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Kenora and Rainy River Districts Local Labour Market Plan Report

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The Northwest Training and Adjustment Board's 2014-2015 LLMP Report
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How Did We Do?

Please access our short survey by QR Code, web address or hardcopy on page 32.

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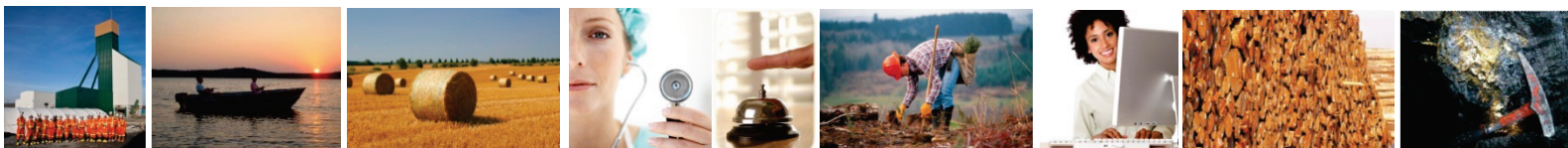
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Local Labour Market Plan 2014 – 2015

Kenora and Rainy River Districts

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Executive Summary

The Northwest Training and Adjustment Board publishes an annual Local Labour Market Plan for the Kenora and Rainy River Districts. The plan examines information compiled from a number of sources to identify strategies the workforce development board and their partners will take to develop and capitalize on the area's labour force to support economic growth.

Comparing the demographics of the unemployed population of the Kenora and Rainy River Districts with job seekers and learners utilizing Employment Ontario Employment Services (ES) highlights that those age 25 to 44 are most likely to be engaged in the labour force while at the same time, exhibiting the highest rate of unemployment. They are also the group most likely to seek assistance from Employment Ontario.

In the past year, participation in Employment Services increased by 11.4 per cent locally as compared to 2.0 per cent in the Northern Region and 0.0 per cent in Ontario. The number of in-person Literacy and Basic Skills learners locally increased 36.6 per cent as compared to 29.5 per cent in the Northern Region and 31.4 per cent in Ontario with members of Aboriginal groups significantly increasing service use. Job seekers in the Kenora and Rainy River Districts seek service more quickly than in the rest of the North or Ontario. Service providers attributed marketing efforts and service coordination to almost one in five people seeking service less than three months after leaving employment or training.

Those with a secondary school diploma or college credential are most likely to utilize Employment Services. Almost one in three unemployed people residing in the Kenora and Rainy River Districts do not have a secondary school diploma yet only one in five Employment Service clients lack this credential. This could be an indicator that those lacking a secondary school diploma have voluntarily removed themselves from the labour force or may simply have given up looking for work. Labour force participation in Kenora and Rainy River Districts at 63.7 per cent and 60.2 per cent respectively falls short of Ontario's rate of 65.5 per cent.

As the majority of employers identify a secondary school diploma as a necessity for entry-level employment it is encouraging to note that 37.8 per cent of Employment Service clients are pursuing either an Ontario Secondary School diploma or Academic Upgrading as they exit Employment Services.

Consultation with employers conducted in the past year also confirmed labour market shortages from entry-level to experienced professionals and at all skill and education levels. They point to growing labour market shortages nationally that make the area's remote location a recruitment challenge. Out-migration of workers combined with an aging local workforce is compounding recruitment challenges.

Employers across all sectors identified that it continues to be difficult to find employment candidates with the required Essential Skills. Along with literacy skills, employers point to employees' ability to communicate, learn quickly and work with flexibility as the most challenging skills to find in new hires. New technology is increasing the skill requirements for workers in all aspects of the workforce including entry-level and general labourer positions as processes and procedures become more automated.

As Canadian Business Pattern data confirms, small business is predominant in the Kenora and Rainy River Districts and local employers point to journeyperson-apprentice ratios as a barrier for small business's ability to take advantage of apprenticeship training.

Statistics Canada Census National Household Survey (2011) data was used in conjunction with employer input to identify possible skills shortages and surpluses at the occupational level.

The compilation and analysis of quantitative and qualitative input point to three drivers of regional labour market imbalance:

1. Labour market shortages resulting from out-migration, aging population and lower levels of labour force participation.
2. Changing skill requirements and an ongoing need for Essential Skills and work habits.
3. Skills Mismatch or "People without Jobs – Jobs without People"¹ is leading to apparent labour market shortages within one occupational group at the same time as surplus workers are evident in a related occupation.

Short, mid and long-term strategies concentrated on these drivers are identified within the included Local Labour Market Action Plan as we continue to address our five workforce development priorities:

1. Transitioning our workforce in a changing economy
2. Out-migration of key demographics of our population
3. Evolving education requirements
4. Supporting entrepreneurs
5. Integrating the marginalized workforce

¹ A phrase made popular by Dr. R. Miner in his examination of labour market imbalances, People without Jobs, Jobs without People, R. Miner Ph.D., 2010

Background

The Northwest Training and Adjustment Board publishes an annual Local Labour Market Plan for the Districts of Kenora and Rainy River. The plan draws on measurable and qualitative information to identify strategies the local board and their partners will take to develop and capitalize on the area's labour force to support economic growth.

This year, we have access to an unprecedented range of data sources:

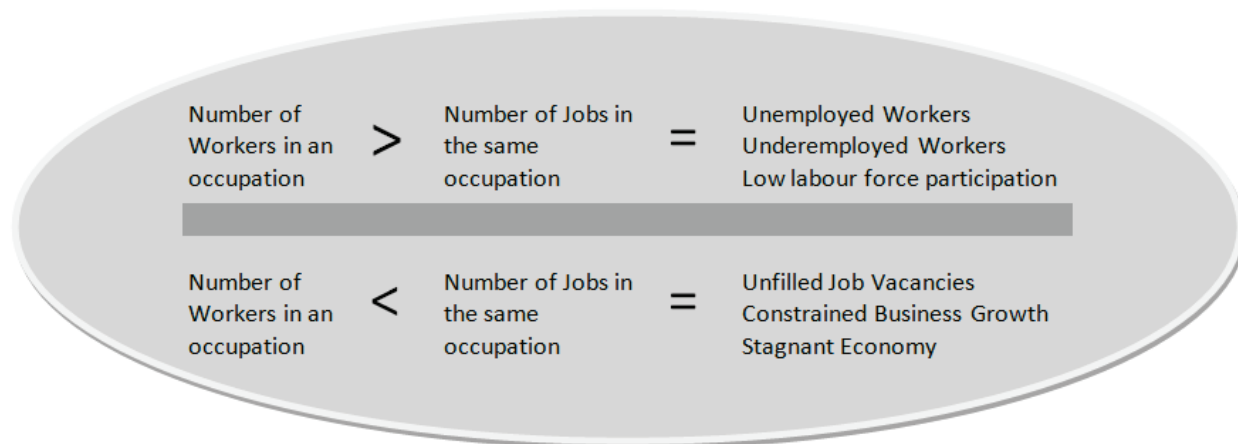
- Statistics Canada Census and National Household Survey 2011
- Employment Ontario Service Provider client demographics and outcomes
- Updated Statistics Canada Taxfiler and Canadian Business Pattern data, and
- Ongoing dialogue with employers, employer associations, economic development officers, service providers and educators.

These inputs have been discussed with our partners to establish strategies to be adopted over the next three years to address five priorities:

1. Transitioning our workforce in a changing economy
2. Out-migration of key demographics of our population
3. Evolving education requirements
4. Supporting entrepreneurs
5. Integrating the marginalized workforce

Much has been written about the mismatch between supply and demand within the labour market. This occurs when there is a surplus of individuals educated, skilled and/or experienced in certain occupations while other occupations face immediate or projected shortages. The resulting labour market imbalance leads to unwanted social and economic costs.

The Labour Market Equation



The Local Labour Market Plan 2014-2015 utilizes cumulative data and qualitative feedback from stakeholders to identify collaborative measures addressing this imbalance. This analysis includes:

Labour Market Supply – Updated population demographics; Statistics Canada Taxfiler data; a review of Employment Ontario client and outcome data generated in the past year and a summary of feedback provided by Employment Ontario Service Providers.

Labour Market Demand - Analysis of Canadian Business Pattern data (Statistics Canada, 2014) to identify changing labour market demand and fluctuation in the numbers of businesses operating within each industry in the Kenora and Rainy River Districts; National Household Survey data (Statistics Canada, 2011) to highlight possible labour market shortages or surpluses at the occupational level and a summary of feedback obtained through employer, educator and service provider consultations.

These inputs, gathered over the past year, lead to a series of short, medium and long-term activities focused on addressing local labour market imbalances and are outlined in a three year 2014-2017 Action Plan (community driven strategies). The Northwest Training and Adjustment Board will continue to report on the partners' progress on their website, social and print media including publishing an annual update over the duration of the plan.

