



# Community Labour Market Report

By Amandine Martel & José-Karl Noiseux



# EABAMETOONG FIRST NATION

The *Community Labour Market Report* series provides local labour market indicators to assist community leaders and organizations in the decision-making process. The goal of this report is to provide community actors with a better understanding of what is happening in their community. It does not attempt to explain the reasons behind the trends, spikes or troughs in the provided data. This information is intended as a starting point for an evidence-based conversation by the community about why certain changes are occurring. This report is a first step. It is now up to you, the reader, and your fellow community members to explore and address the challenges and opportunities your community is experiencing. This report examines current labour demand and supply data from Eabametoong First Nation (Fort Hope First Nation), Ontario, and analyzes how each data set aligns with the other.

## DEMAND

### 01. Employers

---

Central to local labour market planning is an understanding of the characteristics of area employers, such as their numbers, size, and the industries they represent. Changes in any of these factors over time affect employment levels and opportunities within a local labour market.

Unfortunately, available data for employers appeared unreliable and were not used here.

### 02. Employment by Industry

---

The 2011 National Household Survey contained no data regarding employment by industry for Eabametoong First Nation. However, new data may become available with the release of findings from the 2016 census on November 29, 2017, and could supplement what is available in this report.

Employment by industry data<sup>1</sup> describe the type of business conducted by a person's employer. The industrial structure of an area—and, more specifically, shifts in industrial structure—can have significant consequences for the local labour market, such as the types of jobs available, their respective salaries, and the type of education and skills these jobs require.

<sup>1</sup> Data from Statistics Canada, such as the census or the National Household Survey (NHS), are used throughout this report. This data source has limitations. To ensure confidentiality of individual respondent identity and characteristics, Statistics Canada National Household Survey (NHS) data are subject to non-disclosure rules. All estimates in NHS tabulations are subjected to a process called random rounding, which transforms all raw estimates to random rounded estimates. This reduces the possibility of identifying individuals within the tabulations. All estimates greater than 10 are rounded to base 5, estimates less than 10 are rounded to base 10. The total value of summed or grouped data may not match the individual values. Similarly, percentages, which Statistics Canada calculates on rounded data, may not necessarily add up to 100 percent. Statistics Canada adjusts figures retroactively. Author's calculations are based on data available at the time of publication and are therefore subject to change.

TABLE 1

EMPLOYMENT BY INDUSTRY, AND AS A PERCENTAGE OF TOTAL, 2011		Eobametoong First Nation (#)	Eobametoong First Nation (% of Total)	Kenora District (% of Total)	Ontario (% of Total)
11	Agriculture, forestry, fishing & hunting	n/a	n/a	2.0	1.5
21	Mining & oil & gas extraction	n/a	n/a	4.5	0.4
22	Utilities	n/a	n/a	1.2	0.9
23	Construction	n/a	n/a	8.2	6.1
31-33	Manufacturing	n/a	n/a	3.8	10.4
41	Wholesale trade	n/a	n/a	1.5	4.6
44-45	Retail trade	n/a	n/a	11.4	11.1
48-49	Transportation & warehousing	n/a	n/a	5.5	4.7
51	Information & cultural industries	n/a	n/a	1.5	2.7
52	Finance & insurance	n/a	n/a	2.0	5.6
53	Real estate & rental & leasing	n/a	n/a	0.7	2.0
54	Professional, scientific & technical services	n/a	n/a	2.1	7.7
55	Management of companies & enterprises	n/a	n/a	0.0	0.1
56	Administrative & support, waste management & remediation services	n/a	n/a	1.9	4.4
61	Educational services	n/a	n/a	8.3	7.5
62	Health care & social assistance	n/a	n/a	17.2	10.6
71	Arts, entertainment & recreation	n/a	n/a	1.3	2.0
72	Accommodation & food services	n/a	n/a	7.7	6.0
81	Other services (except public administration)	n/a	n/a	4.2	4.4
91	Public administration	n/a	n/a	15.0	7.0
	<b>All Industries</b>	<b>n/a</b>	<b>-</b>	<b>-</b>	<b>-</b>

Sources: Statistics Canada, National Household Survey, 2011 and author's calculations based on Statistics Canada, National Household Survey, 2011

TABLE 2

EMPLOYMENT BY INDUSTRY IN NORTHWESTERN ONTARIO OUTSIDE OF THUNDER BAY CMA AND ONTARIO	Northwestern Ontario Outside of Thunder Bay CMA				Ontario
	2012	2014	2016	2014-2016 Change (%)	2014-2016 Change (%)
Employment by Industry					
<b>Goods-producing Sector</b>	<b>9,400</b>	<b>6,900</b>	<b>10,000</b>	<b>44.9</b>	<b>2.6</b>
Agriculture	X	X	X	X	-5.0
Forestry, fishing, mining, oil & gas	2,300	<1,500	2,400	<60.0	7.8
Utilities	X	X	X	X	-3.1
Construction	2,600	3,000	3,800	26.7	7.8
Manufacturing	3,300	1,000	2,900	190.0	0.4
<b>Services-producing Sector</b>	<b>30,800</b>	<b>31,400</b>	<b>29,800</b>	<b>-5.1</b>	<b>1.6</b>
Wholesale & retail trade	4,600	6,800	5,600	-17.6	-1.3
Transportation & warehousing	1,800	2,800	2,000	-28.6	-0.5
Finance, insurance, real estate & leasing	800	900	1,300	44.4	8.4
Professional, scientific & technical services	800	1,100	900	-18.2	6.2
Business, building & other support services	900	1,300	800	-38.5	-2.6
Educational services	3,200	3,300	3,900	18.2	1.7
Health care & social assistance	8,700	6,700	7,200	7.5	5.0
Information, culture & recreation	1,300	900	700	-22.2	0.5
Accommodation & food services	2,300	2,200	3,300	50.0	1.4
Other services (except public administration)	1,500	2,000	1,600	-20.0	-3.7
Public administration	4,700	3,500	2,400	-31.4	-3.8
<b>Total Employed</b>	<b>40,200</b>	<b>38,300</b>	<b>39,800</b>	<b>3.9</b>	<b>1.8</b>

Sources: Statistics Canada, Labour Force Survey, CANSIM Tables: 282-0125 and 282-0131, author's calculations

An 'X' indicates that the data were suppressed for confidentiality reasons. The Labour Force Survey suppresses data when an estimate is below 1,500 for Ontario, its Economic Regions, or Census Metropolitan Areas.

### 03. Employment by Occupation

The 2011 National Household Survey contained no data for employment by occupation for Eabametoong First Nation. However, new data may become available with the release of findings from the 2016 census on November 29, 2017, and could supplement what is available in this report.

