

# **'Investing in the Future'**

*A Labour Force Study  
for the Superior East Region*

**- Phase One -**

April 2008

Prepared for the Algoma Workforce Investment Committee (AWIC)

by Hawn & Associates Inc.

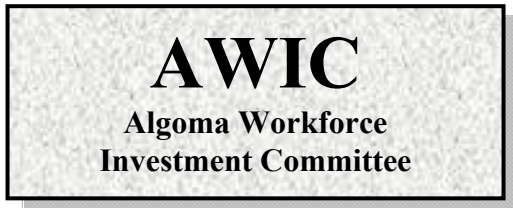
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The Algoma Workforce Investment Committee (AWIC) is a community-based planning organization funded by the Ministry of Training Colleges and Universities whose members are knowledgeable about the labour force development issues in the District of Algoma. AWIC's objective is to engage the community, and community partners in a local labour market research and planning process, that will lead to cooperative efforts to find local solutions, to local labour market issues.



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## Executive Summary

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In response to the downturn in the Forest Products Industry and subsequent mill closures in the Superior East Region, the Algoma Workforce Investment Committee (AWIC) facilitated a labour analysis study. Funded by the Ministry of Training, Colleges, and Universities, the purpose of the study was to identify:

- The skills of the unemployed workforce, affected by the downturn;
- The employment opportunities available within the Superior East Region; and
- The training needs to facilitate the transition of forestry workers into other employment sectors.

**Chapter One** of the report describes the study's purpose, methodologies applied to complete the study, and a number of research limitations. Considered as an initial step in a longer term planning exercise, the major focus of Phase One was a survey of Ontario Works clients and workers affected by the forestry plant closures. The survey provided an opportunity for AWIC to 1) gain an understanding of the current unemployed labour force in the Superior East Region and 2) develop a comprehensive data base to support future planning.

The Phase One report provides an overall profile for the Superior East Region (**Chapter Two**), describing the current economic realities and the impact of the downturn on local communities. Chapter Two includes a demographic summary for the region, labour market information from Service Canada, and an overview for proposed new developments. Key stakeholders in the region identified a number of challenges affecting economic development and training activities, and these challenges are also described in Chapter Two.

From basic literacy to post secondary education, **Chapter Three** provides a snapshot of education and training opportunities, available to residents of the Superior East Region.

**Chapter Four** presents the key findings for the labour force study. Section 4.1 includes a summary of 'primarily' anecdotal information shared by employers, municipal leaders, the Michipicoten First Nation, and others providing economic and community development, labour adjustment, income support and employment services. Section 4.2 provides a summary of results for the labour force survey with a total of 353 individuals participating in the survey.

Finally, **Chapter Five** identifies a number of key recommendations and proposed next steps in support of training for the Superior East Region's labour force.

### SUMMARY OF FINDINGS:

#### The Economic Base for the Superior East Region

- To date, forestry has been the predominate industry in the Superior East Region.

- Within the past year, sawmills in White River and Dubreuilville closed and the Oriented Strand Board plant in Wawa curtailed operations indefinitely.
- The forest industry is not expected to recover until the American economy turns around and the U.S. housing market rebounds.
- Mining is the next largest industry in the area and growing in importance to the region's economy.
- Tourism also supports local economies with the high Canadian dollar and gas prices having a negative affect on this sector.

### **Impact of the Downturn in the Forest Industry**

- Loss of 900 forest industry jobs in the past five years.
- Lay-offs in other sectors.
- Increased caseloads for Ontario Works.
- Residents are leaving the area.
- Increased challenges to attract skilled workers for other businesses.
- For some businesses, an expanded labour pool.
- The transition of some forestry workers into mining production.
- Greater numbers of homes up for sale and a decline in real estate prices.
- Reduced tax base for municipalities.
- Declining school enrolments.
- Reduced recreational opportunities.
- Increased financial and social problems for families.
- More challenging to raise charitable dollars.
- Increased pessimism within communities and yet some are unwilling to accept the current realities.
- Increased community development activities to look for solutions.

### **In the 2006 Canadian Census for the Superior East Population, reported was....**

- A 14.4% decline in the population since 2001.
- An older median age as compared to Ontario, yet fewer seniors in the older age cohorts.
- The out-migration of youth at rates surpassing the rate for the Algoma District.
- A higher percentage of French speaking residents in the region as compared to the Algoma experience, with the mother tongue predominantly French for Dubreuilville.
- Of the 4,818 residents in Wawa, White River, and Dubreuilville, 655 persons or 13.6% of residents identified themselves as Aboriginal.
- Lower levels of educational attainment as compared to Ontario with Wawa surpassing the Algoma experience for the percentage of persons with university diplomas/degrees.
- As compared to Ontario, Algoma, and other Superior East communities, a greater proportion of Dubreuilville's population with apprenticeships or trades' certificates.

## **Labour Force Information**

- In the 2006 Census, unemployment rates for Superior East communities were slightly higher than for Ontario (ranging from 6.6% in Wawa to 8.9% in Dubreuilville).
- Between August 2006 and February 2008, regular employment insurance claims increased by 228%.
- As compared to Algoma and the Ontario experience, the 2006 Census demonstrates significantly more occupations for Superior East communities, related to resource based industries.
- For 2007, Service Canada reported significant vacancies for the Algoma District:
  - Tourism and service industry occupations.
  - Health care occupations (particularly for registered nurses).
  - Skilled trades including industrial electricians, welders, bricklayers, truck drivers, millwrights and industrial mechanics.
- For 2007, Service Canada reported higher numbers of vacancies for the following occupations (Superior East Region):
  - Tourism and service industry occupations.
  - Health care occupations, teachers and Social Service occupations.
  - Skilled trades including welders, electricians, carpenters, and heavy equipment operators.
  - Mining professionals and underground production.
  - Occupations related to forestry operations.

## **New and Proposed Developments for the Superior East Region**

The following developments have the potential to create new jobs within the region.

- Potential for new information technology-based opportunities as a result of the Northern Information Technology and Geomatics Cooperative.
- The Raintree Corporation, a new business, proposing to capture a portion of the market in international emission trading (carbon credits to offset carbon emissions).
- The Wilderness Group's expanding vegetation management program.
- The proposed Superior Aggregates and deep sea harbour on Lake Superior.
- Proposed developments for additional hydro generation stations and alternative energy.
- Michipicoten First Nation's proposed economic development and transportation corridor from Highway 17 to Lake Superior.
- Strategies to expand tourism in the Wawa area.
- A \$1.4 million grant awarded to the Northeastern Superior Mayors' Group to explore alternatives in the forestry industry (e.g., biomass industries, blueberry cooperatives).
- Investigation to expand small business and cooperatives in White River.
- A good outlook for gold mining with continued exploration for diamond mining.

## **Education and Training Opportunities for Adults – Superior East Region**

The following range of education and training programs are currently available within the region. Unlike Wawa and White River, the town of Dubreuilville does not have an Adult Learning Centre, offering courses for Grade 12 equivalency or the Grade 12 diploma.

- Literacy and Basic Skills Wawa provides literacy and education (English only) up to a Grade 9 level.
- Adult Learning Centres in Wawa (located in Michipicoten High School) and White River (located in the Labour Adjustment Committee’s office) offer programming up to a Grade 12 diploma (English only).
- Conseil Scolaire Catholique du Nouvel-Ontario offers a Basic Literacy Program for mature learners and high school credits up to Grade 12 by correspondence (French only).
- Collège Boréal has the capacity to deliver a number of on-site skilled trades’ courses in English and French, depending on demand.
- A range of post secondary courses can be accessed via Contact North’s long distance education technology.
- Access to training as well as a range of employment supports for employees and employers is provided by Job Connect, the Regional Employment Help Centre, and the Algoma District Services Administration Board.
- The Community Development Corporation of Sault Ste. Marie manages the Self Employment Benefit program for the area.

### **Key Stakeholders’ Perspective re: Training and Workforce Needs**

Employers, municipal leaders, the Michipicoten First Nation and others identified current and potential occupational shortages. These included:

- Professional positions requiring university level training (e.g., Electrical and Mechanical Engineers, Mining Engineers, Geologists, Nurses, Addictions/Mental Health Case Manager and Public Health Inspector).
- Technicians and skilled trades requiring college diplomas or certified trades’ certificates (e.g., Electrical Technicians, Electricians, Mining and Geology Technicians, Arborists, Utility Linemen, and Powerline Trade Technicians).
- Other occupations (e.g., experienced underground miners, mining exploration positions, qualified experienced tree planters and tourism industry service workers).

These same stakeholders suggested a range of training courses to be offered within the Superior East Region. Courses cited most often were:

- Basic computer training,
- Accounting and business practices,
- Common core underground miners’ training,
- Customer/hospitality service and communications,
- Starting your own business,
- First Aid and CPR,



- Occupational health and safety,
- Heavy equipment operations,
- Upgrading to Grade 12 in both English and French, and
- Literacy and workplace essential skills<sup>1</sup> as a component of other training.

### **Highlights – Labour Force Survey**

- 353 persons participated in the survey.
- 27% were employed full time, 20% employed part time, and 53% were unemployed.
- 44% of respondents spoke both English and French.
- 62% of respondents had completed Grade 12.
- 87% or 306 respondents were willing to pursue further training.
- When asked if willing to consider training in another sector or industry, the most frequent responses were: self employment/starting my own business, construction and transportation sector, and underground mining.
- Of those willing to pursue training, 58% stated that training must be located near home.
- 80% of responses for “what was needed to participate in training” noted financial concerns (e.g., support needed for tuition, books and supplies; transportation; or a living allowance or continued employment insurance benefits).
- If unable to find work in the area, at least 225 respondents were planning to leave their community within the next two years.
- Training courses mentioned most frequently were: computer training, apprenticeship training, and second language training.

### **RECOMMENDATIONS:**

#### **Advocacy/Support for Training**

1. THAT a Superior East Workforce Development Committee (SEWDC) be established to address ‘ongoing’ labour force training issues in the region.
2. THAT the Superior East Workforce Development Committee (SEWDC), in partnership with the Algoma Workforce Investment Committee (AWIC), advocate and support the need for training for the Superior East labour force, with training to be delivered within the Superior East Region.

#### **Service Delivery Issues**

3. THAT the Ontario college system establishes a local presence in the Superior East Region.

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<sup>1</sup> Nine Workplace Essential Skills are identified by Service Canada. They include: Reading text, Document Use, Writing, Numeracy, Oral Communication, Thinking Skills, Working with Others, Computer Skills, and Continuous Learning.

4. THAT, in the delivery of future training programs in the Superior East Region, potential partnerships be fully explored (e.g., possible partnerships could include colleges, the Algoma District Services Administration Board, the Michipicoten First Nation, local employers, municipalities, school boards, and employment and counseling services).
5. THAT, where possible, training programs support future economic development and specific business/employer practices.
6. THAT for adult learners, training programs include the introduction of literacy and workplace essential skills<sup>2</sup> into the course curriculum.
7. THAT training be available in both official languages.
8. THAT the appropriate agencies and/or partnerships encourage training participation for ‘in-demand’ occupations as identified in this Superior East study and other AWIC reports such as the 2006 *The Construction Industry in the District of Algoma* and the *January 2008 TOP report*.

### **Potential Course Development**

9. THAT, in future phases of the planning process, the Superior East labour force survey and data base be used to explore the options for training, retraining, and/or employment transition strategies (see training options below).

### **TRAINING OPTIONS REQUIRING FURTHER EXPLORATION**

The initial summary for the labour force survey provided support to move forward with training in the Superior East Region. Identified were a number of training options with further investigation required to ‘flush out’ the details and specifics regarding respondents’ career and training choices and employers’ needs. The Steering Committee acknowledged that the limited time available for Phase One did not permit a full assessment of the survey responses. Phase One did, however, result in a comprehensive data base, available for further study to determine the need for program development for the following:

#### **Upgrading for Grade 12 Equivalency or Grade 12 Diploma (French) – Dubreuilville**

- Evidence exists to support the development of a classroom setting in Dubreuilville, similar to the self-directed Adult Learning Centres in White River and Wawa.

#### **Computer Training**

- Identified by 72 survey respondents as required to achieve their career goals.

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<sup>2</sup> Nine Workplace Essential Skills are identified by Service Canada. They include: Reading text, Document Use, Writing, Numeracy, Oral Communication, Thinking Skills, Working with Others, Computer Skills, and Continuous Learning.

- Employers and other key stakeholders identified basic computer training as essential to the workforce.
- Further discussions are warranted to clarify the types of training required with consideration to the specific employer needs to ensure successful outcomes.

### **Apprenticeship Training**

- 48 survey respondents identified an apprenticeship as their career goal (further exploration of the survey's data base is needed to determine the types of apprenticeships desired).
- Dubreuil Forest Products employed a number of tradespersons without provincially recognized certification. Further exploration is needed to determine what is needed for these individuals to achieve provincial certification.

### **Self Employment/Starting Your Own Business**

- 121 survey respondents identified an interest in training for self employment or owning their own business.
- Local community leaders desired to develop entrepreneurs and support small businesses, including tourism. Also suggested was training to enhance customer service and communication.
- White River stakeholders spoke of the need for training to support expanded Cooperatives.
- Northeastern Superior Mayors' project will explore biomass industries (e.g., blueberry cooperatives) and small business training would support these initiatives.

### **Health Care Training**

- 60 survey participants expressed interest in training in the health care sector.
- Given the shortage of registered nurses in Wawa, further assessment of survey responses and a review of the survey data base are needed to determine specific occupational categories and the degree to which potential applicants meet entrance requirements for each occupation.

### **Underground Miners' Training**

- 101 survey respondents expressed interest in training for underground mining.
- With the current growth in mining in Northeastern Ontario, there is the potential for some forestry workers to make the transition to the mining sector.
- Access to the required Common Core Training is an issue for some with long waiting lists reported by the NORCAT training centre in Sudbury. However, NORCAT did indicate that for those already employed by a mine, the waiting time is minimal.
- The two Gold Mines in the area have experienced ongoing turnover of experienced miners. Wesdome Gold Mine has recently commenced its own training to develop a local workforce (3-year sign back clause to cover training costs with a bonus paid out after 3 years on the job). Richmond Mines staff identified the need for wage subsidies to support the transition of forestry workers into the mining sector.

- Further discussion is warranted with local mines to ascertain how AWIC can support training in the mining sector.
- Planning must continue to keep abreast of diamond mine development in the region.

### **Construction and Transportation Sector Training**

- 120 survey respondents indicated interest in training for occupations such as heavy equipment operator and truck driver; further assessment of the survey data base is required.
- While truck drivers are in demand nationwide, the downturn in the forest industry has resulted in the layoff of truck drivers in the Superior East Region. Similarly, heavy equipment operators were displaced from forestry jobs. With the advent of new developments such as Superior Aggregates, will training for heavy equipment operators be needed if sawmills and the oriented strand board plant remain closed?

### **NEXT STEPS:**

The following *Next Steps* were identified by the Steering Committee.

- 1) The Steering Committee will endorse and adopt the nine (9) recommendations identified in Section 5.1 of the April 2008 report entitled, *Investing in the Future, A Labour Force Study for the Superior East Region, Phase One*.
- 2) The Steering Committee will establish a ‘standing’ Superior East Workforce Development Committee by:
  - a. Developing new Terms of Reference,
  - b. Identifying those individuals and groups who need to be on the Committee, and
  - c. Convening an inaugural meeting to begin discussions.
- 3) Using the existing survey data base and any additional labour force information, the new Superior East Workforce Development Committee will identify the ‘specific’ training/retraining needs for the Superior East labour force (In reference to Recommendation #9 and Table 35 for Training Options).
- 4) The Chair of the current Steering Committee will begin a dialogue with colleges, inviting their participation in a Phase Two planning process.
- 5) The new Superior East Workforce Development Committee will continue to work in collaboration with the Algoma Workforce Investment Committee to address the training needs of the Superior East labour force.

# 1. Background

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## 1.1 Purpose of the Study

In response to the downturn in the Forest Products Industry and subsequent mill closures in the Superior East Region, the Algoma Workforce Investment Committee (AWIC)<sup>3</sup> facilitated a labour analysis study to identify:

- The current skills of the unemployed workforce, affected by the downturn in the Forest Products Industry,
- The employment opportunities available within the region and in nearby communities, and
- The training needs (gaps) to facilitate the transition of forestry workers into other employment sectors.

Considered as Phase One of a longer term planning exercise, the study was expected to identify the key issues and challenges facing the unemployed forestry workers and support the further development of a human resources strategy and action plan for the affected workforce.

Funded by the Ministry of Training, Colleges, and Universities, direction for the project was provided by a Steering Committee with membership from local Labour Adjustment Committees and other key stakeholders in the Superior East Region. The Steering Committee was referred to as the *Superior East Workforce Development Committee (SEWDC)*.

SEWDC membership is identified in Appendix A. Terms of Reference for the project are found in Appendix B.

## 1.2 Methodology

To conduct the Superior East labour force study, AWIC secured the assistance of Hawn & Associates Inc. Funding to support Phase One of the project was available up until March 31, 2008 with the Steering Committee's first meeting held on February 4, 2008.

To complete the study, the following activities were identified:

- i) A survey of workers, affected by the recent forestry plant closures.

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<sup>3</sup> The Algoma Workforce Investment Committee (AWIC) is a community-based planning organization funded by the Ministry of Training, Colleges, and Universities whose members are knowledgeable about the labour force development issues in the District of Algoma. AWIC's objective is to engage the community, and community partners in a local labour market research and planning process, that will lead to cooperative efforts to find local solutions, to local labour market issues (AWIC's Trends, Opportunities and Priorities TOP Report, January 2008).

*The survey questioned respondents regarding their current skills, education and training; employment and career goals; willingness and interest in future skills training; and their mobility to relocate for training and/or education. Each labour adjustment committee identified two survey technicians who were hired to survey unemployed workers in their communities during the month of March 2008. The Algoma District Services Administration Board (ADSAB) also participated by identifying two staff members to survey ADSAB clients, residing in the Superior East Region. A copy of the survey tool is found in Appendix C.*

- ii) Key stakeholder interviews, targeting major employers, municipal leaders, the Michipicoten First Nation and agencies involved in economic development and employment support programs.

*Stakeholder interviews were conducted by Hawn & Associates Inc. with the resulting anecdotal information shared in this report. A complete list of key stakeholders is found in Appendix D.*

- iii) An environmental scan and review and analysis of the following:
  - Economic and industry trend reports and news releases,
  - Demographic information (2006 Census),
  - Labour force information, provided by Service Canada, and
  - Education, training and employment support programs, available to residents of the Superior East Region.

### **1.3 Limitations of the Study**

- i) The compressed timelines for the project limited the scope of the study and what could be accomplished by March 31, 2008. Viewed as Phase One of a longer term planning process, the primary focus of the study was on those workers, unemployed as a result of mill closures in Wawa (Weyerhaeuser OSB), White River (Domtar Forest Products), and Dubreuilville (Dubreuil Forest Products).
- ii) A number of workers have left the area with some securing fulltime work in other sectors. Therefore, their information (e.g., skills, education, training needs) was not captured in the survey.<sup>4</sup>
- iii) The Lady Dunn Health Centre did not participate in the study. Information regarding the hospital's workforce (e.g., healthcare occupations in demand) was not available.
- iv) Some inconsistencies occurred regarding how questions were answered for the labour force survey as some of the surveys were completed/administered by the survey technicians and others were self administered by individual workforce members.

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<sup>4</sup> A number of individuals are commuting to and from other regions for employment, returning home on their days off. Some were included in the survey.

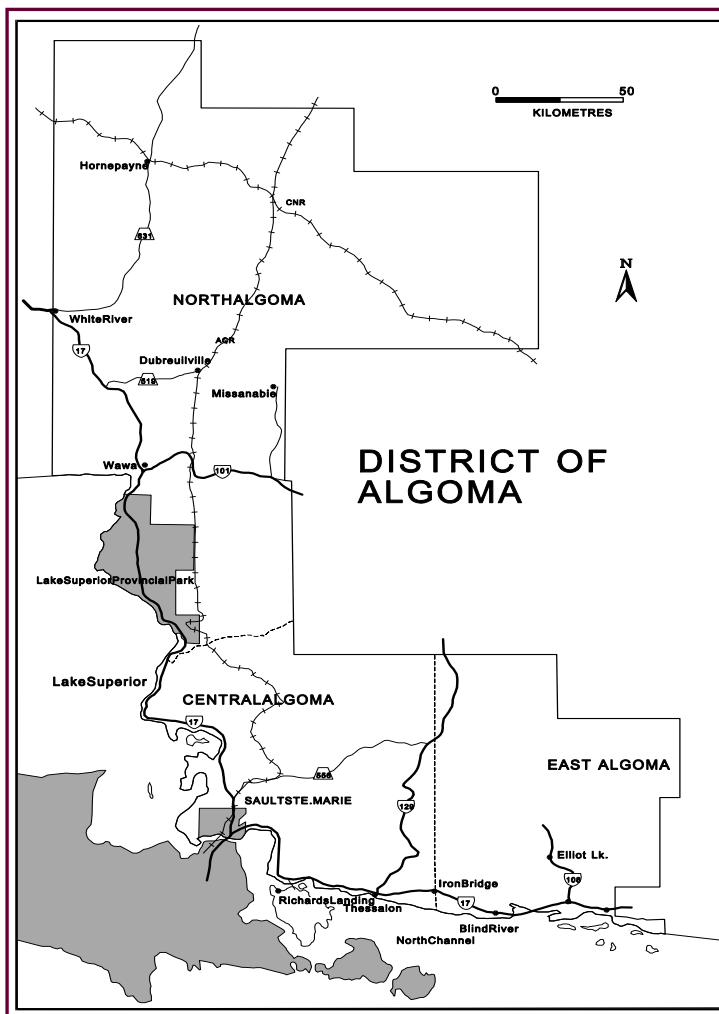
## 2. Profile of the Superior East Region

### 2.1 Historical Context and Current Conditions

The Superior East Region encompasses a number of communities in the northern part of the Algoma District. For the purposes of this study, the focus was on the communities of White River, Dubreuilville, and Wawa.

To date, forestry has been the predominant industry in the Superior East Region. In recent years, this industry has experienced a downturn due to declining housing starts in the United States, the sub-prime mortgage issue in the U.S., the rising Canadian dollar, and the increase in production costs for finished wood products.

With a further decline in the U.S. housing market in 2007 and the onset of an American recession, sawmills in White River and Dubreuilville and the oriented strand board plant in Wawa closed. As a result, close to 900 forestry jobs were lost over the past five years.<sup>5</sup>



**Domtar Forest Products** in White River was the first to close with the Woodlands Division shutting down in January 2007, and the sawmill closing in June 2007. Two hundred and fifty (250) employees were affected by the closure. Built in 1977, the Domtar plant produced dimensional lumber products with 80% of its product shipped to the United States. Originally owned by Abitibi before its sale to Domtar in 1984, the mill was also shut down temporarily three years ago due to declining market conditions.

**Figure 1: District of Algoma**

<sup>5</sup> This does not include additional jobs lost in other communities in the Superior East Region (e.g., Chapleau).

