

ON THE ROAD TO
**BUILDING
A SUPERIOR
WORKFORCE**

2018-2019 Community Labour Market Plan



**Local Employment
Planning Council**

Conseil local de planification
en matière de l'emploi



LIMITATIONS:

The North Superior Workforce Planning Board, your Local Employment Planning Council, recognizes the potential limitation of this document and will continue to seek out information in areas that require further analysis and action. The North Superior Workforce Planning Board assumes no responsibility to the user for the consequences of any errors or omissions.

Throughout this report we reference the Ministry of Advanced Education and Skills Development (MAESD). On June 29, 2018, following the preparation of this report, the Ministry name was officially changed to the Ministry of Training, Colleges and Universities (MTCU).

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We are proud to present On the Road to Building a Superior Workforce: 2018-2019 Community Labour Market Plan for the North Superior Workforce Planning Board, your Local Employment Planning Council catchment area. This plan represents the remarkable collaborative efforts of the communities' stakeholders, the Secretariat, Central Planning Table and Subject Matter Working Groups, together with the leadership of the North Superior Workforce Planning Board and staff, Ministry of Advanced Education and Skills Development (MAESD) and representatives from various orders of government.





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We also thank our staff for their numerous contributions and tireless efforts.

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Association des francophones du Nord-Ouest de l'Ontario
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Lakehead University
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Local Service Board,
Thunder Bay Unincorporated Area
March of Dimes Canada – Northwest Region
Métis Nation of Ontario
Ministry of Advanced Education and Skills Development (MAESD)
MTW Employment Services
Nokiiwin Tribal Council
Northern Policy Institute/Institut des politiques du Nord
Northwest Employment Works
Novocentre
Ontario Centre for Workforce Innovation
PARO Centre for Women's Enterprise
Réseau de soutien l'immigration francophone du Nord de l'Ontario
Superior North Community Futures Development
Thunder Bay District Social Services Administration Board (TBDSSAB)
Thunder Bay Chamber of Commerce
Thunder Bay Community Economic Development Commission
Thunder Bay District Municipal League
Thunder Bay Indigenous Friendship Centre
Thunder Bay Multicultural Association
YES Employment Services

LEPC Subject Matter Working Group Member Organizations

180 Institute
A to Z Rentals
Aboriginal Affairs and Northern Development Canada-Ontario Region
Alpha Court
Ambassadors Northwest
BDO
Canadian Hearing Society
Canadian Mental Health Association
Carpenters Union Local 1669
Common Voice Northwest
Community Living Thunder Bay
Confederation College
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Contact North
Conseil scolaire de district catholique des Aurores boréales
Ecole secondaire catholique de la verendrye
FedNor
Fort William First Nation Employment and Training
Frontier College
Greenstone Economic Development Corporation
IBEW Local 402
Independent Living Resource Center
Indigenous and Northern Affairs Canada
Kairos Community Resource Centre
Kallio Consulting
Kiikenomaga Kikenjigewen Employment and Training Services (KKETS)
Lakehead Adult and Continuing Education
Lakehead Public School Boards
Lakehead University
Literacy Northwest

**LEPC Subject Matter Working Group
Member Organizations, continued**

March of Dimes Canada – Northwest Region

Matawa First Nations

Métis Nation of Ontario

Ministry of Advanced Education
and Skills Development (MAESD)

Ministry of Economic Development,
Employment and Infrastructure (MEDEI)

Ministry of Research and Innovation (MRI)

Ministry of Education

Ministry of Northern Development and Mines

North West Local Health Integration Network
(NW-LHIN)

Northern Policy Institute

Northwest Employment Works

Northwestern Ontario Municipal Association

Novocentre

Ontario Native Women's Association

Operating Engineers – Local 793

PARO Centre for Women's Enterprise

Réseau de soutien l'immigration
francophone du Nord de l'Ontario

Safe Stress

Service Canada

Skills Ontario

Superior Greenstone District School Board

Superior North Adult Learning Association

Superior North Community Futures
Development Corporation

TBT Engineering

Thunder Bay District Social Services
Administration Board (TBDSSAB)

Thunder Bay Chamber of Commerce

Thunder Bay Community Economic
Development Commission

Thunder Bay Counts

Thunder Bay Catholic District School Board

Thunder Bay District Municipal League

Thunder Bay Indigenous Friendship Centre

Thunder Bay Literacy Group

Thunder Bay Multicultural Association

Thunderbird Friendship Centre

UNIFOR

United Way of Thunder Bay

Urban Aboriginal Strategy

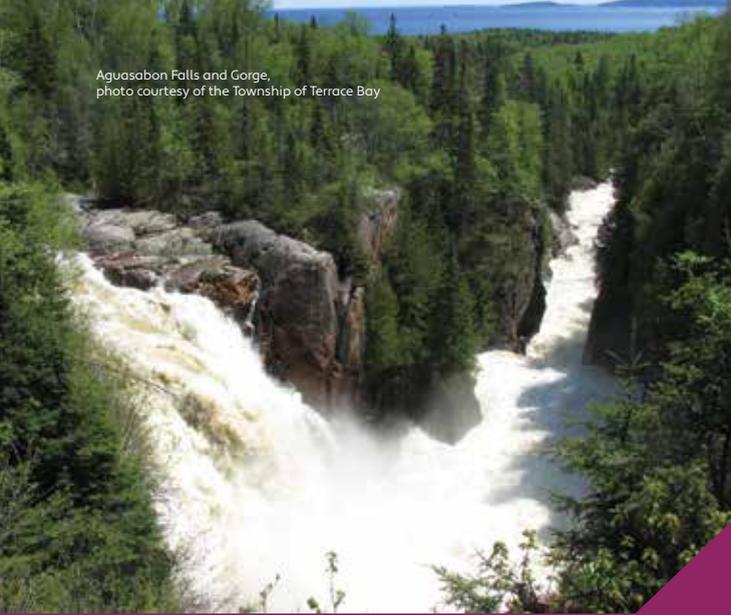
Vector Construction

Victoria Inn Hotel & Convention Centre

Whitesand First Nation

Workforce

YES Employment Services



EXECUTIVE SUMMARY 2018

Keeping up-to-date with changes and current trends in one's profession is becoming increasingly important as the speed, frequency and magnitude of those changes increase. The North Superior Workforce Planning Board (NSWPB), your Local Employment Planning Council (LEPC), has prepared this Community Labour Market Plan to provide an overview of what is happening with respect to North-western Ontario's population, workforce, employment prospects and economy.

On the Road to Building a Superior Workforce 2018-2019 Community Labour Market Plan will provide insight into the labour market information that informs local decision-making in the Thunder Bay district. The Plan represents the culmination of extensive research and analysis. It outlines labour supply and demand initiatives within the following five strategic priorities:

1. Expanding the current understanding of local labour market needs and improving access to labour market information and resources;
2. Addressing workforce challenges and gaps in services by serving as a central point of contact and facilitating collaboration amongst employers, service providers, orders of government (First Nations, Municipal, Provincial and Federal) and community partners;
3. Acting as a hub connecting employers, industry associations, sector groups and other employer groups with appropriate employment and training service providers to address workforce needs;
4. Collaborating with community stakeholders to develop projects related to the research, and piloting innovative approaches to addressing local labour market issues and opportunities;
5. Working with provincial and community organizations including other LEPCs and local boards across the province to identify and share local best practices that could inform actions in other areas.

The Plan includes a summary of initiatives we have been collaborating on over the course of the LEPC pilot project. We also identify strategic goals to move our workforce and our communities forward in the coming months and year.

While engaged in planning, it is important to understand the past and be aware of what is happening in the present, while also focusing on the future. The author of an article published in *Municipal World Insider*, February 21, 2018, points out that "over the last century, we have experienced several large-scale revolutions. The industrial revolution of the late 1800s gave way to a financial revolution in the 1950s and 1960s. By the 1980s and 1990s, we were in the midst of a technology revolution that spawned entirely new sectors and access to data, customer-focus, and segmentation. Indeed, the last 100+ years have led to completely transformed processes, operations, financial models, technology and our understanding of the customer."

What will the next wave be and what implications will it hold for the workplace and the workforce of the future? To help us answer those questions, and to spark discussions and help inform future actions, we have included in this Community Labour Market Plan an essay on the Digital Revolution.

Madge Richardson
Executive Director, NSWPB/LEPC

LIST OF ABBREVIATIONS

APPR	Apprentice	CLMR	Community Labour Market Report	ICT	Information and Communication Technologies
AETS	Anishinabek Employment & Training Services	CMA	Census Metropolitan Area	INAC	Indigenous and Northern Affairs Canada
AFNOO	Association des francophones du Nord-Ouest de l'Ontario	CofA	Certificate of Apprenticeship	IRI	Indian Reserve
ASETA	Aboriginal Skills Employment and Training Agreement Holders	COJG	Canada-Ontario Job Grant	ISC	Indigenous Services Canada
BI	Baakaakonaanan Ishkwaandemonan (Opening Doors for You)	CPT	Central Planning Table	JVWS	Job Vacancy Wage Survey
CD	Census Division	CRIBE	Centre for Research and Innovation in the Bio-Economy	KE	Knowledge Economy
CEDC	Thunder Bay Community Economic Development Commission	CSD	Census Subdivision	KKETS	Kiikenomaga Kikenjigewen Employment & Training Services
CFDC	Community Futures Development Corporations	CY	City	LBS	Literacy and Basic Skills
CLMD	Community Labour Market Discussion	EI	Employment Insurance	LEPC	Local Employment Planning Council
CLMP	Community Labour Market Plan	EO	Employment Ontario	LMI	Labour Market Information
		ES	Employment Services	LU	Lakehead University
		FWFN	Fort William First Nation	MAESD	Ministry of Advanced Education and Skills Development
		GDP	Gross Domestic Product		
		HSW	Highly Skilled Workforce		

MCI	Ministry of Citizenship and Immigration	NO	Northern Ontario	ON	Ontario
MCSS	Ministry of Community and Social Services	NOACC	Northwestern Ontario Associated Chambers of Commerce	OW	Ontario Works
MCYS	Ministry of Children and Youth Services	NOHFC	Northern Ontario Heritage Fund Corporation	SC	Second Career
MEDG	Ministry of Economic Development and Growth	NOMA	Northwestern Ontario Municipal Association	S-É	Indian settlement
MEDU	Ministry of Education	NOSM	Northern Ontario School of Medicine	SME	Small-Medium Enterprises
MEI	Ministry of Energy and Infrastructure	NWO	Northwestern Ontario	SMWG	Subject Matter Working Group
MNDM	Ministry of Northern Development and Mines	NR	Northern Region	TBDSSAB	Thunder Bay District Social Services Administration Board
MNRF	Ministry of Natural Resources and Forestry	NSWPB	North Superior Workforce Planning Board	TBRHSC	Thunder Bay Regional Health Sciences Centre
MOF	Ministry of Finance	NW-LHIN	North West Local Health Integration Network	TP	Township
MOHLTC	Ministry Health and Long-term Care	ODSP	Ontario Disability Support Program	UAS	Urban Aboriginal Strategy
MRIS	Ministry of Research, Innovation and Science	OMAFRA	Ontario Ministry of Agriculture, Food and Rural Affairs	UE	Unemployment
MU	Municipality			YJC	Youth Job Connection
NAN	Nishnawbe Aski Nation				

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ABOUT THE NORTH SUPERIOR WORKFORCE PLANNING BOARD

In December of 2015, the North Superior Workforce Planning Board (NSWPB) was awarded funding to implement one of eight Local Employment Planning Council (LEPC) pilot programs in Ontario to increase the efficiency and effectiveness of the labour market in the Thunder Bay district. It did so by building on existing partnerships between community stakeholders, service providers and employers throughout the Thunder Bay district.

LEPC pilot programs are funded through the Ministry of Advanced Education and Skills Development (MAESD). The LEPC conducts and disseminates labour market research and undertakes multiple actions to ensure that stakeholders are prepared to meet future social and economic demands across Northwestern Ontario. The LEPC strives to reflect the unique challenges and realities faced by residents of Northwestern Ontario and to act as a voice for the region to inform policies, programs, services and fiscal allocations.

In June of 2016, the Premier's Highly Skilled Workforce (HSW) Expert Panel released its final report, *Building the Workforce of Tomorrow: A Shared Responsibility*. The report "makes recommendations on how the province can build on its world-class skills, education and training systems to prepare Ontario's current and future workforce for the technology- and knowledge-based jobs of today and tomorrow."

LEPCs are essential to the government's achievement in addressing the report's recommendations in six key areas:

1. Building stronger partnerships between educators and employers by establishing a new Planning and Partnership Table supported by a new Workforce Planning Development Office within government. Employers, educators, labour, government and others would work through this Table to drive solutions for skills and talent development, and for experiential learning. Industry Tables would address mismatches between the skills that industries need and what the workplace offers;

- 2. Increasing access to job market information** by working with the federal government to help lead the creation of a national system to give employers and job-seekers better access to information, such as where jobs exist, and which skills employers will need in the future;
- 3. Expanding opportunities for learning by experience** by funding more placements, so that every student completes at least one experiential learning opportunity before graduating from high school, and another before finishing college or university;
- 4. Promoting both traditional and non-traditional career paths** by increasing students' exposure to options including the arts, science, engineering, technology, skilled trades and entrepreneurship;
- 5. Investing in human capital** by launching programs to support training in the workplace and encouraging large employers to share successful training programs with small- and medium-sized enterprises;
- 6. Closing gaps in skills and competencies** by finding ways to teach and recognize the soft skills that students learn, such as teamwork, problem solving and entrepreneurial spirit, and by developing training programs for groups underrepresented in the workplace to provide them with better access to employment opportunities.

The LEPC will continue to meet its contractual obligations by engaging in the following strategies:

- Labour Market Information and Intelligence
- Integrated Planning
- Service Coordination for Employers
- Research and Innovation
- Sharing Best Practices and Promising Approaches
- Community Partnerships

Vision:

To foster a culture of inclusive collaboration, research and innovation in response to Northern challenges and opportunities.

Mission:

The LEPC is passionate about its commitment to Northwestern Ontario and is dedicated to serving employers, stakeholders and the public by:

Acting as a hub for communication, collaboration and education;

Identifying and eliminating barriers to increase the efficiency and effectiveness of the labour market in the Thunder Bay LEPC;

Conducting and disseminating labour market research that will aid in ensuring that our stakeholders are prepared to meet the future social and economic demands across Northwestern Ontario;

Informing stakeholders of labour market services and opportunities;

Ensuring that the LEPC remains a dynamic and forward-looking organization that can evolve as required to meet the changing needs of our stakeholders;

Reflecting the unique challenges and realities faced by residents of Northwestern Ontario to inform policies, programs, services and fiscal allocations, and

Serving as a positive environment where stakeholders can focus on relationship-building and sharing knowledge and experience.

Mandate:

The purpose of the LEPC pilot is to create a network aimed at improving conditions in local communities through expanded collection and dissemination of local labour market information, and to drive local approaches in the planning and delivery of employment and training services through community engagement.

The objectives of the LEPC are to improve:

Employer participation rates in employment and training programs;

Service coordination amongst local service providers, and

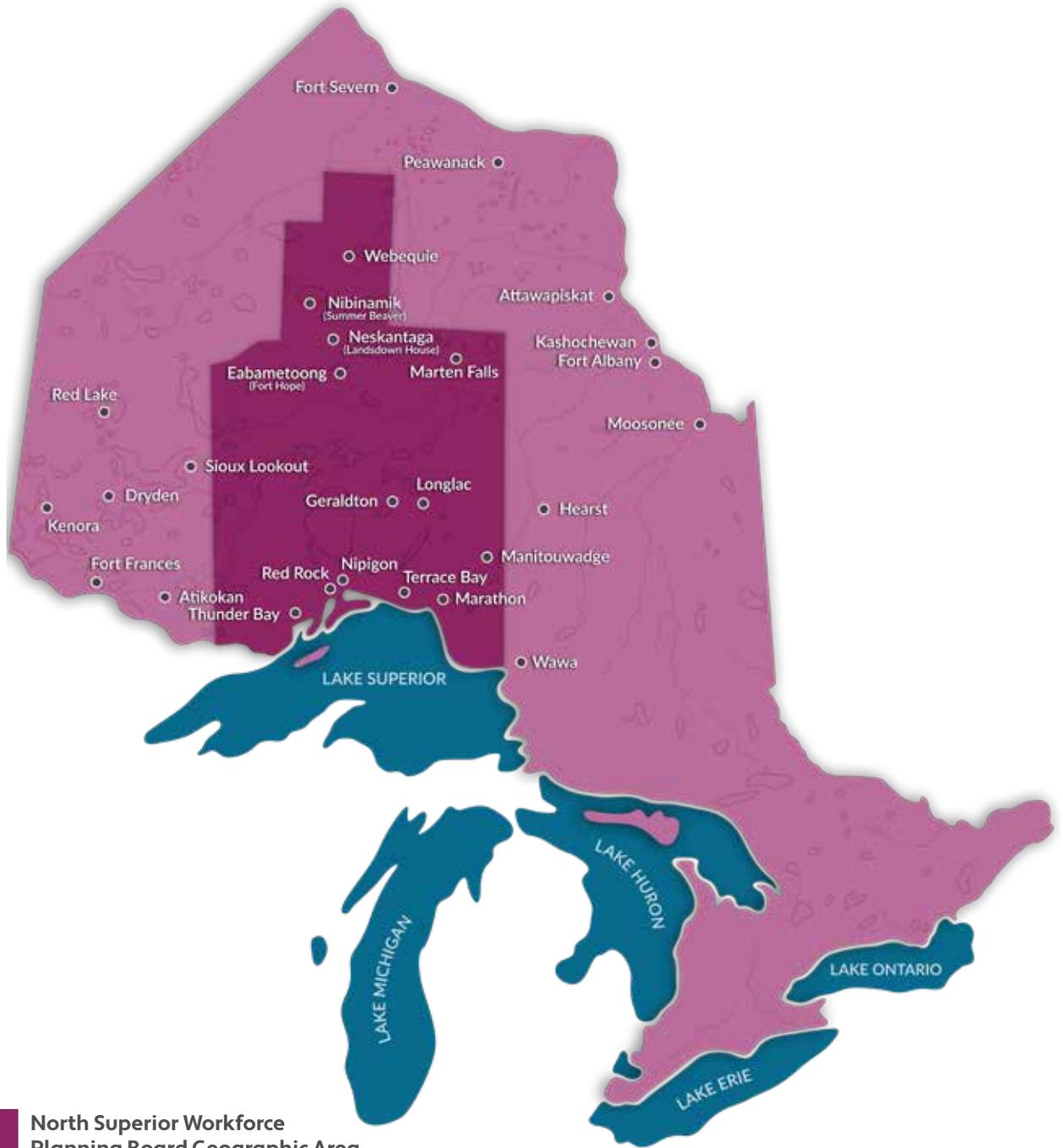
Integrated local planning of Employment Ontario (EO) and non-Employment Ontario services amongst service providers.

Governance for the Thunder Bay district LEPC includes:

The Secretariat is comprised of the Board of Directors for the NSWPB, the Executive Director and the Project Coordinator. It's role is to oversee, review and guide the LEPC to fulfill all contractual deliverables and commitments, as well as fiduciary responsibilities. This composition ensures coordination and synergies between the LEPC pilot project and the NSWPB corporation's governance board.

The Central Planning Table is the advisory body for the LEPC and its membership is comprised of representatives from the varied community and stakeholder interests within the region;

Subject Matter Working Groups are comprised of key industry, labour and community representatives, key employment and training service providers, network representatives, local advisory groups and representatives of different orders of government (First Nations, Municipal, Provincial and Federal). These individuals bring expertise to these groups by focussing on local needs and collaborative local planning to address both local needs and opportunities.



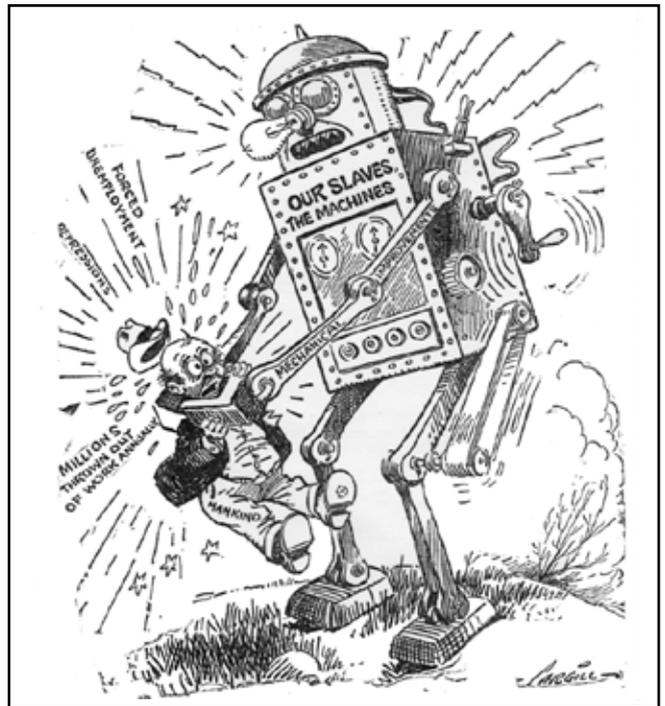
THE FUTURE IS HERE:

ARE WE READY FOR INCREASED AUTOMATION IN THE WORKPLACE?

Many believe that in the 21st century, we are better prepared than we were in the past for the next wave of technology that will revolutionize the workplace. Others are less optimistic. As we stand on the threshold of the digital revolution, many experts are already describing it as the next industrial revolution. How will we prepare our workforce to not only learn the new technology, but to embrace it and not become metaphorical machine destroyers? Let us survey some of the recent headlines heralding the beginning of this digital revolution.

On January 24, 2018, the Federal Government of Canada announced a 50-million-dollar initiative to teach young people to code, a skill that Apple CEO, Tim Cook, describes as being “as important as learning language.” It’s not a stretch to assume that more than a few parents, and certainly grandparents, might wonder exactly what coding is, other than something to do with computers. Cook tells the New York Times that future jobs will depend on the ability to code and the sooner young people start to learn it, the better. “From an economic standpoint, the job segment itself today is huge, but it’s going to become even larger,” he says in the same article.

That same week, retail giant Amazon announced the launch of its new, completely automated grocery store. “No lines, no check outs and no registers,” the advertisements boasted. While that may be appealing to many, it will be a fundamental game changer for the retail industry and those who work in it. On the subject, an online article published by the New Yorker captures the anxiety that might already be felt by retail workers with the headline, “Amazon’s new supermarket could be grim news for human workers.”



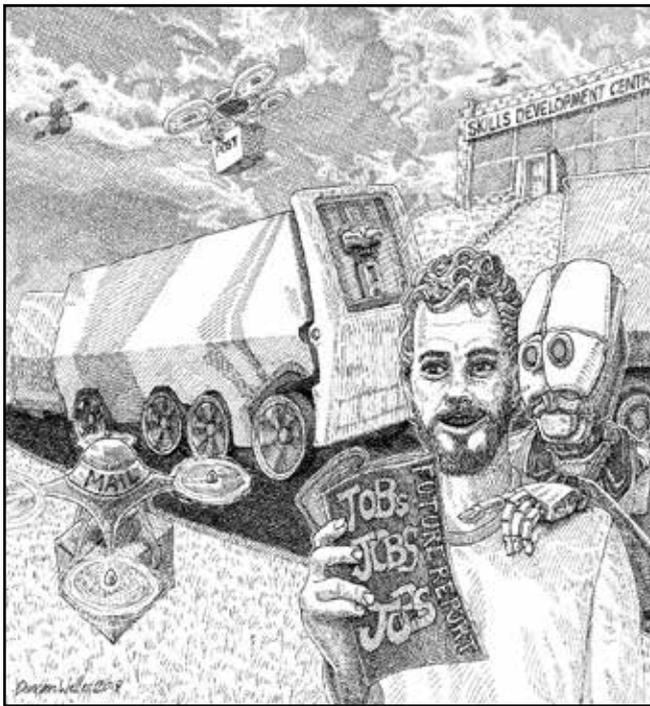
1935: The robots are coming! Our jobs are gone!

