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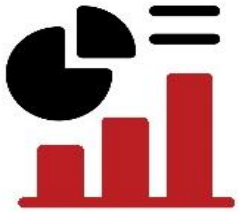


KAPUSKASING

Local Labour Market Planning Meeting

December 2025

What We Do



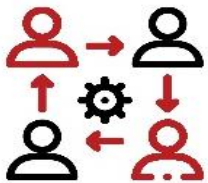
Labour Market Information

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.



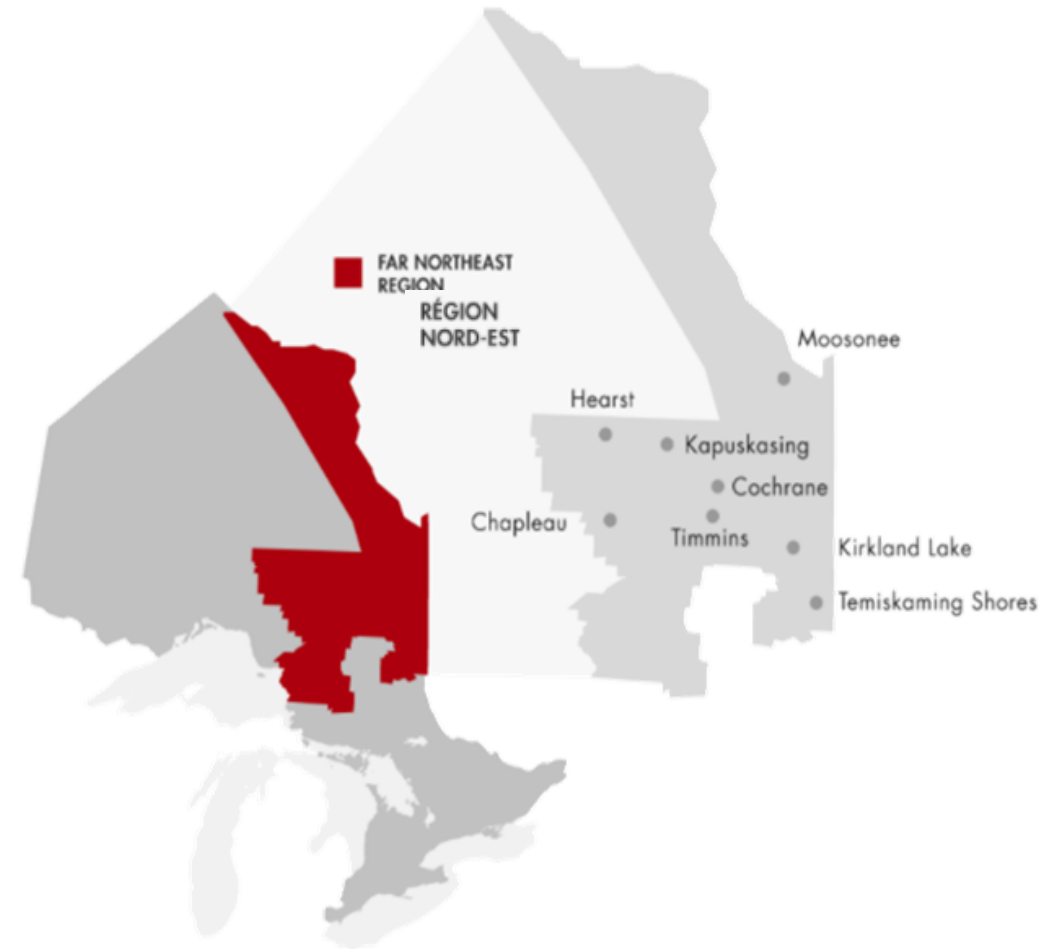
Planning

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 665 businesses in Kapuskasing in June 2025 compared to 682 in June of 2023 (an decrease of 17 (-2.5%) during that period.

- The most significant change is in the businesses with 1-4 employees which decreased by -16.2%.

In June 2025, businesses with '0' employees (owner- operators, self-employed) make up the 62.0% of the total number of businesses in Kapuskasing compared to 74.1% at the provincial level.

