



EASTERN WORKFORCE INNOVATION BOARD

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NEWSLETTER

ISSUE 2 | MARCH 2023

WORDS FROM THE ED

Frank O'Hearn
Executive Director



Greetings from the Directors and staff of the Eastern Workforce Innovation Board. We are pleased to provide our fourth - quarterly newsletter

to the community for the 2022 - 23 fiscal year. We would like to continue our focus on the value of our labour market information products for all of our citizens to utilize in their labour market planning.

In our last report to the community, we shared our employer outreach activities and referenced our Local Labour Market Planning Report that was presented to the community on January 13, 2023. We had a great response to this presentation and the report. This report is an annual report that highlights changes in the local labour market information including demographics, industry and occupational composition and job trends. It identifies key workforce challenges and opportunities. It is comprised of both quantitative

and qualitative data. The quantitative information found in the document is derived from a number of data sources. This includes data from Employment Ontario, 2016 Census and 2021 Census, Labour Force Survey, Taxfiler Data, Canadian Business Counts, Lightcast (formerly EMSI Analyst) and Statistics Canada. We also include input from various stakeholders in our community that are linked to employment services and economic development. We reference this as our primary qualitative data source. This report is of great interest to a number of agencies and organizations linked to education and training, economic development. It is looked as a primary data source for planning and project development. Our office has received excellent feedback from these organizations.

Accordingly, our office would certainly like to expand the demand and use of this information product to the entire population of our region. We are not getting the uptake from the general population as it is our reasoning it

could and should be utilized by various citizens (students, unemployed and employed) in their decision-making process. Why not? We look to your support in this outreach.

Examples:

Training/ Education decisions - short- and long-term projections (demand) for the occupation being considered. Their value?

Is this the right investment (training decision) to make?

Where are the jobs located and what do they pay?

What local/regional training programs should be developed to meet the needs (short and long term) of the employer community?

Should government policies be changed/reviewed to provide easier access to foreign trained professionals for the employer community?

WHAT THE BOARD IS UP TO?

LLMP Report:

The board has completed the LLMP report. It has been submitted to the Ministry and is posted to the website. The reports have been distributed to our stakeholders.

Workforce Development:

There will be 4 newsletters published this fiscal. This is the last of the four. The board will continue to host the Employment Network Committees.

Employer Engagement:

Over this fiscal, the board presented 3 employer webinars. The first was Attracting and Retaining Talent Through Word-of-Mouth Recruitment. The Second was Stress Management in the Work Place. The final workshop's topic was Emotional Intelligence Management which was held Thursday January 19 2023.

Help Desk OLMP 2020-2023:

The Workforce Development Board from Peterborough has taken the lead on this regional OLMP.

The project encompasses the following activities:
Establish a Labour Market Information Analyst Working Group and a LMI Help Desk Marketing Working Group to ensure a structured launch of the LMI Help Desk service and promotion of the service. Establish a Labour Market Information Helpdesk where one does not currently exist.

We are marketing the help desk through social media, chamber of commerce, EDCO's and other partners. This is a great resource, please go to this link to request labour market information. <http://www.workforcedev.ca/index.php/en/local-labour-resources/lmi-help-desk>

Jobs Tool 2020-2023:

The Jobs Tool application is available on our website: www.workforcedev.ca

This resource will provide an aggregate of jobs in our region with supporting information.

Edge Factor- Career Pathways:

The Edge Factor platform is a cloud-based delivery system that equips students, parents, teachers, guidance counsellors, community organizations and job seekers of all ages to explore industries and career pathways and provide a mechanism for companies and schools to raise awareness of local career and training opportunities. This project was led by the Workforce Development Board in Peterborough.

The board has reached out to businesses in our region in the Manufacturing, Agriculture, Construction and Tourism. The videos are available on our website at <https://www.workforcedev.ca/career-videos/>

MEET AN EWIB BOARD OF DIRECTOR

Terry Childs

Terry is the President of Nature's Way Landscaping, based just outside Gananoque, 2023 is the 30th anniversary for Nature's Way. Terry is also serving as a Provincial Board member for Landscape Ontario and has just begun his second term on the Trees and Trails Advisory Panel in Gananoque. He has previously served on the T.L.T.I Economic Development Committee.

