

Baakaakonaanan Ishkwaandemonan - Opening Doors For you

Building solutions through community voices.

IMAGINE A COMMUNITY WHERE EACH INDIVIDUAL HAS EQUAL OPPORTUNITY TO ACCESS THE LABOUR MARKET; FREE FROM RACISM, DISCRIMINATION AND LATERAL VIOLENCE. IMAGINE A COMMUNITY WHERE EMPLOYERS CELEBRATE A DIVERSE WORKFORCE; WITH TRANSPARENT HIRING POLICIES, CULTURALLY SENSITIVE INTERVIEW PROCESSES AND AMBASSADORS WHO WELCOME NEW EMPLOYEES AND HELP WITH THEIR INTEGRATION INTO THE WORKPLACE. IMAGINE A COMMUNITY WHERE SERVICE PROVIDERS WORK TOGETHER WITH EMPLOYERS TO ACCESS THE OPPORTUNITIES IDENTIFIED IN THE LOCAL LABOUR MARKET; BUILDING ON RELATIONSHIPS ESTABLISHED BY LOCAL HUBS AND ORGANIZATIONS AS WELL AS INCREASING AWARENESS OF AVAILABLE SERVICES TO LOCAL EMPLOYERS.



Local Employment
Planning Council
Conseil local de planification
en matière de l'emploi

For the Thunder Bay District, May 2017

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The information presented in this report is current at the time of printing.

About the Local Employment Planning Council

The North Superior Workforce Planning Board is one of eight Local Employment Planning Councils in the Province of Ontario. The Local Employment Planning Council for the Thunder Bay District brings together key stakeholders in Northwestern Ontario. It connects employers, industry associations, sector groups and other employer groups with appropriate employment and training services to address workforce needs.

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Background

In late 2015, a Call for Proposal was issued by the Ministry of Training Colleges and Universities (MTCU) to identify organizations, or partnership of organizations, to pilot Local Employment Planning Councils (LEPCs).

As part of the Ministry's mandate to modernize and transform Ontario's employment and training programs and services, LEPCs were created to promote local approaches to support the workforce and generate and analyze local labour market information. The LEPCs were intended to act as a connector between employers, different levels of government, service providers, trainers and other local partners.

More broadly, the purpose of the LEPC pilots was to improve local labour market conditions by:

- Improving employer participation rates in employment and training programs;
- Improving rates of service coordination amongst local service providers and;
- Improving integrated local planning of Employment Ontario (EO) and non-Employment Ontario (non-EO) services.

The Thunder Bay District LEPC, through the North Superior Workforce Planning Board and research partner, Northern Policy Institute (NPI), was one of the eight pilot project sites funded in part by the Government of Canada and the Government of Ontario.

- During the course of the initial 18-month, (December 2015-May 2017) phase the LEPC worked with 35 communities in the Thunder Bay District and over 50 community partners to develop initiatives to increase the availability of local labour market information; assist employers in developing their workforce, aid post-secondary institutes in planning programming to meet the needs of the labour market, and coordinate and integrate EO and non-EO employment and training services to efficiently meet the diverse needs of both employers and job seekers.

As part of the pilot project, MTCU requested that the district of Thunder Bay LEPC form Subject Matter Working Groups (SMWGs) to provide a more focused and in-depth discussion regarding specific local labour market issues and subject areas. The working groups were meant to encourage and foster participation by industry and labour representatives, service providers and local advocacy groups, and representatives from relevant municipal, provincial, and federal government departments and ministries that deliver services in the community.

The LEPC for the Thunder Bay district created 11 SMWGs:

- Indigenous Peoples and Communities
- Service Providers
- Workers in Transition
- Youth
- Employment Plus Network
- Apprenticeship Focus Group
- Intergovernmental/Inter-Ministerial
- Labour Market Information and Data
- Newcomers
- Sectors of the Economy
- Regional Human Resources Strategy

Each working group was tasked with identifying a project to implement during the pilot. Members of both the Newcomers Working Group (NWG) and Indigenous Peoples and Communities Working Group (IPCWG) were interested in finding better ways to connect job seekers and employers with the existing EO and non-EO employment service providers in the region to encourage more diverse hiring and building inclusive workplace practices.

