

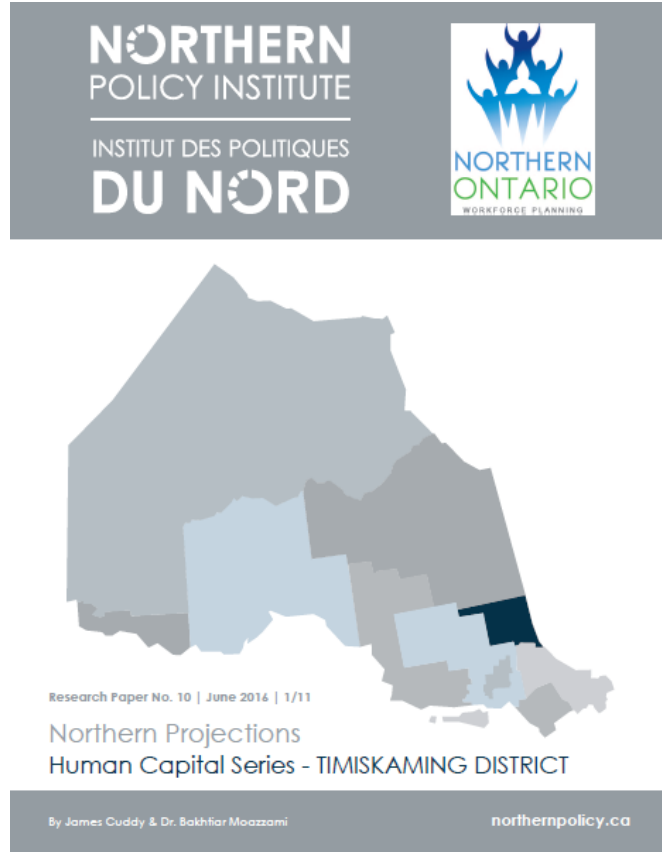
# Regional Gathering in Timiskaming

Service Hubs – a made for the north solution?

11 January, 2017



# Baseline Projections



The report, the first of a series entitled: *Northern Projections: Human Capital Series*, reveals **lower than average education rates** combined with changes to the labour market and a **decline in overall population** threaten the future of the Timiskaming District's economy and standard of living.

The news isn't all bad, however. An abundance of natural resources, a **growing agricultural sector**, access to the large North American market, a **history of employment resilience** within the mining sector, and a **strong immigrant labour market** performance all present opportunities to reverse negative trends.

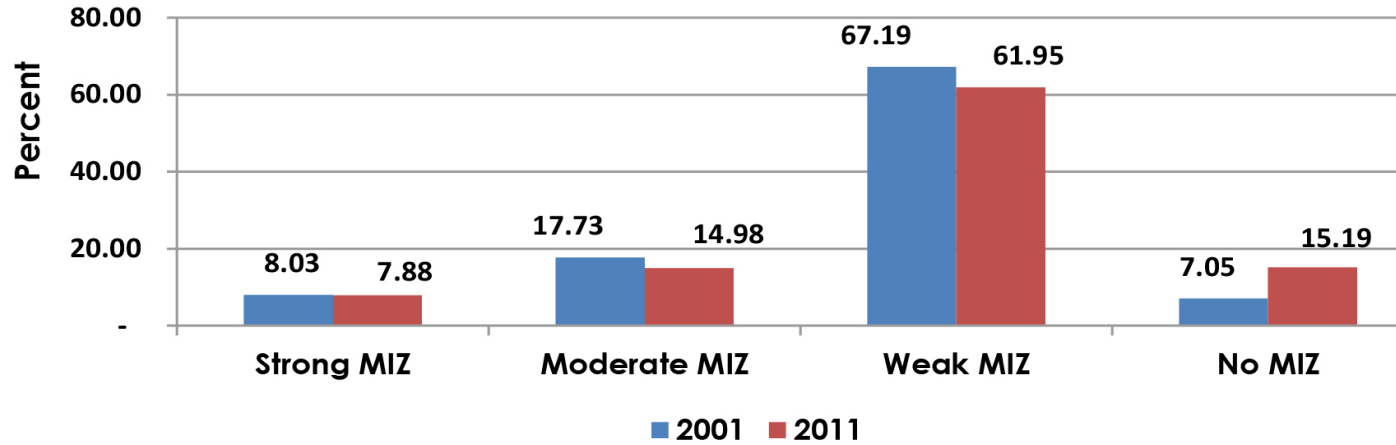
# Start with the good news: Northeast outperforms the Northwest

- Educational attainment for the Aboriginal population is much higher in the NE than the NW.
- Average income for everyone is higher in the NE than the NW.
- Dependency on government transfers is lower in the rural NE than in the rural NW.
- Participation rates are higher and unemployment rates lower in the very rural and remote parts of the NE than in the NW.
- There is a higher percentage of rural income earners in the NE than the NW (more people have jobs).
- There is greater economic activity in strongly rural areas in the NE than the NW.

