



North Superior
Workforce Planning Board

Building a Superior Workforce:

2015 – 2017 Local Labour Market Plan

2016 Update

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The Labour Market Analysis included in this Local Labour Market Plan was completed in partnership with Northern Policy Institute and authored by James Cuddy, NPI Research Coordinator. The views expressed in this document are those of the authors and do not necessarily reflect the opinions of Northern Policy Institute its Board of Directors or its supporters.

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EMPLOYMENT ONTARIO

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

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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-six 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



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EXECUTIVE SUMMARY 2015



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Thunder Bay and region is facing a challenging demographic shift and having current and accurate information from the North Superior Workforce Planning Board's Local Labour Market Plan is essential as we develop initiatives to solve, what is in my opinion, our looming labour crisis.

Doug Murray, CEO, Thunder Bay Community Economic Development Corporation

EXECUTIVE SUMMARY

North Superior Workforce Planning Board's (NSWPB) Local Labour Market Plan (LLMP), 2015-2017 Update, is a report to present our plan in response to the Ministry of Training, Colleges and Universities' (MTCU) strategic direction for local planning as outlined below:

- 1) Ensure access to accurate, timely and relevant labour market information as the basis for evidence based analysis and community planning;
- 2) Engage employers to help identify skill gaps, employment opportunities, training needs and other "demand side" labour market issues and highlight Employment Ontario programs that can help address "demand side" needs, for example the Canada-Ontario Job Grant or Apprenticeship;
- 3) Using Employment Ontario program data and other "supply side" information, such as our annual EmployerOne Survey, as evidence, support greater insight into barriers to employment and stronger linkages among local employment services through partnership activities that focus on local workforce development needs.

In addition to developing the annual LLMP we have developed partnership projects that address local labour market issues and facilitate service coordination with service providers and local systems managers. The Local Labour Market Analysis in Part I provides analysis of statistics concerning our district's population, migration, labour force and labour market characteristics and Employment Ontario program statistics.

Populations included are for all communities within the North Superior Workforce Planning Board catchment area as well as population projections from the Ministry of Finance for the next 25 years. Migration statistics will identify numbers and destination locations of individuals moving into or leaving the Thunder Bay district. This is followed by the district's labour force status along with labour market characteristics such as educational attainment, skills, employer characteristics and job vacancies.

The final segment within our analysis reviews the full suite of programs and services made available to

the public through MTCU's employment and training network – Employment Ontario. The local boards are provided with raw data from the Employment Ontario network and tasked each year to include an analysis of these programs to assist in local labour market planning initiatives.

Population statistics are monitored and reported upon to track and demonstrate decline or growth in population and this continues to be one of the indicators we include in our annual Local Labour Market Plan. There is a great deal of speculation and interest as to what will happen to the economy when the Baby Boomers exit the workforce. You've probably been involved in a few discussions on this issue as well. You're not alone. In addition to this issue provoking thought and discussion, it is also the topic of many current books with authors wrangling with the impact of this issue and how best to mitigate the looming Baby Boomer retirements. In one such book entitled "When the Boomers Bail: A Community Economic Survival Guide" (Mark Lautman, 2009) he tries to convince us that "we are looking at a catastrophic shortage of qualified labour" when the Boomers retire. Lautman goes on to say that "if enough people understand the gravity of the situation, community dialogue will change. Only then will priorities change and solutions come." By including the population projections and introducing the Demographic Dependency Ratio, our intent was not to scare you or to suggest that we are in agreement with Mr. Lautman's statement concerning the severity of the qualified labour shortage, but rather to start the discussion. Because working with a broad and diverse representation of the communities in our district, NSWPB values and has realized the power of collaboration. We respectfully ask that you join in on the discussion and our local labour market planning process. We may not agree with everything in Mr. Lautman's book; however, we have seen transformative change when communities and all the constituents are engaged and involved in identifying the issue, options to address the issue and implementing local solutions. We not only look forward to the discussion, but to working with you on this or any issue impacting the workforce or the economy of the Thunder Bay district.

2016

LOCAL LABOUR MARKET ANALYSIS



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NSWPB's research reports and specifically the Local Labour Market Plan continue to be valuable resources for the Greenstone area. Their labour market analysis and community specific data as well as their outreach efforts in the District provide an opportunity for all community stakeholders to become involved in their planning process and moving our community forward in workforce issues.”

Sylvie Goulet, Executive Director, Greenstone Economic Development Corporation

OVERVIEW

This section of the report gathers, analyzes and interprets a variety of local labour market indicators and other data for the NSWPB area in order to understand the challenges and opportunities the region is facing today and in the future. Specifically, this section will look at population, migration, sustainability, labour force and labour market characteristics and Employment Ontario (EO) program statistics.

This section uses a variety of data generated through Statistics Canada including the Census and National Household Survey (NHS), the Labour Force Survey (LFS), the Job Vacancy and Wage Survey (JVWS), Canadian Business Counts (CBC), as well as population projections generated by the Ontario Ministry of Finance (MOF) and statistics on Employment Ontario (EO) program data generated by the Ontario Ministry of Training, Colleges and Universities (MTCU).

POPULATION

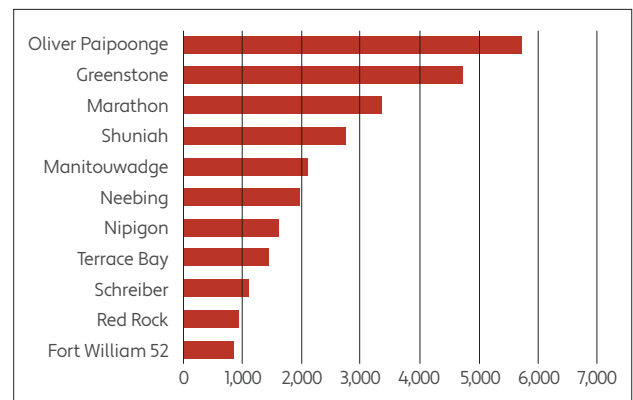
According to the 2011 Census and NHS there is a total of 146,057 individuals within the Thunder Bay district and 2,520 individuals within the five Kenora district communities that fall outside of the Thunder Bay district but within the NSWPB area (Appendix, **Table A.1**). The City of Thunder Bay is the largest community in the Thunder Bay district, making up roughly 74 percent (108,357 individuals) of the total population in the NSWPB area. Oliver Paipoonge, Greenstone and Marathon are the next largest communities, while Fort William is the largest First Nation reserve and the twelfth largest community in the Thunder Bay district, with nearly 900 individuals (**Figure 1.1**).

All of the five Kenora district communities within the NSWPB area are First Nation reserves or settlements. As shown in **Figure 1.2**, Eabametoong is the largest of the five communities with 1,085 individuals. The second largest is Webequie with 670 individuals, followed by Nibinamik, Neskantaga and Marten Falls, respectively.

Population Projections

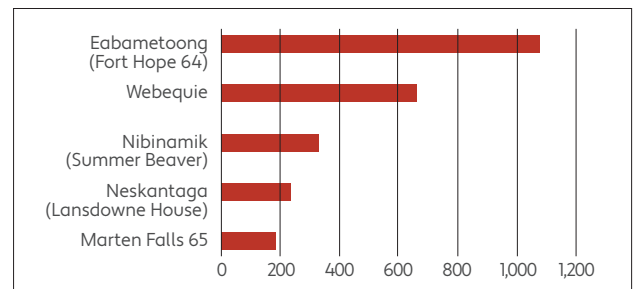
Population projections for the district of Thunder Bay as generated by the Ministry of Finance (Ontario 2014) indicate that there will be negligible population growth over the next decade, followed by a decline in population up to 2041 (**Figure 1.3**). From 2015 to 2041, population is expected to decline by over 3,500 individuals, or 2.5 percent.

Figure 1.1. Largest communities in Thunder Bay district by population (excluding City of Thunder Bay)



Source: Statistics Canada 2011 Census of Canada

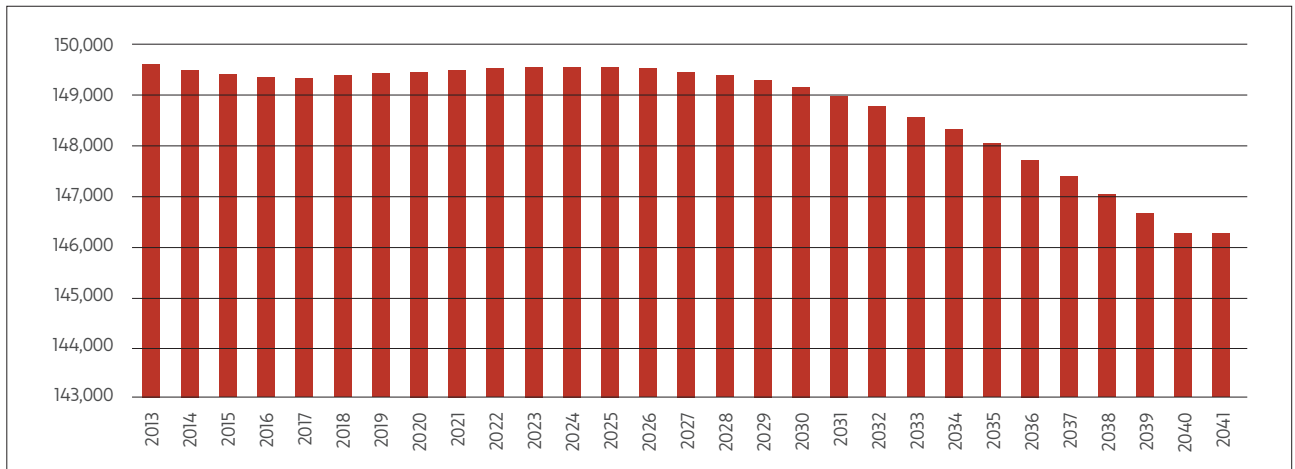
Figure 1.2. Population of the five Kenora district communities within NSWPB area



Source: Statistics Canada 2011 Census and NHS

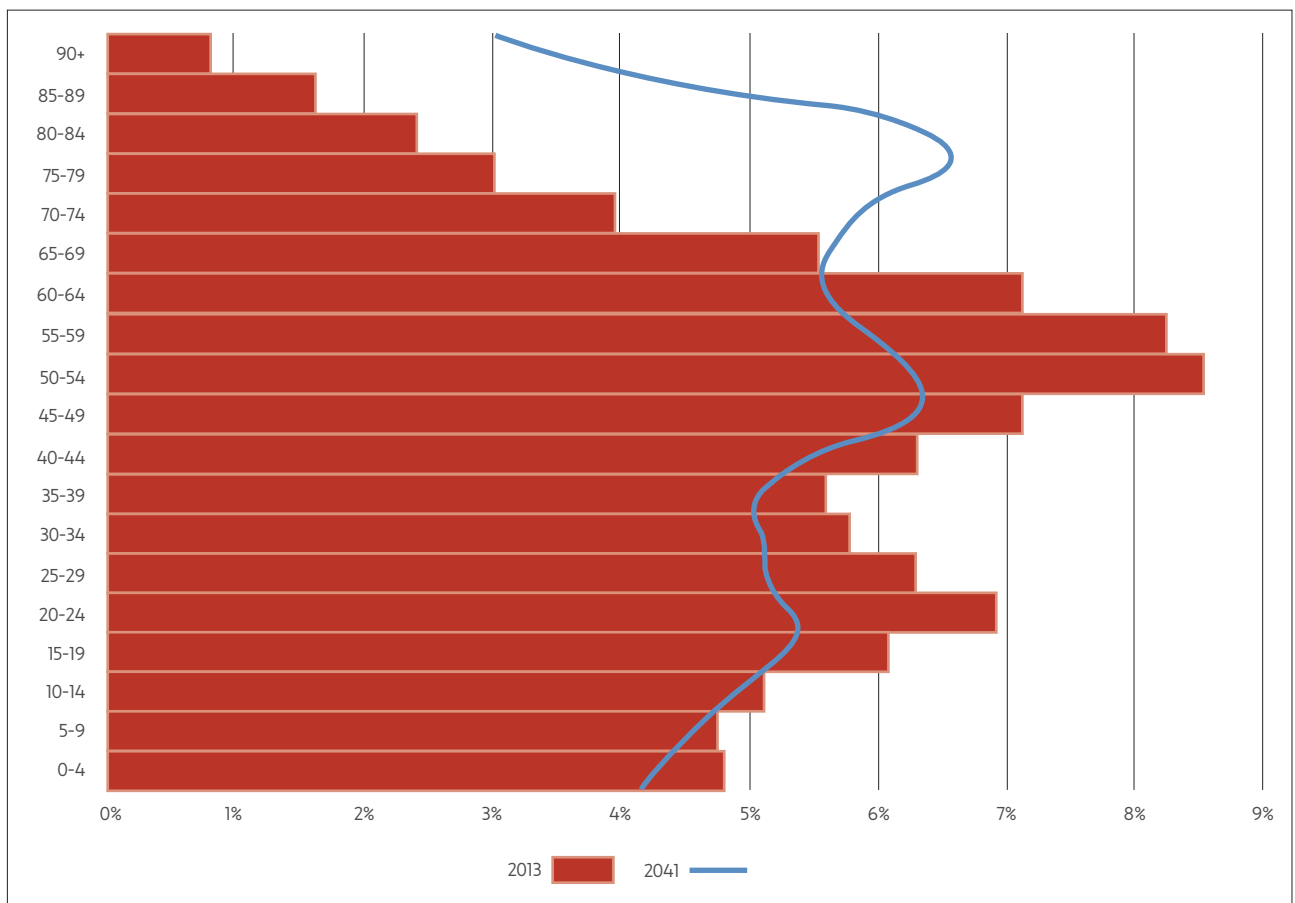
When looking at the projected distributions of population broken down by age groups, the well-known demographic shift to an older population is clear (**Figure 1.4**). By 2041, individuals aged 65 and older will make up nearly a third (31.5 percent) of the total population in the Thunder Bay district, an increase from 17.4 percent of the total population in 2013. On the other hand, the distribution of individuals aged 64 and younger as a proportion of total population will all decline by 2041. Notably, individuals ages 15 to 24 will decline from 13 percent of the total population in 2013 to 10.5 percent in 2041, while individuals ages 25 to 34 will decline from 12.1 percent to 10.3 percent during the same period. As a result, the demographic shift towards an older population will have implications on dependency and sustainability in the region, which will be discussed in more detail later.

