sector, but courses were currently restricted to those already working for member organizations in the sector.<sup>42</sup>

Stakeholders suggested that there was also a lack of public understanding of the opportunities and benefits that trade careers can offer. As a result, many young people were not aware of trades as a career option and were less likely to pursue these education and professional pathways.

## Health Care

The total health care workforce in Simcoe County was 24,761 (2021), making it the county's second-largest sector by employment, with workers concentrated in nursing care facilities, health and personal care stores, and offices of other health practitioners.<sup>43,44</sup> The sector also represented 8.5 percent of all businesses in the county and 17.7 percent of businesses in priority sectors.<sup>45,46</sup> Health care has experienced high growth in the county, with 6,262 additional workers between 2015-21, and a net increase of 806 new businesses during this period.<sup>47,48,49</sup> Growth is expected to continue, with 64.7 percent of surveyed organizations expecting to expand between 2023-28.<sup>50</sup>

Despite these gains, the international labour shortage in health care has been well-documented, as was widespread burnout among health care workers.<sup>51</sup> Provincial incentives have helped motivate additional workers to become personal support workers, but the sector has struggled to fill jobs. According to stakeholder feedback, local challenges were related to matching health care students with work placements, limiting the number of students that could be enrolled at one time.<sup>52</sup>

Health care education and training programs were under-represented relative to the size of the workforce, and most (74.7%) of training offerings were concentrated at Georgian College, including its online and continuing education departments, making it an important education partner. While there was overall alignment between programs and workforce counts, enrolment was not able to keep pace with demand. As with manufacturing,

the career pathways to health care professions were not always self-evident. A concerted effort to communicate career pathways could help ensure that young students have the information they need when making decisions about their next career steps.

## Tourism

The tourism workforce in Simcoe County comprised 23,977 workers (2021), predominantly within full-service restaurants and limited-service eating places, other amusement recreation industries, and traveller accommodation.<sup>53,54</sup> Between 2015-21, the number of businesses increased by 443, but the workforce declined by 1,976 workers.<sup>55,56,57</sup> It is likely that the pandemic was a major contributor to these losses, and a large contingent of those who left the workforce were international students who were forced to return home. Attracting these students to the county and to tourism roles was a priority for many of the businesses that were surveyed. Additionally, stakeholders shared that individuals working within the sector were doing so as part-time work and were not necessarily interested in a career within the sector on a long-term basis.

Most tourism businesses surveyed reported that they planned to expand their business operations 2023-28; this planned expansion, however, coincided with a gap in available workers for leadership and middle management roles.<sup>58</sup> The broader shortage of workers for entry-level jobs was also an immediate challenge, which was compounded by the competition from other sectors for this pool of workers.

Tourism education and training was under-represented relative to the size of the workforce. This lack of educational programming, however, was consistent with the emphasis on on-the-job training for most tourism jobs. While the lack of training requirements allowed for a large pool of job applicants, the sector's low-wage jobs made retention a challenge. Offering workers long-term career pathways and additional education opportunities could be a way for employers to help address this challenge.

## Professional, Scientific, and Technical Services

Professional, scientific, and technical services workforce comprised 11,446 workers, representing the smallest of the priority workforce sectors in Simcoe County, with workers concentrated in architectural, engineering, and related services; accounting, tax preparation, bookkeeping, and payroll; and management, scientific, and technical consulting.<sup>59,60</sup> Between 2015-21, the number of workers in this field increased by 4,171 (57.4%), and the number of businesses increased by 584 (14.0%).<sup>61,62,63</sup>

Generally, jobs in this sector require higher levels of training, and most survey respondents reported that a large proportion of future workers will require a college or university degree. Education programs in this sector were over-represented, at 52.8 percent of all programming. This over-representation may mean that there were more graduates available in the county than there were jobs in this sector. Expansion plans of many businesses may accommodate these graduates, as most survey respondents (75%) in

this sector reported that they planned to expand their business operations 2023-28. To further leverage graduates, Simcoe County may want to consider strategies to attract more businesses in this sector.

## Agriculture and Agri-Food

Agriculture and agri-food accounted for a workforce of 13,942 (2021), with workers concentrated in grocery stores; greenhouse, nursery, and floriculture production; and specialty food stores.<sup>64,65</sup> The number of workers in this sector increased by 612 between 2015-21, but the number of businesses decreased by 202.<sup>66,67,68</sup> Losses were larger in some industries, such as food merchant wholesalers, who lost nearly 900 workers over this period.<sup>69,70,71</sup> Businesses were bouncing back, however, with 66.7 percent of survey respondents reporting that they planned to expand between 2023-28.

Education and training programs were under-represented in this sector, with only two programs (0.3%) offered. Both programs were micro-credentials. By contrast, businesses in this sector reported that they would need new entry-level or front-line workers, and would also need skilled trades apprentices, experiential learning students, skilled trades journeypersons, and college and university graduates.<sup>72</sup>

## Construction

Simcoe County's construction workforce included 25,872 workers concentrated in building equipment contractors, residential building, and building finishing.<sup>73,74</sup> This sector was the largest by number of businesses, comprising 15.9 percent of all businesses in the county and

21.1 percent of priority sector businesses.<sup>75,76</sup> The workforce expanded by 6,185 workers during 2015-21, and the number of businesses rose by 877 during this period.<sup>77,78,79</sup> Business expansion was planned by 66.5 percent of survey respondents, and the specific nature of construction required industry-specific labour market growth strategies.

Construction education and training programs were under-represented relative to the size of the workforce, with only 9.1 percent of education programs supporting this sector. Almost half of jobs in the sector required a diploma or apprenticeship, and stakeholders shared that additional in-depth technical training would be valuable to the sector, particularly training that included work placements.





# Summary of Recommendations and Implementation Partners

For each recommendation, Figure 5 provides a non-exhaustive list of example organization(s) that can take a lead or supporting role to move the recommendation forward. Organizations taking the lead can assume any number of tasks including, but not limited to, initiating and facilitating discussions; setting terms of reference and scope of project; determining what other partners need to be in discussions / consultations; setting timelines and accountability metrics, among other tasks. Similarly, support organizations are those essential to the discussions / consultations. They can lend support through their expertise, experience, and community / organizational outreach, among other tasks.




Many of the partners listed shared experiences and insights during research and analysis that were instrumental in the findings and recommendations of this report. Their continued support and involvement are essential in the economic and social growth of Simcoe County. A first step for the County of Simcoe will be reaching out to these potential partners to confirm their willingness to lead / support the recommendations.



**Simcoe County's labour market includes over 200,000 workers and 46,000 businesses across all sectors.**

**Figure 5: Summary of implementation partners and implementation complexity by recommendation, County of Simcoe Labour Market Study, 2022<sup>80</sup>**

**Legend: Implementation complexity**

-  **Low:** Implementation can leverage existing channels of communications and / or existing programs
-  **Medium:** New channels of communications and / or new programs are required, with limited collaborative work across stakeholder groups
-  **High:** New channels of communications and / or new programs are required, with extensive collaborative work across diverse stakeholder groups

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Manufacturing	To encourage professional development in the manufacturing industry, promote, and leverage existing leadership programs (such as Manufacturing Leadership at Georgian College).	<ul style="list-style-type: none"> <li>• Post-secondary institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Local area associations (such as Excellence in Manufacturing)</li> <li>• County of Simcoe and area municipalities</li> </ul>	✓		
Manufacturing	<p>To encourage industry’s capacity to grow the sector workforce, promote and support training and government programs through information sessions and events, similar to events that <b>have been done in the past</b>.</p> <p>Ensure industry is aware of all the <b>resources and support</b> available to the manufacturing sector including <b>opportunities for PSE student placement subsidies</b>.</p>	<ul style="list-style-type: none"> <li>• County of Simcoe, with expertise from SMWDBLN and Employment Ontario</li> </ul>	<ul style="list-style-type: none"> <li>• County of Simcoe and area municipalities</li> <li>• Local area associations</li> </ul>	✓		

**Figure 5: Summary of implementation partners and implementation complexity by recommendation, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Manufacturing	Facilitate conversations with stakeholders across the ecosystem to explore funding opportunities (such as the Skills Development Fund) related to early mentoring and career pathway development, particularly among young equity-denied individuals who may not usually have access to such supports and networking opportunities.	<ul style="list-style-type: none"> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>Local area associations</li> <li>Local Immigration Partnership</li> <li>Ethnic Mosaic Alliance</li> </ul>		✓	
Manufacturing	<p>Increase public awareness, particularly among young students, women, and newcomer populations, of the demand for, benefits of, and diversity in the trades.</p> <p>Ensure groups that are historically under-represented in manufacturing are made aware of ways to engage at an early age, with the industry (examples: promote the Annual Women in Manufacturing Success Forum and consider sponsoring attendance for women of all ages in Simcoe County; develop tours of local manufacturing facilities for youth, including high school and post-secondary students, as has been done in Nova Scotia recently)</p>	<ul style="list-style-type: none"> <li>School boards</li> <li>Post-secondary institutions</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Annual Manufacturers Forum (committee / organizers)</li> <li>Ontario Youth Apprenticeship Program (OYAP) coordinators</li> <li>SMWDBLN</li> <li>Area municipalities</li> </ul>		✓	
Manufacturing	Work with the school board to ensure high schools have machine shops to support curiosity and learning. <b>This work has already started</b> , and can be encouraged through the rest of Simcoe County.	<ul style="list-style-type: none"> <li>School boards</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Annual Manufacturers Forum (committee / organizers)</li> <li>OYAP coordinators</li> <li>SMWDBLN</li> <li>Area municipalities</li> <li>Post-secondary institutions</li> </ul>		✓	
Manufacturing	To address the shortage of skilled tradespeople and misconceptions of what it means to be a skilled tradesperson, create trades career path messaging that is clear and compelling. Leverage existing materials, such as <i>Apprenticeship and Careers in The Skilled Trades: A Guide For Educators</i> (page 11). <sup>81</sup>	<ul style="list-style-type: none"> <li>SMWDBLN</li> <li>School boards</li> </ul>	<ul style="list-style-type: none"> <li>County of Simcoe and area municipalities</li> </ul>	✓		

**Figure 5: Summary of implementation partners and implementation complexity by recommendation, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Manufacturing	To address the shortage of skilled tradespeople and misconceptions of what it means to be a skilled tradesperson, engage parents in job career fairs and events. Encourage participation and knowledge transfer of what it means to be in the trades.	<ul style="list-style-type: none"> <li>School boards</li> </ul>	<ul style="list-style-type: none"> <li>County of Simcoe and area municipalities</li> <li>SMWDBLN</li> <li>Local area associations</li> </ul>		✓	
Manufacturing	Facilitate conversations to explore whether a partnership between post-secondary institutions and the Excellence in Manufacturing Consortium to increase PSE access to programs and to provide the Consortium with broader reach.	<ul style="list-style-type: none"> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>Excellence in Manufacturing</li> <li>Local area associations</li> </ul>			✓
Health care	Explore opportunities to develop more talent in the health care sector by ensuring post-secondary institutions have strong industry partners for placement opportunities across the sector. Propose placement criteria that prioritizes local students as a long-term strategy for hospitals to strengthen retention of students and future workforce.	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> </ul>	<ul style="list-style-type: none"> <li>Leaders within health care institutions</li> <li>County of Simcoe and area municipalities</li> </ul>		✓	
Health care	Explore future opportunities with leading health care education provider Georgian College to expand the workforce in health care through credential recognition and occupation-specific language training among newcomer populations in the county.	<ul style="list-style-type: none"> <li>Local Immigration Partnership</li> <li>Credential Recognition Organization - TBD</li> </ul>	<ul style="list-style-type: none"> <li>Leaders within health care institutions</li> <li>Post-secondary institutions</li> </ul>			✓
Health care	Work with existing community and post-secondary partners to ensure existing foundational training (e.g., communications, professionalism) is being taught to health care students.	<ul style="list-style-type: none"> <li>Leaders including Simcoe County Hospital Alliance (SCHA) or others with relevant experience</li> </ul>	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>SMWDBLN</li> </ul>	✓		

**Figure 5: Summary of implementation partners and implementation complexity by recommendation, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Health care	Consider working with health care industry leaders to ensure staff receive training to support strong and resilient mental health, such as that offered through <a href="#">The Working Mind First Responders</a> program. <sup>82</sup>	<ul style="list-style-type: none"> <li>The Canadian Mental Health Association Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>County of Simcoe</li> <li>Leaders within health care institutions, including SCHA</li> </ul>		✓	
Health care	Work with local school boards and guidance counsellors to ensure students are aware at an early age of the diversity of career pathways in the health care sector. In addition, work with industry and post-secondary schools to articulate the diversity of career options.	<ul style="list-style-type: none"> <li>School boards</li> <li>Leaders within health care institutions, including SCHA</li> </ul>	<ul style="list-style-type: none"> <li>County of Simcoe and area municipalities</li> <li>Post-secondary institutions</li> </ul>		✓	
Tourism	Co-develop and execute (with education and training partners) communication related to existing tourism-related training programs to workforce and industry.	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>Regional Tourism Organization 7</li> <li>Tourism Simcoe County</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>SMWDBLN</li> </ul>	✓		
Tourism	Host a Tourism Summit with the goal of co-developing strategies to strengthen employee retention and engagement. Include sector experts in the Summit (such as <a href="#">Tourism HR Canada</a> ) to facilitate discussion and share knowledge broadly among Simcoe's key tourism stakeholders.	<ul style="list-style-type: none"> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Regional Tourism Organization 7</li> <li>Tourism Simcoe County</li> <li>Tourism stakeholders</li> </ul>	✓		
Tourism	Work with post-secondary institutions to further embed sector-specific foundational (soft) skills development among the current and future workforce in Tourism. A <a href="#">recent report by the Hospitality Workers Training Centre (HWTC)</a> can act as a foundation for conversations and determining next best steps.	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>Regional Tourism Organization 7</li> <li>Tourism Simcoe County</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>SMWDBLN</li> </ul>	✓		

**Figure 5: Summary of implementation partners and implementation complexity by recommendation, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Professional, scientific, and technical services	Strengthen soft skills among students in professional, scientific, and technical services by working with community and post-secondary partners to ensure existing foundational training that is currently available is being adopted.	<ul style="list-style-type: none"> <li>SMWDBLN</li> </ul>	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> </ul>		✓	
Professional, scientific, and technical services	To address a missing middle management that was noted across the professional, scientific, and technical services sector, coordinate a cross-industry mentorship program that pairs early-career employees with more seasoned talent. Explore professional association offerings for models / opportunities that could be adapted (e.g., <a href="#">OSPE's mentorship program</a> ).	<ul style="list-style-type: none"> <li>Industry leaders representing priority sectors</li> <li>Organization that offers mentorship - TBD</li> </ul>	<ul style="list-style-type: none"> <li>Professional associations</li> <li>Entrepreneurship ecosystem partners</li> <li>County of Simcoe</li> </ul>		✓	
Professional, scientific, and technical services	To encourage industry to seek local talent for the next generation of its employees, create a targeted campaign to show local companies how programs and students align with their needs; activities could include post-secondary schools hosting open houses / tours targeted at local businesses.	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Area municipalities</li> <li>Local businesses</li> </ul>	✓		
Professional, scientific, and technical services	Target business development and retention in sectors where professional, scientific, and technical services graduates are needed. Simcoe County has a competitive advantage to other jurisdictions in that a ready and skilled workforce currently outnumbers the available jobs in this sector.	<ul style="list-style-type: none"> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Local businesses</li> <li>Business associations whose reach extends beyond the County of Simcoe (to encourage businesses to relocate)</li> </ul>		✓	
Agriculture and agri-food	Work with education and training institutions to proactively target organizations in the sector to connect them with work-integrated learning opportunities including in applied research and capstone courses with industry in the sector.	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Local associations such as the Simcoe County Federation of Agriculture and Holland Marsh Grower's Association</li> </ul>	✓		

**Figure 5: Summary of implementation partners and implementation complexity by recommendation, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
<b>Agriculture and agri-food</b>	Work with education and training institutions to explore augmenting programming options to strengthen and expand diploma-, certificate-, and micro-credential level education opportunities (e.g., programs at <a href="#">Durham College</a> , <a href="#">University of Guelph</a> , and <a href="#">Fleming College</a> , and other post-secondary institutions).	<ul style="list-style-type: none"> <li>Local associations such as the Simcoe County Federation of Agriculture and Holland Marsh Grower's Association</li> <li>Post-secondary institutions</li> </ul>	<ul style="list-style-type: none"> <li>County of Simcoe</li> </ul>			✓
<b>Construction</b>	Establish new sector-specific events similar to <a href="#">Innovation Summit</a> and create spaces and places to share data and trends, and continue to effectively communicate these findings. Events like Innovation Summit create opportunities for collision and knowledge-sharing between stakeholders in a specific sector, creating and strengthening sector networks and clusters.	<ul style="list-style-type: none"> <li>Municipal and Regional Partners</li> <li>County of Simcoe</li> <li>SMWDBLN</li> <li>Local associations such as Simcoe County Home Builders' Association, and Barrie Construction Association</li> </ul>	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>Chambers of commerce</li> </ul>	✓		
<b>Construction</b>	To reach students at an early age (e.g., primary school), work with local school boards to ensure students are aware of career pathways. In addition, work with industry and post-secondary schools to articulate the diversity of career options in construction. Leverage existing groups such as the local <a href="#">Young Leaders Group</a> to host school events.	<ul style="list-style-type: none"> <li>School boards</li> <li>Local associations such as Simcoe County Home Builders' Association, and Barrie Construction Association</li> </ul>	<ul style="list-style-type: none"> <li>County of Simcoe</li> <li>Post-secondary institutions</li> </ul>	✓		

**Figure 5: Summary of implementation partners and implementation complexity by recommendation, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Construction	Develop and expand access to professional networks among newcomer populations to alleviate barriers to entering the construction industry.	<ul style="list-style-type: none"> <li>Local Immigration Partnership</li> <li>Ethnic Mosaic Alliance</li> </ul>	<ul style="list-style-type: none"> <li>County of Simcoe</li> <li>Local associations such as Simcoe County Home Builders' Association, and Barrie Construction Association</li> </ul>		✓	
Construction	Facilitate conversations with stakeholders across the ecosystem to explore funding opportunities related to early mentoring and career pathway development, particularly among young equity-denied individuals who may not usually have access to such supports.	<ul style="list-style-type: none"> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Post secondary</li> <li>Local area associations (such as Simcoe County Home Builders' Association)</li> <li>Local Immigration Partnership</li> <li>Ethnic Mosaic Alliance</li> </ul>		✓	
Cross-sector	Build on existing training (e.g., soft skills courses offered by SMWDBLN) and pilot training programs for jobseekers and employers, leaders, and supervisors, providing digital and physical badges, or similar visual markers. Employees and community members will recognize these leaders as those who believe in lifelong learning and investing in their own development.	<ul style="list-style-type: none"> <li>SMWDBLN</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Industry associations</li> <li>Regional economic development network</li> <li>Post-secondary institutions</li> </ul>		✓	
Cross-sector	Work with Sandbox to promote and bring more awareness to Sandbox DEI to ensure broad participation, including among industry, academia, and government. The program encourages and celebrates leaders in the community who are taking actionable steps toward an inclusive workplace, organization, etc. Additionally, continue to grow and promote Annual Newcomer Recognition (led by the Local Immigration Partnership).	<ul style="list-style-type: none"> <li>Local Immigration Partnership</li> <li>Chambers of commerce</li> <li>Ethnic Mosaic Alliance</li> </ul>	<ul style="list-style-type: none"> <li>County of Simcoe</li> <li>Community support organizations (such as United Way and YMCA)</li> </ul>		✓	



**Figure 5: Summary of implementation partners and implementation complexity by recommendation, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Cross-sector	Work with education providers to embed soft skill development in curriculum at all levels, including in middle and high schools.	<ul style="list-style-type: none"> <li>• SMWDBLN</li> <li>• School boards</li> <li>• Post-secondary institutions</li> </ul>	<ul style="list-style-type: none"> <li>• County of Simcoe</li> </ul>		✓	
Cross-sector	Provide additional language assessment services in Simcoe County to remove the most often cited barrier to accessing training and workforce development, including language training and provincially-funded bridging programs.	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• SMWDBLN</li> </ul>			✓
Cross-sector	Provide intercultural communications training to ensure that workplaces and learning spaces are safe and welcoming.	<ul style="list-style-type: none"> <li>• County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>• SMWDBLN</li> <li>• School boards</li> <li>• Post-secondary institutions</li> </ul>		✓	
Cross-sector	Continue to pursue the feasibility study for a welcome centre / multicultural centre. This centre would be particularly useful for newcomers and international students, many of whom work in the tourism sector.	<ul style="list-style-type: none"> <li>• Local Immigration Partnership</li> <li>• Ethnic Mosaic Alliance</li> <li>• Tourism Simcoe County</li> <li>• Regional Tourism Organization 7</li> </ul>	<ul style="list-style-type: none"> <li>• Province of Ontario</li> <li>• Community support organizations that can contribute to short- and medium-term funding (such as United Way and YMCA)</li> <li>• County of Simcoe</li> <li>• School boards</li> </ul>			✓
Cross-sector	Provide welcoming community outreach (e.g., meet-and-greets and networking events throughout the year) during students' academic careers (not only in orientation). These could be across all sectors (industry, academia, community).	<ul style="list-style-type: none"> <li>• County of Simcoe</li> <li>• Industry associations across all sectors</li> <li>• Community support organizations (such as United Way and YMCA)</li> </ul>	<ul style="list-style-type: none"> <li>• Post-secondary institutions</li> </ul>	✓		
Cross-sector	Continue to provide a job posting platform for local employers who are hiring.	<ul style="list-style-type: none"> <li>• County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>• SMWDBLN</li> <li>• Municipal and regional partners</li> </ul>	✓		

**Figure 5: Summary of implementation partners and implementation complexity by recommendation, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Cross-sector	Ensure industry and job seekers are aware and are utilizing the local job posting platform.	<ul style="list-style-type: none"> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Municipal and regional partners</li> <li>SMWDBLN</li> <li>Chambers of commerce</li> <li>Industry associations across sectors</li> </ul>	✓		
Cross-sector	Provide space and opportunity for industries across sectors to come together to discuss current successes and challenges, providing an opportunity to learn and innovate across sectors.	<ul style="list-style-type: none"> <li>County of Simcoe</li> <li>Municipal and regional partners</li> </ul>	<ul style="list-style-type: none"> <li>Chambers of commerce</li> <li>Industry associations across sectors</li> <li>Post-secondary representatives</li> </ul>		✓	
Cross-sector	Partner with educational institutions to provide modern snapshots / personas of what careers in various sectors look and feel like.	<ul style="list-style-type: none"> <li>SMWDBLN</li> <li>Post-secondary institutions</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Industry associations across all sectors</li> <li>School boards</li> </ul>	✓		
Cross-sector	Ensure industry is connected to educational institutions in mutually beneficial ways. For example, explore opportunities to develop industry case studies for classroom use; develop capstone courses that focus on an industry / problem; invite industry experts to give talks; host a “living lab” focused on advancing innovation in a particular sector; explore opportunities for more applied research projects that include industry partners.	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Industry associations across all sectors</li> </ul>	✓		
Cross-sector	Facilitate conversations between industry and educational providers to ensure programming aligns with industry needs.	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Industry leaders</li> </ul>	✓		

Source: Stiletto Analysis



# Creating a Made-in-Simcoe-County Ontario Bridge Training Program

The Ontario Bridge Training Program (OBTP) is designed to help internationally trained newcomers attain employment in the field in which they were trained or in a related field without duplicating their existing skills and education. Through the course of stakeholder engagement, many felt the absence of a made-in-Simcoe-County

OBTP left many workers under- / unemployed. Figure 6 highlights OBTP exemplar programs that display qualities such as leveraging multiple partners, offering job search support, professional network building, and focusing on one of the priority sectors that the County of Simcoe has identified.

**Figure 6: Summary of Ontario-based bridging program exemplars, 2022<sup>83</sup>**

**Legend:**

-  Refers to a program that is considered an exemplar. Exemplars display qualities such as leveraging multiple partners, offering job search support, professional network building, and focusing on one of the priority sectors that the County of Simcoe has identified.
-  Refers to an online program that is accessible to current eligible residents of the County of Simcoe.