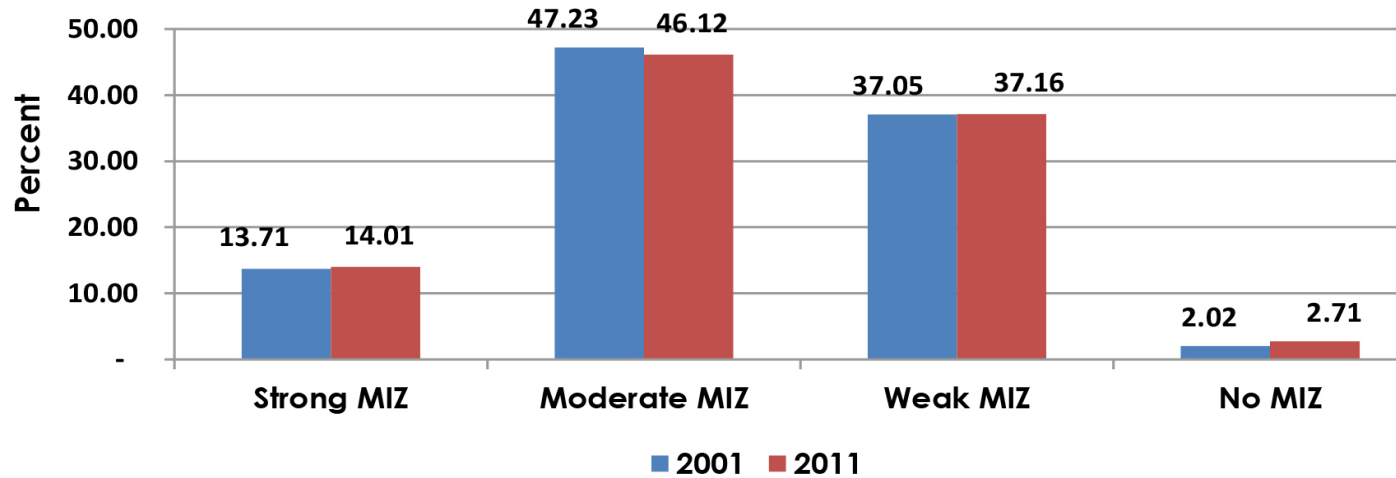
**Why? Think CONNECTIVITY**

# Rural is LESS remote – in the NE

### Northwestern Ontario



### Northeastern Ontario





One reason less “remote”?

Road “grid” in NE, versus “dead-ends” in NW



# Next Question:

## Do we have enough working age people?

To answer this question we need to consider the Demographic Dependency Ratio or DDR:

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

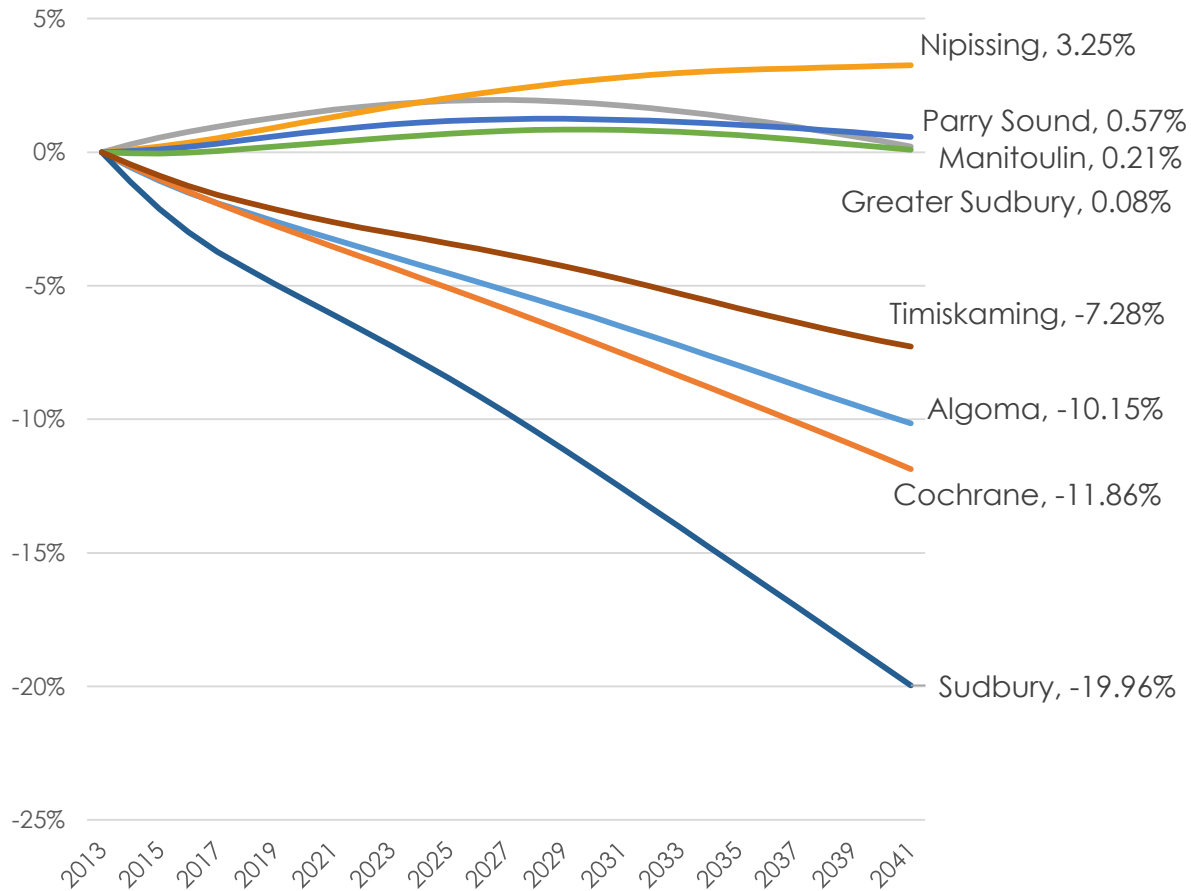
This ratio impacts EVERYTHING in our society:

- Production/Consumption
- Savings rates/Investment
- **TAX BASE** (without which we cannot deliver necessary services like health, education, transportation)
- **COMMUNITY CAPACITY** – Human Resources and skills, how many people we can hire, regardless of what we can pay them, where they are and what they know/can do

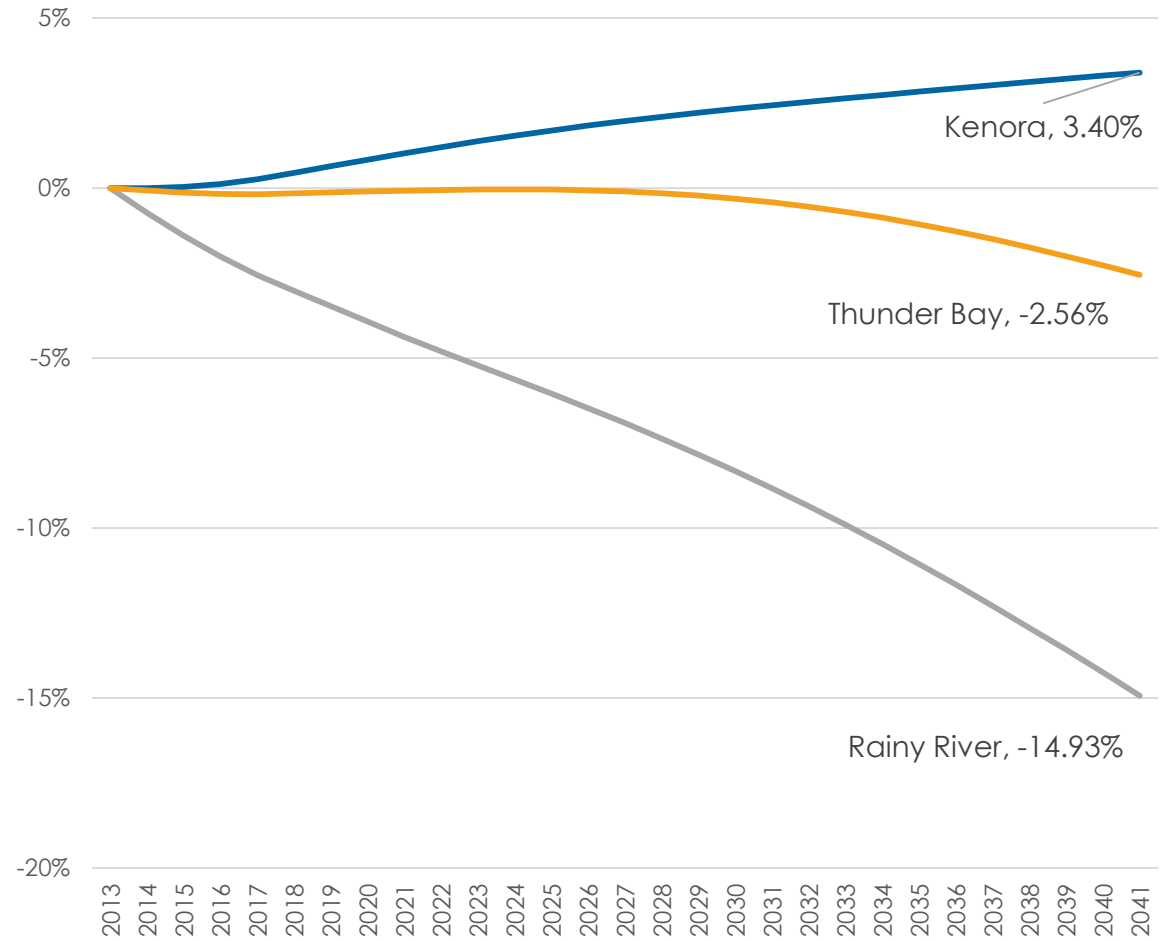


# Population Projections

### Northeast districts - Cumulative population growth



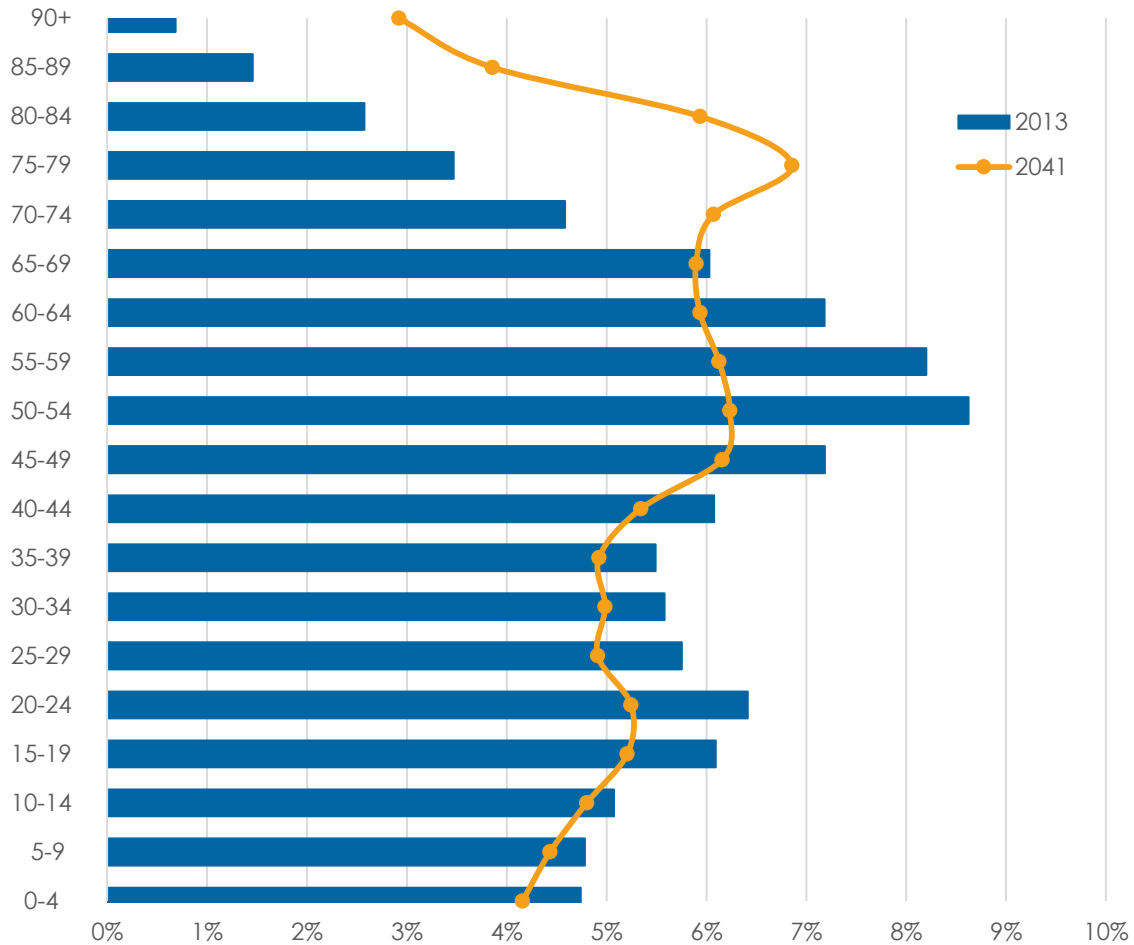
### Northwest districts - Cumulative population growth



