

St. Jacobs Workforce Development Plan



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1. Introduction

As a step to support the continued economic development of local, rural, and small communities within the region of Waterloo, the Canadian Institute for Safety, Wellness & Performance (CISWP) conducted an environmental scan to identify employment gaps of the St. Jacobs, Ontario workforce. Specifically, this environmental scan aims to:

1. Understand the current community workforce.
2. Understand immediate workforce needs.
3. Identify anticipated future community-level workforce demands.
4. Identify unique barriers to recruiting and retaining workers in the communities.

Findings from this environmental scan will be used to develop an evidence-informed community workforce plan that consists of the 1) information on communities' current workforce; 2) short-, medium-, and long-term community workforce needs; 3) skills and training needed to support learners, jobseekers, and workers in meeting the needs of employers.

2. Methods

This environmental scan was conducted by reviewing data from 5 sources:

1. 2021 St. Jacobs population census from Statistics Canada.
2. Job boards (i.e., Monster.ca, Indeed, LinkedIn, Google, Workopolis, FindYourJob.ca).
3. Previous co-op positions with students from Conestoga Colleges in the past three years.
4. Community specific data from the 2022 EmployerOne Survey by the Workforce Planning Board of Waterloo Wellington Dufferin
5. Township of Woolwich Official Plan, Chapter 8 – Economic Policies (Updated and released June 2022)

Additional information about each source of data, how the data was reviewed/extracted, and how it contributes to informing the Community Workforce Plan is described in further details below.

Statistics Canada

The 2021 St. Jacobs, ON Population Census by Statistics Canada was reviewed for relevant information about the community and their workforce. The data used for this project comes from a census survey that is completed and updated every five years.

Job boards

A variety of job boards (i.e., Monster.ca, Indeed, LinkedIn, Google, Workopolis, FindYourJob.ca) were searched to gain an understanding of immediate workforce needs within the communities. Job postings in St. Jacobs were searched and extracted between July 13th and 14th. Job posting for DoorDash drivers were not extracted. Table 1 shows the number of relevant job postings identified from the search of job

boards. After removing duplicates, a total of 79 unique job postings were identified. Job titles from the job postings were relabeled using the 2021 5-digit National Occupational Classification system to allow for interpretation between datasets.

Table 1. Number of relevant job postings identified from the search job board.

Job board Search	Date searched	Job postings within St. Jacobs	Unique job postings after duplicates removed
Google	July 13, 2023	153	79
Indeed	July 14, 2023	28	
LinkedIn	July 14, 2023	7	
Workopolis	July 14, 2023	45	
Monster	July 14, 2023	4	

From each unique job postings, we extracted the position opening, the hiring organization, the length of time posted, and any explicitly stated requirements of the position, including education, experience, and skills.

Previous co-op positions with students from Conestoga College

Conestoga College has an extensive co-op program to provide students with opportunities to apply knowledge acquired in the classroom into the workplace. Previous co-op positions with students from Conestoga College were reviewed to identify trends in the types of co-op opportunities available or in demand from St. Jacobs employers. Job titles from the job postings were relabeled using the 2021 5-digit National Occupational Classification system to allow for interpretation between datasets.

2022 EmployerOne Survey

The 2022 EmployerOne Survey (hereafter referred to as the E1 survey), conducted by the Workforce Planning Board of Waterloo Wellington Dufferin (WPBWWD), is an annual survey that is promoted to industries across the Waterloo Region and the Counties of Dufferin and Wellington. The E1 survey asks about organizations' skills needs, recruitment practices, hiring and separation activity for the past year, and the organizations' proposed future hiring needs over the next 12 months. The E1 survey was conducted between Dec 2021, and Jan 2022. A total of 538 employers completed the survey, of which 23 identified as being located in the Township of Woolwich, which is the municipality of where St. Jacobs is located. The WPBWWD shared a subset of the raw E1 survey data with CISWP for further analysis of the region.

Township of Woolwich Official Plan

St. Jacobs falls within the Township of Woolwich and follows their Official Plan for long-term growth (Township of Woolwich, 2022). The Official Plan is reviewed periodically to ensure it meets the municipality's changing economic, social, and environmental needs. The Township of Woolwich is currently undergoing a review process to update the current Official Plan (Bang the Table Canada Ltd., 2023).

3. Results

3.1 Current community workforce

St. Jacobs, Ontario, is located within the Township of Woolwich in the regional municipality of Waterloo. St. Jacobs occupies 2.81 km² of land situated north of Waterloo. The population of St. Jacobs is 1965, a 1.5% decrease in population size since the 2016 census survey. Within St. Jacobs are 725 occupied private dwellings, housing an average of 2.5 people per household. Just over half (i.e., 54.6%) of the population are within the working age of 15-65, and over 25% are between 45 and 64 (Figure 1). Additionally, the majority of the population over the age of 15 is married or living in a common law arrangement (63%). The average family size is three people. Most of the population (87%) are either of European or British Isles descent, and all but ten residents in St. Jacobs speak English.

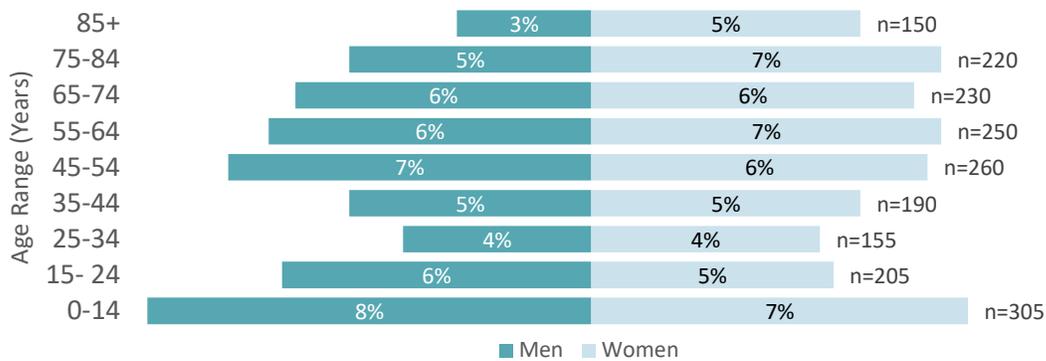


Figure 1. Population of St. Jacobs (N=1965). (Source: Statistics Canada).

