

STILETTO



LABOUR MARKET RESEARCH STUDY APPENDICES

COUNTY OF SIMCOE

November 2022

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APPENDIX I: JOBS ADVERTISED IN SIMCOE COUNTY BY KEY SECTOR

The Work in Simcoe County Job Board provides insights into the most in-demand jobs in Simcoe County. Figure 1 and 2 illustrate two important insights: 1) the number of advertised jobs within each key sector; and 2) the percentage of each sector’s share of those total jobs. Since April 2020, over 80,000 jobs have been advertised. Health care has the largest share of advertised jobs in the County and professional, scientific and technical services has the least. By September 2022, the number of jobs advertised surpassed the total number advertised in the year 2021.

In addition, by September 2022, the jobs advertised within five of the six sectors (manufacturing, health care, tourism, professional, scientific and technical services, and agriculture and agri-food) had surpassed the total number of jobs advertised in those sectors in the year 2021.

Figure 1: The number of advertised jobs (April 2020 – September 2022) through the Work in Simcoe Job Board¹

Year of Job Posting	Agriculture and Agri-food	Construction	Manufacturing	Health care	Professional, Scientific and Technical Services	Tourism	Total
2020	1,064	2,430	1,591	3,095	1,037	2,243	11,460
2021	3,122	6,639	4,765	8,589	2,755	7,268	33,138
2022	4,134	6,583	5,307	10,134	2,797	8,256	37,211
Total	8,320	15,652	11,663	21,818	6,589	17,767	81,809

Sources: Stiletto Analysis, Work in Simcoe County Job Board

Note: Due to the availability of data at the time of report publication, the years 2020 and 2022 are inclusive of the following months: 2020: April to December; 2022: January to September

Figure 2: Percentage of each key sector's share of advertised jobs (April 2020 – September 2022) through the Work in Simcoe County Job Board²

Job Postings	Agriculture and Agri-food	Construction	Health care	Manufacturing	Professional, Scientific, and Technical Services	Tourism
2020	9.3	21.2	27.0	13.9	9.0	19.6
2021	9.4	20.0	25.9	14.4	8.3	21.9
2022	11.1	17.7	27.2	14.3	7.5	22.2

Sources: Stiletto Analysis, Work in Simcoe County Job Board

Note: Due to the availability of data at the time of this report's publication, the years 2020 and 2022 are inclusive of the following months: 2020: April to December; 2022: January to September

APPENDIX II: TOP 10 ADVERTISED JOBS IN SIMCOE COUNTY BY INDUSTRY

Figure 3: Top 10 industries advertising available jobs across all sectors (April 2020 – September 2022) on the Work in Simcoe County Job Board site³

Rank	NAICS Code	Sector
1	561310	Employment placement agencies and executive search services
2	623310	Community care facilities for the elderly
3	722512	Limited-service eating places
4	445110	Supermarkets and other grocery (except convenience) stores
5	722511	Full-service restaurants
6	611110	Elementary and secondary schools
7	444110	Home centres
8	622111	General (except pediatric) hospitals
9	621610	Home health care services
10	721113	Resorts

Sources: Stiletto Analysis, Work in Simcoe County Job Board

APPENDIX III: DEFINING COUNTY OF SIMCOE KEY SECTORS

The North American Industry Classification System (NAICS) is an industry classification system developed by the statistical agencies of Canada, Mexico, and the United States. It provides a common industrial data framework across the three countries.⁴ To remain within scope of this project, only industries and industry groups that are categorized within priority sectors have been used for research and analysis. For the County of Simcoe, these sectors include:

- Agriculture and agri-food
- Construction
- Health care
- Manufacturing
- Professional, scientific, and technical services
- Tourism

Figure 4: Key and growth-related sectors identified by the County of Simcoe^{5,6}

Key Sector	Description	NAICS
Agriculture and agri-food	Assets categorized in the “agriculture and agri-food” sector involved any or a combination of the following; production, processing, technologies, education, or research within; agri-technologies, animal production, fishing, hunting, farming, crops such as wheat and canola, livestock, and animal production and more.	1111, 1112, 1113, 1114, 1119, 1121, 1122, 1123, 1124, 1125, 1129, 1141, 1142, 1151, 1152, 4111, 4131, 4132, 4133, 4134, 4171, 4183, 4442, 4451, 4452, 4453, 7223
Construction	This sector comprises establishments primarily engaged in constructing, repairing and renovating buildings and engineering works, and in subdividing and developing land. These establishments may operate on their own account or under contract to other establishments or property owners. They may produce complete projects or just parts of projects. Establishments often subcontract some or all of the work involved in a project, or work together in joint	2361, 2362, 2371, 2372, 2373, 2379, 2381, 2382, 2383, 2389, 4161, 4163, 4172, 4441

Key Sector	Description	NAICS
	ventures. Establishments may produce new construction or undertake repairs and renovations to existing structures.	
Health care	Assets categorized in the “Health care” sector involved any or a combination of the following; development, services offered, technologies, education or research within; Health care, human health, mental health, hospitals, nursing, and residential care, dental care, ambulatory care, medical devices and more.	4145, 4461, 6211, 6212, 6213, 6214, 6215, 6216, 6219, 6221, 6222, 6223, 6231, 6232, 6233, 6239, 8121
Manufacturing	Assets categorized in the Manufacturing sector involved any or a combination of the following; processing, production, services offered, education or research within manufacturing to improve productivity, increase output, cost-effectiveness and enhance existing products. This category could include but is not limited to the following areas; chemical, mechanical, or physical transformation of materials into new products.	3111, 3112, 3113, 3114, 3115, 3116, 3117, 3118, 3119, 3121, 3122, 3123, 3131, 3132, 3133, 3141, 3149, 3151, 3152, 3159, 3161, 3162, 3169, 3211, 3212, 3219, 3221, 3222, 3231, 3241, 3251, 3252, 3253, 3254, 3255, 3256, 3259, 3261, 3262, 3271, 3272, 3273, 3274, 3279, 3311, 3312, 3313, 3314, 3315, 3321, 3322, 3323, 3324, 3325, 3326, 3327, 3328, 3329, 3331, 3332, 3333, 3334, 3335, 3336, 3339, 3341, 3342, 3343, 3344, 3345, 3346, 3351, 3352, 3353, 3359, 3361, 3362, 3363, 3364, 3365, 3366, 3369, 3371, 3372, 3379, 3391, 3399
Professional, scientific, and technical services	This subsector comprises establishments primarily engaged in activities in which human capital is the major input. The individual industries of this subsector are defined on the basis of the particular expertise and training of the service provider. The main components of this subsector are legal services; accounting, tax preparation, bookkeeping and payroll services; architectural, engineering and related services; specialized design services; computer systems design and related services; management, scientific	5411, 5412, 5413, 5414, 5415, 5416, 5417, 5418, 5419

Key Sector	Description	NAICS
	and technical consulting services; scientific research and development services; and advertising, public relations, and related services.	
Tourism	This industry group comprises establishments primarily engaged in travel arrangement and reservation services. Examples of establishments in this industry group are tourist and travel agencies; travel tour operators and wholesale operators; convention and visitors' bureaus; airline, bus, railroad and steamship ticket offices; sports and theatrical ticket offices; and airline, hotel and restaurant reservation offices.	4811, 4812, 4821, 4831, 4832, 4851, 4852, 4853, 4854, 4855, 4859, 4871, 4872, 4879, 5615, 7111, 7112, 7115, 7121, 7131, 7132, 7139, 7211, 7224, 7225

Source: NAICS Canada

APPENDIX IV: DEFINING NOC CODES AND SKILLS

The National Occupational Classification (NOC) is a classification system in Canada used to describe and categorize occupations. Looking over 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.⁷

Within the NOC system, there are four primary skill levels (A, B, C, and D), which provide insights into the relationship between the skill and education level typically required to be employed within an occupation.⁸

Figure 5: Summary of NOC skill levels⁹

Skill Level	Education	Nature of education / training
A	Occupations usually require university education	<ul style="list-style-type: none"> “University degree at the bachelor's, master's, or doctorate level”
B	Occupations usually require college education, specialized training, or apprenticeship training	<ul style="list-style-type: none"> “Two to three years of post-secondary education at a community college, institute of technology, or CEGEP or Two to five years of apprenticeship training or Three to four years of secondary school and more than two years of on-the-job training, specialized training courses, or specific work experience Occupations with supervisory responsibilities and occupations with significant health and safety responsibilities, such as firefighters, police officers, and registered nursing assistants are all assigned skill level B”
C	Occupations usually require secondary school and / or occupation-specific training	<ul style="list-style-type: none"> “Some secondary school education, with up to two years of on-the-job training, training courses, or specific work experience”
D	On-the-job training is usually provided for occupations	<ul style="list-style-type: none"> “Short work demonstration or on-the-job training or No formal educational requirements”

Source: ESDC

APPENDIX V: TOP 100 IN-DEMAND SKILL LEVELS

As Figures 6 and 7 demonstrate, the skills that are most in-demand in Simcoe County (April 2020 – September 2022) fall within NOC level B (37%), followed by level C (27%). Occupations which most likely require a university or graduate degree (level A) are third most in-demand (22%), with level D being least in-demand (14%).

Across all priority sectors, the most common skill level was B. Level B occupations usually require college education, specialized training, or apprenticeship training.¹⁰ The education and experience required to be considered qualified for the occupation typically includes:¹¹

- Two to three years of post-secondary education at a community college, institute of technology, or CEGEP, **or**
- Two to five years of apprenticeship training, **or**
- Three to four years of secondary school and more than two years of on-the-job training, specialized training courses, or specific work experience.

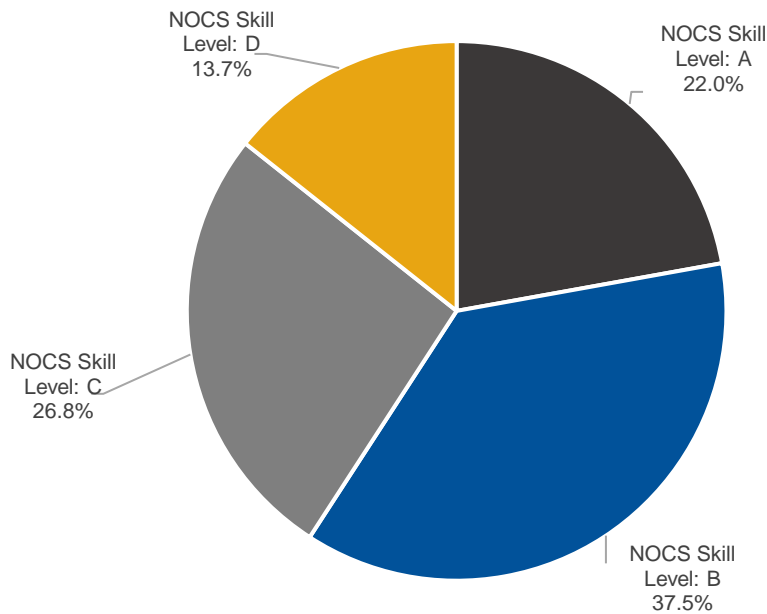
Occupations with supervisory responsibilities and occupations with significant health and safety responsibilities, such as firefighters, police officers, and registered nursing assistants are all assigned skill level B.¹²

Figure 6: NOC skill level among the 100 most frequent job postings in Simcoe County by priority sector (April 2020 – September 2022)¹³

Priority Sector	NOC Skill Level Among Available Jobs (%)				Total
	A	B	C	D	
Agriculture and agri-food	20	37	27	16	100
Construction	11	48	25	16	100
Health care	31	33	26	10	100
Manufacturing	21	36	32	11	100
Professional, scientific, and technical services	32	38	20	10	100
Tourism	17	33	31	19	100
Total	132	225	161	82	600

Sources: Stiletto Analysis, Work in Simcoe County Job Board

Figure 7: NOC skill level among the 100 most frequent job posting in County of Simcoe by priority sector (April 2020 – September 2022)¹⁴



Sources: Stiletto Analysis, Work in Simcoe County Job Board

While the most common job postings in the County fall into NOC skill level B, Figure 8 demonstrates that nine out of the 10 most advertised jobs, comprising almost 40.0 per cent of all jobs posted, are categorized as either C or D.¹⁵ Seven of the 10 most common advertised jobs are categorized as level C, and only one job is categorized as B. Although across all jobs advertised, about one in five is categorized as level A, there are no level A jobs among the top 10 most advertised positions.¹⁶

Figure 8: Ten most advertised occupations from top 100 list and corresponding skill level (April 2020 – September 2022)¹⁷

NOC Code and Description	Skill Level	Percentage (%) of Top 100 Jobs Advertised
6421 - Retail salespersons	C	9
4412 - Home support workers, housekeepers, and related occupations	C	6
6322 - Cooks	B	4
6552 - Other customer and information services representatives	C	4
7452 - Material handlers	C	4
0621 - Retail and wholesale trade managers	D	3
6731 - Light duty cleaners	D	2

NOC Code and Description	Skill Level	Percentage (%) of Top 100 Jobs Advertised
6513 - Food and beverage servers	C	2
7514 - Delivery and courier service drivers	C	2
7511 - Transport truck drivers	C	2
Total		38

Sources: Stiletto Analysis, Work in Simcoe County Job Board

APPENDIX VI: TOP THREE NAICS INDUSTRIES BY NUMBER OF WORKERS

Figure 9 presents the top three NAICS industries by number of workers within each sector. This information provides some detail of where each sector leads in terms of industry strengths.

The largest employing industry in the agriculture and agri-food sector is Grocery stores, and the third largest is specialty food stores (e.g., meat, fish and seafood, and fruit and vegetable markets). Together these industries alone employ 59.1% per cent of the total agriculture and agri-food workforce.

Within the construction sector, building and equipment contractors are the largest employer, accounting for 5,090 workers (19.7% of the sector's workforce), while residential building construction employs 4,411 workers, or 17.0 per cent.

Health care, the County's second largest sector overall, is led by the nursing care facilities industry, which employs nearly 4,000 workers (15.7% of sector workforce). Health and personal care stores (e.g., pharmacies, optical goods) are the second largest, employing 3,000 workers. Actual offices of other health practitioners (e.g., chiropractors, optometrists, mental health practitioners) is the third largest workforce industry and employs 9.8 per cent of the health care workforce.

The manufacturing sector is largely dominated by one industry: motor vehicle manufacturing, which employs over 4,000 workers (18.6%). Plastic product manufacturing and motor vehicle parts manufacturing are the next leading sectors, which employ 1,508 and 1,394 workers respectively. For context, there are 87 individual industries classified under manufacturing; together, these three industries employ 31.4 per cent of the manufacturing workforce.

Meanwhile, professional, scientific, and technical services is dominated by the architectural, engineering, and related services industry in terms of workforce numbers. This industry employs 20.5 per cent of the professional, scientific, and technical services sector, and is only one of nine industries classified in this sector. The two other leading industries in this sector are accounting, tax preparation, bookkeeping, and payroll services, and management, scientific, and technical consulting services industries, which are nearly tied regarding the number of workers they employ.

Figure 9: Top workforce industries by sector, Simcoe County, 2022 ^{18,19}

Sector	NAICS Industry	Number of Workers
Agriculture and agri-food	4451 - Grocery stores	6,543
	1114 - Greenhouse, nursery, and floriculture production	949
	4452 - Specialty food stores	752
Construction	2382 - Building equipment contractors	5,060
	2361 - Residential building construction	4,411
	2383 - Building finishing contractors	3,395
Health care	6231 - Nursing care facilities	3,907
	4461 - Health and personal care stores	2,847
	6213 - Offices of other health practitioners	2,415
Manufacturing	3361 - Motor vehicle manufacturing	4,215
	3261 - Plastic product manufacturing	1,508
	3363 - Motor vehicle parts manufacturing	1,400
Professional, scientific, and technical services	5413 - Architectural, engineering, and related services	2,347
	5412 - Accounting, tax preparation, bookkeeping and payroll services	1,808
	5416 - Management, scientific, and technical consulting services	1,806
Tourism	7225 - Full-service restaurants and limited-service eating places	14,060
	7139 - Other amusement and recreation industries	3,638
	7211 - Traveler accommodation	2,707

Sources: Statistics Canada; Stiletto Analysis

Figure 10 presents the highest- and lowest-growing industry workforces within each of the six sectors.