Members of the NWG and IPCWG further determined that there was a need to promote the hiring of Indigenous and Newcomer job seekers¹ in the District. It was acknowledged that these job seekers still face a range of barriers entering the workforce, from racism and a lack of Canadian experience, to cultural differences in interviewing and resume writing. While working group members and service providers agreed that a vast network of services to support employers and job seekers in finding the right jobs and the right workers already exists throughout the district, these services are concentrated in the City of Thunder Bay and service providers struggle to provide the same level of service to communities outside of the city.

This was the impetus behind the decision to embark on the Baakaakonaanan Ishkwaandemonan – Opening Doors for You project (BI). The BI project was envisioned as a way to better connect employers with services that already exist in order to broaden their hiring practices and diversify their workplaces.

What is Baakaakonaanan Ishkwaandemonan – Opening Doors for You?

Baakaakonaanan Ishkwaandemonan – Opening Doors for You (BI) was a positive reinforcement pilot project, or employer champion program, that rewarded employers for engaging with, and making use of, existing employment services and for creating inclusive workplaces. Employers who completed a certain number of tasks received

¹ For this project, the word Newcomers was expanded to include a range of individuals including international immigrants, or those who are new to the District from other communities in Ontario or Canada.

recognition in the media and were provided with a visual identifier, a decal for a storefront window and/or a business website.

Due to resource and time constraints, the initial BI project was rolled out in two communities in the Thunder Bay District; Greenstone and Terrace Bay. It was determined that a focus in the district, rather than the City of Thunder Bay, would be more efficient and effective due to community size and their relative lack of connection with service providers. Greenstone and Terrace Bay were selected as they have been leaders in hiring Newcomers and Indigenous peoples.

The project also included a media campaign across the Thunder Bay District, which focused on highlighting best practices and recognizing employer champions who had demonstrated their commitment to hiring Newcomers and Indigenous workers.

The goal of the BI project was to recognize employer efforts to create inclusive workplaces and to encourage employers to understand the value and benefit of hiring Newcomers and Indigenous job seekers. It was determined that at the end of the initial 18-month pilot period, a report would be written to assess the progress made on the BI project and to identify challenges and opportunities for future iterations of the program. In the longer term, the BI project was intended to become a sustainable program that could be replicated and delivered by other organizations involved in business, recruitment, employment, training or multicultural services in municipalities throughout the District.

The name “Baakaakonaanan Ishkwaandemonan,” pronounced bah-kah-ko-nah-nun shkwahn-deh-monun, comes from the Anishinaabe language spoken in communities in Northwestern Ontario. It translates as “opening doors.”

Why the BI project?

The initial impetus behind the BI project was the awareness that some groups in the Thunder Bay District are experiencing challenges accessing and participating in the labour market. The following section of the report will provide some background demographic and employment information, based on available data, about Immigrants and Indigenous people in the Thunder Bay District. This data helps highlight the challenges faced by members of these communities, and demonstrates why the BI project was undertaken.

The Thunder Bay District, like others across Ontario, is facing a combination of an aging and declining population.² Although the Thunder Bay District has remained relatively stable between 2011 and 2016 (decreasing only from 146,048 to 146,057), from 1991 to 2016, the population decreased from 158,810 to 146,055 or approximately 8 percent.

² At the time of writing, complete Census 2016 data had not yet been released. Thus, 2016 data were used when available and 2011 National Housing Survey data were used otherwise

In terms of population aging, the share of seniors in the district is expected to increase from 17 percent in 2013 to 31 percent in 2041, while the share of working age people (those aged 20 to 64) is expected to decline from 62 percent to 50 percent in this same time period (Moazzami and Cuddy 2016, 13).

Background Information for Indigenous Populations

Despite these trends, the Indigenous population specifically is seeing an opposite trend with an increasing population of younger people. According to the 2011 National Household survey, there were 17,135 people of Aboriginal Identity (First Nations, Metis or Inuit) in the District (**Table 1**) and this figure is growing.

Table 1: Indigenous Population, by age group, in the Thunder Bay District

Age group	Total
Under 15 years	4650
15 to 24 years	3190
25 to 34 years	4280
45 to 64 years	3905
65 to 74 years	745
75 years and over	360
Working age (15 -64 years)	11375
Total	17135

Source: Statistics Canada, National Household Survey 2011

Indeed, the total Indigenous population is expected to increase by about 41.7 percent between 2013 and 2041 (Moazzami and Cuddy 2016, 15). More importantly, the Indigenous population will continue to make up more of the workforce in the coming years, with the share of working aged Indigenous people (aged 20 to 64) predicted to increase from 11 percent to 19 percent between 2013 and 2041 (Moazzami and Cuddy 2016, 15). Unfortunately this population, which represents an important source of labour in the coming years, continues to have lower than average educational achievement, as well as lower levels of participation in the formal labour force (see Table 3).

