Community Labour Market Report]

By Amandine Martel & José-Karl Noiseux

O'CONNOR

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 O'Connor, 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, the size of employers, the industry they are in, and changes in any of these factors over time affect employment levels and employment opportunities within a local labour market.

Unfortunately, the data for employers appeared unreliable and was thus suppressed.

02. Employment by Industry

Employment by industry data[1] describes 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. The industrial structure has an impact on the types of jobs offered, as well as their respective salaries, and the type of education and skills these jobs require.

In 2011, retail trade represented the largest share of total employment (17.6 percent) in O'Connor (Table 1). Between 2014 and 2016, employment in wholesale and retail sales in the Thunder Bay CMA decreased by 5.1 percent.

Transportation and warehousing (16.5 percent of total employment); and agriculture, forestry, fishing and hunting (15.4 percent of total employment) were the second and third largest industries providing employment in O'Connor (Table 1). However, given O'Connor's close proximity to Thunder Bay, it is possible that many of these jobs are in the city of Thunder Bay and may not reflect the industrial structure within the township.

TABLE 1

	EMPLOYMENT BY INDUSTRY, AND AS A PERCENTAGE OF TOTAL, 2011	O'Connor (#)	O'Connor (% of Total)	Thunder Bay District (% of Total)	Ontario (% of Total)
44-45	Retail trade	80	17.6	11.8	11.1
48-49	Transportation & warehousing	75	16.5	5.5	4.7
11	Agriculture, forestry, fishing & hunting	70	15.4	2.0	1.5
62	Health care & social assistance	55	12.1	15.9	10.6
91	Public administration	35	7.7	10.3	7.0
23	Construction	30	6.6	6.1	6.1
54	Professional, scientific & technical services	30	6.6	4.8	7.7
21	Mining & oil & gas extraction	0	0	2.7	0.4
22	Utilities	0	0	1.2	0.9
31-33	Manufacturing	0	0	5.3	10.4
41	Wholesale trade	0	0	2.7	4.6
51	Information & cultural industries	0	0	1.9	2.7
52	Finance & insurance	0	0	2.7	5.6
53	Real estate & rental & leasing	0	0	1.5	2.0
55	Management of companies & enterprises	0	0	0.0	0.1
56	Administrative & support, waste management & remediation services	0	0	2.9	4.4
61	Educational services	0	0	9.1	7.5
71	Arts, entertainment & recreation	0	0	2.0	2.0
72	Accommodation & food services	0	0	7.2	6.0
81	Other services (except public administration)	0	0	4.5	4.4
	All Industries	**455**	-	-	-

TABLE 2

EMPLOYMENT BY INDUSTRY IN THUNDER BAY CMA AND ONTARIO	Thunder Bay CMA				Ontario
Employment by Industry	2012	2014	2016	2014-2016 Change (%)	2014-2016 Change (%)
Goods-producing Sector	**10,400**	**8,900**	**9,700**	**9.0**	**2.6**
Agriculture	X	X	X	X	-5.0
Forestry, fishing, mining, oil & gas	1,600	<1,500	1,600	>6.7	7.8
Utilities	X	X	X	X	-3.1
Construction	4,200	4,200	4,300	2.4	7.8
Manufacturing	3,400	2,300	2,600	13.0	0.4
Services-producing Sector	**51,400**	**52,700**	**50,400**	**-4.4**	**1.6**
Wholesale & retail trade	8,900	9,800	9,300	-5.1	-1.3
Transportation & warehousing	2,900	3,300	3,200	-3.0	-0.5
Finance, insurance, real estate & leasing	2,800	2,700	2,600	-3.7	8.4
Professional, scientific & technical services	3,100	3,100	3,300	6.5	6.2
Business, building & other support services	2,500	2,700	1,500	-44.4	-2.6
Educational services	6,200	4,800	5,200	8.3	1.7
Health care & social assistance	11,100	11,400	11,500	0.9	5.0
Information, culture & recreation	2,600	2,400	2,400	0.0	0.5
Accommodation & food services	5,000	5,100	5,000	-2.0	1.4
Other services *(except public administration)*	2,500	2,800	2,600	-7.1	-3.7
Public administration	4,000	4,500	3,900	-13.3	-3.8
Total Employed	**61,800**	**61,500**	**60,100**	**-2.3**	**1.8**

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

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

03. Employment by Occupation

Employment by occupation data describes 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 occupations growing strongly and others in decline. These changes again have an impact on the types of jobs offered, 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.

In 2011, trades, transport and equipment operators and related occupations (NOC category 7) represented the largest share of employment (31.9 percent) in O'Connor (Table 3). Between 2014 and 2016, these occupations remained stable in the Thunder Bay CMA (Table 4).

Sales and service occupations; and business and finance occupations were the second and third largest occupations in O'Connor in 2011 (20.9 percent and 18.7 percent respectively of total employment). Between 2014 and 2016 both these occupations experienced decreases (-6.6 percent and -20.8 percent respectively).

	EMPLOYMENT BY OCCUPATION, AND AS A PERCENTAGE OF TOTAL, 2011	O'Connor (#)	O'Connor (% of total)	Thunder Bay District (% of total)	Ontario (% of total)
7	Trades, transport & equipment operators & related occupations	145	31.9	17.4	13.0
6	Sales & service occupations	95	20.9	24.5	23.2
1	Business, finance & administration occupations	85	18.7	14.3	17.0
4	Occupations in education, law & social, community & government services	75	16.5	14.6	12.0
0	Management occupations	25	5.5	7.9	11.5
3	Health occupations	15	3.3	7.9	5.9
2	Natural & applied sciences & related occupations	0	0.0	5.9	7.4
5	Occupations in art, culture, recreation & sport	0	0.0	1.9	3.1
8	Natural resources, agriculture & related production occupations	0	0.0	3.1	1.6
9	Occupations in manufacturing & utilities	0	0.0	2.7	5.2
	All occupations	**455**	-	-	-