Built in 1964, **Dubreuil Forest Products** in Dubreuilville is also a logging and sawmill operation manufacturing dimensional lumber products. Up until 2003, the company had never experienced a labour dispute or the layoff of its employees. Similar to Domtar, the mill in Dubreuilville shipped 80% of its lumber to the U.S. In December 2002, the company employed 476 employees<sup>6</sup> with the downsizing of this workforce beginning in January 2003. Following full closure of the mill in November 2007, a temporary recall in March 2008 saw a return to work of 140 employees to process the remaining inventory in the yard.



**Domtar Forest Products, White River**



**Dubreuil Forest Products, Dubreuilville**

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<sup>6</sup> Size of workforce was 476 employees between 2000 and 2003.



The 13-year old **Weyerhaeuser Oriented Strand Board** plant in Wawa produced high quality oriented strand board, sheeting and floor underlay. The plant's market was predominately companies in the U.S. Employing approximately 160 workers, the mill shut down operations in December 2007 with all but a few essential staff laid off by the end of January 2008. Referred to as an "indefinite curtailment", the Weyerhaeuser plant is not expected to start up again until the U.S. economy and market rebounds.

Managers for Domtar Forest Products, Dubreuil Forest Products, and Weyerhaeuser O.S.B. expressed optimism that plants will eventually re-open with predictions varying between early fall 2008 (more likely the spring of 2009) to late 2009. It was reported that the mill in White River would require \$8 to \$10 million in upgrades before re-opening, and all plants have protected their capital assets to aid in re-opening. For more information about these companies, refer to Appendix E.



**Weyerhaeuser Oriented Strand Board Plant, Wawa, Ontario**

**Mining** is the next largest industry in the Superior East Region<sup>7</sup>, and with recent forest industry closures, mining is growing in its importance to the economy. Historically, copper, nickel, and gold have been mined throughout the region, and recent discoveries in the Wawa area offer hope that a diamond mine will soon open. The Helen iron mine in Wawa, owned by Algoma Steel for almost a century, shut down in 1996. Close to 300 persons are employed by two gold mines in the area, operated by Wesdome and Patricia mines. Both mines are reporting a good outlook for the next five years. Mining

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<sup>7</sup> Website for Superior East Region & Internet community profiles.

throughout Northeastern Ontario is “booming”<sup>8</sup> with the potential for forestry workers to find employment in this sector.

**Tourism** also supports the economy of the Superior East Region (fishing, hunting, summer camping, and snowmobile trails). In recent years, this industry has been negatively affected by the high Canadian dollar and gas prices.

Other major employers in the area include the Ministry of Natural Resources, the Lady Dunn Health Centre, The Wilderness Group, Brookfield Power, educational institutions and a number of government funded agencies and services. Both The Raintree Corporation and Michipicoten First Nation have the potential to position themselves as major employers in the area. Most of the above employers are located in the Wawa area with Wawa being the service hub for the Superior East Region.



**Lake Superior, A Tourist Destination**

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<sup>8</sup> Reported in the Northern Business Journal covering Northeastern Ontario, April 2008.

## **2.2 Impact of the Downturn in the Forestry Industry**

The closure of forestry product industries in Wawa, White River, and Dubreuilville has had a significant impact on local economies. The impact is likely more evident in White River as Domtar Forest Products was the first mill to shut down.

The following information was reported by key stakeholders interviewed for this study.

### **Loss of Forest Industry Jobs:**

An immediate impact has been the decline in the employed workforce (close to 900 jobs lost in Wawa, White River, and Dubreuilville in recent years).

### **Lay-offs in Other Sectors:**

There are reports that local businesses in retail sales; the tourism and service industry; trucking; welding; logging; and automobile, heavy equipment and fuel sales have been affected by the plant closures and some have downsized (in some cases experienced bankruptcy). It was reported that the co-operative grocery store in White River is experiencing a decline in sales, resulting in higher costs and challenges to stock the shelves.

Several of the key stakeholders reported that some businesses are experiencing difficulty filling minimum wage jobs as families have moved away. It is often the second wage earner in the family or teens who fill part-time service and tourist industry jobs. These jobs are not attractive to forestry workers who are used to a significantly higher wage and are currently in receipt of employment insurance and severance pay (most have yet to take their severance pay).

On the other hand, the Algoma District Services Administration Board reported that some service industry businesses were eager to hire staff in the spring of 2007 but are no longer hiring. This has affected the ability of the Ontario Works program to secure part-time work for its clients.

### **Increased Caseload for Ontario Works:**

The Algoma District Services Administration Board noted a 9.5% increase in Ontario Works clients in Wawa, White River, and Dubreuilville between December 2007 and February 2008. Most of the 90 client families reside in Wawa. Once employment insurance benefits and severance are exhausted by the unemployed forestry workers, a further increase in the Ontario Works caseload is expected.

### **Residents are leaving the area:**

Those forestry workers with marketable skills (e.g., trades persons, millwrights, and heavy equipment operators) have, for the most part, left the region to find work in other sectors. The White River Labour Adjustment Committee reported that 150 individuals have left the community to seek work elsewhere. Specifically, 48 individuals were working in Fort McMurray (oil sands production) and commuting to White River one week per month. It was reported that, following the closure of Dubreuil Forest Products,

60 to 70 individuals found work elsewhere. It was also reported that Algoma Steel has recruited millwrights and a number of certified trades persons, formerly employed at the three mills in the Superior East Region.

### **Increased Challenges to Attract Skilled Workers for Other Businesses in the Future?**

In the future, Superior East communities may be further challenged in their ability to attract persons to relocate to the area to take employment with other businesses. For example, if companies such as Brookfield Power cannot recruit the skilled professionals and tradespersons for the Wawa office, will operations be managed from a larger centre such as Sault Ste. Marie? Will it become more challenging to find skilled healthcare workers? A number of the key stakeholders believed this to be the case.

### **For Some Businesses, An Expanded Labour Pool:**

Some employers are experiencing greater ease in recruiting new staff as more candidates are available as a result of lay-offs in the region. For example, The Raintree Corporation has hired a number of unemployed Weyerhaeuser workers. Similarly, Richmond's Island Gold Mine has recruited administrative staff and a skilled tradesperson, both former employees of Domtar. As noted above, Algoma Steel recruited skilled tradespersons from all three mills.

### **The Transition of Forestry Workers to the Mining Sector:**

In addition to the staff hired by the Island Gold Mine (noted previously), a number of forestry workers have made the transition into the mining sector. Local gold mines reported an increase in the potential workforce to be trained as underground miners. Specifically, Wesdome Mine is training 12 former Weyerhaeuser employees. It was reported that some forestry workers have secured employment with mines outside the region and are commuting on their days off from Timmins, Thunder Bay and Sudbury.

### **Homes up for Sale and A Decline in Real Estate Prices:**

More homes are for sale with an expectation that housing prices will fall. The White River Labour Adjustment Committee reported that 62 homes are for sale in White River. On average, housing prices in White River are \$35,000 to \$45,000 for a semi-detached home and \$55,000 for a bungalow. In Wawa, 45 plus homes are for sale with an average price of \$110,000 for more modern homes and a range of \$60,000 to \$80,000 for others. In Dubreuilville, 40 homes are for sale with prices ranging from \$35,000 to \$80,000 and with a few homes in the \$150,000 range.

### **Reduced Tax Base for Municipalities:**

With the closure of major industries and as families move away<sup>9</sup>, the reduced tax base will not be able to support the full range of services. The Township of White River has reported a \$1 million shortfall in funding for its 2008 operating budget (shortfall also due to interest payments on a new water plant). An outcome was the closure of the curling club this winter and loss of an important social activity, particularly at a time of high unemployment. Other communities in the region are expecting increased cases of

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<sup>9</sup> A March 20, 2008 Sault Star article about White River noted that "Out of a population of 841, there are now 20 houses vacant and two apartment buildings that total 48 empty units."

families in arrears for property taxes as well as challenges to maintain the same level of taxation.

### **Declining School Enrolments:**

Although many former forestry workers are commuting to jobs outside the area, some families have relocated. With the exodus of families, school enrolment will decline with less funding available to school boards, fewer teaching positions, and increased challenges to provide the full range of courses at the secondary school level. During these uncertain times, a new public French high school is scheduled to open in Dubreuilville in September 2008.

### **Reduced Recreational Opportunities:**

Several key stakeholders reported on an exodus of persons who took leadership in teaching or coaching recreational activities. Another mentioned the difficulty of recruiting a full team to participate in a weekly hockey game. As noted earlier, White River did not open its curling club this year. In the absence of recreational opportunities in the community, the White River Labour Adjustment Committee has organized 'pot luck' and children's events.

### **Increased Financial and Social Problems for Families:**

White River is reporting an increase in social problems (e.g., incidents involving the police, substance abuse, increased food bank demands). In instances where one family member is commuting for work, there is the added financial strain of supporting two households. In addition, one parent may be left behind shouldering all of the responsibilities for running a household. The need for increased mental health services in French was identified for Dubreuilville residents at the same time as agencies in the region are experiencing challenges to recruit for mental health and addictions workers.

### **More Challenging to Raise Charitable Dollars:**

Service clubs and charities are often reliant on donations from major companies. With the closure of Weyerhaeuser, one business in the Wawa area noted an increase in funding requests. In White River, it was noted that service clubs are drawing upon reserves with one club cancelling a major annual fundraising event.

### **Increased Pessimism and Acceptance of Economic Realities:**

With the indefinite curtailment of the major employer in each of the three communities, a number of the key stakeholders reported an increased level of pessimism regarding the economic future for the Superior East Region. Re-opening of the mills is not expected before 2009, and some of these individuals expressed concern that the mills would not re-open.

Others reported that a number of the displaced workers have not accepted the realities of plant closures. This may be due in part to the fact that they continue to derive an income from employment insurance benefits and are eligible for severance. In White River, however, 94 persons are unemployed and nearing the completion of employment

insurance benefits. It was reported that some hold the belief that they will be returning to their former positions.

**Increased Community Development Activities:**

In addition to the ongoing work of the Northeastern Superior Mayor’s Group<sup>10</sup> and the Economic Development Committees, the Township of White River has been engaged in a community development process in collaboration with the Superior East Community Futures office. Chaired by a municipal counselor, a Community Adjustment Committee for the Municipality of Wawa is in its infancy.

**2.3 Demographics for the Superior East Region**

The focus of the Superior East Study included those communities in the Algoma District, affected by recent forestry plant closures. These communities are Wawa, White River, and Dubreuilville. Certainly, Hawk Junction, just east of Wawa and in close proximity to the Weyerhaeuser OSB mill, was also affected by the downturn but specific Census data is not available for Hawk Junction as it falls within the Unorganized North Census Subdivision.

**A Declining Population**

In the 2006 Census, the three communities of Wawa, White River, and Dubreuilville reported a combined population of 4,818. Factoring in the estimated population of Hawk Junction, the area’s 2006 population was over 5,000 persons. This total marked a 14.4% decline in the population since 2001, significantly different than for the Algoma District (slight decline of 1.2% in the population) and for Ontario (6.6% increase in the overall population).

**Table 1: Total Population for 2001 and 2006 Census**

Community	2006 Population	2001 Population	Change from 2001 Census
Province of Ontario	12,160,282	11,410,046	+6.6%
District of Algoma	116,252	117,746	-1.2%
Michipicoten (Wawa)	3,204	3,668	-12.60%
Dubreuilville	773	967	-20.10%
White River	841	993	-15.30%

Source: 2006 Canadian Census, Statistics Canada

**An Older Median Age<sup>11</sup> Yet Fewer Seniors**

In comparison to Ontario at 39.0 years, Wawa and White River have older populations with median ages of 40.6 years and 42.4 years respectively. Dubreuilville has a younger population with a median age of 35.4 years. At 45.0 years, the median age for Algoma’s 2006 population is older as compared to the Superior East and Ontario experience.

<sup>10</sup> Formed approximately 9 years ago, the mayors of Wawa, Hornepayne, Manitouwage, White River, Dubreuilville and Chapeau continue to meet to discuss economic opportunities and strategies.

<sup>11</sup> For median age, half of the population is older and half of the population is younger than the median age.

**Table 2: Median Age of the Population**

Community	2006 Median Population
Province of Ontario	39.0 years
District of Algoma	45.0 years
Michipicoten (Wawa)	40.6 years
Dubreuilville	35.4 years
White River	42.4 years

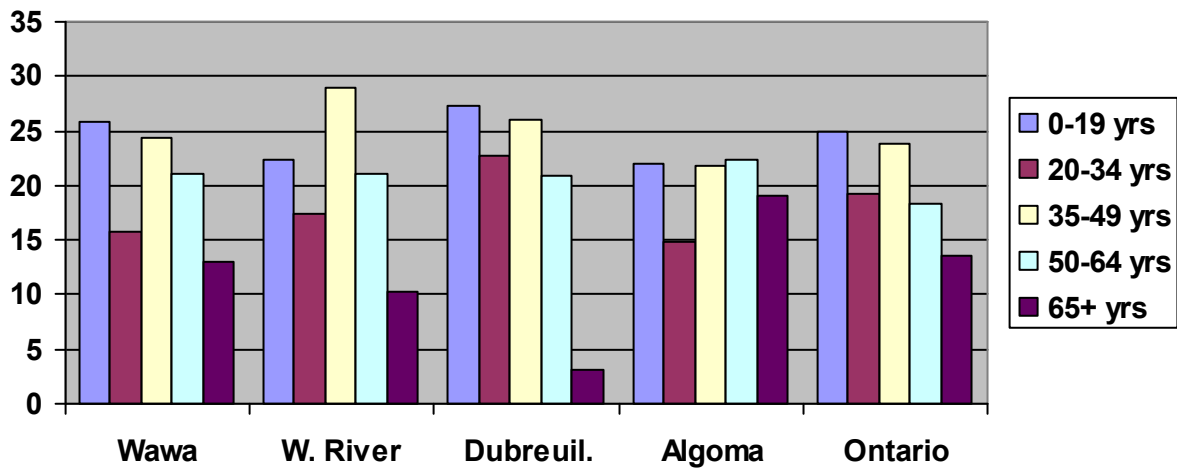
Source: 2006 Canadian Census, Statistics Canada

Of interest is the percentage of persons in the older age cohorts. In the 2006 Census, all three communities in the Superior East Region reported a smaller percentage of persons over 65 years as compared to Algoma and Ontario (Figure 2). In particular, Dubreuilville reported fewer persons over 65 years (3.2%) and no individuals over 80 years of age. In comparison to other Superior East communities and the Algoma and Ontario experience, Dubreuilville had a greater percentage of younger persons between 0 and 19 years and 20 and 34 years.

**Figure 2: Age Distribution of the 2006 Population**

(As a percentage of the Total Population)

Percent



Source: 2006 Canadian Census, Statistics Canada

### Youth Out-migration

An ongoing trend in recent years has been the exodus of youth who have relocated to seek education and employment elsewhere. Table 3 demonstrates this out-migration with White River experiencing the greatest decline in youth between 2001 and 2006. The out-migration of youth for all Superior East communities surpassed the out-migration for the Algoma District.

**Table 3: Youth Out-migration from 2001 to 2006**

Community	15 to 29 Year Olds in 2001	20 to 34 Year Olds in 2006	Change in Cohort from 2001 Census
District of Algoma	19,925	17,265	-13.4%
Michipicoten (Wawa)	695	515	-25.9%
Dubreuilville	255	185	-27.5%
White River	225	150	-33.3%

Source: 2006 Canadian Census, Statistics Canada

### A Higher Percentage of French Speaking Residents

As demonstrated in Table 4, the population of Dubreuilville is predominantly French with 82.9% of the population reporting French as their mother tongue. In comparison to the Algoma District, both Wawa and White River have a higher percentage of persons reporting French as their mother tongue (18.5% and 16.0% respectively). The 2006 Census also reported that in the Superior East Region, 340 persons (290 in Dubreuilville, 40 in White River, and 10 in Wawa) spoke French only. This is a consideration for the development of future training programs.

**Table 4: Mother Tongue<sup>12</sup>**

	Wawa	Dubreuilville	White River	Algoma
Total Population	3,185	760	845	116,075
English Only	2,225	115	665	95,265
French Only	590 (18.5%)	630 (82.9%)	135 (16.0%)	8,010 (6.9%)
English & French	80	10	10	580
Other Language	285	10	40	12,225

Source: 2006 Canadian Census, Statistics Canada

### Aboriginal Population in the Region

The 2006 Census reported on the Aboriginal population for the Superior East Region (Table 5). Over 1/3 of White River's population identified themselves as Aboriginal. The Michipicoten First Nation's Band Manager, interviewed for this study, reported that approximately 50 of this First Nation's 760 members reside on-reserve and another 40 to 50 members reside in the Superior East Region. Similar to considering the needs of the Francophone population as noted above, the number of Aboriginal people in the area is a consideration for the development of future training programs in the Superior East Region. There may also be the potential to partner with First Nations to develop training programs for both the Aboriginal and non Aboriginal populations.

<sup>12</sup> Mother tongue is the first language spoken at home.



**Table 5: Aboriginal Population**

	<b>Wawa</b>	<b>Dubreuilville</b>	<b>White River</b>
Total Aboriginal & Non Aboriginal Population	3,185	765	840
Aboriginal Identity Population	275	60	320

Source: 2006 Canadian Census, Statistics Canada

### **Lower Levels of Educational Attainment**

To assess the need for training, it is important to understand the population's current levels of educational attainment. Overall and in comparison to the Ontario experience, communities in the Superior East Region have greater percentages of residents over 15 years with no certificates, diplomas or degrees. Wawa at 26.9% is similar to the Algoma District at 27.5% of the population without certificates, diplomas, or degrees whereas White River at 33.8% and Dubreuilville at 42.4% are significantly higher. On the other end of the spectrum, fewer residents of the Algoma District (11.9%) acquired university certificates, diplomas, or degrees as compared to the overall Ontario experience (20.5%). It is noted that Wawa at 15% had a greater percentage of university level residents in comparison to the district whereas White River and Dubreuilville at 4.3% and 1.6% respectively had fewer residents having achieved university levels of education.

A greater percentage of Dubreuilville residents reported a higher degree of educational attainment (20.8%) for the achievement of apprenticeships or trades certificates. This differs significantly from the experience in the rest of Ontario and the Algoma District.

**Table 6: Educational Attainment (2006 Census)**

	<b>Wawa</b>	<b>White River</b>	<b>Dubreuilville</b>	<b>Algoma</b>	<b>Ontario</b>
Total Population over 15 years	2,600	695	625	98,255	9,819,420
No certificate, diploma or degree	700 (26.9%)	235 (33.8%)	265 (42.4%)	27,025 (27.5%)	2,183,625 (22.2%)
High school certificate or equivalent	570 (21.9%)	220 (31.7%)	120 (19.2%)	26,925 (27.4%)	2,628,575 (26.8%)
Apprenticeship or trades certificate or diploma	310 (11.9%)	70 (10.1%)	130 (20.8%)	10,650 (10.8%)	785,115 (8.0%)
College, CEGEP <sup>13</sup> or other non-university certificate or diploma	585 (22.5%)	140 (20.1%)	105 (16.8%)	19,250 (19.6%)	1,804,775 (18.4%)
University certificate or diploma below the bachelor level	45 (1.7%)	0 (0.0%)	0 (0.0%)	2,685 (2.7%)	405,270 (4.1%)
University certificate, diploma or degree	390 (15.0%)	30 (4.3%)	10 (1.6%)	11,725 (11.9%)	2,012,060 (20.5%)

Source: 2006 Canadian Census, Statistics Canada

Note: Highlighted are those categories that differ more than 10% in comparison to the Ontario experience.

Acknowledging that the majority of adult learners in the Superior East Region will fall into the age cohorts between 25 and 64 years of age, and some in the labour force may require Grade 12 for future training or employment, the following numbers describe persons without certificates, diplomas, and degrees.

# of Persons 25 to 64 years with no certificate, diploma or degree (2006 Census)

Wawa	320
White River	170
Dubreuilville	180

Not all of the above persons are participating in the labour force (either employed or unemployed). The 2006 Census provided labour force participation rates for the percentage of persons over 15 years (Wawa = 64.4%, White River = 84.9% and Dubreuilville = 72%).

<sup>13</sup> **Cégep** is a post-secondary education institution exclusive to the province of Quebec in Canada. CEGEP is a French acronym for *Collège d'enseignement général et professionnel*, meaning "College of General and Vocational Education".

## 2.4 Labour Force Information

To understand the training needs for the Superior East Region, it is important to review labour force information, provided by Statistics Canada (2006 Canadian Census) and Service Canada.

### Unemployment Rates & Claims

For the latest 'official' unemployment rates by community, district, and province, Service Canada referred the researchers to the 2006 Canadian Census. Table 7 provides the 2006 unemployment rates with White River and Dubreuilville exceeding the provincial rate at that time. Wawa was similar to the provincial experience.

**Table 7: Unemployment Rate in 2006**

	<b>Total</b>	<b>Male</b>	<b>Female</b>
Ontario	6.4 %	6.0 %	6.8 %
Algoma	8.9 %	9.4 %	8.3 %
Wawa	6.6 %	6.0 %	7.2 %
White River	7.6 %	2.8 %	17.0 %
Dubreuilville	8.9 %	7.5 %	10.8 %

Source: 2006 Canadian Census, Statistics Canada

Today, following mills closures in the three North Algoma communities, the unemployment picture is significantly different than described in the 2006 Census data. Figures 3 and 4 demonstrate the rising number of employment insurance claims between August 2006 and February 2008. In August 2006, regular employment insurance claims for Superior East communities totaled 157. By summer of the following year (August 2007), regular employment insurance claims in the Superior East Region had increased to 358 (128 % increase). By February 2008 (the latest month for which data was available), regular employment insurance claims had increased to 515. Over the 19 months, total claims for the area increased by 228%.

During the same 19 months, regular employment insurance claims increased by 63.7% for Sault Ste. Marie and 67.7% for the Algoma District.

