



Community Labour Market Report

By Amandine Martel & José-Karl Noiseux



BIIGTIGONG NISHNAABEG 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 Biigtigong Nishnaabeg First Nation¹, 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. The number of employers, their 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, there were no data available on employers in Biigtigong Nishnaabeg First Nation.

¹ The community is also known by the name Ojibways of the Pic River First Nation.

02. Employment by Industry

The 2011 National Household Survey contained no data regarding employment by industry for Biigtigong Nishnaabeg 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 data² 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.

TABLE 1

EMPLOYMENT BY INDUSTRY, AND AS A PERCENTAGE OF TOTAL, 2011		Biigtigong Nishnaabeg (#)	Biigtigong Nishnaabeg (% of Total)	Thunder Bay 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	2.7	0.4
22	Utilities	n/a	n/a	1.2	0.9
23	Construction	n/a	n/a	6.1	6.1
31-33	Manufacturing	n/a	n/a	5.3	10.4
41	Wholesale trade	n/a	n/a	2.7	4.6
44-45	Retail trade	n/a	n/a	11.8	11.1
48-49	Transportation & warehousing	n/a	n/a	5.5	4.7
51	Information & cultural industries	n/a	n/a	1.9	2.7
52	Finance & insurance	n/a	n/a	2.7	5.6
53	Real estate & rental & leasing	n/a	n/a	1.5	2.0
54	Professional, scientific & technical services	n/a	n/a	4.8	7.7
55	Management of companies & enterprises	n/a	n/a	0	0.1
56	Administrative & support, waste management & remediation services	n/a	n/a	2.9	4.4
61	Educational services	n/a	n/a	9.1	7.5
62	Health care & social assistance	n/a	n/a	15.9	10.6
71	Arts, entertainment & recreation	n/a	n/a	2.0	2.0
72	Accommodation & food services	n/a	n/a	7.2	6.0
81	Other services (except public administration)	n/a	n/a	4.5	4.4
91	Public administration	n/a	n/a	10.3	7.0
	All Industries	n/a	-	-	-

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

²Data 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 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					
Goods-producing Sector	9,400	6,900	10,000	44.9	2.6
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
Services-producing Sector	30,800	31,400	29,800	-5.1	1.6
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
Total Employed	40,200	38,300	39,800	3.9	1.8

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 (CMA).

03. Employment by Occupation

There were no data available for employment by occupation for Biigtigong Nishnaabeg 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.

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.

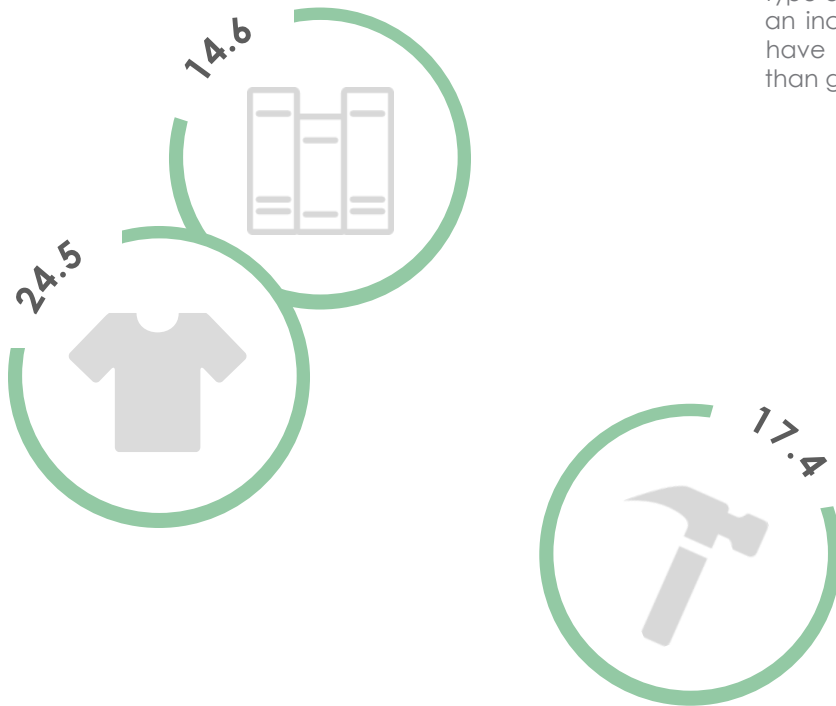


TABLE 3

EMPLOYMENT BY OCCUPATION, AND AS A PERCENTAGE OF TOTAL, 2011		Biigtigong Nishnaabeg (#)	Biigtigong Nishnaabeg (% of Total)	Thunder Bay District (% of Total)	Ontario (% of Total)
0	Management occupations	n/a	n/a	7.9	11.5
1	Business, finance & administration occupations	n/a	n/a	14.3	17
2	Natural & applied sciences & related occupations	n/a	n/a	5.9	7.4
3	Health occupations	n/a	n/a	7.9	5.9
4	Occupations in education, law & social, community & government services	n/a	n/a	14.6	12
5	Occupations in art, culture, recreation & sport	n/a	n/a	1.9	3.1
6	Sales & service occupations	n/a	n/a	24.5	23.2
7	Trades, transport & equipment operators & related occupations	n/a	n/a	17.4	13
8	Natural resources, agriculture & related production occupations	n/a	n/a	3.1	1.6
9	Occupations in manufacturing & utilities	n/a	n/a	2.7	5.2
All occupations		n/a	-	-	-

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
All occupations		40,200	38,300	39,800	3.9	1.8

Sources: Statistics Canada, Labour Force Survey, CANSIM Tables: 282-0157 and 282-0159, 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 (CMA).

