



## Kenora and Rainy River Districts

### 2022-2025 Local Labour Market Plan Report



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**The Northwest Training and Adjustment Board (NTAB)** would like to thank all of the individuals, organizations and companies that provided information and validation of the content of this Local Labour Market Plan Report.

We would also like to acknowledge Employment Ontario, and the Ministry of Labour, Training and Skills Development for providing the resources and guidance required to produce the 2022-2025 Local Labour Market Plan Report for the Kenora and Rainy River Districts.

NTAB acknowledges the following organizations for their contributions to the 2022 Local Labour Market Plan Report:

**LLMP Report preparation:**

**Diane Soucie**, President, Net Success Inc.

**LLMP Report design and printing:**

Wake Marketing & Design, Kenora, ON

## How Did We Do?

Please access our short survey by visiting [www.surveymonkey.com/r/LLMP2022](http://www.surveymonkey.com/r/LLMP2022) or by hardcopy included.  
We invite your feedback on all publications produced by NTAB.

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## Vision

Engage all regional stakeholders and partners with valuable workforce information.

## Mission

To improve our local workforce.

*“A job for everyone, someone for every job.”*

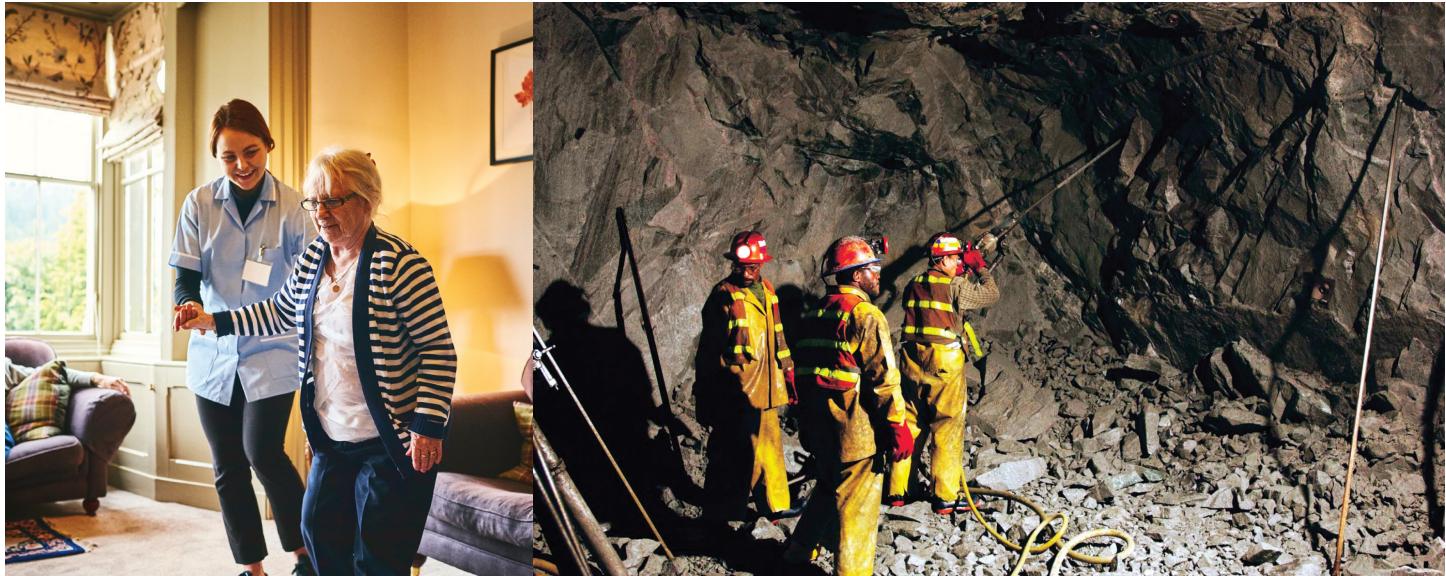
This report is funded in part by the Government of Canada and the Government of Ontario.

# Ontario



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# 2022-2025 Local Labour Market Plan Report **Kenora and Rainy River Districts**

February 2022

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## Executive Summary

The year 2021 was a year like no other. The COVID-19 pandemic impacted the world's population and global, national, provincial and local economies in ways no one could have imagined. As the economies of the Kenora and Rainy River Districts recover, NTAB and their partners are establishing a new evidence-based three-year plan to support workforce development in the region. Our focus is:

- Re-building the local economy through the availability of a resilient and skilled labour force;
- Re-engaging with workers as they return to the workforce and students as they prepare for the future;
- Re-igniting the local economy via actions and strategies outlined in our Workforce Development Action Plan 2022-2025.

The five strategic priorities guiding actions undertaken locally for the past second continue to be valid:

1. Transitioning our workforce in a changing economy.
2. Evolving education requirements.
3. Integrating the marginalized workforce.
4. Supporting entrepreneurs.
5. Attraction of individuals to the region.

The following indicators currently available have been used to assess changes in labour market demand and supply:



## Labour Market Demand

- There are 115 fewer businesses operating in the Kenora District as of June 2021 compared to the previous year. The most significant decreases took place in the Accommodation and Food Services; Personal and Household Services; Finance, Insurance and Real Estate; and Construction sectors.
- The Rainy River District experienced a loss of 77 businesses as of June 2021 compared to June 2020. The greatest decrease took place in the Agriculture, Forestry, Fishing and Hunting sector and businesses not yet classified. There was a decrease of eight businesses operating in the Accommodation and Food Services sector.
- EMSI Analyst uses various data sources to project job creation by industry and occupation. They project job growth of over 1,000 jobs in the Kenora District between 2021 and 2024 with the greatest growth in jobs taking place in the Public Administration; Health and Social Services; and Mining, Oil and Gas and Quarrying sectors. In the Rainy River District, a more modest growth of 247 jobs was projected with the greatest increases taking place in Health and Social Assistance; Retail Trade and Management/Administrative and Support Services sectors.
- Occupationally, in the Kenora District, the top three occupations projected to grow between 2021 and 2024 are NOC 4212 Social and Community Service Workers (143 jobs); NOC 3012 Registered nurses and Registered Psychiatric Nurses (44 jobs) and NOC 6711 Food Counter Attendants/Kitchen Helpers (38 jobs). In the Rainy River District, occupations with the greatest projected growth were NOC 4212 Social and Community Service Workers (26 jobs); NOC 6421 Retail Salespersons (11 jobs); NOC 6211 Retail Sales Supervisors (10 jobs); and NOC 7321 Automotive Service Technicians, Truck and Bus Mechanics.
- Vicinity Jobs offers an indicator of immediate labour market demand. This software gathers and analyzes online job ads posted in the Kenora and Rainy River Districts. During the period from January 1 2021 to September 30 2021, there were 2,540 online job ads posted in the Kenora District and 752 in the Rainy River District as compared to 1,769 in the Kenora District and 717 in the Rainy River District during the same period in 2020. Current labour market demand exists for jobs at all skill levels.
- Consultations with local tourism operators revealed concerns about workers leaving the industry and persistent problems with few and/or underqualified job applicants. Recommendations included the development of a Workforce Development Action Plan encouraging ongoing engagement with tourism operators to fully understand immediate and future workforce requirements and the development and implementation of strategies to attract and retain employees.

## Labour Market Supply

- Statistics Canada Taxfiler data released in 2020 shows out-migration from the area may have slowed. There was net out-migration of 807 from the Kenora District and 231 from the Rainy River District between 2014 and 2019 compared to 1,151 from the Kenora District and 379 from the Rainy River District between 2013 and 2018.
- The number of individuals receiving Employment Insurance regular benefits was relatively stable between October 2020 and August 2021 when eligibility requirements were broadened. Between August and September 2021, the decrease in the number of recipients suggest women may be returning to the labour force more quickly than males. The number of males collecting benefits declined by 13.7% in the Kenora District and 20.5% in the Rainy River District. The number of women in the Kenora District decreased by 36.6% and 45.1% in the Rainy River District. As a comparator, in Ontario, the number of females collecting regular employment

insurance benefits decreased by 39% between August and September 2021. The number of males in Ontario collecting regular employment insurance benefits decreased by 20% during the same one-month period.

- Not surprisingly considering the impact of the COVID-19 pandemic, usage of all Employment Ontario programs declined between April 2020 and March 2021.
- With significant labour market demand, some providers are seeing client numbers increase while others continue to strive to attract and serve clients while meeting public health measures. Employment Ontario service providers are experiencing challenges attracting clients as a result of multiple programs and services now available to assist people transition to employment. In some cases, virtual programming helped clients overcome barriers such as transportation and childcare. Innovative strategies like reaching out to employers asking them to refer candidates who lack the skills for immediate employment and marketing to workers age 55 to 75 who may be interested in part-time work are being adopted.
- Opportunities for collaboration include cultural sensitivity training for employment and literacy services staff to encourage participation in by the local indigenous population, training in topics such as budgeting and money management made available to participants of both employment services and literacy services and the establishment of referral protocols between literacy and employment services.
- A three-year Action Plan itemizes short, medium and long-term actions based on the most current quantitative and qualitative data available. This Plan will be updated annually.

## Background

As stated in the summary, the year 2021 was a year like no other. The COVID-19 pandemic impacted the world's population and global, national, provincial and local economies in ways no one could have imagined. In Ontario, the first state of emergency was declared on March 17, 2020. Four months later, the warmer summer months permitted limited re-opening effective July 17, 2020; however, with rampant spread of the virus, a province-wide shutdown was initiated December 26, 2020. Businesses in Ontario did not begin to re-open until June 11, 2021. As our local economy recovers, NTAB and their partners are establishing a new three-year plan to support workforce development in the Kenora and Rainy River Districts. Our focus is:

- Re-building the local economy through the availability of a resilient and skilled labour force;
- Re-engaging with workers as they return to the workforce and students as they prepare for the future;
- Re-igniting the local economy via actions and strategies outlined in our Workforce Development Action Plan 2022-2025.

The five strategic priorities guiding actions undertaken locally for the past second continue to be valid:

1. Transitioning our workforce in a changing economy.
2. Evolving education requirements.
3. Integrating the marginalized workforce.
4. Supporting entrepreneurs.
5. Attraction of individuals to the region.

This report provides an analysis of various indicators of labour market demand and labour market supply as well as a summary of input provided by multiple stakeholders including employers, economic developers, educators and employment service providers. These quantitative and qualitative indicators will form the basis of strategic actions outlined in the Local Labour Market Three-Year Action Plan for Workforce Development in the Kenora and Rainy River Districts.

## Labour Market Demand

During April and May 2020, NTAB conducted two surveys of businesses operating in the Kenora and Rainy River Districts. Over one in four felt that COVID-19 “could put them out of business.” The most prevalent impacts included a decrease in sales, increased cleaning and sanitation practices, cancellation of contracts and supply chain disruptions. Over 100 of the 144 responding companies had laid-off staff as a result of the pandemic.

A third survey conducted by NTAB in September and October 2020 generated responses from 31 businesses. Again, one in four continued to fear that the pandemic could result in the closure of their business. Over 16 per cent recognized the financial impact but felt that they could “weather the storm.” Almost one in ten reported increased demand for some of their products and services.

Canada Business Counts data, released by Statistics Canada semi-annually provides some of the first insights into the actual impact of the pandemic on the business communities of the Kenora and Rainy River Districts. Tables 1A and B compares the number of businesses operating in each sector of the economy in June 2020 as compared to June 2021.

**Table 1A: Change in Number of Businesses June2020 to June 2021 – Kenora District**

Sector	No of Businesses Jun 2020	No. of Businesses Jun 2021	Absolute Change	Per Cent change
Agriculture, Forestry, Fishing, Hunting	156	155	(-1)	(-0.6%)
Mining, Oil and Gas Extraction, Quarrying	22	18	(-4)	(-18.2%)
Utilities	18	16	(-2)	(-11.1%)
Construction	481	467	(-14)	(-2.9%)
Manufacturing	52	54	2	3.8%
Wholesale and Distribution	76	73	(-3)	(-3.9%)
Retail Trade	419	411	(-8)	(-1.9%)
Transportation and Warehousing	195	195	0	0.0%
Information and Cultural Services	51	48	(-3)	(-5.9%)
Finance, Insurance and Real Estate	809	795	(-14)	(-1.7%)
Professional, Scientific and Technical Services	230	231	1	0.4%
Management/Administrative & Support Services	125	120	(-5)	(-4.0%)
Educational Services	46	49	3	6.5%
Health and Social Services	340	336	(-4)	(-1.2%)
Arts, Culture, Sports and Recreation	81	74	(-7)	(-8.6%)
Accommodation and Food Services	500	467	(-33)	(-6.6%)
Personal and Household Services	340	324	(-16)	(-4.7%)
Public Administration	69	67	(-2)	(-2.9%)
Businesses not classified by industry	260	255	(-5)	(-1.9%)
<b>Total</b>	<b>4,270</b>	<b>4,155</b>	<b>(-155)</b>	<b>(-2.7%)</b>

*Source: Statistics Canada, Canada Business Counts, June 2020 and June 2021*

There are 115 fewer businesses operating in the Kenora District as of June 2021 compared to the previous year; a decrease of 2.7%. With 33 fewer businesses operating, the greatest reduction took place in the Accommodation and Food Services sector followed by 16 business losses in Personal and Household Services, and 14 in both Finance, Insurance and Real Estate and Construction sectors.