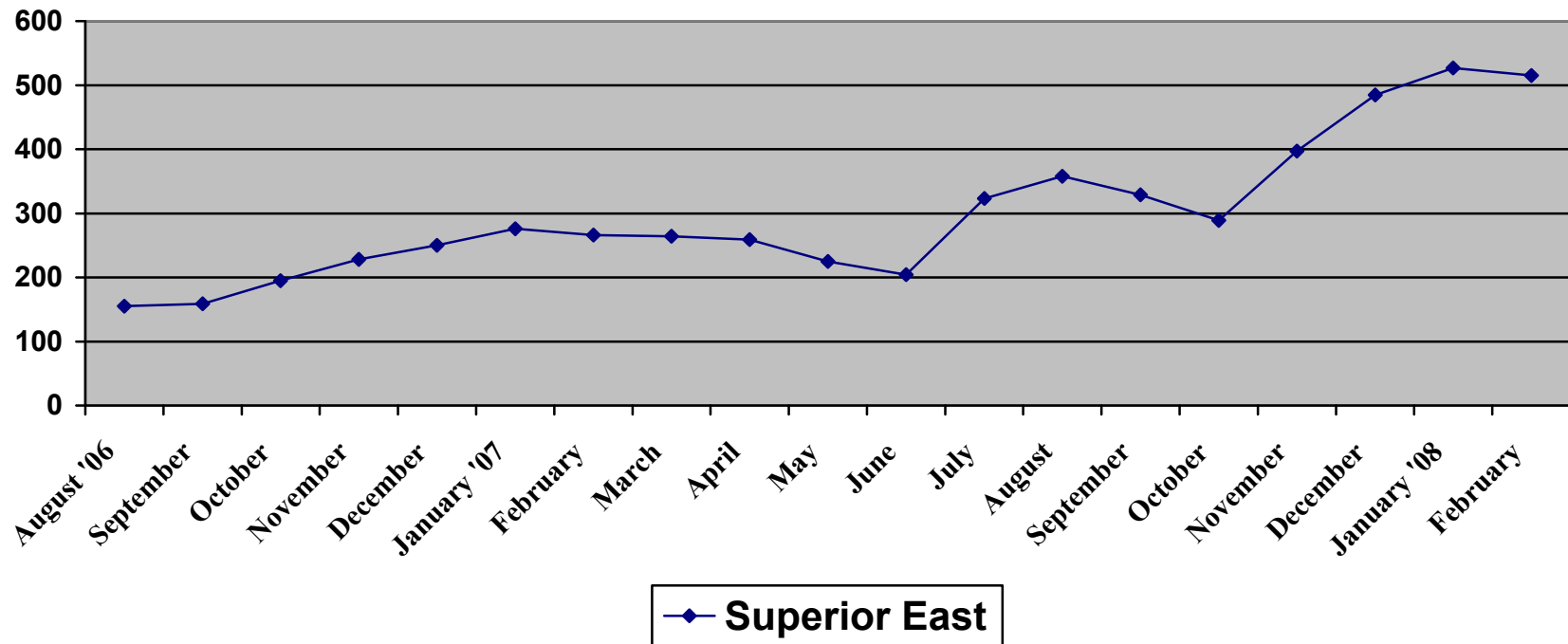
Figures 3 and 4 clearly demonstrate a marked increase in the number of claims following each closure.

January 2007	Domtar Forest Products, Woodlands Division lay-offs
June 2007	Domtar Forest Products, sawmill shuts down
November 2007	Dubreuil Forest Products, sawmill shuts down
December 2007	Weyerhaeuser OSB, operations curtailed

Refer to Appendix F for the actual monthly claims for each community.

**Figure 3: Regular Employment Insurance Claims, Superior East Region, August 2006 to February 2008**

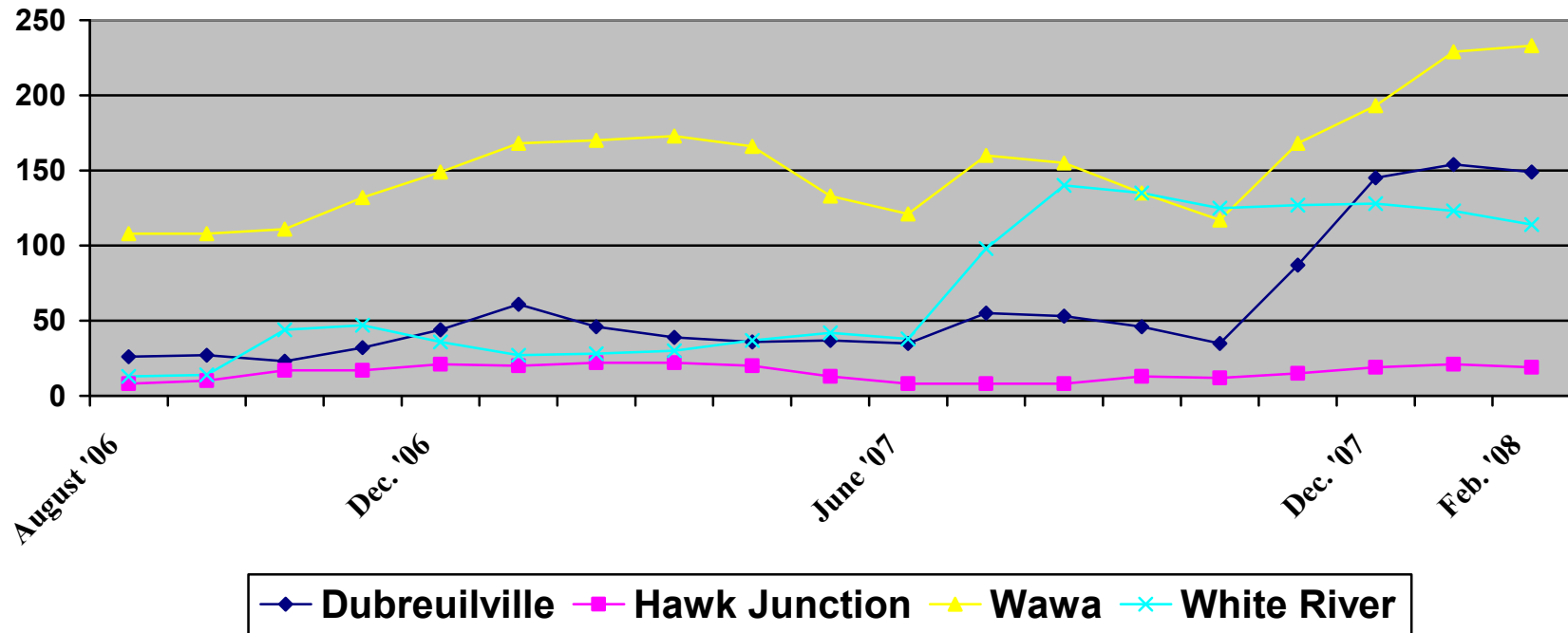
# of Claims



Source: Human Resources and Skills Development Canada /Service Canada

**Figure 4: Regular Employment Insurance Claims by Community, August 2006 to February 2008**

# of Claims



Source: Human Resources and Skills Development Canada /Service Canada

## Labour Force Occupations

The 2006 Canadian Census also identifies the number of persons by occupational groupings (Table 8). For the final three occupational categories in Table 8 (occupations in primary industry, processing, transportation, equipment operation and the trades), 1,065 persons were identified. For the Superior East Region, these occupations primarily relate to the forestry and mining in the area and represent close to 40% of the labour force over 15 years of age.

The Superior East Region's reliance on resource-based industries is significantly different from the Algoma and Ontario experiences with 25% for Algoma and 23.4% for Ontario for the labour force over 15 years, identified for the last three occupational categories (Table 8).

**Table 8: Labour Force Occupational Categories – 2006 (20% Sample Size)**

(Total labour force 15 years and over by occupation – National Occupational Classification)

	Wawa	White River	Dubreuilville	Algoma	Ontario
Total experienced labour force 15 years and over	1,665	590	450	55,210	6,473,735
Management occupations	180	35	20	4,430	666,485
Business, finance and administration occupations	180	75	40	8,225	1,204,490
Natural & applied sciences and related occupations	80	15	20	3,340	451,930
Health occupations	90	0	0	3,755	340,690
Occupations in social science, education, government service & religion	195	50	15	4,880	546,385
Occupations in art, culture, recreation and sport	25	0	0	1,110	200,980
Sales and service occupations	410	95	85	15,630	1,522,820
Trades, transport and equipment operators and related occupations	330	160	110	9,515	911,250
Occupations unique to primary industry	85	40	45	1,765	165,085
Occupations unique to processing, manufacturing and utilities	80	110	105	2,540	463,610

Source: 2006 Canadian Census, Statistics Canada

For a more detailed listing of occupational categories under each of the above headings, refer to Appendix F.

## Occupations in Demand

Service Canada provided a list of those occupations in demand for all of Canada. The National Priority list (Table 9) as well as the outstanding occupational shortages within the Algoma District should be considered in the development of future training programs.

**Table 9: National Priority Occupations**

<b>NOC</b>	<b>Occupations</b>
3152	Registered Nurses
3131	Pharmacists
3142	Physiotherapists
3143	Occupational Therapists
3211	Medical Laboratory Technologists and Pathologists' Assistants
3212	Medical Laboratory Technicians
3215	Medical Radiation Technologists
7281	Bricklayers
7271	Carpenters
2132	Mechanical Engineers
2232	Mechanical Engineering Technologists and Technicians
2133	Electrical and Electronics Engineers
2241	Electrical and Electronics Engineering Technologists and Technicians
2173	Software Engineers
2174	Computer Programmers and Interactive Media Developers
7232	Tool and Die Makers
7265	Welders and Related Machine Operators
3233	Licensed Practical Nurses
3121	Optometrists
3113	Dentists
7311	Construction Millwrights and Industrial Mechanic (except Textile)
7411	Truck Drivers
3151	Head Nurse and Supervisors
7282	Concrete Finishers
7284	Plasterers, Drywall Installers and Finishers and Lathers
7283	Tilesetters
7242	Industrial Electricians
7252	Steamfitters, Pipefitters and Sprinkler System Installers
7264	Ironworkers

Source: Service Canada

NOC = National Occupational Classification

Service Canada provided the researchers with a list of 2007 job vacancies in Algoma, advertised with the Service Canada office. This information is summarized in Table 10 (Algoma District) and Table 11 (Superior East Region). Tables 10 and 11 demonstrate considerable recruitment activity for the tourism and service industry sectors, health care occupations (particularly registered nurses), and for the following skilled trades: industrial electricians, welders, bricklayers, truck drivers, and millwrights and industrial mechanics. In the skilled trades for Superior East, a number of vacancies were identified for welders, electricians, carpenters, and heavy equipment operators. Some activity was evident for mining professionals and underground production and for forestry operations.

**Table 10: 2007 Advertised Vacancies with Service Canada - Algoma District**  
(Vacancies listed 30 or more times during the year.)

<b>NOC</b>	<b>TOTAL VACANCIES</b>	<b>OCCUPATIONS</b>
0621	68	Retail Trade Managers
1411	65	General Office Clerks
1431	36	Accounting and Related Clerks
1453	1,138	Customer Service, Information and Related Clerks
1474	33	Purchasing and Inventory Clerks
2282	256	User Support Technicians
3152	84	Registered Nurses
3233	37	Licensed Practical Nurses
3413	52	Nurse Aides, Orderlies and Patient Service Associates
4121	68	University Professors
4212	54	Community and Social Service Workers
5254	43	Program Leaders and Instructors in Recreation and Sport
6233	56	Retail and Wholesale Buyers
6242	223	Cooks
6271	30	Hairstylists and Barbers
6411	69	Sales Representatives - Wholesale Trade (Non-Technical)
6421	401	Retail Salespersons and Sales Clerks
6435	32	Hotel Front Desk Clerks
6451	35	Maitres d'hôtel and Hosts/Hostesses
6452	78	Bartenders
6453	266	Food and Beverage Servers
6471	34	Visiting Homemakers, Housekeepers and Related Occupations
6611	123	Cashiers
6623	899	Other Elemental Sales Occupations
6641	173	Food Counter Attendants, Kitchen Helpers and Related Occupations
6651	35	Security Guards and Related Occupations
6661	153	Light Duty Cleaners
6663	49	Janitors, Caretakers and Building Superintendents
6671	76	Operators and Attendants in Amusement, Recreation and Sport
7242	55	Industrial Electricians
7265	54	Welders and Related Machine Operators
7281	39	Bricklayers
7311	59	Construction Millwrights and Industrial Mechanics (Except Textile)
7321	39	Automotive Service Technicians, Truck Mechanics and Mechanical Repairers
7411	75	Truck Drivers
7412	81	Bus Drivers and Subway and Other Transit Operators
7611	74	Construction Trades Helpers and Labourers
9498	62	Other Assemblers and Inspectors

Source: Service Canada Administrative Data

NOC = National Occupational Classification



**Table 11: 2007 Advertised Vacancies with Service Canada – Superior East Region**

<b>NOC</b>	<b>#</b>	<b>OCCUPATION</b>
<b>Management</b>		
0014, 0311	3	Managers, Health Care & Community Services Organizations
0621, 0631, 0632, 1114	4	Other Managers, Finance, Retail, Accommodation, Restaurant
0721	5	Facility Operation & Maintenance Managers
<b>Administrative/Office/Clerical</b>		
1121,1211	2	Supervisory, General Office & Human Resources Specialist
1241, 1411, 1431	18	Secretaries, General Office Clerks, Accounting & Related Clerks
<b>Health Care, Education, and Social Services</b>		
3152	5	Registered Nurses
3413	4	Nurse Aides, Orderlies & Patient Service Associates
6471	4	Visiting Homemakers, Housekeepers & Related Occupations
4141, 6472	4	Teachers (Secondary & Elementary)
4214	2	Early Childhood Educators & Assistants
4143, 4152, 4153	6	Education Counselors, Social Workers, Family, Marriage & Other Related Counseling
4212	7	Community & Social Service Workers
4217	6	Other Religious Occupations
<b>Tourism, Recreation, &amp; Service Industry</b>		
6242	18	Cooks
6452	2	Bartenders
6453	15	Food & Beverage Servers
6641	32	Food Counter Attendants, Kitchen Helpers & Related Occupations
6435	4	Hotel Front Desk Clerks
6611	24	Light Duty Cleaners & Janitors
6661, 6663	17	Cashiers
6411,6421	14	Retail & Wholesale Salespersons/Clerks
6621	6	Service Station Attendant
6442	6	Outdoor Sport & Recreational Guides
5254	7	Program Leaders & Instructors in Recreation & Sport
6672	5	Other Attendants in Accommodation & Travel
6671	10	Operators & Attendants in Amusement, Recreation & Sport
<b>Law and Security</b>		
6651	9	Security Guards & Related Occupations
6261, 6463	5	Police Officers, By-law Enforcement & Other Regulatory Officers
<b>Transportation</b>		
7411	7	Truck Drivers
7412	6	Bus Drivers & Other Transit Operators
7414	1	Delivery & Courier Service Drivers
<b>Electrical/Electronics/ Skilled Trades</b>		
7244	1	Electrical Powerline & Cable Workers, Telecommunications Installation & Repair Workers
7247, 2242	3	Cable Television & Maintenance Technicians, Electronic Service Technicians
7242	7	Electricians (Except Industrial & Power System)
7265, 7211	22	Welders & Related Machine Operators (2 Supervisors)
7271	9	Carpenters
7311	4	Construction Millwrights & Industrial Mechanics
7312, 7321	5	Heavy Equipment & Automotive Mechanics
7351, 7331	2	Stationary Engineers & Oil and Solid Fuel Heating Mechanics
7371, 7421, 7422	7	Crane Operators & Heavy Equipment Operators & Public Works Maintenance Equipment Operators
2264	1	Construction Inspector
7451, 7611	10	Longshore Workers & Construction Trades Helpers and Labourers

<b>NOC</b>	<b>#</b>	<b>OCCUPATION</b>
<b>Mining</b>		
2143	1	Mining Engineer
2212	2	Geological and Mineral Technologists & Technicians
8231	7	Underground Production & Development Miners Machine Operators, Mineral and Metal Processing
<b>Forestry</b>		
2223	1	Forestry Technologists and Technician
2255	1	Mapping & Related Technologists and Technicians
8241	3	Logging Machinery Operators
9614	2	Labourers in Wood, Pulp and Paper Processing
8421	13	Chainsaw and Skidder Operators
<b>Other Occupations</b>		
8432, 8612	9	Nursery & Greenhouse Workers, & Landscaping & Grounds Maintenance Labourers

Source: Service Canada Administrative Data

NOC = National Occupational Classification

In addition to a review of Service Canada vacancy data, recent **Sault Star classified ads** reported outstanding vacancies for occupations such as:

- Electrical trades technicians,
- Powerline trades technicians,
- Mechanical maintenance technicians,
- Stationary engineers and gas/refrigeration technicians,
- Registered Nurses, and
- Health Inspectors.

Looking to the future, **Algoma Steel** recently advertised for summer students in:

- Electrical, mechanical and industrial engineering.

## 2.5 Challenges and Opportunities

During the process of interviewing key stakeholders, a number of **NEW AND PROPOSED DEVELOPMENTS** were identified as having a potential impact on the labour force and the need for training.

### Northern Information Technology and Geomatics Cooperative (NITGC)

Wawa is recognized as the lead for developing a Geographical Information System, serving six neighbouring communities.<sup>14</sup> With the development of its information technology capacity and fibre optics, Wawa is well positioned to provide a range of services for other communities (e.g., collection of municipal taxes, billing for public utilities, and payroll for other businesses) with the potential for new information technology and accounting related jobs.

### The Raintree Corporation<sup>15</sup>

With head offices in Wawa, this new business is proposing to capture a portion of the market in international emission trading (carbon credits to offset carbon emissions, primarily to large industry). Raintree projects are to be developed to restore deforested areas back to their original biodiversity, promoting sustainable economic development in the process. The focus on forest restoration will occur both in developing countries (e.g., for South America's depleting rainforest) and in North America. Initially, the workforce is expected to be approximately 20 persons, divided between the project side and the marketing side of the business.

This company has the potential to become a major employer in the area, providing sustainable jobs, not dependent on the local economy. Raintree is seeking persons with forestry management experience, trained in project development, marketing, and finance. Basic computer skills and good communication and literacy skills are also required. As the company expands, it is willing to train persons with a good work ethic and transferable skills. Raintree has hired a number of former Weyerhaeuser employees.

### The Wilderness Group's Vegetation Management Program

The Wilderness Group has expanded its contracts for vegetation management (cutting and spraying under hydro lines and along railways and pipelines). A contract with Great Lakes Power has the potential to generate additional jobs in the Wawa area. Arborists, utility linemen and utility linemen/arborists, under line labourers with chain saw skills, and licensed pesticide applicators are the skilled workers required for the vegetation management program.

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<sup>14</sup> Project coming out of the Northeastern Superior Mayors' Group (mayors from Wawa, White River, Hornepayne, Manitouwage, Dubreuilville, and Chapleau).

<sup>15</sup> Office in Wawa officially opened mid March 2008.

## Superior Aggregates

The proposed development of Superior Aggregates on Lake Superior is on hold, pending an Ontario Municipal Board hearing (tentative hearing date is June 2008). If the project goes ahead, there is the potential for 15 to 16 new jobs for persons skilled in operating heavy equipment and crushers and experienced in working with explosives.

## Development of Additional Hydro Generation Stations & Alternative Energy

Brookfield Power would like to expand operations by developing additional rivers. During the construction phase, additional labourers and millwrights may be required. The company noted an ongoing challenge to recruit professional Electrical and Mechanical Engineers and is currently seeking an Electrical Technician. Brookfield Power is also exploring the development of a wind farm in the Montreal River area.

Michipicoten First Nation proposes to develop a 2 megawatt hydro electric power station, requiring 18 months to 2 years for construction. The First Nation will be seeking someone with the skills to manage the power station and to ultimately train a First Nations member to take over the manager's position. The development of wind power is also being explored.

The energy market has the potential for further development and, if projects go forward, electrical trades/technician occupations and plant managers will be required to maintain operations.

## Michipicoten First Nation's Proposed Economic Development

Having settled a number of land claims in the past 10 years and in receipt of additional lands and a financial settlement, the Michipicoten First Nation is positioned to become a major employer in the region, generating jobs for First Nation members and others. On the newly acquired land that has Highway 17 access and includes the old rail corridor to Lake Superior, the following developments are proposed:

- Light industrial/eco industrial park fueled by biomass generated power.
- Housing development.
- Commercial development (e.g., recycling waste site, gas bar, motel and restaurant).
- Cottage lots on Lake Superior or other tourism (on land on either side of the Superior Aggregates site).
- Transportation corridor for other industries in collaboration with the deep sea harbour.

In addition, Michipicoten First Nation would like to become a **training centre** for the area. If successful in accessing funds to develop job skills for its members, the First Nation is proposing to open the training to others. A long range vision is to develop a 'Train the Trainer' model for training and promote this model within and beyond the region (e.g., contracting out of the certified water treatment plant manager to train others).

## **Strategy to Expand Tourism (Wawa)**

Strategies to attract tourists and extend visitors' stays are being explored in Wawa. Strategies include: waterfront redevelopment, promoting and linking tourist sites (e.g., learning pavilions/washrooms at Sandy Beach, Highfalls), and the Grandma Doors project.

## **Investing in Biomass Industries**

The Northeastern Superior Mayors' Group was successful in receiving a \$1.4 million grant over 5 years to develop a model forest. The project will explore other opportunities and alternatives to producing lumber (e.g., blueberry co-operative, power co-generation) and may see the formation of partnerships with other businesses such as The Raintree Corporation. No specifics were provided regarding the impact on the labour force as the project is in an early phase of development.

## **Investing in Small Businesses**

Among the options being explored by White River is the take over of small businesses where owners are retiring and where there is the potential to run these same businesses successfully from White River. Cooperative models are suggested to support new businesses with local stakeholders making an investment in their community.

## **Family Health Team in Wawa**

The Ministry of Health and Long-Term Care has funded a Family Health Team in Wawa with the following positions identified:

- 1 FTE<sup>16</sup> Nurse Practitioner
- 3 FTE Registered Nurses
- 1 FTE Social Worker
- .5 FTE Dietician
- .5 FTE Pharmacist

To date, the Nurse Practitioner and one Nursing position are filled. Recruitment for the other positions will begin in the spring of 2008.

## **The Future for Mining**

With the high price of gold, gold mines in the area are positioned well in the next few years to continue to operate at full capacity. Island Gold Mine (Richmont Mines) has reserves of 4 ½ years with continued exploration. Eagle River Mine (Wesdome Gold Mine) reported a "solid" position for 3 years and "good" position for 5 years. These two mines employ close to a combined 300 employees. Experiencing ongoing turnover of its workforce, Wesdome has recently taken a position to develop the local workforce. Currently, 12 former Weyerhaeuser employees are being trained by the company for underground mining.

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<sup>16</sup> FTE refers to Full Time Equivalent.

Diamond mine exploration continues in the Superior East Region. Current operations are on hold as companies raise capital for the next phase of exploration. It was reported that the mines are entering the bulk sampling stage (approximately a 1-year process) with 50 to 60 persons required for drilling and heavy equipment operation. There is some uncertainty regarding the impact of the bulk sampling stage on the creation of local jobs as diamond mine practices have been to bring in skilled workers from outside the area. While it may be premature to comment on the impact of diamond mining on the local economy, training needs for this industry should continue to be monitored.

Employers, municipal leaders, and other key stakeholders identified a number of **CHALLENGES AND BARRIERS** for the Superior East Region. These are highlighted in the following text.

### *Investment in New Businesses*

- The remote location of communities and the cost of transportation may be detrimental to the development of businesses that rely on transporting both raw materials and finished goods.
- It was reported that northern businesses and industries experience higher costs (e.g., higher gasoline prices). Several noted that White River's higher taxes discouraged rather than encouraged new business investment. The cost of new water plants has been a burden to small communities such as White River.
- The current economic downturn in the Superior East Region is not attractive for future investment as new businesses will require a market for their products and/or services. Few want to invest in a resource-based economy.
- Local employers are experiencing difficulty recruiting skilled workers (e.g., professional engineers, geologists, a public health inspector, nurses and mental health professionals). The small labour pool in the area and ongoing recruitment challenges may discourage new business.
- A key stakeholder suggested that immigration is a potential solution to address issues of workforce recovery. It was noted that there has been little promotion to encourage new immigrants to move to the Northern part of the province. Training and relocation dollars may be needed to support such workforce recovery.
- It was noted that Wawa's vacant buildings will require capital to renovate/refurbish for other business or industrial purposes. It was reported that since White River does not have vacant commercial buildings, entrepreneurs would have to build 'new'.
- Recommended was the need for a shift in community mindset to focus on small (8 to 10 person businesses) rather than large projects. The development of an entrepreneurial spirit and entrepreneurial skills are paramount to support the expansion of businesses and the tourist industry.