	KAPUSKASING						ONTARIO
	June 2023		June 2024		June 2025		June 2025
	#	% of total	#	% of total	#	% of total	% of total
0	407	59.7	401	60.6	412	62.0	74.1
1-4	130	19.1	110	16.6	109	16.4	15.3
5-99	141	20.7	144	21.8	138	20.8	25.4
100-499	3	0.4	7	1.1	6	0.9	0.5
500+	1	0.1	0	0.0	0	0.0	0.1
Total	682		662		665		

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	KAPUSKASING			
	Total June 2023	Total June 2024	Total June 2025	Change 2023-2025
Total all industries	682	662	665	-17
11 – Agriculture, forestry, fishing and hunting	30	31	30	0
21 – Mining, quarrying, and oil and gas extraction	0	0	0	0
22 – Utilities	17	17	18	1
23 – Construction	43	41	41	-2
31-33 – Manufacturing	11	11	9	-2
41 – Wholesale trade	9	9	8	-1
44-45 – Retail trade	74	73	67	-7
48-49 – Transportation and warehousing	36	29	26	-10
51 – Information and cultural industries	6	5	6	0
52 – Finance and insurance	36	35	36	0
53 – Real estate and rental and leasing	146	137	136	-10
54 – Professional, scientific and technical services	45	43	48	3
55 – Management of companies and enterprises	6	5	5	-1
56 – Administrative and support, waste management and remediation services	20	19	16	-4
61 – Educational services	4	2	3	-1
62 – Health care and social assistance	59	60	55	-4
71 – Arts, entertainment, and recreation	7	9	8	1
72 – Accommodation and food services	30	27	28	-2
81 – Other services (except public administration)	52	48	56	4
91 – Public administration	2	2	2	0
Unclassified	325	59	67	

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
- Retail trade
- Other services (except public administration)
- Health care and social assistance
- Professional, scientific and technical services

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

- Other services (except public administration)
- Professional, scientific and technical services

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

- Real estate and rental and leasing
- Transportation and warehousing

EMPLOYMENT BY INDUSTRY - KAPUSKASING

		KAPUSKASING		ONTARIO
		Total 2021	% of total	% of total
	All industries	3,500		
	Goods producing industries	865	24.7	19.3
11	Agriculture, forestry, fishing and hunting	70	2.0	1.4
21	Mining and oil and gas extraction	155	4.4	0.5
22	Utilities	100	2.9	0.7
23	Construction	235	6.7	7.3
31-33	Manufacturing	305	8.7	8.9
	Service industries	2,635	75.3	80.8
41	Wholesale Trade	35	1.0	3.3
44-45	Retail Trade	525	15.0	10.8
48-49	Transportation and warehousing	165	4.7	5.1
51	Information and cultural industries	35	1.0	2.3
52	Finance and insurance	70	2.0	5.4
53	Real estate and rental and leasing	20	0.6	2.1
54	Professional, scientific and technical services	100	2.9	9.2
56	Administrative and support, waste management and remediation services	95	2.7	4.4
61	Educational services	330	9.4	7.2
62	Health care and social assistance	710	20.3	11.6
71	Arts, entertainment and recreation	40	1.1	1.8
72	Accommodation and food services	245	7.0	5.3
81	Other services (except public administration)	140	4.0	3.8
91	Public administration	125	3.6	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**:

- Health care and social assistance (20.3)
- Retail trade (15.0)
- Educational services (9.4)
- Manufacturing (8.7)
- Accommodation and food services (7.0)

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

- Retail trade (15.5)
- Health care and social assistance (14.2)
- Construction (9.1)
- Educational services (9.0)
- Manufacturing (7.6)

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

- Health care and social assistance (15.1)
- Retail trade (13.5)
- Manufacturing (12.1)
- Educational services (8.7)
- Accommodation and food services (7.8)

CHANGE IN EMPLOYMENT BY INDUSTRY - NORTHEAST

	Northeast Region*		Northeast Region Change 2023-2024		Ontario Change 2023-2024	
	2023	2024	#	%	#	%
Total employed – all industries	253,300	254,400	1,100	0.4	131,300	1.7
Agriculture	2,700	2,300	-400	-14.8	-6,300	-8.0
Forestry, fishing, mining, oil and gas	18,900	18,400	-500	-2.6	-700	-1.7
Utilities	3,100	2,300	-800	-25.8	-3,700	-5.9
Construction	22,700	21,900	-800	-3.5	-26,500	-4.4
Manufacturing	16,100	16,500	400	2.5	-3,100	-0.4
Wholesale and retail trade	34,800	36,600	1,800	5.2	-22,000	-2.0
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
Health care and social assistance	44,200	45,000	800	1.8	29,200	3.0
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
Public administration	20,800	18,900	-1,900	-9.1	9,500	2.1