**Table 1B - Change in Number of Businesses June 2020 to June 2021 – Rainy River District**

Sector	No of Businesses Jun 2020	No. of Businesses Jun 2021	Absolute Change	Per Cent change
Agriculture, Forestry, Fishing, Hunting	305	273	(-32)	(-10.5%)
Mining, Oil and Gas Extraction, Quarrying	7	8	1	14.3%
Utilities	9	7	(-2)	(-22.2%)
Construction	162	157	(-5)	(-3.1%)
Manufacturing	36	35	(-1)	(-2.8%)
Wholesale and Distribution	28	26	(-2)	(-7.1%)
Retail Trade	134	128	(-6)	(-4.5%)
Transportation and Warehousing	102	99	(-3)	(-2.9%)
Information and Cultural Services	18	15	(-3)	(-16.7%)
Finance, Insurance and Real Estate	230	234	4	1.7%
Professional, Scientific and Technical Services	86	81	(-5)	(-5.8%)
Management/Administrative & Support Services	52	50	(-2)	(-3.8%)
Educational Services	18	18	0	0.0%
Health and Social Services	111	115	4	3.6%
Arts, Culture, Sports and Recreation	24	21	(-3)	(-12.5%)
Accommodation and Food Services	128	120	(-8)	(-6.3%)
Personal and Household Services	151	152	1	0.7%
Public Administration	26	25	(-1)	(-3.8%)
Businesses not classified by industry	96	82	(-14)	(-14.6%)
<b>Total</b>	<b>1,723</b>	<b>1,646</b>	<b>(-77)</b>	<b>(-4.5%)</b>

*Source: Statistics Canada, Canada Business Counts, June 2020 and June 2021*

The Rainy River District experienced a loss of 77 businesses as of June 2021 equating to 4.5% of the total businesses operating in June 2020. The greatest decrease took place in the Agricultural sector followed by businesses that do not fall into traditional industry classifications or that had not yet been classified. There was a decrease of eight businesses operating in the Accommodation and Food Services sector.

To better understand the impact of the pandemic on the local labour force we also looked at the change in number of owner-operated businesses as compared to business with employees. Tables 2A and B provide the analysis by industry.

**Table 2A - Number of Businesses With and Without Employees operating in the Kenora District**

Industries	Jun 2020		Jun 2021	
	Without Employees	With Employees	Without Employees	With Employees
Agriculture, Forestry, Fishing, Hunting	103	53	106	49
Mining, Oil and Gas Extraction, Quarrying	12	10	9	9
Utilities	12	6	11	5
Construction	237	244	225	242
Manufacturing	24	28	25	29
Wholesale and Distribution	34	42	37	36
Retail Trade	121	298	112	299
Transportation and Warehousing	90	105	93	102
Information and Cultural Services	12	39	13	35
Finance, Insurance and Real Estate	684	125	669	126
Professional, Scientific and Technical Services	132	98	141	90
Management/Administration & Support Services	72	53	72	48
Educational Services	15	31	17	32
Health and Social Services	176	164	163	173
Arts, Culture, Sports and Recreation	44	37	41	33
Accommodation and Food Services	211	289	242	225
Personal and Household Services	182	158	173	151
Public Administration	2	67	2	65
Businesses not classified by industry	188	72	200	55
<b>Total</b>	<b>2,351</b>	<b>1,919</b>	<b>2,351</b>	<b>1,804</b>

*Source: Statistics Canada, Canada Business Counts, June 2020 and June 2021*

Coincidentally, the number of businesses operated by a single individual with no employees neither increased nor decreased between June 2020 and 2021 in the Kenora District. However, there were changes in all individual sectors. The greatest increase in the number of businesses without employees was experienced in the Accommodation and Food Services sectors. There was an increase of 31 owner-operated businesses at the same time as there was a loss of 64 businesses in the sector with employees.

The Professional, Scientific and Technical Services sector encompasses professionals such as accountants, lawyers, research consultants, etc. and is often comprised of a large percentage of individuals working without employees. There were nine new owner-operators working in this sector at the same time as there was a loss of eight businesses with employees.

The likely cause of these types of fluctuations are businesses that closed temporarily by the owner who was forced to lay-off employees. With fifteen fewer businesses, greatest decrease in owner-operated businesses took place in the Finance, Insurance and Real Estate sector followed by the loss of twelve individuals operating businesses in the Construction sector. The increase of work in the Health and Social Services sector is evident. While there was a decrease of 13 businesses with no employees the number of businesses with employees in the sector grew by nine.

**Table 2B - Number of Businesses With and Without Employees operating in the Rainy River District**

Industries	Jun 2020		Jun 2021	
	Without Employees	With Employees	Without Employees	With Employees
Agriculture, Forestry, Fishing, Hunting	245	60	221	52
Mining, Oil and Gas Extraction, Quarrying	5	2	6	2
Utilities	4	5	2	5
Construction	75	87	73	84
Manufacturing	17	19	15	20
Wholesale and Distribution	15	13	13	13
Retail Trade	50	84	43	85
Transportation and Warehousing	51	51	53	46
Information and Cultural Services	7	11	6	9
Finance, Insurance and Real Estate	196	34	196	38
Professional, Scientific and Technical Services	54	32	47	34
Management/Administrative & Support Services	34	18	34	16
Educational Services	7	11	8	10
Health and Social Services	39	72	42	73
Arts, Culture, Sports and Recreation	10	14	12	9
Accommodation and Food Services	45	83	61	59
Personal and Household Services	80	71	83	69
Public Administration	0	26	0	25
Businesses not classified by industry	77	19	66	16
<b>Total</b>	<b>1,011</b>	<b>712</b>	<b>981</b>	<b>665</b>

*Source: Statistics Canada, Canada Business Counts, June 2020 and June 2021*

Table 2B highlights 30 fewer owner-operated businesses in the Rainy River Districts between June 2020 and June 2021. The greatest decrease took place in the Agriculture, Forestry, Fishing and Hunting sector with the loss of 16 businesses with no employees and an additional loss eight businesses with employees. As in the Kenora District, there were 16 more owner-operated businesses in the Food and Accommodation sector and 24 fewer businesses with employees. There was a total loss of 47 businesses in the Rainy River District operating with employees in June 2020.

Canada Business Counts data provides us with useful insights into the economic impact of the pandemic; however, EMSI Analyst is a tool that assists in forecasting economic growth. EMSI Analyst combines several Statistics Canada datasets including the Census, Canada Business Counts, Labour Force Survey, Survey of Employment, Payroll and Hours and the Postsecondary Student Information System into a master set of data that facilitates growth projections of industries and occupations.

Table 3A showcases industries with the greatest projected job growth in the Kenora District between from 2021 to 2024.

**Table 3A: Projected Job Creation by Sector 2021 to June 2024 – Kenora District**

Sector	No. of Jobs 2021	No. of Jobs 2024	Absolute Change	Per Cent change
Agriculture, Forestry, Fishing, Hunting	395	362	(-33)	(-8.4%)
Mining, Oil and Gas Extraction, Quarrying	2,208	2,301	93	4.2%
Utilities	270	270	0	0.0%
Construction	1,282	1,331	49	3.8%
Manufacturing	748	728	(-20)	(-2.7%)
Wholesale and Distribution	208	201	(-7)	(-3.4%)
Retail Trade	2,673	2,744	71	2.7%
Transportation and Warehousing	1,320	1,381	61	4.6%
Information and Cultural Services	172	165	(-7)	(-4.1%)
Finance, Insurance and Real Estate	583	605	22	3.8%
Professional, Scientific and Technical Services	386	405	20	4.9%
Management/Administrative and Support Services	571	605	34	6.0%
Educational Services	2,790	2,866	76	2.7%
Health and Social Services	5,148	5,410	262	5.1%
Arts, Culture, Sports and Recreation	138	141	3	2.2%
Accommodation and Food Services	1,737	1,771	34	2.0%
Personal and Household Services	775	775	0	0.0%
Public Administration	7,121	7,466	345	4.8%
Businesses not classified by industry	446	461	15	3.4%
<b>TOTAL</b>	<b>28,972</b>	<b>30,012</b>	<b>1,040</b>	<b>3.6%</b>

Source: EMSI Analyst

EMSI Analyst projects job growth of over 1,000 jobs in the Kenora District between 2021 and 2024 with the greatest growth in jobs taking place in the Public Administration, Health and Social Services and Mining, Oil and Gas and Quarrying sectors.

Table 3B identifies the individual top 20 sectors in the Kenora District with job growth projection.

**Table 3B – Top 20 industries with the greatest projected job growth in the Kenora District**

Industry	2021 Jobs	2024 Jobs	Absolute Increase	Per Cent Increase
914 Aboriginal public administration	4,684	4,917	233	5%
622 Hospitals	1,714	1,855	141	8%
624 Social Assistance	1,592	1,678	86	5%
611 Educational Services	2,790	2,866	76	3%
213 Support activities for mining/oil, gas extraction	421	491	70	16%
911 Federal government public administration	594	655	61	10%
912 Provincial and territorial public administration	1,058	1,104	46	4%
445 Food and beverage stores	934	976	42	4%
722 Food services and drinking places	1,112	1,151	40	4%
481 Air transportation	402	439	36	9%
561 Administrative and support services	537	571	34	6%
237 Heavy and civil engineering construction	367	395	27	7%
452 General merchandise stores	443	471	27	6%
212 Mining and quarrying (except oil and gas)	1,787	1,811	24	1%
541 Professional, scientific and technical services	386	405	20	5%
488 Support activities for transportation	164	183	18	11%
621 Ambulatory health care services	1,148	1,166	18	2%
623 Nursing and residential care facilities	694	711	17	2%
446 Health and personal care stores	237	252	16	7%
484 Truck transportation	303	319	16	5%

*Source: EMSI Analyst*

Tables 3C and D look at projected job changes by sector in the Rainy River District. More modest growth of 247 jobs is projected in the Rainy River District with the greatest job creation in the Health and Social Assistance, Retail Trade and Management/Administrative and Support Services sectors. The Management and Administrative and Support Services sector is comprised of establishments that support the day-to-day operations of other organizations including activities such as administration, hiring and placement personnel, preparing documents, taking orders from clients, collecting payments, arranging travel, providing security and cleaning buildings.

**Table 3C - Projected Job Creation by Sector 2021 to June 2024 – Rainy River District**

Sector	No. of Jobs 2021	No. of Jobs 2024	Absolute Change	Per Cent change
Agriculture, Forestry, Fishing, Hunting	220	220	0	0.0%
Mining, Oil and Gas Extraction, Quarrying	259	272	13	5.0%
Utilities	115	119	4	3.5%
Construction	521	538	17	3.3%
Manufacturing	436	434	(-2)	(-0.5%)
Wholesale and Distribution	99	93	(-6)	(-6.1%)
Retail Trade	1,011	1,050	39	3.9%
Transportation and Warehousing	319	339	20	6.3%
Information and Cultural Services	56	54	(-2)	(-3.6%)
Finance, Insurance and Real Estate	123	124	1	0.8%
Professional, Scientific and Technical Services	207	226	19	9.2%
Management/Administration and Support Services	397	428	30	7.7%
Educational Services	757	763	6	0.8%
Health and Social Services	1,666	1,726	60	3.6%
Arts, Culture, Sports and Recreation	73	74	1	1.4%
Accommodation and Food Services	478	468	(-10)	(-2.1%)
Personal and Household Services	221	229	8	3.6%
Public Administration	1,131	1,151	20	1.8%
Businesses not classified by industry	134	138	4	3.0%
<b>TOTAL</b>	<b>8,210</b>	<b>8,457</b>	<b>247</b>	<b>3.0%</b>

*Source: EMSI Analyst, arithmetical errors are a result of rounding*

Table 3D identifies the Top 20 industries where the greatest job creation is projected.

**Table 3D – Top 20 industries with the greatest projected job growth in the Rainy River District**

Industry	2021 Jobs	2024 Jobs	Absolute Increase	Per Cent Increase
624 Social assistance	436	455	86	5%
622 Hospitals	635	671	36	6%
561 Administrative and support services	389	417	28	7%
321 Wood product manufacturing	330	350	20	6%
541 Professional, scientific and technical services	207	226	19	9%
452 General merchandise stores	203	220	17	8%
445 Food and beverage stores	339	355	16	5%
212 Mining and quarrying (except oil and gas)	227	242	14	6%
911 Federal government public administration	138	151	12	9%
722 Food services and drinking places	372	382	10	3%
737 Heavy and civil engineering construction	176	184	8	5%
912 Provincial and territorial public administration	245	252	7	3%
813 Religious, civic, professional and similar org.	77	83	7	9%
481 Air transportation	48	55	6	13%
444 Building material & garden equipment dealers	96	103	6	6%
611 Educational services	757	763	6	1%
811 Repair and maintenance	125	131	6	4%
416 Building material merchant wholesalers	53	59	6	10%
488 Support services for transportation	45	50	5	10%
914 Aboriginal public administration	487	492	5	1%

*Source: EMSI Analyst, arithmetical areas are a result of rounding*

EMSI Analyst also provides projections at the occupational level. Tables 4A and B identify those occupations with the greatest projected growth between 2021 and 2024 in the Kenora and Rainy River Districts. The tables also include the skill level requirement generally necessary to enter the occupation. Skill Level A typically requires a university level education; Level B a college or apprenticeship education, Level C a secondary school diploma and/or occupation-specific training and Skill Level D requires on-the-job training. Level O are managerial occupations and usually considered Level Skill A. Occupations with projected growth are available at all skills levels in both the Kenora and Rainy River Districts.