- Identified was the need to support a baseline of employment support programs for all communities as well as maintaining a Superior East Community Futures office. An inventory of resources to assist employers was also suggested.

### ***Tourism***

- Following the loss of forestry jobs, the prevalent view has been to develop skills and find work in other resource-based industries such as mining. Concern was expressed that tourism has not been given sufficient attention due to the nature of the work (e.g., lower wages, seasonality of the work). Although the area has a high rate of unemployment, tourist operators may continue to experience challenges to fill positions.
- For the expansion of tourism in the area, it was noted that Dubreuilville was at a disadvantage being well off the Trans Canada Highway. White River is located on Highway 17 but is generally not considered a destination site, and it is difficult to attract tourists for more than one night (business tends to be the result of summer and fall traffic passing through the area).
- Barriers to attracting tourists were reported (necessity for passports to cross the U.S./Canadian border, high Canadian dollar, and high gas prices).

### ***Re-opening of Forest Product Industries***

- For the start-up of saw mills and the Weyerhaeuser OSB mill, companies rely on others for acquiring and selling of raw materials (e.g., Domtar and Dubreuilville Forest Products use the softwood with Weyerhaeuser using the hardwood). If one mill opens on its own, it is more challenging and costly to selectively log the forest for only softwood or hardwood.
- As communities explore potential biomass and co-generation projects, concern was expressed about the loss of wood fibre out of the area. One of the mill managers reported on a reluctance by the provincial government to finalize a supply plan for raw materials (ongoing issue).
- Problems to recruit trades persons are expected for the re-opening of Domtar Forest Products and Weyerhaeuser OSB as the majority of trades' persons have left the region. This will result in longer lead times leading up to the re-opening of mills as plants recruit to fill these positions.
- To re-open, an additional reinvestment of \$8 to \$10 million was identified to upgrade the White River sawmill.

### ***Training***

- Unemployed forestry workers are experiencing long wait lists to access the required Common Core Training for underground miners. Those who have secured employment have little wait time.

- In the mining sector, local gold mines have traditionally hired experienced workers following a nationwide search. Turnover for these mines is ongoing as miners are lured away by the higher wages and benefits offered by large mining companies. As noted earlier and at its own expense, Wesdome has developed its own training program to develop the local workforce.
- To provide training in the past, organizations such as the Algoma District Services Administration Board reported difficulty in finding qualified trainers residing in the region. This resulted in additional costs to cover travel and accommodation for instructors coming from outside the area.
- Most training requires a minimum class size to run a course. It was reported that this has been a challenge for the Superior East Region in the past.
- Adult Learning Centres in the region provide a self-directed approach with the availability of on-site teachers. This approach may not be suitable for some learners, particularly for those who have been out of the formal school system for a considerable length of time. Algoma District Services Administration Board staff identified greater success with hands-on training, introducing literacy skills into the course curriculum for skilled trades programs.
- A key stakeholder noted that the education system has failed those students not going on to college. There is a need for secondary schools to enhance the development of skills in the trades.
- A number of forestry workers have minimal education and will require upgrading as well as skills development to be able to compete for jobs in other sectors.
- In Wawa, the layoffs are very recent and the unemployed were reported to be early in a process to explore other careers and training options. As noted earlier by the White River Labour Adjustment Committee, some of the unemployed workers in White River have yet to come to terms with the idea that they may not return to their old jobs.
- The ability of The Raintree Corporation to manage growth is dependent on the company's ability to train new employees. The immediacy of training is a significant issue for Raintree, as business could increase dramatically within the first year (view is based on the European experience). Raintree has indicated a preference for in-house on-the-job training with instruction specific to the Corporation's business. The company is working with the Regional Employment Help Centre to access employer targeted wage subsidies.



### **3. Education and Training Opportunities, Superior East Region**

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The following summarizes the education and training opportunities for adults, provided by education institutions and other agencies in the Superior East Region. Refer also to Table 13: A Summary of Education and Training for Adults, Superior East Region. A more detailed description of programs is found in Appendix G.

#### **Literacy and Basic Skills**

*Literacy & Basic Skills Wawa* provides basic literacy and education (English only) up to a Grade 9 level with one-on-one and small group instruction. Training is available for basic computer skills. Due to its remote location, this is an enhanced program, providing information and referral. The Centre is located in Wawa with telephone support provided to other communities.

#### **Grade 12 Equivalency Diploma (GED) & Grade 12 Diploma**

*Michipicoten High School* in Wawa has an Adult Learning Centre or Late School providing GED and regular credit courses towards a Grade 12 diploma (English only). Credits are completed by correspondence, supervised by an on-site teacher.

*Conséil Scolaire Catholique du Nouvel-Ontario* offers a Basic Literacy Program for mature learners (GED) and regular credit courses towards a Grade 12 diploma. Courses are available by correspondence through the School Board office (French only) with the local high school acting as a depot for dispersing and collecting assignments.

*Ecole Secondaire Carrefour Supérieur Nord* provides regular credit courses towards a Grade 12 diploma for students up to 21 years (French only). The high school is located in Wawa with a September 2008 opening of the new high school in Dubreuilville.

*White River Learning Centre* offers regular credit courses towards a Grade 12 diploma (English only); independent learning is supervised by an on-site teacher. This Centre is a collaboration between the White River Labour Adjustment Committee and the Adult Learning Centre in Sault Ste. Marie (Algoma District School Board).

#### **Skilled Trades Training**

*Collège Boréal* has the capacity to offer skilled trades courses in English and French. Class room instruction can be provided in communities, depending upon demand. The following courses are available: A to Z Truck Driving, Grader Operator, and Heavy Equipment Operator. The College has also partnered with the NORCAT Centre at Cambrian College to provide assistance with basic modular mining training.

In collaboration with other partners, the *Algoma District Services Administration Board (Ontario Works Program)* has funded Skills Training in other locations within the Algoma District (Personal Support Worker – PSW and Construction Trades Worker courses).

### Post Secondary Courses

*Contact North* offers a range of part-time and fulltime English and French courses/programs. Courses link students via long distance education technology to 13 post secondary colleges and universities (Collège Boréal among these institutions). The following table identifies the individual sites and current technology capacity. Wawa is identified as an Access Centre (on-site Coordinator) with the remaining locations referred to as participating sites. Appendix F provides more detail regarding the participating institutions and courses.

**Table 12: Contact North Sites - Superior East Region**

	Video Conferencing	E-learning	Audio Learning	Wheelchair Access	High Speed
Wawa	x	x	x	x	x
White River	x	x	x	x	x
Dubreuilville	x	x	x		
Michipicoten First Nation		x	x		

### Access to Post Secondary Courses and

#### Access to Employer-based Training & Apprenticeships

*Job Connect* and the *Regional Employment Help Centre (REHC)* provide a number of programs to assist individuals and employers. These services include information and referral, career counseling and placement services, access to job development and skills training programs, and access to targeted wage subsidy programs benefiting employees and employers. REHC also facilitates access to the Self-Employment Benefit.

The *Algoma District Services Administration Board* facilitates access for Ontario Works clients to attend training and education (e.g., may provide financial support for tuition, books, equipment, transportation and childcare). Co-located with the Job Connect program, employment and career counseling services are available to Ontario Works clients and the general public.

## **Ontario Self Employment Benefit**

The *Community Development Corporation of Sault Ste. Marie & Area* manages the Ontario Self Employment Benefit (OSEB) program. A program of the Ministry of Training, Colleges and Universities offers help to individuals to create jobs for themselves through self employment. The program provides income support to eligible individuals during the first year of operation (monthly amount based on individual circumstances), as well as training and other small business services.

“Eligible clients are unemployed individuals who have currently established a benefit period for Employment Insurance, who have a had a benefit period for Employment Insurance within the past 3 years, or who have been in receipt of maternity or parental benefits during the past 5 years and are now seeking to re-enter the labour force”.



**A Northern Algoma Forest**

**Table 13: Summary of Education & Training for Adults, Superior East Region**

	<b>Basic Literacy</b>	<b>GED/ Grade 12 Equivalency</b>	<b>Grade 12 Diploma</b>	<b>Skilled Trades</b>	<b>Post Secondary Courses</b>	<b>Access to Post Secondary Courses</b>	<b>Access to Employer-based Training &amp; Apprenticeships</b>	<b>Self Employment Benefit</b>
Literacy & Basic Skills Wawa	× English only	<i>Assists with</i>	<i>registration</i>	<i>for</i>	<i>other</i>	<i>programs</i>		
Michipicoten High School		× English only	× English only					
Conséil Scolaire Catholique du Nouvel-Ontario <b>Correspondence Only</b>		× French only	× French only					
Ecole Secondaire Carrefour Supérieur Nord <b>On site, no correspondence courses.</b>			× French only Up to 21 yrs.					
White River Learning Centre			× English only					
Collège Boréal				× English & French	× French only			
Contact North					× English & French			
Regional Employment Help Centre						×	×	<i>Access to</i>
Job Connect						×	×	
Community Development Corp. of S.S. Marie & Area								×
Algoma DSAB – Ontario Works	<i>Provides</i>	<i>financial</i>	<i>assistance</i>	<i>and</i>	<i>supports</i>	<i>access to</i>	<i>Programs.</i>	

Source: Key stakeholder Interviews & Ministry of Training, Colleges, and Universities website.

Notes: On site classroom teachers are available to students at Michipicoten Adult Learning Centre, the White River Learning Centre, and Literacy & Basic Skills Wawa. Depending on the demand, on-site classroom instruction may be provided for the trades skills training offered by Collège Boréal.

## 4. Summary of Findings

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### 4.2 Training and Workforce Needs from the Perspective of Employers, Municipal Leaders, Michipicoten First Nation, and Other Stakeholders

The following summarizes information gathered through interviews with employers, municipal leaders, the Michipicoten First Nation, and others providing economic and community development, labour adjustment, income support and employment services. Those occupations marked with an asterisk \* denote potential shortages, pending the re-opening of forestry mills and for new developments such as the proposed Superior Aggregates industry.

#### A) Summary of Occupational Needs & Potential Skills Shortages – Superior East Region

##### Occupations requiring Post Secondary Education - University Degree

- Addictions/Mental Health Case Manager
- Public Health Inspector
- Electrical Engineers
- Mechanical Engineers
- Geologist
- Mining Engineers
- Nurses (R.N)
- Social Workers
- Pharmacist
- Dietician

##### Occupations requiring College Diploma or Certified Trades

- Electrical Technicians \*
- Powerline Trade Technicians
- Stationary Engineer
- Electricians \*
- Mining Technicians
- Geology Technicians
- Water Plant Operator
- Arborists
- Utility Linemen
- Millwrights & Mechanics \*
- Heavy Equipment Operators \*

##### Other Identified Occupations

- Sawmill Manager \* (Domtar)
- Building Inspector
- Mine Manager

- Supervisor, Public Works (Future opening due to retirement)
- Underground Miners (Experienced)
- Surveyors and line cutters (mining exploration)
- Tree Planters (Qualified, Experienced)
- Tourist Industry Workers (Ongoing challenges to recruit for minimum wages)
- Press Operators \* (Weyerhaeuser OSB)
- Energy Efficient Operators \* (Weyerhaeuser OSB)
- Persons with project management/development, marketing, accounting, and basic computer skills (Pending Business Expansion – The Raintree Corporation)

## **B) Training Recommended by Employers, Municipal Leaders, Michipicoten First Nation and Others**

### **What did Employers Suggest?**

- Basic Accounting
- Business Practices (e.g., letter writing, memos)
- Basic Computer Skills (e.g., Microsoft Office, e-mail, Internet search)
- Chainsaw training
- Common Core Training for surface and underground mining
- Customer Service & Communications
- Driver's training to achieve additional classifications
- First Aid, & CPR (ensuring current qualifications)
- General Health & Safety
- Starting Your Own Business (development of entrepreneurial skills)
- Upgrading to Grade 12 or equivalency, French (Dubreuilville)
- Literacy and Communication in English (Dubreuilville)

### Other comments:

- Health care occupations (specific mention of Registered Nurses training)<sup>17</sup>
- Skilled trades development (no specific occupations identified)
- Support for employer-based training (e.g., Stope School on-the-job mining training & new carbon credit exchange firm)

### To re-open mills:

- First Aid & CPR (to ensure current qualifications)
- WHMIS
- Fork-lift training
- Mill process and safety as well as information and technology training to support equipment upgrades

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<sup>17</sup> Several persons mentioned R.N. training available in the past in Marathon, Ontario. The training was provided prior to the university degree requirement for registered nurses.

## What did Municipal Leaders and Michipicoten First Nation Suggest?

- Basic Accounting (for proposed developments)
- Basic Computer Skills (e.g., Microsoft Office, e-mail, Internet search)
- Heavy Equipment Operators
- Skilled trades development (no specific occupations identified)
- Starting Your Own Business (development of entrepreneurial skills)
- Train-the-Trainer Models of Training (e.g., water plant manager training)<sup>18</sup>

## What did Other Stakeholders Suggest?

- Business and Management Practices for Employers (for existing and new businesses)
- Starting Your Own Business (development of entrepreneurial skills)
- Common Core Training for underground mining
- Customer/Hospitality Service & Communication (retail & tourism sector)
- Heavy Equipment Operators
- Nursing (R.N.)<sup>19</sup>
- Upgrading to Grade 12 or equivalency, English<sup>20</sup>
- Upgrading to Grade 12 or equivalency, French (Dubreuilville)

### Other Comments:

- Introduce basic literacy and workplace essential skills<sup>21</sup> as a component of other courses.<sup>22</sup>
- For small business and entrepreneurial training programs, suggestions varied and included:
  - Training to support eco-tourism and green tourist businesses (e.g., guide training),
  - Training for alternative energy development (no specifics provided),
  - Training for future biomass industries, and
  - Training in the legislation regarding Cooperatives.

### Notes:

For the analysis of training needs for this labour force study, the above information from key stakeholders was considered in combination with the employee perspective (Section 4.2 – Survey Results), demographic information (Section 2.3) and labour force statistics provided by Service Canada and Statistics Canada (Section 2.4). Table 14 on the following page also provides more detailed information from the employer perspective.

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<sup>18</sup> Michipicoten First Nation would like to establish itself as a training centre, using a Train the Trainer Model as one methodology and proposing to open up training to others outside the First Nation's membership.

<sup>19</sup> Lady Dunn Health Centre did not participate in the study; the 'extent' of nursing shortages in the area is unknown.

<sup>20</sup> Suggestion to continue Adult Learning Centre in White River.

<sup>21</sup> Nine Workplace Essential Skills are identified by Service Canada. They include: Reading text, Document Use, Writing, Numeracy, Oral Communication, Thinking Skills, Working with Others, Computer Skills, and Continuous Learning.

<sup>22</sup> Courses that provide hands on training such as the construction trades course in Elliot Lake.

**Table 14: Summary of Workforce & Training Needs by Employer**

Employers	Skills Needed (Present & Future)	Comments/ Suggested Training
<p>Algoma Health Unit</p> <p>(For Wawa office, serving North Algoma)</p>	<p>Outstanding vacancies:</p> <ul style="list-style-type: none"> <li>-Addictions/Mental Health Case Manager</li> <li>-Health Inspector</li> <li>-Building Inspectors</li> </ul>	<p>Position requires a 4-year university degree in social work, psychology, or nursing.</p> <p>Position requires environment science university degree. Lake Superior University (Sault, Michigan) offers program. Student may fast track, given credits for previous university credits.</p> <p>Not an AHU position but identified as a district-wide shortage.</p> <p>Recently recruited a Public Health Nurse (former employee of Lady Dunn Health Centre)</p>
<p>Brookfield Power (For Wawa office)</p> <p>Great Lakes Power Division</p>	<p>Outstanding vacancies:</p> <ul style="list-style-type: none"> <li>-Electrical and Mechanical Engineers</li> <li>-Electrical Technician</li> <li>-Powerline Trade Technician</li> </ul>	<p>Ongoing recruitment issue. Positions require professional engineering university degrees.</p> <p>Technicians requires 2-year college diploma.</p> <p>Seeking individuals with Powerline Trade Technician Certificate of Registration. Related disciplines may be considered.</p> <p><u>Other Training:</u></p> <p>Health and safety are paramount. Training in First Aid and CPR are an asset for job applicants.</p>
<p>Domtar Forest Products</p>	<p>Anticipated Needs if Mill Re-Opens:</p> <ul style="list-style-type: none"> <li>-Mill Manager</li> <li>-Certified skilled trades (e.g., millwrights &amp; mechanics, heavy equipment operators)</li> <li>-Stationary Engineers?</li> <li>-Electrical Engineers?</li> </ul>	<p>Position vacant at the time of mill closure.</p> <p>Many of the skilled workforce, including engineers have left White River and found work elsewhere...may experience recruitment problems if sawmill re-opens.</p> <p><u>Training</u> may be required to support new equipment and processes for the mill, following re-investment of capital. No specifics provided at this time.</p>
<p>Dubreuil Forest Products</p>	<p>Past Skills Shortages:</p> <ul style="list-style-type: none"> <li>-Electrical Technicians</li> <li>-Electricians</li> </ul>	<p><u>Training:</u></p> <p>This employer has trades persons (e.g., plumbers, carpenters, mechanics, and millwrights) who are NOT provincially certified yet qualified for the employer's needs. Is there a potential for training to achieve certification?</p> <p>A number of workers have low levels of formal education and the following training was suggested.</p> <ul style="list-style-type: none"> <li>-Basic English Communication</li> <li>-Basic Computer Training</li> <li>-Upgrading to Grade 12 or equivalency (<b>French</b>)</li> </ul>



Employers	Skills Needed (Present & Future)	Comments/ Suggested Training
Michipicoten First Nation	Anticipated Needs for the Future: -Water Plant Operator  -Service & Retail Occupations	For proposed hydro generation power plant. Seeking ‘experienced’ manager to eventually train First Nations member to manage the plant... <i>no date available</i> .  For proposed commercial development (e.g., gas bar, motel, & restaurant on Hwy 17)... <i>no dates available</i> .
Ministry of Natural Resources (Wawa office)	No skilled shortages identified.	Seasonal positions primarily filled by students.
Municipality of Wawa	Future vacancies:  -Supervisor, Public Works Dept.  -Heavy Equipment Operator	Two retirements expected in the near future. Supervisory position requires budgeting and managerial skills.  <u>Training to support proposed developments:</u> Basic computer skills Basic accounting Skilled trades training Heavy equipment operators
The Raintree Corporation	Description of Basic Skills for Entry Level Employees:  -Forestry Management -Project Planning & Development -Marketing -Finance -Basic Computer Skills -Good Communication & Literacy Skills	<u>Training:</u> Employer’s preference is for on-the-job, hands on training specific to the Corporation’s business.  Issue: The employer has identified an immediate need for training during this start-up phase and to manage anticipated growth in the future.
Richmont Mine – Island Gold Mine	Recruitment Challenges for:  -Geology Technicians -Professional Mining Engineers -Electricians -Experienced underground miners	<u>Training:</u> Due to turnover in underground mining, employer is reluctant to invest in training and prefers experienced miners. Targeted wage subsidies would provide incentives for mines to hire inexperienced forestry workers and provide in-house training.  Required basic training for underground is ‘common core’ underground miner training (e.g., NORCAT training centre at Cambrian College).
Sault Area Hospital – Crisis Services in North Algoma	Skills Shortages:  - .5 FTE nurse or other regulated professional (e.g., social worker)	Sault Area Hospital provides funding for a .5 FTE position at Lady Dunn Health Centre (LDHC) – for triage in emergency & the interface between both hospitals to facilitate patient access to psychiatric care (funds flowed to LDHC).
Superior Aggregates  (information from municipality)	Anticipated Needs:  -Heavy Equipment Operators -Crushers -Experienced with explosives	Proposed development.  Pending is Ontario Municipal Board hearing scheduled for June 2008. Proposed workforce is 15 to 16 persons.

Employers	Skills Needed (Present & Future)	Comments/ Suggested Training
Wawa Family Health Team	Spring 2008 Recruitment identified for:  - 2 FTE Registered Nurses - 1 FTE Social Worker - .5 FTE Dietician - .5 FTE Pharmacist	Anticipating difficulty to recruit health professionals due to nursing shortage in the area. Funding also available for 'part-time' dietician and pharmacist and, currently, limited potential to partner with other employers to fund 1 FTE for each of these positions to serve the community. Noted difficulty to recruit professional staff if limited employment opportunities for the spouse.  <u>Training:</u> Questioned if a Wawa campus could be established to train nurses. Information not available to determine if sufficient numbers of qualified students to support such training.
Wawa Medical Clinic	No difficulty filling administrative/clerical positions.	<u>General Suggestions for Training for General Population:</u> -Business Practices (e.g., letter writing) -Basic Computer Skills (e.g., Microsoft Office, e-mail) -Customer Service and Communications
Wesdome Gold Mines – Eagle River Mine	Recruitment Challenges for:  -Mining Engineers -Geologists -Mine Manager -Experienced underground miners	<u>Training:</u> Due to turnover in underground mining, company is conducting its own training to develop a local workforce. Company asks for 3-year sign back to cover training costs with employees receiving a bonus paid after 3 years on the job.
Weyerhaeuser Oriented Strand Board	Past Skills Shortages:  -Press Operators  -Energy Efficient Operators	<u>Suggested Training to Re-open the Plant:</u> May be changes in electrical and computer technology that will require training and upgrading for the affected positions. Other training was identified: -Training in the general operation of the mill -First Aid -WHMIS -Fork-lift training -Mill process & safety  <u>Suggestions for training for the transition of forestry workers:</u> -Training in the skilled trades -Healthcare occupations -Training to develop entrepreneurs (starting your own business)
The Wilderness Group	Difficult to fill positions:  -Arborist  -Utility Linemen (experienced)  -Qualified Tree Planters	Utility lineman course available at Cambrian College with the Electrical and Safety Association working in collaboration with Ministry of Training, Colleges, and Universities.  <u>Training:</u> This company organizes its own training for those working under power lines and involved with pesticide application. Pesticide applicators must be licensed. Under line labourers require chain saw skills.  Job applicants are more desirable for hire if they have completed the following courses: -First Aid and CPR -Driver's training to achieve additional classifications

Employers	Skills Needed (Present & Future)	Comments/ Suggested Training
		-Chain saw training to receive official operator's license -General Health & Safety (prefer workers already certified for a committee)

Source: Key Stakeholders Interviews

## 4.2 Labour Force Survey

Labour Adjustment Committees in White River, Dubreuilville, and Wawa and the Algoma District Services Administration Board (ADSAB) assisted with a survey of individuals affected by the downturn in the forest industry. The following captures the highlights of the survey with the separate results for each community and for Ontario Works clients found in Appendix H. As noted earlier, the survey tool is included in Appendix C.

It is important to note that while this report captures only the 'highlights' of the survey, the Steering Committee (SEWDC) and the Algoma Workforce Investment Committee (AWIC) now has a comprehensive data base that will provide a foundation for the advocacy and development of future training programs for the residents of the Superior East Region.