*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 - KAPUSKASING



		KAPUSKASING		ONTARIO
		Total 2021	% of total	% of total
	Total all occupations	3500	100.0	
0	Management			
0	Legislative and senior management occupations	35	1.0	1.3
1	Business, finance and administration	440	12.6	17.9
2	Natural and applied sciences and related	100	2.9	9.3
3	Health	385	11.0	7.3
4	Education, law and social, community and government services	465	13.3	11.8
5	Art, culture, recreation and sport	25	0.7	3.1
6	Sales and services	950	27.1	23.5
7	Trade, transport and equipment operators and related	785	22.4	15.9
8	Natural resources, agriculture and related production	95	2.7	2.0
9	Manufacturing and utilities	215	6.1	5.0

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

- Sales and services (27.1)
- Trades, transport and equipment operators and related (22.4)
- Education, law and social, community and government services (13.3)
- Business, finance and administration (12.6)
- Health (11.0)

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

- Sales and services (23.4)
- Trades, transport and equipment operators and related (20.4)
- Education, law and social, community and government services (12.8)
- Business, finance and administration (12.6)
- Health (7.2)

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

- Sales and services (23.8)
- Trades, transport and equipment operators and related (23.6)
- Education, law and social, community and government services (12.8)
- Business, finance and administration (12.6)
- Manufacturing and utilities (6.7)

CHANGE IN EMPLOYMENT BY OCCUPATION - NORTHEAST

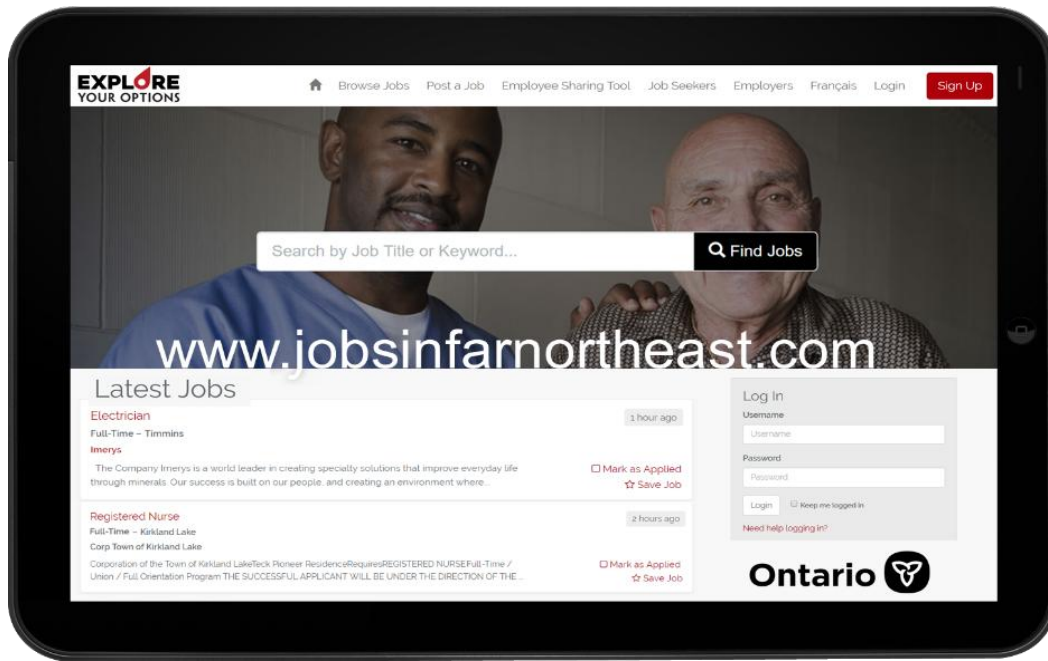
	Northeast Region* Total employed		Northeast Region Change 2023-2024		Ontario Change 2023-2024	
	2023	2024	#	%	#	%
Management occupations	20,600	21,700	1,100	5.3	52,600	6.3
Business, finance, and administration occupations	39,600	38,900	-700	-1.8	-13,400	-1.0
Natural and applied sciences and related occupations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