TABLE 3

Source: Statistics Canada, National Household Survey 2011

TABLE 4

	EMPLOYMENT BY OCCUPATION IN THUNDER BAY CMA AND ONTARIO	Thunder Bay CMA				Ontario
		2012	2014	2016	2014-2016 Change (%)	2014-2016 Change (%)
0	Management occupations	5,000	4,100	3,800	-7.3	-0.3
1	Business, finance & administration occupations	9,200	10,600	8,400	-20.8	0.7
2	Natural & applied sciences & related occupations	4,400	3,400	4,100	20.6	3.5
3	Health occupations	6,200	5,400	6,300	16.7	4.5
4	Occupations in education, law & social, community & government services	8,000	8,400	8,700	3.6	9.5
5	Occupations in art, culture, recreation & sport	X	X	X	X	7.7
6	Sales & service occupations	15,900	16,700	15,600	-6.6	-1.7
7	Trades, transport & equipment operators & related occupations	9,200	9,200	9,200	0.0	1.4
8	Natural resources, agriculture & related production occupations	X	X	X	X	-0.9
9	Occupations in manufacturing & utilities	1,600	1,500	<1,500	<0.1	0.8
	All occupations	**61,800**	**61,500**	**60,100**	**-2.3**	**1.8**

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

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

04. Local Knowledge

This section features a summary of all jobs posted online in O'Connor.[2] 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.

The fact that zero jobs were posted online does not mean that there were no job opportunities in O'Connor. 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 word of mouth.

0 jobs posted between April and November 2016
Source: Vicinityjobs.ca

[2]Vicinityjobs.ca gathers and tallies job ads posted on diverse websites, such as jobbank.ca, indeed or monster. The system then strives to remove duplicate, and to class job ads into an occupation category.

SUPPLY ↗

Unfortunately the data on Francophone and Indigenous population are suppressed as the numbers are too small.

05. Population & Demographics

Population growth and composition are important drivers of labour market supply – the potential workers. It is also a key component of the demand for some categories of workers (e.g. education, or health care).

O'Connor's population has been decreasing by 7.3 percent over the last 15 years, which contrasts with a 15.9 percent increase in Ontario's population during the same time (Figure 1). The decline is the result of a decreasing fertility rate and emigration—individuals leaving the community (Cuddy and Moazzami, 2016). Additionally, this convergence of factors is exacerbated by the fact that O'Connor's population is aging considerably (Figure 2) and this trend will have significant implications for labour market outcomes and health care demand in the coming years.

FIGURE 1

POPULATION IN O'CONNOR AND ONTARIO, 2001 TO 2015
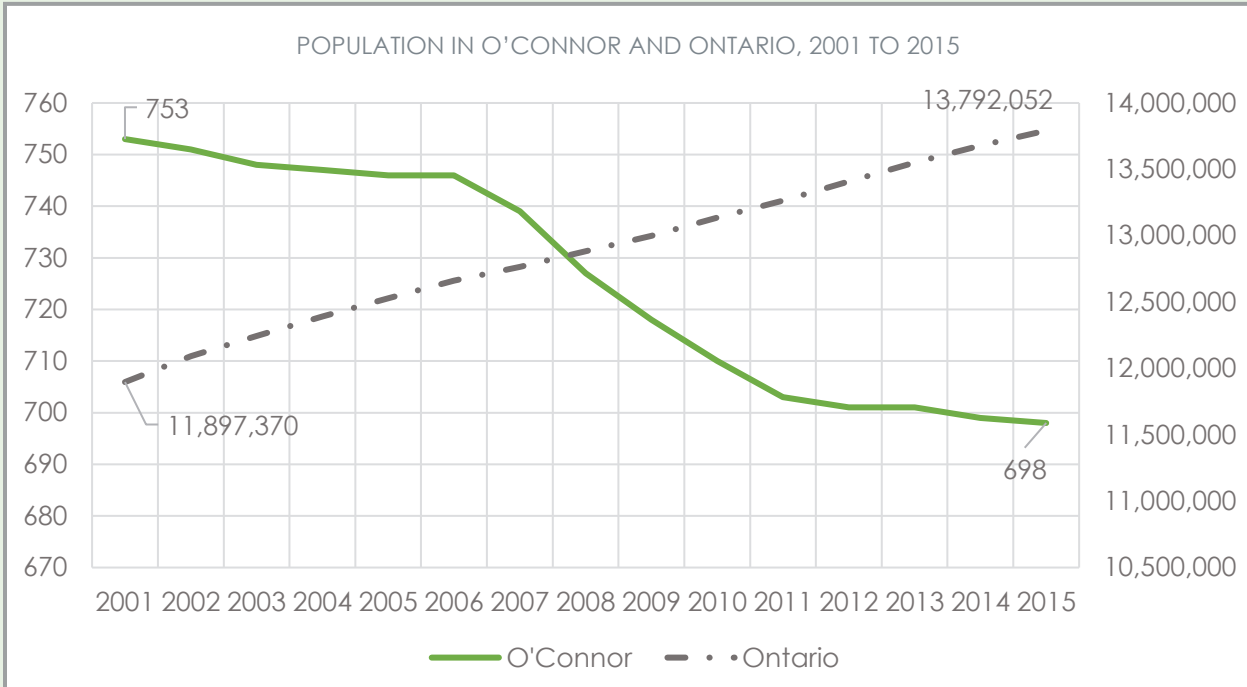
Sources: Statistics Canada, Estimates of population

