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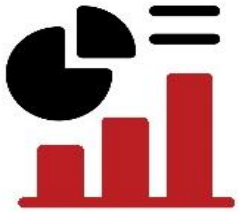


# KIRKLAND LAKE

## Local Labour Market Planning Meeting

December 2025

# What We Do



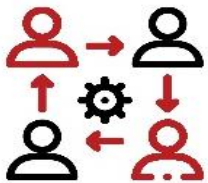
## Labour Market Information

Collect, analyze and disseminate labour market information to highlight key local labour market conditions, opportunities and priorities.



## Partnerships

Develop partnerships with community organizations and businesses, to identify and implement actions to address local labour market issues of common interest.



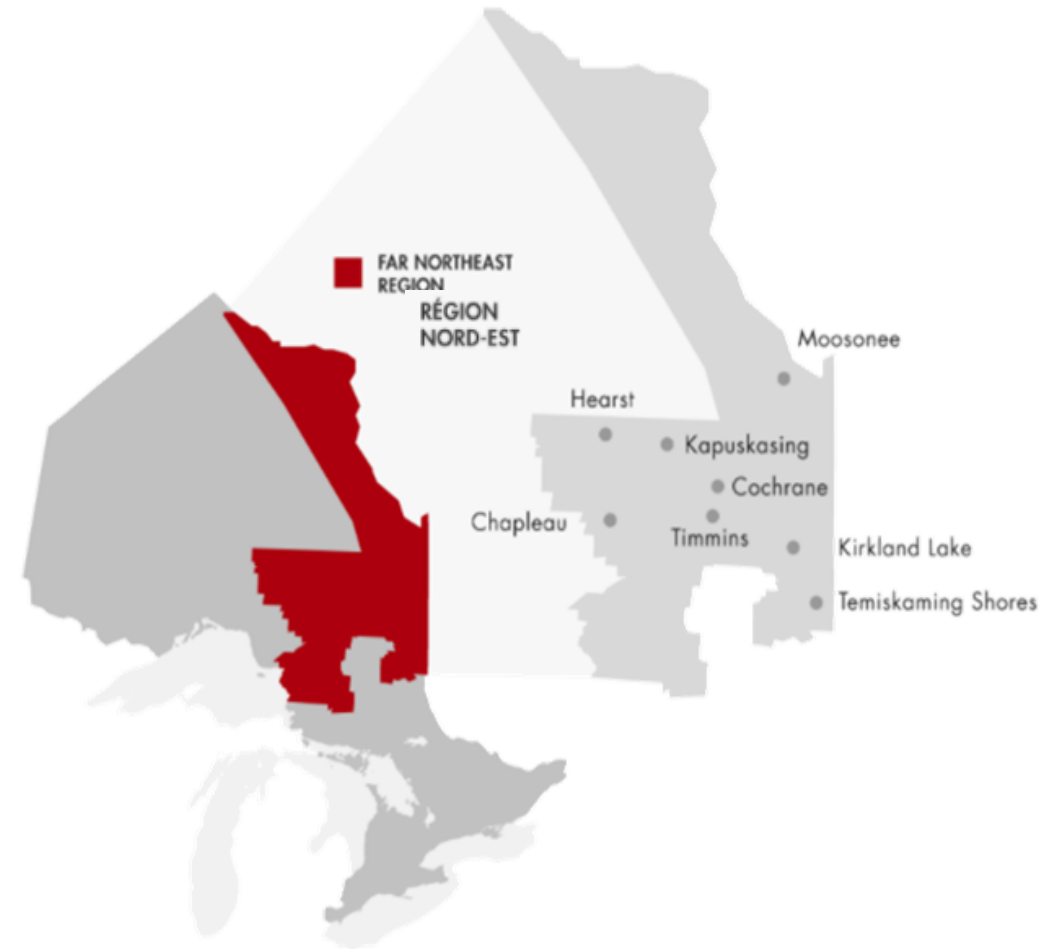
## Planning

Facilitate service coordination and planning to assist employment, training and other related programs service providers in their decision making and planning.



FAR NORTHEAST TRAINING BOARD (FNETB)  
your local labour market planning network

COMMISSION DE FORMATION DU NORD-EST (CFNE)  
votre réseau local de planification du marché du travail



**GOAL:** Provide data and information to help support local labour market plans and strategies.

## AGENDA

Introduction

Most recent LMI

Observations/Discussion

Next steps

COMMUNITY	MEETING DATE	TIME
Temiskaming Shores	December 2, 2025	9:00 – 10:30
Kirkland Lake	December 2, 2025	1:00 – 2:30
Cochrane/Iroquois Falls	December 3, 2025	9:00 – 10:30
Timmins	December 3, 2025	1:00 – 2:30
Hearst	December 4, 2025	9:00 – 10:30
Kapuskasing	December 4, 2025	1:00 – 2:30
Chapleau	December 5, 2025	9:00 – 10:30
Moose Factory/James Bay	December 5, 2025	1:00 – 2:30

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# Local Labour Market DEMAND



# NUMBER OF BUSINESSES

There were 521 businesses in Kirkland Lake in June 2025 compared to 543 in June of 2023 (a decrease of -22 (-4.1%) during that period.

- The most significant decrease is in the businesses with 1-4 employees which decreased by -17.4%.

In June 2025, businesses with '0' employees (owner- operators, self-employed) make up the 64.1% of the total number of businesses in Kirkland Lake compared to 74.1% at the provincial level.

	KIRKLAND LAKE						ONTARIO
	June 2023		June 2024		June 2025		June 2025
	#	% of total	#	% of total	#	% of total	% of total
<b>0</b>	335	61.7	313	62.2	334	64.1	74.1
<b>1-4</b>	92	16.9	80	15.9	76	14.6	15.3
<b>5-99</b>	110	20.3	104	20.7	103	19.8	25.4
<b>100-499</b>	5	0.9	6	1.2	8	1.5	0.5
<b>500+</b>	1	0.2	0	0.0	0	0.0	0.1
<b>Total</b>	<b>543</b>		<b>503</b>		<b>521</b>		

Source: Statistics Canada, Canadian Business Counts, June 2023, 2024, 2025

Recent trends indicate that while self-employment has generally seen positive growth in Ontario, Northern Ontario has shown less consistent gains. Regional and provincial labor reports indicate a general increase in self-employment and the gig economy, which includes own-account workers.

*Own-account workers are self-employed individuals who run their own business or work independently without hiring any employees on a continuous basis. They can work alone or with partners but lack a permanent workforce, essentially being independent entrepreneurs or freelancers.*

# NUMBER OF BUSINESSES BY INDUSTRY

NAICS	KIRKLAND LAKE			
	Total June 2023	Total June 2024	Total June 2025	Change 2023-2025
Total all industries	543	503	549	6
11 – Agriculture, forestry, fishing and hunting	6	7	6	0
21 – Mining, quarrying, and oil and gas extraction	25	18	13	-12
22 – Utilities	2	2	2	0
23 – Construction	39	33	31	-8
31-33 – Manufacturing	12	9	8	-4
41 – Wholesale trade	9	8	7	-2
44-45 – Retail trade	66	59	56	-10
48-49 – Transportation and warehousing	15	12	13	-2
51 – Information and cultural industries	5	6	5	0
52 – Finance and insurance	23	21	20	-3
53 – Real estate and rental and leasing	117	121	142	25
54 – Professional, scientific and technical services	34	22	24	-10
55 – Management of companies and enterprises	4	2	3	-1
56 – Administrative and support, waste management and remediation services	15	12	12	-3
61 – Educational services	6	4	5	-1
62 – Health care and social assistance	42	42	45	3
71 – Arts, entertainment, and recreation	7	8	7	0
72 – Accommodation and food services	18	20	23	5
81 – Other services (except public administration)	48	52	56	8
91 – Public administration	3	3	3	0
Unclassified	47	42	48	

Source: Statistics Canada, Canadian Business Counts, June 2023, 2024, 2025

The TOP 5 industries by total number of businesses in June 2025:

- Real estate and rental and leasing
- Other services (except public administration)
- Retail trade
- Health care and social assistance
- Construction

The three industries with the most significant increase in total number of businesses between June 2023 and June 2025 are:

- Real estate and rental and leasing
- Other services (except public administration)
- Accommodation and food services

The three industries with the most significant decrease in total number of businesses during that period are:

- Mining, quarrying, and oil and gas extraction
- Retail trade
- Professional, scientific and technical services