04. Local Knowledge

This section features a summary of all jobs posted online in Biigtigong Nishnaabeg First Nation.³ 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.

³ 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

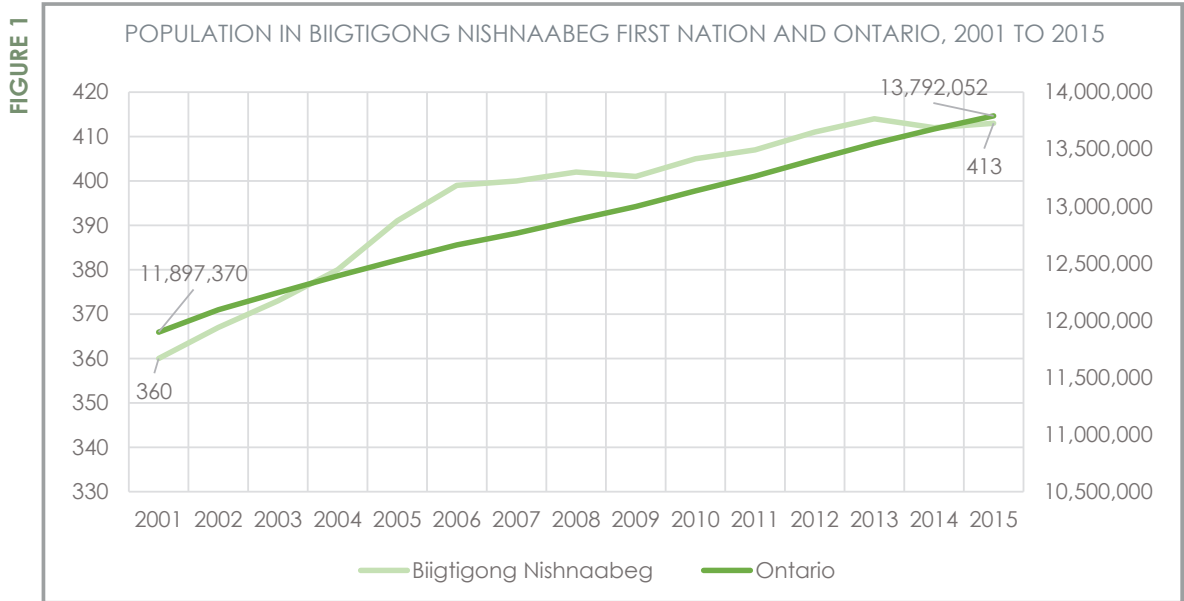
The fact that no jobs were posted online does not mean that there were no job opportunities in Biigtigong Nishnaabeg First Nation during this time. It may be that the online job boards monitored are not the ones used by employers, or that opportunities are communicated through different means, such as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

Biigtigong Nishnaabeg First Nation's population increased by 14.7 percent from 2001 to 2015 (Figure 1). During that same time, Ontario experienced a 15.9 percent increase in population. Meanwhile, the population in Biigtigong Nishnaabeg First Nation is younger than that of the Thunder Bay District and the province (Figure 2). Indeed, the proportion of individuals under 30 years old is higher in Biigtigong Nishnaabeg First Nation than in the District or in Ontario. On the other hand, the proportion of individuals ages 65 and over is lower in the community than in the District or the province.