Figure 10: Highest and lowest industry unit change by sector, Simcoe County, 2015-21 ^{20,21}

Sector	Highest Unit Change		Lowest Unit Change	
	NAICS Industry	Number of workers	NAICS Industry	Number of workers
Agriculture and agri-food	1111 - Oilseed and grain farming	409	1151 - Support activities for crop production	-87
	4451 - Grocery stores	305	7223 - Special food services	-305
	1121 - Cattle ranching and farming	255	4131 - Food merchant wholesalers	-866
Construction	2383 - Building finishing contractors	1,615	4441 - Building material and supplies dealers	-49
	2382 - Building equipment contractors	1,360	2373 - Highway, street, and bridge construction	-84
	2361 - Residential building construction	1,252	4172 - Construction, forestry, mining, and industrial machinery, equipment, and supplies merchant wholesalers	-294
Health care	6231 - Nursing care facilities	2,485	6239 - Other residential care facilities	-181
	6213 - Offices of other health practitioners	1,167	6214 - Out-patient care centres	-284
	6216 - Home Health care services	772	6233 - Community care facilities for the elderly	-978
Manufacturing	3352 - Household appliance manufacturing	724	3325 - Hardware manufacturing	-509
	3123 - Cannabis product manufacturing	407	3334 - Ventilation, heating, air-conditioning, and commercial refrigeration equipment manufacturing	-535
	3391 - Medical equipment and supplies manufacturing	380	3363 - Motor vehicle parts manufacturing	-903
Professional, scientific, and technical services	5416 - Management, scientific, and technical consulting services	1,098	5419 - Other professional, scientific, and technical services	221
	5412 - Accounting, tax preparation, bookkeeping and payroll services	952	5418 - Advertising, public relations, and related services	90
	5415 - Computer systems design and related services	692	5417 - Scientific research and development services	-125
Tourism	4853 - Taxi and limousine service	370	7139 - Other amusement and recreation industries	-322
	7211 - Traveler accommodation	186	7225 - Full-service restaurants and limited-service eating places	-751

Sector	Highest Unit Change		Lowest Unit Change	
	NAICS Industry	Number of workers	NAICS Industry	Number of workers
	4859 - Other transit and ground passenger transportation	169	4854 - School and employee bus transportation	-1,451

Sources: Statistics Canada; Stiletto Analysis

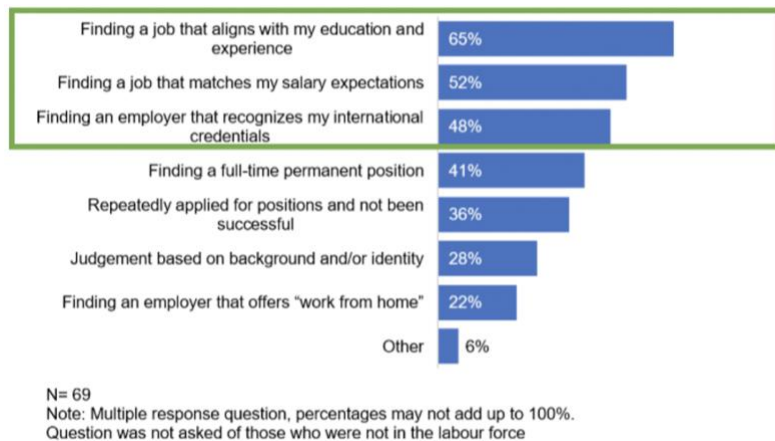
APPENDIX VII: BRIDGING PROGRAMS

What We Know

The County of Simcoe could strengthen its employment supports to newcomers, along with fostering stronger feelings of belonging among newcomer populations. These efforts would help to attract and retain newcomer and international student populations, supporting diverse workforce growth. These types of supports were validated through stakeholder outreach and the County of Simcoe 2022 Immigration Survey, as illustrated in Figure 11. Taking advantage of these opportunities will also allow the County to tackle often-cited barriers to economic and social prosperity for newcomers. These include, but are not limited to:

1. Language assessment
2. Cultural competency within community
3. Employment services
4. Social and professional networking
5. Bridging programs

Figure 11: Challenges faced by immigrant populations when seeking employment in Simcoe County, 2022 ²²



Source: 2022 Annual Immigrant Survey, County of Simcoe

English language proficiency assessments

To access federally or provincially funded language training (LINC / CLIC or ESL / FSL), a newcomer must be assessed by an approved assessment centre, regardless of their level of language proficiency. This assessment is the starting point for any language or other training programs, such as bridging programs. Language assessment requirements create a significant bottleneck for newcomers to enter the workforce and delay economic and social value to the individual, community, and industry.

There is an opportunity to provide additional language assessment services in Simcoe County. Additional language assessment resources would address the one of the most often cited barriers to accessing training and workforce development.

Recommendation

The county is already pursuing a feasibility study to create a newcomer hub / centre, which would align programs into a one-stop community hub. This work should continue, with support from community members, industry, and post-secondary partners, among other key stakeholders. The hub's activities could include, but not be limited to:

- Language assessment, along with other services that would strengthen feelings of belonging, including building social and professional networks, workforce entry and retention, along with cultural competency training for industry and community members;
- Community events, workshops, and networking opportunities; and
- Training and education that would strengthen cultural competencies of the whole community.

Figure 12 highlights bridging programs that are currently funded by the Province of Ontario that could provide potential models or potential partnerships for County of Simcoe bridging programs. Figure 13 includes the programs in Figure 12 plus other bridging programs currently offered in Ontario.

Programs were marked as exemplars if they displayed qualities such as leveraging multiple partners, offering job search support, professional network building, and focusing on one of the key sectors that the County of Simcoe has identified.

Adult Learning: Ontario Bridge Training Programs

Figure 12: Bridging programs identified as potential priorities for Simcoe County^{23,24}

Program Name	Organization	Target	Priority Sectors
<u>Electrical Engineering Connections (EEC)</u>	Accessible Community Counselling and Employment Services (ACCES)	Supports internationally trained electrical engineering professionals with their integration into the Canadian labour market	<ul style="list-style-type: none"> • Construction • Professional, scientific, and technical services • Manufacturing
<u>Competency-Bridging Program of Study</u>	<ul style="list-style-type: none"> • Trent University • York University • University of Windsor 	Pathway for internationally educated nurses to obtain their Registered Nursing education requirements to practice in Ontario	<ul style="list-style-type: none"> • Health care
<u>International Skills Applied for Geriatrics (ISAGE) Response</u>	Jewish Vocational Service of Metropolitan Toronto	Supports internationally trained doctors, nurses, teachers, social workers, psychologists, or other health care professionals with integration into Canadian labour market	<ul style="list-style-type: none"> • Health care

Sources: Province of Ontario, Stiletto Analysis

Figure 13: Bridging programs and their alignment with Simcoe County priority sectors, 2022 ^{25,26}

Table 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 key sectors that the County of Simcoe has identified.
✓	Refers to a program that is accessible to current eligible residents of the County of Simcoe because of its online method of delivery.

Program Name / Website	Organization	Target	County of Simcoe Priority Sectors	Exemplar?
<u>Accelerated Building Environmental Systems Program (BES™)</u>	Seneca College - Newnham Campus	“Internationally trained professional with a background in engineering, mechanical systems, construction, HVAC, or the trades” ²⁷	Tourism Construction	✓
<u>Alternative Careers in Health care, Promotion, Education and Public Health for IMGs (ACiHPE)</u>	The Learning Enrichment Foundation	“Internationally trained doctors will receive training to equip them for employment within the health care ecosystem in non-practitioner roles in Ontario” ²⁸	Health care	
<u>Bridge to Cloud Computing and Big-Data (CCBD)</u>	YMCA of Greater Toronto	“Those with international post-secondary in the field(s) of IT, cloud computing, data analysis and have international work experience in their occupation” ²⁹	Professional, scientific, and technical services	
<u>Bridging for Immigrant Women Reskilling into IT Coding Professions (C-Women)</u>	Mennonite New Life Centre of Toronto	“Immigrants who identify as women or nonbinary with different professional backgrounds, in accessing high-demand and high-paying careers in IT, regardless of their previous education or experience” ³⁰	Professional, scientific, and technical services	
<u>Bridging to Employment for Media and Communications Professionals (BEMC)</u>	Mennonite New Life Centre of Toronto	“Internationally trained media, marketing, and communications professionals in fields related to broadcast media, digital marketing, social media, communications, public relations, and journalism” ³¹	Professional, scientific, and technical services	

Program Name / Website	Organization	Target	County of Simcoe Priority Sectors	Exemplar?
<u>Bridging to Registration and Employment for Internationally Trained Mental Health Professionals (BREM)</u>	Mennonite New Life Centre of Toronto	“Immigrant mental health professionals (e.g., counselling, social work, medicine with specialization in psychiatry, psychiatric nursing, psychotherapy, therapy focusing on mental health, divinity counselling) who wish to work and license in their field” ³²	Health care	
<u>Building Code Skills Development for Internationally Trained Individuals</u>	George Brown College of Applied Arts and Technology	“Internationally Trained Individuals (ITIs) with a background in construction, engineering, architecture, or related field” ³³	Construction	✓
<u>Business Edge Career Shift</u>	University of Toronto, Rotman School of Management	“Internationally educated professionals that are currently unemployed from positions in tourism, hospitality, or retail due to the COVID-19 pandemic. Ready to upskill in the supply chain sector” ³⁴	Tourism	
<u>Business Edge Change Management</u>	University of Toronto, Rotman School of Management	“Internationally trained immigrant, with minimum of four-five years of work experience outside of Canada” ³⁵	Professional, scientific, and technical services	✓
<u>Business Edge Finance</u>	University of Toronto, Rotman School of Management	“Middle to senior management experience outside of Canada and / or with Canadian finance industry experience and aspiring to advance into leadership positions” ³⁶	Professional, scientific, and technical services	
<u>Canadian Careers in Purchasing, Logistics and Operations</u>	Accessible Community Counselling and Employment Services (ACCES Employment)	“Permanent Resident, Convention Refugee or Refugee Claimant with one-year work permit with post-secondary education in supply chain or related from outside Canada. Minimum of two years’ professional experience in supply chain outside Canada, Ontario resident” ³⁷	Other, professional, scientific, and technical services	
<u>Career Transitions for International Health Professionals</u>	The Catholic Centre for Immigrants Ottawa-	“Internationally trained medical doctor or other international health professional” ³⁸	Health care	✓

Program Name / Website	Organization	Target	County of Simcoe Priority Sectors	Exemplar?
	Centre Catholique pour Immigrants Ottawa			
Cloud Computing	Accessible Community Counselling and Employment Services (ACCES)	“Applicants with international post-secondary education (degree and / or diploma) in Information Technology Have at least one year of international work experience in an IT occupation” ³⁹	Professional, scientific, and technical services	
Community Health care Connections	Accessible Community Counselling and Employment Services (ACCES)	“Supports internationally educated health care professionals in securing non-licensed employment in the broader health care sector” ⁴⁰	Health care	
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” ⁴¹	Health care	✓
Digital Economy Connections	Accessible Community Counselling and Employment Services (ACCES)	“Helps internationally trained IT professionals pursue their careers in Canada. Participants learn Canadian IT-sector standards, terminology, and tips on how to enhance their job search. IT Connections was designed in close collaboration with key stakeholders – employers, professional associations, and an academic institution.” ⁴²	Professional, scientific, and technical services	
Digital Marketing Strategies for Canadian Businesses	Accessible Community Counselling and Employment Services (ACCES)	“Digital Marketing Connections helps prepare internationally trained sales and marketing professionals for the Canadian job market quickly and effectively” ⁴³	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	Manufacturing, Construction	✓

Program Name / Website	Organization	Target	County of Simcoe Priority Sectors	Exemplar?
		electrical engineering professionals with their integration into the Canadian labour market" ⁴⁴		
<u>ExpressWay - Cybersecurity Bridging program</u>	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" ⁴⁵	Professional, scientific, and technical services	✓
<u>Financial Connections in a Digital World</u>	Accessible Community Counselling and Employment Services (ACCES)	"Provides internationally trained financial services professionals with practical job search information and connections to employers in the financial sector" ⁴⁶	Professional, scientific and technical services	
<u>Financial Services Connections en Francais</u>	Accessible Community Counselling and Employment Services (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." ⁴⁷	Professional, scientific, and technical services	✓
<u>Foundations in HVAC</u>	The Career Foundation	"Have previous education or work experience in HVAC, gas fitting, sheet metal, mechanical, or electrical fields from outside Canada" ⁴⁸	Manufacturing, Construction	✓
<u>Foundations in IT</u>	The Career Foundation	"Provides Internationally Trained Immigrants with comprehensive knowledge in the areas of Cloud Concepts, Data Security, and Legal Risk and Compliance to become certified with a CCSK+ (Certificate of Cloud Security Knowledge)" ⁴⁹	Professional, scientific, and technical services	
<u>Foundations in Network Cabling</u>	The Career Foundation	"Provides Internationally Trained Immigrants with comprehensive knowledge in network cabling to become certified and job ready for the Canadian market" ⁵⁰	Manufacturing, Construction	✓

Program Name / Website	Organization	Target	County of Simcoe Priority Sectors	Exemplar?
Full Stack .NET Cloud Developer	Humber College	<p>“Applicants with educational qualifications outside of Canada with a minimum Canadian equivalency to a Canadian degree / diploma in information technology, computer programming, software development or related</p> <p>Have previous work experience outside of Canada in the information technology, computer programming, software development or related fields”⁵¹</p>	Professional, scientific, and technical services	
Hamilton Health Sciences (HHS) ' Internationally Educated Nurse (IEN) Integration Program	Hamilton Health Sciences Corporation	<p>“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</p> <p>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))”⁵²</p>	Health care	✓
HR Strategies for the Canadian Workplace	Accessible Community Counselling and Employment Services (ACCES)	<p>“Helps internationally trained human resources professionals to find work in Canada. It builds on your previous human resources expertise by providing an orientation to your sector in Canada.”⁵³</p>	Professional, scientific, and technical services	
Immigrant Professionals Leveraging Architectural Knowledge for New Opportunities (IPLAN) Employment	Jewish Vocational Service of Metropolitan Toronto	<p>“Prepares internationally trained architectural professionals for the Canadian workplace. Through a unique blend of academic and workplace training, IPLAN provides job seekers with the knowledge and skills needed to join architectural practices across Ontario”⁵⁴</p>	Professional, scientific, and technical services	

Program Name / Website	Organization	Target	County of Simcoe Priority Sectors	Exemplar?
<u>Immigrants Serving Immigrants: Bridging to Employment in Services for Immigrant Populations (BESIP)</u>	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” ⁵⁵	Other, professional, scientific, and technical services	✓
<u>Information Technology (IT) Infrastructure</u>	Humber College	“Humber offers a bridging program for internationally trained immigrants with education and experience in information technology, computer science or engineering (computer, electronics or electrical). Benefit from cutting edge training that will help you gain industry-specific concepts and skills in topics, which may include: computer networking, information security, installation and configuration of server(s) in a virtualized environment with an emphasis on operating system(s)” ⁵⁶	Professional, scientific, and technical services	
<u>International Skills Applied for Geriatrics (ISAGE) Response</u>	Jewish Vocational Service of Metropolitan Toronto	“For internationally trained doctors, nurses, teachers, social workers, psychologists or other health care professionals” ⁵⁷	Health care	✓
<u>Internationally Educated Social Work Professionals (IESW) Bridging Program</u>	Ryerson University	“Designed to assist internationally educated social work professionals to gain employment in the social service / human service sector in Ontario at levels that match their knowledge and experience” ⁵⁸	Other, professional, scientific, and technical services	
<u>Microsoft Skills for Employability</u>	Accessible Community Counselling and Employment Services (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	Professional, scientific, and technical services	✓

Program Name / Website	Organization	Target	County of Simcoe Priority Sectors	Exemplar?
		by providing attendees with the knowledge necessary to obtain a Microsoft certified designation while focusing on career growth and advancement” ⁵⁹		
<u>Professional Access into Employment</u>	Toronto and Region Conservation Authority / Office De Protection De La Nature De Toronto	“Designed to connect employers with highly skilled environmental professionals who bring international experience and credentials in: Engineering & Geoscience, Ecology & Related Disciplines Planning and Related Disciplines Participants will gain an increased understanding of and exposure to the environmental industry and experts in the field, with the goal of finding employment in a highly specialized and competitive sector” ⁶⁰	Other, Professional, scientific, and technical services, Construction	
<u>Professional Certificate Bridging Programs for Internationally Educated Professionals</u>	York University	“York University's Bridging Programs for Internationally Educated Professionals (IEPs) support your transition into a job in your professional field in Canada. You can complete Foundations courses created exclusively for IEPs that focus on developing your Canadian professional communication, leadership, IT or management skills. You can also take a selection of specialized courses in your professional field. Certificate students have the opportunity to gain a new credential from a Canadian university and courses toward professional accreditation.” ⁶¹	Other, professional, scientific and technical services	
<u>Professional Excellence in Financial Services (EFS)</u>	Seneca College - Markham Campus	“Accelerated Bridging Program for Internationally Trained Professionals with a background in Financial Services. This program is designed to help you enter into	Professional, scientific, and technical services	

Program Name / Website	Organization	Target	County of Simcoe Priority Sectors	Exemplar?
		the financial labour market in the shortest time possible." ⁶²		
<u>Project Management for Engineers</u>	Accessible Community Counselling and Employment Services (ACCES)	“Designed to support internationally trained engineering professionals to succeed in the Canadian labour market. This program assists participants with enhancing their project management skills in the Canadian context, finding employment in their field, and preparing for the PMP exam program.” ⁶³	Construction, Professional, scientific, and technical services	
<u>Recruitment for Equity, Accessibility and Diversity (READY)</u>	Jewish Vocational Service of Metropolitan Toronto	“For international professionals with a background in HR, sales, business development, hospitality, or marketing. READY provides internationally trained professionals with essential skills for successful integration into the Canadian labour market in the field of Recruitment and Job Development.” ⁶⁴	Tourism, Professional, scientific, and technical services	
<u>Strategic Leadership in Finance, IT and Consultancy</u>	Accessible Community Counselling and Employment Services (ACCES)	“Supports internationally trained professionals who have senior-level experience and qualifications in IT and finance. Participants receive training on essential leadership skills, build professional networks, and connect with employers while working in a group of their peers. This program supports participants with securing employment at a level that is consistent with their experience and background.” ⁶⁵	Professional, scientific, and technical services	
<u>Supply Chain Awareness Program and Employment Program (SCAPE)</u>	Humber College	“For internationally trained professionals with education and experience in Supply Chain Management, Logistics or Purchasing. This program is designed to provide you with the skills and knowledge required to secure commensurate	Manufacturing, Construction, Professional, scientific, and technical services	

Program Name / Website	Organization	Target	County of Simcoe Priority Sectors	Exemplar?
		employment in the Ontario Supply Chain sector." ⁶⁶		
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" ⁶⁷	Health care	✓
TRIEC Mentorship Project (TMP)	Toronto Region Immigrant Employment Council (TRIEC)	"Employer partners offer mentoring as a professional development opportunity for their staff, significantly boosting the number of mentors who enter the program" ⁶⁸	Other, Professional, scientific, and technical services	

Sources: Province of Ontario, Stiletto Analysis

Partnerships and Modeling

Approaching existing and successful bridging programs as a partner may be beneficial to build on existing success, incorporate proven best practices, and increase efficiency in resources. The county could also model existing bridging programs and create a county equivalent designed for the area's unique industry strengths / needs.