Factor this in to ongoing news and discussions about driverless cars (reportedly expected on the road within 10 years), robots performing minor surgeries and drones delivering pizza, and it can feel like automation is coming at us like a speeding train. How ready we are for this in Canada depends to some degree on whom you talk to.

A plethora of articles and opinion pieces on the internet weigh in on the benefits and drawbacks of automation in the workplace. It is useful to consider terms commonly used in these discussions. After all, effective communication ensures that everyone is on the same page when discussing and planning for the critical changes that automation will bring.

Automation

The Merriam-Webster dictionary defines automation as “automatically controlled operation of an apparatus, process or system by mechanical or electronic devices that take the place of human labour.” In other words, automation is the creation of machines that will do things normally done by hand. It is important to note that, with automation, humans are still involved at the front end of the task, either by operating the machine or directing the machine or robotic equipment to complete a task. Robotics and remotely operated equipment fall under the category of automation. They are machines that respond to directions but do not “think.”



2018: The robots are here! Our jobs are different!

Artificial Intelligence

The Merriam-Webster dictionary defines artificial intelligence as “the capability of a machine to imitate human behaviour.” In other words, an AI machine can “think.” The degree to which an AI machine can think and reason like a human being varies widely and depends on the complexity of the task for which it has been designed. Autonomous cars are an example of artificial intelligence. The autonomous car can make basic decisions about stopping, turning, speed control, etc. without any input from a human operator.

It is important not to confuse the terms “automated” and “autonomous” when discussing how jobs will be impacted by new technology. Automation will still require human operation or direction, but autonomous machines may not.

Why is automation happening and what industries will be most affected?

The simple answer to this question could be one word: progress. The future is here, the world is changing in many ways and society must adapt to an increasingly technological world. Nevertheless, there are other economic and societal factors that are also driving workplace automation. According to the Brookfield Institute’s 2018 Phase 1 Public Engagement Summary, stakeholders who were interviewed for the report felt that there were four main drivers of workforce automation:

1. Rising labour costs (if employees are going to be paid more, they need to produce more, and automation helps with that);
2. A shortage of appropriate labour (there are some jobs that people just don’t want or are unable to do because of external factors, such as lack of transportation or child care);
3. Global competition (many Ontario businesses are competing with businesses around the world, many of which are already automated and therefore have cheaper labour costs); and
4. Consumer desire for increased automation (in some sectors, such as banking and retail, consumers want and expect automation for their convenience).

What is the impact of automation in the workplace and is it all bad?

In his Dec. 26, 2017 Globe and Mail article, “Massive disruption is coming to the job market and Ontario isn’t ready,” John Armstrong, KPMG Partner and member of the Ontario Panel on Economic Growth and Prosperity, describes the potential impact of automation in dramatic terms. Armstrong stresses the need for leaders of the most impacted sectors to develop new, more effective models for managing their workforce. In addition to the obvious need for retraining and skills development, he suggests that management strategies should also include change management. Human resources strategies are expected to become more important than ever as workers and society in general prepare for the enormous changes that are coming.

Human nature being what it is, displaced workers will experience anxiety and fear. In some cases, however, automation will be viewed with excitement and optimism, as stakeholders and workers alike look forward to safer worksites and increased productivity. The increase in productivity will translate to increased profits and, in some cases, increase in pay for workers. As with most things, the impact of automation will depend on who you are and the sector in which you work.

The Brookfield Institute’s Engagement Summary points out that the impact of automation isn’t necessarily predictable and that it is not only variable but can be simultaneously productive and counterproductive in some workplaces.

The report highlights the main impacts of automation as follows:

- Job losses will occur as human workers are replaced by machines;
- In some workplaces, new jobs will be gained through increased productivity;
- Newer highly skilled and higher paying jobs will be created, but there will be fewer of them;
- Trades workers may become demoralized as specialized skills they worked hard to obtain are no longer required;
- Automated workplaces can be uninspiring places to work. Employers will have to find ways to compensate for this;
- In some cases, and on some worksites, automation will free up workers to perform more complex and challenging tasks.

What sectors are going to be impacted the most by the “first wave” of automation?

As demonstrated by the variability of impacts by sector and workplace, some industries are going to be impacted significantly more than others. We can anticipate some of that impact by examining the current literature and by evaluating what we are hearing from news outlets. For example, with the introduction of the Amazon Superstore and automated ordering in the fast food industry, we might surmise that the retail and food service industries could be among the first to see automation replace human workers.

We know that the mining industry is already using innovative technology that is changing how miners do their jobs. The introduction of fibre optic technology has improved communication systems and remotely operated equipment has reduced the need for workers to go underground. The workplace is safer and more productive as a result. Some jobs may have been lost, but in many cases, they are simply performed differently.

The automotive industry has also been impacted by automation. The Winter 2017 issue of CAA Magazine points out, “As cars undergo seismic changes, a host of new jobs are opening up.” Two new jobs listed in that article, Autonomous Driving Expert and 3-D Printing Engineer, identify new skill sets that will be required in the automotive industry.

Another sector that will feel the impact of automation is the energy industry. Carbon regulations and environmental concerns are driving companies to adopt “do more with less” strategies. Mark Salkeld is the President and CEO of Petroleum Services Association of Canada. In a February 12, 2018 CBC News online article titled, “Alberta’s energy industry has a bright future but it’s going to take some work,” he provides his observations about Suncor Energy’s reported plans to eliminate 400 truck driving jobs over the next 6 years, as driverless trucks are introduced. He suggests that new skill sets will be required for the jobs that will be created as the result of automation. “When I started 37 years ago, all you needed was a hard hat and a heartbeat,” he is quoted as saying. “But the people we need now need to have a Grade 12 education and a couple of years at SAIT or NAIT [referring to the Southern and Northern Alberta Institutes of Technology].”

Skill Sets: What will be in and what will be out?

According to the Brookfield Institute, one of the challenges of workplace automation is the potential for creating a situation where there are “people without jobs and jobs without people.” Although it isn’t necessarily connected directly to automation, many people now feel that young people are too often being encouraged to get a college or university education and aspire to jobs that are not there. Unemployed university graduates, whether they have been encouraged by parents or career and guidance counsellors to pursue university studies, often find themselves ill-prepared for the 21st century workplace. Moreover, as many experts point out, life-long unskilled jobs are quickly becoming a thing of the past as well.

The Brookfield Institute identifies a “skills gap,” which is becoming a challenge for employers and job seekers alike because of increased automation in the workplace. Workers with few computer and technical skills will have to adapt and be willing to learn new skills, regardless of where they are in their careers. The Institute’s report identified two major skill gaps in the workforce: computer skills and “soft skills.”

Computer Skills

Workers of a certain age will recall a time when computer skills were not required in manufacturing, trades and professional settings where administrative tasks were performed by clerical staff. That is not the case now. Computer and literacy skills are now required at every level. Workers now need to develop an “adapt and survive” strategy, as much of the literature is telling us that skills acquisition is not going to remain static. Workers, even those with computer skills, will need to update and refresh their skills on a regular basis.

Mark Selfeld, in speaking with the host of CBC’s Business Digest in February 2018, indicated that technical and computer skills—in particular, data analysis, instrumentation and understanding robotics—are “where we are going” in his industry. In the Brookfield Institute’s survey, a stakeholder is quoted as saying, “People need to use technology for point of sale, inventory, plant automation; also getting schedules from online portals. It’s another barrier in the workplace for people who are not comfortable with technology.”

In addition to having (at minimum) basic computer skills to do the job, computer skills are needed more and more frequently simply to apply for a job. Stakeholders in the Brookfield Institute survey noted that, for a certain age demographic, this is an increasing challenge. One workforce planner indicated that the older demographic is “so out of the loop technologically” that their agency offers a workshop that teaches people how to apply for jobs online.

Soft Skills

There are a variety of definitions of soft skills, but the term is generally understood to be synonymous with “people skills.” Wikipedia defines people skills more broadly, as a combination of people skills, social skills, and communication skills, together with character traits and attitudes that enable a person to communicate and work well with others.

We live in a world where technology has changed the way we communicate. Smart phones and online communication, social media and a seemingly endless array of online platforms for sharing information have decreased the need for face-to-face communication. Many feel that the younger generation is too reliant on digital communication and is not developing the interpersonal

skills of previous generations. The Brookfield Institute report tells us that soft skills are highly sought-after across all sectors, but stakeholders are saying that they are often hard to find in new recruits. Although employers would prefer to hire employees with both technical and interpersonal skills, including motivation and reliability, the report quotes a stakeholder in the manufacturing sector as saying, “Give me somebody who wants to show up for work and wants to learn and I will pay them to become a millwright.”

Perhaps most critically, soft skills generally include adaptability and willingness to learn, and these skills are becoming increasingly important as workers transition to a digital economy. A June 2016 article in *The Economist*, titled “Re-educating Rita,” underscores the importance of soft skills, based on observations made in a 2013 paper by James Heckman and Tim Kautz of America’s National Bureau of Economic Research. The article suggests that there should be “more emphasis on character skills such as perseverance, sociability and curiosity, which are highly valued by employers and correlate closely with employees’ ability to adapt to new situations and acquire new skills.” Interestingly, the paper states that “character” is not a trait but a skill that can be taught, and those strategies that teach it are well worth the investment.

Are educational institutions up-to-date and ready?

One of the observations made by many employers and stakeholders participating in the Brookfield Institute survey was that colleges could and should do a better job of preparing students for the jobs that are currently available. Tracey Wilen, in her book *Digital Disruption*, stresses the importance of building partnerships between educational institutions and employers to better prepare for the digital economy. Government, in its capacity for workforce planning, would have to be a critical contributor to that partnership.

The Brookfield Institute report also stresses the importance of connecting industry needs with education to produce the kinds of employees that will be needed in the future workforce. Educators will have to research industry needs, and they will need funding to conduct that research. A workforce planner who participated in the survey suggested that the province provide the necessary funding for research and curriculum development.

Training is not the whole story/why is change management critical?

Training, re-training, skills development and education will play a critical role in preparing the workforce for automation and the digital economy. However, for a transition to a digital economy to be successful, more than training will be required. Skills development and training will vary across industry and sector, but the ability to manage change effectively will be required in every workplace that is introducing new technology.

In the Globe and Mail article previously cited, John Armstrong discusses the need for companies to develop new models for managing their workforce. In his analysis of the issue, he states, “Firms need to retool and rethink their entire human-capital strategy and approaches to their labour force. This includes upgrading performance management approaches to provide appropriate incentives, better tracking of employee skills and job profiles that better reflect new requirements. This will require new investment in HR technology.”

The Brookfield Institute report identifies change management as a critical component of preparing employees for automation. Stakeholders identify change management as a challenge, but indicate that technological change and innovation works best “when it is introduced in a collaborative manner.” They suggest that people are more open to accepting new technology if they understand why it is being introduced and are

an active part of rolling it out. Workers who are part of a collaborative effort to embrace new technology come to understand that the technology is not going to replace them and that in some cases, it will improve work performance and job satisfaction.

Peter Gula, the General Manager of Goldcorp’s Musselwhite Mine in Northern Ontario, stresses the importance of change management and employee collaboration in the mining sector. Musselwhite Mine recently introduced some new technology, including a remotely operated “scoop” tram, which is operated by a worker in Thunder Bay to remove blasted ore and debris from the mine tunnels on the Musselwhite site. Gula understands the impact of new technology on the workforce culture, and in a January, 2018 article in the Thunder Bay Chronicle Journal, he explains his successful strategy for introducing new technology. When a new system is introduced, workers are directly involved and are part of the process to ensure that they understand the system and the reason for its introduction. When a position is no longer required, workers are advised how that will impact the work they are doing. In most cases, jobs that are lost are replaced by new ones to respond to the needs of the new automated process. Training, whether internal or external, is provided for the new positions. Gula indicates that his workforce is very accepting of change, and he feels that regular communication has been a factor in that. “Five percent is the technology itself,” he is quoted as saying. “The other 95 percent is the change management piece.”



Musselwhite Mine

Remi Lalonde, the General Manager of Resolute Forest Products in Thunder Bay, also appreciates the importance of working in collaboration with employees as new systems are introduced. Because the mill is in the manufacturing sector, most of its automation and new technology involves the introduction of tools for process control, to optimize output and overall productivity. Lalonde says that new systems have been introduced over an extended period, and that it is critical that employees learn to get the full benefit of the new technology. “We want them to feel ownership in that system and to help design it as they are the ones who are going to be using it,” he says.

Lalonde also comments on how the changing demographics of the workforce have impacted the way employees do their work and learn new systems. He notes that in the last 5 years, his workforce has become 10 years younger. This is the generation, he says, that has grown up with smart phones and iPads and, as a result, their learning style is more interactive. Lalonde says that his company has introduced computer-based training tools because this generation “doesn’t want to look at a binder full of documents anymore to figure out how to do their job.” This is the segment of the workforce that will openly embrace new technology; however, as automation continues to move forward, companies, stakeholders and workforce planners will need to develop change management strategies for their entire workforce to ensure a successful transition.

Why does all this matter/what are the takeaways?

This discussion presented a brief overview of the dialogue that is occurring around the topic of automation in the workplace. This is what people are hearing, reading and talking about, whether they embrace new technology or fear that robots and artificial intelligence are “taking over.” The Brookfield Institute’s Phase 1 Public Engagement Survey captured, through stakeholder informed evidence, the essence of the issues, disruptions and challenges that will accompany workplace automation in Ontario. Many of those themes are echoed in the literature quoted here. Training, skills development and partnerships with educational facilities will be critical to preparing the workforce for new jobs in more automated workplaces. Re-training and change management strategies will be critical for workers who must transition to new jobs or learn new skills to remain in their jobs. The practical aspects of training and skills development for people preparing for the newly automated and more technologically-focused workforce is obvious. Yet everything we are hearing tells us that we must also prepare, engage and appropriately guide those who are going to be part of that new workforce.



Armstrong, Ontario, photo courtesy of Sandy Korkola

2018

LOCAL LABOUR MARKET ANALYSIS





OVERVIEW

This section presents and provides an analysis of a range of local labour market indicators and supporting data for the NSWPB district with the goal of identifying and addressing challenges and opportunities faced by the region. Specifically, it considers the population, migration patterns, sustainability, labour force and labour market characteristics and employment Ontario (EO) data.

To provide a strong overview of the local labour market, this section uses data from a myriad of sources.

- Census of Population
- National Household Survey
- Labour Force Survey
- Job Vacancy and Wage Survey (JVWS)
- Canadian Business Counts
- Ontario Ministry of Finance (MOF) Population Projections
- Employment Ontario (EO) data generated by MAESD

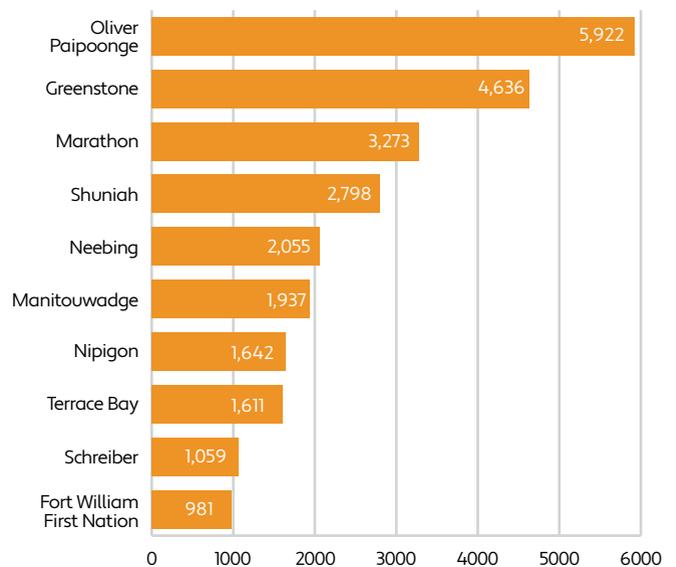
POPULATION

The 2016 census of the population indicated that there were 146,048 individuals in the Thunder Bay District, a negligible decrease from the 2011 level of 146,057 persons. On the contrary, the five Kenora district communities, which fall outside of the Thunder Bay district but within the NSWPB jurisdiction, demonstrated an increase in their population size, moving from 2,520 in 2011 to 2,663 in 2016, for a total NSWPB district population of 148,711 in 2016.

The City of Thunder Bay remains the largest community, in terms of population, within the NSWPB area. It represents 72.6 percent of the total population, followed by Oliver Paipoonge (4.0 percent), Greenstone (3.1 percent), Marathon (2.2 percent), Shuniah (1.9 percent), and Neebing (1.4 percent).

Figure 1 presents the top ten largest communities by size of population, excluding the City of Thunder Bay.

Figure 1: 10 Largest Communities in Thunder Bay District by Population Size



Source: Statistics Canada 2016 Census of Population

Figure 2 displays the five Kenora district communities that fall within the NSWPB jurisdiction. The largest being Eabametoong First Nations at 1,014 members and Neskantaga First Nation reported the smallest of the five communities with 237 individuals.

POPULATION PROJECTIONS

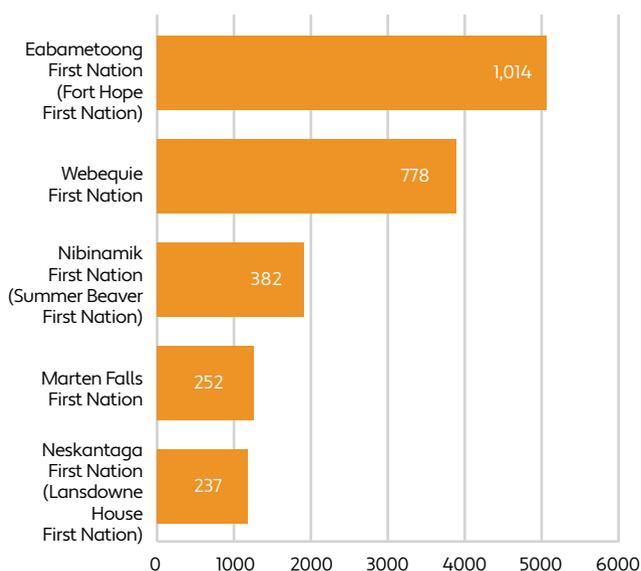
The Ontario Ministry of Finance (MOF) provides annual population projections for the economic regions across the province and their corresponding census divisions, which are based on Statistics Canada population estimates. The projections provide valuable insight into the future availability of labour across the region. As five communities fall outside of the Thunder Bay district, it is not possible to isolate their projected populations from those of the Kenora district and, as a result, are not discussed here. However, the communities that fall within the Thunder Bay district represent 98.2 percent of the total NSWPB area population. In **Figure 3** one can see that the MOF projections are showing an inverted-u trend line over the next two decades. They remain consistent with past expectations of a negligible increase through the next decade, a 1.1 percent growth between the highest level in 2028 and

the actual 2016 population levels. In 2028 the district is projected to experience a more rapid decline through to 2041. The gross loss over the long-term horizon is a minimal 671 individuals, or equivalently, a decline of 0.5 percent. Nevertheless, the fluctuations and uncertainties over the time span may cause disruptions to the labour market. To identify areas that may need attention through the aid of public policy, **Figure 4** turns to a break down of actual population levels vs. long-run projected levels by age group.

When looking at the population distribution by age groups (**Figure 4**), the often-discussed aging population trend emerges. By 2041, the percentage of the total Thunder Bay district population aged 65 and older is expected to increase by 61.4 percent, accounting for nearly one-third of all individuals (30.5 percent), relative to 2016 where it represented approximately one-fifth (18.9 percent). In contrast, the population 64 years of age and younger is expected to experience a distributional decline of 14.3 percent, moving from 81.1 percent in 2016 to 69.5 percent in 2041.