Figure 1.3. Projected population in Thunder Bay district, 2013-2041



Source: Ontario 2014 Population Projections

Figure 1.4. Projected distribution of population by age in Thunder Bay district. 2013-2041



Source: Ontario 2014 Population Projections

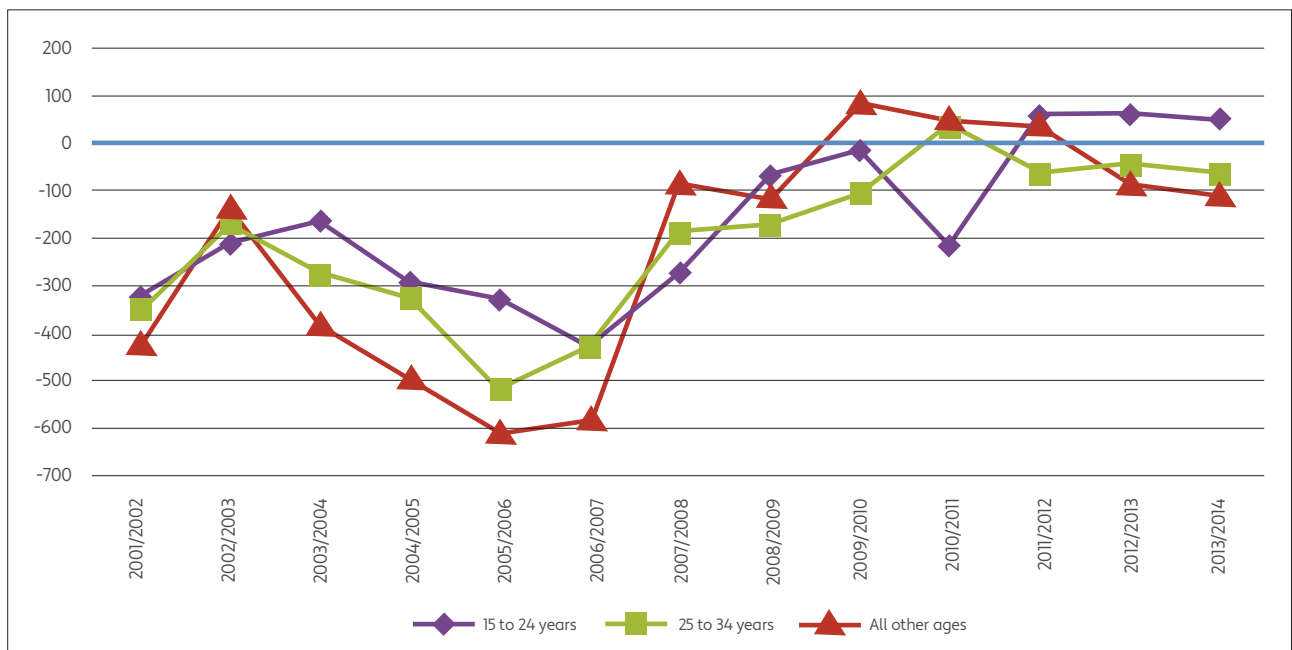
MIGRATION

Northern Ontario has historically suffered from having more individuals move out of the region than move into the region, particularly among youth age groups (Southcott 2007; Cuddy 2015a; Cuddy 2015b). However, this trend appears to be diminishing in recent years in the Thunder Bay district (**Figure 1.5**). In particular, net migration of individuals aged 15 to 24 years have been positive since 2011/2012, while net migration levels for individuals aged 25 to 34 years have recently been edging closer to positive levels. In 2013/2014, a net value of roughly 50 youth aged 15 to 24 years migrated into the Thunder Bay district, while a total of roughly 60 individuals aged 25 to 34 migrated out of the region.

Where are out-migrants moving to?

Looking at destination data on migrants leaving Thunder Bay district reveals some interesting trends and characteristics¹. In 2012/2013, 2,876 individuals had left the region, 464 of which were youth aged 18 to 24 years (**Table 1.1**). For the most part, youth out-migrants follow a similar destination pattern as the rest of the population. Over 60 percent of out-migrants stay within Ontario, followed by 16 percent who moved to Alberta and 8.2 percent who move to British Columbia. For out-migrants who are leaving the province, there is much stronger tendency for them to move west.

Figure 1.5. Net Migration in Thunder Bay District



Source: Statistics Canada, CANSIM Table 051-0063, Author's calculations. Dataset used in these calculations may be subject to revisions.

¹ Note that this data does not include international migration figures, rather it only includes interprovincial (between provinces) and intraprovincial (between regions within a province) migration. Figure 1.5, on the other hand, includes all forms of migration including international migration.

Table 1.1. Thunder Bay district out-migrants, by province of destination, 2012/2013

Destination	Youth (18-24 years)		All other ages		Total	
	out-migrants	% of total	out-migrants	% of total	out-migrants	% of total
ON	290	62.5	1465	60.7	1755	61.0
AB	69	14.9	391	16.2	460	16.0
BC	44	9.5	192	8.0	236	8.2
MB	29	6.3	135	5.6	164	5.7
SK	14	3.0	80	3.3	94	3.3
NS	6	1.3	37	1.5	43	1.5
QC	6	1.3	50	2.1	56	1.9
NB	3	0.6	15	0.6	18	0.6
NL	1	0.2	18	0.7	19	0.7
NT	1	0.2	11	0.5	12	0.4
PEI	1	0.2	6	0.2	7	0.2
NU	0	0.0	8	0.3	8	0.3
YT	0	0.0	2	0.1	2	0.1
Total	464	100	2410	100	2874	100

Source: Statistics Canada, custom tabulation

Table 1.2 breaks down the destination data one step further by presenting the top 10 census divisions in Canada where out-migrants are moving into. In general, the largest portion of out-migrants had moved to Kenora district in 2012/2013, however unlike the rest of the population, youth were just as likely to move to Toronto as they were Kenora. Division No. 6 and Division No. 11 in Alberta² and Ottawa also attracted a large portion of Thunder Bay district's out-migrants. It appears that Toronto is the only census division attracting a disproportionately larger share of youth when compared with all other ages.

Where are in-migrants moving from?

Similarly, we can look at origin data on migrants who move into Thunder Bay district to see where the region is attracting individuals from. In 2012/2013, 2,708 individuals migrated into Thunder Bay district, 452 of which were youth aged 18 to 24 years (**Table 1.3**). Nearly 80 percent of the youth who move to Thunder Bay district come from within the province,

Table 1.2. Thunder Bay district out-migrants, by top 10 census division destinations, 2012/2013

Youth (18-24 years)			All other ages			Total		
Destination	out-migrants	% of total	Destination	out-migrants	% of total	Destination	out-migrants	% of total
Kenora	51	11.0	Kenora	325	13.5	Kenora	376	13.1
Toronto	51	11.0	Division No. 6 (AB)	123	5.1	Toronto	163	5.7
Division No. 11 (AB)	26	5.6	Toronto	112	4.6	Division No. 6 (AB)	140	4.9
Ottawa	24	5.2	Division No. 11 (AB)	107	4.4	Division No. 11 (AB)	133	4.6
Greater Vancouver	19	4.1	Ottawa	94	3.9	Ottawa	118	4.1
Greater Sudbury	18	3.9	Algoma	91	3.8	Algoma	103	3.6
Division No. 11 (MB)	18	3.9	Division No. 11 (MB)	83	3.4	Division No. 11 (MB)	101	3.5
Division No. 6 (AB)	17	3.7	Rainy River	71	2.9	Greater Vancouver	82	2.9
Algoma	12	2.6	Greater Vancouver	63	2.6	Rainy River	81	2.8
Rainy River	10	2.2	Cochrane	63	2.6	Cochrane	73	2.5
Total	464	--	Total	2410	--	Total	2874	--

Source: Statistics Canada, custom tabulation

² The largest city in these census divisions are Calgary and Edmonton, respectively.

compared with 70 percent in all other age groups. The second largest province of origin is Alberta, followed by Manitoba and British Columbia.

When breaking down origins by census divisions, it is clear that a significant portion of in-migrants are coming from the Kenora district, especially among the youth cohort (**Table 1.4**). Other jurisdictions that migrants are prone to move from include Toronto, Rainy River and Division No. 11 in Manitoba³. Also notable is that there is only one district outside of Ontario within the top 10 origins for youth in-migrants, Division No. 11 in Alberta⁴. The number of in-migrants from this district, however, is offset by the larger number of Thunder Bay district out-migrants who move to this area (**Table 1.2**).

Table 1.3. Thunder Bay district in-migrants, by province of origin, 2012/2013

Origin	Youth (18-24)		All other ages		Total	
	in-migrants	% of total	in-migrants	% of total	in-migrants	% of total
ON	358	79.2	1565	69.4	1923	71.0
AB	29	6.4	231	10.2	260	9.6
MB	22	4.9	140	6.2	162	6.0
BC	9	2.0	145	6.4	154	5.7
NL	7	1.5	18	0.8	25	0.9
SK	7	1.5	56	2.5	63	2.3
QC	6	1.3	33	1.5	39	1.4
NU	5	1.1	10	0.4	15	0.6
NS	4	0.9	30	1.3	34	1.3
NB	4	0.9	20	0.9	24	0.9
NT	1	0.2	4	0.2	5	0.2
PEI	0	0.0	0	0.0	0	0.0
YT	0	0.0	4	0.2	4	0.1
Total	452	100.0	2256	100.0	2708	100.0

Source: Statistics Canada, custom tabulation

Table 1.4. Thunder Bay district in-migrants, by top 10 census division origins, 2012/2013

Youth (18-24 years)			All other ages			Total		
Origin	in-migrants	% of total	Origin	in-migrants	% of total	Origin	in-migrants	% of total
Kenora	102	22.6	Kenora	390	17.3	Kenora	492	18.2
Rainy River	27	6.0	Toronto	145	6.4	Toronto	170	6.3
Toronto	25	5.5	Rainy River	103	4.6	Rainy River	130	4.8
Simcoe	15	3.3	Division No. 11 (MB)	92	4.1	Division No. 11 (MB)	104	3.8
Algoma	13	2.9	Ottawa	86	3.8	Algoma	98	3.6
Division No. 11 (MB)	12	2.7	Algoma	85	3.8	Ottawa	97	3.6
Middlesex	12	2.7	Division No. 6 (AB)	83	3.7	Division No. 6 (AB)	93	3.4
Ottawa	11	2.4	Greater Sudbury	74	3.3	Simcoe	86	3.2
Cochrane	11	2.4	Simcoe	71	3.1	Greater Sudbury	84	3.1
Durham	11	2.4	Division No. 11 (AB)	64	2.8	Cochrane	74	2.7
Total	452	100.0	Total	2256	100.0	Total	2708	100.0

Source: Statistics Canada, custom tabulation

³ The biggest city in this census division is Winnipeg.