Employment Ontario Client Demographics and Outcomes

Clients who are looking for work or seeking to build literacy skills have access to Employment Ontario services.

In the Kenora and Rainy River Districts, 6,804 individuals visited an Employment Ontario Centre between April 1, 2013 and March 31, 2014 with 1,542 or 22.7 per cent seeking either Employment Service (ES) or Literacy and Basic Skills (LBS) services.

Table 1: EO Service Client Demographics Compared to the Region's Population				
	Kenora/Rainy River Districts Population (2011)		Employment Service Clients 2013-2014	Literacy & Basic Skills Clients 2013- 2014
	Unemployed	Not in the Labour Force		
By Age Group				
15 to 24	32.5%	18.2%	28.2%	25.9%
25 to 44	38.2%	12.6%	40.0%	33.1%
45 to 64	26.5%	27.8%	31.1%	30.4%
65 and older	2.6%	41.3%	0.7%	10.6%
By Gender				
Female	40.0%	53.2%	47.4%	64.6%
Male	60.0%	46.8%	52.6%	35.4%
By Education				
Less than Grade 12	32.6%	45.8%	20.7%	--
Completion of Secondary School	33.7%	22.0%	40.2%	--
Apprenticeship / Trades Certificate	10.2%	10.7%	1.4%	--
College Certificate, Diploma, Degree	15.0%	12.2%	28.2%	--
Completion of University	8.5%	9.4%	5.4%	--

Table One compares the demographics of Employment Service and Literacy and Basic Skills clients locally with those who are unemployed and looking for work and those choosing not to work within the total labour force in the Kenora and Rainy River Districts. Those aged 25 to 44 make up the greatest percentage of the unemployed labour force actively looking for work and also the greatest percentage of Employment Service and Literacy and Basic Skills clients. Participation in services by this demographic offers an encouraging indicator of job seekers' awareness of how Employment Ontario services supports their job search. There is an opportunity, however, to encourage those visiting an Employment Ontario Centre to consider additional job search and literacy services.

Participation in Employment Services increased by 11.4 per cent in the Kenora and Rainy River Districts as compared to a 2.0 per cent increase in the Northern Region and 0.0 per cent in Ontario. The number of in-person Literacy and Basic Skills learners locally increased 36.6 per cent as compared to 29.5 per cent in the Northern Region and 31.4 per cent in Ontario. Members of Aboriginal Groups locally demonstrated a noticeable increase in use of Employment Ontario Services.

Employment Ontario Client Demographics and Outcomes (Continued)

While youth age 15 to 24 are not an inordinately large segment of ES and LBS clients in the Kenora and Rainy River Districts, numbers of participants have increased in the region at a greater rate than in the Northern Region or Ontario. Service providers attributed this to youth's readiness to ask for assistance as well as the Youth Employment Fund serving to attract young people. Older job seekers, on the other hand, are more hesitant to reach out for assistance.

Almost one in three unemployed people residing in the Kenora and Rainy River Districts do not have a Grade 12 diploma yet only one in five Employment Service clients lack this credential. With employers pointing to a secondary school diploma as a requirement for entry-level work, the lack of participation in Employment Services by non-graduates may be an indicator that this group may have chosen to remove themselves from the labour force or simply given up looking for work. It is encouraging to note that 37.8 per cent of Employment Service clients are pursuing either an Ontario Secondary School Diploma or Academic Upgrading as they exit Employment Services.

Those with a secondary school diploma but no post-secondary or those with a college credential are the most likely to utilize Employment Ontario services. Few apprentices or journeypeople utilize Employment Services compared to the percentage looking for work although Service Providers identify that apprentices and journeypeople are often able to obtain employment without additional services.

The number of in-person learners Literacy and Basic Skills learners increased from 500 in 2012-2013 to 683 in 2013-2014. In addition, 690 E-Channel LBS learners were recorded resulting in 1,373 LBS learners in the Kenora and Rainy River Districts during the past year.

It is encouraging to note that 37.8 per cent of Employment Service clients are pursuing either an Ontario Secondary School Diploma or Academic Upgrading as they exit Employment Services.

Employment Ontario Client Demographics and Outcomes (Continued)

Table 2: LBS – Learner Goal and Outcomes						
	Kenora & Rainy River		Northern Region		Ontario	
	2012-2013	2013-2014	2012-2013	2013-2014	2012-2013	2013-2014
Learners' Goal Path						
Apprenticeship	1.0%	1.9%	2.6%	3.9%	5.2%	6.3%
Employment	41.2%	46.3%	27.0%	27.5%	27.3%	27.3%
Independence	20.9%	20.8%	20.2%	16.9%	13.2%	12.3%
Post-Secondary	12.8%	9.4%	35.8%	37.1%	39.4%	38.3%
Secondary School Credit	24.1%	21.6%	14.4%	14.6%	14.9%	15.8%
Employed Outcome at Exit (data not provided in 2012-2013)						
Employed Apprentice	--	0.0%	--	0.4%	--	2.8%
Employed Full-Time	--	14.5%	--	13.2%	--	15.5%
Employed Part-Time	--	8.3%	--	7.7%	--	6.7%
Employed - Other	--	0.0%	--	11.1%	--	4.0%
Self-Employed	--	0.0%	--	1.6%	--	1.0%
Both Employed and in Education	--	1.5%	--	1.2%	--	2.0%
Both Employed and in Training	--	0.0%	--	0.5%	--	1.2%
In Education	--	7.9%	--	13.1%	--	21.4%
In Training	--	5.2%	--	1.7%	--	7.7%
Independent	--	3.3%	--	7.0%	--	3.6%
Volunteer	--	1.8%	--	2.4%	--	1.4%
Unable to Work	--	4.7%	--	4.1%	--	3.5%
Unemployed Outcome	--	11.2%	--	18.3%	--	14.8%
Unknown	--	41.8%	--	17.8%	--	14.2%

Over half (55.5%) of LBS participants are either reliant on government transfer payments or have no source of income when entering training and two of every three participants identify employment or independence as their goal. As Table Two demonstrates, over 22 per cent of those leaving training are employed either full or part-time and almost 15 per cent are continuing their education.

Participation in Second Career in our two districts decreased by 12.5 per cent in the past year compared to a 4.6 per cent increase in the Northern Region and 6.5 per cent decrease in Ontario.

Table 3: Second Career						
	Kenora and Rainy River 2012-2013	Kenora and Rainy River 2013-2014	Absolute Change	Per cent Change	Northern Region Change	Ontario Percent Change
Number of Clients	311	207	(-105)	(-33.8%)	(-19.3%)	(-6.5%)

Employment Ontario Client Demographics and Outcomes (Continued)

Heavy Equipment Operator (Except Crane) was the most common training intervention in Northwestern Ontario and the second most common in the Northern Region and Ontario. Service providers indicated that clients were often unable to obtain employment in this field as they did not possess the experience required by most local employers. Transport Truck Driving was the most common training intervention throughout the North and Ontario in general.

Finally, employer and learner interest in apprenticeship falls short of what is observed in the Northern Region and Ontario. Less than one-half per cent of Ontario's Certifications of Apprenticeship are issued in the Kenora and Rainy River Districts as compared to 6.5 per cent in the Northern Region. Less than one-half of one per cent of Ontario's new registrations take place in the Kenora and Rainy River Districts where 0.2 per cent of active Ontario apprentices are located. This can be compared to the Northern Region's rate of 10.3 per cent of new registrants in 2013-2014 and 9.8 per cent of active Ontario apprentices.

Employment Ontario Service Provider Feedback

Service providers in the Kenora and Rainy River Districts were pleased with the increase in the number of clients participating in Employment Ontario services and cited marketing strategies and service coordination as the primary contributing factors. However, they also pointed out that as the number of local employment opportunities become more plentiful, clients seeking Employment Services increasingly face extensive barriers to employment. Multiple services are delivered over an extended period of time making exit outcome statistics deceiving. They also highlighted that clients are more transient than in past years. They leave the community to look for work or return to Northern Reserves where then they become unavailable for follow up. This presents a challenge to case management and follow up that is compounded by clients' increasing reliance solely on cellphones. They often recognize the caller and choose not to respond to avoid the cost of the call or their accounts are suspended. Some agencies have started texting their clients or are utilizing social media websites like Facebook.

Service providers cited older workers' hesitancy to reach out for help and discussed marketing strategies that would attract these workers. They also recommended better coordination with Service Canada in order to communicate job search and literacy services to those receiving employment insurance.

