North Superior
Workforce Planning Board

Building a Superior Workforce:
2015–2017 LOCAL LABOUR MARKET PLAN

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For further information please contact:

Madge Richardson, Executive Director
North Superior Workforce Planning Board
107B Johnson Ave.
Thunder Bay, ON P7B 2V9

Phone: (807) 346-2940 or (888) 800-8893 Fax: (807) 344-5464
Email: mrichardson@nswpb.ca | Website: www.nswpb.ca

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EMPLOYMENT ONTARIO

The views expressed in this report do not necessarily reflect those of Employment Ontario.

North Superior
Workforce Planning Board

VISION:

Our human resource pool will be strategically aligned, competitively positioned and progressively developed to meet future social and economic demands across Northwestern Ontario.

MISSION:

Connecting community partners to improve the quality of life in our communities through workforce development.

The North Superior Workforce Planning Board will:

- Build a strategic workforce readiness plan
- Create a dynamic, responsive process to satisfy current needs and prepare people for emerging labour market opportunities within a global economy
- Leverage community alliances to maximize labour market capacity and competitiveness

MANDATE:

Leading in the creation of innovative labour market solutions by:

- Providing authoritative and evidence-based research
- Identifying employment trends
- Targeting workforce opportunities
- Initiating workforce development strategies

ABOUT THE NORTH SUPERIOR WORKFORCE PLANNING BOARD

The North Superior Workforce Planning Board (NSWPB) is one of twenty-five Workforce Planning zones across Ontario, mandated through the Ministry of Training, Colleges and Universities to identify, assess and prioritize the skills and knowledge needs of community, employers and individual participants/ learners in the local labour market through a collaborative, local labour market planning process.

An active and broadly-based volunteer Board of Directors representing Business, Labour, Women, Francophones, Aboriginal People, Cultural Diversity, Persons with Disabilities and Educator/Trainers governs its affairs. First established in 1996, NSWPB is recognized by community, economic and municipal leaders as a "partner of choice" in the identification and implementation of local solutions to local labour market issues.

Partner
OF CHOICE
For solutions to local labour market issues

Workforce Planning Ontario

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EXECUTIVE SUMMARY **2015**

The reports from the North Superior Workforce Planning Board are crucial sources of information that assist policy and decision makers in understanding the workforce of the Thunder Bay District and in identifying the key steps we need to take to ensure we have the right workforce at the right time and in the correct location.

Iain Angus, Councillor, The City of Thunder Bay

EXECUTIVE SUMMARY

North Superior Workforce Planning Board (NSWPB) publishes its local labour market plan annually. The Local Labour Market Plan 2015-2017 provides opportunities to enhance service coordination, break down barriers, and support the service network in delivering more streamlined and accessible services to clients. It uses reliable and valid evidence to foster a common understanding of local issues and helps build stronger relationships between levels of government, community partners, and community stakeholders. The Plan also identifies local labour market gaps and needs and builds deliverables to seek the ways of solutions.

The Local Labour Market Plan 2015-2017 returns to a multi-year version. NSWPB's first multi-year plan was in 2009 with Building a Superior Workforce: 2009-2012 Labour Market Action Plan. In the years following, an annual plan was provided to reflect the ongoing changes in our labour market, which helped identify labour market gaps that NSWPB could respond to through an evidence based action plan. Some of these actions included various emerging sector employment forecasts, immigration forums, youth workshops, credit courses, websites, and even a video series focusing on workforce needs in the region.[1]

Each year's plan is a product of community development that identifies, assesses, and prioritizes the skills and knowledge needs of clients – the community, employers and individual participants and learners – in the local labour market.

Rather than "on the ground" observations of what has happened over the last year, this multi-year plan provides a "30,000 ft." look at the labour market, taking into consideration trends in both the economy and the workforce, and offering a forecast of what is expected to take place in our region over the next few years.

As with the 2009-2012 Plan, an update will be provided each year to ensure we are on the right track in carrying out the needed actions in filling the workforce gaps for the region.

Our local labour market information is collected through a number of sources, including major data products from Statistics Canada such as Canadian Business Patterns, National Household Survey, and the Labour Market Survey. Employment Ontario Program data has also emerged as a key reference since 2013, providing details of Employment Ontario's programs such as Employment Services, Literacy and Basic Skills, Second Career, and Apprenticeships. Finally, deliberate consultations with community stakeholders, community leaders, employment service providers, and key industry partners throughout the year provide confirmation of the labour market data, and, more importantly, further insight into on-going labour market issues affecting the local workforce. Taken together, these important data sources shape the 2015-2017 action plan and aim to address Thunder Bay's short, medium, and longer term issues, all the while providing a road map for moving forward on local labour market priorities.

[1] Visit www.nswpb.ca/community_partnerships to see full details of the annual deliverables carried out by NSWPB.

2015 - 2016
LABOUR MARKET INFORMATION

“

I find the North Superior Workforce Planning Board reports very useful when assisting communities in our region. They provide useful statistics and an up to date reality for many of our communities. I also use much of the information contained in this plan as reference data when creating the Superior North CFDC business plan.”

Anne-Marie Bourgeault, *Former General Manager, Superior North CFDC*

LABOUR MARKET INFORMATION

The following data analysis is used to identify Thunder Bay's labour market gaps and needs. Eight indicators have been used since 2008, providing evidence for local labour market planning as a starting place for analysis. The eight indicators are: 1) total employment and sector employment; 2) employment in Small and Medium Enterprises (SMEs); 3) total number of employers; 4) industrial structure of employers; 5) population dynamics; 6) migration; 7) occupational data, and 8) educational attainment. Historically, sources for data include Census data, Canadian Business Patterns, Labour Force Historical Review, and Tax Filer data. These indicators provide high level insights for strategic planning within the region. Some data, such as population and education, are not updated annually and as such have been published in previous years. For consistency, we have cited these figures without presenting the original figures or tables. [2]

Through newly released National Household Survey (NHS) data, information pertaining to our residents' place of work and place of residence is now available. Labour Market Data outlining numbers of employed and unemployed people in occupational categories along with the participation rate within each category may provide insight into potential occupational shortages and/or surplus. Further analysis and discussion on this newly released NHS data will be conducted to determine the significance of the data and its interpretation.

EMPLOYMENT

Employment in Thunder Bay has seen an annual increase since 2009. Thunder Bay CMA's labour market began a significant change in 2011. **Figures 1A-4A** provides specific labour force indicators for Thunder Bay from 2009-2013. Between 2012-2013, the labour force increased to 66,200 **(Figure 1A)** and Participation rate rose to 64.1% **(Figure 2A)**.

In this same period, the unemployment rate declined to 6.0% **(Figure 3A)** and employment rate reached the 5-year highest level at 60.2% **(Figure 4A)**. With primary industries such as forestry and mining – among other emerging sectors – making progress in the region, we can anticipate that Thunder Bay's employment will continue this annual growth rate **(Figures 1A-4A and Table 1A)**.