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

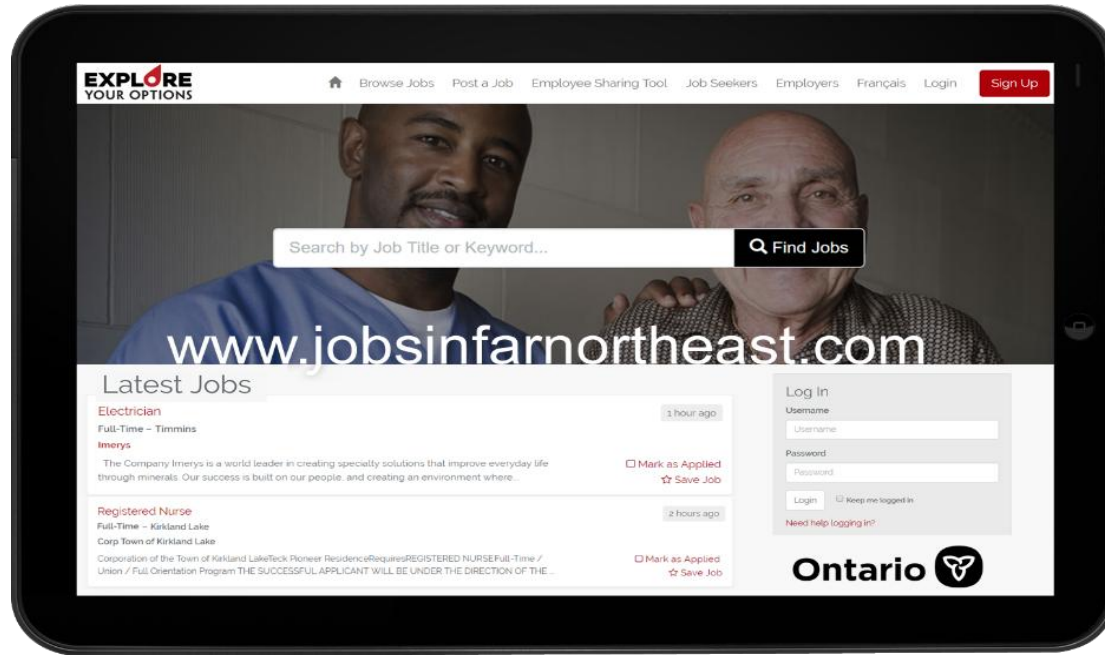
Northeastern Ontario Economic Region: Sudbury, Elliot Lake, North Bay, Sault Ste. Marie, Timmins, Algoma, Blind River, Capreol, Cobalt, Englehart, Espanola, Garson Junction, Haileybury, Hearst, Iroquois Falls, Kapuskasing, Kirkland Lake, Mattawa, New Liskeard, Nickel Centre, Parry Sound, Powassan, Temiskaming Shores, Thessalon, Valley East, Blezard Valley, Carol Richard Park, Connaught Hill, Dowling, Elmview, Finntown, Flake, Guilletville, 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	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			*	*				

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



FNETB REGION - TOP 10 BY TOTAL NUMBER OF POSTS – (5-DIGIT NOC) JANUARY 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			KAPUSKASING		
	2023	2024	YTD 2025	2023	2024	YTD 2025
Total job posts – all occupations	7,996	8,069	6,079	641	546	476
Management	29	56	88	2	6	2
Business, finance and administration	1,035	1,026	692	61	52	55
Natural and applied sciences	351	293	286	18	20	11
Health	1,036	902	723	84	116	81
Education, law & social, community & gov't	2,921	2,760	1,989	307	227	199
Arts, culture, recreation and sports	89	157	114	11	15	6
Sales and service	1,064	1,229	766	91	70	66
Transport & equipment operators & related	1,152	1,239	1,042	61	33	43
Natural resources, agriculture and related	189	257	247	1	5	1
Manufacturing	130	150	132	5	2	12

Source: www.jobsinfarnortheast.com

Change in number of posts 2023-2024

FNETB +0.9

KAPUSKASING -14.8%

Change in number of posts Jan – Nov 2024-2025

FNETB -20.7

KAPUSKASING -10.7%

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 – NORTH CLAYBELT REGION (2021-2031)

- Transport truck drivers
- Heavy equipment operators
- Light duty cleaners
- Bus drivers and other transit operators
- Janitors, caretakers, kitchen helps and related support occupations