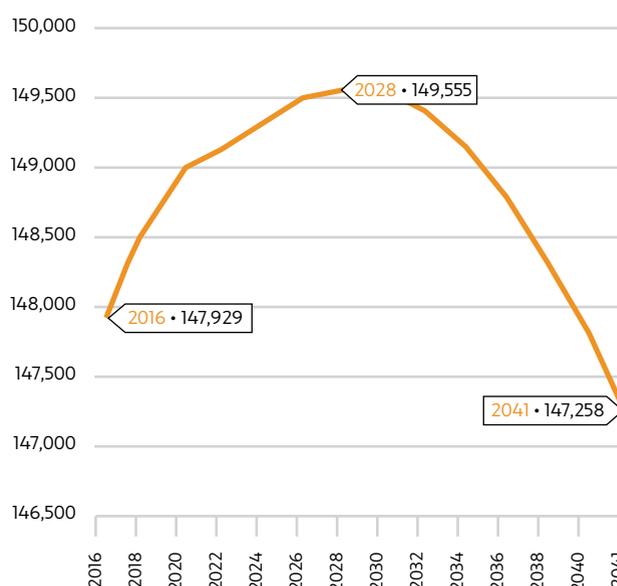
These 2 forces are viewed in **Figure 4** where the 2041 distribution line is below the 2016 distribution bars for age groups below 65 and moves above the bars for the age groups above 65. As can be seen, all age

Figure 2: Population of Kenora district communities within NSWPB area



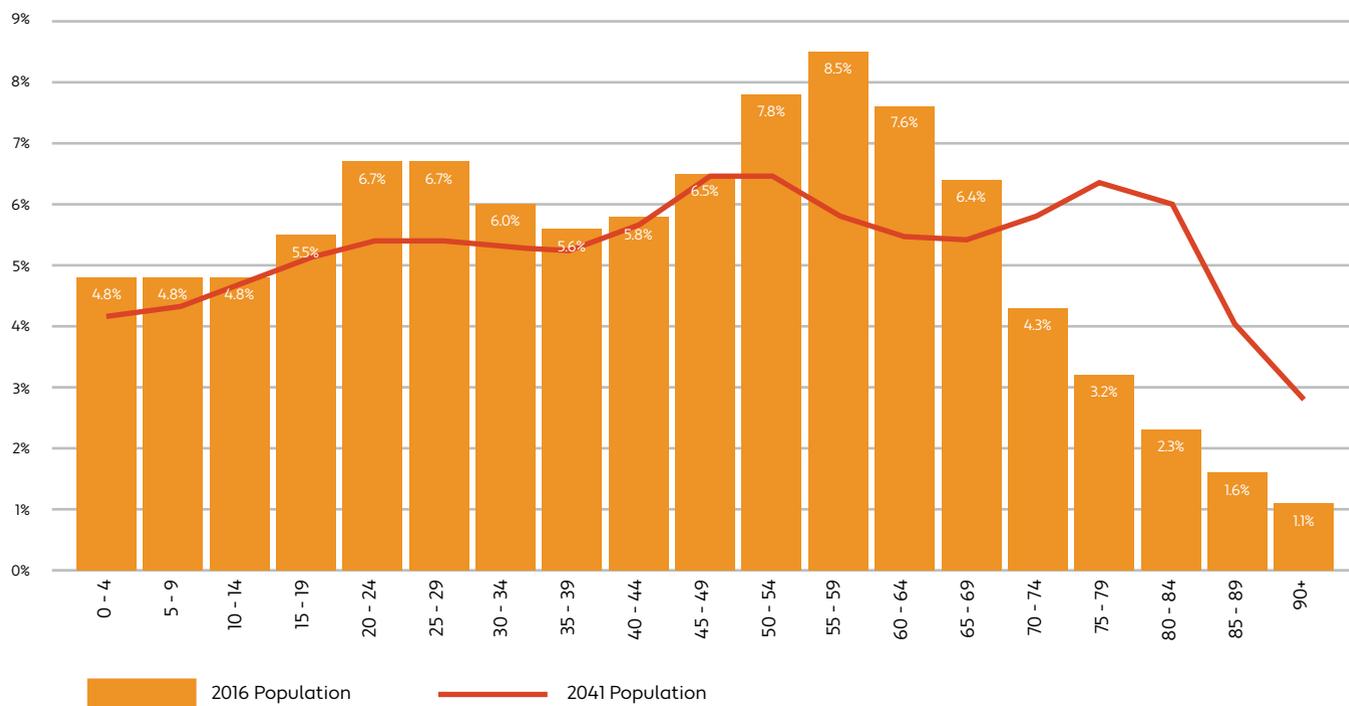
Source: Statistics Canada 2016 Census of Population

Figure 3: Thunder Bay District Population Projections, 2016 - 2041



Source: MoF 2017 Projections of Population

Figure 4: Thunder Bay District Distribution of Population by Age - 2016 Actual and 2041 Projected



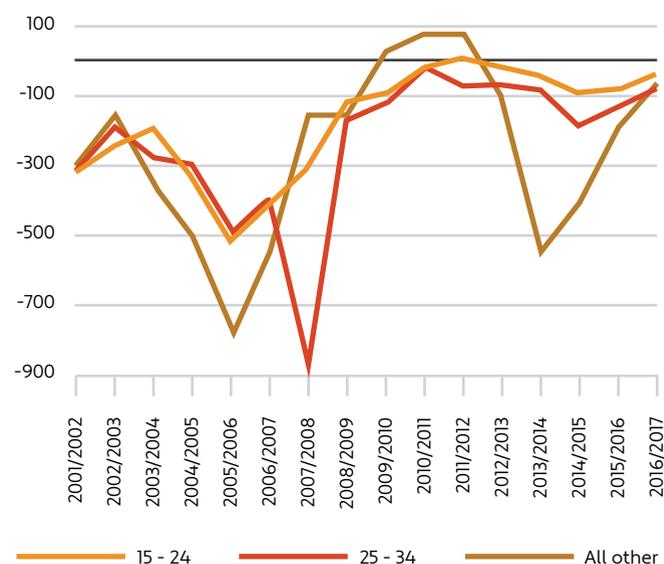
Source: MoF 2017 Projections of Population

groups below the 65-year-old cohort are projected to decline. Notably, the 15- to 34-year-old groups will decline from 24.8 percent in 2016 to 21.3 percent in 2041. This decline mirrors that of the total population 64 years and younger, representing a 14.4 percent fall. These patterns are not unknown to the region; however, they are now beginning to be reflected in the labour market. Such drastic shifts in demographics will have continued implications on dependency and sustainability, requiring mechanisms to support struggling job seekers and employers in the region.

MIGRATION

Northwest Ontario has historically suffered from having negative net migration. This means that more individuals are leaving the region than are coming in (Figure 5). However, when observing the trend over time in Figure 5, one can see that the total annual net migration has been trending to zero, which brings some optimism towards a reversal in the historic pattern of negative net migration.

Figure 5: Thunder Bay District Net Migration, 2001 - 2017



Source: CANSIM Table 051-0063

WHERE ARE OUT-MIGRANTS MOVING TO?

- Thunder Bay district out-migrants by province of destination, 2016/17
- Thunder Bay district out-migrants by top 10 CD destinations, 2016/17

WHERE ARE IN-MIGRANTS COMING FROM?

- Thunder Bay district in-migrants by province of origin, 2016/17
- Thunder Bay district in-migrants by top 10 CD origin, 2016/17

Information pertaining to migration can be found in Appendix E of this report.

SUSTAINABILITY: THE DEMOGRAPHIC DEPENDENCY RATIO

As identified in the subsection on population projections, there exists a shifting age demographic across

the region. This aging population will put increasing pressures on the area's ability to foster and maintain an efficient and sustainable economy. To mitigate the risk to the local economies associated with the shift, public policy needs to consider interventions that will allow the region to maintain its productivity.

The demographic dependency ratio (DDR) is an indicator that can be used to evaluate and highlight changes in the composition of the population. It is a crude, but useful indicator that gauges how fiscal resources may be projected to change over time given substantial shifts in demographics. The indicator is constructed by calculating the ratio of dependents (the combination of youth and senior populations) for every 100 workers ("workers" are defined as the population eligible to work). The resulting equation takes the form:

$$DDR = \frac{[(\text{Persons aged 14 years and under}) + (\text{Persons aged 65 and older})]}{(\text{Persons aged 15 to 64})}$$

Figure 6: Projected DDR by Region, 2016-2041

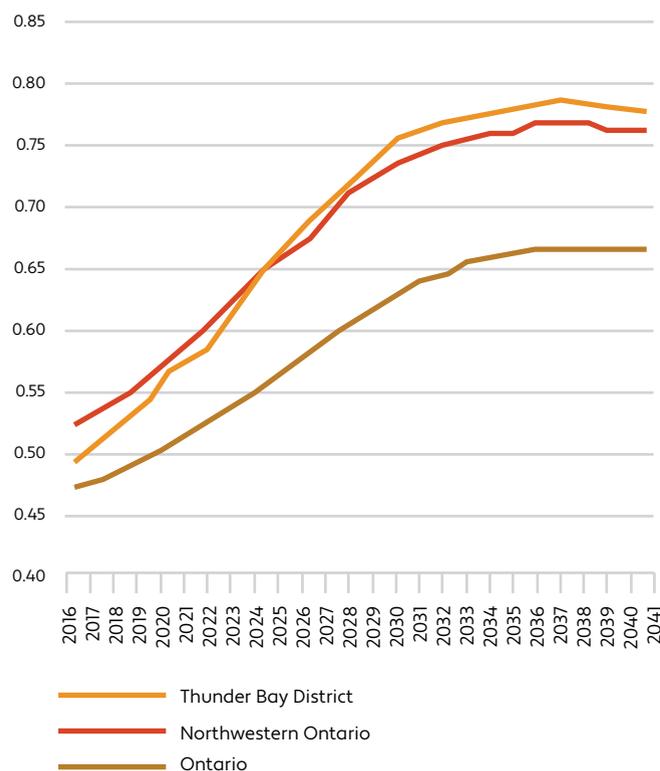
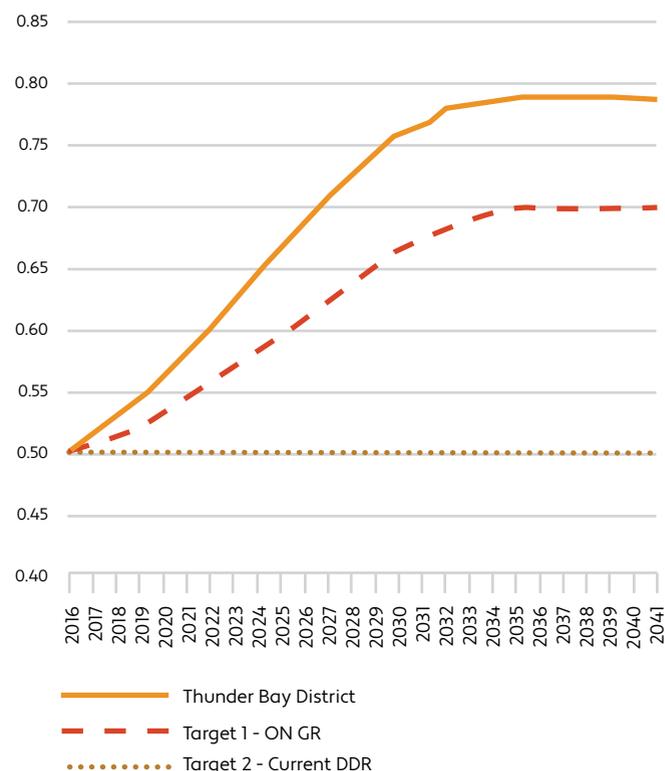


Figure 7: Project DDR Targets for Thunder Bay District, 2016-2041



Source: Author's calculations based on MoF 2017 Projections of Population

Source: Author's calculations based on MoF 2017 Projections of Population

Figure 6 plots the projected DDR for three geographic areas: (1) Thunder Bay District, (2) Northwestern Ontario, and (3) Ontario for the period 2016 to 2041. The projections remain to be conducted from 2016, as the population estimates originate from the 2016 Census of Population. In 2016, the DDR_{TB} for the Thunder Bay district was 0.50, meaning that for every 100 individuals between 15 and 64 years of age (economically active) there were 50 individuals outside of that age cohort (economically inactive) who were dependent on their economically active counterparts. Relative to 2013, the DDR for the region has increased 6.4 percent, or equivalently by 3 economically inactive individuals for every 100 active. Thunder Bay remained below that of Northwestern Ontario's ($DDR_{NWO} = 0.52$) and above that of the province ($DDR_{ON} = 0.48$) in 2016. However, this trend is projected to change; in 2025, Thunder Bay's DDR growth will begin to outpace that of Northwestern Ontario's.

As the composition shifts, the DDR_{TB} is projected to stagnate by 2034 at 0.78 (**Figure 6**). Whereas for the province, the DDR_{ON} is expected to taper off at approximately 0.66 that same year (**Figure 6**).

Setting a target for a region's DDR is not a clear-cut task. However, in comparing the DDR_{TB} to that of DDR_{NWO} and DDR_{ON} (**Figure 6**) one can observe that Thunder Bay is on a trajectory to outpace its regional counterparts and be impacted significantly by the shifting demographics. Thus, it becomes essential to identify more sustainable levels of dependency to consider mechanisms to support the local economy. **Figure 7** considers two targets: (1) grow the DDR_{TB} at the same rate as the DDR_{ON} and (2) maintain the current DDR_{TB} at 0.50.

MIGRATION TARGETS

- Required annual net migration to sustain identified targets

Information pertaining to migration can be found in Appendix E of this report.

LABOUR MARKET CHARACTERISTICS

With the fundamentals of the labour force having been discussed – population, migration, and sustainability – it is now time to turn the attention to core labour market characteristics. This section will discuss core labour market indicators, education levels, employer compositions and job vacancies.

LABOUR FORCE CHARACTERISTICS

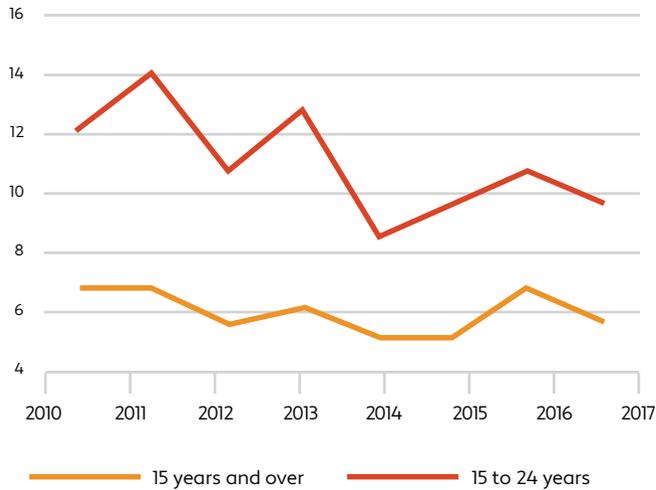
The following table (**Table 1**) presents recent data on the labour force composition. Unfortunately, the Labour Force Survey data is only available for the Thunder Bay census metropolitan area (CMA) and does not provide a breakdown by Indigenous status. However, it does allow one to consider the trend in the labour force by age demographics. **Table 1** does just that, it provides a 10-year comparison of labour force characteristics of youth (aged 15 to 24) to that of the total working age (15 years of age or older) population.

Table 1: Labour force characteristics, Thunder Bay CMA, 2010-2017

	15 years and over								15 to 24 years							
	2010	2011	2012	2013	2014	2015	2016	2017	2010	2011	2012	2013	2014	2015	2016	2017
Population (x1,000)	104.3	104.5	104.7	104.8	104.7	104.6	104.7	104.8	17	15.2	17	17.5	16.5	15.2	14.2	14.3
Labour force (x1,000)	64.5	64.8	65.4	66.9	65	62.9	64.5	65.2	11.6	10	12.1	12.5	11.8	10.6	10.3	10.3
Employment (x1,000)	60.2	60.3	61.8	62.8	61.5	59.7	60.1	61.5	10.2	8.6	10.8	10.9	10.8	9.6	9.2	9.3
Unemployment (x1,000)	4.4	4.4	3.6	4.1	3.4	3.3	4.4	3.7	1.4	1.4	1.3	1.6	1	1	1.1	1
Not in labour force (x1,000)	39.7	39.7	39.3	37.8	39.8	41.7	40.2	39.6	5.4	5.2	4.8	5	4.7	4.6	3.9	4
Participation rate (%)	61.8	62	62.5	63.8	62.1	60.1	61.6	62.2	68.2	65.8	71.2	71.4	71.5	69.7	72.5	72
Employment rate (%)	57.7	57.7	59	59.9	58.7	57.1	57.4	58.7	60	56.6	63.5	62.3	65.5	63.2	64.8	65
Unemployment rate (%)	6.8	6.8	5.5	6.1	5.2	5.2	6.8	5.7	12.1	14.0	10.7	12.8	8.5	9.4	10.7	9.7

Source: Labour Force Survey, CANSIM Table 282-0129

Figure 8: Unemployment Rate, Thunder Bay CMA



Source: CANSIM Table 282-0129

Immediately, one can identify the previously discussed aging population trend, as the population aged 15 to 24 has been steadily declining since its 2013 maximum of 17,500 individuals. However, during this same period, more youth have been participating in the labour force. The youth participation rate has increased from its 2010 level of 68.2 percent to 72 percent in 2017. The youth un-

employment rate however, while down 4.3 percentage points from its 2011 10-year maximum, has experienced more volatility, while still trending down.

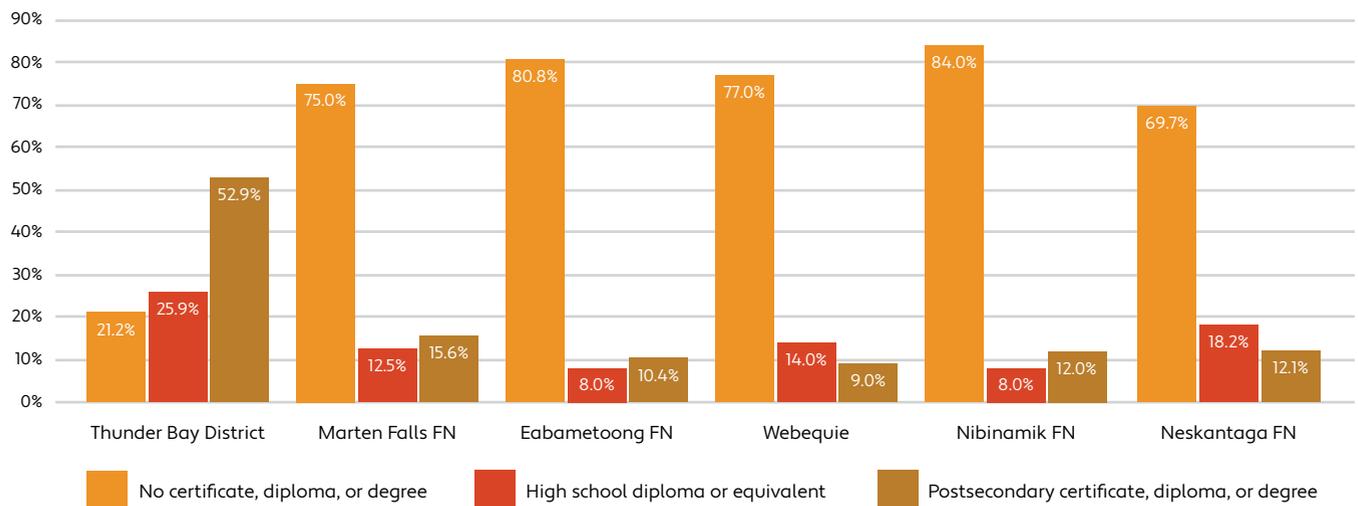
The total working age population experienced seven relatively stable years, with the exception of 2014. It was faced with a shrinking labour force, nearly 2,000 individuals, the number of employed people fell, as did the unemployed individuals. This is more than likely a result of those exiting the labour force, not being employed (i.e. the fall in the participation rate). This period of setbacks appears to have caused a ripple effect into 2015, slowing in 2016 and rebounding in 2017. The labour force has returned to above 65,000 individuals, with a 62.2 percent participation rate and a 5.7 percent unemployment rate. **Figure 8** plots the 10-year unemployment rates for both age groups.

EDUCATION

When discussing the level of education, it is measured by an individual's "highest level of educational attainment" and is calculated for the population 15 years and over. **Figure 9** presents the distribution of educational attainment by geographic area as determined by the 2016 Census of Population.

The NSWPB area continues to have lower levels of educational achievement relative to the province. In

Figure 9: Unemployment Rate, Thunder Bay CMA



Source: CANSIM Table 282-0129

2016, Ontario reported 17.5 percent of the population as having no certificate, diploma or degree. This is a difference of 3.7 percentage points relative to Thunder Bay district's 21.2 percent of the total population or 4.5 percentage points from the NSWPB area's 22 percent. Further, 27.4 percent of the provincial population reported having a secondary school diploma or its equivalent, outperforming the NSWPB area by approximately two percentage points. Lastly, 55.1 percent of the province had obtained a post-secondary certificate, diploma or degree, again outperforming the NSWPB region by 2.8 percentage points.

When analyzing how the NSWPB district compares to the province, we see minor differences in the distribution of educational attainment levels. However, the intra-NSWPB comparison points towards substantial disparities across all 35 NSWPB area communities.

Figure 9 provides a look at the differences between the Thunder Bay district and the five Kenora communities. Notable is the reverse distribution of education within the five Kenora communities compared to the Thunder Bay district. Neskantaga had the closest distribution to the Thunder Bay district of the five communities. Their percentage of individuals with no certificate, diploma or degree was 229 percent higher than Thunder Bay district. Those with a high school diploma (or its equivalent) was 30 percent lower and the percentage of those indicating having a postsecondary degree, diploma or certificate was also lower (by 77 percent) in Neskantaga than it was in the Thunder Bay district. These differences are only larger for the remaining 4 Kenora communities.

APPRENTICESHIPS

Apprenticeships have historically encompassed a large proportion of the Northwestern Ontario labour force. The 2016 Census of Population indicated that 8.9 percent of the population 15 years and over reported having some form of apprenticeship or trades certificate or diploma. This is compared to the provincial equivalent of 6 percent. Further, it represents 16.8 percent of the Thunder Bay district population indicating as having some form of postsecondary education, whereas across the whole province, only 10.1 percent of those reporting having a postsecondary education indicate that it is in the form of an apprenticeship or trades certificate or diploma.

Table 2 shows a breakdown of active apprentice and journeyman certificates by sector as monitored by the Ontario Colleges of Trades (OCOT). As this is strictly coming from OCOT, those who hold certificates for voluntary trades are not required to be a member of OCOT, and as a result, the numbers may not be fully representative. Of the 934 active apprentice certificates, 84 are female and 850 are male, and of the 3,242 active journeyman certificates, 324 are held by women and 2,918 by men.

Table 2: OCOT active apprs and jps by sector, Thunder Bay district

Sector	Active Apprentice Certificates	Active Journeyman Certificates
Construction	480	1,379
Industrial	116	81
Motive Power	262	1,360
Service	76	422
Total	934	3,242

Source: Ontario College of Trades custom tabulation, 2017



Table 3: Total number of employers by number of employees

Employee Size	Thunder Bay District		Ontario	
	Total	Distribution	Total	Distribution
0	6,399	59.2%	1,063,756	69.6%
1-4	2,004	18.5%	267,303	17.5%
5-9	969	9.0%	82,657	5.4%
10-19	747	6.9%	54,811	3.6%
20-49	434	4.0%	36,261	2.4%
50-99	158	1.5%	12,514	0.8%
100-199	66	0.6%	5,898	0.4%
200-499	19	0.2%	3,023	0.2%
500 +	13	0.1%	1,254	0.1%
Total	10,809	100%	1,527,477	100%

Source: Canadian Business Counts, 2017

EMPLOYERS

Data on employers in Canada is reported through Statistics Canada's Canadian Business Counts (CBC), formerly known as Canadian Business Patterns.

Table 3 presents the total number of employers by size, as measured by the number of employees for the

Thunder Bay district and Ontario. While not by the same magnitude, the distribution of employers does fall as the number of employees increases for both regions. There is just north of 10,800 businesses in the Thunder Bay district, 59.2 percent of which have no employees. This number is up approximately 2.5 percentage points from 2015. Of the 40.8 percent of businesses with employees, 39.9 percent are classified as small enterprises (1 to 99 employees), 0.8 percent as medium (100 to 499 employees), and 0.1 as large (500 or more employees).

Of the 13 large enterprises, five are in the educational services, two in mining and quarrying, two hospitals, one in paper manufacturing, one in transportation equipment manufacturing, one in general merchandise, and one in local public administration.

As shown in **Table 4**, the top industry ranked by number of businesses remains to be real estate at 16.1 percent, followed by businesses operating in scientific and technical services (7.8 percent), and ambulatory health care services (7.3 percent). It is worth noting that the top 10 industries ranked by number of businesses in the Thunder Bay district follows a consistent pattern to that of the Province. The two regions diverge in their ranking of food services and drinking places, where the industry holds sixth place in Thunder Bay and ninth in the Province, and in administrative and support services where it is ranked ninth in Thunder Bay and sixth in the province.