# EMPLOYMENT BY INDUSTRY – KIRKLAND LAKE

		K. LAKE		ONTARIO
		Total 2021	% of total	% of total
	<b>All industries</b>	<b>3,360</b>	<b>100.0</b>	
	<b>Goods producing industries</b>	<b>1,115</b>	<b>33.2</b>	<b>19.3</b>
11	Agriculture, forestry, fishing and hunting	45	1.3	1.4
21	Mining and oil and gas extraction	715	21.3	0.5
22	Utilities	70	2.1	0.7
23	Construction	135	4.0	7.3
31-33	Manufacturing	150	4.5	8.9
	<b>Service industries</b>	<b>2,230</b>	<b>66.4</b>	<b>80.8</b>
41	Wholesale Trade	30	0.9	3.3
44-45	Retail Trade	345	10.3	10.8
48-49	Transportation and warehousing	75	2.2	5.1
51	Information and cultural industries	30	0.9	2.3
52	Finance and insurance	45	1.3	5.4
53	Real estate and rental and leasing	20	0.6	2.1
54	Professional, scientific and technical services	115	3.4	9.2
56	Administrative and support, waste management and remediation services	95	2.8	4.4
61	Educational services	210	6.3	7.2
62	Health care and social assistance	650	19.3	11.6
71	Arts, entertainment and recreation	45	1.3	1.8
72	Accommodation and food services	165	4.9	5.3
81	Other services (except public administration)	105	3.1	3.8
91	Public administration	300	8.9	4.8

Source: Statistics Canada. 2022. (table). *Census Profile*. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released December 15, 2022.

<https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>

The TOP 5 industries by total employment in **2021**:

- Mining and oil and gas extraction (21.3)
- Health care and social assistance (19.3)
- Retail trade (10.3)
- Public administration (8.9)
- Educational services (6.3)

The TOP 5 industries by total employment in **2016**:

- Mining and oil and gas extraction (21.2)
- Health care and social assistance (16.2)
- Retail trade (11.6)
- Accommodation and food services (8.2)
- Public administration (8.1)

The TOP 5 industries by total employment in **2011**:

- Health care and social assistance (18.8)
- Mining and oil and gas extraction (14.2)
- Retail trade (13.0)
- Public administration (12.1)
- Educational services (6.2)

# CHANGE IN EMPLOYMENT BY INDUSTRY - NORTHEAST

	Northeast Region*		Northeast Region Change 2023-2024		Ontario Change 2023-2024	
	2023	2024	#	%	#	%
<b>Total employed – all industries</b>	253,300	254,400	1,100	0.4	131,300	1.7
Agriculture	2,700	2,300	-400	-14.8	-6,300	-8.0
<b>Forestry, fishing, mining, oil and gas</b>	<b>18,900</b>	<b>18,400</b>	<b>-500</b>	<b>-2.6</b>	<b>-700</b>	<b>-1.7</b>
Utilities	3,100	2,300	-800	-25.8	-3,700	-5.9
<b>Construction</b>	<b>22,700</b>	<b>21,900</b>	<b>-800</b>	<b>-3.5</b>	<b>-26,500</b>	<b>-4.4</b>
Manufacturing	16,100	16,500	400	2.5	-3,100	-0.4
<b>Wholesale and retail trade</b>	<b>34,800</b>	<b>36,600</b>	<b>1,800</b>	<b>5.2</b>	<b>-22,000</b>	<b>-2.0</b>
Transportation and warehousing	10,800	13,300	2,500	23.1	13,100	3.3
Finance, insurance, real estate and leasing	7,500	11,000	3,500	46.7	25,100	3.7
Professional, scientific & technical services	12,300	12,900	600	4.9	65,100	7.9
Business, building & other support services	8,900	8,200	-700	-7.9	5,500	1.9
Educational services	20,700	20,600	-100	-0.5	28,600	5.1
<b>Health care and social assistance</b>	<b>44,200</b>	<b>45,000</b>	<b>800</b>	<b>1.8</b>	<b>29,200</b>	<b>3.0</b>
Information, culture and recreation	9,000	6,700	-2,300	-25.6	2,500	0.8
Accommodation and food services	12,600	10,900	-1,700	-13.5	-1,200	-0.3
Other services (except public administration)	8,300	9,100	800	9.6	16,400	6.0
<b>Public administration</b>	<b>20,800</b>	<b>18,900</b>	<b>-1,900</b>	<b>-9.1</b>	<b>9,500</b>	<b>2.1</b>

**\*Northeast Region**  
 Northeastern Ontario Economic Region: Sudbury, Elliot Lake, North Bay, Sault Ste. Marie, Timmins, Algoma, Blind River, Capreol, Cobalt, Englehart, Espanola, Garson Junction, Haileybury, Hearst, Iroquois Falls, Kapuskasing, Kirkland Lake, Mattawa, New Liskeard, Nickel Centre, Parry Sound, Powassan, Temiskaming Shores, Thessalon, Valley East, Blezard Valley, Carol Richard Park, Connaught Hill, Dowling, Elmview, Finntown, Flake, Guilletville, Hanmer, Laurentien, Levack, Lively, McCrea Heights, Naughton, Parkwood, Pinecrest, Porcupine, Pottsville, South Porcupine, Val Caron, Val Therese.

Source: Statistics Canada. [Table 14-10-0392-01 Employment by industry, annual, inactive \(x 1,000\)](#)  
 DOI: <https://doi.org/10.25318/1410039201-eng>

# EMPLOYMENT BY OCCUPATION – KIRKLAND LAKE



		K. LAKE		ONTARIO
		Total 2021	% of total	% of total
<b>Total all occupations</b>		3,360	100.0	
0	Management			
0	Legislative and senior management occupations	30	0.9	1.3
1	Business, finance and administration	445	13.2	17.9
2	Natural and applied sciences and related	265	7.9	9.3
3	Health	350	10.4	7.3
4	Education, law and social, community and government services	400	11.9	11.8
5	Art, culture, recreation and sport	60	1.8	3.1
6	Sales and services	720	21.4	23.5
7	Trade, transport and equipment operators and related	550	16.4	15.9
8	Natural resources, agriculture and related production	415	12.4	2.0
9	Manufacturing and utilities	130	3.9	5.0

## The TOP 5 occupations by total employment **2021:**

- Sales and services (21.4)
- Trades, transport and equipment operators and related (16.4)
- Business, finance and administration (13.2)
- Natural resources, agriculture and related production (12.4)
- Education, law and social, community and government services (11.9)

## The TOP 5 occupations by total employment **2016:**

- Sales and services (23.0)
- Trades, transport and equipment operators and related (15.3)
- Business, finance and administration (13.9)
- Education, law and social, community and government services (11.8)
- Natural resources, agriculture and related production (11.7)

## The TOP 5 occupations by total employment **2011:**

- Sales and services (20.1)
- Trades, transport and equipment operators and related (18.9)
- Education, law and social, community and government services (15.1)
- Business, finance and administration (12.9)
- Health (8.6)

Source: Statistics Canada. 2022. (table). *Census Profile, 2021 Census of Population*. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released December 15, 2022.