Terry lives with his wife in Leeds and The Thousand Islands and their 2 dogs, 1 cat and many chickens, he has 2 children who currently live in Nova Scotia and Kingston.



EMPLOYMENT ONTARIO AGENCIES UPDATE

The Employment Ontario agencies in our communities have reported they see continued difficulties in securing workers for a wide variety of occupations in our region. They are noting this issue is even more difficult when you focus on the need for skilled workers within the trades and professional drivers' occupations (AZ and DZ). The retail and hospitality sector continues to be an area of concern. Positions offering the minimum wage are especially hard to fill as prospective candidates are seeking more than the base rate. On the positive side, the employer community is relatively stable. This issue certainly relates to the continued effects of Covid 19 and early retirement of workers. A number of employers in the service sector have moved to the use of technology (self-service check) in their front ends and this change has certainly impacted the need for workers. Some manufacturing operations are investing in automation and robotics to compensate for the lack of workers. Indications are that there is a slight increase in employment opportunities in the Kingston west manufacturing and hospitality base in general (more employers). Employers across the region are creative in their efforts (hours of work) to secure workers. It does appear that many employers are more receptive to hiring individuals they would have screened out in pre Covid 19 world. Less restrictive in their job requirements. New employers are investing in retail and personal services.

The use and interest of foreign workers in our community continues to slowly evolve and grow. Employer feedback does indicate their frustration in the cost and the lengthy time frames re this hiring option. An Employment Ontario agency in Brockville is pro-active in providing guidance to employers

in respect to the use of foreign workers via consultants who are trained and skilled in this field. A significant number of foreign students are being employed by a number of food outlets in our communities. In most cases – this relates to Kingston and Brockville due to the foreign student population location and studies (St. Lawrence College). The availability of this valuable resource is certainly recognized by the employer community.

Caseloads among the agencies varies across the region. Some indicate they are stable while others advise up and down fluctuations in their numbers. Youth are using more online applications and this results in many not requesting assistance from the EO community. Feedback does indicate that the needs of this population and outreach to the various EO agencies will grow as the season warms. The request for services from older workers does vary across the region -some report an increase while others do not. A number of older workers have been impacted on increased living costs and are looking at ways to supplement their income. Complexity of client needs continues to expand and agencies are dealing with complex caseloads and needs. Many clients are requesting flexibility in respect to remote work options, hybrid work schedules, increased wage rates. It has been pointed out that there is certainly limited availability of remote work sites in our post covid world. The lack of affordable housing, transportation and the continued increase in the cost of living adds to the frustration of community and its workforce needs.