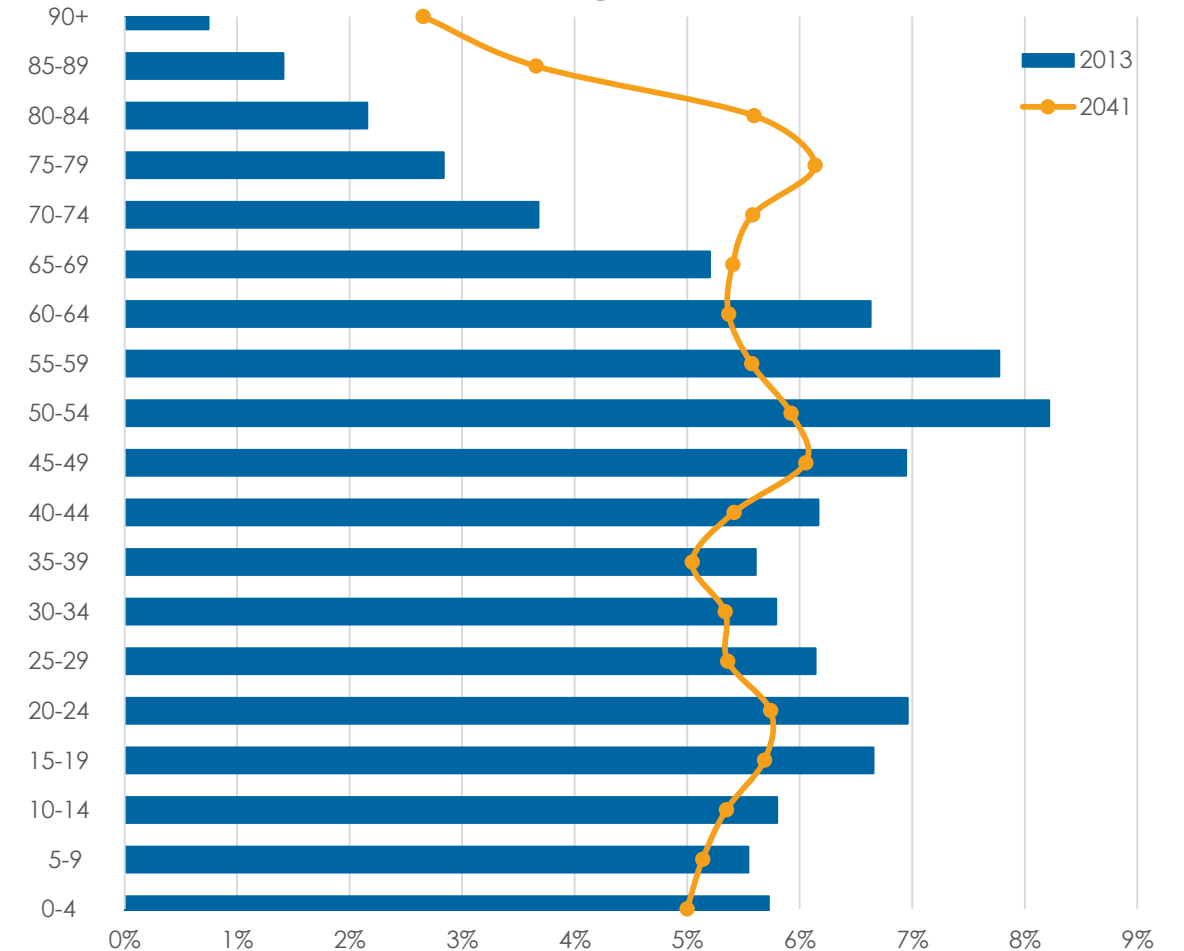


# Age Cohorts – Making our DDR worse

Northeast Ontario - Distribution of population by age



Northwest Ontario - Distribution of population by age

