



## COMMUNITY ASSESSMENT

# Impact of Closures and Layoffs in the District of Thunder Bay

North Superior Training Board

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Prepared by:  
Trendline Consulting Services

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**North Superior Training Board Contact Information:**  
 215 Red River Road, Suite 201 • Thunder Bay ON P7B 1A5  
 Tel. (807) 346-2940 or 1-888-800-8893 • Fax (807) 344-5464  
 Website: [www.nstb.on.ca](http://www.nstb.on.ca) • Email: [info@nstb.on.ca](mailto:info@nstb.on.ca)

# Executive Summary

## Background

All non-native communities in the District of Thunder Bay have experienced shrinking populations over the past decade. As well, the nature of employment has been slowly shifting. There are fewer, well-paid jobs in resource-based industries. Some diversification of the economy, into service and technology for example, is evident; however, the majority of the communities in the District have historically relied upon one major industrial employer as the mainstay for prosperity.

Over the past few years, and more intensely in the past year, there has been much discussion and conjecture about the global and macro issues affecting the forestry sector in Canada, in Ontario and in Northwestern Ontario. Most recently we have argued about the announced tentative US/Canada agreement on the softwood lumber dispute: is it a triumph or a defeat; and, we have welcomed the release of “An Economic Impact Analysis of the Northwestern Ontario Forest Sector” prepared by Dr. B. Moazzami for the Northwestern Ontario Forest Council. While the larger, and extremely important issues are considered by industry pundits, politicians and forestry companies, the people in the communities of the Thunder Bay District are living with and through the impacts of decisions and events which affect their future and over which they have very little or no control.

This study was designed to:

- Identify the general impact our declining economy has had on community agencies, services and programs in terms of the ability of those organizations to meet service demands;
- Identify the nature of the response community organizations have made or intend to make to respond to the declining economy;
- Identify program and service gaps that communities are facing; and,
- Document suggestions and alternatives concerning how those program and service gaps could best be met.

The majority of the information summarized in this Report was collected during March and April 2006 through semi-structured telephone interviews, supplemented by a group consultation held in March in Thunder Bay, and supported by data sourced from a variety of websites and reports. This Report summarizes the insights and experiences of many contributors into these few pages, and we acknowledge with gratitude the time and thought given by each organization and individual who contributed to this study.

The Report begins with a profile of the communities: the status of major employer(s), job losses and jobs under threat related to closures/lay-offs by major employers, estimated population losses; the indirect effect on other jobs, and community-level actions taken or planned. That section is followed by a summary of the impact of the decline in the economy on other

businesses and employers in the District. In the third section, the Report presents information gathered from service groups and organizations. Information from agencies or groups with mutual interests or target groups has been clustered into sub-sections. Each sub-section presents the manner in which service demands have been affected to-date, the needs and service gaps service-providers have identified, and how the organizations have or intend to respond to those needs. The final section of the Report sets out a discussion of major issues and recommendations, based on input from stakeholders, with regard to ways in which communities and governments can work together to mitigate the identified impacts and needs.

This Report shares information from the micro-environment of communities in the Thunder Bay District. People from the affected communities, from Greenstone, to Pic Mobert, to Thunder Bay were asked to speak about their community, its businesses, services, and citizens, and how each is being affected by what is happening in the larger economy. The result is a Report that is about the impact on a very local level.

## **Recent Economic Impacts in the District of Thunder Bay**

The District of Thunder Bay encompasses 14 municipalities, townships, and towns as well as the City of Thunder Bay. Geographically, the District stretches approximately 500 km east and west along the shores of Lake Superior and the Canada/US border, and north to the Albany River system. Many of the communities in the District are single-industry towns where forestry or forestry and mining predominate. There are also more than a dozen First Nation communities located within this geographic region.

In 2001, the forestry sector directly accounted for an estimated 12,450 jobs in kraft pulp, newsprint and coated paper manufacturing, lumber production and logging operations across Northwestern Ontario. Of those, major forest product companies accounted for some 5,500 jobs based in the Thunder Bay District. This number does not account for jobs in harvesting operations: logging and truck hauling.

Whereas the mining sector is experiencing high metal prices, the forestry sector has faced fiercely competitive markets, and a host of pressures on input expenditures. Between 2001 and 2003, employment in pulp, paper and lumber production within the Thunder Bay District declined by 500 jobs. That number is dwarfed by job losses over the past nine months. When job losses in woodlands operations are added to the major job losses in the resource sector, it is clear that the District has lost over 2,000 direct jobs since September 2005.

Location	Forestry Company	Action	Job Losses
Dorion	Sturgeon Timber	Receivership, March 2006	50
Manitouwadge	Newmont Canada Ltd.	Planned mine closure, Sept. 2005 to May 2006 Final layoff of 30 - 35 scheduled for July 2006	215 <sup>1</sup>
Red Rock	Norampac	One paper machine shut down, Nov. 2005	150
Terrace Bay	Neenah Paper	One pulp mill closed, Sept. 2005 Mill operations suspended, February 2006	550 <sup>2</sup>
Thunder Bay	Bowater	Kraft mill A closing May 2006	280 <sup>3</sup>
	Cascades Fine Papers	One paper machine shut down, August 2005 Mill operation permanently closed, Feb. 2006	525
	Great West Timber	One production line shut down, Jan. 2006	100
<b>Total Job Losses Sept. 2005 to May 2006</b>			<b>1,870</b>

Sources: Economic Impact Analysis of Northwestern Ontario Forest Sector, Moazzami, 2006, p. 38-39 and phone verification.

<sup>1</sup> figure excludes final layoff of 30 to 35 workers planned for July 2006.

<sup>2</sup> figure excludes 250 striking woodlands workers, most of whom are residents of Greenstone.

<sup>3</sup> figure includes 220 confirmed as well as potential, related job losses in woodlands and non-union positions.

These job losses do not account for the *multiplier effect* — the loss of jobs from businesses that service and sell to the resource-sector, such as fuel and mechanical repair, and the loss of jobs from such sectors as retail, food and beverage, and personal service where the disposable income of those resource-workers would normally be expended.

## Key Findings of the Study

This study consulted representatives from a wide variety of agencies, institutions and service groups, all of which contribute to the social infrastructure of communities in the District; business associations, government officials and government-sponsored agencies engaged in economic and business development, and representatives of municipal economic development offices and local government. The majority of the information was collected during March and April 2006 through telephone interviews, supplemented by a group consultation held in March in Thunder Bay, and supported by data sourced from a variety of websites and reports.

Key findings of the study reflect commonly encountered circumstances, impacts and fears. These include:

- The full impact of forestry sector downsizing and closures on demands for social services and programs, school enrolments, housing vacancies, retail and consumer services, community programs, and municipal tax revenues is expected to take several months to one year to be felt.
- Job losses in forestry are not confined to the communities in which mills are located. The interdependency of sawmills and pulp mills on the same wood supply make it apparent that the economies of communities across the District and across Northwestern Ontario are interconnected.
- It is the younger, better educated and highly skilled residents who are leaving to accept or seek work outside the region. The loss of skills is not only due to relocation of those displaced from jobs, but also due to the loss of skills when spouses and partners also depart. Health and social service organizations have or anticipate the loss of hard-to-replace professionals when whole families relocate.
- Many displaced workers have obtained employment outside the area, working an in-out rotation which permits them to return to their families between work periods. The potential longer-term social impacts of these family arrangements isn't known, however, there are concerns about increased family breakdown as a consequence, and related reliance on social assistance.
- Moving to where the work is — for displaced workers from the District, this generally means Alberta — will not be a good choice or even an option for all displaced workers.
- A large proportion of displaced workers are interested in retraining and skill upgrading: interest in “skills development” funding is up by 25% or more across the District.
- Usage of food banks in communities outside the Thunder Bay CMA is up 20% or more in the past year. At the same time, donations from usual sources have fallen off.
- With advance notice and the cooperation and commitment of the major employer in a community, much can be done to plan for and ameliorate the impacts of closures and to facilitate community adjustment.
- By offering staff consulting expertise and financial backing, provincial and federal governments are able to successfully bring local leaders, organizations, businesses and citizens together to respond to community and labour adjustment needs and plan and implement local initiatives.
- Economic development (EDO) staff, community adjustment committees (CAC's), Community Futures Development Corporations (CFDC's), Chambers of Commerce, and staff from a host of provincial and federal ministries and departments are activity engaged in community, District and regional initiatives with short and longer-term potential; however, there is too little awareness within the general population that this important work is ongoing.

## **Summary of Recommendations**

There is wide-spread concern for the future of the communities in the District and the region, and agreement that our economy is struggling. The crisis in forestry has brought our political leaders together to lobby other levels of government with a single, strong message. Our struggling economy has brought communities together to work on joint problems. It is imperative that our communities and our community leaders begin to work together to present a strong, single voice to provincial and federal levels of government in order to move forward with the district and community actions outlined here.

Several other mills in the District and the region remain at risk of downsizing or closure. The crisis in forestry has led to rapid change within an economy that has been undergoing change for several years. The economy of the District and the region will not be stabilized by mill re-openings or worker call-backs — these events might slow the rate of change, and that would be a welcome relief, but a reduction in the rate of change is not an end to economic change. More change is inevitable. It is critical that community and regional leaders, groups, businesses, and individuals turn their attention to the need to achieve greater diversification and the need to become less reliant on the traditional forestry industry.

Recommendations which flow from the study look both at the immediate needs of our District to alleviate the social impacts of the economic crisis, and at the longer term needs to sustain our communities through diversification. These recommendations are opportunities for service organizations, business, communities and governments to come together to mitigate the impacts of the changing economy and to shape a positive future for the District and the region.

### **Immediate Action Items**

Communities across the District are being differently affected by the timing and number of job losses to-date, and the social impacts of the decline in the District economy have so far been akin to waves lapping at the shore. However, there is general agreement that storm waves are not far behind. The organizations, agencies and service groups consulting for this study have identified warning signs and important services gaps and initiatives which can be addressed or made ready before the full social impacts are felt. There is a sense that impacts will be more fully felt in several months to one year.

Some initiatives suggested by those consulted are already underway through partnerships between groups or between organizations and government. Additional action items have been recommended for implementation within the next six months:

- Access to independent, community-based credit and debt counselling services in District communities. There is expertise within Family Services Thunder Bay and a strong possibility that with some additional resources, this agency could take the lead in formulating a delivery mechanism to provide better access for the District.