⁴ The biggest city in this census division is Edmonton.

SUSTAINABILITY: THE DEMOGRAPHIC DEPENDENCY RATIO

As previously mentioned, the projected demographic shift towards an older population will put pressure on fostering a productive and sustainable economy. Based on the Ministry of Finance (Ontario 2014) population projections, from 2013 to 2041, persons aged between 15 and 64 years in Thunder Bay district will decrease by more than 21,000, or 20.7 percent. On the other hand, individuals aged 65 or older are estimated to increase by nearly 20,000, or 76.7 percent, while the 0 to 14 age cohort will decrease by roughly 2,600 (12 percent) during the same period.

The ratio of individuals who are outside of the ages of 15 and 64 to those within this age range is known as the demographic dependency ratio (DDR) [Equation 1]. The DDR assumes that individuals between the ages of 15 and 64 years are economically active and all other persons are economically inactive. It is a crude (but useful) indicator that gauges how fiscal resources may be projected to change over time given a shift in demographics, therefore shedding light on dependency and sustainability within a region⁵.

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

Figure 1.6 plots the projected dependency ratios in Thunder Bay district from 2013 to 2041. In 2013, the dependency ratio was 0.47 meaning that for every 100 individuals who were between 15 to 64 years of age (i.e., economically active)

there were 47 individuals who are outside of this age cohort (i.e., economically inactive). By about 2034, the Thunder Bay district dependency ratio is projected to taper off at around 0.8, meaning that for every 100 economically active individuals there will be 80 economically inactive individuals.

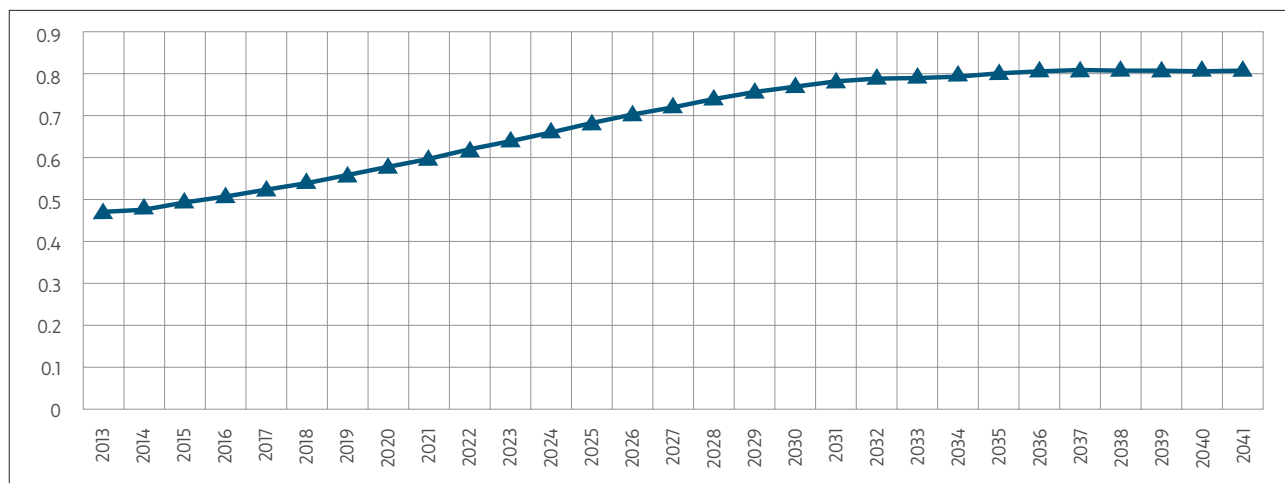
Setting a DDR Target

The optimal demographic dependency ratio to target is not immediately clear; however, by comparing the projected DDR in Thunder Bay district to that of the province and the nation it is evident that Thunder Bay's dependency ratio is projected to grow at a much quicker rate (**Figure 1.7**). It seems that two reasonable policy strategies would be to target: (1) the current Thunder Bay district DDR, or (2) the projected annual growth rate of the provincial DDR. In other words, Thunder Bay should either target to hold their current DDR steady at 0.5, or they should implement a more modest target that mirrors the growth rate of the province's demographic shift. Both targets are plotted in **Figure 1.7** with the dashed lines.

How to Achieve a DDR Target

The increasing DDR in Thunder Bay district is being driven by an aging population, natural increase (births minus deaths) and migratory patterns, the latter of which is the most feasible to address in the realm of public policy. In other words, the key to lowering Thunder Bay district's DDR is to attract individuals by implementing in-migration strategies, particularly among youth. This is already somewhat happening in the Thunder Bay district

Figure 1.6. Projected DDR in Thunder Bay district, 2013 to 2041



Source: Author's calculations based on Ontario 2014 Population Projections

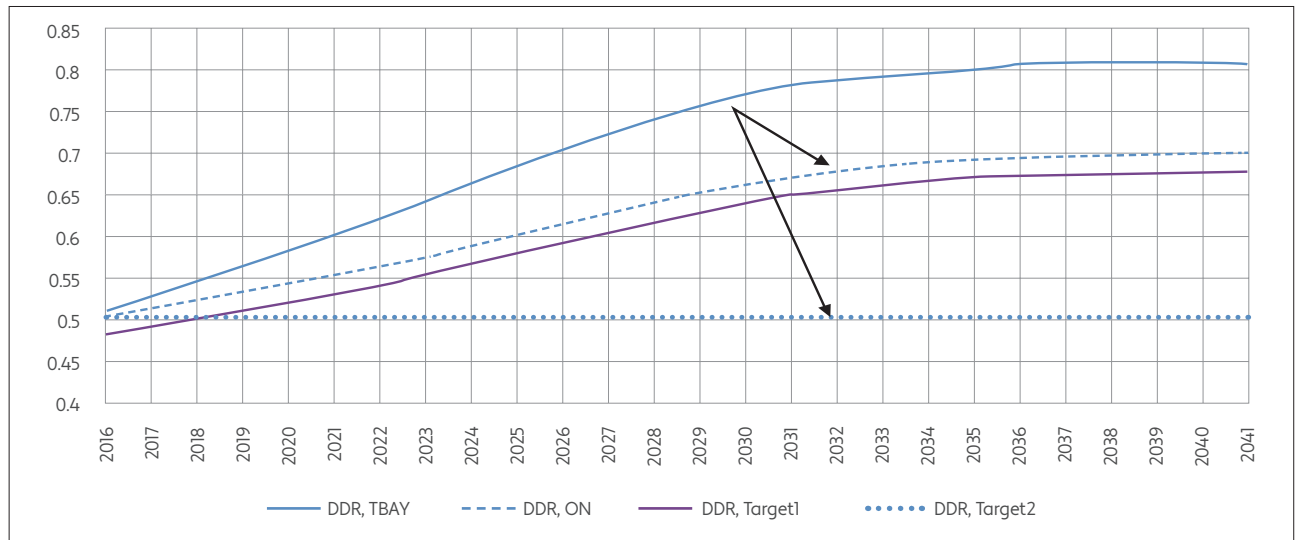
⁵ It is a crude measure because it is based solely on age rather than employment status, however it is an established dependency indicator, and very useful to show the magnitude of shifting demographics.

given that net out-migration appears to be less severe as of recent (**Figure 1.5**), but more needs to be done.

If we choose to hold Thunder Bay district's current DDR steady at 0.5 (Target 1), then the region will have to attract roughly 50,000 individuals over the next 25 years, translating into roughly 2,000 individuals per year for the next 25 years. On the other hand, if we take Thunder Bay district's current DDR of 0.5 and target it to grow at the same rate as Ontario (Target 2), then the Thunder

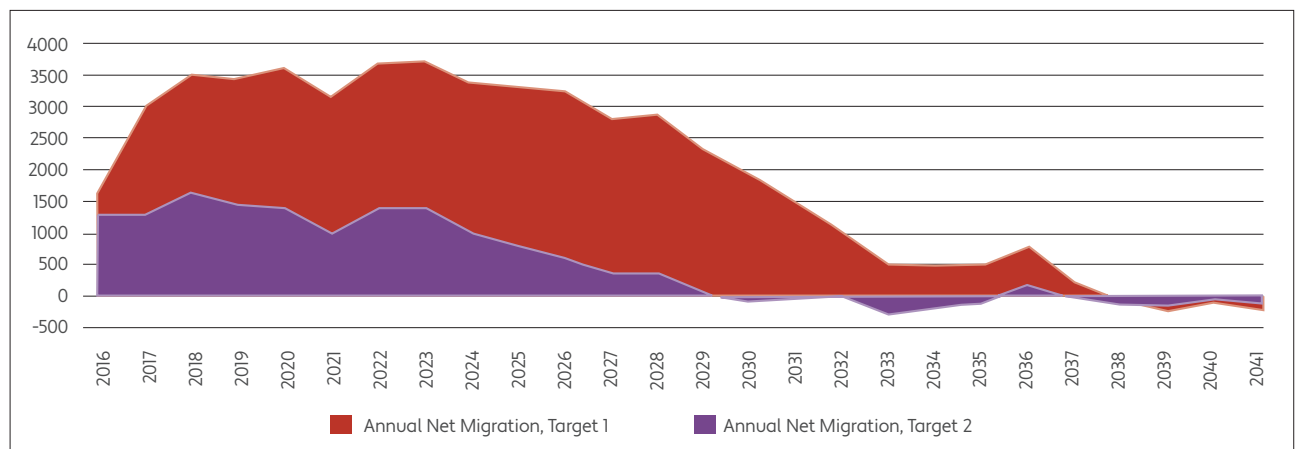
Bay district will have to attract roughly 14,000 individuals over the next 14 years, or in other words, 1,000 individuals per year for the next 14 years. The exact number of annual in-migrants required to meet both targets are plotted in **Figure 1.8**⁶. Ultimately, if the region can achieve even the more modest second target of slowing their aging population to provincial rates, then the level of burden from the demographic shift will be considerably less severe.

Figure 1.7. Two DDR targets for Thunder Bay district, 2013 to 2041



Source: Author's calculations based on Ontario 2014 Population Projections and Statistics Canada, CANSIM 052-0005

Figure 1.8. Required annual net migration under both targets, Thunder Bay district, 2016-2041.
Note: Positive values indicate total net in-migrants required.



Source: Author's calculations based on Ontario 2014 Population Projections.

⁶ Note that the estimated required annual net migration is over and above the region's projected net migratory levels. Also note that these estimates assume newly attracted individuals are between the ages of 15 and 64.

LABOUR FORCE AND LABOUR MARKET CHARACTERISTICS

Now that the fundamentals of a labour force have been discussed – i.e., population, migration and sustainability – we can turn our attention to specific labour force indicators, including participation, employment and unemployment; education and skills; employer characteristics; and job vacancies.

Labour Force Characteristics

According to the 2011 NHS, the participation rate in the Thunder Bay district was 61.5 percent, while the employment rate and unemployment rate are 56 percent and 8.9 percent, respectively (**Table 1.5**). All of these indicators were comparatively weaker to that of Ontario and Canada in 2011. Additionally, the participation, employment and unemployment rates among the Aboriginal population in the Thunder Bay district and within the five Kenora district communities are all considerably weaker compared to the non-Aboriginal population in Thunder Bay district. In particular, the unemployment rate among the Aboriginal population in the Thunder Bay district is 20.2 percent compared with 7.7 percent among the non-Aboriginal population. In Webequie, the unemployment rate is significantly higher at 31.3 percent. These figures are alarming especially given the fact that participation rates are lower, meaning that while unemployment is high, there are still many individuals not being counted in these figures simply because they are not actively looking for a job. This

is indicative of deep-rooted challenges among the Aboriginal population.

More recent Labour Force Survey (LFS) data is only available for the Thunder Bay Census Metropolitan Area (CMA) and unfortunately does not break down statistics for the Aboriginal population. However, it is able to shed light on another important demographic in the region: youth. **Table 1.6** compares youth labour force characteristics to that of the total population from 2010 to 2014. Evidently, in 2014, the total labour force in Thunder Bay CMA had experienced some setbacks; the labour force declined by nearly 2,000 people, employment declined by 1,300 (all of which were full-time jobs), and the number of unemployed also decreased which was only as a result of a lower participation rate. The youth (15 to 24 years) labour force also experienced a declining labour force of about 700 people, and while employment declined by 100 people, 200 youth full-time jobs were added to Thunder Bay. Similar to the total population, the youth unemployment rate also declined to 8.5 percent, but this can be solely attributed to a decline in the labour force.