<https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>

# CHANGE IN EMPLOYMENT BY OCCUPATION - NORTHEAST

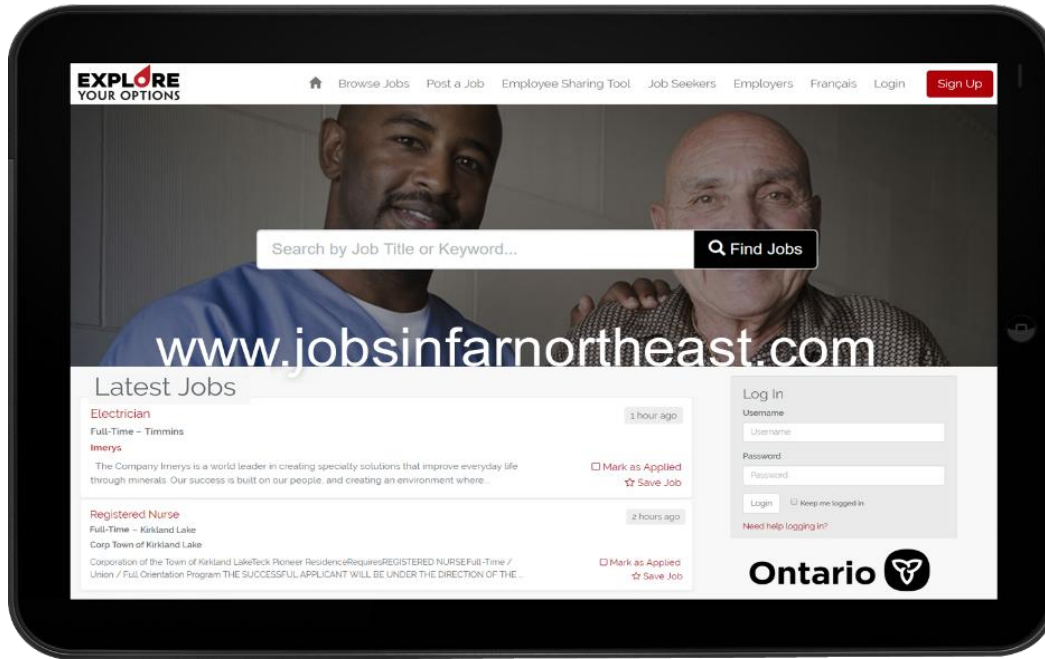
	Northeast Region* Total employed		Northeast Region Change 2023-2024		Ontario Change 2023-2024	
	2023	2024	#	%	#	%
Management occupations	20,600	21,700	1,100	5.3	52,600	6.3
<b>Business, finance, and administration occupations</b>	<b>39,600</b>	<b>38,900</b>	<b>-700</b>	<b>-1.8</b>	<b>-13,400</b>	<b>-1.0</b>
Natural and applied sciences and related occupations	13,400	12,400	-1,000	-7.5	43,900	5.8
<b>Health occupations</b>	<b>25,700</b>	<b>25,600</b>	<b>-100</b>	<b>-0.4</b>	<b>600</b>	<b>0.9</b>
<b>Occupations in education, law and social, community and government services</b>	<b>29,200</b>	<b>32,500</b>	<b>3,300</b>	<b>11.3</b>	<b>43,700</b>	<b>4.9</b>
Occupations in art, culture, recreation and sport	5,100	5,000	-100	-2.0	10,600	4.5
<b>Sales and service occupations</b>	<b>49,900</b>	<b>50,500</b>	<b>600</b>	<b>1.2</b>	<b>-12,600</b>	<b>-0.8</b>
<b>Trades, transport and equipment operators and related occupations</b>	<b>49,600</b>	<b>48,700</b>	<b>-900</b>	<b>-1.8</b>	<b>-10,200</b>	<b>-0.9</b>
<b>Natural resources, agriculture and related production occupations</b>	<b>11,500</b>	<b>11,400</b>	<b>-100</b>	<b>-0.9</b>	<b>4,800</b>	<b>5.1</b>
Occupations in manufacturing and utilities	8,700	7,900	-800	-9.2	11,400	3.1
<b>Total employed</b>	<b>253,300</b>	<b>254,400</b>	<b>1,100</b>	<b>0.4</b>	<b>131,300</b>	<b>1.7</b>

Source: Statistics Canada. *Table 14-10-0389-01 Employment by economic regions and occupation, annual*

<https://www150.statcan.gc.ca/t1/tbl1/en/cv.action?pid=1410038901>

## \*Northeast Region

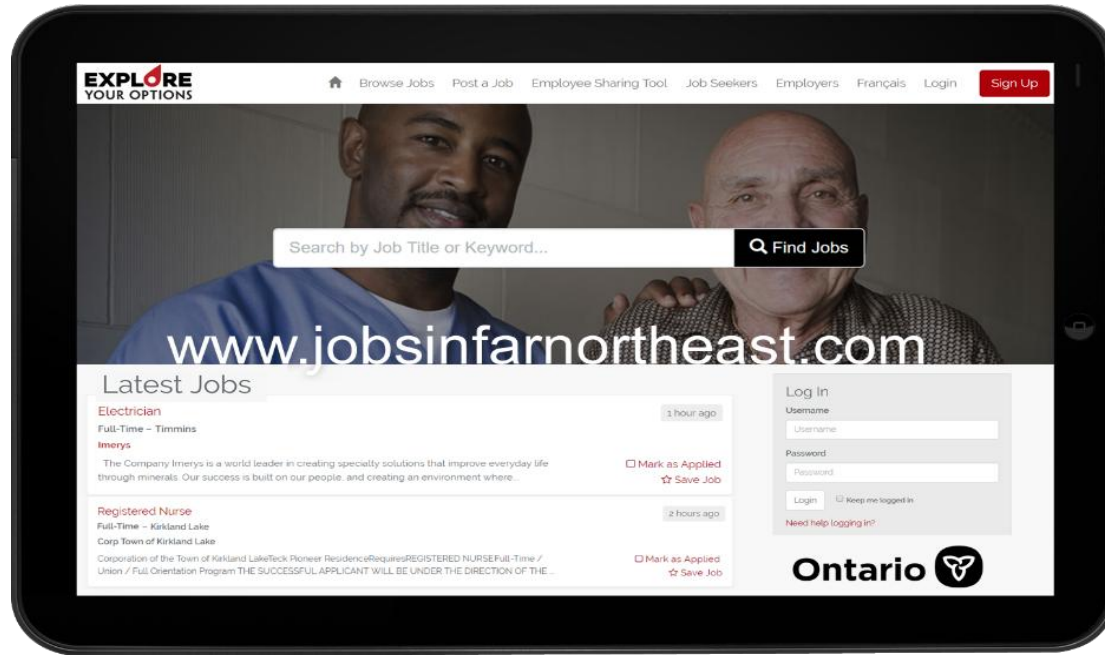
Northeastern Ontario Economic Region: Sudbury, Elliot Lake, North Bay, Sault Ste. Marie, Timmins, Algoma, Blind River, Capreol, Cobalt, Englehart, Espanola, Garson Junction, Haileybury, Hearst, Iroquois Falls, Kapuskasing, Kirkland Lake, Mattawa, New Liskeard, Nickel Centre, Parry Sound, Powassan, Temiskaming Shores, Thessalon, Valley East, Blezard Valley, Carol Richard Park, Connaught Hill, Dowling, Elmview, Finntown, Flake, Guilleville, Hanmer, Laurentien, Levack, Lively, McCrea Heights, Naughton, Parkwood, Pinecrest, Porcupine, Pottsville, South Porcupine, Val Caron, Val Therese.



## FNETB REGION - TOP 10 BY TOTAL NUMBER OF POSTS (5-DIGIT NOC) - 2024

jobinfarnortheast	Jobsintimins	Jobsinkirklandlake	Jobsintemiskamingsh	Jobsinhearst	Jobsinkapuskasing	Jobsincochrane	Jobsinjbc	jobsinchapleau
42201 Social and community service workers	*	*	*	*	*	*	*	*
41221 Elementary school and kindergarten teachers	*	*	*	*	*	*	*	
41220 Secondary school teachers	*	*	*	*	*	*		
43100 Elementary and secondary school teachers' assistants	*	*	*		*	*		
41300 Social workers	*	*	*	*	*	*	*	*
31301 Registered nurses and registered psychiatric nurses	*	*		*	*	*	*	*
13110 Administrative assistants	*	*	*	*		*	*	
64100 Retail salespersons and visual merchandisers			*					
32101 Licensed practical nurses				*	*	*	*	*
73300 Transport truck drivers			*	*				

42201 Social and community service workers	541
41221 Elementary school and kindergarten teachers	434
41220 Secondary school teachers	352
43100 Elementary and secondary school teachers' assistants	339
41300 Social workers	312
31301 Registered nurses and registered psychiatric nurses	289
13110 Administrative assistants	272
64100 Retail salespersons and visual merchandisers	171
32101 Licensed practical nurses	159
73300 Transport truck drivers	152



## FNETB REGION - TOP 10 BY TOTAL NUMBER OF POSTS – (5-DIGIT NOC) JAN TO SEPTEMBER 2025

	jobinfarnortheast	Jobsintimins	Jobsinkirklandlake	Jobsintemiskamingsh	Jobsinhearst	Jobsinkapuskasing	Jobsincochrane	Jobsinjbc	jobsinchapleau
42201 Social and community service workers	311	*	*	*	*	*	*	*	*
13110 Administrative assistants	253	*	*	*	*	*	*	*	*
41221 Elementary school and kindergarten teachers	233	*	*	*		*	*	*	
41220 Secondary school teachers	223	*	*	*	*	*	*		
41300 Social workers	212	*	*	*	*		*	*	*
31301 Registered nurses and registered psychiatric nurses	155	*				*		*	*
43100 Elementary and secondary school teacher assistants	130		*		*	*	*		
32101 Licensed practical nurses	111	*			*	*		*	*
42202 Early childhood educators and assistants	99		*	*	*	*		*	
65312 Janitors, caretakers and heavy-duty cleaners	91		*			*	*		

42201 Social and community service workers	311	*	*	*	*	*	*	*	*
13110 Administrative assistants	253	*	*	*	*	*	*	*	*
41221 Elementary school and kindergarten teachers	233	*	*	*		*	*	*	
41220 Secondary school teachers	223	*	*	*	*	*	*		
41300 Social workers	212	*	*	*	*		*	*	*
31301 Registered nurses and registered psychiatric nurses	155	*				*		*	*
43100 Elementary and secondary school teacher assistants	130		*		*	*	*		
32101 Licensed practical nurses	111	*			*	*		*	*
42202 Early childhood educators and assistants	99		*	*	*	*		*	
65312 Janitors, caretakers and heavy-duty cleaners	91		*			*	*		