Background Information for Newcomer Populations

Although immigrants consistently have higher levels of human capital achievement than the total population, the Thunder Bay district has very few immigrants compared to the Ontario average. In 2014-2015, the district attracted 131 immigrants, which is roughly 7 times fewer immigrants per capita compared to Ontario as a whole (Moazzami and Cuddy 2016, 6).

According to the 2011 National Household Survey there were approximately 870 new immigrants (i.e. those who had emigrated in the 5 years prior to 2011) in the Thunder Bay District and an additional 295 non-permanent residents (**Table 2**). The total working age population of immigrants (those aged 15-64) was 655 and 245 working age non-permanent residents.

Table 2: Recent Immigrants, (those arriving between 2006-2011) and non-permanent residents in Thunder Bay District by age group.

	Recent immigrants	Non-permanent residents
Under 15 years	200	40
15 to 24 years	95	35
25 to 54 years	560	175
55 to 64 years	0	35
65+	15	0
Total working age (15-64)	655	245
Total	870	285

Source: Statistics Canada, National Household Survey 2011.

In the Thunder Bay District, the participation rate for immigrants was slightly lower than for the population as the whole (73.0 percent compared to 74.8 percent for men and 72.2 percent compared to 67.3 percent for women). However, the unemployment rate was lower for both female and male immigrants than for the general population. The employment rate for Immigrant men was higher than for the total population but was lower for women (**Table 3**).

Table 3: Labour Force Statistics in the Thunder Bay District, 2011

	Men	Women
Total District Population		
Participation Rate	74.80	72.20
Employment Rate	67.10	66.60
Unemployment Rate	10.30	7.70
Indigenous Population		
Participation Rate	61.40	59.70
Employment Rate	48.10	48.00
Unemployment Rate	21.60	19.60
Immigrant Population		
Participation Rate	73.00	67.30
Employment Rate	68.80	63.10
Unemployment Rate	5.60	6.10

Source: Moazzami & Cuddy, Human Capital Series report – Thunder Bay District.

Consultations and Feedback with Stakeholders

The data collected by the LEPC project staff (Project Officers- POs and Labour Force Researchers-LFRs) was brought to the NWG and IPCWG members to start the conversation. Based on the identified gaps in participation and employment for Indigenous people and Newcomers, it was decided that action should be taken to support employers in diverse hiring. Prior to the launch, the project staff researched existing employer rewards and champion programs. In addition, the POs and LFRs conducted a series of meetings with employment service providers and working group members to gather feedback and develop a plan for the project.

The feedback collected through this process is summarized below:

Barriers to employment for Newcomers;

Small businesses, which represent a significant portion of employers in the Thunder Bay District (47.8 percent with fewer than 5 employees in June 2016) often have limited human resource capacity. These employers may be less likely to hire foreign workers or Newcomers as they are unsure of the regulations governing this type of hiring. They may find it simpler to hire Canadians who they are confident will be able to work in Canada.
Small businesses may also have less time to connect with employment services in their community to learn about available programs for employers.
Some employers are misinformed about the language requirements for entry to Canada. In other words, employers may not know that most Newcomers are required to demonstrate that they have an adequate knowledge of the English language. Because of this misunderstanding, employers may believe that if they hire a Newcomer, they will be unable to communicate and work in English.
There are cultural differences in the application and interviewing process that may make it difficult for Newcomers to secure employment. Examples include: differences in cultural norms for how to conduct oneself in an interview, appropriate level of contact with employers prior and during the application process, and style of resume and cover letter writing.
Some employers are still hesitant to hire individuals without Canadian work experience.

Barriers to employment for Indigenous people;

Some Indigenous youth have a start and stop education history which makes entry into the labour market difficult.
For Indigenous individuals relocating from smaller First Nation communities to larger city centres, cultural differences can present challenges, which can lead to difficulties in securing employment.
Some Indigenous people may benefit from job readiness programs that focus on honing basic skills, such as time management, communication, etc.)
Training programs may not be set up appropriately for Indigenous learners and drop outs are common.