In terms of the highest level of education attainment among the 15 and over population, 56% have completed some form of post-secondary degree, diploma, or certificate and 24% have a secondary school diploma, leaving 20% of the population having not completed secondary school. Among those who have completed post-secondary education, the most common field of study was architecture, engineering, and related trades (23%), followed by business, management, and public administration (18%) and social and behavioural sciences and law (12%). Visual and performing arts, and communications technologies and agriculture, natural resources and conservation were less common areas of study amongst the St. Jacobs’ population aged above 15, equating to less than 5% of those who have completed post-secondary education (Figure 2).

Within St. Jacobs, 59% (n=895) of the 15 and over population are in the labour force. Unemployment rate is 5.6% (national unemployment rate is 5.2% as of May 2023). Of those employed, occupations in sales and service, and business, finance, and administration were the most common, 25.1% and 18.4%, respectively. Additionally, residents of St. Jacobs aged 15 and over are most employed in occupations related to 1) sales and service and 2) business, finance, and administration were the most common, 25.1% and 18.4%, respectively, in 2021 (Figure 3). Occupations in 1) art, culture, recreation, and sport, and 2) natural resources, agriculture and related production accounted for less than 5% of the employed population. Importantly, the number of those working in sales and service, business, finance and administration, and trades, transport and equipment operators and related occupations have increased from 2016 to 2021 (Figure 3). Just under half (43%) of St. Jacobs residents work within St. Jacobs, while

48% work outside of the subdivision but still within the region of Waterloo. Commute time to work for 79% of the residences is under 30 minutes, and 45% of residents reported commute times of under 15 minutes.

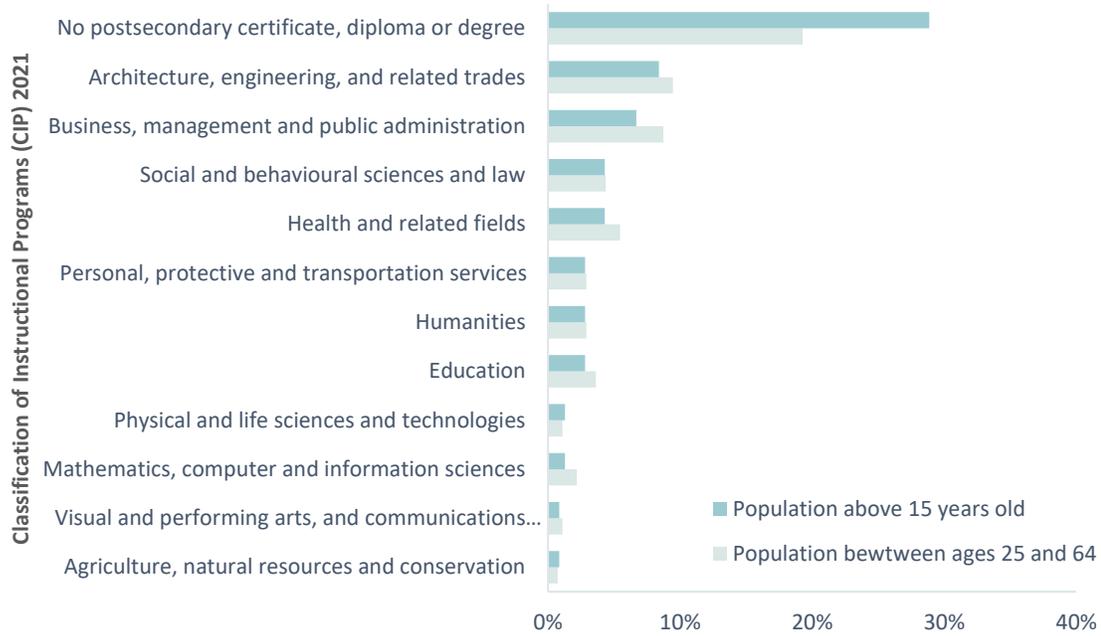


Figure 2. Major field of study the population aged 15 years and over (n=1515), and 25-64 (n=845). (Source: Statistics Canada)

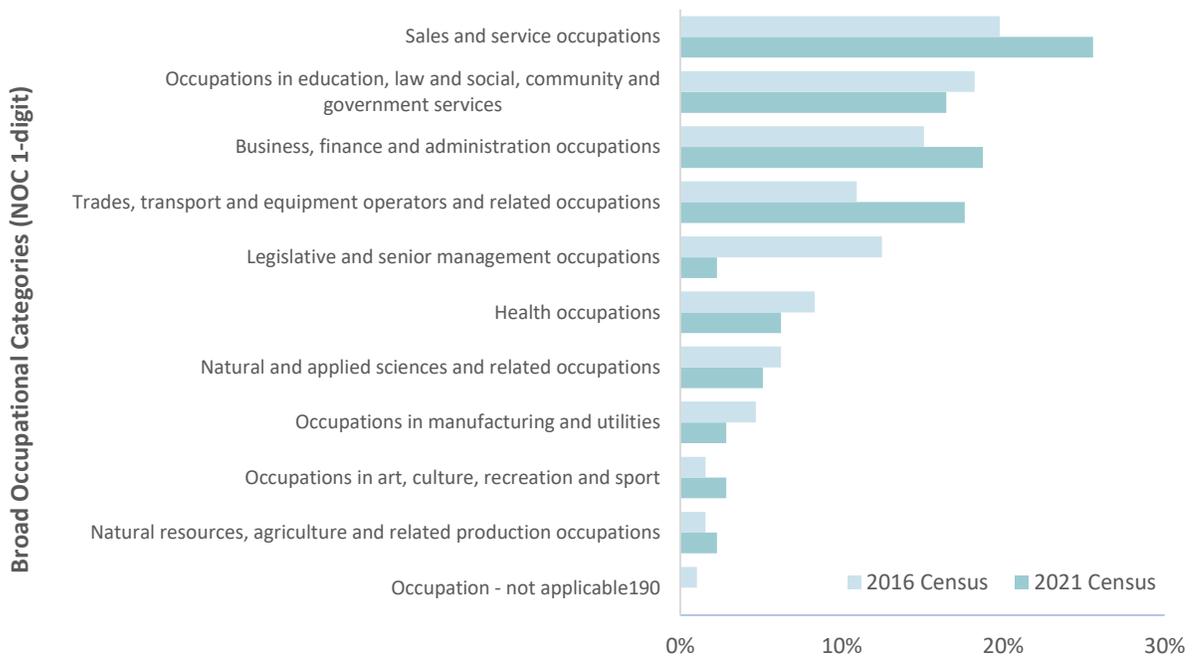


Figure 3. Broad occupational category in the population of St. Jacobs in 2016 and 2021. (Source: Statistics Canada)