### The Highlights!

- 353 persons surveyed.
- 44% (156 respondents) and 37% (132 respondents) speak and write in both English and French, respectively.
- 83% of respondents were between 25 and 54 years of age with 62% between the ages of 35 and 54 years.
- White River respondents were older (74% between 35 and 54 years of age) whereas ADSAB clients were significantly younger (69% in the range from 18 to 34 years and only 24% in the range from 35 to 54 years of age).
- 62% (219 respondents) had completed Grade 12.
- 43% (151 respondents) had completed some post secondary education.
- Respondents reported on a variety of training completed in the past 5 and past 10 years with the majority of training related to occupational health and safety, team building, leadership, communications, group decision making, and problem solving.
- Of the 353 respondents, 27% were employed fulltime, 20% employed part time, and 53% were unemployed.<sup>23</sup>

<sup>23</sup> The survey did not capture the majority of those who have left the area to secure employment elsewhere. Some continue to commute on days off, returning to the family home.

- Impressive was the range of skills acquired through volunteer activities with many citing leadership, problem solving, teamwork and organizational skills. Of note, 92 respondents had developed public speaking and 87 respondents writing skills.
- 87% (306 respondents) were willing to pursue further training.
- Of those willing to pursue training, 58% stated that training must be located near home.
- 80% of responses for what was required to participate in training noted the need for financial assistance with the majority of respondents requiring assistance for travel, tuition and supplies, and a living allowance or continuation of employment insurance benefits.
- Close to 30% of those willing to retrain required financial assistance for child care costs.
- 56% of all respondents (197 persons) expressed willingness to relocate for training whereas 156 persons were not willing to relocate for training.
- The top three responses for the type of training required to achieve their career goals included:
  1. Computer training (72 respondents)
  2. Apprenticeship training (48 respondents)
  3. Second language training (46 respondents)
- When asked if willing to consider training in other sectors/industries, the top three choices were
  1. Self employment/start your own business (121 respondents)
  2. Construction and transportation sectors (120 respondents)
  3. Underground mining (101 respondents)
- A significant number of those willing to participate in training would invest ‘considerable’ time in retraining (70 persons from 1 to 2 years and 67 persons from 2 to 4 years). Others were inclined to participate in training, 12 months or less (169 respondents).
- 70% of all respondents (247 persons) were willing to relocate to seek employment with 62 respondents willing to relocate no further than the Superior East Region or the Algoma District.
- If unable to find work in the area, 225 respondents or 64% of all persons surveyed indicated that they were planning to leave their community within the next two years.<sup>24</sup>

<sup>24</sup> Labour Adjustment Committees have indicated that approximately 250 individuals have already left the Superior East area to pursue employment elsewhere.

## Combined Survey Results

The following tables combine the results of the surveys completed for Ontario Works clients and for those workers affected by the plant closures in Wawa, White River and Dubreuilville. Where the responses for Ontario Works clients and individual communities differ from the overall Superior East experience, these differences are noted in the comments following each table. With the exception of the Ontario Works clients, responses were grouped according to the respondents' place of residence.<sup>25</sup>

Fewer persons were available to complete the survey in White River with 150 former sawmill workers reported to have already left White River.

### PERSONAL INFORMATION:

**Table 15: Gender of Survey Respondents, Superior East Region**

	# of Respondents	% age of Total Respondents
Male	222	63%
Female	131	37%
<b>Total Participants</b>	<b>353</b>	<b>100%</b>

#### Comments:

- For Ontario Works clients, there was a greater percentage of female respondents (67%) than male respondents (33%) whereas there were 64% male respondents for Dubreuilville, 69% male respondents for White River and 72% male respondents for Wawa.

**Table 16: Language Skills of Survey Respondents, Superior East Region**

Language Skills	English Only	French Only	English & French	Other Language	Total Respondents
Spoken	143 (41%)	54 (15%)	156 (44%)	6 (2%)	<b>353 (100%)</b>
Written	162 (46%)	59 (17%)	132 (37%)	3 (1%)	<b>353 (100%)</b>

#### Comments:

- The availability of a bilingual workforce is a 'plus' for the establishment of new businesses and industries in the Superior East Region.
- For the Dubreuilville surveys, 62% (95 respondents) and 57% (88 respondents) speak and write English and French, respectively.
- Dubreuilville surveys also indicated a greater percentage of French only respondents (34% speaking French only and 38% writing French only). The language skills of respondents in this community are a consideration for the future development of training programs.
- Outside of Dubreuilville, only 1 respondent (Wawa) spoke French only.
- Of the Ontario Works clients participating in the survey, a greater percentage spoke English only (80%) in comparison to White River (69% spoke English only), Wawa (64% spoke English only), and Dubreuilville (4% spoke English only).

<sup>25</sup> It is noted that some survey respondents lived in one community (e.g., Wawa) while working for a forestry mill in another community (Dubreuil Forest Products in Dubreuilville).

**Table 17: Age of Survey Respondents, Superior East Region**

Age Cohort	# of Respondents	Percentage of Respondents
18-24 years	18	5%
25-34 years	74	21%
35-44 years	107	30%
45-54 years	114	32%
55-64 years	39	11%
65+ years	1	0%
<b>Total</b>	<b>353</b>	<b>100%</b>

**Comments:**

- The Ontario Works respondents were significantly younger than respondents surveyed by the Labour Adjustment Committees (31% were 18-24 years old and 38% were 25-34 years old).
- Respondents from White River were generally older with a greater percentage (48%) in the 45-54 age cohort. This is not unexpected given the older age of the Domtar workforce (reported in Appendix E) and the greater out-migration of youth (2006 Census).

**Table 18: Survey Respondents with Driver's License, Superior East Region**

	Respondents with Driver's Licenses
Yes	325
No	28
<b>Total Participants Surveyed</b>	<b>353</b>

**Comments:**

- With the exception of Ontario Works clients, the majority of respondents had driver's licenses. Only 25 of the 45 Ontario Works clients had driver's licenses.

**EDUCATION AND TRAINING:****Table 19: Level of Education Completed by Survey Respondents, Superior East Region**

Highest Grade Completed			Post Secondary Education		
Grade	# Respondents	Percentage	Yes	151	43%
7 or less	23	7%	No	202	57%
8	4	1%	<b>Degree/Diploma</b>		
9	17	5%	Years	# Respondents	
10	39	11%	1	81	
11	46	13%	2	37	
12	219	62%	3	21	
13	5	1%	4	12	
<b>Total</b>	<b>353</b>	<b>100%</b>	<b>Total</b>	<b>151</b>	

**Comments:**

- 62% of those surveyed had completed Grade 12; higher than expected given the 2006 Census data for educational attainment (Table 6).
- In comparison to other respondents, fewer Ontario Works respondents noted completion of Grade 12 (47%) and approximately 24% had completed some post secondary education.

- Similar to the Census data for Wawa, respondents from Wawa reported higher levels of educational attainment with 83% of respondents having completed Grade 12 and 55% of Wawa respondents reporting some post secondary education.

<u>Completion of Grade 12:</u>	Wawa	83% of respondents
	White River	59% of respondents
	Dubreuilville	55% of respondents
	ADSAB clients	47% of respondents

**Table 20: Previous Training Completed by Survey Respondents, Superior East Region**

What training have you completed.... (Type of training)	In the past 5 years?		In the past 10 years?	
Orientation for new employees	0	0%	56	11%
Managerial/supervisory	25	5%	18	4%
Apprenticeship training	6	1%	7	1%
Technical/trades upgrading/updating	15	3%	16	3%
Sales and marketing training	6	1%	9	2%
Computer training	37	7%	46	9%
Other office or non-office equipment	17	3%	11	2%
Reading and writing, math	13	3%	13	3%
Second Language training	7	1%	6	1%
Training in manufacturing processes/quality	42	9%	41	8%
Operations training	44	9%	41	8%
Group decision-making, problem solving	69	14%	58	12%
Team-building, leadership, communication	86	17%	70	14%
Occupational health & safety, environmental protection	85	17%	76	16%
Other	42	9%	21	4%
<b>Total Responses</b>	<b>494</b>	<b>100%</b>	<b>489</b>	<b>100%</b>

**Comments:**

- Participation in training appears to be primarily related to the ongoing operations of the forest industries in the Superior East Region.
- Wawa respondents identified greater participation in training programs such as health and safety and group decision-making and problem solving. This is not surprising given that the Weyerhaeuser OSB mill operated with self directed work teams.
- Few identified apprenticeship training. It has been reported that those former forestry workers with provincial certification in the skill trades have secured employment elsewhere and, therefore, were not available to participate in the survey.

**Table 21: Position/Job Title for Most Recent Employment, Superior East Region**

Position/Job Title	# of Respondents	% of Respondents
Production worker	102	29%
Labourer	45	13%
Maintenance and Trades	74	21%
Staff/Management	35	10%
Staff/Administration	32	9%
Marketing/Sales	9	3%
Other	56	16%
<b>Total</b>	<b>353</b>	<b>100%</b>

**Comments:**

- In terms of most recent job title, the profile of Ontario Works respondents differed from that of the unemployed forestry workers. Fewer Ontario Works respondents had worked in production, maintenance and trades, management or administrative positions.
- For White River respondents, there was a greater percentage having worked as either production workers or labourers. This may be due to the earlier closer of the Domtar mill and exodus of the more skilled workers.

	<u>% of Respondents for Production Worker or Labourer</u>
White River	61%
Wawa	41%
Dubreuilville	37%
ADSAB clients	33%

**Table 22: Skills Acquired through Volunteer Work, Superior East Region**

<b>Volunteer Skills Acquired</b>	<b># of Responses</b>	<b>% of Total Responses</b>
Computer skills	96	6%
Public Speaking	92	5%
Writing	87	5%
Trades	55	3%
Organizational Skills	149	9%
Building & Repairing	109	6%
Leadership	156	9%
Process Work	86	5%
Teamwork	226	13%
Customer Service	107	6%
Sales	64	4%
Minor Maintenance	116	7%
Problem Solving	174	10%
Bilingual language skills	98	6%
Administration	81	5%
Other	15	1%
<b>Total</b>	<b>1711</b>	<b>100%</b>

**Comments:**

- Impressive was the list of respondents' acquired skills through volunteer activities. This was evident for all communities/groups participating in the survey and a 'plus' for community leaders promoting their labour force to prospective businesses and industries.

**EMPLOYMENT STATUS:****Table 23: Employment Status of Survey Respondents, Superior East Region**

<b>Employment Status</b>	<b># of Respondents</b>	<b>Percentage of Respondents</b>
Employed (Full Time)	95	27%
Employed (Part Time)	71	20%
Unemployed	187	53%
<b>Total Respondents</b>	<b>353</b>	<b>100%</b>



**Comments:**

- At the time of the survey, the sawmill in Dubreuilville had recalled workers for a temporary period. As expected, a greater percentage of respondents in Dubreuilville (37%) reported their employment status as “employed fulltime”.
- Fewer White River respondents (9 persons or 16% of respondents) were employed full time.
- Of the Ontario Works respondents, none were working full time and approximately 29% were employed part time.

**FUTURE TRAINING:****Table 24: Training Required by Respondents to Achieve Career/Employment Goals, Superior East Region**

Training Required	# of Responses	% of Responses
Managerial/supervisory training	37	7%
Apprenticeship training	48	9%
Technical/trades upgrading/updating	20	4%
Sales and Marketing Training	6	1%
Computer Training	72	14%
Other Office or Non-office equipment training	15	3%
Reading and Writing Upgrading	30	6%
Math Upgrading	35	7%
Second Language Training	46	9%
Training in Manufacturing Processes	20	4%
Operations Training for more senior positions	30	6%
Group Decision Making, Problem Solving	30	6%
Team Building, Leadership, Communication	39	7%
Occupational health and safety, Environmental Protection	28	5%
Other	77	14%
<b>Total</b>	<b>533</b>	<b>100%</b>

**Comments:**

- Most educational institutions will require minimum class sizes to proceed with training. The following are those training programs identified by at least 12 respondents in each community and by the ADSAB clients.

		<u>12 or more respondents</u>
Dubreuilville	Second Language Training	25
	Apprenticeship Training	24
	Computer Training	17
	Team building, leadership	15
	Managerial/supervisory training	12
Wawa	Computer Training	28
	Managerial/supervisory training	17
	Apprenticeship Training	14
	Second Language Training	13
	Operations Training	13
White River	Computer Training	13
ADSAB clients	Computer Training	14
	Math Upgrading	12

**Table 25: Survey Respondents Willing to Participate in Further Training, Superior East Region**

Willing to take further training?	# of Respondents	% of Respondents
Yes	306	87%
No	47	13%
<b>Total Respondents</b>	<b>353</b>	<b>100%</b>

**Comments:**

- It is encouraging that 87% of those surveyed are willing to pursue further training. This positive response was provided by respondents in all communities and by Ontario Works clients.

**Table 26: Reasons for Respondents not willing or able to pursue Further Training, Superior East Region**

Rationale – Not Pursuing Training	# of Respondents
Too close to retirement	13
Focusing on job search with relocation outside the area	15
Withdrawal from labour force	1
Current Health Concerns	4
Financial concerns to pay for training or support self/family during training period	4
Poor reading, writing or speaking (literacy challenges)	0
Other	10
<b>Total</b>	<b>47</b>

**Comments:**

- The 13 persons reported to be close to retirement resided in Dubreuilville (8 respondents) and White River (5 respondents).

**Table 27: If “Yes” to Training, Responses regarding Duration of Training, Superior East Region**

Willing to Take Training...	# of Respondents	% of Total Respondents
Up to 6 months	100	33%
6 to 12 months	69	23%
1 to 2 years	70	23%
2 to 4 years	67	22%
<b>Total</b>	<b>306</b>	<b>100%</b>

**Comments:**

- A greater percentage of ADSAB respondents (35%) were willing to pursue 2 to 4 years of training. For White River respondents, fewer (12%) were willing to pursue 2 to 4 years of training. Given the younger ADSAB population and the older age of the White River respondents, such responses may be expected.

**Table 28: Survey Respondents Willing to Relocate for Training, Superior East Region**

Willing to relocate for Training?	# of Respondents	% of Respondents
Yes	197	56%
No	156	44%
<b>Total</b>	<b>353</b>	<b>100%</b>

**Comments:**

- The responses to this question support the need for locally-based training in that 156 of the respondents were not willing to relocate for training.
- A greater percentage of White River respondents at 62% were willing to relocate for training. Fewer ADSAB respondents at 49% were willing to relocate for training.

**Table 29: Requirements for Survey Respondents to Participate in Training, Superior East Region**

What would be required to participate in training?	# of Responses	% of Responses
Financial assistance to cover tuition, books, and supplies	241	26%
Financial assistance for childcare	89	9%
Training must be located within my home community or Superior East Region	178	19%
If training is outside my home community, transportation and/or financial assistance for travel (e.g., car allowance or to and from training location)	200	21%
Cost of living training allowance or continued employment insurance benefits	224	24%
Other	6	1%
<b>Total</b>	<b>938</b>	<b>100%</b>

**Comments:**

- Financial concerns were prevalent in 80% of the responses.
- To participate in training, 45% of Ontario Works clients require financial assistance for childcare.
- Of significance is the 178 respondents out of the 306 respondents willing to take training (58%) but reporting that “training must be located within my home community or Superior East Region.”

**Table 30: Consideration by Survey Respondents to Train for Other Industries/Sectors, Superior East Region**

Would Consider Training for....	# of Responses	% of Responses
Call Centre Industry (e.g., perhaps working at home)	44	7%
Self employment/Starting Your Own Business	121	19%
Construction & Transportation Sector (Heavy Equipment Operator, Truck Driver)	120	18%
Underground Miner	101	15%
Tourism Industry	77	12%
Hospitality/Customer Service	63	10%
Health Care (e.g., nursing – R.N. or R.P.N., Personal Support Worker)	60	9%
Social Services Sector <sup>26</sup>	66	10%
<b>Total</b>	<b>652</b>	<b>100%</b>

**Comments:**

- A significant difference is noted for the responses provided by Ontario Works clients as they tended to select more traditional female occupations in health care and in the social service sector. As noted earlier, 67% of the Ontario Works respondents were females.
- A number of the key stakeholders, interviewed for this study, promoted the development of small businesses and an entrepreneurial spirit within their communities. Of interest is the 121 respondents with an interest in considering self employment or starting their own business.
- One hundred and one (101) respondents would consider training for underground mining. This is a growth industry in Northeastern Ontario, and as noted earlier in this report some forestry workers have secured employment in mining.
- A number of in-demand occupations in health care and the social services sector were identified by employers in the Superior East Region. Further exploration is required to determine the possibility of training, to be delivered at the local level (e.g., Personal Support Worker training, potential partnerships with colleges for R.N. and R.P.N. training and practicums).

**MOBILITY/WILLINGNESS TO RELOCATE:**

**Table 31: Survey Respondents Willing to Relocate for Employment, Superior East Region**

Willing to Relocate for Employment?	# of Respondents	% of Respondents
Yes	247	70%
No	105	30%
<b>Total</b>	<b>352</b>	<b>100%</b>

**Comments:**

- A greater willingness to relocate for employment existed among the White River respondents (71%) and Dubreuilville respondents (77%).

<sup>26</sup> May include occupations such as Social Service Worker, Native Social Service Worker, Drug and Alcohol Counselor, Child and Youth Worker, Developmental Service Workers, Education Assistant, and Early Childhood Education worker.

**Table 32: The Furthest Survey Respondents are willing to relocate**

Furthest Will Relocate to...	# of Respondents	% of Respondents Willing to Relocate
To another community within the Superior East Region	31	13%
Outside the Superior East Region, but within the Algoma District	31	13%
Anywhere within Ontario	99	40%
Outside Ontario	86	35%
<b>Total</b>	<b>247</b>	<b>100%</b>

**Comments:**

- Of those willing to relocate for employment, 88% of Dubreuilville respondents were willing to move beyond the Algoma District.
- Also, a greater percentage of Dubreuilville respondents (45%) were willing to relocate outside Ontario. Proximity to Quebec and an ability to converse in French may account for this difference.

**Table 33: Survey Respondents Willing to Commute for Employment or Training, Superior East Region**

Willing to commute to work or training?	# of Respondents	% of Respondents
Yes	238	68%
No	113	32%
<b>Total</b>	<b>351</b>	<b>100%</b>

**Comments:**

- Fewer Ontario Works respondents (58%) expressed willingness to commute for employment or training. This would be expected given fewer have driver's licenses.
- Perhaps acknowledging the limited opportunities in White River, 78% of White River respondents expressed a willingness to commute.

**Table 34: Survey Respondents Planning to Leave their Community if Unable to Find Work in the Area**

Planning to leave the community ...	# of Responses	% of Responses
In the next 6 months?	106	42%
In the next 12 months?	75	29%
In the next 2 years?	44	17%
To follow my significant other's employment?	30	12%
<b>Total</b>	<b>255</b>	<b>100%</b>

**Comments:**

- Fewer Ontario Works respondents (52%) were planning to leave the area in the next 6 to 12 months.
- The loss of an additional 225 to 255 members of the labour force plus their family members would have a major impact on local economies and the ability of municipalities to deliver services.

## 5. Recommendations/Action Plan

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### 5.1 Recommendations

#### Advocacy/Support for Training

1. **THAT a Superior East Workforce Development Committee (SEWDC) be established to address ‘ongoing’ labour force training issues in the region.**

*Rationale:*

- A Superior East Workforce Development Committee was struck to oversee the development of this report. Identified was the need to establish a more permanent ‘standing’ committee to provide advocacy and support for the development of training.
2. **THAT the Superior East Workforce Development Committee (SEWDC), in partnership with the Algoma Workforce Investment Committee (AWIC), advocate and support the need for training for the Superior East labour force, with training to be delivered within the Superior East Region.**

*Rationale:*

- Close to 900 forestry jobs have been lost in the Superior East Region in the past five years. Recent mill closures have contributed to the further loss of jobs in other sectors.
- 87% of the surveyed labour force or 306 respondents are willing to pursue further training.
- Having 62% of those surveyed with Grade 12 and an additional 43% with some secondary education, the current labour force is in a good position for re- training and transitioning into other sectors.
- Basic literacy and upgrading to Grade 12 is also suggested for those forestry workers who entered the workforce with minimal education and now must compete in a more competitive market.
- 178 respondents indicated that training must be located within their home community or the Superior East Region. It is acknowledged that, to ensure a viable program (sufficient number of students, availability of instructors), some courses may be offered in Wawa only.
- Training may assist local employers to address ‘skill shortages’ as well as ensure a workforce for future business development in the region.

#### Service Delivery Issues

3. **THAT the Ontario college system establishes a local presence in the Superior East Region.**

*Rationale:*

- As noted above, economic circumstances and the number of unemployed workers support the need for training.
- 178 respondents indicated that training must be located within their home community or the Superior East Region.

**4. THAT, in the delivery of future training programs in the Superior East Region, potential partnerships be fully explored (e.g., possible partnerships could include colleges, the Algoma District Services Administration Board, the Michipicoten First Nation, local employers, municipalities, school boards, and employment and counseling services).**

*Rationale:*

- The ADSAB provides financial assistance to Ontario Works clients participating in training. In addition, the ADSAB has been instrumental in facilitating specific training programs within the district with courses open to both Ontario Works and non Ontario Works clients.
- The Michipicoten First Nation has expressed interest in being a training centre and delivering a Train the Trainer model for training with programs offered to the general public as well as to First Nations members.
- In September 2008, Ecole Secondaire Carrefour Supérieur Nord will be opening a new high school in Dubreuilville. School Board staff have expressed interest in partnerships (e.g., with Collège Boréal) and providing a location and facilities for future training.
- The White River Adult Learning Centre is a successful example of a partnership between the Labour Adjustment Committee and the Algoma District School Board.

**5. THAT, where possible, training programs support future economic development and specific business/employer practices.**

*Rationale:*

- The desire for computer training was identified repeatedly by survey participants. To facilitate future employment, training programs may be more effective if they are specifically tailored to meet local employer needs.
- As noted earlier in the report, Wawa is recognized as the lead for developing a Northern Information Technology and Geomatics Cooperative (NITGC), serving six neighbouring communities. Municipalities should be consulted so that the training curriculum considers future developments to support shared services (e.g., collection of taxes, billing and payroll for other businesses, new information technology and accounting related job).
- The Raintree Corporation is a local employer with the potential for growth, providing sustainable jobs not dependent on the local economy. This employer is willing to retrain forestry workers with good communication skills, a basic knowledge in accounting, marketing, and computer operations and with some experience in project planning and development. However, the employer's preference is for on-the-job, hands on training specific to the Corporation's business practices.
- There is the potential to support the training for underground miners and assist mines in the area to develop a locally-based workforce.

**6. THAT for adult learners, training programs include the introduction of literacy and workplace essential skills<sup>27</sup> into the course curriculum.**

*Rationale:*

- 129 survey respondents had less than a Grade 12 education. Not all of these individuals will pursue upgrading for their GED or Grade 12 diploma.

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<sup>27</sup> Nine Workplace Essential Skills are identified by Service Canada. They include: Reading text, Document Use, Writing, Numeracy, Oral Communication, Thinking Skills, Working with Others, Computer Skills, and Continuous Learning.