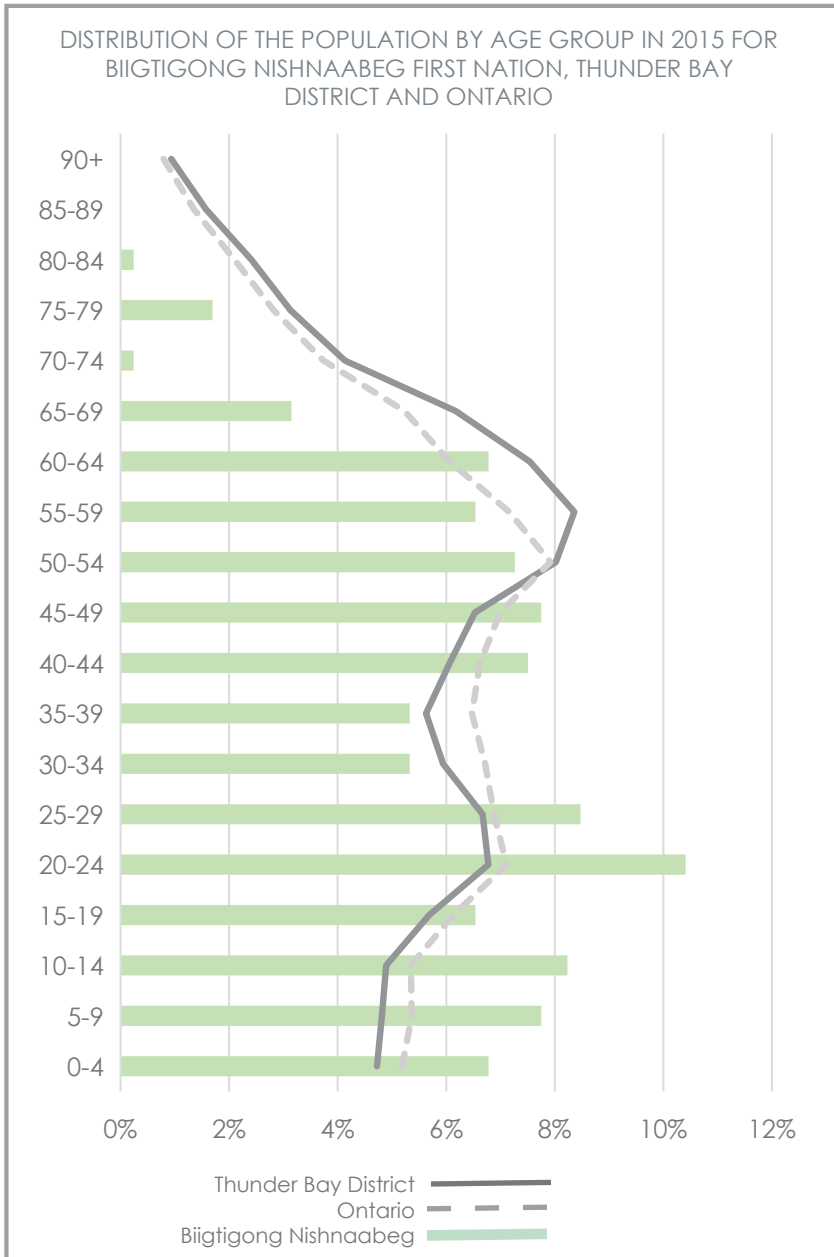
443

Total 2016 Population

Source: Statistics Canada, Census 2016



FIGURE 2



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

640

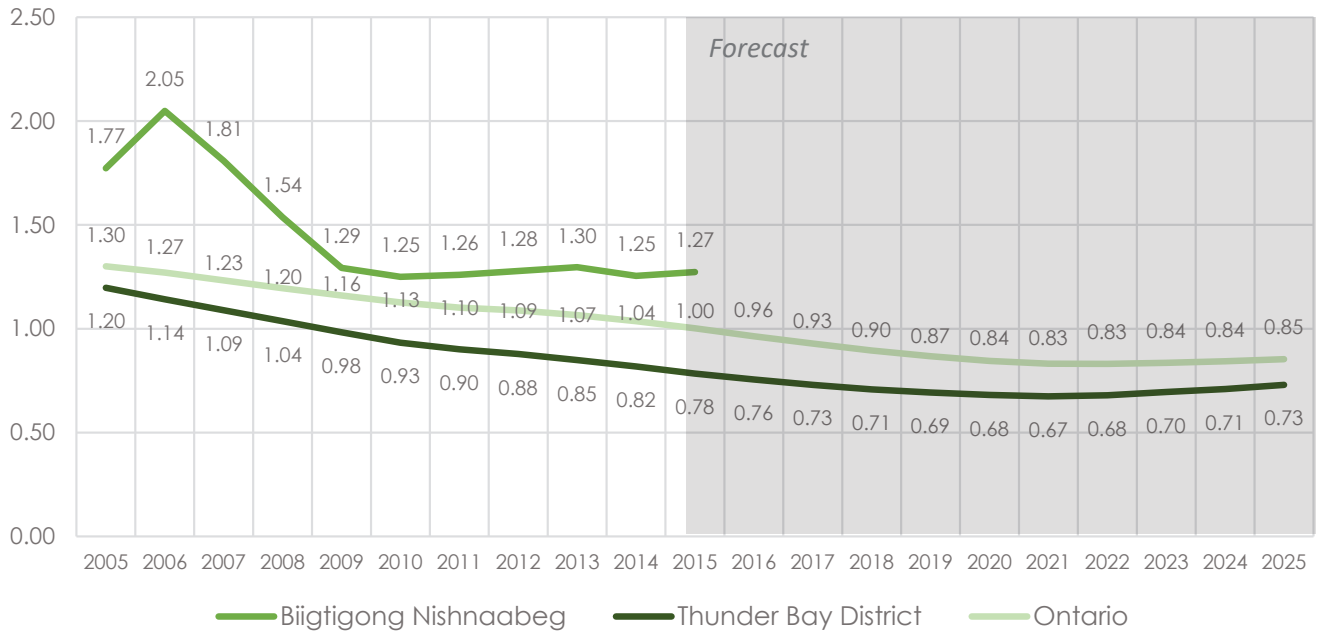
Registered population living off-reserve, January 2017

Source: Indigenous and Northern Affairs Canada

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). The ratio of 1.27 in Biigtigong Nishnaabeg First Nation indicates that there are significantly more people entering the labour force than those reaching retirement age. Although it has been decreasing since 2006, the ratio as it currently stands suggests that the community will not experience a shortage of workers in the near future.

FIGURE 3

LABOUR FORCE ENTRY-EXIT RATIO FOR BIIGTIGONG NISHNAABEG FIRST NATION,
THUNDER BAY DISTRICT AND ONTARIO

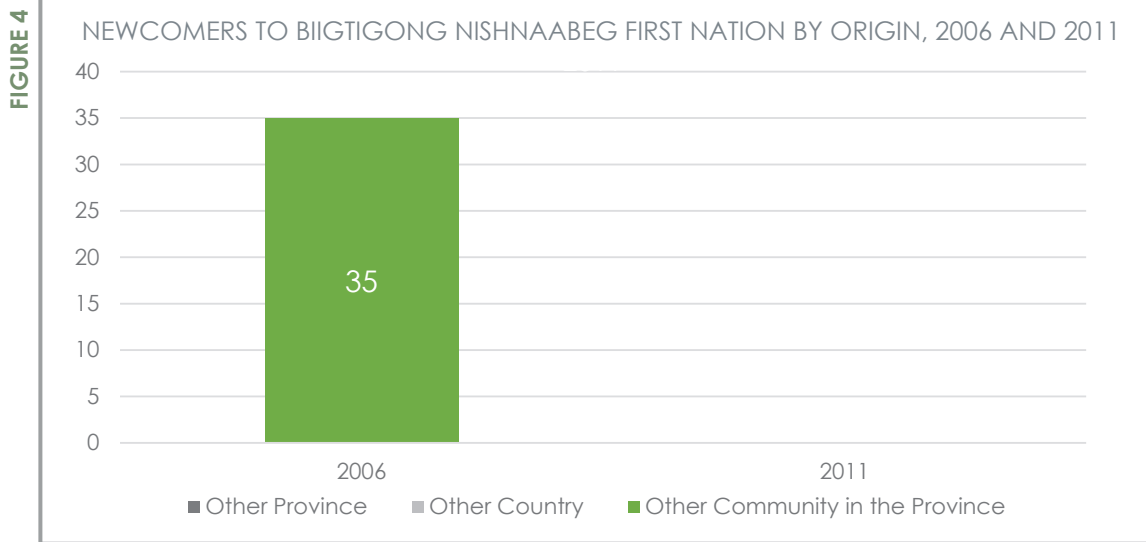


Source: Author's calculations based on Statistics Canada estimation of population and Ontario Ministry of Finance forecasts, spring 2016 population projections update, for the forecast