Figure 1A: Labour Force in Thunder Bay CMA (x1,000)

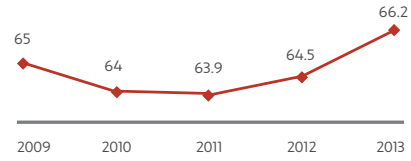


Figure 2A: Participation Rate in Thunder Bay CMA (x1,000)

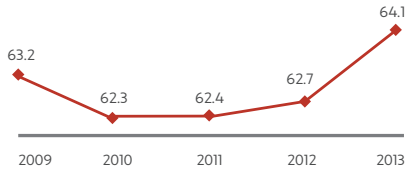


Figure 3A: Unemployment Rate in Thunder Bay CMA (%)

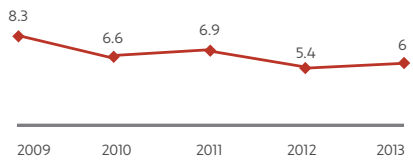


Figure 4A: Employment Rate in Thunder Bay CMA (%)

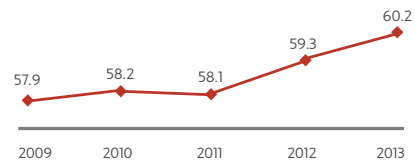


Table 1A: Labour Force* Characteristics Thunder Bay CMA

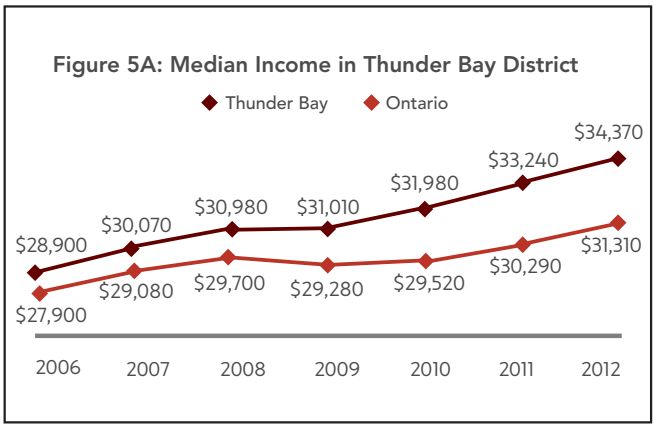
	2009	2010	2011	2012	2013
Labour Force (x1,000)	65	64	63.9	64.5	66.2
Employment (x1,000)	59.6	59.8	59.5	61	62.2
Unemployment (x1,000)	5.4	4.2	4.4	3.5	4
Unemployment Rate (%)	8.3	6.6	6.9	5.4	6
Participation Rate (%)	63.2	62.3	62.4	62.7	64.1
Employment Rate (%)	57.9	58.2	58.1	59.3	60.2

**15 years and over*

CANSIM Table 282-01100

[2] See www.nswpb.ca/plan for full figures and tables published previously.

The latest data available on median income in 2012 supports the trend of the rising economy in the Thunder Bay District. The data is based on total income from all sources, including salary and any government transfer payments. Compared to Ontario, Thunder Bay District's median income increased at a similar rate between 2009 and 2012 **(Figure 5A)**. This straight line trend led the median income from $31,010 in 2009 to $34,370 in 2012, an increase of $3,360. Ontario, on the other hand, has barely surpassed in 2012 the median income that Thunder Bay District experienced in 2009.



EMPLOYMENT IN SMALL AND MEDIUM ENTERPRISES (SMEs)

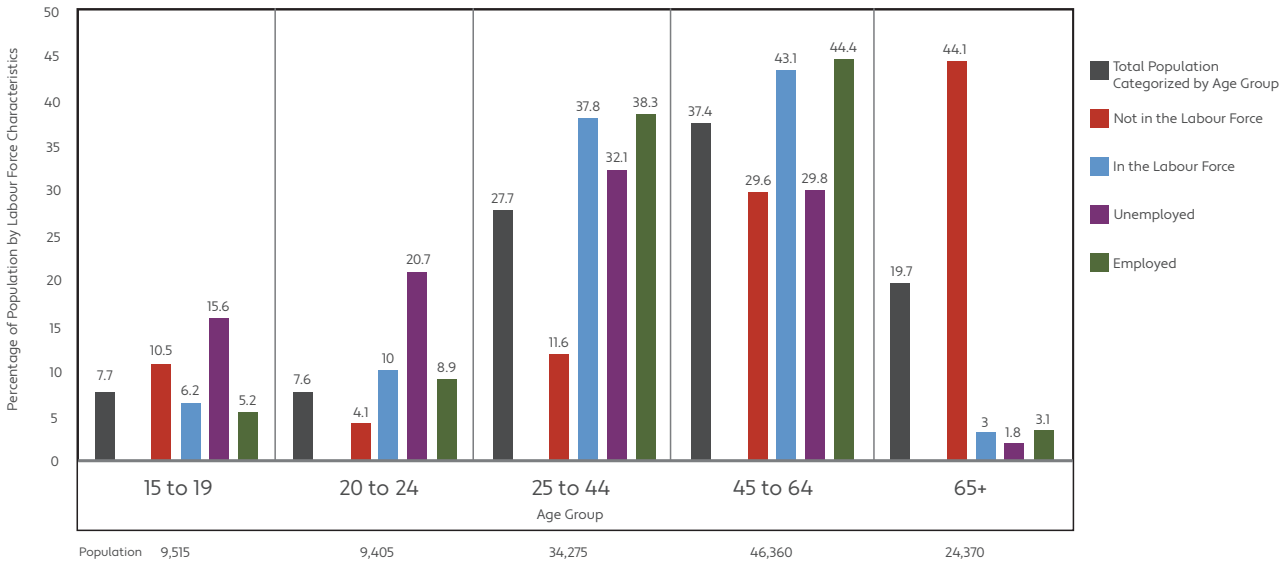
Table 2A shows employment in SMEs in Thunder Bay District in 2012 and 2013. In 2013, the estimated employment in SMEs was 45,379, indicating an increase of 1,167 since 2012. The increase appeared in all sizes except the employee size at 10 to 19, which reduced 119 employees. Caution needs to be used in interpreting this table as this reduction could indicate businesses either reduced in size, thus increasing the 5-9 employee size range, or increased in size, thus increasing the 20-49 employee size range. The SMEs' total employment accounts for 73% of the total employment of Thunder Bay (66,200), confirming that entrepreneurship is a very significant source of employment in the district

Table 2A: Employment in SMEs - Thunder Bay District

Employee Size	2012	2013	Changes from 2012- 2013	% of Total Employment in 2013
0	3,130	3,346	216	5.4
1-4	3,671	3,846	175	6.2
5-9	6,262	6,313	51	10.1
10-19	9,751	9,632	-119	15.5
20-49	12,644	13,302	658	21.4
50-99	8,754	8,940	186	14.4
Total Employment	44,211	45,379	1,167	73

Source: Canadian Business Patterns, June 2012 and 2013

Figure 6A: Population and Labour Force Activity Comparison by Age Group (Thunder Bay Distrcit,%)



DEMOGRAPHICS

Thunder Bay District Population

The most updated data for the Thunder Bay's population was from Census 2011. The total population of the district is 146,055. Since the last Census (2006), a significant aging trend has emerged. Those aged 45-65 have the largest population rate. However, those aged 15 to 24 was the second largest group in the population structure. [3]

Population and Labour Force Activity in Thunder Bay District

A comparison of labour force activity with population by age group shows the distribution of our labour force. **Figure 6A** provides percentages of the population and labour force activity within the age groups. Of note, 20.7% of those aged 20 to 24 are unemployed as well as 32.1% of those aged 25 to 44. Initiatives to address the high unemployment of youth in our district will continue to be a priority and is reflected in NSWPB's on going focus within apprenticeship and experiential learning opportunities for the youth.

MIGRATION

Table 3A shows annual migration from 2002 to 2011 in the Thunder Bay CMA. Since 2008, a net-growth in migration has taken place. Although the data was last updated in 2011, the increased labour force after 2011 **(Figure 1A)** is a reflection of this in-migration trend.

OCCUPATIONS

From Statistics Canada's National Household Survey 2011, the top 3 occupations in Thunder Bay District were: 1) Sales and service occupations (24.5%); 2) Trades, Transport and Equipment Operators and Related occupations (17.4%); and 3) Occupations in Education, Law and Social, Community and Government Services. The total labour force of the top 3 occupations was 41,160 in the Thunder Bay District, accounting for 56.5% of the total labour force.