Program Name / Website	Organization	Target	County of Simcoe Priority Sectors	Exemplar	Fully Online Delivery
Accelerated Building Environmental Systems Program (BES™)	Seneca College - Newnham Campus	“Internationally trained professional with a background in engineering, mechanical systems, construction, HVAC, or the trades” <sup>84</sup>	Tourism Construction	✓	
Building Code Skills Development for Internationally Trained Individuals	George Brown College of Applied Arts and Technology	“Internationally Trained Individuals (ITIs) with a background in construction, engineering, architecture, or related field” <sup>85</sup>	Construction	✓	✓
Career Transitions for International Health Professionals	The Catholic Centre for Immigrants Ottawa - Centre Catholique pour Immigrants Ottawa	“Internationally trained medical doctor or other international health professional” <sup>86</sup>	Health care	✓	

**Figure 6: Summary of Ontario-based bridging program exemplars, 2022 (con't)**

Program Name / Website	Organization	Target	County of Simcoe Priority Sectors	Exemplar	Fully Online Delivery
Competency-Bridging Program of Study	Consortium started by Trent University / Fleming College, Windsor University, and York University	“Provides an accessible, flexible, and high-quality pathway for Internationally Educated Nurses to obtain their Registered Nursing education requirements to practice in Ontario” <sup>87</sup>	Health care	✓	
Business Edge Change Management	University of Toronto, Rotman School of Management	“Internationally trained immigrant, with minimum of four-five years of work experience outside of Canada” <sup>88</sup>	Professional, scientific, and technical services	✓	✓
Electrical Engineering Connections (EEC)	Accessible Community Counselling and Employment Services (ACCES)	“Electrical Engineering Connections is an Ontario-wide online bridge to work program designed to support internationally trained electrical engineering professionals with their integration into the Canadian labour market” <sup>89</sup>	Manufacturing Construction	✓	✓
ExpressWay - Cybersecurity Bridging program	COSTI Immigrant Services	“Services are available to individuals who have acquired professional qualifications and experience outside of Canada and who have been unable to access employment in their field of expertise” <sup>90</sup>	Professional, scientific, and technical services	✓	✓
Financial Services Connections en Français	ACCES	“Fully online bilingual bridging program that supports bilingual Francophone internationally trained professionals across Ontario in securing in-demand jobs in the financial services sector.” <sup>91</sup>	Professional, scientific, and technical services	✓	✓
Foundations in HVAC	The Career Foundation	“Have previous education or work experience in HVAC, gas fitting, sheet metal, mechanical, or electrical fields from outside Canada” <sup>92</sup>	Manufacturing Construction	✓	
Foundations in Network Cabling	The Career Foundation	“Provides Internationally Trained Immigrants with comprehensive knowledge in network cabling to become certified and job ready for the Canadian market” <sup>93</sup>	Manufacturing Construction	✓	
Hamilton Health Sciences (HHS) Internationally Educated Nurse (IEN) Integration Program	Hamilton Health Sciences Corporation	“Internationally Educated Nurses who have received a letter of direction from the College of Nurses of Ontario (CNO) to write either the RN / RPN Registration exams or who have their registration and are seeking their first nursing job in Ontario  Internationally Educated Nurses who have passed either the RN / RPN Registration exams and have lost their evidence of practice after April 1, 2019 (Nursing Evidence of Practice Pilot (NEPP))” <sup>94</sup>	Health care	✓	

**Figure 6: Summary of Ontario-based bridging program exemplars, 2022 (con't)**

Program Name / Website	Organization	Target	County of Simcoe Priority Sectors	Exemplar	Fully Online Delivery
International Skills Applied for Geriatrics (ISAGE) Response	Jewish Vocational Service of Metropolitan Toronto	“For internationally trained doctors, nurses, teachers, social workers, psychologists or other health care professionals” <sup>95</sup>	Health care	✓	
Microsoft Skills for Employability	ACCES	“Supports participants, regardless of the extent of their IT background, through an opportunity to upskill or secure alternative employment if they had lost employment due to COVID-19. The program will do this by providing attendees with the knowledge necessary to obtain a Microsoft certified designation while focusing on career growth and advancement” <sup>96</sup>	Professional, scientific, and technical services	✓	✓
The CARE Centre Project	CARE Centre for Internationally Educated Nurses	“Supports, Training, and Access to Regulated-employment Services program (STARS) provides IENs with one-on-one case management, language and communication training, exam preparation, professional development, mentoring and networking to be successful in the nursing profession” <sup>97</sup>	Health care	✓	
Immigrants Serving Immigrants: Bridging to Employment in Services for Immigrant Populations (BESIP)	Mennonite New Life Centre of Toronto	“BESIP provides internationally educated professionals with entry to a wide variety of positions in human / social / community services. By the end of the program, participants will have a career advancement plan to progressive positions in their field of interest. You can transfer your skills from your previous education and / or experience to a fulfilling career helping others in need” <sup>98</sup>	Professional, scientific, and technical services	✓	✓

Source: Stiletto Analysis

# Detailed Sector Analyses

This section expands on information provided in the sector snapshots, examining each of the six priority sectors' workforce and educational alignment in greater detail. Each sector analysis is designed to be shared with relevant stakeholders and includes:

- Key facts and figures
- Gaps and opportunities
- Workforce and business counts
- Analysis of workforce and education asset alignment
- Recommendations for the sector to guide next steps

# Manufacturing Sector Analysis

## Facts and Figures

**Figure 7: Manufacturing sector facts and figures, Simcoe County, 2021-22<sup>99,100</sup>**

Manufacturing Sector Facts and Figures	
<b>Workforce counts</b>	
Total workforce in six priority sectors	122,640
Total manufacturing workforce	22,643
Percentage of priority sector workforce	18.5%
<b>Top industries by workforce size</b>	
1. Motor vehicle manufacturing	4,215
2. Plastic product manufacturing	1,508
3. Motor vehicle parts manufacturing	1,394
<b>Workforce unit change (2015-21)</b>	
Total net manufacturing workforce unit change	+620
<b>Business counts</b>	
Total businesses in priority sectors	22,096
Total manufacturing businesses	1,228
Percentage of priority sector businesses	5.5%
<b>Top industries by business numbers</b>	
1. Other miscellaneous manufacturing	148
2. Household and institutional furniture and kitchen cabinet manufacturing	83
3. Machine shops, turned product and screw and bolt manufacturing	60
<b>Business count unit change (2015-21)</b>	
Total net manufacturing business unit change	+22
<b>Education and training assets</b>	
Total education and training programs	128
Percentage of priority sector education and training programs	20.7%

Sources: Simcoe Census Division, Statistics Canada, Stiletto Analysis

## Gaps and Opportunities

To maintain growth in the manufacturing industry, mentorship and training are essential. As was the case across many of the county’s priority sectors, a missing middle management level was identified. This essential part of any organization was missing in numbers and experience. Stakeholders identified that

talent was not remaining in a position long enough to be mentored, and some lacked the experience or skillset required to move into a supervisory or management position. One way to address the missing middle management level is to provide mentorship and leadership training as part of onboarding to build employee

engagement and retention. Undertaking these activities will ensure the future of manufacturing is in experienced hands.

**Formal mentorship opportunities targeted to equity-denied groups could help address labour shortages.** Mentorship programs could support workforce growth, particularly among equity-denied populations (e.g., Indigenous people, racialized people, women, people who identify as LGBTQ2AI+, and people with disabilities).

**There was a shortage of skilled tradespeople and a misconception of what it means to be a skilled tradesperson.** With limited entry-level and new applicants, growth in this industry may become stagnant. Showcasing the benefits and opportunities of these careers may help spark greater interest. Additionally, there were few skilled labourers who specialize in specific sector skills (e.g., operators with experience operating specific types of machinery). While this gap is evident in manufacturing, it is an issue that cuts across all sectors.

**There is an opportunity to explore stackable / dual credits through a combination of college and / or university credits and Excellence in Manufacturing Consortium (EMC) courses.**

Of the 128 education and training assets, only 14 (10.9%) were offered by post-secondary institutions. Furthermore, there was only one degree program to support manufacturing while 21.0 percent of available jobs in the county require this level of education.

**A large proportion of manufacturing training was accessible only through manufacturing businesses.** Workers who wanted to join the industry but had yet to gain employment could not easily benefit from the curriculum offered by EMC, as its programs were targeted to member manufacturing companies. A partnership between the post-secondary institutions and EMC could help make these highly respected courses more widely accessible.





# Manufacturing Recommendations

**Figure 8: Manufacturing sector recommendations, implementation partners, and implementation complexity, County of Simcoe Labour Market Study, 2022<sup>101</sup>**

**Legend: Implementation complexity**

- Low:** Implementation can leverage existing channels of communications and / or existing programs
- Medium:** New channels of communications and / or new programs are required, with limited collaborative work across stakeholder groups
- High:** New channels of communications and / or new programs are required, with extensive collaborative work across diverse stakeholder groups

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Manufacturing	To promote professional development in the manufacturing industry, promote, and leverage existing leadership programs (such as Manufacturing Leadership at Georgian College).	<ul style="list-style-type: none"> <li>• Post-secondary institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Local area associations (such as Excellence in Manufacturing)</li> <li>• County of Simcoe and area municipalities</li> </ul>	✓		
Manufacturing	<p>To encourage industry’s capacity to grow the sector workforce, promote and support training and government programs through information sessions and events, similar to events that have <a href="#">been done in the past</a>.</p> <p>Ensure industry is aware of all the <a href="#">resources and support</a> available to the manufacturing sector including <a href="#">opportunities for PSE student placement subsidies</a>.</p>	<ul style="list-style-type: none"> <li>• County of Simcoe, with expertise from SMWDBLN and Employment Ontario</li> </ul>	<ul style="list-style-type: none"> <li>• County of Simcoe and area municipalities</li> <li>• Local area associations</li> </ul>	✓		

**Figure 8: Manufacturing sector recommendations, implementation partners, and implementation complexity, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Manufacturing	Facilitate conversations with stakeholders across the ecosystem to explore funding opportunities (such as the Skills Development Fund) related to early mentoring and career pathway development, particularly among young equity-denied individuals who may not usually have access to such supports and networking opportunities.	<ul style="list-style-type: none"> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>Local area associations</li> <li>Local Immigration Partnership</li> <li>Ethnic Mosaic Alliance</li> </ul>		✓	
Manufacturing	Increase public awareness, particularly among young students, women, and newcomer populations, of the demand for, benefits of, and diversity in the trades.					
Manufacturing	Ensure groups that are historically under-represented in manufacturing are made aware of ways to engage at an early age, with the industry (examples: promote the <a href="#">Annual Women in Manufacturing Success Forum</a> and consider sponsoring attendance for women of all ages in Simcoe County; develop tours of local manufacturing facilities for youth, including high school and post-secondary students, as has <a href="#">been done in Nova Scotia recently</a> )	<ul style="list-style-type: none"> <li>School boards</li> <li>Post-secondary institutions</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Annual Manufacturers Forum (committee / organizers)</li> <li>Ontario Youth Apprenticeship Program (OYAP) coordinators</li> <li>SMWDBLN</li> <li>Area municipalities</li> </ul>		✓	
Manufacturing	Work with the school board to ensure high schools have machine shops to support curiosity and learning. <a href="#">This work has already started</a> , and can be encouraged through the rest of Simcoe County.	<ul style="list-style-type: none"> <li>School boards</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Annual Manufacturers Forum (committee / organizers)</li> <li>OYAP coordinators</li> <li>SMWDBLN</li> <li>Area municipalities</li> <li>Post-secondary institutions</li> </ul>		✓	

**Figure 8: Manufacturing sector recommendations, implementation partners, and implementation complexity, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Manufacturing	To address the shortage of skilled tradespeople and misconceptions of what it means to be a skilled tradesperson, create trades career path messaging that is clear and compelling. Leverage existing materials, such as <i>Apprenticeship and Careers in The Skilled Trades: A Guide For Educators</i> (page 11). <sup>102</sup>	<ul style="list-style-type: none"> <li>• SMWDBLN</li> <li>• School boards</li> </ul>	<ul style="list-style-type: none"> <li>• County of Simcoe and area municipalities</li> </ul>	✓		
Manufacturing	To address the shortage of skilled tradespeople and misconceptions of what it means to be a skilled tradesperson, engage parents in job career fairs and events. Encourage participation and knowledge transfer of what it means to be in the trades.	<ul style="list-style-type: none"> <li>• School boards</li> </ul>	<ul style="list-style-type: none"> <li>• County of Simcoe and area municipalities</li> <li>• SMWDBLN</li> <li>• Local area associations</li> </ul>		✓	
Manufacturing	Facilitate conversations to explore whether a partnership between post-secondary institutions and the Excellence in Manufacturing Consortium to increase PSE access to programs and to provide the Consortium with broader reach.	<ul style="list-style-type: none"> <li>• County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>• Post-secondary institutions</li> <li>• Excellence in Manufacturing</li> <li>• Local area associations</li> </ul>			✓

Source: Stiletto Analysis

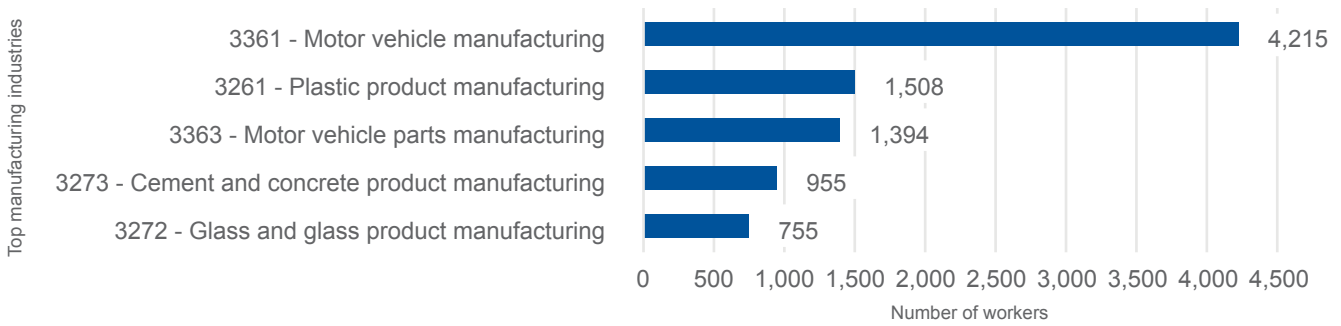
### Workforce Overview

For the purposes of this analysis, 87 four-digit NAICS industries were classified in the manufacturing sector.<sup>103</sup> Across these industries, there were an estimated 22,643 total manufacturing workers in Simcoe County, or 10.9 percent of Simcoe County’s total estimated workforce (in all industries) in 2021.<sup>104,105</sup> Among the six priority sectors of focus, the manufacturing workforce accounted for 18.5 percent of workers (2021).<sup>106,107</sup>

### Workforce Count

As Figure 9 demonstrates, manufacturing workers were concentrated in the motor vehicle manufacturing industry, which alone employed 18.6 percent of the total manufacturing workforce. The next two largest industries, plastic product manufacturing and motor vehicle parts manufacturing, employed only 12.8 percent of the sector’s workforce.<sup>108,109</sup> Cement and concrete product manufacturing was the fourth-leading manufacturing industry, yet employed significantly fewer workers than the first three (955 workers).<sup>110,111</sup>

**Figure 9: Top five manufacturing industries by number of workers, Simcoe County, 2021<sup>112,113</sup>**



Sources: Statistics Canada, Stiletto Analysis

Across all 87 industries within manufacturing, the overall sector had a increase in its workforce between 2015-21, with a net gain of 620 workers.<sup>114,115</sup> This unit change was the fourth largest among the six sectors from 2015-21. Among these industries, 50 had positive workforce growth, while 30 experienced a decline in their workforces.<sup>116,117</sup> Figure 10 details the highest and lowest growth industries within the sector.

Household appliance manufacturing was smaller in workforce size than other industries, but led workforce growth, gaining 724 net new workers over the six-year period. Industrial machinery manufacturing reported fair workforce growth, gaining 303 workers. Plastic product manufacturing, which boasted the sector’s second-largest workforce, also experienced growth of nearly 300 net new workers.<sup>118,119,120</sup>

Meanwhile, workforce decline was steep in several manufacturing industries during this period. Although it was the third-largest manufacturing employer, motor vehicle parts manufacturing experienced a significant loss of workers of 903 over the six year period.<sup>121,122,123</sup> Hardware manufacturing and ventilation, and heating, air-conditioning, and commercial refrigeration equipment manufacturing both lost between 509 and 535 workers.<sup>124,125,126</sup> Glass and glass product manufacturing, another top-employing industry, had a net loss, losing nearly 300 workers.<sup>127,128,129</sup>

**Figure 10: Highest and lowest manufacturing industry unit growth in workforce, Simcoe County, 2015-21**<sup>130,131,132</sup>

Highest Unit Growth		Lowest Unit Change	
NAICS Industry	Number of Workers	NAICS Industry	Number of Workers
3352 - Household appliance manufacturing	724	3372 - Office furniture (including fixtures) manufacturing	-208
3332 - Industrial machinery manufacturing	303	3272 - Glass and glass product manufacturing	-292
3261 - Plastic product manufacturing	298	3325 - Hardware manufacturing	-509
3222 - Converted paper product manufacturing	276	3334 - Ventilation, heating, air-conditioning and commercial refrigeration equipment manufacturing	-535
3322 - Cutlery and hand tool manufacturing	276	3363 - Motor vehicle parts manufacturing	-903

Sources: Statistics Canada, Stiletto Analysis

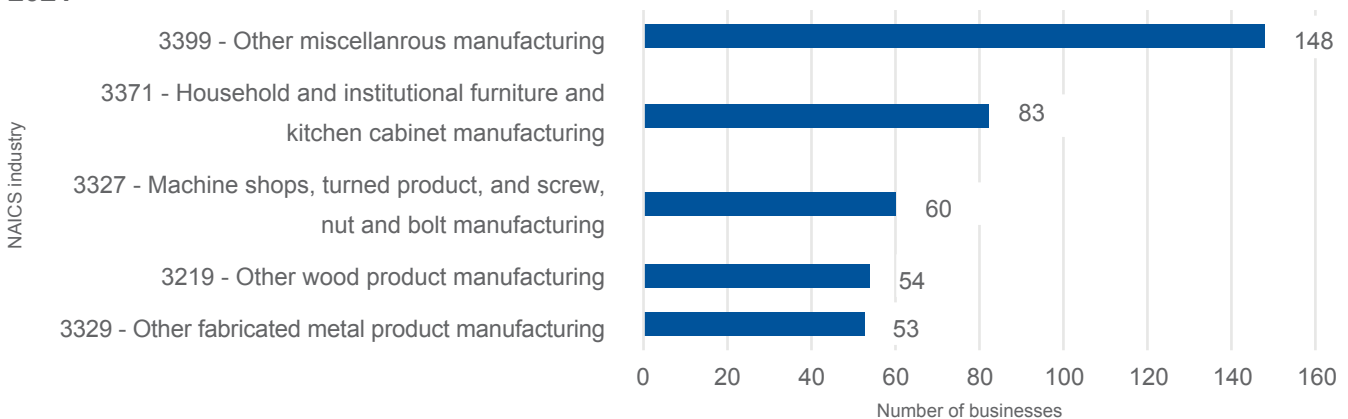
## Business count

Among the six sectors, manufacturing had the lowest number of businesses, with only 1,228 operating within the sector out of a total of 46,119 businesses throughout the county.<sup>133,134</sup>

Figure 11 illustrates the sector’s leading industry strengths by business counts. Other miscellaneous manufacturing businesses (e.g., jewellery and

silverware manufacturing, sporting and athletic goods manufacturing) were the most numerous, with 148 businesses across Simcoe County.<sup>135,136</sup> Other top industries had between 53 and 83 businesses within the region. Note that none of the top-emplying industries were within the top five by business count, as several industries have a small number of large firms with over 100 employees.

**Figure 11: Top five manufacturing industries by number of businesses, Simcoe County, 2021**<sup>137,138</sup>



Sources: Statistics Canada, Stiletto Analysis

The manufacturing sector reported a total 22 net new businesses between 2015-21, with 40 individual industries recording positive growth and another 34 experiencing decreases.<sup>139</sup> Figure 12 illustrates the highest and lowest unit change in business counts for industries within the manufacturing sector. Plastic product manufacturing, the county's second-largest employing industry within manufacturing, reported the highest growth in the number of businesses between 2015-21, gaining 13 net new businesses.<sup>140,141,142</sup> The number of businesses in the other fabricated metal product manufacturing

industry was also on the rise, with 12 out of the 53 businesses in the county being added in the six-year period.<sup>143,144,145</sup> Overall, machinery and metal manufacturing industries appeared to be growing, with three out of the top five growing manufacturing industries in this area.<sup>146,147,148</sup>

While motor vehicle parts manufacturing was strong in employment, the number of businesses in the industry declined, losing net six businesses over six years. Steel product manufacturing from purchased steel recorded the largest decline of net seven businesses.<sup>149,150,151</sup>

**Figure 12: Highest and lowest manufacturing industry unit change in business counts, Simcoe County, 2015-21**<sup>152,153,154</sup>

Highest Unit Growth		Lowest Unit Change	
NAICS Industry	Number of Businesses	NAICS Industry	Number of Businesses
3261 - Plastic product manufacturing	13	3219 - Other wood product manufacturing	-6
3329 - Other fabricated metal product manufacturing	12	3273 - Cement and concrete product manufacturing	-6
3332 - Industrial machinery manufacturing	12	3323 - Architectural and structural metals manufacturing	-6
3399 - Other miscellaneous manufacturing	7	3363 - Motor vehicle parts manufacturing	-6
3335 - Metalworking machinery manufacturing	6	3312 - Steel product manufacturing from purchased steel	-7

Sources: Statistics Canada, Stiletto Analysis

## Jobs and Skills in Demand

**There was a healthy number of job openings in the manufacturing industry.** Across the survey respondents who were in manufacturing, there were 96 job openings in the six month period (April – October 2022). Of these openings, 35.4 percent were entry-level, 38.5 percent were mid-level, and 26.0 percent were senior-

level positions. Manufacturing jobs advertised through the Work in Simcoe site made up about 14.3 percent of all jobs advertised, which was in general alignment with the proportion of the manufacturing workforce relative to the entire workforce in the county (10.9%).

The analysis considered the 100 most common job postings in the sector as advertised on the Work in Simcoe job board. The top 10 of these job postings made up about 40 percent (44.0%) of the most commonly advertised positions.<sup>155</sup> The majority of these positions (six of the 10) were classified as NOC skill level C, while three of these top 10 advertised jobs required NOC skill level B.

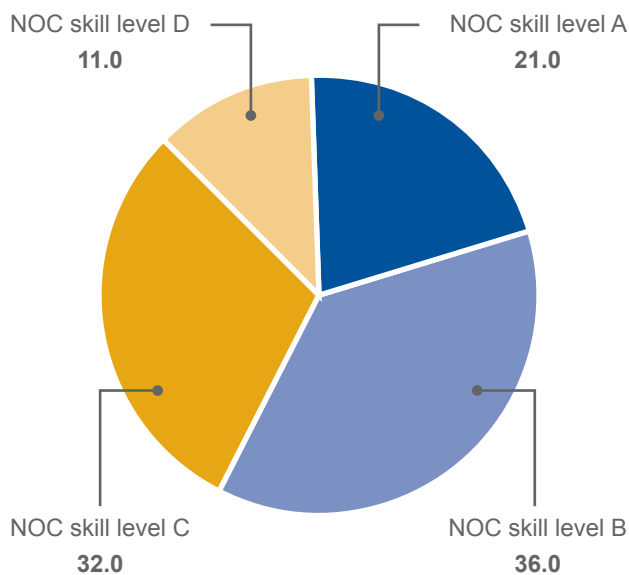
**Figure 13: Top 10 job postings in manufacturing by NOC code and skill level, April 2020 – September 2022<sup>156</sup>**

NOC Code and Description	Skill Level	% of Top 100 Postings
NOC: 7452 Material handlers	C	11.9
NOC: 7231 Machinists and machining and tooling inspectors	B	6.1
NOC: 6421 Retail salespersons	C	5.5
NOC: 1521 Shippers and receivers	C	3.6
NOC: 6552 Other customer and information services representatives	C	3.3
NOC: 7511 Transport truck drivers	C	3.3
NOC: 9619 Other labourers in processing, manufacturing and utilities	D	2.8
NOC: 6222 Retail and wholesale buyers	B	2.8
NOC: 7514 Delivery and courier service drivers	C	2.6
NOC: 7311 Construction millwrights and industrial mechanics	B	1.9

Source: Work in Simcoe County job board  
 Note: Results are subject to data collection and curation which is ongoing and may not include complete results prior to 2021

Twenty-one percent of the top 100 jobs advertised in the manufacturing sector required NOC skill level A (post-secondary degree). Many immigrants have this level of training, suggesting that there is an opportunity for bridge training / credential recognition / or an attraction initiative through ACCES Employment Services for engineers. Simcoe County (through Lakehead University) only offers one degree program: mechanical engineering. There is an opportunity to build additional programming to fill the need for a workforce within manufacturing by offering credentials at an undergraduate degree or higher. Examples could include programs in chemistry and heavy equipment operation.

**Figure 14: NOC skill level among available jobs in manufacturing (%), Simcoe County, April 2020 – September 2022<sup>157</sup>**



Sources: Work in Simcoe County job board, Stiletto Analysis

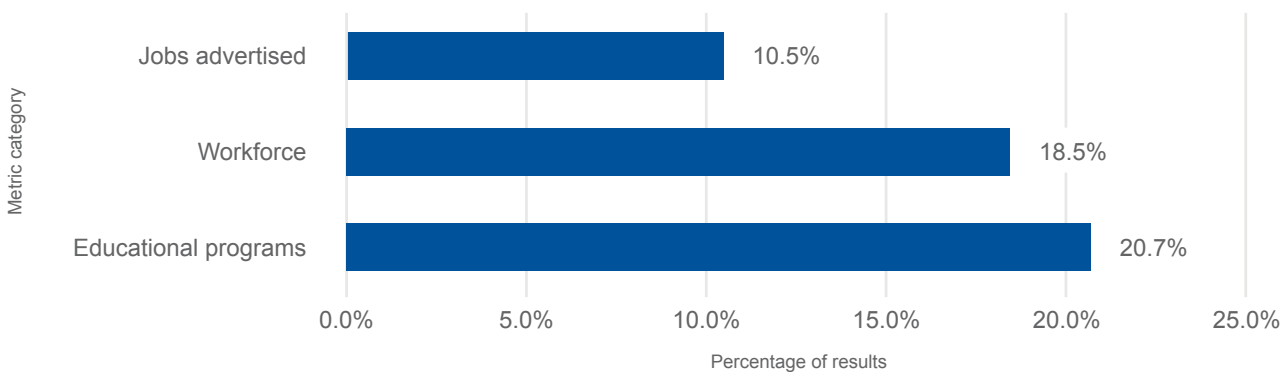
## Workforce and Educational Alignment

### Current Alignment

Of the 651 educational and training assets identified as supporting the six core sectors in Simcoe County, 128 of them (20.7%) were related to manufacturing. As Figure 15 demonstrates, manufacturing training and education was

in alignment with to the workforce size. **The workforce represented nearly 20 percent (18.5%) of jobs in the county within priority sectors, and educational assets represented about 21 percent (20.7%) of all educational programming.**

**Figure 15: Manufacturing jobs, workforce, and programs as a percentage of total across six priority sectors, Simcoe County, 2020-22<sup>\*158</sup>**



Sources: Work in Simcoe County job board, Stiletto Analysis

\*Workforce data taken from June 2021 counts; jobs advertised are total from April 2020-September 2022; educational programs current to November 2022

The educational programming alignment is influenced by the large number of training programs offered by EMC (representing 67 programs or 52.3% of all manufacturing training assets). Without EMC’s programming, total manufacturing educational assets would have been 61 assets. While the Consortium’s training programs are an asset to the county, these programs are currently available only to a workforce already in the sector, excluding learners who are not yet working. Figure 16 illustrates the breakdown by major training providers.

**Figure 16: Manufacturing educational and training providers, Simcoe County, 2022<sup>159</sup>**

Education and Training Provider	Programs (#)	Programs (%)
Excellence in Manufacturing	67	52.3
Georgian College (including online learning and continuing education)	13	10.2
Lakehead University	1	0.7
Canadian Manufacturers and Exporters	5	3.9
Next Generation Manufacturing Canada	3	2.3
Worksite Safety – Training Centre <sup>160</sup>	39	30.5
<b>Total Programs</b>	<b>128</b>	<b>100</b>

Source: Stiletto Analysis



## Future Alignment

Manufacturing educational and training assets are in alignment with the sector's workforce, and these assets suggest that the sector is well positioned for the future. The sector can bolster this strength by making more entry-level educational programming and mentorship opportunities available and by expanding programming to include more degree options for those interested in a career in manufacturing. A partnership with the Excellence in Manufacturing Consortium may provide a potential pathway for this expansion.

**There are strong business growth expectations for the manufacturing industry.** Among survey respondents, 76.9 percent stated that they expected to expand their business operations in the next five years (2023-28). This expansion was described as hiring more employees, exporting to additional locations, etc.

**To maintain growth in the manufacturing industry, more entry-level job applicants are needed in the field.** As noted in the survey analysis (Appendix VIII), the biggest challenge faced by employers when recruiting for entry-level positions was the lack of job candidates, with 86.7 percent of the manufacturing participants facing this challenge either sometimes or very often.