**Table 4A - Top 20 Occupations with the Greatest Projected Growth – Kenora District**

Sector	No. of Jobs 2021	No. of Jobs 2024	Absolute Change	Per Cent Change	Skill Level Requirement*
4212 Social and community service workers	971	1,115	143	14.5%	B
3012 Registered nurses & reg'd psychiatric nurses	646	690	44	6.8%	A
6711 Food counter attendants, kitchen helpers	673	711	38	5.6%	D
3413 Nurse aides, orderlies, patient associates	575	613	38	6.6%	C
6733 Janitors, caretakers, building superintendents	592	625	33	5.6%	D
4030 Secondary and elementary school teachers	626	654	28	5.6%	A
6211 Retail sales supervisors	355	381	26	7.3%	B
7321 Auto service techs, truck and bus mechanics	216	242	26	12.0%	B
6231 Underground production & development miners	284	306	22	7.7%	B
6731 Light duty cleaners	424	445	21	5.0%	D
7312 Heavy duty equipment mechanics	241	259	18	7.5%	B
6421 Retail salesperson	723	748	25	3.5%	C
7611 Construction trades helpers and labourers	202	218	16	7.9%	D
7512 Bus drivers and other transit operators	183	199	16	8.7%	C
6611 Cashiers	568	582	14	2.5%	D
4153 Family, marriage and other counsellors	184	198	14	7.6%	A
3142 Physiotherapists	65	79	14	21.5%	A
6511 Maitres d'hotel and host/hostesses	137	150	13	9.5%	C
2242 Electronic service techs (household, bus. equip't)	91	104	13	14.3%	B
4021 College and other vocational instructors	153	166	13	8.5%	A

*Source: EMSI Analyst and Statistics Canada NOC matrix*

**Table 4B Top 20 Occupations with the Greatest Projected Growth – Rainy River District**

Sector	No. of Jobs 2021	No. of Jobs 2024	Absolute Change	Per Cent Change	Skill Level Requirement*
4212 Social and community service workers	199	225	26	13.1%	B
6421 Retail salespersons	269	280	11	4.1%	C
6211 Retail sales supervisors	126	136	10	7.9%	B
7321 Auto service tech, truck and bus mechanics	82	92	10	12.2%	B
3012 Registered nurses & reg'd psychiatric nurses	215	224	9	4.2%	A
6711 Food counter attendants, kitchen helpers	216	225	9	4.2%	D
3413 Nurse aides, orderlies, patient services	183	194	9	5.5%	C
6611 Cashiers	205	211	6	2.9%	D
3142 Physiotherapists	26	31	5	19.8%	A
7312 Heavy duty mechanics	58	63	5	8.6%	B
7611 Construction trades helpers and labourers	70	75	5	7.0%	D
6733 Janitors, caretakers & building superintendents	131	136	5	3.7%	D
7512 Bus drivers and other transit operators	72	77	5	6.6%	C
7311 Construction millwrights & industrial mechanics	90	95	5	5.2%	B
6251 Underground production & development miners	39	44	5	11.5%	B
3234 Paramedical occupations	40	45	5	10.5%	B
8431 General farm workers	56	60	4	7.4%	C
6731 Light duty cleaners	139	143	4	2.8%	D
4021 College and other vocational instructors	40	44	4	9.7%	A
6332 Bakers	43	47	4	8.9%	B
4030 Secondary and elementary school teachers	174	178	4	2.1%	A

\* Usual entry-level educational requirement. See legend following Tables 4A and B  
 Source: EMSI Analyst, arithmetical errors are a result of rounding

While EMSI Analyst provides data helpful in longer-term planning, recovery from the pandemic introduced strong labour market demand. Vicinity Jobs, a tool used to collect and analyze online job postings, helps to better understand immediate demand. This software gathers and analyzes online job ads posted in the Kenora and Rainy River Districts. During the period from January 1, 2021 to September 30, 2021, there were 2,540 online job ads posted in the Kenora District and 752 in the Rainy River District as compared to 1,769 in the Kenora District and 717 in the Rainy River District during the same period in 2020.

Tables 5A and B highlight those occupations that generated the most online job postings in the Kenora and Rainy River Districts between January 1, 2021 and September 30, 2021.

**Table 5A – Twenty occupations generating the greatest number of job postings in the Kenora District between January 1, 2021 and September 30, 2021**

NOC	Occupation	Number of Job Postings	Skills Level Requirement
4030	Teachers	100	A
6552	Other customer and information services representatives	72	C
7514	Delivery and courier service drivers	71	C
1411	General office support workers	68	C
4413	Elementary and secondary school teacher assistants	52	C
4212	Social and community service workers	51	B
6421	Retail salespersons	50	C
1241	Administrative assistants	49	B
6222	Retail and wholesale buyers	46	B
6731	Light duty cleaners	44	D
4412	Home support workers and housekeepers	43	C
7452	Material handler	43	C
6311	Food service supervisors	36	B
6322	Cooks	35	B
0621	Retail and wholesale trade managers	33	O
6541	Security guards and related security service occupations	29	C
8231	Underground production and development miners	28	B
1414	Receptionists	27	C
6235	Financial sales representatives	27	B
7511	Transport truck drivers	26	C

*Source: Vicinity Jobs*

**Table 5B – Twenty occupations generating the greatest number of job postings in the Rainy River District between January 1, 2021 and September 30, 2021**

NOC	Occupation	Number of Job Postings	Skills Level Requirement
3012	Registered nurses and registered psychiatric nurses	55	A
4212	Social and community service workers	39	B
4412	Home support workers and housekeepers	24	C
1411	General office support workers	23	C
4413	Elementary and secondary school teacher assistants	22	C
6222	Retail and wholesale buyers	17	B
3233	Licensed practical nurses	16	B
1241	Administrative assistants	15	B
6322	Cook	13	B
6552	Other customer and information services representatives	13	C
6731	Light duty cleaners	13	D
1414	Receptionists	12	C
4214	Early childhood educators and assistants	12	B
6235	Financial sales representatives	11	B
3212	Medical laboratory technicians and pathologists	9	B
6421	Retail salespersons	9	C
7514	Delivery and courier service drivers	9	C
3237	Other technical occupations in therapy and assessment	7	B
6311	Food service supervisors	7	B
6513	Food and beverage servers	7	C

*Source: Vicinity Jobs*

Again, current local labour market demand exists at all skill levels. Tables 6A and B highlight general communication, digital skills, specialized skills and tools and equipment skills most in demand. The per cent share provided for a particular skill is calculated as the share of all postings in the District that list the skill requirement, out of all postings with identified requirements in the corresponding skill group. The sum of the shares of all skills exceeds 100% because a single job posting usually lists multiple skill requirements.

Table 6A – Top Communication, Digital, Specialized and Tool and Equipment Skills in Demand – Kenora District

Top Skills in Demand – Online Job Postings	Number of Times Identified	Percent of Total Postings
<b>Interpersonal Communication Skills</b>		
Communication Skills	1,034	48.0%
Teamwork	907	42.1%
Customer Service	733	34.0%
Flexibility	652	30.3%
Interpersonal Skills	597	27.7%
Leadership	485	22.5%
Organizational Skills	468	21.7%
Fast-paced Setting	428	19.9%
Attention to Detail	401	18.6%
Planning	349	16.2%
<b>Digital Skills</b>		
Microsoft Office	299	13.5%
Microsoft Excel	253	11.8%
Microsoft Word	234	10.9%
Microsoft PowerPoint	97	4.5%
Project Management	96	4.5%
Microsoft Outlook	93	4.3%
Microsoft Suite	61	2.8%
Microsoft Windows	61	2.8%
SAP	45	2.1%
Point of Sale POS Software	33	1.5%
Accounting Software	25	1.2%
<b>Specialized Skills</b>		
Occupational health and safety	276	30.3%
Analytical skills	167	18.3%
Budgeting	118	12.9%
Office administration	97	10.6%
Project management	96	10.5%
Continuous improvement	94	10.3%
Accounting	84	9.2%
Sales	73	8.0%
Business intelligence	53	5.8%
Quality assurance	40	4.4%
<b>Tool and Equipment Skills</b>		
Forklifts	53	30.8%
Power tools	15	8.7%
Generators	12	7.0%
Navigation equipment	10	5.8%
Lift trucks	9	5.2%
Pallet jacks	6	3.5%
Computerized cash registers	5	2.9%
Fire extinguishers	5	2.9%
Sprayers	5	2.9%

Table 6B – Top Communication, Digital, Specialized and Tool and Equipment Skills in Demand – Rainy River District

Top Skills in Demand – Online Job Postings	Number of Times Identified	Percent of Total Postings
<b>Interpersonal Communication Skills</b>		
Communication Skills	373	56.1%
Teamwork	248	37.3%
Customer Service	169	25.4%
Fast-paced Setting	160	24.1%
Flexibility	157	23.6%
Organizational Skills	157	23.6%
Attention to Detail	116	17.4%
Leadership	111	16.7%
Decision-Making	110	16.5%
Time Management	80	12.0%
<b>Digital Skills</b>		
Microsoft Office	97	14.6%
Microsoft Word	74	11.1%
Microsoft Excel	63	9.5%
Microsoft Outlook	34	5.1%
Microsoft PowerPoint	34	5.1%
Microsoft Windows	21	3.2%
SAP	21	3.2%
Microsoft Suite	15	2.3%
Point of Sale POS Software	13	2.0%
Microsoft Access	7	1.1%
<b>Specialized Skills</b>		
Occupational health and safety	100	38.9%
Analytical skills	35	13.6%
Office administration	34	13.2%
Budgeting	32	12.5%
Business intelligence	27	10.5%
Project management	20	7.8%
Sales	20	7.8%
Accounting	17	6.6%
Continuous improvement	14	5.4%
Quality assurance	14	5.4%
<b>Tools and Equipment Skills</b>		
Power tools	6	12.0%
Electrocardiogram	5	10.0%
Pallet jack	5	10.0%
Dust mops	4	8.0%
Emergency lighting	4	8.0%
Forklifts	4	8.0%
Track switches	3	6.0%
Uncoupling levers	3	6.0%

To better understand labour market demand as reported by local employers, NTAB participated in a consultation of businesses operating in the tourism sector. While there is no industry classification specific to tourism, there were 541 businesses operating in the Accommodation and Food Services and Arts, Culture, Sports and Recreation sectors in the Kenora District (13% of all businesses) as of June 2021 and 141 (9% of all businesses) in the Rainy River District. Under the leadership of McSweeney and Associates, 40 resource-based operators located in Dryden, Ignace, Machin, Pickle Lake and Sioux Lookout were consulted during the summer of 2021. With the closure of the border to travel from the United States for most of the season, most saw their revenues cut by 95%. Most did not have the cash flow to support hiring staff and, those who did project hiring, were concerned about persistent problems with few and/or underqualified applicants. There was an overriding fear that the pandemic had driven many workers away from work in the tourism sector to opportunities in other areas of the local economy. Strategies for implementation developed by the operators included the development of a workforce development action plan focused on continued engagement with operators in the tourism sector to fully understand their current and future workforce requirements and what needs to be done to attract and retain employees in the industry. As with other employers in industries most impacted by the pandemic, employers in tourism encouraged leveraging community assets such as housing, transportation, childcare, health care, schooling, etc. to attract and retain future workers.<sup>1</sup>

<sup>1</sup>McSweeney and Associates, COVID-19 Tourism Modification Pilot Project for Resource-Based Tourism Operators, September 2021

## Labour Market Supply

While the tools available to assess labour market demand are increasingly extensive, information to better understand local labour market supply is sparser. This will be alleviated somewhat when data from the most recent Statistics Canada Census conducted in May 2021 will begin to be released in February 2022.