Table 3A: Annual Migration Estimates - Thunder Bay District

	In-Migration	Out-Migration	Net-Migration
2002	4,624	4,048	576
2003	3,885	3,838	47
2004	3,764	4,192	-428
2005	3,564	4,311	-747
2006	3,920	4,331	-411
2007	3,957	3,975	-18
2008	3,582	3,490	92
2009	3,607	3,166	441
2010	3,352	3,123	229
2011	3,859	3,577	282
Total	38,114	38,051	63

Source: Statistics Canada, CANSIM, Table 111-0028

Compared to the provincial occupation distribution, Thunder Bay had higher percentages in Trades, Transport and Equipment Operators and Related Occupations, Occupations in Education, Law and Social, Community and Government Services, Health Occupations, Natural Resources, and Agriculture and Related Production Occupations. However, the district showed lower percentages in Management Occupations, Business, Finance and Administration Occupations as well as Occupations in Manufacturing and Utilities. [4]

EDUCATION

Based on Statistics Canada's National Household Survey 2006 and 2011, educational attainment in the Thunder Bay District has shown a decline of those with no certificate, diploma or degree, high school diploma or equivalent, apprenticeship or trades certificate or diploma and university certificate or diploma below bachelor level. Meanwhile, increases have been made in the number of those who have attainted college certificate or diploma as well as university certificate, diploma or degree at the bachelor level or above. [5]

[3] For full details, see NSWPB's LLMP 2013-2014 - bit.ly/LLMP_2013_2014
[4] For full details, see NSWPB's LLMP 2014-2015 - bit.ly/LLMP_2014_2015
[5] For full details, see NSWPB's LLMP 2014-2015 - bit.ly/LLMP_2014_2015

EMPLOYERS

From 2013 to 2014, the total number of employers in the Thunder Bay District increased 1.94% - lower than Ontario's 3.77%. The total number of employers in the Thunder Bay District in 2014 is 8,058. Employers of employee size range 20-49 showed an increase from 465 to 494 which accounted for 6.24% and had a higher rate than the province. There were 151 owner operated businesses. Employers who had 1-4 and 5-9 employees reduced 0.8 % and 2.41%, respectively. The largest increase of the employers was in 50-99 employee size, which increased 7.64%, increasing from 144 to 155.

Table 4A: Number of Employers by Employee Size Range

Employee Size Range	Number of Employers 2013	Number of Employers 2014	Absolute Change	Percent Change (%)	Ontario Percent Change (%)
0	3,346	3,497	151	4.51	4.93
1 - 4	2,131	2,114	-17	-0.80	2.48
5 - 9	994	970	-24	-2.41	1.22
10 - 19	731	731	0	0.0	1.86
20-49	465	494	29	6.24	4.06
50-99	144	155	11	7.64	3.01
100-199	60	63	3	5.0	-1.25
200-499	23	23	0	0.0	1.27
500+	11	11	0	0.0	5.08
Total	7,905	8,058	153	1.94	3.77

Source: Canadian Business Patterns, June 2013 and 2014

EMPLOYERS BY INDUSTRY

Table 5A shows the top 10 Industries (3-Digit NAICS) in Thunder Bay District by total composition of all employers in 2013 and 2014. Real Estate (531) increased 3.1% over 2013 accounting for 9.5% of the total employers. A total of 764 real estate employers continue to rank as the industry with the most employers. This is a reflection of the housing market within the city of Thunder Bay in particular. Professional Science and Technical Services was the second largest industry, increasing 3.4% from 2013. This was followed by Ambulatory Health Care Services, accounting for 6.77% of the total employers. These top 3 industries accounted for one fourth of all the employers in the Thunder Bay District.

Table 6A shows the top 10 greatest loss in number of employers by industry. Forestry and logging has experienced the greatest loss with 13 businesses. Securities, commodity contracts, and other financial investment and related activities lost 7 businesses and was ranked as the second largest loss of businesses. Sporting goods, hobby, book and music stores followed them ranking as the third largest loss of businesses with 6 lost.

Table 5A: Top 10 NAICS by Greatest Number of Employers	2013	2014	Percentage of Total	Absolute Change	Percent Change from 2013 (%)
531 - Real Estate	741	764	9.5	23	3.1
541 - Professional, Scientific and Technical Services	671	694	8.6	23	3.4
621 - Ambulatory Health Care Services	535	547	6.8	12	2.2
238 - Specialty Trade Contractors	520	539	6.7	19	3.7
722 - Food Services and Drinking Places	326	326	4.0	0	0
238 - Construction of Buildings	294	297	3.7	3	1.0
523 - Securities, Commodity Contracts, and Other Financial Investment and Related Activities	298	291	3.6	-7	-2.3
561 - Administrative and Support Services	269	276	3.4	7	2.6
813 - Religious, Grant-Making, Civic, and Professional and Similar Organizations	269	273	3.4	4	1.5
811 - Repair and Maintenance	254	263	3.3	9	3.5
Total Industries	7,905	8,058	100.0	153	1.9

Source: Canadian Business Patterns, June 2013 and 2014

LABOUR MARKET HIGHLIGHTS

Make Up of Thunder Bay District Labour Market:

Table 7A (page 14) shows a cross tab of occupations (NOC – National Occupational Classification) to industries (NAICS – North American Industry Classification System) in the Thunder Bay District. This data may be useful for identifying training needs and where a surplus of the labour force might exist. The data is derived from National Household Survey 2011 on Place of Residence and Place of Work in Thunder Bay. The number "0" indicates a balance of jobs and employees living in Thunder Bay. The numbers with a negative sign indicate that the numbers of placement were held by persons who were not residents of Thunder Bay. Conversely, the numbers with no negative sign indicate that the residents worked outside of the Thunder Bay District. For example, in the industry of transportation and warehousing, there were 55 sales and service occupations held by employees who were not living in the district, which may indicate potential training needs of sales and service occupations within the transportation and warehousing industry. On the other hand, 80 employees who worked in trades, transport and equipment operators and related occupations in mining, quarrying, and oil and gas extraction sector were working outside of Thunder Bay, which suggests Thunder Bay may be acting as a hub for the labour force in the mining, quarrying and oil and gas extraction sector.

Table 6A: Top 10 NAICS by Greatest Loss of Employers

NAICS	Employers by Industry 2013	Employers by Industry 2013	Absolute Change
113 - Forestry and Logging	203	190	-13
523 - Securities, Commodity Contracts, and Other Financial Investments and Related Activities	298	291	-7
451 - Sporting Goods, Hobby, Book and Music Stores	69	63	-16
524 - Insurance Carriers and Related Activities	66	60	-6
445 - Food and Beverage Stores	158	153	-5
454 - Non-Store Retailers	45	40	-5
443 - Electronics and Appliance Stores	40	35	-5
212 - Mining and Quarrying (Except Oil and Gas)	14	9	-5
484 - Truck Transportation	214	210	-4
415 - Motor Vehicle and Motor Vehicle Parts and Accessories Merchant Wholesalers	23	20	-3

Source: Canadian Business Patterns, June 2013 and 2014

Thunder Bay Labour Market Imbalances-Potential Shortages and Surplus

Table 8A shows selected potential shortages and surplus occupations in the Thunder Bay District. A full list of occupations in potential shortage and surplus can be found on our website in the section "In the Spotlight" at www.nswpb.ca. There are 396 occupations on the shortage side and 132 occupations on the surplus side. The potential shortages are suggested to be filled by the listed potential surplus. For example, shortages in Logging and Machinery Operators may be filled by training persons who were unemployed from Logging and Forestry Workers and/or Silviculture and Forestry Workers.