- Greater use of and access to video and alternate technology to circumvent distances between the individuals with needs and the professionals who can provide health, medical and counselling assistance; to reduce the costs of travel to access such services.
- Promote the available opportunities for on-line learning, training and education, and explore additional avenues to assist individuals seeking upgrading and retraining, while reducing the necessity to travel and relocate.
- Broader eligibility in terms of financial support for skills development, and broader definitions of eligible course delivery mechanisms so as to expand the opportunities for individuals to take advantage of community- and PC-based training and upgrading.
- Support for the effective distribution of food items through the regional network to reach food banks within the District.
- Increase resources for education and delivery of community-based counselling, mental health and addictions support services. To overcome difficulties in small communities, these services should be offered or co-located in community clinics where a wide range of services and professionals can be accessed.
- Provide resources to assist displaced workers across the District to deal with anger, re-employment barriers, and the emotions generated by lay-off, job loss and uncertainty. There are a variety of resources which can be explored to implement this action item. Several re-employment service providers and EAP counsellors located in Thunder Bay and the District may have the capability to deliver such assistance or to do so in conjunction with such agencies as Family Services Thunder Bay or the Catholic Family Development Centre.

### **Longer Term Action Items**

A common thought which emerged during this study is the need to “build on our assets.” Clearly, contributors often had very different assets in mind: forests and forestry by-products, fresh air, historic and traditional ways of life, institutions, electricity, mining, fledgling knowledge-based businesses and organizations, to name a few. However those assets are defined, the mechanism for building on them, for recognizing what they are and mobilizing community and political action to build on the assets, is generally referred to as “community capacity building” — a key component of the work generally undertaken by Community Adjustment Committees (CAC’s). CAC’s recognize that significant community development takes place when local community people are committed to investing in the effort. CAC’s are complementary to traditional community organizations and economic development — they are at the same time, a vehicle to affirm the work already done and underway and a vehicle to define initiatives clearly, build broad-based support within communities for those initiatives, and ensure that resources from government sources are well utilized.

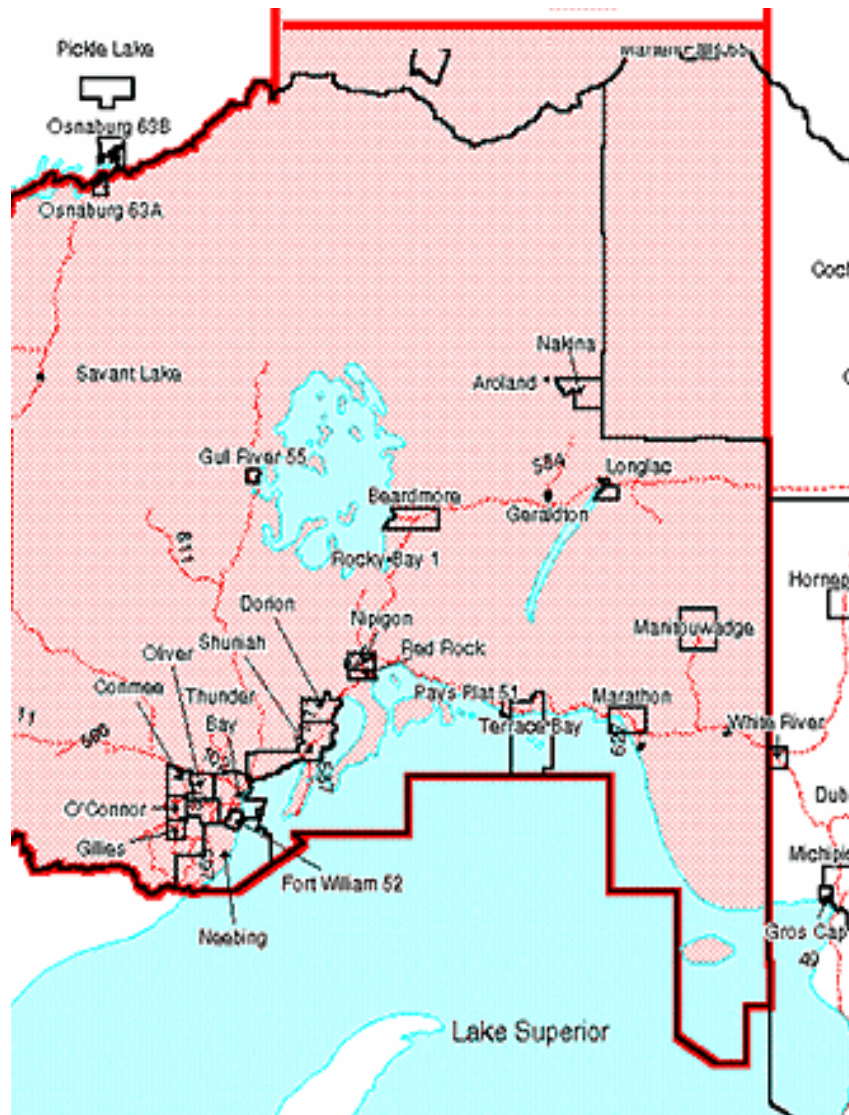
The following action items follow from the theme of “community capacity building” and are

recommended for implementation within the next six to twelve months:

- Use an opportunity such as the Adjustment Forum planned by the North Superior Training Board for the Fall of 2006 as a venue in which to bring together members of existing Community Adjustment Committees and interested representatives from other communities, economic and business development groups, and Ministry and Federal consultants in order:
  - ***Building on Community through Engagement*** - Develop a better understanding of community adjustment and committee processes.
  - ***Building on Existing Business*** - Share information and experiences with regard to business consultation tools and models, and to develop strategies for improved utilization of such tools.
- ***Inventory Community Strengths*** - Encourage all communities to prepare or update their “investment readiness” profile to assist them in building upon their existing capacities; and improve marketing or promotion of financial support available to communities for the design of innovative approaches to the compilation of investment readiness profile data, using community volunteers.
- ***Mechanisms for Continued District & Regional Development and Diversification***
  - Bring together community, municipal, provincial and federal representatives to share and examine community development models, and to develop proposals for consideration by appropriate levels of government for a regional diversification mechanism.
  - Explore the possibility and interest in a Regional Adjustment group to monitor impacts as the momentum of economic change occurs, develop specific responses, prepare plans for services and programs, and participate in developing recommendations for economic recovery.

## Communities across the District: Impact and Response

The District of Thunder Bay encompasses 14 municipalities, townships, and towns as well as the City of Thunder Bay. Geographically, the District stretches some 500 km east and west along the shores of Lake Superior and the Canada/US border, and north to the Albany River system. Many of the communities in the District are single-industry towns where forestry or forestry and mining predominate. There are also more than a dozen First Nation communities located within this geographic region.



Note: Not all First Nation communities appear on this map, and some place names have changed. However, the map illustrates both the size of the District and the distances between communities.

According to estimates for 2001, the forestry sector which includes kraft pulp, newsprint and coated paper manufacturing, lumber production and logging operations, directly accounted for some 12,450 jobs across Northwestern Ontario. Major forest product companies accounted for just over 9,000 of those jobs, and of those, some 5,500 jobs were based in the Thunder Bay

District. This number does not account for jobs in harvesting operations, logging and truck hauling. Much of this work has migrated from direct employment with the mills to contracts with small employers and owner/operator independent contractors.

Whereas the mining sector has been experiencing high metal prices, the forestry sector has faced fiercely competitive markets, and a host of pressures on input expenditures. Between 2001 and 2003, major forest product companies in Northwestern Ontario experienced a net loss of some 465 jobs, whereas the Thunder Bay District experienced a net loss of 500 mill jobs. Without question, employment levels in the forestry sector in the Thunder Bay District have been falling over several years — however, what was a steady trickle has quite suddenly turned into a torrent fed by mill closures and the indefinite idling or shut-down of pulp, paper or lumber production units.

Over the past nine months, close to 2,000 resource-sector workers in the District have been put out of work: 1,655 from forestry and 215 from mining. Related job losses in harvesting, round-wood hauling and chip hauling are difficult to estimate, given that much of this work is performed by independent contractors. Although estimates range widely, from 400 to over 1,000 job losses in woodlands, even the more conservative estimate would mean that the District has lost more than 2,000 jobs out of the forestry sector in the past nine months alone.

These job losses do not account for the *multiplier effect* — the loss of jobs from businesses that service and sell to the resource-sector, such as fuel and mechanical repair, and the loss of jobs from such sectors as retail, food and beverage, and personal service where the disposable income of those resource-workers would normally be expended.

Individuals consulted for this study shared three major fears and concerns. First, that it is the younger, better educated and highly skilled residents who are leaving to accept or seek work outside the region. Secondly, that there will be a mass exodus of families from communities across the District after the close of the school year. And thirdly, that these losses from the under 40 segment of the population will permanently impair the ability of this District and region to respond, recover and renew in the aftermath of an economic downturn brought to the point of crisis by the decline in the forestry sector.

This section of the Report provides a brief sketch of the impacts recent job losses in the resource sector have had on the communities in the District and on the Thunder Bay CMA. Some communities within the District have been or could be affected by the same major resource-based operations: for example, the pulp mill in Terrace Bay is the major employer for residents of both Terrace Bay and Schreiber. Because the impact of shifts in the operations of one employer will impact more than one community, our discussion looks at such communities on a joint basis.

## **Dorion**

The community of Dorion is located on Highway No. 11/17, 65 km east of Thunder Bay. The community has been impacted by job losses through the shut down of one paper machine at the Red Rock mill in November 2005, and more recently by the closure of its' major industrial employer, the Sturgeon Timber Ltd. operation on March 2, 2006. This facility is in receivership and it is not known whether a new operator will be found. Of the approximately 50 workers displaced, about half are thought to be community residents, and the other half a mix of individuals based in either Nipigon or Thunder Bay.

Dorion is represented on the Land of the Nipigon Community Adjustment Committee; however, community leaders are investigating the possibilities of a Labour or Community adjustment process. It may be that displaced workers from Dorion will be invited to access assistance through the Red Rock Action Centre.

The population of Dorion has declined by approximately 100, or 25%, over the past 10 years, and stands at or near 375 currently, with just over 200 households. It is estimated that five families directly affected by the closure have relocated to Alberta. Other workers have gone to Alberta, with their families expected to join them once the school year ends, and still others are known to be seeking work outside the area, focussing mainly on jobs in Alberta.

The impact of the closure is expected to take several months to one year to be felt and will clearly impact the industrial tax base. There are also concerns about the likelihood of uncollectible residential property taxes.

## **First Nations within the District**

Fort William First Nation, located adjacent to Thunder Bay, reports some impact on its members, particularly those working in logging, cutting, and hauling of lumber. Significant numbers are leaving the community to find work out west: it is estimated that twenty-five members, aged 18-40 years of age, have left within a recent six-week period.