The lack of available training locally combined with clients' limited resources was viewed as a barrier to post-secondary education including Second Career. Clients prefer to accept employment when it is available and it is often not feasible for a client to relocate to participate in training. Service Coordination has increased the formal referrals to Literacy and Basic Skills and facilitates partnerships between LBS and ES providers to help prepare Second Career applicants. Service providers guide the client through the required labour market research and career decision-making. Those considering training are assisted to develop an action plan that is viable and affordable for them and their family.

The ongoing availability of accurate labour market information combined with escalating local, fast-tracked certificate programming would encourage participation. Train-the Trainer sessions locally might help increase local instruction.

Confederation College is reporting active localized enrollment in 2014-2015. For example, in Dryden, fifteen programs are available including "social services, paramedic and the return of the Bachelor of Science and Nursing course".² Seven Generations Education Institute continues to blend culture, tradition and information and technology as they prepare Aboriginal learners with attitudes, skills and knowledge that support lifelong learning.

Service providers acknowledged that few Employment Service clients secured employment as an apprentice because very few employers offer the opportunity. Many employers are unaware of incentive programs like Apprenticeship Training Tax Credit and signing bonuses while small employers reported that journeymen-apprentice ratios are a challenge to participating in Apprenticeship training. Service providers believe that parental education would help generate interest in apprenticeship in the longer-term.

Many employers are unaware of incentive programs like Apprenticeship Training Tax Credit and signing bonuses while small employers reported that journeymen-apprentice ratios are a challenge to participating in Apprenticeship training.

² Confederation College will be Busy in Dryden, CKDR news, Sep 4 2014

Update of Local Industry, Employment Changes and Migration Patterns

Canadian Business Pattern data, produced by Statistics Canada utilizing payroll tax information provided by Canada Revenue Agency, offers insight into the number of local businesses and the number of individuals employed by those businesses within different industries.

Table 4: Change in Number of Business Establishments in the Kenora District June 2013-2014 by Industry				
Industry (NAIC)	Total Employers 2013	Total Employers 2014	Absolute Change	Percent Change (%)
Agriculture, Forestry, Fishing, Hunting	147	144	(-3)	(-2.1%)
Mining / Oil and Gas Extraction	14	12	(-2)	(-14.3%)
Utilities	13	13	0	0.0%
Construction	419	430	11	2.6%
Manufacturing	54	53	(-1)	(-1.9%)
Wholesale Distribution	103	103	0	0.0%
Retail Trade	440	454	14	3.2%
Transportation and Warehousing	196	192	(-4)	(-2.0%)
Info and Cultural Industries	28	27	(-1)	(-3.6%)
Finance, Insurance and Real Estate	447	475	28	6.3%
Professional and Administrative Services	328	338	10	3.1%
Educational Services	36	40	4	11.1%
Health Care and Social Assistance	222	233	11	5.0%
Arts, Culture, Sports and Recreation	535	546	11	2.1%
Personal and Household Services	302	301	(-10)	(-0.3%)
Public Administration	60	65	5	8.3%
Total	3,344	3,426	82	2.5%

Source: Canadian Business Pattern Data, 2013-2014, Statistics Canada

Table Four highlights limited growth in the number of business establishments operating in each industry in the Kenora District over the past year. Growth was predominant in the Construction sector with thirteen additional business establishments operating in Construction of Buildings and Heavy and Civil Engineering Construction. The increase in Retail, Health Care/Social Assistance and Arts, Culture Sports and Recreation was spread across various industries in each of these sectors. Growth in the Financial, Insurance and Real Estate sector can be attributed to the predominance of owner-operated businesses.

Table 5: Change in Number of Business Establishments in the Rainy River District June 2013-2014 by Industry				
Industry	Total Employers 2013	Total Employers 2014	Absolute Change	Percent Change (%)
Agriculture, Forestry, Fishing, Hunting	250	259	9	3.6%
Mining / Oil and Gas Extraction	6	4	(-2)	(-33.3%)
Utilities	10	6	(-4)	(-40.0%)
Construction	132	130	(-2)	(-1.5)
Manufacturing	32	30	(-2)	(-6.3%)
Wholesale Distribution	43	44	1	2.3%
Retail Trade	135	135	0	0.0%
Transportation and Warehousing	106	103	(-3)	(-2.8%)
Info and Cultural Industries	14	13	(-1)	(-7.1%)
Finance, Insurance and Real Estate	123	134	11	8.9%
Professional and Administrative Services	122	121	-1	(-0.8%)
Educational Services	17	17	0	0.0%
Health Care and Social Assistance	95	96	1	1.1%
Arts, Culture, Recreation and Sport	151	146	(-5)	(-3.3%)
Personal and Household Services	111	115	4	3.6%
Public Administration	25	25	0	0.0%
Total	1,372	1,378	6	0.44%

Source: Canadian Business Pattern Data, 2013-2014, Statistics Canada

As Table Five depicts, there was little change to the economy in the Rainy River District as measured by the fluctuation in the number of business establishments operating in the area between 2013 and 2014. The greatest absolute increase took place in the Financial Investment and Real Estate industries as well as Agriculture and Forestry. These industries are dominated by owner-operator enterprises. In the Financial Investment industry, Real Estate and Agriculture more than 95 per cent of businesses are owner operated with no employees. In the Forestry industry, 56.9 per cent of businesses are operated by individual owners.

Table Six provides additional insight into the importance of small businesses. Over 41 per cent of business establishments in the Kenora District are owner operated and 69.1 per cent employ less than five employees. In the Rainy River District, small business is even more significant. Over 46 per cent of business establishments are owner-operated and 72.5% employ fewer than five people.

Table 6: Business Establishments Employing Less than 4 Employees as a per cent of Total Business Establishments – June 2014				
Industry	Total Owner Operated Businesses	Total Employers 1 to 4 Employees	Total Employers	Per cent of Businesses with 0 to 4 Employees
Kenora District				
Agriculture, Forestry, Fishing, Hunting	75	39	114	79.2%
Mining / Oil and Gas Extraction	5	0	5	41.7%
Utilities	6	3	9	69.2%
Construction	197	139	336	78.1%
Manufacturing	17	15	32	60.4%
Wholesale Distribution	43	27	70	68.0%
Retail Trade	119	109	228	51.8%
Transportation and Warehousing	66	66	132	68.8%
Info and Cultural Industries	8	4	12	44.4%
Finance, Insurance and Real Estate	326	85	411	86.5%
Professional and Administrative Services	188	96	284	84.0%
Educational Services	7	12	19	47.5%
Health Care and Social Assistance	55	77	133	57.1%
Arts, Culture, Recreation and Sport	201	133	334	61.2%
Personal and Household Services	99	134	233	77.4%
Public Administration	1	3	4	6.2%
Total	1,417	950	2,367	69.1%
Rainy River District				
Agriculture, Forestry, Fishing, Hunting	191	45	236	91.1%
Mining / Oil and Gas Extraction	2	1	3	75.0%
Utilities	2	1	3	50.0%
Construction	59	42	101	77.7%
Manufacturing	14	7	21	70.0%
Wholesale Distribution	17	8	25	35.7%
Retail Trade	32	36	68	50.4%
Transportation and Warehousing	46	33	79	76.7%
Info and Cultural Industries	4	4	8	61.5%
Finance, Insurance and Real Estate	82	29	111	82.8%
Professional and Administrative Services	72	29	101	83.5%
Educational Services	3	4	7	41.2%
Health Care and Social Assistance	21	29	50	52.1%
Arts, Culture, Recreation and Sport	52	46	98	67.1%
Personal and Household Services	43	45	88	76.5%
Public Administration	0	0	0	0.0%
Total	640	359	999	72.5%

Source: Canadian Business Pattern Data, 2013-2014, Statistics Canada

It is widely believed that small business is the engine of economic growth and job creation and the Northwest Training and Adjustment Board continues to work with community partners across the region to support entrepreneurs.

Along with small business, it is also important to note industries comprised of larger-scale employers. Table Seven identifies the industries with business establishments employing fifty or more people and highlighting that the largest employers regionally are in Public Administration; Health Care; Arts, Culture, Sports, Recreation; and Retail.

Table 7: Business Establishments Employing 50 People or More		
Industry	Kenora District	Rainy River District
Agriculture, Forestry, Fishing and Hunting	3	0
Mining	1	0
Construction	2	0
Manufacturing	4	1
Wholesale Distribution	0	0
Retail	12	4
Transportation and Warehousing	6	1
Finance, Insurance, Real Estate	2	0
Professional, Technical and Administrative Services	1	0
Educational Services	7	4
Health and Social Assistance	18	8
Arts, Culture, Sports and Recreation (Include food and drink services)	14	3
Personal and Household	7	1
Public Administration	32	8

Source: Canadian Business Pattern data, Statistics Canada, June 2014

Between 2006 and 2011, the population decreased in the Kenora and Rainy River Districts 10.6 and 5.5 per cent respectively. Statistics Canada Taxfiler data monitors population in and out-migration. Between 2007 and 2012, the region experienced a net out-migration of 3,258 residents. This population decline throughout the region combined with an aging population in the Rainy River District makes current labour market shortages more acute.