Table 8A: Selected Potential Shortage and Surplus Occupation

Potential Shortage	Employed	Participation Rate (%)	Potential Surplus	Unemployed
824 - Logging and Machinery Operators	175	90.2	842 - Logging and Forestry Workers	35
			8422 - Silviculture and Forestry Workers	30
3011- Nursing Coordinator and Supervisors	75	100	3012 - Registered Nurses and Registered Psychiatric Nurses	30
442 - Legal and Public Protection Support Occupations	160	97	4152 - Social Workers	40
			6541 - Security Guards Related to Security Service Occupation	55

Source: National Household Survey, 2011

Table 7A: Labour Market Make Up in Thunder Bay District

	Total Occupations (NOC) 2011	Management Occupations	Business, Finance, and Administrative Occupation	Natural and Applied Sciences and Related Occupations	Health Occupations	Occupations in Education, Law, Social, Community and Government Services	Occupations in Art, Culture, Recreation and Sports	Sales and Services Occupations	Trades, Transport, Equipment Operations and Related Occupations	Natural Resources, Agriculture and Related Production Occupations	Occupations in Manufacturing and Utilities
48-49 Transportation and Warehousing	-95	-5	-10	-55	0	0	0	-55	40	0	0
51 Information and Cultural Industries	-80	-25	0	-40	0	0	5	0	-15	0	0
72 Accommodation and Food Services	-75	-10	5	0	0	0	0	-80	15	0	0
44-45 Retail Trade	-70	-5	0	0	-15	0	-5	-75	10	0	10
71 Arts, Entertainment and Recreations	-30	5	-10	0	0	0	-10	-5	0	-10	0
62 Health Care and Social Assistance	-25	10	-25	-5	10	-10	0	5	5	0	0
81 Other Services (Except Public Administration)	-25	-5	-5	0	0	5	0	-15	-15	0	0
91 Public Administration	-25	-10	10	-15	0	-15	5	10	0	-5	-5
11 Agriculture, Forestry, Fishing and Hunting	-20	5	-5	0	0	0	0	5	-10	-15	0
52 Fiance and Insurance	-10	-10	-10	0	0	-5	0	10	0	0	0
54 Professional, Scientific, and Technical Services	-5	5	5	-20	0	5	0	-5	0	0	0
41 Wholesale Trade	0	-5	0	20	0	0	0	-15	0	0	0
55 Management of Companies and Enterprises	0	0	0	0	0	0	0	0	0	0	0
56 Administrative and Support, Waste Management and Remediation Services	0	0	-5	-5	0	0	0	-10	25	-10	-5
31-33 Manufacturing	10	-5	-5	10	0	0	-5	0	20	-5	0
22 Utilities	20	5	5	0	0	0	0	5	15	0	5
53 Real Estate, Rental, and Leasing	20	-5	20	0	0	0	0	0	0	0	0
61 Educational Services	25	-5	0	30	-5	-5	5	5	5	-5	0
23 Construction	45	5	-5	20	0	0	0	0	25	-20	0
21 Mining, Quarrying, Oil and Gas Extraction	65	10	-15	-30	0	0	0	30	80	-10	10
Total Industry - North American Classification System (NAICS) 2007	-260	-40	-65	-75	-10	-35	-5	-185	205	-70	15

Source: National Household Survey, 2011

Aboriginal Peoples in the Labour Market

Table 9A shows an overview of Aboriginals in Thunder Bay's labour market compared to the Thunder Bay CMA. In all areas of the labour market, Aboriginals trail the Thunder Bay CMA. Perhaps most stark is the unemployment rate amongst Aboriginals with an alarming 19.5% compared to 6.9% for the rest of the Thunder Bay CMA. This speaks to the ongoing need to continue developing services and programs that can help address the significant workforce issues preventing Aboriginals from finding and retaining meaningful employment.

Table 9A: Aboriginal People in Thunder Bay Labour Market

	Aboriginal Peoples CMA	Thunder Bay CMA
In the Labour Force	56.7%	61.7%
Not in the Labour Force	43.3%	39.7%
Participation Rate	56.7%	62.4%
Employment Rate	45.6%	58.1%
Unemployment Rate	19.5%	6.9%

“This speaks to the ongoing need to continue developing services and programs that can help address the significant workforce issues preventing Aboriginals from finding and retaining meaningful employment.

EMPLOYMENT ONTARIO PROGRAM DATA ANALYSIS FOR NSWPB REGION

“

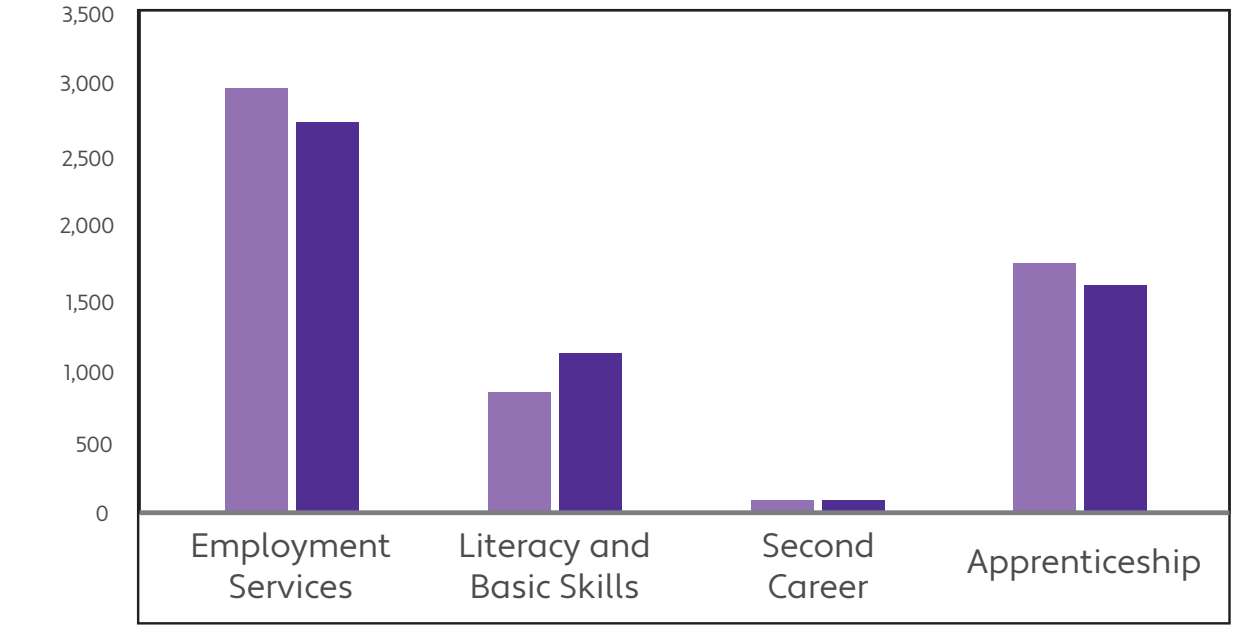
North Superior Workforce Planning Board has become one of our most utilized sources for researching information for our community and regional delivery. The local labour market plan provides valuable information for the ongoing development of programming and business planning to assist us in meeting client and community needs.

***Lorraine Boland**, Former Executive Director, YES Employment*

The Employment Ontario Program Data is provided by Ontario's Ministry of Training, Colleges and Universities. The data includes information on clients who recorded in the following programs: Employment Services (ES); Literacy and Basic Skills (LBS); Second Career (SC); and Apprenticeship (APR) in the 2012-14 fiscal years (April 1 2012 to March 31 2014). The data was provided for: a) the NSWPB Board catchment area (Thunder Bay District); b) the North region (includes Board catchment areas of Algoma Workforce Investment Corporation, Far Northeast Training Board, The Labour Market Group, Northwest Training and Adjustment Board and Sudbury and Manitoulin Workforce Planning and c) Ontario.