663

Total 2016 Population

Sources: Statistics Canada, Census 2016

FIGURE 2

DISTRIBUTION OF THE POPULATION BY AGE
GROUPS IN 2015 FOR O'CONNOR,
THUNDER BAY DISTRICT AND ONTARIO
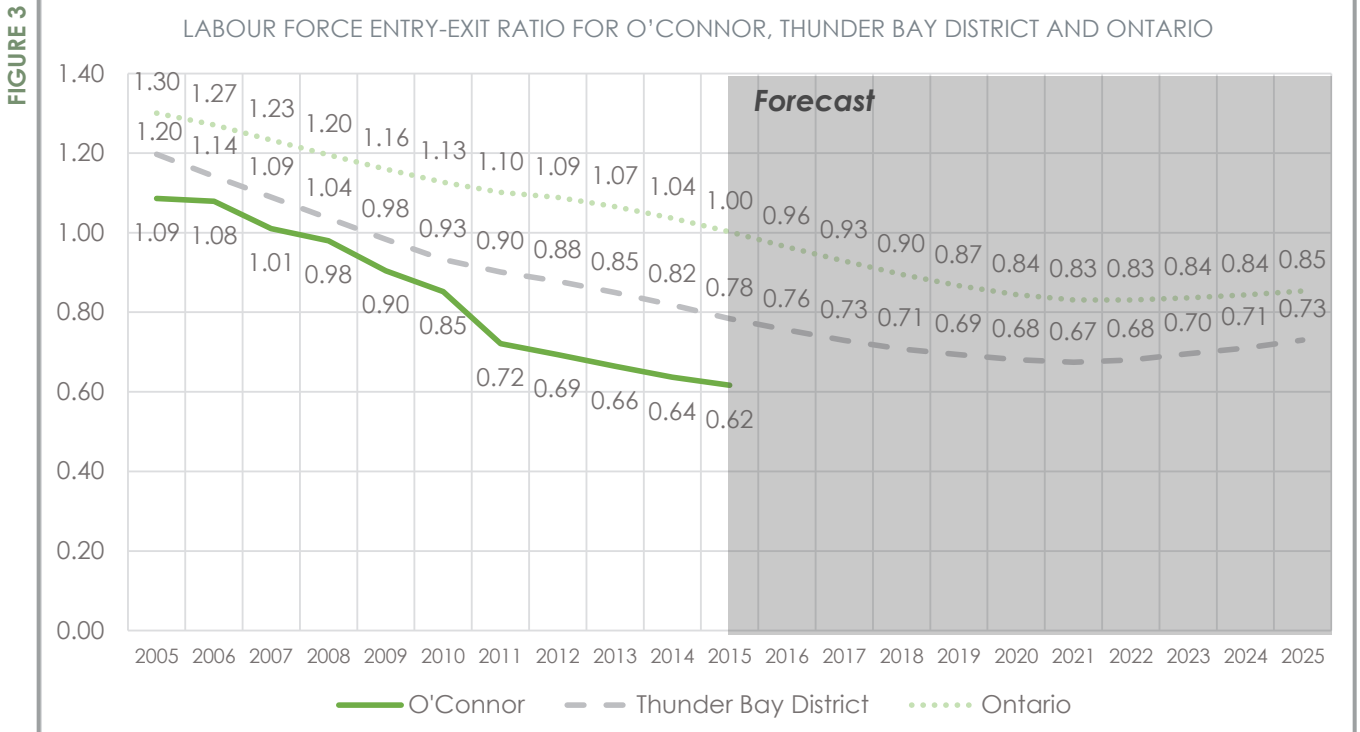*Sources: Author calculations based on Statistics Canada,
Estimates of population*

O'Connor
Thunder Bay District
Ontario
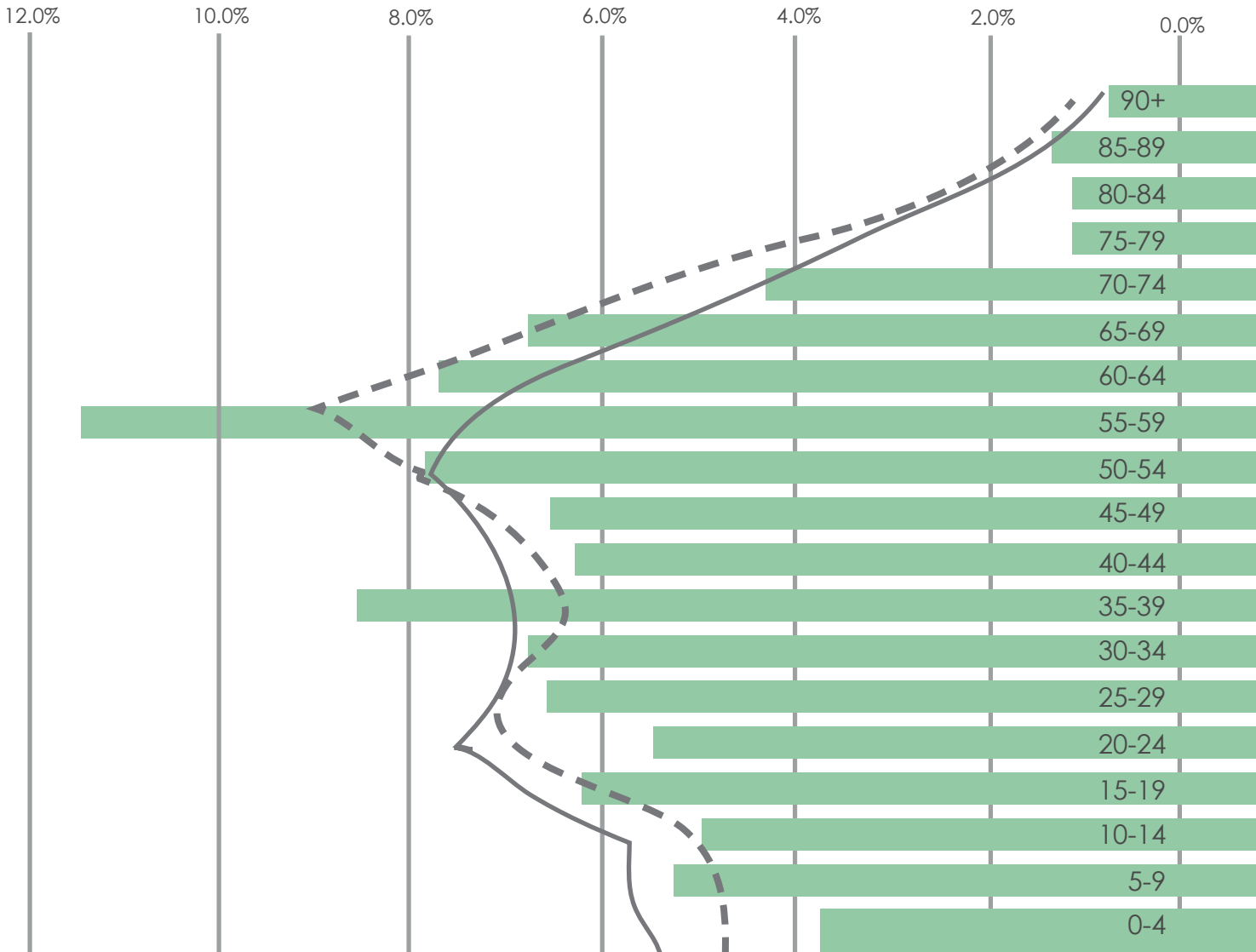
	12.0%	10.0%	8.0%	6.0%	4.0%	2.0%	0.0%