Ginoogaming First Nation and Long Lake #58 First Nation, located between the communities of Geraldton and Longlac, were both recently impacted by the temporary shutdown of Long Lake Forest Products sawmill operation at the end of March, 2006. Although estimates vary, somewhere between 50 and 80 percent of the employees at the sawmill operation are said to be First Nation members, most of whom are from Ginoogaming and Long Lake #58. Job creation initiatives that will benefit their members are underway in both communities.

Pic Mobert First Nation has been negatively impacted by the spin-off effects of the decline in the forest industry. Contractors who normally hire crews from the reserve on a regular basis are no longer in need of the extra help. Approximately 30 members of the community currently work at the Williams Mine, in the Hemlo gold camp. These jobs are not immediately threatened as the mine is scheduled to continue operating into 2012.

Biinjitiwaabik Zaaging Anishinaabek First Nation (formerly Rocky Bay First Nation) operates its own independent sawmill. They have experienced no lay-offs and continue to function at full capacity. By working on contracts, paying by the cord, they have been able to successfully avoid high labour costs and effectively control their expenses.

Ojibways of the Pic River First Nation also operate their own forestry business. Although they did lose a small contract with the shut down of the Neenah Paper mill, community members are employed in diverse activities, and the community has been able to offer other work to individuals affected by the mill closure.

Members of Animibigoo Zaagi'igan Anishnaabek First Nation, who live throughout the district, have experienced some direct job loss in Terrace Bay, Longlac, and Red Rock.

Pays Plat First Nation, west of Schreiber, had no members employed at Neenah Paper; however, a planned project the band was working on with the mill would have created three new jobs, and that project has been cancelled with the shut down of the mill.

Lake Helen First Nation members have not been impacted, although a contact in the community advised that many young people are leaving to gain work experience in western Canada. The community continues to look for new opportunities and work on initiatives that would create permanent employment in their community.

## **Greenstone**

The Municipality of Greenstone encompasses the communities of Beardmore, Geraldton, Nakina, Longlac, Caramat, Jellicoe, Orient Bay, and MacDiarmid, with an estimated population in 2004 of 5,216. The main municipal office is located in Geraldton, just off Highway 11 and approximately 300 km north and east of Thunder Bay.

In 2001, the two mills in Longlac, a plywood/waferboard mill and a softwood lumber mill, and a softwood lumber mill in Nakina, accounted for 820 direct jobs. The figure of 820 does not account for jobs in woodlands operations. During March and April 2006, some short-term lay-offs have been experienced in the lumber mill operations; however, at the time of writing this report both those mills are running. Although the total number of Greenstone residents employed in woodlands operations was not identified, community contacts advised that a majority, likely 235, of the 250 woodland workers on strike from the Neenah Paper mill in Terrace Bay are residents of the Greenstone area. This is so because Greenstone lies in the cutting area which has been the main fibre supply for the Neenah mill.

Community contacts advise that Kruger, which owns the plywood/waferboard operations in Longlac is expected to proceed to build an oriented strand-board mill which could come on stream as early as 2009. However, the number of jobs such a mill would create and the fate of jobs in the existing, aged mills are unclear.

Municipal representatives report that preliminary discussions have taken place with regard to the potential to establish a Labour Adjustment Committee and to re-establish a Community Adjustment Committee for Greenstone. It was also reported that a Business Retention and Expansion survey has been completed in recent years.

Several of the individuals contacted recounted that at least one person they know has been affected by job loss in forestry and has moved away in the past few months. Estimates range from 10 families in Geraldton to four families in Longlac that have moved away. It appears that a far greater number of individuals have secured work outside the area, mainly in Alberta, while their families remain in the communities: one source estimated that two or three workers a week are leaving the Greenstone area to take work in Alberta. Another source reported that two or three workers in their 40's and 50's had taken work in Alberta, but returned after four or five weeks stating that this was not a good situation for family people — these individuals indicated they would be willing to take lower paying work in order to stay in their community. There is considerable speculation concerning whether or not families will relocate once the school year ends. Many woodlands workers are in limbo, unsure about whether, or when, the Terrace Bay mill may resume operation.

## **Manitouwadge**

The community of Manitouwadge is located 395 km east of Thunder Bay and 415 km west of Sault Ste. Marie. The community is situated 55 km north of the Highway 17/614 junction, approximately 40 km east of Marathon. According to a 2004 estimate, the population stood at 2,856 with 1,372 households.

Manitouwadge has been impacted twice in the past decade by mine closures: first by the closure of Noranda's GECO Mine in 1995, and most recently by the closure of the Golden Giant Mine owned by Newmont Canada. Employment at the Golden Giant operation stood at approximately 330 in September 2003 just prior to the announcement of the planned closure in early 2006. It is estimated that 90% of more of the workforce resided in the community of Manitouwadge, with most of the other 10% located in Marathon, Pic River, or Pic Mobert. Through attrition and scheduled lay-offs starting in January 2004, the number employed has been reduced to the current level of 65. This number is expected to reduce to 30 to 35 employees at the end of May, with the final lay-off scheduled for the summer of 2006.

Approximately 200 of the displaced workers have been tracked since September 2005. Of those, around 60 have moved away. Another 68 are working at operations with an in-and-out rotation (for example, 9 days in, 5 days out) and have kept their residences in Manitouwadge. Another 25 individuals are expected to stay in the community without seeking employment, and somewhere between 45 and 50 individuals are continuing to look for work outside the community.

Some years ago, an agreement was reached with a private investor to market Newmont housing as an inexpensive alternative for seniors who it was thought might be interested in relocating into

the community. This strategy was intended to bring stability to the housing market at a time when many houses were expected to go on the local market at the same time. Although the agreement eventually dissolved, it is estimated that about 60 families have bought homes and relocated into Manitouwadge as a result of that marketing campaign. There were estimated to be 75 houses on the market in January, and another 70 homes which are expected to revert to Newmont will go on the market as early as this coming summer.

A Community Adjustment Committee formed in 2004 has been granted extended funding to June 30, 2006. The Municipality has contracted an individual to provide Economic Development services for a six-month period. A Labour Adjustment Committee formed to assist workers displaced from the Golden Giant operation operates an Action Centre in the community, co-located with the local Resource Centre which is funded by Service Canada.

Manitouwadge lies on the southeastern edge of the Big Pic Forest. Although there is no mill located within the community, wood harvesting and hauling operations now account for the largest employment segment in the community, with round wood and chips supplied to mills in Hearst, Longlac, Nakina, Dubreuville, Marathon, and previously, to the Terrace Bay mill. Of the 200 to 300 individuals estimated to be working in woodland operations in the immediate area, 100 to 150 of those workers are thought to be residents of Manitouwadge.

## **Marathon**

Marathon is located on the shores of Lake Superior, just off Highway 17, 300 km east of Thunder Bay and 400 km west of Sault Ste. Marie.

Employment at the Marathon pulp mill has dropped from a high of 400 to 380 employees some years ago to approximately 275 today, with a further drop to 200 expected within the next year. Most of this reduction has been achieved through attrition or through contracting-out. With some pressure from the mill owners, the Town has worked to reduce its tax ratio for industry into line with the provincial average. There is considerable conjecture concerning whether the mill can continue to operate: the operation is said to produce a very high quality product, yet it is also said to be one of the smallest pulp mills in Canada in an industry where the future is more likely to be with “super-sized” mills.

The two mines still in operation at Hemlo (40 km east of Marathon), the Williams and David Bell, employ over 750 individuals, including estimates of personnel working for contractors at both sites. The Williams Mine is anticipated to be in production for another 8 to 12 years, whereas the David Bell Mine is forecast to be mined out in mid-2009. The majority of the workers at these two mines reside in Marathon.

The Municipality has been pro-active in seeking partnerships and investment to generate jobs and revenues to off-set the eventual closure of the mines and the “what-if” scenario of a partial or full closure of the local mill. Council has given preliminary consideration to the establishment of a community adjustment committee, re-established a full-time Economic Development

position, and tasked administrative staff to take an asset inventory for investment readiness purposes. The community has partnered with Lakehead University to develop a tourism strategy through a community and business-driven process, and is sponsoring a wind energy study in a separate partnership with the local mill. The Economic Development office has completed a Business Retention and Expansion Survey (BR&E) which has identified that there are potential areas of growth in the retail and service sectors. Available retail and health care facilities in the community are a draw for individuals from smaller, nearby communities.

## **Nipigon/Red Rock**

Red Rock is located on Highway 11/17, approximately 100 km east of Thunder Bay and 8 km from the junction with Highway 628. Red Rock and Nipigon are separated by about 15 km of highway, with Nipigon situated at the point where Highway 11 splits off and runs north to Beardmore, Geraldton and Longlac. According to 2004 estimates, the town populations stood at 1,144 and 1,944 respectively, with some 1,390 households between the two communities.

The kraft/linerboard mill situated in Red Rock is the largest employer within the two communities, with 433 employees in 2005, while the plywood mill in Nipigon is the third largest employer, with 125 employees in 2005, down from 150 employees in 2002. Both communities have been impacted by the shut down of one of the two paper machines at the Red Rock mill in November 2005. This shut down has resulted in the displacement of 115 workers to the end of March 2006 with some of those losses felt in the surrounding communities of Dorion, Hurkett and Thunder Bay. A good number of the displaced workers are thought to be working outside the province. Some workers have relocated with their families. In April, there were over 40 homes for sale in Red Rock.

The Land of the Nipigon Community Adjustment Committee was established in January 2005 as a partnership of the communities of Nipigon, Red Rock, Dorion, Hurkett, Lake Helen, and Beardmore. This group remains active and is seeking renewed funding to take them through to the end of 2006. A Labour Adjustment Committee has been struck in Red Rock with an Action Centre established in the community to service displaced workers.

## **Schreiber/Terrace Bay**

The communities of Terrace Bay and Schreiber are located just 15 km apart on Highway 17, approximately 200 km east of Thunder Bay. Statistics for 2004 indicate population figures of 1,972 and 1,445 respectively, with 1,650 households between the two communities.

The Neenah Paper Mill has been the major employer within the two communities for decades. Approximately 160 workers were released from the mill between September and November 2005 due to the shut down of one pulp mill. Subsequently, citing a strike by woodlands workers and depleted wood supply, the Company announced the mill would be idled. More than 500

workers in the two communities have been affected either directly through cutbacks, the strike and subsequent shutdown of the Neenah Paper Mill, or indirectly through associated cutbacks and closures in the retail and service sectors. It was estimated that 60 individuals were still working at the mill in March 2006.