In the meantime, we can use Statistics Canada Taxfiler data to measure the number of people moving in and out of our region. It appears that out-migration has slowed in both the Kenora and Rainy River Districts. Table 7 highlights that net out-migration was 807 from the Kenora District and 231 from the Rainy River District between 2014 and 2019. This can be compared to a net out-migration of 1,151 from the Kenora District and 379 from the Rainy River District between 2013 and 2018. Also noteworthy is that there was net in-migration for those age 25 to 44 in both areas. This demographic traditionally has a positive economic impact as people in this age cohort are significant spenders on household and family items and are in their peak career years. The move to remote work may present an opportunity for the region. As noted by the Brookfield Institute in their report, Will Canadians continue to work, play and live online after Covid-19; a record number of Canadians are leaving big cities for greener areas. They project that, “Canada’s rural areas may experience unprecedented population growth in the coming years. Local economic development opportunities may follow as demand for restaurants, shops, services, and other businesses is created.”<sup>2</sup> By 2030, they envision the return of thriving main streets in rural communities across Canada and an expansive growth of supportive broadband infrastructure.<sup>3</sup>

**Table 7 – Migration in and out of the Kenora and Rainy River Districts**

Kenora District – 2014 to 2019			
Age Range	Total Out-Migration	Total In-Migration	Net Migration
0 to 17	2,185	2,031	(-154)
18 to 24	1,379	1,171	(-208)
25 to 44	3,122	3,353	231
45 to 64	1,568	1,327	(-241)
65 +	780	345	(-435)
<b>Total</b>	<b>9,034</b>	<b>8,227</b>	<b>(-807)</b>
Kenora District – 2014 to 2019			
Age Range	Total Out-Migration	Total In-Migration	Net Migration
0 to 17	599	677	78
18 to 24	583	289	(-294)
25 to 44	931	964	33
45 to 64	513	537	24
65 +	217	145	(-72)
<b>Total</b>	<b>2,843</b>	<b>2,612</b>	<b>(-231)</b>

Source: Statistics Canada Taxfiler data, 2020

<sup>2</sup>Heather Russek, Jessica Thornton, Darren Elias, Will Canadians continue to work, play and live online after Covid-19, Feb 10 2021, [https://brookfieldinstitute.ca/our-live-online-and-future\\_of-work-in-canada-covid19/](https://brookfieldinstitute.ca/our-live-online-and-future_of-work-in-canada-covid19/)

<sup>3</sup>Ibid

To help Canadians better understand the impact of the pandemic on employment, Statistics Canada is now releasing data on the gender and age of Employment Insurance recipients.

Tables 8A and B offer an analysis of the number of males and females collecting regular benefits (does not include individuals receiving parental benefits, sick leave, etc.) from Sep 2020 and Sep 2021. Tables 8C and D provide this information for the Rainy River District.

In both the Kenora and Rainy River Districts, the number collecting employment insurance monthly remained relatively stable at all age ranges and for both genders from October 2020 when employment insurance eligibility requirements were broadened to August 2020.

**Table 8A: Number of Employment Insurance (Regular Benefits) Recipients – Kenora District**

Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021
Males – Age 15 to 24												
20	90	110	130	170	180	190	180	160	130	130	140	130
Males – Age 25 to 54												
80	530	560	670	750	820	840	890	850	780	810	850	740
Males – Age 55 and Over												
40	200	230	280	300	330	340	360	330	280	300	320	260

**Table 8B: Number of Employment Insurance (Regular Benefits) Recipients – Kenora District**

Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021
Females – Age 15 to 24												
10	70	80	80	110	110	110	120	120	120	140	140	120
Females – Age 25 to 54												
40	410	420	440	490	490	480	700	550	550	840	850	510
Females – Age 55 and Over												
40	210	210	220	240	260	250	320	280	260	350	340	230

**Table 8C: Number of Employment Insurance (Regular Benefits) Recipients – Rainy River District**

Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021
Males – Age 15 to 24												
0	30	40	50	60	70	70	70	50	40	40	40	30
Males – Age 25 to 54												
40	180	220	240	290	300	290	290	260	230	240	260	200
Males – Age 55 and Over												
20	80	110	140	150	170	160	170	160	130	140	150	120

**Table 8D: Number of Employment Insurance (Regular Benefits) Recipients – Rainy River District**

Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021
Females – Age 15 to 24												
0	30	30	30	40	40	40	40	40	40	50	50	40
Females – Age 25 to 54												
20	130	150	140	170	170	170	250	190	180	310	300	160
Females – Age 55 and Over												
10	80	80	90	110	110	110	150	110	110	160	150	80

Table 9 measures the decrease in the number of recipients of regular Employment Insurance benefits between August and September 2021; it would appear that women may be returning to the labour force more quickly than males. In the Kenora District, the number of males collecting regular Employment Insurance benefits decreased 13.7% between August and September 2021 and 20.5% in the Rainy River District. The number of women in the Kenora District collecting benefits in September 2021 compared to August 2021 decreased by 36.6% and by 45.1% in the Rainy River District.

As a comparator, in Ontario, the number of females collecting regular employment insurance benefits decreased by 39% between August and September 2021. The number of males in Ontario collecting regular employment insurance benefits decreased by 20% during the same one-month period.

**Table 9: Decrease in number collecting Employment Insurance between August and September 2021**

Age Range	Aug 2021		Sep 2021		Decrease in Recipients - Males		Decrease in Recipients - Females	
	Males	Females	Males	Females	Number	Per Cent	Number	Per Cent
Kenora District								
Age 15 to 24	140	140	130	120	-10	-7.1%	-20	-14.3%
Age 25 to 54	850	850	740	510	-110	-12.9%	-340	-40.0%
Age 55 and over	320	340	260	230	-60	-18.8%	-110	-32.4%
Rainy River District								
Age 15 to 24	40	50	30	40	-10	-25.0%	-10	-20.0%
Age 25 to 54	260	300	200	160	-60	-23.1%	-140	-46.7%
Age 55 and over	150	150	120	80	-30	-20.0%	-70	-46.7%

# Employment Ontario Data 2019-2020

Over the past several years, Employment Ontario data has been shared annually with NTAB to provide further insight about service use and encourage collaboration to address local labour market demand and supply. In our plan update released early in 2021, NTAB noted that the overall use of many Employment Ontario programs in the Kenora and Rainy River Districts had decreased since 2017-2018. With the disruption resulting from the COVID-19 pandemic throughout 2020-2021, it is not surprising that the number of individuals seeking Employment Ontario services fell again in the past year.

In November 2021, the Labour Market Information Council and Future Skills Centre released new research, Are Adults Making Use of Career Services in Canada? that shows our region is not unique. In fact, few Canadian adults are taking advantage of career services despite a pandemic that has dramatically impacted Canada's job market. With large numbers of Canadians rethinking their careers, the study found that only one in five adults age 25 to 64 have used career services in the past five years. Among 3,000 Canadians surveyed, use of career services is highest among men and those with post-secondary education, immigrants and unemployed people. Men (23%) are more likely to use career services than women (18%); adults with post-secondary education (29%) are more likely to use career services than those with less education (17%); immigrants to Canada (27%) accessed career services more than Canadian citizens (17%) and unemployed persons (27%) accessed career services more than the employed (24%) and those not in the labour force (10%). These results were not significantly different across all regions of Canada and, comparing Canada to other countries, adults in Canada use career services less than in other countries. Awareness and access are the top barriers. One in five respondents did not know career services existed and a further 21% reported time or cost-related barriers. Despite this, nearly everyone who engaged with career services reported some positive impact. The most sought-after support included skills requirements of jobs, job vacancies, work search strategies, education and training programs and salary information.

The following highlights compare Employment Ontario program activity from April 2020 to March 2021 in the Kenora and Rainy River Districts with the previous year, 2019-2020.<sup>4</sup>

## Employment Services (ES)

In the Kenora District:

- 357 people received Assisted Employment Services in 2020-2021; 300 fewer (45.7%) than the 657 served in 2019-2020.
- 1,490 people took advantage of Unassisted Employment Services in 2020-2021; 1,352 (42%) fewer than the 2,842 served in 2019-2020.
- Of those receiving assisted services, 154 (43%) were indigenous, 137 (38%) had no source of income and 129 (36%) were out of employment or training less than 3 months.
- Lay-off and hiring occupations were widely distributed throughout occupations groups.

<sup>4</sup>Majority of Canadians not accessing career services despite unprecedeted job market shake-up, Ontario Labour Market Report Online, review of Labour Market Information Council and Future Skills Centre report, Are Adults Making use of Career Services in Canada, November 2021

In the Rainy River District:

- 391 people received Assisted Employment Services in 2020-2021; 233 fewer (37.3%) than the 624 served in 2019-2020.
- 2,051 people took advantage of Unassisted Employment Services in 2020-2021; 1,968 (49%) fewer than the 4,019 served in 2019-2020.
- Of those receiving assisted services, 163 (42%) were indigenous, 184 (47%) had no source of income and 174 (45%) were out of employment or training less than 3 months.
- Construction, Accommodation and Food and Retail sectors generated the greatest number of laid-off clients.

Comparatively, the number of people accessing services throughout the Northern Region decreased by 37.3% while clients participating in unassisted services decreased by 34.3%. In Ontario overall, the number accessing assisted services decreased by 36.2% while clients seeking unassisted service decreased by 23.4%.

## Literacy and Basic Skills (LBS)

In the Kenora District:

- 205 new learners participated in LBS in 2019-2020, in addition to 155 carry-over learners.
- This was a decrease of 44% in new learners and 31% of total learners compared to 2019-2020.
- 273 of 360 new and carry-over learners (76%) were indigenous.
- 279 of 360 learners (77.5%) were unemployed when beginning LBS services. Employment was the goal of 47% of participants. Fifty learners (14%) left service for employment and 74 (21%) were unemployed. 26 or 7% continued on to other training or education.
- 11 individuals in the Kenora District were referred to LBS services by Employment Service partners while fewer than ten learners were referred to Employment Services. The majority of learners (38%) were referred to LBS by other training programs while 125 (35%) participated as a result of word-of-mouth recommendations.

In the Rainy River District:

- 74 new learners were added to the 71 learners carried over from 2019-2020. This represents a decrease of 57% of new learners compared to 2019-2020 and 40% of total learners.
- 55 of 145 (38%) total learners were indigenous.
- 78 of 145 learners (54%) were unemployed when LBS service was initiated. Employment was the goal of 58% of learners. 46 learners (32%) left LBS services for employment.
- Thirteen learners were referred to LBS by Employment Services while fewer than ten learners were referred to Employment Services. As in the Kenora District, 76 or 52% of learners sought service as a result of word-of-mouth recommendations while 51 (35%) were referred through other structured/formal referrals.

Participation in LBS locally decreased more than in both Northern Ontario and Ontario overall where the number of new learners declined by 33% compared to 2019-2020. The number of new and carry-over learners decreased by 20% in Northern Ontario and by 21% in Ontario.

## Apprenticeship Training

### In the Kenora District

- The number of new registrations and active apprentices in the Kenora District was stable in 2020-2021 compared to the previous year. There were 72 new registrations and 245 active apprentices in the area compared to 71 and 213 in 2019-2020.
- 17 Certificates of Apprenticeship were issued compared to 52 in the previous year (-67%) and 349 Modular Training registrations compared to 556 in 2019-2020 (-37.2%).
- At 14, Construction Electricians generated the most registrations followed by Automotive Service Technicians (11).
- The number of new registrations for female apprentices continues to lag. Over the past 3 years, there have been fewer than ten female apprentices registered annually.

### In the Rainy River District

- There were 41 new registrations issued in the Rainy River District in 2020-2021 compared to 56 in 2019-2020 (-27%).
- 131 active apprentices were in the area in 2020-2021 increasing from 115 (14%) in 2019-2020.
- 13 Certificates of Apprenticeship were issued last year compared to 28 in 2019-2020 (-54%) and 189 Modular Training registrations compared to 246 in 2019-2020 (-23%).
- Fewer than 10 apprentices were registered in each of 10 trades.

## Canada Ontario Job Grant (COJG)

### In the Kenora and Rainy River Districts

- As in 2019-2020, there were fewer than ten companies who participated in Canada Ontario Job Grant in each District.
- 29 workers in the Kenora District and fewer than 10 workers in the Rainy River District participated on COJG sponsored training.
- Training was delivered by a mix of public and private trainers as well as product vendors. 100% of companies indicated the training met their needs and improved productivity.

In Northern Ontario, the number of employers participating in COJG decreased from 208 in 2019-2020 to 186 in 2020-2021 (-22). In Ontario, 776 fewer companies took advantage of COJG in 2020-2021 compared to the previous year.

The number of workers in Northern Ontario who benefitted from COJG sponsored training decreased by 25% over the past year compared to 2019-2020. In Ontario, the number of workers participating in COJG training decreased by 26.5%.

## Second Career

### In the Kenora and Rainy River Districts

- As in 2019-2020, fewer than ten individuals participated in Second Career in both the Kenora and Rainy River Districts. Training was limited to Transport Truck Driving.

Participation in Second Career decreased by 20% in Northern Ontario and by 6% in Ontario between 2020-2021 and 2019-2021.

## Youth Job Connection (YJC)

### In the Kenora District

- 49 people participated in YJC in 2020-2021 compared to 91 in 2019-2020 – a decrease of 46%.
- An additional 37 participated in YJC Summer last compared to 57 in 2019-2020 – a decrease of 35%.

### In the Rainy River District

- Participation decreased to 20 youth in 2020-2021 compared to 45 in 2019-2020 (-56%).
- An additional 17 participated in YJC Summer in 2020-2021 compared to 25 in 2019-2020 (-32%)

49% fewer people in Northern Ontario and 38% fewer in Ontario participated in YJC in 2020-2021 compared to the previous year. In both Northern Ontario and Ontario, participation in YJC Summer programs decreased by 16%.

On October 27, 2021, service providers across the Kenora and Rainy River Districts gathered virtually to discuss this analysis of Employment Ontario data. Service providers reinforced significant local labour market demand. While some services are seeing client numbers beginning to increase, others continue to experience difficulty in attracting individuals to services. All are constrained by ongoing public health measures and the difficulty in engaging meaningfully with clients while delivering services virtually. Some of those who would seek services are hampered by their lack of digital skills and/or inadequate internet access. In some cases, virtual delivery was beneficial. For example, online Youth Job Connection services alleviated transportation and childcare barriers for participants. Social media campaigns administered by their team members who were both technologically savvy and who 'spoke the same language as their youth' helped to attract participants.