Education and Skills

When looking at levels of educational achievement, the picture remains bleak for Aboriginal people in the NSWPB area. In particular, while Thunder Bay district has lower levels of educational achievement than Ontario and Canada in general, the Aboriginal population within the NSWPB area has considerably lower levels of educational achievement than the

Table 1.5. Labour force status in the NSWPB planning area

	Thunder Bay District			Five Kenora district communities				
	Total Population	Non-Aboriginal population	Aboriginal population	Eabametoong (Fort Hope 64)	Webequie	Nibinamik (Summer Beaver)	Neskantaga (Lansdowne House)	Marten Falls 65
Total population aged 15 years and over	121,310	108,825	12,485	640	435	220	170	110
In the labour force	74,610	67,620	6,990	335	240	130	105	55
Employed	67,975	62,400	5,575	270	165	110	90	50
Unemployed	6,635	5,220	1,415	65	75	20	20	5
Not in the labour force	46,700	41,205	5,495	305	195	95	65	55
Participation rate (%)	61.5	62	56	52.3	55.2	59.1	61.8	50
Employment rate (%)	56	57	44.7	42.2	37.9	50	52.9	45.5
Unemployment rate (%)	8.9	7.7	20.2	19.4	31.3	15.4	19	9.1

Source: Statistics Canada, custom tabulation

non-Aboriginal population in the region (**Table 1.7**). For example, roughly 42 percent of Aboriginal people in the Thunder Bay district have no certificate, diploma or degree compared with 20.5 percent among the non-Aboriginal population. In Webequie and Marten Falls, only 5.7 percent and 13.6 percent of individuals have obtained a postsecondary certificate, diploma or degree, respectively, compared with 52.2 percent of the total population in the Thunder Bay district. There is good reason to believe that these lower levels of educational achievement are associated with weaker labour market indicators presented in **Table 1.5**.

In an upcoming publication, partnered by Northern Policy Institute and North Superior Workforce Planning Board, Dr. Bakhtiar Moazzami of Lakehead University projects labour productivity growth in the Thunder Bay district by estimating the human capital composition of the workforce. Moazzami (2015) uses the level of educational attainment as a key determinant of human capital and

thus productivity. He shows that while human capital is lower in the Thunder Bay district than in Ontario and Canada, human capital is also considerably lower among the Aboriginal population compared to that of the general population in Thunder Bay district, “reflecting their lower level of educational attainment” (p. 60). The result is declined labour productivity in the Thunder Bay district, and in the NSWPB area more generally.

In addition, Moazzami (2015) also shows that the percentage of jobs requiring post-secondary education is continuously increasing in Ontario, stating that as of 2011, about 70 percent of jobs required a post-secondary degree, which will increase to roughly 80 percent by 2031. While the level of educational achievement among the non-Aboriginal population is much lower at 53.8 percent, the Aboriginal population is alarmingly lower at 38.3 percent (**Table 1.7**). This indicates that there is a severe shortage in sufficiently educated and skilled Aboriginal people in the NSWPB

Table 1.6. Labour force characteristics in Thunder Bay CMA, 2010-2014

	Total (15 years and over) labour force					Youth (15-24 years) labour force				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
Labour force (x 1,000)	64.5	64.8	65.4	66.9	65	11.6	10	12.1	12.5	11.8
Employment (x 1,000)	60.2	60.3	61.8	62.8	61.5	10.2	8.6	10.8	10.9	10.8
Full-time employment (x 1,000)	45.4	46.5	47.9	48.6	47.3	4.1	3.5	4.9	4.7	4.9
Unemployment (x 1,000)	4.4	4.4	3.6	4.1	3.4	1.4	1.4	1.3	1.6	1
Unemployment rate (%)	6.8	6.8	5.5	6.1	5.2	12.1	14	10.7	12.8	8.5
Participation rate (%)	61.8	62	62.5	63.8	62.1	68.2	65.8	71.2	71.4	71.5
Employment rate (%)	57.7	57.7	59	59.9	58.7	60	56.6	63.5	62.3	65.5

Source: Statistics Canada, Labour Force Survey, CANSIM Table 282-0129

Table 1.7. Distribution of levels of education achievement

	Thunder Bay district			Five Kenora District communities				
	Total population	Non-Aboriginal population	Aboriginal population	Eabametoong (Fort Hope 64)	Webequie	Nibinamik (Summer Beaver)	Neskantaga (Lansdowne House)	Marten Falls 65
No certificate, diploma or degree	22.7	20.5	41.9	68.0	71.3	61.4	70.6	86.4
High school diploma or equivalent	25.1	25.7	19.8	4.7	21.8	4.5	11.8	0.0
Postsecondary certificate, diploma or degree	52.2	53.8	38.3	27.3	5.7	34.1	20.6	13.6

NOTE: All figures are a percent of the population ages 15 and older.

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

area to fill a growing number of jobs that require a postsecondary certificate, diploma or degree.

Employer Characteristics

Data on employers in Canada are reported through Statistics Canada's Canadian Business Counts (CBC) [formerly known as 'Canadian Business Patterns'], however this year they have reclassified the data they report without revising their historical records. Unfortunately as a result, 2015 CBC data on the 'total number of employers' and 'changes in local industries' is no longer comparable to previous years. Here, we discuss some of the characteristics of employers as of 2015.

Table 1.8 presents the total number of employers by employee size for Thunder Bay district and Ontario in 2015. The number of businesses in both Thunder Bay district and Ontario decline as employee sizes increase. There are over 10,500 businesses in Thunder Bay district, 58 percent of which have no employees, followed by 20 percent with 1 to 4 employees and 9 percent with 5 to 9 employees. On the other hand, there are 13 employers in Thunder Bay district with more than 500 employees, representing 0.1 percent of all businesses in the region. Five of these employers are in the educational services industry, followed by two in paper manufacturing, two hospitals, one in mining/quarrying, one in transportation equipment manufacturing, one general merchandise store, and one in local public administration.

The top industry ranked by the number of employers in the Thunder Bay district is real estate (15 percent), followed by employers in professional, scientific and technical services (8 percent) and ambulatory health care services (7 percent) [Table 1.9]. Also of note is that top 10 industries ranked by number of employers in Thunder Bay is generally similar to the ranking order of the province. Thunder Bay district has a notably larger share of employers in 'food services and drinking places' and a smaller share in 'administrative and support services' compared to the province.

Table 1.8. Total number of employers by employee size, 2015

Employee Size	Thunder Bay district		Ontario	
	Total	Distribution (%)	Total	Distribution (%)
0	6,095	57.6%	980,531	68.7%
1-4	2,066	19.5%	257,177	18.0%
5-9	978	9.2%	79,584	5.6%
10-19	710	6.7%	51,432	3.6%
20-49	485	4.6%	36,356	2.5%
50-99	153	1.4%	11,744	0.8%
100-199	64	0.6%	5,618	0.4%
200-499	23	0.2%	2,930	0.2%
500 +	13	0.1%	1,179	0.1%
Total, without employees	6,095	57.6%	980,531	68.7%
Total, with employees	4,492	42.4%	446,020	31.3%
Total	10,587	-	1,426,551	-

Source: Statistics Canada, Canadian Business Counts, 2015

Table 1.9. Top 10 industries by number of employers

Industries	Thunder Bay district		Ontario Distribution Rank
	Number of Employers	Distribution (%)	
Real estate	1594	15.1%	1
Professional, scientific and technical services	842	8.0%	2
Ambulatory health care services	741	7.0%	4
Specialty trade contractors	601	5.7%	3
Securities, commodity contracts, and other financial investment and related activities	340	3.2%	6
Food services and drinking places	333	3.1%	9
Construction of buildings	314	3.0%	8
Administrative and support services	312	2.9%	5
Repair and maintenance	285	2.7%	10
Religious, grant-making, civic, and professional and similar organizations	272	2.6%	11

Source: Statistics Canada, Canadian Business Counts, 2015

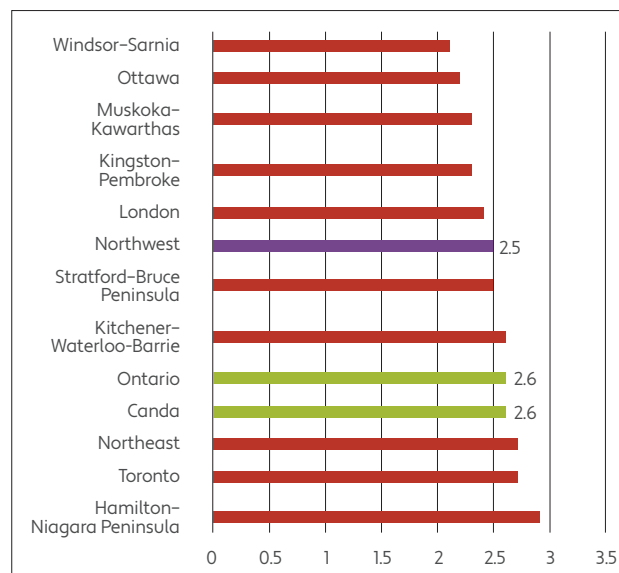
Job Vacancies in the Northwest

Statistics Canada recently released its first data series from a new quarterly survey called the 'Job Vacancy and Wage Survey' (JVWS). A component of this survey provides information on job vacancies by occupation at the economic region level, meaning that Northwest Ontario is the lowest geographical level that data is published. Vacant jobs, and affiliated issues such as skills and training mismatch and unemployment, are important issues in Northwest Ontario. Fortunately, with the introduction of the JVWS, we have much greater insight on these issues, albeit on a regional basis.

The job vacancy rate – calculated as the number of job vacancies per number of payroll employees – in both Ontario and Canada was 2.6 percent in the first quarter of 2015, while the Northwest had a slightly lower vacancy rate of 2.5 percent (**Figure 1.9**). Hamilton-Niagara Peninsula had the highest job vacancy rate at 2.9 percent, while Windsor-Sarnia had the lowest rate of 2.1 percent.

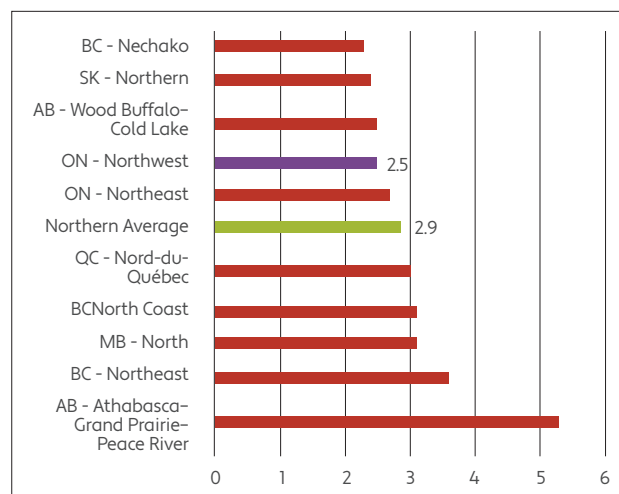
Northwest Ontario also sat below the average of other northern regions in Canada (**Figure 1.10**). Athabasca-Grand Prairie-Peace River had the largest job vacancy rate at 5.3 percent, while Nechako in British Columbia had the lowest vacancy rate of all northern economic regions in Canada (excluding the territories).

Figure 1.9. Job vacancy rate (%) of economic regions in Ontario, 2015 Q1



Source: Statistics Canada, Job Vacancy and Wage Survey, 2015

Figure 1.10. Job vacancy rate (%) of northern economic regions in Canada, 2015 Q1

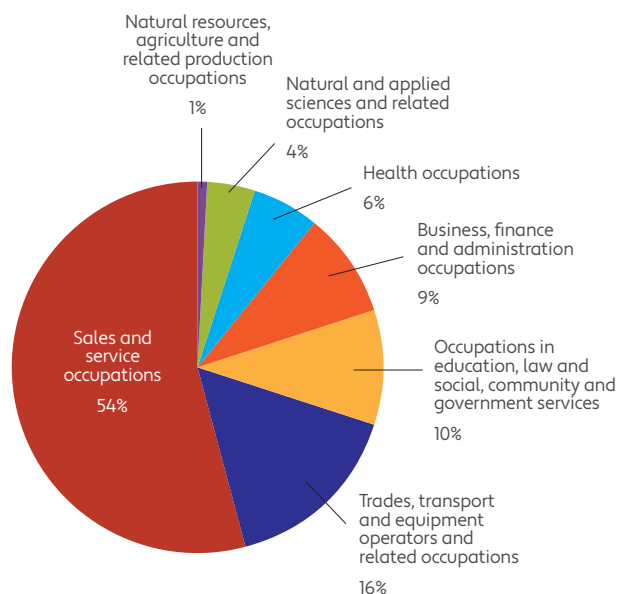


Source: Statistics Canada, Job Vacancy and Wage Survey, 2015

Fortunately, the JWVS reports data such that we can allocate vacancies to specific occupations. In the Northwest there were a total of 2,140 vacant jobs in the first quarter of 2015. The majority of these jobs were in the sales and service occupations (54 percent), followed by trades, transport and equipment operators (16 percent), occupations in education, law and social, community and government services (10 percent), and business, finance and administration occupations (9 percent) [Figure 1.11].