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 Biigtigong Nishnaabeg 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.



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

TABLE 5

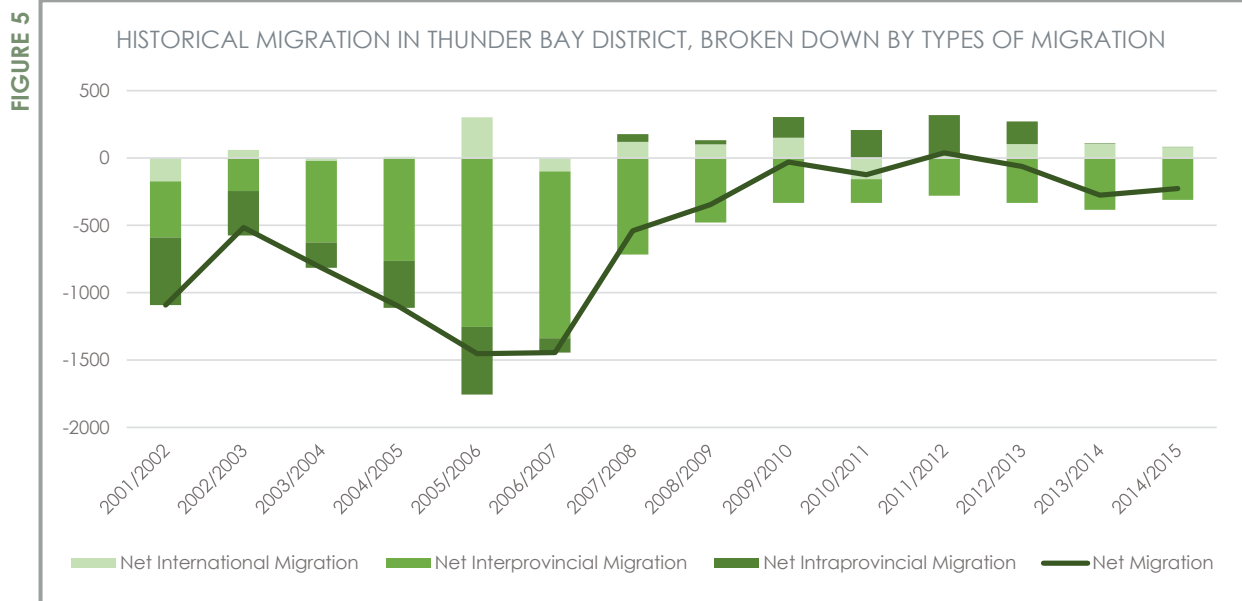
PERMANENT RESIDENTS BY INTENDED DESTINATION

Intended Destination	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Biigtigong Nishnaabeg First Nation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Thunder Bay District	140	150	130	190	160	150	130	155	125	105

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

For the Thunder Bay District, 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 the many exchanges that occur between the Thunder Bay District and districts west of Thunder Bay, such as Kenora and Rainy River, or even districts in Alberta and Manitoba.



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 COMMUNITIES FOR IN-MIGRANTS BY AGE GROUP, 2012-2013						
District of Origin of In-migrants	0-17	18-24	25-44	45-64	65+	TOTAL
Kenora	151	102	149	65	25	492
Toronto	28	25	80	22	15	170
Rainy River	30	27	42	16	15	130
Division No. 11 - Manitoba	17	12	42	22	11	104
Algoma	15	13	40	22	8	98
Ottawa	21	11	53	9	3	97
Division No. 6 - Alberta	28	10	39	14	2	93
Simcoe	19	15	29	16	7	86
Greater Sudbury / Grand Sudbury	20	10	35	12	7	84
Cochrane	21	11	29	9	4	74
Total In-migrants	599	452	1,060	417	180	2,708

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
Kenora	132	51	126	59	8	376
Toronto	7	51	83	13	9	163
Division No. 6 - Alberta	22	17	72	17	12	140
Division No. 11 - Alberta	25	26	54	23	5	133
Ottawa	18	24	50	21	5	118
Algoma	32	12	38	17	4	103
Division No. 11 - Manitoba	21	18	42	16	4	101
Greater Vancouver	6	19	45	8	4	82
Rainy River	23	10	21	19	8	81
Cochrane	13	10	26	17	7	73
Total Out-migrants	596	464	1,162	495	157	2,874

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 Biigtigong Nishnaabeg 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 Thunder Bay District and Ontario in 2006 and 2011.