Table 8: Migration Patterns - In and Out-Migration – 2007 to 2012			
Age Group	In-Migrants	Out-Migrants	Net-Migration
Kenora District			
0 – 17	2,583	3,187	(-604)
18 – 24	1,361	2,085	(-724)
25 – 44	3,280	3,989	(-709)
45 – 64	1,562	1,842	(-280)
65 and over	382	595	(-213)
TOTAL	9,168	11,698	(-2,530)
Rainy River District			
0 – 17	714	788	(-74)
18 – 24	331	794	(-463)
25 – 44	850	1,115	(-265)
45 – 64	421	494	(-73)
65 and over	128	188	(-63)
TOTAL	2,444	3,379	(-935)

Source: Statistics Canada, Taxfiler

Local Labour Market Conditions

The National Household Survey (2011) offers insights into the educational attainment of the total labour force as well as Visible Minorities and the Aboriginal and Francophone local population.

Educational Attainment

Table 9: Educational Attainment of Labour Force				
Kenora District				
	Total Number	Visible Minorities	Aboriginal Identity	Franco- phone
	Percent of Population	Percent of Population	Percent of Population	Percent of Population
Total – Highest Certificate, Diploma, Degree	43,825	550	13,640	1,020
No Certificate, Diploma, Degree	13,680	60	7,460	340
	31.2%	10.9%	54.7%	33.3%
High School Diploma or Equivalency	10,905	145	2,605	215
	24.9%	26.4%	19.1%	21.1%
Apprenticeship or Trades Certificate or Diploma	4,865	25	1,080	130
	11.1%	4.5%	7.9%	12.7%
College or Other Non-University Certificate or Diploma	8,180	90	1,670	210
	18.7%	16.4%	12.2%	20.6%
University Certificate, Diploma or Degree	6,200	235	820	120
	14.1%	42.7%	6.0%	11.8%
Rainy River District				
Total – Highest Certificate, Diploma, Degree	16,295	130	3,190	195
No Certificate, Diploma, Degree	4,405	--	1,190	40
	27.0%	--	37.3%	20.5%
High School Diploma or Equivalency	4,455	20	755	40
	27.3%	15.4%	23.7%	20.5%
Apprenticeship or Trades Certificate or Diploma	1,945	20	360	15
	11.9%	15.4%	11.3%	7.7%
College or Other Non-University Certificate or Diploma	3,390	--	635	55
	20.8%	--	19.9%	28.2%
University Certificate, Diploma or Degree	2,105	65	250	40
	12.9%	50.0%	7.8%	20.5%

Source: National Household Survey, Statistics Canada 2011

Table Nine highlights the ongoing need to focus on encouraging the completion of secondary school and attainment of post-secondary education. Despite hearing repeatedly from employers locally that a secondary school diploma is the minimum hiring requirement for employment, over 30 per cent of the working age population age 15 and older in the Kenora District and 27 per cent in the Rainy River District lack this entry-level credential. The challenge is even more acute in the Kenora District where over 53 per cent of the Francophone and Aboriginal population do not have a secondary school diploma. These two demographic groups make up 33.5 per cent of the Kenora District's working age population. In the Kenora and Rainy River Districts in 2011, over 45 per cent of those without a secondary school diploma or equivalency were choosing not to participate in the labour force compared to 37 per cent participation by the total working age population. The unemployment rate for those without a secondary school education in the Kenora and Rainy River Districts was 13.5 per cent compared to 9.7% for the total labour force.³

Labour Force Participation

As noted, declining and aging populations are leading to labour market shortages in the regions. These shortages are exacerbated by lower levels of labour force participation. In Ontario, 66 per cent of the working age population is in the labour force. Comparatively, in the Kenora District the participation rate is 63.7 per cent and 60.2 per cent in the Rainy River District.

Table 10: Labour Force Participation						
Total Labour Force	In the Labour Force	Not in the Labour Force	Participation Rate	Employed	Unemployed	Unemployment Rate
Kenora District						
43,825	27,920	15,905	63.7%	25,060	2,865	10.3%
Rainy River District						
16,290	9,810	6,480	60.2%	8,935	880	9.0%
Ontario						
10,473,670	6,864,990	3,608,680	65.5%	6,297,000	567,985	8.3%

Source: National Household Survey, Statistics Canada 2011

For Francophones and members of Aboriginal Groups, labour force participation is even lower. The participation rate of Francophones in the Kenora District is 55.9 per cent while 59.1 per cent of the Aboriginal population participate in the labour force. In the Rainy River District 51.3 per cent of Francophones and 55.2 per cent of Aboriginals participate in the labour force.

³ National Household Survey, Statistics Canada 2011

Reducing barriers to employment for individuals age 15 to 64 who are not participating in the workforce would alleviate labour force shortages in the Kenora and Rainy River Districts.

Table Eleven examines Major Fields of Study, total labour force and available workers in the Kenora and Rainy River Districts.

Table 11: Major Fields of Study in Kenora and Rainy River Districts					
Field of Study	Total Labour Force	Workers not in LF	Participation rate %	Unemployed Workers	Unemployment Rate %
No Post-Secondary Certificate, Diploma or Degree	24,585	10,985	55.3%	2,005	14.7%
Architecture, Engineering and Related Technologies	6,205	1,780	71.3%	365	8.2%
Health and Related Fields	4,685	1,375	70.7%	170	5.1%
Business, Management and Public Administration	4,655	1,240	73.5%	165	4.8%
Education	2,610	825	68.8%	85	4.7%
Personal, Protective and Transportation Services	2,535	585	77.1%	165	8.4%
Social and Behavioural Sciences and Law	2,080	305	85.1%	80	4.5%
Agriculture, Natural Resources and Conservation	1,210	290	76.0%	35	3.8%
Humanities	1,020	285	72.1%	45	6.1%
Physical and Life Sciences and Technologies	625	145	77.6%	20	4.1%
Visual, Performing Arts & Communication Technologies	475	105	76.8%	60	16.4%
Mathematics, Computer and Information Sciences	445	110	74.2%	30	9.1%
Total	59,215	21,840	63.1%	3,635	9.7%

Source: National Household Survey, Statistics Canada 2011

Clearly, having a post-secondary education contributes to obtaining and retaining employment. However, as Dr. R. Miner identified in his recent update, *The Great Canadian Skills Mismatch*, “[I previously concluded] simply having an educational attainment level beyond high school would be sufficient to meet employers’ skill requirements. This assumption was far too simplistic, and a simple increase in educational attainment will not automatically resolve the skills mismatch problems that do and will exist”⁴.

Further analysis of the National Household Survey data helps to pinpoint where skills mismatch may be occurring in our region.

⁴ The Great Canadian Skills Mismatch: People Without Jobs, Jobs Without People and MORE, Rick Miner, Ph.D., March 2014, p. 2

Labour Market Imbalances at the Occupational Level

The review of business activity by industry helps us to understand our local economy. However, a workers' education, skills and experience are connected to an occupation as well as an industry. Our plan, therefore, focuses on the use of the National Household Survey to provide insight into the local labour market at the occupational level⁵.

When an occupation is demonstrating an elevated level of labour force participation meaning almost everyone who can work in that occupation is working is combined with a low level of unemployment meaning few people are unemployed and looking for work, it suggests a potential labour market shortage. Conversely, available workers appear to exist in an occupation with significant numbers of workers who have removed themselves voluntarily from the labour force while others are unemployed and looking for work.

Our local data suggests a number of different labour market imbalance situations along with potential opportunities for corrective actions including:

1. Working with local employers and service providers to attract available workers who are choosing not to work back to the labour force.
2. Undertaking succession planning activities to address labour force shortages at the supervisory or management level.
3. Implementing short-term training interventions to transition surplus workers to address shortages in a related occupation.
4. Promoting longer-term training for those making decisions about their future or changing careers.

Examples of occupations where it is projected that each of these actions would have a positive impact on labour market shortages follow. Additionally, these strategies are included within the 2014-2017 Action Plan as short, medium and long-term actions to address local labour market imbalances. A full list of potential shortage and surplus occupations for each Major Occupational Group in the Kenora and Rainy River Districts is available online at www.ntab.on.ca as the 2014-2015 LLMP Appendix One.