Of the workers displaced, 57 have retired. At January 31st, 104 individuals had reported they found work, and 67 families had left the communities. Since then, more families have left. Some workers have obtained employment in places like Fort McMurray, Alberta where they work an in-out rotation which permits them to return to their families between work periods. During April, 2006 those workers who had been on layoff for six weeks received one-half of any severance entitlement from the Company. It appears that some workers and families awaited that milestone to make their decision, and have left the community after receiving their lump-sum payment.

Recently the Company has reached a tentative agreement to sell the mill to Buchanan Forest Products. If the transfer proceeds, Buchanan has said they will re-open the mill; however, the agreement is contingent on an end to the labour dispute with woodland workers by a June 1st deadline.

At the end of March, 110 homes (12% of the households in the community) were vacant or for sale in Terrace Bay alone.

The communities jointly support both a Labour Adjustment Committee and a Community Adjustment Partnership (CAP) Committee. The Labour Adjustment Committee has operated an Action Centre since May 2005 and recently received an extension of funding to continue operation into October 2006. The CAP Committee has commenced a community consultation process which it hopes will identify development and diversification opportunities, and has targeted investment readiness as a need for both Townships.

## **Thunder Bay CMA**

The Thunder Bay Census Management Area (CMA) is comprised of the City of Thunder Bay, and the Townships of Conmee, Gillies, Neebing, O'Connor, Oliver-Paipoonge, and Shuniah. Thunder Bay CMA had a population of just of 121,000 in the 2001 Census. Located on the shores of Lake Superior, approximately 65 km north of the Canada/US border with the State of Minnesota, the City of Thunder lies almost equi-distant between Winnipeg and Sault Ste. Marie.

Three pulp/paper mills and four sawmill/lumber mills are located in the Thunder Bay CMA. This includes the Bowater sawmill which commenced production in 2003. In 2001, the six operating mills accounted directly for 10 percent of the total employment in the City. While employment levels in the forestry sector have been in decline for a number of years, with 2,000 jobs in this sector lost between 1999 and 2006, the sharpest decrease has been experienced in 2006 with the closure of the Cascades Fine Papers operation, the indefinite shut down of the Great West Timber 16-foot production line, and the announced idling of one of the two kraft mills at the

Bowater plant. Several sources estimate that by the end of May, up to 1,200 direct jobs in mills and woodlands will have been lost over the past year alone.

A Labour Adjustment agreement was struck in December through a partnership of the federal and provincial governments, major forestry employers and the CEP union. Under the agreement, an Action Centre for displaced forestry workers has been in operation since January 2006, with a second location now operational. In recent months, Thunder Bay City Council has approved the establishment of an Economic Development Commission, and passed a resolution to create a community action committee.

Tracking of displaced forestry workers is made more difficult by the number of locations and employers involved, and by the time span over which workforce reductions have occurred, however, available information provides some insight into how displaced workers are responding. According to numbers collected through the Action Centre to the end of March, 20 workers identified they had found work in Thunder Bay, and another 24 identified they had found work outside the City, mainly in Alberta. Six workers reported they had taken work in Alberta and had returned for various reasons, most often because of lack of housing, scheduling issues around the in/out rotation, and the pace of the work environment.

Those in trades and construction unions report work in maintenance, repair, upgrade and improvement projects has been lost or suspended. Because travel out of the City and region is common among these workers, many of their members have chosen to temporarily re-locate. It was reported that others have moved to one of the western provinces permanently.

## **Businesses in the District: Impact and Response**

This Section of the report presents a summary of the impact felt by small and medium-sized businesses in the District. Information for this section was collected from business associations, government officials and government-sponsored agencies engaged in economic and business development, and representatives of municipal economic development offices.

In Thunder Bay, major companies which drive the economy are spending less dollars on maintenance, upgrades, and salaries. Operations which are dependent on mills as their major customer base have been especially hard hit: CP intermodal is closing as a direct result of the Cascades mill closure; chemical suppliers to forestry, such as ERCO and CIBA (Raisio) have closed or cut back on local staff; part suppliers and suppliers of industrial equipment report their sales are down 30 to 50 percent. These suppliers are also releasing employees. Repair businesses and construction contractors report reduced revenues. Bowater is reported to have asked area suppliers to cut their prices to support the mill in reducing its costs: one maintenance contractor states that he was asked to cut his charge-out rates by 20 percent, and that because he is locked in at union rates, he is unable to easily absorb that large a cut.

Business owners in general report they are either not hiring new staff or that they laying off workers. Many business owners say they want to sell, but there are no buyers. Bank lending policies regarding mortgage money for commercial properties are said by business people to be getting more restrictive.

The retail sector in Thunder Bay seems to remain generally strong, however big ticket furniture sales and vehicle sales, in particular truck sales, are off by as much as 30 percent from last year. The hospitality sector has been hit by high energy costs, however, Thunder Bay remains a draw for individuals travelling in from the District for business and shopping. A Canadian Federation of Independent Business representative reports that he has had a few calls from people looking to move into Thunder Bay from the District and who are looking at small business start-ups in the City.

Some displaced tradespeople from milling operations are finding work with other Thunder Bay employers: smaller mechanical fabrication and repair shops and institutions that have had difficulty attracting and retaining skilled trades people in the past have recently been able to add to their workforce from among those displaced from local mills.

In both Greenstone and Thunder Bay, truck-stops catering to haulage trucks and fuel delivery companies catering to harvesting operations report business is down by one-third to one-half. There is also an impact in both communities on sales and service related to truck parts and machine parts. Many woodlands' operators are said to be near bankruptcy. Greenstone reports that local businesses are holding their own for now, and that Extra Foods is continuing with construction of their new store in Geraldton.

In most communities across the District, small retailers are reducing staff, opting to run without additional summer staff, or reducing hours of operation.

Along the Northshore, retail shopping and spending is reported to be down in Nipigon. Schreiber reports one food service business which closed in the fall is re-opening, and another business, a bar/restaurant, is opening. Grocery stores have seen little impact; whereas local home furnishing and hardware stores are experiencing a slow-down in sales. An optometry office and an insurance services office have opened their doors in Terrace Bay. Marathon's larger retailers continue to draw people from nearby communities, possibly because stores in their communities have reduced inventory/selection or closed. In Manitowadge, the Bargain Store has moved into a larger retail space and in the past year, an insurance service, bottled water company, and equipment rental business have started up, while one other business has moved from the home to commercial space.

In response to the slow-down in business and loss of major customers, some business owners are trying to find alternate clients or products, or are looking at expanding their markets into the US and Western Canada. Thunder Bay Ventures report they are talking with accounting firms and banks about a program to get family business owners to think about succession planning, with a view to providing opportunities for a new generation of business owners who may be better able to expand markets and create more employment.

Small and medium sized forestry contractors have recently formed a new group, the Ontario Forestry Business Association, to represent their interests to government.

The Ontario Associated Chambers of Commerce is supporting a "home-made, made-in-Ontario" campaign and lobbying for government to support Canadian and Ontario content in awarding government contracts.

## **Services across the District: Impact, Gaps, & Response**

This section of the Report shares information gathered from a wide variety of agencies, institutions and service groups, all of which contribute to the social infrastructure of communities in the District. Effort has been made to limit the scope of this part of the Report to those issues which have arisen as a direct result of the economic downturn, or which may have been in evidence in the past but which are or could be exacerbated by the sharp decline in the regional economy.

A common concern emerged during interviews conducted for the study. Many of the agencies contacted deliver specialized health and social programs within the communities of the District. Some of these agencies have already lost staff because the staff-member's spouse or partner has lost their job and both have relocated. Other agencies have concerns that they too will face the loss of vital staff at the same time that service demands increase.

### **Adult Education and Training**

This canvass consulted agencies involved in employment counselling and adult retraining and skills assessment, as well as adult learning centres, literacy programs, and educational institutions.

#### ***Impact on Service Demands***

Agencies which provide in-take and counselling related to Service Canada programs and services for the Thunder Bay CMA and Greenstone area report spikes in their in-take numbers during the first quarter of 2006 ranging from 25 to 50 percent. Both Thunder Bay and Greenstone report the number of clients seeking skill development was up 25 to 30 percent during the first quarter. Both the displaced and those who are job-threatened accounted for these enquiries. Preliminary estimates are that many affected workers will access training starting in September 2006. The intake and counselling service for the Northshore communities (Schreiber, Terrace Bay, Marathon, Manitowadge) reports that client numbers between July 2005 and April 2006 were almost double the budgeted number at 550 individuals. Of those 550 clients, the number seeking in-depth services, which include skills development, was 25% over target.

Some of the employment and training organizations servicing Aboriginals report an increase in the number of requests for job search assistance, training, and funding to cover expenses associated with attending interviews out-of-province and relocation.

The Apprenticeship Branch in Thunder Bay reports that numbers of apprenticeship registrations and the numbers of people challenging Certificate exams are unchanged from past statistics. There is some indication that training and education interests among First Nation members are centred on apprenticeships and trades certification.

Demand for mathematics and computer literacy programs as well as for assistance to complete OSSD credits and GED programs are up in Thunder Bay and in Terrace Bay/Schreiber. The adult literacy and basic skills program in Terrace Bay/Schreiber has 30 individuals working toward their GED through the program and more individuals working on their own to complete their GED. Estimates of the number of displaced workers in those communities who lack a high school diploma or equivalent run as high as 100. The literacy program servicing Nipigon, Red Rock, Dorion, and Lake Helen cited no increase in the number of learners. It is thought that workers there may be choosing to relocate for work rather than investing the time required (three months minimum) to complete a Grade 12 certificate because there is assurance of work in Alberta or British Columbia, but no assurance that a Grade 12 diploma would provide greater work opportunities within the workers' home communities.

Contact North representatives in the District report that the number of people accessing their educational courses is down from previous years, although typically spring/summer enrolments are lower. It is anticipated that enrolment numbers for fall/winter programs will be more telling with regard to any change in interest levels.

### ***Needs Identified by Service Groups***

Needs are wide-ranging. Literacy groups are short on volunteers and funding to support the additional numbers seeking services. In the District, high schools are not always equipped or responsive to the adult learner who is seeking to complete OSSD credits. Action Centres and union groups point to a need for displaced workers to be assisted in identifying their options. As well, workers recently displaced from well-paid mill jobs generally have household incomes that make them ineligible for skill development funding in the short-term. The transition period for those interested in career change may be prolonged by the delay in accessing financial support. In the Thunder Bay District and First Nation communities, the majority of those who enter a retraining program will need to leave their community to access some or all of their training program.

Educational institutions and unions identify that more work is required to build stronger partnerships between institutions, unions and employers in order to expand the skill sets of workers who may be or are displaced. Groups working with displaced workers point out the need to ensure training programs and educational commitments match the skill sets required for future employment prospects. A need for an aggressive, multi-dimensional job development/growth plan was also cited.