# Health Care Sector Analysis

## Facts and Figures

Figure 17: Health care sector facts and figures, Simcoe County, 2021-22<sup>161,162</sup>

Health Care Sector Facts and Figures	
<b>Workforce counts</b>	
Total workforce in priority sectors	122,640
Total health care workforce	24,761
Percentage of priority sector workforce	20.2%
<b>Top industries by workforce size</b>	
1. Nursing care facilities	3,907
2. Health and personal care stores	2,847
3. Offices of other health practitioners	2,415
<b>Workforce unit change (2015-21)</b>	
Total net health care workforce unit change	+5,883
<b>Business counts</b>	
Total businesses in priority sectors	22,096
Total health care businesses	3,896
Percentage of priority sector businesses	17.7%
<b>Top industries by business number</b>	
1. Offices of other health practitioners	1,116
2. Offices of physicians	869
3. Personal care services	674
<b>Business count unit change (2015-21)</b>	
Total net health care business unit change	+806
<b>Education and training assets</b>	
Total education and training programs	79
Percentage of priority sector education and training programs	12.8%

Sources: Simcoe Census Division, Statistics Canada, Stiletto Analysis

## Gaps and Opportunities

**To ensure the health care industry has the workforce talent it needs to thrive, more workers are needed.** There is an immediate labour shortage in this sector. Provincial incentives have motivated people into fields like personal support work, but in fields such as nursing, Georgian College has challenges in

expanding enrolment. Issues such as shortages of placement work restrict the numbers of students the College can enroll. Bridging programs are a key strategy that could help address this gap, drawing on workers with previous training.

**There are opportunities to strengthen soft skills among students in health care fields.**

Stakeholders shared that while students had adequate technical skills, building soft skills was essential and were often lacking among new graduates. Skills mentioned include:

- How to interview
- How to effectively convey ideas / communications
- Confidence
- Leadership
- Critical thinking
- Resiliency and trauma response

In addition, stakeholders shared the effectiveness of The Working Mind First Responders program<sup>163</sup> as a foundational training tool, which supports mental health, and was designed for anyone who is a first responder.

**Simulation labs could improve new graduates' ability to respond in the workplace under stressful conditions.** Stakeholders felt that industry and post-secondary institutions could work together to share lab and clinic space so students could have the opportunity to experience the built environment in the health care sector prior to placements and graduation.

**There are opportunities to better articulate career pathways to young people interested in the health care field.** Stakeholders shared that there was not enough clear information about career paths in health care. Further, stakeholders felt that the diversity of careers in health care was not always known by young people. A scan of other post-secondary institutions' best practices for outreach activities could inspire additional methods to highlight career paths for young people (examples include: Science Olympics at University of Guelph;<sup>164</sup> and Health Care Camp at Marian University).<sup>165</sup>



# Health Care Recommendations

**Figure 18:** Health care sector recommendations, implementation partners, and implementation complexity, County of Simcoe Labour Market Study, 2022<sup>166</sup>

**Legend: Implementation complexity**

- Low:** Implementation can leverage existing channels of communications and / or existing programs
- Medium:** New channels of communications and / or new programs are required, with limited collaborative work across stakeholder groups
- High:** New channels of communications and / or new programs are required, with extensive collaborative work across diverse stakeholder groups

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Health care	Explore opportunities to develop more talent in the health care sector by ensuring post-secondary institutions have strong industry partners for placement opportunities across the sector. Propose placement criteria that prioritizes local students as a long-term strategy for hospitals to strengthen retention of students and future workforce.	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> </ul>	<ul style="list-style-type: none"> <li>Leaders within health care institutions</li> <li>County of Simcoe and area municipalities</li> </ul>		✓	
Health care	Explore future opportunities with leading health care education provider Georgian College to expand the workforce in health care through credential recognition and occupation-specific language training among newcomer populations in the county.	<ul style="list-style-type: none"> <li>Local Immigration Partnership</li> <li>Credential Recognition Organization - TBD</li> </ul>	<ul style="list-style-type: none"> <li>Leaders within health care institutions</li> <li>Post-secondary institutions</li> </ul>			✓
Health care	Work with existing community and post-secondary partners to ensure existing foundational training (e.g., communications, professionalism) is being taught to health care students.	<ul style="list-style-type: none"> <li>Leaders including Simcoe County Hospital Alliance (SCHA) or others with relevant experience</li> </ul>	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>SMWDBLN</li> </ul>	✓		

**Figure 18: Health care sector recommendations, implementation partners, and implementation complexity, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Health care	Consider working with health care industry leaders to ensure staff receive training to support strong and resilient mental health, such as that offered through <a href="#">The Working Mind First Responders</a> program. <sup>167</sup>	<ul style="list-style-type: none"> <li>The Canadian Mental Health Association Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>County of Simcoe</li> <li>Leaders within health care institutions, including SCHA</li> </ul>		✓	
Health care	Work with local school boards and guidance counsellors to ensure students are aware at an early age of the diversity of career pathways in the health care sector. In addition, work with industry and post-secondary schools to articulate the diversity of career options.	<ul style="list-style-type: none"> <li>School boards</li> <li>Leaders within health care institutions, including SCHA</li> </ul>	<ul style="list-style-type: none"> <li>County of Simcoe and area municipalities</li> <li>Post-secondary institutions</li> </ul>		✓	

Source: Stiletto Analysis

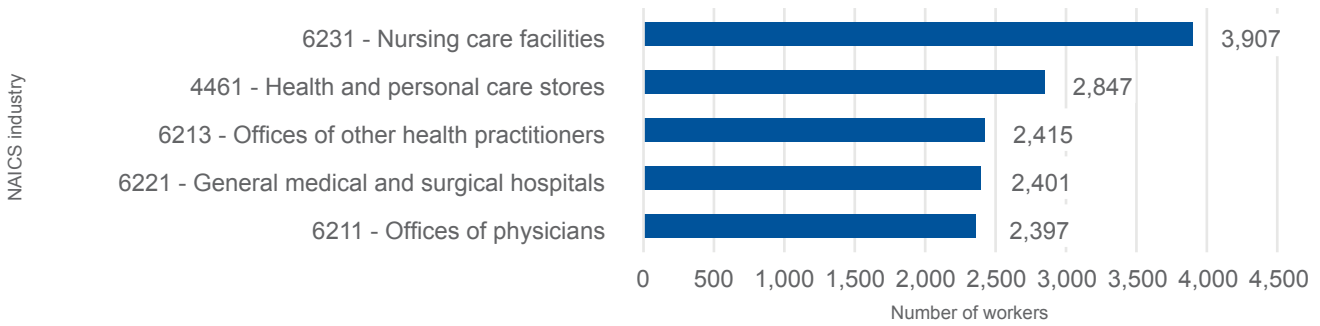
## Workforce Overview

For the purposes of this analysis, 17 four-digit NAICS industries were classified within the health care sector. Together, these industries employed an estimated 24,761 individuals across Simcoe County, making health care the second-largest employing sector in the region (2021).<sup>168,169</sup> In fact, the sector employed an estimated 11.9 percent of the county's total workforce.<sup>170,171</sup> Health care sector workers, however, accounted for 20.2 percent of all workers within the six sectors of focus.<sup>172,173</sup>

## Workforce Count

Figure 19 presents the top five industries within the health care sector based on the number of workers. Nursing care facilities were by far the largest employing industry, with nearly 4,000 workers; 15.7 percent of the total health care workforce was within this one industry.<sup>174,175</sup> Health and personal care stores (e.g., pharmacies, optical goods) were the second largest, employing almost 3,000 workers. Offices of other health practitioners (e.g., chiropractors, optometrists, mental health practitioners) was the third-largest workforce industry, and employed just over 2,400 people.<sup>176,177</sup>

**Figure 19: Top five health care industries by number of workers, Simcoe County, 2021<sup>178,179</sup>**



Sources: Statistics Canada, Stiletto Analysis

Across all 17 industries within the sector, health care reported a net workforce growth of 5,883 workers between 2015-21, the second-largest increase among the six sectors. Of the 19 industries within the health care sector, 12 experienced net growth, and only four reported a net decline in workforce.<sup>180,181,182</sup>

As Figure 20 shows, the increase in the health care workforce was driven by high growth in three key industries. Additional hires in these industries were prompted by people exiting the sector due to burnout and changing demographics. Nursing care facilities increased their workforce by nearly 2,500, and offices of other health practitioners (e.g., chiropractors, optometrists, mental health practitioners) increased by over 1,100.<sup>183,184,185</sup> Home health care services also grew by nearly 800 workers.<sup>186,187,188</sup> The growth in these three industries alone accounted for 75.2 percent of the total unit growth in the sector.<sup>189,190,191</sup>

Workforce declines within health care industries were relatively modest compared to the gains. The industries with the highest losses, however, were critical for particularly vulnerable populations. Community care facilities for example reported a net loss of 978 workers, while other residential care facilities (e.g., homes for people with disabilities and transition homes for women) also lost an estimated 181 workers.<sup>192,193,194</sup> Out-patient care centres also had a notable workforce decline of 284.<sup>195,196,197</sup>

**Figure 20: Highest and lowest health care industry unit change in number of workers, Simcoe County, 2015-21<sup>198,199,200</sup>**

Highest Unit Growth		Lowest Unit Change	
NAICS Industry	Number of Workers	NAICS Industry	Number of Workers
6231 - Nursing care facilities	2,485	6223 - Specialty (except psychiatric and substance abuse) hospitals	0
6213 - Offices of other health practitioners	1,167	4145 - Pharmaceuticals, toiletries, cosmetics and sundries merchant wholesalers	-14
6216 - Home health care services	772	6239 - Other residential care facilities	-181
8121 - Personal care services	632	6214 - Out-patient care centres	-284
6232 - Residential developmental handicap, mental health and substance abuse facilities	574	6233 - Community care facilities for the elderly	-978

Sources: Statistics Canada, Stiletto Analysis

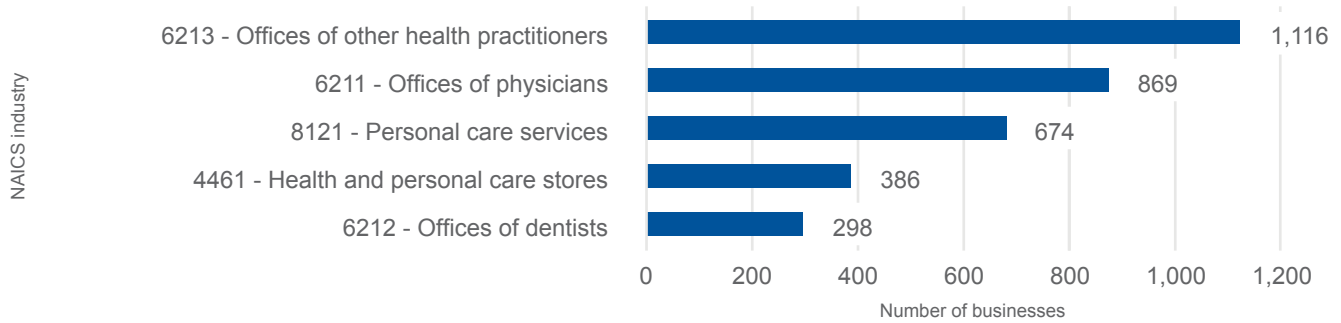
## Business Count

Among Simcoe County's 46,119 businesses, an estimated 3,896 were in the health care sector, representing 8.4 percent of the region's businesses.<sup>201,202</sup> Notably, though health care was the second-leading sector in employment, it was only the third-largest sector by business count. The 24,761 health care workers were distributed across only 3,896 businesses.<sup>203,204</sup> Figure 21 presents the five largest NAICS industries within the sector by business count.

Offices of other health practitioners had the largest number of businesses, 1,116, meaning nearly 30 percent of all health care businesses fell within this industry.<sup>205,206</sup> Offices of physicians was the second-largest industry with 869 establishments

across the county, while it was only the fifth largest employer within the sector.<sup>207,208</sup> Personal care services was the third-largest industry despite not being a top employer within the sector. Although nursing care facilities and general medical and surgical hospitals were both top employers in the sector, the number of businesses within these industries was relatively small.

**Figure 21: Top five health care industries by number of businesses, Simcoe County, 2021<sup>209,210</sup>**



Sources: Statistics Canada, Stiletto Analysis

Overall, the health care sector reported high unit growth in businesses between 2015 and 2021, gaining 806 net new businesses over the period.<sup>211, 212, 213</sup> Of the 17 industries in the health care sector, 12 recorded positive business growth, only three experienced decreases (which were relatively small), and the rest remained unchanged. Figure 22 presents the highest and lowest unit change in business counts for individual industries in the health care sector. Offices of other health practitioners had the largest jump, gaining 283 businesses, while offices of physicians followed, with 155 new businesses as the second-largest increase.<sup>214, 215, 216</sup> Although out-patient care centres were not among the largest industries within the sector by number of workers or businesses, they reported a notable increase in number of businesses, at 50 net new over six years.<sup>217, 218, 219</sup>

Meanwhile, losses in the sector were quite low. Medical equipment and supplies manufacturing reported the largest, though still modest, decline in businesses, losing four businesses between 2015-21. General medical and surgical hospitals, while still a top employing industry, had a decline of two businesses over the period of study. Other residential care facilities and specialty (except psychiatric and substance abuse) hospitals both reported a net decline of one establishment.<sup>220, 221, 222</sup>



**Figure 22: Highest and lowest health care industry unit change in business count, Simcoe County, 2015-21<sup>223,224,225</sup>**

Highest Unit Growth		Lowest Unit Change	
NAICS Industry	Number of Businesses	NAICS Industry	Number of Businesses
6213 - Offices of other health practitioners	283	4145 - Pharmaceuticals, toiletries, cosmetics and sundries merchant wholesalers	0
6211 - Offices of physicians	155	6215 - Medical and diagnostic laboratories	0
8121 - Personal care services	150	6223 - Specialty (except psychiatric and substance abuse) hospitals	-1
4461 - Health and personal care stores	82	6239 - Other residential care facilities	-1
6214 - Out-patient care centres	50	6221 - General medical and surgical hospitals	-2

Sources: Statistics Canada, Stiletto Analysis

### Jobs and Skills in Demand

Stakeholders shared that burnout was a pressing issue for health care workers, and there was evidence to substantiate this opinion, particularly among nurses, recent graduates, and trainees.<sup>226</sup> In fact, a recent report by the Science Table COVID-19 Advisory for Ontario found that by the spring of 2021, over 60 percent of Canadian physicians, nurses, and other health care professionals experienced burnout.<sup>227</sup> The report found that individual-level interventions (including education and stress-reduction techniques) combined with organization-level interventions were most impactful, reducing adverse consequences.<sup>228</sup> Education focused on leadership and communication were also cited as effective interventions<sup>229</sup> and represented training opportunities Simcoe County could support. This opportunity is detailed further in Gaps and Opportunities and in Recommendations.

Health care jobs advertised through the Work in Simcoe site represented about 26.7 percent of all jobs advertised (April 2020 to September 2022), which represented the most jobs of any of the county’s six priority sectors.<sup>230</sup> This statistic was relatively aligned with the total workforce size of the county’s health care sector (21.9%).

Within the health care sector, the top 10 job postings made up about 59 percent of the top 100 job postings.<sup>231</sup>

**Figure 23: Top 10 job postings in health care by NOC code and skill level (April 2020 – September 2022)<sup>232</sup>**

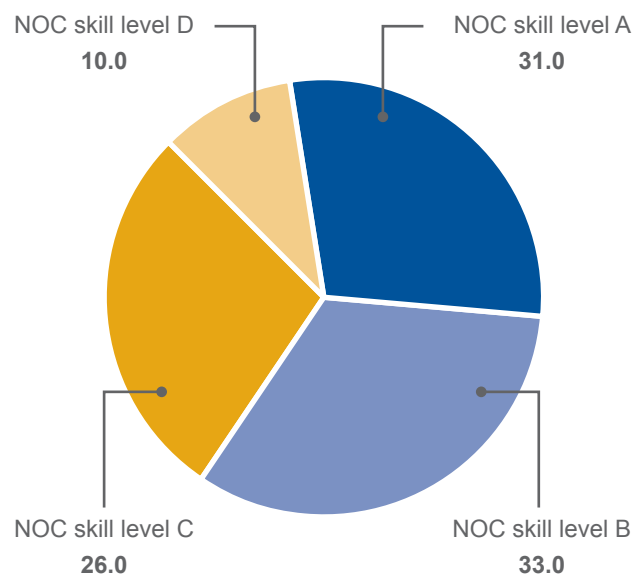
NOC Code and Description	Skill Level	% of Top 100 Postings
NOC: 4412 Home support workers, housekeepers and related occupations	C	25.3
NOC: 3233 Licensed practical nurses	B	5.6
NOC: 3012 Registered nurses and registered psychiatric nurses	A	5.0
NOC: 3219 Other medical technologists and technicians (except dental health)	B	4.1
NOC 1414: Receptionists	C	4.0
NOC 3411: Dental assistants	C	3.7
NOC 6322: Cooks	B	3.6
NOC 6711: Food counter attendants, kitchen helpers and related support occupations	D	3.5
NOC 6421: Retail salespersons	C	2.3
NOC 6513: Food and beverage servers	C	2.1

Source: Work in Simcoe County job board

As Figure 24 illustrates, the majority of in-demand health care jobs (64.0%) in Simcoe County fell within either NOC skill level A or B.<sup>233</sup> These positions typically require either a university degree or college diploma or apprenticeship. Jobs that were available in the health care sector were more likely than other sectors to require this range of educational attainment. Across all sectors, 59.0 percent of jobs fell into NOC skill level A or B, compared to 62.0 percent of health care jobs.<sup>234</sup> This was particularly true of A level

jobs, which usually require a university degree. Skill level A jobs accounted for 31.0 percent of available health care jobs, while only 22.0 percent of overall jobs available across Simcoe County require this skill level.<sup>235</sup>

**Figure 24: NOC skill level among available jobs in health care (%), Simcoe County, April 2020 – September 2022<sup>236</sup>**



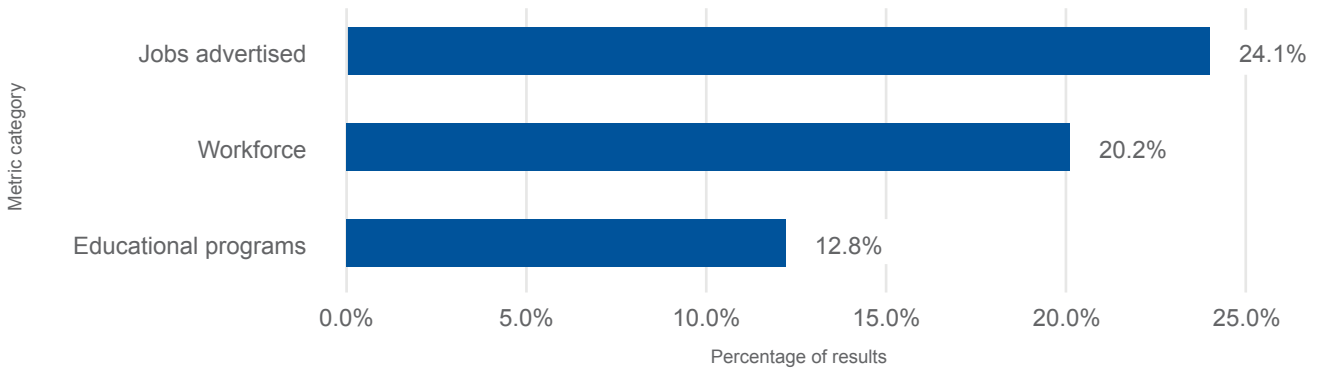
Sources: Work in Simcoe County job board, Stiletto Analysis

## Workforce and Educational Alignment

### Current Alignment

Of the 618 education and training assets within the six priority sectors in Simcoe County, 79 of them (12.8%) supported the health care sector, showing that health care education and training were proportionally under-represented. While 20.2 percent of the workforce within the six priority sectors was in health care, only 12.8 percent of programming supported that sector.

**Figure 25: Health care jobs, workforce, and programs as a percentage of total across six priority sectors, Simcoe County, 2020-22<sup>\*237</sup>**



Sources: Work in Simcoe County job board, Stiletto Analysis

\*Workforce data taken from June 2021 counts; jobs advertised are total from April 2020-September 2022; educational programs current to November 2022

Figure 26 highlights that Georgian College offered over 70 percent of all health care programming in the county (59 programs). In fact, combined with their online programming and continuing education, the College offered almost three quarters of all education and training in health

care. As an essential educational partner in training the next generation of health care talent, the county has an opportunity to support the institution during these challenging times in the industry. Recommendations are provided for the county to support these efforts.

**Figure 26: Health care educational and training providers, Simcoe County, 2022<sup>238</sup>**

Education and Training Provider	Programs (#)	Programs (%)
Georgian College (including online learning and continuing education)	59	74.7
Lakehead University	9	11.4
Canadian Career College	6	7.6
Agilec	3	3.8
Learning Centres - Adult and Continuing Education	1	1.3
Oxford College of Arts, Business and Technology	1	1.3
<b>Total Programs</b>	<b>79</b>	<b>100</b>

Source: Stiletto Analysis

## Future Alignment

**While the majority of health care organizations surveyed expected to expand their business operations within the next five years, these expectations coincided with a labour shortage.**

A large proportion (64.7%) of health care organization participants expected to expand their operations between 2023-28; additionally, survey participants reported that there were 65 job openings from April to October 2022; 33.8 percent of their job openings were at the entry and mid-level, and 32.3 percent were at the senior level.

There was general alignment between programs and workforce counts; however, trends indicate that programs need to expand enrolment to fulfill local health care industry workforce needs. Additionally, other avenues such as provincially funded bridging programs could help Simcoe County to fill the gap in talent.



# Tourism Sector Analysis

## Facts and Figures

**Figure 27:** Tourism sector facts and figures, Simcoe County, 2021-22<sup>239,240</sup>

Tourism Sector Facts and Figures	
<b>Workforce counts</b>	
Total workforce in priority sectors	122,620
Total tourism workforce	23,977
Percentage of priority sector workforce	19.6%
<b>Top industries by workforce size</b>	
1. Full-service restaurants and limited-service eating places	14,060
2. Other amusement recreation industries	3,638
3. Traveller accommodation	2,707
<b>Workforce unit change (2015-21)</b>	
Total net tourism workforce unit change	-1,976
<b>Business counts</b>	
Total businesses in priority sectors	22,096
Total tourism businesses	2,520
Percentage of priority sector businesses	11.4%
<b>Top industries by business number</b>	
1. Full-service restaurants and limited-service eating places	1,079
2. Other amusement and recreation industries	374
3. Taxi and limousine services	355
<b>Business count unit change (2015-21)</b>	
Total net tourism business unit change	+443
<b>Education and training assets</b>	
Total education and training programs	29
Percentage of priority sector education and training programs	4.7%

Sources: Simcoe Census Division, Statistics Canada, Stiletto Analysis

## Gaps and Opportunities

Stakeholders shared the reality of a missing middle management level in the tourism sector. Mentorship, training, and succession planning were identified as urgent needs in the sector. Current leaders are worried that the next generation of leaders is currently unknown, and they are worried for the success of the sector in the future.

Stakeholders also shared that retention is an issue, making it difficult to mentor or plan for succession. The recent addition of the UpSkill tourism micro-credential program at Georgian College presents an opportunity for existing employees to gain essential training to enter or advance their careers.

**There is an opportunity to attract and incentivise the current and future workforce.**

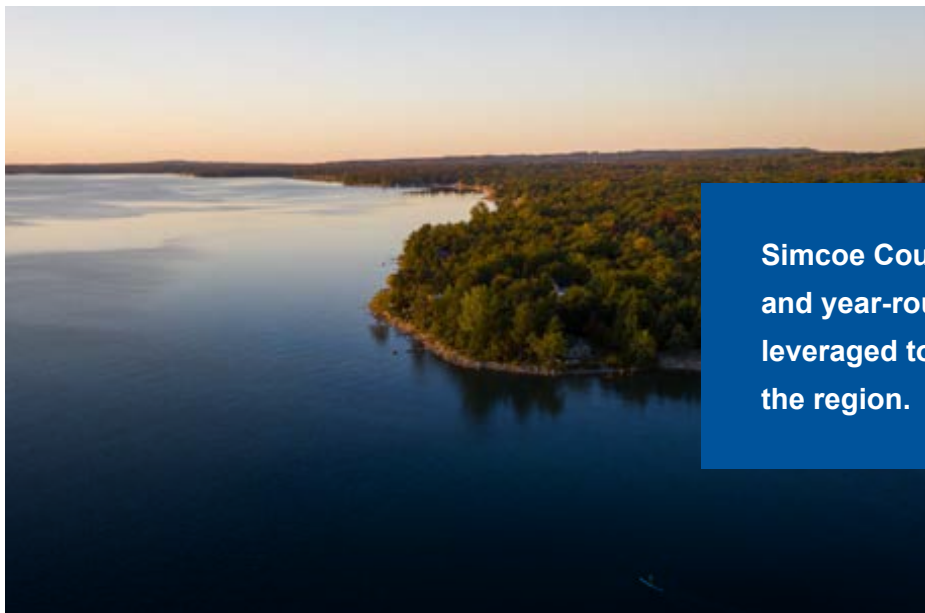
To be better able to attract and retain employees for the future, the County of Simcoe has an opportunity to continue to market its natural beauty and year-round recreation not only for tourists, but for its workforce.

**The tourism workforce has lost talent to the health care sector, according to stakeholders.**

In many cases, tourism businesses depend on workers earning minimum or near-minimum wages. As a result, the sector competes with sectors that can afford to pay more and provide necessary re-training, often heavily subsidized (e.g., personal support worker training). Along

with the loss of international students due to COVID-19 travel restrictions, the competition between sectors has contributed to a labour shortage in tourism. Career advancement through lifelong learning and clear articulation from employers to employees about career pathways could mitigate some of these workforce losses in the future.

There is an opportunity to leverage sector experts such as Tourism HR Canada and local industry leaders to develop strategies to strengthen employee retention and engagement. Tourism HR Canada's recent [10-Point Workforce Recovery Plan](#) provides a potential framework / starting point for discussion about a Simcoe County strategy.