# LOCAL JOB POSTS BY OCCUPATION

	FNETB REGION			KIRKLAND LAKE		
	2023	2024	YTD 2025	2023	2024	YTD 2025
<b>Total job posts – all occupations</b>	7,996	8,069	6,079	1,036	965	686
Management	29	56	88	5	6	4
Business, finance and administration	1,035	1,026	692	97	116	78
Natural and applied sciences	351	293	286	55	37	28
Health	1,036	902	723	202	104	61
Education, law & social, community & gov't	2,921	2,760	1,989	364	364	296
Arts, culture, recreation and sports	89	157	114	12	37	13
Sales and service	1,064	1,229	766	104	90	67
Transport & equipment operators & related	1,152	1,239	1,042	143	122	100
Natural resources, agriculture and related	189	257	247	29	37	26
Manufacturing	130	150	132	25	52	13

Source: [www.jobsinfnortheast.com](http://www.jobsinfnortheast.com)

Change in number of posts 2023-2024

**FNETB +0.9**

**KIRKLAND LAKE -6.9%**

Change in number of posts Jan – Nov 2024-2025

**FNETB -20.7**

**KIRKLAND LAKE -25.1%**

# FORECAST 2021-2031

OCCUPATIONS (5-DIGITS NOC)	# OF POSSIBLE EXITS 2021-2031
	FNETB REGION
73300 – Transport truck drivers	805
73400 – Heavy equipment operators	445
65310 – Light duty cleaners	395
60020 – Retail and wholesale trade managers	360
73301 – Bus drivers, subway operators and other transit operators	360
83100 – Underground production and development miners	350
64100 – Retail salespersons and visual merchandisers	345
65312 – Janitors, caretakers, and heavy-duty cleaners	330
31301 – Registered nurses and registered psychiatric nurses	325
13110 – Administrative assistants	315
65100 – Cashiers	310
42201 – Social and community service workers	270
12200 – Accounting technicians and bookkeepers	260
72400 – Construction millwrights and industrial mechanics	255
65201 – Food counter attendants, kitchen helpers and related support occupations	245
33102 – Nurses aides, orderlies and patient service associates	230
80020 – Managers in agriculture	230
14100 – General office support workers	210

## TOP 5 – KIRKLAND LAKE REGION (2021-2031)

- Transport truck drivers
- Underground production and development miners
- Janitors, caretakers, and heavy-duty cleaner
- Retail salespersons
- Retail and wholesale trade managers

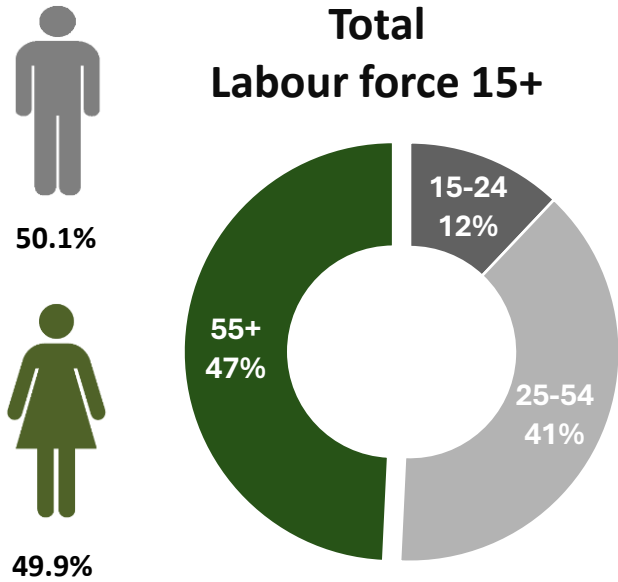
*\*Kirkland Lake Region – refers to the area serviced by Kirkland and District Development Corporation: based in Kirkland Lake, it services the communities of Kirkland Lake, Black River Matheson, Charlton, Englehart, Larder Lake, Matachewan and McGarry.*

[www.fnetb.com](http://www.fnetb.com)

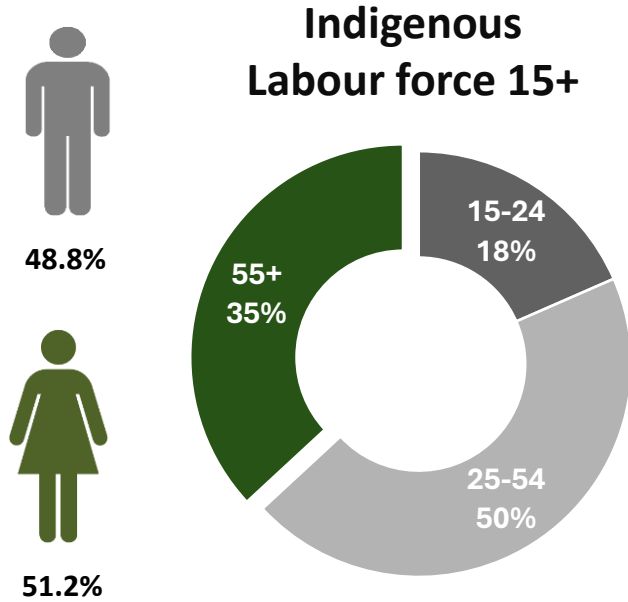
# Local Labour Market SUPPLY



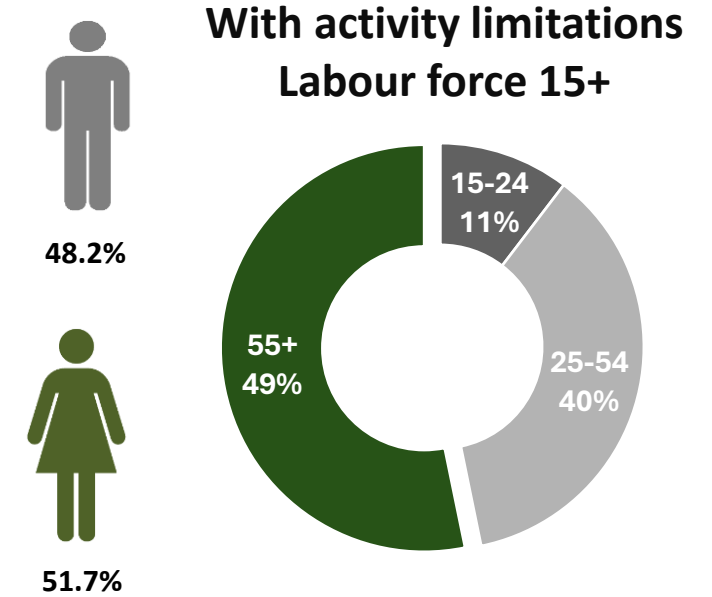
# LOCAL LABOUR FORCE 15 AND OVER- KIRKLAND LAKE, 2021



Statistics Canada defines the labour force as the **civilian non-institutional population aged 15 and over** who were either **employed or unemployed** during a specific reference week. This group excludes individuals not actively participating in the labour market, such as full-time students, retirees, and those unable to work. The population aged 15 and over is used because it aligns with the general working age for the labour force.



The term 'Aboriginal' or 'Indigenous' used on the Statistics Canada website refers to individuals identifying themselves as 'First Nations people, Métis or Inuit'.



According to Statistics Canada, activity limitations are defined as restrictions on a person's ability to perform certain activities due to a health condition that has lasted or is expected to last at least six months. These conditions can be physical, mental, or cognitive in nature. Activities that may be limited include those at home, work, school, or other activities.

# LOCAL LABOUR FORCE CHANGE 2016-2021, KIRKLAND LAKE

At the time of the 2021 Census:

The total labour force in the Kirkland Lake region was 14,535 down from 14,505 in 2016 (+0.2%).

The Indigenous labour force in the Kirkland Lake region was 4,585 up from 4,110 in 2016 (+9.4%).

The total labour force with Activity Limitation in the Kirkland Lake region was 4,190 up from 4,125 in 2016 (+11.4%).