Key opportunity: Health Care

Partnership: Nursing → Preparing for licensing

Modeling: Elder Care → Preparing for job in the field

- While education and training programs are well-aligned, demand for health care talent is very high.
- Since April 2020, 23.0 per cent of all jobs posted are in health care, the highest of any sector.
- Survey and stakeholder engagement results indicate that the health system is in urgent need for talent.

Key opportunity: Electrical Engineering

Modeling: Electrical Technician → Preparing for a job in the field

- Stakeholder outreach confirmed the Electrical Engineering program (Lakehead University / Georgian College) is held up as an exemplar of university / college partnership.
- After banking, engineering is the top industry in the professional, scientific, and technical services, but engineering also serves other sectors.
- Existing bridging program is strictly online; Simcoe County could explore hybrid delivery and tailor curriculum to needs of the county's key sectors.

Next Steps: Planning for the County's Bridging Program

The past funding cycles have occurred during June 2017 and January 2021. If this past pattern continues, the next funding cycle will be in 2024 / 2025. Next steps for planning include:

- Establish working group to advance this work
 - Groups to reflect key sectors
- Validate direction through economic (labour market) forecasts within focused industries
- Create roadmap to application and prepare business case
 - Establish stakeholder engagement plan; include those operating exemplar programs; key industry partners and community support organizations
 - Establish financial and program modeling

Bridging Programs to Promote

Figure 13 highlights the current bridging programs accessible to eligible residents of Simcoe County through online programs.

Next steps:

- Create plan to engage those who support newcomers to Simcoe County;
- With community of support people, establish an ongoing promotion / communications plan to ensure eligible and interested newcomers in Simcoe County have access to programming;
- If helpful and needed, arrange information sessions of all available Bridging Programs to ensure eligibility, program outcomes, and / or costs are clear to those who will recommend and support the programs **and** those who would be enrolling; and
- Track outcomes and impacts for community members.

Key resources and links for next steps include:

- [Questions and Answers from 2021 Request for Proposal](#)
- [Application Guidelines from 2021 Request for Proposal](#)

APPENDIX VIII: COUNTY OF SIMCOE SURVEY ANALYSIS

Introduction

The business community survey was conducted as part of the County of Simcoe Labour Market Research Study (2022). It was conducted by Stiletto as part of the stakeholder engagement process to gather and incorporate valuable community insights.

The survey was distributed as part of an existing annual employer survey by the Simcoe Muskoka Workforce Development Board and Literacy Network. With the labour market project in mind, Stiletto worked with these organizations to add workforce development-related questions to the survey. The additional questions explored a range of topics, from workforce development and skills gaps to business growth and hiring patterns.

The updated survey was distributed in October 2022 and generated 392 responses. Responses were analyzed for emerging trends and themes using a framework established within the Labour Market Research Study.

Note about terminology: Throughout this report, “the County of Simcoe” is used to refer to the corporation, and “Simcoe County” is used to refer to the geographic region.

Key Takeaways

A broad range of industries were represented in the region: Using North American Industry Classification System (NAICS) categories, participants identified their industry type. The top three industries, in order of survey responses, were:

1. Manufacturing (13.0%);
2. Accommodation and food services (11.5%); and
3. Other services (except public administration) (9.2%).

Many businesses were centred in the Barrie region: About one in five (20.9%) respondent organizations indicated that they were located in Barrie, followed by Orillia, Midland, Collingwood, and Bradford-West Gwillimbury.

There were strong business growth plans in Simcoe County: The majority of respondent business owners (63.1%) stated that they have plans to expand their business operations within the next five years (e.g., hiring more employees, opening a new location, offering more products and / or services).

The county has an opportunity to cultivate strong relationships with industry and educational institutions to ensure workforce needs are met: Participants

anticipated needing access to new entry-level or front-line workers, new college or university students, and experiential learning (e.g., co-op) students. Cultivating strong relationships between the county, industry, and educational institutions will benefit the greater community.

Education requirements for the future workforce varied: Education requirements varied across respondents, with workplaces requiring a mix of education backgrounds. Over half of respondents (53.7%) reported that all employees will require at least a high school education, and almost half of employers (45.3%) said that all employees must have either a college diploma or university degree in addition. The dominance of trade-related training also emerged in the responses, which indicated that in nearly a quarter of workplaces (24.5%), all employees will be required to complete apprenticeship training.

Education and training gaps were making hiring and retention a challenge: According to respondents, many candidates lacked the experience and job skills necessary for jobs, regardless of the job level being advertised. Even within mid- and senior-level job postings, education was lacking among many candidates.

A general lack of job candidates was also identified as a top-three challenge across experience levels:

- **Entry-level jobs:** Slightly over three-quarters of participants responded that candidates lacked the job-related skills and experience qualifications needed for the job. Over half of participants said candidates lacked the educational qualifications for the job.
- **Mid-level jobs:** More than four out of five respondents stated that candidates lacked experience and job-related skills for job vacancies. More than three-quarters of participants said candidates lack educational qualifications for the job.
- **Senior-level jobs:** More than four out of five respondents stated that candidates lacked the experience for the job, and more than three-quarters of participants said candidates lacked the educational qualifications and the job-related skills for the position.

Employers' recruitment strategies were consistent across sectors and experience levels: The three most popular recruitment strategies included: 1) posting jobs with online sites; 2) ensuring wages were competitive compared to similar employers in the area; and, 3) posting jobs on social media channels or company website.

The top soft skills most desired by employers of entry-level or low-skill jobs were:

1. Professionalism (35.9%);
2. Communication (27.4%); and
3. Ability to work with others (20.9%).

There was broad employer support for additional training and education: Most participants somewhat or very strongly agreed with the following statements:

1. Employers should provide more training to new and existing employees (90.1%);
2. Job candidates should do more to better prepare themselves for the labour force (89.9%); and
3. Employers should partner more with educational institutions, to inform curriculum and help prepare students for employment (84.0%).

There was strong alignment between these survey findings and key findings from alternative sources (e.g., stakeholder engagement interviews). Almost four in five respondents feel as though governments should provide more financial incentives for employees to provide training.

Employers' most sought after forms of support included:

1. Recruiting mid-level and mid-skilled workers;
2. Accessing student co-op or internship placements; and
3. Job retention strategies.

About the Respondents

The survey targeted members of the local business community (i.e., business operators, owners, and leaders in Simcoe County). In total, 392 responses were received.

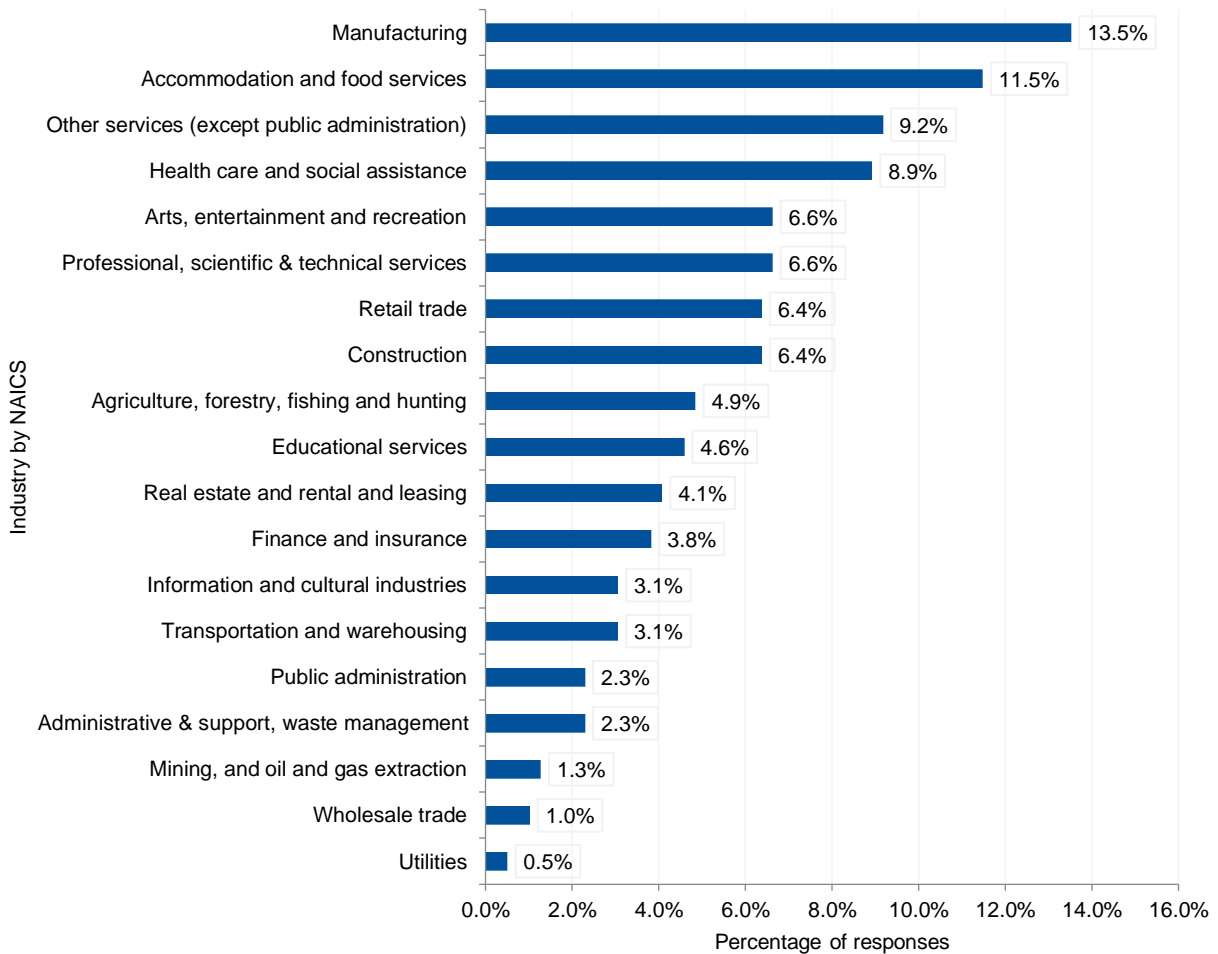
As part of their submissions, participants acknowledged that they understood their responses would be used to report on the current and prospective labour market in Simcoe County and to inform policies and decisions related to the county's Labour Market Research Study.

Demographics of Respondent Businesses

Industry types for respondents are identified using the North American Industry Classification System (NAICS) categories (Figure 14). The top three industries, in order of survey responses, were:

1. Manufacturing (13.5%);
2. Accommodation and food services (11.5%); and
3. Other services (except public administration) (9.2%).

Figure 14: North American Industry Classification System, categories of survey respondents, Simcoe County, October 2022⁶⁹

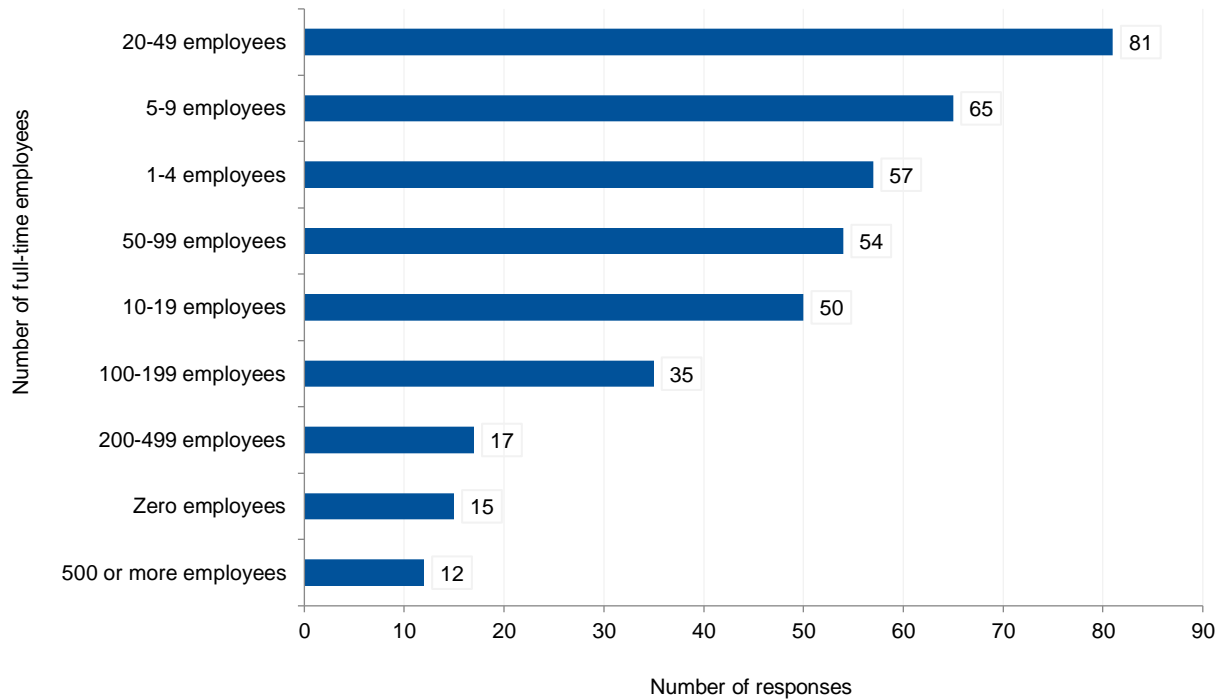


Source: Stiletto Stakeholder Outreach

Figure 15 illustrates the number of full-time employee participants reported. The calculation of full-time equivalent (FTE) is an employee's scheduled hours divided by the employer's hours for a full-time workweek. For example, if two employees work 20 hours part-time a week for a year (with a 40-hour workweek), one equivalent full-time employee would be counted.

The distribution across categories indicates the diversity of business sizes in the county, ranging from 20-49 employees (81 respondents) to 500 or more employees (17 responses).

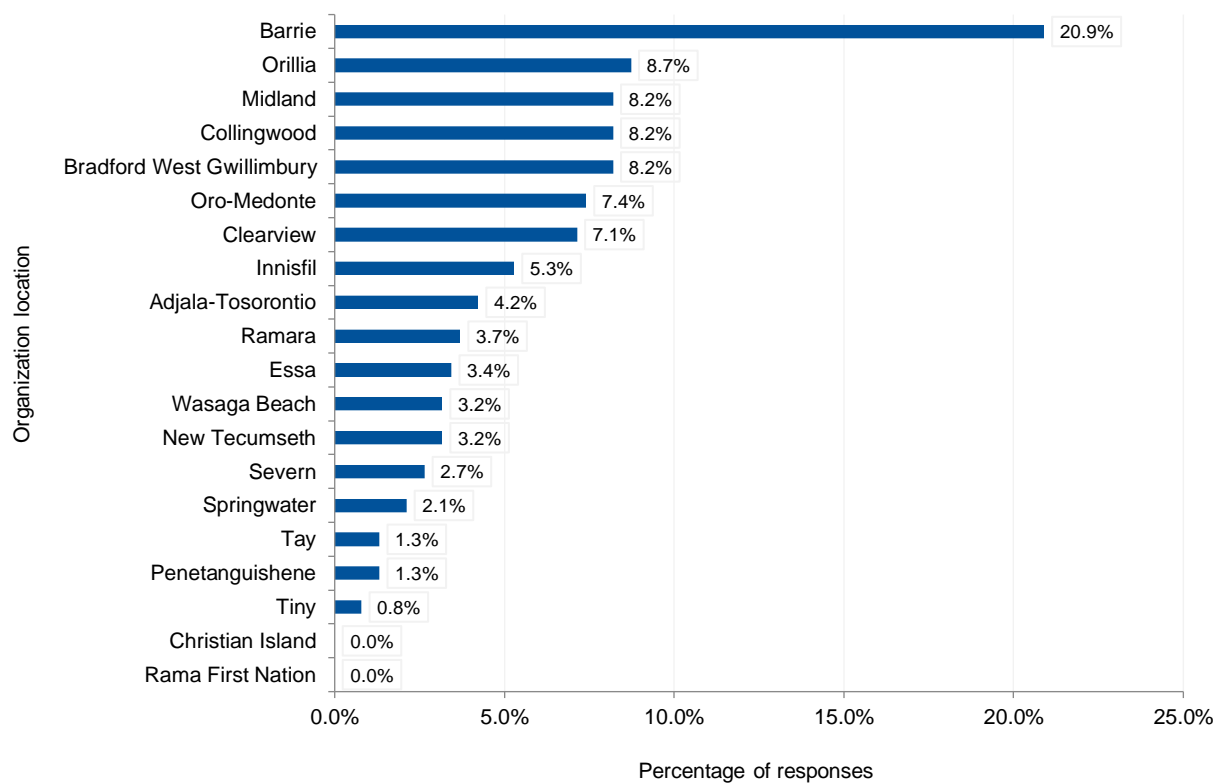
Figure 15: Business size by number of FTE staff, Simcoe County, October 2022⁷⁰



Source: Stiletto Stakeholder Outreach

Figure 16 illustrates the communities where respondent organizations are located. More than twice the number of respondent organizations were located in Barrie compared to the number in the next greatest areas of Orillia, Midland, Collingwood, and Bradford-West Gwillimbury.