Table 4: Top 10 industries by number of businesses

Industry	Thunder Bay District		Ontario Distribution Rank
	Total number of businesses	Distribution (%)	
Real estate	1,741	16.1%	1
Professional, scientific and technical services	838	7.8%	2
Ambulatory health care services	784	7.3%	4
Specialty trade contractors	585	5.4%	3
Securities, commodity contracts, and other financial investment and related activities	469	4.3%	5
Food services and drinking places	332	3.1%	9
Religious, grant-making, civic, and professional and similar organizations	326	3.0%	10
Construction of buildings	315	2.9%	8
Administrative and support services	314	2.9%	6
Repair and maintenance	295	2.7%	12

Source: Canadian Business Counts, 2017

JOB VACANCIES IN THE NORTHWESTERN ONTARIO REGION

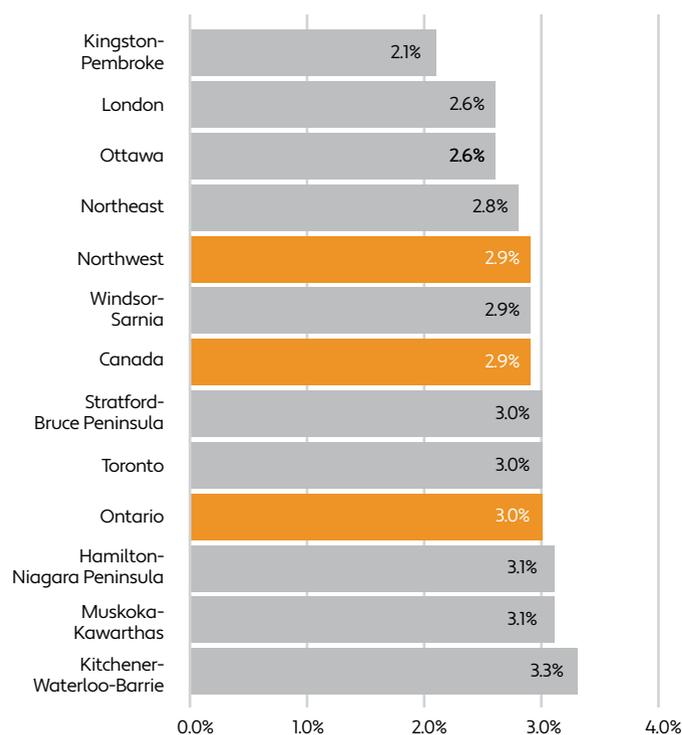
In early 2015, Statistics Canada released the first round of data collected by their quarterly Job Vacancies and Wage Survey (JVWS). The JVWS collects data on the number of vacancies by National Occupation Classification (NOC) codes and economic regions as defined by the Standard Geographical Classifications (SGCs). As a result, Northwest Ontario is the lowest geographical level for which data is published. At a regional level, the survey still provides valuable insight into employment and unemployment, labour mobility, turnover and work absences, and wages.

The job vacancy rate is defined as the number of job vacancies expressed as a percentage of labour demand, where labour demand is the sum of occupied and vacant jobs. Thus, one could infer that the lower the vacancy rate, the closer that region is to its full employment level.

In the second half of 2017, both Northwest Ontario and Canada held a vacancy rate of 2.9 percent, coming in just below Ontario, which experienced a negligible increase from the previous year of 0.1 percentage points, leaving it at 3 percent (**Figure 10**). Within Ontario, Kingston-Pembroke reported the lowest job vacancy rate, 2.1 percent, a difference of 1.2 percentage points from the highest in Kitchener-Waterloo-Barrie, which had a rate of 3.3 percent.

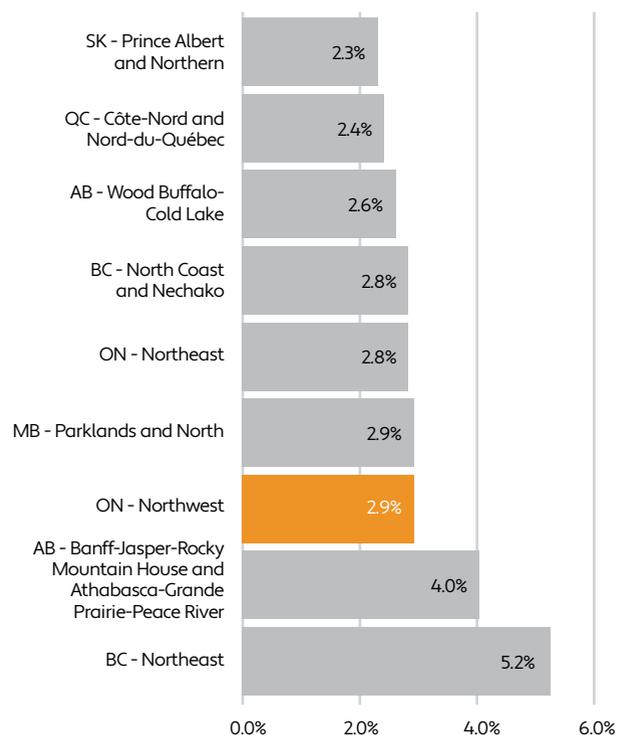
With the exclusion of the territories, **Figure 11** shows the job vacancy rate for all northern Canadian economic regions. In this instance, the scale widens, with the lowest rate reported being 2.3 percent in northern Saskatchewan to 5.2 percent in northeastern British-Columbia. With a national northern average job vacancy rate of 3.1 percent, Northwest Ontario falls just below with its 2.9 percent.

Figure 10: Ontario Job Vacancy Rates (%), Economic Regions, 2017 Q3



Source: Statistics Canada Job Vacancy and Wage Survey, 2017

Figure 11: Northern Canada Economic Region Job Vacancy Rates (%), Economic Regions, 2017 Q3

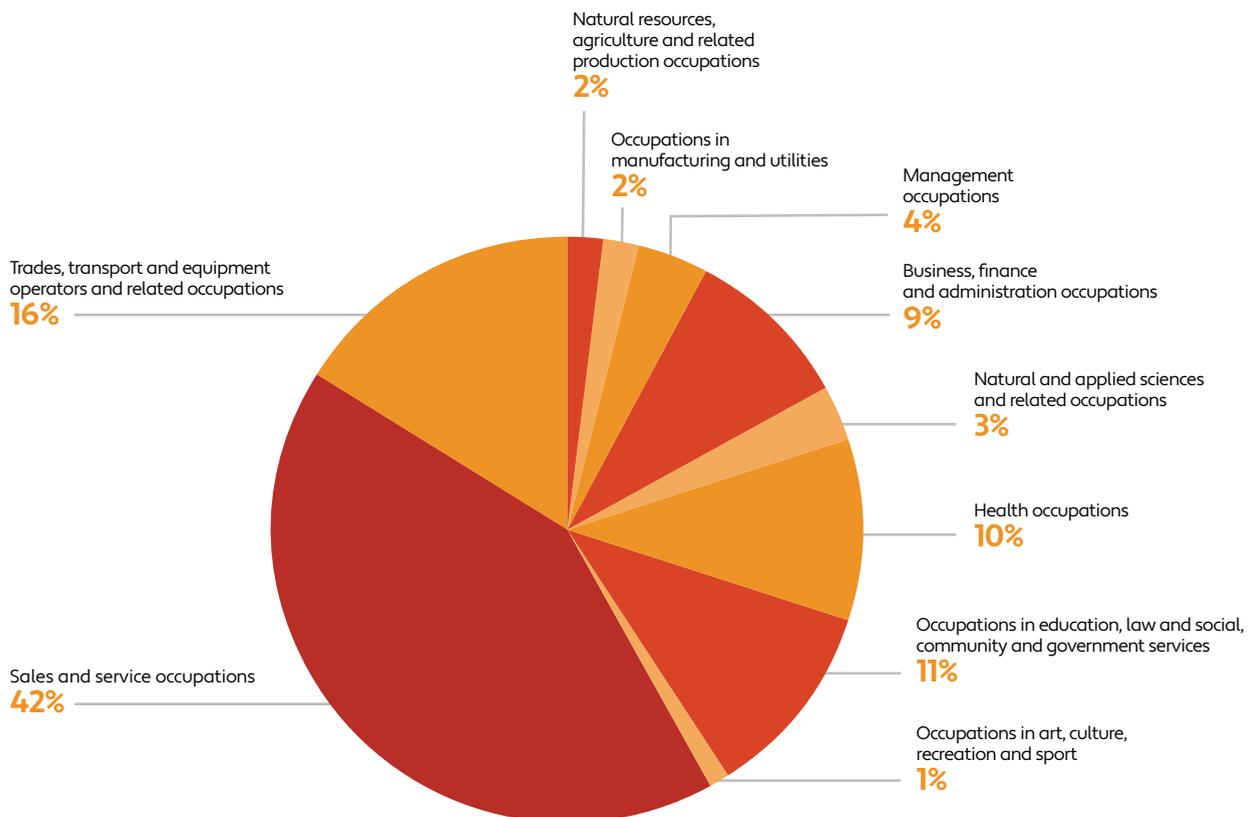


Source: Statistics Canada Job Vacancy and Wage Survey, 2017

Another feature of the JWWS is its estimates of job vacancies by NOC codes and economic regions. In the third quarter of 2017, the Northwest Ontario region was estimated to have 3,095 vacant jobs. The breakdown by occupation is presented in **Figure 12**. Sales and service occupations accounted 42 percent of the total, this number is down from 54 percent in early 2015. Followed by an unchanged 16 percent in trades, transport and equipment operating occupations, occupations in education, law and social community and government services accounted for 11 percent.



Figure 12: Vacant Jobs in Northwest Ontario by NOC, 2017 Q3



Source: Statistics Canada Job Vacancy and Wage Survey, 2017

LOCAL LABOUR
MARKET PROGRAMMING:
EMPLOYMENT
ONTARIO DATA
REVIEW





This section reviews the data provided by the Ministry of Advanced Education and Skills Development (MAESD) on the Employment Ontario (EO) program. Four subprograms are presented and discussed: (1) Employment Services (ES); (2) Literacy and Basic Skills (LBS); (3) Second Career (SC); and (4) Apprenticeship (APPR). The section concludes with a summary and recommendations.

ALL SERVICES

Figure 13 illustrates the number of clients accessing Employment Services, Literacy and Basic Skills, Second Career and Apprenticeship Programs. In 2016-17, there were a total of 4,711 individuals served in the NSWPB area. From **Figure 13**, one can infer that all programs, with the exception of Employment Services (ES), are at their 3-year low in terms of number of clients served. In comparison to the 2015-2016 period, the ES program has seen a slight increase in enrolment (an increase of 45 clients), while remaining below its 3-year high in 2014-2015.

When analysing these counts, it is important to keep in mind that the overall number of clients accessing the four Employment Ontario (EO) programs across the province has also been trending downward since 2014-

2015. **Table 5** shows the total client counts by geographical area. Further, the third column shows the NSWPB District's percentage share of Ontario's clients.

What **Table 5** shows is that while clients served by EO programs may be declining, the NSWPB district's share of Ontario clients has remained relatively consistent over this 3-year period. This suggests one consider the program shares of NSWPB district's clients. As such, **Table 6** presents the percentage share of NSWPB clients by program and fiscal year.

The results show no significant changes amongst the program shares. ES experienced a 1 percentage increase, where the number of active Apprenticeships (APPRs) fell by the same magnitude.

Figure 13: Count of EO Clients in TB LEPC District by Program



Source: ON MAESD, Employment Ontario, 2017

Table 5: Client counts by geographical area and fiscal year

Year	NSWPB	NSWPB Share (%)	Northern Region	ON
2014-15	5,279	1.6	32,774	327,751
2015-16	4,788	1.5	31,306	319,750
2016-17	4,711	1.5	28,672	304,991

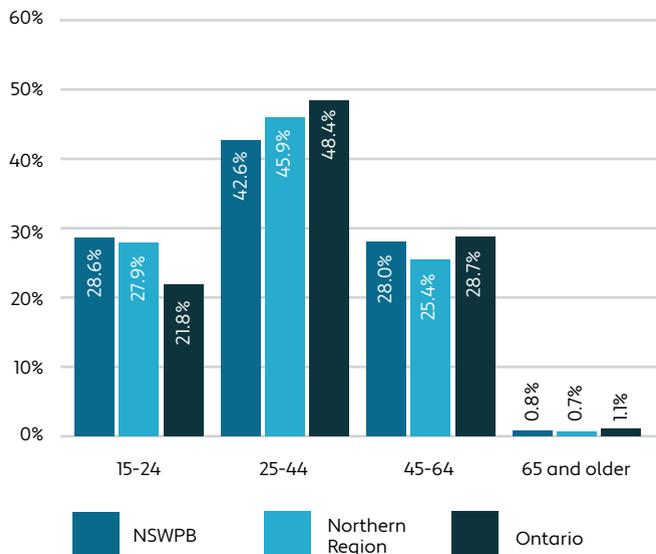
Source: ON MAESD, Employment Ontario, 2017

Table 6: Percentage share of total NSWPB clients by program and fiscal year

Year	ES	LBS	SC	APPR
2014-15	53	23	2	22
2015-16	51	24	2	23
2016-17	52	24	2	22

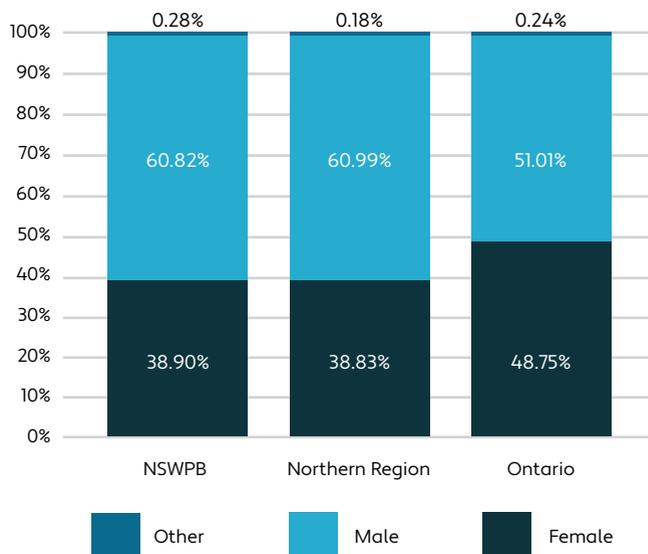
Source: ON MAESD, Employment Ontario, 2017

Figure 14: 2016-2017 percentage distribution of ES clients by age and geographic location



Source: ON MAESD, Employment Ontario, 2017

Figure 15: 2016-2017 percentage distribution of ES clients by gender and location



Source: ON MAESD, Employment Ontario, 2017

EMPLOYMENT SERVICES

The Employment Services (ES) subprogram helps individuals in Ontario find work by providing information about who is hiring in their community. The program also provides advice and services to help individuals assess their skills and experience in addition to providing employers with the help they need to hire individuals with the right skills (MAESD, 2015).

Figures 14 through **17** highlight the distribution of ES clients for the 2016-2017 fiscal year by age, gender, designated group and educational attainment for the NSWPB district, the Northern Region, and Ontario.

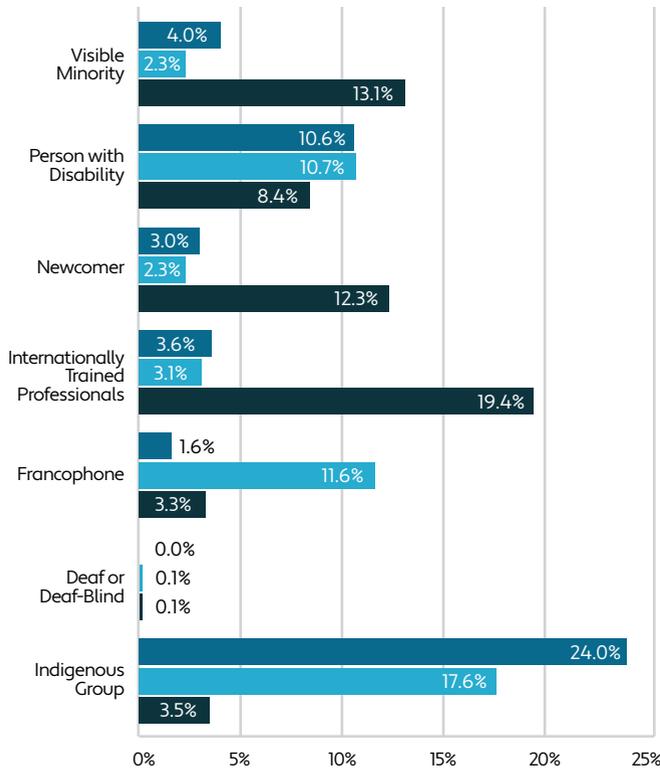
In 2016-2017 the total number of ES clients in the NSWPB area was 2,486, representing a 1.8 percent increase from 2015-2016. As can be seen in **Figure 14**, clients aged 25 to 44 accounted for the largest portion of total ES clients served across all three regions. This percentage has been consistent over the past three years. In comparison to last year, the percentage of individuals in this age group grew by 5.2 percent. Further, total ES clients aged 45 to 64 grew by 6.7 percent and the youngest cohort, aged 15 to 24, fell by 5.6 percent.

Notably, the decline in the number of 15- to 24-year-olds occurred across all three geographies, with the smallest decrease occurring in the NSWPB district. The Northern Region saw the largest decline, at 17 percent, and the province experienced an overall decrease of 12.6 percent. The 65 and older cohort continued to trend down in the NSWPB district, falling by 31.1 percent relative to the previous fiscal year, while the province experienced an overall increase of 6.2 percent.

Figure 15 provides a visual of the percentage of individuals accessing ES by gender. One can see that Northern Ontario is putting upward pressure on the overall provincial proportion of males accessing ES. Both the Northern Region's and the NSWPB district's ES program is dominated by male participants. This pattern has been consistent within +/- two percentage points for the past three fiscal years. **Figure 16** turns to the distribution of ES clients by designated group.

Designated group is a data element that underwent structural changes. What used to be four options is now more diverse, with eight options. Deaf and deaf-blind are reported as two separate categories, but represent a

Figure 16: 2016-2017 percentage distribution of ES clients by designated group and location



Source: ON MAESD, Employment Ontario, 2017

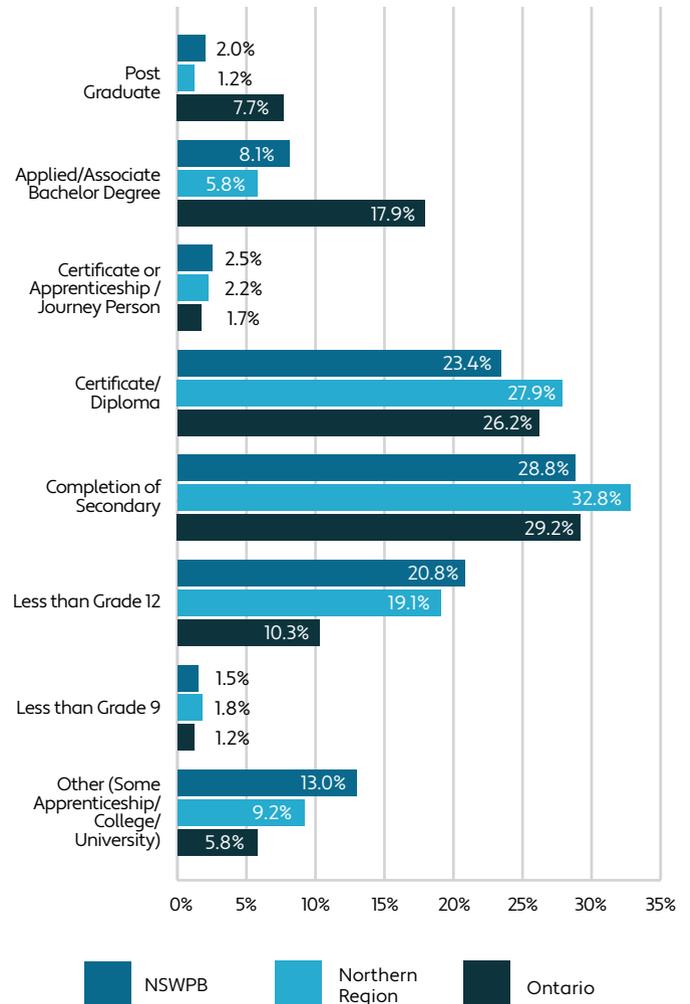
small portion of respondents individually. As such, they have been amalgamated into one category for analysis. Further, it should be noted that “designated group” is a self-identifying option, thus, not mandatory for a client to report. For this reason, in conjunction with a non-exhaustive list of possible equity groups, not all clients self-identify. The past three fiscal years’ response rates (RRs) are as follows:

Table 7: ES Program designated group response rates by fiscal year and location

Fiscal Year	NSWPB District (%)	NR (%)	ON (%)
2016-2017	46.78	47.61	60.03
2015-2016	34.21	28.70	48.81
2015-2015	30.69	25.35	44.25

Source: ON MAESD, Employment Ontario, 2017

Figure 17: 2016-2017 Percentage Distribution of ES Clients by Highest Level of Education and Location



Source: ON MAESD, Employment Ontario, 2017

From the RRs we can see that expanding the list of equity group options may have helped increase the response rate, although causality can not be established. There are many other economic and social policies that could be influencing an individual’s desire to self-identify. Further, an individual is not restricted to identifying as a member of only one designated group, and this could lead to an inflated RR.

Referring back to **Figure 16**, the number of respondents self-identifying as Indigenous increased within the NSWPB district by 27.6 percent, or equivalently, 128

clients. During the same period, the overall provincial count of self-identifying Indigenous clients fell a mere 0.1 percent, or equivalently, 8 clients. These changes bring the Indigenous portion of total ES clients served within the NSWPB area to 24 percent, up roughly five percentage points from 19.2 percent in the 2015-2016 fiscal year. The Northern Region experienced an increase, which was half that of the NSWPB district's increase, going from 15 percent in 2015-2016 to 17.6 percent this past fiscal year. Lastly, the provincial proportion of self-identifying Indigenous ES clients remained relatively unchanged, increasing only 0.01 percentage points, leaving it a 3.5 percent in 2016-2017.

Figure 17 turns to the educational credentials of ES clients at intake.

From **Figure 17** one can observe that the NSWPB district reflects the trends of the Northern Region. Relative to the provincial distribution, the NSWPB area has a significantly larger number of clientele with less than a high school diploma or some college/university/apprenticeship, but with no diploma/degree/certificate attained. The NSWPB district falls below the province for the proportion of ES clients with any sort of university or post-graduate degree. In comparison to the previous period, the NSWPB area experienced a decline in the

number of clients with certificates of apprenticeship (CofAs) and less than a grade 12 education, a trend that was mirrored by the Northern Region. Further, it saw an increase in clients with a secondary school or college diploma, and those who have some college/university/apprenticeship but have yet to graduate.

KEY PERFORMANCE INDICATOR

The goals of the ES program are to help individuals find work, find training/education, or to help employers hire people with skills that they need.

To evaluate the performance of the ES program across years in achieving these goals, a measure is constructed using the client's outcome status when exiting the program. **Table 8** shows a summary of the intake and exit status of ES clients over the past fiscal period. Relative to the Northern Region and Ontario, the NSWPB District has seen an increase in the number of clients employed or in training/education at exit of the program.

The performance indicator is then defined as the ratio of the number of ES clients employed or in training/education at exit of the program to the total number of clients out of employment or training/education at intake. The

Table 8: Employment and training status of ES clients at intake and exit

Status	Counts			2015/16-2016/17 Changes			
	NSWPB 2014-15	NSWPB 2016-16	NSWPB 2016-17	NSWPB Absolute	NSWPB (%)	NR (%)	ON (%)
Total	2,817	2,441	2,486	45	1.84	-5.83	-1.87
Length of Time Out of Employment/Training							
3 - 6 months	450	381	367	-14	-3.67	-6.65	-3.39
6 - 12 months	350	313	340	27	8.63	3.09	3.63
Less than 3 months	1,418	1,200	1,166	-34	-2.83	-13.66	-7.58
More than 12 months	599	547	486	-61	-11.15	-13.42	-9.60
Outcome at Exit Summary							
Employed	1,746	1,470	1,594	124	8.44	-3.19	-0.52
In Training/Education	406	351	384	33	9.40	-7.45	-6.22
Other (Independent, Unable to Work, Volunteer)	673	620	120	-500	-80.65	-83.53	-78.33
Unemployed	N/A	N/A	167	N/A	N/A	N/A	N/A
Unknown	N/A	N/A	221	N/A	N/A	N/A	N/A

Source: ON MAESD, Employment Ontario, 2017

Table 9: Performance indicator, presented in percentages by location

	2014-2015	2015-2016		2016-2017			
	NSWPB (%)	NSWPB (%)	NR (%)	ON (%)	NSWPB (%)	NR (%)	ON (%)
Employed at exit	61.98	60.22	66.72	68.12	64.12	68.13	69.05
In training or education at exit	14.41	14.38	13.61	13.39	15.45	13.38	12.80
Total	76.39	74.60	79.88	81.51	79.57	81.51	81.85

Source: Author's calculations based on ON MAESD, Employment Ontario, 2017

ratio is translated into percentages and displayed in **Table 9** for each successful outcome (employed at exit or in training/education at exit). **Figure 18** provides a visual of the **Table 9** results.