**Simcoe County's natural beauty and year-round recreation can be leveraged to attract new workers to the region.**

# Tourism Recommendations

Figure 28: Tourism sector recommendations, implementation partners, and implementation complexity, County of Simcoe Labour Market Study, 2022<sup>241</sup>

**Legend: Implementation complexity**

- Low:** Implementation can leverage existing channels of communications and / or existing programs
- Medium:** New channels of communications and / or new programs are required, with limited collaborative work across stakeholder groups
- High:** New channels of communications and / or new programs are required, with extensive collaborative work across diverse stakeholder groups

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Tourism	Co-develop and execute (with education and training partners) communication related to existing tourism-related training programs to workforce and industry.	<ul style="list-style-type: none"> <li>• Post-secondary institutions</li> <li>• Regional Tourism Organization 7</li> <li>• Tourism Simcoe County</li> <li>• County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>• SMWDBLN</li> </ul>	✓		
Tourism	Host a Tourism Summit with the goal of co-developing strategies to strengthen employee retention and engagement. Include sector experts in the Summit (such as <a href="#">Tourism HR Canada</a> ) to facilitate discussion and share knowledge broadly among Simcoe’s key tourism stakeholders.	<ul style="list-style-type: none"> <li>• County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Tourism Organization 7</li> <li>• Tourism Simcoe County</li> <li>• Tourism stakeholders</li> </ul>	✓		
Tourism	Work with post-secondary institutions to further embed sector-specific foundational (soft) skills development among the current and future workforce in Tourism. A <a href="#">recent report by the Hospitality Workers Training Centre (HWTC)</a> can act as a foundation for conversations and determining next best steps.	<ul style="list-style-type: none"> <li>• Post-secondary institutions</li> <li>• Regional Tourism Organization 7</li> <li>• Tourism Simcoe County</li> <li>• County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>• SMWDBLN</li> </ul>		✓	

Source: Stiletto Analysis

## Workforce Overview

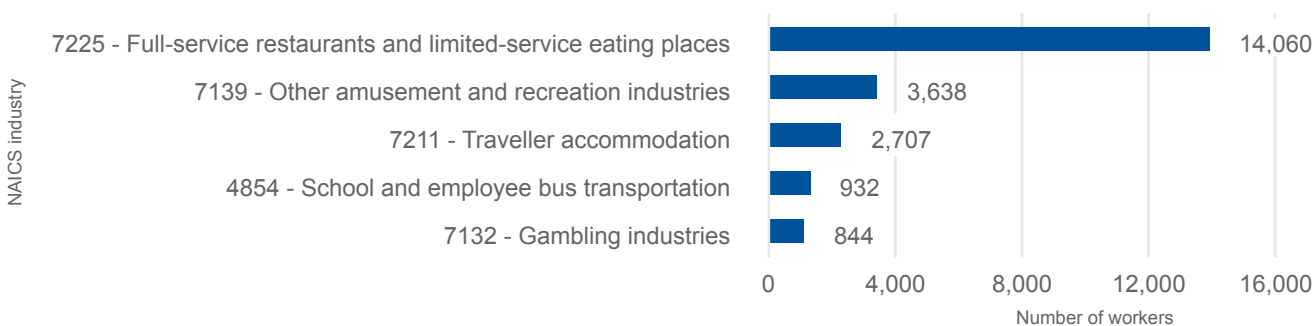
For the purposes of this study, 25 four-digit NAICS industries were classified under the tourism sector. Together, these 25 tourism industries employed an estimated 23,977 workers throughout Simcoe County (2021). As such, the tourism sector was the county’s third largest employer, accounting for 19.6 percent of the region’s total workforce within the sectors.<sup>242,243</sup>

## Workforce Count

Figure 29 presents the top five individual industries within the sector by workforce size. The tourism sector was dominated by the

full-service restaurants and limited-service eating places industry, which employed 14,060 workers, nearly 60 percent of the total tourism workforce.<sup>244,245</sup> The second-largest industry was other amusement and recreation industries (e.g., golf courses, skill facilities that do not provide accommodation, sports and fitness centres, marinas), with 3,638 workers.<sup>246,247</sup> Traveller accommodation (e.g., ski resorts that include accommodation) employed an estimated 2,707 workers.<sup>248,249</sup> The vast majority of tourism workers were in these three industries, which, taken together, employed 85.1 percent of the total tourism workforce.<sup>250,251</sup>

**Figure 29: Top five tourism industries by number of workers, Simcoe County, 2021**<sup>252, 253</sup>



Sources: Statistics Canada, Stiletto Analysis

While tourism was a leading sector overall, it reported a decline in its workforce between 2015-21, with an estimated net loss of 1,976 workers.<sup>254,255,256</sup> Of the 25 industries classified in the sector, 12 reported workforce growth, and another 12 reported a decline (one remained unchanged). Figure 30 presents a breakdown of the highest growth and loss among individual tourism industries. Among the top five sectors by workers shown in Figure 29, traveller accommodation was the only industry that experienced an increase in its workforce, gaining a net 186 workers over six years.<sup>257,258,259</sup>

Meanwhile, taxi and limousine services recorded the highest increase of 370 workers. Other workforce gains were modest, with other transit and ground passenger transportation, independent artists, writers and performers, and gambling industries reporting workforce increases of between 130 and 1,169 workers.<sup>260,261,262</sup>

Two of the five largest tourism industries had the largest declines in their workforces. While it was the sector’s largest employer in 2021, full-service restaurants and limited-service eating places recorded the second-largest workforce



decline, with a net 751 workers leaving the industry over six years.<sup>263,264,265</sup> Other amusement and recreation industries lost a net 322 workers.<sup>266,267,268</sup> The period of study captured the

height of the COVID-19 pandemic, which was particularly challenging for travel and tourism industries, and may help to explain the significant losses in the tourism sector's workforce.

**Figure 30: Highest and lowest tourism industry unit change in number of workers, Simcoe County, 2021**<sup>269,270,271</sup>

Highest Unit Growth		Lowest Unit Change	
NAICS Industry	Number of Workers	NAICS Industry	Number of Businesses
4853 - Taxi and limousine service	370	7224 - Drinking places (alcoholic beverages)	-261
7211 - Traveller accommodation	186	5615 - Travel arrangement and reservation services	-318
4859 - Other transit and ground passenger transportation	169	7139 - Other amusement and recreation industries	-322
7115 - Independent artists, writers and performers	160	7225 - Full-service restaurants and limited-service eating places	-751
7132 - Gambling industries	130	4854 - School and employee bus transportation	-1,451

Sources: Simcoe Census Division, Stiletto Analysis

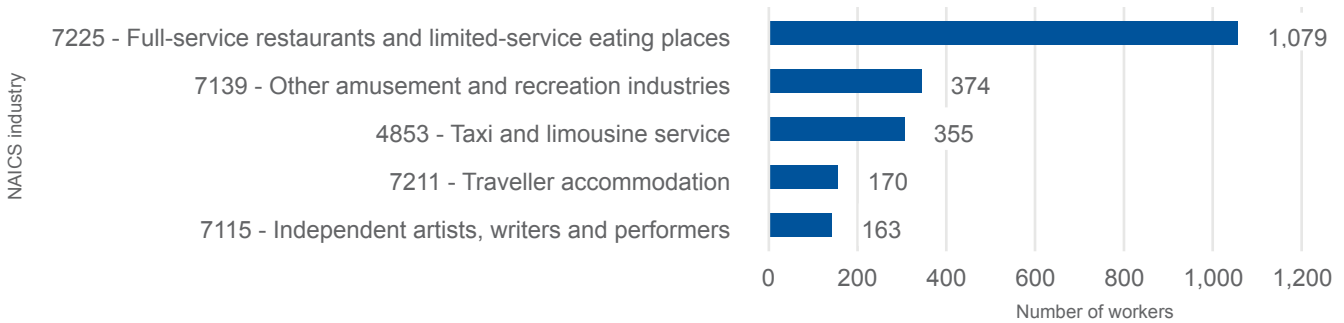
## Business Count

Although tourism was a major employer in Simcoe County, businesses in the tourism sector accounted for only 5.5 percent of all businesses in the county, with 2,520 establishments in the region.<sup>272,273</sup>

Figure 31 presents the five largest individual industries within the sector by number of businesses. Full-service restaurants and limited-service eating places was not only the largest employer, but also boasted the largest number of businesses, with 1,079 across Simcoe County, accounting for 42.8 percent of

all tourism businesses.<sup>274,275</sup> Other amusement and recreation industries was the second-largest sector by business number, with 374 establishments throughout Simcoe County.<sup>276,277</sup> Traveller accommodation, another top employer, was also a leading industry by number of businesses. Taxi and limousine services and independent artists, writers and performers, which both had high workforce increases between 2015-21, were also leading tourism industries by business counts, with 355 and 163 businesses, respectively.<sup>278,279</sup>

**Figure 31: Top five tourism industries by number of businesses, Simcoe County, 2021**<sup>280,281</sup>



Sources: Statistics Canada, Stiletto Analysis

While the tourism workforce reported a net decline, tourism businesses reported a net increase between 2015-21, gaining 443 new businesses over the period.<sup>282,283</sup> Figure 32 shows a breakdown of top industry growth and industry decline over the six-year period. Of the 25 industries within the sector, 13 experienced business growth, another 10 reported a decline, and the rest were unchanged.<sup>284,285,286</sup> Taxi and limousine services reported the highest increase in businesses, with a net gain of 239.<sup>287,288,289</sup> While full-service restaurants and limited-service eating places and other amusement and recreation industries lost workers, these industries both gained businesses over the six-year period.<sup>290,291,292</sup>

Meanwhile, independent artists, writers and performers gained 42 businesses, and performing arts companies gained 25.<sup>293,294,295</sup>

Business losses in the tourism sector were modest, with the largest decline in the spectator sports industry, which decreased by 40 businesses.<sup>296,297,298</sup> Drinking places (alcoholic beverages) did not experience the increases that restaurants did, losing 10 businesses over the period of study.<sup>299,300,301</sup> Travel-related industries made up the other top-declining industries, with bus transportation and non-scheduled air transportation experiencing small declines of between three and six businesses.<sup>302,303,304</sup>

**Figure 32: Highest and lowest tourism industry unit change in number of businesses, Simcoe County, 2015-21**<sup>305,306,307</sup>

Highest Unit Growth		Lowest Unit Change	
NAICS Industry	Number of Workers	NAICS Industry	Number of Businesses
4853 - Taxi and limousine service	239	4855 - Charter bus industry	-3
7225 - Full-service restaurants and limited-service eating places	106	4812 - Non-scheduled air transportation	-4
7115 - Independent artists, writers and performers	42	4854 - School and employee bus transportation	-6
7139 - Other amusement and recreation industries	28	7224 - Drinking places (alcoholic beverages)	-10
7111 - Performing arts companies	25	7112 - Spectator sports	-40

Sources: Statistics Canada, Stiletto Analysis

## Jobs and Skills in Demand

Tourism jobs advertised through the Work in Simcoe job board represented 21.7 percent of all jobs advertised across the six priority sectors. Figure 33 highlights that within this sector, the top 10 job postings made up over 60.0 percent of the top 100 job postings.<sup>308</sup> While four of the top 10 postings fell within the NOC skill level C, two fell within the skill level B.

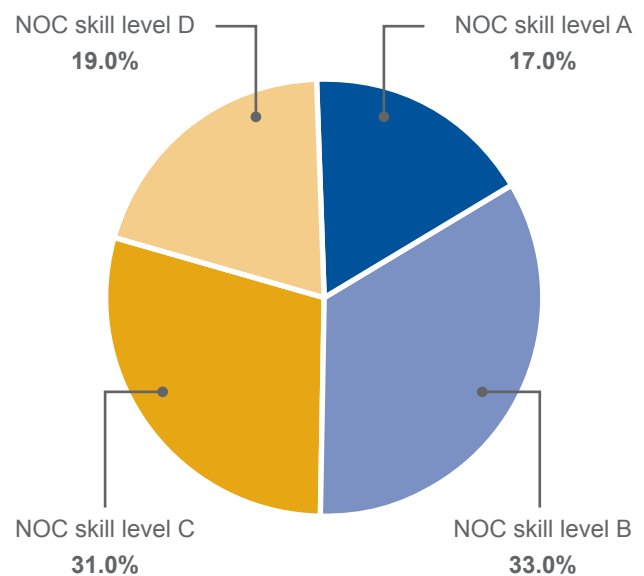
**Figure 33: Top 10 job postings in tourism by occupation and skill level (April, 2020 – September 2022)**<sup>309</sup>

NOC Code and Description	Skill Level	% of Top 100 Postings
NOC: 6322 Cooks	B	22.0
NOC: 6513 Food and beverage servers	C	12.0
NOC: 6711 Food counter attendants, kitchen helpers and related support occupations	D	6.0
NOC: 6512 Bartenders	C	4.0
NOC: 6311 Food service supervisors	B	4.0
NOC: 6731 Light duty cleaners	D	4.0
NOC: 6511 Maitres d’hotel and hosts / hostesses	C	4.0
NOC: 6611 Cashiers	D	4.0
NOC 0631 Restaurant and food service managers	D	4.0
NOC: 7512 Bus drivers, subway operators and other transit operators	C	3.0

Source: Work in Simcoe County Job Demand Board

As Figure 34 illustrates, most tourism jobs advertised in Simcoe County fall within NOC skill level B (33.0%). Seventeen percent of advertised jobs in the sector fell within level A and 19.0 percent fell within level D, which was the highest percentage in this skill level across all sectors.

**Figure 34: NOC skill level among available jobs in tourism (%)**, Simcoe County, April 2020 – September 2022<sup>310</sup>



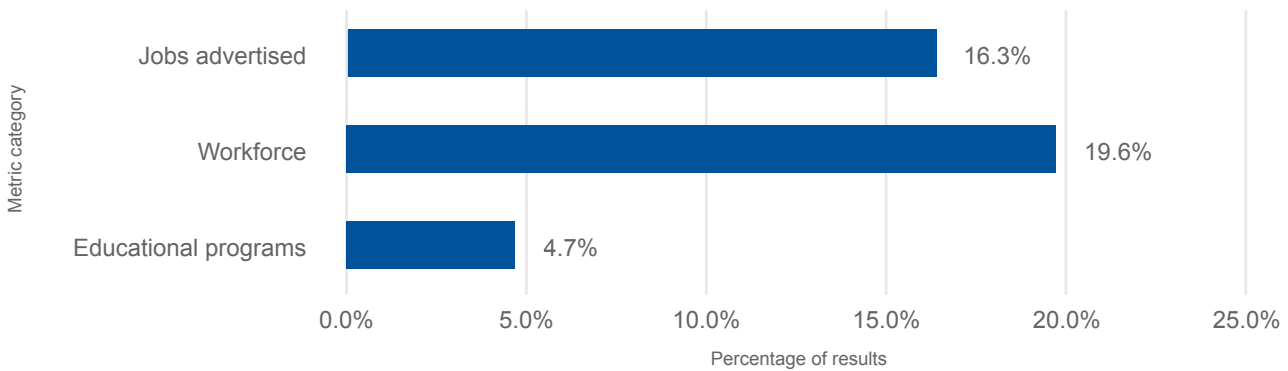
Source: Work in Simcoe County job board

## Workforce and Educational Alignment

### Current Alignment

Of the total education and training assets (618) within the six priority sectors, 4.7 percent (29 programs) supported the tourism sector. Tourism education and training was under-represented; while 19.6 percent of the priority sector workforce was in tourism, only 4.7 percent of total educational programming supported the sector.

**Figure 35: Tourism jobs, workforce, and programs as a percentage of total across six priority sectors, Simcoe County, 2020-22<sup>\*311</sup>**



Source: Work in Simcoe County job board

\*Workforce data taken from June 2021 counts; jobs advertised are total from April 2020-September 2022; educational programs current to November 2022

The under-representation of educational programming in tourism reflected what was heard by stakeholders: the industry typically did not recruit its workforce from post-secondary graduates. It was more often the case that workers were taught on the job and / or had experience within the sector with micro-credentials. Almost half (49%) of all jobs

advertised in tourism fell into NOC skill level C or D, which generally did not require any post-secondary education. For this reason, it is unsurprising that the education provider that offered the most programming was not a post-secondary school, but was the Ontario Tourism Education Corporation (OTEC).

**Figure 36: Tourism educational and training providers, Simcoe County, 2022<sup>312</sup>**

Education and Training Provider	Programs (#)	Programs (%)
Ontario Tourism Education Corporation (OTEC)	10	34.5
Georgian College (including online learning and continuing education)	10	34.5
The Ontario Restaurant Hotel & Motel Association (ORHMA)	5	17.2
Regional Tourism Organization 7	2	6.9
Small Business Centre for Barrie, Simcoe County and Orillia	1	3.4
Tourism Industry Association of Ontario	1	3.4
<b>Total Programs</b>	<b>29</b>	<b>100</b>

Source: Stiletto Analysis

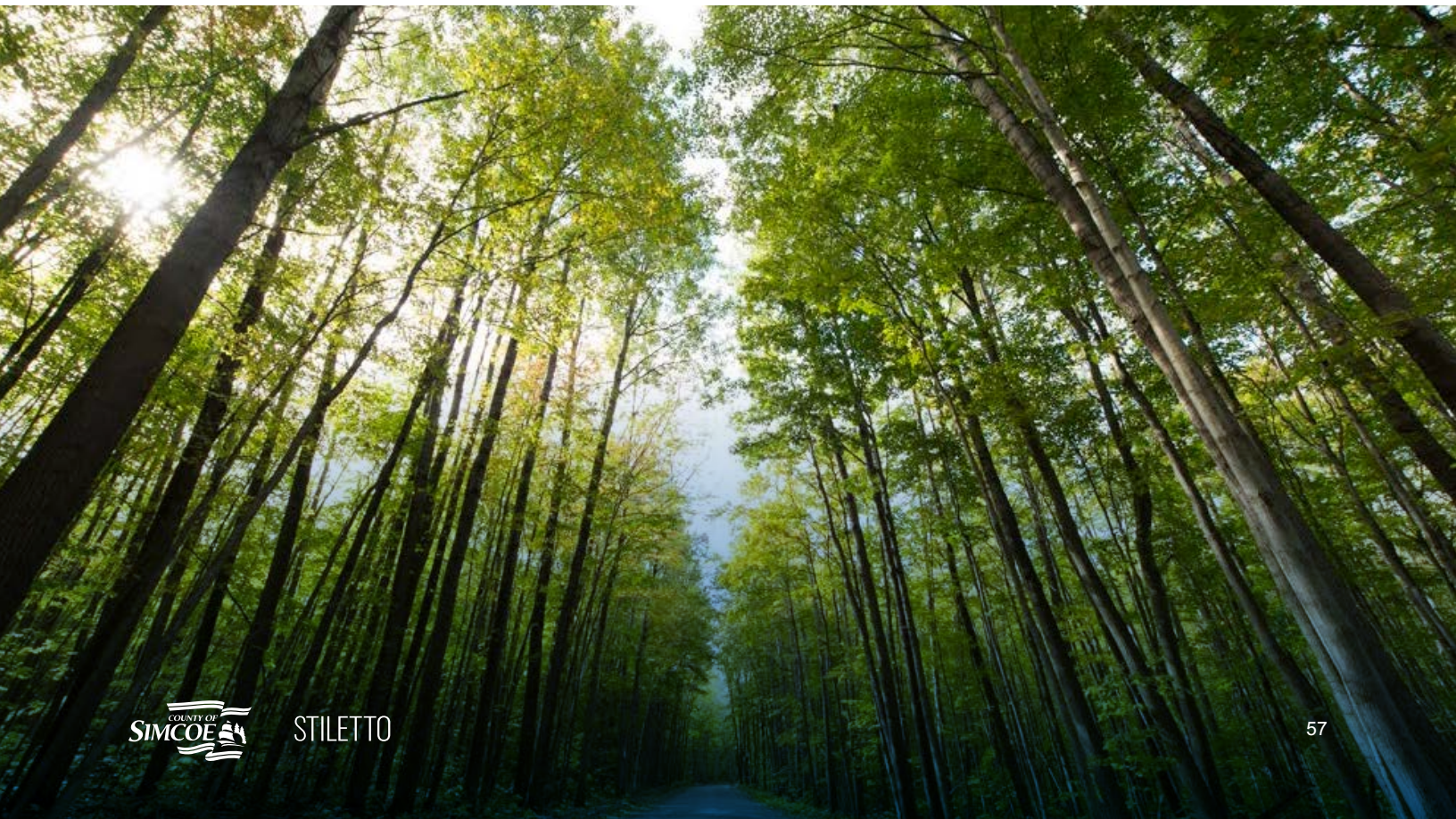
## Future Alignment

**The majority of tourism organizations surveyed had strong business expansion plans.** Of the tourist organizations that participated in our survey, 61.8 percent of them stated that they expected to expand business operations in the next five years (2023-28).

Note, survey respondents categorized as within tourism were among those who fell in two NAICS industries: arts, entertainment, and recreation and accommodation and food services.

**The tourism industry will need access to new entry-level or front-line workers, new college or university students, and experiential learning students.** Of those surveyed, 53.7 percent of tourist organizations reported needing new entry-level or frontline workers; 51.2 percent shared that they will need new college or university students; and 36.6 percent stated that they will need access to experiential learning students.

**Business survey participants believed that educational requirements for the future workforce would vary.** Less than half of the participants believed that all new resources and hires would require a high school diploma. A third of the participants believed that 50-75 percent of new resources would require an apprenticeship placement. Slightly over half of the participants believed that 25-50 percent of new resources would require a college degree. Slightly less than a fifth of the participants believed that 25-50 percent of all new resources would require a university degree.



# Professional, Scientific, and Technical Services Sector Analysis

## Facts and Figures

**Figure 37:** Professional, scientific, and technical services facts and figures, Simcoe County, 2021-22<sup>313,314</sup>

Professional, Scientific, and Technical Services Sector Facts and Figures	
<b>Workforce counts</b>	
Total workforce in priority sectors	122,640
Total professional, scientific, and technical services workforce	11,446
Percentage of priority sector workforce	9.3%
<b>Top industries by workforce size</b>	
1. Architectural, engineering, and related services	2,347
2. Accounting, tax preparation, bookkeeping, and payroll services	1,808
3. Management, scientific, and technical consulting services	1,806
<b>Workforce unit change (2015-21)</b>	
Total net professional, scientific, and technical services workforce unit change	+4,174
<b>Business Counts</b>	
Total businesses in priority sectors	22,096
Total Professional, scientific, and technical services businesses	4,743
Percentage of priority sector businesses	21.5%
<b>Top industries by business size</b>	
1. Management, scientific, and technical consulting services	1,223
2. Accounting, tax preparation, bookkeeping, and payroll services	703
3. Computer systems design and related services	670
<b>Business count unit change (2015-21)</b>	
Total net professional, scientific, and technical services business unit change	+584
<b>Education and training assets</b>	
Total education and training programs	324
Percentage of priority sector education and training programs	52.4%

Sources: Simcoe Census Division, Statistics Canada, Stiletto Analysis

## Gaps and Opportunities

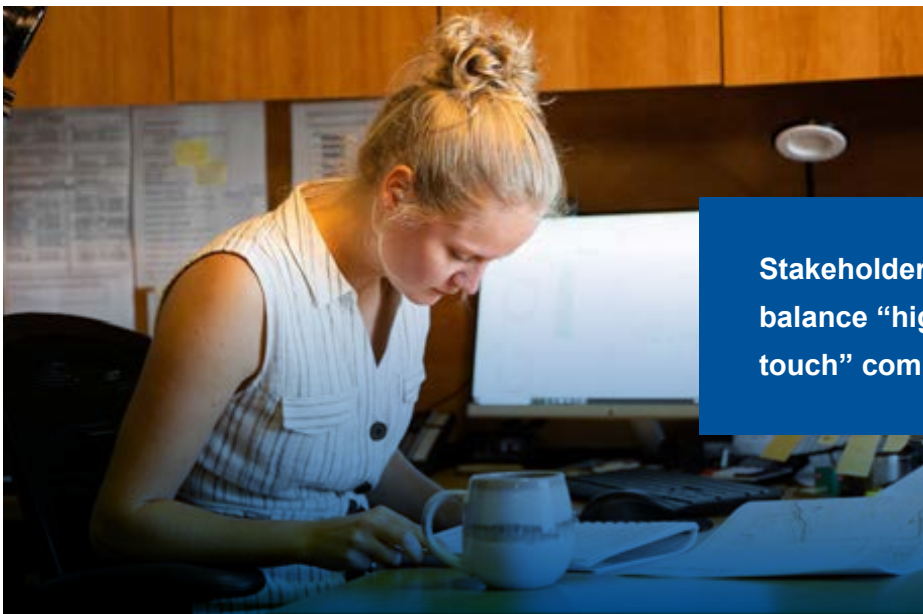
**There are opportunities to strengthen soft skills among students in professional, scientific, and technical services.** Stakeholders shared that many students and those early in their careers lacked foundational soft skills. Stakeholders added that curriculum today ought to balance “high tech” with “high touch” (e.g., emotional intelligence).

**There is an opportunity for Simcoe County to promote its educated workforce in this sector to attract new businesses to the area.** While there was plenty of educational programming to support this sector, the county might benefit from targeted outreach to encourage business growth. Attracting new businesses to the area would benefit a ready and educated workforce.

**Additional middle management is needed in the sector.** Lack of leadership experience and mentorship left a gap in middle management.

Attracting entry-level positions was not a challenge in this sector, but industry was challenged to find higher-level comprehensive engineering talent (people who could envision an end-to-end solution). The sector recognized the gap in mentorship and was open to training in this area.

**There is an opportunity to expand work-integrated learning opportunities as some industry partners reported going to post-secondary schools outside of Simcoe County to recruit students.** Stakeholders shared that they have partnerships with post-secondary schools outside of the county and in some cases these were in programs offered by local post-secondary schools (electrical engineering, for example). Some industry stakeholders were unaware of the full breadth of programming within the training and education institutions.






Stakeholders emphasized the need to balance “high tech” skills with “high touch” competencies.