Figure 16: Business locations of respondents by percentage, Simcoe County, October 2022⁷¹

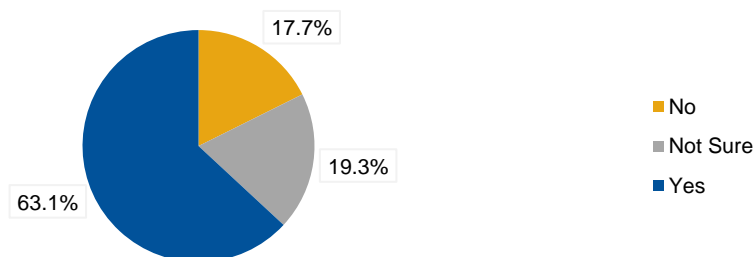


Source: Stiletto Stakeholder Outreach

Future Expectations

Most respondents (63.1%) stated that they have plans to expand their business operations in the next five years (2023-27), including, for example, hiring more staff, opening a new location, offering more products and / or services (Figure 17).

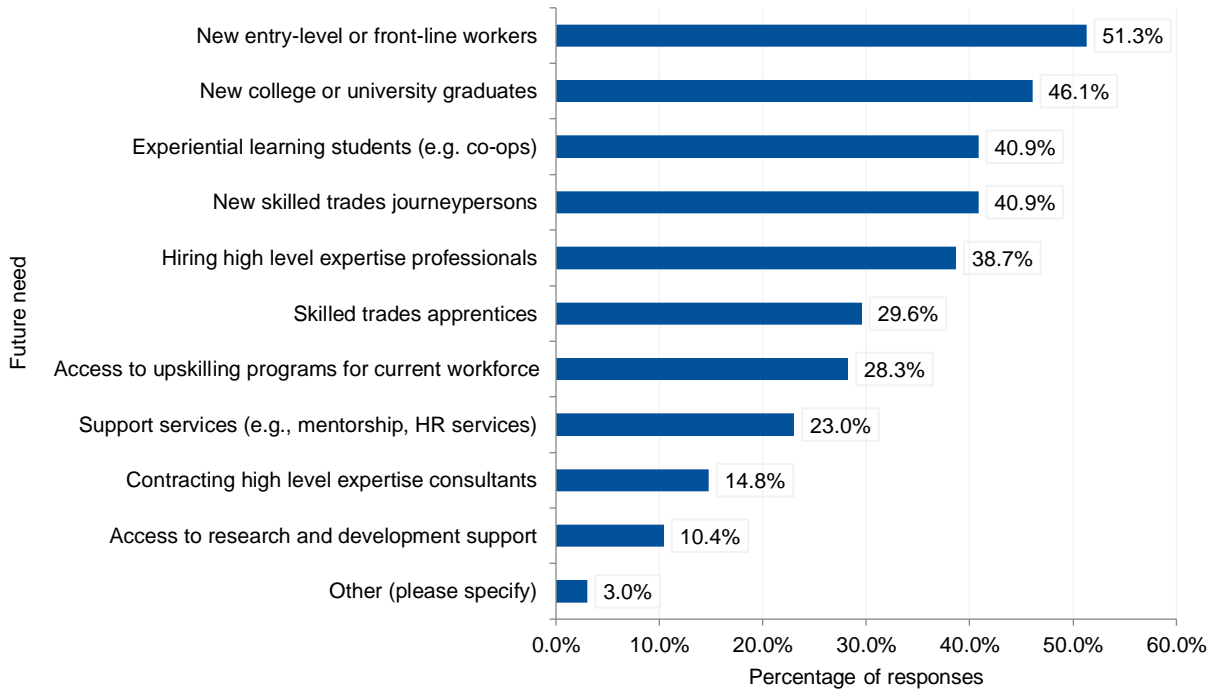
Figure 17: Prospective business operations expansion, Simcoe County, 2023-27⁷²



Source: Stiletto Stakeholder Outreach

Entry-level or front-line workers topped the list of resources that employers anticipated needing in the next five years (2023-27), closely followed by new college or university students (46.1%) and experiential learning students (40.9%).

Figure 18: Resources in demand in the future, Simcoe County, 2022-27⁷³

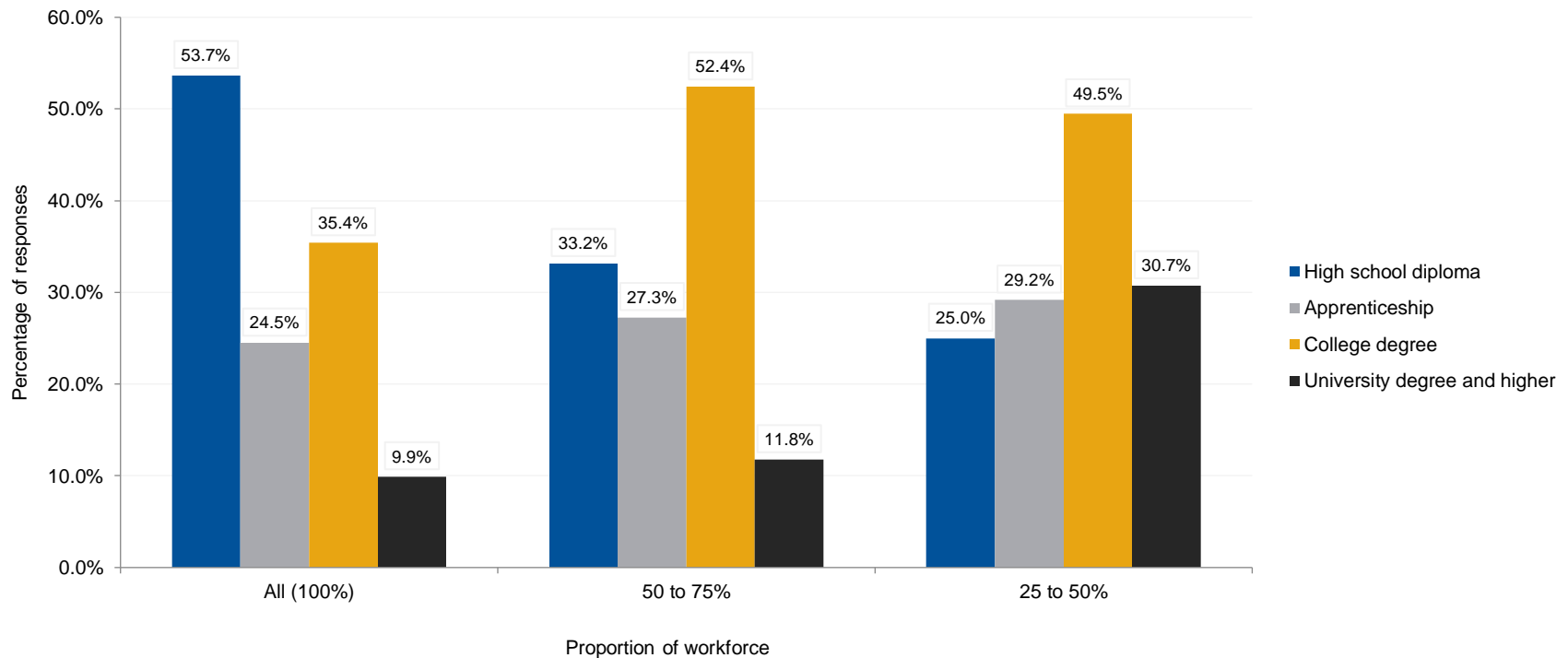


Note: Respondents were invited to select all resources that applied
Source: Stiletto Stakeholder Outreach

Hiring

Education requirements varied across respondents, with workplaces requiring a mix of education backgrounds. Over half of respondents (53.7%) reported that all employees will require a high school education, and almost half of employers (45.3%) will require all employees to have a college diploma or university degree. The dominance of trade-related training also emerged in the responses: nearly a quarter of workplaces (24.5%) will be required completed apprenticeship training.

Figure 19: Education level requirements of future workforce, Simcoe County, October 2022⁷⁴

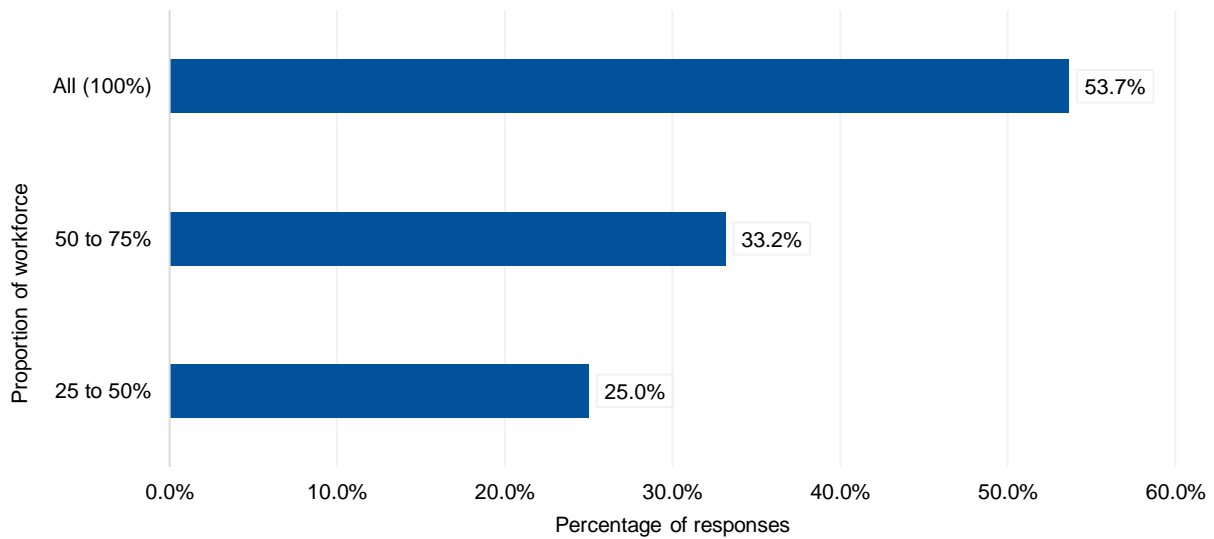


Source: Stiletto Stakeholder Outreach

Note: Respondents could select more than one option in each category.

As Figure 20 indicates, a high school diploma was expected to be a minimum requirement for all future employees in over half of respondents' businesses.

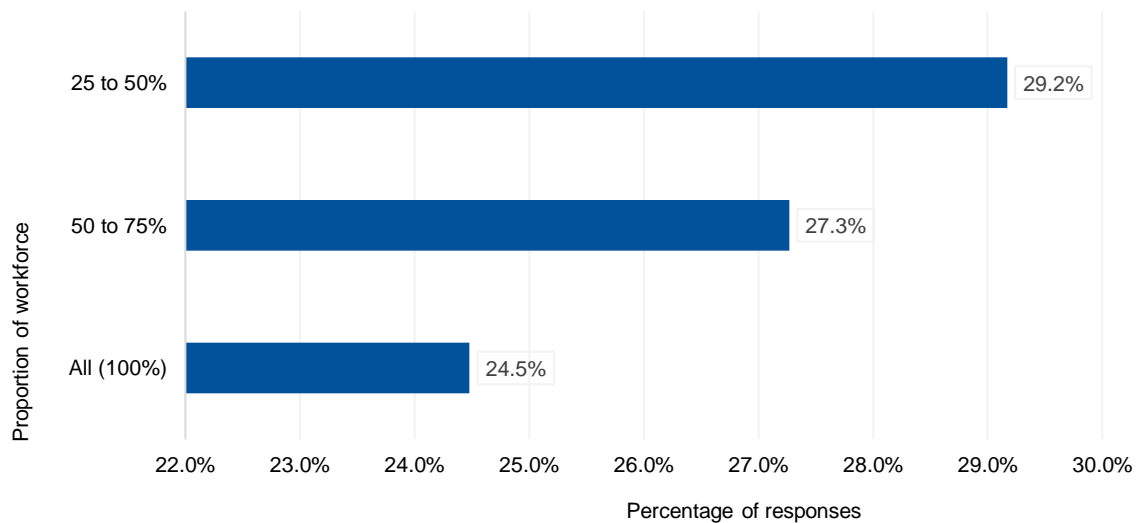
Figure 20: Percentage of future workforce that will require a high school diploma, Simcoe County, October 2022⁷⁵



Source: Stiletto Stakeholder Outreach

A quarter of all respondents said apprenticeship would be a requirement for all employees in the future (Figure 21).

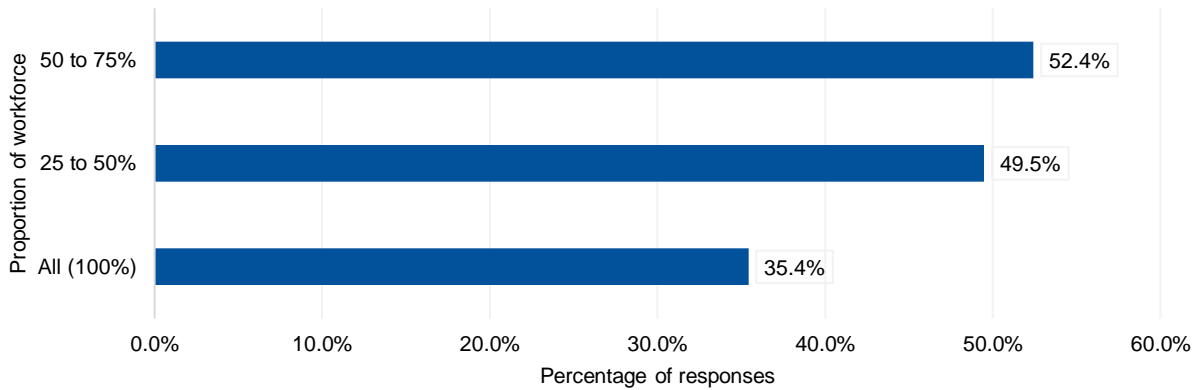
Figure 21: Percentage of future workforce that will require an apprenticeship placement, Simcoe County, October 2022⁷⁶



Source: Stiletto Stakeholder Outreach

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 (Figure 22).

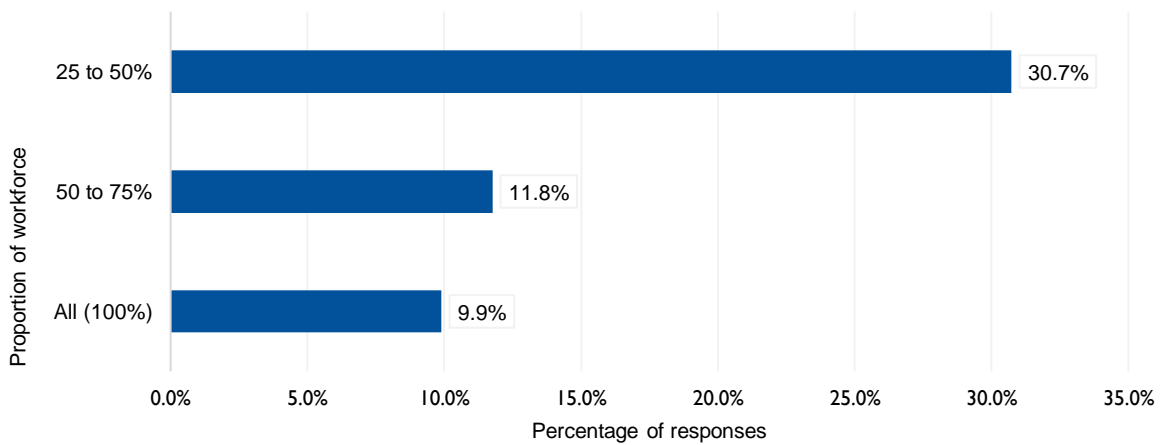
Figure 22: Percentage of future workforce that will require a college degree, Simcoe County, October 2022⁷⁷



Source: Stiletto Stakeholder Outreach

Respondents also said they expected university education to be a common requirement in the future, with the largest proportion of respondents indicating that a quarter to a half of the future workforce would require this credential (Figure 23).

Figure 23: Percentage of future workforce that will require a university degree or higher, Simcoe County, October 2022⁷⁸



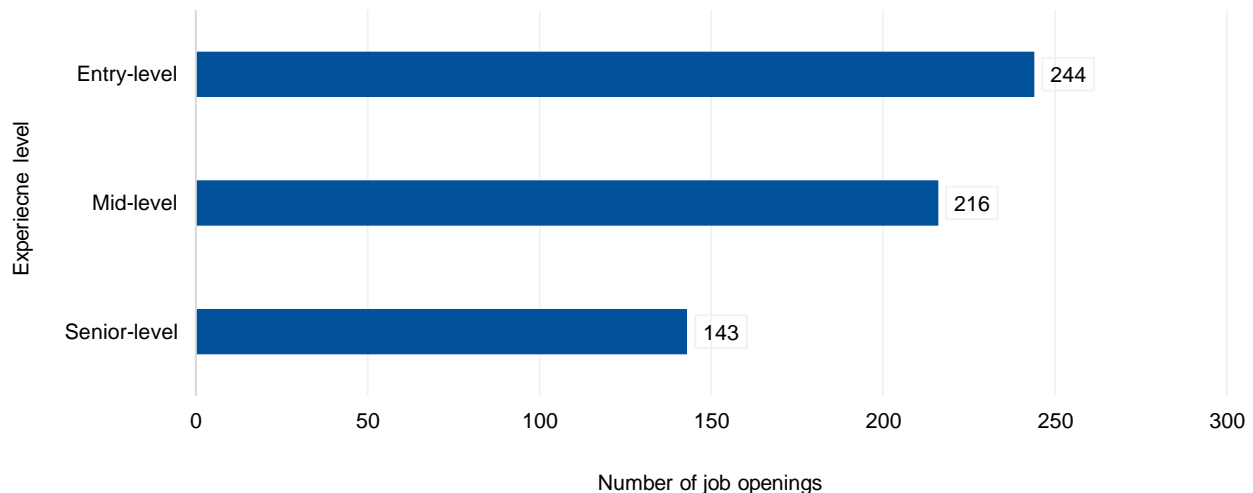
Source: Stiletto Stakeholder Outreach

Labour Market

Figure 24 illustrates the number of job openings reported by County of Simcoe employers in the past six months (May to October 2022) by experience level. The number of openings reported by respondents mirrors the distribution of roles in the area. Simcoe County has a diverse labour market across sectors and career stages. To gain better insight into the current hiring environment, the survey asked specific questions pertaining to the hiring conditions and current candidate pool within the county. These results were further broken down by experience level, as entry-level jobs require different education, training, and nurturing and senior and / or executive positions.