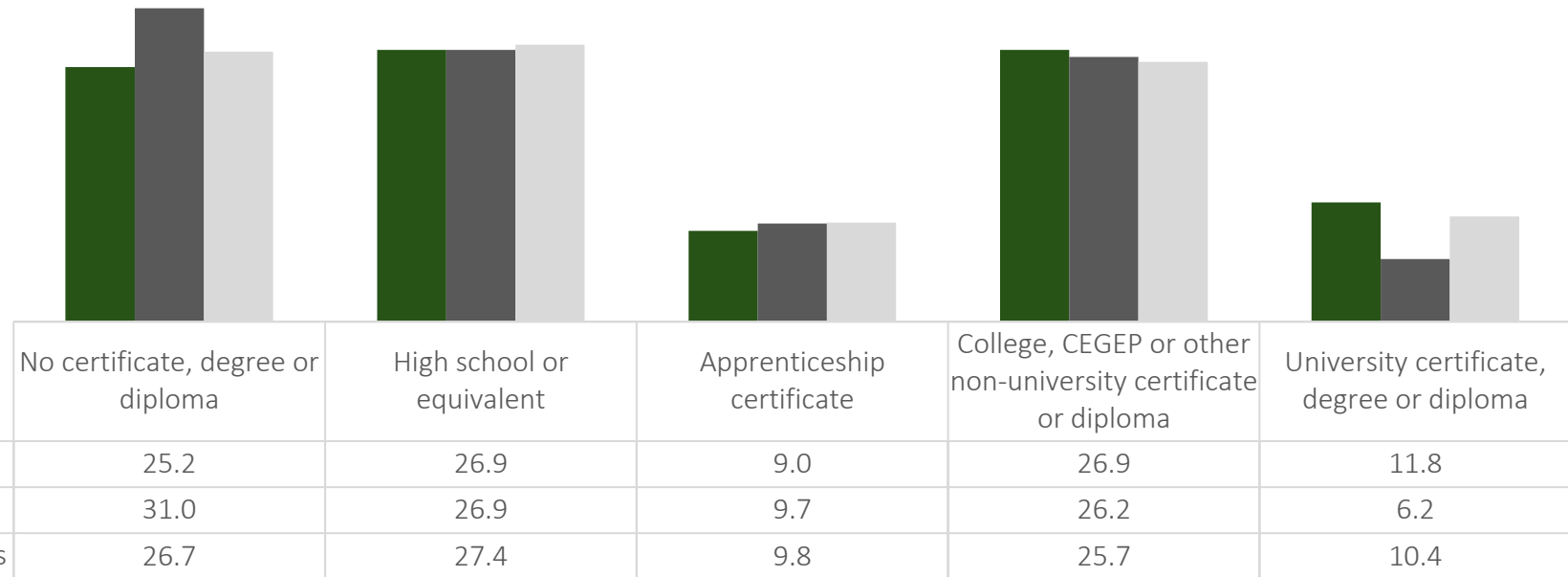
	% CHANGE 2016-2021			
	Total	15-24	25 -54	55+
<b>Overall labour force 15+</b>	0.2	-11.3	-3.6	7.4
Male	-0.6	-17.6	-4.0	8.7
Female	1.0	-3.6	-3.1	6.0
<b>Indigenous labour force 15+</b>	9.4	8.7	-2.7	37.5
Male	-2.1	-13.8	-15.0	41.9
Female	23.6	-22.2	8.8	40.0
<b>With activity limitations labour force 15+</b>	11.6	26.2	10.9	9.3
Male	12.7	24.4	13.2	9.7
Female	10.7	32.4	7.9	9.3

Source: Statistics Canada Customized Census data (2016 and 2021)

Census data is subjected to a confidentiality procedure known as random rounding to prevent the possibility of associating statistical data with any identifiable individual. Under this method, all figures, including totals and detail, are randomly rounded either up or down to a multiple of "5", and in some cases "10". The random rounding technique provides strong protection against direct, residual or negative disclosure, without adding significant error to the Census data.

# EDUCATIONAL ATTAINMENT LEVELS

Educational Attainment Levels, Population 15+  
Total, Indigenous and with Activity Limitations  
Kirkland Lake Region, 2021

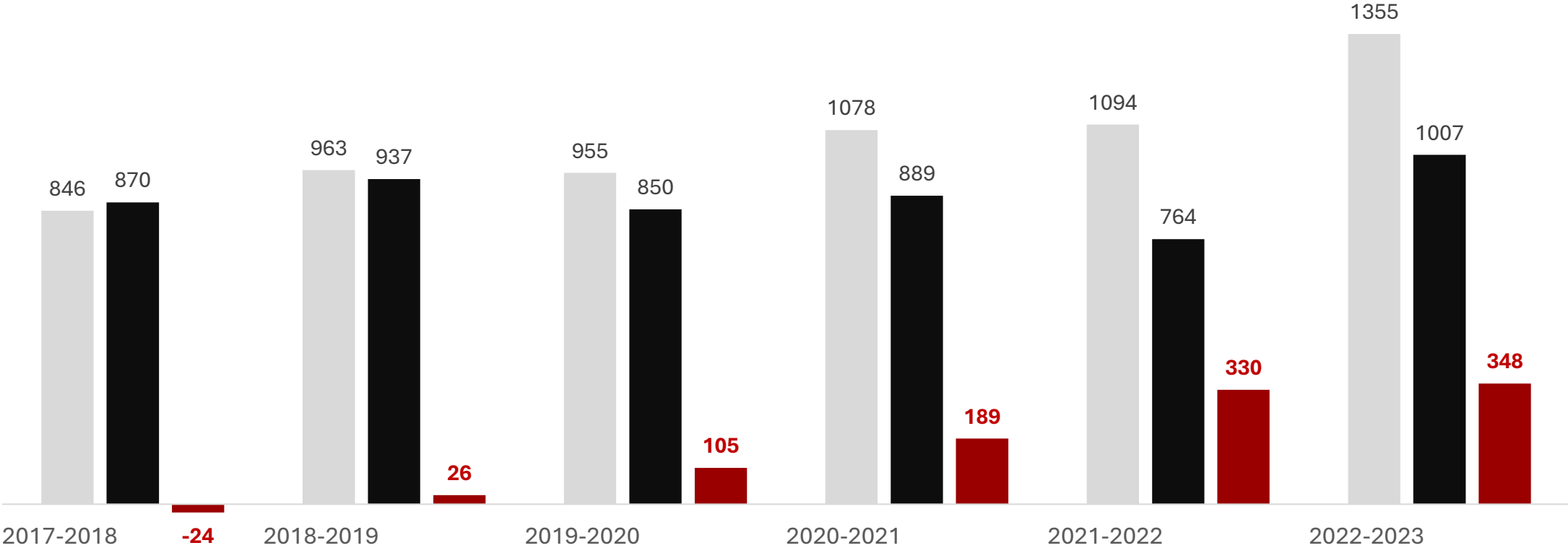


Customized data for the 2021 Census shows that the educational attainment levels of the Indigenous population 15+ in the Kirkland Lake region are close to those of the overall population 15+ except for those with no certificate, degree or diploma, and those with university certificate, degree or diploma.

Educational attainment levels of the population 15+ with activity limitations closely mirrors the educational attainment levels of the overall population 15+.

TIMISKAMING DISTRICT

■ In-migrants   ■ Out-migrants   ■ Net-migration



<b>TIMISKAMING DISTRICT</b>									
<b>Age Group</b>	<b>2020-2021</b>			<b>2021-2022</b>			<b>2022-2023</b>		
	<b>In-migrants</b>	<b>Out-migrants</b>	<b>Net-migrants</b>	<b>In-migrants</b>	<b>Out-migrants</b>	<b>Net-migrants</b>	<b>In-migrants</b>	<b>Out-migrants</b>	<b>Net-migrants</b>
0 to 17	267	111	156	378	206	172	285	195	90
18 to 24	102	112	-10	169	201	-32	158	147	11
25 to 44	363	228	135	540	379	161	515	365	150
45 to 64	263	183	80	373	178	195	291	186	105
65+ years	99	130	-31	178	146	32	106	114	-8
<b>TOTAL</b>	<b>1,094</b>	<b>764</b>	<b>330</b>	<b>1,638</b>	<b>1,110</b>	<b>528</b>	<b>1,355</b>	<b>1,007</b>	<b>348</b>

## **MIGRATION BY DISTRICT**

To the Timiskaming District from:



<b>2022-2023</b>	
<b>Origin</b>	<b>Total</b>
Cochrane	117
Simcoe	114
Nipissing	84
Kenora	61
Greater Sudbury	52

From the Timiskaming District to:



<b>2022-2023</b>	
<b>Destination</b>	<b>Total</b>
Nipissing	144
Cochrane	120
Greater Sudbury	81
Kenora	49
Ottawa	43