90+
85-89
80-84
75-79
70-74
65-69
60-64
55-59
50-54
45-49
40-44
35-39
30-34
25-29
20-24
15-19
10-14
5-9
0-4

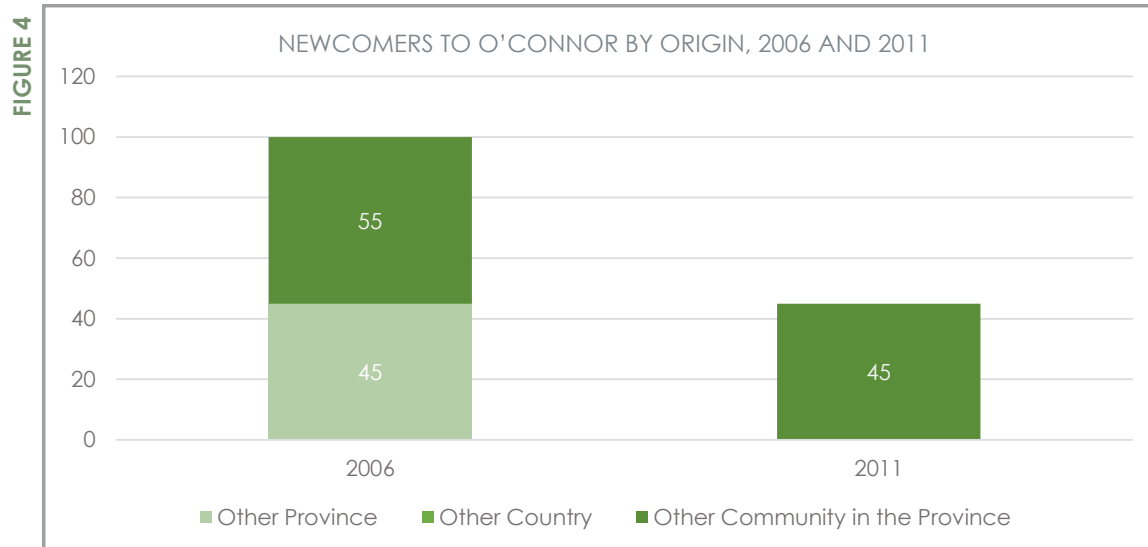# ...the labour force entry-exit ratio reflects the number of workers **ready to enter** the workforce...

The labour force entry-exit ratio reflects the number of workers ready to enter the workforce (i.e., ages 15 to 24) and replace those who are approaching retirement age (i.e., ages 55 to 64 – Figure 3). In O'Connor, the ratio of 0.62 in 2015 indicates that the numbers are insufficient for workforce replacement and if no newcomers of working age are brought in to address the discrepancy, there may be a shortage of workers in the future.

FIGURE 3

LABOUR FORCE ENTRY-EXIT RATIO FOR O'CONNOR, THUNDER BAY DISTRICT AND ONTARIO

Forecast

— O'Connor – – Thunder Bay District ····· Ontario

Sources: 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 but also quality of life in the community and the services available to community members.

FIGURE 4

NEWCOMERS TO O'CONNOR BY ORIGIN, 2006 AND 2011

■ Other Province ■ Other Country ■ Other Community in the Province

Sources: Statistics Canada, Census 2006 and NHS 2011

TABLE 5

PERMANENT RESIDENTS BY INTENDED DESTINATION										
Intended Destination	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
O'Connor	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Thunder Bay District	140	150	130	190	160	150	130	155	125	105

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

The number of newcomers to O'Connor decreased between 2006 and 2011 (Figure 4). During this period, newcomers from other provinces is the category that displayed the largest decrease. The general decrease in newcomers may also have played a role in the community's declining population (Figure 1). In the absence of numbers for emigration—persons leaving the community—it is difficult to assess the impact of newcomers on overall population change.