Specifically, there were 280 vacant positions in sales and support occupations, which include cashiers, store shelf stockers, clerks and order fillers (Table 1.10). The second largest vacant positions include jobs such as hosts/hostesses, servers, bartenders, hotel concierges, and other service support occupations. Furthermore, there were also nearly 200 vacant positions in trades, and 150 vacant jobs in positions such as paralegals, social workers and early childhood educators (ECE).

Figure 1.11. Vacant jobs in the Northwest by occupational category, 2015 Q1



Source: Statistics Canada, Job Vacancy and Wage Survey, 2015

Table 1.10. Vacant jobs in Northwest Ontario, 2015 Q1

Sales and Service		Trades, Transport & Equipment Operators		Education Services	
Occupation	Vacancies	Occupation	Vacancies	Occupation	Vacancies
Sales support occupations (e.g., cashiers, store shelf stockers, clerks and order fillers)	280	Maintenance and equipment operation trades	110	Paraprofessional occupations in legal, social, community and education services (e.g., paralegals, social workers, ECEs)	150
Service representatives and other customer and personal services occupations (e.g., hosts/hostess, servers, bartenders, concierge)	195	Industrial, electrical and construction trades	80	Professional occupations in education services (e.g., elementary and secondary school teachers)	20
Service support and other service occupations, n.e.c. (e.g., Food counter attendants, kitchen helpers and related support occupations, and cleaners)	195			Elementary and secondary school teacher assistants	15

Source: Statistics Canada, Job Vacancy and Wage Survey, 2015

EMPLOYMENT ONTARIO PROGRAM DATA: ANALYSIS FOR NSWPB REGION



“

Having access to the Employment Ontario Program Data-Analysis for NSWPB Region provides an instructive landscape for the day-to-day decisions made jointly between our staff and our customers. In addition, the manner in which this information is presented offers an informed context for the longer-term directions charted by our Board of Directors.

Rob Barrett, Executive Director, YES Employment Services

EMPLOYMENT ONTARIO PROGRAM STATISTICS

This section analyses Employment Ontario (EO) program data provided by the Ministry of Training, Colleges and Universities (MTCU). Each of the four EO programs – Employment Services (ES), Literacy and Basic Skills (LSB), Second Career (SC) and Apprenticeship (APPR) – are discussed separately, which is then followed by a section summarizing conclusions and recommendations. In 2014-15 there were over 5,200 clients in the four EO programs in the NSWPB area, the majority of which were in the ES program (**Figure 1.12**). Within each program,

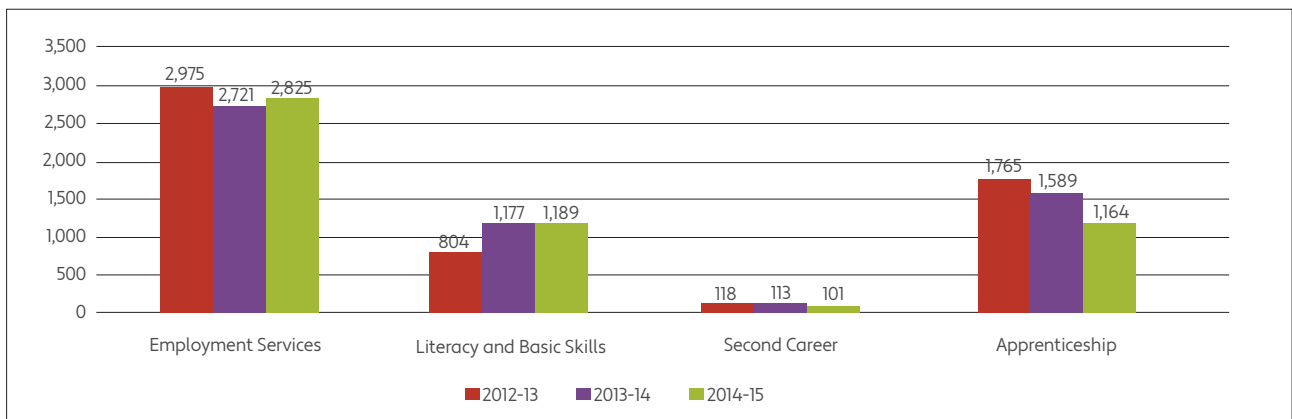
demographic trends and characteristics, as well as program outcomes are discussed.

Employment Services

The Employment Services (ES) program helps individuals in Ontario find work by providing information about who is hiring in their community, providing advice and services to help individuals assess their skills and experience, and provide employers with the help they need to hire individuals with the right skills (Ontario Ministry of Training, Colleges and Universities, 2011).

In 2015, the top layoff occupations at intake were

Figure 1.12. Employment Ontario clients in the NSWPB area by program



Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

Table 1.11. Top layoff and employed occupations and industries

Layoff Occupation		Layoff Industry		Employed Occupation		Employed Industry	
Category	# of layoffs	Category	# of layoffs	Category	# of employed	Category	# of employed
Trades helpers, construction labourers and related occupations	305	Retail trade	313	Trades helpers, construction labourers and related occupations	11	Construction	13
Service support and other service occupations, n.e.c.	219	Construction	279			Accommodation and food services	11
Service representatives and other customer and personal services occupations	129	Accommodation and food services	254				
Transport and heavy equipment operation and related maintenance occupations	121	Other services (except public administration)	163				
Service supervisors and specialized service occupations	102	Manufacturing	106				

Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

trades helpers, construction labourers and related occupations, while the top layoff industry was retail trade, followed closely by retail trade and construction (**Table 1.11**). On the other hand, the top employed occupation at exit was also trades helpers, construction labourers and related occupations, while

the top employed industry was construction and accommodation and food services (**Table 1.11**)⁷.

The number of clients in the ES program in 2014-15 was 2,825, a 3.7 percent increase from the last year (**Table 1.12**). Since 2012-13, individuals aged 25-44 have made up the largest portion of clients in NSWPB area,

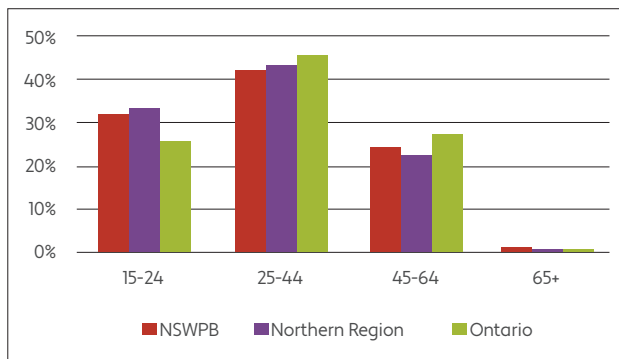
Table 1.12. Demographic trends and characteristics of ES clients

	NEWPB 2012-13	NSWPB 2013-14	NSWPB 2014-15	NSWPB Absolute Change	NSWPB Change (%)	Northern Region Change (%)	Ontario Change (%)
				year-over-year change from 2013-14			
ES Clients	2,975	2,721	2,825	104	3.68	2.62	2.71
Age of Clients							
15-24	847	757	907	150	16.54	11.56	18.52
25-44	1,251	1,175	1,195	20	1.67	-1.75	-0.46
45-64	847	755	691	-64	-9.26	-1.15	-4.58
65 and older	30	34	32	-2	-6.25	25.24	10.91
Gender of Clients							
Female	1,213	1,080	1,075	-5	-0.47	4.02	2.52
Male	1,760	1,640	1,748	108	6.18	1.67	2.91
Undisclosed	2	0	0	0	n/a	n/a	-2.02
Designated Group							
Newcomer	96	62	57	-5	-8.77	5.28	0.71
Visible Minority	69	42	46	4	8.70	13.77	15.74
Person with Disability	152	138	143	5	3.50	16.57	21.85
Aboriginal Group	485	484	528	44	8.33	11.52	15.34
Educational Attainment at Intake							
Less than Grade 8	64	68	59	-9	-15.25	-12.23	-0.26
Less than Grade 12	706	614	663	49	7.39	-1.08	-1.44
Completion of Secondary	888	775	757	-18	-2.38	5.86	6.98
Certificate of Apprenticeship / Journey Person	n/a	51	74	23	31.08	7.04	-3.00
Completion of College	708	614	637	23	3.61	3.94	3.21
Completion of University	287	271	240	-31	-12.92	-2.43	2.48
Some apprenticeship, college or university	322	328	395	67	16.96	3.20	-8.55
Source of income							
Employment Insurance	704	629	613	-16	-2.61	-11.55	-10.85
Ontario Works	284	279	356	77	21.63	8.63	4.35
Ontario Disability Support Program	113	110	117	7	5.98	20.37	23.59
No Source of Income	1,108	984	1,046	62	5.93	9.90	10.44
Other	766	719	693	-26	-3.75	1.31	-1.53

Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

⁷ Note that layoff data is non-mandatory therefore not all client employment histories are captured. Also note that client employment outcomes are only obtained at exit, therefore outcomes at any point beyond the client's immediate exit is not included.

Figure 1.13. ES clients by age group (percent of total), 2014-15



Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

Northern Ontario and Ontario as a whole. In 2014-15, this age group made up roughly 42 percent of clients in the NSWPB area, and slightly higher portions in the North and Ontario, respectively (**Figure 1.13**). The second largest age group in NSWPB area was clients aged 15 to 24 years old (32 percent), followed by 45 to 64 year olds (25 percent). Only 1 percent of individuals aged 65 and older were clients in 2015-15.

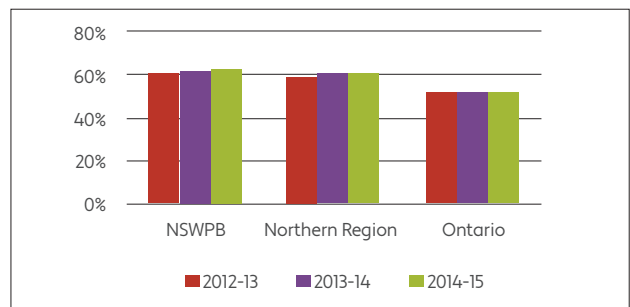
Notably, the number of clients aged 15 to 24 increased by nearly 17 percent from last year, which is in-line with the province wide increase of 18.5 percent (**Table 1.11**). On the other hand, clients aged 45 to 64 have been declining for the last three years, experiencing a 9 percent decrease since last year, which is larger than the Ontario wide year-over-year decline of 4.6 percent.

The number of male and female ES clients has remained fairly constant over the last three years (**Table 1.11**), however there is considerable, and growing, discrepancy in their respective proportions of total clients in NSWPB area. In **Figure 1.14**, the proportion of male clients in the ES program has grown every year for the past three year, making up 62 percent of all clients in 2014-15. Comparatively, the male clients make up 59 percent in the Northern Region and 51 percent in Ontario.

Employment Ontario also tracks whether a client falls under a designated group (i.e., newcomer, visible minority, person with disability or Aboriginal group). This measure is not mandatory and therefore only 774 out of 2,825 clients provided a response. Nevertheless, **Figure 1.15** plots these data as was reported.