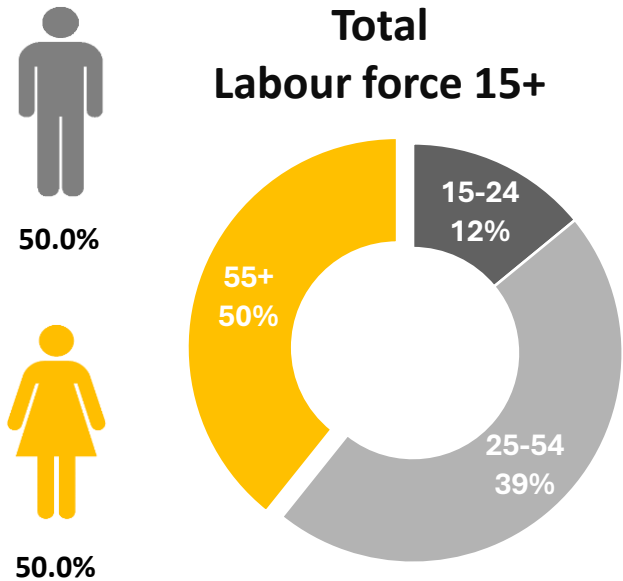
**North Claybelt Region – refers to the area serviced by North Claybelt Regional Development Corporation. It services the communities along the Highway 11 corridor from Opatatika (located between Hearst and Kapuskasing) to Iroquois Falls, Ontario. The communities serviced include Opatatika, Val Rita Harty, Kapuskasing, Moonbeam, Fauquier Strickland, Smooth Rock Falls, Cochrane and Iroquois Falls.*

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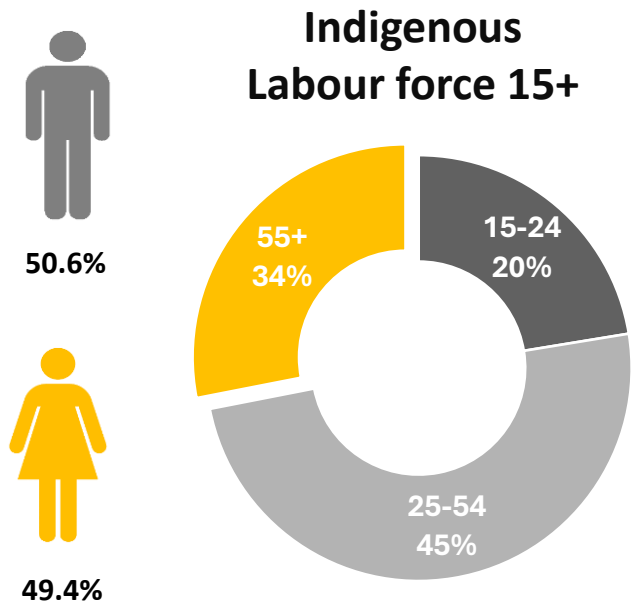
Local Labour Market SUPPLY



LOCAL LABOUR FORCE 15 AND OVER- NORTH CLAYBELT REGION, 2021

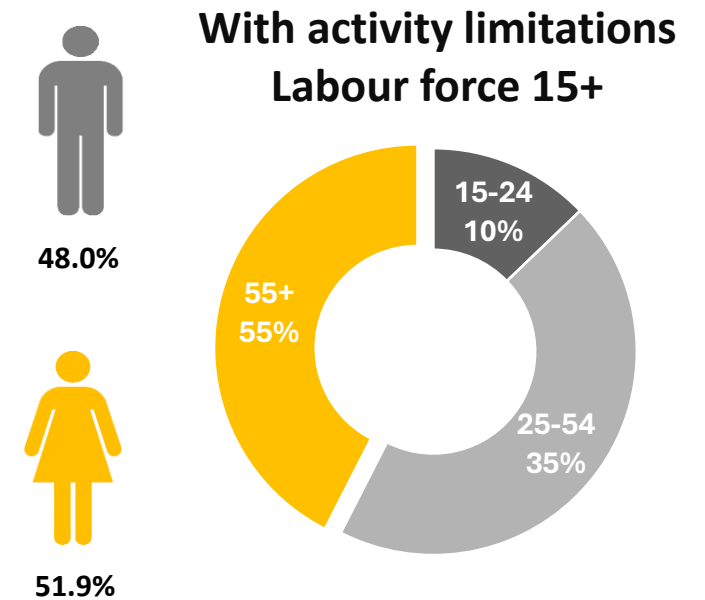


Statistics Canada defines the labour force as the **civilian non-institutional population aged 15 and over** who were either **employed or unemployed** during a specific reference week. This group excludes individuals not actively participating in the labour market, such as full-time students, retirees, 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'.

Source: Statistics Canada, Census 2021



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, NORTH CLAYBELT REGION

At the time of the 2021 Census:

The total labour force in the North Claybelt region was 18,760 down from 19,355 in 2016 (-3.7%).

The Indigenous labour force in the North Claybelt region was 2,575 up from 2,035 in 2016 (+26.5%).

The total labour force with Activity Limitation in the North Claybelt region was 5,500 up from 4,950 in 2016 (+11.1%).