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

FIGURE 5

HISTORICAL MIGRATION IN THUNDER BAY DISTRICT, BROKEN DOWN BY TYPES OF MIGRATION
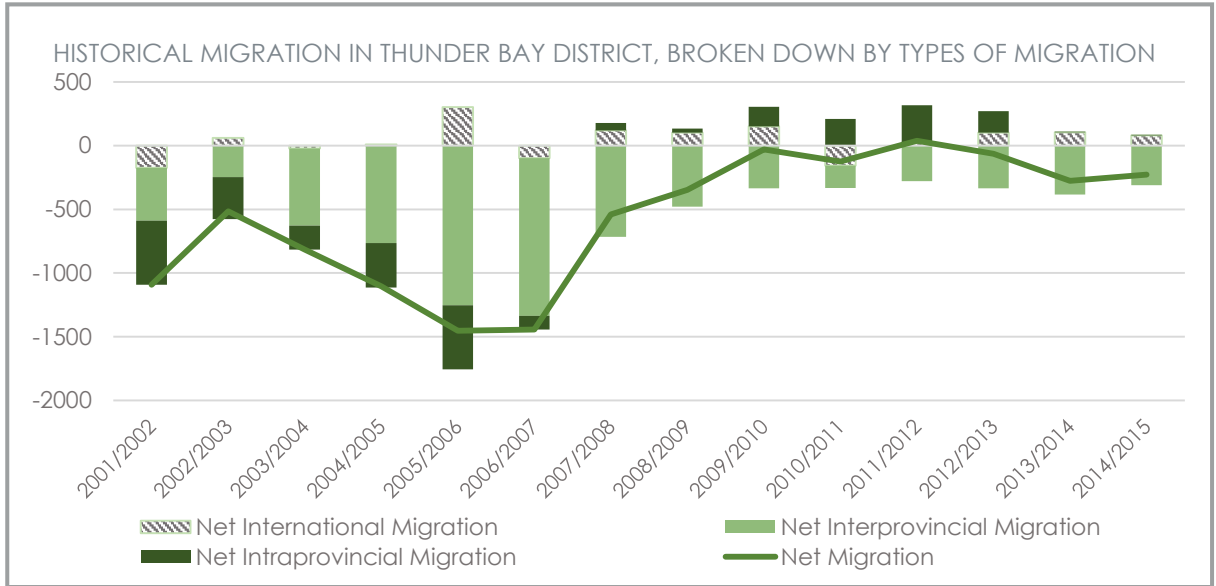
Source: Author's calculations based on Statistics Canada, Components of population growth by census division, sex, and age group for the period from July 1, 2001, to June 30, 2015, based on the Standard Geographical Classification (SGC) 2011, CANSIM Table: 051-0063

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	1060	417	180	2708

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	1162	495	157	2874

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.

FIGURE 6

EDUCATIONAL ATTAINMENT OF THE AGES 25-64 POPULATION, FOR O'CONNOR, THUNDER BAY DISTRICT AND ONTARIO.

Legend: O'Connor, 2001 | O'Connor, 2011 | Thunder Bay District, 2011 | Ontario, 2011
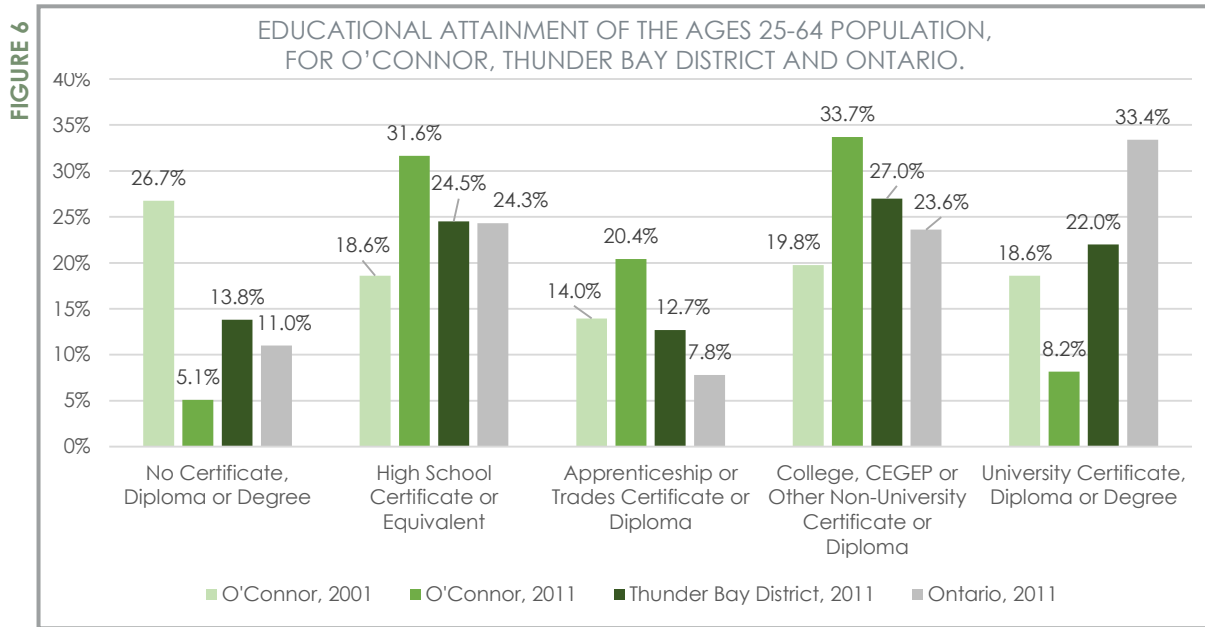
Sources: Author's calculations based on Statistics Canada, Census 2001 and National Household Survey 2011

Between 2001 and 2011, a greater proportion of the population in O'Connor achieved secondary or post-secondary education (a 21.6 percentage point increase – Figure 6). The resulting dramatic drop in the number of individuals without a certificate, diploma, or degree3 which is now lower than province-wide levels, may represent an opportunity for O'Connor as more jobs will require postsecondary education in the future (Moazzami, 2015).

There are no elementary or secondary schools in O'Connor. However, there are elementary schools in the neighbouring communities of Kakabeka Falls, Gillies, and Murillo, and Thunder Bay has many schools and high schools.