Out of the clients who did respond, there was a strong

Figure 1.14. Percent of Male ES clients



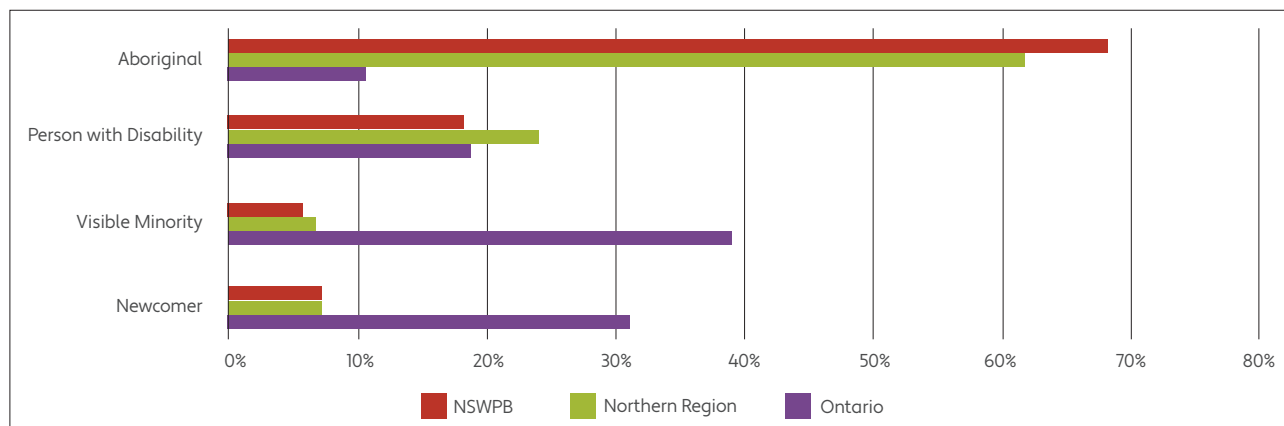
Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

representation from Aboriginal clients in NSWPB area and the Northern Region, making up 68 percent and 62 percent, respectively. Also of note is the fact that newcomer clients in the NSWPB area have declined in the last three years, where in the last year this group declined nearly 9 percent while the numbers of newcomer clients in the Northern Region and Ontario had grown since last year. In Ontario, newcomer and visible minority groups make up a substantial portion of respondents.

In terms of the level of educational attainment of clients who are entering the ES program, there are some interesting trends. The greatest number of clients in the NSWPB area in 2014-15 are individuals who have completed secondary school (27 percent), followed by those who have some high school education (23 percent), and then individuals who have completed college (22.5 percent) (**Figure 1.16**). This trend is generally true for the North as a whole. Interestingly, however, individuals who have completed university make up a large proportion (23 percent) of clients in Ontario. Across the North, and within the NSWPB area, the opposite is true.

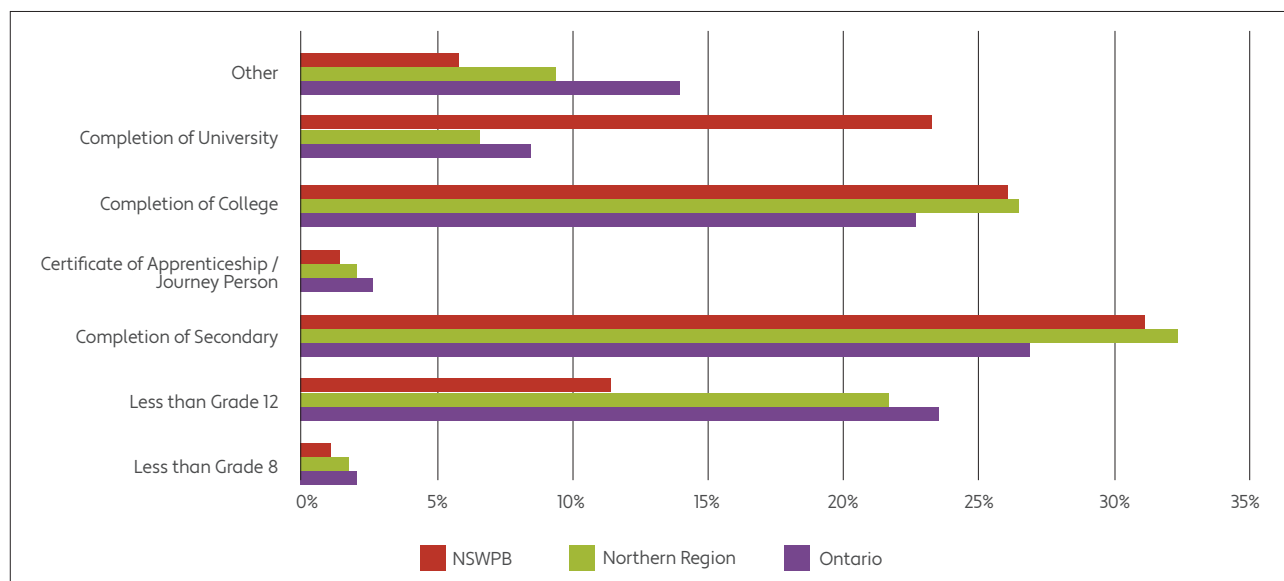
Also notable, clients with a certificate of apprenticeship/ journey person in the NSWPB region experienced a large increase of 31 percent since last year, while clients with some post-secondary education has been trending upwards for the last three years, with a 17 percent increase since last year (**Table 1.12**). On the other hand, ES clients in NSWPB area who have completed university appear to be on a downward trend in the last three years, with a 13 percent decrease since last year. All of these trends are in contrast to the year-over-year changes at the provincial level.

Figure 1.15. ES clients by designated group (percent of total), 2014-15



Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

Figure 1.16. Clients by educational attainment at intake (percent of total), 2014-15



Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

Employment Services – Program Outcomes

The goals of the ES program are to help individuals find work, find training/education, or help employers hire people with skills they need. With the data that is available it is possible to shed light on the magnitude to which the first two objectives were achieved.

In order to determine ES program performance in the NSWPB area, the ratio of individuals who are employed and in training at exit to the total number of individuals who were out of employment/training upon entering the program are analysed (**Table 1.13**). These ratios were translated into percentages and compared over the last three years with the Northern Region and Ontario as a whole. Unfortunately, however, data on the length of time out of work and length of time out of training have been aggregated; therefore outcomes must also be aggregated accordingly.

Figure 1.17 plots ES program outcome performance as defined as the number of clients who found employment/training after the ES program as a ratio of the number of clients who entered the program in order to find employment/training. **Figure 1.17** suggests that ES program outcome performance in the NSWPB area

has been underperforming compared to the Northern Region and Ontario in terms of finding clients work or training/education. Additionally, ES program outcome performance does not appear to be getting better over time. In 2014-15, the ES program found 76.1 percent of clients work or training/education.

On the other hand, Ontario as a whole has been steadily increasing year-over-year. From 2012-13 to 2014-15, Ontario shifted from finding 78 percent of clients work or training/education to 81.3 percent. The Northern Region has had stagnant growth in ES outcome performance over the past three years, however in all three years the region has had a relatively high level of performance of around 80 percent of clients who find employment/training at exit.

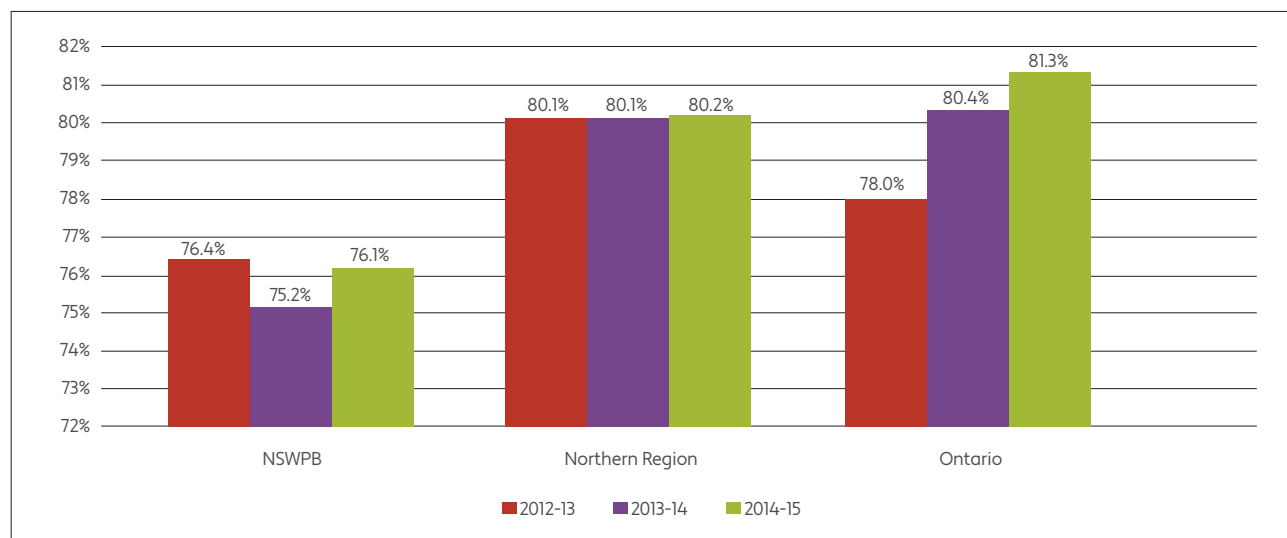
It appears that ES program outcome performance in the NSWPB area has not been as high compared to the Northern Region and Ontario as a whole. The Northern Region, while comparatively strong to Ontario, has been unable to achieve growth over time. Finally, the ES program outcome performance in Ontario as a whole appears to have experienced strong growth over time compared to the North.

Table 1.13. Employment/training status of ES clients before and after

	NEWPB 2012-13	NSWPB 2013-14	NSWPB 2014-15	NSWPB Absolute Change	NSWPB Change (%)	Northern Region Change (%)	Ontario Change (%)
				year-over year from 2013-14			
Length of time out of employment/training							
Less than 3 months	1,496	1,334	1,418	84	6.30	3.58	4.95
3 - 6 months	507	469	450	-19	-4.05	-0.08	0.06
6 - 12 months	342	377	350	-27	-7.16	7.33	-0.55
More than 12 months	630	541	599	58	10.72	-1.24	2.05
Total	2975	2721	2917	-	-	-	-
Outcomes at Exit							
Employed	1,739	1,629	1,746	117	7.18	5.59	5.74
Training/Education	535	416	406	-10	-2.40	-9.60	-4.53
Other	701	676	673	-3	-0.44	2.26	-2.05

Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

Figure 1.17. ES program outcome performance



Source: Author's calculations based on Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

Literacy and Basic Skills

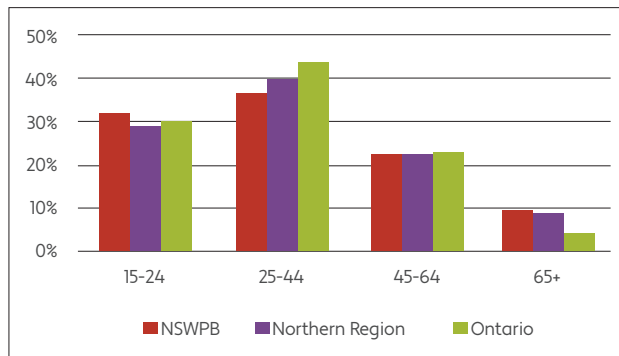
The Literacy and Basic Skills (LBS) program helps individuals develop and apply communication, numeracy, interpersonal and digital skills in order to transition into employment, postsecondary, apprenticeship, secondary school, and increased independence (MTCU, 2015).

The number of clients in the LBS program in 2014-15 was 1,189, a 1 percent increase from the year prior. The distribution of age cohorts is the roughly the same across the NSWPB area, the Northern Region and Ontario, with 25 to 44 year olds making up the largest portion, followed by 15 to 24 year olds, 45 to 64 years old, and finally a small portion ages 65 and older (**Figure 1.18**). In the NSWPB area, clients aged 25 to 44 made up 36 percent of clients, compared to

43 percent in Ontario. Trends in the total number of clients in each age group have varied little from the year prior (**Table 1.14**).

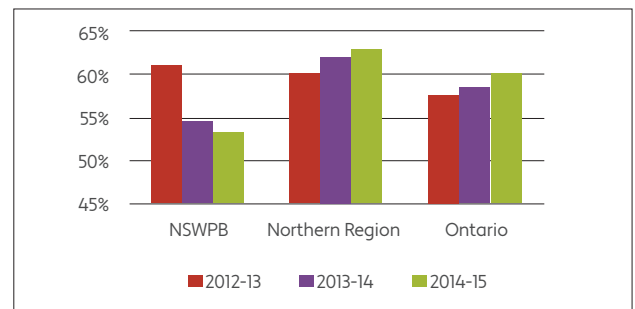
Unlike the ES program where male clients make up a greater portion of clients, the majority of LBS clients are female (**Figure 1.19**). In the NSWPB area, however, this female majority has declined considerably over the last three years, from 61 percent to 53 percent, as of 2014-15. On the other hand, the Northern Region and Ontario is seeing a reverse trend where the number of female clients continues to grow. Currently female clients make up 63 percent and 60 in the Northern Region and Ontario, respectively. Trends in the number of male and female clients in all areas have varied little from last year (**Table 1.14**).