## Timiskaming District In-migration by province

<b>TIMISKAMING DISTRICT</b>							
<b>2010-2011</b>		<b>2020-2021</b>		<b>2021-2022</b>		<b>2022-2023</b>	
<b>Origin</b>	<b>TOTAL</b>	<b>Origin</b>	<b>TOTAL</b>	<b>Origin</b>	<b>TOTAL</b>	<b>Origin</b>	<b>TOTAL</b>
Alberta	38	Alberta	30	Alberta	43	Alberta	34
British Columbia	31	British Columbia	8	British Columbia	20	British Columbia	15
Manitoba	6	Manitoba	6	Manitoba	6	Manitoba	17
New Brunswick	3	New Brunswick	7	New Brunswick	11	New Brunswick	9
Newfoundland and Labrador	15	Newfoundland and Labrador	3	Newfoundland and Labrador	1	Newfoundland and Labrador	2
Northwest Territories	0	Northwest Territories	0	Northwest Territories	0	Northwest Territories	2
Nova Scotia	9	Nova Scotia	10	Nova Scotia	3	Nova Scotia	8
Nunavut	0	Nunavut	0	Nunavut	0	Nunavut	0
Ontario	915	Ontario	922	Ontario	1,443	Ontario	1,084
Prince Edward Island	2	Prince Edward Island	0	Prince Edward Island	0	Prince Edward Island	0
Quebec	57	Quebec	51	Quebec	42	Quebec	27
Saskatchewan	9	Saskatchewan	21	Saskatchewan	14	Saskatchewan	4
Yukon	0	Yukon	0	Yukon	3	Yukon	0
International	7	International	36	International	52	International	153


## Timiskaming District, Out-migration by province

<b>TIMISKAMING DISTRICT</b>							
<b>2010-2011</b>		<b>2020-2021</b>		<b>2021-2022</b>		<b>2022-2023</b>	
<b>Destination</b>	<b>TOTAL</b>	<b>Destination</b>	<b>TOTAL</b>	<b>Destination</b>	<b>TOTAL</b>	<b>Destination</b>	<b>TOTAL</b>
Alberta	45	Alberta	13	Alberta	27	Alberta	31
British Columbia	13	British Columbia	22	British Columbia	13	British Columbia	28
Manitoba	6	Manitoba	4	Manitoba	5	Manitoba	6
New Brunswick	5	New Brunswick	8	New Brunswick	13	New Brunswick	17
Newfoundland and Labrador	8	Newfoundland and Labrador	3	Newfoundland and Labrador	17	Newfoundland and Labrador	9
Northwest Territories	0	Northwest Territories	0	Northwest Territories	0	Northwest Territories	1
Nova Scotia	17	Nova Scotia	11	Nova Scotia	19	Nova Scotia	15
Nunavut	0	Nunavut	0	Nunavut	0	Nunavut	0
Ontario	942	Ontario	627	Ontario	941	Ontario	816
Prince Edward Island	2	Prince Edward Island	1	Prince Edward Island	11	Prince Edward Island	1
Quebec	87	Quebec	41	Quebec	48	Quebec	58
Saskatchewan	6	Saskatchewan	10	Saskatchewan	2	Saskatchewan	23
Yukon	1	Yukon	2	Yukon	1	Yukon	2
International	8	International	22	International	13	International	0

# Employee Recruitment, Training and Retention

2025 Employer Survey Results



 FAR NORTHEAST TRAINING BOARD (FNETB)  
your local labour market planning network  
COMMISSION DE FORMATION DU NORD-EST (CFNE)  
votre réseau local de planification du marché du travail

Canada  EMPLOI ONTARIO 

Conducted in May 2025

# 290

respondents from  
the FNETB region.

# 602

respondants  
across NE Ontario.



FAR NORTHEAST TRAINING BOARD (FNETB)  
your local labour market planning network

COMMISSION DE FORMATION DU NORD-EST (CFNE)  
votre réseau local de planification du marché du travail



KIRKLAND LAKE DISTRICT  
CHAMBER OF COMMERCE



Northern CORRIDOR  
CHAMBER OF COMMERCE

CHAMBRE DE COMMERCE  
DU CORRIDOR DU Nord



The  
CHAMBER.

Canada 

EMPLOYMENT  
ONTARIO EMPLOI  
ONTARIO

Ontario 

**AWIC** ALGOMA WORKFORCE  
INVESTMENT CORPORATION



The Labour Market Group  
Guiding partners to workforce solutions.



# GOAL

To collect information on employee recruitment, training and retention such as:

- workforce changes in 2024
- anticipated workforce changes in 2025
- hard to fill positions
- recruitment practices
- skills development and training
- technological and environmental changes
- tariffs
- challenges and opportunities in the next 3 years

# SEPARATIONS AND HIRING IN 2024

SEPARATIONS IN 2024	NE 581 responses	FNETB 290 responses	TIMMINS 97 responses	TIMISK DISTRICT 85 responses	HWY 11 CORRIDOR 92 responses
Experienced separations	76%	77%	85%	69%	76%
Did not experience separations	23%	22%	14%	28%	24%
<b>TOP 3 REASONS FOR SEPARATIONS</b>					
Employee quit	71%	79%	82%	85%	74%
Employee terminated/fired	51%	56%	61%	68%	47%
Employee retired	41%	42%	38%	43%	44%

HIRING IN 2024	NE 581 responses	FNETB 266 responses	TIMMINS 93 responses	TIMISK DISTRICT 82 responses	HWY 11 CORRIDOR 92 responses
Hired in 2024	82%	81%	87%	77%	79%
Did not hire in 2024	17%	19%	13%	22%	21%
<b>TOP 3 REASONS FOR HIRING</b>					
Fill a vacancy	80%	81%	81%	88%	74%
Growth / expansion	46%	46%	53%	42%	37%
Retirements	34%	33%	27%	37%	35%



# OCCUPATIONS FOR WHICH RESPONDENTS HIRED IN 2024 (most frequently mentioned)

Labourer

Sales associate, customer service

Administrative staff, clerical

Truck driver

Personal support worker

Early childhood

educators/assistant

Registered practical nurse

Receptionist

Server

Millwright

Technician

Cashier

Miner

Welder/fitter

Equipment operator

Human resources

Mechanic

Registered nurse

Teacher's assistant

Social work



# HIRING IN 2025

	<b>NE</b> 562 responses	<b>FNETB</b> 266 responses	<b>TIMMINS</b> 85 responses	<b>TIMISK DISTRICT</b> 79 responses	<b>HWY 11 CORRIDOR</b> 85 responses
Already hired (January to May 2025)	65%	84%	80%	82%	87%
Plan to hire (June to December 2025)	57%	74%	81%	72%	67%
<b>TOP 3 REASONS FOR HIRING IN 2025</b>					
Fill a vacancy	77%	75%	79%	79%	71%
Growth / expansion	49%	50%	56%	46%	46%
Retirements	33%	29%	23%	27%	36%

**WE'RE  
HIRING!**

Occupations, generally similar to 2024, among the larger categories: Labourers, Administrative staff, Welders, Miners, Sales associates.

# BIGGEST CHALLENGES WHEN RECRUITING

	<b>NORTHEAST</b> 517 responses	<b>FNETB</b> 243 responses	<b>TIMMINS</b> 79 responses	<b>TIMISKAMING DISTRICT</b> 73 responses	<b>HIGHWAY 11 CORRIDOR</b> 78 responses
Applicants lack the skills required	60%	60%	70%	59%	56%
Low number of applicants	51%	52%	48%	52%	56%
Applicants lack the qualifications required	48%	48%	54%	41%	50%
Applicants lack work experience required	51%	47%	53%	45%	45%
Competition from other employers	38%	37%	37%	38%	37%
Applicants lack soft skills (communication, work ethics, etc)	36%	36%	35%	37%	39%
Compensation expectations	33%	30%	25%	33%	36%
Location of our company	32%	28%	27%	30%	28%



# OTHER FACTORS IMPACTING RECRUITMENT AND RETENTION



## Housing

NE	(40%)
FNETB	(43%)
Timmins	(35%)
<b>Timiskaming</b>	<b>(48%)</b>
N. Corridor	(64%)

## Daycare

NE	(23%)
FNETB	(24%)
Timmins	(30%)
<b>Timiskaming</b>	<b>(21%)</b>
N. Corridor	(38%)

## Transportation

NE	(22%)
FNETB	(21%)
Timmins	(26%)
<b>Timiskaming</b>	<b>(27%)</b>
N. Corridor	(26%)

# HARD TO FILL POSITIONS

Sales associate, customer service  
Mechanic  
Registered nurse  
Driver, delivery driver, truck driver  
Millwright  
Administrative staff, clerical  
Labourer  
Welder/fitter  
Cook  
Heavy duty equipment mechanic.  
Pharmacist

Receptionist  
Driller  
Instructor  
Management  
Personal support worker  
Production worker  
Technician.

