



WORKING TOGETHER

A Local Labour Market Plan for the Far Northeast Training Board (FNETB) Region
2018-2021



FAR NORTHEAST TRAINING BOARD (FNETB)
your Local Employment Planning Council

COMMISSION DE FORMATION DU NORD-EST (CFNE)
votre Conseil Local de Planification de l'Emploi

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OUR MISSION

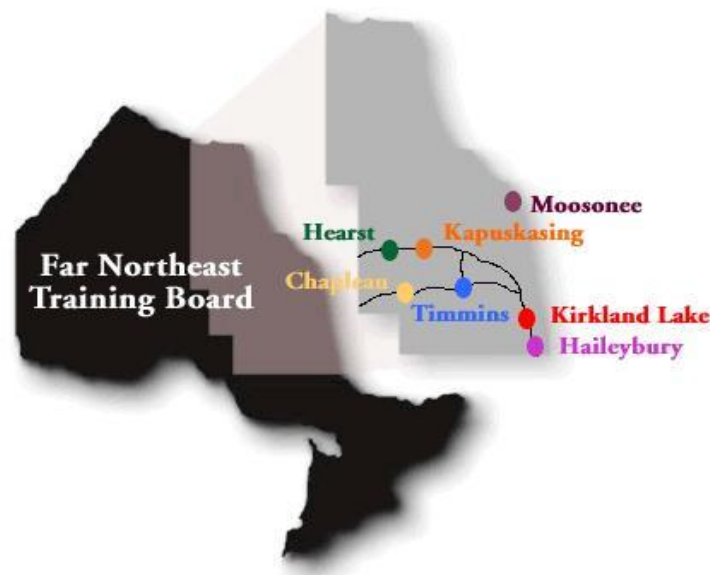
The Far Northeast LEPC's initiatives and strategies are rooted in its mission to *promote the effective planning of training and workforce development programs and services so that qualified workers are available to meet the needs of the local labour market.*

We strive to achieve that mission through communication, collaboration and coordination.

Communication – collect, analyze and disseminate labour market information to highlight key local labour market trends, opportunities and priorities.

Collaboration – facilitate a local labour market action planning process where community organizations, business, and institutions agree to implement joint actions to address local labour market issues of common interest.

Coordination – encourage joint efforts for the promotion of, and for a more seamless delivery of employment, training and related programs to ensure maximum intake of those programs, and efficient use of the available resources.



The Far Northeast Training Board's service area encompasses the communities along the Highway 11 Corridor from Hearst to Latchford, east of Kirkland Lake it extends to the Quebec border. It also includes the communities of Timmins, Chapleau, Gogama, Elk Lake, Hornepayne, and the communities along the James Bay Coast.

TABLE OF CONTENT

Introduction	5
Background	6
Executive Summary	7
The Process	9
Section 1: Where are we now?	12
What We Know – Summary of Labour Market Indicators	13
What We Heard – Stakeholder Input	31
Section 2: Where do we want to be?	36
Local Priorities	36
Section 3: How do we get there?	40
Proposed action items	41
Moving forward	51
Appendix A: FNETB Local Labour Market Planning Framework	52
Appendix B: List of community planning meeting participants	53
Appendix C: Data sources and limitations	59

INTRODUCTION

Working Together: A Local Labour Market Plan for the Far Northeast Training Board (FNETB) Region was developed with broad consultation and advice from a range of stakeholders including local employers, government and community leaders, service providers, and education and training institutions.

This plan for the three years commencing April 1st, 2018 was prepared under the direction of the Far Northeast Local Planning Committee, with the collaboration of the Far Northeast Training Board, and the support of the Ministry of Advanced Education and Skills Development.

It is important to note that this plan does not belong to government, nor does it belong to any particular group or organization. Meeting current and future labour market needs will require the collective attention and the concerted efforts of many local labour market partners and stakeholders.

With the full cooperation of a range of partners, we expect that *Working Together: A Local Labour Market Plan for the Far Northeast Training Board Region* will generate continuous progress over the next three years, on top of what will be achieved through various initiatives already underway to improve local labour market conditions and support continued economic and social development in the region.

Working Together: A Local Labour Market Plan for the Far Northeast Training Board Region is intended to be a local roadmap for our organization, and for many local labour market stakeholders who year over year collaborate to identify and implement local initiatives that align with the LEPC activities:

- better LMI
- more coordinated and relevant employment and training services
- an increased employer engagement in local labour market planning
- an inclusive and diverse workforce
- the creation and the retention of good quality jobs.

BACKGROUND

The Far Northeast Training Board is one of eight Local Employment Planning Councils (LEPCs) in the province. LEPCs are workplace intermediaries designed to improve labour market conditions in local communities through enhanced collection and dissemination of local labour market information, and community engagement and partnerships with a range of stakeholders including but not limited to, local employers, community leaders, service providers, and education and training institutions. The objectives of the LEPC are to:

Build partnerships/community collaborations to promote coordinated planning and actions.

Develop local labour market knowledge and promote its use both locally and in province-wide workforce development and planning.

Help mobilize and build capacity of communities to inform employment and training services planning and delivery to achieve system integration.

Through quality collaboration and engagement, and the collection, analysis and synthesis of local labour market information, the LEPCs are expected to gain a better awareness of existing local labour market priorities and needs – strengths, gaps, challenges, and priorities. The results of this analysis are expected to inform local business plans and local activities to address labour market issues.



EXECUTIVE SUMMARY

The use of evidence-based observations and those that reflect local knowledge allowed us to develop a plan that is supported by a solid baseline of labour market data, and that also reflects and respects local priorities and realities. *Working Together: A Local Labour Market Plan for the FNETB Region 2018-2021* brings together the views and experiences of people in industry, education and training, employment, economic development and community and government agencies.

The combined results of the consultation with stakeholders and industry representatives highlighted local labour market issues. The following is a list of those issues:

- Changing demographics (the declining and aging population)
- High level of out-migration
- Low level of in-migration
- Shortages of workers to meet the local demand
- High turnover in some industries (retail and services sectors)
- High number of anticipated retirements which will increase shortages
- Lack of succession planning (business succession planning and workforce succession planning)
- Lack of apprenticeship opportunities
- Lack of awareness of the range of employment opportunities (educators, youth, parents)
- Changing world of work – different priorities and expectations of the new generations
- Not enough connection between education, training and work.
- Under-representation of certain groups in the local labour market (Indigenous, persons with disabilities and barriers to employment, youth, older workers)
- Gender imbalances in certain occupations

If those issues pose serious challenges for the local labour market, they also provide a range of opportunities to build relationships between industry and local employment and training providers in order to maximize the human and financial resources that are available to support local labour market planning priorities and strategies.

As such, *Working Together: A Local Labour Market Plan for the FNETB Region 2018-2021* reflects the common understanding of local labour market issues, and the collective commitment of local stakeholders to work together to:

Increase access to relevant and timely labour market information.

Deliver education, training and employment programs that are aligned with the local labour market needs.

Promote local employers' requirements so that they have access to skilled workers that they need.

Develop strategies to promote and build a diverse and inclusive workforce.

Collaborate to support a more effective and seamless delivery and use of the employment and training programs.

Working Together: A Local Labour Market Plan for the FNETB Region presents the collective desired future state for the local labour market as expressed by local stakeholders. It further suggests strategies and actions to achieve those goals. The development and implementation of some of the strategies that are outlined in this report have a regional scope, others are proposed at a more localized or community level.

What is important is that all stakeholders work together towards the same end goals – address our collective need for skilled workers, improve local labour market conditions, and ultimately grow our workforce and our communities.



THE PROCESS:

In July 2017, the FNETB submitted a Local Labour Market Planning Framework to the Ministry of Advanced Education and Skills Development. The framework was intended to define how the local labour market planning process would unfold in the region. (See Appendix A: FNETB Local Labour Market Planning Framework).

In order to ensure continuity, and to build on the established relationships and expectations of local stakeholders, this plan was developed using a four-step process that was introduced to them in 2017, and that the FNETB evaluated and adjusted based on the lessons learned during community planning meetings that were held between December 2016 and February 2018.

Over the years it has become evident that most stakeholders work and plan at a more localized or community level. In response to that, the FNETB holds planning meetings in different communities across the region to engage local partners not only in the identification of regional strategies to address the labour market challenges and opportunities, but also to capture action items that are relevant within a more localized or community-based context.

The community outreach that led to the production of this report consisted of three rounds of community planning meetings that took place between November 2016 and February 2018. Participants at those meetings included employment, training, education, industry, economic development, community organizations, First Nations, government (municipal, provincial and federal). Appendix B provides a list of participating stakeholders. The community planning meeting dates and locations are listed in Table 1.



Table 1: Community planning meeting dates and locations

COMMUNITY	ROUND 1 MEETING DATE	ROUND 2 MEETING DATE	ROUND 3 MEETING DATES
Temiskaming Shores	November 28, 2016	February 13, 2017	January 16, 2018
Kirkland Lake	November 29, 2016	February 14, 2017	January 17, 2018
Iroquois Falls	November 30, 2016	February 15, 2017	January 18, 2018
Cochrane	December 1, 2016	February 16, 2017	January 11, 2018
Hearst	December 13, 2016	March 6, 2017	January 19, 2018
Kapuskasing	December 12, 2016	March 7, 2017	February 5, 2018
Timmins	December 7 & 8, 2016	March 2, 2017	February 1, 2018
Moose Factory/James Bay	January 17, 2017	March 9, 2017	February 7, 2016
Chapleau	December 9, 2016	March 1, 2017	January 31, 2018
TOTAL # OF PARTICIPANTS	104	123	106

During the first round of community meetings, participants learned how to read and understand regional and community-specific data from various sources for the following seven labour market indicators:

1. Number of businesses
2. Employment by industry
3. Employment by occupation
4. Population
5. Migration
6. Education
7. Labour force participation.

Participants further learned about: the various sources of labour market information and their limitations, the impacts (positive or negative) of those indicators on the local labour market, and the importance of LMI to inform local priorities and labour market planning initiatives.

After the first sessions, and in preparation for the second round of meetings, participants and other stakeholders received a summary analysis of the seven labour market indicators for their community. They were asked to review the information and to share it within their respective organizations ahead of attending the second session so that they would be better prepared to discuss local labour market issues and priorities.

During the second meetings, participants in each community reviewed the regional and community specific data and discussed the implications of the data again using the seven indicators. After a thorough discussion of the data, participants worked individually and then in small groups to identify what they felt were labour market issues to be addressed at the community or at the regional level.

Participants at the 2018 community planning meetings, received and discussed labour market indicator data that had been updated using the most recent available data. They also reviewed and adjusted the priorities that were identified in their community during the meetings that were held in February and March 2017, identified priority local labour market goals, and suggested action items for achieving those goals.

Section 1 – Where are we now?

This section of the report provides a summarized analysis of seven key labour market indicators, as well as a local stakeholders' observations and input on the impact of those indicators on the local labour market and the resulting challenges and opportunities. It is divided in two sections:

- What We Know – Summary of seven labour market indicators

- What we Heard – Input and observations from local employers and stakeholders on local labour market challenges and opportunities.

Section 2 – Where do we want to be?

Based on *What we know* and *What we heard*, as outlined in the previous section of the report, Section 2 outlines local strategic goals identified by local stakeholders.

Section 3 – How do we get there?

This section of the report outlines actions and strategies identified by local stakeholders to address local labour market challenges.



SECTION 1

Where are we now?