3.2 Immediate workforce needs

A review of job boards on July 13 & 14, 2023 identified 25 unique organizations with a total of 79 job openings. The organizations seeking the greatest number of new workers at this time were Home Hardware Stores Limited (n=22), Huron Digital Pathology (n= 7), Quarry Marketing (n=7), Zehr Group (n=7), Art’s Auto Electric (n=6) (Table 2). The occupations that were in greatest demand were related to occupations within 1) business, finance, and administration, 2) trades, transport, and equipment operators, and 3) natural and applied sciences (Figure 4). The specific occupations in greatest demand included professional occupations in advertising, marketing, and public relations (n=9), administrative assistants (n=4), financial auditors and accountants (n=3), facility operation and maintenance managers (n=3), user support technicians (n=3), and information systems specialists (n=3). Table 2 summarizes the top five hiring organizations and the occupation in highest demand in St. Jacobs. There were no job openings in legislative and senior management occupations, occupations in art, culture, recreation and sport, or natural resources, agriculture, and related production occupations. Table 3 provides a breakdown of the job postings in St. Jacobs, categorized by the National Occupational Classification, and identifies the job listings that have been posted for over 30 days.

Table 2. At a glance: Top hiring organization and positions in highest demand, based on job postings identified on July 13 & 14.

Top 5 hiring organization	High demand positions
1. Home Hardware (n=22)	• Professional occupations in advertising, marketing and public relations (n=9)
2. Huron Digital Pathology (n=7)	• Administrative assistants (n=4)
3. Quarry (n=7)	• Facility operation and maintenance managers (n=3)
4. Zehr Group (n=7)	• User support technicians (n=3)
5. Art’s auto Electric (n=6)	• Information systems specialists (n=3)
	• Financial auditors and accountants (n=3)

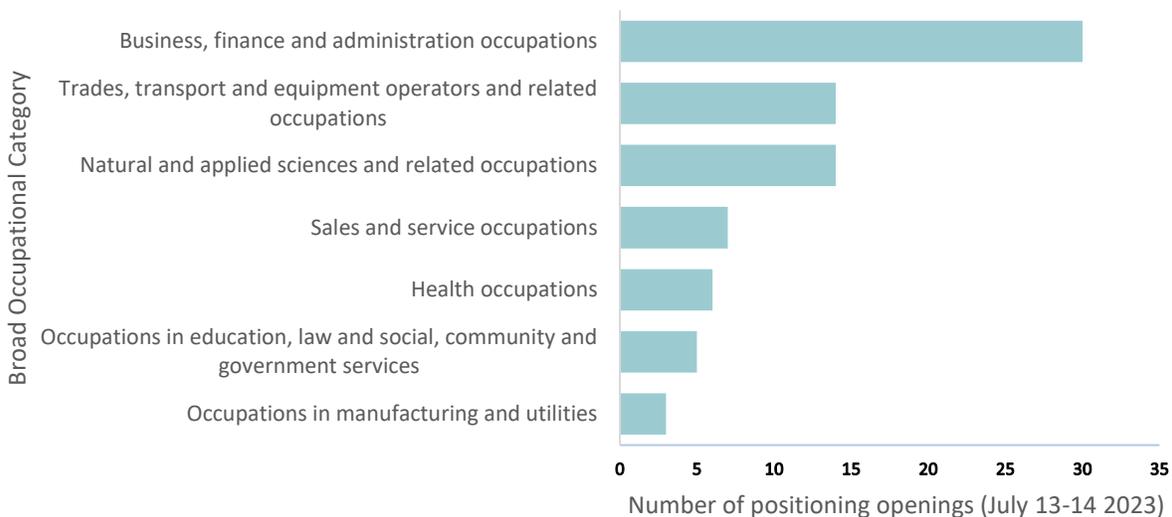


Figure 4. Number of job postings categorized by their NOC broad occupational category. (Source: Job postings in St. Jacobs from five job boards)

Table 3. Breakdown of the job postings in St. Jacobs, categorized by the National Occupational Classification, identified from five job search boards on July 13th and 14th. The positions posted for over 30 days on the job boards are bolded. (Source: Job postings in St. Jacobs from five job boards)

Broad Occupational Categorization (1-digit NOC)	Occupational Unit Group (5-digit NOC)
Business, finance and administration occupations (n=30)	<ul style="list-style-type: none"> • Professional occupations in advertising, marketing and public relations (n=9) • Administrative assistants (n=4) • Financial auditors and accountants (n=3) • Advertising, marketing and public relations managers (n=2) • Financial managers • Human resources managers • Other administrative services managers • Human resources professionals • Administrative officers • Property administrators • Production and transportation logistics coordinators • General office support workers • Receptionists • Shippers and receivers • Storekeepers and partspersons • Purchasing and inventory control workers
Trades, transport and equipment operators and related occupations (n=14)	<ul style="list-style-type: none"> • Facility operation and maintenance managers (n=3) • Construction managers (n=2) • Automotive service technicians, truck and bus mechanics and mechanical repairers (n=2) • Welders and related machine operators • Industrial electricians • Concrete finishers • General building maintenance workers and building superintendents • Transport truck drivers • Bus drivers, subway operators and other transit operators • Construction trades helpers and labourers
Natural and applied sciences and related occupations (n=14)	<ul style="list-style-type: none"> • Information systems specialists (n=3) • User support technicians (n=3) • Engineering managers • Data scientists • Database analysts and data administrators • Software developers and programmers • Civil engineers • Drafting technologists and technicians • Computer network and web technicians • Electrical and electronics engineering technologists and technicians
Sales and service occupations (n=7)	<ul style="list-style-type: none"> • Technical sales specialists - wholesale trade (n=2) • Other customer and information services representatives (n=2) • Managers in customer and personal services • Food service supervisors • Sales and account representatives - wholesale trade (non-technical)
Health occupations (n=6)	<ul style="list-style-type: none"> • Registered nurses and registered psychiatric nurses (n=2) • Licensed practical nurses (n=2) • Other technical occupations in therapy and assessment • Other medical technologists and technicians
Occupations in education, law and social, community and government services (n=5)	<ul style="list-style-type: none"> • Home child care providers (n=2) • Paralegals and related occupations • Other instructors • Home support workers, caregivers and related occupations
Occupations in manufacturing and utilities (n=3)	<ul style="list-style-type: none"> • Manufacturing managers • Supervisors, petroleum, gas and chemical processing and utilities • Machining tool operators