- As provided via Adult Learning Centres that offer upgrading to a Grade 12 diploma, self-directed learning is not always effective for persons who have been out of school for any length of time. The ADSAB has experienced more success with hands-on training and with the introduction of literacy into the course curriculum.

**7. THAT training be available to meet the needs of Francophones.**

*Rationale:*

- Dubreuilville is predominantly French speaking and, as indicated in the survey, 34% of respondents spoke French only.
- Where the need is demonstrated, it is suggested that SEWDC advocate for future training programs in French (e.g., upgrading to Grade 12 in French, to be offered in Dubreuilville).

**8. THAT the appropriate agencies and/or partnerships encourage training participation for ‘in-demand’ occupations as identified in this Superior East study and other AWIC reports such as the 2006 *The Construction Industry in the District of Algoma* and the *January 2008 TOP report*.**

*Rationale:*

- It is acknowledged that some members of the labour force may need to leave the area to pursue post secondary education. While the number of unemployed has increased significantly in the Superior East Region, local employers are experiencing difficulty recruiting for certain skilled occupations. For those labour force members desiring to return to the Region following training, the *Investing in the Future* study provides career options for consideration.
- Before pursuing post secondary education, individuals should be knowledgeable regarding future prospects for employment be they local prospects or for jobs available anywhere in Canada.

**Potential Course Development**

**9. THAT, in future phases of the planning process, the Superior East labour force survey and data base be used to explore the options for training, retraining, and/or employment transition strategies (Refer to Table 35).**

*Rationale:*

- The initial summary of the labour force survey provides support to move forward with training in the Superior East Region. A number of training programs are suggested with further investigation required to ‘flush out’ the details and specifics regarding respondents’ career and training choices and employers’ needs.
- It is acknowledged that the limited time available for Phase One did not permit a full assessment of survey responses. Phase One did however result in a comprehensive data base, available for further study.
- Ongoing monitoring of local businesses and industry is required to understand labour force needs (e.g., if forestry plants re-open, if diamond mining moves to a production stage, if businesses such as The Raintree Corporation expand their workforce?).

Table 35 on the following page identifies potential training programs that warrant further investigation.



**Table 35: Training Programs for Further Exploration**

<b>Potential Training Options</b>
<p><b>Upgrading for GED or Grade 12 Diploma (French) – Dubreuilville</b></p> <ul style="list-style-type: none"><li>- Evidence exists to support the development of a classroom setting in Dubreuilville similar to the self-directed Adult Learning Centres in White River and Wawa (2006 Census statistics, outcome of survey, and also identified by the Dubreuilville Labour Adjustment Committee).</li></ul>
<p><b>Computer Training</b></p> <ul style="list-style-type: none"><li>- Identified by 72 respondents as required to achieve their career goals.</li><li>- Employers and other key stakeholders identified basic computer training as essential to the workforce.</li><li>- Further discussions are warranted to clarify the types of training required with consideration to the specific employer needs to ensure successful outcomes.</li></ul>
<p><b>Apprenticeship Training</b></p> <ul style="list-style-type: none"><li>- 48 survey respondents identified an apprenticeship as their career goal (further exploration of the survey's data base is needed to determine the types of apprenticeships desired).</li><li>- Skilled trades are in demand within the district<sup>28</sup> and nationwide<sup>29</sup>; training in the skilled trades will provide opportunities for members of the labour force as there is a demand within the district and nationwide for the construction trades and a number of industrial trades positions (see also Tables 9, 10, and 11 of this report).</li><li>- Those forestry workers with trades' certification were among the first to find work elsewhere. With the re-opening of forestry product mills, will companies experience difficulty in recruiting for the skilled trades?</li><li>- Dubreuil Forest Products employed a number of tradespersons without provincially recognized certification. Further exploration is needed to determine what is needed for these individuals to achieve provincial certification.</li></ul>
<p><b>Self Employment/Starting Your Own Business</b></p> <ul style="list-style-type: none"><li>- 121 survey respondents identified an interest in training for self employment or owning their own business.</li><li>- Local community leaders desired to develop entrepreneurs and support small businesses, including tourism. Also suggested was training to enhance customer service and communication.</li><li>- White River stakeholders spoke of the need for training to support expanded Cooperatives.</li><li>- Northeastern Superior Mayors' project will explore biomass industries (e.g., blueberry cooperatives).</li><li>- Also noted: The Regional Employment Help Centre facilitates access to the <i>Self Employment Benefit Program</i>, delivered by the Community Development Corporation of Sault Ste. Marie &amp; Area.</li></ul>
<p><b>Health Care Training</b></p> <ul style="list-style-type: none"><li>- 60 survey participants expressed interest in training in the health care sector.</li><li>- Given the shortage of registered nurses in Wawa, further assessment of survey responses and a review of the survey data base are needed to determine specific occupational categories and the degree to which potential applicants meet entrance requirements for each occupation.</li><li>- Future discussions must include health partners (e.g., Lady Dunn Health Centre, Family Health Team, and Community Care Access Centre) as well as colleges delivering programs.</li><li>- Study participants questioned the possibility of providing more locally-based training (e.g., long distance education, clinical placements in Wawa, classroom instruction in the Superior East Region). Mentioned were Registered Nurses training provided in Marathon some years ago.</li></ul>

<sup>28</sup> AWIC reports identify the demand for skilled trades (January 2008 TOP Report and September 2006 The Construction Industry Report).

<sup>29</sup> Table 9 identifies the nationwide demand for skilled trades.

## Potential Training Options

### Underground Miners' Training

- 101 survey respondents expressed interest in training for underground mining.
- With the current growth in mining in Northeastern Ontario, there is the potential for some forestry workers to make the transition to the mining sector. Access to the required Common Core Training is an issue for some with long waiting lists reported by the NORCAT training centre in Sudbury. However, NORCAT did indicate that for those already employed by a mine, the waiting time is minimal.
- The two Gold Mines in the area have experienced ongoing turnover of experienced miners. Wesdome Gold Mine has recently commenced its own training to develop a local workforce (3-year sign back clause to cover training costs with a bonus paid out after 3 years on the job). Richmond Mines staff identified the need for wage subsidies to support the transition of forestry workers into the mining sector.
- Further discussion is warranted with local mines to ascertain how AWIC can support training in the mining sector.
- AWIC will also need to keep abreast of diamond mine development in the region.

### Construction and Transportation Sector Training

- 120 survey respondents indicated interest in training for occupations such as heavy equipment operator and truck driver; further assessment of the survey data base is required.
- While truck drivers are in demand nationwide, the downturn in the forest industry has resulted in the layoff of truck drivers in the Superior East Region. Similarly, heavy equipment operators were displaced from forestry jobs. With the advent of new developments such as Superior Aggregates, will training for heavy equipment operators be needed if sawmills and the oriented strand board plant remain closed?

## 5.2 Action Plan

The following 'Next Steps' were identified by the Steering Committee for this study.

- 1) The Steering Committee will endorse and adopt the nine (9) recommendations identified in Section 5.1 of the April 2008 report entitled, *Investing in the Future, A Labour Force Study for the Superior East Region, Phase One*.
- 2) The Steering Committee will establish a 'standing' Superior East Labour Force Advisory Committee by:
  - a. Developing new Terms of Reference,
  - b. Identifying those individuals and groups who need to be on the Committee, and
  - c. Convening an inaugural meeting to begin discussions.
- 3) Using the existing survey data base and any additional labour force information, the new Superior East Workforce Development Committee will identify the 'specific' training/retraining needs for the Superior East labour force.
- 4) The Chair of the current Steering Committee will begin a dialogue with colleges inviting their participation in the Phase Two planning process.
- 5) The new Superior East Workforce Development Committee will continue to work in collaboration with the Algoma Workforce Investment Committee to address the training needs of the Superior East labour force.

## **Appendix A: Superior East Workforce Development Committee (SEWDC)**

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Dan Friyia, Chair	Superior East Community Futures Development Corp.
Tracey Brick	Algoma District Services Administration Board
Bernie Erechhook	Wawa Labour Adjustment Committee
Donna Korytko	Wawa Labour Adjustment Committee
Bob Lynette *	Wawa Labour Adjustment Committee
Michael Mantha	Dubreuilville Labour Adjustment Committee
Kara McCaig	White River Economic Development Corporation
Maury O'Neill	Wawa Economic Development Corporation
Guy Pelletier	Superior East Community Futures Development Corp.
Russell Reid	Regional Employment Help Centre
Marlene Strutzenberger	White River Labour Adjustment Committee
Lynne Zuliani	North Algoma Literacy Coalition

Jack McGoldrick	Algoma Workforce Investment Committee (Executive Director)
Barbara Da Dalt	Algoma Workforce Investment Committee (Executive Assistant)

### ***Consultants:***

Paul Hawn	Hawn & Associates Inc.
Susan Van Atte	Hawn & Associates Inc.

### ***Survey Technicians:***

Don Stewart	White River Labour Adjustment Committee
Nancy McLeod	White River Labour Adjustment Committee
Donna Korytko	Wawa Labour Adjustment Committee
Marcel Valdis	Wawa Labour Adjustment Committee
Marie Claude Poudrier	Dubreuilville Labour Adjustment Committee
Sylvie Leblanc	Dubreuilville Labour Adjustment Committee

\* Resigned, replaced by Donna Korytko.

# **TERMS OF REFERENCE**

## **RAPID RE-EMPLOYMENT PROJECT LABOUR ANALYSIS REPORT FOR THE FOREST PRODUCTS INDUSTRY DUBREUILVILLE, WAWA & WHITE RIVER**

**FEBRUARY 2008**

## **INTRODUCTION**

In September 2007 Weyerhaeuser OSB (Oriented Strand Board) located in Wawa announced it will indefinitely curtail activities, citing low customer demand for its product, a housing slow-down in the U.S. and the strong Canadian dollar as the culprits for the closure that eliminated 157 jobs. These job losses are in addition to upwards of 480 jobs lost in Wawa, Dubreuilville and White River in the past year by Domtar, Dubreuil Forest Products and Forest Care.

Furthermore Dubreuil Forest Products announced November 8, 2007 it will shutdown its entire sawmill operation in Dubreuilville until the end of January 2008 idling 140 employees with total job loss' of approximately 780 jobs in the last 3 years.

This report would address labour market issues in this key sector of the area's economy focusing on analyzing worker's current skills, training needs and skill gaps in this very important sector of the region's economy.

## **BACKGROUND**

### ***Key Stakeholders***

The Steering Committee administering this project will be representative of the stakeholders in the Forest Products industry in Superior East. The working name for this committee will be the Superior East Workforce Development Committee (SEWDC).

### ***Key Human Resource Issues***

This report will address the key issues and challenges facing the Forest Product Industry workers in Superior East and will form the basis for developing a human resource strategy and action plan for the affected workers.

This project plans to match the skills of unemployed workers to the skill requirement of area employers in Superior East and in nearby communities who are facing worker shortages.

This project will analyze the following main questions:

- What skills does the unemployed workforce have currently;
- What employment opportunities exist (i.e. inventory of available jobs); and
- Identify training needs (gaps).

### ***The Need for a Coordinated Regional Effort***

Addressing these issues requires a concerted, cooperative and regional effort. The future training needs of the workers must be identified and clarified and a consensus strategy and action plan should be built to address the challenges ahead. A clear and detailed picture of the future is essential to ensure the following: that workers have stable and satisfying careers; employers can develop effective human resources;

educational institutions can align their programs and initiatives with the region and worker needs; and that government allocate resources where they are needed most.

## **RECOMMENDATIONS**

This report will produce an analysis of the key challenges faced by the unemployed workers in the area's forest products industry.

Based on this analysis and understanding, a strategy and action plan will be developed to address these challenges. The report will include recommendations that could be used by stakeholders to proactively address challenges advanced by the report on an ongoing and timely basis.

### ***Implementation Strategy***

The report should also propose an implementation strategy for implementation of the recommendations.

## **ROLES & RESPONSIBILITIES**

### ***Steering Committee***

The Steering Committee, will be a newly formed group, will have regional representation, and will serve as the authority regarding decisions to be made about the attainment of the research objectives and the content of the final report.

### ***Consultant***

The Consultant under the direction of the AWIC and the Steering Committee will conduct the research for this study. The Consultant will demonstrate cooperation and flexibility in response to the issues and concerns raised by AWIC and the Steering Committee.

Specific responsibilities of the Consultant include:

- Presenting to the Steering Committee a timetable for the proposed work;
- Developing a mechanism for implementing the recommendations of the report;
- Providing project progress reports to the Steering Committee (verbal or written);
- Providing copies of all interim reports and major study findings to the Steering Committee including:
  - Delivery of the draft (paper and electronic) final report by March 31st, 2008 with the final report, to be delivered by April 15<sup>th</sup>, 2008; and
- Delivery of the final report (paper and electronic) to the Steering Committee.

## **SCHEDULE/MILESTONES**

### ***Activities***

From the signing date of the AWIC/Consultant agreement to March 31, 2008, the consultant will undertake research, which could include interviews (in-person, telephone); focus groups, site visits, surveys and other methodologies.

### ***Outputs***

This project will produce a report including research results and a thorough analysis that provides diagnosis of the challenges facing the area un-employed workforce.

The study will include at least the following:

- A valid review of statistical data;
- List of major human resource issues facing the area;
- A profile of the wood product in Superior East. (structure, trends and challenges);
- An analysis of the unemployed workforce, skills, training and any gaps;
- A review of training providers and programs in the area;
- Recommendations for follow-up actions to develop a strategy for the affected workers ; and
- A comprehensive action plan.

### **FINAL REPORT**

The final report produced as a result of the project is expected to represent a consensus view on the issues and recommendations. While the work of the participants on the Steering Committee is carried out within agreed upon and shared confidences, the final report will be a public document once it is officially released by the Algoma Workforce Development Committee (AWIC).

## Appendix C: Survey Tool

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### LABOUR SURVEY – RAPID RE-EMPLOYMENT PROJECT FOR SUPERIOR EAST

*Good morning (or afternoon). My name is \_\_\_\_\_ and I am working with the \_\_\_\_\_ Labour Adjustment Committee (or Action Centre). We need your help with a survey about training needs in our area. By talking to workers affected by plant closures, we are collecting information necessary to develop an action plan and strategies for creating training opportunities for local workers.*

*Are you able to take about 15 minutes now to answer the survey questions?"*

If **no**, "Could we arrange a better time for me to call?"

"Would you prefer to drop by our centre (or office) to complete the survey one on one?"

If **yes**, continue explanation.

*This is a project for the Wawa, Dubreuilville and White River area, and the coordinating group is the Algoma Workforce Investment Committee.*

*For the overall final report, your personal responses will be confidential and combined anonymously with all the others. However, since your survey results can help with local planning, will you give your permission to release your survey results to the local Adjustment Committee as well as to the Algoma Workforce Investment Committee and its consultant? (Refer to separate information release form for their signature).*

If **yes**, complete survey and have release of information form signed.

If **no**, "Thank you for considering our request. Have a good day."

#### PERSONAL INFORMATION:

\_\_\_\_\_  
(Individual's Name) 01  Male 02  Female

#### 1. Where do you reside?

01  White River    02  Dubreuilville    03  Wawa    04  Other \_\_\_\_\_

#### 2. a) What languages do you speak?

01  English    02  French    03  Other \_\_\_\_\_



**2. b) What languages do you write?**

01  English      02  French      03  Other \_\_\_\_\_

**3. What is your age?**

Code	Age
01	<input type="checkbox"/> 18-24
02	<input type="checkbox"/> 25-34
03	<input type="checkbox"/> 35-44
04	<input type="checkbox"/> 45-54
05	<input type="checkbox"/> 55-64
06	<input type="checkbox"/> 65+

**4. Do you have a valid driver's license?**

01  Yes Specify, Class \_\_\_\_\_

02  No

**EDUCATION AND TRAINING:**

**5. What level of education have you completed?**

Code	Level of Education
01	<input type="checkbox"/> Grade 8 Or Less
	<input type="checkbox"/> Some Secondary School    02 <input type="checkbox"/> 9, 03 <input type="checkbox"/> 10, 04 <input type="checkbox"/> 11, 05 <input type="checkbox"/> 12, or 06 <input type="checkbox"/> 13
07	<input type="checkbox"/> Secondary School Diploma
	<input type="checkbox"/> College                      08 <input type="checkbox"/> 1, 09 <input type="checkbox"/> 2, 10 <input type="checkbox"/> 3, or 11 <input type="checkbox"/> 4 years
	<input type="checkbox"/> University                  12 <input type="checkbox"/> 1, 13 <input type="checkbox"/> 2, 14 <input type="checkbox"/> 3, or 15 <input type="checkbox"/> 4 years
16	<input type="checkbox"/> Post Graduate
17	<input type="checkbox"/> Trades Certificate
00	<input type="checkbox"/> Other, Specify _____

Description of Education or Training: *(Record details to indicate the type of training or program(s), the length of training, and when and where completed.)*

**6. What training have you completed.....**

*a) In the past 5 years?*

- | Code | Training type  |
|------|--|
| 01   | <input type="checkbox"/> Orientation for new employees                                     |
| 02   | <input type="checkbox"/> Managerial/supervisory training                                   |
| 03   | <input type="checkbox"/> Apprenticeship training _____                                     |
| 04   | <input type="checkbox"/> Technical/trades upgrading/updating _____                         |
| 05   | <input type="checkbox"/> Sales and marketing training                                      |
| 06   | <input type="checkbox"/> Computer training _____   |
| 07   | <input type="checkbox"/> Other office or non-office equipment _____                        |
| 08   | <input type="checkbox"/> Reading and writing, math   |
| 09   | <input type="checkbox"/> Second Language training (English or French)...Circle             |
| 10   | <input type="checkbox"/> Training in manufacturing processes/quality                       |
| 11   | <input type="checkbox"/> Operations training, please specify _____                         |
| 12   | <input type="checkbox"/> Group decision-making, problem-solving...Circle                   |
| 13   | <input type="checkbox"/> Team-building, leadership, communication...Circle                 |
| 14   | <input type="checkbox"/> Occupational health and safety, environmental protection...Circle |
| 00   | <input type="checkbox"/> Other (specify) _____   |

Further Details:

*b) In the past 5 to 10 years?*

- | Code | Training type  |
|------|--|
| 01   | <input type="checkbox"/> Orientation for new employees                                     |
| 02   | <input type="checkbox"/> Managerial/supervisory training                                   |
| 03   | <input type="checkbox"/> Apprenticeship training _____                                     |
| 04   | <input type="checkbox"/> Technical/trades upgrading/updating _____                         |
| 05   | <input type="checkbox"/> Sales and marketing training                                      |
| 06   | <input type="checkbox"/> Computer training _____   |
| 07   | <input type="checkbox"/> Other office or non-office equipment _____                        |
| 08   | <input type="checkbox"/> Reading and writing, math   |
| 09   | <input type="checkbox"/> Second Language training (English or French)...Circle             |
| 10   | <input type="checkbox"/> Training in manufacturing processes/quality                       |
| 11   | <input type="checkbox"/> Operations training, please specify _____                         |
| 12   | <input type="checkbox"/> Group decision-making, problem-solving...Circle                   |
| 13   | <input type="checkbox"/> Team-building, leadership, communication...Circle                 |
| 14   | <input type="checkbox"/> Occupational health and safety, environmental protection...Circle |
| 00   | <input type="checkbox"/> Other (specify) _____   |

Further Details:

**WORK EXPERIENCE:**

**7. Please describe your most recent employment?**

<b>a) Employer:</b>		<b>b) Position/Job Title:</b>	
<b>Duration of Work Period:</b>			
<b>c) Length of time for most recent position?</b>		01 <input type="checkbox"/>	Less than 6 months
		02 <input type="checkbox"/>	6 to 12 months
		03 <input type="checkbox"/>	1 to 2 years
		04 <input type="checkbox"/>	2 to 5 years
		05 <input type="checkbox"/>	5 to 10 years
		06 <input type="checkbox"/>	Greater than 10 years
<b>d) Total length of time with this employer?</b>		01 <input type="checkbox"/>	Less than 6 months
		02 <input type="checkbox"/>	6 to 12 months
		03 <input type="checkbox"/>	1 to 2 years
		04 <input type="checkbox"/>	2 to 5 years
		05 <input type="checkbox"/>	5 to 10 years
		06 <input type="checkbox"/>	Greater than 10 years
<b>e) Employment Category(ies):</b>			
Code	Job Category		
01	<input type="checkbox"/>	Production worker	
02	<input type="checkbox"/>	Labourer	
03	<input type="checkbox"/>	Maintenance and Trades	
04	<input type="checkbox"/>	Staff/Management	
05	<input type="checkbox"/>	Staff/Administration	
06	<input type="checkbox"/>	Marketing/Sales	
00	<input type="checkbox"/>	Other, specify _____	
<b>f) Description of Duties and Responsibilities:</b>			

**8-1. Please describe other previous employment?**

<b>a) Employer:</b>	<b>b) Position/Job Title:</b>																
<b>c) Duration of Work Period:</b>																	
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<b>e) Description of Duties and Responsibilities:</b>																	

**8-2. Please describe other previous employment?**

<b>a) Employer:</b>	<b>b) Position/Job Title:</b>																
<b>c) Duration of Work Period:</b>																	
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<b>e) Description of Duties and Responsibilities:</b>																	

**8-3. Please describe other previous employment?**

<b>a) Employer:</b>	<b>b) Position/Job Title:</b>																
<b>c) Duration of Work Period:</b>																	
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06	<input type="checkbox"/> Marketing/Sales																
00	<input type="checkbox"/> Other, specify _____																
<b>e) Description of Duties and Responsibilities:</b>																	

**VOLUNTEER EXPERIENCE:**

**9. a) Please describe any volunteer work or hobbies (both current and past).  
Identify any position held within volunteer organizations.**

**9. b) Please identify the skills acquired through volunteer work or hobbies.**

Code	Skills Acquired
01	<input type="checkbox"/> Computer skills (e.g., word processing)
02	<input type="checkbox"/> Public Speaking
03	<input type="checkbox"/> Writing
04	<input type="checkbox"/> Trades
05	<input type="checkbox"/> Organizational skills
06	<input type="checkbox"/> Building & Repairing
07	<input type="checkbox"/> Leadership
08	<input type="checkbox"/> Process Work
09	<input type="checkbox"/> Teamwork
10	<input type="checkbox"/> Customer Service
11	<input type="checkbox"/> Sales
12	<input type="checkbox"/> Minor Maintenance
13	<input type="checkbox"/> Problem Solving
14	<input type="checkbox"/> Bilingual language skills
15	<input type="checkbox"/> Administration
00	<input type="checkbox"/> Other, specify _____

**EMPLOYMENT AND CAREER GOAL(S):**

**10. What is your current employment status?**

- 01  Employed fulltime, specify \_\_\_\_\_
- 02  Employed part-time, specify \_\_\_\_\_
- 03  Unemployed

**11. What is your employment or career goal? (Try to be as specific as possible.)**

## FUTURE TRAINING:

### 12. What additional training /certificates/diplomas do you require to achieve your employment or career goal(s)?

- | Code | Training/Program   |
|------|--|
| 01   | <input type="checkbox"/> Managerial/supervisory training                                   |
| 02   | <input type="checkbox"/> Apprenticeship training, specify _____                            |
| 03   | <input type="checkbox"/> Technical/trades upgrading/updating, specify _____                |
| 04   | <input type="checkbox"/> Sales and Marketing Training                                      |
| 05   | <input type="checkbox"/> Computer Training, specify _____                                  |
| 06   | <input type="checkbox"/> Other office or non-office equipment training, specify _____      |
| 07   | <input type="checkbox"/> Reading and Writing Upgrading                                     |
| 08   | <input type="checkbox"/> Math Upgrading  |
| 09   | <input type="checkbox"/> Second Language Training (English or French)...Circle             |
| 10   | <input type="checkbox"/> Training in Manufacturing Processes/Quality                       |
| 11   | <input type="checkbox"/> Operations Training for more senior positions                     |
| 12   | <input type="checkbox"/> Group Decision Making, problem solving ...Circle                  |
| 13   | <input type="checkbox"/> Team building, leadership, communication...Circle                 |
| 14   | <input type="checkbox"/> Occupational health and safety, environmental protection...Circle |
| 00   | <input type="checkbox"/> Other, specify _____  |

### 13. a) Are you willing to take further training?

- 01  Yes                      02  No

### 13. b) If no, why are you not willing or unable to pursue further training?

- 01  Too close to retirement
- 02  Focusing on job search with relocation outside the area
- 03  Withdrawal from labour force
- 04  Current Health concerns
- 05  Financial concerns to pay for training or support self/family during training period
- 06  Poor reading, writing or speaking (literacy challenges)
- 00  Other, specify \_\_\_\_\_



**13. c) If “Yes” to willingness to take further training, would you consider training for a period of .....**

Code    Duration of Training

- 01     Up to 6 months
- 02     6 to 12 months
- 03     1 to 2 years
- 04     2 to 4 years

**14. Would you be willing to relocate for training?**

- 01     Yes            02     No

**15. What would be required to facilitate your participation in training?**

- 01     Financial assistance to cover tuition, books, and supplies
- 02     Financial assistance for childcare
- 03     Training must be located within my home community or Superior East Region.
- 04     If training is outside my home community, transportation and/or financial assistance for travel (e.g., car allowance to and from training location)
- 05     Cost of living training allowance or continued employment insurance benefits
- 00     Other, specify \_\_\_\_\_

**16. a) Would you consider receiving training for the following occupations?**

- 01     First Preference \_\_\_\_\_
- 02     Next Preference \_\_\_\_\_

**16. b) Would you consider receiving training to work in the following industries or sectors?**

- 01     Call Centre Industry (e.g., perhaps working from home)
- 02     Self employment/Starting your own business
- 03     Construction & Transportation Sector (Heavy Equip. Op., Truck Driver)
- 04     Underground Miner
- 05     Tourism Industry
- 06     Hospitality/Customer Service
- 07     Health Care (e.g., nursing – R.N or R.P.N., Personal Support Worker)...Circle
- 08     Social Services Sector (See list of possible \* occupations below)...Circle occupation

\* Social Service Worker, Native Social Service Worker, Drug and Alcohol Counselor, Child and Youth Worker, Developmental Service Workers, Education Assistant, Early Childhood Education.