⁵ The Statistics Canada National Household Survey was a voluntary survey. As an indicator of participation in the survey, Statistics Canada identifies a Global Non-response Rate (GNR) as an indicator of data quality. A smaller GNR indicates a lower risk of non-response bias, i.e. a lower risk of inaccuracy. In SD&G the GNR was 32.8%, in Prescott-Russell 24.5% and in Ontario 27.1%. A GNR of less than 50% is considered to offer reliable data.

Attracting Non-participants Back to the Workforce

In some instances, there are occupations with very little unemployment evident yet there are knowledgeable, skilled and experienced workers available locally choosing not to work. Reasons can range from retirement, family responsibilities, to simply personal choice. However, workplace flexibility offered by employers including options such as telecommuting (working from home), flexible work scheduling, part-time work or job sharing may attract these individuals back into the active labour force. Instruction in self-employment may encourage entrepreneurial contractors.

Examples of occupations where shortages might be alleviated by this strategy include:

Table 12: Occupations Facing Shortages with Available Workers not Participating in the Labour Force					
Occupation	Total Labour Force	Workers not in Labour Force	Participation rate %	Unemployed Workers	Unemployment Rate %
Kenora District					
0631 Restaurant and Food Service Managers	135	30	77.8%	0	0.0%
1311 Accounting Technicians and Bookkeepers	285	25	89.5%	0	0.0%
2233 Forestry Technologists and Technicians	75	15	86.7%	0	0.0%
7311 Construction Millwrights and Industrial Millwrights	195	20	89.7%	0	0.0%
9614 Labourers in Wood, Pulp and Paper Processing	110	20	81.8%	0	0.0%
Rainy River District					
0631 Restaurant and Food Service Managers	80	15	81.2%	0	0.0%
3012 Registered Nurses and Reg'd Psychiatric Nurses	305	20	93.4%	0	0.0%
7521 Heavy Equipment Operators (Except Crane)	125	15	84.0%	0	0.0%
8431 General Farm Workers	160	100	37.5%	0	0.0%

Source: Statistics Canada, National Household Survey 2011

Succession Planning, Workforce Development and Attraction

At 88.4 per cent and 93.9 per cent in the Kenora and Rainy River Districts respectively there is active labour force participation in Management Occupations (Major Group 0). The unemployment rate in this occupational group is 3.3 per cent in the Kenora District and 1.4 per cent in the Rainy River District.

Consequently, there are almost no available workers to fill vacancies. The potential of labour market shortage is made even more critical when considering the age of the workforce in some occupations. In the Kenora District, 63.5 per cent of workers in Management Occupations are over the age of 45 and 26.1 per cent are over age 55. In the Rainy River District, 71.9 per cent of workers in Management Occupations are over the age of 45 and 37.7 per cent are over age 55.

The Management Occupations identified in Table Thirteen are those most impacted by an aging workforce. Sixty five per cent or more of workers in these occupations are 45 years or older.

Table 13: Management Occupations Impacted by an Aging Workforce					
	Total Labour Force	Age 45 - 54	Per Cent 45 - 54	Age 55 +	Per Cent Age 55 +
Kenora District					
0011 Legislators	95	40	42.1%	25	26.3%
0012 Senior Government Managers and Officials	150	20	13.3%	100	66.7%
0114 Sr. Mgrs. Health, Education & Community Services	65	30	75.0%	0	0.0%
0122 Banking, Credit and Other Investment Managers	55	0	0.0%	25	45.6%
0423 Mgrs. in Social, Community, Correctional Services	100	25	25.0%	40	40.0%
0621 Retail and Wholesale Trade Managers	650	295	45.4%	165	25.4%
0632 Accommodation Service Managers	155	55	35.5%	45	29.0%
0911 Manufacturing Managers	95	70	73.7%	0	0.0%
Rainy River District					
0011 Legislators	40	15	37.5%	15	37.5%
0012 Senior Government Managers and Officials	20	--	--	15	75.0%
0414 Other Managers in Public Administration	40	40	100.0%	0	0.0%
0621 Retail and Wholesale Trade Managers	255	115	45.1%	80	31.4%
0632 Accommodation Service Managers	50	--	--	30	60.0%
0821 Managers in Agriculture	245	15	6.1%	125	51.0%

Source: National Household Survey, Statistics Canada 2011

Three managerial occupations in the Kenora District have a workforce with 40 per cent or more workers age 55 or older:

1. Senior Managers in Health, Education and Community Services;
2. Banking, Credit and Other Investment Managers and
3. Managers in Social, Community and Correctional Services.

The Rainy River District is also experiencing three managerial occupations with 40 per cent or more workers age 55 plus:

1. Senior Government Managers and Officials,
2. Accommodation Service Managers and
3. Managers in Agriculture.

In addition to an aging cohort of senior managers, there are also several instances of labour market shortages for senior, middle and front line managers.

Table 14: Labour Force Shortages – Senior, Middle and Front Line Managers					
Occupation	Total Labour Force	Workers not in Labour Force	Participation rate %	Unemployed Workers	Unemployment Rate %
Kenora District					
0112 Human Resource Managers	65	0	100.0%	0	0.0%
0122 Banking, Credit and Other Investment Managers	55	0	100.0%	0	0.0%
0311 Managers in Health Care	95	0	94.7%	0	0.0%
0422 Principals – Elementary/Secondary School Admin.	110	0	90.9%	0	0.0%
0423 Managers-Social, Community, Correctional Services	100	0	95.0%	0	0.0%
0631 Restaurant and Food Service Managers	135	30	77.8%	0	0.0%
0714 Facility Operation and Maintenance Managers	130	0	96.2%	0	0.0%
0811 Managers-Natural Resources Production and Fishing	55	0	90.9%	0	0.0%
0911 Manufacturing Managers	95	0	100.0%	0	0.0%
6211 Retail Sales Supervisors	85	0	94.1%	0	0.0%
6311 Food Service Supervisors	90	0	83.3%	0	0.0%
7203 Contractors and Supervisors, Pipefitting Trades	65	0	100.0%	0	0.0%
8252 Agricultural Contractor, Farm Supervisors, Livestock	50	0	100.0%	0	0.0%
8255 Contractors/Supervisors Grounds Maintenance	55	0	100.0%	0	0.0%
Rainy River District					
0011 Legislators	40	0	75.0%	0	0.0%
0111 Financial Managers	40	0	87.5%	0	0.0%
0414 Other Managers in Public Administration	40	0	100.0%	0	0.0%
0423 Managers-Social, Community, Correctional Services	40	0	87.5%	0	0.0%
0621 Retail and Wholesale Trade Managers	255	0	100.0%	0	0.0%
0631 Restaurant and Food Service Managers	80	15	81.2%	0	0.0%
0632 Accommodation Service Managers	50	0	100.0%	0	0.0%
0821 Managers in Agriculture	245	0	100.0%	0	0.0%
0911 Manufacturing Managers	50	0	50.0%	0	0.0%
6211 Retail Sales Supervisors	85	0	94.1%	0	0.0%
6311 Food Service Supervisors	90	0	83.3%	0	0.0%
7302 Contr/Supervisors Heavy Equipment Operator Crew	50	0	100.0%	0	0.0%
9215 Supervisors, Forest Products Processing	40	0	100.0%	0	0.0%

Source: National Household Survey, Statistics Canada 2011

In some occupations like Retail Sales, Food and Beverage Service and Landscape and Ground Maintenance Workers, there are surplus workers available to fill openings created by the advancement of existing employees.

While many do not acquire management level positions until mid-life and mid-career and an older workforce is not unexpected, identifying those with the greatest percentage of older workers facilitates strategic succession planning for those already in the workforce and career development planning opportunities for youth.

Making local young people aware of career opportunities in a variety of sectors may contribute to youth development and retention while communicating current opportunities not only locally but provincially, nationally and internationally could attract former residents and newcomers to the area.

Transitioning Workers from Surplus to Shortage Occupations

In some Major Occupational Groups there is evidence of labour market shortages due to full labour force participation and low levels of unemployment. However, at the same time, there appears to be available workers in a related occupation. Comparing this labour market imbalance at the occupational level often suggests possible opportunities for corrective action. Examples of these occupations are provided below. A full list of surplus and shortage occupations for all Major Occupational Groups in the Kenora and Rainy River Districts is available online at www.ntab.on.ca as the 2014-2015 LLMP Appendix One.