Employment by occupation data describe the type of work an employee does on the job. While growing industries need additional workers, the demand for specific occupations

is a function of the work that needs to be done. Both the changing marketplace and the advance of technology alter the demand for occupations, with some growing strongly and others in decline. These changes have an impact on the types of jobs available, their respective salaries, and the type of education and skills required. Indeed, an increase in entry-level occupations may have a different impact on the community than growth in senior-level occupations.

**TABLE 3**

EMPLOYMENT BY OCCUPATION, AND AS A PERCENTAGE OF TOTAL, 2011		Eabametoong First Nation (#)	Eabametoong First Nation (% of Total)	Kenora District (% of Total)	Ontario (% of Total)
0	Management occupations	n/a	n/a	8.3	11.5
1	Business, finance & administration occupations	n/a	n/a	12.3	17.0
2	Natural & applied sciences & related occupations	n/a	n/a	4.9	7.4
3	Health occupations	n/a	n/a	5.8	5.9
4	Occupations in education, law & social, community & government services	n/a	n/a	19.0	12.0
5	Occupations in art, culture, recreation & sport	n/a	n/a	1.6	3.1
6	Sales & service occupations	n/a	n/a	22.8	23.2
7	Trades, transport & equipment operators & related occupations	n/a	n/a	18.3	13.0
8	Natural resources, agriculture & related production occupations	n/a	n/a	4.3	1.6
9	Occupations in manufacturing & utilities	n/a	n/a	2.5	5.2
<b>All occupations</b>		<b>n/a</b>	<b>-</b>	<b>-</b>	<b>100.0</b>

Sources: Statistics Canada, National Household Survey, 2011 and author's calculations based on Statistics Canada, National Household Survey, 2011

**TABLE 4**

EMPLOYMENT BY OCCUPATION IN NORTHWESTERN ONTARIO OUTSIDE OF THUNDER BAY CMA AND ONTARIO		Northwestern Ontario Outside of Thunder Bay CMA				Ontario
		2012	2014	2016	2014-2016 Change (%)	2014-2016 Change (%)
0	Management occupations	3,600	3,300	3,800	15.2	-0.3
1	Business, finance & administration occupations	5,600	5,000	3,900	-22.0	0.7
2	Natural & applied sciences & related occupations	1,300	1,400	1,400	0.0	3.5
3	Health occupations	4,000	3,000	3,400	13.3	4.5
4	Occupations in education, law & social, community & government services	7,300	5,900	6,500	10.2	9.5
5	Occupations in art, culture, recreation & sport	X	X	X	X	7.7
6	Sales & service occupations	8,200	9,300	9,700	4.3	-1.7
7	Trades, transport & equipment operators & related occupations	6,600	7,700	7,400	-3.9	1.4
8	Natural resources, agriculture & related production occupations	X	X	X	X	-0.9
9	Occupations in manufacturing & utilities	800	1,000	1,700	70.0	0.8
<b>Total Employed</b>		<b>40,200</b>	<b>38,300</b>	<b>39,800</b>	<b>3.9</b>	<b>1.8</b>

Sources: Statistics Canada, Labour Force Survey, CANSIM Tables: 282-0157 and 282-0159, author's calculations

An 'X' indicates that the data was suppressed for confidentiality reasons. The Labour Force Survey suppresses data when an estimate is below 1,500 for Ontario, its Economic Regions or Census Metropolitan Areas.

## 04. Local Knowledge

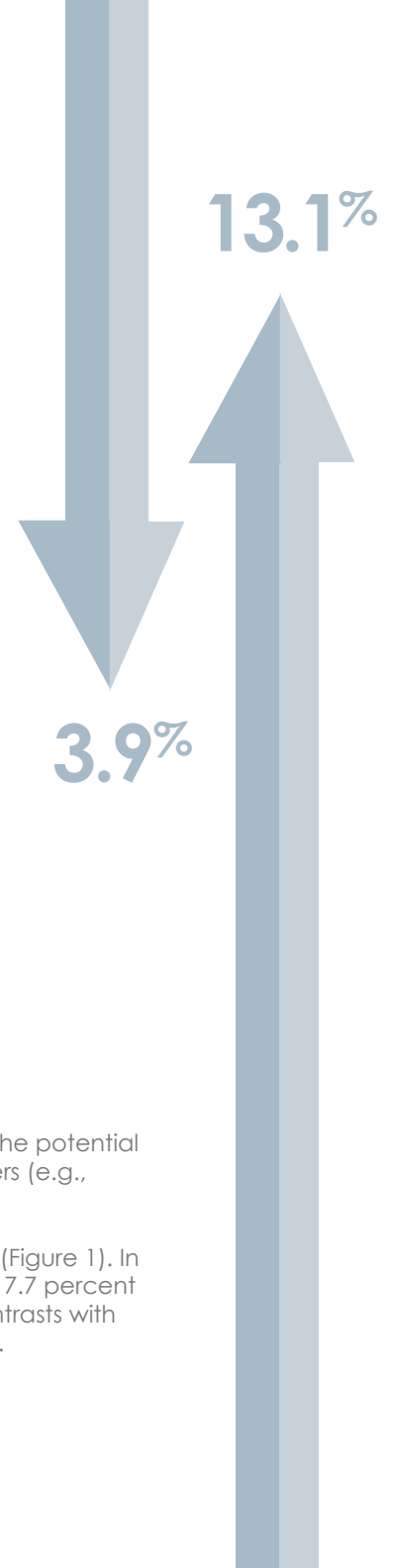
This section features a summary of all jobs posted online in Eabametoong First Nation.<sup>2</sup> Although this source of data has its limitations, it does provide a general idea of the vacancies and job opportunities in the community at a given time to complement the employment data presented previously.

<sup>2</sup> Vicinityjobs.ca gathers and tallies job ads posted on diverse websites, such as jobbank.ca, indeed.ca, and monster.ca. The system then strives to remove duplicates, and to classify job ads into occupational categories

## 0 jobs posted between April and November 2016

Source: Vicinityjobs.ca

The fact that no jobs were posted online in the community does not mean that there were no job opportunities in Eabametoong First Nation during this time. It may be that the online job boards monitored are not the ones used by employers, or that opportunities are communicated through different means, such as a physical job board or by word of mouth.