# Professional, Scientific, and Technical Recommendations

**Figure 38:** Professional, scientific, and technical sector recommendations, implementation partners, and implementation complexity, County of Simcoe Labour Market Study, 2022<sup>315</sup>

**Legend: Implementation complexity**

-  **Low:** Implementation can leverage existing channels of communications and / or existing programs
-  **Medium:** New channels of communications and / or new programs are required, with limited collaborative work across stakeholder groups
-  **High:** New channels of communications and / or new programs are required, with extensive collaborative work across diverse stakeholder groups

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Professional, scientific, and technical services	Strengthen soft skills among students in professional, scientific, and technical services by working with community and post-secondary partners to ensure existing foundational training that is currently available is being adopted.	<ul style="list-style-type: none"> <li>• SMWDBLN</li> </ul>	<ul style="list-style-type: none"> <li>• Post-secondary institutions</li> </ul>		✓	
Professional, scientific, and technical services	To address a missing middle management that was noted across the professional, scientific, and technical services sector, coordinate a cross-industry mentorship program that pairs early-career employees with more seasoned talent. Explore professional association offerings for models / opportunities that could be adapted (e.g., <a href="#">OSPE's mentorship program</a> ).	<ul style="list-style-type: none"> <li>• Industry leaders representing priority sectors</li> <li>• Organization that offers mentorship - TBD</li> </ul>	<ul style="list-style-type: none"> <li>• Professional associations</li> <li>• Entrepreneurship ecosystem partners</li> <li>• County of Simcoe</li> </ul>		✓	
Professional, scientific, and technical services	To encourage industry to seek local talent for the next generation of its employees, create a targeted campaign to show local companies how programs and students align with their needs; activities could include post-secondary schools hosting open houses / tours targeted at local businesses.	<ul style="list-style-type: none"> <li>• Post-secondary institutions</li> <li>• County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>• Area municipalities</li> <li>• Local businesses</li> </ul>	✓		



**Figure 38: Professional, scientific, and technical sector recommendations, implementation partners, and implementation complexity, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Professional, scientific, and technical services	Target business development and retention in sectors where professional, scientific, and technical services graduates are needed. Simcoe County has a competitive advantage to other jurisdictions in that a ready and skilled workforce currently outnumbered the available jobs in this sector.	<ul style="list-style-type: none"> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Local businesses</li> <li>Business associations whose reach extends beyond the County of Simcoe (to encourage businesses to relocate)</li> </ul>		✓	

Source: Stiletto Analysis

### Workforce Overview

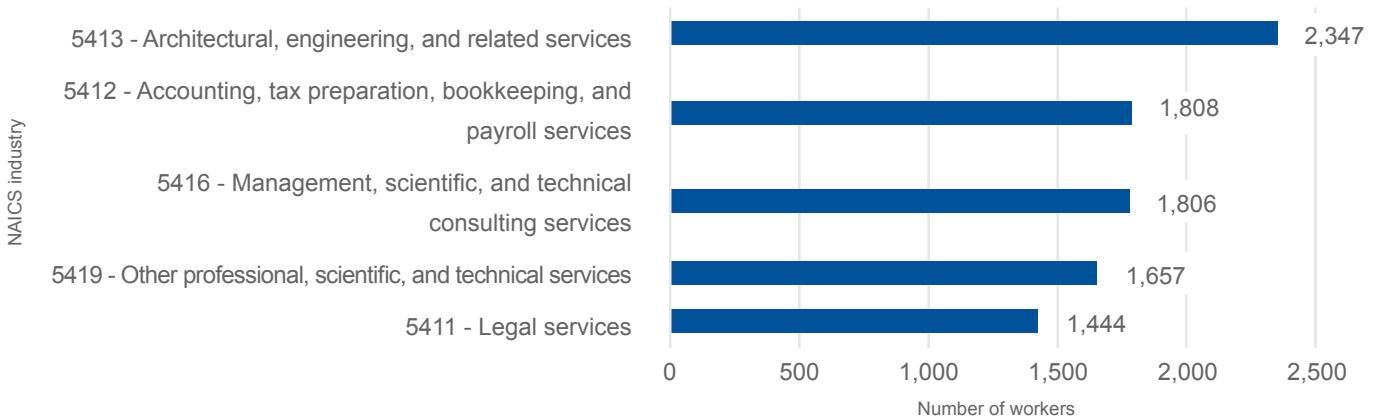
The professional, scientific and technical services sector was comprised of only nine four-digit NAICS industries, which together employed an estimated 11,446 people across Simcoe County (2021).<sup>316,317</sup> As such, the sector was Simcoe County’s smallest workforce, accounting for 9.3 percent of workers within the sectors of focus, and only 5.5 percent of the county’s overall workforce.<sup>318,319</sup>

### Workforce Count

Figure 39 illustrates the top five individual industries within the overall sector based on the workforce size. As the figure shows,

among the top five industries, the workforce was relatively evenly distributed across industries compared to other sectors. The largest workforce was that of the architectural, engineering, and related services industry, which employed an estimated 2,347 people.<sup>320,321</sup> Second was accounting, tax preparation, bookkeeping, and payroll services, which had a workforce of 1,808.<sup>322,323</sup> Management, scientific, and technical consulting services was a very close third, with 1,806 workers.<sup>324,325</sup> While legal services had the lowest workforce among the top five industries, it employed 1,444 workers across Simcoe County.<sup>326,327</sup>

**Figure 39: Top five professional, scientific, and technical services industries by number of workers, Simcoe County, 2021**<sup>328,329</sup>



Sources: Statistics Canada; Stiletto Analysis

Between 2015-21, the professional, scientific, and technical services sector experienced high workforce growth of 4,174 workers.<sup>330,331,332</sup> Figure 40 presents a breakdown of the highest and lowest unit growth among individual industries within the sector; all but one industry had positive growth in their workforces.

Management, scientific and technical consulting services reported the largest workforce growth, gaining a net 1,098 over six years, which was a significant increase, given the total workforce as of 2021 was 1,806 workers.<sup>333,334,335</sup> The second-largest workforce growth was in the accounting, tax preparation, bookkeeping, and payroll services industry, which reported a net gain of 952 workers.<sup>336,337,338</sup> Architectural, engineering, and

related services and computer systems design and related services experienced workforce growth of 612 and 692 workers, respectively.<sup>339,340,341</sup> While eight of the nine industries had net increases, scientific research and development services was the only industry within the sector to experience workforce decline. The industry lost an estimated 125 workers over six years.<sup>342,343,344</sup>

**Figure 40: Highest and lowest professional, scientific, and technical services industry unit change in number of workers, Simcoe County, 2015-21**<sup>345,346,347</sup>

Highest Unit Growth		Lowest Unit Change	
NAICS Industry	Number of Workers	NAICS Industry	Number of Workers
5416 - Management, scientific, and technical consulting services	1,098	5414 - Specialized design services	257
5412 - Accounting, tax preparation, bookkeeping, and payroll services	952	5419 - Other professional, scientific, and technical services	221
5415 - Computer systems design and related services	692	5418 - Advertising, public relations, and related services	90
5413 - Architectural, engineering, and related services	612	5417 - Scientific research and development services	-125
5411 - Legal services	380		

Source: Statistics Canada

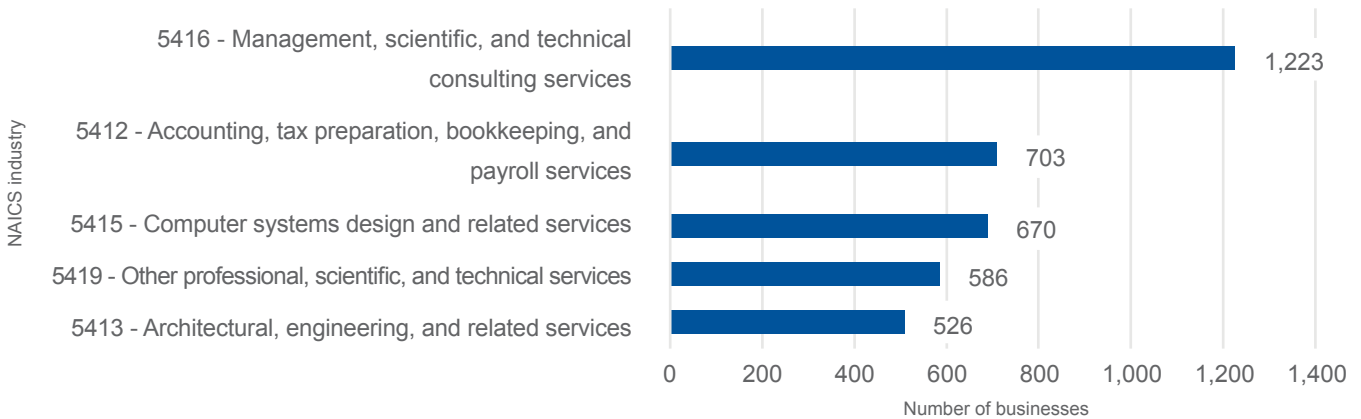
### Business Count

Within Simcoe County, 4,743 businesses operated within the professional, scientific, and technical services sector during 2015-21, representing 21.5 percent of all businesses within the priority sectors, and 10.3 percent of the county’s total businesses.<sup>348,349</sup>

followed, with the second-largest number of businesses, 703. Computer systems design was the third-largest industry, with 670 businesses. Despite being the largest employer, architectural engineering and related services had the smallest number of businesses among the top five, with only 526.<sup>352,353</sup>

Figure 41 illustrates the top five industries in the sector based on the number of businesses. Management, scientific, and technical consulting services had the largest number of businesses at 1,223, accounting for 25.8 percent of the total sector’s businesses.<sup>350,351</sup> Accounting, tax preparation, bookkeeping, and payroll services

**Figure 41: Top five professional, scientific, and technical services industries by number of businesses, Simcoe County, 2021<sup>354,355</sup>**



Sources: Statistics Canada; Stiletto Analysis

The sector overall experienced notable business growth, with a total gain of 584 businesses between 2015-21.<sup>356,357,358</sup> In fact, unlike in other sectors, no single industry within the sector had a decline in the number of businesses. Figure 42 presents the unit growth of individual industries within the sector. Computer systems design and related services had the largest increase of 177 businesses, accounting for 30 percent of the total

increase in businesses within the sector.<sup>359,360,361</sup> Accounting, tax preparation, bookkeeping and payroll services followed with 114 new businesses.<sup>362,363,364</sup> Half of the industries within the sector had modest gains of between 40 and 51 new businesses, while scientific research and development services, the only industry which had workforce decline, also had the lowest growth of only three businesses.<sup>365,366,367</sup>

**Figure 42: Highest and lowest professional, scientific, and technical services industry unit growth in number of businesses Simcoe County, 2015-21<sup>368,369,370</sup>**

Highest Unit Growth		Lowest Unit Change	
NAICS Industry	Number of Workers	NAICS Industry	Number of Workers
5415 - Computer systems design and related services	177	5418 - Advertising, public relations, and related services	48
5412 - Accounting, tax preparation, bookkeeping, and payroll services	114	5416 - Management, scientific, and technical consulting services	44
5419 - Other professional, scientific, and technical services	65	5414 - Specialized design services	42
5413 - Architectural, engineering, and related services	51	5411 - Legal services	40
5418 - Advertising, public relations, and related services	48	5417 - Scientific research and development services	3

Sources: Statistics Canada; Stiletto Analysis

## Jobs and Skills in Demand

Available jobs within the professional, scientific, and technical sector represented 8.1 percent of all jobs available in the county (April 2020 to September 2022). This result represented the sector with the lowest available jobs after agriculture (10.2%). The sector's available jobs increased year over year, however, from September 2020 to September 2022. In fact, by September 2022, the average number of jobs available per month in this sector was up 35.4 percent compared to the monthly average in 2021.

The top 10 most commonly available and advertised jobs in this sector made up 26.0 percent of available jobs within the professional, scientific, and technical sector made up the top 10. Over half of these jobs in the top 10 were NOC skill level B, typically requiring a college diploma or specialized apprenticeship or training. Only one in the top 10 advertised jobs in this sector were considered a NOC level A, typically requiring a degree. This pattern was common among the priority sectors in Simcoe County.

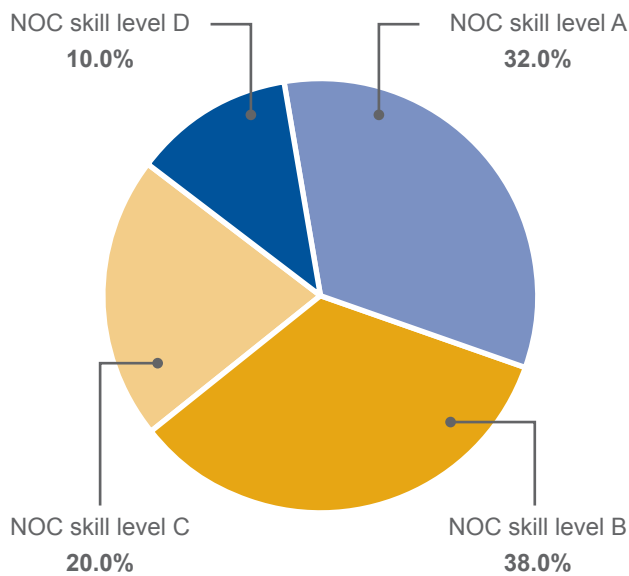
**Figure 43: Top 10 job postings in the professional, scientific, and technical services sector by occupation and skill level, April 2020 – September 2022<sup>371</sup>**

<b>NOC Code and Description</b>	<b>Skill Level</b>	<b>% of Top 100 Postings</b>
<b>NOC: 6421 Retail salespersons</b>	C	5.4
<b>NOC: 6222 Retail and wholesale buyers</b>	B	4.3
<b>NOC: 6552 Other customer and information services representatives</b>	C	3.5
<b>NOC: 4211 Paralegal and related occupations</b>	B	2.6
<b>NOC: 1311 Accounting technicians and bookkeepers</b>	B	2.4
<b>NOC: 1241 Administrative assistants</b>	B	2.4
<b>NOC: 1414 Receptionists</b>	C	2.0
<b>NOC: 4112 Lawyers and Quebec notaries</b>	A	1.6
<b>NOC: 1242 Legal administrative assistants</b>	B	1.2
<b>NOC: 3213 Animal health technologists and veterinary technicians</b>	B	1.1

Source: Work in Simcoe County job board

Figure 44 highlights the breakdown across the sector for all available jobs (April 2020 to September 2022). The vast majority of the sector's available positions (70.0%) fell into NOC skill level A or B. In fact, the sector had more jobs in NOC skill level A (which typically require a degree), than the other priority sectors.

**Figure 44: NOC skill levels among available jobs in professional, scientific, and technical services (%), Simcoe County, April 2020 – September 2022<sup>372</sup>**



Source: Work in Simcoe County job board

## Workforce and Educational Alignment

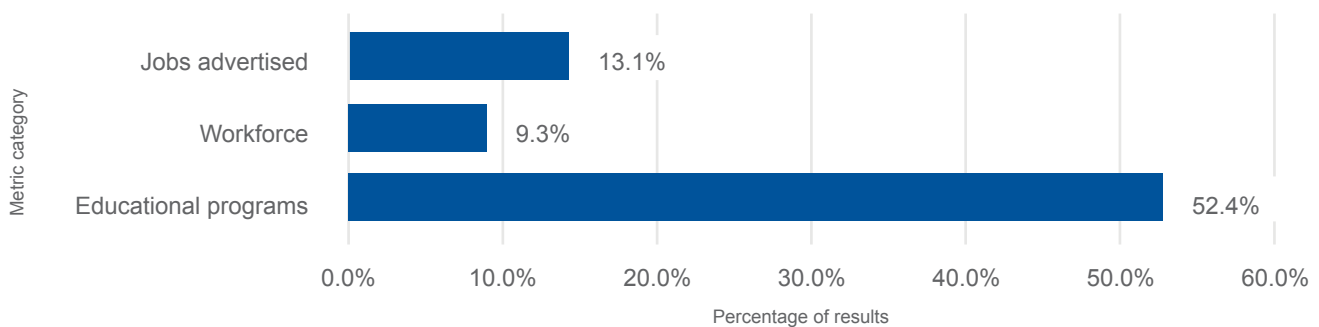
### Current Alignment

Education and training programs in the county that supported the professional, scientific, and technical services sector made up 52.4 percent

of all programming across priority sectors (324 of 618 programs). This programming over-represented the county workforce in this sector, which made up less than 10 percent (9.3%) of the workforce within the six priority sectors.<sup>373,374</sup> This level of over-representation may mean that there are more graduates from this sector’s educational programming than there are jobs available. The recent growth in business numbers in this sector, however, could be an opportunity to retain these graduates.

While many jobs in this sector support all sectors in the county (for example, an accountant working in an agriculture and agri-food business), there is an opportunity for the county to actively attract businesses within the professional, scientific, and technical services because the region has a ready, educated workforce. In addition to programs that focus on new businesses / start-ups (e.g., DMZ Innisfil and Henry Bernick Entrepreneurship Centre), other programming support could be developed to help existing businesses expand and take on these available graduates.

**Figure 45: Professional, scientific, and technical services jobs, workforce, and programs as a percentage of total across six priority sectors, Simcoe County, 2020-22<sup>375</sup>**



Sources: Work in Simcoe County job board, Stiletto Analysis

\*Workforce data taken from June 2021 counts; jobs advertised are total from April 2020-September 2022; educational programs current to November 2022

**Figure 46: Professional, scientific, and technical services educational and training providers, Simcoe County, 2022** <sup>376</sup>

Education and Training Provider	Programs (#)	Programs (%)
Georgian College (including online learning and continuing education)	200	61.7
Lakehead University	36	11.1
Worksite Safety - Training Centre	25	7.7
Agilec	16	4.9
Sandbox Centre	5	1.5
Collège Boréal	8	2.5
Canadian Career College	3	0.9
Canadian Independent Adjusters' Association	5	1.5
Centre for Skilled Trades	4	1.2
Lakehead-Georgian (Barrie)	4	1.2
DMZ Innisfil	3	0.9
Henry Bernick Entrepreneurship Centre (Georgian)	3	0.9
Retail Council of Canada	1	0.3
CIM Chartered Managers Canada	2	0.6
Oxford College of Arts, Business and Technology	2	0.6
Small Business Centre for Barrie, Simcoe County and Orillia	2	0.6
Botree	1	0.3
Community Futures South Georgian Bay	1	0.3
Grow Vantage	1	0.3
Nottawasaga Futures	1	0.3
Orillia & District Literacy Council	1	0.3
<b>Total Programs</b>	<b>324</b>	<b>100</b>

Source: Stiletto Analysis



While many jobs in this sector support all sectors in the county (for example, an accountant working in an agriculture and agri-food business), there is an opportunity for the county to actively attract businesses within the professional, scientific, and technical services because the region has a ready, educated workforce.

## Future Alignment

The professional, scientific, and technical services industry is expecting major growth within the next five years. Seventy-six percent of survey participants from this industry were expecting to expand their business operations.

**Over the next five years, this industry will require a variety of different resources.**

Predominantly, they will require new college or university graduates, high-level expertise professionals, and new entry-level or front-line workers. Of respondents in this sector, 57.9 percent shared their need for new college or university graduates. Of note, 52.6 percent of participants in this industry expected to need high-level expertise professionals and 47.4 percent stated requiring new entry-level or front-line workers.

Educational requirements in this industry are generally of a higher level than other priority sectors in the county. Slightly less than half of the participants in this industry believed that all new employees would require a college degree, and more than three-quarters believed that 50 to 75 percent of all new hires would require a college degree. More than half of the participants stated that 25 to 50 percent of new hires in the industry would require a university degree or higher.





# Agriculture and Agri-Food Sector Analysis

## Facts and Figures

**Figure 47: Agriculture and agri-food facts and figures, Simcoe County, 2021-22<sup>377,378</sup>**

<b>Agriculture and Agri-Food Sector Facts and Figures</b>	
<b>Workforce counts</b>	
Total workforce in priority sectors	122,640
Total agriculture and agri-food workforce	13,942
Percentage of priority sector workforce	11.4%
<b>Top industries by workforce size</b>	
1. Grocery store	6,543
2. Greenhouse, nursery, and floriculture production	949
3. Specialty food stores	752
<b>Workforce unit change (2015-21)</b>	
Total net agriculture and agri-food workforce unit change	+612
<b>Business counts</b>	
Total businesses in priority sectors	22,096
Total agriculture and agri-food businesses	2,536
Percentage of priority sector businesses	11.5%
<b>Top industries by number of businesses</b>	
1. Oilseed and grain farming	392
2. Cattle ranching and farming	304
3. Grocery stores	276
<b>Business count unit change (2015-21)</b>	
Total net agriculture and agri-food business unit change	-202
<b>Education and training assets</b>	
Total education and training programs	2
Percentage of priority sector education and training programs	0.3%

Sources: Simcoe Census Division, Statistics Canada, Stiletto Analysis

## Gaps and Opportunities

**There is an opportunity to strengthen work-integrated learning opportunities, including in applied research and capstone courses with industry in the sector.** Many supporting fields of study, such as communications, marketing, accounting, environmental sciences, distribution / logistics, warehousing, and business were an integral part of the agriculture and agri-food sector.

**There is an opportunity grow education programs at the diploma or associate diploma level.** While the majority of agriculture and agri-food respondents to the employer survey indicated that three quarters of future employees will need at least at high school diploma (77.8%), about a third (33.3%) indicated that all future employees would require a college diploma. An associate diploma or diploma program, along with flexible certificate and micro-credentials, could focus on outcomes that would support skills required to run a farm. Such skills could support careers outside of owning and operating a farm and extend to opportunities such as agricultural manufacturing and support.

In addition, the majority of jobs available in agriculture and agri-food (57.0%) fell into NOC skill level A (typically requires a degree) or B (typically requires a diploma or apprenticeship). Programs at this level represented a gap in available educational programming. When considering development of new programming, industries that could be supported include oilseed and grain farming, and cannabis product manufacturing,<sup>379</sup> which have experienced growth in Simcoe County (2015-21).

**There is an opportunity to strengthen educational programs that support sub-industries including agricultural production.**

These industries make up over one quarter (26.0%) of the total agriculture and agri-food workforce, but have very few education and training programs to support sustaining or growing the workforce.<sup>380,381</sup>






**Workers in the agriculture and agri-food sector could benefit from a diverse set of skills, including communications, accounting, environmental sciences, and other supporting fields.**

## Agriculture and Agri-Food Recommendations

**Figure 48:** Agriculture and agri-food sector recommendations, implementation partners, and implementation complexity, County of Simcoe Labour Market Study, 2022<sup>382</sup>

### Legend: Implementation complexity

-  **Low:** Implementation can leverage existing channels of communications and / or existing programs
-  **Medium:** New channels of communications and / or new programs are required, with limited collaborative work across stakeholder groups
-  **High:** New channels of communications and / or new programs are required, with extensive collaborative work across diverse stakeholder groups

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Agriculture and agri-food	Work with education and training institutions to proactively target organizations in the sector to connect them with work-integrated learning opportunities including in applied research and capstone courses with industry in the sector.	<ul style="list-style-type: none"> <li>• Post-secondary institutions</li> <li>• County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>• Local associations such as the Simcoe County Federation of Agriculture and Holland Marsh Grower's Association</li> </ul>	✓		
Agriculture and agri-food	Work with education and training institutions to explore augmenting programming options to strengthen and expand diploma-, certificate-, and micro-credential level education opportunities (e.g., programs at <a href="#">Durham College</a> , <a href="#">University of Guelph</a> , and <a href="#">Fleming College</a> , and other post-secondary institutions).	<ul style="list-style-type: none"> <li>• Local associations such as the Simcoe County Federation of Agriculture and Holland Marsh Grower's Association</li> <li>• Post-secondary institutions</li> </ul>	<ul style="list-style-type: none"> <li>• County of Simcoe</li> </ul>			✓

Source: Stiletto Analysis

## Workforce Overview

For the purposes of the study, 27 four-digit NAICS industries were classified in the agriculture and agri-food sector. Together, these industries employed an estimated 13,942 workers throughout Simcoe County (2021).<sup>383,384</sup> As such, the sector accounted for 11.4 percent of employment within the six priority sectors, and 6.7 percent of all employment in the county.<sup>385,386</sup>

## Workforce Count

Figure 49 presents the top five individual industries by workforce. As the Figure shows, the sector's

workforce was largely dominated by employment in grocery stores, which accounted for 46.9 percent of all workers in the overall sector. 387,388 Greenhouse, nursery and floriculture production were a distant second, employing only 949 workers.<sup>389,390</sup> Specialty food stores (e.g., meat markets, fruit and vegetable markets) and beer, wine, and liquor stores were both top employers within the sector, with workforces of 752 and 713 workers, respectively.<sup>391,392</sup> Vegetable and melon farming had the smallest workforce among the top five, with 610 workers.<sup>393,394</sup>

**Figure 49: Top five agriculture and agri-food industries by number of workers, Simcoe County, 2021**<sup>395,396</sup>



Sources: Simcoe Census Division, Stiletto Analysis

Overall, the agriculture and agri-food sector had a net increase in its workforce of 612. Among the 27 industries within the sector, 18 had an increase in workers, while eight had a decline.<sup>397,398,399</sup>

Oilseed and grain farming had the largest workforce increase, followed by grocery stores.<sup>400,401,402</sup> Cattle ranching and farming had a notable workforce gain of 255, the third largest in the sector.<sup>403,404,405</sup> As the figure shows, grocery stores were the only industry in the top five that had significant workforce growth also in the top five.

Meanwhile, losses in some industries were quite large. Food merchant wholesalers had the largest decline, losing nearly 900 workers over six years.<sup>406,407,408</sup> Special food services (e.g., caterers, mobile food services) lost 305, while support activities for crop production lost 87.<sup>409,410,411</sup>

**Figure 50: Highest and lowest agriculture and agri-food industry unit change in number of workers, Simcoe County, 2015-21**<sup>412,413,414</sup>

Highest Unit Growth		Lowest Unit Change	
NAICS Industry	Number of Workers	NAICS Industry	Number of Workers
1111 - Oilseed and grain farming	409	1112 - Vegetable and melon farming	-28
4451 - Grocery stores	305	4171 - Farm, lawn and garden machinery and equipment merchant wholesalers	-50
1121 - Cattle ranching and farming	255	1151 - Support activities for crop production	-87
4132 - Beverage merchant wholesalers	237	7223 - Special food services	-305
1114 - Greenhouse, nursery and floriculture production	179	4131 - Food merchant wholesalers	-866

Sources: Statistics Canada, Stiletto Analysis

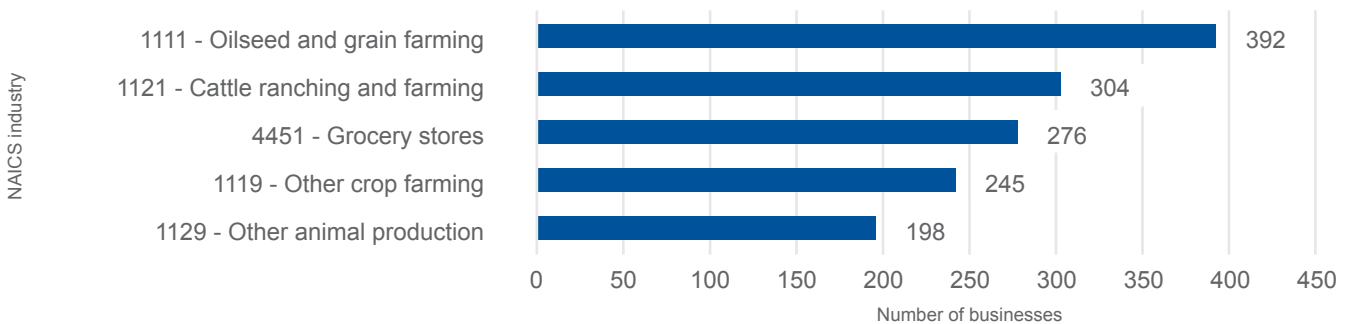
## Business Count

Across Simcoe County, there were 2,384 businesses operating in the agriculture and agri-food sector.<sup>415,416</sup> The sector represented 10.8 percent of businesses within the six priority sectors, and 5.2 percent of all businesses in the county.<sup>417,418</sup>

sector, with 392 businesses.<sup>419,420</sup> Cattle ranching and farming followed closely with 304.<sup>421,422</sup> Both these industries also had significant workforce growth from 2015-21.<sup>423,424</sup> Grocery stores were also a leading industry in number of businesses, with 276 businesses in the county.<sup>425,426</sup>

Figure 51 shows the top industries by number of businesses in the sector. Oilseed and grain farming was the county's largest industry in the

**Figure 51: Top five agriculture and agri-food industries by number of businesses, Simcoe County, 2021**<sup>427,428</sup>



Sources: Statistics Canada, Stiletto Analysis

Overall, the agriculture and agri-food sector had a net decline in businesses between 2015-21, losing 202 businesses over six years.<sup>429,430,431</sup> Of the 27 industries within the sector, 11 had an increase in businesses, while 11 had a decline, and five were unchanged.<sup>432,433,434</sup> Figure 52 provides a breakdown of the top growth and decline in businesses within individual agriculture and agri-food industries.