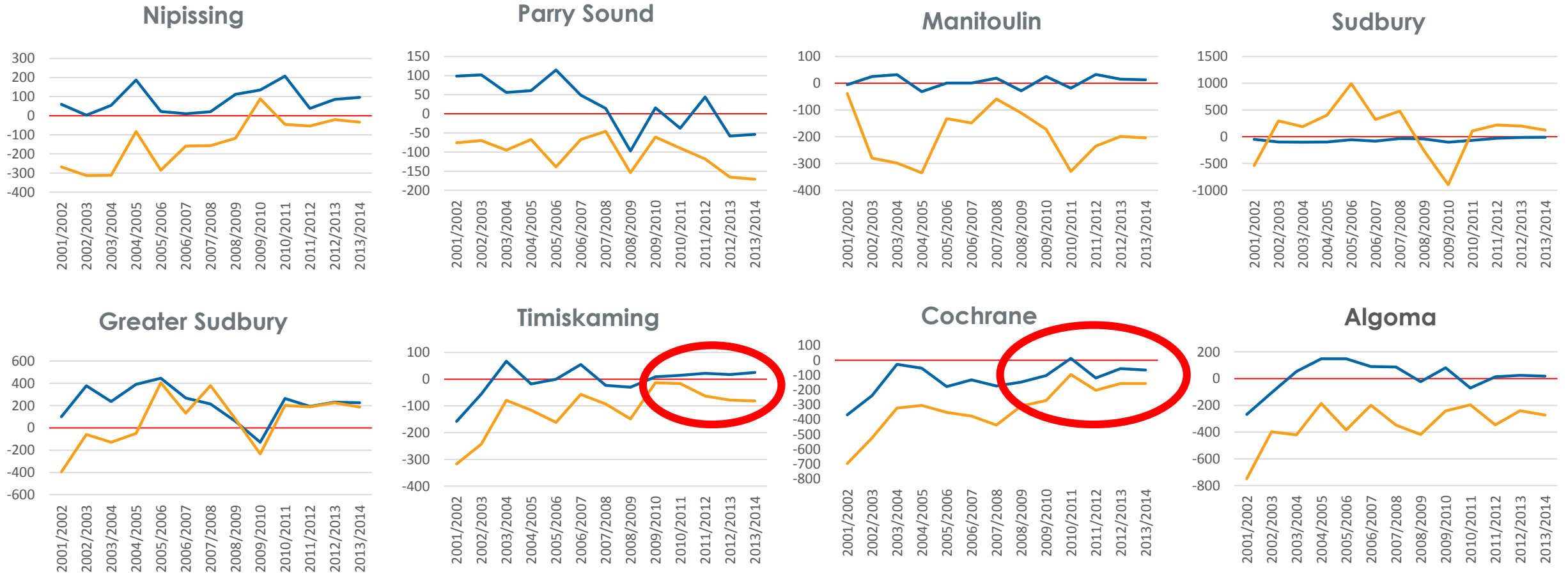






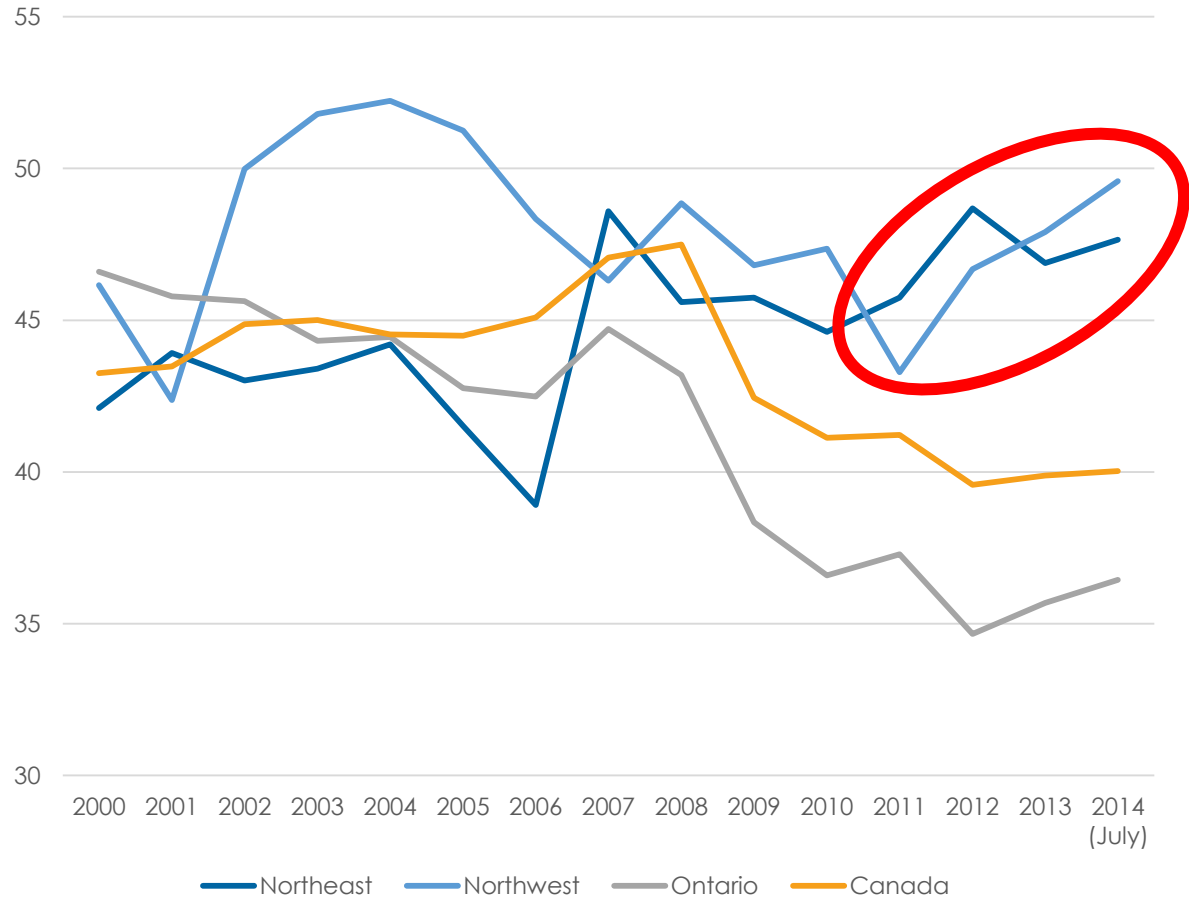
# A LITTLE good news: Youth net migration, by district (Northeast)