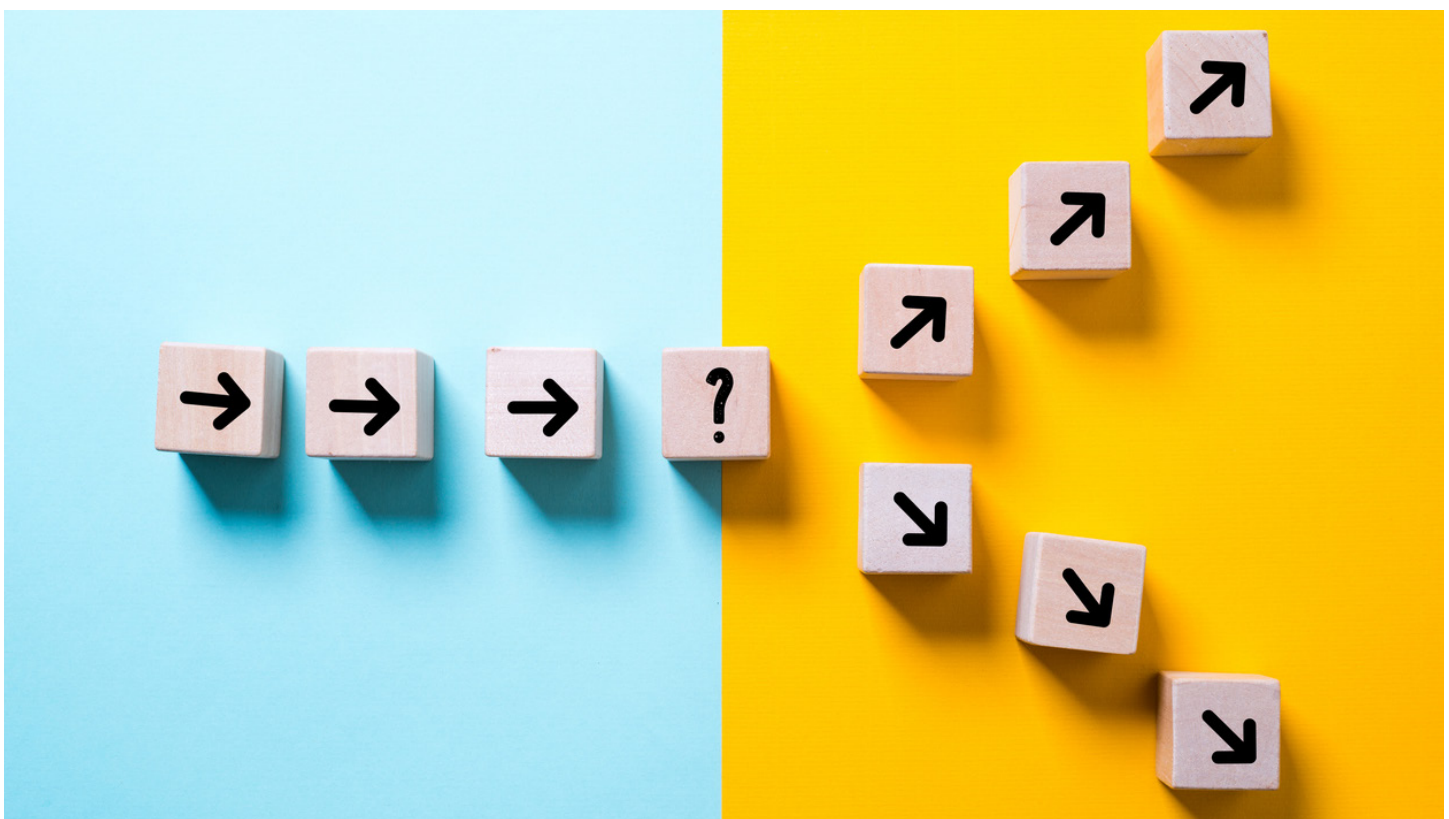
Request for training assistance in our region is experiencing increased demand in comparison to 2022 activity. Programing requests include AZ/DZ HEO operator programs,

office administration, PSW, basic literacy and numeracy, customer service, Early Childhood Educator, skilled trades. These types of requests have not changed in some time and one could say these trends were evident in the pre-pandemic world.

In person job fairs are experiencing a resurgence in many communities. Attendance at these fairs in the past was varied in respect to demand and it will be interesting to see if there is an increase. It would also appear that some youth may have chosen to work online and not attend these events. Electronic job fairs use continues and it does target individuals with online computer based skills. A number of clients continue to have issues in accessing these fairs due to digital literacy issues/deficiencies.

The future?

One agency advised that they are skeptical that they will not see a return to pre pandemic client levels . They advise “the needs of the workforce have changed drastically by the last three years. Barriered clients, newcomers, older works, and hybrid work seem to be our norm”. Another reported that “it does not seem like things have returned to normal. The flow of traffic is still significantly low at our location despite many forms of advertising. Since the start of 2023, there has been a shift in job seekers. There is a slight increase in people looking for work and more training inquires than in 2022. Other offices indicate they are working “to operate at the full scale of services as we did prior to the pandemic” and being as creative as possible in their outreach to employers and the unemployed.



Resilience – A Key to Life and Work Success

“The Ontario Skills Development Fund supports projects that will increase Ontario’s long-term competitive advantage by creating a sustainable and resilient workforce.”

Skills Development Fund, Ontario, September 29 2022

“Building a resilient workforce – one with the right mix of skills to respond to the technical and creative demands of the next decade – requires continued investment and adaptation by Canadian businesses, along with strong partnerships with government and post-secondary institutions.”

Investing in a Resilient Canadian Workforce, Business Council of Canada, August 12, 2020

“Building resilience in the Bio-Economy – Bio-Talent Canada can conduct pandemic response surveys and interviews to tap into crisis-resilient bio-economy companies to understand their approach to success.”