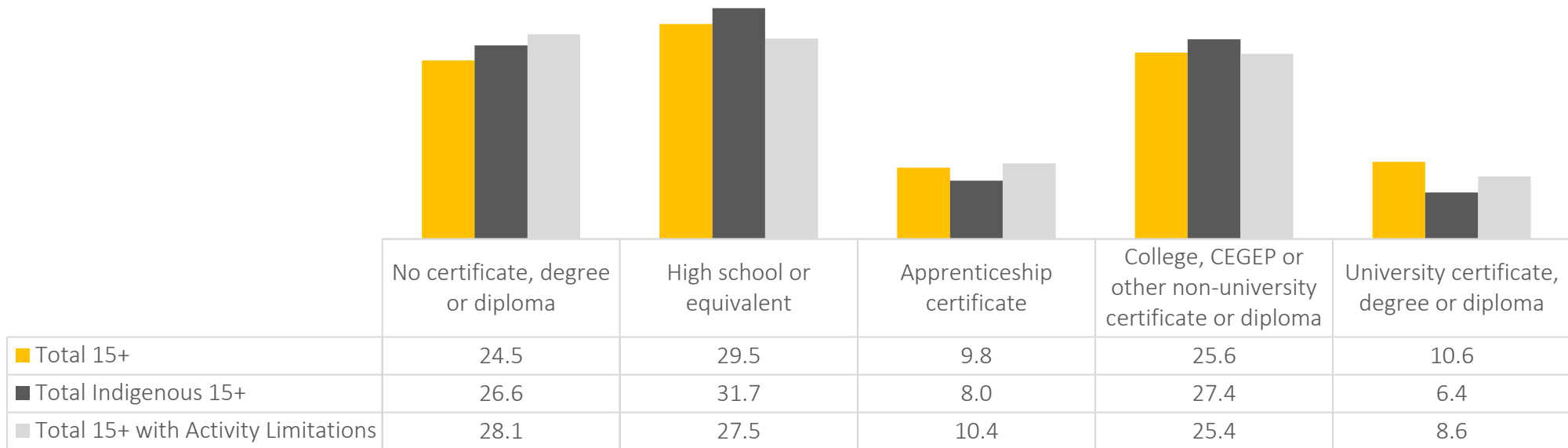
	% CHANGE 2016-2021			
	Total	15-24	25 -54	55+
Overall labour force 15+	-3.1	-8.7	-11.3	6.3
Male	-2.8	-4.0	-12.1	6.5
Female	-3.4	-13.4	-10.9	5.9
Indigenous labour force 15+	26.5	11.7	10.4	75.3
Male	25.7	18.0	11.6	64.1
Female	26.2	13.6	23.7	37.2
With activity limitations labour force 15+	11.1	1.9	4.9	16.8
Male	18.0	18.2	16.9	18.4
Female	5.4	-8.3	-3.9	15.3

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
North Claybelt Region, 2021**