This section of the report provides a summarized analysis of seven key labour market indicators, as well as a local stakeholders' observations and input on the impact of those indicators on the local labour market and the resulting challenges and opportunities. It is divided in two sections:

- What We Know – Summary of seven labour market indicators

- What we Heard – Input and observation of local employers and stakeholders



WHAT WE KNOW

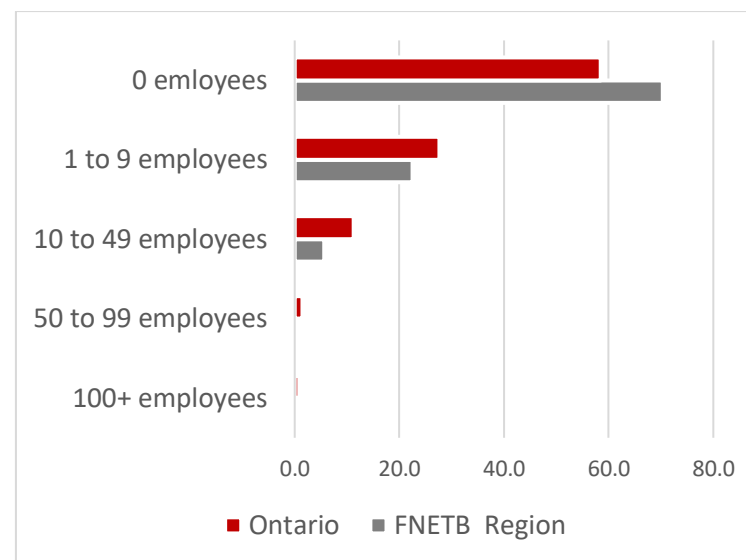
NUMBER OF BUSINESSES

Distribution of businesses by number of employees:

According to Statistics Canada's Business Counts, in June 2017:

- 4,713 businesses, or 58.5% of the 8,050 businesses in the FNETB region were businesses with no employees, compared to 70.4% at the provincial level.
- Businesses with 1 to 9 employees, and those with 10 to 49 employees also represent a large share of the total number of businesses in the region with respectively 27.7% (2,234 businesses) and 11.3% (912 businesses). Combined, they represent 39% of the total number of businesses in the region compared to 28% for the combined share of those businesses in the province.

Figure A – Number of Businesses by Employee Size Range



Source: Statistics Canada, Canadian Business Counts, June 2017

Distribution of businesses by industry:

- The 5 industries with the highest number of businesses were:
 - Real estate (1,375)
 - Professional, Scientific and Technical Services (534)
 - Specialty trade contractors (458)
 - Ambulatory health care services (413)
 - Truck transportation (323).
- 73.1% of the total number of businesses in those 5 industries are businesses that have no employees.

Change in the number of businesses:

The data further reveals that in the FNETB region, between June 2015 and June 2017:

- The number of businesses with no employees increased by 2.1% or +96 businesses.
- Other significant changes during that period include a decrease of -2.4% (-55 businesses) of the businesses with 1 to 9 employees, while businesses with 10 to 49 employees experienced a -5.8% decrease (-56 businesses).

Table 2 – Change in the Number of Businesses

FNETB		Change June 2015 to June 2017	
#	%	#	%
4713	58.5	96	2.1
2234	27.7	-55	-2.4
912	11.3	-56	-5.8
117	1.5	6	5.4
74	0.92	-3	-3.9
8050		-12	

Source: Statistics Canada, Canadian Business Counts, June 2015 & 2017

- The three industries with the most significant change in the total number of businesses between June 2015 and June 2017 were:
 - Securities, commodities contracts and other financial investment and related (+97)
 - Real Estate (+77)
 - Professional, scientific and related (-23)

Impact on the local labour market: Challenges and Opportunities:

- *Compared to large corporations, small businesses with no employees, or with less than 50 employees likely do not have HR departments. This would suggest that they might not have the capacity, or the time required to explore the range of hiring and employment incentives that are available in the region. There is therefore an opportunity to focus outreach and promotion of those programs and services specifically to those small businesses to help them grow and create more jobs.*
- *A lower percentage of businesses with no employees compared to Ontario might suggest a need to promote entrepreneurship. This is particularly important as today's world of work shifts to more occasional, part-time and contract work. This new reality requires that employees and job seekers possess entrepreneurial or enterprising skills. Promoting entrepreneurial skills as part of career development programs could better prepare the future workforce for this new reality.*

EMPLOYMENT BY INDUSTRY:

Distribution of employment by industry:

Statistics Canada's 2016 National Household Survey reveals that in the FNETB region:

- The proportion of employment in the goods-producing industries is significantly higher at 29.5%, compared to 19.3% at the provincial level.
- The proportion of total employment in Mining, oil and gas extraction at 14.5%, is significantly higher compared to 0.5% in Ontario.
- Within the services-producing industries, the proportion of employment in the Health care and social assistance industries is higher in the FNETB region (14.5%) compared to the province (10.8%).
- In the region, the proportion of employment in Professional, scientific and technical services (3.3%) was significantly lower compared to Ontario (8.1%).
- In the FNETB, the 5 industries with the highest proportion of total employment are:
 - Health care and social assistance at 14.5% (8,030 jobs)
 - Retail trade at 12.5% (6,950 jobs)
 - Mining, and oil and gas extraction at 10.8% (5,970 jobs)
 - Education services at 7.6% (4,245 jobs)
 - Construction at 7.5% (4,155 jobs).

Gender distribution by industry:

- The 3 industries in which male workers are more highly represented are:
 - Mining and oil and gas extraction at 90.4% (5,400 workers)
 - Construction at 87.1% (3,620 workers)
 - Manufacturing at 82.4% (2,920 workers).
- Women are more highly represented than men in:
 - Health care and social assistance 85.5% (6,865 jobs)
 - Educational services at 74.9% (3,180 jobs)
 - Accommodation and food services at 65.2% (2,340 workers).

Changes in employment by industry:

Based on Statistics Canada National Household Survey data, between 2006 and 2016 in the FNETB region:

- Total employment declined by -3.7% (-2,120 jobs)
- The 3 industries with the most significant decreases in total employment were:
 - Manufacturing (-2,126)
 - Agriculture, forestry, fishing and hunting (-885)
 - Transportation and warehousing (-835).
- The 3 industries with the highest increases in employment were:
 - Mining, oil and gas extraction (2,355)
 - Health care and social assistance (1,012)
 - Construction (400).

Impact on the local labour market: Challenges and Opportunities:

Mining:

The local mining sector is currently faced with a twofold challenge. On the one hand local mining operations are having trouble finding qualified workers, a situation that is not likely to improve in light of anticipated growth in some of those mines, combined with a high number of workers who will be eligible for retirement in the next decade.

On the other hand, two local mines will be winding down between now and 2022. The closure of DeBeers in Attawapiskat and of Glencore Kidd Operations in Timmins will have significant impacts on the mining industry, and on the community. Their closure is sure to also have ripple effects on other industries. There might be opportunities to:

- Communicate the number and types of jobs that are available, and that will become available within the growing mining operations.
- Promote the employment and training programs that are available to those who will be affected by downsizing in the sector so that they can access the supports that they need to more easily transition to other mines, or to other industries.

Health and social assistance:

Health and social assistance is the industry that provides the highest share or total employment in the region. It is also an

industry that is facing shortages, and challenges attracting and retaining skilled workers to the region, particularly in the smaller and remote communities.

The recruitment challenges are compounded by an increased demand for workers in the Health and social assistance industries which is likely to continue in the future as a result of the aging of the region's population.

Several initiatives are currently in place within the industry in various communities to recruit from outside the region. While external recruitment is important to meet the current and future demand, there is also an opportunity to:

- Quantify and qualify the needs of this important and essential industry to help identify the local capacity to train locally in order to increase not only the pool of qualified workers, but also their retention in the smaller rural communities.

Construction:

The construction industry is also facing the crunch of labour shortages, particularly for workers in trades, transport and equipment operators. The aging workforce in this sector combined with the shortage of qualified journeypersons in many trades, the low number of young people and apprentices in those trades add to the recruitment challenges of employers in this industry.

The nature of the construction industry also poses recruitment and retention challenges. The type of work to be performed, and the work conditions are dictated by the contracts that companies are awarded. Employers therefore look for workers who are willing and able to adapt to different work environments and conditions.

There are opportunities to contribute to addressing the needs of the construction industry with initiatives that aim to:

- Promote the range of careers and employment opportunities in the construction trades.*
- Ensure that locally delivered training for trades, truck drivers and equipment operators is adapted the needs of the industry.*

Manufacturing and Agriculture, forestry, fishing and hunting:

Manufacturing in the region is highly concentrated in the forestry related companies. The closure of mills in Smooth Rock Falls and in Iroquois Falls contributed to the -2,126 jobs lost in the Manufacturing industry, and the -885 jobs in Agriculture, forestry, fishing and hunting between 2006 and 2016.

Despite these closures, and the ups and downs of the forestry sector over the past few years, it continues to be an important economic driver for many communities within the FNETB region. Like many other industries in the FNETB region, the forestry sector is feeling the impacts of an aging workforce, and of a low number of young people who are inclined to consider a career in the industry.

Technology is another factor that impacts jobs in the forestry and manufacturing sectors. High tech manufacturing and production processes and advanced versions of harvesting equipment also have an impact on the number of jobs in the sector, and on the skills required to work in the industry.

Opportunities exist to explore how to promote career options in the forestry industry by:

- Promoting a positive image of the sector.*
- Producing occupational profiles for the highest in-demand occupations in forestry and manufacturing.*

Retail trade:

This industry is the second highest in the region in terms of number of workers. Some of the factors that contribute to the workforce recruitment and retention challenges, and the high turnover rate in this sector are: the lower salaries, part-time work and shift work. These factors make it difficult for the sector to compete with other industries that offer better wage and benefit packages.

The increase of self check-out, automated distribution centers, and online shopping also have important impacts on the sector, and on the number of workers that it will need in the future.

Across the region, industries in that sector are having a difficult time finding and keeping workers. Addressing the needs of the retail sector in the region is important since it supports the tourism and economic development recruitment and attraction efforts of the communities.

Several opportunities exist to better understand and respond to the needs of the retail and service industries:

- *Conduct an assessment of the industry's recruitment and hiring needs and challenges.*
- *Promote the sector, its workers, and their valuable contribution to the local economy.*
- *Develop resources to assist the sector with employee training and orientation.*

At a more general level, there is an opportunity to:

- *Develop strategies to increase gender balance in certain industries.*



EMPLOYMENT BY OCCUPATION:

Distribution of employment by occupation:

Statistics Canada's 2016 National Household Survey reveals that in 2016:

- The FNETB region, had a significantly higher proportion of employment in Trades, transport and equipment operators (20%) compared to Ontario (13.3%). It also had a higher proportion of employment in Natural resources, agriculture and related production (7%) compared to Ontario (1.6%).
- Occupations for which the region has a lower proportion of employment are:
 - Management (8.5%) compared to Ontario (11.3%)
 - Business, finance and administration with 12.4% of total employment compared 16.1% in Ontario
 - Natural and applied sciences and related (4.8%) compared to 7.4% in the province.
- The three occupational categories with the highest proportion of total employment were:
 - Sales and services at 22.4% (12,440 jobs)
 - Trades, transport and equipment operators and related at 20% (11,100 jobs)
 - Business, finance and administration at 12.4% (6,875 jobs).

Gender distribution by occupation:

- The 3 occupational categories with the highest proportion of male workers are:
 - Trades, transport and equipment and related (92.3%)
 - Natural resources, agriculture and related production (91.9%)
 - Manufacturing (86%).
- The 3 occupational categories in which women are proportionately more represented than men are:
 - Health (84.8%)
 - Business, finance and administration (79.5%)
 - Education, law and social and community and government services (73.9%).

Changes in employment by occupation:

Statistics Canada National Household Survey shows that in the FNETB region, between 2006 and 2016:

- The 3 occupational categories with the most significant decrease in total employment were:
 - Business, finance and administration (-1,930)
 - Sales and services (-1,730)
 - Manufacturing and utilities (-865).
- The 3 with the highest increase in employment were:
 - Education, law and social, community and government services (1,785)
 - Health (930),
 - Management (320)
 - Natural and applied sciences and related (320).

Impact on the local labour market: Challenges and Opportunities:

Sales and services:

Although Sales and services is the occupational category with the highest number of people employed, as was mentioned previously, the retail and service industries face many recruitment and hiring challenges.

The high decrease in the number of jobs in the Sales and services occupations could be attributed to different factors such as: the increased use of technology and automated services, online shopping, workers moving to other occupations with better wages and benefits, the types of jobs (part-time, weekend work, shift-work). Part of the high number of vacancies could also be that some jobs are left vacant because of the lack of workers.

Preparing and training workers for these occupations is also challenging, since most of the training is done on-the-job. Alternate options for providing support for training people for the jobs in sales and services are therefore needed.

Opportunities exist to:

- *Identify and adapt job specific training content to the local needs.*
- *Market the training content to local employers and employees.*

Trades, transport and equipment operators and related:

These occupations are critical to the goods-producing industries, which as we saw earlier are important drivers of the local economy. The Labour Market Forecast for the region shows that these are also the occupations with the highest anticipated number of retirements, with 5,310 workers in those occupations eligible to retire between 2016 and 2031.