Figure 1.18. LBS clients by age group (percent of total), 2014-15



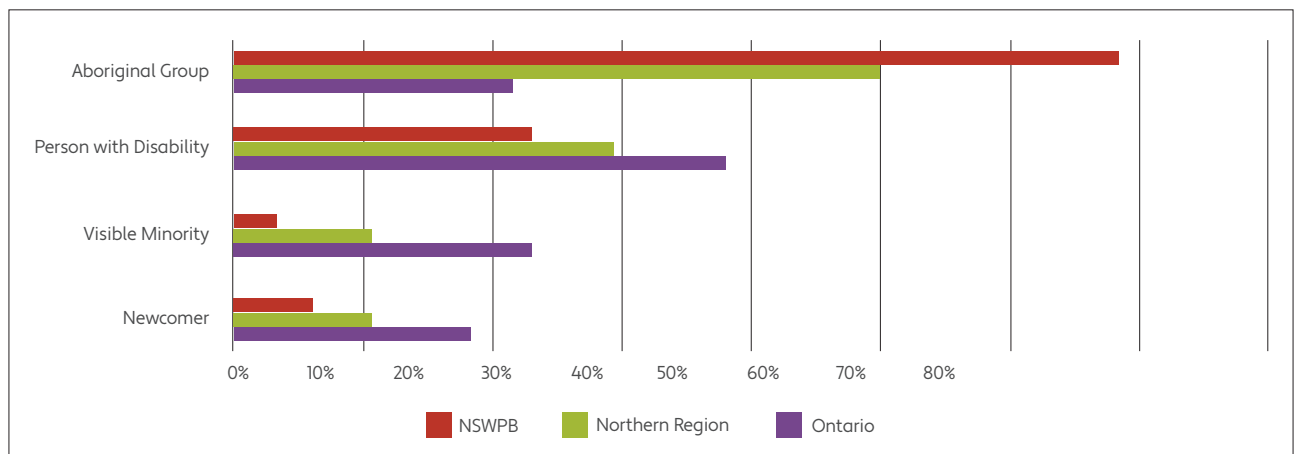
Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

Figure 1.19. Percent of Female LBS clients



Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

Figure 1.20. LBS clients by designated group (percent of total), 2014-15



Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

Similar to the ES program, the largest portion of respondents in the NSWPB area and the Northern Region are Aboriginal clients, making up 68 percent and 50 percent of total respondents, respectively (**Figure 1.20**). In Ontario, however, Aboriginal respondents grew by 22 percent from last year (**Table 1.14**). Also of note is that while newcomers make up a small portion of clients who responded in 2014-15, this group grew by 65 percent from the year prior.

In 2014-15 in Ontario, roughly 13 percent of LBS clients were E-Channel learners (**Table 1.14**), which is a web-based way to deliver LBS training in order to improve access to the program for Ontarians (MTCU, 2015). Unfortunately, however, E-Channel learner data is only available at the provincial level, and not by local board or region. Additionally, this data is not included in the demographic and activity breakdown figures. This is problematic for two reasons. First, given the large land area and low

Table 1.14. Demographic trends and characteristics of LBS clients

	NSWPB 2012-13	NSWPB 2013-14	NSWPB 2014-15	NSWPB Change	NSWPB Change (%)	Northern Region Change (%)	Ontario Change (%)
				year-over-year change from 2013-14			
Number of Clients	871	1,177	1,189	12	1.02	-0.08	1.36
In-Person (New)	-	746	639	-107	-14.34	-8.76	2.13
In-Person (Carry-Over)	-	431	550	119	27.61	12.74	0.32
E-Channel (New)	-	-	-	-	-	-	-0.69
E-Channel (Carry-Over)	-	-	-	-	-	-	-0.68
Age of Clients							
15-24	190	392	380	-12	-3.06	3.67	2.92
25-44	265	431	431	0	0.00	1.98	-1.69
45-64	207	105	109	4	3.81	4.05	10.76
65+	207	105	109	4	3.81	4.05	10.76
Gender of Clients							
Female	488	638	631	-7	-1.10	3.16	4.30
Male	313	533	555	22	4.13	-0.43	-3.33
Undisclosed	3	0	0	0	-	-52.94	2.96
Designated Groups							
Newcomer	9	17	28	11	64.71	25.78	16.55
Visible Minority	8	13	15	2	15.38	29.84	19.06
Persons with Disability	45	83	109	26	31.33	22.52	36.04
Aboriginal Group	180	355	326	-29	-8.17	9.24	21.98
Source of income							
Other	219	203	233	30	14.78	4.73	-4.06
Employed	212	308	232	15	4.87	5.61	0.00
Employment Insurance	30	51	52	1	1.96	-8.20	-3.09
No Source of Income	88	156	164	8	5.13	1.54	23.06
Ontario Disability Support Program	95	126	134	8	6.35	2.39	3.61
Ontario Works	136	244	231	-13	-5.33	1.79	-1.35
Self Employed	17	24	16	-8	-33.33	-1.97	9.36

Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

population density of the NSWPB area, and the Northern board region more generally, E-Channel delivery may serve as an ideal way to deliver services in the North, however there is no way to see to what extent this is happening in the North. Secondly, since E-Channel learners in the NSWPB area and the Northern Region are not being counted at the provincial level, these numbers are being excluded from the client population, which may skew the aforementioned demographic and activity data.

SECOND CAREER

Second Career is a program that provides laid-off workers with skills training to help them find jobs in high-demand occupations, as well as provide financial support for laid-off workers (MTCU, 2015).

In 2014-15 there were 101 clients who participated in the program, which is a slight decline from the 113 clients who

participated in 2013-14. In 2014-15, the majority of clients are men (78 percent) aged 25-44 (54 percent) who have completed college or less (73 percent), and who are receiving Employment Insurance (55 percent). Similar to the year prior, the only skills training programs that SC clients in the NSWPB area were enrolled in were for Heavy Equipment Operators (46 individuals) and Transport Truck Drivers (13 individuals).

Second Career – Program Outcomes

In order to assess outcomes of the SC program a similar technique that is for ES clients is applied – taking the ratio of the number of individuals out of employment/training to the number of individuals who found employment/training at exit⁸. The challenge in this case is that, unlike the ES program, there are a large portion of SC clients that did not respond to their outcome at exit, as listed in the non-response rate rows in **Table 1.15**. The non-response

Table 1.15. Employment/Training Status Before and After SC Program

	2013-14			2014-15		
	NSWPB	Northern Region	Ontario	NSWPB	Northern Region	Ontario
Length of Time Out of Employment/Training						
Less than 3 months	50	573	3,518	51	494	3,336
3-6 months	25	208	1,871	19	172	1,597
6-12 months	15	174	2,244	17	173	1,851
More than 12 months	21	146	2,370	10	122	2,058
Time Out Unknown	0	77	531	0	71	429
Outcome at Exit						
Employed	32	308	1,834	26	286	1,944
Training/Education	0	38	420	10	43	416
Other	32	376	2,824	30	311	2,837
Non-response rate (%)	42.34	38.71	51.79	31.96	37.98	43.94
Outcome at 12 Months						
Employed	13	368	2,764	46	617	3,435
Training/Education	-	0	84	9	21	95
Other	-	44	641	12	81	739
Non-response rate (%)	88.29	65.03	66.88	30.93	30.33	53.95

Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

rates in the last two years for NSWPB area, Northern Region and Ontario are all very high, registering in 2014-15 at 32 percent, 38 percent and 44 percent, respectively. This is problematic for analysing program performance.

Nevertheless, given the data that is available, some observations can be drawn. **Figure 1.21** shows that the NSWPB area has a higher rate of finding their clients employment/training upon immediate exit of the program, at a success rate of roughly 37 percent in 2014-15. However, 12 months after exit of the program, this success rate grew to roughly 57 percent of clients finding employment/training (**Figure 1.22**). In contrast, during the same year, the Northern Region's success rate after 12 months grew to 62 percent, while Ontario as a whole sat at 38 percent.

Overall, it is cautioned that these findings be used carefully given the high non-response rates of clients in the SC

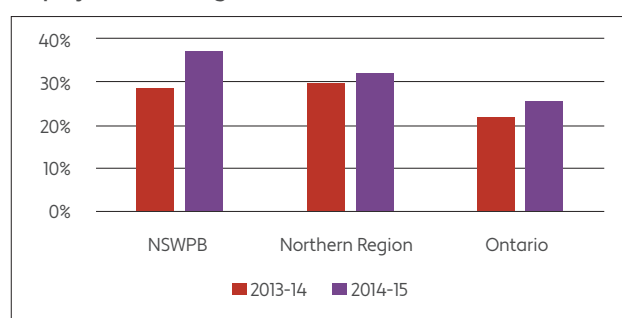
program. Rather, it is recommend that a greater effort be made to contact SC clients 12 months after completion as it would better assist performance assessment of this program. In addition, it is recommended that data on clients who are 'out of employment and training' be disaggregated as two separate measures, and subsequently this entails disaggregating with greater specificity what a client's outcome is after the program.

Apprenticeship

Apprenticeship (APPR) is an on-the-job training program for individuals who desire to work in a trade or occupation to learn new skills from skilled journeypersons (MTCU, 2015).

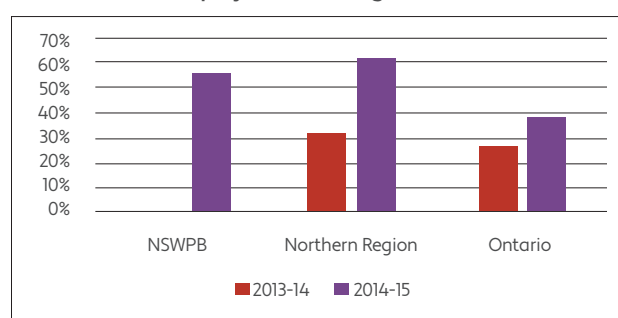
In 2014-15, there were a total of 341 new registrations into the program and 1,164 active apprentices in the NSWPB area, representing a decline of 18 percent and 27 percent from the year prior, respectively (**Table 1.16**). While this

Figure 1.21. Outcome at exit (percent of individuals not employed/in training at intake)



Source: Author's calculations based on Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

Figure 1.22. Outcome at 12 months after exit (percent of individuals not employed/in training at intake)



Source: Author's calculations based on Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

Table 1.16. General details of APPR program

	NSWPB 2012-13	NSWPB 2013-14	NSWPB 2014-15	NSWPB Change (%)	NSWPB Change (%)	Northern Region Change (%)	Ontario Change (%)
				year-over-year change from 2013-14			
Number of New Registrations	409	416	341	-75	-18.03	-17.76	-6.94
Number of Active Apprentices	1,765	1,589	1,164	-425	-26.75	-35.72	-32.98
Number of Modular Training Registrations	823	712	520	-192	-26.97	1.26	-0.68
Average Age of Apprentices at Registration	27	27	27	0.62	2.32	0.71	0.00
Number of CofAs Issued	135	108	170	62	57.41	23.21	-10.84

Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

⁸ Data for 'outcome at exit' and 'outcome at 12 months' is not available for 2012-13.

decline appears large, it was relatively similar to the decline experienced across the Northern Region and Ontario as a whole. Of the new registrants, the largest trades being registered for in the NSWPB area were Automotive Service Technicians (17 percent), followed by Truck and Coach Technicians (15 percent), General Carpenters (12.5 percent) and Electricians (12 percent) [Figure 1.23].

Additionally, the number of the number of individuals registered for modular training also declined considerably from last year, representing a 27 percent decline. This decline was not experienced in the Northern Region or Ontario.

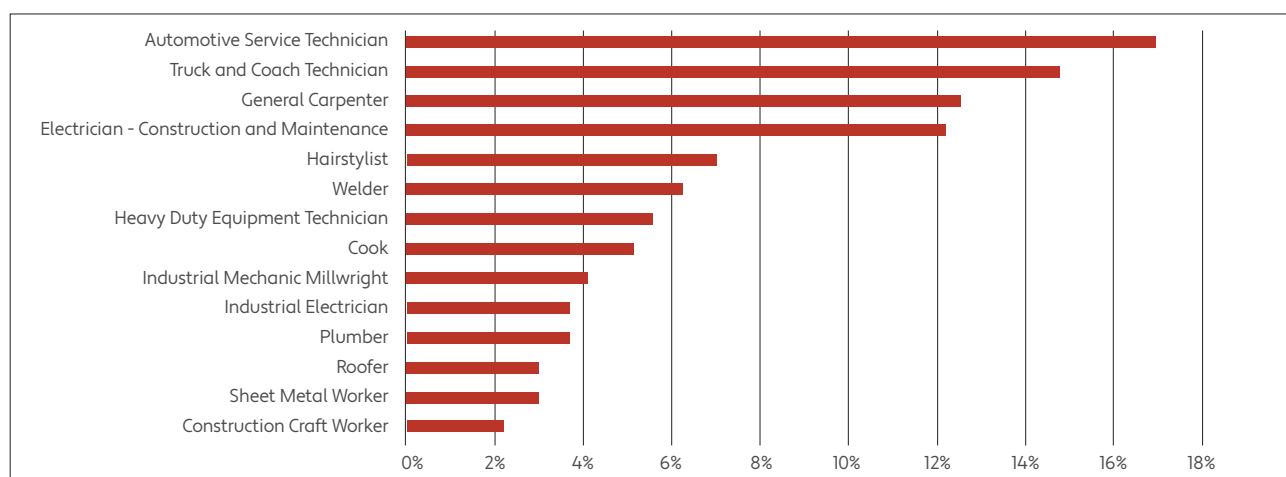
Apprenticeship – Program Outcomes

On the other hand, however, the number of Certificate of Apprenticeships issued grew significantly from the year prior in NSWPB (57 percent) compared with

the Northern Region (23 percent) and Ontario (-11 percent). By taking the measures as a ratio of the number of active apprentices in that fiscal year, we can throw some light on the performance of the local APPR program compared to the Northern Region and Ontario as a whole.