Possible Corrective Action to Alleviate Skills Mismatch

1.0 Short-Term Specialized Training and/or Mentoring

This type of intervention, sometimes referred to as “upskilling” offers short-term skill development to surplus workers in one occupation so that they are able to fill openings in a related occupation(s) that is experiencing labour market shortages. Specific examples are highlighted below:

In the Kenora District

There are two examples of upskilling opportunities in Major Occupational Group 6 – Sales and Service. There is a possible surplus of workers in the following occupations:

Occupation	Total Labour Force	Workers not in Labour Force	Participation rate %	Unemployed Workers	Unemployment Rate %
6322 Cooks	430	40	89.5%	40	10.4%
6513 Food and Beverage Servers	305	20	93.4%	25	8.8%

With some short-term training and/or mentoring, it is feasible to believe that surplus workers in these two occupations would be able to address shortages for:

Occupation	Total Labour Force	Workers not in Labour Force	Participation rate %	Unemployed Workers	Unemployment Rate %
6331 Butchers	50	0	90.0%	0	0.0%
6332 Bakers	60	0	100.0%	0	0.0%
6511 Maitre d'Hotel and Hosts/Hostesses	60	0	100.0%	0	0.0%
6512 Bartenders	65	0	100.0%	0	0.0%

There is also evidence of over 200 available workers with Food Attendant or Kitchen Helper skills (NOC 6711) who, with longer-term training, would be able to address service vacancies.

In the Rainy River District

There are available workers in Major Occupational Group 1 – Business, Finance, and Administration:

Occupation	Total Labour Force	Workers not in Labour Force	Participation rate %	Unemployed Workers	Unemployment Rate %
1414 Receptionists	155	65	58.1%	25	27.8%

With some short-term training and/or mentoring, it is feasible to believe that these surplus workers would be able to address shortages for:

Occupation	Total Labour Force	Workers not in Labour Force	Participation rate %	Unemployed Workers	Unemployment Rate %
1411 General Office Support Workers	75	0	80.0%	0	0.0%

With a longer period of training, there may also be opportunities to address shortages for:

Occupation	Total Labour Force	Workers not in Labour Force	Participation rate %	Unemployed Workers	Unemployment Rate %
1241 Administrative Assistants	185	0	97.3%	0	0.0%
1311 Accounting Technicians and Bookkeepers	145	0	86.2%	0	0.0%
1431 Accounting and Related Clerks	70	0	100.0%	0	0.0%

2.0 Longer-Term Training

As we have just seen, in some cases occupations are related but education or training of up to two-years is required to transition workers. In some cases, external accreditations may be required.

Kenora District

For example, in the Kenora District, there are surplus workers available in the Forestry Sector who, with training, may be able to address shortages in Manufacturing. Workers with skills in the following occupations may be available:

Occupation	Total Labour Force	Workers not in Labour Force	Participation rate %	Unemployed Workers	Unemployment Rate %
8422 Silviculture and Forestry Workers	100	20	80.0%	25	31.2%
8241 Logging Machine Operators	80	0	100.0%	30	37.5%

There are currently few available workers in these Manufacturing occupations:

Occupation	Total Labour Force	Workers not in Labour Force	Participation rate %	Unemployed Workers	Unemployment Rate %
Machine Operators, Mineral and Metal Processing	50	0	100.0%	0	0.0%
Concrete, Clay and Stone Forming Operators	50	0	100.0%	0	0.0%
Other Wood Processing Machine Operators	60	0	91.7%	0	0.0%
Woodworking Machine Operators	45	0	88.9%	0	0.0%
Labourers in Wood, Pulp and Paper Processing	110	20	81.8%	0	0.0%

Rainy River District

There appears to be a surplus of workers in the Major Occupational Group 7 – Trades, Transport, Equipment Operators and Related Occupations for:

Occupation	Total Labour Force	Workers not in Labour Force	Participation rate %	Unemployed Workers	Unemployment Rate %
7271 Carpenters	240	15	93.8%	40	17.8%
7621 Public Works and Maintenance Labourers	105	40	57.1%	10	16.7%
7611 Construction Trade Helpers and Labourers	175	35	82.9%	35	24.1%

With longer-term training and work experience, it is reasonable to project these surplus workers would be able to address shortages in the following occupations within the same Major Group:

Occupation	Total Labour Force	Workers not in Labour Force	Participation rate %	Unemployed Workers	Unemployment Rate %
7237 Welders and Related Machine Operators	50	0	100.0%	0	0.0%
7281 Bricklayers	50	0	90.0%	0	0.0%
7452 Material Handlers	75	0	100.0%	0	0.0%

We have suggested opportunities to address labour market shortages through attracting skilled workers back to the labour force, succession planning and short and longer-term training solutions. In each of the above instances, however, the data provides only partial insights into the local labour market. Factors like changing market conditions and the impact of technology also affect labour market demand. For this reason, contact with employers, employer associations, labour, educators, service providers and government is critical to substantiating demand and establishing strategies to address labour market shortages.

Feedback from Business and Industry

Input from employers confirmed labour market shortages from entry-level to experienced professionals and at all skill and education levels. Specific shortages identified in the Kenora District include physiotherapists, nurses, middle managers in tourism, technical and middle managers in public administration and entry level employees in tourism, finance, and retail. In the Rainy River District, public administrators expect to be hiring paramedics, cashiers and labourers. They also report that it is difficult to recruit and retain day care workers and project a shortage of senior managers in the public administration sector due to an aging workforce. In the health care sector, hiring will take place as a result of staff turnover as opposed to expansion within the sector. There is currently no difficulty in recruiting for skilled trades although this appears to be changing. In Ear Falls, EACOM Timber has re-opened the community's sawmill and is recruiting a full contingent of licensed skilled trades people offering a recruitment and retention premium. Also the OPG Atikokan Plan has just launched its recently converted biomass-fuelled generating station creating jobs for skilled trades. Experienced labourers and journeymen carpenters are in demand in the construction sector. Aboriginal communities are experiencing shortages in education, health care and financial sectors. Provincial police are recruiting across the region and are projecting to hire 300 new officers in the next two years. Senior technical occupations in mining are forecasted to be in short supply by the end of 2015.

Employers point to increasing labour market shortages nationally making the area's remote location a recruitment challenge. There is a need to focus on population retention and attraction. While it is possible to market the healthy lifestyle and beauty of the Northern landscape, there are few of the recreational and arts amenities that are attractive to potential employees. Creating a sense of community may contribute to retaining the current population and attracting back those who have left. Individuals who do return often bring with them new skills, perspective and extended families.

The business community supports pre-employment training to assist those not currently in the labour force transition to employment. Suggestions ranged from programming in computer skills, financial literacy, cross-cultural skills and sales and customer service, Workplace Hazardous Materials Information System (WHMIS), Fall Arrest and Workplace Safety in the Construction sector. Trades training such as electrical, welding, and mill process was projected as valuable to the mining sector while the Northwest Business Centre identified locally-offered Asia Pacific Economic Cooperation (APEC) training and certification program as beneficial.

Employers across all sectors identified that it is also difficult to find entry-level candidates with the required essential skills. Along with literacy skills, employers point to the ability to communicate, learn quickly and work with flexibility as the most challenging skills to find in new hires. A disconnect between the generations is apparent. New technology is increasing the skill requirements for workers in all aspects of the workforce including entry-level and general labourer positions as processes and procedures become more automated. They require workers who are able to learn and who embrace new technology as it is introduced. Meetings conducted by Tourism Northern Ontario with employers in that sector consistently reported the "disconnect between the workforce and employers".⁶

Small business continues to be recognized as an engine of economic growth in Northwest Ontario. A Regional Business Retention and Expansion project in Machin, Dryden, and Ignace was launched this year to continue to support new business. Despite this, many employers expressed confusion about government programs and incentives available to support them. Employers believe that there is a need to train and engage them as leaders. They are willing to reward and invest in talent, however, they also need to understand the strategic advantage and value when investing in training. They must be convinced of the return on investment. Small business operators, predominant in the Kenora and Rainy River Districts, identified journey-person-apprentice ratios as a barrier to participation in Apprenticeship Training. The ability to successfully challenge apprentice examinations is also viewed as a barrier to certification.

⁶ Tourism Northern Ontario Gathering Input, CKDR News, August 1, 2014

Local Labour Market Action Plan Update

Over the past year, a number of actions have been taken addressing our five labour force priorities:

Priority # 1 – Transitioning the Workforce in a Changing Economy

Local Government Networking Group Established in the Rainy River District

The Local Government Networking Group is a partnership between area First Nations and the Rainy River District Municipal Association to address common goals in the Rainy River District. A sub-group, Education and Training including the Rainy River District Board of Education, Seven Generations Education Institute, Confederation College, Riverside Healthcare, and New Gold Inc. held a stakeholder meeting in September 2013. Their goal is to secure training to address labour market shortages in mining and healthcare. The Seven Generation Education Institute was established in 2014 to provide training and work experiences for Aboriginal participants in various in-demand occupations related to the mining sector in the Thunder Bay–Rainy River area.

The Northern Ontario Heritage Fund Grant to the Anishinaabeg of Naongashiing

The Anishinaabeg of Naongashiing First Nation have just completed development of a 7,000 square-foot business and tourist centre including a gas bar, grocery store, post office, gift shop and general store near the town of Rainy River. The community anticipates at least four full-time and six part-time positions will be created.