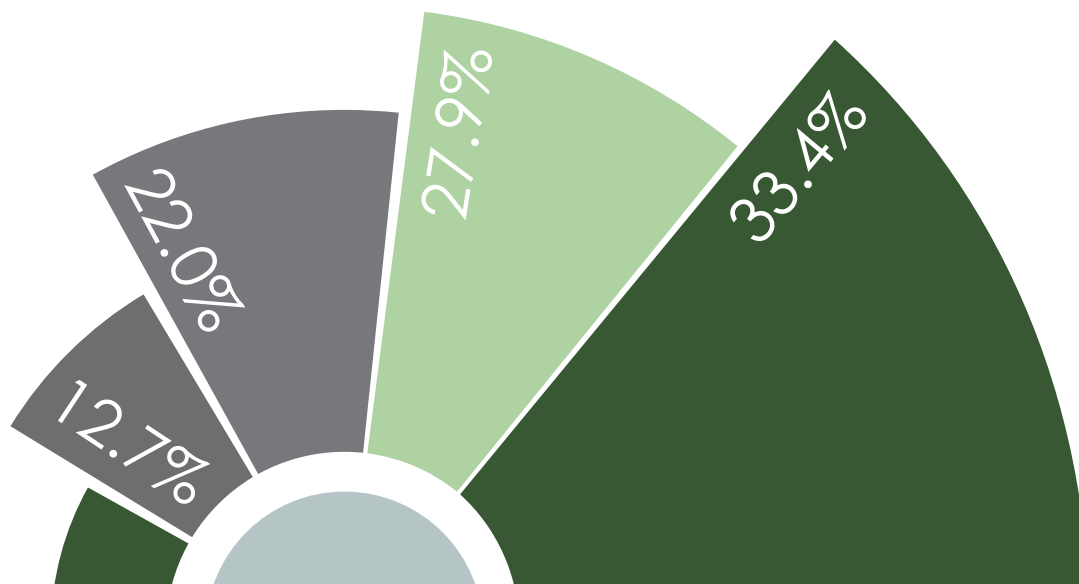
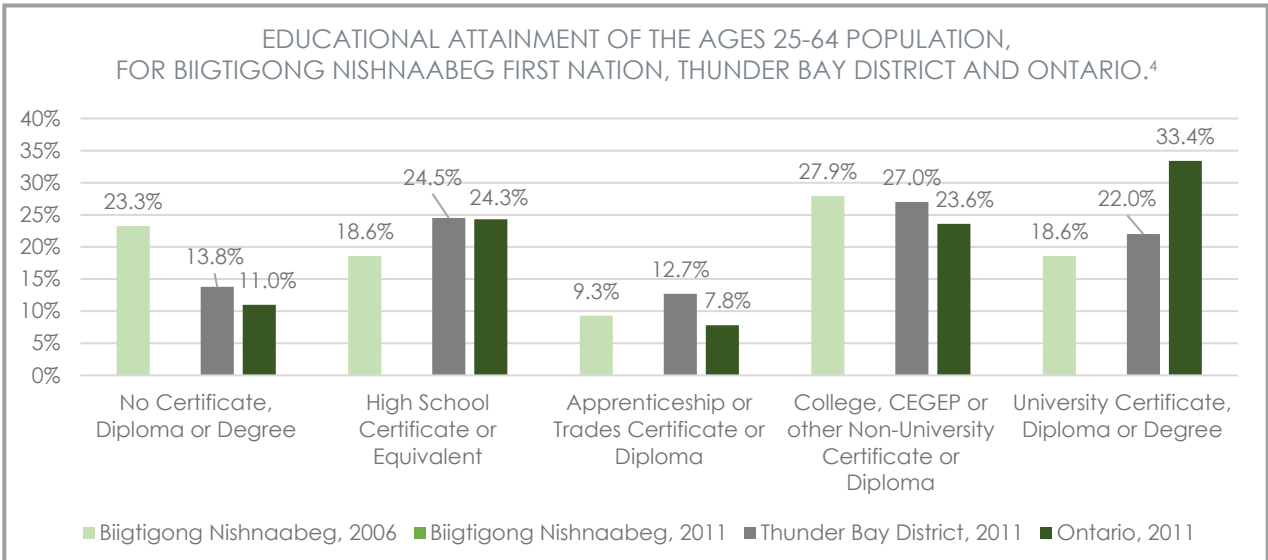


FIGURE 6



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

⁴The 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 Journey person'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, data were not available for school enrolment in Biigtigong Nishnaabeg First Nation's elementary and secondary schools.

ALIGNMENT

Biigtigong Nishnaabeg First Nation labour force status and income data were only available for the general population in inter-census years as part of the postal code area of Heron Bay Region (P0T 1R0), which includes the Biigtigong Nishnaabeg First Nation reserve and its surroundings in Heron Bay.

08. Labour Force Participation

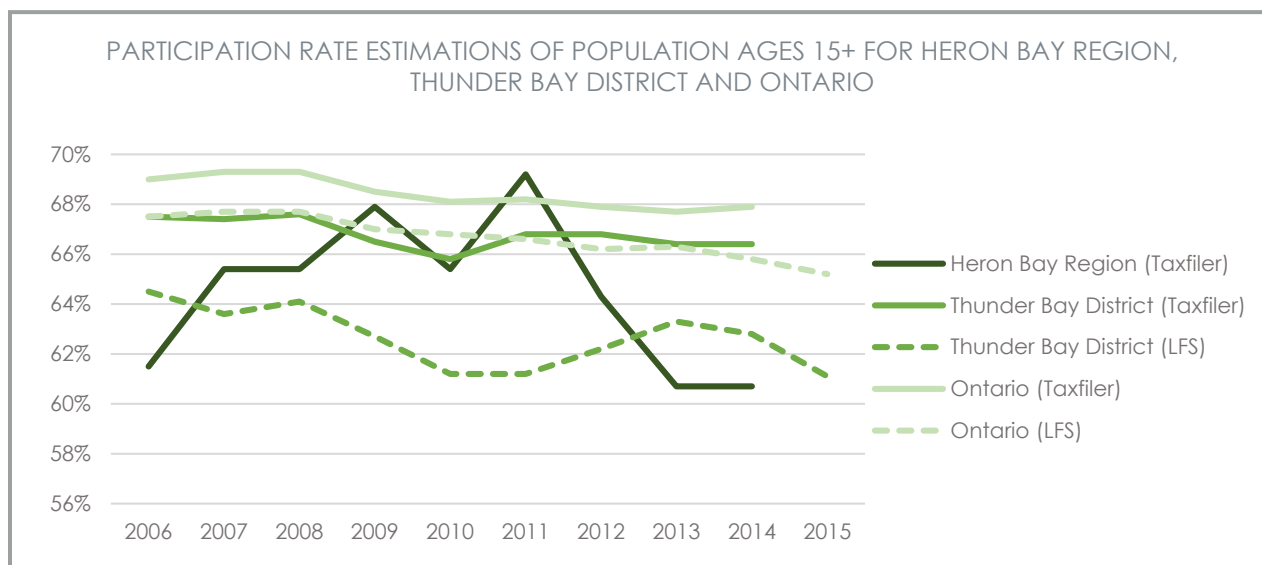
Participation, employment, and unemployment rates reflect whether an individual is willing and able to find employment, and whether an employer is able and willing to hire them. All the previous indicators, and more, have an influence on a worker's ability to find a job and an employer's ability to find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