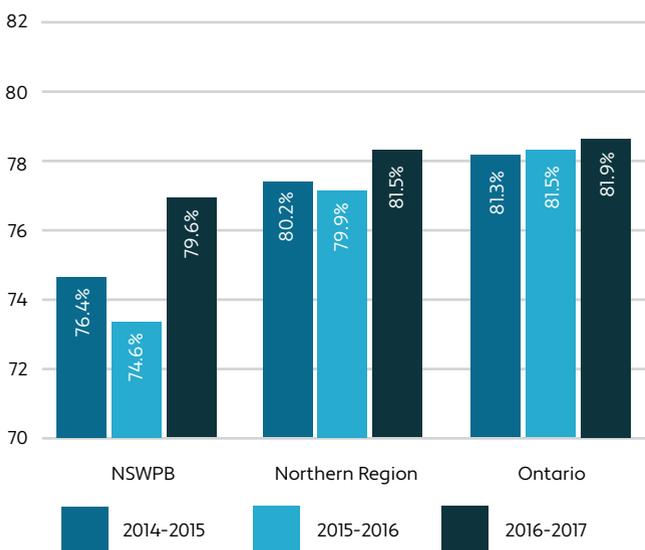
In **Figure 18** below, it is encouraging to see the substantial increase in the NSWPB district performance. While Ontario has been trending up since 2014, the NSWPB area and the Northern Region experienced a drop in performance last year. In 2016-2017, however, they exceeded their 2014-2015 levels by five percentage points, or equivalently, a 6.7 percent increase in the NSWPB district and 1.6 percentage points or 2 percent increase in the Northern Region. This outcome suggests an improvement in the success rate of the ES program, especially in the NSWPB district.

LITERACY AND BASIC SKILLS

The Literacy and Basic Skills (LBS) subprogram helps individuals develop and apply communication, numeracy, interpersonal and digital skills to transition into employment, postsecondary education, apprenticeship programs, secondary school and increased independence (MAESD, 2015).

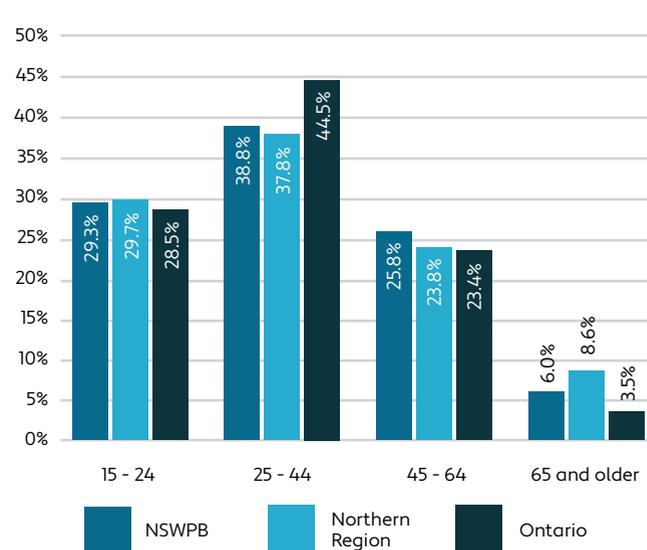
This section presents the 2016-2017 LBS client trends, again for the NSWPB district, the Northern Region and Ontario. The total number of E-channel and in-person LBS clients in the NSWPB district was 1,109 in 2016-2017. This count is down 33 from 1,142 in 2015-2016, or equivalently, -2.9 percent.¹

Figure 18: ES program total performance measure (%) by fiscal year and location



Source: ON MAESD, Employment Ontario, 2017

Figure 19: 2016-2017 percentage distribution of LBS clients by age and geographic location



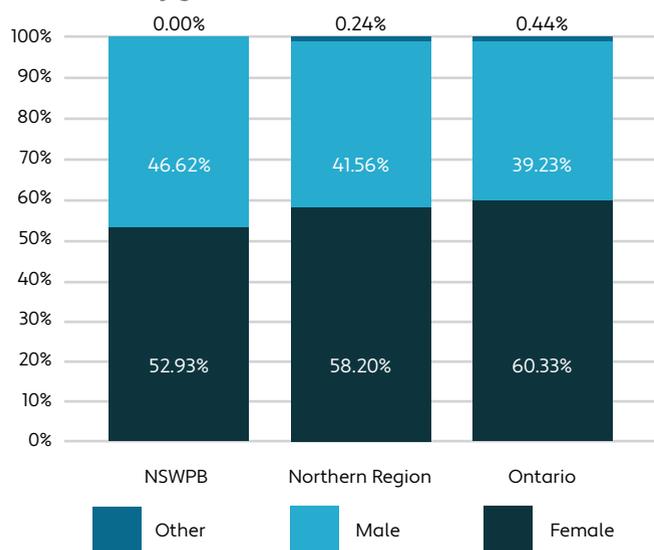
Source: ON MAESD, Employment Ontario, 2017

As was seen with the ES subprogram, the 25- to 44-year-old cohort has the largest proportion of LBS clients across all three geographic areas. There was little variation in client counts for all cohorts across all three locations, with the exception of the 65 and older cohort in the NSWPB district. This age group saw a decline of 29 percent; however, to keep this number in perspective, that is a loss of 27 clients, or 2.2 percentage points in terms of its share of total LBS clients. While maintaining its place as the largest represented age cohort, the proportion of clients aged 25- to 44-years old fell in comparison to the last fiscal year, and the proportion aged 45- to 64-years old increased.

Figure 20, below, turns to the distribution of genders across the LBS clientele. It is interesting to reference **Figure 15** in this discussion as these results are almost exactly the opposite. The majority of clients accessing LBS appear to be female across all three regions. This

- 1 Where total LBS clients is defined as being new registrants and carry-over clients (those who have not finished the program from the previous fiscal year).
- 2 This comparison is made with caution as there are now more gender categories. These categories begin to have representation at the economic region and provincial geographic levels.

Figure 20: 2016-2017 percentage distribution of LBS clients by gender and location

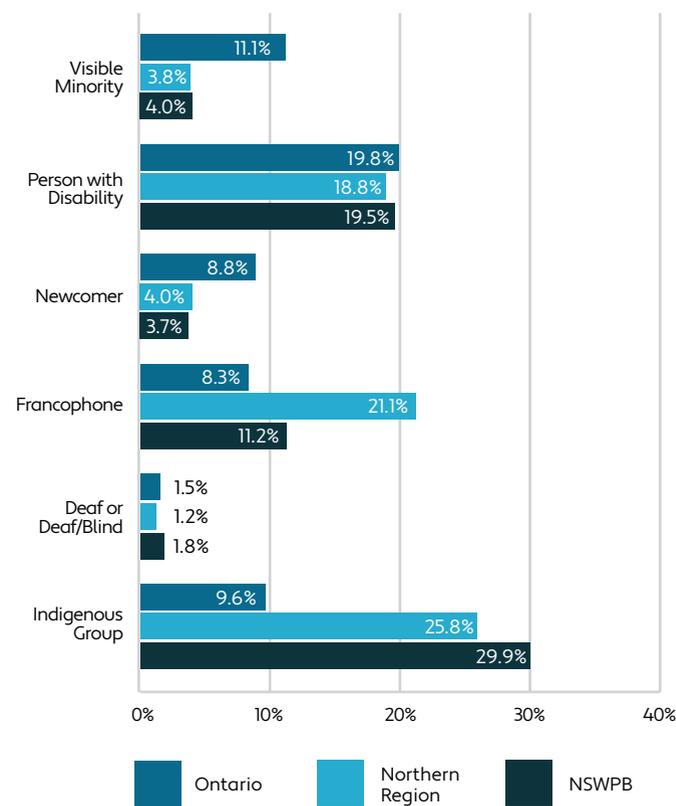


Source: ON MAESD, Employment Ontario, 2017

is a finding that remained consistent for the past three years. In fact, the percentages changed only slightly from the past fiscal year (+/- two percentage points).²

Figure 21 considers the distribution of LBS clients by designated group, keeping in mind that these designated groups are self-identified. As was the case with the ES program, the number of clients choosing to self identify appears to have increased in all three regions. The largest jump in clients for the NSWPB district occurred under the Person with Disability group, where in 2014-2015, 109 clients self-identified under this group and in 2016-2017, 216 clients self-identified as being a Person with Disability. With the exception of the Newcomers group (absolute change of one client less in comparison to the previous year, but up almost twofold from 2014-2015), no group saw a decline in the number of clients self-identifying.

Figure 21: 2016-2017 percentage distribution of LBS clients by designated group and location



Source: ON MAESD, Employment Ontario, 2017

Table 10: LBS program outcome - new & carry-over clients fiscal year and location

Client type	Fiscal year	NSWPB	Annual % change	NR	NR % change	ON	ON % change
New clients (in-person + e-channel)	2016-2017	643	2.06	3754	-4.70	26628	-2.92
	2015-2016	630	-1.41	3939	10.52	27430	8.05
	2014-2015	639	-	3564	-	25386	-
Carry-over clients (in-person + e-channel)	2016-2017	466	-8.98	2545	-7.79	16470	11.43
	2015-2016	512	-6.91	2760	-7.44	14781	-18.92
	2014-2015	550	-	2982	-	18231	-

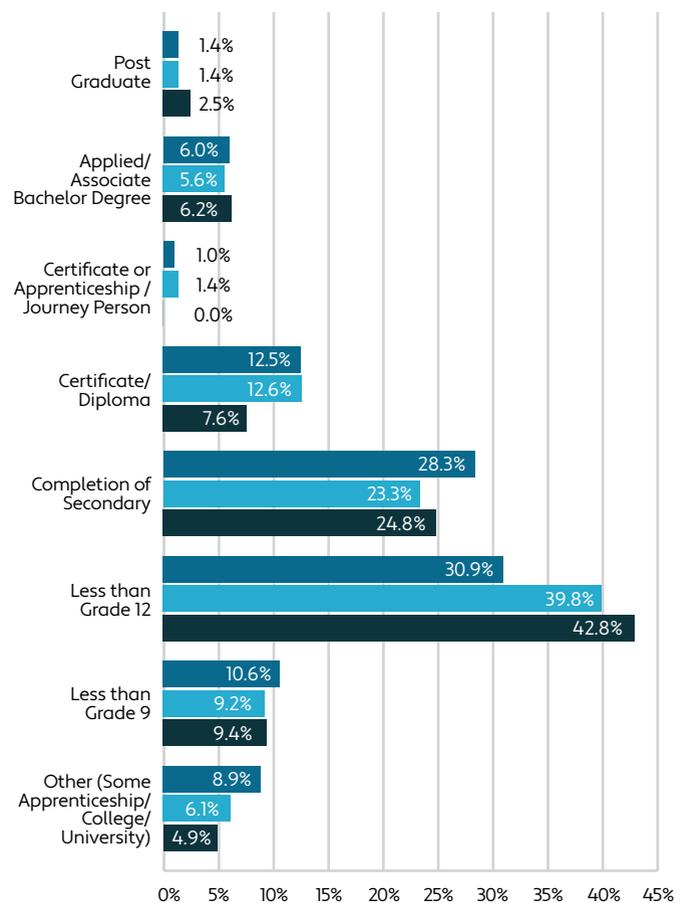
Source: Author's calculations based on ON MAESD, Employment Ontario, 2017

Figure 22, showing the percentage distribution of LBS clients by highest level of education is new to the Employment Ontario Report and provides crucial insight into its clients. This data is only readily available for the 2015-2016 and 2016-2017 fiscal years, and as such, it is limited in its explanatory power at this time. It is encouraging, however, that the distribution of clients is relatively consistent across all three regions. The number of clients accessing LBS with a high school diploma/GED in the NSWPB district fell by 4.5 percent and those with less than grade 12 increased by 6.5 percent, while the province experienced the opposite trend. It is crucial to note that, while they may remain a very small part of the distribution of clients by education, those with CofA or registered as Journeypersons accessing LBS fell in the NSWPB region by at least eight clients. This is down from 18 in 2015-2016, while it rose by 74.5 percent and 50.9 percent in the Northern Region and Ontario, respectively.

KEY PERFORMANCE INDICATOR

Due to data availability, the performance indicator for the LBS program differs from that of the ES program. To evaluate the status of the LBS program, the number of new clients and carry-over clients, relative to the previous fiscal year is considered.³

Figure 22: 2016 - 2017 Percentage Distribution of LBS Clients by Highest Level of Education and Location



Source: ON MAESD, Employment Ontario, 2017

³ This performance indicator is used with caution, as the results can be misleading without more information on each client and the demographics of the regions.

Table 10 presents the counts and percentage changes of the new and carry-over clients for the last three fiscal years by location. In the NSWPB district, new clients were up 2.1 percent from last year, showing a reversed result from the previous year's performance indicator. The exact opposite situation was experienced by the Northern Region and Ontario, whose new client counts were down 4.7 percent and 2.9 percent, respectively. Turning to the number of carry-over clients, the NSWPB area and the Northern Region appear to be showing the same trend: two consecutive declines in carry-over clients, while Ontario saw an increase of 1,689 carry-over clients, or equivalently 11.4 percent.

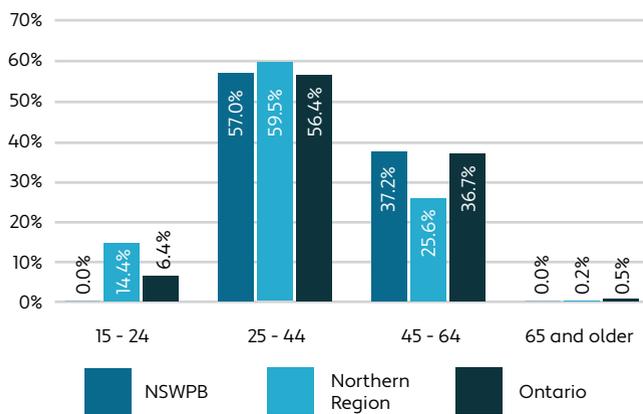
SECOND CAREER

Second Career (SC) is a subprogram that provides laid-off workers with financial support and skills training to help them find jobs in high-demand occupations (MAESD, 2015).

The NSWPB district's SC subprogram served 30 fewer clients in the 2016-2017 fiscal year than the previous year. This is a declining trend that is common to the Northern Region and the province. **Figure 23** below demonstrates the percentage distribution of SC clients by age group. Within the NSWPB district, 60 percent of the clients were between 25 and 64 years of age, a trend that is mirrored by the Northern Region and Ontario, with 59.5 percent and 56.4 percent, respectively. Most of NSWPB district SC clients continue to be enrolled in the Heavy Equipment Operator and Transport Truck Driver skills training programs. Further, the majority, or 56 of 86 clients, indicated their source of income as being employment insurance.

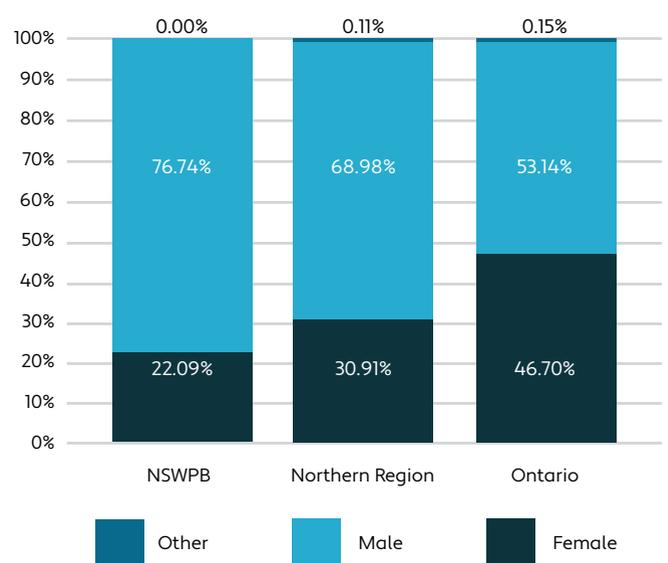
Figure 24 provides the breakdown of SC clients by gender. Within the NSWPB District, the SC program is dominated by males, with 76.7 percent male versus 22.1 percent female clients. Across the Northern Region and Ontario there exists a stronger female presence; however, males persist at being the majority served.

Figure 23: 2016-2017 percentage distribution of SC clients by age and geographic location



Source: ON MAESD, Employment Ontario, 2017

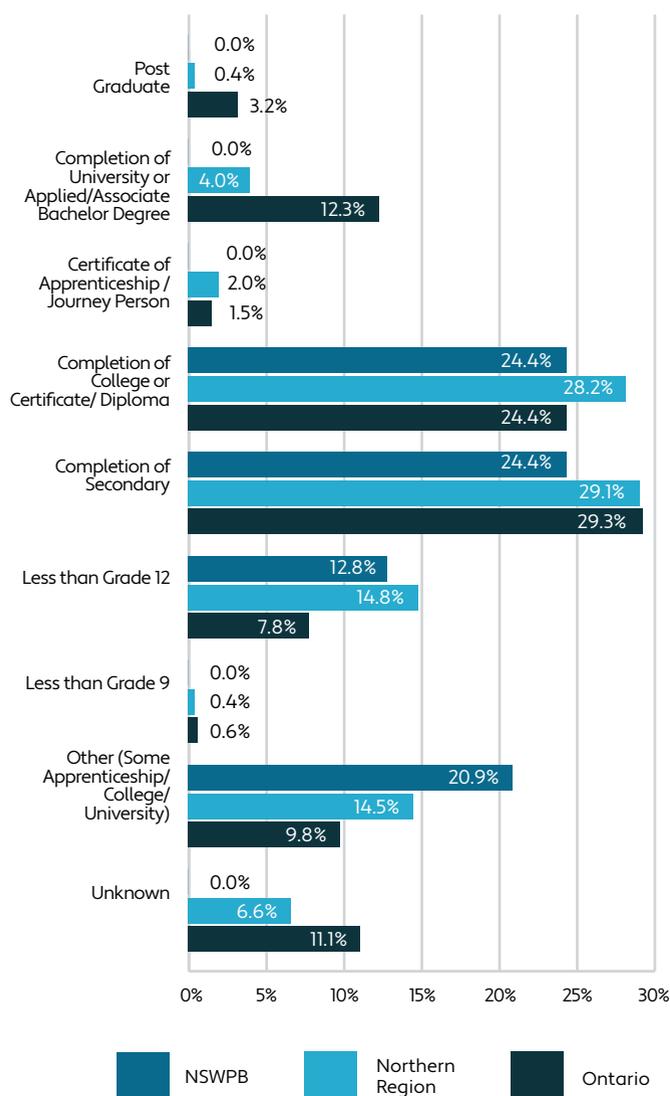
Figure 24: 2016-2017 percentage distribution of SC clients by gender and location



Source: ON MAESD, Employment Ontario, 2017

Figure 25 compares the education credentials of the SC clients. What one can see is that many clients have at least a high school diploma or its equivalent. In comparison to the year prior, the number of clients with a college designation increased, while the number of clients indicating the completion of secondary school or less as their highest level of education declined.

Figure 25: 2016-2017 percentage distribution of SC clients by highest level of education and location



Source: ON MAESD, Employment Ontario, 2017

KEY PERFORMANCE INDICATOR

The goal of the SC program is to ensure that clients receive viable training, which will allow them to re-enter the labour force and become active contributors to society. As such, the ideal way to evaluate the program would be similar to the evaluation of the ES program, that is, by considering the number of clients in training/education/employment at exit relative to the number not in training/education/employment. There are two strong barriers to such an analysis: (1) the non-response rate has historically been relatively high, and (2) there exists response bias in the sense that if a client replies at all, it is likely the one who has attained training/education/employment opportunities. Further, when considering the non-response rates at the NSWPB district level, one needs to be even more cautious, as the rate may be inflated due to suppressed results.

Table 11 displays clients' status and non-response rates. Not surprisingly, the non-response rates are lower at immediate exit and increase at the 12-month mark. However, the disparity that exists between the geographic areas is quite drastic. The NSWPB district's non-response rate jumps from 16.3 percent to 51.2 percent, whereas the Northern Region and Ontario see an increase of approximately four percentage points.

Figures 26 and 27 display the key performance indicator for the SC program, which is defined as the client's outcome. **Figure 26** shows the percentage of clients employed or in training at immediate exit of the program and then again at 12 months post program in **Figure 27**.

APPRENTICESHIP

Apprenticeship (APPR) is an on-the-job training program for individuals who desire to work in a trade or occupation where they learn new skills from journey-persons (MAESD, 2015).

In the 2016-2017 fiscal year, there were 279 new registrants in the apprenticeship training program. This number is up slightly from last year, while remaining below the three-year high in 2014-2015, where there were 341 new registrants. An opposite trend occurred in the Northern Region and Ontario, where new APPR registrant numbers were down 10.2 percent and 3.5 percent, respectively. In contrast, in the NSWPB district,

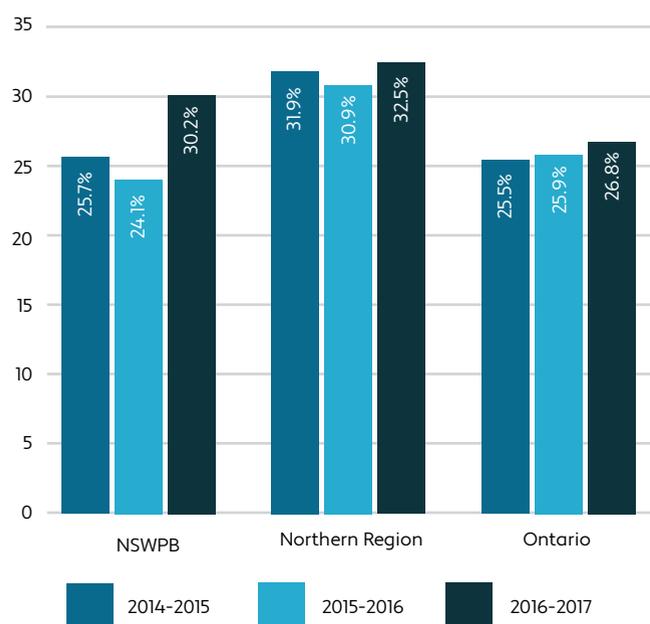
Table 11: SC program outcomes

FIELD	2014/15		2015/16		2016/17		
	NSWPB	NSWPB	NR	ON	NSWPB	NR	ON
Number of Clients	101	116	1005	8626	86	922	7158
Length of Time Out of Employment/Training							
3 - 6 months	19	29	178	1515	19	181	1385
6 - 12 months	17	20	160	1610	-	126	1371
Less than 3 months	51	50	489	3146	41	435	2629
More than 12 months	-	-	88	1775	13	118	1459
Unknown	-	-	90	580	-	62	314
Outcome at Exit Summary							
Employed	26	28	271	1844	26	268	1556
In Training/Education	-	-	39	386	-	32	364
Other (Independent, Unable to Work, Volunteer) ⁴	30	23	337	2507	-	4	80
Unemployed	N/A	N/A	N/A	N/A	23	291	1948
Non-response rate (%)	44.5	56.0	35.6	45.1	16.3	35.5	44.8
Outcome at 12 Months Summary							
Employed	46	51	472	3249	42	476	3062
In Training/Education	-	-	17	117	-	13	87
Other (Independent, Unable to Work, Volunteer) ⁵	12	-	65	626	-	7	91
Unemployed	N/A	N/A	N/A	N/A	-	60	473
Unknown	N/A	N/A	N/A	N/A	-	-	-
Non-response rate (%)	42.6	56.0	44.9	53.7	51.2	39.7	48.1

4 Pre-2016, the "other" category included those that are unemployed.
 5 Pre-2016, the "other" category included those that are unemployed.