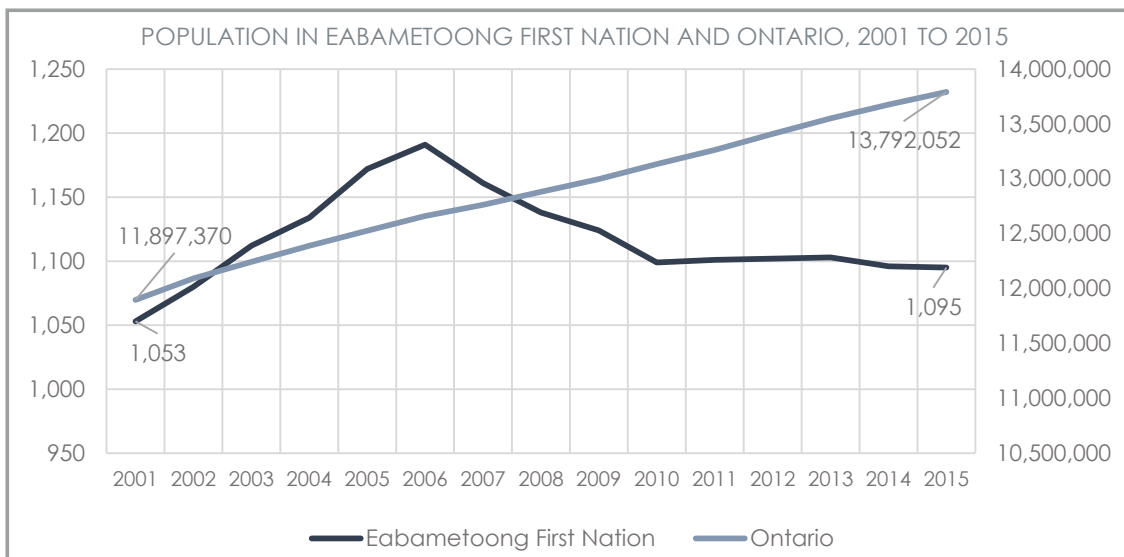
## SUPPLY

### 05. Population & Demographics

Population growth and composition are important drivers of labour market supply—the potential workers. They are also key components of the demand for some categories of workers (e.g., education, health care).

From 2001 to 2015, Eabametoong First Nation's population increased by 3.9 percent (Figure 1). In fact, from 2001 to 2006, the population increased by 13.1 percent, yet it declined by 7.7 percent from 2006 to 2010. Since 2010, the population has remained relatively stable. This contrasts with Ontario, which experienced a 15.9 percent increase in population from 2001 to 2015.

**FIGURE 1**



Source: Statistics Canada, Estimates of population

**1,014**

**Total 2016 Population**

Source: Statistics Canada, Census 2016

**1,039**

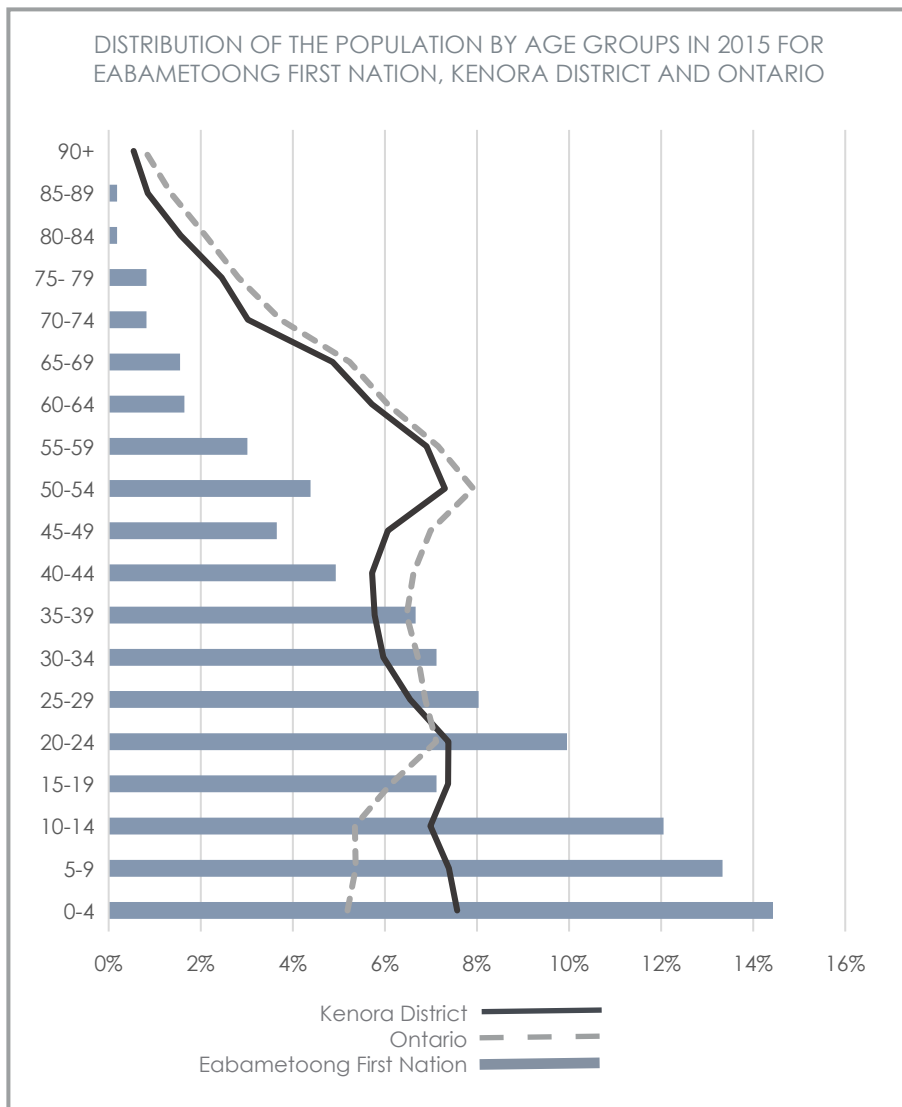
**Registered population  
living off-reserve, January 2017**

Source: Indigenous and Northern Affairs Canada

The population in the community also was significantly younger than that of both the Kenora District and the province (Figure 2). This is exemplified by the lower proportion of individuals between the ages of 45 and 59 and the higher proportion of individuals between the ages of 0 and 14.