Service providers identified the range of new skills development programs available to jobseekers and others not participating in the labour force. While the group recognized that the programs are beneficial and its laudable that both the province and federal governments are looking at different strategies to get people into the workforce, it can result in duplication and confusion among clients. In some cases, clients are paid to attend services which can make it difficult for Employment Ontario service providers to attract jobseekers to their services. To counteract this, service providers are adopting innovative measures such as reaching out to employers asking them to refer candidates who lack the skills necessary to secure immediate employers. Others are marketing to individuals age 55 to 75 who may be interested in part-time work to supplement their pension income.

Literacy and Basic Skills providers recognized participation in their programming in Northwest Ontario has decreased in the past three years. Several factors may contribute to this decline including the need to improve cultural sensitivity when serving the local indigenous population, the increase in skills development program and service options for clients and the lack of awareness of Employment Ontario services.

Providers agreed that LBS is a transitional program helping the learner prepare for their job search. While employment is a goal path of a significant percentage of learners, there is a low level of referrals between Employment and LBS services. This was attributed to the lack of referral protocols locally. The regional literacy network is advocating the establishment of these local protocols and encouraging cross-referrals between Employment Services and Literacy and Basic Skills providers. In addition, some joint program offerings may be feasible. For example, literacy providers will be offering budgeting and money management training to be delivered regionally. Both Employment Service and Literacy and Basic Skills participants could be referred and return back to the referring agency upon completion.

The group also discussed the stagnant participation of women in trades. The literacy network will provide services with a video showcasing women working in trades. The video should not only be shared with female clients but with employers to help convince them of the merits of hiring female apprentices.

# Local Labour Market Action Plan 2022-2025

NTAB and their partners are establishing a new three-year plan to support workforce development in the Kenora and Rainy River Districts. These short, medium and long-term actions will contribute to our region's efforts to:

- Re-build the local economy through the availability of a resilient and skilled labour force;
- Re-engage with workers as they return to the workforce and students as they prepare for their future;
- Re-ignite a resilient and revitalized local economy.

## Key Priority #1 – Transitioning our Workers in a Changing Economy

The economies in the Kenora and Rainy River Districts are resilient yet subject to the fluctuations of commodity prices and global demand. Forestry, mining, manufacturing, construction, and tourism are growing. 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/Progress			
Action	Outcomes	Partners*	Completed	Short Term	Mid Term	Long Term
<b>Carpentry Training.</b> SLAAMB is currently running a carpentry training program. This program is now in its third year.	The trainees will be completing a warehouse, car garages, and a two story building.	SLAAMB			✓	
<b>This Item is New to the 2022 Action Plan.</b>						
<b>Highway Twinning Project.</b> The Niiwin Wendaanimok (Four Winds) Partnership is an Indigenous-owned and operated corporation dedicated to providing construction, contracting, and environmental monitoring services in Treaty 3 territory. With a mandate to employ Anishinaabe workers and assets in construction and development projects, the Partnership is committed to rebuilding their economy, being a major part of the regional economy and ensuring Anishinaabe laws and voices are respected throughout development processes within Anishinaabe territory.	The Niiwin Wendaanimok Partnership is comprised of representatives and experts from four Nations—Wauzhushk Onigum Nation, Washagamis Bay First Nation, Shoal Lake 40 First Nation and Niisaachewan Anishinaabe Nation.	Niiwin Wendaanimok				✓
<b>This Item is New to the 2022 Action Plan.</b> Phase one of work will take place between the 6.5 kilometre stretch from the border to the junction of Highway 673 and the TransCanada, and is set to begin this spring. Greg Rickford, who also serves as the Minister of Northern Development, Mines, Natural Resources and Forestry as well as Indigenous Affairs, says all three phases of the project could be wrapped up by 2025.						
<b>Healthcare Lab Spaces.</b> New healthcare lab spaces have been installed in all Seven Generations Education Institute Campuses; including Fort Frances, Sioux Lookout, and Kenora.	High tech equipment will improve learning outcomes and experiences for healthcare students.	SGEI				✓
<b>Update or Points of Interest:</b> Seven Generations Education Institute delivers accredited college and university level programming at our campuses throughout Treaty Three and in First Nations communities, upon request. The Healthcare program enrollment in 2021 (W21/F21) was 116. The number of grads from the Healthcare program in 2021 was 5. Some programs are still ongoing in Year 2.						

## Key Priority #1 – Transitioning our Workers in a Changing Economy

The economies in the Kenora and Rainy River Districts are resilient yet subject to the fluctuations of commodity prices and global demand. Forestry, mining, manufacturing, construction, and tourism are growing. 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?

Action	Outcomes	Partners*	Timeframe/Progress			
			Completed	Short Term	Mid Term	Long Term
<b>Heavy Equipment Training – Rainy River First Nations.</b>	5 participants completed the program on October 8, 2021.	RRFN NORCAT		✓		
<b><i>This Item is New to the 2022 Action Plan.</i></b>						
<i>One Heavy Equipment Operator trainee is employed by New Gold in Emo and another worked for the Sharp Group. When the program ended it was not the best time to be seeking work.</i>						
<b>Pathways to Employment</b> in Kenora's Service Sector: In August 2017, the City of Kenora received funding from Ministry of Labour, Training and Skills Development (MLTSD) through the Sector Partnership Planning Grant. Its purpose is to support the development of partnerships and strategies that will identify workforce needs among industry employers, and develop employment and training solutions that meet the needs of employers, job seekers, and workers. For the purposes of this project, the services sector was scoped as tourism-related industries including hospitality and retail-trade.	Based on discussions with internal and external stakeholders, the City chose to use the funding to assess, plan and implement a strategy to address workforce needs in the services sector. Following the conclusion of the research stage, MDB Insight developed an action plan for City staff to validate amongst the key informants.	City of Kenora NWBC, NTAB LOW Dev Com LEAP, 7Gens SWB, KHA Kenora DCC District C of C LOW BrewCo. Harbourtown Biz Ne-Chee FC KDSB Con College LOWBIC				✓
<b><i>Update or Points of Interest:</i></b> <i>This project is on hold due to the pandemic.</i>						
<b>Pre-Apprenticeship Training.</b> Individuals interested in working in a trade but do not have the skills or experience to get a job as an apprentice, can apply for this training. How it works: Training is delivered through different organizations, such as colleges or community agencies, across Ontario. Costs for textbooks, safety equipment and tools are also covered. The training goes for up to 52 weeks and starts at different times throughout the year. Pre-apprenticeship training also includes a work placement for eight to twelve weeks.	There are programs for youth or adults who: graduated from high school, left before finishing high school, are unemployed or underemployed (age and eligibility for Employment Insurance are not considered), are Indigenous, newcomers to Canada, women, Francophone or youth-at-risk. Individuals prepared to seek apprenticeships after training.	MLTSD, Employment Ontario, Local employers				✓
<b><i>Update or Points of Interest 2022:</i></b> <i>Individuals can apply by searching for pre-apprenticeship training near them – then apply directly to the organization offering it.</i>						

## Key Priority #1 – Transitioning our Workers in a Changing Economy

The economies in the Kenora and Rainy River Districts are resilient yet subject to the fluctuations of commodity prices and global demand. Forestry, mining, manufacturing, construction, and tourism are growing. 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?

Action	Outcomes	Partners*	Timeframe/ Progress			
			Completed	Short Term	Mid Term	Long Term
<b>Second Career.</b> This program has been re-vamped due to COVID-19. Phase 1 includes: <ul style="list-style-type: none"> <li>• Short-term adjustments to provide rapid, targeted support to those whose employment was most impacted by COVID-19 by fast tracking the application process for those affected by COVID-19.</li> <li>• Reduction in training duration to 52 weeks.</li> <li>• The application processes - online option now available.</li> <li>• Streamlined feepayer access, permission has been granted to EI recipients, who agree to pay their own skills training costs, rather than seek funding.</li> </ul>	Informed job seekers who understand the importance of transferable skills. Re-employment of individuals through the program.  Skills-training and financial support with Second Career. Obtain new skills – those needed for jobs in demand now – and financial support when a client qualifies for the Second Career program.  Apply for up to \$28,000 for costs including: tuition, books, manuals, workbooks or other instructional costs, transportation, basic living allowance (maximum \$410 per week) and child care.	Employment Ontario Service Providers				✓
<b>Update or Points of Interest:</b> <i>Part of these costs might have to be covered by applicant. The amount paid is based on several things, starting with gross (before tax) household income. Northern Community Development Services of Fort Frances has had only one new Second Career application in 2021.</i>						

\* Acronym Glossary follows

Short-term, Mid-Term (2 Years), Long-Term (3 Years)

## Key Priority #2 – Attraction/Retention of Key Demographics of our Population

Population retention and attraction is an important strategy to build labour market supply in the Kenora and Rainy River Districts.

Action	Outcomes	Partners*	Timeline/Progress			
			Completed	Short Term	Mid Term	Long Term
<b>Federal Economic Development Initiative for Northern Ontario.</b> Strong municipalities and First Nation communities are key to a thriving regional economy. The Government of Canada is working at a grassroots level to help them develop and diversify their economies. Through its Regional Development Agencies, such as FedNor, the federal government is investing to strengthen rural communities and enable small and medium-sized enterprises to grow and create meaningful jobs for Canadians.  The Government of Canada will invest more than \$770,000 to support three community economic development initiatives in the Kenora region.	Provided through FedNor's Community Investment Initiative for Northern Ontario (CIINO), the funding will enable the Obashkaandagaang First Nation, City of Dryden and Municipality of Machin to each hire an Economic Development Officers (EDO) for a three-year period. While on the job, the EDOs will undertake a variety of priority projects that will help create jobs, support recovery efforts, strengthen key sectors of the economy, and position the region for sustainable growth and prosperity.	FedNor, Local Municipalities, First Nations				✓
<b>This item is new to the 2022 Action Plan:</b> <i>Northern Ontario has been hard hit by COVID-19 and today's announcement is further proof of the Government of Canada's commitment to families, municipalities and Indigenous communities, helping them to not just survive, but thrive. Initiatives like these will help get Canadians back to work and ensure that Northern and First Nation communities are set to fully participate in Canada's economic recovery.</i>						
<b>Healthcare Career Initiatives.</b> Province Helping People Start Healthcare Careers in Northern Ontario. Government investing in free training to address worker shortage.  The Ontario government is investing more than \$10.6 million to train 500 workers for well-paying and in-demand jobs at hospitals, long-term care homes, and with home care providers in Northern Ontario. This investment will help job seekers get the skills they need to find rewarding careers as medical laboratory assistants, personal support workers, and home support workers.	Led by Confederation College, this project covers training, fees and textbooks for 500 participants, prioritizing those who are unemployed, underemployed, or at risk of losing their jobs. Each participant will receive a job placement in the community and ongoing support, continuing after they graduate.	Government of Canada, Government of Ontario, Confederation College				✓
<b>This Item is new to the 2022 Action Plan.</b> <i>The program targets the following communities in the Kenora and Rainy River Districts: Dryden, Kenora, Sioux Lookout, Atikokan, Emo, Fort Frances, Red Lake as well as First Nations in the region. The training is held at Confederation College campus locations. The funding for Confederation College's new project is supported through labour market transfer agreements between the Government of Canada and the Government of Ontario.</i>  <i>In 2020, the healthcare and social assistance sectors employed about 870,500 people or 12.4 per cent of Ontario's workforce. There were 2,739 online job postings in the healthcare and social assistance sector in Northern Ontario from January to November 2021.</i>						

## Key Priority #2 – Attraction/Retention of Key Demographics of our Population

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			Timeline/Progress			
Action	Outcomes	Partners*	Completed	Short Term	Mid Term	Long Term
<b>Ear Falls Broadband Project.</b> The Township of Ear Falls, with funding support from NOHFC, is completing a broadband study to identify existing broadband infrastructure and determine upgrades required to develop functional broadband.	Bell Canada with funding approved by the Universal Broadband Fund will be developing internet infrastructure consisting of fibre to home within the Township of Ear Falls. This will be a great benefit to business, government and educational organizations as well as residents.	Township of Ear Falls, NOHFC, Ear Falls Businesses				✓
<b>Update or Points of Interest:</b> Timeline is identified as up to 5 years for implementation.						
<b>Innovation Refresh – Community Engagement Pan-Northern Session.</b> Half-day free virtual event that featured speakers exploring best practices in peer-to-peer networks, collaboration, programming, access to capital and the next steps for enhancing the innovation supports and environment in Northern Ontario.	Our region has great stakeholders working hard to diversify our economy and grow innovative opportunities. We can build on our strengths, learn from other initiatives and come together to develop a unique and renowned pan-Northern ecosystem.	NOIC, NWBC, FedNor	✓			
<b>This Item is new to the 2022 Action Plan.</b> Was held on Thursday, February 10, 2022 from 12:00 p.m. to 4:30 p.m.						
<b>Quetico Lodge and Conference Centre.</b> The owners have expanded relationships with First Nations and various Indigenous Training Organizations that have contracted their services. Norcat continues their work offering forestry and surface mining programs concurrently at QLCC. Additionally the owners have reached an agreement with a local logging company to harvest wood in the area.	The intent of these programs and collaborations is to provide training to participants with all the necessary certifications and skills needed to competently operate a variety of forestry equipment used during the harvesting of trees. This is to include hands on experience actually operating equipment.	AEC, AEDC, QLCC, NORCAT				✓
<b>Update or Points of Interest:</b> QLCC has experienced a downturn in business in directly related to COVID-19 restrictions. Training courses that had been scheduled have been cancelled to align with COVID-19 restrictions and travel recommendations between areas/regions. Previously, they were the preferred site for NORCAT who provided training for forestry workers, those involved in creating right of way for area power line upgrades/installs and specialty training. Trying to manage at this with just hospitality related business. Wanting support for upgrades to facility/energy costs.						