Source: Author's calculations based on ON MAESD, Employment Ontario, 2017

Figure 26: SC program outcome at exit - percentage of clients employed or in training/education



Source: ON MAESD, Employment Ontario, 2017

Figure 27: SC program outcome at 12 months post exit - percentage of clients employed or in training/education



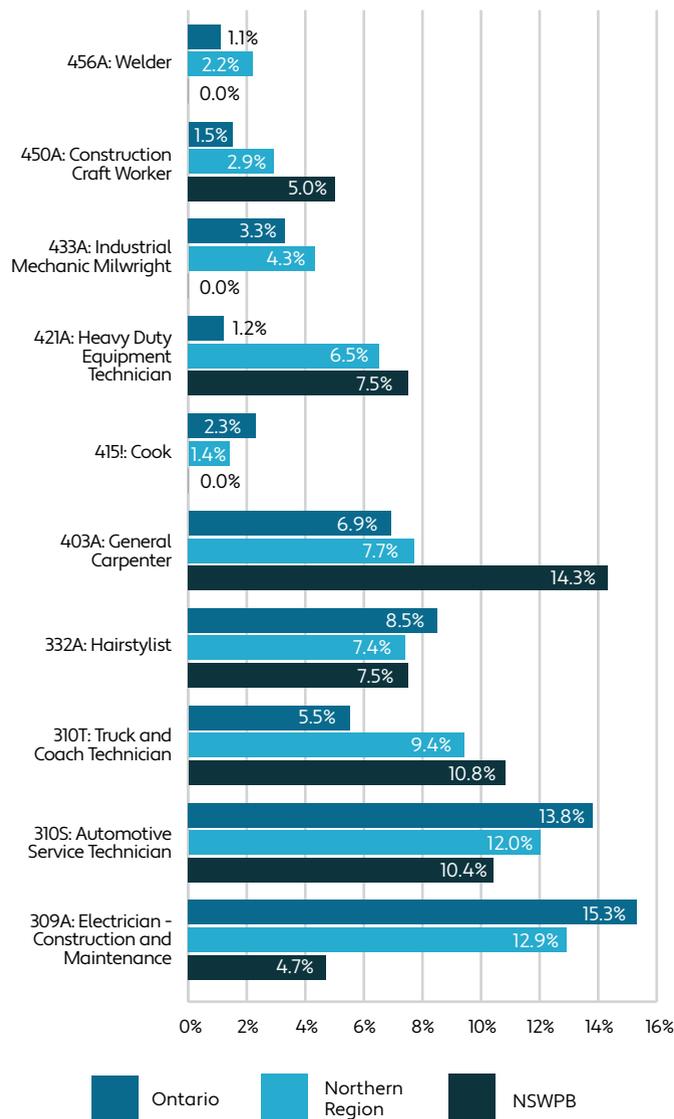
Source: ON MAESD, Employment Ontario, 2017

Table 12: APPR program administration

FIELD	2014/15				2015/16			2016/17			Year-over-year change from 2015-2016			
	NSWPB	NSWPB	NR	ON	NSWPB	NR	ON	NSWPB	NR	ON	Absolute NSWPB	NSWPB (%)	NR (%)	ON (%)
Number of Active Apprentices	1,164	1,089	6,638	78,959	1,030	5,477	69,945	-59	-5.42	-17.49	-11.42			
Number of CofAs Issued	170	147	820	9295	99	473	9189	-48	-32.65	-42.32	-1.14			
Number of Modular Training Registrations	520	633	6,583	11,643	844	6,738	11,587	211	33.33	2.35	-0.48			
Number of New Registrations	341	271	2,192	25,793	279	1,968	24,890	8	2.95	-10.22	-3.50			

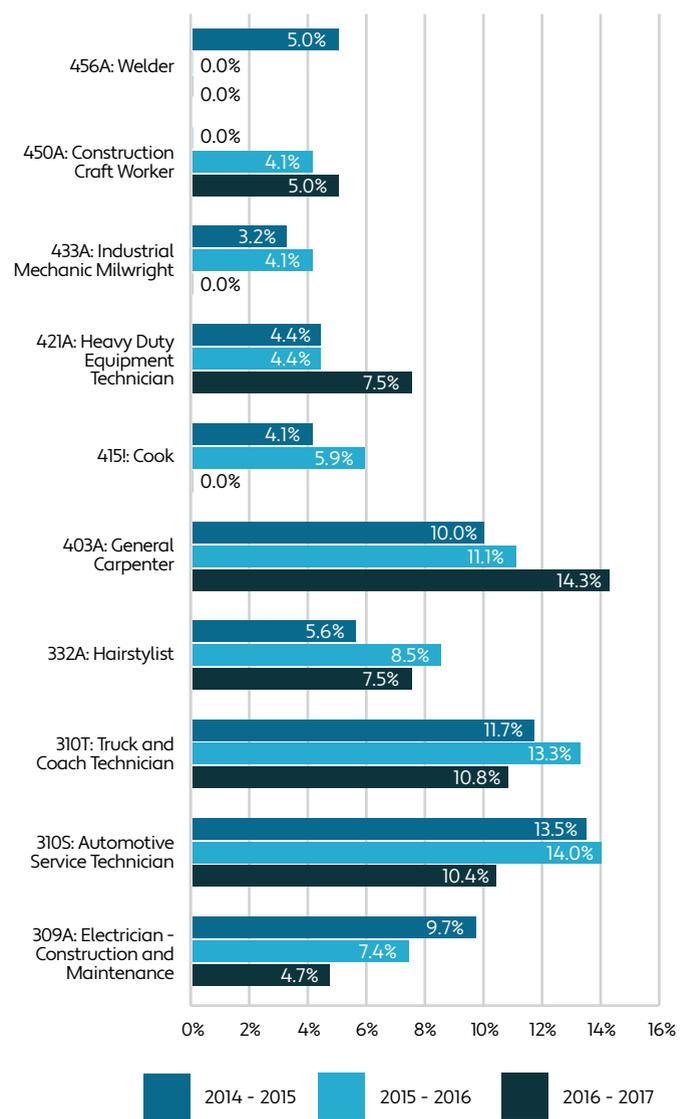
Source: ON MAESD, Employment Ontario, 2017

Figure 28: APPR program new registrants by trade



Source: ON MAESD, Employment Ontario, 2017

Figure 29: NSWPB District APPR Program New Registrants by Trade and Fiscal Year



Source: ON MAESD, Employment Ontario, 2017

the number of active apprentices continued to trend down, falling 5.4 percent relative to the prior year. While this may be a decline, it was the smallest decline amongst the three geographies, the Northern Region experiencing the largest fall in the number of active apprentices, followed by Ontario, with 17.4 percent and 11.4 percent, respectively. This negative trend continued into the number of CofAs issued, where all three areas saw a decline, although Ontario as a whole fell only 1.1 percent.

Figure 28 shows the distribution of new APPR registrants by their trade across all three geographies.⁶ Of the new registrants in the NSWPB area, 14.3 percent were General Carpenters, followed closely by Truck and Coach Technicians (10.7 percent) and Automotive and Service Technicians (10.4 percent). Where the Northern Region and Ontario had registrants in Welding, Industrial Mechanic and Millwright, and Cook trades in the 2016-17 year, the NSWPB district did not.

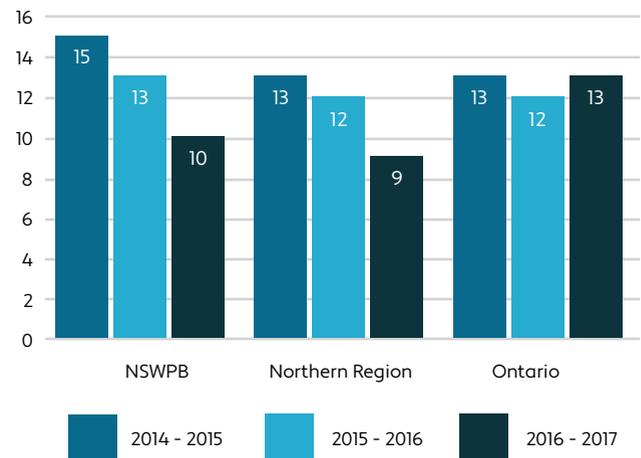
Figure 29 examines the three-year trend of new registrants by trade within the NSWPB area. What can be seen from this figure is the significant move away from new registrants in the Welding, Industrial Mechanic, Millwright, Cook, and Electrician fields into Heavy Equipment Technician, Construction Craft Worker and General Carpenter trades.

KEY PERFORMANCE INDICATOR

As previously stated, the number of CofAs fell across all three areas, with the most significant decline in the Northern Region, followed by the NSWPB district. To measure the state of the APPR program in the NSWPB area, the ratio of CofAs to active apprentices is taken. The results are shown in **Figure 30** and present the number of CofAs issued per 100 active apprentices across all three areas over the past three years. Immediately obvious and alarming is the negative trend in the NSWPB district and the Northern Region compared to the slight increase in performance in Ontario, as a whole, even though there are no extreme disparities in performance across all 3 regions.



Figure 30: APPR Performance Indicator - Number of CofAs Issued Per 100 Active Apprentices



Source: ON MAESD, Employment Ontario, 2017

⁶ The trades, which are displayed in Figure 25, were selected if they had any representation in the NSWPB district over the past three fiscal years, otherwise they are excluded.

STRATEGIC PRIORITIES & ACTION PLAN



LEPC PHASE I: APRIL 1, 2016 TO JUNE 30, 2017 (15 MONTHS)

BUSINESS PRIORITY



Expanding current understanding of local labour market issues and needs and improving access to labour market information resources

STRATEGIES

(priority aligned approaches to achieving our goal):

Collection, analysis and dissemination of labour market information and intelligence

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Community Labour Market Reports

CHALLENGE

Community consultations with stakeholders over the past nine months have highlighted the need for greater access to labour market information at the local level. The 35 communities in our region want labour market information specific to their communities; not simply at a regional level. They want this information to be up-to-date and relevant. This information is either not currently available, or extremely expensive for small communities to obtain. Moreover, smaller communities do not have the capacity or resources to make use of the data they receive.

This makes planning extremely difficult to do in an informed way, since census data is only available every five years and all communities regularly see significant changes on a year-over-year basis. In the years between each census, however, labour market information is

available only for larger communities, such as the District of Thunder Bay and the City of Thunder Bay.

By collecting information more frequently and reporting this information regularly at the lowest possible geographic level, we can enhance understanding of changes in the labour market in small communities. We can also allow for more evidence-based decision-making by all labour market stakeholders.

ACTION 1

Collect and compile local labour market information and use that information to create a resource to inform all 35 communities in our region about labour supply and demand in their own communities.

LEAD: Local Employment Planning Council

POTENTIAL PARTNERS: Greenstone Economic Development Corporation, Superior North Community Futures Development Corporation

TIMELINE: May 2016 to March 2017

PROJECT MILESTONES:

- Publish first of a series of sub-regional labour market information reports – June 2016
- Survey administered and results analyzed – March 2017

EXPECTED OUTCOME

Stakeholders in all 35 communities in our region will be better informed about the skills available and needed in their own communities.

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Demographic Dependency Ratio

CHALLENGE

Statistics Canada reports that our region is seeing a decline in the working age population. Discussions with stakeholders across the region identified the need for better and more current information to help clarify and address this issue. During labour market consultations across the district, many stakeholders expressed a lack of awareness and understanding of the interdependency of factors resulting in the decline of the working age population and its negative impact on the economy. These factors include the measure of immigration, births, deaths, retirements and participation rates in the workforce. Changes within these factors put pressure on fostering a productive and sustainable economy. For example, based on the Ministry of Finance (Ontario 2014) population projections, from 2013 to 2041, persons aged between 15 and 64 years in the Thunder Bay district will decrease by more than 21,000, or 20.7 percent. On the other hand, individuals aged 65 or older are estimated to increase by nearly 20,000, or 76.7 percent, while the 0 to 14 age cohort will decrease by roughly 2,600, or 12 percent, during the same period.

The ratios of individuals who are outside of the ages of 15 and 64 to those within this age range is known as the demographic dependency ratio (DDR). The DDR assumes that individuals between the ages of 15 and 64 years are economically active and all other persons are economically inactive. To hold Thunder Bay district's current DDR steady, the region will have to attract roughly 50,000 individuals over the next 25 years, translating into roughly 2,000 individuals per year for the next 25 years. It is important that communities in the district work together to determine how to best respond to this challenge. The data contained in the report will provide statistical evidence, which will generate discussion, improve understanding and promote the development of strategies to address this issue.

ACTION 2

Provide better and more current information regarding the decline in the working age population.

LEAD: Local Employment Planning Council

POTENTIAL PARTNERS: Thunder Bay Community Economic Development Commission, Thunder Bay Chamber of Commerce, Thunder Bay District Municipal League, Northwestern Ontario Municipal Association, Common Voice Northwest, Thunder Bay Multicultural Association, Confederation College, Lakehead University

TIMELINE: May 2016 to March 2017

PROJECT MILESTONES:

- Publish report – September 2016
- Administer survey and analyze results – March 2017

EXPECTED OUTCOME

Stakeholders will be better informed about the factors impacting the decline in the working age population. The data contained in the report will provide statistical evidence, which will generate discussion, improve understanding and promote the development of strategies to address this issue.



BUSINESS PRIORITY



Serving as a central point of contact and key facilitator linking employers, service providers, Ministries and community groups to identify and respond to labour market and workforce development challenges and opportunities; gaps in employment and training, and human and social services, through collaborative planning

STRATEGIES

(priority aligned approaches to achieving our goal):

Serve as central point of contact and key facilitator of community partners in collaborative planning

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Apprenticeship Consortium Guide

CHALLENGE

Employment Ontario Program Data: Analysis for North Superior Workforce Planning Board (NSWPB) Region reports that in 2013-2014, there were 416 new registrations for apprenticeships. In 2014-2015, the number of registrations dropped to 341, a decline of 18 percent.

Based on research funding reported in "Maximizing Apprenticeship Opportunities," (NSWPB, 2015) and the "Increasing Employer Support for Hiring Apprentices and Supporting Apprentices' Completion" reports, small- and medium-sized employers, particularly those in the private sector, have difficulty recruiting and developing apprentices. Their places of employment cannot provide apprentices with the full scope of practice because businesses are too small, too specialized, or they don't have sustainable work over the long-term. They require qualified trades persons/journey persons to train apprentices. They cannot meet the required apprentice-to-journey-person ratios. They perceive the apprenticeship process as cumbersome, bureaucratic, and taking too much time to administer. A consortium (cooperative) model has been used in other parts of the province to address these concerns.

The consortium sponsors apprentices and uses its network of participating employers to provide rotating work terms, ensuring that apprentices receive trades training, technology training and employment. This approach is favoured by smaller employers in particular, because it reduces the risks associated with apprenticeship training, some of which are: training availability and costs; staffing and time required to identify, administer and track training; lack of machinery and equipment required for training; access to training and training support information; and difficulty in forecasting future needs in the trades. Consequently, the training consortium assists employers in addressing their skills needs, while apprentices receive valuable training and employment.

ACTION 3

Develop the strategy for implementing a consortium model in the LEPC region. A guide will outline the implementation strategy for an apprenticeship consortium model for the LEPC region.

LEAD: Local Employment Planning Council

TIMELINE: May 2016 to March 2017

PROJECT MILESTONES:

- Completion of consultation with key stakeholders – October 2016
- Draft implementation guide completed – December 2016
- Implementation guide finalized and distributed – January 2017
- Survey administered and results analyzed – March 2017

EXPECTED OUTCOME

The guide will increase awareness of the consortium model for apprenticeships and its benefits for small- and medium-sized employers. The process of developing the guide will in itself increase collaboration between employers.

STRATEGIES

(priority aligned approaches to achieving our goal):

Serve as central point of contact and key facilitator of community partners in collaborative planning

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Online Calendar for Service Providers

CHALLENGE

Service providers are not always aware of (or are not well-informed about) current and upcoming targeted training and employment preparation activities available to clients. This coordinated information is not readily available or shared between service providers. As a result, programs often compete with each other for community attention. Spacing those programs out or collaborating on program delivery would increase value for the community and impact effectiveness for the providers.

Consultation with our Service Provider Subject Matter Working Group, which includes Employment Ontario (EO) and non-EO providers, has identified a limited ability to dedicate resources to regularly updating each other about specific details of their programs and services (timing and location of activities for example). An online database that automatically mines the websites of the individual service providers for information is an ideal solution to this dilemma. Each service provider will identify an individual who will be responsible for ensuring that their website is current and accurate. In turn, this will ensure that this new collaborative database is accurate and meets the needs of participating service providers.

ACTION 4

Create a database to allow this critical communication between service providers with the least amount of effort by all providers.

LEAD: Local Employment Planning Council

POTENTIAL PARTNERS: Northwest Employment Works (NEW), YES Employment Services, Kiikenomaga Kikenjigewen Employment and Training Services (KKETS); Thunder Bay Indigenous Friendship Centre, Anishnabek Employment and Training Services, Fort William First Nation, More Than Words, Metis Nation of Ontario

TIMELINE: May 2016 to March 2017

PROJECT MILESTONES:

- Hire web developer – June 2016
- Review prototype of website – September 2016
- Website launched – October 2016
- Conduct survey analyze results – April - May 2017

EXPECTED OUTCOME

EO and non-EO service providers will have an online database that gives them the information they need to leverage existing resources and increase efficiency through service coordination.



BUSINESS PRIORITY



SERVICE COORDINATION

Acting as a hub for connecting employers, industry associations, sector groups and other employer groups with appropriate employment and training services to address their workforce development needs; working with local employment and training service providers

STRATEGIES

(priority aligned approaches to achieving our goal):

Act as a hub for connecting employers to appropriate services

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Online Portal

CHALLENGE

Feedback from employers, service providers and decision makers over the past nine months has revealed a need for improved access to up-to-date labour market information for the purpose of crisis management, progress measurement and plan revisions.

As noted in the “Background on Local Labour Market Conditions,” the population density of the Thunder Bay LEPC catchment area is very low. Communities are widely dispersed and often statistically small. Resources available for local generation of and access to labour market information at a level sufficient for informed planning and decision making are scarce. Most small communities or organizations do not have data analysts on staff with existing relationships to Statistics Canada contacts, and they do not have the time or resources to conduct research and analyze this data.

An online portal with the most current Labour Market Information (LMI) available at various geographic levels would enhance decision-making by allowing stakeholders to quickly update themselves on any changes in their Local Labour Market Information (LLMI) or the LMI of relevant comparators since the last formal report was issued. This would be especially useful if they urgently needed to update local plans or were responding to significant changes in the local economy.

ACTION 5

Make detailed labour market information available to stakeholders through an online portal.

LEAD: Local Employment Planning Council

TIMELINE: May 2016 to March 2017

PROJECT MILESTONES:

- Compilation of data at the lowest possible geographic level – June 2016
- Begin design of on-line data portal / analytical tool – May 2016
- Beta test on-line data portal / analytical tool – August 2016
- Validate measures through peer review
- Go live with online data portal/analytical tool
- Deliver marketing strategy
- Survey administered and results analyzed

EXPECTED OUTCOME

Stakeholders will be better informed about Local Labour Market Information (LLMI) trends and will be able to readily access the most current information at every available geographic level including neighbourhood, community, district and region.



Schreiber Beach, photo courtesy of the Township of Schreiber

BUSINESS PRIORITY



RESEARCH & INNOVATION

Collaborating with community stakeholders to develop projects related to the research and piloting innovative approaches to addressing local labour market issues or opportunities

STRATEGIES

(priority aligned approaches to achieving our goal):

Collaborate with community partners to address local labour market issues/opportunities

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Estimation Tool

CHALLENGE

Every five years, a national comprehensive census provides labour market information down to, in many cases, the Local Dissemination Area (neighbourhoods). In the years between censuses, however, labour market information is available through Statistics Canada and other sources, but only at higher levels of geography. These levels include Census District (the Thunder Bay District) and Census Metropolitan Areas (the City of Thunder Bay).

This means that, at present, we can know with reasonable certainty once every five years what is occurring in the local labour markets in smaller communities, such as Greenstone, Marathon, or Long Lake #58. We may not have solid information, even in the fifth year, for remote and fly-in communities due to low census response

rates. This makes planning extremely difficult to do in an informed way since census data is only available every five years and all communities regularly see significant changes on a year-over-year basis.

Regional stakeholders have commented in sessions held over the last nine months that it would be very helpful to have up-to-date census measures available more frequently.

ACTION 6

Produce an estimation tool for labour market indicators at the community level for years in which the census is not available.

LEAD: Local Employment Planning Council

TIMELINE: June 2016 to March 2017

PROJECT MILESTONES:

- Issue Request for Service to select researcher to undertake estimation work – June 2016
- Preliminary report and review of findings – November 2016
- Conduct survey – April - May 2017

EXPECTED OUTCOME

The LEPC and other organizations interested in tracking local labour market changes more frequently will have the ability, between censuses, to estimate community level labour market indicators included in the census, allowing for evidence-based decision-making.



ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Increase Indigenous Workforce Participation

CHALLENGE

Statistics have shown that there is a wide disparity in the employment rates between Indigenous and non-Indigenous populations. According to Statistics Canada (2011), the employment rate for the Indigenous working-age population is 63 percent, lower than the rate for non-Indigenous individuals, which is 76%. The unemployment rate for the working-age Indigenous population is more than twice that of other Canadians of the same age (13 percent, versus 6 percent).

Of the 321,820 Registered Indians (as per Statistics Canada) aged 25-64, 213,975 were part of the labour force, leading to a participation rate of 66 percent. This represents a decline of two percentage points since 2006 and is also well below the 2011 non-Indigenous participation rate of 81 percent for the same age group. The employment rate for working-age Status Indians (as per Statistics Canada) was 55 percent in 2011, over 20 percentage points lower than the rate for non-Indigenous persons of working age, which was 76 percent.

There have been many attempts to address the Indigenous employment issue by government and non-governmental agencies, but these have had mixed results. These strategies have included specialty

training programs, marketing campaigns, outreach to employers, academic and non-academic research, and funding initiatives. The LEPC is seeking innovative and evidence-based strategies or approaches that will enhance Indigenous participation in the labour market.

ACTION 7

Find innovative solutions to enhance Indigenous participation in the labour market. A Call for Proposals will be issued to seek applications to fund innovative research or strategies to address the issue.

LEAD: Successful proposal applicant

TIMELINE: June 2016 to July 2016

PROJECT MILESTONES:

- Call for Proposal (CFP) developed by LEPC – June 2016
- CFP released to the community – June 2016
- Proposals reviewed and contract awarded – July 2016

EXPECTED OUTCOME

Creating an opportunity for the successful applicant to conduct innovative research or strategies.



BUSINESS PRIORITY



SHARING BEST PRACTICES

Working with provincial and community organizations, including other LEPCs to identify and share local best practices that could inform actions in other areas

STRATEGIES

(priority aligned approaches to achieving our goal):

Broaden network locally and provincially to identify and share local best practices

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Employer Survey

CHALLENGE

There are approximately 10,500 employers in the Thunder Bay region. Just over 100 responded to the 2016 EmployerOne Survey. Our consultations with service providers and policy makers have indicated that they find the EmployerOne Survey a valuable resource, but that it would have greater value if more employers responded.