The participants shared their job openings for the last six months. There were more openings at the entry-level compared to mid- and senior-level job openings.

Figure 24: Number of job openings per experience level in the last six months, Simcoe County, October 2022⁷⁹



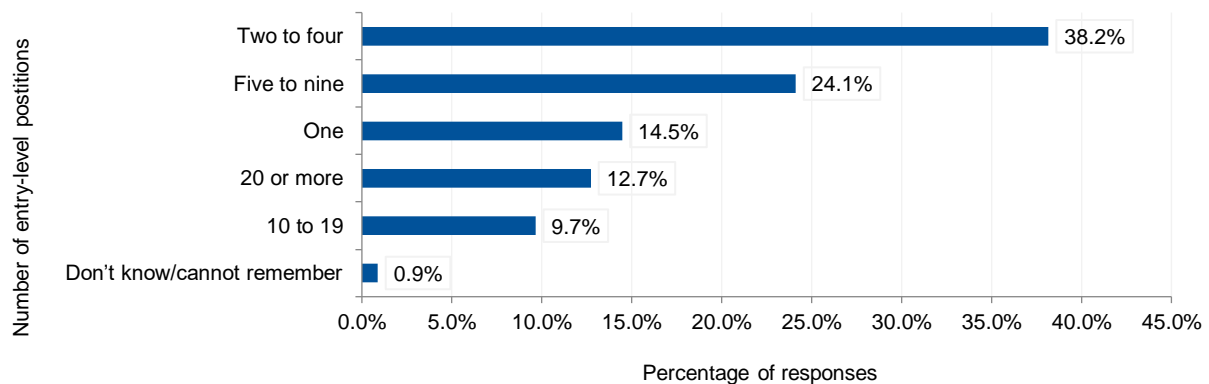
Source: Stiletto Stakeholder Outreach

Entry-Level Jobs

To gain specific information on entry-level or low-skilled jobs, participants were asked if they have hired or had a job opening for a position within this level group during the last six months. Most respondents (67.2%) stated that they have had job openings for this skill level during the last six months.

During the same period, 38.2 percent of the respondents that have had job openings have recruited two to four entry-level or low-skilled positions. This result is followed by 24.1 percent of respondents recruiting five to nine entry-level employees.

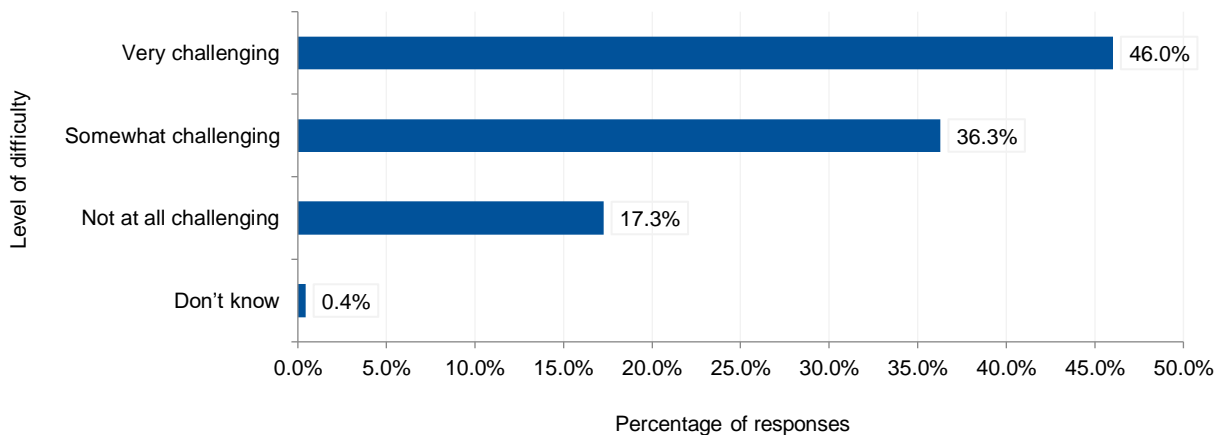
Figure 25: Entry-level or low-skill job recruitments, Simcoe County, October 2022⁸⁰



Source: Stiletto Stakeholder Outreach

Participants were given the opportunity to share how challenging or not challenging it has been to find qualified candidates for their entry-level job openings. Within the findings, the majority of respondents said that recruiting for entry-level positions was either very or somewhat challenging. Only 17.3 percent of respondents felt as though hiring for this skill level was not at all challenging.

Figure 26: Challenge level of entry-level or low-skill job recruitment, Simcoe County, October 2022⁸¹



Source: Stiletto Stakeholder Outreach

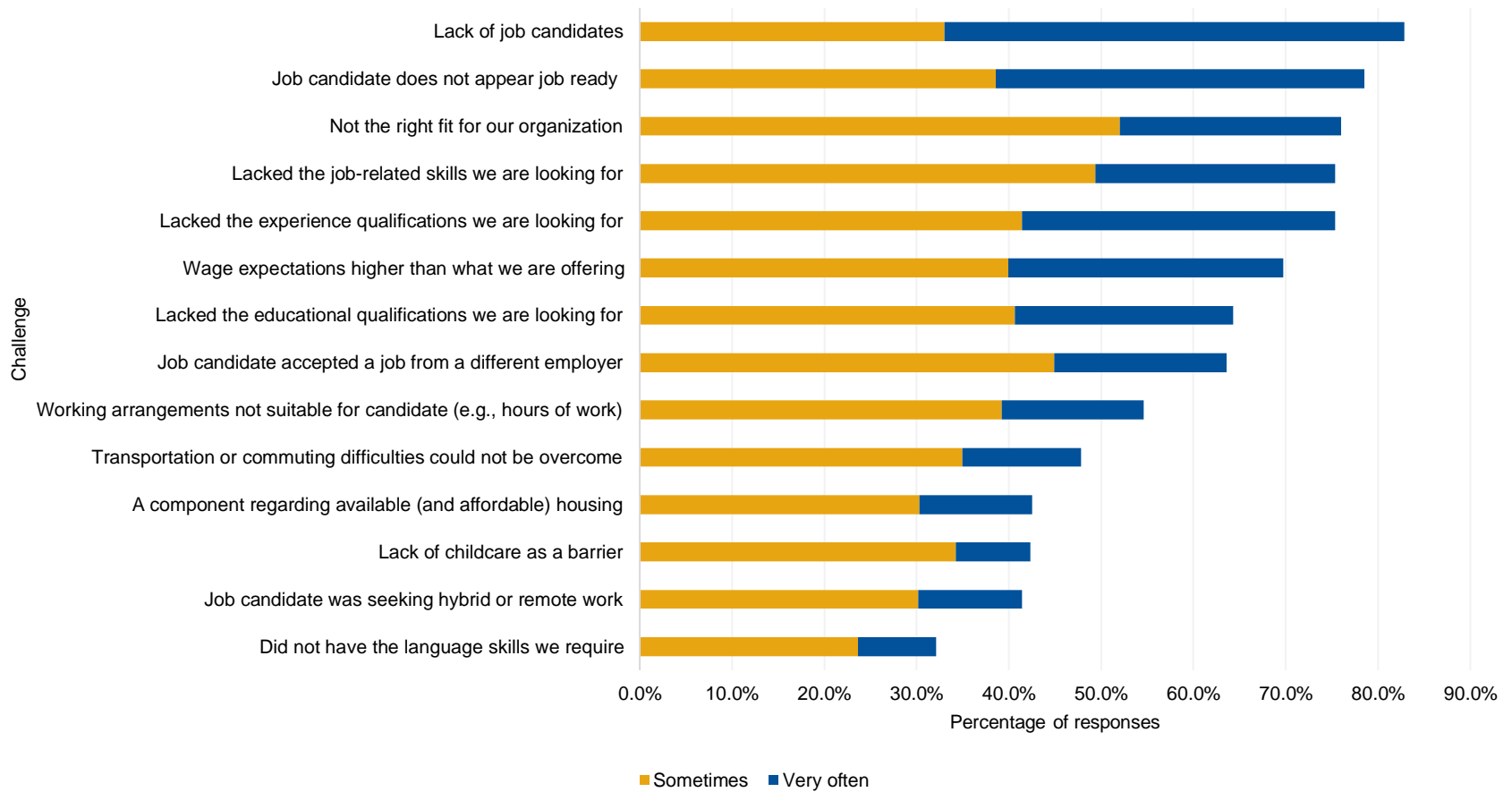
Respondents were asked to identify whether they have encountered the following challenges when recruiting for these entry-level or low-skilled job positions.

The challenge most widely encountered was the general lack of job candidates, followed by job candidates not appearing to be job ready. Following these two responses was the issue of candidates not being the right fit for the organization.

The three challenges pertaining to education and training in Simcoe County ranked as follows:

1. The response “Candidates lacking the job-related skills qualifications” was tied for fourth in occurrence with “Candidates lacking the experience qualifications for the job.” Both questions garnered a 75.3 percent response rate, with participants having encountered candidates lacking the respective qualifications either sometimes or very often in their operations.
2. The response “Candidates lacking the educational qualifications for the job opening” was seventh on the list as an occurrence, with 64.3 percent of participants encountering this problem sometimes or very often.

Figure 27: Frequency of challenges recruiting for entry-level or low-skill jobs, Simcoe County, October 2022⁸²

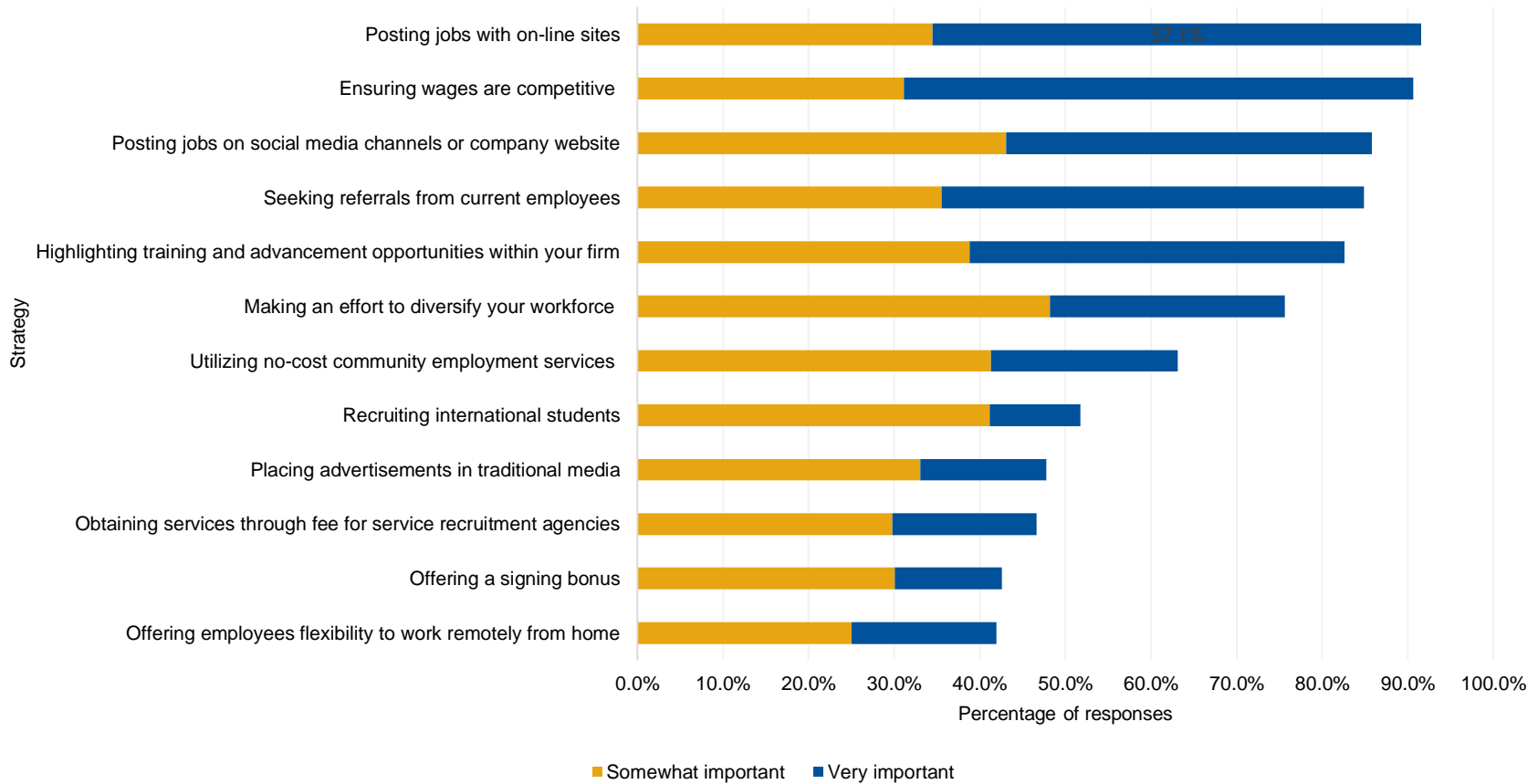


Source: Stiletto Stakeholder Outreach

The top recruitment strategies considered somewhat or very important for entry-level or low-skill job candidates were:

- 1) Posting jobs on online sites (91.6%);
- 2) Ensuring wages are competitive compared to similar employers in the area (90.7%);
- 3) Posting jobs on social media channels or company website (85.8%).

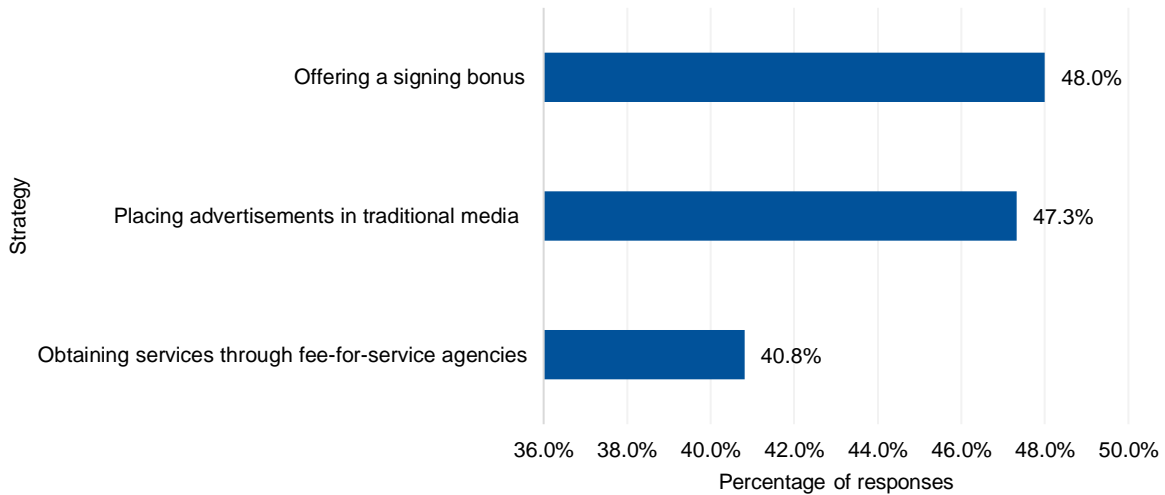
Figure 28: Importance placed on strategies for recruiting entry-level or low-skill job candidates, Simcoe County, October 2022⁸³



Source: Stiletto Stakeholder Outreach

The strategy least likely to be used by the participants for recruiting entry-level job candidates was offering a signing bonus.