Oilseed and grain farming was a top-growing industry, gaining 42 businesses.<sup>435,436,437</sup> Further gains within the sector were lower, with poultry and egg production, support activities for crop

production, and specialty food stores all gaining 10 businesses respectively, and hunting and trapping gaining eight.<sup>438,439,440</sup>

Losses in the sector outweighed the gains, however. Other animal production (e.g., apiculture, horse and other equine production, fur-bearing animal and rabbit production) had the largest decrease in businesses of 86.<sup>441,442,443</sup> Despite being top industries and experiencing workforce growth, both cattle ranching and farming and grocery stores had some of the largest declines in businesses.<sup>444,445,446</sup>

**Figure 52: Highest and lowest agriculture and agri-food industry unit change in number of businesses, Simcoe County, 2015-21**<sup>447,448,449</sup>

Highest Unit Growth		Lowest Unit Change	
NAICS Industry	Number of Workers	NAICS Industry	Number of Workers
1111 - Oilseed and grain farming	42	1119 - Other crop farming	-11
1123 - Poultry and egg production	10	4442 - Lawn and garden equipment and supplies stores	-11
1151 - Support activities for crop production	10	4451 - Grocery stores	-68
4452 - Specialty food stores	10	1121 - Cattle ranching and farming	-81
1142 - Hunting and trapping	8	1129 - Other animal production	-86

Sources: Statistics Canada, Stiletto Analysis

**Jobs and Skills in Demand**

Jobs that were available within the agriculture and agri-food sector represented 10.2 percent of all available jobs by industries across the six priority sectors. The number of jobs available in this sector increased year over year (2020-22). By September 2022, the average number of available jobs per month in the sector had increased from the year prior by 77.0 percent. Additionally, by September 2022, the number of

sector jobs available through the Work in Simcoe County job board year-to-date (4,134) had surpassed the total number of jobs available for 2021 (3,122).

Within the agriculture and agri-food sector, the top 10 job postings made up 65.0 percent of the top 100 job postings.<sup>450</sup> Forty percent of the jobs within the top 10 fell into the NOC skill level D. No priority

sector had as many skill level D jobs in the top 10 job postings as agriculture and agri-food. Figure 53 highlights this may have been due in part to occupations in food service and retail service (within grocery stores and other similar retail outlets) being categorized within this sector.

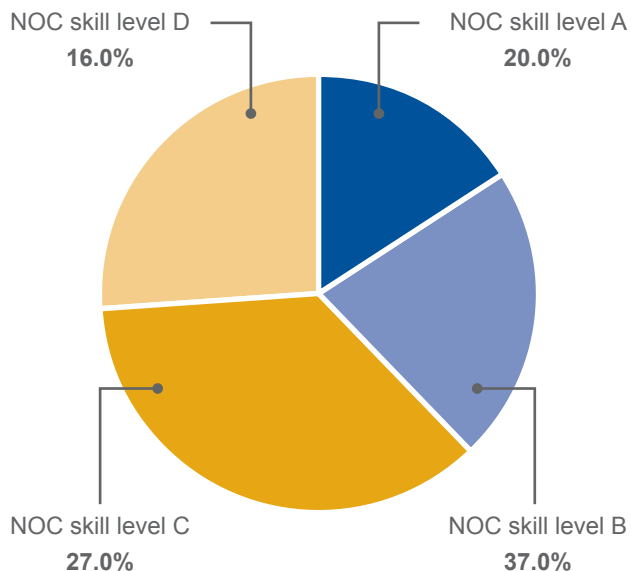
**Figure 53: Top 10 job postings in agriculture and agri-food by NOC Code and skill level, April, 2020 – September 2022**<sup>451,452</sup>

NOC Code and Description	Skill Level	% of Top 100 Postings
NOC: 6421 Retail salespersons	C	14.3
NOC: 6622 Store shelf stockers, clerks and order fillers	D	9.2
NOC: 6611 Cashiers	D	7.2
NOC: 0621 Retail and wholesale trade managers	D	6.5
NOC: 6552 Other customer and information services representatives	C	5.7
NOC: 8431 General farm workers	C	5.6
NOC: 6711 Food counter attendants, kitchen helpers and related support occupations	D	5.3
NOC: 3219 Other medical technologists and technicians (except dental health)	B	4.6
NOC: 6322 Cooks	B	3.6
NOC: 6332 Bakers	B	2.6

Sources: Work in Simcoe County job board, Stiletto Analysis

Figure 54 highlights that, while four of the top 10 jobs advertised in Simcoe County fell within a NOC skill level D, across all jobs in the sector, a more balanced level of skills was in demand: only 16.0 percent of jobs fell into NOC skill level D. In fact, the majority of jobs in agriculture and agri-food (58.0%) fell into NOC skill level A or B.

**Figure 54: NOC skill level among available jobs in agriculture and agri-food, (%), Simcoe County, April 2020 – September 2022**<sup>453</sup>



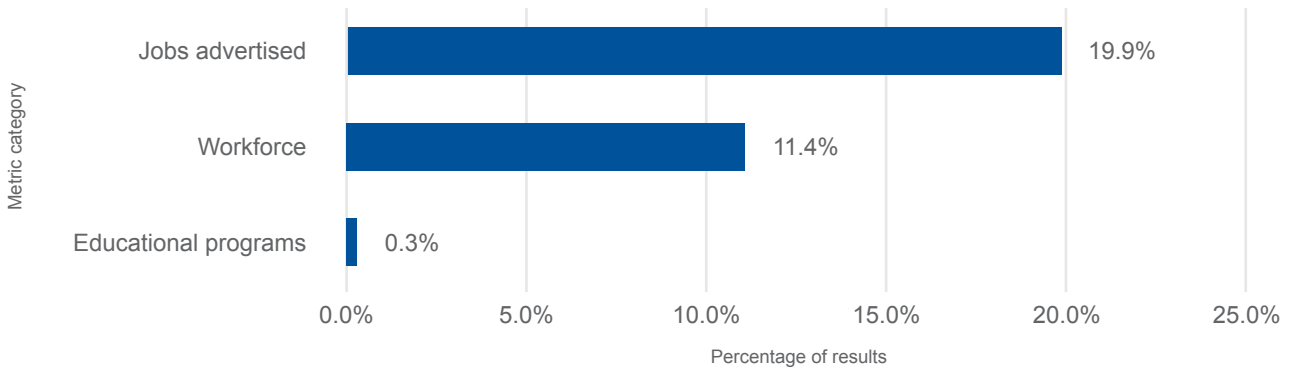
Source: Work in Simcoe County job board

## Workforce and Educational Alignment

### Current Alignment

Of the 618 education and training assets within the six priority sectors in the county, two (0.3%) supported the agriculture and agri-food sector. Both of these programs were micro-credentialing programs. There were no degree or diploma programs that supported the sector. While just over one in 10 jobs in the priority sectors was in agriculture and agri-food, very few educational assets supported the sector directly. This education gap is an opportunity to strengthen educational supports for the industry, particularly given that workers in agriculture and agri-food production (e.g., farming, animal production, as opposed to agriculture / agri-food wholesalers, merchants) is 26.0 percent of the total agriculture and agri-food workforce.<sup>454,455</sup>

**Figure 55: Agriculture and agri-food jobs, workforce, and programs as a percentage of total across six priority sectors, Simcoe County, 2020-22<sup>456</sup>**



Source: Work in Simcoe County job board

\*Workforce data taken from June 2021 counts; jobs advertised are total from April 2020-September 2022; educational programs current to November 2022

**Figure 56: Agriculture and agri-food educational and training providers, Simcoe County, 2022<sup>457</sup>**

Education and Training Provider	Programs (#)	Programs (%)
Georgian Central Soil and Crop Improvement Association	1	50
Ecological Farmers Association of Ontario (EFAO)	1	50
<b>Total Programs</b>	<b>2</b>	<b>100</b>

Source: Stiletto Analysis

## Future Alignment

**The majority of organizations in this industry expected growth in their operations.** According to survey results, 66.7 percent of participants expected to expand their business operations over the next five years (2023-28).

**Agriculture and agri-food will require access to industry-specific needs such as new entry-level or front-line workers, skilled trades apprentices, and experiential learning students.** Of those surveyed in this sector, 63.6 percent stated needing new entry-level or front-line workers.

Additional needs were highlighted, all of which had response rates of 45.5 percent; respondents said they would require:

- Skilled trades apprentices
- Experiential learning students such as co-op students, interns, and project-based placements
- New skilled trades journeypersons
- New college or university graduates



# Construction Sector Analysis

## Facts and Figures

**Figure 57:** Construction facts and figures, Simcoe County, 2021-22<sup>458,459</sup>

Construction Sector Facts and Figures	
<b>Workforce counts</b>	
Total workforce in priority sectors	122,640
Total construction workforce	25,872
Percentage of priority sector workforce	21.1%
<b>Top industries by workforce size</b>	
1. Building equipment contractors	5,060
2. Residential building construction	4,411
3. Building finishing contractors	3,395
<b>Workforce unit change (2015-21)</b>	
Total net Construction workforce unit change	+6,185
<b>Business Counts</b>	
Total businesses in priority sectors	22,096
Total construction businesses	7,325
Percentage of priority sector businesses	33.2
<b>Top industries by number of businesses</b>	
1. Building finishing contractors	1,701
2. Residential building construction	1,630
3. Building equipment contractors	1,211
<b>Business count unit change (2015-21)</b>	
Total net construction business unit change	+877
<b>Education and Training Assets</b>	
Total education and training programs	56
Percentage of priority sector education and training programs	9.1%

Sources: Work in Simcoe County job board, Statistics Canada, Stiletto Analysis

## Gaps and Opportunities

There is an opportunity to strengthen the alignment between educational and training assets and workforce growth trends. With growth in residential and building finishing contractors, the county may benefit from additional programming in these areas.

Stakeholders shared that the county could play a leadership role in communicating trends to ensure education and training institutions plan curriculum accordingly. An example of crucial data that could help inform education and training programming is the

anticipated rate of retirement among construction workers in Ontario. By 2027, over 56,300 workers will retire, which represents about 13 percent of the 2022 provincial labour force.<sup>460</sup> This information, combined with the growth plans of the county, could help educational institutions build a stronger case for supportive programming.

**There is an opportunity to better communicate career options and career pathways in the construction sector.** As is the case in other sectors, there may be misinformation or lack of information among young people about what it means to be in construction and the diverse opportunities within the sector. Exposing young people to career options in construction, and providing an opportunity for hands-on experience and mentoring, can help inform students' education and training options in the future. Programs like the Journey Girls Camp at Northern Alberta Institute for Technology offers girls aged 11 to 14 opportunities to learn about welding, machining, carpentry, and more.<sup>461</sup>




**Formal mentorship opportunities could help address labour shortages.** Mentorship programs, which could be funded through opportunities such as Ontario's Skills Development Fund, could support workforce growth, particularly among equity-denied populations (such as individuals who are Black, Indigenous, people of colour, women, and individuals with disabilities, among others).



# Construction Recommendations

**Figure 58:** Construction sector recommendations, implementation partners, and implementation complexity, County of Simcoe Labour Market Study, 2022<sup>462</sup>

**Legend: Implementation complexity**

-  **Low:** Implementation can leverage existing channels of communications and / or existing programs
-  **Medium:** New channels of communications and / or new programs are required, with limited collaborative work across stakeholder groups
-  **High:** New channels of communications and / or new programs are required, with extensive collaborative work across diverse stakeholder groups

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Construction	Establish new sector-specific events similar to <a href="#">Innovation Summit</a> and create spaces and places to share data and trends, and continue to effectively communicate these findings. Events like Innovation Summit create opportunities for collision and knowledge-sharing between stakeholders in a specific sector, creating and strengthening sector networks and clusters.	<ul style="list-style-type: none"> <li>• Municipal and regional partners</li> <li>• County of Simcoe</li> <li>• SMWDBLN</li> <li>• Local associations such as Simcoe County Home Builders' Association, and Barrie Construction Association</li> </ul>	<ul style="list-style-type: none"> <li>• Post-secondary institutions</li> <li>• Chambers of commerce</li> </ul>	✓		
Construction	To reach students at an early age (e.g., primary school), work with local school boards to ensure students are aware of career pathways. In addition, work with industry and post-secondary schools to articulate the diversity of career options in construction. Leverage existing groups such as the local <a href="#">Young Leaders Group</a> to host school events.	<ul style="list-style-type: none"> <li>• School boards</li> <li>• Local associations such as Simcoe County Home Builders' Association, and Barrie Construction Association</li> </ul>	<ul style="list-style-type: none"> <li>• County of Simcoe</li> <li>• Post-secondary institutions</li> </ul>	✓		

**Figure 58: Construction sector recommendations, implementation partners, and implementation complexity, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Construction	Develop and expand access to professional networks among newcomer populations to alleviate barriers to entering the construction industry.	<ul style="list-style-type: none"> <li>Local Immigration Partnership</li> <li>Ethnic Mosaic Alliance</li> </ul>	<ul style="list-style-type: none"> <li>County of Simcoe</li> <li>Local associations such as Simcoe County Home Builders' Association, and Barrie Construction Association</li> </ul>		✓	
Construction	Facilitate conversations with stakeholders across the ecosystem to explore funding opportunities related to early mentoring and career pathway development, particularly among young equity-denied individuals who may not usually have access to such supports.	<ul style="list-style-type: none"> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Post-secondary</li> <li>Local area associations (such as Simcoe County Home Builders' Association)</li> <li>Local Immigration Partnership</li> <li>Ethnic Mosaic Alliance</li> </ul>		✓	

Source: Stiletto Analysis

## Workforce Overview

For this analysis, 14 four-digit NAICS industries were classified in the construction sector. Across these industries, an estimated 25,872 workers were employed, making the construction sector Simcoe County's largest workforce.<sup>463,464</sup> The sector represented an estimated 21.1 percent of workers within the priority sectors, and 12.4 percent of Simcoe's total workforce.<sup>465,466</sup>

## Workforce Count

Figure 59 shows the top individual industries within the sector by the number of workers. Building equipment contractors were the largest workforce, with 5,060 employed, followed by residential building construction, which employed 4,411 workers.<sup>467,468</sup> Building finishing contractors and foundation, structure, and building exterior contractors boasted workforces of 3,395 and 3,029, respectively.<sup>469,470</sup> Building material and supplies dealers employed 2,476 workers. Taken together, these five industries employed 71.0 percent of the total construction sector workforce.<sup>471,472</sup>

**Figure 59: Top five construction industries by number of workers, Simcoe County, 2021**<sup>473,474</sup>



Sources: Statistics Canada, Stiletto Analysis

Between 2015-21, the construction sector had the second-largest increase in its workforce among the six sectors, gaining a net 6,185 workers over the period.<sup>475,476,477</sup> Among the 14 industries within the sector, 11 had positive growth and only three had a decline.<sup>478, 479,480</sup>

Figure 60 breaks down the highest and lowest unit change among individual industries within the sector. Building and finishing contractors had the highest gain of 1,615 workers, with

building equipment contractors following closely with 1,360 net new workers.<sup>481,482,483</sup> Residential building construction had high growth of 1,252 net new workers.<sup>484,485,486</sup> The unit growth in these three industries alone accounted for 68.4 percent of the total unit growth in the sector overall.<sup>487,488,489</sup> Other specialty trade contractors (e.g., site preparation contractors, brick pavers, crane rental with operators), though not among the largest workforces, had notable workforce growth of 625 net new workers.<sup>490,491,492</sup>

**Figure 60: Highest and lowest construction industry unit change in number of workers, Simcoe County, 2015-21**<sup>493,494,495</sup>

Highest Unit Growth		Lowest Unit Change	
NAICS Industry	Number of Workers	NAICS Industry	Number of Workers
2383 - Building finishing contractors	1,615	2371 - Utility system construction	68
2382 - Building equipment contractors	1,360	3211 - Sawmills and wood preservation	-11
2361 - Residential building construction	1,252	4441 - Building material and supplies dealers	-49
2381 - Foundation, structure, and building exterior contractors	648	2373 - Highway, street and bridge construction	-84
2389 - Other specialty trade contractors	625	4172 - Construction, forestry, mining, and industrial machinery, equipment and supplies merchant wholesalers	-294

Sources: Statistics Canada, Stiletto Analysis

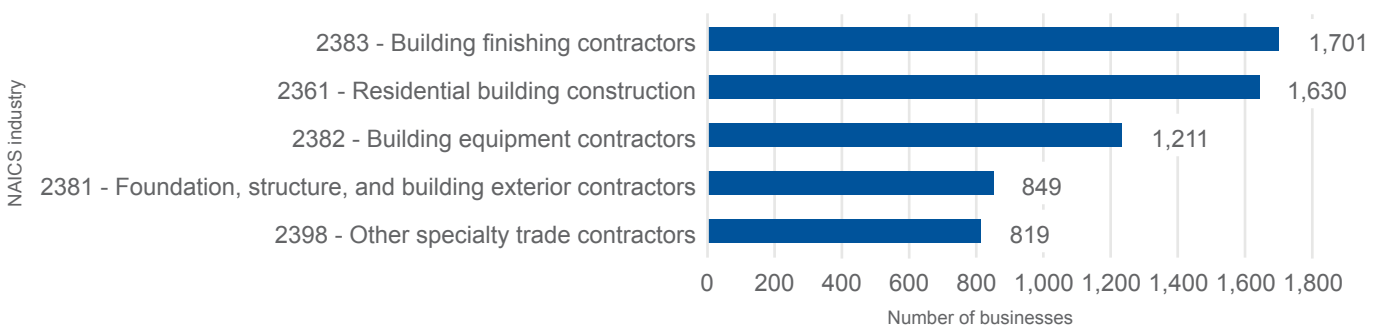
## Business Count

Simcoe’s largest sector by number of businesses. Across the 14 industries classified as construction, there were 7,325 businesses operating in Simcoe County (2021), representing 33.2 percent of the businesses within the six sectors and 15.9 percent of Simcoe businesses overall.<sup>496,497</sup>

Figure 61 shows the top construction industries based on the number of businesses, which closely resembled the top industries by workforce counts. Building finishing contractors had the

highest number of businesses at 1,701, followed closely by residential building construction, with 1,630 businesses.<sup>498,499</sup> Building equipment contractors and foundation, structure, and building exterior contractors are top industries by number of employees as well as businesses.<sup>500,501</sup> Other specialty trade contractors, though not a top employer, was a top industry by number of businesses, with 819.<sup>502,503</sup> These five industries accounted for 84.7 percent of construction sector businesses.<sup>504,505</sup>

**Figure 61: Top five construction industries by number of businesses, Simcoe County, 2021**<sup>506,507</sup>



Sources: Statistics Canada, Stiletto Analysis

The construction sector had the largest overall increase in businesses among the six sectors between 2015-21. Among the 14 industries within the sector, nine had large business increases, while five had modest declines.<sup>508,509,510</sup>

Figure 62 shows a breakdown of the top growth and decline industries within the sector. Building finishing contractors was a top growing industry, with a net gain of 335 businesses over six years.<sup>511,512,513</sup> Building equipment contractors had the second-largest jump in businesses, with 206, followed closely by residential building construction, which gained 203 new businesses.<sup>514,515,516</sup> Non-residential building construction, which was not a top industry by workforce or business counts, experienced some of the highest growth in businesses, at 51 gained over the six-year period.<sup>517,518,519</sup>

Though some industries did experience business decline, these losses were relatively small. Building material and supplies dealers had the biggest drop in businesses, losing 18 between 2015-21.<sup>520,521,522</sup> Land subdivision had the next-largest decline of nine businesses. Lumber, millwork, hardware and other building supplies merchant wholesalers, and sawmills and wood preservation both lost six businesses over the period of study.<sup>523,524,525</sup> Electrical, plumbing, heating and air-conditioning equipment and supplies merchant wholesalers also experienced losses, as did construction dealers and wholesalers.<sup>526,527,528</sup>

**Figure 62: Highest and lowest construction industry unit change in number of businesses, Simcoe County, 2015-21**<sup>529,530,531</sup>

Highest Unit Growth		Lowest Unit Change	
NAICS Industry	Number of Workers	NAICS Industry	Number of Workers
2383 - Building finishing contractors	335	4161 - Electrical, plumbing, heating and air-conditioning equipment and supplies merchant wholesalers	-3
2382 - Building equipment contractors	206	3211 - Sawmills and wood preservation	-6
2361 - Residential building construction	203	4163 - Lumber, millwork, hardware and other building supplies merchant wholesalers	-6
2381 - Foundation, structure, and building exterior contractors	90	2372 - Land subdivision	-9
2362 - Non-residential building construction	51	4441 - Building material and supplies dealers	-18

Sources: Statistics Canada, Stiletto Analysis

## Jobs and Skills in Demand

Construction jobs available through the Work in Simcoe County job board represented 19.2 percent of all jobs advertised across the six priority sectors. As was observed in other sectors, the top 10 most commonly advertised jobs made up the majority of the top 100 jobs posted (53%).<sup>532</sup> Half of the most common 10 jobs available (five) fell into NOC skill level C, while three of the most common 10 jobs available fell into NOC skill level B. There were no jobs in the top 10 that would typically require a degree (NOC skill level A).

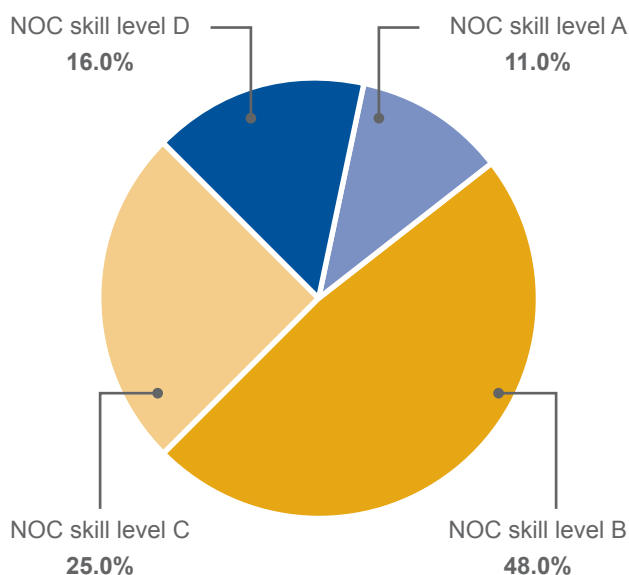
**Figure 63: Top 10 job postings in construction by occupation and skill level, Simcoe County, April, 2020 – September 2022<sup>533</sup>**

NOC Code and Description	Skill Level	% of Top 100 Postings
NOC: 6421 Retail salespersons	C	13.6
NOC: 7271 Carpenters	B	9.5
NOC: 7611 Construction trades helpers and labourers	D	5.6
NOC: 6552 Other customer and information services representatives	C	4.6
NOC: 7452 Material handlers	C	4.2
NOC: 7294 Painters and decorators (except interior decorators)	B	3.6
NOC: 7511 Transport truck drivers	C	3.4
NOC: 6611 Cashiers	D	3.0
NOC: 7441 Residential and commercial installers and servicers	C	2.7
NOC: 7291 Roofers and shinglers	B	2.6

Sources: Work in Simcoe County job board, Stiletto Analysis

Across the top 100 jobs available in Simcoe County, almost half (48.0%) typically required a diploma or apprenticeship (NOC skill level B). While construction had the fewest jobs within its top 100 job postings that fell within NOC skill level A (11.0%) across the six priority sectors, it had the highest amount of jobs that fell within NOC skill level B.

**Figure 64: NOC skill level among available jobs in construction (%), Simcoe County, April, 2020 – September 2022<sup>534</sup>**



Sources: Work in Simcoe County job board, Stiletto Analysis



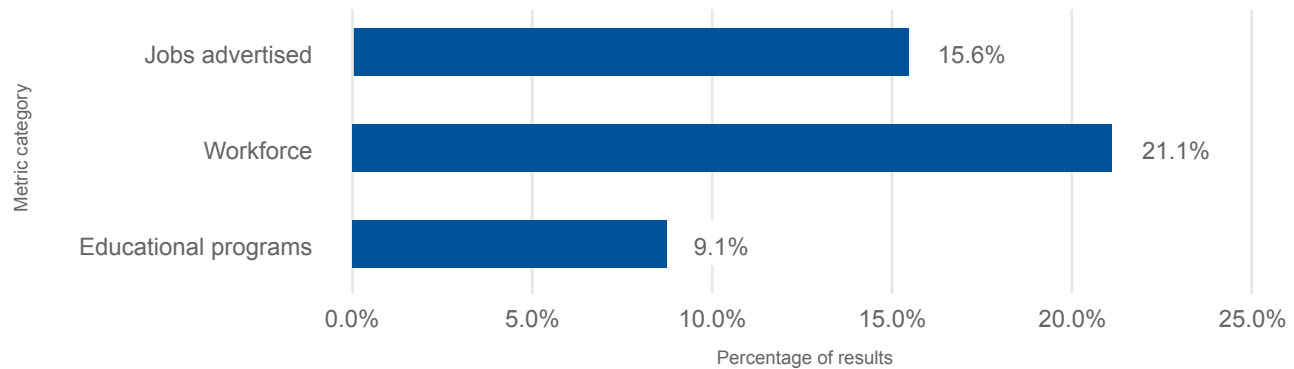
## Workforce and Educational Alignment

### Current Alignment

Of the education and training programs available in the county (618) within the six priority sectors, 9.1 percent (56) supported the Construction sector. Construction education and training were under-

represented compared to the workforce. While 21.1 percent of the priority sector workforce was in construction, only 9.1 percent of total educational programming supported the sector.

**Figure 65: Construction jobs, workforce, and programs as a percentage of total across six priority sectors, Simcoe County, 2020-22<sup>\*535</sup>**



Sources: Work in Simcoe County job board, Stiletto Analysis

\*Workforce data taken from June 2021 counts; jobs advertised are total from April 2020-September 2022; educational programs current to November 2022

Stakeholders shared that more in-depth technical courses would be welcome. Residential building construction and building finishing contractors were among the highest growth areas within the construction workforce. Not surprisingly, these were also among the most advertised jobs, along with plumbing, heating and air-conditioning contractors. While Georgian College has a diploma program that supports the development

of careers as heating, refrigeration, and air-conditioning technicians, the county may benefit from a diploma program that supports the development of careers in building construction technician. Of maximum benefit would be a program that offers work placements or co-ops. These opportunities would benefit the growth that this area of the sector is experiencing.

**Figure 66: Construction educational and training providers, 2022<sup>536</sup>**

Education and Training Provider	Programs (#)	Programs (%)
Worksite Safety - Training Centre	39	69.6%
Georgian College (including online learning and continuing education)	16	26.6%
Barrie Construction Association	1	1.8%
<b>Total Programs</b>	<b>56</b>	<b>100</b>

Source: Stiletto Analysis

## Future Alignment

The majority of construction organizations that participated in the survey expected to grow their business operations within the next five years. Of respondents in this sector, 66.5 percent believed they would expand their business operations over the years 2023-28.

**The construction industry will require industry-specific labour market growth strategies.** Skilled trades apprentices and new skilled trades journeypersons were the top two jobs that respondents expected to need most. Among respondents, 73.3 percent of respondents selected these two options as a future need. Upskilling programs for the current workforce were also a major need for 46.7 percent of respondents.