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

ALIGNMENT

O'Connor labour force status and income data were only available for the general population in inter-census years as part of the broader region of Kakabeka Falls which is comprised within postal code P0T 1W0 and includes the Townships of Conmee, Kakabeka Falls, O'Connor, Oliver Paipoonge and a portion of Gillies.
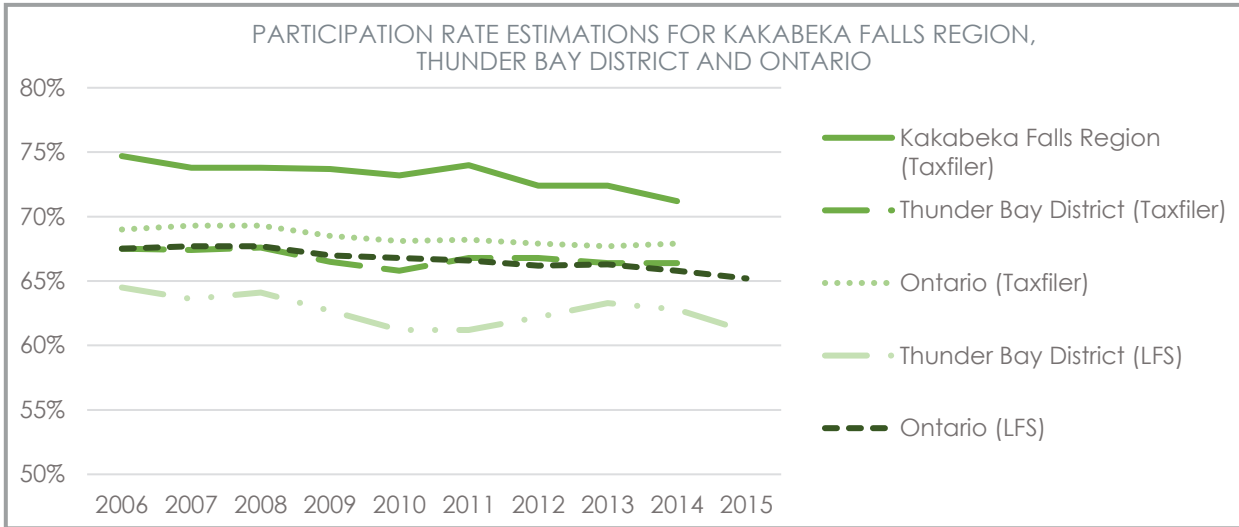
08. Labour Force Participation

Participation, employment and unemployment rates reflect whether and 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 a job's ability to find a worker.

Since 2010, the number of tax filers declaring employment income and employment insurance decreased slightly, along with the participation rate in the labour market (Figures 7, 8 and 9). This change is in line with the transformation of the demography of the township and the aging of the population (Figure 2).
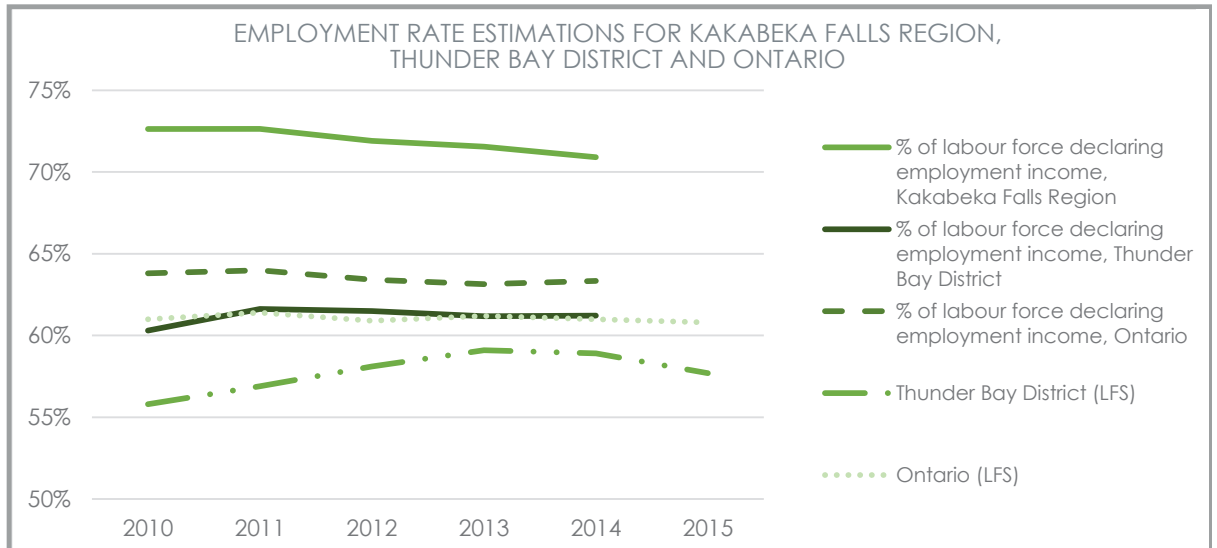
THUNDER BAY (LFS), 2010

ONTARIO (LFS), 2010

ONTARIO DECLARING INCOME, 2010

KAKABEKA FALLS REGION DECLARING INCOME, 2010

56% **61 %** **64 %** **73 %**

FIGURE 7

PARTICIPATION RATE ESTIMATIONS FOR KAKABEKA FALLS REGION, THUNDER BAY DISTRICT AND ONTARIO

Kakabeka Falls Region (Taxfiler)

Thunder Bay District (Taxfiler)

Ontario (Taxfiler)

Thunder Bay District (LFS)

Ontario (LFS)