## Key Priority #2 – Attraction/Retention of Key Demographics of our Population

Population retention and attraction is an important strategy to build labour market supply in the Kenora and Rainy River Districts.

			Timeframe/ Progress			
Action	Outcomes	Partners*	Completed	Short Term	Mid Term	Long Term
<b>Choose Kenora Campaign.</b> The Lake of the Woods Development Commission and its partners have developed strategic community tools to assist in attracting young professionals to Kenora and have created a series of information packages and testimonials about living and working in Kenora for use by the community, by employers seeking new employees and by youth relocating or returning to the community. Campaign materials were developed by Fifth Hammer Marketing Group and Upriver Media.	To date, the video component has 25,000 views on Facebook and has been shared over 750 times. Marketing materials have been distributed and shared with employers and employment agencies in the community. The response to the campaign and the featured candidates has been positive. Young professionals who are interested in being profiled have volunteered to be featured in the next round of material development.	Kenora and District Chamber of Commerce, Northwest Business Centre (Small Business Enterprise Centre), Harbourtown Business Improvement Zone, Kenora Young Professionals Network, and LOWBIC				
<b>Update or Points of Interest:</b> The Kenora Business Partners are proud to announce that the Choose Kenora Youth Retention and Attraction Campaign has won three national marketing awards from the Economic Developers Association of Canada (EDAC). The awards were presented in New Brunswick in September as a part of the EDAC annual conference. The Choose Kenora Youth Retention and Attraction Campaign won awards in two categories: 1) advertising campaign 2) promotional video. In addition, they received a third award for the video production as an EDAC Cup Contender – the best marketing submission from across Canada for that budget category. The campaign is continuing with the Choose Kenora information being shared by different organizations when recruiting for Kenora. This project continues to attract and retain people to and in Kenora.						✓

\* Acronym Glossary follows

Short-term, Mid-Term (2 Years), Long-Term (3 Years)

## Key Priority #3 – Evolving Education Requirements

Knowledge and skills are increasingly important in an innovation-based economy. Literacy, numeracy, and digital skills as well as Skills for Success like teamwork and communication are now essential in the workplace and new skills requirements like adaptive thinking, virtual collaboration, and cross-cultural competency are essential in the workplace.

			Timeline/ Progress			
Action	Outcomes	Partners*	Completed	Short Term	Mid Term	Long Term
<b>eCampusOntario Micro-credentials.</b> A micro-credential is a certification of assessed learning associated with a specific and relevant skill or competency. Micro-credentials enable rapid retraining and augment traditional education through pathways into regular postsecondary programming.	<p>Provides those looking to upgrade their skills, enter, or re-enter the job market by equipping them with the exact knowledge and competencies that they need to succeed.</p> <p>The eCampusOntario micro-credential framework guides educators, employers and policy makers in the development of new micro-credential initiatives. Co-developed by representatives from post-secondary institutions and workforce partners, this proven framework provides a common standard on which to collaborate and create micro-credential programming that fills an identified skills gap.</p>	eCampusOntario, Participating employers, Participating post-secondary institutions				✓
<b>This Item Is New to the 2022 Action Plan.</b> <i>eCampusOntario is a provincial leader in the micro-credential landscape, with proven successes with initiatives at more than half of the colleges and universities in Ontario that utilize their Framework for ensuring workforce relevance.</i>						
<b>eCampusOntario Virtual Learning Strategy.</b> eCampusOntario Releases Second Round of Virtual Learning Strategy EOIs November 4, 2021 eCampusOntario released the call for Expressions of Interest (EOIs) for the Second Round of funding in support of the Government of Ontario's Virtual Learning Strategy (VLS).  Building on an initial investment of \$50 million in virtual learning in January, 2021, an additional \$8 million will now be made available by eCampusOntario through this Second Round of the VLS. \$7 million is available through the EOIs launched on November 4.	<p>Originally announced on December 11, 2020, the VLS is an historic investment by the Ontario Ministry of Colleges and Universities (MCU) to drive growth and advancement in virtual learning across the province's post-secondary institutions.</p> <p>Building on the successes of the inaugural funding, the Second Round continues to expand the capacity and quality of virtual learning in Ontario's postsecondary education sector.</p>	eCampusOntario				✓
<b>This Item Is New to the 2022 Action Plan.</b> <i>Throughout 2021, eCampusOntario supported the funding of over 395 projects led by Ontario's publicly assisted Indigenous institutes, colleges and universities. This First Round of projects, which will be completed by March 2022, are significantly expanding options for traditional and life-long learning through the accelerated use of both online and hybrid learning.</i>						

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Action	Outcomes	Partners*	Timeline/Progress			
			Completed	Short Term	Mid Term	Long Term
<b>Operators in Training for RRFN Water Treatment Plant.</b> Multi-year training program. Job shadowing partnership with the Ontario Clean Water Agency.	<i>Goal to train the OITs to Level III Operators. RRFN will have a new treatment plant in March of 2023.</i>	RRFN, Ontario Clean Water Agency			✓	
<b>This Item is New to the Action Plan.</b> <i>Year one of the Operator-in-Training program will end on March 31, 2022 with Year Two commencing on April 1, 2022 to March 31, 2023. This is designed to be a four year program.</i>						
<b>Seven Generations Education Institute.</b> To assist organizations with a better understanding of Anishinaabe culture, identity, history, inherent and treaty rights. Offered: custom training, engagement and information sessions for schools and organizations.	Indigenous cultural engagement, awareness, and sensitivity.	Seven Generations, Local Businesses & Organizations				✓
<b>Update or Points of Interest 2022:</b> <i>This includes topics such as (but not limited to): Culture, Identity, History, Treaty and Inherent Rights, Education, Residential Schools, Cultural and Language Revitalization, and leadership.</i>						
<b>Confederation College Remote Campuses.</b> The remote campuses offer a wide variety of programs to meet the education and training needs of Northwestern Ontario.	<i>Programs range from full-time postsecondary diploma programs, full-time and part-time certificate programs, continuing education courses, and other education training opportunities.</i>	Confederation College				✓
<b>Update or Points of Interest:</b> <i>Students can study and stay in their home communities.</i>						

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Action	Outcomes	Partners*	Timeline/Progress			
			Completed	Short Term	Mid Term	Long Term
<b>Healthcare Career Initiatives. (Also in Key Priority #2)</b>  Province Helping People Start Healthcare Careers in Northern Ontario. Government investing in free training to address worker shortage.	Led by Confederation College, this project covers training, fees and textbooks for 500 participants, prioritizing those who are unemployed, underemployed, or at risk of losing their jobs. Each participant will receive a job placement in the community and ongoing support, continuing after they graduate.	Government of Canada, Government of Ontario, Confederation College				
<b>This Item is new to the 2022 Action Plan.</b>  The program targets the following communities in the Kenora and Rainy River Districts: Dryden, Kenora, Sioux Lookout, Atikokan, Emo, Fort Frances, Red Lake as well as First Nations in the region. The training is held at Confederation College campus locations. The funding for Confederation College's new project is supported through labour market transfer agreements between the Government of Canada and the Government of Ontario.	In 2020, the healthcare and social assistance sectors employed about 870,500 people or 12.4 per cent of Ontario's workforce. There were 2,739 online job postings in the healthcare and social assistance sector in Northern Ontario from January to November 2021.					✓
<b>“Live Classroom”</b>  Confederation College, Dryden Campus offered a Live Classroom experience during the 2018-2019 academic year for the Personal Support Worker Program (one-year program). Students were schooled on site at an elder care facility with live practice being key.	Students received live practice which assisted greatly with getting into the workforce faster and providing needed experience. Course in supportive care, professional growth, helping relationships and assisting clients.	Confederation College, Princess Court, Patricia Gardens				
This program was again offered during the 2020-2021 academic year as well.						✓
<b>Update or Points of Interest:</b>  There were two cohorts offered in the 2020-2021 academic year with 13 graduates. These graduates were able to take advantage of the Personal Support Worker training program that was fully funded by the Government of Ontario as follows:						

## Key Priority #3 – Evolving Education Requirements

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Action	Outcomes	Partners*	Timeline/Progress			
			Completed	Short Term	Mid Term	Long Term
<b>Seven Generations Education Institute (SGEI)</b> and college partnerships. SGEI will continue to have a strong Trades presence as they continue to offer Carpentry, Welding, Hairstyling, and Esthetics. They started Business programs in 2021 and are offering Millwright training for Fall 2022.	Training offered locally keeps students and graduates in the Kenora and Rainy River Districts.	SGEI, Participating Colleges				
<b>Update or Points of Interest:</b>						
COVID-19 has had a significant impact on SGEI's operations. Their campuses have generally been limited in terms of access to staff, students, and the general public throughout much of 2021.						
All programs, with the exception of hands on trades, healthcare labs, and experiential learning, transitioned to an online delivery through both synchronous and asynchronous learning activities.						
SGEI has supported its students and staff with a variety of resources including training, technology loans, mental health supports, and ongoing social engagement through Zoom. As they strive to maintain the health and safety of their staff and students, we continue to look for new and innovative ways to operate during this unprecedented time.						
SGEI has added online learning support specialists, telepresence rooms, new software including Office 365 access, student wellness initiative, and several cultural learning opportunities for faculty and staff.						
2021 Report Numbers – Training for Employment provided 48 workplace and employment readiness programs and registered 349 participants; there were a total of 63 Post-Secondary Graduates in 2021, 40 graduates in Adult Education (partnered with Keewatin-Patricia District School Board). 264 students were enrolled in Post-Secondary Education in Fall 2021.						
<b>Canada-Ontario Job Grant Program (COJG).</b> Provides opportunities for employers, individually or in groups, to invest in their workforce, with help from the government. The COJG provides direct financial support to individual employers or employer consortia who wish to purchase training for their employees. It is available to small, medium and large businesses with a plan to deliver short-term training to existing and new employees.	Employers with 100 or more employees need to contribute 1/2 of the training costs. Small employers with less than 100 employees need to contribute 1/6 of training costs. For employer groups who want to apply for training supports the government offers a COJG Consortium Stream.	MLTSD, Employment Ontario Service Providers, Local Businesses				
<b>Update or Points of Interest:</b>						
The training has to be delivered by an eligible, third-party trainer. This program best suits employers with a particular skills demand. Applications are accepted on an ongoing basis. Northern Community Development Services of Fort Frances secured 6 organizations with COJG funding and 10 participants in 2021. NCDS noted that employers were not seeking funding to train employees during the pandemic – there was a significant loss of interest due to restrictions caused by the pandemic.						

\* Acronym Glossary follows

Short-term, Mid-Term (2 Years), Long-Term (3 Years)

## 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*	Timeline/Progress			
			Completed	Short Term	Mid Term	Long Term
<b>COVID-19 Tourism Modification Project.</b> With the realization that their current facilities and operations will need modifications to properly re-open, the Sioux Lookout Economic Development Office and regional partners have agreed to engage in a pilot project in response to the COVID-19 pandemic. This pilot project is a regional initiative that will welcome participation from the entire jurisdiction from Machin to Pickle Lake. It will involve a charrette and hiring a facilitator to collect data on the monetary effects that the pandemic has brought to these lodges and to the community. All tourist lodge operators will have access to the information found and can be included in the process if they desire.  Tourist lodges in Northwestern Ontario have been successfully operating using American-oriented business models for decades. COVID-19 has seen lodges operating solely with this model lose their entire revenue stream for the 2020 season. Some lodges have been able to pivot and attract Canadian visitors, either in the form of local or Canadian tourists or visiting contractors. Others have not been able to do so. With the uncertainty of the future of this pandemic, many tourist outfitters want to be prepared to contribute to the tourism industry and need expertise and guidance on what that looks like before the border re-opens.  With the uncertainty of the 2021 tourist season and how long the Canada/U.S. border would remain closed, many businesses need various levels of support to recover and some are concerned that they will be forced to close indefinitely.	As the original Covid-19 Tourism Modification Project evolved, research and development continued and a toolkit was developed for the tourism industry to utilize for recovery.  With the realization that their current facilities and operations will need modifications to properly re-open, the Sioux Lookout Economic Development Office and regional partners agreed to engage in a pilot project in response to the global COVID-19 pandemic. Now that this project has been successful, it is evolving into progressive stages. A toolkit for employers and stakeholders will be created to assist with various impacts and issues from financial loss to staffing; ultimately trying to move their businesses into the next tourist season with positive solutions.	Sioux Lookout Chamber of Commerce, Municipality of Sioux Lookout, NTAB, Sunset Country Travel Association, Local Tourism Operators	✓			
<b>Update or Points of Interest:</b> <i>The toolkit development combined direct stakeholder and three levels of governments' feedback and regional analysis. This will be a valuable resource for the tourism industry to access information, reach out to interested parties and maintain their businesses with a hopeful and positive outlook.</i>						