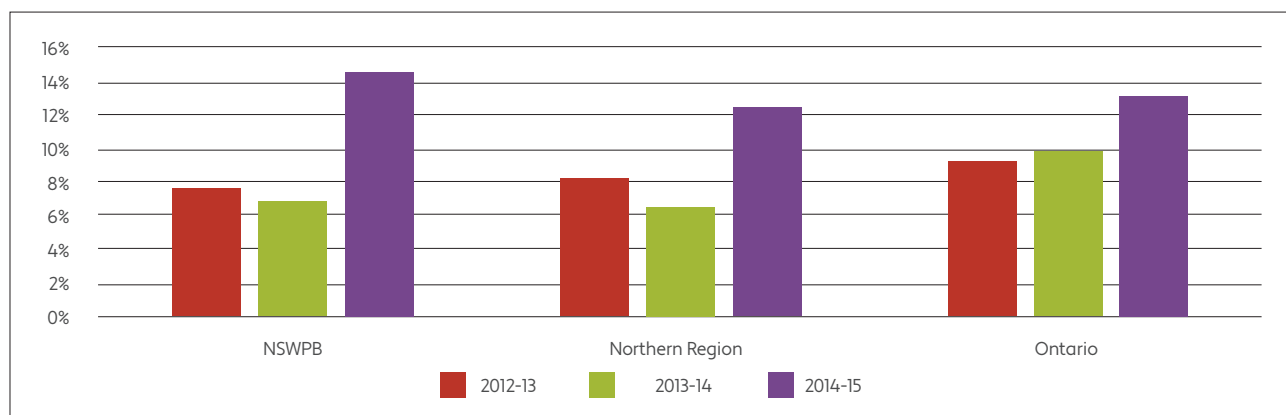
Figure 1.24 shows the total number of Certificate of Apprenticeships issued per number of active apprentices in the APPR program for the last three fiscal years. Interestingly, the number of certificates issued as grown considerably from the last fiscal year, however this number has grown the most in the NSWPB area. From the year prior, certificates issued in the NSWPB area grew from 7 percent of active clients to roughly 15 percent, which is higher than both the Northern Region and Ontario as a whole.

Figure 1.23. Distribution of new apprenticeship registrants



Source: Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

Figure 1.24. Performance Indicator – total CofAs issued per number of active apprentices



Source: Author's calculations based on Ontario Ministry of Training, Colleges and Universities, Employment Ontario, 2015

PARTNERSHIP UPDATE (2015 - 2016)



“

Working with the Planning Board has enriched my knowledge particularly related to the labour market needs not only in Thunder Bay but Northwestern Ontario. It is important to recognize that we need to address the region as it has an impact on Thunder Bay. This information also assists when I am meeting with other organizations and government officials.

Rebecca Johnson, Councillor, City of Thunder Bay

1. BUILDING A LABOUR SUPPLY KNOWLEDGE NETWORK:

Completion Date: March 2016

This project began 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.

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 project aligns with evidence of labour force shortages as well as unemployment and participation rates and skill mismatch locally reported to us by employers.

The North Superior Workforce Planning Board (NSWPB) has established partnerships with 180 Institute, Literacy Northwest, Northwest Employment Works and the Regional Human Resources Strategy Group. A consultant was hired to build a collaborative network of labour supply stakeholders and knowledge holders. From this, it is our hopes to develop an infrastructure for managing, consolidating, and reporting district labour supply knowledge which will increase the capacity to understand the patterning of labour supply over time.

2. MAPPING THE LABOUR SUPPLY AS A SOCIAL NETWORK:

Completion Date: March 2016

The project began with the development of an online survey which was distributed to UNIFOR members who were effected by a mass lay-off within one of the City of Thunder Bay's long term care homes. The survey was designed to collect specific information such as training and past employment as well as connections (links) to other workers and entities (businesses, organizations) in the system. The survey results will be tracked and documented for integration into a visualization map which will assist in the identification of trends and how connections are lost or gained through workplace transitions.

3. DEVELOPMENTAL EVALUATION (DE):

Completion Date: March 2016

Developmental Evaluation was 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, NSWPB proposed to utilize this evaluation method to track the evolution of the projects as well as the outcomes.

The Developmental Evaluation project will chronicle project 1 and 2's progress and evaluate its components and overall success to assist NSWPB in the completion of those 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.

NSWPB has hired a consultant to carry out the Developmental Evaluation of the Regional HR Strategy Projects and to facilitate learning in the community of the DE approach.

4. EMPLOYERONE SURVEY:

Completion Date: March 2016

NSWPB has continued on with 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 many of our community consultations and based on the current labour market analysis, it was decided to continue with this survey for the NSWPB area.

The EmployerOne Survey tool was improved and the questions condensed based on feedback from employers the previous year. NSWPB and the other Northern Ontario planning boards determined that for this year the EmployerOne Survey would be open to all employers from all sectors within the Thunder Bay District. There are a number of marketing strategies in place to increase employer participation such as social media and radio advertising campaigns as well as prize incentives for those employers who participate in the survey. NSWPB and its partners of Thunder Bay Chamber of Commerce, Thunder Bay Ventures, Greenstone and Superior North CFDC's, Thunder Bay CEDC, and Nishnawbe Aski Development Fund have focused efforts on distributing the EmployerOne Survey to their networks of employers within the Thunder Bay district. The survey will remain live until December 31st. An analysis of the results will be completed and rolled out in a report for the Thunder Bay district as well as, a Northern Comparative Report for the 6 Northern Local Boards in Northern Ontario.

BUILDING UPON THE PRESENT COMMUNITY ENGAGEMENT



“

Working closely with the North Superior Workforce Planning Board on several projects over the past year I am not sure what impresses me more; the breadth of the organizations they consistently bring to the table, or their passion for adding ever more voices.

Charles Cirtwill, President & CEO, Northern Policy Institute

As outlined in previous LLMPs, North Superior Workforce Planning Board consistently participates in both formal and informal consultations with a broad spectrum of community stakeholders (community leaders, employment service providers, key industry partners, schools boards, the college and university and economic development practitioners).

Actions chosen result from a collaborative effort between NSWPB and its community partners to address challenges and opportunities identified through these on-going consultations and are based on both qualitative and quantitative evidence collected throughout the year. For example, a brief review of responses to our EmployerOne Survey identified the following:

- 65% of respondents experienced a workforce separation in the last 12 months through quits, retirements, temporary lay-offs or other, providing insight into the constant personnel churn and or change over within their workplaces;
- 71% of job hirings by employers did not receive employment services assistance;
- 52% of employers experience difficulty filling high frequency hiring positions;
- 63% of employers expect to hire full-time employees in the upcoming year;
- The priority ranking of necessary competencies, identified by employers, combined for current and future workforce, all jobs and hard to fill jobs are:
 - Work ethic
 - Customer service
 - Self-motivation
 - Communication

Each year that this survey is completed by employers in our district, the more robust the collected information will be. We will be conducting the EmployerOne Survey again in 2016-2017 as our 3rd consecutive year.

In follow-up to the survey responses listed above, NSWPB is working closely with EO Service Providers and the Employment Plus Network to collaboratively increase employers' knowledge of employment services available to them. Services available through Employment Ontario and the network of Service Providers will better

assist the employers in meeting their needs as identified above. NSWPB, the Employment Plus Network and other community partners will continue to propose and implement strategies to improve and coordinate service delivery and integration to meet the needs of the district's stakeholders (employers, job seekers, service providers, etc.).

Starting December 1, 2015, North Superior Workforce Planning Board has been chosen to lead the Thunder Bay district's Local Employment Planning Council. Local Employment Planning Councils are a pilot project funded through the Ministry of Training, Colleges and Universities and serve as a key system feature for integrated employment and training services. To support the objectives of this integration, LEPCs will serve as key instruments in driving local approaches in the planning and delivery of employment and training services through:

- Connecting diverse local groups (employers, service providers and other community stakeholders) and their ideas, resources and services;
- More effectively planning employment and training service delivery;
- Generating local labour market knowledge;
- Addressing the workforce development needs of employers; and
- Helping shape changes to the local labour market

Through the LEPC, our local board will continue in the development and implementation of its Regional Human Resources Strategy to better position our district in matching labour supply to demand. We will increase efforts to engage with employers, workers, service providers, the community and elected officials in municipal, provincial, federal and First Nations orders of government to coordinate local labour force planning.

For more information and/or to become involved in this exciting pilot project please contact:

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Thunder Bay, ON P7B 2V9

Telephone: 807.364.2940

E-mail: admin@nswpb.ca

Website: www.nswpb.ca

We look forward to working with you and realizing our vision to have our district's human resource pool strategically aligned, competitively positioned and progressively developed to meet future social and economic demands across Northwestern Ontario.

APPENDIX & REFERENCES

Table A.1. Communities within North Superior Workforce Planning Board (NSWPB) area

CD	CSD	CSD Type	Population
Thunder Bay	Thunder Bay	Municipality, City	108,359
Thunder Bay	Thunder Bay, Unorganized	Unorganized	5,909
Thunder Bay	Oliver Paipooonge	Municipality	5,732
Thunder Bay	Greenstone	Municipality	4,724
Thunder Bay	Marathon	Municipality, Town	3,353
Thunder Bay	Shuniah	Municipality, Township	2,105
Thunder Bay	Neebing	Municipality	1,986
Thunder Bay	Nipigon	Municipality, Township	1,631
Thunder Bay	Terrace Bay	Municipality, Township	1,471
Thunder Bay	Schreiber	Municipality, Township	1,126
Thunder Bay	Red Rock	Municipality, Township	942
Thunder Bay	Fort William 52	Indian Reserve	860
Thunder Bay	Conmee	Municipality, Township	764
Thunder Bay	O'Connor	Municipality, Township	685
Thunder Bay	Gillies	Municipality, Township	473
Thunder Bay	Pic River 50	Indian Reserve	395
Thunder Bay	Long Lake 58	Indian Reserve	367
Thunder Bay	Aroland 83	Indian Reserve	361
Thunder Bay	Dorion	Municipality, Township	338
Thunder Bay	Lake Helen 53A	Indian Reserve	303
Thunder Bay	Whitesand	Indian Reserve	260
Thunder Bay	Gull River 55	Indian Reserve	210
Thunder Bay	Pic Mobert North	Indian Reserve	193
Thunder Bay	Rocky Bay 1	Indian Reserve	182
Thunder Bay	Ginoogaming First Nation	Indian Reserve	167
Thunder Bay	Osnaburgh 63A	Indian Reserve	153
Thunder Bay	Ojibway Nation of Saugeen (Savant Lake)	Indian Reserve	153
Thunder Bay	Pic Mobert South	Indian Reserve	96
Thunder Bay	Pays Plat 51	Indian Reserve	75
Thunder Bay	Lake Nipigon	Indian Reserve	*
Thunder Bay	Seine River 22A2	Indian Reserve	0
Thunder Bay	Lac des Mille Lacs 22A1	Indian Reserve	0
Kenora	Eabametoong (Fort Hope 64)	Indian Reserve	1,085
Kenora	Webequie	Indian Reserve	670
Kenora	Nibinamik (Summer Beaver)	Indian Settlement	335
Kenora	Neskantaga (Lansdowne House)	Indian Settlement	335
Kenora	Neskantaga (Lansdowne House)	Indian Settlement	190
Kenora	Marten Falls 65	Indian Reserve	190

Source: Statistics Canada, Census and NHS, 2011. *Denotes suppressed data.

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North Superior

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