From 2006 to 2015, the participation rate in Heron Bay Region fluctuated greatly. However, the small population size means that changes in employment status at the individual level can have a much larger impact. Amid these fluctuations, the participation rate grew between 2006 and 2011 (from 61.5 percent to 69.2 percent), but decreased sharply between 2011 and 2014 (from 69.2 percent

to 60.7 percent - Figure 7). The participation rate was driven down mainly by a reduction in the percentage of the labour force declaring employment income, which declined from 69.2 percent in 2011 to 61 percent in 2014 (Figure 8). At the same time, the percentage of the labour force declaring receipt of Employment Insurance decreased from 15.4 percent in 2011 to 10.7 percent in 2013 (Figure 9).

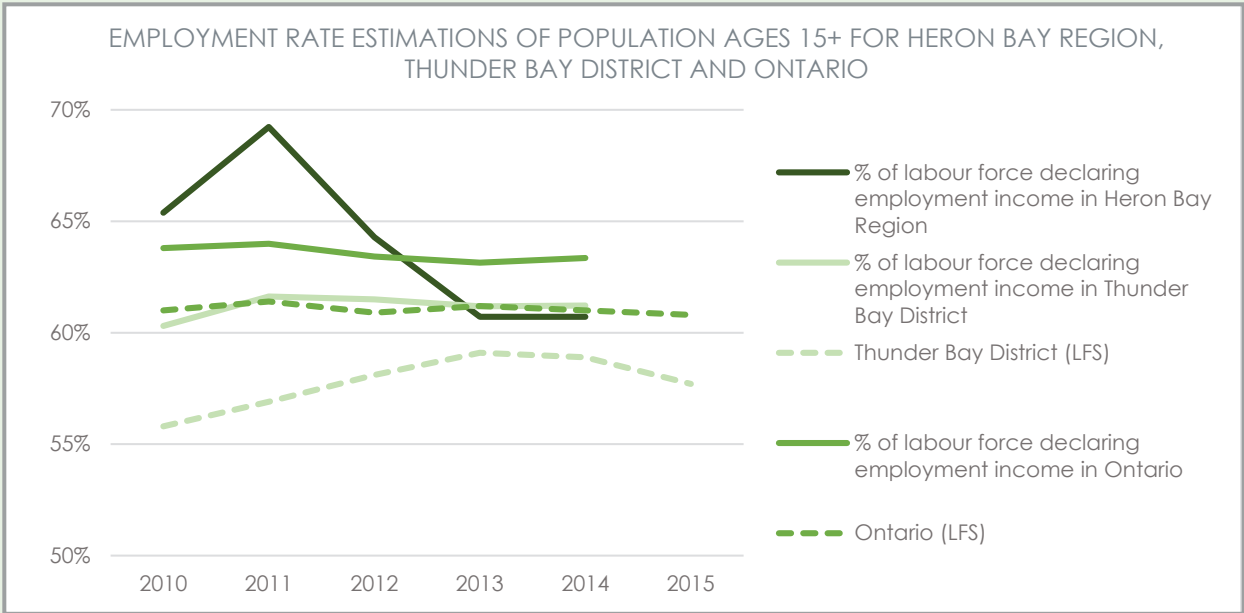
However, it is important to note that because employment earnings do not capture all the different forms and definitions of work beyond the formal sense, these numbers may not quite reflect the realities of Bigtigiog Nishnaabeg First Nation.