— 0 to 19 years    — 20 to 34 years

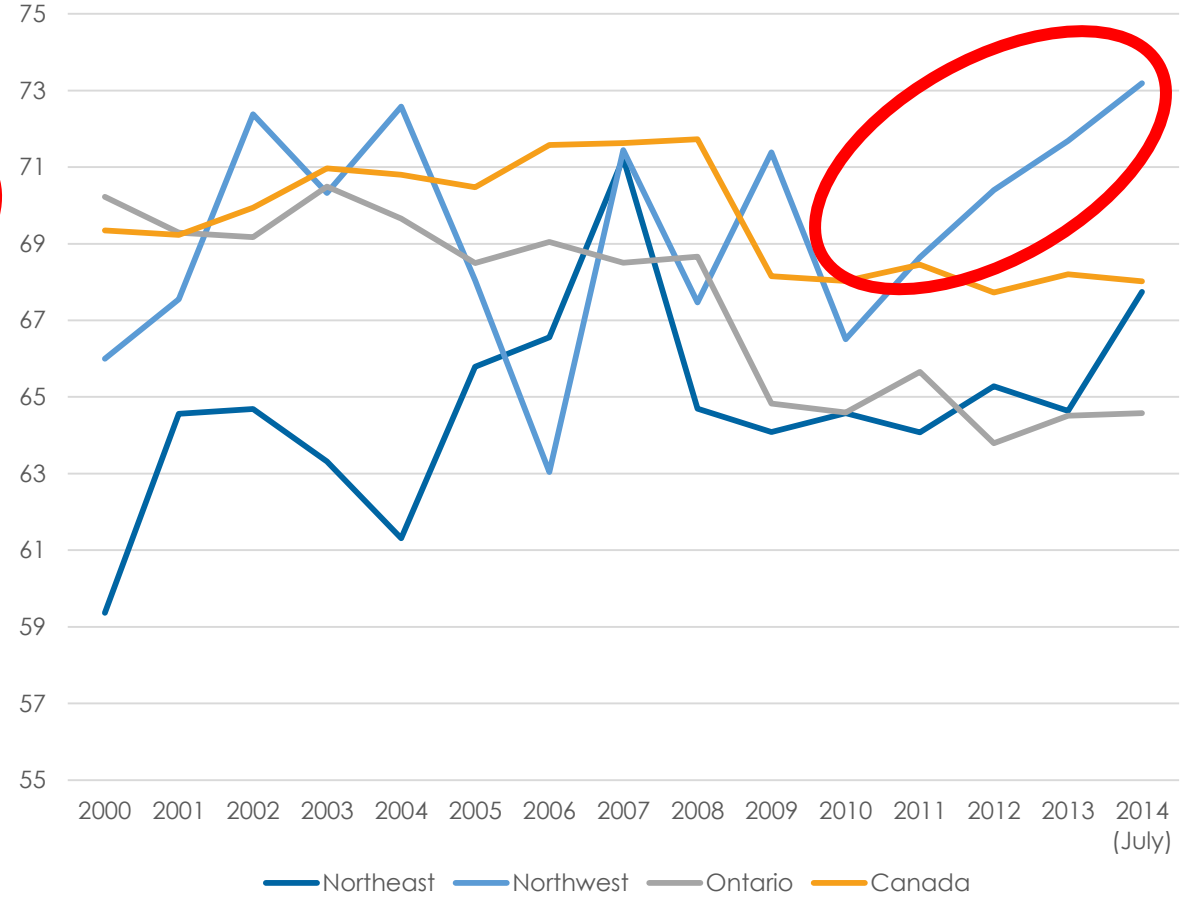


# Kids are staying because jobs are here

### Youth Employment Rate (15 to 19 years)



### Youth Employment Rate (20 to 24 years)



Source: Author's calculations based on Statistics Canada, custom tabulation.



# Nevertheless, service agencies will be short staffed

## **FNETB REGION - POTENTIAL EXITS 2011-2031**

*(Source: FNETB Local Labour Market Forecast 2011-2031)*

<b>6,275</b>	Trades, Transport, Equipment Operators and Related Occupations
<b>5,320</b>	Sales and Services
<b>4,115</b>	Business, Finance and Administration
<b>3,000</b>	Management
<b>2,715</b>	Education, Law and Social, Community and Government Services
<b>1,745</b>	Health
<b>1,495</b>	Natural Resources, Agric and Related Production
<b>1,410</b>	Manufacturing and Utilities
<b>1,365</b>	Natural and Applied Sciences and Related
<b>35</b>	Arts, Culture, Sports and Recreation

# Not just “professional” staff shortages either



# Solution – Coordinate, Cooperate, Collaborate

## Community Hubs

- Co-location saves costs, sure
- MAY improve access (who and where the client is)
  - Online and shared remote delivery can address this (as can transportation and infrastructure investment)
  - Requires cross training, expanding scope of practice, mutual recognition of expertise and assessments
- More importantly, co-delivery improves efficiencies and effectiveness
  - Problem identification
  - Needs assessment
  - Response time
- Also enhances understanding

# Don't underestimate indirect benefits

## Community Hubs

- Also enhance understanding
  - Who does what
  - How
  - Clients AND staff
  - Line and supervisors
- Creates opportunities for professional development
  - About what others do
  - Cross training
  - Formal and informal info sharing and best practices/innovations/problem solving

# Example 1 – Edmonton City Centre

## Necessity is indeed the mother of Invention

- Declining enrolment, excess school space
- Declining overall budget, growing service demands
- Itinerant population
- Challenged families
- Kids at risk

## Co-location and cooperative service delivery

- Response teams – school, social services, police services, community service organizations (Big Brothers Big Sisters, Reading Program, Cultural Groups), settlement services
- Holistic response, “root causes”
- Working together to achieve everyone’s mandate AND enhance results for client