Insufficient overall investments in training by industry, and employers' demands for fully qualified and experienced workers for these occupations contribute to the recruitment and hiring challenges, and to the shortages. Although, there is still a great deal of 'employee poaching' in these occupations, it offers a temporary solution which is bound to expire as qualified/experienced workers retire.

Because Trades, transport and equipment and related occupations are so critical to the local economy, and the fact that it takes several years for an apprentice to achieve certification, would suggest that measures to train the future generations of workers for those occupations need to happen sooner than later. Opportunities to support and plan that succession include:

- Promoting trades at a younger age (elementary schools).*
- An awareness campaign on the advantages and importance of training apprentices (and the consequences of not training apprentices).*

Business, finance and administration:

Occupations in Business, finance and administration, much like the occupations in Sales and services are impacted by technology and how it is changing the nature and the needs for those occupation. The increased use of self-serve, automated and online processes and services means that fewer workers are required. It also means that the workers that are required need to be computer literate and tech-savvy.

If technology seems to negatively impact the number of workers needed in these occupations, the Local Labour Market Forecast on the other hand, shows a high number of anticipated retirements in these occupations with 3,675 between 2016 and 2031.

Based on the changing nature of these occupations, it will become increasingly important to:

- Assess the true impact of technology on these occupations at the local level.*
- Ensure that the business administration programs that are offered locally are adapted to the changing nature of work for the occupations in Business, finance and administration.*
- Promote the local opportunities, and the skills required for these occupations.*

Education, law and social, community and government:

There was a significant increase in the number of jobs in these occupations between 2006 and 2016. Many of these are professional occupations that require university education. Since there is limited access to university education offered locally, people who want to pursue a career in those occupations must leave the region to complete their education, and often do not return.

Addressing the needs of that sector rests on the region's ability to recruit and retain professional workers in those occupations. Some of the opportunities that exist to support recruitment and retention initiatives include:

- *Offering coop and mentorship programs to establish a connection between employers and future postsecondary graduates.*
- *Providing opportunities for bringing qualified professionals to the region to meet with local employers.*

Health:

As mentioned previously, the demand for health care professionals is expected to increase in the future in light of upcoming retirements, and of the aging population, and the resulting increased need for health care services.

Addressing the needs for health care workers is currently being pursued by recruiting from outside the region.

Efforts include strategies and incentives to bring back locals who pursue postsecondary education in health care professions, and also to recruit workers from other jurisdictions.

Locally, there is interest within the health sector industry to see more training locally for occupations like personal support workers and health care aides. As mentioned earlier, opportunities exist to:

- *To quantify and qualify the needs of this important and essential industry to help identify the local capacity to train locally in order to increase not only the pool of qualified workers, but also their retention in the smaller rural communities.*



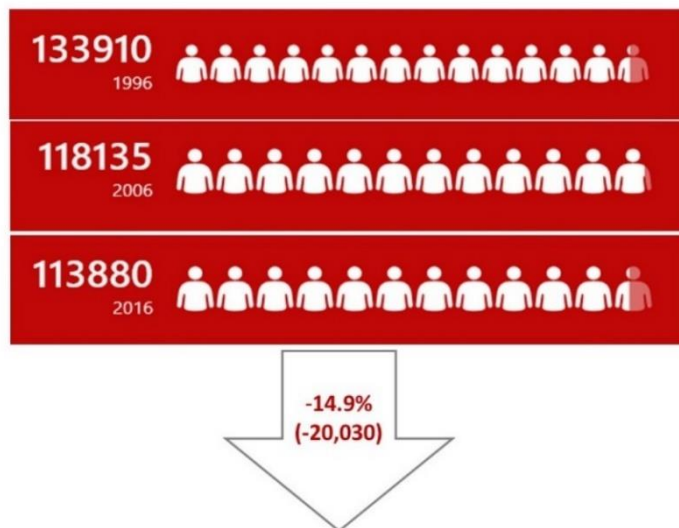
POPULATION:

Population change:

Statistics Canada's Census data reveals that in the FNETB region:

- At the time of the 2016 Census, the total population was 113,880.
- Men and women are almost equally represented in the total population at 49.6% and 50.4% respectively.
- A look at previous Census data, shows that since 1996, the region continued to experience a significant decline of its population.
- Between 1996 and 2016, the total population declined by -14.9% (-20,030).

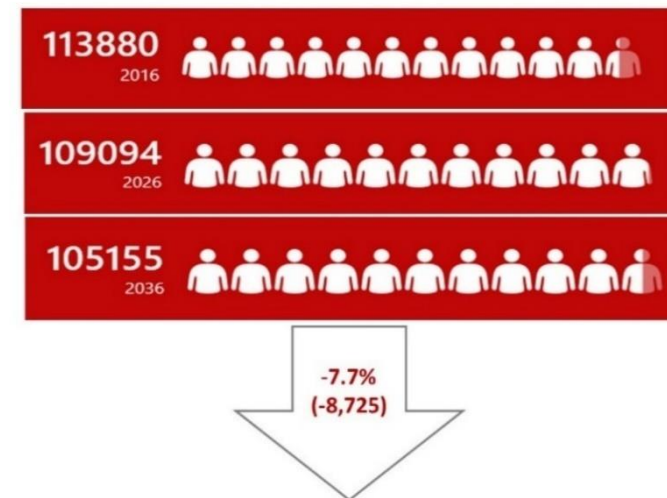
Figure B – Population change, FNETB, 1996 to 2016



Source: Statistics Canada, Census 1996, 2006, 2016

- Population projection produced by the Ministry of Finance suggests a continued decline of the population in this region with an additional loss of -8,725 by 2036.

Figure C – Population projections, FNETB, 2016 to 2036

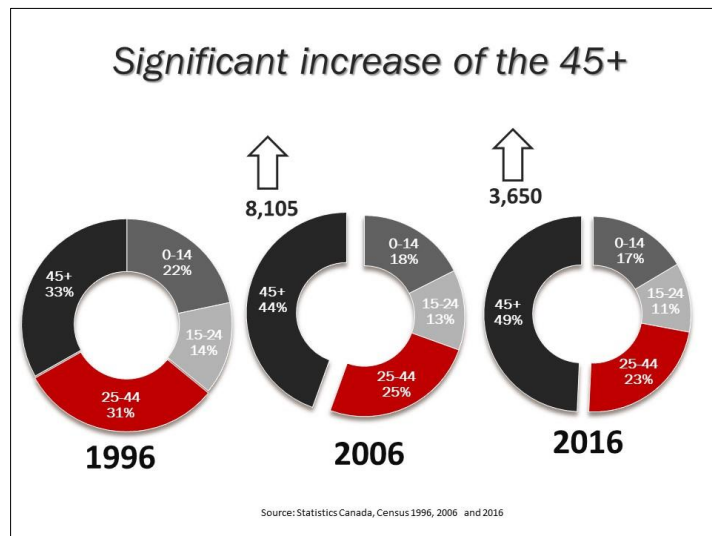
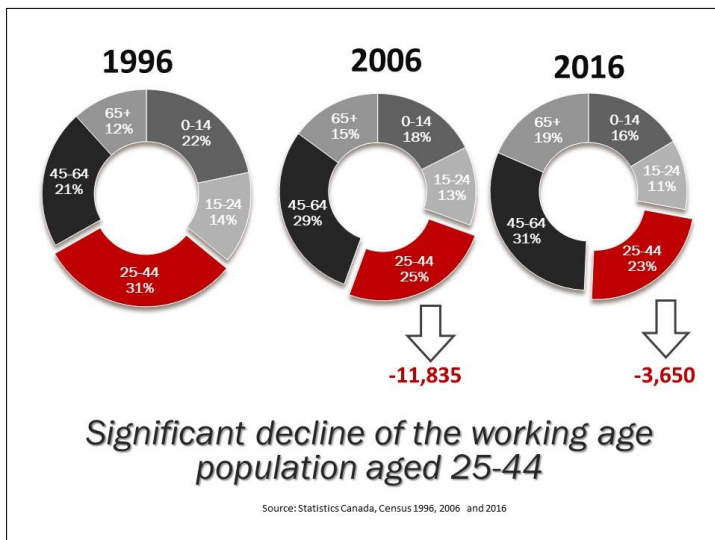


Source: Statistics Canada, Census 2016
Ontario Ministry of Finance Projections, 2026 and 2036

Population characteristics:

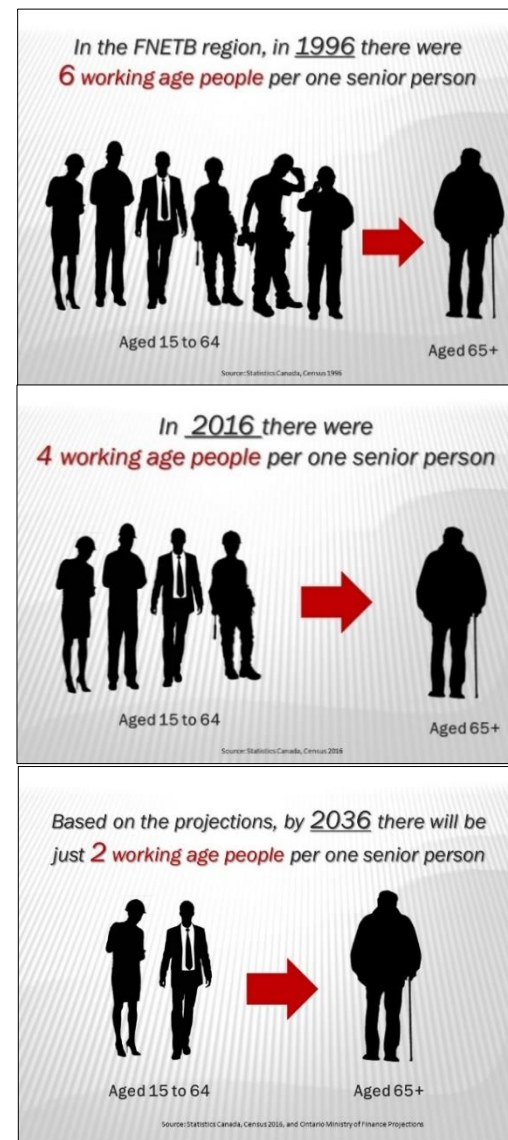
- A look at Census data overtime shows a significant decline of the 24 to 44 age cohort which represented 31% of the total population in 1996, in 2016 that percentage dropped to 23%.
- The population aged 45 and over on the other hand increased, it went from 33% of the total population in 1996 to 49% in 2016.

**Figure D – Population change, by age cohort
FNETB Region, 1996-2016**



Source: Statistics Canada, Census 1996, 2006, 2016

**Figure E – Population 15 to 64 vs 65+
FNETB Region, 1996 – 2036**



Source: Statistics Canada, Census 2016
Ontario Ministry of Finance Projections, 2026 and 2036

Impact on the local labour market: Challenges and Opportunities:

The impact of the aging and declining population is being felt across industries and occupations in the region. The situation is not likely to change as the last wave of the boomers exit the labour market within the next decade.

Demographic changes, particularly the aging population also have important social and economic impacts. It could lead to shifts in the types of occupations individuals work in due to changing demands for services, such as increases in the health care sector due to population aging.

On the labour supply side, because there are fewer younger workers, retirees are being brought back in the labour market, which leads to an increased demand to accommodate the needs of older workers.

Demographic changes are also shifting attitudes towards work. The traditional expectation that one will stay in one job, with one company for the duration of a career is a thing of the past. Younger generations of workers tend to change careers more often than previous generations and have different expectations in regards to work. They are looking for greater work/life balance and workplace flexibility.

The aging of the workforce is putting pressure on local companies and organization to plan a succession in order to ensure a smooth transition as their more experienced

workers prepare to exit the labour market bringing with them organizational knowledge and intelligence.

The challenges associated with the declining and aging workforce are a priority for all communities across the region. Addressing those challenges will not happen overnight. It can take years to see a shift in the population trends. Since it is the factor that is having the biggest impact on the local labour market supply and demand, it is likely to remain a high priority for this region, for many years to come.