Building Resilience in the Bio-economy, Future Skills

“The Resilient Communities Fund supports community-based organizations that deliver programs and services in Ontario and need funding to recover and build capacity, resilience and sustainability.”

Ontario Trillium Foundation, Resilient Communities Fund, January 2023

Whether workers, business, or communities, the importance of resilience has never been more prominent. Employers seek it and governments are investing in it. But what exactly is resilience? Why is it so important? Just how is it developed?

In its simplest form, resilience is the ability to bounce back from adversity and can be applied to individuals, corporations, economies and communities. A more detailed definition of resilience was offered by Windle (2010) as, “the process of effectively negotiating, adapting to, or managing significant sources of stress or trauma. Assets and resources within the individual, their life and environment facilitate this capacity for adaptation and “bouncing back” in the face of adversity.”¹

In describing the need for a resilient, future-ready workforce, Deloitte Canada notes that work has been in a state of flux for years as it is transformed by powerful forces of disruption including demographic shifts, relentless advances in technology and the changing nature of jobs² from production

to those requiring customer interaction, more interpersonal communication, problem-solving, critical thinking and the ability to build networks across traditional silos.³

When the global COVID-19 pandemic struck it pushed change into overdrive including placing into question the future of the workplace itself.⁴ And, despite cautious progress in pandemic recovery, we continue to face challenges that include geopolitical conflict, rising inflation and the prospect of a looming economic recession.⁵

Resilience is a key factor that helps both job seekers and employees deal with the stress of this change. Stress is not the only contributor that can test a person’s resilience but how a person handles stress is a strong indicator of their ability to bounce back.⁶ Researchers have found that people able to demonstrate the key life skills of interpersonal communication, problem-solving and critical thinking are better prepared to handle these disruptions. Furthermore, there is consensus that resiliency is a life skill that people are born with to varying degrees, but also one that can be developed and strengthened.

In 2012, Workforce Snohomish, a workforce development board located in Washington State, conducted research investigating the connection between homelessness and economic self-sufficiency. They discovered that homelessness was intertwined with a range of life issues and that strengthening resilience was a critical factor in achieving housing stability as well as obtaining and retaining employment. Historically, homelessness reduction strategies focusing on assisting the homeless person find work met with limited success as, too often, those who were able to obtain employment were unable to retain it. Instead, concentrating on building resilience resulted in better job search success. Researchers tapped into data collected from over 200,000 individuals to determine that resilience and an individual’s ability to secure and retain employment were improved by strengthening the following three life skills:

1. Self-Efficacy, or the confidence in one’s ability to perform effectively;
2. Outcome Expectancy, or one’s positive belief in their ability to succeed and the willingness to take responsibility to create success and;
3. Job Maintenance, or the interpersonal and self-management skills necessary to work effectively and keep a job once obtained.⁷

¹ Resilience and Work Life Success, Dorothy J. Riddle, Ph.D., September 2018, p. 2.

² Resilient Work – How to transform the workforce and workplace to build resilience, Deloitte Canada, <https://www2.deloitte.com/ca/en/pages/risk/articles/resilient-work.html>

³ Resilience and Work Life Success, Dorothy J. Riddle, September 2018, p. 2

⁴ Resilient Work – How to transform the workforce and workplace to build resilience, Deloitte Canada, <https://www2.deloitte.com/ca/en/pages/risk/articles/resilient-work.html>

⁵ Jessica Stillman, The 5 essential traits of highly resilient workers, Inc.com, <https://www.inc.com/jessica-stillman/resilience-employee-engagement-study.html>

⁶ Improving resilience is important, Ewuria Darley, <https://workplacementalhealth.org/mental-health-topics/resilience#:~:text=Resilience%20is%20associated%20with%20greater,organizational%20commitment%20and%20employee%20engagement.&text=Raising%20resilience%20contributes%20to%20improved, and%20improved%20employee%20interpersonal%20relationships>

⁷ Dorothy L. Riddle, Ph.D., Resilience and Work Life Success, September 2018, p. 2.

Their study as well as additional research conducted in Australia demonstrated that, for jobseekers, improving traditional life skills such as teamwork and problem-solving skills were effective in strengthening self-efficacy as did reflection on past successes. Technical skills training improved outcome expectancy and feelings of personal accountability for success. Building skills in both self-efficacy and outcome expectancy improved the individual's ability not only to secure employment but to retain it.