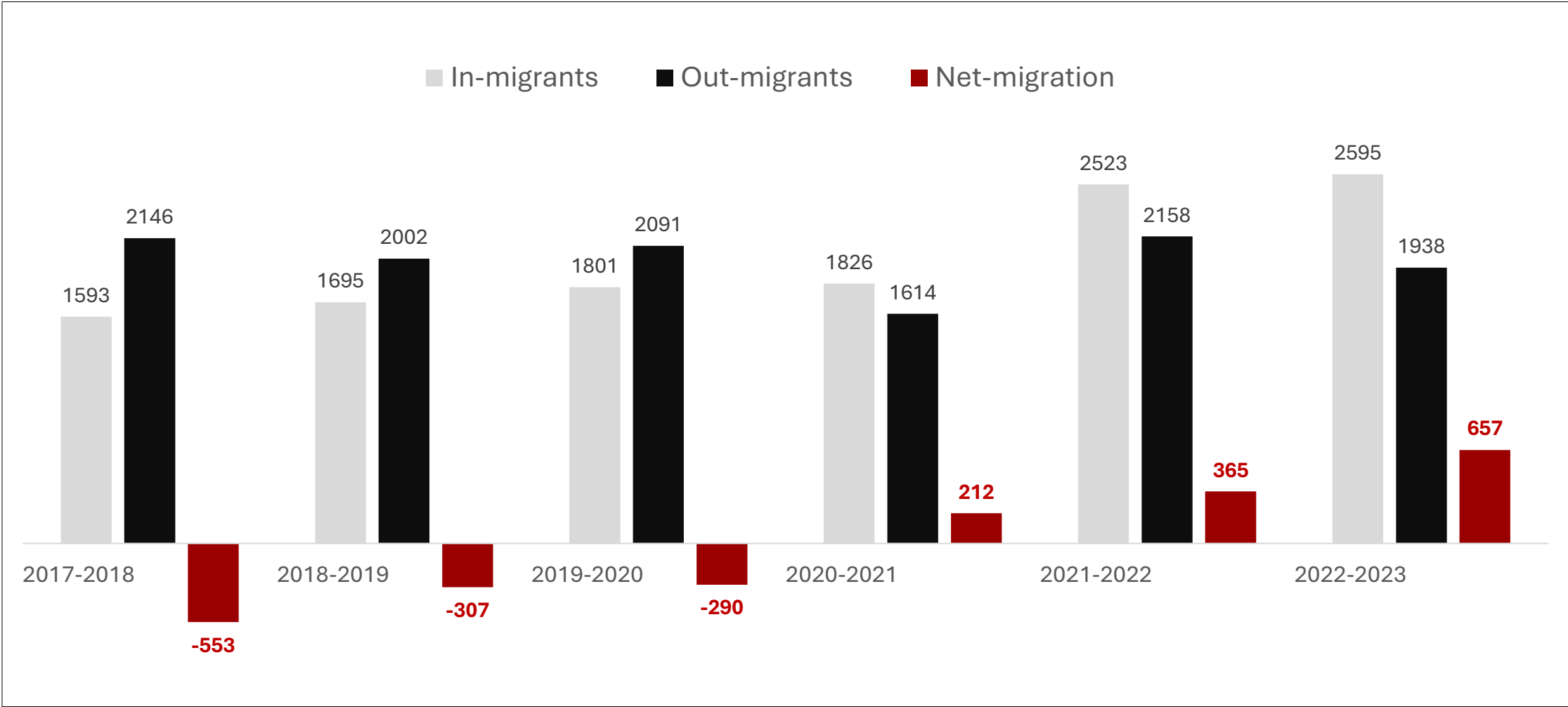


Customized data for the 2021 Census shows that compared to educational attainment levels of the overall population 15+, the educational attainment of the Indigenous population 15+ in the North Claybelt region are higher in two categories: those with apprenticeship or trades certificate, and those with high school or equivalent.



Data for 2021, shows that compared to the educational attainment levels of the overall population 15+, the population 15+ with activity limitations has a higher educational attainment levels except for those with high school or equivalent and those with university level education.

COCHRANE DISTRICT



MIGRATION BY AGE COHORT COCHRANE DISTRICT									
Age Group	2020-2021			2021-2022			2022-2023		
	In-migrants	Out-migrants	Net-migrants	In-migrants	Out-migrants	Net-migrants	In-migrants	Out-migrants	Net-migrants
0 to 17	415	293	122	512	377	135	432	342	90
18 to 24	222	299	-77	366	392	-26	573	316	257
25 to 44	704	545	159	965	756	209	1,024	696	328
45 to 64	336	329	7	505	376	129	411	355	56
65+ years	149	148	1	175	257	-82	155	229	-74
TOTAL	1,826	1,614	212	2,523	2,158	365	2,595	1,938	657

MIGRATION BY DISTRICT

To the Cochrane District from:



2022-2023	
Origin	Total
Greater Sudbury	184
Timiskaming	120
Nipissing	101
Niagara	91
Simcoe	84

From the Cochrane District to:



2022-2023	
Destination	Total
Greater Sudbury	206
Ottawa	165
Nipissing	140
Timiskaming	117
Thunder Bay	81

Cochrane District In-migration by province

IN MIGRATION - COCHRANE DISTRICT								
2010-2011			2020-2021		2021-2022		2022-2023	
Origin	TOTAL		Origin	TOTAL	Origin	TOTAL	Origin	TOTAL
Alberta	64		Alberta	72	Alberta	89	Alberta	71
British Columbia	53		British Columbia	42	British Columbia	43	British Columbia	32
Manitoba	15		Manitoba	18	Manitoba	21	Manitoba	12
New Brunswick	15		New Brunswick	5	New Brunswick	12	New Brunswick	8
Newfoundland and Labrador	4		Newfoundland and Labrador	4	Newfoundland and Labrador	17	Newfoundland and Labrador	6
Northwest Territories	2		Northwest Territories	0	Northwest Territories	3	Northwest Territories	0
Nova Scotia	20		Nova Scotia	7	Nova Scotia	18	Nova Scotia	7
Nunavut	1		Nunavut	0	Nunavut	7	Nunavut	1
Ontario	1,657		Ontario	1,510	Ontario	1,979	Ontario	1,629
Prince Edward Island	4		Prince Edward Island	4	Prince Edward Island	0	Prince Edward Island	2
Quebec	91		Quebec	73	Quebec	89	Quebec	84
Saskatchewan	32		Saskatchewan	10	Saskatchewan	23	Saskatchewan	9
Yukon	0		Yukon	0	Yukon	1	Yukon	0
International	46		International	83	International	221	International	728