APPLY NOW



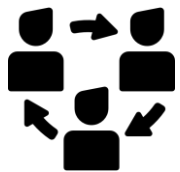
# WHERE EMPLOYERS RECRUIT



	<b>NE</b> 512 responses	<b>FNETB</b> 241responses	<b>TIMMINS</b> 79 responses	<b>TIMISK DISTRICT</b> 72 responses	<b>HWY 11 CORRIDOR</b> 80 responses
Within their community/district	97%	96%	96%	97%	80%
Other Northern Ontario regions	59%	59%	59%	56%	58%
Southern Ontario	36%	33%	35%	36%	31%
Other provinces	22%	23%	27%	25%	20%
Internationally	14%	14%	20%	15%	9%

# RECRUTEMENT METHODS

	NE		FNETB		TIMMINS		TIMISKAMING		N. CORRIDOR	
	511 responses		241 responses		79 responses		72 responses		79 responses	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Word of mouth, personal contacts, referrals, informal networks	79%	82%	80%	84%	81%	84%	78%	81%	63%	67%
Employee referrals	61%	62%	63%	65%	59%	68%	64%	61%	65%	67%
Free online job boards/online postings	59%	59%	63%	64%	70%	67%	65%	71%	56%	55%
Social media (Facebook, LinkedIn)	57%	62%	61%	65%	57%	58%	61%	71%	67%	68%
Our business/organization's own website	55%	59%	52%	57%	52%	57%	50%	60%	55%	54%
Local employment service agencies	42%	43%	41%	44%	27%	28%	57%	61%	45%	47%
Job fairs	31%	32%	33%	31%	30%	28%	33%	32%	35%	32%
On-site job signs or posters	28%	32%	30%	33%	21%	23%	33%	36%	39%	41%
Paid online job boards/online postings	37%	38%	29%	29%	28%	30%	38%	38%	22%	21%
Onsite recruitment at schools, colleges and universities	26%	28%	24%	25%	29%	32%	25%	28%	22%	19%
Print and online news media	20%	21%	21%	21%	15%	13%	25%	25%	22%	24%
Trade or professional publications or websites	18%	20%	18%	18%	18%	20%	18%	19%	18%	15%
Radio ads	8%	7%	12%	10%	9%	8%	10%	7%	15%	14%
Executive search companies/Headhunters	10%	8%	8%	7%	9%	9%	8%	7%	5%	3%



Word of mouth



Referrals



Social media



Free portals

# MOST IMPORTANT SKILLS

	<b>NE</b> 499 responses	<b>FNETB</b> 234 responses	<b>TIMMINS</b> 77 responses	<b>TIMISK. DISTRICT</b> 70 responses	<b>HWY 11 CORRIDOR</b> 79 responses
Work Ethic, Dedication and Dependability	<b>76%</b>	<b>77%</b>	<b>77%</b>	<b>80%</b>	<b>76%</b>
Teamwork and Interpersonal Skills	<b>66%</b>	<b>59%</b>	<b>61%</b>	<b>47%</b>	<b>66%</b>
Willingness to Learn	<b>47%</b>	<b>47%</b>	<b>51%</b>	<b>46%</b>	43%
Customer Service	<b>44%</b>	<b>46%</b>	40%	<b>50%</b>	<b>47%</b>
Self-Motivation and Independence	<b>44%</b>	<b>45%</b>	<b>43%</b>	<b>50%</b>	<b>46%</b>
Oral and Written Communication	42%	44%	<b>44%</b>	37%	<b>48%</b>
Technical	32%	31%	39%	31%	23%
Time Management and Organization Skills	35%	37%	42%	36%	30%
Ability to Follow Instructions	35%	33%	32%	33%	35%
Professionalism	32%	30%	26%	33%	35%
Problem Solving and Creativity	29%	26%	1%	30%	25%
Computer Literacy	16%	19%	18%	19%	19%
Analytical/Research Skills	8%	8%	8%	9%	6%

# ADAPTING WHEN VACANCIES CANNOT BE FILLED

	NE 511 responses		FNETB 243 responses		TIMMINS 77 responses		TIMISKAMING 73 responses		N. CORRIDOR 77 responses	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
More overtime for current staff	51%	48%	52%	46%	53%	38%	55%	55%	53%	49%
Redistribution of work	40%	45%	39%	44%	34%	43%	43%	44%	43%	48%
Cross training for current employees	38%	44%	34%	39%	39%	46%	37%	43%	29%	33%
Subcontracting/Outsourcing	25%	30%	27%	31%	35%	35%	23%	30%	25%	29%
Offer job placements and internships	12%	15%	13%	14%	15%	14%	12%	14%	16%	19%
Access staffing agencies	13%	12%	14%	12%	20%	18%	10%	7%	13%	12%
Diversify our workforce	11%	14%	10%	12%	9%	11%	14%	14%	12%	15%
Offering more remote work opportunities	9%	9%	11%	10%	8%	6%	14%	14%	8%	9%
Implementation of technology/automation	8%	12%	6%	12%	6%	9%	10%	16%	4%	15%
Reduction of our workforce	8%	9%	8%	7%	8%	10%	8%	4%	11%	7%

# SUPPORT FOR EMPLOYEE TRAINING

	<b>NE</b> 499 responses	<b>FNETB</b> 234 responses	<b>TIMMINS</b> 77 responses	<b>TIMISK. DISTRICT</b> 70 responses	<b>HWY 11 CORRIDOR</b> 79 responses
Fund employee training (fully or in part)	77%	66%	70%	60%	60%
Offer flexible work schedules	50%	43%	39%	50%	44%
Supply information on opportunities available	48%	21%	38%	48%	51%
Use government hiring and training incentives	25%	44%	19%	20%	27%

## OBSTACLES TO TRAINING

	<b>NE</b> 490 responses	<b>FNETB</b> 234 responses	<b>TIMMINS</b> 77 responses	<b>TIMISK. DISTRICT</b> 70 responses	<b>HWY 11 CORRIDOR</b> 77 responses
Cost of training	55%	54%	51%	60%	56%
Distance to travel for training	39%	42%	35%	50%	42%
Programs not offered in the region	32%	33%	34%	37%	29%
Loss of trained employees to other employers	31%	33%	38%	39%	25%
Loss of productivity during training periods	29%	31%	35%	34%	28%
Lack of awareness of training programs available	25%	23%	19%	23%	22%
Lack of awareness of support for employee training	17%	19%	18%	20%	16%
Lack of awareness of legislated training requirements	4%	4%	3%	4%	3%



# SOURCES FOR EMPLOYEE TRAINING

	<b>NE</b> 498 responses	<b>FNETB</b> 234 responses	<b>TIMMINS</b> 77 responses	<b>TIMISK. DISTRICT</b> 70 responses	<b>HWY 11 CORRIDOR</b> 76 responses
On-the-job training	82%	81%	81%	87%	79%
Online webinars/workshop	52%	51%	47%	51%	55%
Peer-to-Peer training	47%	46%	45%	57%	37%
College	46%	42%	53%	40%	30%
Distance/Online Education	31%	32%	31%	30%	33%
Industry Professional Association	27%	27%	25%	39%	20%
University	25%	19%	26%	19%	15%
Private trainers	20%	18%	19%	14%	24%
Adult Learning Centre	6%	9%	7%	9%	7%
Local union	6%	4%	5%	6%	3%
School Board	3%	3%	6%	3%	1%



# EMPLOYMENT OPPORTUNITIES FOR YOUTH

	<b>NE</b> 498 responses	<b>FNETB</b> 234 responses	<b>TIMMINS</b> 76 responses	<b>TIMISK. DISTRICT</b> 70 responses	<b>HWY 11 CORRIDOR</b> 79 responses
Summer jobs for students	57%	60%	55%	61%	66%
Unpaid high school Coop placements	39%	39%	36%	40%	44%
Part-time jobs for students	40%	40%	44%	33%	47%
Unpaid college Coop placements	22%	22%	28%	23%	17%
College apprenticeships	28%	22%	24%	21%	20%
Unpaid university Coop placements	19%	17%	14%	14%	22%
Paid college Coop placements	20%	17%	16%	19%	17%
Paid internship	14%	15%	17%	17%	13%
Paid high school Coop placements	13%	14%	8%	17%	14%
Paid university Coop placements	13%	11%	11%	11%	11%
High school apprenticeships	16%	15%	16%	16%	15%
Unpaid internship	10%	10%	11%	6%	15%