# Cross-Sector Analysis

## Facts and Figures

**Figure 67: Cross-sector facts and figures, Simcoe County, 2021-22<sup>537,538</sup>**

Cross-Sector Facts and Figures	
<b>Workforce counts</b>	
Total workforce in priority sectors	122,640
<b>Top industries by workforce size</b>	
1. Full-service restaurants and limited-service eating places	14,060
2. Grocery stores	6,543
3. Building equipment contractors	5,060
<b>Workforce unit change (2015-21)</b>	
Total net workforce in priority sectors unit change	+15,610
<b>Business counts</b>	
Total business counts in priority sectors	22,096
<b>Top industries by number of businesses</b>	
1. Building finishing contractors	1,701
2. Management, scientific, and technical consulting services	1,223
3. Offices of other health practitioners	1,116
<b>Business count unit change (2015-21)</b>	
Total net businesses in priority sectors unit change	+2,533
<b>Total education and training programs</b>	
	651

Sources: Simcoe Census Division, Statistics Canada, Stiletto Analysis

## Cross-Sector Gaps, Opportunities, and Recommendations

Cross-sector gaps and opportunities and accompanying recommendations are grouped into five areas: fostering inclusive leadership, building soft skills, connecting community through belonging and reducing barriers, collaborating and learning across sectors, and connecting the ecosystem. Gaps and opportunities are summarized by theme, and recommendations are provided in Figure 68.

### Fostering Inclusive Leadership

#### Gaps and opportunities

**There was a skills and training gap among employers:** Employers, non-profit support agencies, and those within post-secondary education felt as though employers were not in touch with the needs of younger workers and did not know how to attract and retain this demographic. Some employers lacked or needed strengthening in the following areas:

- Digital literacy skills
- Cultural competencies
- Awareness of value of work-integrated learning
- Awareness of value of continuing education for employees
- Awareness of research and development opportunities
- Barriers and challenges for new Canadians and international students
- Awareness of the value of mentorship

**Some employers lacked knowledge and training about the value and benefits of a diverse workforce and the ways to attract and retain such talent:**

Some employers were not aware of the benefits of a diverse workforce (e.g., including newcomers, people of diverse ages, people with disabilities, and international students). In addition, some lacked experience and knowledge about how to best support, retain, and mentor such talent.

**Building Soft Skills**

*Gaps and opportunities*

**There is an opportunity to realign the workforce today with the needs of tomorrow:**

While some sectors faced more challenges in this area than others, all could have benefitted from strengthening soft skills within their organizations. There is an opportunity to shape the current and future workforce to be more prepared for the challenges of the future by implementing education, training, and programs surrounding:

- Interpersonal relationship building (conflict management, empathy)
- Employee / employer relations
- Mental health training (e.g., mental health first aid)
- Soft skills (e.g., professionalism, communication)
- Digital literacy
- Mentorship, succession planning, and leadership programs

From the employer survey distributed in the county, the top three soft skills employers believed were most important in a job candidate were:

- Professionalism (35.9%)
- Communication (27.4%)
- Ability to work with others (20.9%)

**Connecting Community and Reducing Barriers**

*Gaps and opportunities*

**Training and education are out of reach for some newcomers because they cannot easily and quickly access language assessment and other important resources:**

English and / or French language assessment is a first step for newcomers to gain access to education and training supports, including bridging programs. Working with newcomers to ensure their skills and certifications are recognized and their career pathways are aligned with their strengths and skills will be important to ensure a growing and work-ready talent pool. By having these supports

in place, the County of Simcoe could improve on making its community more attractive to international talent and retain more of the talent they recruit. Creating a sense of inclusion and belonging is needed to help improve retention.

**There are systemic barriers to diversifying the workforce:** The County of Simcoe has multiple initiatives it is undertaking to support the diversification of the workforce by removing some key barriers. While outside the scope of this project, there are two systemic barriers to diversifying the workforce: 1) Transportation: Most newcomers in the county are based in Barrie,<sup>539</sup> where many cite transportation as a barrier;<sup>540</sup> and 2) Affordable housing: Newcomers and international students, among others, find affordable housing to be a barrier to not only enter the workforce, but also to remain in the county as long-term residents.

## Collaborating and Learning Across Sectors

### Gaps and opportunities

**Together, industry and the county will have a shared part to play in helping foster an innovative, responsive, and thriving economy:** The County of Simcoe can help foster relationships within priority sectors and help businesses create a platform and model for shared learning and networking. Industry associations can help the county implement programs as well as help each other navigate shared issues. The county can also consider leveraging associations to communicate cross-sectoral training and education opportunities, along with opportunities for industries across sectors to tackle some of the shared challenges

together (e.g., workforce retention training and equity, diversity, and inclusion training).

**The community is unsure / unaware of training hosted by the county:** The training and resources offered by the county are underutilized. The county has an opportunity to review program offerings as well as communications methods and strategies and impacts to more effectively align its training programs to employers and employees across the area.

## Connecting the Ecosystem

### Gaps and opportunities

**There is an opportunity for the County of Simcoe to be a convener and connector between post-secondary institutions and industry:** The county has an opportunity to connect across sectors to ensure programs are aligned with what the labour market and workforce needs today and will need in the future.

### Industry awareness and use of work-integrated learning opportunities can be strengthened:

Sharing and communicating the value of investing in students, experts, and researchers within the education system will be of continuing importance to the County of Simcoe. Recommendations related to engaging industry in post-secondary programs could advance this priority.

**There is an opportunity for the county and its educational and community support partners to leverage employer support for training and education:** Across stakeholder engagement (interviews, focus groups, and a business survey), employers articulated enthusiasm and

validated the need for employee training and workforce development through work-integrated learning opportunities. Reflecting a spectrum of interest in employee skill development and retention, stakeholders indicated that:

- Recruiting mid-level and mid-skilled workers would be either somewhat or very useful and relevant to their organization (77.8%);
- Accessing student co-op or internship placements would be either somewhat or very useful and relevant to their organization (69.4%); and
- Introducing job retention strategies would be either somewhat or very useful and relevant to their organization (68.3%).



**Simcoe County stakeholders showed strong support for work-integrated learning opportunities.**

# Cross-Sector Recommendations

**Figure 68:** Cross-sector summary of implementation partners and implementation complexity by recommendation, County of Simcoe Labour Market Study, 2022<sup>541</sup>

**Legend: Implementation complexity**

- Low:** Implementation can leverage existing channels of communications and / or existing programs
- Medium:** New channels of communications and / or new programs are required, with limited collaborative work across stakeholder groups
- High:** New channels of communications and / or new programs are required, with extensive collaborative work across diverse stakeholder groups

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Cross-sector	Build on existing training (e.g., soft skills courses offered by SMWDBLN) and pilot training programs for jobseekers and employers, leaders, and supervisors, providing digital and physical badges, or similar visual markers. Employees and community members will recognize these leaders as those who believe in lifelong learning and investing in their own development.	<ul style="list-style-type: none"> <li>• SMWDBLN</li> <li>• County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>• Industry associations</li> <li>• Regional economic development network</li> <li>• Post-secondary institutions</li> </ul>		✓	
Cross-sector	Work with Sandbox to promote and bring more awareness to Sandbox DEI to ensure broad participation, including among industry, academia, and government. The program encourages and celebrates leaders in the community who are taking actionable steps toward an inclusive workplace, organization, etc. Additionally, continue to grow and promote Annual Newcomer Recognition (led by the Local Immigration Partnership).	<ul style="list-style-type: none"> <li>• Local Immigration Partnership</li> <li>• Chambers of commerce</li> <li>• Ethnic Mosaic Alliance</li> </ul>	<ul style="list-style-type: none"> <li>• County of Simcoe</li> <li>• Community support organizations (such as United Way and YMCA)</li> </ul>		✓	

**Figure 68: Cross-sector summary of implementation partners and implementation complexity by recommendation, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Cross-sector	Work with education providers to embed soft skill development in curriculum at all levels, including in middle and high schools.	<ul style="list-style-type: none"> <li>• SMWDBLN</li> <li>• School boards</li> <li>• Post-secondary institutions</li> </ul>	<ul style="list-style-type: none"> <li>• County of Simcoe</li> </ul>		✓	
Cross-sector	Provide additional language assessment services in Simcoe County to remove the most often cited barrier to accessing government-funded training and workforce development opportunities, including language training and provincially-funded bridging programs.	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• SMWDBLN</li> </ul>			✓
Cross-sector	Provide intercultural communications training to ensure that workplaces and learning spaces are safe and welcoming.	<ul style="list-style-type: none"> <li>• County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>• SMWDBLN</li> <li>• School boards</li> <li>• Post-secondary institutions</li> </ul>		✓	
Cross-sector	Continue to pursue the feasibility study for a welcome centre / multicultural centre. This centre would be particularly useful for newcomers and international students, many of whom work in the tourism sector.	<ul style="list-style-type: none"> <li>• Local Immigration Partnership</li> <li>• Ethnic Mosaic Alliance</li> <li>• Tourism Simcoe County</li> <li>• Regional Tourism Organization 7</li> </ul>	<ul style="list-style-type: none"> <li>• Province of Ontario</li> <li>• Community support organizations that can contribute to short- and medium-term funding (such as United Way and YMCA)</li> <li>• County of Simcoe</li> <li>• School boards</li> </ul>			✓
Cross-sector	Provide welcoming community outreach (e.g., meet-and-greets and networking events throughout the year) during students' academic careers (not only in orientation). These could be across all sectors (industry, academia, community).	<ul style="list-style-type: none"> <li>• County of Simcoe</li> <li>• Industry associations across all sectors</li> <li>• Community support organizations (such as United Way and YMCA)</li> </ul>	<ul style="list-style-type: none"> <li>• Post-secondary institutions</li> </ul>	✓		



**Figure 68: Cross-sector summary of implementation partners and implementation complexity by recommendation, County of Simcoe Labour Market Study, 2022 (con't)**

Sector	Recommendation	Potential Implementation Partners (Examples)		Implementation Complexity		
		Lead	Support	Low	Medium	High
Cross-sector	Continue to provide a job posting platform for local employers who are hiring.	<ul style="list-style-type: none"> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>SMWDBLN</li> <li>Municipal and Regional Partners</li> </ul>	✓		
Cross-sector	Ensure industry and job seekers are aware and are utilizing the local job posting platform.	<ul style="list-style-type: none"> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Municipal and Regional Partners</li> <li>SMWDBLN</li> <li>Chambers of commerce</li> <li>Industry associations across sectors</li> </ul>	✓		
Cross-sector	Provide space and opportunity for industries across sectors to come together to discuss current successes and challenges, providing an opportunity to learn and innovate across sectors.	<ul style="list-style-type: none"> <li>County of Simcoe</li> <li>Municipal and Regional Partners</li> </ul>	<ul style="list-style-type: none"> <li>Chambers of commerce</li> <li>Industry associations across sectors</li> <li>Post-secondary representatives</li> </ul>		✓	
Cross-sector	Partner with educational institutions to provide modern snapshots of what careers in various sectors look and feel like.	<ul style="list-style-type: none"> <li>SMWDBLN</li> <li>Post-secondary institutions</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Industry associations across all sectors</li> <li>School boards</li> </ul>	✓		
Cross-sector	Ensure industry is connected to educational institutions in mutually beneficial ways. For example, explore opportunities to develop industry case studies for classroom use; develop capstone courses that focus on an industry / problem; invite industry experts to give talks; host a “living lab” focused on advancing innovation in a particular sector; explore opportunities for more applied research projects that include industry partners.	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Industry associations across all sectors</li> </ul>	✓		
Cross-sector	Facilitate conversations between industry and educational providers to ensure programming aligns with industry needs.	<ul style="list-style-type: none"> <li>Post-secondary institutions</li> <li>County of Simcoe</li> </ul>	<ul style="list-style-type: none"> <li>Industry leaders</li> </ul>	✓		

Source: Stiletto Analysis

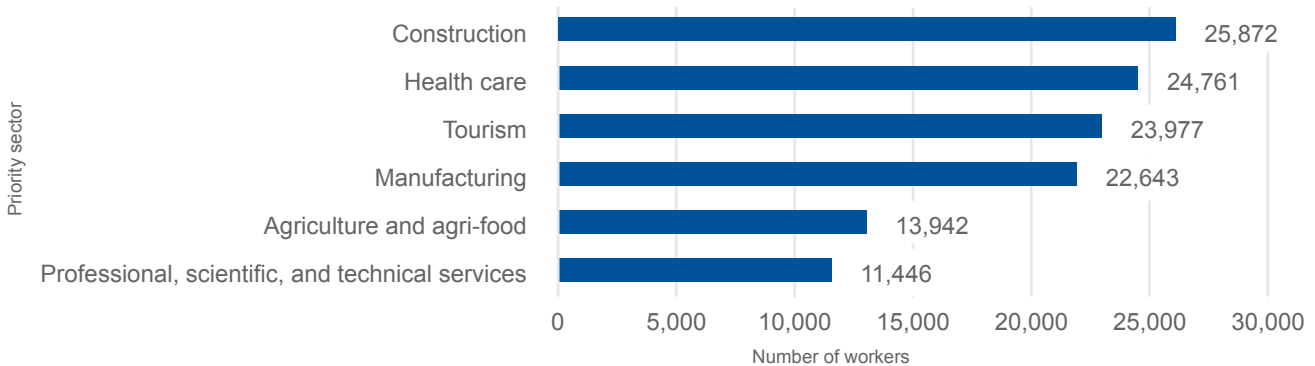
## Workforce Overview

### Cross-Sector Workforce Count

As of 2021, Simcoe County had a workforce of 203,985.<sup>542,543</sup> Among these individuals, an estimated 122,640 worked within the six priority sectors of focus.<sup>544,545</sup> Based on this

assessment, three out of every five workers in the county worked within one of these six priority sectors.<sup>546,547</sup> Figure 69 presents the number of workers within each of these sectors, as of 2021.

**Figure 69: Workforce counts by priority sector, Simcoe County, 2021**<sup>548,549</sup>



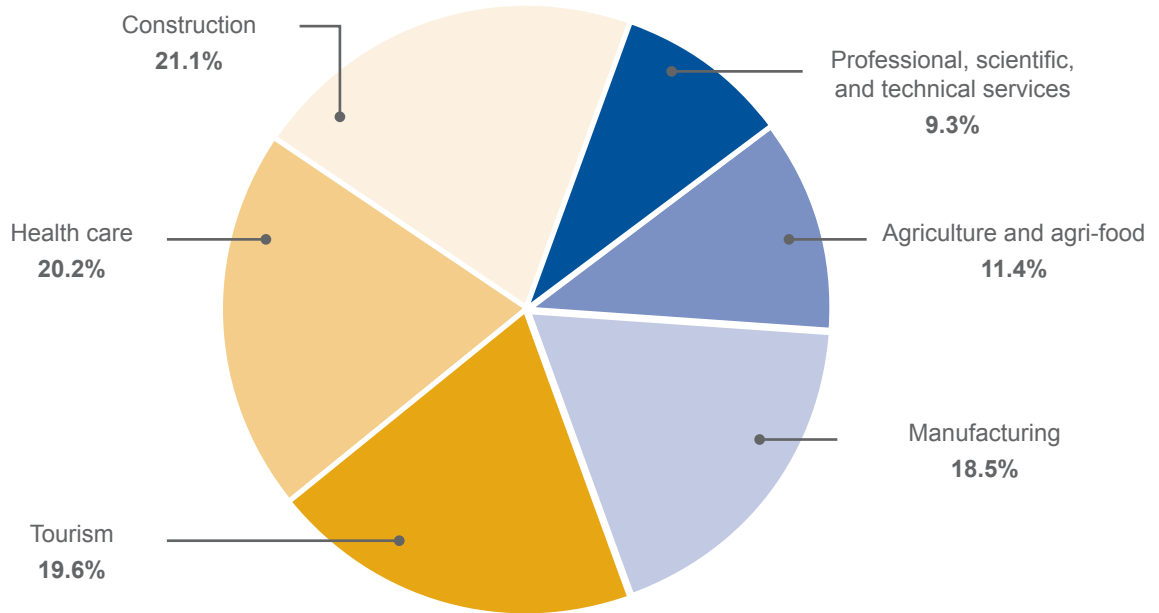
Sources: Statistics Canada, Stiletto Analysis

The construction sector boasted the largest share of the workforce, with 25,872 workers (21.1% of workers within the six priority sectors, and 12.4% of the total County workforce).<sup>550,551</sup> Health care was a close second, with 20.2 percent of the priority sector workforce, and 11.9 percent of the total workforce.<sup>552,553</sup>

Overall, while construction, health care, and tourism were the leading workforce industries, worker distribution across the six sectors was fairly even, though professional, scientific, and technical services accounted for the lowest share of the priority sector workforce (9.3%).<sup>554,555</sup> As previously mentioned, educational programs in

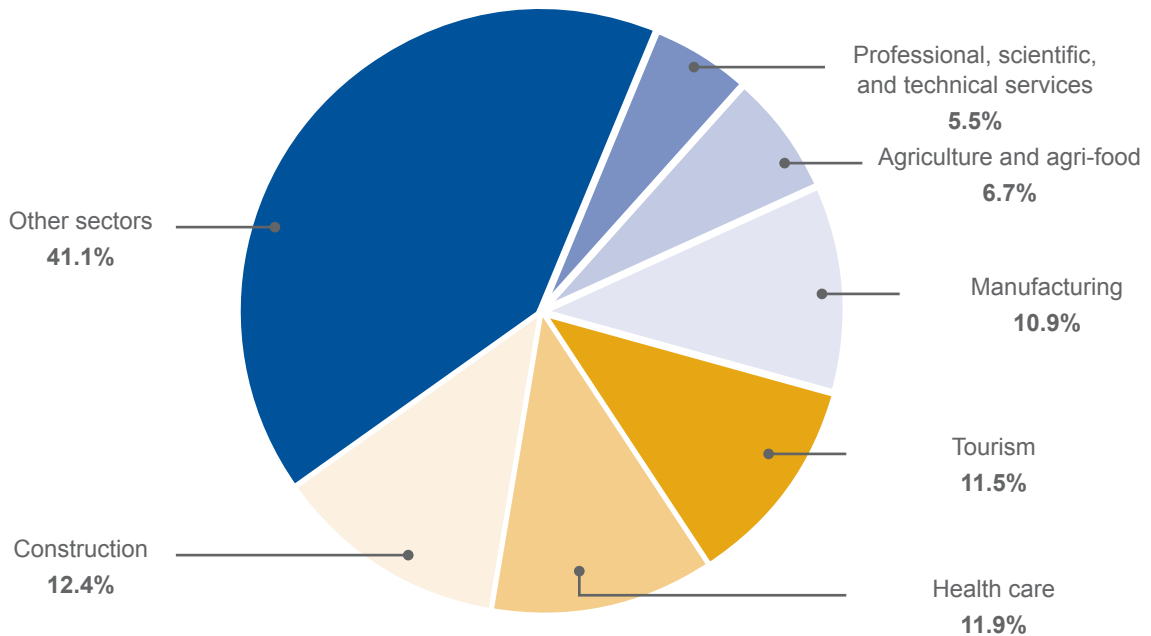
professional, scientific, and technical services were over-represented compared to available jobs. Similarly, programs that supported this sector were also over-represented compared to the current workforce: Figure 70 highlights the existing workforce counts by sector and demonstrates that this sector's workforce was the lowest among all priority sectors (9.3%).<sup>556,557</sup>

**Figure 70: Percentage of workforce by sector, total workers within priority sectors, Simcoe County, 2021<sup>558,559</sup>**



Sources: Statistics Canada; Stiletto Analysis

**Figure 71: Percentage of total workforce, all sectors, Simcoe County, 2021<sup>560,561</sup>**



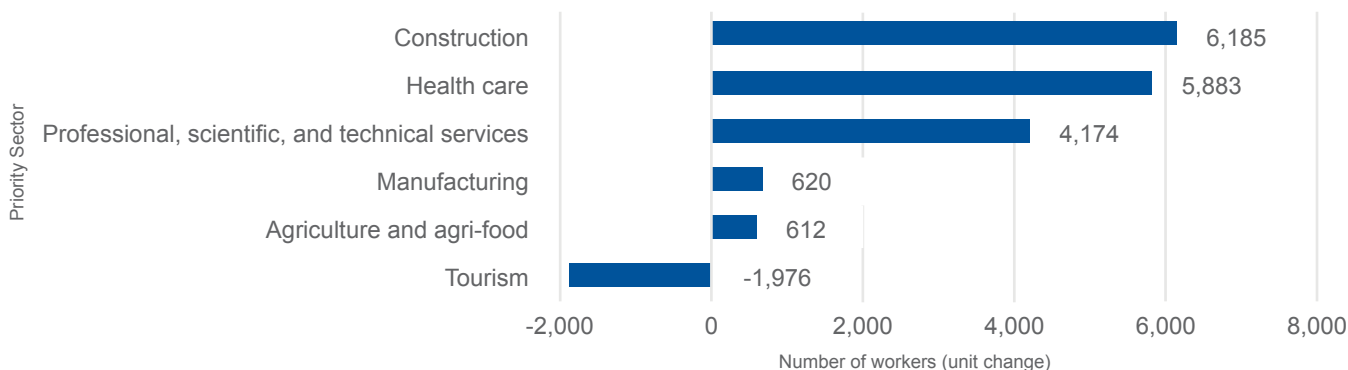
Sources: Statistics Canada; Stiletto Analysis

Among the six priority sectors, tourism was the only sector to experience workforce decline between 2015-21.<sup>562,563,564</sup> Within the six-year period, the sector lost nearly 2,000 workers (7.6% decrease).<sup>565,566,567</sup> It should be noted that this period covered the height of the COVID-19 pandemic, which severely impacted tourism industries, and could account for some of this loss. The second-lowest workforce growth of 612 workers was within the agriculture and agri-food sector (4.6% increase).<sup>568,569,570</sup> Manufacturing saw the third lowest growth of only 620 (3.4% increase). Stakeholder feedback indicates that

many within the workforce in manufacturing are exiting for a variety of reasons, retirement being among the most common. New talent coming into the sector are not replacing those who are exiting, leaving the sector with a low (often negative) replacement rate.

Meanwhile, other sectors had an increase in their workforce. Construction had the largest increase of nearly 6,200 workers (31.4% increase) during 2015-21, while health care was a close second, gaining nearly 6,000 workers over the period of study (31.2% increase).<sup>571,572,573</sup>

**Figure 72: Workforce unit change by sector, Simcoe County, 2015-21**<sup>574,575,576</sup>



Sources: Statistics Canada, Stiletto Analysis

Appendix VI highlights the top NAICS industries by number of workers within each of the County’s priority sectors. As is illustrated, the largest employing industries within agriculture and agri-food were groceries stores, with greenhouse, nursery, and floriculture production as second largest. A breakdown and analysis of all other priority sectors is detailed in Appendix III.

### Cross-Sector Business Count

Across Simcoe County, there were an estimated 46,119 businesses, 22,096 of which operated within one of the six priority sectors of focus (2015-21).<sup>577,578</sup> As such, nearly half of all businesses in the county were a part of these sectors.

Figure 73 shows the number of businesses within each sector. Construction again had the highest number of businesses with 7,325 overall, or 33.2 percent of priority sector businesses (Figure 74), and 15.9 percent of all businesses within the area.<sup>579,580</sup>

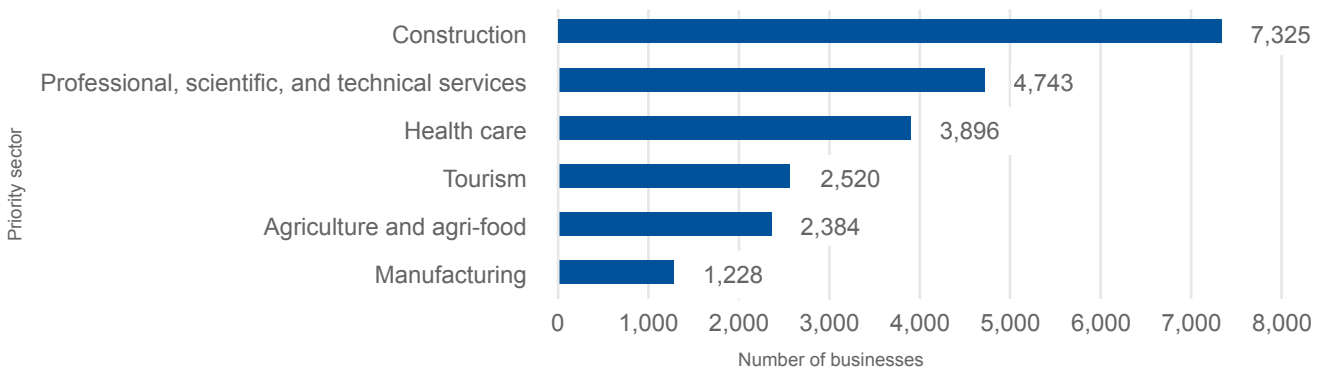
Professional, scientific, and technical services was the second leading industry with 4,743 businesses.<sup>581,582</sup> Notably, this business count may have been high relative to the workforce count because a large share of businesses (70.4%)

within this sector were “without employees” (e.g., self-employed, or independent consultants), whereas in other sectors, the majority of businesses were “with employees.”<sup>583,584</sup>

Health care was again a leading sector, with 3,896 businesses, or 17.6 percent of the businesses within the six sectors, and 8.4 percent of Simcoe County businesses overall.<sup>585,586</sup>