FIGURE 2

DISTRIBUTION OF THE POPULATION BY AGE GROUPS IN 2015 FOR EABAMETOONG FIRST NATION, KENORA DISTRICT AND ONTARIO

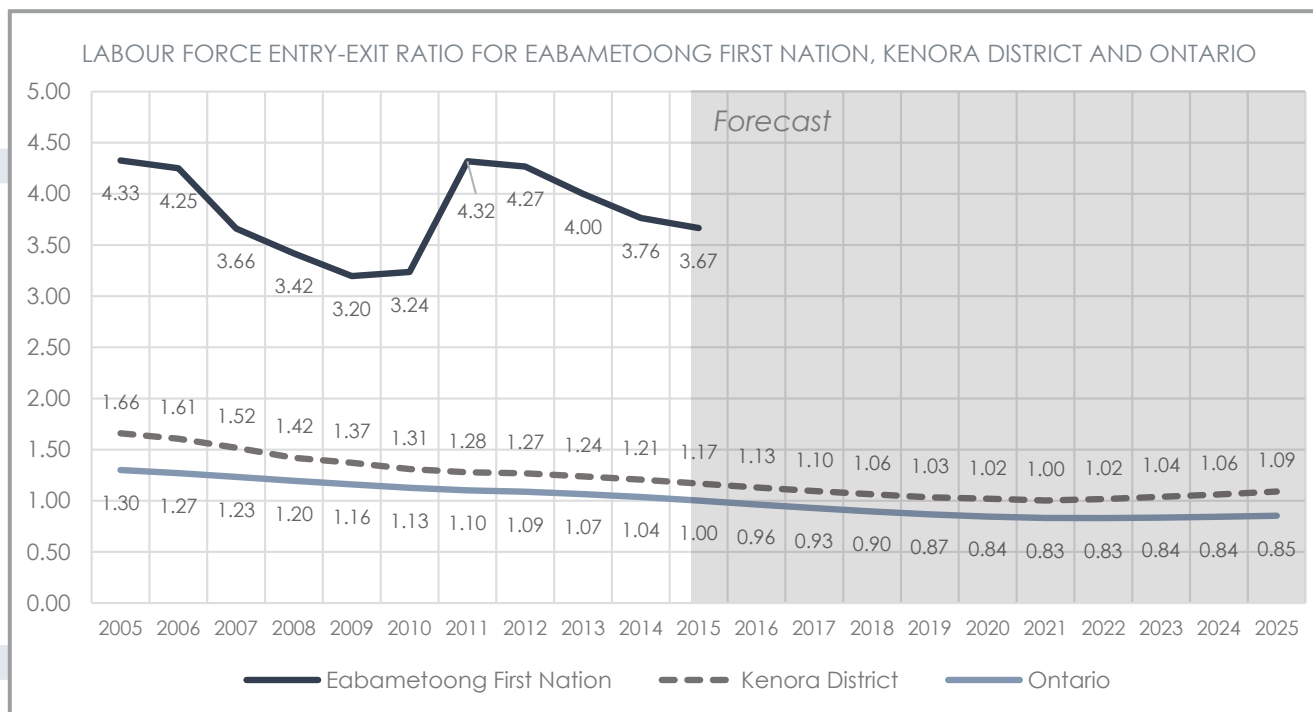


Source: Author's calculations based on Statistics Canada, Estimates of population



The labour force entry-exit ratio shows the number of workers ready to enter the workforce (i.e., 15 to 24 years old) to replace those who will be retiring in the coming years (i.e., 55 to 64 years old – Figure 3). In Eabametoong First Nation, the ratio of 3.67 in 2015 indicates that there are significantly more people entering the labour force than those reaching retirement age. Such a ratio indicates that, for every job created by the retirement of a worker, there are 2.67 jobs that still need to be created to absorb all potential workers in the market.

**FIGURE 3**



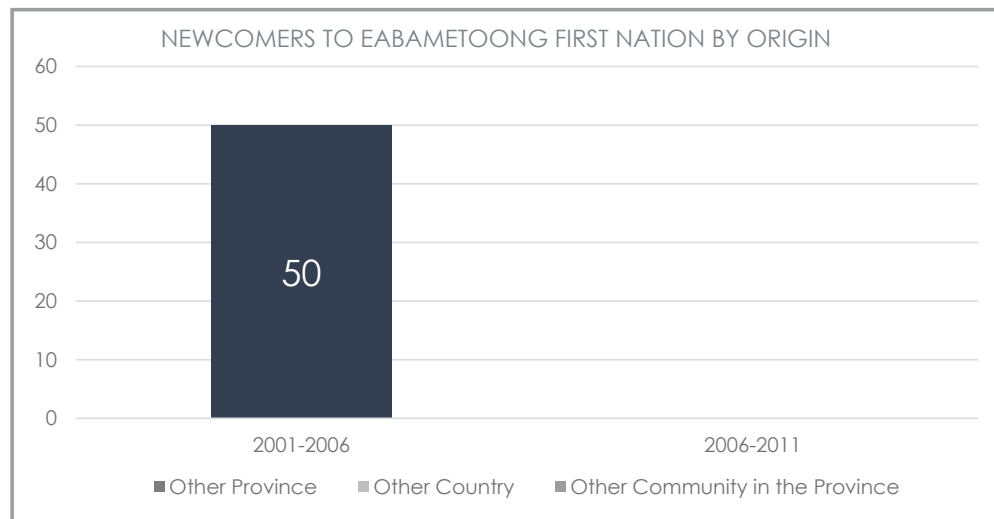
Source: Author's calculations based on Statistics Canada estimation of population and Ontario Ministry of Finance forecasts, spring 2016 population projections update, for the forecast

## 06. Migration

Migration patterns can influence the population changes in an area. An area's migration patterns can also reflect, and are dependent on, among other things, employment opportunities, quality of life, and the services available to community members.

There were no data available for newcomers to Eabametoong First Nation in the 2011 National Household Survey (data from 2006 is provided in Figure 4). However, new data may become available with the release of findings from the 2016 census on November 29, 2017, and could supplement what is available in this report.