Figure 29: Strategies least likely to be used for recruiting entry-level or low-skill job candidates, Simcoe County, October 2022⁸⁴

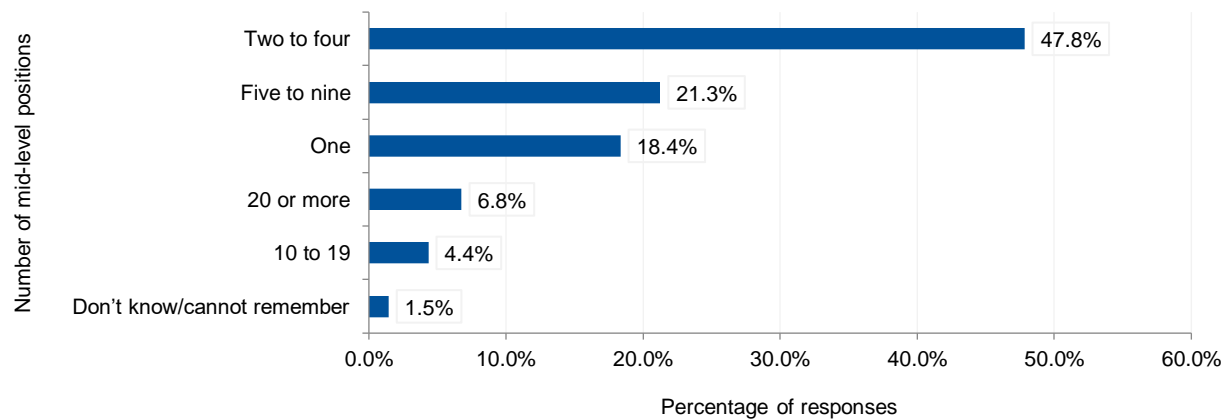


Source: Stiletto Stakeholder Outreach

Mid-Level Jobs

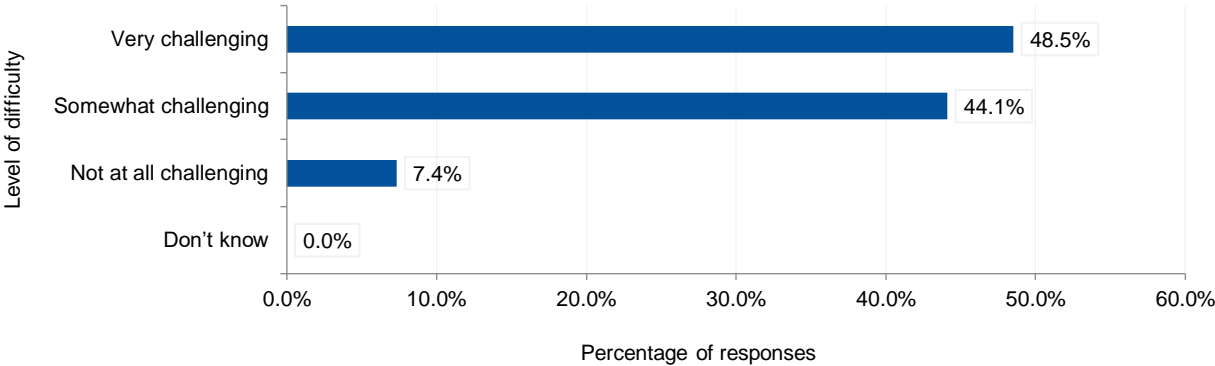
Over the last six months, 62.6 percent of respondents have had openings for mid-level jobs. Of these responses, most (47.8%) hired two to four employees. A large portion of the respondents felt that it was challenging to do find qualified mid-level or mid-skilled employees.

Figure 30: Mid-level or mid-skill job recruitments, Simcoe County, October 2022⁸⁵



Source: Stiletto Stakeholder Outreach

Figure 31: Challenge level of mid-level or mid-skill job recruitment, Simcoe County, October 2022⁸⁶



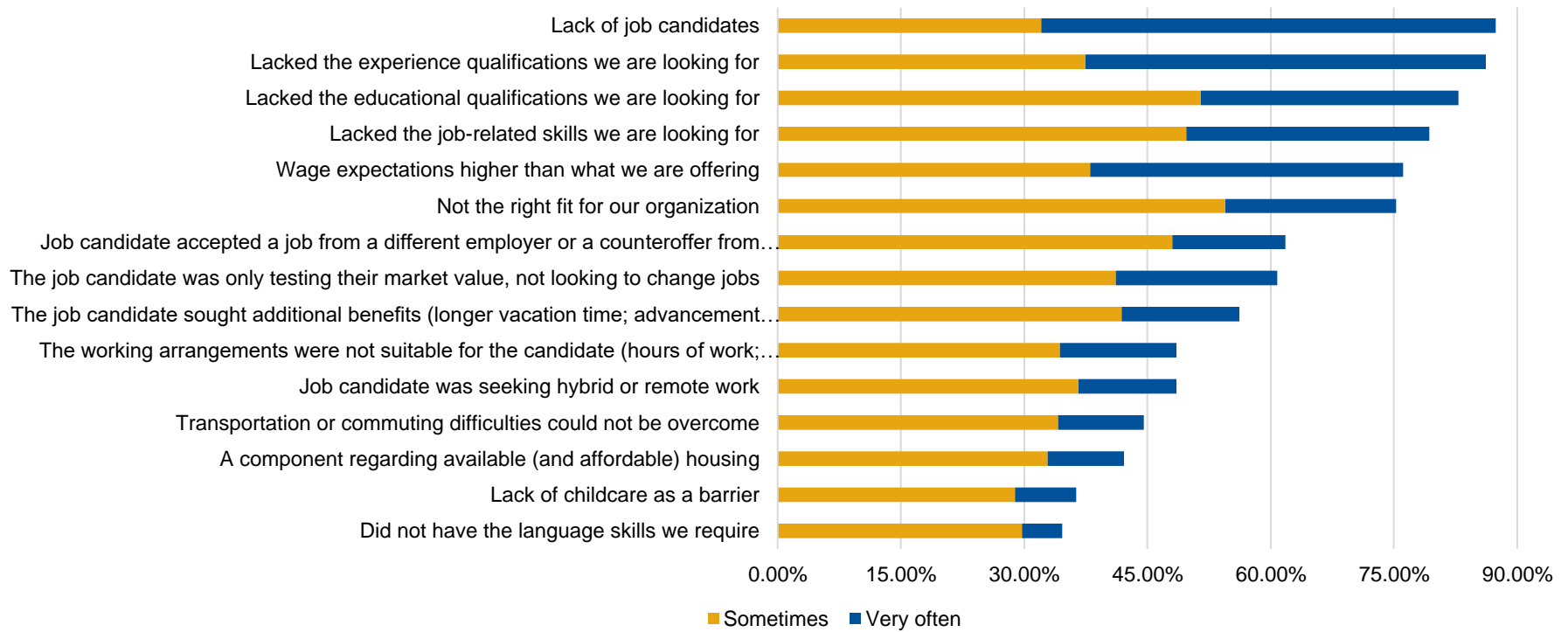
Source: Stiletto Stakeholder Outreach

Among the challenges employers experienced (Figure 32), the challenge most widely encountered was the general lack of job candidates, followed by job candidates not having the experience qualifications and educational qualifications.

Three challenges pertaining to education and training in Simcoe County were encountered sometimes or very often:

1. Candidates lacking the experience qualifications for the job was second in occurrence (86.2%);
2. Candidates lacking educational qualifications (82.8%); and
3. Candidates lacking the job-related skills (79.3%)

Figure 32: How often specific challenges of recruiting mid-level or mid-skill job candidates occur, Simcoe County, October 2022⁸⁷



Source: Stiletto Stakeholder Outreach

The top recruitment strategies considered somewhat or very important for mid-level or mid-skill job candidates were:

- 1) Posting jobs with online sites (91.1%);
- 2) Ensuring wages are competitive compared to similar employers in the area (90.5%); and
- 3) Posting jobs on social media channels or company website (88.2%).

This result is the same order of occurrence as the entry-level or low-skill job attraction strategies, showing that the same employment strategies are being used for both candidate groups.

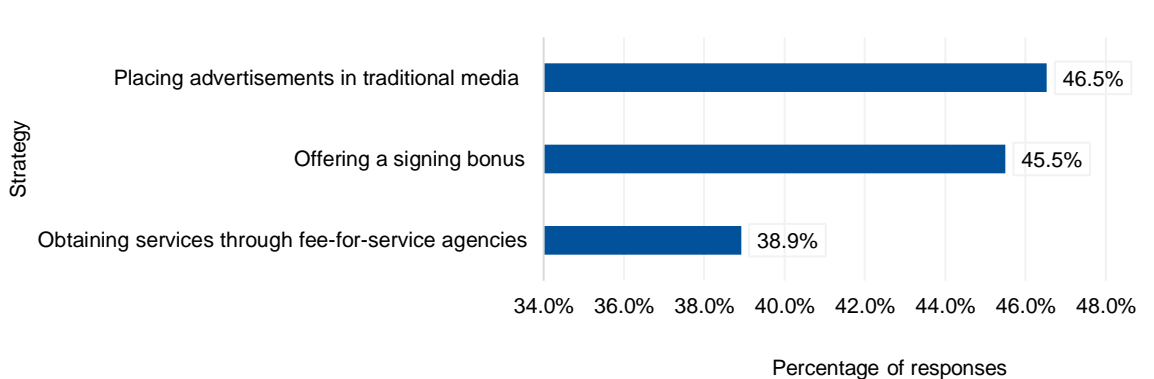
Figure 33: Importance placed on strategies for attracting mid-level or mid-skill job candidates, Simcoe County, October 2022⁸⁸



Source: Stiletto Stakeholder Outreach

The least likely recruitment strategy for attracting mid-level or mid-skilled jobs was placing advertisements in traditional media (e.g., flyers, newspapers, and radio advertisements).

Figure 34: Recruitment strategies least likely to be used to attract mid-level or mid-skilled jobs, Simcoe County, October 2022⁸⁹

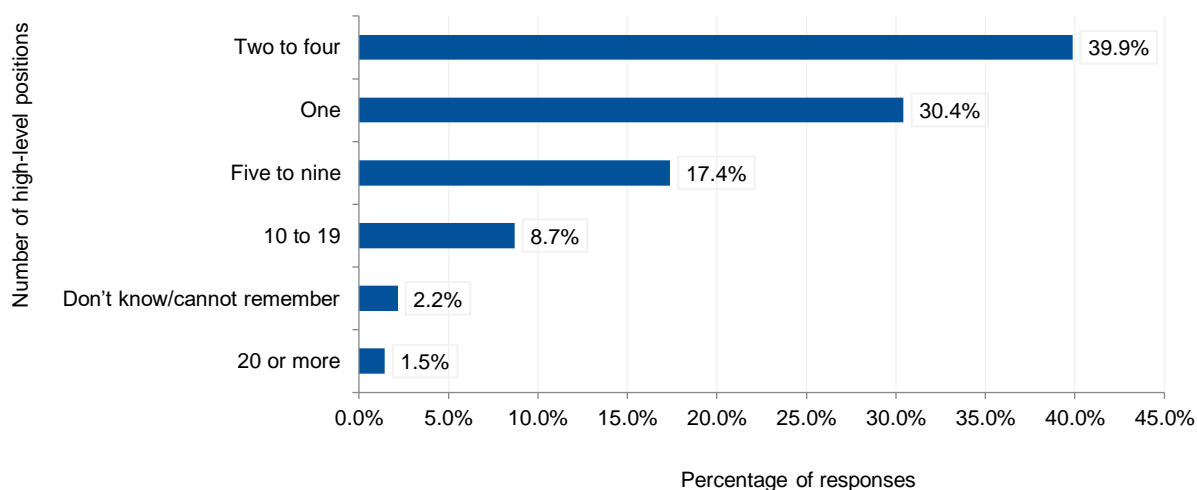


Source: Stiletto Stakeholder Outreach

Senior-Level Jobs

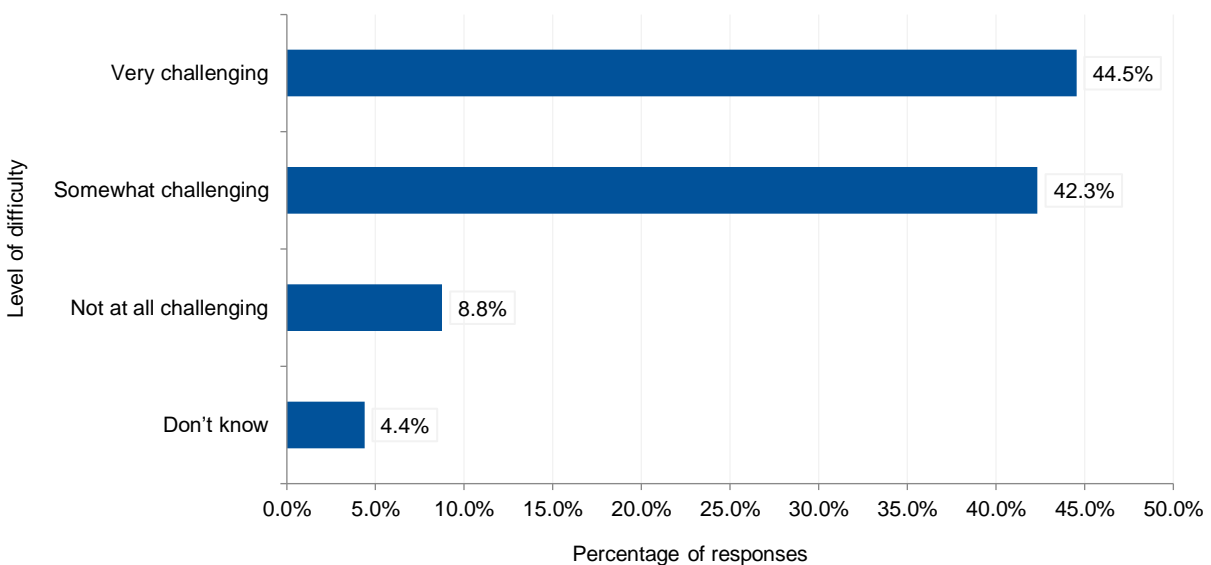
During the last six months, 54.8 per cent of respondents have had openings for senior-level jobs. Most of these organizations (39.9%) hired two to four employees. Most of the respondents felt that it was very challenging or somewhat challenging to find qualified senior-level or high-skilled employees.

Figure 35: Number of senior-level or high-skill job recruitments, Simcoe County, October 2022⁹⁰



Source: Stiletto Stakeholder Outreach

Figure 36: Challenge level of senior-level or high-skill job recruitment, Simcoe County, October 2022⁹¹



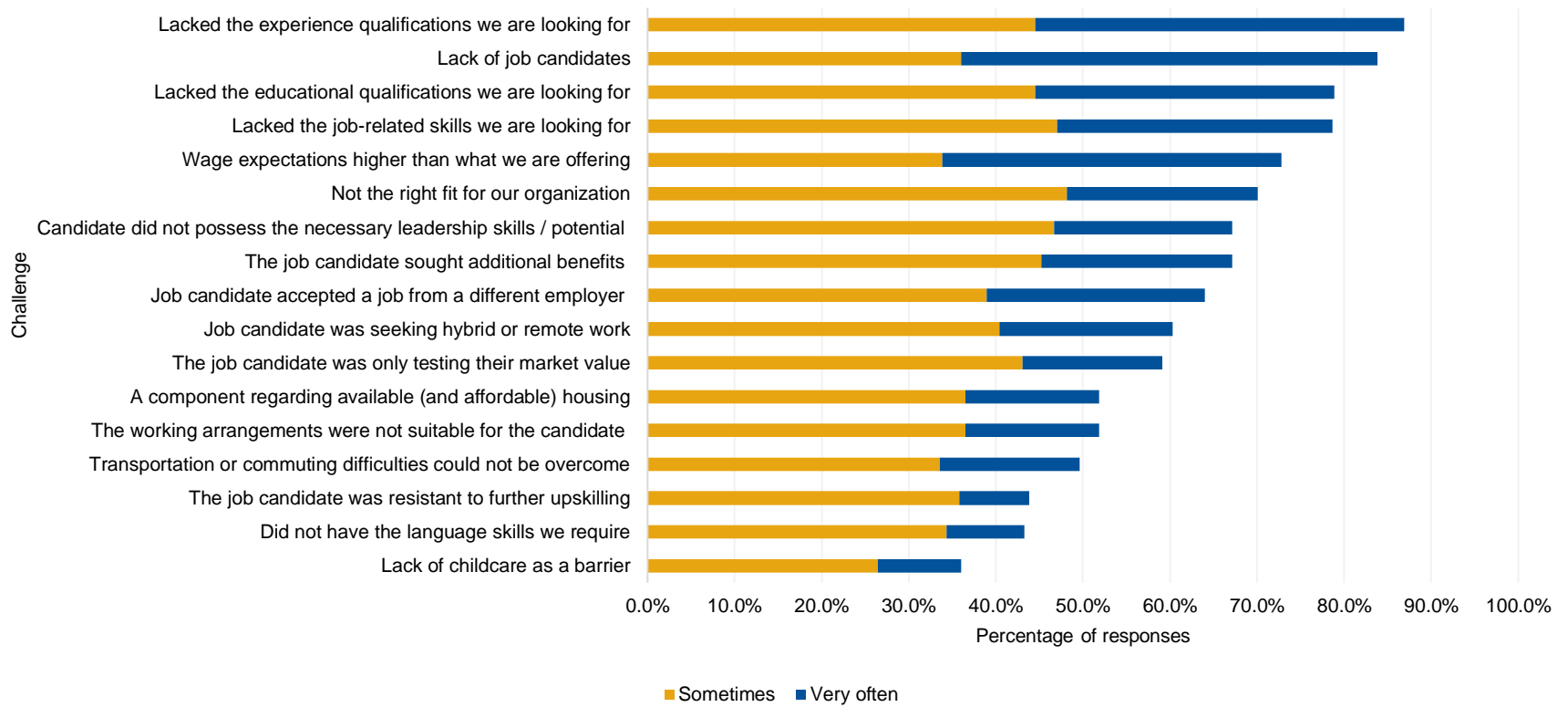
Source: Stiletto Stakeholder Outreach

Respondents were asked to identify whether they have encountered challenges when recruiting for senior-level or high-skilled job positions. The challenges most widely encountered was the lack of experience qualifications, followed by the general lack of job candidates and educational qualifications they are looking for.

These three challenges pertaining to education and training in Simcoe County occurred sometimes or very often:

1. Candidates lacking the experience qualifications for the job (86.9%);
2. Candidates lacking the educational qualifications for the job (78.7%); and
3. Candidates lacking the job-related skills for the job opening (also at 78.7%) .