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<b>Action</b>	<b>Outcomes</b>	<b>Partners*</b>	<b>Timeline/ Progress</b>			
			Completed	Short Term	Mid Term	Long Term
<b>Starter Company Plus.</b> Starter Company Plus is a Government of Ontario funded program and delivered by the Northwest Business Centre designed to create sustainable jobs for its residents through entrepreneurship. Participants will get one-on-one guidance, training to complete a business plan and the opportunity to apply for a \$5,000 grant.	The program has delivered positive outcomes and positions businesses for success when applying for loans, the Northern Ontario Heritage Fund or other opportunities.	Government of Ontario, NWBC		✓		
<b><i>This Item is New to the 2022 Action Plan.</i></b> <i>The NWBC's Starter Company Plus program is recognized across the two districts as the starting point for business success. Since program inception, staff at the NWBC have delivered business training to 199 individuals; assisted 94 individuals with starting, expanding or purchasing a business; and awarded 61 grants of \$5,000.</i>						
<b>Starter Company Plus: Indigenous Stream.</b> Starter Company Plus: Indigenous Stream is a Government of Ontario funded program and delivered by the Northwest Business Centre designed to create sustainable jobs for its residents through entrepreneurship. For those who are starting, expanding or buying a small business, apply for training, mentoring and a grant through Starter Company Plus program.  One-on-one guidance, training to complete a business plan and the opportunity to apply for a \$5,000 grant.  The original Starter Company Plus program can be accessed by both Indigenous and non-Indigenous individuals, however, this new stream allows the NWBC to work directly with partners like Shooniyyaa Wa-Biitong and Nishnawbe Aski Development Fund (NADF) to strengthen the entrepreneurship ecosystem in the Treaty 3, Treaty 5 and Treaty 9 areas of Ontario.	Will assist: <ol style="list-style-type: none"> <li>1. Canadian Aboriginal individuals 18 years and older.</li> <li>2. An Ontario resident with business located within the Treaty 3, Treaty 5 or Treaty 9 area of Ontario.</li> <li>3. Not attending school full-time or returning to school or working full time (working no more than 20 hours/week at a part-time job)</li> <li>4. Must be able to make a contribution in cash or in kind. It has to be for least 25% of the grant amount.</li> </ol> The NWBC has delivered the Starter Company Plus Initiative since 2014 and the program is funded through the Ministry of Economic Development, Job Creation and Trade.	NWBC, Shooniyyaa Wa-Biitong, Nishnawbe Aski Development Fund, Government of Ontario		✓		

***This Item is New to the 2022 Action Plan.***

## Key Priority #4 – Supporting Entrepreneurs

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			Timeline/ Progress			
Action	Outcomes	Partners*	Completed	Short Term	Mid Term	Long Term
<p><b>Pitch It.</b> The first regional Pitch It event to the Kenora and Rainy River Districts. Entrepreneurs from across the districts will be invited to enter with their big ideas for a chance to build capacity and Pitch It.</p> <p>This competition is intended to help to steer the course of innovation in the Kenora and Rainy River Districts.</p>	<p>To be held in late March 2022.</p> <p>Pitch It is a competition that cultivates opportunity! Innovative entrepreneurs will have a chance to present their investor pitch. Selected entrepreneurs will participate in workshops, 1:1 coaching and pitch to judges at a virtual event. This is a chance to showcase innovation throughout the Kenora and Rainy River Districts and strengthen ecosystem partnerships.</p>	Northwestern Ontario Innovation Centre, NWBC, Northern Ontario Angels, City of Kenora, PACE, Chukuni Communities Development Corporation, City of Dryden				
<b><i>This Item is New to the Action Plan.</i></b>						
<p><b>A Grand Opportunity.</b> The Northwest Business Centre COVID-19 Recovery Fund provides businesses with a grant of up to \$1,000 towards one-time professional marketing services that will aid in business recovery.</p> <p><b>Eligibility:</b> Registered for-profit business (Master Business License or Incorporated) Operational since at least January 2020 Operates within Northwest Business Centre catchment area (Kenora and Rainy River Districts)</p>	Successful applicants received direct, one-to-one business counselling from marketing strategists at Wake Marketing. Participation in this program empowered business owners to adapt and effectively market their businesses in the ongoing post-COVID economy.	NWBC, Wake Marketing, Government of Ontario				
<b><i>This Item is New to the 2022 Action Plan.</i></b> <i>This was one-time funding and the program wrapped on August 31, 2021. 56 applications were submitted and from those, 22 business owners received in-depth consultations. There were 17 tourism outfitters that applied and each received specific information to assist in the diversification of their business and three workshops were delivered.</i>						
<p><b>Digital Main Street.</b> Digital Main Street assists main street businesses with their adoption of technology with easy to use tools and resources. The Northwest Business Centre was successful in securing funding from the organization in 2020 and 2021 in order to hire two members for a Digital Service Squad to service the Kenora and Rainy River Districts.</p>	The NWBC's Squad promoted the Digital Transformation Grant and other resources to help businesses get their businesses online.	NWBC				
<b><i>This Item is New to the 2022 Action Plan.</i></b> <i>Since October 2020, the Digital Service Squad has worked with 173 businesses to provide digital support. Further 43, \$2,500 Digital Transformation Grants were awarded. This program wraps on February 28, 2022. The NWBC will apply for additional funding if funding is released.</i>						

## 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*	Timeline/Progress			
			Completed	Short Term	Mid Term	Long Term
<b>ProtoZone.</b> The focus of the program is to support innovative product development and commercialization by providing the right technical and business support.	Ensuring product-market fit throughout the product development process, and assisting innovative entrepreneurs and small businesses with the costs associated with successful product development.	Northwestern Ontario Innovation Centre, FedNor		✓		
<b><i>This Item is New to the 2022 Action Plan.</i></b>						
The <b>Business Technology Improvement Fund</b> program offered by NOIC and FedNor was directly affected by COVID-19.  Additional funding was received in the form of a new program called <b>CTAF (COVID Technology Adoption Fund)</b> which was essentially a bolstered BTIF program (75% funding as opposed to 50%).	The <b>BTIF</b> program was designed to assist businesses to incorporate Information Communication Technologies into their businesses by reducing the cost of adoption and any other barriers that may exist (awareness, training, etc.).  The eligible expenses in <b>CTAF</b> were expanded to include remote workstations.	Northwestern Ontario Innovation Centre, FedNor		✓		
<b><i>Update or Points of Interest:</i></b> The program was highly subscribed and funding was allocated within two months of launching the program in the Kenora District. This program ends on March 31, 2022.						
<b>Next Level Program.</b> Formal program offered by the Northwestern Ontario Innovation Centre.	Assist businesses with scaling their businesses to the 'next level' by providing funding for equipment purchases, videography and photography. Other items may be considered if there is a significant need. Projects must be completed within the year.	Northwestern Ontario Innovation Centre, FedNor		✓		
<b><i>Update or Points of Interest:</i></b> This program will be completed in May 2022.						

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			Timeframe/ Progress			
Action	Outcomes	Partners*	Completed	Short Term	Mid Term	Long Term
<p><b>Youth Effect Program.</b> The Youth Effect program aims to provide youth (18-29) with experiential learning and training with local businesses and focuses on fostering entrepreneurship and innovation in Northwestern Ontario. Youth will be carefully selected and matched with a local business based on interest, skill, and need. They will work together over the course of 15 weeks on a clearly identified innovative project to achieve milestones.</p> <p>TimeLine: Company applications close: February 26, 2021 Youth applications close: March 31, 2021 The program tentatively starts May 3, 2021</p>	<p>There is value to the participating businesses, through innovation training and the ability to access the skills and energy of the youth to complete a defined innovative project, the business will be better positioned to grow.</p> <p>The Youth Effect program is not like other placement programs. It not only provides real-life job skills for the youth, but provides them with innovation training, mentorship, a leadership retreat, and a peer network for those showing a passion for entrepreneurship and innovation.</p>	Northwestern Ontario Innovation Centre  Participating Northwestern Ontario Businesses				
<p><b>Update or Points of Interest:</b> This program has been discontinued.</p>						
<p><b>MaRs (Medical and Related Sciences) Market Intelligence Service.</b> Formal program offered by the Northwestern Ontario Innovation Centre.</p>	The market intelligence service provides businesses with high-level market research necessary for finding industry trends. Information can also be utilized in funding applications and pitching to investors. Projects must be completed by year end.	Northwestern Ontario Innovation Centre				
<p><b>Update or Points of Interest:</b> Due to COVID-19 this program is being delivered virtually.</p>						
<p><b>Trailblazer Program.</b> Formal program offered by the Northwestern Ontario Innovation Centre.</p>	The trailblazer program is designed to assist companies in validating their product and business model. Businesses work through the 'business model canvas' to refine their business model as well as engaging in customer interviews to validate their product. Projects must be completed by year end.	Northwestern Ontario Innovation Centre				
<p><b>Update or Points of Interest:</b> Ongoing quarterly.</p>						

## Key Priority #4 – Supporting Entrepreneurs

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			Timeline/Progress			
Action	Outcomes	Partners*	Completed	Short Term	Mid Term	Long Term
<b>Succession Planning.</b> SXNM SuccessionMatching is an online platform that matches people looking to buy a business with people who want to sell their small business. Two Customer Segments – Seller Memberships & Buyer Memberships. The average Succession Plan in Canada takes 2-7 years.	Seller Memberships: Business owners looking to sell their business or farm and retire or to divest for a lifestyle change or desire to pursue other interests, or looking for a business partner who can help them financially and strategically. Buyer Memberships: Individuals interested in working for themselves and becoming an entrepreneur or who would like more information on how to purchase a business from family members, their employers or a third party; individuals or companies who are looking to purchase a business as an investment, employees who want to become owners, and business owners looking to expand and grow by acquiring a competitor.	NWBC, LOWBIC, RRFDC, PACE, CCDC, AEDC				✓
<b>Update or Points of Interest:</b> There were 5 businesses across Northern Ontario (re: Lake of Woods Business Incentive Corporation) that signed up to use the program during 2021. It was noted by LOWBIC that the program currently has more buyers signed up than sellers. It has been noted that many times, the buyers have been international.						
<b>PARO Peer Lending Circles.</b> A Micro-Finance Program for Women Peer lending circles are small groups of like-minded women who meet regularly to share their experiences, offer advice to each other and expand their individual and shared contact networks. Circles are small groups of 4 to 7 women, who are over the age of 18, each of whom currently operate their own business, wish to start their own business, or believe in women helping women. PARO Peer Circles help women to connect and network with other enterprising women. Today PARO is one of the strongest peer lenders of small business loans in North America (Impact - A Social Enterprise Strategy for Ontario, 2013). Members of the Peer Circle are involved in the review and approval of a member's PARO loan application before it is approved.	There are a great number of benefits of being a PARO Circle member, including but not limited to: Access to and sharing of business knowledge; Peer mentoring, support, & encouragement; Access to peer loans from \$1000 to \$5000; With matching grants of \$500 and \$1000 (if criteria is met); Access to a variety of perspectives and experiences; Reduced rates for PARO events and equipment rentals. One of the key elements of a Peer Circle is that members also provide access to lending support of between \$500.00 and \$5,000.00. Peer lending has helped many Circle members to grow their businesses and set new goals for the future.	PARO, Women Entrepreneurs				✓
<b>Update or Points of Interest:</b> Due to COVID-19 this program is being delivered virtually.						

## 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.

			Timeline/Progress			
Action	Outcomes	Partners*	Completed	Short Term	Mid Term	Long Term
<b>Startup &amp; Expansion.</b> Action: Deliver Starter Company Plus and Summer Company across the Kenora and Rainy River Districts.	Core function of NWBC is to provide programs and services to entrepreneurs of all ages and stages across the Kenora and Rainy River Districts.	NWBC, Entrepreneurs				✓
<b>Update or Points of Interest:</b> <i>NWBC serves as a resource with a mandate to empower entrepreneurs with advice, information and skills needed to succeed in business.</i> <i>In 2021 72 people applied to the program, 60 received business training and eight \$5000.00 grants were awarded. The program is extended to March 2024.</i>						
<b>Ear Falls and Sioux Narrows Economic Development Officers.</b> Hiring of qualified Economic Development Officers in Ear Falls and Sioux Narrows-Nestor Falls (one each) for a period of three years under FedNor's Community Investment Initiative for Northern Ontario (CIINO). This program allows communities who do not have the resources available to hire EDOs to implement specific identified priorities. FedNor funds up to 90% of the expenses associated with the project, with the municipality or township providing the remaining 10%. In both cases, the EDO will be implementing priorities identified in a previous community strategic plan, or other report, to stimulate the local economy.	In both communities, the EDO will be working with local stakeholders – businesses, nearby First Nations and the workforce, to stimulate economic growth and to identify barriers to this growth. Working together, these stakeholders will overcome barriers, and work toward increased entrepreneurship and employment opportunities. In each community, the EDO will be working with existing opportunities (eg. Forestry in Ear Falls and New Gold mining opportunities in Sioux Narrows-Nestor Falls) to determine how best to grow the local economy with the opportunities available and with potential opportunities as well.	FedNor, Ear Falls, Sioux Narrows, Nestor Falls				
<b>Update or Points of Interest:</b> <i>FedNor is supportive of these types of projects, as they assist smaller communities without the resources to go it on their own, to develop opportunities, based on what is available, what might potentially be available, and what has been identified as a priority through extensive stakeholder engagement. The hope is that the results of the three-year position might lead to long-term sustainable growth in the local economy.</i>  <i>During the inception and ongoing COVID-19 restrictions, some economic development supports and services provided, including training for entrepreneurs, pivoted to online formats and a large component of time was redirected to support businesses in adapting to new guidelines, providing connections to understand evolving and changing health/safety requirements and operational restrictions, as well as assisting business in improving accessibility to online social media and website formats to promote products and services.</i>  <i>The Township of Ear Falls is now participating in the Economic Recovery Program operated and primarily funded by CCDC. This is focused on a regional recovery approach (Perrault Falls, Ear Falls, Red Lake). Community promotional video development is currently underway with the focus on promoting each community individually, and as a whole, for tourism, in-migration, and employee attraction. This project will be completed in 2022.</i>  <i>During this time frame, 15 new small and home-based businesses started operations. Another business was able to significantly expand their operating space in two new locations.</i>  <i>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.</i>						✓

\* Acronym Glossary follows

Short-term, Mid-Term (2 Years), Long-Term (3 Years)

## Key Priority #5 – Integrating the Marginalized Workforce

Leveraging the talents of all workers is important to the region's future. How do we assist those who may feel marginalized to participate?