**MOBILITY/WILLINGNESS TO RELOCATE:**

**17. a) To secure employment, are you willing to relocate outside your community?**

01  Yes                      02  No

**17. b) If yes, indicate how far you would be willing to relocate?**

01  To another community within the Superior East Region  
02  Outside the Superior East Region, but within the Algoma District  
03  Anywhere within Ontario  
04  Outside Ontario

**18. Are you willing to commute for employment or training?**

01  Yes    Specify, how far in time? \_\_\_\_\_  
02  No

**19. If unable to find work in the area with your current skills or in a comparable occupation to your last job, are you planning to leave your community...**

01  In the next 6 months?  
02  In the next 12 months?  
03  In the next 2 years?  
04  To follow my significant other's employment?

## Appendix D: List of Key Stakeholders

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### Stakeholder Interviews with...

Mayor Angelo Bazzoni	Township of White River
Sylvie Belisle	Richmont – Island Gold Mine
Tracey Brick	Algoma District Services Administration Board
Dan Friyia	Superior East Community Futures Development Corp.
Dave Jennings	Dubreuil Forest Products
Lori Johnson	Wawa Tourism
Marilyn Lethbridge	Township of White River
Gerry Liddle	The Raintree Corporation
Robert Lechasseur	Domtar Forest Products
Bob Lynette	Wawa Labour Adjustment Committee
Allan MacDonald	Wesdome – Eagle River Gold Mine
Kara McCaig	White River Economic Development Corporation
Michael Mantha	Dubreuilville Labour Adjustment Committee
Stephane Massé	Brookfield Power
Maurly O’Neill	Wawa Economic Development Corporation
Mayor Helen Perth	Dubreuilville
Joe Ralph	The Raintree Corporation
Russell Reid	Regional Employment Health Centre
Johanna Rowe	The Wilderness Group
Carol Sanders	Michipicoten First Nation
Marlene Strutzenberger	White River Labour Adjustment Committee
Mayor Howard Whent	Municipality of Wawa
Chris Wray	Municipality of Wawa
Tim Yanni	Weyerhaeuser Oriented Strand Board

### Additional Sources:

Administration	Comcare Health Services
Anne Castongé	Conseil Scolaire Catholique du Nouvel - Ontario
Marshall Chow	Algoma Health Unit, Mgr. for Nursing Services
Sherry Cleaves	Algoma Health Unit, Health Inspection
Linda Dawyd	Wawa Medical Clinic
Roch Gallien	Ecole Secondaire Carrefour Supérieur Nord
Jean Desgagne	Contact North
Vivianne Gratton	Job Connect
Irene Grusys	Ministry of Natural Resources
Janie Kusie	Michipicoten High School
Sandra Lamon	Wawa Family Health Team
Elizabeth Larocque	Algoma Health Unit, Addictions & Mental Health Pgms.
André Rheaume	Collège Boréal
Ray Running	Service Canada
Dennis Shannon	NORCAT Training Centre, Cambrian College (Sudbury)
Jane Sippell	Sault Area Hospital, Mental Health Programs
Lynne Zuliani	Literacy and Basic Skills Wawa

## Appendix E: Forest Industry Mills in the Superior East Region

Domtar Forest Products	White River, Ontario
<p><b>Description of Business:</b></p> <ul style="list-style-type: none"> <li>- Logging and sawmill operation manufacturing dimensional lumber products.</li> <li>- 2 x 4s, 2 x 6s, and 2 x 8s.</li> <li>- Sawmill built in 1977 by Abitibi; purchased by Domtar in 1984.</li> </ul>	
<p><b>Current Status:</b></p> <ul style="list-style-type: none"> <li>- Closed as of June 2007; Woodlands Division shut down in January 2007.</li> <li>- Many employees are nearing the end of their employment insurance benefits. Once severance received, employees lose their recall rights.</li> <li>- No start-up date identified.</li> <li>- Equipment 'moth balled' to protect assets.</li> <li>- Management developing a 10-year Plan.</li> </ul>	
<p><b>Raw Materials:</b></p> <ul style="list-style-type: none"> <li>- Forest management practices ensure an adequate supply of pine and spruce within the 576,000 acre catchment area.</li> <li>- Purchases 20% of raw materials.</li> </ul>	
<p><b>Description of Workforce:</b></p> <p><i>Woodlands Division</i></p> <ul style="list-style-type: none"> <li>- 100 employees prior to the January 2007 lay-offs.</li> <li>- Average age of employees = 55 years.</li> <li>- 25-30% resided in Wawa.</li> <li>- Job classifications included:               <ul style="list-style-type: none"> <li>o Woodlands Manager</li> <li>o 13 Mechanics</li> <li>o 7 Supervisors</li> <li>o 2 Scalers</li> <li>o 1 Forester</li> <li>o Heavy equipment operators (skidders, bulldozers, graders)</li> <li>o Loggers</li> </ul> </li> </ul> <p><i>Sawmill Division</i></p> <ul style="list-style-type: none"> <li>- 150 employees prior to the June 2007 lay-offs.</li> <li>- Average age of employees = 42/43 years.</li> <li>- All but 5 employees resided in White River.</li> <li>- Job classifications included:               <ul style="list-style-type: none"> <li>o Mill Manager and Superintendent</li> <li>o Accounting and Administration (includes Admin. Technician)</li> <li>o Human Resources</li> <li>o Health &amp; Safety</li> <li>o Warehouse Clerk, Shipping &amp; Receiving</li> <li>o 6 Supervisors</li> <li>o Heavy equipment operator</li> <li>o Millwright</li> <li>o Filer</li> <li>o Quality controller</li> <li>o Labourer</li> <li>o Stationary Engineer</li> <li>o Electrical Engineer</li> <li>o Mechanical Mechanic</li> </ul> </li> </ul> <p>Union: United Steelworkers Local 1-2693 for both sawmill and woodlands employees.</p>	

Domtar Forest Products	White River, Ontario
<b>Market Conditions:</b> <ul style="list-style-type: none"> <li>- 80% of product shipped to American companies (e.g., Home Depot).</li> <li>- High price of lumber is due to high fuel and hydro costs, higher WSIB due to an aging workforce, and high Canadian dollar.</li> <li>- Collapse of the U.S. housing market (1 in 10 houses are for sale).</li> <li>- Market not expected to rebound before the end of 2009.</li> </ul>	
<b>Challenges for Re-Opening Domtar Sawmill:</b> <ul style="list-style-type: none"> <li>- May experience problems to recruit trades persons as most have left the area to seek employment elsewhere. Noted that some are commuting on days off. Estimated 150 employees have left White River.</li> <li>- Recruitment of a Mill Manager is required as former manager left the company prior to the 2007 shutdown.</li> <li>- \$8 to \$10 million reinvestment would be required to re-open to improve efficiency and competitiveness.</li> <li>- Market conditions would have to change as would still be selling at a loss today even after new investments.</li> <li>- Acknowledged is the interconnection among mill/plants in the area in the harvesting of both soft and hardwood; more cost effective to harvest both softwood and hardwood and sell hardwood and biomass products to other companies.</li> </ul>	
<b>Training:</b> <ul style="list-style-type: none"> <li>- No training identified to re-start Woodlands Divisions.</li> <li>- At this time, no information available regarding possible training required to support changes in the sawmill operation (e.g., type of training to support new equipment and processes following re-investment in the mill).</li> </ul>	

Dubreuil Forest Products	Dubreuilville, Ontario
<b>Description of Business:</b> <ul style="list-style-type: none"> <li>- One of the largest softwood mills in the country manufacturing dimensional lumber products.</li> <li>- 1 x 2s to 2 x 12s in random lengths from 6 to 16 feet and in various grades from premium to economy to mill run products.</li> <li>- Sawmill built in 1964 by Dubreuil family; certified under the Sustainable Forest Initiative.</li> <li>- Continues to operate as a private mill (Buchanan Forest Products Ltd. owner).</li> </ul>	
<b>Current Status:</b> <ul style="list-style-type: none"> <li>- Downsizing began in January 2003.</li> <li>- Temporary re-start in March to mid April 2008; sawmill closed in November 2007.</li> <li>- No start-up date identified.</li> <li>- Equipment 'moth balled' to protect assets.</li> </ul>	
<b>Raw Materials:</b> <ul style="list-style-type: none"> <li>- Company reports to have a sufficient supply of raw materials.</li> <li>- A portion of raw materials transported from Michigan; trucks transporting logs on the return trips after delivering the finished product to customers in Michigan.</li> </ul>	
<b>Description of Workforce:</b> <ul style="list-style-type: none"> <li>- In December 2002, the company employed 476 employees (size of workforce between 2000 and 2003). The mill has been downsizing since January 2003....approximately 250 employees remained in both sawmill and woodlands by 2007.</li> <li>- After a shut down in late 2007, a March 2008 temporary recall was for 140 employees (recalled to use up the inventory of logs in the yard). Woodlands workers were not recalled.</li> <li>- First language for majority of workforce is French.</li> <li>- A number of workers reported to be 3<sup>rd</sup> generation of families working for the company.</li> <li>- A good number of tradespersons (e.g., plumbers, carpenters, mechanics, and millwrights) are not provincially certified but yet deemed qualified (internal qualification).</li> <li>- Job classifications include: <ul style="list-style-type: none"> <li>o Woodlands (cutting &amp; harvesting, road building &amp; construction, and hauling occupations)....10% of the workforce.</li> <li>o Sawmill operations (motor operators, equipment operators, production employees)....37% of the</li> </ul> </li> </ul>	

Dubreuil Forest Products	Dubreuilville, Ontario
<p>workforce.</p> <ul style="list-style-type: none"> <li>○ Planers (heavy equipment operators, production employees, and lumber graders)...16% of the workforce.</li> <li>○ Maintenance staff (welders, heavy equipment mechanics, automotive mechanics, machinists, plumbers and boiler plant, millwrights, electricians, carpenters, &amp; stockroom personnel)...24% of the workforce.</li> <li>○ Administration, accounting, clerical, production foremen and supervisory, and kiln operators...balance of the workforce.</li> </ul>	
<p>Union: United Steelworkers Local 1-2693 for both sawmill and woodlands employees.</p>	
<p><b>Market Conditions:</b></p> <ul style="list-style-type: none"> <li>- 80% of the company's products are exported (previous ratio was 95% exported and 5% domestic market).</li> <li>- Sells directly to retailers such as Lowes and Menards rather than to wholesale businesses. Examples of domestic customers are Soo Mill and Home Hardware.</li> <li>- Factors contributing to the downturn include a drop in U.S. housing starts, the rising Canadian dollar, and falling lumber prices.</li> </ul>	
<p><b>Challenges for Re-Opening Dubreuilville Sawmill:</b></p> <ul style="list-style-type: none"> <li>- No challenges were reported to recall workers in the future as will be operating with a reduced number of employees as compared to past years.</li> <li>- Estimated that 60-70 employees found work following the 2007 closure; all but 17 employees returned for the temporary recall in March 2008.</li> <li>- Acknowledged is the interconnection among mill/plants in the area in the harvesting of both soft and hardwood; more cost effective to harvest both softwood and hardwood simultaneously and sell hardwood and biomass products to other companies.</li> </ul>	
<p><b>Training:</b></p> <ul style="list-style-type: none"> <li>- In the past, the company experienced shortages for electrical technicians and electricians.</li> <li>- Future production will become more technology based. Given this, training for positions requiring knowledge in the field of information technology is recommended (no specifics were identified).</li> <li>- Many among the unemployed workforce have not completed Grade 12 or Grade 12 equivalency.</li> </ul>	

Weyerhaeuser Oriented Strand Board	Wawa, Ontario
<b>Description of Business:</b> <ul style="list-style-type: none"> <li>- Mill is 13 years old, producing oriented strand board, sheeting and floor underlay.</li> <li>- Reported to make the highest quality OSB in the industry.</li> </ul>	
<b>Current Status:</b> <ul style="list-style-type: none"> <li>- Last day of operations was Dec. 7, 2008 with lays-off continuing until the end of Jan. 2008.</li> <li>- Indefinite curtailment with no start-up date identified.</li> <li>- Equipment ‘moth balled’ to protect assets.</li> </ul>	
<b>Raw Materials:</b> <ul style="list-style-type: none"> <li>- A reluctance by the government to finalize a supply plan for raw materials was identified as an ongoing issue.</li> <li>- Weyerhaeuser bought their hardwood from Domtar and Tembec.</li> <li>- The future supply of raw material is very much dependent on other production mills and companies (forests are clear cut with lumber mills taking the good softwood and remaining hardwood and poor grade softwood logs sold to Weyerhaeuser). Without the logging being done for other mills, ‘selective’ hardwood cutting would not be cost effective.</li> </ul>	
<b>Description of Workforce:</b> <ul style="list-style-type: none"> <li>- Prior to the closure, the mill employed 160 non union staff with the mill operating 24/7.</li> <li>- Currently on staff is the plant manager, human resources manager, 2 caretakers, and a loader operator mechanic. The latter will be retained until after the log inventory is sold. A private company is under contract to provide security.</li> <li>- The average age of workers was late 30ties to early 40ties.</li> <li>- 135 staff worked on the mill floor, organized in self directed work teams.</li> <li>- 25 staff was assigned to leadership positions.</li> <li>- Job classifications included production workers, equipment operators, and process operators. There were 30 skilled trades persons (12 to 15 electricians; remaining were millwrights).</li> <li>- At closure, employed 1 electrical apprentice and 1 mechanical apprentice. Company maintained a pre-apprenticeship pool and moved persons into apprenticeships as others graduated.</li> <li>- Non Union Work Environment.</li> </ul>	
<b>Market Conditions:</b> <ul style="list-style-type: none"> <li>- Mills closed primarily due to a 50% drop in housing starts in the U.S., the sub-prime market in the U.S., and U.S. recession.</li> <li>- Not expected to re-open until markets recover.</li> </ul>	
<b>Challenges for Re-Opening Domtar Sawmill:</b> <ul style="list-style-type: none"> <li>- Most of the skilled tradespersons, formerly employed by the mill, have found work elsewhere. 50% of the workforce has left the community.</li> <li>- Re-opening the plant would require 3 months for recruitment prior to opening.</li> <li>- Critical occupations include process control technicians (electricians with the ability for process and logic control), press operators, and energy system operators.</li> </ul>	
<b>Training:</b> <ul style="list-style-type: none"> <li>- For most positions, the jobs will remain the same over time. However, there may be changes in electrical technology and computer technology (process side) so some training and upgrading for the affected positions may be required.</li> <li>- Skilled shortages identified in the past included: competent press operators and energy efficient operators.</li> <li>- For a re-opening of the Weyerhaeuser mill, the following training was identified: <ul style="list-style-type: none"> <li>o Training in the general operation of the mill</li> <li>o First aid</li> <li>o WHMIS</li> <li>o Fork-lift training</li> <li>o Mill process and safety</li> </ul> </li> </ul>	

## Appendix F: Additional Labour Force Information

### Labour Force Occupations – Wawa, 2006

<b>Total labour force 15 years and over by occupation - National Occupational Classification for Statistics 2006 - 20% sample data</b>	<b>1675</b>
Occupation - Not applicable	10
All occupations	1665
<b>A Management occupations</b>	<b>180</b>
A0 Senior management occupations	15
A1 Specialist managers	35
A2 Managers in retail trade, food and accommodation services	35
A3 Other managers, n.e.c.	90
<b>B Business, finance and administration occupations</b>	<b>180</b>
B0 Professional occupations in business and finance	10
B1 Finance and insurance administration occupations	10
B2 Secretaries	30
B3 Administrative and regulatory occupations	35
B4 Clerical supervisors	25
B5 Clerical occupations	80
<b>C Natural and applied sciences and related occupations</b>	<b>80</b>
C0 Professional occupations in natural and applied sciences	25
C1 Technical occupations related to natural and applied sciences	60
<b>D Health occupations</b>	<b>90</b>
D0 Professional occupations in health	20
D1 Nurse supervisors and registered nurses	10
D2 Technical and related occupations in health	60
D3 Assisting occupations in support of health services	0
<b>E Occupations in social science, education, government service and religion</b>	<b>195</b>
E0 Judges, lawyers, psychologists, social workers, ministers of religion, and policy and program officers	65
E1 Teachers and professors	95
E2 Paralegals, social services workers and occupations in education and religion, n.e.c.	30
<b>F Occupations in art, culture, recreation and sport</b>	<b>25</b>
F0 Professional occupations in art and culture	0
F1 Technical occupations in art, culture, recreation and sport	25
<b>G Sales and service occupations</b>	<b>410</b>
G0 Sales and service supervisors	25
G1 Wholesale, technical, insurance, real estate sales specialists, and retail, wholesale and grain buyers	15
G2 Retail salespersons and sales clerks	25
G3 Cashiers	40
G4 Chefs and cooks	50
G5 Occupations in food and beverage service	35
G6 Occupations in protective services	20
G7 Occupations in travel and accommodation, including attendants in recreation and sport	10
G8 Child care and home support workers	10
G9 Sales and service occupations, n.e.c.	170
<b>H Trades, transport and equipment operators and related occupations</b>	<b>330</b>



<b>Total labour force 15 years and over by occupation - National Occupational Classification for Statistics 2006 - 20% sample data</b>	<b>1675</b>
H0 Contractors and supervisors in trades and transportation	10
H1 Construction trades	30
H2 Stationary engineers, power station operators and electrical trades and telecommunications occupations	30
H3 Machinists, metal forming, shaping and erecting occupations	0
H4 Mechanics	85
H5 Other trades, n.e.c.	0
H6 Heavy equipment and crane operators, including drillers	45
H7 Transportation equipment operators and related workers, excluding labourers	65
H8 Trades helpers, construction and transportation labourers and related occupations	50
<b>I Occupations unique to primary industry</b>	<b>85</b>
I0 Occupations unique to agriculture, excluding labourers	10
I1 Occupations unique to forestry operations, mining, oil and gas extraction and fishing, excluding labourers	70
I2 Primary production labourers	10
<b>J Occupations unique to processing, manufacturing and utilities</b>	<b>80</b>
J0 Supervisors in manufacturing	15
J1 Machine operators in manufacturing	30
J2 Assemblers in manufacturing	10
J3 Labourers in processing, manufacturing and utilities	35

Source: Statistics Canada, 2006 Canadian Census

### Labour Force Occupations – Dubreuilville, 2006

<b>Total labour force 15 years and over by occupation - National Occupational Classification for Statistics 2006 - 20% sample data</b>	<b>450</b>
Occupation - Not applicable	0
All occupations	450
<b>A Management occupations</b>	<b>20</b>
A0 Senior management occupations	0
A1 Specialist managers	20
A2 Managers in retail trade, food and accommodation services	0
A3 Other managers, n.e.c.	0
<b>B Business, finance and administration occupations</b>	<b>40</b>
B0 Professional occupations in business and finance	15
B1 Finance and insurance administration occupations	0
B2 Secretaries	10
B3 Administrative and regulatory occupations	0
B4 Clerical supervisors	0
B5 Clerical occupations	15
<b>C Natural and applied sciences and related occupations</b>	<b>20</b>
C0 Professional occupations in natural and applied sciences	0
C1 Technical occupations related to natural and applied sciences	15
<b>D Health occupations</b>	<b>0</b>
D0 Professional occupations in health	0
D1 Nurse supervisors and registered nurses	0
D2 Technical and related occupations in health	0
D3 Assisting occupations in support of health services	0
<b>E Occupations in social science, education, government service and religion</b>	<b>15</b>