Additional Feedback;

There is a lack of concrete data on Newcomer employment and underemployment levels in Thunder Bay.
Some suggest it would be valuable to create a package for job seekers as well as for employers.
It is important to emphasize the business case for hiring Newcomers and Indigenous workers when speaking to employers.
Although many service providers suggest that racism and discrimination are creating barriers to employment for Newcomers and Indigenous job seekers, many note that these attitudes are becoming less common, especially among employers. Employers are looking for good, reliable workers and they are also coming to realize the value in hiring a more diverse workforce in order to serve a growing and diverse customer base.

Overall, the qualitative data, collected through conversation with members of the SMWGs and service providers suggests that although services to support the integration of Newcomers and Indigenous people into our communities already exist, there are opportunities available to improve uptake and use of these services. Improving these services may not only encourage Newcomers and Indigenous people to settle or remain in the Thunder Bay District, but also help to ensure that those who do remain in the district can access fulfilling and appropriate employment.

BI Project Details

At its core, this project aimed to better understand whether positive reinforcement, through recognition would encourage employers to utilize services provided by community agencies and adopt more diverse hiring practices. A secondary goal of the project identified by the IPCWG and NWG members was to use positive messaging to influence the attitudes of community members and by extension, employers to address negative stereotypes about newcomers and Indigenous peoples. This positive communications campaign also focused on creating public awareness of the many organizations that assist in ensuring that Indigenous and Newcomer job seekers have employment opportunities and part of the solution to address workforce shortages in Northern Ontario.

Project Components

The project consisted of four key components:

1. Development of an Information Package;
2. Direct employer outreach;
3. Positive reinforcement, and
4. Media campaign

Please note: Due to the fiscal year end and time constraints of the project, it was decided that the project would be piloted in Terrace Bay and Greenstone.

1) Development of Information Package

In the first stage of the project, a comprehensive information package was developed to explain the project and highlight services available to employers in the community (see Appendix). This package was designed to be visually appealing, easy to read and understand and act as a resource for employers. It was developed with the support of the NWG and the IPCWG.

The package included:

- BI project information and participant instructions;
- Tips for employers on creating inclusive workplaces for: Indigenous people, Youth and Newcomers;
- Information on where to access support for hiring apprentices, and
- Contact information for various service providers in the Thunder Bay district.

2) Direct Outreach to Employers

An engagement strategy was developed and implemented to ensure the project would be rolled out to a representative group of participating employers. Outreach efforts were comprehensive and occurred primarily in Terrace Bay and Greenstone, as these were the pilot sites for the project.

This package was delivered, in person, to participating employers by the LFRs. During delivery, the LEPC staff explained the contents of the package, answered questions, and informed employers of other LEPC programs (for example the EmployerOne Survey³).

3) Positive Reinforcement (Recognition Program)

Employers who participated in the BI program and received a certain number of points received acknowledgement through a decal that could be placed on their storefront window and an electronic identifier that could be added to the employer's website. This decal identifies the employer as a "Welcoming Workplace."

In order to become a "Welcoming Workplace," employers were required to have an initial meeting with project staff to discuss the program. Beyond that, a tracking system was introduced to follow the employer's actions in becoming a welcoming workplace. Participating employers were asked to record their activities through an online portal; www.openingdoors4u.ca.

Employers received points for engaging in various activities. The point structure utilized was as follows:

Table 4: Point System

# of Points	Activity
1	Contact a service provider to learn more about their services
2	Use any of the services offered by a partner service provider
1	Meet with an Employer Champion to learn about their methods for creating an inclusive workplace
3	Attend a workshop hosted by a service provider or Baakaakonaanan Ishkwaandemonan project staff
1	Post a job targeting Indigenous/Newcomer job seekers
3	Hold cultural sensitivity training in your workplace
5	Hire a Newcomer/Indigenous person
5	Retain the Indigenous/Newcomer worker for longer than 4 months
2	Access an Indigenous or Newcomer Skilled Inventory Pool

³ The annual EmployerOne Survey is designed to bring together the concerns and needs of employers in the Thunder Bay District. The results from the survey are utilized to target and improve services at the local, regional and provincial levels. For more information visit: <http://www.nswpb.ca/lepc/employers>.

Ideally, at the end of the pilot period, the employers with the most points would have been recognized at a public event with an award. Unfortunately, this final event did not occur during the pilot period.