In order for the EmployerOne Survey to have maximum value as a planning resource, the response rate and representativeness of the survey must be increased to reduce the statistical error band and enhance its predictive value. Stakeholders, including previous survey respondents and survey administrators have told us that to encourage response, employers must be aware of the survey; be encouraged to complete it; receive assistance to complete it if necessary; receive the results of the survey; see the results of the survey effectively communicated to the public and decision makers; and see the survey result in some specific action to improve the broader labour market or their specific concerns in relation to securing needed workers, services or skills enhancements.

ACTION 8

Make the EmployerOne Survey report more valuable by increasing the response rate and by better matching the types of companies that respond to the actual mix of companies in the region.

LEAD: Local Employment Planning Council

POTENTIAL PARTNERS: Thunder Bay Ventures, Greenstone Economic Development Corporation, Superior North Community Futures Development Corporation, Thunder Bay Chamber of Commerce, district Chambers of Commerce, Nishnawbe Aski Development Fund, Thunder Bay Community Economic Development Commission

LEAD: Local Employment Planning Council

TIMELINE: April 2016 to March 2017

PROJECT MILESTONES:

- Distribution of 2015 results – May 2016
- Campaign for 2016 – September 2016
- Phone survey interviewers (students) – October 2016
- Onsite employer interviews (LEPC volunteers) – October 2016
- Track size and representativeness of the response – October 2016
- Targeting additional surveys to fill in representative gaps – October 2016
- Draft report on 2016 findings – December 2016
- Publish report on 2016 findings – March 2017

EXPECTED OUTCOME

Through increased participation, the 2016 EmployerOne Survey results will provide additional insight into labour market supply and demand at a local level. The increased quality of this data will be a valuable asset to key stakeholders.

LEPC PHASE II:

JULY 1, 2017 TO SEPTEMBER 30, 2018

(14 MONTHS)

BUSINESS PRIORITY



Expanding current understanding of local labour market issues and needs and improving access to labour market information resources

STRATEGIES

(priority aligned approaches to achieving our goal):

Collection, analysis and dissemination of labour market information and intelligence

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

I Spy with my LMI Workshops

CHALLENGE

The LEPC has received several requests from community stakeholders (AFNOO, Ontario Works, Ontario Centre for Workforce Innovation hub coordinators and staff, Superior North's hosted Northshore Network, Board of Directors of North Superior Workforce Planning Board) for an LMI workshop that would assist them in interpreting, understanding and applying data in their decision-making.

The LEPC would also promote the workshop to EO service providers, such as YES Employment, Northwest Employment Works, and Literacy Northwest, and to non-EO service providers, such as Anishnabek Employment & Training Services (AETS), Kiikenomaga Kikenjigewen Employment and Training Service (KKETS), Thunder Bay Indian Friendship Centre, Fort William First Nations, Nokiwin Tribal Council and municipal councils in the district.

ACTION 1

Provide six information workshops, titled I Spy With My LMI, across the Thunder Bay District LEPC to provide community members with a better understanding of how labour market information and data can be accessed and used to inform decisions and service planning.

LEAD: Local Employment Planning Council

TIMELINE: Due to extensive travel requirements within the district to conduct labour market discussions in our 35 communities between November 2017 and January 2018, we have had to extend our timeline for this endeavour to September 2018.

PROJECT MILESTONES:

- Prepare workshop materials, including Power-Point presentations, participant packages, group discussion/exercise documents and workshop evaluations
- Lay out and translate documents
- Survey participants after each workshop
- Incorporate evaluation survey feedback following each workshop
- Update materials with new data as it is released/needed

EXPECTED OUTCOME

Increased skills and abilities in utilizing labour market information and data to inform stakeholder decision-making.

BUSINESS PRIORITY



INTEGRATED PLANNING

Serving as a central point of contact and key facilitator for linking employers, service providers, Ministries and other community groups to identify and respond to labour market or workforce development challenges and opportunities, including gaps in employment and training, and human and social services, through collaborative planning

STRATEGIES

(priority aligned approaches to achieving our goal):

Serve as central point of contact and key facilitator of community partners in collaborative planning

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Develop list of employers currently placing or employing cooperative education students and or Ontario Youth Apprenticeship Program (OYAP) participants.

CHALLENGE

Consultations with stakeholders reveal that there is no coordinated process between school boards, high school co-operative education programs and/or apprenticeship programs to identify local employers who are willing and able to place or employ co-operative education students and/or apprentices in the Thunder Bay District LEPC.



ACTION 2

Develop a comprehensive list of employers who are currently placing or employing co-operative education students and/or apprentices in the Thunder Bay District LEPC as a means of informing and assisting in coordinated recruitment plans to increase co-op placements and apprenticeship registrations.

LEAD: Local Employment Planning Council

TIMELINE: June 1, 2017 to June 30, 2018

POTENTIAL PARTNERS: Superior-Greenstone District School Board, Lakehead District School Board, Thunder Bay Catholic District School Board, Superior North Catholic District School Board, Conseil scolaire de district catholique des Aurores boréales

PROJECT MILESTONES:

- Develop list of questions for discussion within focus groups
- Identify focus groups by area (Thunder Bay, Greenstone, North Superior)
- Identify school board personnel within co-op education and/or OYAP programs
- Distribute forms to participants to identify employers with whom they are currently working
- Collect completed forms after each focus group
- Develop master list of current and potential participating employers
- Finalize master list of employers and distribute to focus group participants to assist in collaborative identification of employers for recruitment plans to increase co-op placements and OYAP apprentice registrations

EXPECTED OUTCOME

Co-op teachers, coordinators and OYAP (Ontario Youth Apprenticeship Program) coordinators in district high schools will be able to use the list of employers who are willing to take co-op placements and/or apprentices in their area. The identification and recruitment of new employers in a cross-section of sectors will assist in increasing the number of co-op opportunities and apprenticeship registrations. This will lead to improvements in labour market decision-making and coordination of co-op and apprentice opportunities.

BUSINESS PRIORITY



SERVICE COORDINATION

Acting as a hub connecting employers, industry associations, sector groups and other employer groups with appropriate employment and training services to address their workforce development needs; working with local employment and training service providers

STRATEGIES

(priority aligned approaches to achieving our goal):

Act as a hub for connecting employers to appropriate services

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Report summarizing results of three focus group consultations with a cross section of employers, which presents findings from the 2016 EmployerOne Survey, summarizes group discussions of those findings and formulates recommendations.

CHALLENGE

With increased engagement and participation in the EmployerOne Survey each year, employers have asked that we share with them the results of the previous year's survey. EO and non-EO service providers tell us that they would like to integrate survey findings into their programs and services to improve service delivery and coordination, and to maximize client outcomes.

Stakeholders, including previous EmployerOne Survey respondents and survey administrators, suggest that to increase survey responses, employers must be aware of the survey; be encouraged to complete it; receive assistance to complete it if necessary; receive the results of the survey; see the results of the survey effectively communicated to the public and to decision makers; see the survey result in some specific action that improves the broader labour market or addresses specific employer concerns in relation to securing needed workers, services or skills enhancements.

Using the focus group research model, the Local Employment Planning Council and partnered service providers will share survey results with a pool of employers and engage them in identifying collaborative actions to address specific challenges and opportunities that exist.

Recommendations and findings will be captured in an Excel spreadsheet format. A list of employers and representative sectors will be compiled, based on EmployerOne responses.

Feedback from employers, service providers and decision makers over the past nine months has identified a need for more frequent access to labour market information for the purpose of crisis management, progress measurement and plan revisions.

ACTION 3

Prepare a report summarizing the results of three focus groups with a cross section of employers, which present findings from the 2016 EmployerOne Survey, facilitate group discussions of those findings and formulate recommendations on how to address specific issues identified.

LEAD: Local Employment Planning Council

TIMELINE: June 2017 – May 31, 2018

POTENTIAL PARTNERS: EO and non-EO service providers, such as YES Employment Services, Northwest Employment Works, Literacy Northwest, Anishnabek Employment and Training Services (AETS), Kiikenomaga Kikenjigewen Employment and Training Services (KKETS), Fort William First Nation, MTW Employment Services

PROJECT MILESTONES:

- Distribute 2016 results infographic and/or report to all focus group participants and all stakeholders
- Develop list of a cross-section of employers to be invited to participate in one of three focus groups
- Send out invitations to the focus groups one month in advance
- Record recommendations/actions agreed upon by participants of each focus group
- Survey participants after each focus group
- Finalize list of recommendations/actions agreed upon by participants

EXPECTED OUTCOME

Employers participating in the focus groups will be more aware of services and resources available to them and will be more apt to participate in an employer survey, as well as be involved in collaboratively identifying and addressing challenges and opportunities identified.

BUSINESS PRIORITY



Collaborating with community stakeholders to develop research-based projects and piloting innovative approaches for addressing local labour market issues and opportunities

STRATEGIES

(priority aligned approaches to achieving our goal):

Collaborate with community partners to address local labour market issues/opportunities

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Research report with recommendations for strengthening service coordination among service provider networks

CHALLENGE

At a focus group in March of 2017 led by the LEPC, several key stakeholders among Employment Ontario service organizations in Thunder Bay identified service coordination for client referral as a critical issue. Enhancing referral coordination across these agencies is seen as necessary to increasing service uptake and client employment outcomes.

The coordination and integration of employment services and training across agencies is critical to increasing efficiency and access to quality services for clients. Following a review of service integration strategies in Australia, Neale and colleagues (2012) argued that integration could have a positive impact if it is implemented at a local level and takes into account local conditions. Aitken and von Treuer (2013) outline a number of leadership and organizational competencies that contribute to successful service integration. One of these is strong networks within and across relevant sectors, with effective professional relationships that can handle complex and sensitive issues.

ACTION 4

Issue a Call For Proposal (CFP) seeking applications to research and report on current client referral networks and client uptake of referred services, as well as professional relationships among Employment Ontario and other service providers, with recommendations for strengthening service coordination within service provider networks.

LEAD: Successful proposal applicant

TIMELINE: Extended from initial timeline to run from June 2017 to September 2018

POTENTIAL PARTNERS: YES Employment Services, Literacy Northwest, Thunder Bay District Social Services Administration Board, Thunder Bay Counselling

PROJECT MILESTONES:

- Initial meeting with participating organizations to identify sources and determine formatting for referral and intake data, identify time period for analysis, establish agreements on confidentiality and develop a strategy for anonymizing data. Participating individuals in the staff professional network survey are identified – June 2017
- Participating organizations gather and provide referral and intake data; staff network survey is developed and launched – July – September 2017
- Staff network survey is run through an online platform; referral and intake data is mapped and analyzed; staff network data is mapped and analyzed – October – December 2017
- Interim report is received – December 15, 2017
- Findings are interpreted; recommendations are prepared – January – March 2018
- Focus group of 5-10 members of participating organizations is held; their interpretations of findings are gathered; and their satisfaction with the information and recommendations are surveyed. Draft report of all findings and recommendations are prepared – April – June 2018
- Final report finalized and distributed; summary data with recommendations and key network maps are provided to participating organizations – July – September 2018

EXPECTED OUTCOME

Participants will learn how client referrals, client uptake of referred services, and information currently move through service provider networks. Staff will evaluate the effectiveness of inter-organizational networks. Data will be analyzed and visualized as network maps. This will provide insight into the existing local networks, revealing gaps in referral and uptake, as well as areas where network capacity needs to be built to include service coordination efforts. Findings will provide a baseline against which to compare outcomes of service coordination activities, and will enhance local organizations' capacity to develop a strategy for the implementation of a service coordination plan.

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Develop a Human Resource Policy Handbook for employers that supports inclusive workplaces

CHALLENGE

LEPC's ongoing community consultations and discussions with partner organizations expose a need to develop strategies to promote the benefits of hiring Indigenous and newcomer employees locally. The Thunder Bay District LEPC is committed to helping employers identify and access the knowledge and supports they need to make inclusive hiring choices. LEPC Project Officers delivering the Baakaakonaanan Ishwaandemonan (Opening Doors For You) program report that employers are interested and open to hiring Indigenous people and newcomers, but that they do not have the capacity or expertise to build inclusive workplace cultures. Current and emerging issues pertaining to inclusive workplaces require policy development. Employers currently lack the expertise to develop policies in-house, and they lack the funds to procure policy development. Human resources policies shape the performance of an organization and reinforce organizational values. Values-based approaches to policy development that support inclusive hiring choices would greatly benefit local employers. This proposed activity will build on the success of LEPC's Opening Doors For You project (2016-2017) and will further assist employers in making inclusive hiring choices.

ACTION 5

Develop a Human Resources Policy Handbook that will support employers striving to build an inclusive workplace culture.

LEAD: Local Employment Planning Council

TIMELINE: Revised timeline to January – September 2018 (from June 2017 to June 2018)

POTENTIAL PARTNERS: Indigenous Works, Anishnabek Employment & Training Services (AETS), Kiikenomaga Kikenjigewen Employment & Training Services (KKETS), representatives from our 19 First Nations communities, Thunder Bay Urban Aboriginal Strategy

PROJECT MILESTONES:

- Develop project scope and approach – January 2018
- Approve workplan – February 2018

EXPECTED OUTCOME

This policy handbook, together with the LEPC's ongoing Baakaakonaanan Ishwaandemonan (BI) Opening Doors For You program, will help employers create inclusive workplaces, while promoting greater understanding of the value and benefit of hiring newcomers and Indigenous job seekers. As LEPC Project Officers and their network of local stakeholders share information and access to employment and training programs and services, they will contribute to improved employer participation rates in employment and training programs, increase service coordination rates among EO service providers operating in the district, and improve integrated local planning of EO and non-EO services among service providers and a broader range of stakeholders. A continuous cycle of sharing information, engaging stakeholders, and integrating stakeholder recommendations into coordination and planning will improve labour market conditions throughout the district.

BUSINESS PRIORITY



SHARING BEST PRACTICES

Working with provincial and community organizations, including other LEPCs, to identify and share local best practices that will inform actions in other areas

STRATEGIES

(priority aligned approaches to achieving our goal):

Broaden network locally and provincially to identify and share local best practices

ACTION PLAN OBJECTIVES

(measurable steps taken to achieve our strategies):

Online Tool

CHALLENGE

In response to LEPC's Community Labour Market Reports, local service providers and other community-based entities have identified information they collect about the "hidden job market" and other local phenomena to be of value to the wider audience engaged in planning for and responding to changes in the labour market. LEPC's Community Labour Market Reports have prompted discussions at municipal council meetings and among members of Common Voice Northwest, a newly formed non-profit organization representing the leadership of Northwestern Ontario. The latter includes among its member organizations, the Northwestern Ontario Municipal Association (NOMA), the Northwestern Ontario Associated Chambers of Commerce, post-secondary institutions, public and private labour unions, school boards, training boards and organizations from the multicultural/immigration sector. The online tool contributes to LEPC's 2016-2017 strategic goal under the Service Coordination for Employers and it builds on the 2016-2017 workplan goal of increasing access to labour market supply and demand information at the community (CSD) level.

ACTION 6

Develop an online tool for uploading and disseminating labour market supply and demand information collected at the community (CSD) level. (In StatsCan the Census Sub Division or CSD is the general term for municipalities.)

LEAD: Local Employment Planning Council

TIMELINE: January – September 2018

POTENTIAL PARTNER: Northern Policy Institute

PROJECT MILESTONES:

- Initial confirmation of local data sources (known EO service providers, local Chambers of Commerce, municipalities) commences and efforts to identify further sources are initiated
- Site design
- Local community information collection
- Initial internal BETA testing is completed and information collected is forwarded for verification and revision where needed
- Beta site is tested by service providers and other LPEC participants, including employers and job seekers
- Online tool is launched and made available to the public
- Satisfaction survey is made available and collected data is analyzed

EXPECTED OUTCOME

This deliverable will enhance understanding of the labour market at the community level and expand awareness of local changes in labour supply and demand as they occur.

This will enhance decision-making, improve our understanding of current and future skills requirements, and improve the ability of service providers to coordinate planning and manage cooperative responses to affect positive client outcomes.

NEXT STEPS: OUR FUTURE FOCUS



COMMUNITY LABOUR MARKET DISCUSSIONS

In 2017, the Local Employment Planning Council launched a series of Community Labour Market Discussions (CLMDs) designed to help community stakeholders identify local challenges, needs and barriers, as they relate to the labour market. The CLMDs are positioned to act as qualitative evidence for the trends analyzed in the Community Labour Market Report (CLMR) series.¹ This section provides an overview of the discussion design and preliminary findings.

OUR APPROACH

Each discussion follows a semi-structured methodology that facilitates a process by which community members are able to identify and acknowledge labour market challenges, needs and barriers that are unique to their community. Discussants are provided with the CLMR developed for their community in advance of the discussion. This allows for more time to address reasons they believe, from their experiences and perspectives, that a trend is occurring. The first objective is for each attendee to identify who they represent, as a stakeholder to their community (are they an employer, jobseeker, employee, service provider, elected official etc.).

From this initial phase, discussions move through a range of brainstorming scenarios. Through this process participants identify the core challenges, needs or barriers they face, and they establish when those challenges, needs or barriers are occurring.

Finally, a series of questions prompt discussants to explore, understand and explain the challenges they have identified. This leads the process back to the CLMRs and helps explain how the identified challenges are impacting the state of a particular community, or vice versa.

The goal is to identify the specific challenges each community faces. As 35 separate and distinct communities define the NSWPB district, it is important to address their individual needs. In hosting the CLMD series – the results of which will be documented and categorized – the NSWPB works with stakeholders to establish evidence-based solutions that are scalable to other communities facing similar barriers. The next section provides an up-to-date snapshot of which communities have participated thus far in a CLMD.

STATUS OF CLMDS

Common Name	Status
Red Rock Indian Band/Lake Helen First Nation	Complete
Dorion	Complete
Biigtigong Nishnaabeg (Ojibways of the Pic River First Nation)	Complete
Gillies	Complete
O'Connor	Complete
Conmee	Complete
Red Rock	Complete
Schreiber	Complete
Terrace Bay	Complete
Nipigon	Complete
Manitouwadge	Complete
Neebing	Complete
Shuniah	Complete
Marathon	Complete
Oliver Paipoonge	Complete
Nibinamik First Nation (Summer Beaver)	Complete
Webequie First Nation	Complete
Pawgwasheeng (Pays Plat First Nation)	Forthcoming
Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay First Nation)	Forthcoming
Ginoogaming First Nation (Long Lake #77 First Nation)	Forthcoming
Pic Moberg First Nation	Forthcoming
Whitesand First Nation	Forthcoming
Aroland First Nation	Forthcoming
Long Lake #58 First Nation	Forthcoming
Fort William First Nation	Forthcoming
Greenstone, Municipality of	Forthcoming
Thunder Bay, Unorganized	Forthcoming
Thunder Bay	Forthcoming
Animbiigoo Zaag'igan Anishinaabek (Lake Nipigon Ojibway First Nation)	Forthcoming
Bingwi Neyaashi Anishinabek (Sand Point First Nation)	Forthcoming
Kiashke Zaaging Anishinaabek (Gull Bay First Nation)	Forthcoming
Lac Des Mille Lac First Nation	Forthcoming
Neskantaga First Nation (Lansdowne House)	Forthcoming
Marten Falls First Nation	Forthcoming
Eabametoong First Nation (Fort Hope)	Forthcoming

1 Visit <https://www.nswpb.ca/lepc/reports/community-labour-market-reports> to review the CLMR for each community.

PRELIMINARY RESULTS

A series of discussions designed to have stakeholders move step-by-step through their struggles and experiences has helped them identify and explain the challenges, needs and barriers that they experience. Examples of stakeholder experiences identified thus far include the following.

Jobseeker: Process of looking for a job

Service provider: Process of assisting clients to achieve “successful” outcomes

Employer: Seeking skilled employees

Elected official: Making locally informed decisions

Of the 17 CLMDs that have occurred, recurring challenges and issues have already begun to emerge. These will be synthesized into dominant themes upon the completion of all CLMDs.

Jobseekers:

- Difficulty in finding local employment opportunities;
- Non-existent or unreliable transportation systems connecting them to urban centres;
- Non-existent or inconsistent local skills upgrading and employability training.

Service providers:

- Harnessing possible resources (funding opportunities);
- Client reporting structure that allows an efficient allocation of their resources to foster client-focused success.



Lake Helen Reserve with John Morris, 2 time Olympic Gold Medalist in Curling, photo courtesy of the Red Rock Indian Band

Employers:

- Too many points of access to reach jobseekers;
- Finding local jobseekers with both technical and soft skills to fill vacant positions;
- Retaining skilled workers after investing in on-the-job training.

Elected officials:

- Difficulty in preparing for demographic shifts due to non-accessible or lack of awareness of local labour market information;
- How to effectively use labour market information and intelligence.

NEXT STEPS

Short-term next steps involve the completion of all 25 Community Labour Market Discussions. Upon completion, results will be compiled into an informative report that discusses each stakeholder’s challenges, issues and/or barriers. When each discussion concludes, discussants are asked how NSWPB/LEPC can assist them in addressing local challenges. Examples of responses received thus far include:

- Continue to disseminate local labour market information and intelligence;
- Facilitate the organization of a symposium for communities to come together and share their best practises in economic development and service delivery;
- Continue to facilitate workshops on how to use labour market information and intelligence for planning and research.



Nipigon Sign, photo courtesy of Sandy Williamson

Using this feedback, NSWPB/LEPC will establish an informed, evidence-based set of priorities to drive integrated planning, service coordination for employers and the sharing of best practices and promising approaches.

All projects and initiatives of this LEPC will be the result of collaborative discussion, decision-making and planning with our community stakeholders and will be vetted through the memberships of the Subject Matter Working Groups and Central Planning Table.

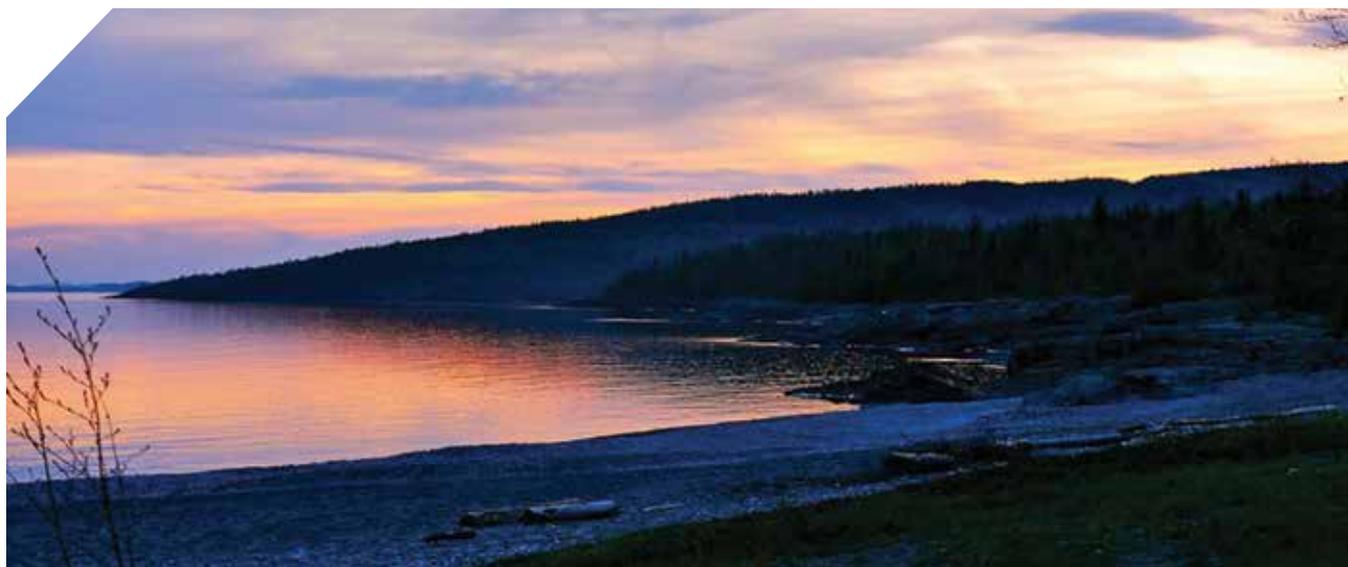
There will be two components within our consideration and mobilization of initiatives, namely:

1. Maintaining and/or expanding upon initiatives or actions begun during the Local Employment Planning Council pilot; and
2. Collaborative identification and prioritization of new projects or initiatives to address evolving issues of either challenges or opportunities in the region's workforce or economy.