Figure 37: Challenges of recruiting senior-level or high-skill job candidates, Simcoe County, October 2022⁹²



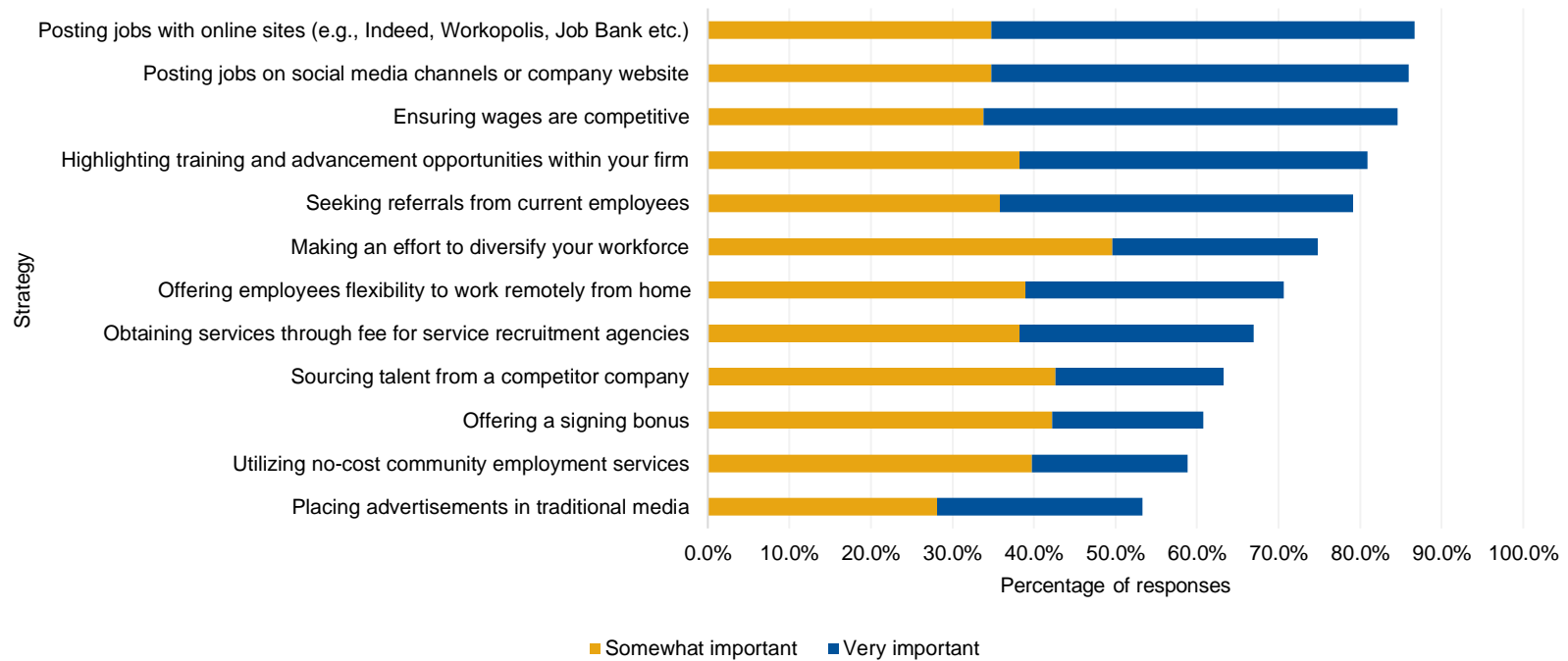
Source: Stiletto Stakeholder Outreach

The top three recruitment strategies for senior-level jobs considered important or very important:

- 1) Posting jobs with online sites (86.7%);
- 2) Posting jobs on social media channels or company website (85.9%); and
- 3) Ensuring wages are competitive compared to similar employers in the area (84.5%).

These three strategies match those used to recruit entry- and mid-level candidates, although the ranking of the three is different, with posting jobs with online sites being considered most important for these candidates (Figure 38).

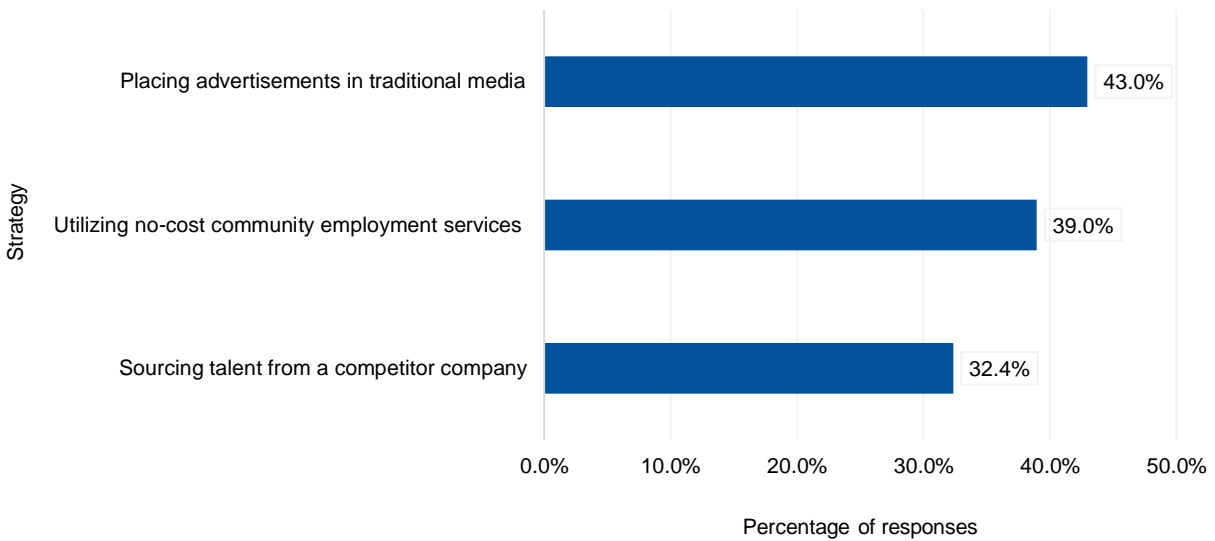
Figure 38: Strategies for recruiting senior-level or high-skill job candidates, Simcoe County, October 2022⁹³



Source: Stiletto Stakeholder Outreach

The least likely recruitment strategy for attracting senior-level or high-skilled jobs was placing advertisements in traditional media (e.g., flyers, newspapers, and radio advertisements). This result was consistent with the findings from mid-level and mid-skill jobs.

Figure 39: Least likely utilized methods of recruitment for senior-level jobs, Simcoe County, October 2022⁹⁴



Source: Stiletto Stakeholder Outreach

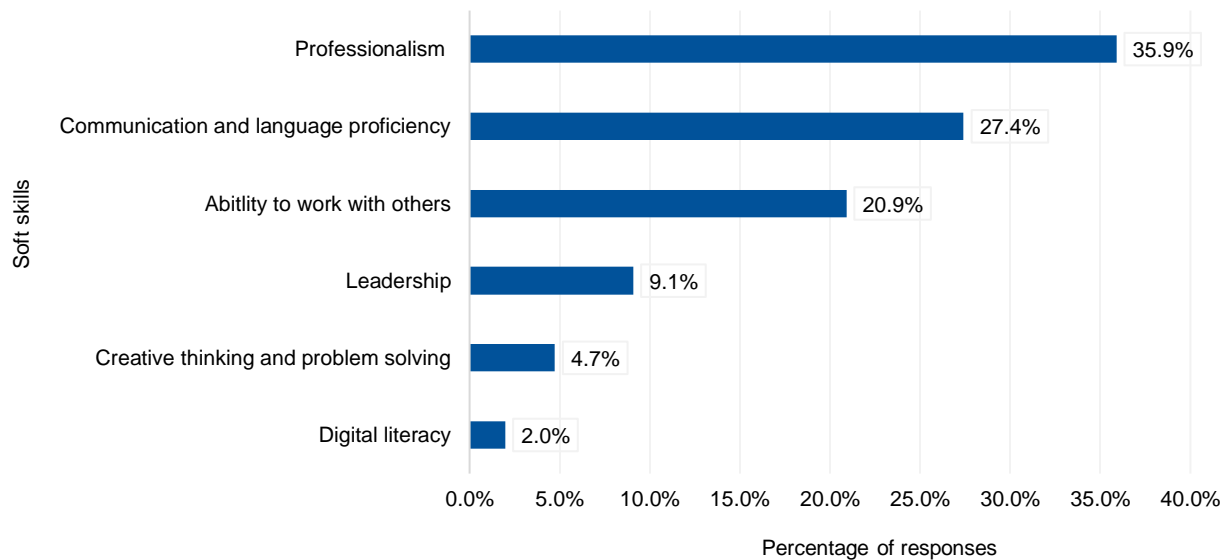
Skills

“Soft” Skills

Survey participants were given the opportunity to provide their open answers for the two soft skills they believe are most important in a job candidate when evaluating them for an entry-level or low-skilled position. Using one or two words to describe the skill, the top soft skills desired by employers were:

1. Professionalism (35.9%);
2. Communication (27.4%); and
3. Ability to work with others (20.9%).

Figure 40: Top soft skills in candidates for low-skill jobs, Simcoe County, October 2022⁹⁵



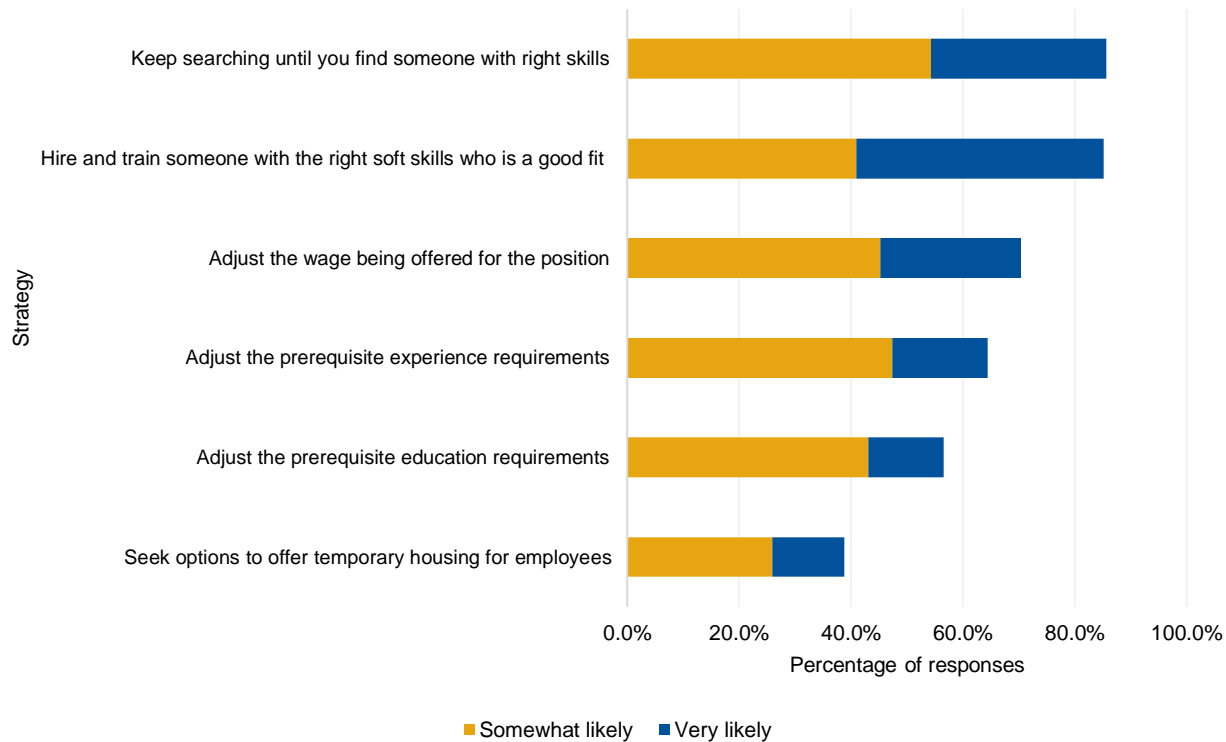
Source: Stiletto Stakeholder Outreach

When given the theoretical situation that they were having difficulty recruiting for mid-skilled or high-skilled jobs, participants were asked to identify the degree to which they would pivot and adopt alternative strategies to fill the position.

The most common alternative strategies identified by respondents were:

1. Keep searching until you find someone with the right technical skills (85.6% of respondents said they were either somewhat likely or very likely to adopt this strategy).
2. Hire someone with the right soft skills who is a good fit with your organization and then provide them with the necessary training (85.2% of respondents said they were either somewhat likely or very likely to adopt this strategy).
3. Adjust the wage being offered for the position (70.4% of respondents said they were either somewhat likely or very likely to adopt this strategy).

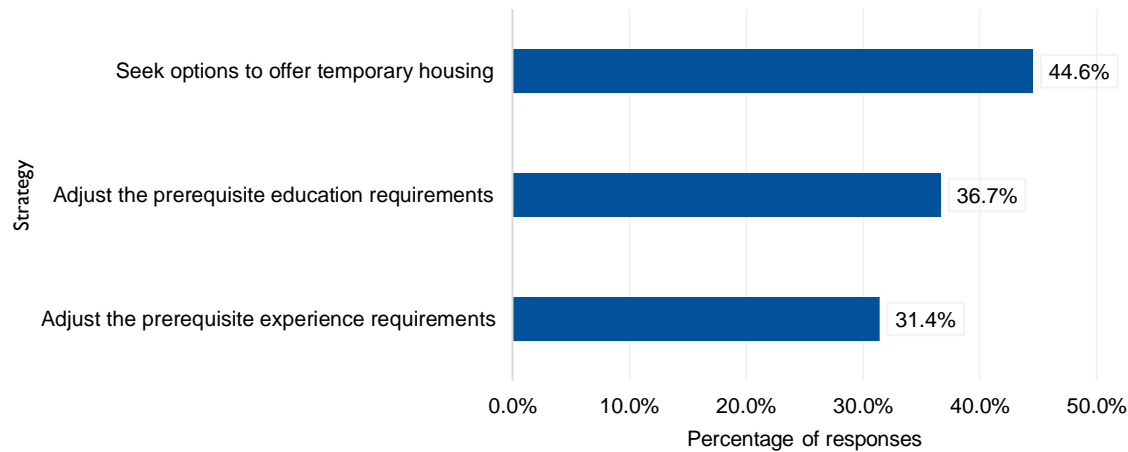
Figure 41: Alternative strategies when unable to hire for mid or high-skilled job, Simcoe County, October 2022⁹⁶



Source: Stiletto Stakeholder Outreach

The most unlikely alternative strategies that participants would adopt in this situation are shown in Figure 42.

Figure 42: Most unlikely alternative strategies when unable to hire for mid or high-skilled job, Simcoe County, October 2022⁹⁷



Source: Stiletto Stakeholder Outreach

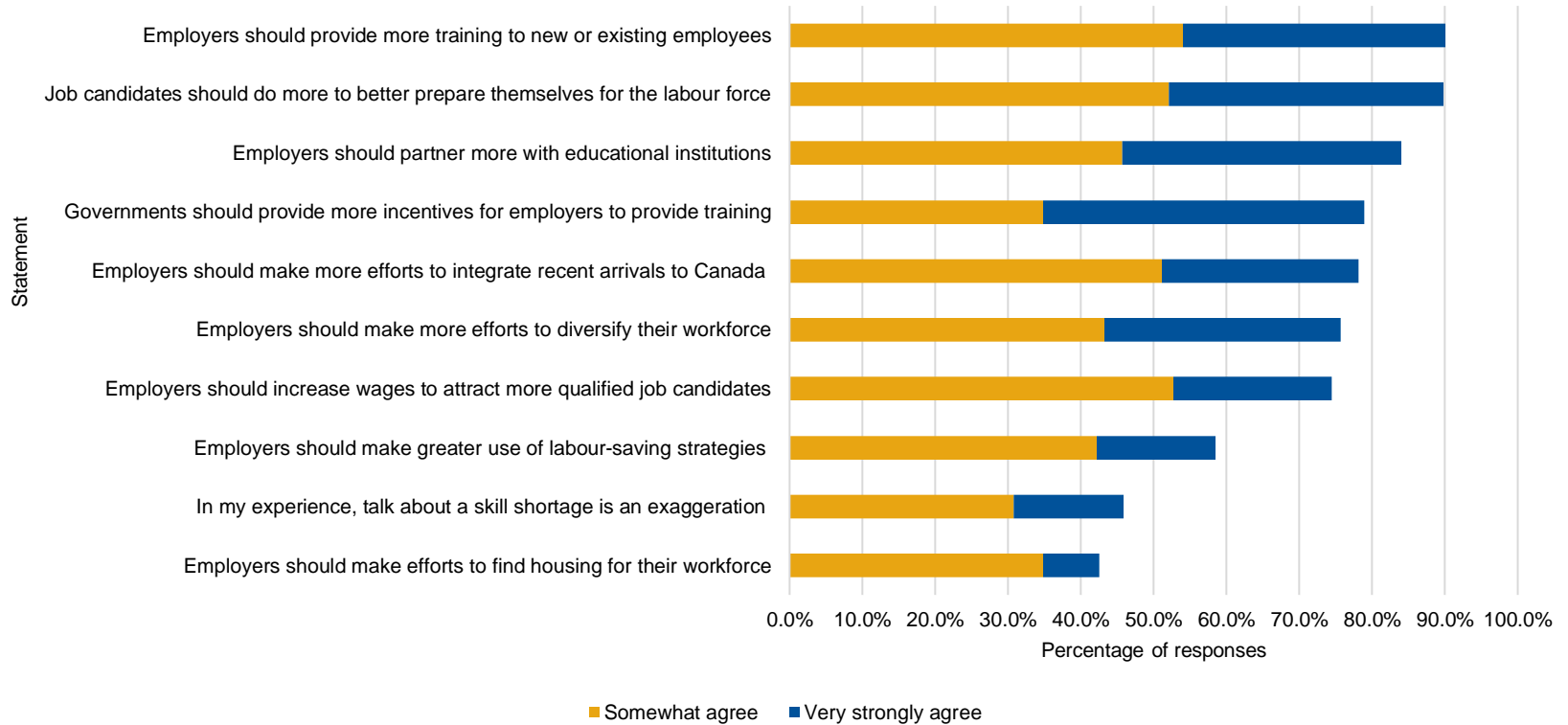
Skills Gaps

A key focus area of the Labour Market Research Study is possible skills gaps or skills shortages across the sectors of the labour market. To gather the business community's general perceptions on these possible skills gaps, respondents were given the opportunity to state their level of agreement with various statements regarding the skills shortage issue.