Action	Outcomes	Partners*	Timeline/Progress			
			Completed	Short Term	Mid Term	Long Term
<b>Driver Instructor Training Train the Trainer.</b> Seven Generations Education Institute.	Drivers' Education Instructors will be able to offer driver training and ultimately ease barriers to employment.	SGEI		✓		
<b>Update or Points of Interest:</b> <i>SGEI has trained and accredited a total of five (5) driving instructors. Over 16 participants have completed the in-class portion of the SafeStart New Driver Training Program and are currently completing their in-car lessons.</i>						
<b>Dryden Urban Indigenous Homeward Bound.</b> A new program to help unemployed or underemployed Indigenous mother-led families is now operational in Dryden. A holistic job readiness program integrates key local supports to help single urban Indigenous mothers enhance their lives. Now recruiting single mothers, with at least one child under the age of 17. Successful applicants will receive skills training and academic upgrading along with a post-secondary education as well as support in housing, childcare, on the job training and mentoring.	Increased independence and control in life; stabilized or improved health; sustainable social networks and supports; increased involvement in education and/or training; enhanced employment opportunities, and; increased income and access to amenities.	KDSB, DNFC, OAHS, Confederation College, Dryden Literacy, DDC, Woodgreen OFIFC, OTF				✓
<b>Update or Points of Interest:</b> <i>Applicants to honour a four to five year commitment. As of June 2021 there are currently 15 families in the program. The program also results in an influx of skilled and employed individuals, creating increased tax revenues, increased economic productivity, and the overall value of having more stable and prosperous families across the region. The UIHP program also results in several economic benefits. Prior to entering the program, some of the participants required upwards of \$185,000* worth of support annually through other social services. Now, the same women can go through UIHP for a fraction of the price, at \$25,000 each, saving provincial and municipal governments hundreds of thousands of dollars.</i>						
* <a href="https://www.thegraphicleader.com/news/local-news/homeward-bound-program-in-dryden-helping-indigenous-single-mothers-further-their-education-and-prosper">https://www.thegraphicleader.com/news/local-news/homeward-bound-program-in-dryden-helping-indigenous-single-mothers-further-their-education-and-prosper</a>						

## Key Priority #5 – Integrating the Marginalized Workforce

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			Timeline/ Progress			
Action	Outcomes	Partners*	Completed	Short Term	Mid Term	Long Term
<b>Rainy River First Nations &amp; New Gold Employee Retention Strategy.</b> RRFN Joint Implementation Committee meetings with New Gold to address the unique needs of First Nations employees with regard to employee retention. There was a change in management in 2019 with an interim manager for several months who stayed on in a permanent role. Usually during the interim some strategies come to a slow down or halt. Retention strategies remain as an ongoing topic of discussion at the HR sub-committee level.	To increase the First Nations employee retention percentage at New Gold. New Gold retooled their lines of progression late fall of 2019; it is now easier for employees to understand where they are at and where their career path may go. Employees were also given the opportunity to discuss with management if they disagreed. Training opportunities were identified for employees as well.	RRFN, New Gold, Naicatchewenin First Nation				✓
<b>Update or Points of Interest:</b> Standing topic on the monthly agenda meetings between the RRFN Implementation Committee and New Gold. Currently, terminations are being approached at an individual level. In 2021 New Gold has remained at a steady 27% for Indigenous employees.						
<b>Youth Job Connect Program.</b> The Youth Job Connection program serves youth aged 15 to 29 who experience multiple and/or complex barriers to employment by providing more intensive supports beyond traditional job search and placement opportunities.  Supports include: Paid pre-employment training to promote job-readiness; Job matching and paid job placements, with placement supports for participants and hiring incentives for employers; Mentorship services; and Education and work transitions supports.  The Atikokan Employment Centre has had participants from Upsala, Seine River First Nation and Lac La Croix First Nation.	Upon participating in an initial intake, participants complete pre-employment training provided through the Atikokan Employment Centre. Course work focuses on increasing work related knowledge, improving life skills and certifications marketable to local employers. Once completed a designated number of hours or pre-employment training, participants begin work in a training placement with an actual local employer. This allows them develop on-the-job skills in a real work environment with the support of the employer and employment specialists.	Atikokan Employment Centre, Employment Ontario Service Providers, Local employers				✓
<b>Update or Points of Interest:</b> The Atikokan Employment Centre continues with outreach and marketing activities in an attempt recruit a great number of YJC program participants. Since the beginning of COVID-19, the number of participants accessing the program has declined in addition to the number of registered participants completing the program. It is suggested this has resulted from a decrease in in-person contacts with representatives from our agency that have somewhat related to government restrictions. In response we are providing participants with appropriate devices to communicate and continue to market our program digitally. Staff also have their mobile telephone numbers, e-mail addresses published and we have consistently encouraged any potential participants to contact us via telephone or text.  Interestingly, the labour market in our area remains relatively strong with a considerable number of employment opportunities available but yet, some potential YJC participants seem reluctant to seek out services. We are anticipating an increasing uptake with a decrease in Covid related restrictions, a decrease in hospitalizations and less hesitancy to move from income support programs. We are hoping to leverage participation in the YJC program with potential apprenticeship opportunities that are available in our area. We are also promoting employer participation in the YJC program as a means of addressing their human resource challenges.						

## Key Priority #5 – Integrating the Marginalized Workforce

Leveraging the talents of all workers is important to the region's future. How do we assist those who may feel marginalized to participate?

			Timeline/ Progress			
Action	Outcomes	Partners*	Completed	Short Term	Mid Term	Long Term
<p><b>Nutrition North Canada &amp; Harvesters Support Grant Programs.</b></p> <p>The Harvesters Support Grant relies on a distinctions-based design to maximize Indigenous control and decision-making. Because each community has unique harvesting needs and priorities, dedicated grant agreements have been developed to ensure that Indigenous governments and organizations can decide how best to support their own communities.</p> <p>Stream 1: Land claim organization and self-government stream: For communities with settled land claims, grant funding is being provided to land claim organizations. These organizations will decide how the grant is spent and how harvesting support programs are administered.</p> <p>Stream 2: Communities stream: For communities without a settled land claim, an Indigenous organization representing the community will receive and administer the grant. With input from community leaders, the organization will develop the program within their region.</p>	<p>Indigenous harvesters are provided with funding to purchase:</p> <ul style="list-style-type: none"> <li>Transportation and related capital Investments.</li> <li>Maintenance of equipment.</li> <li>Harvesting equipment.</li> <li>Temporary shelter and outdoor clothing.</li> <li>Safety and rescue equipment.</li> <li>Training, certification and education.</li> <li>Traditional knowledge, practices and techniques.</li> <li>Processing, food preparation and storage such as community freezers.</li> <li>Maintenance of harvesting sites.</li> <li>Innovation in harvesting.</li> <li>Community, research, culture, and food sharing initiatives.</li> </ul>	CIRNAC, Indigenous communities, Traditional harvesters, SLAAMB, NNC				✓

**Update or Points of Interest:**

Communities Stream - Sioux Lookout Area Aboriginal Management Board. Length of agreement: 3 years.

Total funding: \$1,943,906. The goal is food security and healthy communities.

\* Acronym Glossary follows

Short-term, Mid-Term (2 Years), Long-Term (3 Years)

## Acronym Glossary

<b>AEC</b> – Atikokan Employment Centre	<b>Ne-Chee FC</b> – Ne-Chee Friendship Centre
<b>AEDC</b> – Atikokan Economic Development Corporation	<b>NNC</b> – Nutrition North Canada
<b>C of C</b> – Chamber of Commerce	<b>NODN</b> – Northwestern Ontario Development Network
<b>CCDC</b> – Chukuni Communities Development Corporation	<b>NOHFC</b> – Northern Ontario Heritage Fund Corporation
<b>CFDC</b> – Community Futures Development Corporation	<b>NTAB</b> – Northwest Training and Adjustment Board
<b>CIRNAC</b> – Crown-Indigenous Relations and Northern Affairs Canada	<b>NWBC</b> – Northwest Business Centre
<b>Con College</b> – Confederation College	<b>OAHS</b> – Ontario Aboriginal Housing Services
<b>DDC</b> – Dryden Development Corporation	<b>OFIFC</b> – Ontario Federation of Indigenous Friendship Centres
<b>DNFC</b> – Dryden Native Friendship Centre	<b>OSSD</b> – Ontario Secondary School Diploma
<b>EOSP</b> – Employment Ontario Service Providers	<b>OTEC</b> – Ontario Tourism Education Corporation
<b>KDSB</b> – Kenora District Services Board	<b>OTF</b> – Ontario Trillium Foundation
<b>KHA</b> – Kenora Hospitality Alliance	<b>PACE</b> – Patricia Area Community Endeavours
<b>LEAP</b> – Lake of the Woods Employment Action Project	<b>QLCC</b> – Quetico Lodge and Conference Centre
<b>LOW</b> – Lake of the Woods	<b>RR</b> – Rainy River
<b>LOW BrewCo.</b> – Lake of the Woods Brewing Company	<b>RRDSAB</b> – RR District Social Services Administration Board
<b>LOW Dev Com</b> – Lake of the Woods Development Commission	<b>RRDSB</b> – Rainy River District School Board
<b>LOWBIC</b> – Lake of the Woods Business Incentive Corporation	<b>RRFDC</b> – Rainy River Futures Development Corporation
<b>MLTSD</b> – Ministry of Labour, Training and Skills Development	<b>SGEI</b> – Seven Generations Education Institute
<b>MNDMF</b> – Ministry of Northern Development, Mines, and Forestry	<b>SLAAMB</b> – Sioux Lookout Area Aboriginal Management Board
	<b>SWB</b> – Shooniyyaa Wa-Biitong

# 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 the 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."

## 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)  
Neguaguon 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)  
Attawapiskat 91A (Indian reserve)  
Deer Lake (Indian reserve)  
Cat Lake 63C (Indian reserve)  
Eagle Lake 27 (Indian reserve)  
Dryden (City)  
English River 21 (Indian reserve)  
Ear Falls (Township)  
Fort Hope 64 (Indian reserve)  
Fort Albany (Part) 67 (Indian reserve)  
Ignace (Township)  
Fort Severn 89 (Indian reserve)  
Kee-Way-Win (Indian reserve)  
Kasabonika Lake (Indian reserve)  
Kenora 38B (Indian reserve)  
Kenora (City)  
Kingfisher Lake 1 (Indian reserve)  
Kenora, Unorganized (Unorganized)  
Lac Seul 28 (Indian reserve)  
Kitchenuhmaykoosib Aaki 84 (Big Trout Lake) (Indian reserve)  
Lake Of The Woods 37 (Indian reserve)

Lake Of The Woods 31G (Indian reserve)  
MacDowell Lake (Indian settlement)  
Lansdowne House (Indian settlement)  
Marten Falls 65 (Indian reserve)  
Machin (Township)  
Neskantaga (Indian reserve)  
Muskrat Dam Lake (Indian reserve)  
Northwest Angle 33B (Indian reserve)  
North Spirit Lake (Indian reserve)  
Peawanuck (Indian settlement)  
Osnaburgh 63B (Indian reserve)  
Pikangikum 14 (Indian reserve)  
Pickle Lake (Township)  
Rat Portage 38A (Indian reserve)  
Poplar Hill (Indian reserve)  
Sabaskong Bay (Part) 35C (Indian reserve)  
Red Lake (Municipality)  
Sachigo Lake 1 (Indian reserve)  
Sabaskong Bay 35D (Indian reserve)  
Sandy Lake 88 (Indian reserve)  
Sachigo Lake 2 (Indian reserve)  
Shoal Lake (Part) 40 (Indian reserve)







## Northwest Training & Adjustment Board

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Produced by  
The Northwest Training and Adjustment Board  
February 2021