Compared to the 2012-2013 fiscal year, the 2013-2014 fiscal year showed ES clients decrease by 8.54% (254) from 2,975 to 2,721; the LBS clients increased 46.14% (371) from 804 to 1175; SC clients decreased 4.24%% (5) from 118 to 113; and Active Apprentices declined from 1,765 to 1,589 (Figure 1B). Through consultation with employment service providers (Northwest Employment Works, YES Employment Services and Literacy Northwest), NSWPB was advised that this data only represents those clients whose cases were closed in the fiscal year. The service providers estimated that there were 3 to 5 times the number of clients recorded who were not recorded in the EO data because those clients were still participating in their programs and as such were not reflected in the number of cases closed. Therefore, the following analysis is made based on only the clients who were recorded as exited from the services and programs.

Figure 1B: Total Number of the EO Program Clients



	Employment Services	Literacy and Basic Skills	Second Career	Apprenticeship
2012-13	2,975	804	118	1,765
2013-14	2,721	1,175	113	1,589

EMPLOYMENT SERVICES

Table 1B compares Employment Services clients' numbers by age groups during the 2012-2013 and 2013-2014 fiscal years. It is important to keep in mind that the number of ES clients reflected in the following charts, only record those clients whose cases were closed at the end of the corresponding fiscal year. Employment Service Providers indicated that the data appears to be accurate and does represent the reality of their clients as people of ages 25-44 are typically and actively seeking work because they are starting their careers. Employment service providers stated that the decline of 254 clients between 2012-13 and 2013-14, is directly impacted by the collaborative actions of agencies to provide appropriate services as clients are staying on longer and receiving a number of services to overcome multiple barriers to employment. They also indicated that there are probably 4 times as many active clients as there are exited clients.

Table 1B: ES Clients by Age Group

Age Group	Thunder Bay 2012-13	Thunder Bay 2013-14	Absolute Change	Percent Change (%)	North Region Percent Change (%)	Ontario Percent Change (%)
Age 15 - 24	847	757	-90	-10.63	1.96	14.03
Age 25 - 44	1,251	1,175	-76	-6.08	3.31	5.1
Age 45 - 64	847	755	-92	-10.86	2.77	2.68
Age 64+	30	34	4	13.33	15.73	10.29
Total	2,975	2,721	-254	-8.54	2.83	6.28

Figure 2B compares ES clients by gender. It is important to note that this data represents the number of males and females accessing Employment Services not the gender participation in the labour market.

EO service providers observed that this comparison may be due to the following: fewer female clients registered for the program and this may reflect that females predominantly assume the responsibilities of providing child and/or elder care; this may reflect that less women have lost their jobs and/or needed assistance; or men appear to be more active in the changes of the labour market as many of the occupations experiencing layoffs are male dominant occupations

Figure 2B: ES Clients by Gender

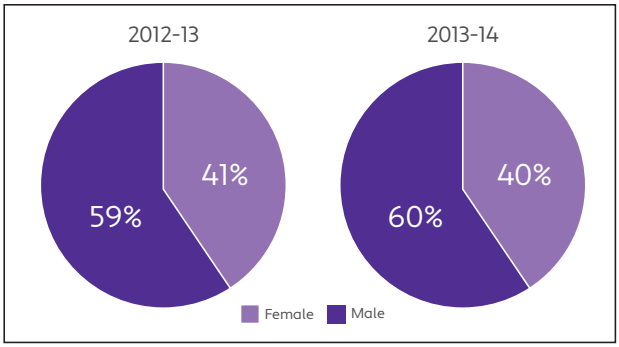


Table 2B: ES Clients by Designated Groups

Age Group	Thunder Bay 2012-13	Thunder Bay 2013-14	Absolute Change	Percent Change (%)	North Region Percent Change (%)	Ontario Percent Change (%)
Newcomer	96	62	-34	-35.42	-12.07	10.42
Visible Minority	69	42	-27	-39.13	-21.34	7.21
Persons with Disability	152	138	-14	-9.21	-5.16	12.36
Aboriginal Group	485	484	-1	-0.21	5.97	15.10
Total	802	726	-76	-9.48	-0.68	9.97

Table 2B shows the breakdown of Employment Services to designated groups within the Thunder Bay District. Employment Services participation is significantly higher in the Aboriginal Group than others identified as the Aboriginal population continues to grow and many move from remote areas into the urban centres to access services. Employment Service Providers suggested to include women as a designated group in the data as women are in fact an equity group.

Table 3B shows a breakdown of ES's source of income. Ontario Works (OW) is the major source of income for ES clients in Thunder Bay (36.5%). The rate of OW was two times more than the Northern Region (15.1%) and the province (13.3%). Caution needs to be applied in interpreting this data as clients must self identify sources of income. Employment Service Providers stated that many clients may be inclined to not identify income sources that may have a stigma attached. Employment Service Providers indicated that continued efforts through service coordination will enhance referrals and program delivery.

Table 3B: Source of Income (ES)

	Thunder Bay	Percentage of Total (%)	Northern Region	Percentage of Total (%)	Ontario	Percentage of Total (%)
Employment Service Clients						
Employment Insurance	203	24.1	4,478	25.8	39,926	20.3
Ontario Works	308	36.5	2,619	15.1	26,063	13.3
Ontario Disability Support Program	51	6	481	2.8	3,595	1.8
No Source of Income	156	18.5	6,048	34.8	80,347	40.9
Other	126	14.9	3,739	21.5	46,627	23.7

Table 4B: Length of Time Out of Employment or Training

	Thunder Bay	Percentage of Total (%)	Northern Region	Percentage of Total (%)	Ontario	Percentage of Total (%)
Less Than 3 Months	1,334	49	8,664	49.9	90,009	45.8
3 - 6 Months	469	17.2	2,657	15.3	31,225	15.9
6 - 12 Months	377	13.9	2,415	13.9	29,112	14.8
More Than 12 Months	541	19.9	3,629	20.9	46,212	23.5
Total	2,721	100	17,365	100	196,558	100

Table 4B shows the length of time out of employment or training for ES clients. Nearly 50% of clients have been out of work or employment for less than 3 months. Upon becoming unemployed, clients in the Thunder Bay District seek Employment Services more quickly than the provincial average. However, as unemployment continues, clients tend to access services less than in the province. Employment Service Providers recommended that an information session with Service Canada would prove beneficial in promoting and encouraging clients who have been out of work for a longer period of time to access Employment Services.

Table 5B shows the employment outcomes of Thunder Bay, the Northern Region and the province. Thunder Bay has a similar outcome as the Northern region and provincial level. Nearly 60% of ES clients were employed when exiting services which was slightly lower that the Northern Region and provincial levels.

Table 6B shows ES clients' type of employment at exit. Thunder Bay showed a lower percentage of self-employed workers and both employed and in training compared with the Northern Region as well as the province. Part time employment, however, has a higher percentage than the Northern region and the province.

Table 5B: Employment Service Clients - Outcome at Exit

	Thunder Bay	Percentage of Total (%)	Northern Region	Percentage of Total (%)	Ontario	Percentage of Total (%)
Employed	1,629	59.9	11,268	64.9	129,296	65.8
Training/Education	416	15.3	2,646	15.2	28,728	14.6
Other	676	24.8	3,451	19.9	38,534	19.6
Total	2,721	100	17,365	100	196,558	100

Table 6B: Employment Service Clients - Employment Type at Exit

	Thunder Bay	Percentage of Total (%)	Northern Region	Percentage of Total (%)	Ontario	Percentage of Total (%)
Employment Service Clients						
Employed Full Time	882	55.9	6,026	55.1	72,622	57.7
Employed Part Time	319	20.2	1,765	16.1	21,676	17.2
Self Employed	37	2.3	359	3.3	4,408	3.5
Both Employed and in Education	44	2.8	209	1.9	1,714	1.4
Both Employed and in Training	15	0.9	169	1.5	1,885	1.5
Employed Apprentice	18	1.1	162	1.5	1,237	1
Employed in Area of Training/Choice	234	14.8	1,888	17.2	18,340	14.6
Employed in More Suitable Job	30	1.9	367	3.4	4,004	3.2
Employed in Professional Occupation/Trade	50	3.2	323	3	3,410	2.7
Total	1,579	100	10,945	100	125,886	100

LITERACY AND BASIC SKILLS

Table 8B shows that LBS clients had a significant increase in the 2013 -2014 fiscal year. A 46.1% increase, representing 371 LBS clients. The major increase came from the age group 15-24 (202) 25-44 (166), accounting for 99% of new clients. 47.1% of the total LBS clients were in the Aboriginal group and 70% of them were male. LBS service providers continue to operate at full capacity and state the need for year-round LBS programming and services. The increase in LBS clients served speaks to a growing need for enhanced resources to deliver LBS services.