Finally, researchers identified a fourth unexpected contributor to developing resilience – an individual's social support network and the willingness to reach out for assistance. This outreach could range from obtaining information and referrals from formal resources and services through to turning to friends and family to gain emotional support and encouragement.⁸

While focused on jobseekers, this research has important implications for people already in the workforce who may be struggling with the pace of change. Taking the time to recall past challenges that were addressed successfully, considering participating in skill development opportunities and reaching out to social supports including colleagues and friends are all actions that can build resilience. As noted in our Fall 2022 newsletter, acquiring a mentor can be tremendously powerful way to both develop skills and expand your professional network.

But individuals aren't the only ones being encouraged to strengthen their ability to bounce back in challenging times. Businesses are seeking ways to help their employees build resilience. The online business magazine, Inc.com summarized a 2020 study conducted by ADP Research Inc. engaging 26,000 participants across 25 countries. Their research found that resilient employees:

1. Completely trust their leaders, supervisors and colleagues. It's easier for an employee to offer their best work when not expending energy to look over their

shoulder or protect themselves within a dysfunctional workplace. Toxic behaviours like bullying and micro-managing will weaken trust.

2. Value being part of a team. ADP Research shows that employees who worked as part of a team were almost 3 times more likely to be highly resilient than those who worked alone.
3. Work effectively whether from home or from the office. The data found that those who spent most of their time working remotely demonstrated greater engagement and resilience. In short, feeling like being part of a team is more important than where the work is taking place.
4. Appreciate information over stability. Many assume that lots of change negatively impacts people's energy levels and coping abilities. But the survey found that it is not volatility that drains resiliency, it's the unknown. This suggests that people may fear the unknown more than they fear change. For business leaders, it highlights that priority should be placed on clear and honest communication about what's changing and why.
5. Cherish close personal relationships. Workers with stable families are more likely to be highly resilient at work. While employers can't do much to help employees build this stability, they can provide employees the tools and flexibility required to have the best chance of sustaining them. An employee who takes the afternoon off to see his child's soccer game isn't a performance-killing distraction, it's part of the network of relationships that supports excellent work in tough times.⁹

Whether a jobseeker or employee, our fast-paced culture results in people working hard, meeting tight deadlines, and managing change while staying constantly connected through mobile devices. It's no surprise this pace can lead to burnout.¹⁰ Whether you are an individual facing the inevitable stress factors of everyday life or an employer meeting change head-on, creating a healthier, more mindful environment takes commitment but that commitment is rewarded with the personal and professional resilience necessary to adapt, bounce back and thrive in times of change and challenge.

⁸ Dorothy L. Riddle, Ph.D., Resilience and Work Life Success, September 2018, pg. 3-7

⁹ Jessica Stillman, The 5 Essential Traits of Highly Resilient Workers, Inc.com, <https://www.inc.com/jessica-stillman/resilience-employee-engagement-study.html>

¹⁰ Ewuria Darley, Improving resilience is important, <https://workplacemantalhealth.org/mental-health-topics/resilience#:~:text=Resilience%20is%20associated%20with%20greater,organizational%20commitment%20and%20employee%20engagement.&text=Raising%20resilience%20contributes%20to%20improved,and%20improved%20employee%20interpersonal%20relationships>

STUFF YOU NEED TO KNOW

The new L.L.Bean store at the Cataraqui Centre opened to customers in November. The new 15,00-square-foot store occupies part of the space left vacant when the Sears store closed. Kingston was selected as a location because of the city's growth. In October, the company put a call for job applicants to fill about 30 positions at the store.

L.L.Bean

Brockville's St. Lawrence College campus held an in-person open house in November. The event allowed prospective students to tour the campus and residence, gather information about the college's services and supports, and participate in fun activities and giveaways.