First Nations agencies identified the need for more community-based training which would allow learners to stay at home while they study, thereby increasing their attendance and ultimate success in achieving their goals.

The majority of agencies contacted anticipate that requests for service will increase over the next six months to one year as some individuals exhaust severance monies or find their job search efforts are impeded by inadequate qualifications. If the numbers of clients exceed available resources, all of these agencies will be seeking additional funding in order to meet demand. A

need for more training dollars was also identified.

### ***Current and Planned Response***

Action Centres and Labour Adjustment Committees (LAC) have been established in Thunder Bay/Red Rock, Schreiber/Terrace Bay, and Manitouwadge. These groups are working with local agencies, schools and institutions to refer individuals and develop strategies to reach and support workers both directly and indirectly impacted by the decline in the District economy.

In Schreiber/Terrace Bay a needs assessment conducted by the LAC supported the need for greater literacy assistance. Funding was secured in 2005 to provide computer-assisted learning to a growing client base. This group has been able to reduce their waiting list by purchasing 10 seats in the Canadian GED on-line program which can be completed in 10 weeks, or about 150 hours. As well, the literacy group is working with the Action Centre staff to offer apprenticeship preparation mathematics to displaced workers, and through a partnership with Confederation College is offering a Job Readiness program and related workshops for all affected workers and the communities at large.

Unions representing many of the affected workers are developing partnerships with post-secondary educational institutions to increase access for their members to relevant programs and services.

### **Crisis Intervention and Response**

This group of services includes food banks, temporary shelters for individuals and families, and distress help lines.

### ***Impact on Service Demands***

Out of respect for users, food banks and shelters do not require that individuals explain why they have a need for the service. For that reason, none of these agencies were able to directly relate any change in demand for their service to job losses. However, feedback from one location in the District is that new users tend to be those displaced from low-wage jobs in the retail and service sectors in a “trickle-down” effect.

Emergency food services and food banks in the Thunder Bay CMA report that demand is up slightly, or that there has been no noticeable increase. The Northshore Harvest Cupboard which operates locations in Terrace Bay and Schreiber and services an area from Jackfish to Pays Plat reports their numbers are up 20% from last year. They also indicated that the donations they receive through the Rural Food Distribution Association have dwindled at the same time that their usual level of donations through local residents and businesses have fallen off. The food bank which services the area from Nipigon to MacDiarmid reports an increase in usage over the past four years: whereas historically they fed an average of 23 to 27 families per month, they are now assisting 37 to 40 families per month. They also report there has been a noticeable

decrease in the amount of money people are contributing through jars set up at local financial institutions; however, as most of their donations come from corporations and churches in the area, they are not at this time overly concerned. In Marathon, 65 families used the food bank in March; the highest number recorded in fifteen years.

Transient and homeless shelters in Thunder Bay report higher numbers, whereas women's shelters report little or no change in service demand. The Women's shelter located in Marathon reports no change in occupancy rates. Women's shelters in both Thunder Bay and Greenstone did indicate that some of their clients have indicated that circumstances related to lay-offs and closures are related to family violence. It was reported that calls to City police involving domestic disputes are up, and that police are responding to an average of two calls per day.

Crisis lines in both Thunder Bay and the District report that a few calls have involved issues relating to job loss or anxieties regarding the employment situation.

### ***Needs Identified by Service Groups***

District food banks generally depend on the Rural Food Distribution Association (RFDA) based in Thunder Bay for much of the donations they receive. As a volunteer-run organization, the RFDA is reported to be overtaxed in coordinating the volunteer labour required to sort, qualify and distribute donated items to the network of regional food banks.

Shelters and crisis lines report a need for greater lobbying and funding for staff training and promotion of services. Women's shelters are on minimum staffing, and although they have the bed-capacity to respond should incidents of family violence increase demand for temporary shelter, they would require greater financial resources to staff and operate their facilities. It was also noted that the pool of trained First Nation women available for counselling positions within women's shelters is extremely small. Marjorie House in Marathon is seeking a partnership with educational institutions to offer a formal training program to address this need.

There are no programs available in the District, except through formal counselling, to assist male workers to express and deal with the emotions generated by lay-off, job loss and uncertainty.

### ***Current and Planned Response***

The Nipigon food bank is confident they would be able to accommodate up to 50 families, ten more than they presently serve. The Northshore Harvest Cupboard group have canvassed local unions and Townships for additional funding and are lobbying for additional government funding.

The Rural Food Distribution Association (RFDA) is reported to be making an application to the District Social Services Administration Board to access funding for a Volunteer Coordinator in an effort to increase capacity to support the regional food bank network.

## **Health Services and Support Groups**

Agencies which provide treatment, counselling and support dealing with addictions and mental health issues, as well as hospitals, clinics and community health centres which may see increases in anxiety, stress disorders, or partner abuse were included in this consultation group.

### ***Impact on Service Demands***

Several treatment, personal counselling and support agencies contacted in Thunder Bay report that they have not seen any increase in request for service which they can directly relate to layoffs and closures. All are quick to add they expect it is coming. Areas of concern include psycho-social coping skills, substance use/abuse, family violence, gambling problems, and credit and debt loads. Groups which work in the field of addictions are particularly fearful of recovering addicts relapsing: they fear the hopelessness and despair associated with job loss may be too difficult for some individuals to deal with.

At present, Family Services of Thunder Bay reports a 5 to 7 month wait time for psycho-social counselling, the longest wait-time they have recorded in 10 years. It should be noted that Family Services does provide immediate response for violence-related incidents and has a wait time of approximately two weeks for addiction or credit counselling services. Catholic Family Development Centre in Thunder Bay which provides counselling services, parenting classes, and assistance to partners in abusive relationships, report that their waiting list has doubled since the new year and that they have a waiting list for service of up to four months.

Use of EAP programs is generally up. Some Employee Assistance Programs are being accessed with usage rates of up to 10% of all employees on a plan; approximately double that of the usual 4 to 6 percent usage range.

Hospitals in the District have not seen any increase in patients presenting health-related concerns, but suspect some individuals may be seeking treatment from their family physicians. Some of those consulted suggested that there is often a reluctance among residents of small communities to be seen to be seeking counselling support. Whereas in some communities the counselling service is located out of a clinic or medical services facility where an individual might be seeking treatment for any number of medical conditions, in other communities the counselling service is separate from other health services and those who enter are clearly there for counselling.

Those working in the mental health field in both Thunder Bay and the District report some increase in issues related to increased stress, financial concerns, situational depression, anxiety, and reports of feeling 'trapped', all related to unemployment, lay-offs, or concerns about pending/potential job loss. While both men and women are seeking help, women appear to be reaching out more so in some communities as many men have already left to find work, leaving their families behind. Along the Northshore, the client group reporting anxieties includes children who are reacting to the financial concerns and arguments their parents are experiencing.

### ***Needs Identified by Service Groups***

In anticipation of future difficulties which populations are expected to experience, organizations believe there is an immediate need for greater education and awareness of health and mental health related issues — the signs, symptoms, and services available — to increase prevention, early detection and treatment. Extending Employee Assistance Programs (EAP) for displaced workers beyond their termination date, or instituting such support programs at the point of lay-off were identified as possible ways to provide individuals and their families with a ‘safety net’.

Concerns in the District include the need for more long-term care facilities, as many elderly parents will lose their at-home support should their families leave to find work.

Mental health and addiction professionals are in short supply in the District. For example, outside of Thunder Bay, there are only two workers, one mental health and one addictions, at each of the three Dilico Ojibway Child and Family Services locations in the District, and these three offices provide care to 12 First Nation communities spread across the area. Personnel working in such circumstances are fearful of greater demand when they are already operating on meagre resources. Requests for more resources to meet increased service demands in the District can be expected.

### ***Current and Planned Response***

Agencies have commenced internal discussions to develop strategies regarding, what, if anything, they will need to do should requests for service increase dramatically. Family Services of Thunder Bay, for example, has always been able to manage their caseloads on a ‘first-come, first-serve’ basis and are now in the position of having to address how to *prioritize* clients. Catholic Family Development Centre report that they are also attempting to assess individual needs and determine immediacy of required assistance.

Family Services are running free information clinics in Thunder Bay for anyone facing financial difficulties. Topics include rights as borrowers, and how to talk to creditors. NorWest Community Health Centre, which also operates a location in Longlac, believes it is important for agencies to provide moral support not only to their clients but also to their staff who have also been impacted; on the basis that maintaining community morale is key to preventing health-related effects.

In Northshore communities, the Regional Supervisor for North of Superior Programs is working with the local adjustment committee to make presentations to displaced workers about stress and coping skills.

A group of service providers in Thunder Bay, including representatives from Family Services Thunder Bay and the Mental Health and Addition Services unit at St. Joseph’s Care Group see value in bringing together a special resource team made up of representatives from various agencies that could focus on issues such as: stress, family and child abuse issues, gambling, alcohol abuse. The group would be available to assist laid-off workers in accessing resources.

The group would require financial resources to do this so that people could be dedicated to the team for two to three years.

While resources are already stretched and anticipated to be further stressed, those contacted emphasized their commitment to doing their best with what they had to work with.

## **Senior Populations**

### ***Impact on Service Demands***

Although only a minority of the workers displaced through the recent mine closure in Manitowadge officially 'retired', the communities' strategy to market affordably-priced homes to individuals from outside the area has tended to attract individuals and couples in the 50 to 60 years of age range who have retired on a pension income. It is estimated that up to 60 couples and families have relocated into the community. The Golden Age Centre in Manitowadge has seen an increase in membership numbers of about 20%, with current membership estimated to be about 160. The growth in membership is said to be mainly from among seniors from Southern Ontario who are immigrating to their community. The curling club which has historically been dominated by couples in the 25 to 40 years of age range, initiated "stick" curling this past winter in an effort to meet the interests of 'senior' residents and also to attract new curlers in order to sustain the club.

Fifty-seven of the workers affected by the down-sizing and idling of the Neenah Paper mill have identified themselves as 'retired.' Seniors in Schreiber and Terrace Bay have been active in operating programs through the CHIMO Club out of a facility in Schreiber. The Club has seen a few more attendees than usual but no significant change in numbers. They believe that, due to the uncertainty of Neenah Papers, many employees won't officially 'retire' until a final decision is made. Currently a group of 'seniors' in Terrace Bay are developing a proposal to obtain and operate a facility in that community as well.

Of the 115 workers affected by the shutdown of one machine at Norampac mill in Red Rock, 22 have taken retirement.