Cochrane District, Out-migration by province

OUT MIGRATION - COCHRANE DISTRICT								
2010-2011			2020-2021		2021-2022		2022-2023	
Destination	TOTAL		Destination	TOTAL	Destination	TOTAL	Destination	TOTAL
Alberta	112		Alberta	50	Alberta	75	Alberta	90
British Columbia	95		British Columbia	48	British Columbia	72	British Columbia	73
Manitoba	34		Manitoba	30	Manitoba	33	Manitoba	51
New Brunswick	31		New Brunswick	23	New Brunswick	31	New Brunswick	40
Newfoundland and Labrador	30		Newfoundland and Labrador	10	Newfoundland and Labrador	8	Newfoundland and Labrador	13
Northwest Territories	4		Northwest Territories	1	Northwest Territories	0	Northwest Territories	1
Nova Scotia	18		Nova Scotia	26	Nova Scotia	34	Nova Scotia	22
Nunavut	6		Nunavut	0	Nunavut	1	Nunavut	1
Ontario	1,927		Ontario	1,308	Ontario	1,763	Ontario	1,529
Prince Edward Island	5		Prince Edward Island	1	Prince Edward Island	2	Prince Edward Island	4
Quebec	156		Quebec	92	Quebec	116	Quebec	84
Saskatchewan	34		Saskatchewan	14	Saskatchewan	14	Saskatchewan	24
Yukon	0		Yukon	2	Yukon	4	Yukon	0
International	42		International	9	International	5	International	6

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%
TOP 3 REASONS FOR SEPARATIONS					
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%
TOP 3 REASONS FOR HIRING					
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

	NE 562 responses	FNETB 266 responses	TIMMINS 85 responses	TIMISK DISTRICT 79 responses	HWY 11 CORRIDOR 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%
TOP 3 REASONS FOR HIRING IN 2025					
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

	NORTHEAST 517 responses	FNETB 243 responses	TIMMINS 79 responses	TIMISKAMING DISTRICT 73 responses	HIGHWAY 11 CORRIDOR 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%)
Timiskaming	(48%)
N. Corridor	(64%)

Daycare

NE	(23%)
FNETB	(24%)
Timmins	(30%)
Timiskaming	(21%)
N. Corridor	(38%)

Transportation

NE	(22%)
FNETB	(21%)
Timmins	(26%)
Timiskaming	(27%)
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



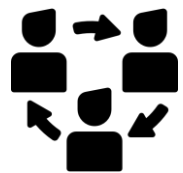
WHERE EMPLOYERS RECRUIT



	NE 512 responses	FNETB 241responses	TIMMINS 79 responses	TIMISK DISTRICT 72 responses	HWY 11 CORRIDOR 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 511 responses		FNETB 241 responses		TIMMINS 79 responses		TIMISKAMING 72 responses		N. CORRIDOR 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

	NE 499 responses	FNETB 234 responses	TIMMINS 77 responses	TIMISK. DISTRICT 70 responses	HWY 11 CORRIDOR 79 responses
Work Ethic, Dedication and Dependability	76%	77%	77%	80%	76%
Teamwork and Interpersonal Skills	66%	59%	61%	47%	66%
Willingness to Learn	47%	47%	51%	46%	43%
Customer Service	44%	46%	40%	50%	47%
Self-Motivation and Independence	44%	45%	43%	50%	46%
Oral and Written Communication	42%	44%	44%	37%	48%
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		FNETB		TIMMINS		TIMISKAMING		N. CORRIDOR	
	511 responses		243 responses		77 responses		73 responses		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

	NE 499 responses	FNETB 234 responses	TIMMINS 77 responses	TIMISK. DISTRICT 70 responses	HWY 11 CORRIDOR 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

	NE 490 responses	FNETB 234 responses	TIMMINS 77 responses	TIMISK. DISTRICT 70 responses	HWY 11 CORRIDOR 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

	NE 498 responses	FNETB 234 responses	TIMMINS 77 responses	TIMISK. DISTRICT 70 responses	HWY 11 CORRIDOR 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

	NE 498 responses	FNETB 234 responses	TIMMINS 76 responses	TIMISK. DISTRICT 70 responses	HWY 11 CORRIDOR 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

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



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your local labour market planning network

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