St. Lawrence College

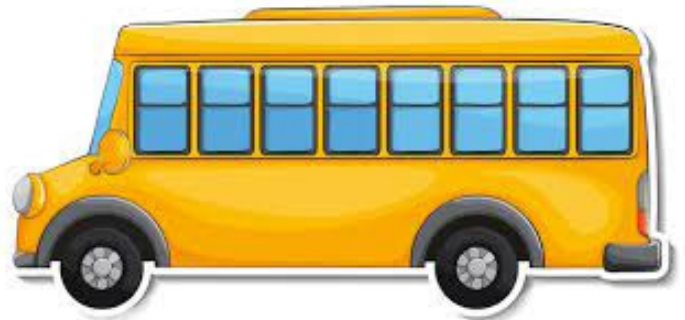
The Ontario Living Wage Network has released its annual assessment of living wage requirements across the province. Based on their calculations, Kingston's living wage is \$19.05 per hour, up from \$17.57, was calculated for Kingston in 2019. A living wage is calculated by the OLWN to show how much a worker must earn per hour in order to make ends meet and enjoy modest participation in civic and cultural community. Expenses include costs for food, shelter, clothing, transportation, adult education, medical expenses, child care and others.



In a letter to the Brockville Council that, specifically cites the Phillips Cables project, the St. Lawrence Corridor Economic Development Commission warns as many as 700 new jobs are at stake if more housing is not built quickly.

"Our labour force analysis highlights a full-employment economy. Typically, this would be a good news story-but has a negative double edge," notes the correspondence to council, signed by Charlie Mignault, the organization's commissioner, and Shelly Bacon, head of Northern Cables and the commission's board chairman.

A rural transit study aimed at helping to inform the future of transit in the Kingston area is seeking participation from Gananoque. The City of Kingston, in partnership with the Town of Gananoque, Township of South Frontenac, and Loyalist Township, is undertaking a Rural Commuter Transit Study to examine possible public transit solution for residents, workers, students, and visitors. The objective of the study is to review existing services, identify local travel needs, and develop a plan to address the needs identified.



After almost three decades, a Division Street restaurant is closing its doors. The East Side Mario's franchise located at Division and Weller Avenue will close its door. Owner Dan Lambert decided it was time to step away rather than sign another decade-long franchisee agreement with parent company Cara Operations.



Kingston Health Sciences Centre needs more staff for priority areas and it's willing to pay to make it happen. The hospital announced a new recruitment incentive program for new hires, existing staff who refer new staff to sign on, and relocation assistance.

Kingston Health Sciences Centre

LINKS OF USEFULNESS-IN NO PARTICULAR ORDER

Algonquin & Lakeshore Catholic District School Board www.alcdsb.on.ca
Ontario Skilled Trades website <https://www.ontario.ca/page/skilled-trades>
La Route du Savor www.laroutedusavoir.org
Academy of Learning <http://aolkingston.com>
The Ontario Tourism Education Corporation (OTEC) <http://www.otec.org>
St. Lawrence College Employment Services
<http://www.employmentservice.sl.on.ca/?lm=0&Location=10>
Community Living Kingston <http://www.communitylivingkingston.org>
Career Services <http://careerservices.ca>
Upper Canada District School Board <http://www.ucdsb.on.ca>
United Communities of Leeds Grenville <http://www.leedsgrenville.com/en>
Community Care Access Centre <http://www.ccac-ont.ca>
Correctional Service Canada <http://www.csc-scc.gc.ca>
KEYS Job Centre www.keys.ca
North Grenville <http://www.northgrenville.on.ca>
Evolution Group Inc. <http://evolutiongroupinc.com>
City of Kingston www.cityofkingston.ca
Brockville Chamber of Commerce <http://www.brockvillechamber.com>
County of Frontenac <http://www.frontenacounty.ca>
Frontenac Community Futures Development Corporation <http://www.frontenaccfdcc.com>
March of Dimes <http://www.marchofdimes.ca>
Kingston Chamber of Commerce <http://www.kingstonchamber.on.ca>
Employment and Education Centre <http://www.eecentre.com>
Upper Canada Leger Centre for Education and Training www.uclc.ca
1000 Islands Chamber of Commerce <http://1000islandschamber.com>
Loyalist Township <http://www.loyalisttownship.ca>
Downtown Brockville <http://www.downtownbrockville.com>
Prescott and Area Chamber of Commerce <http://www.prescottanddistrictchamber.com>
Town of Gananoque <http://www.gananoque.ca>
Town of Prescott <http://www.prescott.ca>
Eastern Ontario Development Fund www.ontario.ca/business-and-economy/eastern-ontario-development-fund
Kingston Immigration Partnership <http://www.kchc.ca/index.cfm/kip>
Ministry of Agriculture and Food <http://www.omafr.gov.on.ca>
North Frontenac Township <http://www.northfrontenac.com>
Service Canada www.servicecanada.gc.ca
Township of Central Frontenac <http://www.centralfrontenac.com>
Restart Employment Services <http://www.restartnow.ca>
Catholic District School Board of Eastern Ontario <http://www.cdsbeo.on.ca>
TR Leger School of Adult, Alternative & Continuing Education
www.ucdsb.on.ca/school/trl/Pages/default.aspx
United Way www.unitedway.ca
Gananoque and District Association of Community Living <http://ottawa.cioc.ca/record/KGN1604>
Town of Smith Falls <http://www.smithsfalls.ca>
Limestone District School Board www.studykingston.com
Northern Frontenac Community Services Corporation <http://kingston.cioc.ca/record/KGN1016>
Prince Edward - Lennox and Addington Social Services <http://pelass.org>
Kingston Skills & Literacy <http://www.klandskills.ca>
CSE Consulting <http://www.cseconsulting.com>
Literacy Link Eastern Ontario <http://www.lleo.ca>
Village of Merrickville-Wolford <http://www.merrickville-wolford.ca>
Excellence in Manufacturing Consortium <http://www.emccanada.org>
Parliament of Canada <http://www.parl.gc.ca>
Kingston Construction Association <http://www.kca.on.ca>
Boys and Girls Club www.bgckingston.ca
Grenville Community Futures Development Corporation <http://www.grenvillecfcd.com>
Township of Leeds and The Thousand Islands <http://www.leeds1000islands.ca>
Centre for Internationally Educated Nurses <http://www.care4nurses.org>