Participants somewhat or very strongly agreed with the following statements:

1. Employers should provide more training to new and existing employees (90.1%).
2. Job candidates should do more to better prepare themselves for the labour force (89.9%).
3. Employers should partner more with educational institutions, to inform curriculum and help prepare students for employment (84.0)%.

Figure 43: Level of agreement with skills shortage gaps, Simcoe County, October 2022⁹⁸



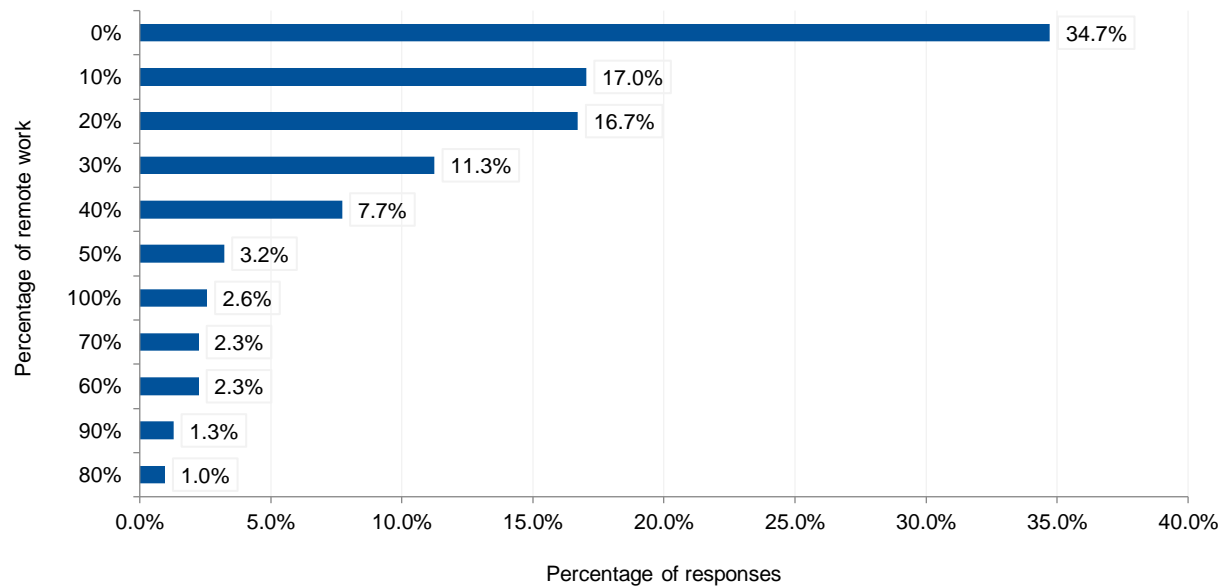
Source: Stiletto Stakeholder Outreach

Hybrid Work

Through the COVID-19 pandemic, many workplaces have found benefits and drawbacks to hybrid work and working from home.

Most of the participants (34.7%) stated that none of their typical non-essential workers' time is carried out remotely or from home. The nature of work in the county was predominantly full-time and in person; only 2.6 percent of respondents stated that their employees work fully remotely. There was, however, a considerable amount of hybrid work done.

Figure 44: Percentage of remote work, Simcoe County, October 2022⁹⁹

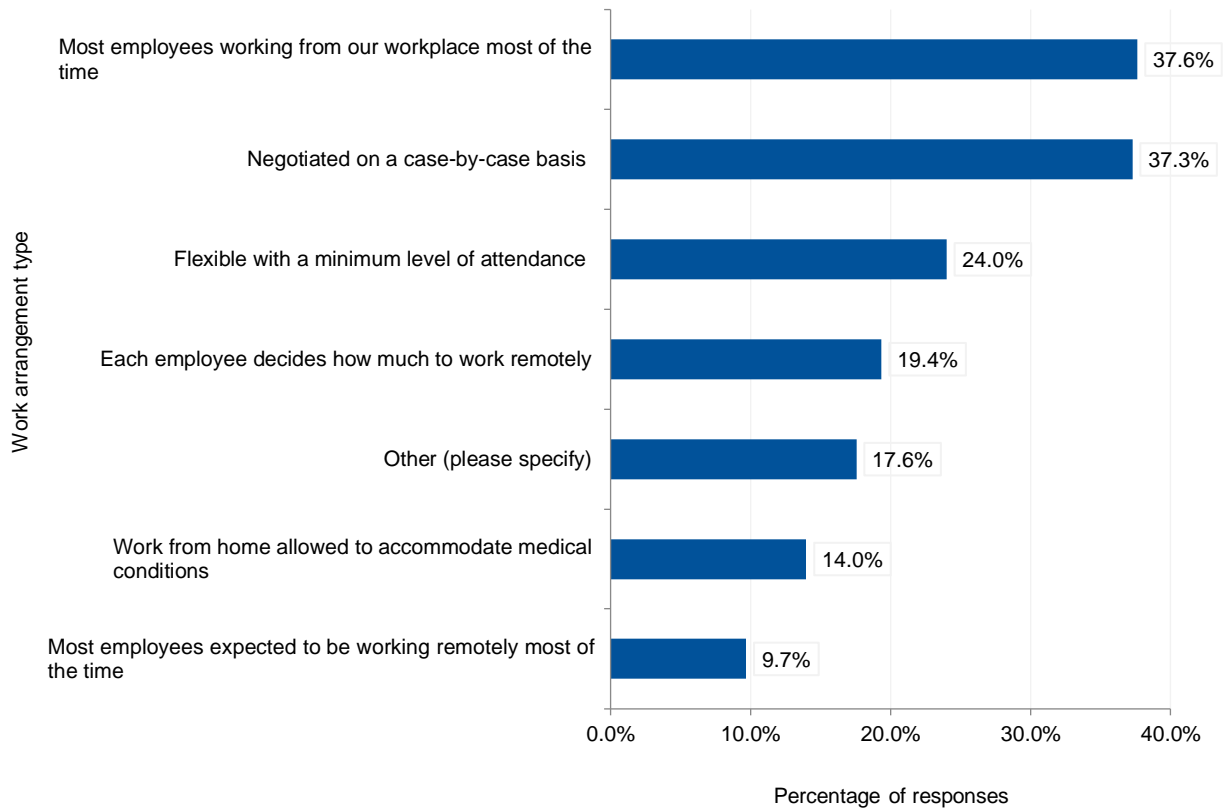


Source: *Stiletto Stakeholder Outreach*

The kinds of remote and hybrid work arrangements also varied (Figure 45). One-third of respondents (37.6%) stated that their organization generally expects most employees to be working from the workplace most of the time. Another third (37.3%) stated that the level of remote work is negotiated on a case-by-case basis.

The inherent nature of the participant businesses or specific nature of the jobs was an important factor for some employers, who noted that some jobs could not be done remotely (e.g., construction, manufacturing, and health care). It was noted that some administrative activities in these sectors could be done remotely, but for the most part were limited to being at the job site.

Figure 45: Percentage of remote, in-person, and hybrid work arrangements, Simcoe County, October 2022¹⁰⁰



Source: Stiletto Stakeholder Outreach

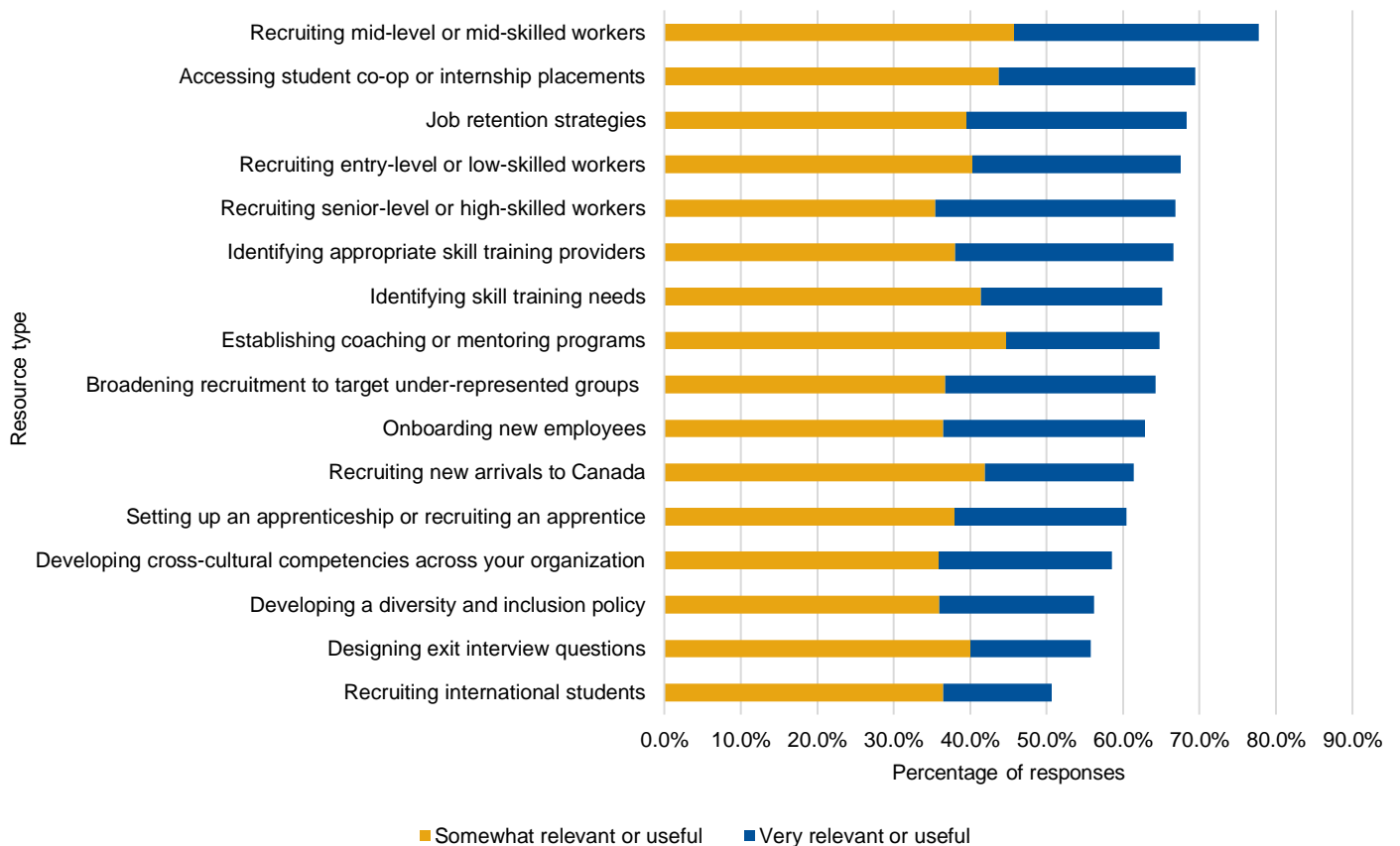
Resources Needed

Survey participants were asked to identify whether or not resources or other forms of assistance would be relevant to their organizations for specific human resources related issues.

Respondents indicated that:

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

Figure 46: Relevant resources required for HR issues, Simcoe County, October 2022¹⁰¹



Source: Stiletto Stakeholder Outreach

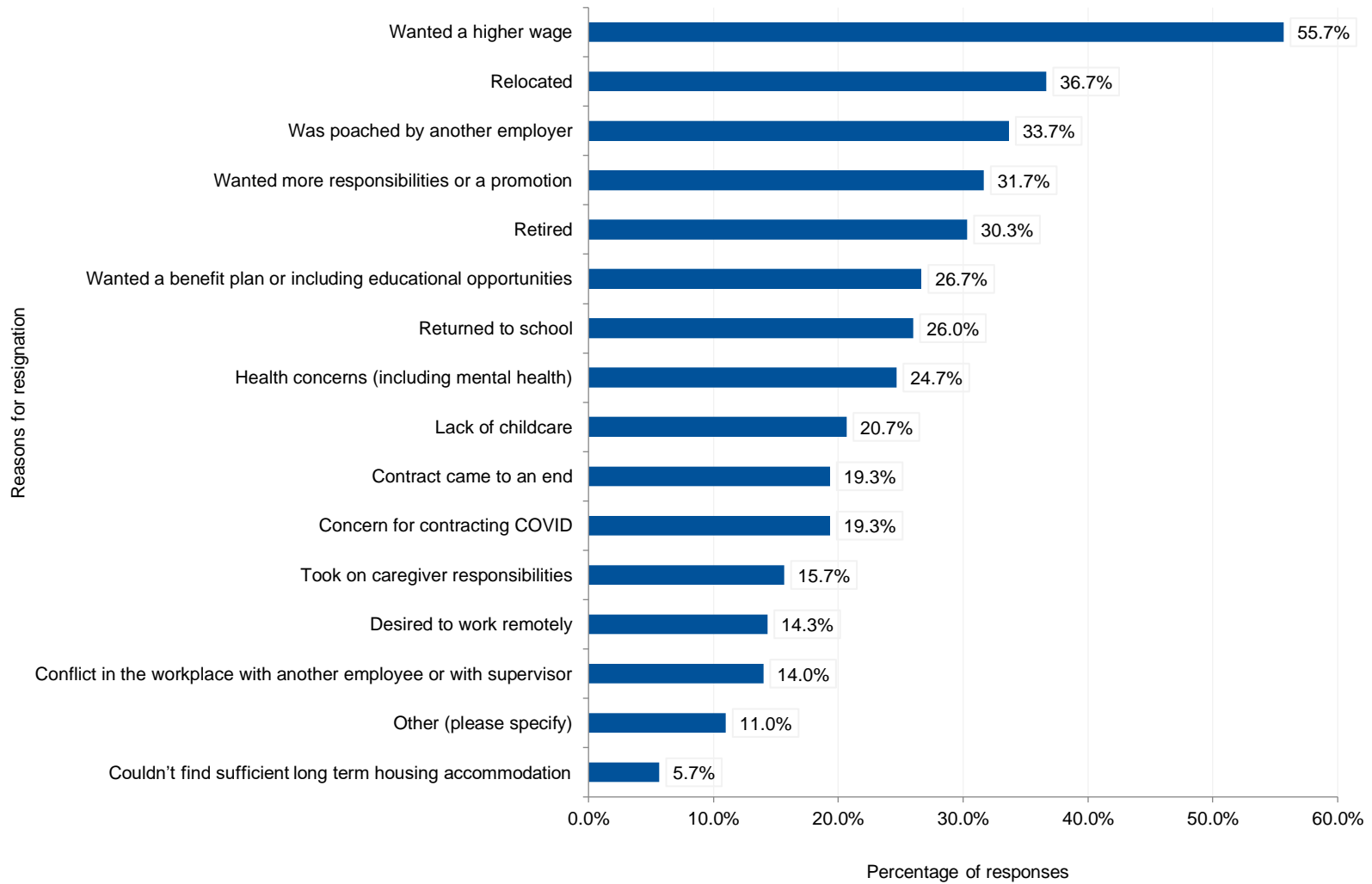
Survey respondents were asked to select all of the reasons they knew that an employee has left their company in the last three years.

The top reasons that an employee had exited their company were:

1. Wanting higher wages (55.7%);
2. Relocation (36.7%); and
3. Poached by another employer (33.7%).

These data will help the County of Simcoe and its business community better understand what is causing employees to exit their positions and could further support work that can be done to alleviate these concerns.

Figure 47: Reasons for employee exiting company, Simcoe County, October 2022¹⁰²



Source: Stiletto Stakeholder Outreach

ENDNOTES

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

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- ⁶ “Western Ontario Workforce Strategy,” Western Ontario Wardens Caucus (WOWC), 2022, <https://workforcestrategy.wowc.ca/wp-content/uploads/2022/02/WOWC-Findings-and-Issues-Report-2022.pdf>
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- ¹⁸ NAICS Business Counts, Simcoe Census Division, 2021
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- ²² Victoria Chapman, “Immigrant survey results, 2022,” Social and Community Services, County of Simcoe, September 2022.
- ²³ “Adult Learning: Ontario Bridge Training Program,” July 2022, <https://www.ontario.ca/page/adult-learning-ontario-bridge-training-program>
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- ³⁹ “Cloud Computing Connections,” Accessible Community Counselling and Employment Services (ACCES), 2022, <https://accesemployment.ca/programs/bridging-and-sector-specific-programs/cloud-computing-connections>
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- ⁴² “IT Connections: Digital Economy Connections,” Accessible Community Counselling and Employment Services (ACCES), 2022, <https://accesemployment.ca/programs/bridging-and-sector-specific-programs/information-technology-connections>
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- ⁴⁵ “Expressway – Cybersecurity Bridging Program,” COSTI Immigrant Services, 2022, http://www.costi.org/programs/program_details.php?sid=0&pid=0&id=256
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- ⁵⁰ “Foundations in Network Cabling,” The Career Foundation, 2022, <https://careerfoundation.com/job/obtp/nc/>
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