In regards to the aging and declining population in the region, opportunities exist to:

- *Promote workforce succession planning to local companies and organization.*
- *Promote the range of current and future employment opportunities across the region.*
- *Increase awareness and education about the changing realities and expectations of the different generations of workers.*

MIGRATION:

Net-migration:

Statistics Canada's Taxfiler data for the districts of Timiskaming and Cochrane, shows that:

- the out-migration outweighs the in-migration which resulted in a net migration of -303 from the Timiskaming District, and -856 from the Cochrane District between 2014 and 2015.
- Youth aged 18 to 24 represent the largest proportion of the overall net-migration during that period at 32% in the Timiskaming District and 28.4% in the Cochrane District.
- Table 3 shows that for both districts the net-migration increased significantly in most age cohorts since 2010.
- If the increased net-migration of the 18 to 24 is cause to worry, we could assume that a number of those youth leave to pursue their education and that some may return. The increased net-migration of the population 25 to 64 on the other hand is cause for alarm as this group constitutes the portion of the population that is most active in the workforce.

Table 3 – Population projections, FNETB, 2016 to 2036

TIMISKAMING DISTRICT			
Age Group	Net-migrants 2014-2015	Net-migrants 2012-2013	Net-migrants 2010-2011
0-17	-11	3	42
18-24	-97	-71	-98
25-44	-72	-36	38
45-64	-32	18	27
65+	-91	-65	-57
Total	-303	-123	-48
COCHRANE DISTRICT			
Age Group	Net-migrants 2014-2015	Net-migrants 2012-2013	Net-migrants 2010-2011
0-17	-99	-64	39
18-24	-243	-196	-217
25-44	-182	-66	-89
45-64	-225	-72	-139
65+	-107	-75	-84
Total	-856	-473	-490

Source: Statistics Canada, Tax Filer, 2014-2015

Destination and origin of the region's migrants:

- In Table 4 the data shows that a good number of people who migrate into or out of the Timiskaming and Cochrane districts do so from another Northern Ontario region.

Table 4 – Destination and Origin of migrants, 2014-2015

Timiskaming District			
Top 5 Out-migration Destination	#	Top 5 In-migration Origin	#
Cochrane	671	Nipissing	744
Greater Sudbury	458	Cochrane	566
Nipissing	440	Greater Sudbury	540
Simcoe	258	Ottawa	328
Toronto	174	Simcoe	280
Cochrane District			
Top 5 Out-migration Destination	#	Top 5 In-migration Origin	#
Greater Sudbury	1,017	Greater Sudbury	1,449
Nipissing	623	Nipissing	1,121
Timiskaming	566	Ottawa	1,003
Toronto	445	Timiskaming	671
Simcoe	410	Toronto	529

Source: Statistics Canada, Taxfiler, 2010-2015

Impact on the local labour market: Challenges and Opportunities:

The high level of out-migration, particularly in the younger age cohorts is cause to worry. As mentioned previously, the high number of anticipated retirements and the resulting increased shortage of qualified workers means that the region will need to ensure that a younger generation of workers is available to meet those shortages.

The declining population is also impacting the sustainability of local industries and communities, this is particularly true for the smaller rural and remote communities. Some of the impacts include decreasing levels of supports and workers to care for aging residents, shrinking tax bases, decreasing ability to attract investment, and loss of leaders and volunteers.

A significant number of people who move to and from the FNETB region (Cochrane and Timiskaming districts), do so from other Northern Ontario districts. This suggests that a fair number of Northerners prefer to stay in the North. It would further suggest the need to focus attraction and recruitment within Northern Ontario, as it might be easier to repatriate someone who has an appreciation for, and an interest in the Northern lifestyle.

While finding strategies to retain or bring back out-migrants is important, the pool of people is not big enough to fill all of the jobs that will become available in the future. Increased efforts to attract immigrants to meet the future needs of the labour market are also needed. The challenge will be to

position the region as a destination of choice to new comers from other jurisdictions in the province, in the country and abroad, which could prove to be difficult because of the limited access to settlement supports and services.

In order to help reduce the out-migration, and increase the in-migration, the region might consider the following opportunities:

- *Identify ways to track where youth go beyond high school to inform attraction strategies and incentives.*
- *Develop strategies to promote the range of employment opportunities and the quality of life in order to position the region as a destination of choice.*
- *Develop strategies to ensure that adequate levels of settlement services are available to retain new comers to the region.*



EDUCATION:

Educational attainment levels – 2016:

The 2016 Census data on education reveals that:

- 27.6% of the total population 15 and over in the region had no certificate, diploma or degree compared to 17.5% at the provincial level
- The percentage of the region's population aged between 25 and 64 with a High school diploma or equivalent is close to that of the province for the same age group.
- In all age cohorts 15 and over, the region has a higher percentage people with Apprenticeship or trades certificate or diploma
- Except for the population 65 and over, all age cohorts have a higher percentage of people with a College, CEGEP or other non-university certificate or diploma is higher compared to the province.
- The region has a significantly lower percentage of people with University certificate, diploma or degree was significantly lower.

Change in educational attainment levels:

- Between 2006 and 2016, the educational attainment levels in region's population aged 15 and over improved overall.
- During that same period, it is important to note the decrease in the percentage of the population aged 25 and over with Apprenticeship or Trades Certificate or diploma.

Table 5 – Educational Attainment, FNETB and Ontario, 2016

FNETB	15 - 24	25 - 44	45 - 64	65+
No certificate, diploma or degree	44.4	12.9	21.2	46.9
High school or equivalent	34.7	23.8	27.4	18.6
Apprenticeship or trades certificate or diploma	3.2	9.2	12.1	11.2
College, CEGEP or other non-university	13.1	36.0	28.8	13.6
University certificate, diploma or degree	4.7	18.0	10.5	9.6
ONTARIO	15 - 24	25 - 44	45 - 64	65+
No certificate, diploma or degree	33.3	7.8	12.8	29.2
High school or equivalent	42.2	21.7	27.0	25.6
Apprenticeship or trades certificate or diploma	1.7	5.0	7.2	9.0
College, CEGEP or other non-university	10.4	25.3	24.1	16.1
University certificate, diploma or degree	12.4	40.2	28.9	20.1

Source: Statistics Canada, National Household Survey, 2016

**Table 6- Change in Educational Attainment
FNETB, 2006 – 2016**

15 - 24	25 - 44	45 - 64	65+	2006
50.5	16.4	30.2	60.6	No certificate, diploma or degree
30.8	25.5	22.5	14.2	High school or equivalent
2.5	13.6	15.9	11.7	Apprenticeship or trades certificate or diploma
11.9	31.6	19.9	7.7	College, CEGEP or other non-university
4.2	12.9	11.4	5.8	University certificate, diploma or degree
15 - 24	25 - 44	45 - 64	65+	2016
44.4	12.9	21.2	46.9	No certificate, diploma or degree
34.7	23.8	27.4	18.6	High school or equivalent
3.2	9.2	12.1	11.2	Apprenticeship or trades certificate or diploma
13.1	36.0	28.8	13.6	College, CEGEP or other non-university
4.7	18.0	10.5	9.6	University certificate, diploma or degree

Source: Statistics Canada, National Household Survey 2006 & 2016

Impact on the local labour market: Challenges and Opportunities:

The increase in educational attainment levels in the region is good news as it will help meet the increasing educational requirements of the local labour market. Since they are still below the provincial average, the region needs to continue to support the development and delivery of education and training programs that are reflective of, and responsive to the needs of local industries.

Based on other labour market challenges such as the declining population and the out-migration, it is sometimes challenging for local institutions to implement programs while balancing operational costs associated with the programs, and the number of enrolments required to achieve that balance.

For the First Nation communities, the issues lie in the discrepancies between federally funded schools and those that are funded by the province in regards to curriculum, and to school-to-work initiatives such as the Ontario Youth Apprenticeship Program.

The limited access to university level education in the region is also having an impact on the region's ability to attract professionals. This is true both from the perspective of new entrants, as most youth who want to pursue university have to leave the region. It is also, true of professional workers who have limited access to university education to pursue their professional career goals and advancement.

The most alarming observation from the change in educational attainment in the region, is the decrease in the number of people with Apprenticeship or trade certificate or diploma. It is also counterintuitive considering that the percentage of people with College, CEGEP or other non-university certificate or diploma has increased.

This is even more troublesome since, as was mentioned previously, occupations in Trades, transport and equipment operators and related are expected to be the highest in-demand occupations in the next decade. Ensuring that we have enough qualified people in those occupations is already challenging based on the lack of local apprenticeship opportunities, and the inability of smaller employers to meet the ratio requirements, which will become even more problematic as qualified journeypersons exit the labour market.

The time required to complete an apprenticeship adds to the urgency of planning now to ensure that workers are available to meet the local demand.

Some of the opportunities that exist to address the issues related to education include:

- Promoting employers' increasing requirements for higher education.
- Increasing efforts to connect education with the world of work.
- Increasing industry's engagement in the planning of training and employment programs.

LABOUR FORCE STATUS:

A look at Statistics Canada's National Household Survey data reveals that at the time of the 2016 Census:

- Participation rates and employment rates of the population aged 15 to 24 in the FNETB region was higher than the provincial participation rate for the same cohort. Participation rates in the region are lower than the provincial rates for the 25 years of age and over.
- The unemployment rate in region was higher than the province in all age cohorts.

Table 7 – Labour Force Status, FNETB and Ontario, 2016

FNETB REGION			
	15 to 24	25 to 64	65+
Participation rate	66.7	74.8	10.9
Employment rate	54.7	69.1	8.3
Unemployment rate	18.1	7.1	10.2
ONTARIO			
	15 to 24	25 to 64	65+
Participation rate	60.2	80.3	15.0
Employment rate	49.6	75.7	14.2
Unemployment rate	17.6	5.8	5.1

Source: Statistics Canada, 2016 National Household Survey, 2016

- Figures F and G show that although participation rates and employment rates declined between 2006 and 2011, they increased between 2011 and 2016.

Figure E – Participation Rate, FNETB, 2006 to 2016

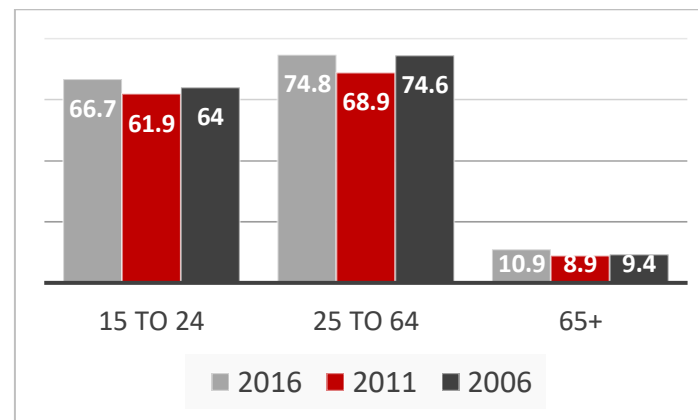
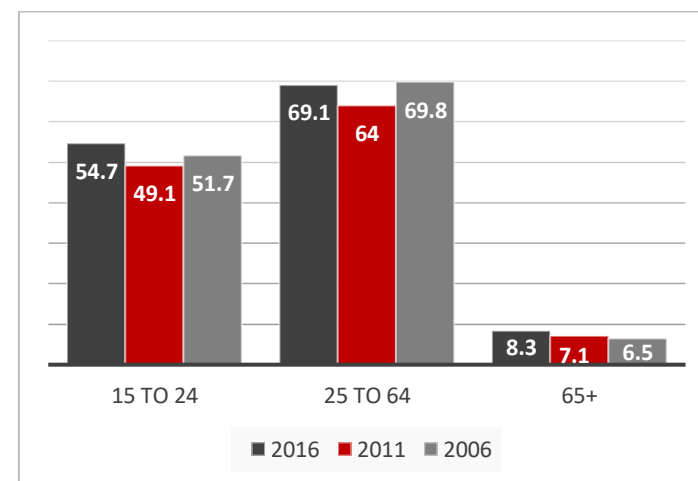


Figure F – Employment Rate, FNETB, 2006 to 2016



Source: Statistics Canada, 2016 National Household Survey, 2006, 2011 and 2016

Impact on the local labour market: Challenges and Opportunities:

While the participation rate and the employment rate of youth 15-24 is higher in the region compared to the province, it is significantly lower for the 25 and over. That would suggest that there could be room to improve participation of those older age cohorts.