Ontario Skills Passport <http://www.skills.edu.gov.on.ca/OSP2Web/EDU/Welcome.xhtml>
Ontario East Economic Development <http://www.onteast.com>
Algonquin College <http://www.algonquincollege.com>
Kingston Canada <http://livework.kingstoncanada.com>
Primus Accessibility Services http://primus.ca/index.php/que_en/about-us/accessibility-services
OLG Thousand Islands http://www.olg.ca/olg-casinos/casino_facilities.jsp?gamesite=thousand_islands
Covidien <http://www.covidien.com>
Girls Inc. of Upper Canada <http://www.girlsinc-uppercanada.org>
Connections Adult Learning Centres <http://kingston.cioc.ca/record/KGN3999>
ACFOMI <http://www.acfomi.org>
Grade Learning <http://gradelearning.ca>
1000 Islands Tourism <http://www.1000islandstourism.com>
1000 Islands Community Develop Corporations <http://www.ticdc.ca>
Independent Living Centre Kingston <http://www.ilkingston.com>
RDEE <http://www.rdee-ont.ca>
The Department of National Defense and the Canadian Forces <http://www.forces.gc.ca>
Green Centre Canada <http://www.greencentrecanada.com>
Image Advantage <http://www.imageadvantage.com>
Augusta Township <http://www.augusta.ca>
Ministry of Training, Colleges and Universities <http://www.tcu.gov.on.ca/eng>
Township of South Frontenac <http://www.township.southfrontenac.on.ca>
Interactive Manufacturing Innovation Networks <http://www.iminonline.ca>
Frontenac Community Mental Health & Addictions Services <http://www.fcmhas.ca>
Township of Edwardsburgh/Cardinal <http://www.edwardsburghcardinal.ca>
Adecco <http://www.adecco.ca>
Brockville General Hospital <http://www.bgh-on.ca>
The Corporation of the Township of the Front of Yonge www.Mallorytown.ca
Township of Rideau Lakes <http://www.twprideaulakes.on.ca>
County of Lennox & Addington <http://www.lennox-addington.on.ca>
Brockville and Area YMCA <http://www.brockvilley.com>
Fulford Academy <http://www.fulfordacademy.com>
Liaison College <http://www.liaisoncollege.com>
North Grenville Chamber of Commerce <http://www.northgrenvillechamber.com>
St. Lawrence – Rideau Immigration Partnership <http://www.leedsgrenvilleimmigration.ca>



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The views expressed in this document do not necessarily reflect those of Employment Ontario.