Table 8B: LBS Client Demographic Absolute and Percent Change

Demographic	NSWPB 2012-13	NSWPB 2013-14	Absolute Change	Percent Change (%)	North Region Percent Change (%)	Ontario Percent Change (%)
Number of Clients*	804	1175	371	46.1	71.6	30.2
Age of Clients						
Age 15 - 24	190	392	202	106.3	91.4	71.6
Age 25 - 44	265	431	166	62.6	117.7	66.3
Age 45 - 64	242	247	5	2.1	70.4	62.1
Age 65+	107	105	-2	-1.9	33.1	38.9
Gender of Clients						
Female	488	638	150	30.7	95.1	68.5
Male	313	533	220	70.3	78.4	61.7
Undisclosed*	3	0	-3	-100	88.9	74.2
Designated Groups						
Newcomer	9	17	8	88.9	220	129
Visible Minority	8	13	5	62.5	230.7	124.6
Persons with Disability	45	83	38	84.4	189	114.8
Aboriginal Group	180	355	175	97.2	85.6	68.4

SECOND CAREER

In the 2013-2014 fiscal year, 113 clients participated in the Second Career program in Thunder Bay. Again, keep in mind that this number only represents the clients who were registered and exited the program within the fiscal year. **Table 9B** shows that Transport Truck Drivers and Heavy Equipment Operators are the only two approved skills training for Second Career in the NSWPB region in 2013-2014 fiscal year. Local Employment service providers explained that the population that Second Career was originally created for has changed since the program's inception. It was recommended that the occupation list for Second Career, created in 2009, be updated to reflect the present, existing market demand.

Table 9B: Clients in Approved Skills Trade Second Career Training

	Thunder Bay	Northern Region	Ontario
Transport Truck Drivers	21	241	1,340
Heavy Equipment Operators (Except Crane)	44	231	674
Total	65	472	2,014

APPRENTICESHIP

Table 10B shows the Thunder Bay apprenticeship changes between the 2012-13 and 2013-14 fiscal years. Of most significance is the number of New Registrations increasing by 1.7%. In comparison, both the Northern region and provincial levels experienced loss in new registrations. Active apprentices (1,589) make up 2.4% of Thunder Bay's labour force (65,200). This rate is 0.9% higher than Ontario's active rate (1.5%), indicating more clients are attracted by the apprenticeship program in Thunder Bay than the province as a whole. Employment service providers stated that improved service coordination may help to increase apprenticeship registrations. All Employment Service Providers are represented on the joint NSWPB and Thunder Bay Chamber of Commerce's Apprenticeship Focus Group that has been established to promote trades and to clarify the pathways available into the trades.

Table 11B provides a list of the top 10 trades that new apprentices were registered for in 2013-14. The Information Technology – Contact Centre Customer Service Agent was the number one trade being registered, accounting for almost double the next highest occupation. It also accounted for 21.3% of the total new registrants and this rate was higher than the Northern region and the provincial average, indicating fast growth in that occupational group within the information technology industry in Thunder Bay.

Table 10B: Apprenticeships (2012 - 2014)

	Thunder Bay 2012-13	Thunder Bay 2013-14	Thunder Bay Percent of Change (%)	Northern Region Percent of Change (%)	Ontario Percent of Change (%)
Number of Certificates of Achievement Issued	135	108	-20	-20.7	5.9
Number of Modular Training Registrations	823	712	-13.5	-27.4	-9.9
Average Age of Apprentices at Registration	27	27	0	3.8	0
Number of New Registrations	409	416	1.7	-16.1	-13.8
Number of Active Apprentices	1,765	1,589	-10	-0.4	-0.8

Table 11B: Top 10 New Apprenticeship Registrants

	Thunder Bay	Percent of Total (%)	Percent of Total in Northern Region (%)	Percent of Total in Ontario (%)
Information Technology - Contact Centre Customer Service Agent	87	21.3	16	17.5
General Carpenter	44	10.8	5.2	4.7
Automotive Service Technician	39	9.5	8.3	9.6
Truck and Coach Technician	30	7.3	5.4	3.6
Roofer	27	6.6	0.9	0.1
Electrician - Construction and Maintance	24	5.9	7.5	11.1
Heavy Duty Equipment Technician	16	3.9	6.2	1.2
Construction Craft Worker	15	3.7	0.7	1.4
Hairstylist	14	3.4	4.4	6.8
Plumber	14	3.4	2.1	4
Total	409			

Access to the Employment Ontario Program data has been very beneficial in providing insight into the realities of this segment of our unemployed population. Service providers will continue to use this data in their collaborative efforts to meet the needs of their clientele as well as improving service coordination and overall program delivery.

It is anticipated that having this data in subsequent years will improve our knowledge and understanding of the significance of this information. NSWPB will continue to support the work of the Employment Service Providers as well as work collaboratively with all community partners in the analysis of the data, to identify local solutions and/or actions to address challenges and opportunities. This will also better position our district to address the needs of the unemployed and the employers, develop and offer appropriate upgrading and skills development courses to ensure a pool of skilled workers are ready and available to work, and will allow us to more effectively match labour supply to labour demands as they arise.

2014 - 2015
PARTNERSHIP UPDATE

“

I very much value the North Superior Workforce Planning Board and the work they do. As a City Councillor and as a private business person, I appreciate the labour market analysis and trending they do. I believe they have the best pulse of what is happening in the area from a labour market standpoint.

***Larry Hebert**, Councillor, The City of Thunder Bay*

SOCIAL INNOVATION & LEADERSHIP FOR COMPLEX CHALLENGES

Completion date: December 2014

This partnership's focus is on the development of a regional HR strategy utilizing complexity science to assist in the development by viewing the workforce as a complex adaptive system. To promote broad community participation, NSWPB will sponsor a 7-week non degree credit course on complexity science in the community being offered through Continuing Education at Lakehead University in the Fall of 2014. Working through the material, the exercises, and discussions in this course, the workforce as a complex adaptive system will be considered a case study and participants in the course will develop a model for a regional HR Strategy which will be the first step in better understanding the very dynamic and ever changing, supply side our local labour force.

EMPLOYERONE SURVEY

Completion date: March 2015

This project is designed to provide a collaborative, efficient way to obtain reliable local labour market information from local employers. The same model will be used by six local boards in Northern Ontario and the collaborative approach is to target 5% of our total local employers in Thunder Bay's top 10 industries based on total number of employers ranked within the district. The 5% target sample for the Thunder Bay District translates to 204 businesses being invited to participate in the survey. The survey will be open until December 31 2014, and may be completed online or during a face-to-face interview. Reports outlining aggregate responses will be rolled out for both the individual district(s) as well as for Northern Ontario Workforce Planning (6 local planning boards, Sudbury to the Manitoba border) and will be distributed following the project's completion.