After a decline between 2006 and 2011, the increases between 2011 and 2016 are welcome. Based on what we know at this time, it would appear that the situation may continue to improve. That increase, while positive, adds to the shortage of an available pool of workers.

Detailed data on participation rates for under-represented groups was not available at the time that this report was produced. Once it is available, it might point to specific areas where efforts are needed to ensure a more equitable representation of all groups.

In regards to labour force participation in the region, opportunities exist to:

- *Collect and analyze data on the untapped workforce (under-represented groups) in order to identify strategies to increase their engagement in the labour force.*
- *Investigate options for increasing the labour force participation of older workers.*



WHAT WE HEARD

During the past year, several opportunities were provided for local stakeholders to offer their input and perspectives on the local labour market issues in the region. This section of the report provides a summary of what we heard from employers, and what we heard from a variety of local stakeholders who participated in the different consultation activities.

What we heard from employers:

Between October 11th and December 15th, 2017 input was collected from 427 employers representing 14.4% of employers and 37.8% of total employment throughout the FNETB region to gain insight on hiring and training activities and practices. The following are some of the highlights of the input collected from local employers:

Key findings for the past twelve-month period were as follows:

- Quitting (50%) was the main cause of the 3,246 separations during that period, followed temporary layoffs (26.4%), dismissals (10.1%), retirements (7.3%), and permanent layoffs (6.2%).
- 47.3% of the 3,648 new hires were for full-time positions, followed by part-time (24.5%), and seasonal (18.9%).
- New hiring exceeded separations by 12.4%.
- The occupational categories with total number hired of 100+ were:
 - Miners (324)
 - Labourers (255)
 - Heavy equipment operators and Truck drivers (202)
 - Customer service/relations (131)
- 76.9% of responding employers reported difficulty in finding suitable candidates, particularly for more skilled positions.
- Respondents expressed high levels of concern about the adequacy and supply of workers to meet their requirements.
- The recruitment efforts of the vast majority of employers do not extend beyond the community or region.
- Informal search techniques (word of mouth, personal contacts, referrals, informal networks) are still most prominent when searching for new employees, although formal search techniques, including online

methods have increased considerably over the past several years.

- Only 26.4% of the respondents indicated that they had received assistance from an employment program or service over the past year.
- High school was the level of education required of employees for most positions.
- The Top 5 skills required of employees were:
 - work ethic/dedication/dependability
 - ability to follow instructions
 - willingness to learn
 - self-motivation/independence
 - professionalism
- On the job training was the training and educational method of choice for most employers, followed by peer-to-peer training.
- Financial support for training has declined over the past several years, while non-financial support has shown increases.
- Generally, with the exception of moderate support for offering unpaid co-op opportunities to high school students, support for student employment training and education programs is quite low.

Key projections for the future were as follows:

- More than half of the respondents indicated that they planned to hire new staff over the next 12-month period, with an anticipated 2,214 new hires.
- Most of the anticipated new hires are full-time (40.2), followed by part-time (27.7%), and seasonal (23.6%).

- The most common reason given for proposed hiring over the next 12-month period were:
 - expansion/restructuring (59.7%)
 - replacement of retiring workers (36.7%).
- The main opportunities identified by a majority of employers over the next five years were:
 - sales growth, expansion, increases in customer base
 - Staff development, training and education
 - Use of technology, e-commerce, online marketing.
- The main challenges identified by a majority of employers over the next five years were:
 - staffing issues associated with finding qualified staff with a good work ethic
 - salary increases.

Given the high level of concern about labour force issues reflected by the input collected from employers, it is somewhat surprising that more effective measures haven't been taken to assist in addressing these concerns. The following findings reinforce this view.

Based on the results of the input of the 427 participating employers in 2017, it would appear that while a large number of respondents are concerned about their requirements for having qualified staff with a good work ethic and broad industry experience, they are less concerned about the role that they might be able to play in assisting with the development of this human resource,

which would be so critical to their success in generating the higher business volumes/revenues that they identify as their primary opportunity over the next five years.

It would appear that “raiding” is preferable to investing in staff development, leading to high levels of turnover and consequent challenges associated with the development of a loyal, long-term, stable workforce.

In light of this interpretation, the importance of promoting the development of a learning and training culture, by encouraging employers to focus their energies on investing in people, with the goal of maximizing outcomes for all involved, would appear to be the paramount recommendation at this time.

(Source: FNETB 2017 Employer Survey Results)

Local job postings:

Data gathered on the LEPCs job portal confirms some of the findings from the employer survey. The data reveals that between April and December 2017:

- 52% of the 1,747 jobs postings were for full-time positions.
- The occupational categories with the highest number of postings were
 - Sales and services (497)
 - Education, law and social and community and government services (425)
 - Trades, transport and equipment operators and related (352)
 - Business, finance and administration (348).

What we heard from stakeholders:

The various meetings and consultations that were held across the region were a key component of the local planning process, and the production of this report. They provided an opportunity to share local labour market information and to support the development of a shared understanding of current or emerging issues among key stakeholders, as well as common approaches to respond to them.

Participants in the consultation process represented a broad mix of local stakeholders, including representatives of business, employment and training, education, community and economic development agencies, government, and other community and not-for-profit agencies.

Throughout the meetings, perspectives were put forward that reflected unique labour market characteristics within each community. However, participants' input also reflected many shared issues across the entire region. Below is a list of the the common local labour market issues that were highlighted by local stakeholders in 2017:

- The aging and declining population trends and the impact of those trends on the local labour market, and on the communities.
- The high level of out-migration, particularly in the younger age cohorts.
- The low level in in-migration – from other regions of the province and country, and from immigrants.

- The shortage of qualified workers to meet employers' increasing requirements.
- The limited access to apprenticeship opportunities.
- The lack of essential skills in employees, job seekers, and youth.
- The competition for workers across industries and communities, within the region and outside the region.
- A pool of hard-to-serve unemployed people with significant and sometimes, multiple barriers to employment (mental health, addiction, lack of self-confidence, lack of basic life skills, etc).
- Salary increases – the increased minimum wage and its impact, as well as the wage hiking among industries to attract/steal workers from each other.
- A high turnover rate – employees are mobile and will move to where they are offered better wages and benefits.
- Youth are not informed enough about the connection between education, training and employment.
- Program design, funding and targets are not always conducive to the collaboration that is needed to facilitate a better coordination of services among the different government and community agencies.
- Lack of awareness at all levels, employers, employees, education, youth, parents of the changing world of work - priorities and expectations.
- Lack of support in smaller communities for newly settled residents, not only to increase attraction strategies but also retention.

- Lack of succession planning – both business succession planning, and workforce succession planning.
- Lack of process or mechanism to track where youth go beyond high school (where do they go to pursue postsecondary education so we know where to reach out to provide incentives for them to return).
- Companies and contractors are bringing workers from outside the region vs hiring and training to build a skilled workforce in the communities.
- Not enough emphasis on developing entrepreneurial and leadership skills at the secondary and postsecondary levels.



Based on *What we know* and *What we heard*, as outlined in the previous section of the report, local stakeholders identified strategic goals that would support the objectives of the LEPC, and guide the identification of strategies related to:

- Improving service coordination;
- Integrating local labour market planning;
- Collecting and disseminating local labour market knowledge; and
- Addressing identified local labour market challenges and opportunities.

The following goals represent the collective desired future state for the local labour market. While the development and implementation of some of the strategies to achieve that state are suggested at a regional level, others will be best served at a more localized or community level.

What is important is that all stakeholders work together towards the same end goals – addressing the need for skilled workers, improve local labour market conditions, and ultimately grow the local workforce and the communities.



SECTION 2

Where do we want to be?

The following pages outline the strategic goals for the local labour market. These represent the 'big picture' outlook that will guide local recommendations and strategies related to:

- Improving service coordination;
- Integrating local planning;
- Collecting and disseminating local labour market knowledge; and
- Addressing identified local labour market challenges and opportunities.

GOAL 1

LOCAL LABOUR MARKET INFORMATION IS EASILY AND READILY AVAILABLE AND USED TO INFORM LOCAL LABOUR MARKET PLANNING DECISIONS

What it means:

The use of evidence is increasingly being promoted and required for program and service planning and development. Local industry and community leaders, stakeholders, and decision makers must have access to current and timely local labour market information or 'evidence' in order to make sound and economically viable decisions regarding programming, planning, training, resource allocation and community development. In order to achieve this goal, it is recommended that we:

- Enhance the availability of, and the access to, relevant and user-friendly labour market supply and demand information.
- Communicate local labour market information strategically and regularly in a variety of formats that are adapted to the needs and uses of various audiences/stakeholders, including: educators/trainers, students, parents, job seekers employers, municipalities, service providers, etc.
- Provide opportunities for the various stakeholders to acquire the basic knowledge to analyze, understand and apply labour information to their own circumstances.

GOAL 2

EDUCATION, TRAINING, AND EMPLOYMENT PROGRAMS ARE ALIGNED WITH LOCAL LABOUR MARKET NEEDS

What it means:

The world of work is changing, and 'jobs for life' are a thing of the past. The job market now could require that workers move from project to project, from employer to employer, and from periods working to periods of learning. Workers must have the ability to continually develop and improve their skills and knowledge in order to perform effectively and adapt to changes in the workplace. Access to training and employment programs that are relevant and adapted to the local needs is essential. In order to achieve this goal, it is recommended that all stakeholders (employers, educators and trainers, service providers, community and government agencies) work together to:

- Increase the region's capacity offer more training locally to meet the needs of local industries.
- Promote education, training, re-training and continuous learning to all stakeholders (employees, job seekers, youth, parents, employers, etc) as an integral part of today's work of work.
- Ensure that youth have the opportunity to develop their knowledge, skills and talents and apply them in the labour market.
- Promote various pathways to employment, including apprenticeship and entrepreneurship.

GOAL 3

EMPLOYERS HAVE ACCESS TO THE WORKERS THAT THEY NEED

What it means:

With fewer young workers entering the workforce, a continued out-migration and an aging workforce, workers are in short supply. Demographic trends are sure to continue to have serious impacts on the number of workers available for current and future labour market needs. In order to remain competitive, employers must have access to a qualified workforce. In order to achieve this goal, the following is recommended:

- Increase the recruitment and retention of workers by better communicating local employment opportunities, including skills requirements, work conditions, salaries, etc.
- Increase the number of experiential learning opportunities for secondary and postsecondary students, and for unemployed and under-employed individuals.
- Increase employer engagement and investment in training initiatives.

GOAL 4

THE LOCAL WORKFORCE IS DIVERSE AND INCLUSIVE

What it means:

In light of current and anticipated skills shortages, it becomes increasingly important to facilitate an increased labour market participation of people with social barriers to employment (lack of self-confidence, mental health, addiction), and for those who are currently under-represented in the labour market (Indigenous, youth, older workers, immigrants, persons with disabilities). Improving labour force participation of those groups requires that adequate levels of services are available so that they have access to the support that they need to achieve successful labour market outcomes. Meeting the demands of the local labour market will require that more attention be paid to ensuring diversity and inclusiveness. To achieve this goal, the following is recommended:

- Increase employment opportunities for people with barriers to employment and under-represented groups by ensuring that they are aware of, and have access to the support that they need to obtain and maintain employment.
- Promote the advantages of a diverse and inclusive workforce.
- Develop and implement strategies to attract and retain people to the region.

GOAL 5

THE DELIVERY OF EMPLOYMENT AND TRAINING PROGRAMS AND SERVICES IS COORDINATED AND SEAMLESS

What it means:

The current and upcoming labour force shortages highlight the need to maximize the delivery and use of the resources that are available. Addressing gaps and duplications, and ensuring consistency on how programs and services are delivered has the potential to ensure that they are used to their full potential. Ensuring that local employers can hire and train the workers that they need in order to remain competitive, and that individuals who want to enter or re enter the labour market receive the supports that they need to achieve their employment outcomes would be greatly facilitated with a more coordinated and seamless delivery of employment and training programs at all levels. To that effect, the following is recommended:

- Ensure that program design, funding and deliverables allow for adaptation to the local needs and realities of small rural and isolated communities.
- Continue to increase networking opportunities for service providers to discuss gaps, duplications and strategies for better coordination of programs and services.





Section 3

How do we get there?