Sources: Author calculations based on Taxfiler, participation rate calculated as the number of people receiving labour income in the total population over the age of15; 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.
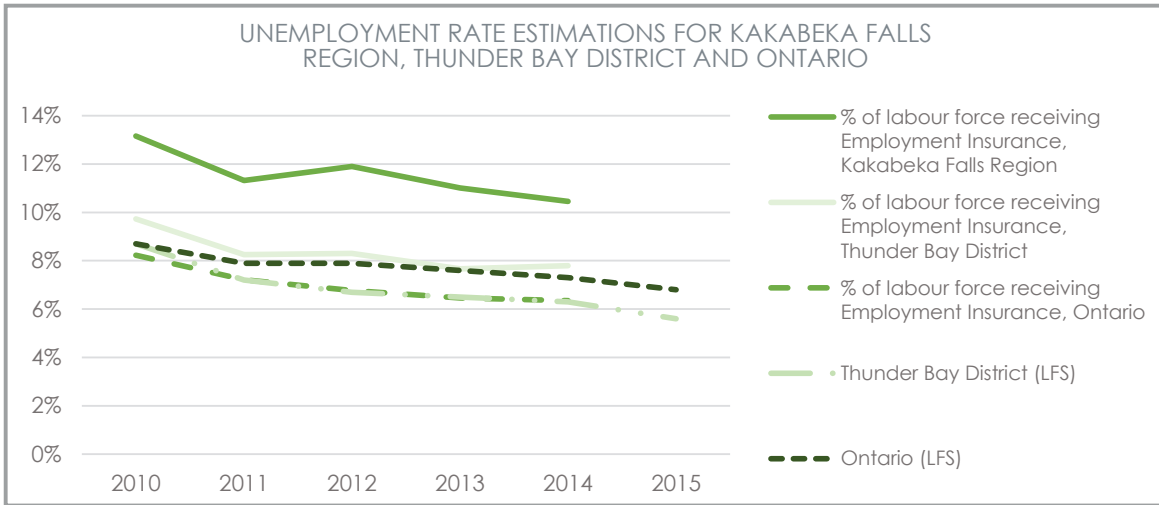
FIGURE 8

EMPLOYMENT RATE ESTIMATIONS FOR KAKABEKA FALLS REGION, THUNDER BAY DISTRICT AND ONTARIO

% of labour force declaring employment income, Kakabeka Falls Region

% of labour force declaring employment income, Thunder Bay District

% of labour force declaring employment income, Ontario

Thunder Bay District (LFS)

Ontario (LFS)

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

FIGURE 9

UNEMPLOYMENT RATE ESTIMATIONS FOR KAKABEKA FALLS
REGION, THUNDER BAY DISTRICT AND ONTARIO

— % of labour force receiving Employment Insurance, Kakabeka Falls Region

— % of labour force receiving Employment Insurance, Thunder Bay District

--- % of labour force receiving Employment Insurance, Ontario

·— Thunder Bay District (LFS)

--- Ontario (LFS)

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

09. Wages[4]

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.

[4] 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.

Average income depends on multiple factors, such as the type of jobs available (part time or full time), and/or the dominant industry in a community. Interestingly, Ontario's average income dropped under the average Kakabeka Falls Region income in 2014 (Figure 10). Moreover, Kakabeka Falls Region's average income was more stable over the period than that of the province. One possible explanation for this stability is the rising proportion of retirees in the Region, as they tend to have a steadier income than the rest of population.

Furthermore, the economic dependency ratio—the amount of government transfers received compared to the amount of income earned through employment—in the Kakabeka Falls Region is lower than that of the Thunder Bay District but higher than the provincial level (figure 11). Therefore, Kakabeka Falls Region's income is less dependent on government transfers than that of the Thunder Bay District but more than that of Ontario.

A large portion (63 percent) of the government transfers to the Kakabeka Falls Region consists of Old Age Security and Canada Pension Plan payments (Table 12). On the other hand, employment income in the Kakabeka Falls Region is predominately wages, salaries and commissions revenues, which contrasts with that of both the Thunder Bay District and the province. The revenues from self-employment represent a smaller proportion of total income in Kakabeka Falls than that of the province, but are in line with the district average.

FIGURE 10
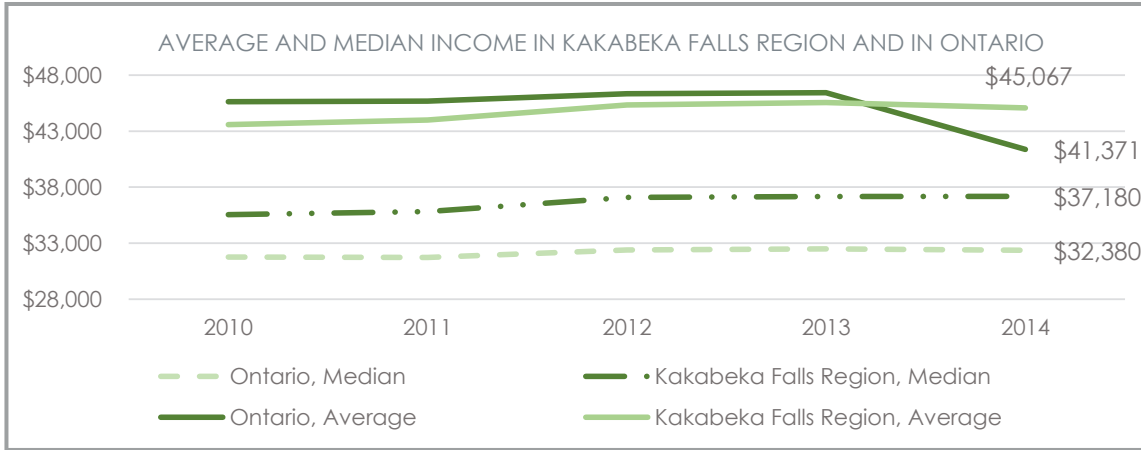
AVERAGE AND MEDIAN INCOME IN KAKABEKA FALLS REGION AND IN ONTARIO

$45,067
$41,371
$37,180
$32,380

Sources: Author's calculations based on Taxfiler, Kakabeka Falls "rural community" – postal code P0T1W0, and Ontario. Consumer Price Index from the Bank of Canada.