4) Media Campaign

A comprehensive media campaign was developed to complement the BI program to showcase the work being undertaken by the LEPC. The main goals of the media campaign were to:

- Connect with employers to encourage participation in the program;
- Develop public awareness of the barriers to employment for newcomers;
- Gain public support for the Welcoming Workplaces program;
- Highlight employers who have already created Welcoming Workplaces;
- Acknowledge employers who participate in Welcoming Workplaces.

The campaign took advantage of multiple forms of media including social media, print, TV and radio.

Ultimately, the project sought to test whether providing employers with positive reinforcement (i.e. by awarding them with the window decal and online identifiers), encouraged the use of existing resources in the community and resulted in the hiring of a more diverse workforce. In the end, the intent was to see increased representation of diversity groups in the workforce.

Measuring Success – Long and Short -Term

To measure the success of the project, the following indicators were identified:

Long Term metrics:

- Employment levels for Indigenous and Newcomer workers
- Educational attainment levels for Indigenous and Newcomer workers
- Areas/industries of employment of Indigenous and Newcomer workers
- Qualitative or quantitative indicators pertaining to current “employers of choice”
- Percentage of employers who are certified as a welcoming employer
- Percentage of employers who would be willing to participate in training
- Employment levels of participation by identified groups
- Existing programs to “certify” or assess employers re: employing Indigenous peoples

Short Term metrics

- # of employer meetings
- # of stakeholder engagements (measured by committee members)
- # of employers using a model of Best Practice
- # of employers who offer cultural sensitivity training
- # of earned media points
- # of participants in BI

Implementation

The BI pilot project plan was implemented from between January and May 2017. The original work plan estimated that the roll out of the pilot would start in October 2016. The program was developed through collaborative stakeholder and partner engagement. This was an integral part in program design to gather input, discuss and integrate suggestions and recommendations from community partners. However, this increased the time to develop the program, but absolutely necessary to ensure the outcome was positive and partners were satisfied with the BI program. As a result of an increase in the number of meetings and feedback sessions, the start date of the project was slightly delayed which impacted the implementation phase of the project.

In January, the design of the employer package was finalized and agreed upon by project partners, staff and working group members. Later that month, the first round of outreach was completed in Greenstone and Terrace Bay and initial contact was made with over 30 employers. Project staff spent three days in each community speaking with employers, community organizations and individuals who were interested in learning more about the initiative. During this first month, a project press release concerning this project garnered substantial on-air attention. In Terrace Bay, the project was covered in a segment on CFNO, a radio station serving over 40,000 listeners across Northwestern Ontario. A newspaper article was published in the Times Star, a local company located in Greenstone.

In February and March, outreach efforts continued recruiting employers to participate in the project and re-engaging SMWG members, many of whom had become less connected to the project due to the delay. A number of outreach activities targeted a range of audiences and potential participants. Activities such as the Chamber After Biz, Aboriginal Women's Entrepreneurship Conference, Nishnawbe Aski Development Fund Energy/Forestry Expo, Career Fairs in both Greenstone and Nipigon, Employer Champion meetings and a number of one-on-one meetings were all key in promoting the BI project.

Project staff engaged with local youth groups to gauge the extent to which those groups might support the implementation of BI as a Community Action Project. Although both the Youth Social Infrastructure Collaborative and Aboriginal Youth Leadership Program were interested in participating, collaboration with these groups was not possible within the restricted timeframe of the pilot project.

It is important to note that while Employer Champions expressed a number of concerns about the BI pilot, they overwhelmingly supported the principle of the project. It is key that the Employer Champions remain engaged beyond the end of the pilot as they are the voice of business and in their passion and support for the economic development of the Thunder Bay District, they have the potential to be agents of change in the employment of Indigenous peoples and Newcomers in Thunder Bay.

April and May were dedicated to the review of the implementation of BI and to discuss plans for continued employer participation in the project. Time was spent talking to participants to identify steps required moving forward, explaining how their continued participation is integral to the growing success and momentum of the project. Time was also spent in consultation with both Subject Matter Working Groups to determine how they would function moving into the next 16 months of the LEPC. The initial phase of the pilot project was concluded during the final week of May. In addition, the existing BI website was transitioned into the LEPC website.