The two Centres in Thunder Bay, the Thunder Bay 55 Plus Centre and the Herb Carroll Centre have seen only a few new members who have recently lost their jobs and have now decided to take an 'early' retirement. Because there is usually an 'adjustment' period when people first retire and they tend not to get involved right away, both Centres expect to see an increase in usage once a period of time has passed and the individuals are more comfortable with their decision. A representative from Cascades Fine Papers toured the facility and requested information to take back to employees prior to the mill closing.

### ***Needs Identified by Service Groups***

The Herb Carroll Centre had, in the past, received funding from local mills who now are no

longer contributing. Because a large portion of the funding needed for these Centres to continue to operate comes from corporate donations, they worry that programs offered will be affected.

Transportation was also cited as an ongoing concern for seniors wishing to participate in activities or access medical treatment. Be it the cost of gas, the expense of paid transportation, the weather conditions, or the advance planning necessary to book accessible services, many seniors are unable to access these facilities, leaving them isolated and socially under-stimulated.

At the municipal level in communities experiencing downsizing, there is concern that with fewer tax dollars, there will be greater pressure for municipal programming to achieve cost-recovery for publicly offered programs, and it is unclear whether municipal programs will then be accessible for residents on fixed incomes. Some communities are already feeling the effects of the loss or curtailing of corporate sponsorship monies which groups have relied upon from the local mine or mill — these concerns are not specific to seniors groups and programming, as the reduced financial support will affect fund-raising efforts and youth programming as well.

Aging populations are a reality of communities unrelated to recent events in the economy. However, greater numbers of retirees means a shift in the number of residents on fixed incomes, and will have an impact on the kinds of programs and services required from municipalities, health care and service agencies, as well as in the nature of consumer products and services sought from businesses. These impacts can be expected to be more acute within small communities in the District.

### ***Current and Planned Responses***

Both Centres in Thunder Bay continue to offer a wide range of volunteer-driven programs, including fitness classes, computer training, a “fix-it” club, yard and shovelling services, and seminars on health related topics. The Manager of the Thunder Bay 55 Plus Centre recently met with a group of seniors from Terrace Bay who are hoping to open a similar centre in their community. The Herb Carroll Centre is in the process of relocating to a new facility and is excited by the prospect of new members with new ideas joining them in the future.

Senior’s groups in Northshore communities are quite busy and anticipate that trend to continue.

### **Services for Children and Families**

This grouping includes day care services, child and family counselling services, children’s aid, and Early Year’s centres.

### ***Impact of Service Demands***

Childcare and early year facilities in the District are reporting only a slight decrease in numbers

thus far, but are concerned that after the school year ends, many more children will be leaving as families relocate for employment opportunities elsewhere. These same facilities report some parents have taken their children out of care as one parent is now not working and, therefore, at home during the day. Additionally, families do not qualify for subsidized childcare if one parent is at home and agencies are concerned that, as a result of their parent's job loss, the children will lose out on the many benefits of attending programs such as developing early socialization skills. A significant decline in numbers will also directly impact available resources and the ability of community facilities to offer programming.

Dilico Ojibway Child and Family Services, which provides Aboriginal children and their families with support, does not report any child custody incidents directly related to recent job loss but emphasizes their ongoing concern for the future. In addition to concerns that staffing levels may not meet demand, the Agency is also fearful that they may lose many of their strong Aboriginal foster families. If those families are affected by job losses and relocate for work, there will be tough decisions to be made as to whether the child should also move and lose contact with his/her birth parents, or be placed with a new family, resulting in further disruption in the child's life.

Child and Family Services of Thunder Bay, which operates offices within the City as well as in Nipigon, Geraldton and Marathon, reports no impact on their caseload currently.

### ***Needs Identified by Service Groups***

Communities in the District cite the growing need for greater access to specialized services such as speech pathologists and audiologists for children as the financial burden of travelling to larger centres for help is increasingly difficult for families to manage. Respite care facilities, where parents could drop off their children should they require a break, are also lacking in the District.

Those working in First Nations communities expressed the need for more qualified child and family workers in the District to address extremely high caseloads and long wait times for service. Because the number of local shelters and crisis centres in the District are limited, individuals seeking these services must often leave their community to seek help, which may also mean taking their children out of school, which can be additionally disruptive.

### ***Current and Planned Responses***

Some of the childcare facilities in the District are now focussing programming around activities that include families interacting with their children. Efforts are being made to encourage parents who are experiencing temporary or permanent job loss to participate in parent-led programming initiatives in their communities.

## **Social Assistance, Community Housing and Lending Services**

Our canvas of agencies in this group includes Ontario Works and social service offices as well as low-income and geared-to-income housing, real estate agents, and banking institutions.

### ***Impact on Service Demands***

Ontario Works in Thunder Bay report their caseload is up by 100 from the same time last year, although they are unable to directly connect that change to recent layoffs and job losses. In the Greenstone area, enquiries concerning social assistance are up; however, for the most part these have not translated into client numbers as the majority of calls are from individuals who own rigs and machinery and for that reason would not meet eligibility requirements. Elsewhere in the District, Terrace Bay, Schreiber, Manitouwadge, and Marathon report a slight increase in caseloads. Fort William First Nation reports that there has been an increase in members moving back to the reserve because they have become unemployed.

There are concerns that with fewer positions and less work available, seasonal workers will not get enough hours to qualify for Employment Insurance; so their only option is or will be social assistance. Additionally, there is concern that those already on assistance will have greater difficulty entering or re-entering the workforce because of increased competition for low paying jobs, creating a kind of ‘pecking order’ amongst the poor. With many men, in particular, leaving their communities for extended periods of time to work elsewhere, there is also concern that absence may negatively affect marriages and, ultimately, force separated mothers to seek assistance through Ontario Works.

Organizations that service individuals with extreme barriers are concerned that the increase in unemployment is affecting their clients’ ability to secure meaningful work because there is greater competition for fewer jobs. In addition, smaller employers, who in the past were able to take on “extra” staff, have indicated that due to a decrease in business activity, they are unable to provide work experience opportunities at present.

Those associated with social housing in Thunder Bay are not anticipating a significant increase in need as a direct result of the current decline in the economy. They believe that many displaced workers either do not have outstanding mortgages on their homes, or could sell and trade down to homes with lower mortgage payments. There has been an increased demand for social housing in the District, particularly for single units. Nipigon is currently the only community in the district with vacancies. And while the waiting lists are shorter in the District than they are in Thunder Bay, the turnover time is slower.

The Canadian Mortgage and Housing Corporation (CMHC), is forecasting fewer housing starts this year and declining re-sale prices. Real estate firms report a rapid increase in the number of homes for sale in the District; however, Thunder Bay is not affected as yet. Although there are rumours that people are “walking away from their homes,” this is not born out by current numbers: across seven communities in the District, there were only a dozen homes in repossession in April, with a high of three homes in one community.

Financial institutions in the District are working with clients on an individual basis, doing whatever they can to help them through these difficult times without penalty. The majority of requests have been for ‘interest payments only’ on mortgages and loans. A few customers are reported to have re-negotiated loans, and lending requests for personal items are down. None of the financial institutions contacted reported any defaults on payments or repossessions of equipment; however, one bankruptcy was cited as a result of recent job loss.

### ***Needs Identified by Service Groups***

Many of the striking woodlands workers are older and have medical issues, and have expressed concerns about the cost of prescription drugs. Access to the Canada Pension Plan prior to age 60 was also suggested as a means to assist older displaced workers who are unable to find re-employment.

Those contacted in the District cited a need for more education around financial management so that when displaced workers are given large severance packages, they are equipped to efficiently manage their funds. Contacts from different sectors and organizations identified a need for personal, independent debt and credit counselling services in the District. Family Services Thunder Bay councillors see individuals from the City and the District by appointment, but only in Thunder Bay. They also make a 1-800 service available for telephone consultations. The expense involved to travel to Thunder Bay for in-person counselling can be a hardship for those who are unemployed.

There is also a need for programming targeted to middle-aged men, a group not traditionally targeted, to deal with job loss, anger management, and the additional barriers that social assistance and employment insurance recipients have to overcome.

### ***Current and Planned Response***

Social service agencies are discussing possible future impacts as part of their strategic planning sessions. They are presently accommodating increased participation in Ontario Works programs such as upgrading, literacy, job search skills training, and community placements.

Manitouwadge and Marathon indicated an ability to handle an increased demand, however, significant numbers would require additional staffing. Greenstone is developing recreational programming such as home improvement workshops and woodworking courses geared toward men. The Social Services department is also looking at needs for social programming in their communities with a view to opening municipal recreation facilities free of charge to groups which are willing to organize group activities such as card games.

Most banks have made adjustments to their normal protocol and have instituted increased leniency to help their clients as much as possible. Decisions are being made on a case-by-case basis, hoping to avoid defaults on loans.

## **Youth Populations**

Organizations consulted for this section include community recreation and leisure service departments, and school boards.

### ***Impact on Service Demands***

The Public and Catholic Boards in Thunder Bay are not anticipating any sudden shifts in enrolment numbers for the 2006/07 school year as a result of lay-offs and closures in the community. Enrolment projections for the elementary panel of the Public board serving the District are less optimistic. Enrolment in the 10 public schools across the District has been following a downward trend over the past few years, with an average decline of 6% per year, mainly seen in the numbers entering JK. Enrolments for 2005/06 declined sharply, by over 10%, and a similar decline is probable in 2006/07. All of the public schools in the District have at least one “combined grade” (eg. Grades 5 and Grades 6 in the same classroom), and five of the schools currently have five combined grades: that is, the 10 levels from JK through to Grade 8 are combined into five levels, JK & SK, Grades 1 & 2, etc. One school has two “triple grade” classes from JK to Grade 4. Total enrolment in the elementary panel for 2005/06 is 1,224 with school populations between 53 and 313 students.

Enrolment projections for the four public high schools in the District were incomplete; however high schools in Terrace Bay and Manitouwadge are fearful that enrolments could drop by 10% or more in the fall of 2006. Special needs students are anxious about the possibility of moving away, and in general students are anxious about the possibility, or reality, of losing life-time friends as families talk of relocation.

The Leisure Services department in Manitouwadge anticipates a drop in the numbers of youth in traditionally offered programs such as minor hockey, figure skating, scouts, and karate, as families move away. For the coming summer, they plan to offer and run their usual summer programs, including minor ball, soccer and a youth drop-in.

Community members in Terrace Bay/Schreiber are already questioning whether there will be youth programming come the fall. The Recreation department in Terrace Bay cites concerns with higher operating costs, lower revenues, declining usage and participation rates, temporary layoffs and anticipation of a declining volunteer base as issues affecting that Centre.