FIGURE 11
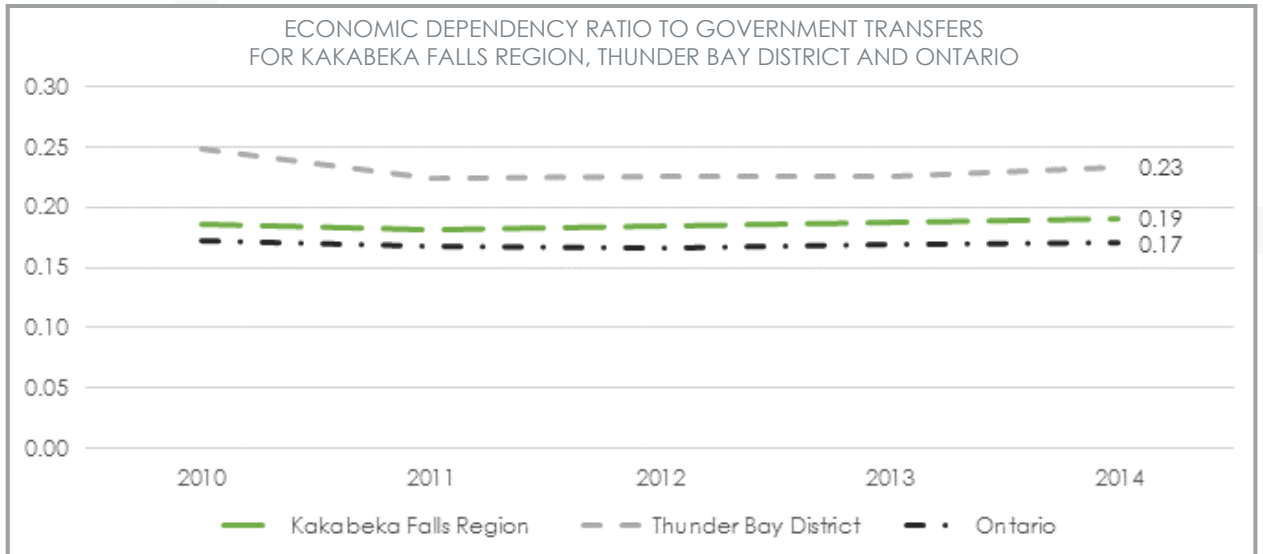
ECONOMIC DEPENDENCY RATIO TO GOVERNMENT TRANSFERS
FOR KAKABEKA FALLS REGION, THUNDER BAY DISTRICT AND ONTARIO

0.23
0.19
0.17

Sources: Author's calculations based on Taxfiler, Kakabeka Falls "rural community" – postal code P0T1W0, 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	**Kakabeka Falls Region**	**Thunder Bay District**	**Ontario**
Wages/salaries/commissions only	70.7%	64.9%	67.7%
Self-employment only	2.5%	2.3%	4.3%
Employment income	**73.2%**	**67.2%**	**72.0%**
Employment Insurance	1.7%	1.4%	1.1%
OAS/Net federal supplements	3.6%	3.8%	3.3%
CPP/QPP	5.1%	5.4%	3.9%
CCTB	0.8%	1.1%	1.1%
Workers compensation	1.1%	1.0%	0.4%
Social Assistance	0.5%	1.5%	1.1%
Other government transfers	1.0%	1.4%	1.3%
Government transfers	**13.9%**	**15.7%**	**12.2%**
Private pensions	8.2%	10.6%	7.7%
RRSP	0.2%	0.4%	0.4%
Investment	2.6%	3.8%	5.3%
Other income	1.9%	2.3%	2.5%
Total income	**100.0%**	**100.0%**	**100.0%**

Source: Author's calculations based on Tax Filer, Kakabeka Falls "rural communities", Thunder Bay district, Ontario.
'X' indicates suppressed data

POPULATION

663 (2016)

108.65
SQUARE KILOMETRES
FROM HIGHWAY 590
TO KAKABEKA FALLS
COUNTRY LIVING AT ITS BEST

48°22'N
89°42'W

O'CONNOR

FILLING JOBS THAT
ALREADY EXIST
WOULD CREATE MORE
OPPORTUNITY
FOR THE COMMUNITY

CONCLUSION

O'Connor, as in many other communities in the North, faces the challenge of an aging and shrinking population. However, since local industries can tap into the much larger workforce of Thunder Bay, O'Connor does not face a labour shortage comparable to other communities in the region. Nevertheless, for the community to be sustainable, population changes will have to be monitored.

The data above suggests that opportunities exist for those who wish to stay or who wish to come to the community. Where to start, is for the community to decide. Filling the jobs that already exist in O'Connor or in Thunder Bay would create increased prosperity and create even more opportunity in the future. This does not mean ignoring the pursuit of new employers, but it does mean not ignoring the potential of sustaining or expanding current ones either.
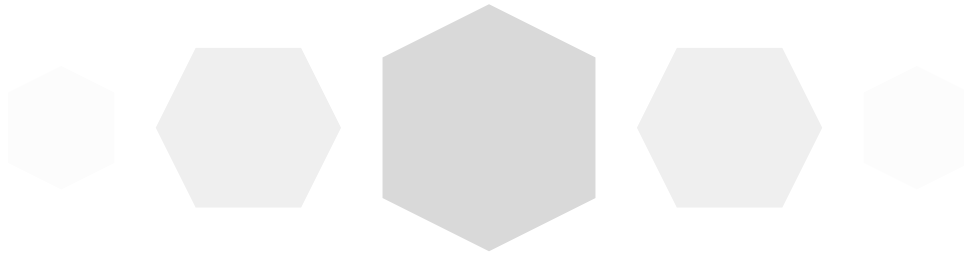
NOTE TO READERS: *Moving forward, the Community Labour Market Report Series will be replaced by Community Accounts. This online portal, no.communityaccounts.ca, will provide reliable information on key economic and social indicators, broken down to the community, regional, provincial and national levels 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.*

REFERENCES

Cuddy, J. and Moazzami, B. (2016). Northern Projections: Thunder Bay District. Thunder Bay: Northern Policy Institute.

Moazzami, B. (2015). Unpublished manuscript. Thunder Bay: Northern Policy Institute.

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 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.

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.