FIGURE 7



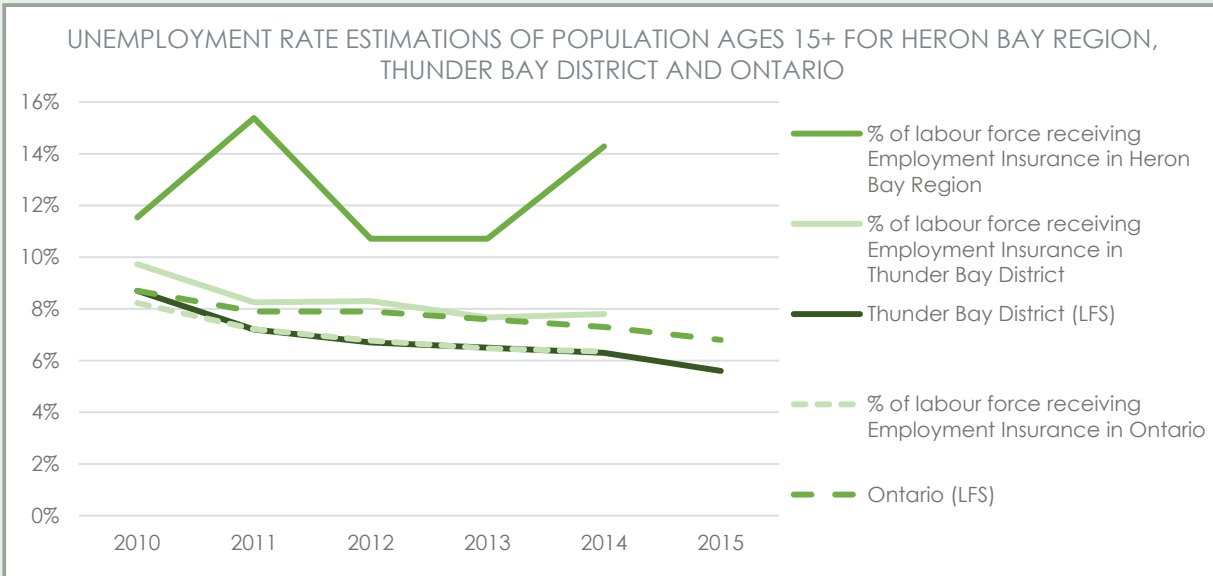
Sources: Taxfiler, participation rate calculated as the number of people receiving labour income in the total population over the age of 15; Labour Force Survey (LFS) two-year average estimates, participation rate calculated as the number of civilian, non-institutionalized persons age 15 or over who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

FIGURE 8



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

FIGURE 9



Sources: Author's calculations based on Taxfiler, number of people declaring Employment Insurance (EI), and estimates of population; Statistics Canada, Labour Force Survey (LFS) two-year average estimates

09. Wages⁵

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 a position. 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.

⁵ For a more detailed analysis of salary comparison in the North, please see Sundmark, J. (2016). "Average salary comparison" [blog]. Available at: northernpolicy.ca

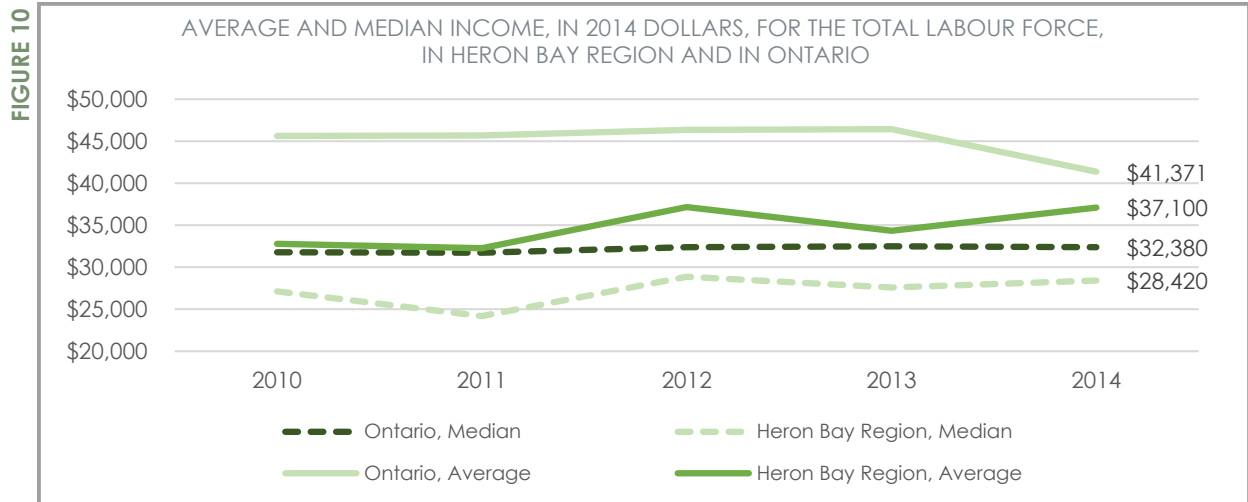
TABLE 8

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.



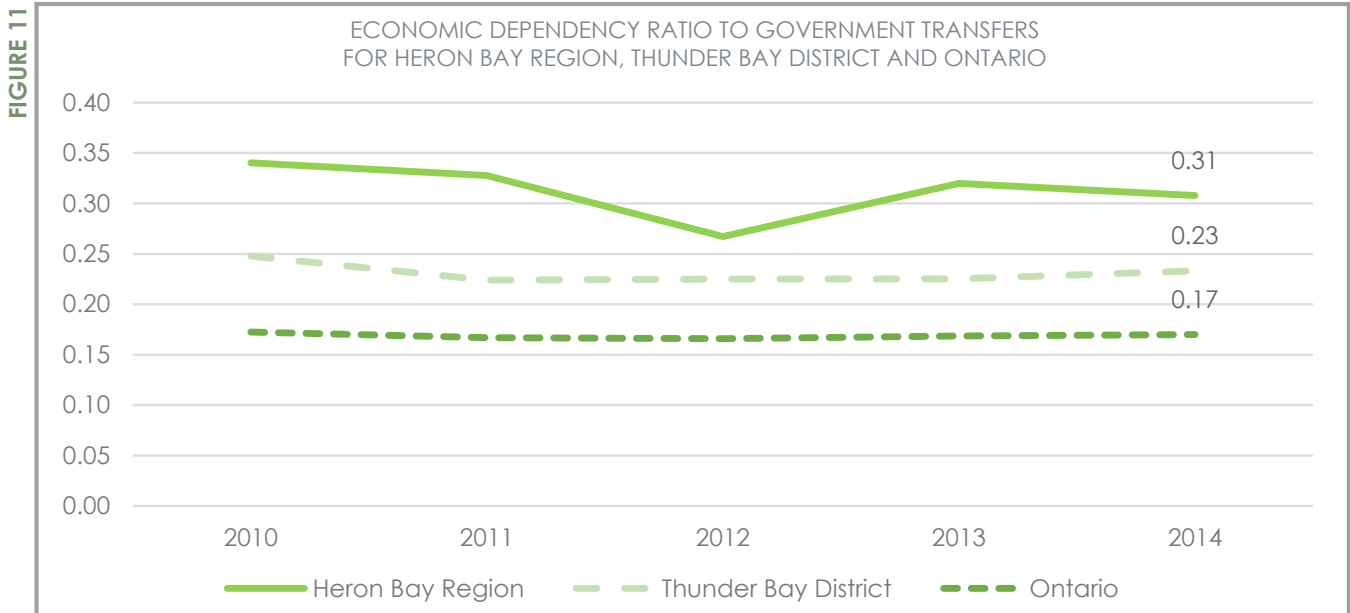
Source: Author's calculations based on Taxfiler, Heron Bay "rural community," comprised of postal code P0T 1R0, and Ontario and the Bank of Canada, Consumer Price Index.