MAXIMIZING APPRENTICESHIP OPPORTUNITIES INTERNSHIP

Completion date: December 2016

Maximizing Apprenticeship Opportunities: NSWPB will apply for and host a 2 year Internship with the intent of developing strategies for enhancing employer engagement in the role of bettering our workforce through experiential learning and apprenticeships. Specifically, this partnership will seek to work with community partners to facilitate and assist the system of apprenticeship training and certification in being more responsive to the evolving skills and training needs of the workforce and find relevance for our regions' employers requiring skilled tradespeople. In partnership with the Thunder Bay Chamber of Commerce, NSWPB has also created an Apprenticeship Focus Group and subsequently established three subcommittees to address and promote key areas of Community, Education and Employers which will work closely with the Intern. Challenges of apprenticeship implementation in the Thunder Bay District have been discussed in the three focus group meetings. Three subcommittees have been formed to focus on topics of 1) Community; 2) Education; 3) Employer. Actions and initiatives will be planned in response to challenges and opportunities identified by the regional Apprenticeship Focus Group.

NORTHWESTERN ONTARIO'S ECONOMY THROUGH THE EYES OF THE WORKFORCE

Completion date: March 2015

NSWPB will produce a comprehensive research report that will provide insight into Northwestern Ontario's economy. Specifically, this study will look at short term cycles and long term trends within natural resources, health, mining, agriculture, tourism, and knowledge intensive sectors from a supply side perspective in order to better understand and grapple with the coming demands and challenges each sector presents.

COMMUNITY ENGAGEMENT THROUGH CONSULTATION

"

NSWPB is working very closely with the Thunder Bay Chamber of Commerce to bring together community partners who are focused on addressing the apprenticeship and skills development challenges that face our communities. This collaboration along with partnerships in their annual Local Labour Market Plan create stronger relationships between business, labour and stakeholder groups in the community as we work together to develop Northern solutions to address our needs.

Charla Robinson, *President, Thunder Bay Chamber of Commerce*

The 2015-2017 Action Plan document identifies current labour market conditions, determines goals, and describes strategies for action to address local labour market issues, gaps and/or priorities that are determined by community consensus.

In addition to NSWPB's annual analysis of numerous indicators of the local labour market (pages 8 - 15), the local planning board participates in both formal and informal consultations with a broad spectrum of community stakeholders (community leaders, employment service providers, key industry partners, school boards, the college and university and economic development practitioners).

Formal consultations are comprised of meetings and discussions led or requested by the North Superior Workforce Planning Board throughout the year and include the following:

- Community Consultation to review the LLMP and build consensus on a new road map of actions
- Annual presentation to Council for the City of Thunder Bay to review the local labour market, respond to their questions and gain insight from their perspective on issues of concerns and priorities
- Monthly meetings of the Employment Plus Network, comprised of all employment programs and service agencies within the district to assist in program coordination and more effective delivery of programs
- Consultation with service providers delivering Employment Ontario Programs
- Community Connections events held bimonthly which invite community and industry partners to highlight their organization's business plan and any on-going challenges they may be facing concerning their workforce and its development
- Monthly meetings of the Apprenticeship Focus Group and its sub-committees
- Celebration for our community partners held in conjunction with the NSWPB AGM.

> The four Partnerships to be completed in the 2014-2015 fiscal year all involve the components following through on these priorities.

Informal consultations are comprised of meetings, conferences and/or workshops attended throughout the year and hosted by community partners and include but are not limited to the following:

- Presentation to delegates of the Northwestern Ontario Regional Conference (hosted by NOMA, NOACC and NODN) to review labour market information and to discuss concerns or opportunities for workforce development in the region
- Partnership with the Mining Readiness Strategy Implementation Team to address recommendations identified through the Mining Readiness Strategy study
- Presentations and roundtable discussions with the Thunder Bay Executives and North Core City Developers
- Presentation to the Thunder Bay District Municipal League and discussion on labour market realities within the district
- Participation on Youth Skills Connections Industry Stream External Review Panel – Ontario Ministry of Economic Development, Employment and Infrastructure
- Participation in keynote and/or roundtable discussions such as Prosperity Northwest Forum and Unifor Local 229's Good Jobs Thunder Bay segment in preparation for the provincial Good Jobs Conference

The following three priorities have been identified through this on-going engagement with community partners throughout the district:

1. Having a knowledge and understanding of the district's real-time labour supply

2. Work collaboratively and forge partnerships to respond to local issues with local solutions

3. Increase employer engagement

The four partnerships to be completed in the 2014-2015 fiscal year all involve components following through on these priorities. The four partnerships proposed for the 2015-2017 multi-year plan align with and focus on these priorities as well.

2015 - 2017
ACTION PLAN

“

The North West Local Health Integration Network is very pleased to work with and be a partner with the North Superior Workforce Planning Board. The Local Labour Market Plan is a valuable document as it is based on local knowledge about the changes occurring within the labour force across our region. Strategically, we use this information when talking with health service providers about future health human resource needs and succession planning at the leadership and front-line levels of organizations.

***Susan Pilatzke**, Senior Director, North West Local Health Integration Network*

The following proposed actions have been reviewed by our community partners and have received consensus. They represent the new road map for the North Superior Workforce Planning Board's area the Thunder Bay District. All six proposed actions address the three priorities identified by our community partners, align closely to the evidence as well as complement other initiatives being conducted in the district (Mining Readiness Strategy, College and University's strategic plans, Thunder Bay Chamber of Commerce, Northwestern Ontario Associated Chambers of Commerce and Ontario Chambers of Commerce, Thunder Bay Community Economic Development Commissions Strategic Action Plan and the Community Futures Development Corporations within the District of Thunder Bay).

Proposed Partnerships 1 through 3 are direct results of our Regional HR Strategy partnership completed in 2014-2015 and represent separate initiatives necessary to gain knowledge and understanding of the district's supply of labour. In light of the fact that the Regional HR Strategy has not been completed before, anywhere, it is highly recommended that proposed partnerships 1 and 2 be completed under the scrutiny and application of Developmental Evaluation, proposed partnership 3. All are recommended for multi-year activity progression.

Proposed Partnership 4 is designed with our priorities in mind and focus directly on employer engagement and collaborative actions to facilitate training and development of the district's labour force to ensure availability of appropriately skilled workers for employment as required.

PROPOSED PARTNERSHIPS

1. Building a Labour Supply Knowledge Network

This project will begin by building a network of people and organizations who hold knowledge and information relevant to the district labour supply. These organizations each hold information and data relevant to certain aspects of the labour supply, but this information is rarely shared. By forging bonds of trust and collaboration among these organizations, the project will enhance the exchange and use of the full diversity of labour supply information and data that is already available.

In addition to building this network, the project will involve developing a framework of inquiry through which all network members will be better able to access the labour supply information they need. This project will increase access to good labour supply data, and by fostering connections among workforce stakeholders, it will promote alignment between the needs of those who want to engage in paid employment and those sectors that have work to offer. Providing the community with credible, accessible labour supply data increases the frequency and quality of inter and intra agency feedback and promotes strong consensus about shared solutions.

Priority and Alignment: Much of the data needed to describe the labour supply is publicly available, but is collected in discrete sets for specific purposes by disparate stakeholders. As a result, the data is not useful for this project unless it is organized to present a coherent picture that community stakeholders can easily access and use to better match supply and demand. Much is known about the upcoming demand for labour; however, to be better positioned to match the supply to the demand it is necessary to have a comprehensive, real-time view and knowledge of the supply of labour.

This priority for community/district was first identified in 2012-2013 through the community engagement partnership of Think Globally/Act Locally and has received continuous and growing support from stakeholders to work towards a comprehensive database and understanding of labour supply with the ultimate goal being the ability to better match supply to demand and employment opportunities as they arise. This proposed partnership aligns with evidence of labour force shortages as well as unemployment and participation rates and skill mismatch locally reported to us by employers.