Priority # 2 – Transitioning the Workforce in a Changing Economy

2014 Fall Intake for Collaborative Community Based BScN Program

Remote and rural communities often lose youth to larger cities when they leave for post-secondary education. Students now have the opportunity to obtain a Bachelor of Science in Nursing in local communities. Dryden, Sioux Lookout, Lake of the Woods, and the Rainy River District Campuses enrolled 29 students in 2014. Convocation for these students will be in the spring of 2018.

Priority # 3 – Evolving Education Requirements

Confederation College/School Within a College (SWAC)

The School-Within-A-College (SWAC Program) is a School College Work Initiative offered by Confederation College in partnership with the Rainy River District School Board and the Keewatin Patricia District School Board. SWAC instruction allows students to experience courses on a college campus, while achieving credits towards a secondary school diploma. The initiative will specifically target at-risk youth by integrating supports available within Parents Attending Secondary School (PASS) programming as well as providing students in the most remote locations with a virtual college experience.

Priority # 4 – Supporting Entrepreneurs

Go Local Fort Frances

Go Local is a group of enthusiastic independently-owned businesses and dedicated consumers who are committed to advocating, promoting and offering support to companies throughout the Rainy River District changing the mindset and educating consumers of the importance of sustaining a vibrant, thriving economic community. Shoppers are rewarded with loyalty points and gift certificates that they can then “spend” at Go Local businesses. In return, Go Local businesses grow a loyal customer base. This is very important for the Canada-US border communities in the Rainy River District. After one year of operation, the Town of Fort Frances identified a 20 per cent increase in local shopping.

Business Retention and Expansion (Dryden and Area)

With the support of FedNor, the Dryden Chamber of Commerce, Patricia Area Community Endeavours, City of Dryden, Township of Ignace, the Municipality of Machin, and the Northwest Training and Adjustment Board are partnering to conduct a Business Retention and Expansion project in Dryden and area. Data is currently being collected to better inform future plans and strategies that support the retention and expansion of local businesses.

City of Kenora Downtown Revitalization (Phase Three)

The City of Kenora continues with Phase Three of its downtown revitalization project which will include underground infrastructure and street-level enhancements. The project is designed to attract private sector investment in the area. Downtown revitalization is helping the City of Kenora address three priority areas - job creation, business growth and population growth.

Priority # 5 – Integrating the Marginalized Workforce

Natural Resource Development for the Anishinaabeg of Kabapikotawangag

This band is beginning to increase natural resource development opportunities in the Sioux Narrows area, creating local jobs for the Anishinaabeg in their own community.

Action Plan 2014 – 2017 (Community Driven Strategies)

Key Priority # 1 – Transitioning our Workers in a Changing Economy						
The economies in the Kenora and Rainy River Districts are changing. Forestry is beginning to rebound while mining, manufacturing, construction, health care, retail and tourism are increasingly predominant. How do we support those in the workforce transition to new opportunities by developing new skills and/or transferring their existing skills to new opportunities?						
			Timeframe*			
Action	Outcomes	Partners**	S	M	L	
Promote forestry and wood manufacturing jobs in our region as Ontario's forest industry requires approximately 18,000 new workers by 2020 due to a rebound in the industry. The rebound is being impeded by an aging workforce, a skills mismatch, a poor perception of the industry and competition from other sectors and changes in construction of buildings.	Informed workforce; new employees available and starting to prepare for the rebound of the forest industry.	NTAB, MNRF, Educators, Employment Ontario Service Providers (EOSP)		✓		
Basic Surface Diamond Driller Assistant Common Core offered at Confederation College.	Prepare graduates for employment in a wide range of industrial settings i.e. mining, oil and other resources.	Confederation College Rainy River District Campus			✓	
"Tourism Matters" Campaign. Tourism is one of the largest and most important economic sectors in Northwestern Ontario but as an industry, it is largely under appreciated by the general public and the available workforce. In response to this, Ontario's Sunset Country Travel Association in partnership with the Kenora District Camp Owners Association (KDCA) has launched a region-wide communications campaign.	A region-wide communications campaign intended to educate and inform local residents and the business community about the important role tourism plays in our regional economy. Get available workforce interested in tourism jobs. Another objective is to get more businesses to join each organization as active members.	Ontario Sunset Country Travel Assn., KDCA, Ministry of Tourism, Culture and Sport	✓			
Key Priority # 2 – Out-migration of Key Demographics of our Population						
Both the Rainy River and Kenora Districts experienced population decline between 2006 and 2011. Much of this decline was due to out-migration of people age 18 to 44. It is a priority for the local economy and workforce development to attract and retain people in this demographic as these are key consumer and career years.						
			Timeframe*			
Action	Outcomes	Partners**	S	M	L	
"Live Boundless" re-branding of Fort Frances. http://www.fort-frances.com/fort-frances-boundless . A mill that once employed 1700 stands idled. Fort Frances has taken a positive approach and decided to re-brand to attract new people to their community.	Economic diversification and population attraction.	Town of Fort Frances, Sunset Country Tourism, Fort Frances C of C, Downtown BIA			✓	
New Employment and Training Centre for the Anishinaabeg of the Kenora Area. The Anishinaabeg will be able to access employment and training services in their own community in a central location.	To create opportunities for the Anishinaabeg of the Kenora Area. Employment services more accessible to local population.	Shooniyaa Wa-Biitong, Ne-Chee Friendship Centre			✓	

Key Priority # 2 – Out-migration of Key Demographics of our Population (Continued)					
Both the Rainy River and Kenora Districts experienced population decline between 2006 and 2011. Much of this decline was due to out-migration of people age 18 to 44. It is a priority for the local economy and workforce development to attract and retain people in this demographic as these are key consumer and career years.					
Action	Outcomes	Partners**	Timeframe*		
			S	M	L
Eabametoong First Nation will receive \$44,325 to conduct a community wide holistic planning exercise and develop a community strategic plan (announced August 16, 2014).	The Strategic Plan will research the potential benefits of nearby mining developments and possible employment opportunities for community members.	NOHFC, Eabametoong First Nation		✓	
Key Priority # 3 – Evolving Education Requirements					
Knowledge and skills are increasingly important in an innovation-based economy. Literacy, numeracy, computer skills as well as “soft skills” like team work and communication are now essential in the workplace and new skills requirements like adaptive thinking, virtual collaboration, and cross-cultural competency are on the horizon.					
Action	Outcomes	Partners**	Timeframe*		
			S	M	L
Dryden Literacy is currently promoting hospitality and service industry as a gateway to a career. Dryden Literacy opened up a satellite agency in Ignace to assist those who are in need of their services.	Increased employer cultural awareness. Life skills training offered; soft skills.	Dryden Literacy, NTAB, Ignace Employment Ontario Service Providers		✓	
Duel credit students with a specific focus on female and aboriginal students will be introduced to the different pathways to current trades' positions. The importance of education will be stressed as well as the options for college and university pathways. The possible roadblocks that can face females in trades will be discussed as well as the possibility of rewarding career and the supports that are available.	Grade 10 and 11 students who are enrolled in the college / apprenticeship pathway will gain a better understanding of what is possible, required and expected to pursue an apprenticeship.	NTAB, St. Thomas Aquinas High School, Confederation College, Beaver Brae High School, Weyerhaeuser, North Star Drilling		✓	
Promote economic development and skills training for First Nation Women. The Federal Government provided \$200,000 for the next two years to the Nishnawbe Aski Nation to provide the training.	Additional skill sets acquired to expand businesses.	Government of Canada, First Nations		✓	
Field research to increase employer support for hiring apprentices and supporting apprentices' completion. Engage employers in a structured conversation focused on apprenticeship solutions.	Employers identify a stronger awareness of how Employment Ontario prepares learners and clients for apprenticeships. Final report issued.	NTAB, Literacy Northwest	✓		
Service Excellence @ Training one day workshops available in the Dryden area.	Participants the skills and tools to create memorable service experiences resulting in customer loyalty and successful customer centric organizations.	Ontario Tourism Education Corporation, Local Businesses	✓		

Key Priority # 3 – Evolving Education Requirements (Continued)

Knowledge and skills are increasingly important in an innovation-based economy. Literacy, numeracy, computer skills as well as “soft skills” like team work and communication are now essential in the workplace and new skills requirements like adaptive thinking, virtual collaboration, and cross-cultural competency are on the horizon.