This section of the report outlines actions and strategies identified by local stakeholders to address local labour market challenges. They are reflective of the local labour market analysis, and respectful of local stakeholders input and suggestions gathered during the community consultation activities, through discussions with subject matter experts, and input from the Far Northeast LEPC Local Planning Table.

PROPOSED LEPC LED INITIATIVES

		2018-2019				2019-2020				2021-2022			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Develop a mechanism to track and share local best practices												
2	Conduct an employee climate survey across the region												
3	Assess employee retention challenges in the retail/service sector												
4	Produce a health sector employment and hiring forecast												
5	Conduct a supply analysis of under-represented groups												
6	Develop local life skills and job readiness resources for youth												
7	Identify and develop a process to track where youth go												

DETAILS - LEPC LED ACTIONS

1. DEVELOP A MECHANISM TO TRACK AND SHARE LOCAL BEST PRACTICES:

Project description:

Develop a shared accessible local online database and open forum to communicate information on labour market planning projects and activities (job fairs, workshops, inter-agency meetings, LMI research, success stories, etc).

Outcomes:

- Less duplication of projects and initiatives.
- Better communication among stakeholders at the community and local level.

Lead: Far Northeast Training Board

Partners: All local employment, training and related service providers.

Milestones:

September 2018:

Establish project working group
Define the purpose, functionality and use of the database
Issue a RFP and hire consultant to develop the data collection tool

October 2018 to March 2019:

Develop the data collection tool
Launch and market the data collection tool

GOAL #1		GOAL #2		GOAL #3		GOAL #4		GOAL #5	X
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2. CONDUCT AN EMPLOYEE CLIMATE SURVEY ACROSS THE REGION

Project description:

Conduct a sample survey with employees across different sectors to gain a better understanding from an employee perspective of the factors that would improve employee retention.

Outcomes:

- A better understanding of common issues regarding why employees stay/leave their jobs.
- Better alignment of programs and services to address those issues.
- Information and resources for employers to support improved retention rates.

Lead: Far Northeast Training Board

Partners: Local businesses and business organizations (chambers of commerce), local employment services.

Milestones:

March to August 2019:

Establish project working group

Define scope of project (industrial sectors/occupations)

Issue a RFP and hire consultant to: develop survey questionnaire and methodology, and conduct the survey

August to December 2019:

Develop and approve survey questionnaire and methodology

Market and conduct the survey

January to December 2019:

Conduct surveys

Produce report

Launch report

GOAL #1	X	GOAL #2	X	GOAL #3	X	GOAL #4		GOAL #5	
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3. ASSESS EMPLOYEE RECRUITMENT CHALLENGES IN THE RETAIL/SERVICE SECTOR

Project description:

There are two components to this project. The first aims to better understand the current situation in the sector. That will be achieved by conducting a survey with retail and service sector employers to identify current hard-to-fill positions, the challenges associated with recruitment in their sector, suggestions to address those challenges, and successful practices. The survey results will be used to develop resources to assist retail and service sector employers with recruitment and retention. The second component consists of an awareness campaign to promote the range of local opportunities in the retail and service sector, and to highlight the importance and value of that sector to support other key drivers of the local economy.

Outcomes:

- Reduced recruitment challenges for the retail and service sectors, and consequently reduced number of vacancies.
- Employers have access to information resources to help them recruit and retain the workers that they need.
- Youth, job seekers, and the public at large have a better understanding and appreciation of job in the retail and service sector.

Lead: Far Northeast Training Board

Partners: Local retail and service sector employers, economic development corporations, chambers of commerce

Milestones:

September to December 2018:

Establish project working group

Develop survey questionnaire and methodology

January to June 2019:

Conduct surveys and produce report

Develop and launch regional awareness campaign

GOAL #1	X	GOAL #2		GOAL #3	X	GOAL #4		GOAL #5	
---------	---	---------	--	---------	---	---------	--	---------	--

4. PRODUCE A HEALTH SECTOR EMPLOYMENT AND HIRING FORECAST

Project description:

The objective of this project is to produce a health sector employment and hiring forecast report for the FNETB's service area. The report will provide a labour demand forecast for the next ten years (2018-2028) for the local health sector. The project will involve assembling and analyzing data which will be collected from health and health related businesses in order to quantify and qualify the occupations that will be in highest demand over the next decade.

Outcomes:

- Local service providers will have access to information on the local labour market needs of the health care sector in order to inform the development of programs to help address those needs.
- Local youth, job seekers and parents will have access to information on local employment opportunities in the health care in order to make informed postsecondary and career planning decisions.
- An increased pool of candidates to fill the forecasted needs of the local health care sector.

Lead: Far Northeast Training Board

Partners: Local health sector businesses and organizations

Milestones:

September to October 2018:

Set up project Steering Committee

Hire consultant to develop survey questionnaire and methodology

November 2018 to March 2019:

Conduct interviews with employers

Prepare and launch forecast report.

GOAL #1	X	GOAL #2	X	GOAL #3	X	GOAL #4		GOAL #5	
---------	---	---------	---	---------	---	---------	--	---------	--

5. CONDUCT A SUPPLY ANALYSIS OF UNDER-REPRESENTED GROUPS

Project description:

The objective of this project is to develop a profile of the untapped workforce in the region. It involves the purchase of customized data in order to quantify the number under-represented or under-employed individuals who are potentially available in the region, (Indigenous, persons with disabilities/barriers to employment, youth, older workers, etc). It will also include focused discussions with service providers to discuss options and strategies for maximizing the existing resource in order to increase the participation of those who could be more engaged in the workforce to help address the current and future needs of local employers.

Outcomes:

- Employers will have access to an increased pool of potential workers.
- Under-represented and under-employed individuals will be more engaged in the local labour market.

Lead: Far Northeast Training Board

Partners: Local employment, training service and related providers, local employers.

Milestones:

October to December 2018:

Establish project working group

Define scope of project

Hire a consultant for the project (gather and analyze data, produce report)

January to June 2019:

Organize focus group meetings with services providers to review results and identify actions

Produce action plan to increase labour force participation of under-represented groups

July to September 2019:

Launch report and implement action plan

GOAL #1	X	GOAL #2		GOAL #3	X	GOAL #4	X	GOAL #5	X
---------	---	---------	--	---------	---	---------	---	---------	---

6. DEVELOP LOCAL LIFE SKILLS AND JOB READINESS RESOURCES

Project description:

This project involves identifying specific youth groups (15 to 18) for which life skills training is not currently available and identify their needs and barriers to accessing the labour market as it relates to life skills. Based on findings, develop and adapt existing resources and programs to address the barriers of this group/cohort of youth to ensure that they acquire the life skills that they need to enter the labour market.

Outcomes

- An increased number of youth (15 to 18) who possess basic life skills
- Employers have access to job ready youth.
- Resources and programs that are tailored to life skills needs of youth, and to local employer requirements

Lead: Far Northeast Training Board

Partners: Local employment, training service and related providers, employers

Milestones:

November 2018 to March 2019:

Establish project working group

Organize focus group discussions with key stakeholders (school boards, service providers)

Organize focus group discussions with youth

Gather information on existing resources and programs

April to September 2019:

Develop life skills resources and program

Devise a plan and process for implementation and delivery

October 2019 to March 2020:

Promote and deliver the resources and program

GOAL #1		GOAL #2		GOAL #3	X	GOAL #4		GOAL #5	
---------	--	---------	--	---------	---	---------	--	---------	--

7. IDENTIFY AND DEVELOP A PROCESS TO TRACK WHERE YOUTH GO

Project description:

The objective of this project is to develop of a process or mechanism to keep track of where youth go when they leave their home community, whether to pursue postsecondary studies or for employment. At this time there is no tracking of where young people go whether they leave their community for another community in the region, or when they leave the region altogether. Having access to this information is deemed necessary to focus local efforts to keep youth connected with their communities and the career and life opportunities that are available.

Outcomes:

- Information to focus youth attraction and recruitment efforts
- Increased number of youth in the region
- Reduce local skills shortages.

Lead: Far Northeast Training Board

Partners: Local educational and training institutions

Milestones:

June to December 2019:

Establish project working group

Define the purpose, objectives and use of the information that will be tracked

Identify what/if anything is currently being tracked.

January to December 2020:

Plan and develop a tracking process

Market the tracking process

January to June 2021:

Evaluate the extent to which the tracking process is used.

GOAL #1	X	GOAL #2		GOAL #3	X	GOAL #4		GOAL #5	
---------	---	---------	--	---------	---	---------	--	---------	--

COMMUNITY LED INITIATIVES

		2018-2019				2019-2020				2021-2022			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Cochrane												
	Share career 'Fun Facts' - SEEDS												
	Increase community engagement on current networking groups												
	Temiskaming Shores												
	20,000 steps – A day in the life of a service worker												
	Discovering Pathways – Education Forum												
	Kirkland Lake												
	High school / youth marketing strategies												
	Succession planning for volunteers												
	Iroquois Falls												
	Civic pride campaign												
	Career fair for high school students												
	Young professionals group												
	Hearst												
	Lunch and learn sessions with students and employers												
	Multicultural Friendship Centre												
	Chapleau												

	Chapleau community resource network												
	Timmins												
	Solution for bilingualism in the workplace												
	Building inclusive workplaces												
	Moose Factory												
	Make OYAP accessible to federally funded schools												
	List of skilled young workers from coastal communities												
	Literacy level evaluation in the coastal communities												

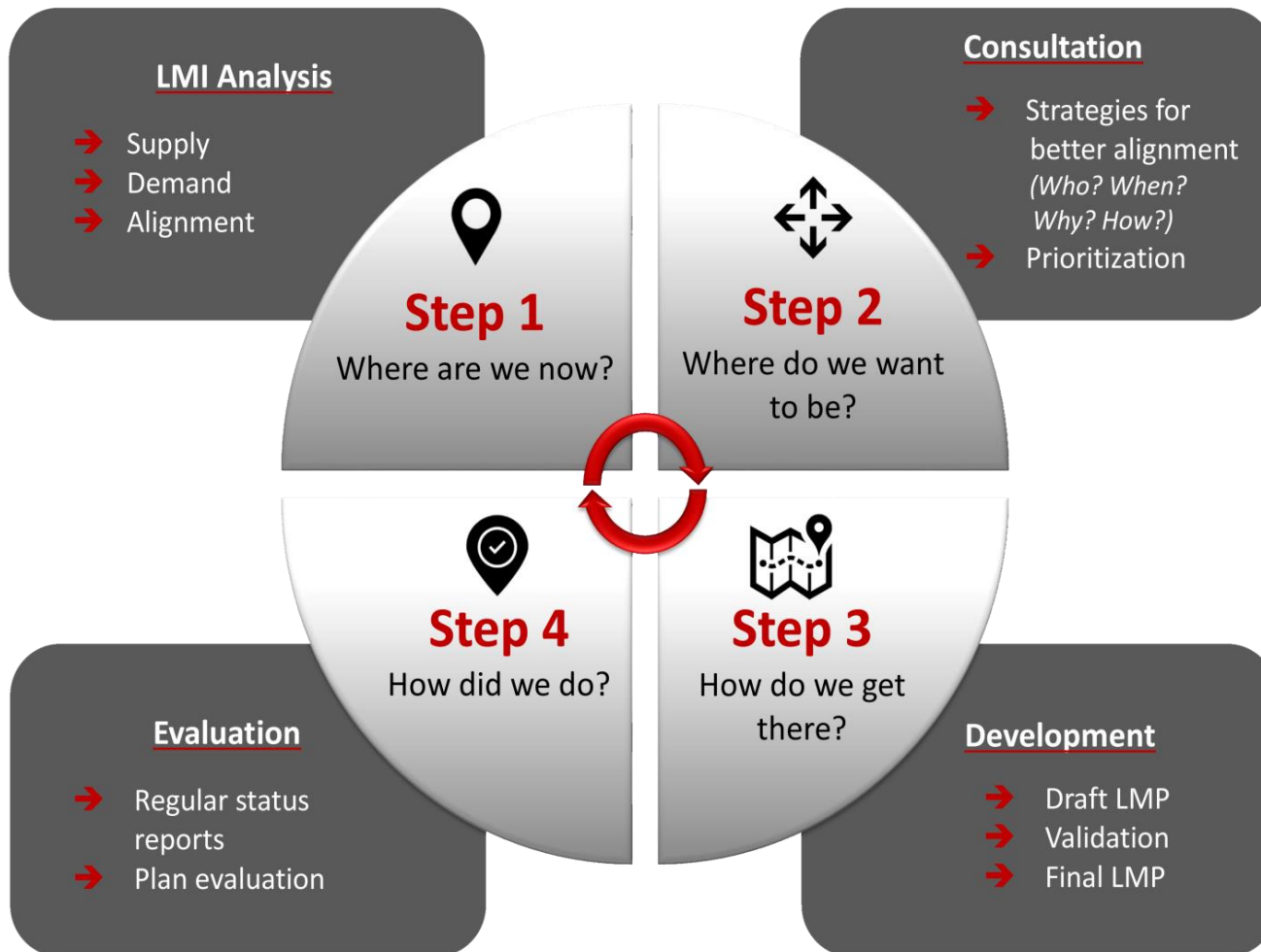
MOVING FORWARD:

Working Together a Local Labour Market Plan for the FNETB Region 2018-2021 will not provide instant solutions to the local labour market issues. It is presented as a multi-year strategy to continue to build local labour market planning capacity. It is essential that community partners and stakeholders move forward in a timely manner on the actions outlined in this document. To that effect, and to ensure that this plan remains a living and dynamic process rather than a static document, the FNETB will:

- oversee the ongoing monitoring of the plan's activities
- produce quarterly progress reports.
- lead an annual review of the document with local stakeholders to adjust and adapt as needed to reflect changes in the local environment.