Average income depends on multiple factors, such as the type of jobs available (part-time or full-time) and the dominant industry in a community. From 2010 to 2014, both average and median income increased slightly in the Heron Bay Region, yet remained stable or decreased at the provincial level (Figure 10). In 2014, average income for the Heron Bay Region (\$37,100) was lower than that of the province (\$41,371), as was the median income (\$28,420 versus \$32,380).



NISHNAABEG

Furthermore, the economic dependency ratio—the amount of government transfers received compared to the amount of income earned through employment—in the Heron Bay Region is higher than that of both the Thunder Bay District and the province (Figure 11). Therefore, Heron Bay Region's income is more dependent on government transfers than the Thunder Bay District and Ontario. The exact composition of these transfers was not known due to a lack of data. Nonetheless, available data suggest that the Old Age Security and Canada Pension Plan benefits received by the Heron Bay Region were similar in proportion to that of Ontario, but the proportion of Children Tax Benefits was higher (Table 9). This distribution reflects the age structure of the community. Interestingly, the proportion of the labour force declaring employment income was close to that of the province.



Source: Author's calculations based on Taxfiler, Heron Bay "rural community," comprised of postal code P0T 1R0, Thunder Bay District, and Ontario.



TABLE 9

DISTRIBUTION OF THE INCOME OF THE COMMUNITY BY SOURCE OF INCOME			
Amount of Dollars by Source of Income, 2014	Heron Bay Region	Thunder Bay District	Ontario
Wages/salaries/commissions only	X	64.9%	67.7%
Self-employment only	X	2.3%	4.3%
Employment income	71.1%	67.2%	72.0%
Employment Insurance	2.0%	1.4%	1.1%
OAS/Net federal supplements	3.6%	3.8%	3.3%
CPP/QPP	3.9%	5.4%	3.9%
CCTB	3.7%	1.1%	1.1%
Workers compensation	X	1.0%	0.4%
Social Assistance	3.9%	1.5%	1.1%
Other government transfers	X	1.4%	1.3%
Government transfers	21.9%	15.7%	12.2%
Private pensions	3.8%	10.6%	7.7%
RRSP	X	0.4%	0.4%
Investment	0.7%	3.8%	5.3%
Other income	X	2.3%	2.5%
Total income	100.0 %	100.0%	100.0%

Source: Author's calculations based on Taxfiler, Heron Bay "rural community," comprised of postal code P0T 1R0, Thunder Bay District, and Ontario. 'X' indicates suppressed data.

POPULATION 443



(2016)



108.3KM²

AT THE MOUTH
OF THE PIC RIVER
ON THE NORTH SHORE
OF LAKE SUPERIOR

48°38'N
86°16'W

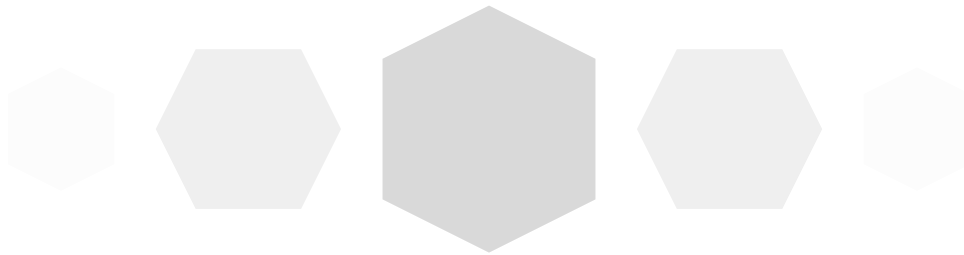
BIIGTIGONG NISHNAABEG FIRST NATION



THE ABILITY TO
CREATE EMPLOYMENT
AND ATTRACT BUSINESS
TO THE REGION
IS AN ADVANTAGE
FOR THE COMMUNITY

CONCLUSION

Given the lack of data available on Biigtigong Nishnaabeg First Nation, and given that some economic activity could be of a nature that would not be captured in commonly used data sources, it is difficult to provide a full picture of the community. Yet, what is available indicates that, despite its small size, Biigtigong Nishnaabeg First Nation has a few advantages, such as a young labour force and access to other communities via Highway 17. Despite this, the community currently faces a low participation rate in the job market, which may result in additional challenges to absorb the future labour force. Biigtigong Nishnaabeg First Nation's ability to create employment and attract business to the region will determine its future economic prospects.



NOTE TO READERS: Moving forward, the Community Labour Market Report Series will be replaced by Community Accounts. This online portal, 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.



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