# Example 2 – Local Employment Planning Councils

## Concept is sound

- Multiple service organizations
- Overlapping mandates, skills, and clienteles
- Concerns that results are not matching expenditures
- Solution – better coordination and cooperation, identify gaps and achieve efficiencies

## Delivery challenges to date

- Collaboration and coordination key, but this requires staff time and resources, however KPIs and funding envelopes for service organizations not adjusted to allow for this
- Still considerable centralized control and direction
- Distances a large challenge in the north
- Limited interest in expanding to include other funding agencies and complementary services



# Lessons

## Flexible Thinking

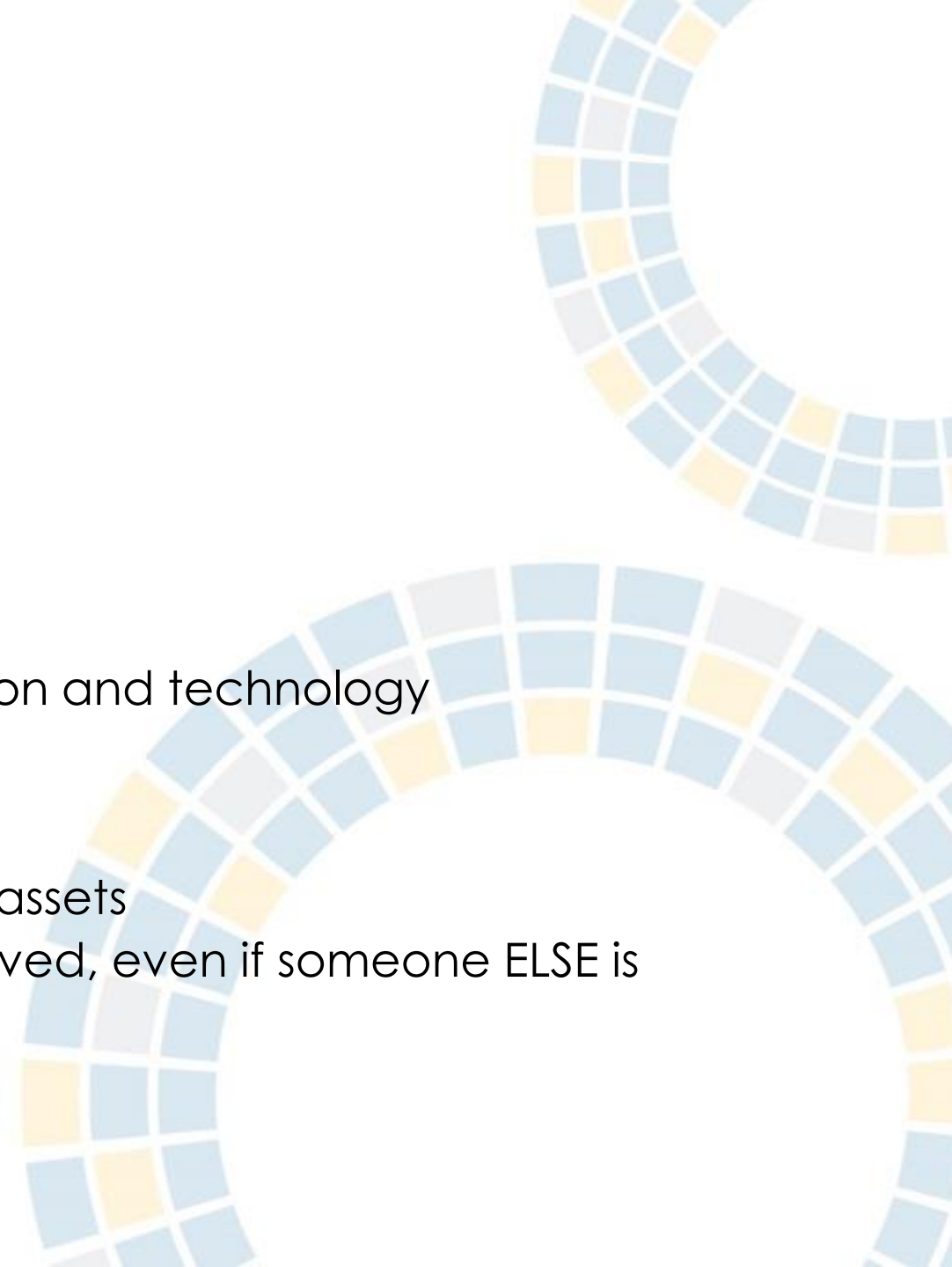
- Don't constrain the who, the how, or the where

## Flexible Funding

- \$'s must incent desired results
- want collaboration, allow \$ for that
- Large geographic area? Allow \$ for transportation and technology

## Flexible Doing

- BLEND organization objectives, knowledge and assets
- Goal is for everyone to see their mandate achieved, even if someone ELSE is doing some or all of the delivery



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