**FIGURE 4**



Sources: Statistics Canada, Census, 2006, and National Household Survey, 2011

**TABLE 5**

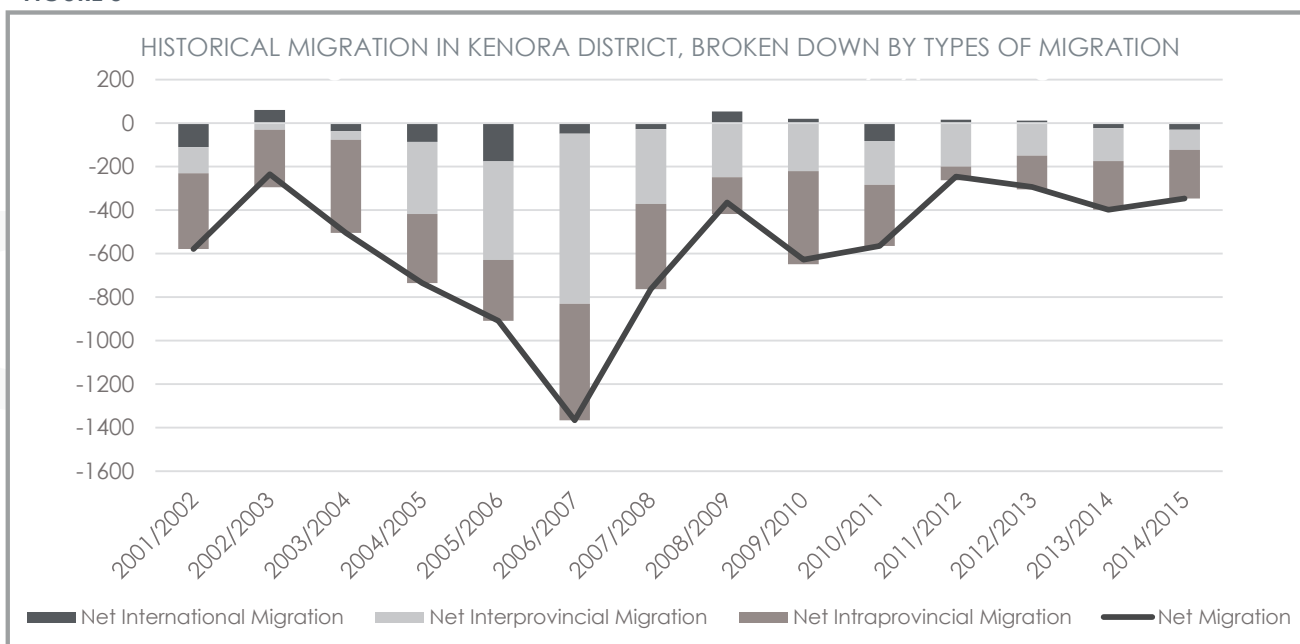
PERMANENT RESIDENTS BY INTENDED DESTINATION

Intended Destination	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Eabametoong First Nation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Kenora District	20	35	55	40	30	60	55	40	40	35

Source: Citizenship and Immigration Canada, Permanent Residents Rounded Data Cube, 2012

For the district of Kenora, the number of emigrants was greater than the number of immigrants, resulting in negative net migration (Figure 5), which applies a downward pressure on population growth. When looking at the districts of origin and destination of migrants (Tables 6 and 7), it is interesting to note that, although the district surrounding Winnipeg ranks second, Thunder Bay District is the primary community of destination and origin for Kenora District migrants.

**FIGURE 5**



Source: Author's calculations based on Statistics Canada, Components of population growth by census division, sex, and age group for the period from July 1-June 30 annually between 2001 and 2015, based on the Standard Geographical Classification (SGC), 2011, CANSIM Table: 051-0063

TABLE 6

10 LARGEST ORIGINATING CANADIAN DISTRICTS  
FOR IN-MIGRANTS BY AGE GROUP, 2012-2013

District of Origin of In-migrants	0-17	18-24	25-44	45-64	65+	TOTAL
Thunder Bay	132	51	126	59	8	376
Division No. 11 – Manitoba (Winnipeg Capital Region)	56	30	76	31	16	209
Rainy River	23	18	23	15	8	87
Cochrane	23	10	19	7	0	59
Algoma	10	4	18	8	3	43
Division No. 6 – Alberta (Calgary Region)	8	2	16	12	2	40
Toronto	4	4	16	4	2	30
Greater Sudbury	6	5	12	5	1	29
Ottawa	3	1	19	4	0	27
Division No. 22 – Manitoba (Swan River, Parkland Region)	7	7	10	1	0	25
<b>Total In-migrants</b>	<b>378</b>	<b>217</b>	<b>533</b>	<b>252</b>	<b>62</b>	<b>1,442</b>

Source: Taxfiler

TABLE 7

10 LARGEST CANADIAN DESTINATIONS  
FOR OUT-MIGRANTS BY AGE GROUP, 2012-2013

District of Destination of Out-migrants	0-17	18-24	25-44	45-64	65+	TOTAL
Thunder Bay	151	102	149	65	25	492
Division No. 11 – Manitoba (Winnipeg Capital Region)	54	50	64	30	27	225
Cochrane	40	11	33	10	2	96
Rainy River	12	8	17	13	1	51
Division No. 11 – Alberta (Edmonton Region)	6	13	20	7	1	47
Division No. 6 – Alberta (Calgary Region)	3	15	19	8	1	46
Simcoe	7	3	15	8	3	36
Nipissing	15	8	7	3	1	34
Algoma	10	5	11	4	3	33
Ottawa	4	10	13	5	1	33
<b>Total Out-migrants</b>	<b>431</b>	<b>335</b>	<b>576</b>	<b>281</b>	<b>124</b>	<b>1,747</b>

Source: Taxfiler

## 07. Education, Literacy, Skills, and Training

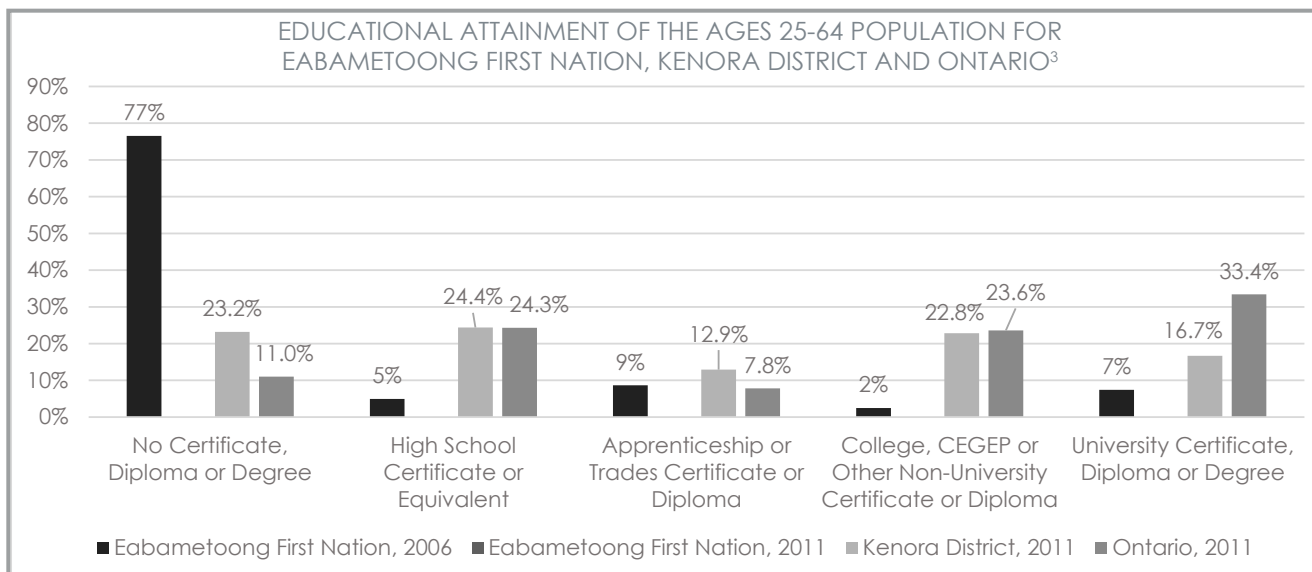
Employers often require education or experience to fill positions. Therefore, educational attainment and experience can be either a source of employment growth or a constraint if the skills available in the community do not match the local employment opportunities.