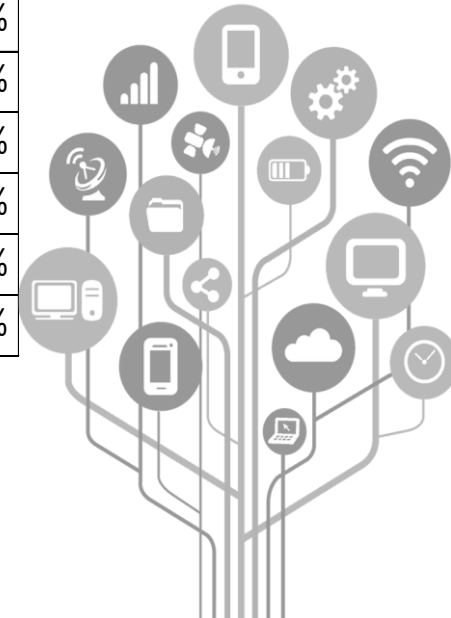
# SUCCESSION PLAN

	<b>NE</b> 602 responses	<b>FNETB</b> 290 responses	<b>TIMMINS</b> 99 responses	<b>TIMISK. DISTRICT</b> 85 responses	<b>HWY 11 CORRIDOR</b> 92 responses
<b>Yes, for key roles</b>	20%	21%	27%	14%	20%
<b>Yes, for some key roles</b>	19%	16%	21%	18%	11%
<b>No, we don't have a formal succession plan</b>	39%	41%	30%	54%	40%
<b>Currently developing a succession plan</b>	12%	10%	14%	7%	11%
<b>I do not know</b>	10%	11%	7%	7%	18%



# TECHNOLOGICAL AND ENVIRONMENTAL CHANGES

	NE 477 responses		FNETB 222 responses		TIMMINS 71 responses		TIMISKAMING 66responses		N. CORRIDOR 76 responses	
	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE
Digitization	33%	30%	30%	26%	30%	21%	27%	32%	30%	26%
Cyber-security	30%	27%	29%	24%	30%	23%	29%	24%	29%	25%
Artificial intelligence	25%	32%	24%	28%	39%	46%	27%	35%	18%	29%
Cloud-based technology	29%	25%	27%	21%	32%	23%	30%	23%	16%	20%
No impact on our business	27%	24%	32%	28%	30%	30%	32%	21%	40%	34%
Real-time data collection, management & analysis	28%	23%	24%	19%	28%	21%	23%	21%	18%	17%
Automation and robotics	16%	22%	13%	19%	13%	20%	15%	20%	11%	15%
Environmental regulations	18%	18%	16%	14%	7%	13%	20%	17%	21%	13%
Climate change	12%	15%	11%	12%	6%	8%	18%	21%	9%	11%
Autonomous equipment	9%	15%	8%	14%	11%	17%	8%	14%	5%	12%
Electrification	6%	9%	5%	8%	4%	7%	6%	6%	4%	9%



# IMPACT ON THE WORKFORCE

	NE 478 responses	FNETB 222 responses	TIMMINS 72 responses	TIMISK. DISTRICT 66 responses	HWY 11 CORRIDOR 76 responses
Our workforce will need continuous upskilling or reskilling	50%	44%	44%	47%	41%
Our workforce will need advanced computer skills	31%	29%	22%	32%	29%
Our workforce will decrease – some jobs will be lost	15%	20%	17%	20%	21%
Workforce productivity will improve	27%	26%	31%	27%	21%
Health and safety requirements will change	22%	19%	19%	20%	20%
Our workforce will need data management skills	22%	21%	19%	20%	18%
Our workforce will need project management skills	15%	15%	18%	17%	13%
It will facilitate remote work arrangements	11%	12%	10%	17%	9%
Our workforce will increase – new jobs will be created	14%	13%	15%	15%	7%

## OCCUPATION THAT WILL BE MOST AFFECTED:

Administrative staff, clerical  
Mechanics, auto technicians  
Finance administration  
Technician  
Receptionist  
IT positions

Managers  
Salesclerk, salesperson  
Pharmacist  
Human resources  
Supervisors

Welder/fitter  
Registered nurse  
Pharmacy technician  
Labourer  
Accountant

# CURRENT AND FUTURE IMPACTS OF TARIFFS

	NE 477 responses		FNETB 216 responses		TIMMINS 71 responses		TIMISKAMING 64 responses		N. CORRIDOR 72 responses	
	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE
Our supply chain will be impacted	38%	43%	35%	43%	42%	45%	38%	9%	29%	36%
We will have to raise our prices	28%	38%	30%	41%	31%	41%	31%	42%	32%	44%
We will restrict spending because of uncertainty	28%	32%	29%	32%	23%	25%	34%	41%	36%	26%
No impact on our business/organization	27%	22%	26%	20%	27%	23%	27%	16%	24%	18%
We will delay growth/expansion plans	15%	24%	12%	25%	13%	24%	14%	28%	14%	24%
We will have difficulty honoring our current contracts	11%	3%	13%	16%	13%	11%	19%	22%	10%	15%
We will reduce our hour, staff, operations	8%	15%	6%	13%	7%	11%	3%	16%	8%	14%



# BIGGEST CHALLENGES IN THE NEXT 3 YEARS

- Almost half (49%) of the 178 employers who answered this question identified a workforce related issue:
  - the challenge of recruiting or retaining employees
  - concerns regarding the large number of retirements
  - worries that there are not enough qualified job candidates to fill labour needs.
- A very distant second was inflation and rising costs (14%).
- Third was lack of funding or restricted finances (8%), with several feeling they could not pay adequate or competitive wages.

# BIGGEST OPPORTUNITIES IN THE NEXT 3 YEARS

- **24%** of the 158 employers who answered that question cited growth, either growth in the local economy or their operations expanding.
- **11%** specifically mention mining sector expansion and the Ring of Fire development.
- **13%** highlight technological advancements as ways to increase productivity and expand businesses.
- A number of respondents felt that there were opportunities to overcome constraints or to turn threats to their benefit, including:
  - Tariffs may result in more demand for local goods and services.
  - The “shop local” trend should help local businesses.
  - More immigration can help address labour shortages.
  - Hiring inexperienced workers and training them.

# Action Items for Workforce Recruitment, Training, and Retention

## 1. Develop and Formalize Succession Plans

- Encourage businesses to create or update formal succession plans for key roles to ensure continuity and preparedness for retirements and unexpected departures.

## 2. Address Housing and Infrastructure Challenges

- Collaborate with local government and stakeholders to increase the availability of rental housing and daycare services, and improve public transportation and internet access, which are major barriers to recruitment and retention.

## 3. Expand Use of Local Employment Services

- Promote and strengthen partnerships with local employment agencies, colleges, and government programs to support recruitment efforts.

## 4. Enhance Recruitment Strategies

- Utilize a mix of traditional (word-of-mouth, employee referrals) and digital (online job boards, social media, company websites) recruitment methods to reach a broader pool of candidates.

## 5. Broaden Recruitment Geography

- Consider recruiting not only locally but also from other regions, provinces, and internationally to address talent shortages.

## 6. Focus on Skills Development

- Prioritize hiring for key skills such as work ethic, teamwork, willingness to learn, customer service, and communication.
- Invest in on-the-job training, peer-to-peer learning, and online workshops to upskill employees.

## **7. Support Employee Training and Education**

- Increase funding and support for employee training and education, including leveraging government incentives and offering flexible work schedules for training.

## **8. Mitigate Training Obstacles**

- Address barriers such as training costs, travel distance, and lack of relevant programs by exploring remote learning options and advocating for more local training opportunities.

## **9. Provide Student Employment Opportunities**

- Offer a variety of paid and unpaid work experiences for students and youth, including co-op placements, internships, apprenticeships, and summer/part-time jobs.

## **10. Prepare for Technological and Environmental Changes**

- Invest in upskilling and reskilling employees to adapt to digitalization, AI, automation, and new environmental regulations.
- Focus on developing advanced computer, data management, and project management skills within the workforce.

## **11. Monitor and Respond to Economic and Policy Changes**

- Stay informed about the impact of US tariffs and other economic factors; develop contingency plans for supply chain disruptions, price adjustments, and growth delays.

## **12. Foster a Positive Work Environment**

- Encourage passion-driven career choices and create a workplace culture that values education, training, and employee well-being.



# OVER TO YOU

Based on the summary data that we just looked at on the labour market demand and supply :

1. How does this summary reflect what you know of or what you observe within your organization, network or community?
2. How does it confirm or help to confirm priorities for programs and services within your organization/your community?
3. What additional information would you need to inform your training and employment planning decisions?

**THANK  
YOU!**

**MERCI!**



**FAR NORTHEAST TRAINING BOARD (FNETB)**  
**your local labour market planning network**

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**COMMISSION DE FORMATION DU NORD-EST (CFNE)**  
**votre réseau local de planification du marché du travail**