### ***Needs Identified by Service Groups***

High schools have limited guidance counselling resources and access to personal counselling resources in smaller communities are limited.

Managers of recreation programs in both communities are concerned that there will be insufficient numbers of youths available to operate age and size-based programs. They are also concerned about the future availability of volunteer coaches to operate youth programs — as

families leave the community, or only one parent remains full-time in the community, they wonder whether a sufficient number of parents who remain will have the time and commitment to ensure programs run. Lastly, there are concerns about the ability to deliver the same range of programs when municipalities are belt-tightening. User fees and cost recovery are being discussed at the same time that affordable access to community programs is recognized to be especially important for families with one or both income-earners out of work.

### ***Current and Planned Response***

In Terrace Bay/Schreiber, plans for construction of a new St. Martin and Ecole Franco Terrace Bay School continue with construction scheduled to begin in early June 2006. At the same time, there are rumours that the public high school in Terrace Bay which is attended by students from both communities will require major renovations or replacement.

As student enrolments drop, it is likely that additional double and triple-grading will be required in the elementary panel. Some amalgamations of students from neighbouring communities may be required if numbers continue to fall; however, there are limits to this option because of distances between many District communities. If high school enrolments continue to drop, it will be difficult to maintain many optional programs and the richness of education available to high school students in District schools could suffer. In a worst case scenario, some or all elementary and secondary grades may be moved into a single building.

In Manitouwadge, the Recreation Department anticipates they may need to scale back hours of operation based on the numbers of youth participating in various programs.

## **Moving Forward: Action to Mitigate the District and Community Impacts**

There is wide-spread concern for the future of the communities in the District and the region, and agreement that our economy is struggling. The crisis in forestry has brought our political leaders together to lobby other levels of government with a single, strong message. Our struggling economy has brought communities together to work on joint problems. It is imperative that our communities and our community leaders begin to work together to present a strong, single voice to provincial and federal levels of government in order to move forward with the district and community actions outlined here.

Several other mills in the District and the region remain at risk of downsizing or closure. The crisis in forestry has led to rapid change within an economy that has been undergoing change for several years. The economy of the District and the region will not be stabilized by mill re-openings or worker call-backs — these events might slow the rate of change, and that would be a welcome relief, but a reduction in the rate of change is not an end to economic change. More change is inevitable. It is critical that community and regional leaders, groups, businesses, and individuals turn their attention to the need to achieve greater diversification and the need to become less reliant on the traditional forestry industry.

The recommendations which follow look both at the immediate needs of our District to alleviate the social impacts of the economic crisis, and at the longer term needs to sustain our communities through diversification. These recommendations are opportunities for service organizations, business, communities and governments to come together to mitigate the impacts of the changing economy and to shape a positive future for the District and the region.

### **Action to Mitigate more Immediate Social Impacts**

Communities across the District are being differently affected by the timing and number of job losses to-date, and the social impacts of the decline in the District economy have so far been akin to waves lapping at the shore. However, there is general agreement that storm waves are not far behind. The organizations, agencies and service groups consulting for this study have identified warning signs and important services gaps and initiatives which can be addressed or made ready before the full social impacts are felt. There is a sense that impacts will be more fully felt in six to 12 months.

Some initiatives suggested by those consulted are already underway through partnerships between groups or between organizations and government. The following additional action items are recommended for implementation within the next six months:

1. Access to independent, community-based credit and debt counselling services in District communities. There is expertise within Family Services Thunder Bay and a strong possibility that with some additional resources, this agency could take the lead in

formulating a delivery mechanism to provide better access for the District.

2. Greater use of and access to video and alternate technology to circumvent distances between the individuals with needs and the professionals who can provide health, medical and counselling assistance; to reduce the costs of travel to access such services.
3. Promote the available opportunities for on-line learning, training and education, and explore additional avenues to assist individuals seeking upgrading and retraining, while reducing the necessity to travel and relocate.
4. Broader eligibility in terms of financial support for skills development, and broader definitions of eligible course delivery mechanisms so as to expand the opportunities for individuals to take advantage of community- and PC-based training and upgrading.
5. Support for the effective distribution of food items through the regional network to reach food banks within the District.
6. Increase resources for education and delivery of community-based counselling, mental health and addictions support services. To overcome difficulties in small communities, these services should be offered or co-located in community clinics where a wide range of services and professionals can be accessed.
7. Provide resources to assist displaced workers across the District to deal with anger, re-employment barriers, and the emotions generated by lay-off, job loss and uncertainty. There are a variety of resources which can be explored to implement this action item. Several re-employment service providers and EAP counsellors located in Thunder Bay and the District may have the capability to deliver such assistance or to do so in conjunction with such agencies as Family Services Thunder Bay or the Catholic Family Development Centre.

### **Action to Mitigate Impacts in the Longer Term**

A common thought which emerged during this study is the need to “build on our assets.” Clearly, contributors often had very different assets in mind: forests and forestry by-products, fresh air, historic and traditional ways of life, institutions, electricity, mining, fledgling knowledge-based businesses and organizations, to name a few. However those assets are defined, the mechanism for building on them, for recognizing what they are and mobilizing community and political action to build on the assets, is generally referred to as “community capacity building” — a key component of the work generally undertaken by Community Adjustment Committees (CAC’s). CAC’s recognize that significant community development takes place when local community people are committed to investing in the effort. CAC’s are complementary to traditional community organizations and economic development — they are at the same time, a vehicle to affirm the work already done and underway and a vehicle to define initiatives clearly, build broad-based support within communities for those initiatives, and ensure

that resources from government sources are well utilized.

### ***Building on Community through Engagement***

There are currently three Community Adjustment Committees (CAC's) active in the District. These groups bring together representatives from the very agencies and organizations which contributed to this study, along with government representatives and local municipalities. Purpose and approach vary, as outlined in Appendix B, however, Committees formed in the District have tended to provide a vehicle to consult and engage community members in seeking diversification strategies.

There are many, many ideas within District communities, and many people who are active in their communities and willing to do more or stay the course to sustain and grow the assets in place. CAC's appear to be a most effective vehicle by which to gather, prioritize, explore, select and pursue those ideas.

The Ontario Ministry of Training, Colleges and Universities (MTCU) has been innovative in developing joint agreements with two or more communities, and individuals who are actively involved on their community committee are enthusiastic supporters of CAC's. The following recommendation is proposed to enhance understanding of the benefits and assist newly formed and potential committees to move more quickly up the learning curve.

### ***Inventory Community Strengths***

This approach to community development flows from the philosophy that social and economic renewal start with existing capacities — this may include the capacities of residents, institutions, associations, businesses, communities and regions. As a starting point for economic diversification, several of the communities in the District have recognized the need to develop what is termed an “investment readiness” profile, based on a tool made available through the Ontario Ministry of Northern Development and Mines (MNDM) as outlined in Appendix B. Although the need has been recognized, resources to undertake the work necessary are in short supply.

### ***Building on Existing Business***

Several individuals who contributed to this study pointed out that if waiting for an out-of-town stranger to bring new capital and jobs to the District is the only strategy followed, it could mean a long and fruitless wait. They point out that building on the economic strengths and potential of existing business is more likely to result in new job creation. Several mechanisms for consulting and engaging businesses have been suggested by individuals associated with economic and business development or community adjustment groups. Four communities in the District have started or completed Business Retention and Expansion (BR+E) programs or some other form of business survey. BR+E surveys in particular appear to offer a well thought-out approach to

business consultation, yet most communities have struggled to successfully engage their business communities in the full process.

### ***Mechanisms for Continued District & Regional Development and Diversification***

At the municipal level, economic development has been the vehicle by which communities across the District have sought to expand or capture new business ventures. Unfortunately, funding for a municipal economic development staff member is not always seen as a priority by successive Councils, and relationships between the more independent economic development commissions and local Councils have often been difficult. History suggests that municipal councils and citizens cannot always be expected to support current financial outlays which may, or may not, produce tangible business and employment development. It follows that if communities cannot be relied upon to support sustained and meaningful efforts to take a long-term focus in order to diversify their local economies, other mechanisms should be considered.

Community Adjustment Committees (CAC's) have been discussed as an appropriate and beneficial vehicle for community adjustment, but they are not intended to receive ongoing, permanent funding by the Province, although their mandate may be extended with funding from other government sources. As a basic premise, CAC's could be self-sustaining insofar as strong, lasting commitment is fostered within the community. Although this is possible, it is not probable, given the many competing interests vying for the time and attention of community volunteers and the likelihood that supporters will move on or lose interest.

Community Futures Development Corporations (CFDC's) with funding from FedNor, and provincially, MNDM, were suggested as potential mechanisms since both are ongoing entities and operate within regional economic development mandates.

### **Action Items**

The following action items follow from the theme of "community capacity building" and are recommended for implementation within the next six to twelve months.

8. Use an opportunity such as the Adjustment Forum planned by the North Superior Training Board for the Fall of 2006 as a venue in which to bring together members of existing Community Adjustment Committees and interested representatives from other communities, economic and business development groups, and Ministry and Federal consultants in order to:
  - Develop a better understanding of community adjustment and committee processes.
  - Share information and experiences with regard to business consultation tools and models, and develop strategies for improved utilization of such tools.
9. Encourage all communities to prepare or update their "investment readiness" profile to

assist them in building upon their existing capacities; and improve marketing or promotion of financial support available to communities for the design of innovative approaches to the compilation of investment readiness profile data, using community volunteers.

10. Bring together community, municipal, provincial and federal representatives to share and examine community development models, and to develop proposals for consideration by appropriate levels of government for a regional diversification mechanism.
11. Explore the possibility and interest in a Regional Adjustment group to monitor impacts as the momentum of economic change occurs, develop specific responses, prepare plans for services and programs, and participate in developing recommendations for economic recovery.

## Appendix A: Published Sources

An Economic Impact Analysis of the Northwestern Ontario Forest Sector, B. Moazzami, 2006, prepared for the Northern Ontario Forestry Council

Community Profiles, Pullia Accounting and Consulting, work product from a Schreiber Ontario Works Project, 2001.

Dorion, Township of website [www.nwconx.net/tdorion/township.html](http://www.nwconx.net/tdorion/township.html)

Economic Report on Nipigon, provided by Township of Nipigon, Economic Development Office (undated)

Geraldton Chamber of Commerce website: [www.noacc.com/geraldton\\_chamber.asp](http://www.noacc.com/geraldton_chamber.asp)

Labour Market Bulletin, Service Canada Centre of Canada, Thunder Bay, Volume 2, Issue 4, Fourth Quarter 2005.