There were no education data available for Eabametoong First Nation in the 2011 National Household Survey. However, new data may become available with the release of findings from the 2016 census on November 29, 2017, and could supplement what is available in this report.

Figure 6 provides information for the community in 2006, and for Kenora District and Ontario in 2006 and 2011.



**FIGURE 6**



Source: Author's calculations based on Statistics Canada, Census, 2006, and National Household Survey, 2011

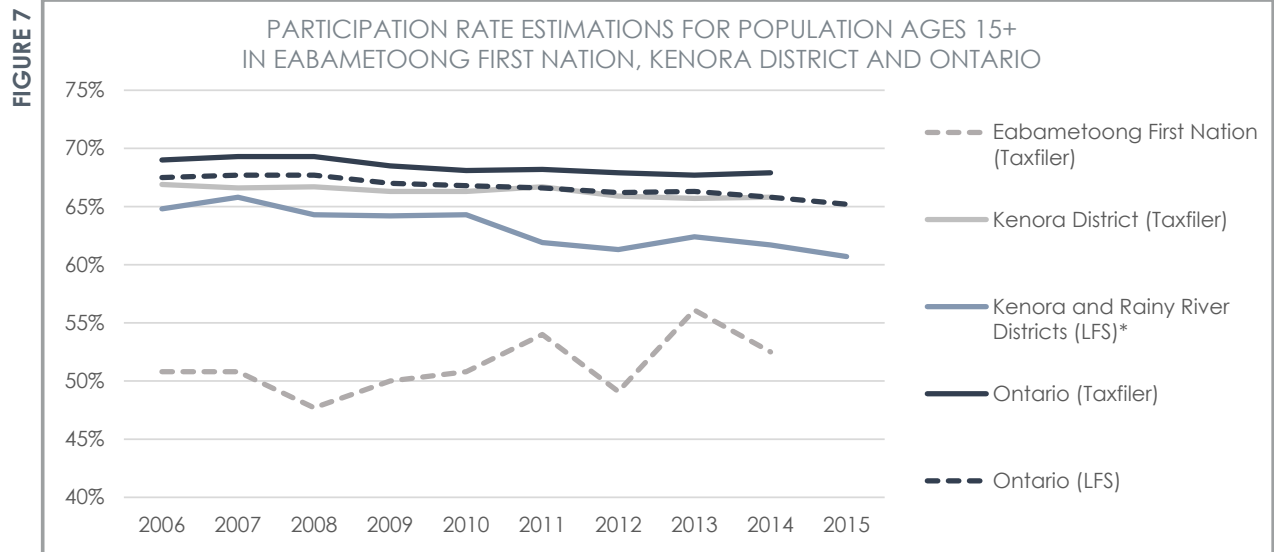
<sup>3</sup> The detailed definition of the qualifications included in each education category can be found at <http://www12.statcan.gc.ca/nhs-enm/2011/ref/dict/pop038-eng.cfm>  
For example, the category 'Apprenticeship or Trades Certificate or Diploma' includes registered apprenticeship certificates and Journeyperson's certificate. It also includes other trades certificates or diplomas, such as pre-employment or vocational certificates, and diplomas and brief trade programs completed at community colleges, institutes of technology, vocational centres, and similar institutions.

Unfortunately, there were no data available for educational achievement in the community or for school enrolment at the John C. Yesno Education Centre—the elementary-level institution in the community.

# ALIGNMENT

## 08. Labour Force Participation

Participation, employment, and unemployment rates reflect whether an individual is willing and able to find employment, and whether an employer is able and willing to hire them. All the previous indicators, and more, have an influence on a worker's ability to find a job and an employer's ability to find a worker.

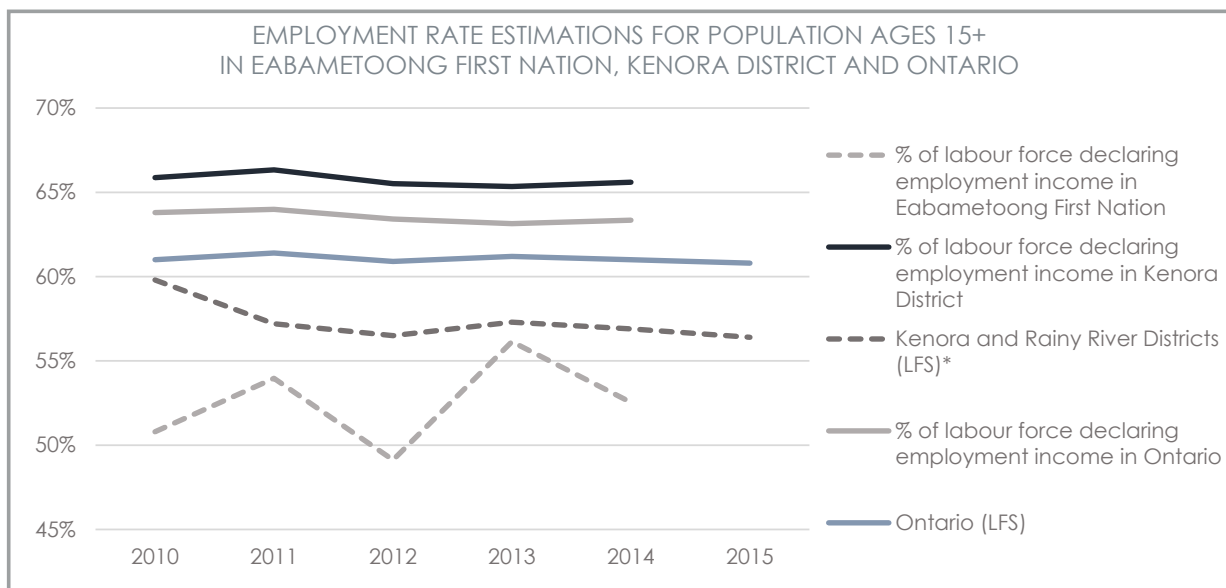


Sources: Taxfiler, participation rate calculated as the number of people receiving labour income in the total population over the age of 15; Labour Force Survey (LFS) two-year average estimates, participation rate calculated as the number of civilian, non-institutionalized persons age 15 or over who are employed or unemployed in the total population.