APPENDIX A: FNETB LOCAL LABOUR MARKET PLANNING FRAMEWORK



APPENDIX B: LIST OF PARTICIPANTS

LMI ANALYSIS WORKSHOPS FROM NOVEMBER 28, 2016 TO JANUARY 14, 2017

Temiskaming Shores

Cote-Paquette, Chantal, South Temiskaming CFDC
Fiddler, Stacie, The Labour Market Group
Franks, James, City of Temiskaming Shores
Hewitt, Patricia, City of Temiskaming Shores
Ouellet, Isabelle, Collège Boréal
Philbin, Louise, 5th Wheel Training Institute
Reil, Sharren, Literacy Council of South Temiskaming
Roy, Jessica, Matachewan First Nation
St-Onge, Diane, Employment Options Emploi – Northern College
Symons, Leslie, District of Timiskaming Social Administration Board
Williams, Louanna, District of Timiskaming Administration Board

Kirkland Lake

Fuhringer, Candice, Employment Options Emploi Northern College
Gadoury, Kathleen, Literacy Council of North Timiskaming

Iroquois Falls

Boucher, Carole, Ministry of Northern Development and Mines
Chevrette, Amber, Cochrane District Social Services Administration Board
Desrochers-K., Pierrette, Iroquois Falls Adult Learning Centre
O'Donnell, Kelly, École secondaire catholique l'Alliance
Savignac, Teidra, Iroquois Falls & District Chamber of Commerce
Shea, Michael, Town of Iroquois Falls – Mayor
Torresan, Kelly, Employment Options Emploi – Northern College

Cochrane

Charland, Gisèle, Cochrane District Social Services Administration Board
Mihalus, Shayna, Northern Ontario Aboriginal Economic Development Corp.
Morgan, Brenda, Ininew Friendship Centre

Morissette, Kaylee, Cochrane District Social Planning Council
Wheesk, Clara, Mushkegowuk Employment & Training Services

Chapleau

Brunet, Renée, Manitoulin-Sudbury District Services Board – Ontario Works
Connely, Julie, FormationPlus
Evans, Natalie, Chapleau Learning Centre
Keski-Pukkila, Diane, Chapleau Learning Centre
Lee, Stephen, Chapleau Economic Development Corporation
Mckay-Golinowski, Tianna, Wabun Tribal Council
O'Hearn, Tara, Manitoulin-Sudbury District Services Board
Wheesk, Clara, Mushkegowuk Employment & Training Services

Timmins

Arcand, Nicole, Centre francophone pour adultes francophones – Timmins
Baby, Tom, Timmins Local Immigration Portal
Bélec, Christelle, École secondaire catholique Thériault
Bouvier, Christine, Employment Options Emploi – Northern College
Chabot, Rolande, Cochrane District Social Services Administration Board
Côté, Jocelyne, La Clef
Dagenais, Kelly, Community Living Timmins
Ethier, Cora-Lyne, NEOnet Inc.
Ferraro, Nancy, Cochrane District Social Services Administration Board
Gaudette, Natalie, Mattagamie First Nation
Goulard, Andréa, Employment Options Emploi – Collège Boréal
Guillemette, Manon, Employment Options Emploi – Collège Boréal
Imhoff, Laura, NEOnet Inc.
Jacques, Christian, Ministry of Advanced Education & Skills Development
J. Penner, Audrey, Northern College
Kaltwasser, Caitlyn, Timmins Native Friendship Centre

Kozlow, Alison, Timmins Learning Centre
 Lamothe, Sylvie, Timmins & District Multicultural Centre
 Leblond, Diane, Northern College
 Leeson, Rose, Northern College
 Lia, Shelly, Cochrane District Social Services Administration Board
 Mackevicius, Lise, Ministry of Advanced Education & Skills Development
 Marks, Brian, Cochrane District Social Services Administration Board
 Martel, Jennifer, Employment Options Emploi – Northern College
 McKay-Golinowski, Tianna, Wabun Tribal Council
 Morin, Dominique, Ministry of Advanced Education & Skills Development
 Morissette, Kaylee, Cochrane District Social Planning Council
 Noël, Chantal, Ministry of Advanced Education & Skills Development
 Paixo-Huard, Celia, Community Living Timmins
 Parisi, James, Timmins Economic Development Corporation
 Rothery, Angelina, Workforce North
 Sirois, Chantal, Timmins Native Friendship Centre
 Stevens, Michelle, Employment Options Emploi – Collège Boréal
 Taylor-Crispo, Lori, Community Living Timmins
 Tonelli, Wanda, Community Living Timmins
 VanderWeerden, Julia, District School Board Ontario North East
 Venne, Tanya, Literacy Network Northeast
 Wheesk, Clara, Mushkegowuk Employment & Training Services

Kapuskasing

Côté, Nancy, Conseil scolaire catholique de district des Grandes Rivières
 Girouard, Daniel, Centre d'éducation alternative
 Jean, Doris, Service Canada
 Labelle, Josée, North Claybelt CFDC
 Lafontaine, Ernie, Moose Cree First Nation
 Larochelle, Jacques, Centre d'éducation alternative
 Robichaud, Alain, Municipalité de Val Rita-Harty

Hearst

Alary, Serge, Ministry of Northern Development and Mines
 Boisvert, Lysann, Centre Partenaires pour l'emploi
 Boutin, Chantal, École secondaire catholique de Hearst
 Cantin, Anne-Marie, Université de Hearst
 Després, Isabelle, École secondaire catholique de Hearst
 Dupuis, Linda, Conseil Scolaire catholique de district des Grandes Rivières
 Gosselin, Shirley, La Boîte à Lettre
 Renaud, Tina, Collège Boréal
 Rivard, Nancy, La Boîte à Lettre
 Rodrigue, Marie-Claude, La Boîte à Lettre

Moose Factory

Braun, Sally, Western James Bay Telecom Network
 Corston, Debbie, Wakenagun Community Futures Development Corporation
 Imhoff, Laura, NEOnet Inc.
 MacDonald, Mike, Western James Bay Telecom Network
 Metatawabin, Chris, Fort Albany First Nation
 Nakogee, Brian, Western James Bay Telecom Network
 Okonomah, John, Mushkegowuk Tribal Council
 Orecklin, Mel, MoCreebec Eeyoud Council
 Ouimette, Paul, NEOnet Inc.
 Ross, Dwight, Cochrane District Social Services Administration Board
 Sutherland, Cathleen, Fort Albany First Nation
 Sutherland, Meshan, Fort Albany First Nation
 Wheesk, Clara, Mushkegowuk Employment & Training Services

PLANNING MEETINGS FROM FEBRUARY 13 TO MARCH 9, 2017

Temiskaming Shores

Bernstein, John, South Temiskaming CFDC
Blakeley, Simon, Professions North/Nord
Bouchard, Crystal, Cochrane District Social Planning Council
Charbonneau, Chantal, Enterprise Temiskaming

Franks, James, City of Temiskaming Shores
Hewitt, Patricia, City of Temiskaming Shores
Leonard, Mireille, 5th Wheel Training Institute
Lessard, Nathalie, Literacy Council of South Temiskaming
Mackey, Laurie, Holiday Inn
Miron, Melissa, Collège Boréal
Morissette, Kaylee, Cochrane District Social Planning Council
Ouellet, Isabelle, Collège Boréal
Pépin, Chanelle, OCWI-COIE
St-Onge, Diane, Employment Options Emploi – Northern College
Williams, Louanna, District of Timiskaming Social Services Administration Board

Kirkland Lake

Bolger, Star, Community Living Kirkland Lake
Garand-Dufour, Linda, Centre de formation des adultes
Hinse, Colombe, Centre de formation des adultes
Johnson, Janine, Far Northeast Training Board
Mino, Annie, District of Timiskaming Social Services Administration Board
Pépin, Chanelle, OCWI-COIE
Thomas, Rodney, District of Timiskaming Social Services Administration Board
Ypya, Laurie, Ministry of Northern Development & Mines

Iroquois Falls

Bouchard, Crystal, Cochrane District Social Planning Council
Charrette, Rozanne, Iroquois Falls Preschool/Family Resource Centre
Chevrette, Amber, Cochrane District Social Services Administration Board
Desrochers.K. Pierrette, Iroquois Falls Adult Learning Centre
Kavanah, Zoé, Northeast Community Network
Morissette, Kaylee, Cochrane District Social Planning Council
Pépin, Chanelle, OCWI-COIE
Savignac, Teidra, Iroquois Falls & District Chamber of Commerce
Shea, Michael, Town of Iroquois Falls, Mayor
Turner, Tina, Cochrane District Social Services Administration Board

Cochrane

Beaulieu-Mayer, Martine, Villeneuve Construction
Bouvier, France, Cochrane Adult Learning Centre
Charland, Gisèle, Cochrane District Social Services Administration Board
Draves, John, Ministry of Community, Safety and Correctional Services
Harris, Joelle, Cochrane District Social Services Administration Board
Morgan, Brenda, Ininew Friendship Centre
Mousseau, Melanie, Cochrane District Social Services Administration Board
Tremblay, Denise, Cochrane Adult Learning Centre

Chapleau

Evans, Natalie, Chapleau Learning Centre
Keski-Pukkila, Diane, Chapleau Learning Centre
Lafrance, Joel, Ministry of Northern Development & Mines
O'Hearn, Tara, Manitoulin-Sudbury District Services Board

Timmins

Bouchard, Crystal, Cochrane District Social Planning Council
Bouvier, Christine, Employment Options Emploi – Northern College
Cantin, Anne-Marie, Université de Hearst
Chabot, Rolande, Cochrane District Social Services Administration Board
Côté, Nancy, Conseil scolaire catholique de district des Grandes Rivières
Ethier, Coral-Lyne, NEOnet Inc.
Ferraro, Nancy, Cochrane District Social Services Administration Board
Goulard, Andréa, Employment Options Emploi – Collège Boréal
Guillemette, Manon, Employment Options Emploi – Collège Boréal
Imhoff, Laura, NEOnet Inc.
Kaltwasser, Caitlyn, Timmins Native Friendship Centre
Landry, Joanne, Town of Smooth Rock Falls
Langevin N., Esther, Timmins & District Hospital
Leblond, Diane, Northern College
Lia, Shelly, Cochrane District Social Services Administration Board
Martel, Jennifer, Employment Options Emploi – Northern College
Morissette, Kaylee, Cochrane District Social Planning Council
Noël, Chantal, Ministry of Advanced Education & Skills Development
Perras, Sue, Town of Smooth Rock Falls
Rivard, Raymone, March of Dimes Canada
Sirois, Chantal, Timmins Native Friendship Centre
Stevens, Michelle, Employment Options Emploi – Collège Boréal
VanderWeerden, Julia, District School Board Ontario North East
Venne, Tanya, Literacy Network Northeast
Viel, Suzanne, Venture Centre/Le Centre de développement