Potential Partners and Leads/Support: Lead NSWPB; Potential partners: Regional HR Strategy Group, Fort William First Nation, Nokiiwin Tribal Council, Matawa First Nations, NAN, Métis Nation of Ontario, Ontario Works, John Howard Society, Elizabeth Fry Foundation, Public and Separate School Boards, Dennis Franklin Cromarty High School, Confederation College, Lakehead University. Potential financial contributors to be explored include but are not limited to Trillium, NOHFC, and FedNor.

Expected Outcomes: A collaborative network of labour supply stakeholders and knowledge holders; a framework of inquiry through which the network can be queried; a comprehensive network of knowledge regarding the district's labour supply; infrastructure for managing, consolidating, and reporting district labour supply knowledge; and an increased capacity to understand the patterning of labour supply over time.

Next Steps: Establish Project Steering Committee, develop Request for Proposal for project, advertise and hire consultant and/or firm to complete the project and report to Project Steering Committee and NSWPB.

Year 2 (2016-2017) will test presentation/usage/coherency of new datasets created in Year 1 (2015-2016) and revise and/or add data sets as identified in test. Identify population subsets. Finalize data sets for rollout and develop outline of reporting mechanism or summary tool that could at any time provide a snapshot of existing labour supply in the Thunder Bay District.

2. Mapping the Labour Supply as a Social Network:

To develop a dynamic model of the labour supply, the project will begin with the development of an online survey and database of individual workers that will include specific information such as training and past employment as well as connections (links) to other workers and entities (businesses, organizations) in the system. People will be able to update their information regularly, and these updates will be tracked and documented for integration into the visualization map.

Priority and Alignment: The district's labour supply consists of all those people who hold, or are ready and seeking to hold, paid employment. People as individuals interact with one another and are interdependent in a living system that is well conceptualized within the Complex Adaptive Systems (CAS) theory.

This priority for community/district was first identified in 2012-2013 through the community engagement partnership of Think Globally/Act Locally and has received continuous and growing support from stakeholders to work towards a comprehensive database and understanding of labour supply with the ultimate goal being the ability to better match supply to demand and employment opportunities as they arise. This proposed partnership aligns with evidence of labour force shortages as well as unemployment and participation rates and skill mismatch locally as this visualization tool will assist in the identification of trends as they occur and reflect the on-going "churn" within the workforce.

Potential Partners and Leads/Support: Lead – NSWPB; Potential partners: Regional HR Strategy Group, Fort William First Nation, Nokiiwin Tribal Council, Matawa First Nations, NAN, Métis Nation of Ontario, Ontario Works, John Howard Society, Elizabeth Fry Foundation, Public and Separate School Boards, Dennis Franklin Cromarty, Confederation College, Lakehead University. Potential financial contributors to be explored include but are not limited to Trillium, NOHFC, and FedNor.

Expected Outcomes: This data will enable us to map, through social network visualization[6] tools such as Gephi[7], movement within the labour supply, individual connectedness within the network, and the emergence of clusters of specialization in the labour supply, and how these connect with levels and types of employment across and within sectors. The model could be developed into a larger scale project to allow progressive mapping.

Next Steps: Establish Project Steering Committee, develop Request for Proposal for project, advertise and hire consultant and/or firm to complete the project and report to Project Steering Committee and NSWPB.

Year 2 (2016-2017) will pilot the Labour Supply as a Social Network in a specific sector or community (i.e. FWFN or Lac des Iles mine, AV Terrace Bay). Send out and go live to ensure tool is dynamic as well as periodically compare the network visualization to assist in cluster and/or trend emergence.

3. Developmental Evaluation (DE)

Developmental Evaluation (DE) is presented as an approach for evaluating innovations, such as NSWPB's Regional HR Strategy which applies complexity theory in looking at the workforce as a complex adaptive system. Since the Regional HR Strategy and its resulting partnerships (1 and 2 above) is the creation of a new strategy, it is proposed to utilize this evaluation method to track the evolution of the projects as well as the outcomes.

Priority and Alignment: Understanding the innovative approach of our Regional HR Strategy it is recommended that Developmental Evaluation chronicle the projects' progress and evaluate its components and overall success to assist us in the completion of the projects as well as report on the effectiveness or success of the projects and to act as a template for other areas to pursue if warranted.

Potential Partners and Leads/Support: Lead: NSWPB; Regional HR Strategy Group will develop Request for Proposal to hire a consultant and/or firm to facilitate learning in the community of the DE approach and to conduct the actual DE of proposed partnerships 1 and 2. Potential financial contributors to be explored include but are not limited to Trillium, NOHFC, and FedNor.

Expected Outcomes: DE builds a learning culture within the organization leading the project allowing it to evolve alongside the outcomes. It enhances the development, testing, refinement and quality of potential solutions and is well suited to the Regional HR Strategy which is being explored and created for the first time. DE provides real time data and feedback to help develop interventions and adapt as the project unfolds. This will provide an evaluation of the Building a Labour Supply Knowledge Network project and the Mapping the Labour Supply as a Social Network project.

Next Steps: Establish Project Steering Committee, develop Request for Proposal for project, advertise and hire consultant and/or firm to complete the project and report to Project Steering Committee and NSWPB.

To first sponsor the presentation of a Developmental Evaluation course in the district and then to perform DE on subsequent steps of proposed partnerships 1 and 2 through to their completion in 2016-2017.

[6] http://en.wikipedia.org/wiki/Social_network_analysis
[7] https://gephi.github.io/

4. EmployerOne Survey

Continue on the partnership initially conducted in the 2014-15 fiscal year as a pilot project involving the 6 planning board areas in Northern Ontario. Due to the importance of employer engagement identified in our LLMP Community Consultation and based on the current labour market analysis, it was decided to continue with this survey for the NSWPB area.

In order to allow the NSWPB to better match labour supply to demand; it is imperative to have real time demand identified by the employers within the district. It was recommended that a stakeholder group be formed to determine the methodology for this partnership to consider how best to expand upon the survey sample and be applied to a cross section of all sectors. (1 year – with potential for annual completion)

Priority and Alignment: This project is in direct response from requests and ultimately recommendations of community partners to facilitate and foster more employer engagement in both workforce and economic development within the region. This will continue with MTCU's direction and our completion of the survey in 2014-2015. It will also provide more knowledge and insight into the real-time needs and challenges of employers that will in turn allow us to work together in identifying and responding locally to those needs and challenges. This will provide local labour market information in a more timely fashion (annually versus Statistics Canada and Census) and will allow us to appropriately respond to labour market issues due to the involvement of employers throughout the cycle (survey, analysis, report, issue identification, partnerships formed in response to issues, feed-back/report)

Potential Partners and Leads/Support: Lead: NSWPB; Thunder Bay and District Chambers of Commerce, Thunder Bay Ventures, Greenstone and Superior North CFDC's, Thunder Bay CEDC, municipal economic development departments within the region.

Expected Outcomes: A more robust, comprehensive survey within the Thunder Bay District distributed and collected. Analysis of results will be completed and the report of the survey's findings will be released and distributed within the district.

Next Steps: Establish Project Steering Committee, determine methodology and approach for project whether it could/should be done in-house or contracted out. If contracted out - develop Request for Proposal for project, advertise and hire consultant and/or firm to complete the project and report to Project Steering Committee and NSWPB.

To respond to survey results as appropriate and to determine continuance of EmployerOne survey based on participation and results and consultations within the community and with MTCU.

North Superior
Workforce Planning Board

For further information please contact:

Madge Richardson, Executive Director
107B Johnson Ave.
Thunder Bay, ON P7B 2V9

Phone: (807) 346-2940 or (888) 800-8893 Fax: (807) 344-5464
Email: mrichardson@nswpb.ca | Website: www.nswpb.ca