Manufacturing had the lowest number of businesses, with 1,228.<sup>587,588</sup>

**Figure 73: Business counts by sector, Simcoe County, 2021**<sup>589,590</sup>

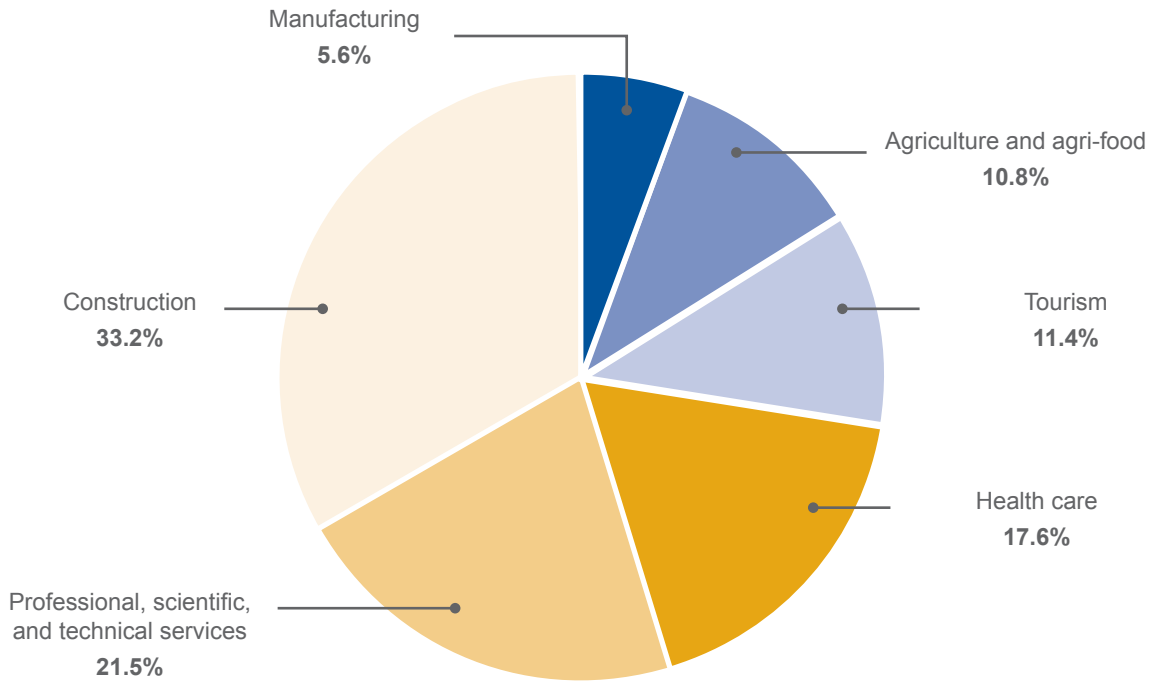


Sources: Statistics Canada; Stiletto Analysis



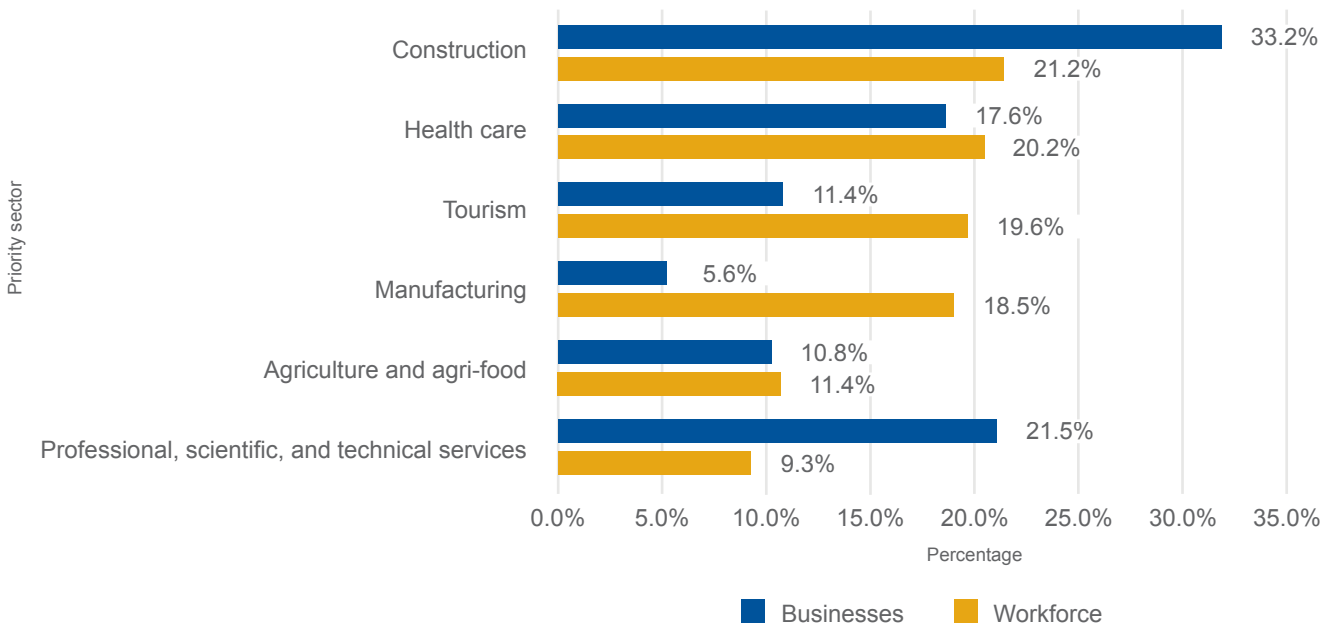
**Almost 100,000 available jobs were posted in Simcoe County between April 2020 and September 2022.**

**Figure 74: Percentage of businesses by priority sector, Simcoe County, 2021**<sup>591,592</sup>



Sources: Statistics Canada, Stiletto Analysis

**Figure 75: Percentage of priority sector workforce and businesses comparison, Simcoe County, 2021**<sup>593,594</sup>



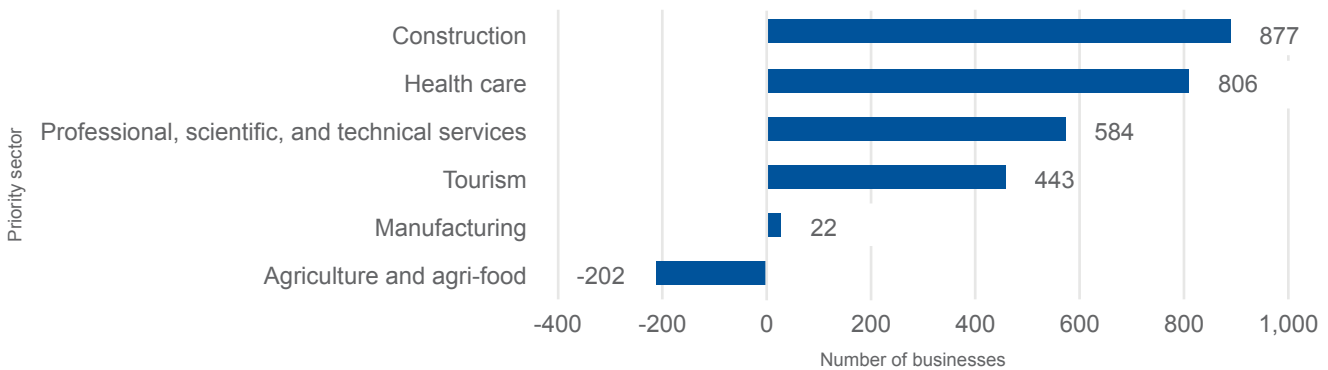
Sources: Statistics Canada; Stiletto Analysis

Among the six sectors, agriculture and agri-food was the only one to see a decline in the number of businesses within the county. The sector lost an estimated 202 businesses between 2015-21 (-7.4%).<sup>595,596,597</sup>

Meanwhile, all other sectors had an increase in businesses. Construction was the leading sector, gaining nearly 900 businesses over the six-year period (a 13.5% increase).<sup>598,599,600</sup>

Health care followed closely behind with an additional 806 businesses over the same time frame (25.6%).<sup>601,602,603</sup> Professional, scientific, and technical services had the third largest unit growth with a net gain of 584 businesses (14.0%).<sup>604,605,606</sup> Manufacturing also grew by 22 businesses (3.8%). Despite losses in its workforce, tourism experienced an increase of 443 net new businesses (+21.3%).<sup>607,608,609</sup>

**Figure 76: Business count unit change by sector, Simcoe County, 2015-21**<sup>610,611,612</sup>



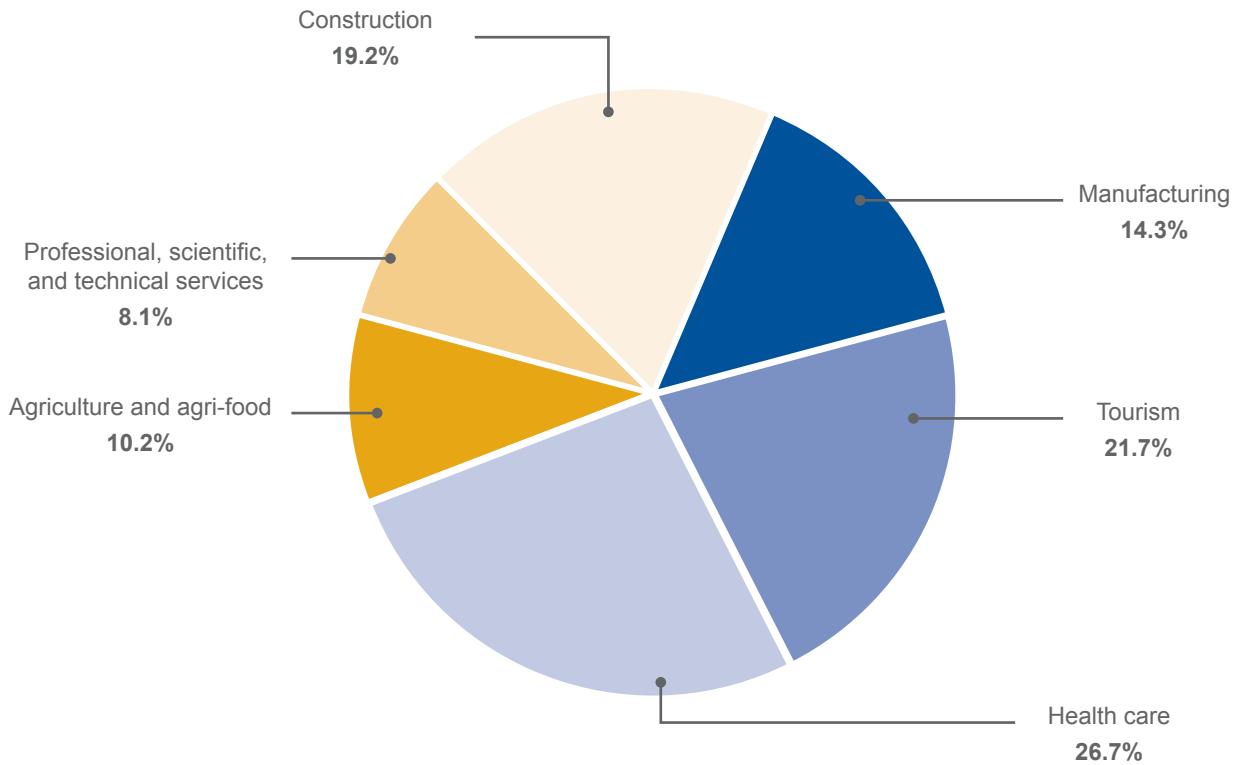
Sources: Statistics Canada, Stiletto Analysis

## Jobs and Skills in Demand

Positions for employment that are available to job seekers can be considered in-demand by industry. There has been a growing number of in-demand jobs in the county (April 2020 – September 2022).<sup>613</sup> As Appendix I illustrates, over 80,000 available jobs were posted from April 2020 - September 2022, and all sectors, except construction, experienced an increase in available jobs compared to 2021.

Based on data gathered from the Work in Simcoe Job Board (April 2020 – September 2022), Figure 77 demonstrates that among the priority sectors, the sector that has advertised the most jobs since April 2020 is health care (26.7%), with tourism posting the second-highest number of available jobs (21.7%). The least advertised jobs were professional, scientific, and technical services (8.1%) and agriculture (10.2%).

**Figure 77: Percentage of top 100 jobs advertised by priority sector, April 2020 – September 2022<sup>614</sup>**



Source: Work in Simcoe County job board  
Results are subject to data collection and curation which is ongoing and may not include complete results prior to 2021.

Currently, the level of training and education available to residents of Simcoe County aligns well with the most in-demand jobs: Appendix V highlights that most advertised positions in the county (37.5%) during the period of study required a college education, specialized training, or apprenticeship.<sup>615</sup> Of the 651 education and training programs analyzed, almost one-quarter of them (22.4%) were diploma programs.<sup>616</sup> The skills demanded by employers and the level of educational programming generally aligned well.

While Simcoe County has a solid foundation of training and educational institutions and programming, Figure 78 highlights there is an opportunity to strengthen alignment between the jobs available, the present workforce, and

the educational programming offered. Ideally, educational and training programs should reflect the needs of industry within that community.

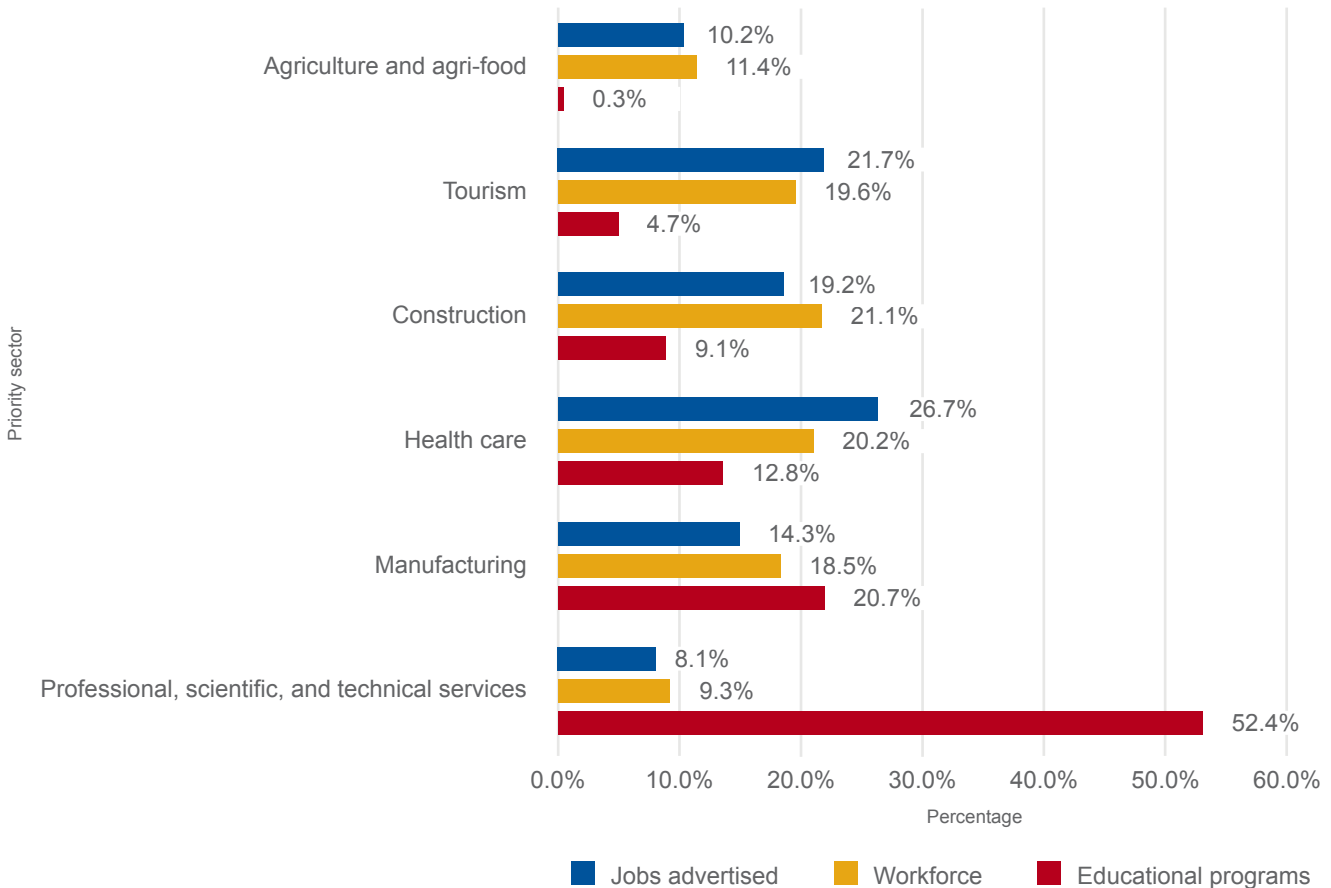
This alignment ensures that current and future workforce talent can access skills training and upgrading needed for a thriving economy. The opportunities to strengthen alignment are discussed in each sector analysis, but Figure 78 highlights that the supply of educational programming in some cases (e.g., in the professional, scientific, and technical services sector) outstrips demand. This observation suggests that learners from these educational programs may have difficulty finding employment in the county. By contrast, the figure also indicates that the supply of some educational



programs (e.g., in health care, tourism, and construction) may not be able to keep up with the demand of talent needed by industry. From

stakeholder engagement, this situation seems particularly true for entry-level positions, which can be challenging for employers to fill and retain.

**Figure 78: Distribution of jobs advertised, workforce, and educational programs across six priority sectors, Simcoe County, 2020-22\***<sup>617,618</sup>



Sources: Work in Simcoe County job board, Stiletto Analysis

\*Workforce data taken from June 2021 counts; jobs advertised are total from April 2020-September 2022; educational programs current to November 2022

## Workforce and Educational Alignment

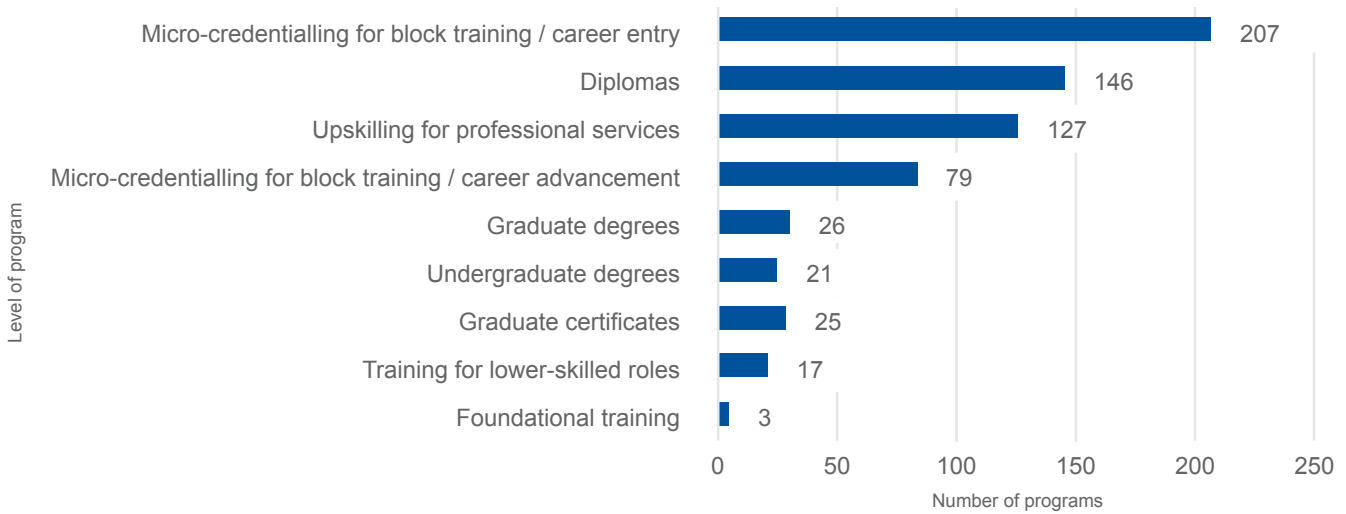
### Current Alignment

A total of 651 education and training programs from 39 different providers were analyzed.

As Figure 79 highlights, micro-credentialling and diplomas made up over 50 percent of all programming offered in the county:

- Micro-credentialling to support block training / career entry reflected 207 programs or 31.8% of all programs; and
- Diplomas comprised 146 programs or 22.4% of all programs.

**Figure 79: Number of educational and training programs in Simcoe County, 2022<sup>619</sup>**



Source: Stiletto Analysis

Through survey outreach and analysis, employers indicated that a mix of education backgrounds were required in the workplace. Over half of respondents (53.7%) reported that all employees would require a high school education in the future, and almost half of employers (45.3%) said they would require all employees to have a college diploma or university degree in the future. The dominance of trade-related training also emerged in the responses: nearly a quarter of respondents (24.5%) said they would require completed apprenticeship training in the future.

While all sectors were represented within micro-credentialling to support block training / career entry, almost half of all micro-credentials were related to the professional, scientific, and technical sector (48.8%), with the next most related to construction (20.3%) and manufacturing (19.3%). Examples of programs that involved micro-credentialling to support block

training / career entry included Excel Introduction (Georgian College), FoodWise Food Safety Certification Program (Retail Council of Canada), and Roof Inspection (Georgian College).

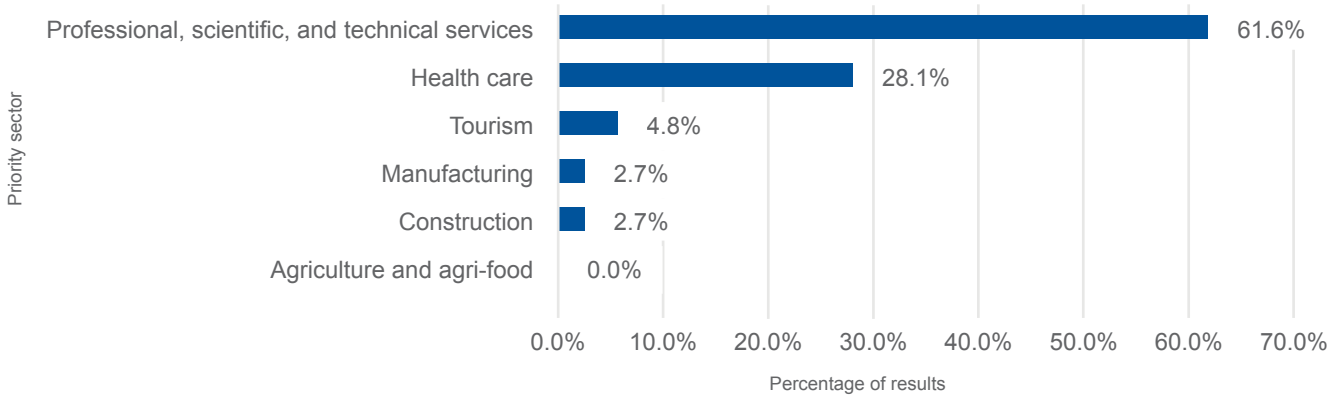
Given that the most sought after NOC skill level was level B, Figure 80 highlights the breakdown of priority sectors supported through diplomas offered in the county. **Diploma programs supported two sectors most heavily: professional, scientific, and technical services (61.6% of all diploma programs) and health care (28.1% of all diploma programs). Combined, programs serving these sectors accounted for 89.7 percent of all diploma programs.** The other priority sectors were less well represented:

- Construction (four diploma programs or 2.7%)
- Manufacturing (four diploma programs or 2.7%)
- Tourism (seven diploma programs or 4.8%)

Of the 146 diplomas available in Simcoe County, none was available to support the agriculture and agri-food sector. There is an opportunity to

strengthen support for this sector with education and training programs, particularly at the diploma level.

**Figure 80: Distribution of diploma programs by priority sector, Simcoe County, 2022<sup>620</sup>**



Source: Stiletto Analysis

## Future Alignment

**Education and training will become increasingly important for businesses to thrive in the County**, as most survey respondents (63.1%) stated that they planned to expand their business operations in the next five years (2023-28) by, for example, hiring more employees, opening a new location, or offering more products and / or services.

Entry-level or front-line workers (51.3%) topped the list of resources that employers anticipated needing in the next five years (2023-28), closely followed by college or university graduates (46.1%), and experiential learning students (40.9%).

In line with the most common NOC skill levels within the six priority sectors, survey respondents shared that college training was among the most common anticipated requirements for the future workforce. For over one-third of respondents, a college degree was expected to be a minimum requirement, while a quarter of all respondents said apprenticeship would be a requirement for all employees in the future.

# Endnotes

All hyperlinks have been validated as of the date of this report.

- <sup>1</sup> “Economic Development Strategy: 2021-2025,” County of Simcoe, January 2021, <https://simcoe.civicweb.net/document/91967/EDS%202021-029%20-%20Schedule%201%20.pdf?handle=B194CA20764A49929DBB3D2A0DC1EE7B>
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- <sup>5</sup> “About the National Occupational Classification,” Economic and Social Development Canada, 2022, <https://noc.esdc.gc.ca/Home/AboutTheNoc>
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- <sup>8</sup> “Township Maps,” County of Simcoe Website, 2022, <https://simcoe.ogs.on.ca/township-maps/>
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- <sup>11</sup> “Profile Table, Census Profile, 2021 Census of Population,” Statistics Canada, September 2, 2022, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?LANG=E&GENDERlist=1&STATISTIClist=1&DGUIDlist=2021A00033543,2021A000235&HEADERlist=2,31,6,,28,24,22,27,23,29,25,26,9,7,11,,21,19,18,12,14,,33,34&SearchText=Ontario>
- <sup>12</sup> “Census Profile, 2016 Census,” Statistics Canada, October 27, 2022, <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CD&Code1=3543&Geo2=PR&Code2=35&SearchText=Simcoe&SearchType=Begins&SearchPR=01&B1=All&TABID=1&type=0>
- <sup>13</sup> “Profile Table, Census Profile, 2021 Census of Population,” Statistics Canada, September 2, 2022, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?LANG=E&GENDERlist=1&STATISTIClist=1&DGUIDlist=2021A00033543,2021A000235&HEADERlist=2,31,6,,28,24,22,27,23,29,25,26,9,7,11,,21,19,18,12,14,,33,34&SearchText=Ontario>
- <sup>14</sup> “Census Profile, 2016 Census,” Statistics Canada, October 27, 2022, <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CD&Code1=3543&Geo2=PR&Code2=35&SearchText=Simcoe&SearchType=Begins&SearchPR=01&B1=All&TABID=1&type=0>
- <sup>15</sup> “Profile Table, Census Profile, 2021 Census of Population,” Statistics Canada, September 2, 2022, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?LANG=E&GENDERlist=1&STATISTIClist=1&DGUIDlist=2021A00033543,2021A000235&HEADERlist=2,31,6,,28,24,22,27,23,29,25,26,9,7,11,,21,19,18,12,14,,33,34&SearchText=Ontario>
- <sup>16</sup> “Census Profile, 2016 Census,” Statistics Canada, October 27, 2022, <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CD&Code1=3543&Geo2=PR&Code2=35&SearchText=Simcoe&SearchType=Begins&SearchPR=01&B1=All&TABID=1&type=0>
- <sup>17</sup> “Immigrant,” Statistics Canada, October 18, 2022, <https://www23.statcan.gc.ca/imdb/p3Var.pl?Function=Unit&Id=85107>
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- <sup>20</sup> “Census Profile, 2016 Census,” Statistics Canada, October 27, 2022, <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CD&Code1=3543&Geo2=PR&Code2=35&SearchText=Simcoe&SearchType=Begins&SearchPR=01&B1=All&TABID=1&type=0>

- <sup>21</sup> "Profile Table, Census Profile, 2021 Census of Population," Statistics Canada, September 2, 2022, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?LANG=E&GENDERlist=1&STATISTIClist=1&DGUIDlist=2021A00033543,2021A000235&HEADERlist=2,31,6,,28,24,22,27,23,29,25,26,9,7,11,,21,19,18,12,14,,33,34&SearchText=Ontario>
- <sup>22</sup> "Census Profile, 2016 Census," Statistics Canada, October 27, 2022, <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CD&Code1=3543&Geo2=PR&Code2=35&SearchText=Simcoe&SearchType=Begins&SearchPR=01&B1=All&TABID=1&type=0>
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- <sup>24</sup> Aimé Ntwari and Eric Fecteau, "The Impact of Short-duration Credentials After an Undergraduate Degree on Labour Market Outcomes," Statistics Canada, October 16, 2020, <https://www150.statcan.gc.ca/n1/pub/81-595-m/81-595-m2020001-eng.htm>
- <sup>25</sup> "Canada – A Learning Nation: A Skilled, Agile Workforce Ready to Shape the Future," Employment and Social Development Canada, April, 2022, <https://www.canada.ca/en/employment-social-development/programs/future-skills/report-learning-nation.html>
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- <sup>31</sup> "Canada Leads the G7 for the Most Educated Workforce, Thanks to Immigrants, Young Adults and a Strong College Sector, but Is Experiencing Significant Losses in Apprenticeship Certificate Holders in Key Trades," Statistics Canada, November 30, 2022, <https://www150.statcan.gc.ca/n1/daily-quotidien/221130/dq221130a-eng.htm>
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- <sup>33</sup> NAICS Business Counts, Simcoe Census Division, Statistics Canada, 2021
- <sup>34</sup> Stiletto Analysis, 2022
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- <sup>41</sup> EMC is a membership-based non-for-profit organization that supports manufacturers in 60 regions across Canada with education, events, and resources.
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