Action	Outcomes	Partners**	Timeframe*		
			S	M	L
Sioux Lookout Chamber of Commerce to receive \$63,000 from FedNor to hire an intern who will develop and implement a Customer Service Training Program for area businesses (announced July 11, 2014).	Deliver Customer Service Training to those in need in order to gain employment in the service industry.	Sioux Lookout Chamber of Commerce, FedNor		✓	
COJG: Canada –Ontario Job Grant. COJG program will deliver direct financial support to employers who wish to purchase training for their employees. As well as two new skills training pilots; Customized Training and UpSkill through an Expression of Interest (EOI) process.	These programs involve employers more directly in skills training process and will present new opportunities for MTCU and EOSP to work closely with employers; will lead to a trained workforce.	MTCU, Employment Ontario Service Providers (EOSP), Educators, Employers, NTAB			✓

Key Priority # 4 – Supporting Entrepreneurs

Entrepreneurs and the small to medium-sized establishments they create are engines of economic growth and often leaders in job creation and innovation. Supporting the development of entrepreneurs from a workforce development perspective is an important contribution to the local economy.

Action	Outcomes	Partners**	Timeframe*		
			S	M	L
Starter Company. The program provides advice and mentorship from local business leaders to help get a business running. It may also provide up to \$5000 for a start-up or expansion.	New local businesses started and new employees hired.	Northwest Business Centre, Local business leaders		✓	
Workshop “Understanding the Mining Industry and Procurement Processes”	Local businesses will gain an understanding of the mining procurement process and take advantage of new opportunities.	RRFDC, FedNor, Northwestern Ontario Development Network	✓		
Workshop “Empowering Entrepreneurs” This workshop will encompass how to create and communicate your brand story – Marketing in Today’s Fierce Global Economy.	Better local business successes due to increased understanding of today’s global marketplace.	Northwest Business Centre, Sioux Lookout C of C	✓		
Workshop “30 Ways to Shine” hosted by Shooniyaa Wa-Biitong and Denise Bissonnette, International Trainer and Speaker on Career Development, spring of 2014 in Kenora. Shooniyaa is working on a follow up workshop.	Helped employers as part of an orientation program for new employees or as the basis for new-hire mentoring programs. It encourages employees to bring all that they are to their work lives. It also gives strategic advice on how to manage conflict and change.	Shooniyaa Wa-Biitong		✓	

Key Priority # 5 – Integrating the Marginalized Workforce					
The population of Kenora and Rainy River Districts has declined over 15 percent between 2006 and 2011. Growth in sectors like mining, construction, health care and the service sector will be constrained without a labour force to draw from. A strong local economy needs the contribution of everyone. How do we assist those who may feel marginalized to participate?					
Action	Outcomes	Partners**	Timeframe*		
			S	M	L
Customer Service Workshops offered by Ontario Works in Fort Frances.	Assists the marginalized in customer service in order to obtain employment in the Service Industry.	Ontario Works			✓
Sioux Lookout Area Aboriginal Management Board (SLAAMB) Apprenticeship Forum, February of 2015.	Address the gap in cultural understanding and work practices between Aboriginal workers and local trade unions. Move beyond misunderstanding and missed employment opportunities. SLAAMB has partnered with representatives from Thunder Bay trade unions to formalize a Northern Ontario steering committee whose mandate is to increase and retain a strong Aboriginal presence within the construction sector.	SLAAMB, Trade Unions, NTAB		✓	

* S = Short-term; M = Mid-Term (2 Years); L = Long-Term (3 Years)

** Acronym Glossary follows

Acronym Glossary

BIA – Business Improvement Association
C of C – Chamber of Commerce
EOSP – Employment Ontario Service Providers
KDCA – Kenora District Camp Owners Association
MNRF – Ministry of Natural Resources and Forestry
MTCS – Ministry of Tourism, Culture and Sport
NODN – Northwestern Ontario Development Network
NTAB – Northwest Training and Adjustment Board
OTEC – Ontario Tourism Education Corporation
RRFDC – Rainy River Future Development Corporation
SLAAMB – Sioux Lookout Area Aboriginal Management Board

Northwest Training and Adjustment Board LLMP 2014 Stakeholder Survey

Thank you for assisting us to improve the work that we do by completing this short survey.

QR Code:



Web Address:

<http://fluidsurveys.com/surveys/ntab/2014-ntab-llmp-report-survey/>

Hardcopy:

If you would like to complete a paper survey please contact our office and we will be happy to email you a pdf copy or mail you a paper copy.

Thank you

Geographic Areas

The data presented in the Labour Market Conditions, Data and Analysis section is based on different sources of information from Statistics Canada relating to the Census Divisions for Kenora and Rainy River Districts.

Statistics Canada defines Census Divisions as: “groups of neighbouring municipalities joined together for the purposes of regional planning and managing common services (such as police or ambulance services). These groupings are established under laws in effect in certain provinces of Canada. For example, a census division might correspond to a county, *les municipalités régionales de comté* or a regional district. In other provinces and the territories where laws do not provide for such areas, Statistics Canada defines equivalent areas for statistical reporting purposes in cooperation with these provinces and territories.” The following lists detail the communities in the Kenora and Rainy River Districts:

Rainy River District

Alberton (Township)
Big Grassy River 35G (Indian reserve)
Chapple (Township)
Dawson (Township)
Fort Frances (Town)
Lake of the Woods (Township)
Manitou Rapids 11 (Indian reserve)
Naguagou Lake 25D (Indian reserve)
Rainy Lake 17B (Indian reserve)
Rainy Lake 26A (Indian reserve)
Rainy River, Unorganized (Unorganized)
Saug-a-Gaw-Sing 1 (Indian reserve)
Seine River 23B (Indian reserve)

Agency 1 (Indian reserve)
Atikokan (Township)
Big Island Mainland 93 (Indian reserve)
Couchiching 16A (Indian reserve)
Emo (Township)
La Vallee (Township)
Long Sault 12 (Indian reserve)
Morley (Township)
Rainy Lake 17A (Indian reserve)
Rainy Lake 18C (Indian reserve)
Rainy River (Town)
Sabaskong Bay (Part) 35C (Indian reserve)
Seine River 23A (Indian reserve)

Kenora District

Bearskin Lake (Indian reserve)
Deer Lake (Indian reserve)
Eagle Lake 27 (Indian reserve)
English River 21 (Indian reserve)
Fort Hope 64 (Indian reserve)
Ignace (Township)
Kee-Way-Win (Indian reserve)
Kenora 38B (Indian reserve)
Kingfisher Lake 1 (Indian reserve)
Lac Seul 28 (Indian reserve)
Lake Of The Woods 37 (Indian reserve)
MacDowell Lake (Indian settlement)
Marten Falls 65 (Indian reserve)
Neskantaga (Indian reserve)
Northwest Angle 33B (Indian reserve)
Peawanuck (Indian settlement)
Pikangikum 14 (Indian reserve)
Rat Portage 38A (Indian reserve)
Sabaskong Bay (Part) 35C (Indian reserve)
Sachigo Lake 1 (Indian reserve)
Sandy Lake 88 (Indian reserve)
Shoal Lake (Part) 40 (Indian reserve)
Sioux Lookout (Municipality)
Slate Falls (Indian settlement)
The Dalles 38C (Indian reserve)
Wabauskang 21 (Indian reserve)
Wapekeka 1 (Indian reserve)
Wawakapewin (Long Dog Lake) (Indian reserve)
Webequie (Indian reserve)
Whitefish Bay 33A (Indian reserve)
Wunnumin 1 (Indian reserve)



Attawapiskat 91A (Indian reserve)
Cat Lake 63C (Indian reserve)
Dryden (City)
Ear Falls (Township)
Fort Albany (Part) 67 (Indian reserve)
Fort Severn 89 (Indian reserve)
Kasabonika Lake (Indian reserve)
Kenora (City)
Kenora, Unorganized (Unorganized)
Kitchenuhmaykoosib Aaki 84 (Big Trout Lake) (Indian reserve)
Lake Of The Woods 31G (Indian reserve)
Lansdowne House (Indian settlement)
Machin (Township)
Muskrat Dam Lake (Indian reserve)
North Spirit Lake (Indian reserve)
Osnaburgh 63B (Indian reserve)
Pickle Lake (Township)
Poplar Hill (Indian reserve)
Red Lake (Municipality)
Sabaskong Bay 35D (Indian reserve)
Sachigo Lake 2 (Indian reserve)
Shoal Lake (Part) 39A (Indian reserve)
Shoal Lake 34B2 (Indian reserve)
Sioux Narrows - Nestor Falls (Township)
Summer Beaver (Indian settlement)
Wabaseemoong (Indian reserve)
Wabigoon Lake 27 (Indian reserve)
Wapekeka 2 (Indian reserve)
Weagamow Lake 87 (Indian reserve)
Whitefish Bay 32A (Indian reserve)
Whitefish Bay 34A (Indian reserve)



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