3.3 Future community-level workforce demands

One of the questions from the E1 survey asks employers about their proposed future hiring needs over the next 12 months. Overall, organizations in St. Jacobs will be hiring 71-157 workers in trades, transport and equipment operators and related occupations, 25-49 workers in manufacturing and utilities occupations, 11-23 workers in education, law and social, community and government services, and less than 20 for each of the other broad occupational categories. There were not any job openings in the broad occupational categories of 1) legislative and senior management occupations, 2) health occupations, and 3) natural resources, agriculture and related production occupations (Table 4). Table 5 breaks down the specific occupations that will be in demand for each broad occupation group. Notably, most organizations that completed the E1 survey were within the construction and manufacturing sector. Specific occupations that will be most sought after were 1) construction trade helpers and labourers, 2) carpenters, 3) material handlers, 4) motor vehicle assemblers, inspectors and testers, and 5) early childhood education and assistants.

Table 4. Positions that need to be filled in the next 12 months. Positions that have also been identified as being hard-to-fill are bolded. (Source: E1 survey data set)

Broad Occupational Categories (1-digit NOC)	Occupational Unit Group (5-digits NOC)	Number of planned hires
Trades, transport and equipment operators and related occupations (71-157 planned hires)	- Construction trades helpers and labourers	47-75
	- Carpenters	5-20
	- Material handlers	10-19
	- Welders and related machine operators	3-12
	- Air pilots, flight engineers and flying instructors	5-9
	- Contractors and supervisors, electrical trades and telecommunications occupations	5-9
	- Other trades helpers and labourers	5-9
Occupations in manufacturing and utilities (25-49 planned hires)	- Machinists and machining and tooling inspectors	1-4
	- Motor vehicle assemblers, inspectors and testers	20-29
	- Process control and machine operators, food and beverage processing	1-4
	- Plateless printing equipment operators	1-4
	- Metalworking and forging machine operators	1-4
Occupations in education, law and social, community and government services (11-23 planned hires)	- Mechanical assemblers and inspectors	1-4
	- Industrial painters, coaters and metal finishing process operators	1-4
	- Early childhood educators and assistants	10-19
Business, finance and administration occupations (5-20 planned hires)	- Secondary school teachers / Elementary school and kindergarten teachers	1-4
	- Professional occupations in advertising, marketing and public relations	3-12
	- Administrative officers	1-4
Sales and service occupations (2-8)	- Advertising, marketing and public relations managers	1-4
	- Retail salespersons and visual merchandisers	1-4
Natural and applied sciences and related occupations (1-4 planned hires)	- Food and beverage servers	1-4
	- Electrical and electronics engineers	1-4
Occupations in art, culture, recreation and sport (1-4 planned hires)	- Graphic designers and illustrators	1-4

Table 5. Breakdown of hires and separations over the last 12 months according to employers in Woolwich (Source: E1 survey data set)

Sector and Organization	Size of Organization	Hires (from the last 12 months)			Separations (from the last 12 months)					Net change
		Permanent Full-time	Contract/Seasonal/Casual	Permanent Part-time	Quits	Retirements	Layoffs	Dismissals	Other	
Accommodation and Food Services										
Company A	5-9			3	3		2			-2
Agriculture, forestry, fishing and hunting										
Company B	10-19	3	1						co-op ended	+3
Company C	10-19	1	1		1					+1
Construction										
Company D	sole proprietor and work alone								lock downs	-1
Company E	50-99	45	5		15			5	5	+25
Company F	20-49	6				1		3		+2
Company G	20-49	1								+1
Company H	20-49	15								+15
Company I	10-19	2							1	+1
Educational Services										
Company J	50-99	3	5	1	2				3	+4
Company K	50-99	15		5	5	1		2		+12
Company L	50-99	10		10	6	1		3		+10
Finance and insurance										
Company M	200-499	15			9	1		5		0
Healthcare and social assistance										
Company N	100-199	2	4	4	10					0
Manufacturing										
Company O	500+	295			252	2		23		+18
Company P	20-49	1			1					0
Company Q	20-49	5						1		+4
Professional, scientific, and technical services										
Company R	50-99	18		1	14			5	death	-1
Company S	20-49	4						1		+3
Company T	10-19	1							Contracts ended	0
Retail trade										
Company U	sole proprietor and work alone									0
Company V	5-9	2	2					1		+3

The E1 survey also asked employers for the number of employee hires and separations over the past 12 months (Table 5). E1 survey results indicated that 63.6% of the organizations expanded, 22.7% remained the same, and 13.6% decreased in number of employees. The E1 survey data also indicated a net gain of 98 employees among all organizations surveyed; 44 were of those workers were hired by organizations within the construction sector. This is consistent with findings from Statistics Canada, which found that occupations related to trades, transport and equipment operators have increased by 48% from 2016 to 2021 (Table 6). Table 6 also illustrates the broad occupational categories that have decreased from 2016 to 2021.