Overall Results

There was strong support for a project like BI across all business sectors in the district. As with most new ideas, a significant amount of time and energy was devoted to introducing the BI program to promote awareness, and developing relationships with service providers and employers. There are several initiatives in the City of Thunder Bay aimed at addressing discrimination in the community. Moving forward, it is recommended that those leading these initiative meet to ensure that efforts are not duplicated.

Table 5: Measurable results of BI project

Metrics	Number
Stakeholder engagements	105
Employers using a model of Best Practice	5
Employers participating in cultural sensitivity training	28
Earned media	2
Total registered participants	67
Number of participants receiving certification as a “Welcoming Workplace”	25

The BI project was intended to be implemented and evaluated measured over a short four month period; however, with the announcement of continued funding for the LEPC in March, the BI project will continue into the next year with a focus on employer engagement, recruitment strategies for hiring hire Indigenous people and Newcomers to develop inclusive workpractices to build a strong labourforce.

The LEPC has also committed to develop a Human Resources policy book for Indigenous Inclusion policies which will build on current BI participant best practices.

Lessons Learned

A number of lessons were learned from the BI pilot experience, regarding outreach to employers, as well as project management.

It has been a challenge for the LEPC project staff and other community service providers to engage in formal activities with employers. Most organizations are small business in the area which limits their capacity to attend and engage in sessions. The most effective outreach method for employer engagement is one to one outreach meetings.

With respect to outreach to employers, it is important to begin conversations by asking employers whether they want to be an inclusive employer instead of starting with a description of the project. This is a more effective way to generate interest in the project, as most employers will want to be recognized as diverse employers. It is worth noting, however that some employers question the value or need to accommodate Indigenous and Newcomer community members. They ask, "Why should I have to change the way I do things to accommodate others?"

In addition, alternative methods of recruitment need to be identified and implemented. There are 11,000 business in the Thunder Bay District and a number of organizations already working with local employers. Partnerships can be developed in order to identify practical methods of implementation with a higher success rate. In many instances, the BI Project team faced some resistance from those who believe the project was or would be City-centric. The best way to counter this criticism is to have local organizations administer the initiative. For example, local chambers of commerce may be a supportive partner to continue this work. The chambers are well positioned to operate these types of employer rewards and champion programs, are trusted in their communities, and often already do work to recognize exceptional employers.

Internal management of the BI pilot project could have been handled more efficiently by dedicating staff to the specific project. In addition, a more clearly defined Terms of Reference for the Working Groups would have helped group members and staff share the workload. Providing the project staff with more control over the initiative may have helped speed up progress and secure buy-in from SMWG members. Finally, it would have been beneficial to set a budget allocation for project marketing, recruitment and outreach activities at the beginning of the project initiative.

Summary

Baakaakonaanan Ishkwaandemonan had four objectives: First, it aimed to increase representation of the Indigenous and Newcomer populations within the workforce by providing a positive reinforcement program to employers within the Thunder Bay District.

Secondly, the BI project aimed to deliver a positive reinforcement program along with an outreach campaign, to a representative cross section of employers through a single point of contact for new and existing employers who are looking to satisfy their labour complement. These actions will have an impact on our regional economy, as well as, the future use of government-delivered social programs.

Thirdly, BI aimed to increase coordination and improve access to existing employment support programs that complement each other or address different needs to the same employer.

Lastly, the outreach campaign allowed employers to spend less time pursuing services and more time benefiting from them while also providing a means for collecting data to predict ongoing labour demand and skills requirements, and identifying best practices and barriers to inclusion and employment engagement.

The project created a prototype for a standardized and systematic process to connect employers with available services to help them achieve diversity in their workforce and to ensure that their labour requirements are satisfied. The data collected will be helpful in predicting ongoing labour demand and skills requirements. The project could be packaged and shared with other organizations to take a leadership role and who may be better suited to deliver it in their communities.

The BI project has influenced participating employer attitudes and helped to create awareness and a more inclusive approach to increasing diversity in the workplace. One BI Employer Champions lives by this motto:

“An employer who hires Indigenous workers will enjoy a better relationship with the local Indigenous community and realize improved economic benefit as a ripple effect of increasing local employment and disposable incomes. BI encourages corporate social responsibility and it is attractive to both, a business investor, consumer and employee; Indigenous workers who have positive work experiences often provide encouragement to others in their peer groups to seek similar work paths.”

BI should not be considered complete and requires continued work in order for the project to demonstrate the predicted long term success. Let's work together building a stronger Northern Ontario.