Manitouwadge, Township of website: [www.town.manitouwadge.on.ca](http://www.town.manitouwadge.on.ca)

Ontario Municipal Directory, Association of Municipal Managers, Clerks and Treasurers of Ontario, AMCTO, 2004.

Red Rock, Township of website: [www.redrocktownship.com](http://www.redrocktownship.com)

Schreiber, Township of website: [www.schreiber.ca](http://www.schreiber.ca)

Terrace Bay, Township of website: [www.terrace-bay.com](http://www.terrace-bay.com)

Terrace Bay/Schreiber Area Statistics, Community Adjustment Partnership, March 2006.

The Forest Sector, City of Thunder Bay website [www.thunderbay.ca](http://www.thunderbay.ca).

## **Appendix B: Economic & Community Development Programs**

### **Business Retention and Expansion**

Business development and job creation are important to the health and vitality of any community. In an era when most new jobs come from existing businesses, a welcoming business environment is essential. Business Retention and Expansion (BR+E) results in job growth and economic prosperity by helping communities identify both the barriers to survival and the expansion opportunities facing local businesses.

BR+E is a community-based, volunteer-driven economic development tool that encourages the growth and stability of local businesses. It is a cost-effective approach to business visitations that has been implemented in hundreds of rural and urban communities across the US. In 1998, BR+E was introduced on a pilot basis in communities across the province. In Northern Ontario, pilot projects have been undertaken in the communities of Parry Sound and Wawa.

The results of BR+E pilot projects have been impressive: development of a more business-friendly attitude, new local investment, more jobs, fewer barriers to development and easier access to financing, to name a few. A number of MNDM staff have been certified as BREI Consultants.

Source: Ontario Ministry of Northern Development and Mines website: [www.mndm.gov.on.ca](http://www.mndm.gov.on.ca)

### **Community Adjustment**

Where there is evidence of downsizing within a community, a community adjustment process may be implemented. The Adjustment Advisory Program works with another committee, which addresses the future sustainability for the area. This would involve several other public and private partners and government reps, contributing additional financial and advisory assistance to the process.

The committees' purpose would be to develop a multi-functional action plan for the broader community as a whole – beyond the workers needs. This plan could include addressing issues regarding the local economy, community infrastructure, social development, labour force development, education and training development, and business retention and expansion for the community, etc. There are specific steps to follow, and every plan within every community is very unique due to their own specific identity, circumstances, and composition.

SOURCE: North Superior Training Board website: [www.nstb.on.ca](http://www.nstb.on.ca)

Note: Both Labour Adjustment and Community Adjustment are programs managed under the Adjustment Advisory Program of the Ontario Ministry of Training, Colleges and Universities.

## **Investment Readiness**

Northern Ontario boasts a diversified economy with a rich land base and a global focus, making it an excellent place to establish new businesses. Northern communities, however, face enormous competition to attracting investment. Communities are competing for the attention of investors who are making more and more discriminating decisions based on their business needs, available infrastructure supports, and the flexibility and ease of local planning and development processes.

Investment Readiness Test a self-assessment tool designed to assist communities to identify investment readiness gaps, determine the effectiveness of existing planning and economic development processes, and identify ways to add value to those processes.

The readiness kit complements other business and investment services and the sectoral expertise of MNDM staff throughout the North.

Source: Ontario Ministry of Northern Development and Mines website: [www.mndm.gov.on.ca](http://www.mndm.gov.on.ca)

## **Labour Adjustment**

The purpose of the Adjustment Advisory Program is to assist groups of individuals and their communities who are unemployed or under notice of layoff to develop the knowledge and skills necessary to cope with labour market change. This process is delivered through the formation of a labour adjustment committee by providing both advisory and financial support, in partnership with others, i.e. the municipality, the employers, labour groups, as well as provincial and federal government representatives.

Workers are assessed to determine their needs, which help them make choices regarding their future. Some options include re-employment, retirement, relocation, self-employment or career change.

SOURCE: North Superior Training Board website: [www.nstb.on.ca](http://www.nstb.on.ca)

Note: Both Labour Adjustment and Community Adjustment are programs managed under the Adjustment Advisory Program of the Ontario Ministry of Training, Colleges and Universities.

## Appendix C: Organizations Consulted

### ADULT EDUCATION & TRAINING

Adult Literacy & Basic Skills  
Anishnabek Employment & Training  
Confederation College - Counselling & Career Services  
Contact North - Terrace Bay/ Schreiber  
Contact North - Manitouwadge  
Employment Counselling  
Fort William First Nation  
Ginoogaming First Nation Training Centre  
Labour Market Resource Centre - Terrace Bay/Schreiber  
Labour Market Resource Centre - Manitouwadge  
Lakehead Adult Education Centre  
Lakehead Employment Services  
Literacy Northwest  
Long Lake #58 Employment Office  
Lutheran Community Care Centre  
Manitouwadge Resource Centre  
Matawa Employment & Training  
Metis Nation of Ontario Training Initiatives  
More Than Words  
Nipigon Public Library  
Nishnawbe Aski Development Fund  
Ontario Works - Employment Resource Centre  
Superior Training Employment Programs  
Superior North Literacy  
Terrace Bay Public Library  
Thunder Bay Literacy Group  
Thunder Bay Indian Friendship Centre  
Thunderbird Friendship Centre - Geraldton  
TrendLine + Scandcorp Resource Centre

### BUSINESS, COMMUNITY & ECONOMIC DEVELOPMENT

Business Development Bank of Canada  
Canadian Federation of Independent Business  
City of Thunder Bay  
FedNor  
Land of the Nipigon Chamber of Commerce  
Land of the Nipigon Community Adjustment Committee  
Manitouwadge Community Adjustment Committee  
Manitouwadge Business Development Committee  
Matawa Tribal Council Community Development Office  
Municipality of Greenstone, Economic Development  
North Superior Training Board

Schreiber/Terrace Bay Community Adjustment Partnership  
Superior North CFDC  
Thunder Bay Chamber of Commerce  
Town of Marathon, Tourism & Economic Development  
Township of Nipigon, Economic Development Office  
Township of Schreiber, Economic Development  
Township of Manitouwadge

### CHILDREN & FAMILY SERVICES

Catholic Family Development Centre, Thunder Bay  
Children's Aid Society of Thunder Bay  
Dilico Ojibway Child & Family Services  
Family Resource Centre, Dorion  
Greenstone Day Care  
Ontario Early Years Centre - Manitouwadge  
The Family Place - Nipigon  
The Family Place - Schreiber

### CRISIS INTERVENTION AND RESPONSE

Crisis Response Service  
Faye Peterson Women's Shelter  
Greenstone Family Resource Centre  
Marjorie House  
Nipigon Food Bank  
Northshore Harvest Cupboard  
Rural Cupboard Food Bank  
Shelter House, Thunder Bay  
Soup Van Ministry - Community & Residential Services  
St. Andrew's Dew Drop Inn  
Thunder Bay Police  
Thunder Bay Christian Community Centre

### FIRST NATIONS

Animibigoo Zaagi'igan Anishinaabek First Nation  
Biinjitiwaabik Zaaging Anishinaabek First Nation  
Fort William First Nation  
Ginoogaming First Nation Band Office  
Lake Helen First Nation/Red Rock Band  
Long Lake #58 First Nation Band Office  
Ojibways of the Pic River First Nation  
Pays Plat First Nation  
Pic Moberg First Nation Band Office

## **GOVERNMENT**

City of Thunder Bay  
Municipality of Greenstone  
Municipality of Greenstone  
Town of Marathon  
Town of Marathon  
Township of Dorion  
Township of Manitouwadge  
Township of Terrace Bay

## **HEALTH SERVICES & SUPPORT GROUPS**

Alcoholics Anonymous  
Behavioural Sciences Centre  
Canadian Mental Health Association  
Centre for Addictions & Mental Health  
Dilico Ojibway Child & Family Services  
Family Services Thunder Bay  
Geraldton District Hospital  
Ka-Na-Chi-Hih Treatment Centre  
Lakehead Psychiatric Hospital  
Lutheran Community Care Centre - Counselling  
Manitouwadge General Hospital  
Manitouwadge Mental Illness Support Network  
Marathon Family Practice  
McCausland Hospital, Terrace Bay  
Nipigon District Hospital  
North of Superior Programs  
Norwest Community Health Centre - Ogden  
St. Joseph's Care Group, Mental Health & Addiction Services  
Thunder Bay Regional Health Sciences Centre, Community Mental Health

## **LABOUR ADJUSTMENT**

Gem of the North Action Centre  
Manitouwadge Action Centre  
Newmont Canada Ltd., Golden Giant Mine  
Red Rock Action Centre  
Sturgeon Timber  
Terrace Bay/Schreiber Labour Adjustment Committee  
Williams Operating Corp.

## **SENIORS PROGRAMMING**

Golden Age Centre, Manitouwadge  
Herb Carroll Centre - 55 Plus  
The Chimo Club, Schreiber

## **SOCIAL ASSISTANCE, COMMUNITY HOUSING & FINANCIAL SERVICES**

Caisse Populaire  
Canadian Mortgage & Housing Corp.  
Castlegreen Co-op Housing Corp.  
Central Housing Registry  
Kinna-aweya Legal Clinic - Thunder Bay  
Kinna-aweya Legal Clinic - Nipigon  
Kinna-aweya Legal Clinic - Marathon  
Municipality of Greenstone, Social Services  
Ontario Works - Manitouwadge/Marathon  
Ontario Works - Schreiber  
RBC Royal Bank  
Royal LePage  
Superior Credit Union  
TD Canada Trust  
Thunder Bay District Housing Corp.  
Thunder Bay Real Estate Board  
Thunder Bay Economic Justice Committee

## **UNIONS**

CAW, Local 229  
CEP Labour Adjustment Office  
CEPU  
Northwestern Ontario Building and Construction Trades Council  
Thunder Bay & District Labour Council  
USW

## **YOUTH POPULATIONS & COMMUNITY PROGRAMMING**

Lake Superior High School, Terrace Bay  
Lakehead District School Board  
Superior-Greenstone District School Board  
Thunder Bay Catholic District School Board  
Township of Manitouwadge, Recreation Department  
Township of Terrace Bay, Recreation Department

## **CONSULTATION - MARCH 31, 2006**

Fast Forward  
FedNor  
Ministry of Northern Development & Mines  
Ministry of Education  
North Superior Training Board  
Office of Ken Boshcoff, MP  
Ontario March of Dimes  
PARO Centre for Women's Enterprise  
Regional Career Fair  
Service Canada  
Thunder Bay Multicultural Association  
Thunder Bay District Health Unit  
Thunder Bay Ventures  
Thunder Bay City Council