Table 6. Employment Levels by Occupation, 2016 and 2021

Broad Occupational category (1-digit NOC)	2016 (NOC 2016)	2021 (NOC 2021)	% Change
Occupations in art, culture, recreation and sport	15	25	67%
Trades, transport and equipment operators and related occupations	105	155	48%
Natural resources, agriculture and related production occupations	15	20	33%
Sales and service occupations	190	225	18%
Business, finance and administration occupations	145	165	14%
Occupations in education, law and social, community and government services	175	145	-17%
Natural and applied sciences and related occupations	60	45	-25%
Health occupations	80	55	-31%
Occupations in manufacturing and utilities	45	25	-44%
Legislative and senior management occupations	120	20	-83%

An increasing amount of co-op positions in St. Jacobs have been offered to Conestoga students over the past six years, from one in 2018 to 19 in 2022 (Tables 7 and 8). Already in July 2023, there have been 18 co-op positions. Home Hardware, Staybridge Suites, s2e Technologies, and Heidelberg Foods Ltd. have repeatedly offered co-op positions to Conestoga students over the years. Many of the co-op opportunities offered were within the broad occupational category of 1) sales and service occupations, 2) business, finance, and administration occupations, and 3) natural and applied sciences and related occupations. Although trades, transport and equipment operators and related occupations are in demand in St. Jacobs, those organizations may be working with apprentices rather than co-op students; further, some occupations (e.g., construction trades helpers and labourers) may not require formal education.

Table 7. Top four Conestoga co-op student hirers and positions available. (Source: Conestoga College)

Top hiring organizations for Conestoga Co-op Students	Most common positions offered to Conestoga Co-op Students
1. Home Hardware (n=17)	1. Professional occupations in advertising, marketing and public relations (n=8)
2. Staybridge Suites - Waterloo/St. Jacobs (n=15)	2. Food counter attendants, kitchen helpers and related support occupations (n=7)
3. s2e Technologies Inc (n=5)	3. Business systems specialists (n=6)
4. Heidelberg Foods Ltd. (n=4)	4. Light duty cleaners (n=6)

Table 8. Co-op positions with Conestoga College Students since 2018 to present. (Source: Conestoga College)

Conestoga Students' Co-op Positions (2021 NOC)	2018	2019	2020	2021	2022	2023...
Sales and service occupations (n=18)						
Cooks		FSG (1)				
Retail salespersons and visual merchandisers				HH (1)	HH (1)	SUD (1)
Food and beverage servers		FSG (1)				
Food counter attendants, kitchen helpers and related support occupations					IHG (4)	IHG (3)
Light duty cleaners					IHG (3)	IHG (3)
Business, finance and administration occupations (n=17)						
Professional occupations in advertising, marketing and public relations	s2e (1)	s2e (1) SUD (1)	IHG (1)	IHG (1) ADS (3)		
Administrative officers		HF (1)			HF (2)	HF (1)
Accounting and related clerks		s2e (1)	s2e (1) HH (1)	HH (1)	HH (1)	
Natural and applied sciences and related occupations (n= 15)						
Cybersecurity specialists					HH (2)	
Business systems specialists					HH (2)	HH (4)
Database analysts and data administrators					HH (2)	
Software developers and programmers				PMG (1)		
Web developers and programmers					HH (2)	
Construction estimators						Zehr (2)
Occupations in art, culture, recreation and sport (n=3)						
Technical writers				s2e (1)		
Program leaders and instructors in recreation, sport and fitness						TW (2)
Trades, transport and equipment operators and related occupations (n=3)						
Construction managers						Zehr (2)
Construction trades helpers and labourers		SWD (1)				
Number of co-op positions per year	1	7	3	8	19	18...

Legend: HH - Home Hardware Stores Ltd.; IHG - IHG Hotels & Resorts; s2e - s2e Technologies Inc.; HF - Heidelberg Foods Ltd.; Zehr - Zehr Construction; ADS - Armodilo Display Solutions; FSG - Fat Sparrow Group; SUD - Schlegel Urban Development; TW - Township of Woolwich; PMG - PMG Intelligence Inc.; SWD - Saliente Wood Designs

The Township of Woolwich's Official Plan identified four areas of growth and development:

1. Supporting and enhancing the manufacturing base with an emphasis on advanced manufacturing, and manufacturing and technology focused on sustainability principles;
2. Encouraging the development of the knowledge-based, high-tech sector in Woolwich;
3. Supporting Woolwich's tourism, recreational and unique cultural heritage assets; and
4. Promoting energy conservation and providing opportunities for development of renewable energy systems and alternative energy systems, including district energy.

Thus, occupations and training in these broad areas are needed to support the strategic growth of the township.

3.4 Barriers to Recruiting and Retaining Workers

Among the 91% of the organizations that completed the E1 survey who hired employees within the past 12 months, over 80% of them shared that they had positions that took longer than expected to fill or were unable to fill. Table 9 summarizes the specific hard-to-fill occupations identified by the survey respondents. When asked about the main reasons for why these positions were hard-to-fill, the top three reasons were not enough applicants, lack of technical skills and lack of qualifications (education level/ credentials) (Figure 6).

To further add to the difficulties in hiring, the majority of the workers leaving their organization are due to quits (Table 9). Employers postulate that key issues to retention are related to lack of growth and development in the workplace, work requiring shift work, and lack of pay (Figure 7).

Table 9. Hard to fill positions identified by Woolwich employers, grouped by the National Occupational Classification. The positions that employers are also planning to hire in the next 12 months are bolded. (Source: E1 survey data set)

Broad Occupational Category (1-digit NOC)	Hard-to-fill Occupations (5-digit NOC)
Legislative and senior management occupations	<ul style="list-style-type: none"> - Senior managers - financial, communications and other business services - Senior managers - health, education, social and community services and membership organizations
Business, finance, and administration occupations	<ul style="list-style-type: none"> - Advertising, marketing, and public relations managers - Professional occupations in advertising, marketing, and public relations - Procurement and purchasing agents and officers - Administrative officers - Administrative assistants
Natural and applied sciences and related occupations	<ul style="list-style-type: none"> - Mechanical engineering technologists and technicians
Occupations in education, law and social, community and government services	<ul style="list-style-type: none"> - Early childhood educators and assistants
Occupations in art, culture, recreation, and sport	<ul style="list-style-type: none"> - Authors and writers (except technical) - Graphic designers and illustrators
Sales and service occupations	<ul style="list-style-type: none"> - Corporate sales managers - Food and beverage servers
Trades, transport and equipment operators and related occupations	<ul style="list-style-type: none"> - Construction managers - Facility operation and maintenance managers - Contractors and supervisors, electrical trades, and telecommunications occupations - Welders and related machine operators - Industrial electricians - Telecommunications line and cable installers and repairers - Carpenters - Construction millwrights and industrial mechanics - Heavy-duty equipment mechanics - Aircraft mechanics and aircraft inspectors - Construction trades helpers and labourers
Occupations in manufacturing and utilities	<ul style="list-style-type: none"> - Process control and machine operators, food and beverage processing - Motor vehicle assemblers, inspectors and testers - Industrial painters, coaters and metal finishing process operators