\* The district labour force status data available in the LFS for the Kenora District is grouped together with the data for Rainy River District



FIGURE 8



Sources: Author's calculations based on Taxfiler, number of people declaring employment income, and population estimates; and Statistics Canada, Labour Force Survey (LFS)

\* The labour force status data available in the LFS for the Kenora District are grouped together with the data for Rainy River District

The participation rate in the community was relatively stable from 2006 to 2015, varying only from 50.8 percent to 52.5 percent (Figure 7). The percentage of Eabametoong First Nation's labour force declaring employment income followed the same trend (Figure 8). However, data were not available on the proportion of the labour force declaring Employment Insurance.

It is important to note that the data provided here may not capture the informal labour market in the community and, therefore, may not provide a full picture of Eabametoong First Nation's economy.



## 09. Wages<sup>4</sup>

Wages—or the hourly rate an employee is compensated for their work—can have an impact on the capacity to attract candidates and to fill positions. On the other hand, if an area offers wages inferior to the rest of the province, it can be perceived as a competitive advantage and attract employers.

<sup>4</sup> For a more detailed analysis of salary comparison in the north, please see Sundmark, J. (2016). "Average salary comparison" [blog] Available at: [northernpolicy.ca](http://northernpolicy.ca)

**TABLE 8**

COMPARISON OF AVERAGE HOURLY WAGES BY OCCUPATION BETWEEN NORTHWESTERN ONTARIO AND ONTARIO			
Average Hourly Wages Offered by Occupation, 2015	Northwestern Ontario	Ontario	Difference
Professional occupations in health (except nursing)	\$ 70.73	\$ 48.71	\$ 22.01
Industrial, electrical & construction trades	\$ 28.49	\$ 22.06	\$ 6.43
Professional occupations in business & finance	\$ 32.85	\$ 26.74	\$ 6.11
Finance, insurance & related business administrative occupations	\$ 15.15	\$ 24.48	\$ -9.33
Professional occupations in natural & applied sciences	\$ 25.29	\$ 34.39	\$ -9.10
Retail sales supervisors & specialized sales occupations	\$ 16.00	\$ 23.46	\$ -7.46

Source: Author's calculations based on Statistics Canada, Job vacancy and wages survey, 2015 (average of all quarters)

## 10. Income

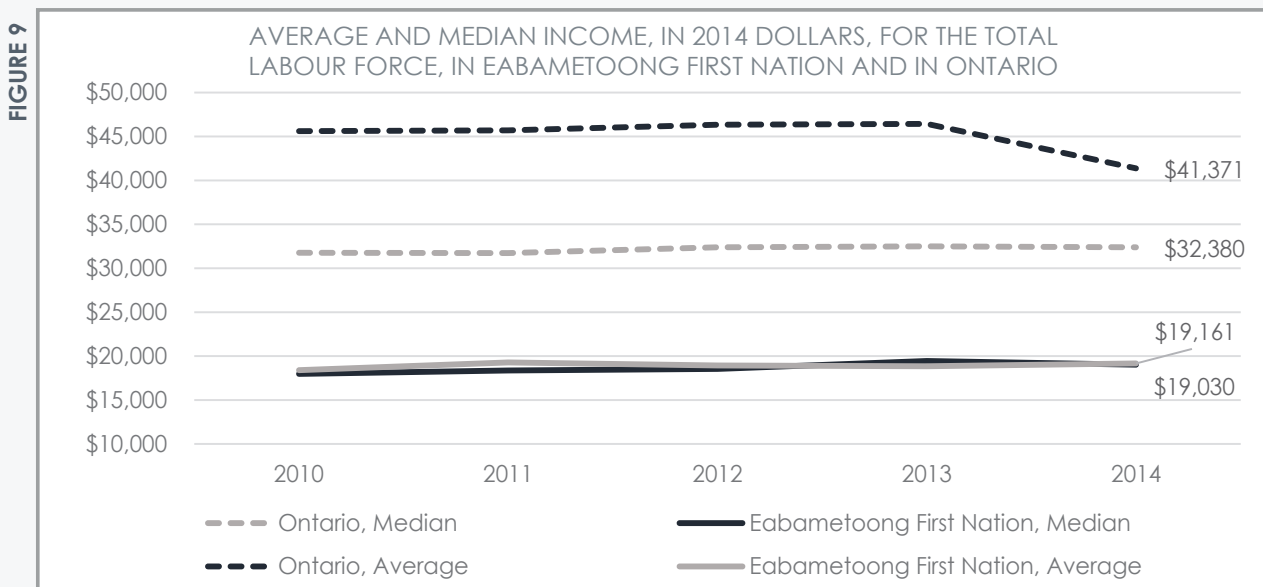
Average and median income indicate how well-off an area and its inhabitants are compared to others. Sources of income also provide information about how much of the community's income comes from the labour market and how much comes from other sources. As such, it can be an indication about the prevalence of employment and the sustainability of the community.

Average income depends on multiple factors, such as the type of jobs available (part-time or full-time) and/or the dominant industry in a community. In 2014, Eabametoong First Nation's average income (\$19,161) was very similar to its median income (\$19,030 – Figure 9). This suggests that income was relatively equally spread across the community, which contrasts with the province, where the spread between the average and median income was \$8,991. The province also

had higher levels of average (\$41,371) and median (\$32,380) income than the community in 2014.

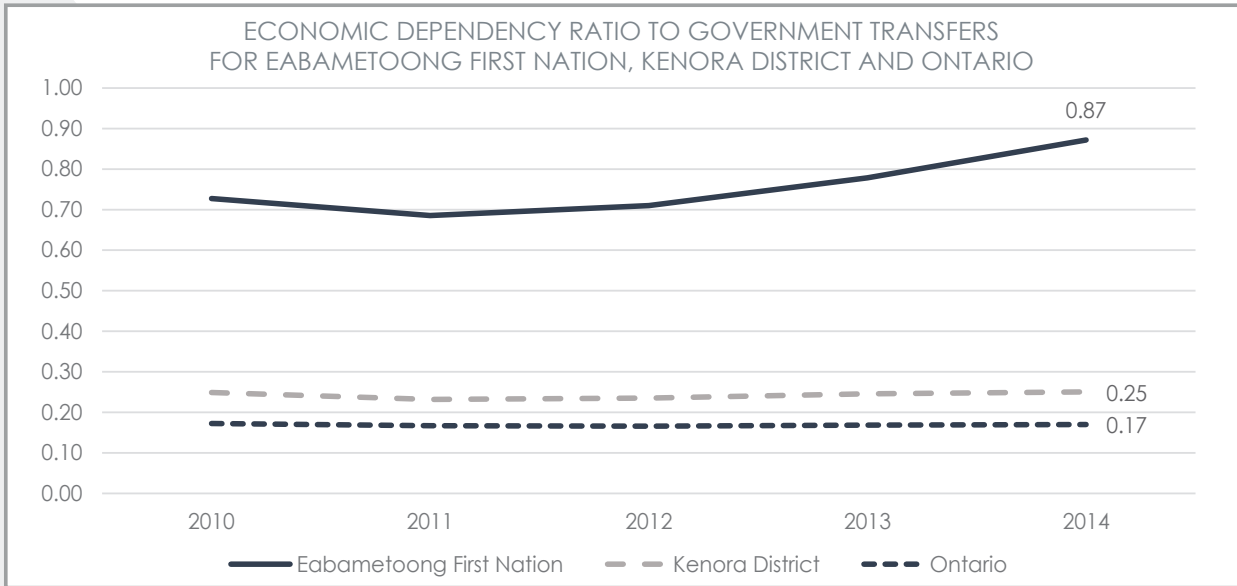
Additionally, the economic dependency ratio—the amount of government transfers received compared to the amount of income earned through employment—was much higher in the community than in the Kenora District and Ontario (Figure 10). Therefore, Eabametoong First Nation's income is more dependent on government transfers than that of the Kenora District or Ontario.