Kapuskasing

Jauvin-C., Aline, Cochrane District Social Services Administration Board
Labelle, Josée, North Claybelt CFDC
Plante, Manon, Employment Options Emploi – Collège Boréal
Robichaud, Alain, Municipalité de Val Rita-Harty
Semczyszyn, Linda, North Claybelt CFDC

Hearst

Alary, Serge, Ministry of Northern Development and Mines
Boisvert, Lysann, Centre Partenaires pour l'emploi
Boutin, Chantal, École secondaire catholique de Hearst
Cantin, Anne-Marie, Université de Hearst
Jauvin-C., Aline, Cochrane District Social Services Administration Board
Lacroix Joanis, Danica, PEPCO
Renaud, Tina, Collège Boréal
Rodrigue, Marie-Claude, La Boîte à Lettre
Vachon, Josée, NordAski CFDC

Moose Factory

Boucher, Carole, Ministry of Northern Development & Mines
Carey, Linda, Mushkegowuk Employment & Training Services
Corston, Debbie, Wakenagun Community Futures Development Corporation
Imhoff, Laura, NEOnet Inc.
Kamalatisit, Virginia, Mushkegowuk Employment & Training Services
Louttit, Bill, Mushkegowuk Employment & Training Services
MacDonald, Mike, Western James Bay Telecom Network
Metatawabin, Chris, Fort Albany First Nation
Ouimette, Paul, NEOnet Inc.
Pépin, Chanelle, OCWI-COIE
Ross, Dwight, Cochrane District Social Services Administration Board
Sutherland, Meshan, Fort Albany First Nation
Wheesk, Clara, Mushkegowuk Employment & Training Services

PLANNING MEETINGS FROM JANUARY 11 TO FEBRUARY 6, 2018

Temiskaming Shores

Bates, Teena, Northern College
Bolesworth, Laurie, Timiskaming Home Support
Charbonneau, Chantal, Enterprise Temiskaming
Cote-Paquette, Chantal, South Temiskaming CFDC
Daviau, George, Township of Armstrong
Franks, James, City of Temiskaming Shores
Grewal, Dharmjot, Northern Policy Institute
LeRoy, Anne Marie, Ministry of Northern Development & Mines
Martel, Jennifer, Employment Options Emploi – Northern College
Mcnamara, Diana, District of Timiskaming Social Services Administration Board
Morin, Caroline, Timiskaming Home Support
Nackers, Dominique, Township of Armstrong
Vickery-Menard, Amy, Township of Eanturel

Kirkland Lake

D'aoust-Messier, Rose-Lyne, Kirkland & District CFDC
Fuhringer, Candice, Employment Options Emploi – Northern College
Gadoury, Kathleen, Literacy Council of North Timiskaming
Gerl, Steven, Ontario Clean Water Agency
Lafreniere, Jessica, Employment Options Emploi – Northern College
Mangotich, Paula, Kirkland & District CFDC
Parkman, Jessica, Kirkland & Englehart District Hospitals
Mino, Annie, District of Timiskaming Social Services Administration Board
Pépin, Chanelle, OCWI-COIE
Studholme, Don, District of Timiskaming Social Services Administration Board
Tryon, Georgina, Northern College

Iroquois Falls

Chevrette, Amber, Cochrane District Social Services Administration Board
Desrochers.K. Pierrette, Iroquois Falls Adult Learning Centre
Greenway, Bill, Town of Iroquois Falls
Lauzon, Chantal, Town of Iroquois Falls
Mancehiro, Tailia, Iroquois Falls Adult Learning Centre
O'Donnell, Kelly, Conseil scolaire catholique de district des Grandes Rivières
Vierimaa, Wende, John Wald & Sons Construction

Cochrane

Belisle, Renelle, Centre de formation des adultes
Charland, Gisèle, Cochrane District Social Services Administration Board
Denault, Isabelle, Town of Cochrane
Draves, John, Ministry of Community, Safety and Correctional Services
Mihalus, Shayna, Northern Ontario Aboriginal Economic Development Corp.
Mitchell-Kydd, Christine, Northern College
Mousseau, Melanie, Cochrane District Social Services Administration Board
Tremblay, Denise, Cochrane Adult Learning Centre

Chapleau

Byce, Donna, Goldcorp Borden Gold
Cyr, Julie, Wabun Tribal Council
Keski-Pukkila, Diane, Chapleau Learning Centre
Tessier, Luc, FormationPlus

Kapuskasing

Baril, Marie-Claude, Kapuskasing & District Chamber of Commerce
Cantin, Anne-Marie, Université de Hearst
Lambert, Stéphanie, Collège Boréal
Pichette, Melissa, Ministry of Advanced Education & Skills Development
Semczyszyn, Linda, North Claybelt CFDC

Hearst

Alary, Serge, Ministry of Northern Development and Mines
Boisvert, Lysann, Centre Partenaires pour l'emploi
Cantin, Anne-Marie, Université de Hearst
Fontaine, Sylvie, Ville de Hearst – développement économique
Lacroix, Joëlle, Foyer des pionniers
McKinnon, Wayne, Heast High School/Clayton Brown Public School
Morin, Nathalie, Foyer des pionniers
Renaud, Tina, Collège Boréal
Vachon, Josée, NordAski CFDC

Timmins

Arcand, Nicole, Centre francophone pour adultes francophones – Timmins
Baby, Tom, Timmins & District Multicultural Centre
Berthiaume, Janelle, Employment Options Emploi – Northern College
Bouchard, Crystal, Cochrane District Social Planning Council
Crispo, Laurie, Community Living
Bouvier, Christine, Employment Options Emploi – Northern College
Danchuck, Amy, Northern College
Desbiens, Luc, Ministry of Advanced Education & Skills Development
Dillon, Kathie, Glencore Kidd Operations
Dufresne, Melanie, Collège Boréal
Ethier, Coral, Ministry of Citizenship and Immigration
Farrell-Dagenais, Kelly, Community Living
Ferraro, Nancy, Cochrane District Social Services Administration Board
Goulet, Michelle, Timmins Learning Centre
Hamel, Karen, Northern College
Heavens, Christine, Northern College
Imhoff, Laura, NEOnet Inc.
Kaltwasser, Caitlyn, Timmins Native Friendship Centre
Mattear, Maggie, Timmins Economic Development Corporation
McDowell, Scott, Northern College
McKillip, Amy, Northern College
Miron, Matthieu, Service Canada

Noël, Chantal, Ministry of Advanced Education & Skills Development
Paixao-Huard, Celia, Community Living
Patrie, Sue, Service Canada
Pouw, Jamieson, The Bucket Shop
Pozzebon, Paola, Ministry of Advanced Education & Skills Development
Sevigny, Alexandra, Ministry of Community & Social Services – ODSP
Sirois, Chantal, Timmins Native Friendship Centre
Stevens, Michelle, Employment Options Emploi – Collège Boréal
Tonelli, Wanda, Community Living
Torresan, Kelly, Employment Options Emploi – Northern College
VanderWeerden, Julia, District School Board Ontario North East
Venne, Tanya, Literacy Network Northeast
Yee, Lisa, District School Board Ontario North East

Moose Factory

Ashamock, Cheryl, Moose Cree First Nation
Berthiaume, Janelle, Employment Options Emploi – Northern College
Dick, Darryl, Mushkegowuk Employment & Training Services
Kabokee, Douglas, Attawapiskat First Nation
Kamalatisit, Virginia, Mushkegowuk Employment & Training Services
Louttit, Bill, Mushkegowuk Employment & Training Services
Metatawabin, Chris, Fort Albany First Nation
Okonmah, John, Mushkegowuk Council
Roy, Amanda, Ministry of Advanced Education & Skills Development
Small, Joyce, Mushkegowuk Council
Small, Willard, Northern College
Stevens, Michelle, Employment Options Emploi – Collège Boréal
Turner, Carol, Mushkegowuk Employment & Training Services
Wheesk, Clara, Mushkegowuk Employment & Training Services
Wheesk, Raphael, Attawapiskat First Nation
Rachel, Service Canada

APPENDIX C: DATA SOURCES AND LIMITATIONS

To create this summary labour market indicator analysis, a variety of data and data sources need to be used:

Statistics Canada, Labour Force Survey

Statistics Canada, Canadian Business Counts

Statistics Canada, Census and National Household Survey Data

Statistics Canada, Small Area and Administrative Data Division (Taxfiler)

Local Knowledge:

- Local Labour Market Forecast 2011-2031, FNETB 2014
- 2017 employer survey, FNETB
- Input from local stakeholders.

Each of the sources on its own does not allow us to get a full-picture of the local labour market conditions. Looking at each indicator using different sources provides a more accurate overview of the local labour market. The data that is available to us is never perfect. It is sometimes dated, sometimes it is more recent but does not cover the exact geographic boundaries that are of particular interest to us. When we understand these limitations and take them into account in our analysis, we are able to nonetheless identify and understand current and future labour market challenges and opportunities. Below is a brief description of the data sources that were used for this exercise as well as some of the limitations of those data sources.

Labour Force Survey:

The Labour Force Survey is used since it is a primary source of employment data for Canada, the provinces, economic regions and major urban areas (Census Metropolitan Areas – CMA). The Labour Force data may include many communities within a large geographic area and is of varying applicability across Ontario. Nevertheless, it provides the most current and localized context for all communities within these areas.

Canadian Business Counts:

Statistics Canada's Canadian Business Counts database identifies the number of business establishments (employers) within a Census Division and Census Sub-division. The database also identifies the number of employers by detailed industry and for nine different employee size ranges.

Data from Canadian Business Counts can serve as a very useful indicator, but they must be interpreted carefully. Although it is not absolutely inclusive, this database, and the indicators derived from it, remains broadly representative – providing insight into, for example, the fact that the number of employers in a specific industry was falling.

Canadian Business Counts data is available every six months (June and December) with an approximate five week time lag for release.

Census Data and National Household Survey Data:

For statistics and information on population, education and occupation, Census Canada and National Household Survey provides highly detailed and reliable data. Moreover, most of the Census and National Household Survey data is available at both larger and smaller geographic areas. It also provides the option of making comparisons between local areas and regional or provincial levels, adding to the ‘telling the story’ of the local area.

The principal limitation of the Census Data and the National Household Survey Data is that it is available only once every five years and it takes several years before some of the data is actually available. However, it offers a wealth of information that over time provides the most reliable in-depth demographic and historical data available.

Statistics Canada, Small Area and Administrative Data Division (Tax Filer):

Statistics Canada, Small Area and Administrative Data Division (Tax Filer) generates a wealth of socio-economic and demographic data derived from personal income tax returns submitted each year by Canadians. Information on the annual migration characteristics both into and out of a Census Division can be found in this database.

Far Northeast Training Board - Local Labour Market Forecast 2011-2031:

Released in March 2014, this report projects anticipated retirements by occupations based on the demographic profile of the workforce at the time of the 2011 Census. Its advantage is that it provides detailed localized information. The information is provided by NOC occupation for each of the Community Futures Development Corporations (CFDC) that are located within the Far Northeast Training Board’s catchment area.

Its limitation is that it estimates anticipated retirements based on age alone and does not factor economic shifts in the local area.

Far Northeast Training Board - 2017 employer survey:

Conducted between October 11th and December 18th, it provides local insight on occupations for which employers have hired in the past 12 months, and those for which they anticipate hiring in the next 12 months.

Its limitation is that it represents a sample of businesses and is based on the labour market conditions at the time of the data collection.

Local Knowledge:

While the more formal labour market indicator data capture the unique characteristics and circumstances of the community, local knowledge can be very useful in complementing this evidence. Every community has sources of local data and knowledgeable persons who can add valuable insights about the realities of the local labour market.

By its very nature, data is always dated, some more than others. This does not mean that data is not immensely valuable. However, it does not eliminate the need to include local knowledge or intelligence within the community to challenge or validate the data. Often community and business leaders offer more current information and experiences.

For example, local knowledge may indicate that a plant closure is imminent. This suggests that it may be useful to document the effects on the local labour market, and to consider whether help can be extended. Similarly, advance word about a possible arrival of a major new enterprise could also signal that certain indicators should be considered carefully. For example, does the community have the skills that will be demanded by a new or expanding employer?

However, local knowledge must be used carefully because this information is often a combination of factual information, opinions and advice. While these various aspects of local knowledge can be useful, they should not be confused with each other.

[illegible]