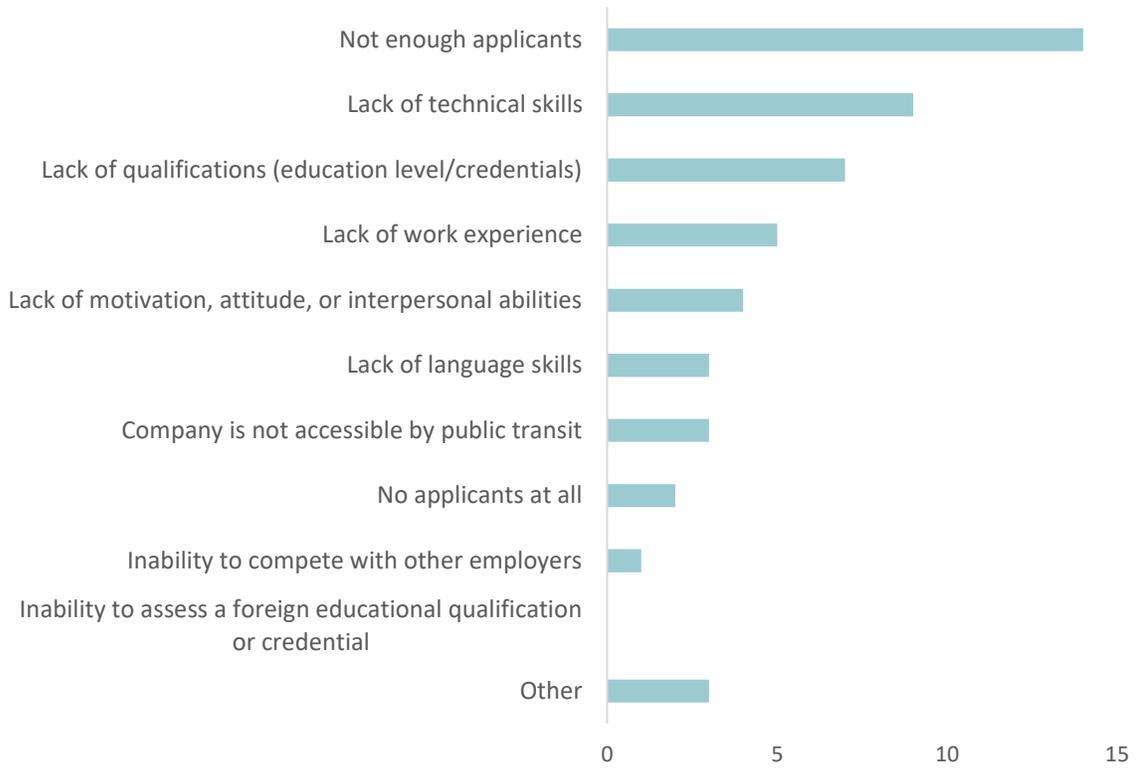


Figure 5. Woolwich employers' perspective for why the positions were hard-to-fill. (Source: E1 survey data set)



Figure 6. Woolwich employers' perspective for why retention is an issue for their organization (Source: E1 survey data set)

4. Evidence synthesis and identification of Community Workforce Development needs

Table 10 summarizes the data from the five data sources based on the broad 1-digit NOC categories and Table 11 further summarizes and describes the community needs for specific occupations (5-digit NOC). Based on the 2021 St. Jacobs population census, almost 80% of the population work within one of the following four broad occupational groups: 1) Sales and service occupations (26%), 2) business, finance, and administration occupations (16%), 3) trades, transport and equipment operators and related occupations (28%), and 4) occupations in education, law and social, community and government services (16%). Broad occupational categories that have experienced the greatest increases are occupations in art, culture, recreation, and sport (+67%), trades, transport and equipment operators and related occupations (+48%), and natural resources, agriculture, and related production occupations (+33%). Despite having 18% of the population already working in trades, transport and equipment operators and related occupations, E1 survey data indicates that these occupations are still the highest in demand, mainly construction trades helpers and labourers. Woolwich employers that completed the E1 survey are planning to hire between 47 and 75 construction trades helpers and labourers, collectively, within 2022; however, these positions have also been identified as hard-to-fill and have been posted on job boards for over 30 days.

Short-term community workforce needs are based on job postings that have been posted for over 30 days or identified as hard-to-fill. Short-term community workforce needs include the following occupations:

- Professional occupations in advertising, marketing, and public relations
- Administrative assistants
- Shippers and receivers
- Purchasing and inventory control workers
- Information systems specialists / Database analysts and data administrators
- Construction managers
- Concrete finishers
- Construction trades helpers and labourers
- User support technicians
- Drafting technologists and technicians
- Other customer and information services representatives
- Registered nurses and registered psychiatric nurses
- Licensed practical nurses
- Home support workers, caregivers, and related occupations
- Machining tool operators

Some of these short-term community workforce needs can be fulfilled immediately by students at Conestoga Colleges. Occupations that have previously hired a co-op student from Conestoga are 1) professional occupations in advertising, marketing, and public relations, and 2) construction trades helpers and labourers.

Medium-term workforce development needs are based on the occupations that employers are planning to hire within the next 12 months and have identified as hard-to-fill occupations. Medium-term community workforce needs include the following occupations:

- Construction trades helpers and labourers
- Carpenters
- Welders and related machine operators
- Contractors and supervisors, electrical trades, and telecommunications occupations
- Motor vehicle assemblers, inspectors and testers
- Process control and machine operators, food and beverage processing
- Early childhood educators and assistants
- Professional occupations in advertising, marketing and public relations
- Administrative officers
- Advertising, marketing and public relations managers
- Food and beverage servers
- Graphic designers and illustrators
- Industrial painters, coaters and metal finishing process operators

Long-term needs are based on the occupations that employers are not hiring in the next year but have identified them as hard-to-fill (E1 survey data). Long-term community workforce needs include the following occupations:

- Procurement and purchasing agents and officers
- Senior managers - financial, communications and other business services
- Senior managers - health, education, social and community services and membership organizations
- Mechanical engineering technologists and technicians
- Authors and writers (except technical)
- Corporate sales managers
- Telecommunications line and cable installers and repairers
- Heavy-duty equipment mechanics
- Aircraft mechanics and aircraft inspectors
- Construction millwrights and industrial mechanics

Lastly, occupations that support the guiding principle of Woolwich’s official economic development plan is worth discussing. Based on the occupations that employers planned to hire, identified as hard-to-fill, or were hiring, there was a limited demand for roles to support and enhance the manufacturing base and the development of the knowledge-based, high-tech sector in St. Jacobs. Perhaps there is an adequate supply of workers in these occupational fields; however, that is unlikely since occupations in manufacturing and utilities, or natural and applied sciences in St. Jacobs have decreased since 2016. On the contrary, there has been an increasing number of those with occupations related to art, culture, recreation and sport, or natural resources, agriculture, and production, which may support Woolwich’s tourism, recreational and unique cultural heritage assets and support energy conservation and development of renewable energy systems and alternative energy systems, respectively.

Table 10. Evidence synthesis of the broad occupational categories based on all data sources.

Broad Occupational Categories (1-digit NOC)	Guiding principle in Woolwich's official economic development plan	2022 Employer One Survey (Township of Woolwich)		Job Boards (St. Jacobs)		Statistics Canada (St. Jacobs)		Number of past co-ops in St. Jacobs (2018-present)
		Planned hires	Have hard-to-fill positions	Job posting (n (%))	Job posted > 30 days	Population working in occupational group	% Change since 2016	
Occupations in art, culture, recreation and sport	YES	1 to 4	Yes	0 (0%)	n/a	25 (3%)	+67%	3
Trades, transport and equipment operators and related occupations		71 to 157	Yes	14 (18%)	Yes	155 (18%)	+48%	3
Natural resources, agriculture and related production occupations	YES	0	n/a	14 (18%)	Yes	20 (5%)	+33%	n/a
Sales and service occupations		2 to 8	Yes	7 (9%)	Yes	225 (26%)	+18%	18
Business, finance and administration occupations		5 to 20	Yes	30 (38%)	Yes	165 (19%)	+14%	17
Occupations in education, law and social, community and government services		11 to 23	Yes	5 (6%)	Yes	145 (16%)	-17%	n/a
Natural and applied sciences and related occupations	YES	1 to 4	No	0 (0%)	n/a	45 (2%)	-25%	15
Health occupations		0	n/a	6 (8%)	Yes	55 (6%)	-31%	n/a
Occupations in manufacturing and utilities	YES	25 to 49	Yes	3 (4%)	Yes	25 (3%)	-44%	n/a
Legislative and senior management occupations		0	n/a	0 (0%)	n/a	20 (2%)	-83%	n/a

Table 11. Summary of the demand and supply of occupations identified from the 2022 Employer One Survey, job boards, and previous co-op positions with Conestoga students.

Occupational Unit Group	Number needed Immediately	Number needed in next 12 months	Posted for over 30 days	Hard-to-fill	# of co-op offered
<u>Business, finance and administration occupations</u>					
Professional occupations in advertising, marketing, and public relations	9	3-12	Yes	Yes	8
Administrative officers	1	1-4		Yes	4
Advertising, marketing, and public relations managers	2	1-4		Yes	
Administrative assistants	4		Yes	Yes	
Shippers and receivers	1		Yes		
Purchasing and inventory control workers	1		Yes		
Procurement and purchasing agents and officers				Yes	
Financial auditors and accountants	3				
Financial managers	1				
Human resources managers	1				
Other administrative services managers	1				
Human resources professionals	1				
Property administrators	1				
Production and transportation logistics coordinators	1				
General office support workers	1				
Accounting and related clerks					5
Receptionists	1				
Storekeepers and partspersons	1				
<u>Health occupations</u>					
Registered nurses and registered psychiatric nurses	2		Yes		
Licensed practical nurses	2		Yes		
Other technical occupations in therapy and assessment	1				
Other medical technologists and technicians	1				
<u>Legislative and senior management occupations</u>					
Senior managers - financial, communications and other business services				Yes	
Senior managers - health, education, social and community services and membership organizations				Yes	

Table 11. (cont.)

Occupational Unit Group	Number needed Immediately	Number needed in next 12 months	Posted for over 30 days	Hard-to-fill	# of co-op offered
<u>Natural and applied sciences and related occupations</u>					
User support technicians	3		Yes		
Drafting technologists and technicians	1		Yes		
Database analysts and data administrators	1				2
Mechanical engineering technologists and technicians				Yes	
Electrical and electronics engineers		1-4			
Information systems specialists	3				
Engineering managers	1				
Data scientists	1				
Cybersecurity specialists					2
Software developers and programmers					1
Web developers and programmers					2
Construction estimators					2
Business systems specialists					6
Software developers and programmers	1				
Civil engineers	1				
Computer network and web technicians	1				
Electrical and electronics engineering technologists and technicians	1				
<u>Occupations in art, culture, recreation and sport</u>					
Graphic designers and illustrators		1-4		Yes	
Authors and writers (except technical)				Yes	
Technical writers					1
Program leaders and instructors in recreation, sport and fitness					2
<u>Occupations in education, law and social, community and government services</u>					
Early childhood educators and assistants		10-19		Yes	
Home support workers, caregivers and related occupations	1		Yes		
Secondary school teachers / Elementary school and kindergarten teachers		1-4			
Home child care providers	2				

Table 11. (cont.)

Occupational Unit Group	Number needed Immediately	Number needed in next 12 months	Posted for over 30 days	Hard-to-fill	# of co-op offered
<u>Occupations in education, law and social, community and government services (cont.)</u>					
Paralegals and related occupations	1				
Other instructors	1				
<u>Occupations in manufacturing and utilities</u>					
Process control and machine operators, food and beverage processing		1-4		Yes	
Industrial painters, coaters and metal finishing process operators		1-4		Yes	
Motor vehicle assemblers, inspectors and testers		20-29		Yes	
Machining tool operators	1		Yes		
Plateless printing equipment operators		1-4			
Metalworking and forging machine operators		1-4			
Mechanical assemblers and inspectors		1-4			
Manufacturing managers	1				
Supervisors, petroleum, gas and chemical processing and utilities	1				
<u>Sales and service occupations</u>					
Food and beverage servers		1-4		Yes	1
Retail salespersons and visual merchandisers		1-4			3
Other customer and information services representatives	2		Yes		
Corporate sales managers				Yes	
Technical sales specialists - wholesale trade	2				
Cooks					1
Light duty cleaners					6
Food counter attendants, kitchen helpers and related support occupations					7
Managers in customer and personal services	1				
Food service supervisors	1				
Sales and account representatives - wholesale trade (non-technical)	1				

Table 11. (cont.)