Although the exact composition of the transfer was unknown due to lack of data, it is possible to say that the Canada Child Tax Benefit and social assistance accounted for 16.3 percent and 13.0 percent respectively of the community's income and were significant components of total transfers to the community (Table 9).



Source: Author's calculation based on Taxfiler, Eabamet Lake "rural community" (postal code P0T 1L0) and Ontario; and Bank of Canada, Consumer Price Index

FIGURE 10



Source: Author's calculation based on Taxfiler, Eabametoong Lake "rural community" (postal code P0T 1L0), Kenora District, Ontario

**TABLE 9**

DISTRIBUTION OF THE INCOME OF THE COMMUNITY BY SOURCE OF INCOME			
Amount of Dollars by Source of Income, 2014	Eabametoong First Nation	Kenora District	Ontario
Wages/salaries/commissions only	X	66.7%	67.7%
Self-employment only	X	2.6%	4.3%
<b>Employment income</b>	<b>53.2%</b>	<b>69.3%</b>	<b>72.0%</b>
Employment Insurance	X	1.3%	1.1%
OAS/Net federal supplements	5.1%	3.8%	3.3%
CPP/QPP	0.5%	4.2%	3.9%
CCTB	16.3%	2.8%	1.1%
Workers compensation	X	0.8%	0.4%
Social Assistance	13.0%	1.9%	1.1%
Other government transfers	X	2.5%	1.3%
<b>Government transfers</b>	<b>46.4%</b>	<b>17.3%</b>	<b>12.2%</b>
Private pensions	X	8.1%	7.7%
RRSP	X	0.4%	0.4%
Investment	X	3.2%	5.3%
Other income	X	1.7%	2.5%
<b>Total income</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Source: Author's calculation based on Taxfiler, Eabamet Lake "rural community" (postal code P0T 1L0), Kenora District, Ontario

POPULATION



1,014 (2016)



245.59

SQUARE KILOMETRES  
IN THE ALBANY RIVER SYSTEM  
ACCESSIBLE BY PLANE,  
WATER, OR WINTER ROAD

51°33'N  
87°54'W

# EABAMETOONG FIRST NATION

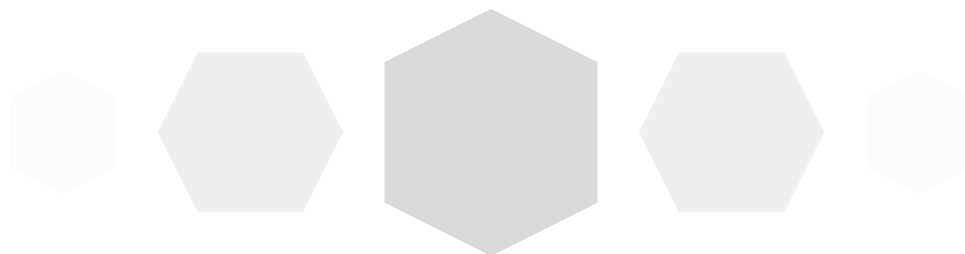


THE COMMUNITY HAS A  
**GROWING**  
LABOUR FORCE  
AND STRONG POTENTIAL

# CONCLUSION

---

Lack of data make it difficult to provide a full picture of Eabametoong First Nation, and it is possible there is significant traditional and non-traditional economic activity unrepresented in commonly used data sources. However, despite its relatively small size, this community has a growing labour force and thus strong potential for increased business activity. Yet, Eabametoong First Nation has a low job market participation rate, which may further complicate efforts to absorb the growing labour force. The ability to create employment and attract business will shape the future of the community.



**NOTE TO READERS:** Moving forward, the Community Labour Market Report Series will be replaced by Community Accounts. This online portal, [no.communityaccounts.ca](http://no.communityaccounts.ca), will provide reliable information on key economic and social indicators, broken down to the community, regional, provincial and national levels over census years 2001, 2006, 2011 and 2016. Community Accounts will be publically available to allow anyone to access data for their community in tables, charts and other formats.

**About the Local Employment Planning Council (LEPC):**

LEPC in Thunder Bay is a pilot project led by the North Superior Workforce Planning Board (NSWPB) with the support of Northern Policy Institute (NPI) as data and research partner. The LEPC uses community consultation, research, and evidence-based practices to spur innovation in workforce development in our region.

**About North Superior Workforce Planning Board (NSWPB):**

The North Superior Workforce Planning Board (NSWPB) is one of twenty-six Workforce Planning zones across Ontario, mandated through the Ministry of Advanced Education and Skills Development 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.

**About Northern Policy Institute (NPI):**

Northern Policy Institute is Northern Ontario's independent think tank. We perform research, collect and disseminate evidence, and identify policy opportunities to support the growth of sustainable Northern communities. Our operations are located in Thunder Bay, Sault Ste. Marie, and Sudbury. We seek to enhance Northern Ontario's capacity to take the lead position on socio-economic policy that impacts Northern Ontario, Ontario, and Canada as a whole.



**Local Employment**  
Planning Council

**NORTHERN**  
POLICY INSTITUTE

INSTITUT DES POLITIQUES  
**DU NORD**

This report was made possible in part through the support of the Northern Ontario Heritage Fund Corporation, the Province of Ontario and the Government of Canada. We greatly appreciate their generous support but emphasize the following: the views expressed in this report are those of the authors and do not necessarily reflect the opinions of the Institute, the Planning Board, our Directors, supporters, donors, partners, the Government of Canada, or the Government of Ontario. Quotation with appropriate credit is permissible.



This project is funded in part by the Government of Canada and the Government of Ontario.