In addition to the priorities identified during Community Labour Market Discussions, the following is a list of possible areas for next steps and/or future focus:

- Engagement of stakeholders in all 35 communities through labour market discussions and other activities;
- Pursuit of other means of dissemination of labour market information, intelligence and I Spy with my LMI workshops through webinars and/or a facilitator within the region (i.e. build upon Community Labour Market Reports);

- Continued provision of resources and tools developed in 2016 to assist employers (i.e. Employer Resource Link and employer presentations, survey);
- Maintenance and expansion of current initiatives within Integrated Planning (i.e. EO and non-EO consultations, Career Link Integrated Calendar and Apprenticeship Promotional Campaign);
- Expansion of partnerships related to inclusive and welcoming workplaces (i.e. Baakaakonaanan Ishkwandemonan [BI], Indigenous Workplace Inclusion Conference, Local Immigration Partnership, Indigenous Inclusion Policy Project);
- Strengthening and expansion of relationships with Indigenous People and First Nation communities in our catchment area;
- Support of Francophone community partners in building their capacity to serve their constituents;
- Maintenance and expansion of the asset inventory;
- Employer Engagement;
- Exploration of resources that would better meet the needs of older workers returning to work or transitioning within the workforce;
- Exploration of models of collaborative and concurrent case management of individuals with complex issues and/or multiple barriers;
- Research alternate work structures.



Schreiber Beach, photo courtesy of the Township of Schreiber

APPENDIX & REFERENCES



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* Quotes from Remi Lalonde, General Manager of Resolute Forest Products Pulp and Paper Complex, Thunder Bay, taken from February 26th phone interview with Maureen Arges Nadin.



APPENDIX A – LIST OF PARTICIPATING COMMUNITY STAKEHOLDERS

180 Institute	Carpenters' Union, Local 1669	Finishing Touch Carpentry
A to Z Rentals	Catholic Family Development Centre	Finnway Contracting
Aboriginal Affairs and Northern Development Canada	Centre de Formation Manitouwadge Learning Centre	Fort William First Nation
Aboriginal Apprenticeship Board of Ontario	Centre de formation pour adultes de Greenstone (Francophone Literacy & Basic Skills)	Fox High Impact Consulting
Aguasabon Chamber of Commerce	City of Thunder Bay	Frontier College
Airlane Hotel and Conference Centre	Comfort Inn	Geraldton District Chamber of Commerce
Alpha Court	Common Voice Northwest	Ginoogaming First Nation
Ambassadors Northwest	Community Economic Development Commission (CEDC)	Greenstone Economic Development Corporation
Anishinabek Employment and Training Services (AETS)	Community Living	Greenstone Gold
Aroland First Nation	Confederation College	Gull Bay First Nation (KZA)
Association des francophones du Nord-Ouest de l'Ontario	Conseil scolaire de district catholique des Aurores boréales	HAGI Community Services for Independence
Auto-One Car Care and Service Centre	Conseil scolaire de district du Grand Nord de l'Ontario	Hampton Inn and Suites
Avenue II Community Program Series Inc.	Construction Association of Thunder Bay	Harbourview Family Health Team
Barrick Gold Mines	Contact North	Hardy Giles Consulting
Bayshore Healthcare	Days Inn and Suites	Holiday Inn
Best Western Crossroads	Dennis Franklin Cromarty High School	Human Resources Professionals Association (Northern Chapter)
Best Western Nor' Wester Hotel	Dilico Anishnabek Family Care	IBEW Local 402
Biigtigong Nishnaabeg-Ojibways of the Pic River	DriveTest	Independent Living Resource Centre
Canadian Armed Forces	Eabametoong First Nation	Indigenous and Northern Affairs Canada
Canadian Education & Research Institute for Counselling	Ecole secondaire catholique de la verendrye	Indigenous Community Engagement
Canadian Hearing Society (CHS), Thunder Bay	Econolodge	Indigenous Works
Canadian Mental Health Association	Excalibur Motorcycle Works	Infinity Metal Fabrication and Design
	FedNor	Kairos Community Resource Centre

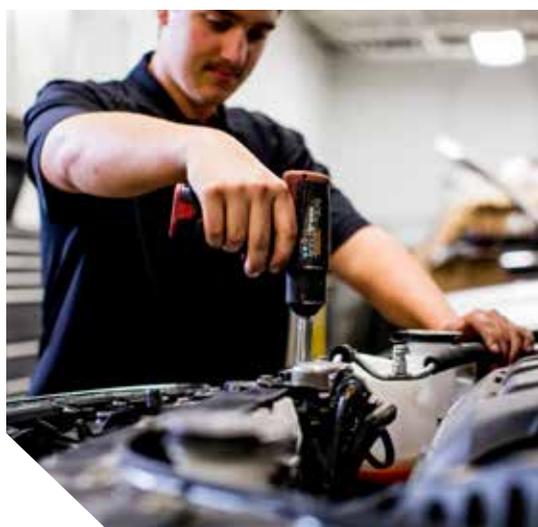
Kallio Consulting	Ministry of Correctional Services-Thunder Bay	Novocentre
Kemp Mechanical	Ministry of Economic Development, Employment and Infrastructure	Nuna Group of Companies
Kiikenomaga Kikenjigewen Employment and Training Services (KKETS)	Ministry of Education	ONESTEP (Ontario Network of Employment & Skills Training Projects)
Lac Des Iles Mine	Ministry of Health and Long-Term Care-Communication Center	Ontario Centre for Workforce Innovation
Lac Des Milles Lac First Nation	Ministry of Natural Resources and Forestry	Ontario College of Trades
Lakehead Adult & Continuing Education	Ministry of Northern Development and Mines	Ontario Native Women's Association
Lakehead Public Schools	Ministry of Transportation	Ontario Network of Injured Workers Groups
Lakehead Social Planning Council	MTW Employment Services	Ontario Power Generation
Lakehead University	Municipality of Oliver Paipoonge	Ontario Provincial Police Indigenous Recruitment Center
Literacy Northwest	Municipality of Shuniah	Ontario Provincial Police
Local Service Board, Thunder Bay Unincorporated Area	Nawiinginiima Forest Management	Operating Engineers – Local 793
Long Lake #58 First Nation	Neskantaga First Nation	Origin Recruitment & Training
Longlac Chamber of Commerce	Nibinamik First Nation	Oshki-Pimache-O-Win Education and Training Institute
Magnet	Nishnawbe Aski Development Fund	PARO Centre for Women's Enterprise
Marathon Chamber of Commerce	Nishnawbe Aski Nation	Pays Plat First Nation
Marathon Economic Development Corporation	Nishnawbe Aski Police Services	Performance Kia
March of Dimes Canada	Nokiiwin Tribal Council	Phelps Group
Marten Falls First Nation	Noront Resources	Pic Mobert First Nation
MAS Electrical Ltd.	North of Superior Counselling	Pic River Development Corporation
Matawa First Nation	North West Local Health Integration Network (LHINS)	Prince Arthur Waterfront Hotel
Metis Nation of Ontario	Northwest Employment Works	Professions North
Ministry of Advanced Education and Skills Development (MAESD)/ Ministry of Training, Colleges and Universities (MTCU)	Northwestern Ontario Municipal Association	Red Rock Indian Band
Ministry of Children and Youth Services		Réseau de soutien l'immigration

francophone du Nord de l'Ontario	Superior North Emergency Medical Services	Thunder Bay Public Library
Resolute Forest Products	Superior Strategies	Thunderbird Friendship Centre
Revera Long Term Care	Superior View Housing Cooperative Inc.	Top of Lake Superior Chamber of Commerce
Robert's Plumbing and Sheet Metal Co.	Sweet North Bakery	TownePlace Suites by Marriot-Thunder Bay
Rocky Bay First Nation (BZA)	Taranis Contracting Group	Township of Conmee
Safe Stress	TBT Engineering	Township of Dorion
Safety North	The Corporation of the Municipality of Neebing	Township of Gillies
Sand Point First Nation (BNA)	Thunder Bay District Social Services Administration Board	Township of Manitouwadge
Service Canada, Strategic Services Branch	Thunder Bay and District Injured Workers Support Group	Town of Marathon
Seven Generations Education Institute	Thunder Bay Catholic District School Board	Township of Nipigon
Shelter House	Thunder Bay Chamber of Commerce	Township of O'Connor
SHIFT (Young Professionals' Network, Thunder Bay)	Thunder Bay City Council	Township of Red Rock
Sister Margaret Smith Centre (SMSC)	Thunder Bay Community Economic Development Commission	Township of Schreiber
Skaarup Construction	Thunder Bay Counselling Centre	Township of Terrace Bay
Skills Ontario	Thunder Bay Counts	United Way of Thunder Bay
St. Joseph's Care Group	Thunder Bay District Municipal League	Urban Aboriginal Strategy
Staff Locators	Thunder Bay Fire Service	Valhalla Inn
Stillwater Canada	Thunder Bay Indigenous Friendship Centre	Vector Construction
Super 8 Hotel	Thunder Bay Literacy Group	Victoria Inn Hotel & Convention Centre
Superior Autobody	Thunder Bay Multicultural Association	Webequie First Nation
Superior Greenstone Association for Community Living	Thunder Bay Police Services	White Lake Resource Corp
Superior Greenstone District School Board		Whitesand First Nation
Superior North Adult Learning Association		Women Building Futures
Superior North Community Futures Development Corporation		Workforce
		YES Employment Services
		Youth Fusion

APPENDIX B – EO AND NON-EO EMPLOYMENT AND TRAINING SERVICE PROVIDERS

Employment Ontario and Non-Employment Ontario Employment and Training Service Providers		
Organization Name	Website	Contact Information
Anishinabek Employment and Training Services (AETS)	https://www.aets.org/	(807) 346-0307
Canadian Hearing Society (Northern Literacy and Lifeskills Program)	https://www.chs.ca/services/literacy-and-basic-skills	(807) 623-1646
Canadian Mental Health Association (CMHA) – Thunder Bay	https://cmha.ca/	(807) 345-5564
Centre de Formation Manitouwadge Learning Centre	NA	(807) 826-4362
Centre de formation pour adultes de Greenstone	http://www.cfag.ca	(807) 854-0398
Community Living Thunder Bay	http://www.cltb.ca	(807) 345-2551
Confederation College	www.confederationcollege.ca/	(807) 475-6537
Fort William First Nation (FWFN)	https://fwfn.com/	(807) 623 9543
Frontier College	https://www.frontiercollege.ca/	(807) 285-3343
Independent Living Resource Centre Thunder Bay	http://www.ilrctbay.com/	(807) 577-6166
Kiikenomaga Kikenjigewen Employment & Training Services (KKETS)	www.kkets.ca/	(807) 768-4470
Lakehead University – Student Success Centre	https://www.lakeheadu.ca/current-students/student-success-centre	(807) 343-8018
Literacy Northwest	https://www.northernliteracy.ca/	(807) 622-6666
March of Dimes Canada	https://www.marchofdimes.ca/	(807) 345-6595
Métis Nation of Ontario	www.metisnation.org/	(807) 624-5014
Métis Nation of Ontario (MNO)	www.metisnation.org/	(807) 624-5025 (807) 863-0082
MTW Employment Services	https://www.mtwjobassist.ca/	(807) 876-4222 (807) 854-1234 (888) 294-5559
Northwest Employment Works (NEW)	www.northwestworks.ca/	(807) 473-3829 (807) 229-3223
Novocentre (Alpha Thunder Bay)	https://novocentre.com	(807) 684-1960
Ontario Native Women’s Association	www.onwa.ca/	(807) 623-3442
Oshki-Pimache-O-Win (OSHKI) Education and Training Institute	www.oshki.ca/	(807) 626-1880
PARO Centre for Women’s Enterprise	www.paro.ca/	(807) 625-0328

Employment Ontario and Non-Employment Ontario Employment and Training Service Providers		
Organization Name	Website	Contact Information
Réseau de soutien l'immigration francophone du Nord de l'Ontario	http://reseauunord.ca/	(807) 707-2353
Seven Generations Education Institute	http://www.7generations.org/	(807) 622-1711
St. Joseph's Care Group – Employment Options Program	http://www.sjcg.net/services/mental-health_addictions/housing-employment/employment.aspx	(807) 623-3400
Superior North Adult Learning Association	https://www.snala.ca/	(807) 824-3164 (807) 229-8585 (807) 887-5321
The District of Thunder Bay Social Services Administration Board (TBDSSAB)	https://www.tbdssab.ca/	(807) 766-2111
Thunder Bay Indigenous Friendship Centre	https://tbifc.ca/	(807) 345-5840
Thunder Bay Literacy Group	https://www.tblg.org/	(807) 475-7211
Thunderbird Friendship Centre	NA	(807) 854-1060
YES Employment Services	www.yesjobsnow.com/	(807) 623-0768



APPENDIX C – RESOURCES FOR EMPLOYERS

- Magnet: A job matching technology that connects jobseekers to employers based on skills and preferences. Employers can access MAGNET free through <http://nswpb.magnet.today>
- Partnering with Employment Ontario service providers to conduct information sessions to employers about the Canada Ontario Job Grant. For more information, visit www.tcu.gov.on.ca/eng/eopg/cojg/
- Employer Resource Link: Single point of access for employers on a wide variety of topics such as employment regulations, training supports, apprenticeship, business development and more
- Released a “Trades Report” after analyzing the Ontario College of Trades data for the Thunder Bay District and the purpose of this report is to increase community awareness of the trends, supply/demand and activity in the trades locally
- Apprenticeship Promotion Campaign to increase awareness of the trades as a viable career option in the Thunder Bay District. “Live Life Hands On”
- Produced 32 Community Labour Market Reports for each of the communities in the Thunder Bay District that will provide employers with community level labour market information to assist employers in making evidence-based decisions
- Baakaakonaanan Ishkwaandemonan: A positive reinforcement project for employers to engage with existing service providers, aimed at fostering inclusive workplaces
- Coming in 2018 npi.communityaccounts.ca: An online information system of data from 2001, 2006, 2011, and 2016 on community well-being, and community profiles in the form of tables and charts and a link to northbynumbers.ca (a map based tool for understanding your community and region)

Should you like to discuss the resources in greater detail please e-mail our Projects Coordinator at projects@nswpb.ca



Views in Conmee, photo courtesy of Township of Conmee

APPENDIX D – NSWPB GEOGRAPHIC AREA

Until August 2018, NSWPB/LEPC was using Canada Census methodologies and data to identify 35 distinct communities within its Northwestern Ontario jurisdiction. In doing so, NSWPB/LEPC omitted three equally significant local communities, which have not figured in municipality-based Canada Census data. The following three Métis communities have therefore been added to the Thunder Bay district LEPC community list:

1. Superior North Shore Métis Community (Terrace Bay Council office covers the North Shore of Lake Superior)
2. Greenstone Métis Community (Geraldton Council office covers the Municipality of Greenstone)
3. Thunder Bay Métis Community (Thunder Bay Council office covers Kakabeka to Nipigon)

Although the three Métis of Ontario (MNO) Community Council offices listed above are situated in established non-Indigenous municipalities, they are not within these municipalities' governance or representation. Métis Community Councils represent distinct communities within wider geographical areas.

Census Division	Common Community Name	Census Subdivision Name, Type	Population
Thunder Bay	Pawgwasheeng (Pays Plat First Nation)	Pays Plat 51, IRI	89
Thunder Bay	Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay First Nation)	Rocky bay 1, IRI	184
Thunder Bay	Ginoogaming First Nation (Long Lake #77 First Nation)	Ginoogaming First Nation, IRI	210
Thunder Bay	Red Rock Indian Band/Lake Helen First Nation	Lake Helen 53A, IRI	293
Thunder Bay	Dorion	Dorion, TP	316
Thunder Bay	Pic Mobert First Nation	Pic Mobert N/S, IRI	322
Thunder Bay	Whitesand First Nation	Whitesand, IRI	325
Thunder Bay	Aroland First Nation	Aroland 83, IRI	366
Thunder Bay	Long Lake #58 First Nation	Long Lake 58, IRI	385
Thunder Bay	Biigtigong Nishnaabeg (Ojibways of the Pic River First Nation)	Pic River 50, IRI	443
Thunder Bay	Gillies	Gillies, TP	474
Thunder Bay	O'Connor	O'Connor, TP	663
Thunder Bay	Conmee	Conmee, TP	819
Thunder Bay	Red Rock	Red Rock, TP	895
Thunder Bay	Fort William First Nation	Fort William 52, IRI	981

Thunder Bay	Schreiber	Schreiber, TP	1,059
Thunder Bay	Terrace Bay	Terrace Bay, TP	1,611
Thunder Bay	Nipigon	Nipigon, TP	1,642
Thunder Bay	Manitouwadge	Manitouwadge, TP	1,937
Thunder Bay	Neebing	Neebing, MU	2,055
Thunder Bay	Shuniah	Shuniah, MU	2,798
Thunder Bay	Marathon	Marathon, T	3,273
Thunder Bay	Greenstone, Municipality of	Greenstone, MU	4,636
Thunder Bay	Thunder Bay, Unorganized	Thunder Bay, Unorganized, NO	5,872
Thunder Bay	Oliver Paipoonge	Oliver Paipoonge, MU	5,922
Thunder Bay	Thunder Bay	Thunder Bay, CY	107,909
Thunder Bay	Animbiigoo Zaag'igan Anishinaabek (Lake Nipigon Ojibway First Nation)	Lake Nipigon, IRI	0
Thunder Bay	Bingwi Neyaashi Anishinabek (Sand Point First Nation)		*
Thunder Bay	Kiashke Zaaging Anishinaabek (Gull Bay First Nation)		*
Thunder Bay	Lac Des Mille Lac First Nation	Lac des Mille Lacs 22A1, IRI	*
Kenora	Neskantaga First Nation (Lansdowne House)	Lansdowne House, S-E	237
Kenora	Marten Falls First Nation	Marten Falls 65, IRI	252
Kenora	Nibinamik First Nation (Summer Beaver)	Summer Beaver, S-E	382
Kenora	Webequie First Nation	Webequie, IRI	778
Kenora	Eabametoong First Nation (Fort Hope)	Fort Hope 64, IRI	1,014

APPENDIX E – MIGRATION DATA

Table 1.1. Thunder Bay district out-migrants, by province of destination, 2014/2015

Destination	Out-migrants	% of total
ON	2142	63.5%
AB	380	11.3%
BC	289	8.6%
MB	182	5.4%
International	142	4.2%
SK	76	2.3%
NS	50	1.5%
NL	29	0.9%
QB	28	0.8%
NB	27	0.8%
NT	12	0.4%
NU	6	0.2%
YT	6	0.2%
PEI	6	0.2%
Total	3375	100%

Source: Statistics Canada MIG: Migration Estimates, Table D, 2014, via Community Data Program

Where are out-migrants moving to?

Looking at destination data on migrants leaving Thunder Bay district reveals some interesting trends and characteristics. In 2014/2015, 3,375 individuals had left the region. Over 63 percent of out-migrants stayed within Ontario, followed by 11 percent who moved to Alberta (down 5 percentage points from 2012/2013), and 8.6 percent who moved to British Columbia. For out-migrants who are leaving the province, there is much stronger tendency for them to move west, or to move internationally.

Table 1.2 breaks down the destination data one step further by presenting the top 10 census divisions in Canada where out-migrants are moving to. In general, the largest portion of out-migrants had moved to the Kenora district in 2014/2015. Toronto, international destinations, Algoma District, and Division No. 6 in Alberta¹ also attracted a large portion of Thunder Bay district's out-migrants.

1 The largest city in this census division is Calgary.

Table 1.2. Thunder Bay district out-migrants, by top census division destinations, 2014/2015

Destination	Out-migrants	% of total out-migrants
Kenora	431	12.8%
Toronto	183	5.4%
International	142	4.2%
Algoma	127	3.8%
Division No. 6	122	3.6%
Ottawa	121	3.6%
Division No. 11	108	3.2%
Rainy River	101	3.0%
Division No. 11	100	3.0%
Waterloo	95	2.8%
Total (top ten)	1530	45.3%
Total out-migrants	3375	--

Source: Statistics Canada MIG: Migration Estimates, Table D, 2014, via Community Data Program

Where are in-migrants moving from?

Similarly, we can look at origin data on migrants who move into Thunder Bay district to see where the region is attracting individuals from. In 2014/2015, 2,772 individuals migrated into Thunder Bay district. Nearly 65 percent of in-migrants come from within the province. The second largest province of origin is Alberta, followed by International origins, and then Manitoba.



Table 1.3. Thunder Bay district in-migrants, by province of origin, 2014/2015

Origin	in-migrants	% of total
ON	1796	64.8%
AB	254	9.2%
International	216	7.8%
MB	168	6.1%
BC	150	5.4%
SK	50	1.8%
QC	49	1.8%
NS	26	0.9%
NF	20	0.7%
NB	16	0.6%
NT	12	0.4%
NU	7	0.3%
YT	5	0.2%
PEI	3	0.1%
Total	2772	100.0%

Source: Statistics Canada MIG Migration Estimates, Table D, 2014, via Community Data Program

Table 1.4. Thunder Bay district in-migrants, by top census division origins, 2014/2015

Origin	In-migrants	% of total in-migrants
Kenora	534	19.3%
International	216	7.8%
Toronto	152	5.5%
Rainy River	140	5.1%
Division No. 11	121	4.4%
Division No. 6	100	3.6%
Division No. 11	78	2.8%
Cochrane	77	2.8%
Algoma	75	2.7%
Ottawa	73	2.6%
Total (top ten)	1566	56.5%
Total in-migrants	2772	--

Source: Statistics Canada MIG: Migration Estimates, Table D, 2014, via Community Data Program

When breaking down origins by census divisions, it is clear that a significant portion of in-migrants are coming from the Kenora district (**Table 1.4**). Other jurisdictions that migrants are prone to move from include international origins, Toronto, Rainy River and Division No. 11 in Manitoba². Also notable is that, aside from international migrants, there are two districts outside of Ontario within the top 10 origins for in-migrants: Division No. 6 and Division No. 11 in Alberta³. The number of in-migrants from these districts, however, are offset by the larger number of Thunder Bay district out-migrants who move to these areas (**Table 1.2**).

² The largest city in this census division is Winnipeg.

³ The largest cities in these census divisions are Calgary and Edmonton, respectively.



North Superior
Workforce Planning Board

For further information please contact:

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