Occupational Unit Group	Number needed Immediately	Number needed in next 12 months	Posted for over 30 days	Hard-to-fill	# of co-op offered
<u>Trades, transport and equipment operators and related occupations</u>					
Construction trades helpers and labourers	1	47-75	Yes	Yes	1
Construction managers	2		Yes	Yes	2
Welders and related machine operators	1	3-12		Yes	
Carpenter		5-20		Yes	
Contractors and supervisors, electrical trades and telecommunications occupations		5-9		Yes	
Facility operation and maintenance managers	3			Yes	
Industrial electricians	1			Yes	
Concrete finishers	1		Yes		
Telecommunications line and cable installers and repairers				Yes	
Heavy-duty equipment mechanics				Yes	
Aircraft mechanics and aircraft inspectors				Yes	
Construction millwrights and industrial mechanics				Yes	
Machinists and machining and tooling inspectors		1-4			
Material Handlers		10-19			
Other trades helpers and labourers		5-9			
Air pilots, flight engineers and flying instructors		5-9			
Automotive service technicians, truck and bus mechanics and mechanical repairers	2				
General building maintenance workers and building superintendents	1				
Transport truck drivers	1				
Bus drivers, subway operators and other transit operators	1				

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Appendix A: Job postings in St. Jacobs

Organization	Job Posting Based on 2021 NOC
2543306 Ontario Inc	<ul style="list-style-type: none"> • 62020 – Food service supervisors
Art’s Auto Electric	<ul style="list-style-type: none"> • 10010 – Financial managers • 14100 – General office support workers • 14401 – Storekeepers and partspersons • 14403 – Purchasing and inventory control workers • 64409 – Other customer and information services representatives • 72410 – Automotive service technicians, truck and bus mechanics and mechanical repairers
CanadianNanny.ca	<ul style="list-style-type: none"> • 44100 – Home child care providers (n=2)
CGI	<ul style="list-style-type: none"> • 22220 – Computer network and web technicians
Drayton Entertainment	<ul style="list-style-type: none"> • 60040 – Managers in customer and personal services
Elliot Coach Lines	<ul style="list-style-type: none"> • 73301 – Bus drivers, subway operators and other transit operators
Good’s Garage Ltd	<ul style="list-style-type: none"> • 72410 – Automotive service technicians, truck and bus mechanics and mechanical repairers
H2R Business Solutions	<ul style="list-style-type: none"> • 94106 – Machining tool operators
Home Hardware Stores Limited	<ul style="list-style-type: none"> • 10011 – Human resources managers • 10019 – Other administrative services managers • 10022 – Advertising, marketing and public relations managers • 11100 – Financial auditors and accountants • 11200 – Human resources professionals • 13110 – Administrative assistants (3) • 14400 – Shippers and receivers • 21222 – Information systems specialists (3) • 21223 – Database analysts and data administrators • 22221 – User support technicians (2) • 42200 – Paralegals and related occupations • 64101 – Sales and account representatives - wholesale trade (non-technical) • 70012 – Facility operation and maintenance managers (2) • 72201 – Industrial electricians • 73201 – General building maintenance workers and building superintendents • 73300 – Transport truck drivers
Huron Digital Pathology	<ul style="list-style-type: none"> • 20010 – Engineering managers • 21232 – Software developers and programmers • 22221 – User support technicians • 22310 – Electrical and electronics engineering technologists and technicians • 62100 – Technical sales specialists - wholesale trade (2) • 90010 – Manufacturing managers

Organization	Job Posting Based on 2021 NOC
Lifemark Health Group	<ul style="list-style-type: none"> • 32109 – Other technical occupations in therapy and assessment
Manufacturers Automation	<ul style="list-style-type: none"> • 13201 – Production and transportation logistics coordinators • 64409 – Other customer and information services representatives
Mayk Ideas	<ul style="list-style-type: none"> • 10022 – Advertising, marketing, and public relations managers • 11202 – Professional occupations in advertising, marketing, and public relations
PMG Intelligence	<ul style="list-style-type: none"> • 21211 – Data scientists
ProStaff Employment Solutions	<ul style="list-style-type: none"> • 11202 – Professional occupations in advertising, marketing, and public relations
Quarry (n=7)	<ul style="list-style-type: none"> • 11202 – Professional occupations in advertising, marketing, and public relations (n=7)
RhynoCare (n=4)	<ul style="list-style-type: none"> • 31301 – Registered nurses and registered psychiatric nurses (2) • 32101 – Licensed practical nurses • 44101 – Home support workers, caregivers, and related occupations
Robert Half	<ul style="list-style-type: none"> • 11100 – Financial auditors and accountants
St. Jacobs Naturopathic Clinic	<ul style="list-style-type: none"> • 14101 – Receptionists
St. Jacobs Place Retirement Residence	<ul style="list-style-type: none"> • 32129 – Other medical technologists and technicians
Steed and Evans Limited	<ul style="list-style-type: none"> • 72106 – Welders and related machine operators • 73100 – Concrete finishers • 92011 – Supervisors, petroleum, gas and chemical processing and utilities
Superprof	<ul style="list-style-type: none"> • 43109 – Other instructors
Teletek Structures Inc.	<ul style="list-style-type: none"> • 13110 – Administrative assistants • 21300 – Civil engineers • 22212 – Drafting technologists and technicians
Woolwich Community Health Centre	<ul style="list-style-type: none"> • 32101 – Licensed practical nurses
Zehr Group (n=7)	<ul style="list-style-type: none"> • 11100 – Financial auditors and accountants • 13100 – Administrative officers • 13101 – Property administrators • 70010 – Construction managers (2) • 70012 – Facility operation and maintenance managers • 75110 – Construction trades helpers and labourers