<b>Total labour force 15 years and over by occupation - National Occupational Classification for Statistics 2006 - 20% sample data</b>	<b>450</b>
E0 Judges, lawyers, psychologists, social workers, ministers of religion, and policy and program officers	10
E1 Teachers and professors	10
E2 Paralegals, social services workers and occupations in education and religion, n.e.c.	0
<b>F Occupations in art, culture, recreation and sport</b>	<b>0</b>
F0 Professional occupations in art and culture	0
F1 Technical occupations in art, culture, recreation and sport	0
<b>G Sales and service occupations</b>	<b>85</b>
G0 Sales and service supervisors	0
G1 Wholesale, technical, insurance, real estate sales specialists, and retail, wholesale and grain buyers	0
G2 Retail salespersons and sales clerks	10
G3 Cashiers	10
G4 Chefs and cooks	0
G5 Occupations in food and beverage service	0
G6 Occupations in protective services	15
G7 Occupations in travel and accommodation, including attendants in recreation and sport	0
G8 Child care and home support workers	0
G9 Sales and service occupations, n.e.c.	50
<b>H Trades, transport and equipment operators and related occupations</b>	<b>110</b>
H0 Contractors and supervisors in trades and transportation	0
H1 Construction trades	0
H2 Stationary engineers, power station operators and electrical trades and telecommunications occupations	0
H3 Machinists, metal forming, shaping and erecting occupations	15
H4 Mechanics	30
H5 Other trades, n.e.c.	10
H6 Heavy equipment and crane operators, including drillers	15
H7 Transportation equipment operators and related workers, excluding labourers	20
H8 Trades helpers, construction and transportation labourers and related occupations	20
<b>I Occupations unique to primary industry</b>	<b>45</b>
I0 Occupations unique to agriculture, excluding labourers	0
I1 Occupations unique to forestry operations, mining, oil and gas extraction and fishing, excluding labourers	15
I2 Primary production labourers	30
<b>J Occupations unique to processing, manufacturing and utilities</b>	<b>105</b>
J0 Supervisors in manufacturing	0
J1 Machine operators in manufacturing	40
J2 Assemblers in manufacturing	0
J3 Labourers in processing, manufacturing and utilities	65

Source: Statistics Canada, 2006 Canadian Census

## Labour Force Occupations - White River, 2006

<b>Total labour force 15 years and over by occupation - National Occupational Classification for Statistics 2006 - 20% sample data</b>	<b>590</b>
Occupation - Not applicable	0
All occupations	580
<b>A Management occupations</b>	<b>35</b>
A0 Senior management occupations	0
A1 Specialist managers	0
A2 Managers in retail trade, food and accommodation services	20
A3 Other managers, n.e.c.	15
<b>B Business, finance and administration occupations</b>	<b>75</b>
B0 Professional occupations in business and finance	0
B1 Finance and insurance administration occupations	20
B2 Secretaries	0
B3 Administrative and regulatory occupations	0
B4 Clerical supervisors	10
B5 Clerical occupations	30
<b>C Natural and applied sciences and related occupations</b>	<b>15</b>
C0 Professional occupations in natural and applied sciences	0
C1 Technical occupations related to natural and applied sciences	15
<b>D Health occupations</b>	<b>0</b>
D0 Professional occupations in health	0
D1 Nurse supervisors and registered nurses	0
D2 Technical and related occupations in health	0
D3 Assisting occupations in support of health services	0
<b>E Occupations in social science, education, government service and religion</b>	<b>50</b>
E0 Judges, lawyers, psychologists, social workers, ministers of religion, and policy and program officers	0
E1 Teachers and professors	50
E2 Paralegals, social services workers and occupations in education and religion, n.e.c.	0
<b>F Occupations in art, culture, recreation and sport</b>	<b>0</b>
F0 Professional occupations in art and culture	0
F1 Technical occupations in art, culture, recreation and sport	0
<b>G Sales and service occupations</b>	<b>95</b>
G0 Sales and service supervisors	0
G1 Wholesale, technical, insurance, real estate sales specialists, and retail, wholesale and grain buyers	0
G2 Retail salespersons and sales clerks	10
G3 Cashiers	10
G4 Chefs and cooks	10
G5 Occupations in food and beverage service	10
G6 Occupations in protective services	0
G7 Occupations in travel and accommodation, including attendants in recreation and sport	0
G8 Child care and home support workers	0
G9 Sales and service occupations, n.e.c.	60
<b>H Trades, transport and equipment operators and related occupations</b>	<b>160</b>
H0 Contractors and supervisors in trades and transportation	30
H1 Construction trades	0
H2 Stationary engineers, power station operators and electrical trades and telecommunications occupations	10
H3 Machinists, metal forming, shaping and erecting occupations	10

<b>Total labour force 15 years and over by occupation - National Occupational Classification for Statistics 2006 - 20% sample data</b>	<b>590</b>
H4 Mechanics	55
H5 Other trades, n.e.c.	0
H6 Heavy equipment and crane operators, including drillers	10
H7 Transportation equipment operators and related workers, excluding labourers	10
H8 Trades helpers, construction and transportation labourers and related occupations	35
<b>I Occupations unique to primary industry</b>	<b>40</b>
I0 Occupations unique to agriculture, excluding labourers	0
I1 Occupations unique to forestry operations, mining, oil and gas extraction and fishing, excluding labourers	25
I2 Primary production labourers	15
<b>J Occupations unique to processing, manufacturing and utilities</b>	<b>110</b>
J0 Supervisors in manufacturing	0
J1 Machine operators in manufacturing	40
J2 Assemblers in manufacturing	0
J3 Labourers in processing, manufacturing and utilities	70

Source: Statistics Canada, 2006 Canadian Census

### 2007 Advertised Vacancies with Service Canada - Superior East Region by Community

<b>NOC</b>	<b>COMMUNITY</b>	<b>TOTAL</b>	<b>OCCUPATION</b>
0014	Wawa	1	Senior Managers - Health, Education, Social and Community Services and Membership Organizations
0311	Wawa	1	Managers in Health Care
0621	White River	1	Retail Trade Managers
0631	Wawa	1	Restaurant and Food Service Managers
0632	Wawa	1	Accommodation Service Managers
0721	Wawa	5	Facility Operation and Maintenance Managers
1114	Wawa	1	Other Financial Officers
1121	Dubreuilville	1	Specialists in Human Resources
1211	White River	1	Supervisors, General Office and Administrative Support Clerks
1241	Wawa	5	Secretaries (Except Legal and Medical)
1411	Dubreuilville	1	General Office Clerks
1411	Wawa	5	General Office Clerks
1411	White River	2	General Office Clerks
1431	Wawa	5	Accounting and Related Clerks
2143	Wawa	1	Mining Engineers
2212	Wawa	2	Geological and Mineral Technologists and Technicians
2223	Wawa	1	Forestry Technologists and Technicians
2242	Wawa	2	Electronic Service Technicians (Household and Business Equipment)
2255	Wawa	1	Mapping and Related Technologists and Technicians
2264	Wawa	1	Construction Inspectors
3152	Wawa	5	Registered Nurses
3413	Wawa	4	Nurse Aides, Orderlies and Patient Service Associates
4141	Wawa	1	Secondary School Teachers
4141	White River	1	Secondary School Teachers
4143	Wawa	1	Educational Counselors
4152	Wawa	2	Social Workers

<b>NOC</b>	<b>COMMUNITY</b>	<b>TOTAL</b>	<b>OCCUPATION</b>
4153	Wawa	3	Family, Marriage and Other Related Counselors
4162	Wawa	1	Economists and Economic Policy Researchers and Analysts
4212	Wawa	7	Community and Social Service Workers
4214	Wawa	2	Early Childhood Educators and Assistants
4217	Wawa	6	Other Religious Occupations
5211	Wawa	1	Library and Archive Technicians and Assistants
5254	Wawa	7	Program Leaders and Instructors in Recreation and Sport
6233	Wawa	1	Retail and Wholesale Buyers
6242	Wawa	18	Cooks
6261	Wawa	2	Police Officers (Except Commissioned)
6411	Wawa	3	Sales Representatives - Wholesale Trade (Non-Technical)
6421	Wawa	9	Retail Salespersons and Sales Clerks
6421	White River	2	Retail Salespersons and Sales Clerks
6435	Wawa	4	Hotel Front Desk Clerks
6442	Wawa	4	Outdoor Sport and Recreational Guides
6442	White River	2	Outdoor Sport and Recreational Guides
6452	Wawa	2	Bartenders
6453	Wawa	13	Food and Beverage Servers
6453	White River	2	Food and Beverage Servers
6463	Wawa	3	By-law Enforcement and Other Regulatory Officers, n.e.c
6471	Wawa	4	Visiting Homemakers, Housekeepers and Related Occupations
6472	Wawa	2	Elementary and Secondary School Teacher Assistants
6611	Wawa	17	Cashiers
6621	Wawa	6	Service Station Attendants
6641	Wawa	32	Food Counter Attendants, Kitchen Helpers and Related Occupations
6651	Dubreuilville	2	Security Guards and Related Occupations
6651	Wawa	7	Security Guards and Related Occupations
6661	Wawa	11	Light Duty Cleaners
6661	White River	4	Light Duty Cleaners
6663	Wawa	9	Janitors, Caretakers and Building Superintendents
6671	Wawa	10	Operators and Attendants in Amusement, Recreation and Sport
6672	Wawa	5	Other Attendants in Accommodation and Travel
7211	Wawa	2	Supervisors, Machinists and Related Occupations
7242	Wawa	7	Electricians (Except Industrial and Power System)
7244	Wawa	1	Electrical Powerline and Cable Workers
7247	Wawa	1	Cable Television Service and Maintenance Technicians
7265	Wawa	20	Welders and Related Machine Operators
7271	Dubreuilville	2	Carpenters
7271	Wawa	7	Carpenters
7311	Wawa	4	Construction Millwrights and Industrial Mechanics (Except Textile)
7312	Wawa	4	Heavy-Duty Equipment Mechanics
7321	Dubreuilville	1	Automotive Service Technicians, Truck Mechanics and Mechanical Repairers
7331	Wawa	1	Oil and Solid Fuel Heating Mechanics
7351	White River	1	Stationary Engineers and Auxiliary Equipment Operators
7371	Wawa	1	Crane Operators
7411	Wawa	7	Truck Drivers
7412	Wawa	6	Bus Drivers and Subway and Other Transit Operators
7414	Wawa	1	Delivery and Courier Service Drivers

<b>NOC</b>	<b>COMMUNITY</b>	<b>TOTAL</b>	<b>OCCUPATION</b>
7421	Dubreuilville	2	Heavy Equipment Operators (Except Crane)
7422	Dubreuilville	1	Public Works Maintenance Equipment Operators
7422	Wawa	3	Public Works Maintenance Equipment Operators
7451	Wawa	2	Longshore Workers
7451	White River	3	Longshore Workers
7611	Dubreuilville	3	Construction Trades Helpers and Labourers
7611	Wawa	2	Construction Trades Helpers and Labourers
8231	Wawa	6	Underground Production and Development Miners
8241	Wawa	1	Logging Machinery Operators
8241	White River	2	Logging Machinery Operators
8421	Dubreuilville	13	Chainsaw and Skidder Operators
8432	Wawa	2	Nursery and Greenhouse Workers
8612	Wawa	6	Landscaping and Grounds Maintenance Labourers
8612	White River	1	Landscaping and Grounds Maintenance Labourers
9411	Wawa	1	Machine Operators, Mineral and Metal Processing
9614	Wawa	2	Labourers in Wood, Pulp and Paper Processing

Source: Service Canada Administrative Data

## Regular Employment Insurance Claims, August 2006 to February 2008

Location						1.						2.							3.		4.	
	Aug 06	Sept 06	Oct 06	Nov 06	Dec 07	Jan 07	Feb 07	Mar 07	Apr 07	May 07	June 07	July 07	Aug 07	Sept 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08			
Dubreuilville	26	27	23	32	44	61	46	39	36	37	35	55	53	46	35	87	145	154	149			
Hawk Junction	<10	10	17	17	21	20	22	22	20	13	<10	<10	<10	13	12	15	19	21	19			
Wawa	108	108	111	132	149	168	170	173	166	133	121	160	155	135	117	168	193	229	233			
White River	13	14	44	47	36	27	28	30	37	42	38	98	140	135	125	127	128	123	114			
<b>Total – Superior East</b>	157	159	195	228	250	276	266	264	259	225	204	323	358	329	289	397	485	527	515			
Blind River	125	130	109	125	130	163	161	170	170	125	102	113	104	93	87	105	137	170	170			
Elliot Lake	170	182	172	194	234	272	268	306	292	246	205	222	212	181	178	209	258	274	242			
Sault Ste. Marie	1262	1311	1286	1428	1642	2135	2152	2363	2314	2148	1828	1987	1917	1734	1591	1790	2066	2352	2220			
<b>Total – Algoma</b>	2097	2208	2168	2459	2825	3559	3540	3848	3766	3389	2888	3191	3103	2788	2553	2976	3517	4038	3812			

Source: Human Resources and Skills Development Canada/Service Canada

1. Jan. 2007: Domtar Forest Products in White River shuts down Woodlands Division.
2. June 2007: Domtar Forest Products in White River closes sawmill.
3. Nov. 2007: Dubreuil Forest Products in Dubreuilville shuts down sawmill.
4. Dec. 2007: Weyerhaeuser OSB in Wawa stops operations with lay-offs continuing to the end of January 2008.

## **Appendix G: Summary of Existing Education and Training Programs, Superior East Region**

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### **1. BASIC LITERACY PROGRAMS & ADULT LEARNING UP TO GRADE 12**

#### **i) Literacy and Basic Skills Wawa**

Funded by the Ministry of Training, Colleges, & Universities for a Literacy and Basic Skills program, the North Algoma Literacy Coalition has been in operation in Wawa for the past 20 years. This registered charity provides basic literacy and education (English only) up to a Grade 9 level. Due to the isolation of Wawa, the Literacy and Basic Skills program is an enhanced program, offering information and referral.

The North Algoma Literacy Coalition also provides basic computer skills (word processing, Microsoft Office package, e-mail). Training is one on one and in small groups with 3 part time instructors. Operating 35 hours per week, the centre in Wawa is open from September to the end of May. Staff offer support over the phone to other locations in the Superior East Region.

The centre refers to other organizations that offer Grade 12 equivalency (GED) and the Grade 12 diploma, and helps individuals to register for other training programs. With GED being a self help learning experience, coaching and assistance to students will be provided upon request.

#### **ii) Conseil Scolaire Catholique du Nouvel-Ontario**

St. Joseph's Secondary School, located in Wawa, provides high school credits up to Grade 12 for youth in the Superior East Region. Instruction is in French only. For adult learners, this French Catholic Board provides the following programs in French:

1. Basic Literacy Program for mature learners who do not have many high school credits.

The outcome of initial testing in French, Math, Science, Canadian Geography, and Canadian History as well as an assessment of life experiences may result in the adult learner being awarded up to 26 credits. The final four (4) credits must be completed through the Board by enrolling in correspondence courses. Teachers are available long distance by phone during the day or by e-mail. The local high school acts as a vehicle for the delivery of course materials and receipt of student assignments.

2. Regular Credit Courses to complete Grade 12 Diploma

Adult learners complete regular credit courses by correspondence.



### **iii) Ecole Secondaire Carrefour Supérieur Nord**

This French public secondary school is located in Wawa with a new school under construction in Dubreuilville (September 2008 completion date). Adult learners from 18 to 21 years are able to attend regular classes to complete credits for a Grade 12 diploma. Currently, no programs are provided for persons over 21 years (e.g., no correspondence courses or on-site instruction for students over 21 years).

Board staff noted that there is no funding formula for the over 21 year old student so it is an issue for this small Board to support adult learners (would strain existing resources). To offer on-site GED or Grade 12 training in French to older adults, the Board expressed interest in participating with other key stakeholders to develop a model for Superior East and for Dubreuilville, once the new high school is completed.

Note: Both French speaking secondary schools have on-site video conferencing technology to ensure that their students have access to a full range of courses via long distance education. Depending on future funding and partnerships for adult learning, this technology may support enhanced programming for French speaking adults in Superior East.

### **iv) Michipicoten High School**

Located in Wawa, this English public secondary school has an Adult Learning Centre or Late School (English only). There is no age minimum but most students are over 18 years of age. To achieve their Grade 12 diploma, students must earn at least the final 4 credits. Upon assessment by the school's principal, students may be awarded mature credits for life experiences.

Credits are completed by correspondence courses, supervised by an on-site teacher. Some of the teachers in the regular high school program have also acted as resources, providing assistance to students upon request.

### **v) White River Learning Centre**

A partnership between the Adult Learning Centre in Sault Ste. Marie (Algoma District School Board) and the White River Labour Adjustment Committee currently supports an adult learning class for the completion of a Grade 12 diploma. The Board has provided a classroom teacher (instruction in English) with the Labour Adjustment Committee providing the space (rent) and office equipment such as a photocopier.

## **2. SKILLED TRAINING & POST SECONDARY EDUCATION**

### **i) Collège Boréal**

The College is mandated to provide post secondary courses in French only, and many of these courses are available through long distance education via Contact North.

Non post secondary and skills training courses can be provided in either French or English. For example, during the previous closure of the sawmill in White River, the college ran a 20-week welding course in the community in English.

Dependent upon demand, the following courses are also available and, depending on the number of students, could be offered in a community.

Number of Students to set up a class in the community

A to Z truck driving	6 students
Grader operator	8 students
Heavy equipment operator	8 students

Collège Boréal has partnered with the NORCAT Centre at Cambrian College to provide assistance with basic modular training. However, Collège Boréal does not currently have the capacity to provide the practical component of the training (NORCAT has the mine site in Sudbury for hands on training).

Dependent upon funding, Collège Boréal may “consider the development of a program” to complete Grade 12 in French. Numbers would determine if a class could be located in the community (e.g., Dubreuilville).

**ii) Contact North**

Funded by the Ministry of Training, Colleges, and Universities, Contact North is a network of 90 centres throughout the north, offering a range of courses through long distance education. Thirteen post secondary teaching partners make their courses available to learners through a combination of audio conferences, video conferences, and e-learning technologies so that persons can access courses without leaving their home communities. The educational partners include Algoma University, Laurentian University, Lakehead University, University of Ottawa, Saint-Paul University, University of Sudbury, Nipissing University, Sault College, Collège Boréal, Confederation College, Cambrian College, Canadore College, and Northern College.

Wawa is considered to be an Access Centre (location of staff coordinator) and White River, Dubreuilville, and Michipicoten First Nation are referred to as Participating Centres. The following technology exists for these Superior East sites.

	Video Conferencing	E-learning	Audio Learning	Wheelchair Access	High Speed
Wawa	x	x	x	x	x
White River	x	x	x	x	x
Dubreuilville	x	x	x		
Michipicoten First Nation		x	x		

The Program Guide on Contact North's website lists 584 different courses (fulltime, part time and interest courses). To provide the reader with a sample of the courses available to students, the **fall 2008 guide** lists the following **full time programs**:

2-year diploma programs

- Education Assistant
- Social Service Worker
- Business Accounting
- Community Economic & Social Development
- Developmental Service Worker
- Law Clerk
- Police Foundation

1-year certificate

- College Access
- Entrepreneurship
- Office Administration General
- Pre-Health
- Business Management
- Motive Power Fundamentals
- Office Administration

University Degree Programs

- Bachelor of Arts (3-year)
- Bachelor of Science in Nursing (2-year) for registered nurses
- Interdisciplinary Certificate in Dementia Studies (3-semester)
- Interdisciplinary Palliative Care Certificate (3-semester)
- Masters of Public Health
- Bachelor of Health Science (4-year) ...in French
- Bachelor of Health Science – Midwifery Program (4-year)
- Bachelor of Science in Nursing – part time for registered nurses
- Masters of Humanities...in English or French

**Part-time Programs** identified for **Fall 2007** included:

- Autism & Behavioural Sciences Certificate
- Early Childhood Education Resource Teacher
- Food Service Worker Certificate
- Personal Support Worker Certificate

**Current Enrollment (Wawa Access Centre, Contact North)**

Sixteen (16) students are currently enrolled in the following courses: Accounting, Office Administration, Educational Assistant, Social Service Worker, Police Foundation, Developmental Service Worker, Native Child and Family Services, Autism, Ace Computers, French, and Building Environmental Systems.

### 3. ACCESS TO OTHER TRAINING, EDUCATIONAL AND EMPLOYMENT PROGRAMS

#### i) Regional Employment Help Centre (REHC)<sup>30</sup>

REHC provides educational opportunities and employment related services throughout the Superior East Region. Services are provided in English and French. Services include:

1) Employment Resource Centre

Open to all unemployed individuals

Provides support, information and publications on career planning, local labour market trends and job search needs, access to computer lab areas, photocopiers, facsimile, telephones and internet access for job search activities

2) Employment Assistance Services

Available to unemployed individuals working less than an average of 20 hours per week, and who are actively seeking, and available to accept, full-time employment.

Provides employment assessment and counseling for persons returning to work.

- Barriers to employment explored and action plan developed and implemented
- Job search support and access to nationwide network of online job posting (Ontario Job Bank)
- Referral to appropriate employment services or vocational training programs including Employment Ontario-funded programs
- Referral to Employment Ontario funded programs for eligible clients (unemployed individuals who have currently established a benefit period for Employment Insurance, who have had a benefit period for Employment Insurance within the past 3 years, or who have been in receipt of maternity or parental benefits during the past 5 years and are now seeking to re-enter the labour force) such as:

- Ontario Job Creation Partnerships

*Unemployed people gain work experience that will lead to long-term employment. Projects receiving support must be designed to help develop the community and local economy.*

- Ontario Self-Employment Benefit (administered by Community Development Corporation in Sault Ste. Marie)

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<sup>30</sup> Ministry of Training, Colleges, and Universities website and brochures provided by REHC.

*Financial assistance and business-planning advice is provided to eligible unemployed individuals who want to start their own business. Financial assistance helps to cover living and other expenses during the initial stages of the business. REHC assists individuals to access this program.*

- Ontario Skills Development

*Program helps eligible unemployed people develop the marketable skills they need to re-enter the workforce. The program covers some of the costs associated with training, such as those for tuition and books.*

- Ontario Targeted Wage Subsidy

*Eligible unemployed individuals get on-the-job experience, providing employers who might not otherwise hire them with assistance in paying their wages.*

## **ii) Job Connect**

Sponsored by Collège Boréal, this program is funded by the Ministry of Training, Colleges, and Universities. The office is located in Wawa with staff travelling to White River and Dubreuilville. Services are provided in English and French.

Job Connect helps both job seekers and employers, offering the following programs:

### *1) For Job Seekers*

- Information & Resource Service

*Information on careers, the local labour market and training opportunities (including apprenticeship training), and help developing job search skills.*

- Employment Planning and Preparation

*Help with identifying short and long-term goals, developing an action plan, and searching for a job.*

- Job Development and Placement Support

*Help with developing skills and gaining work experience in a job placement.*

- Summer Jobs

*Help for young people looking for summer jobs.*

## 2) *For Employers*

- Recruiting Services

*Job Connect staff recruit and assess applicants with referral of qualified applicants to employers.*

- Free Job-Posting Service

*Employers are able to advertise openings through the Information and Resource Service (The Ontario Job Bank that is part of a nationwide network of job postings).*

- Training Incentives

*Employers may be eligible for funding to offset some employee training costs.*

### **iii) Algoma District Service Administration Board – Ontario Works**

The ADSAB provides financial assistance (Ontario Works) to approximately 90 families in the Superior East Region and supports clients to participate in training and educational programs (e.g., funding to pay for transportation, child care, tuition and books and other equipment and any other course costs).

Co-located with the Job Connect office in Wawa, the employment services are open to clients of both agencies and the general public.

The ADSAB offers employment related workshops for clients (e.g., resumé writing and job search techniques), and these are often open to the public and to persons funded by employment insurance benefits and First Nations.

Partnering with other organizations such as Sault College, the ADSAB has provided space and administrative support as well as other funding for Personal Support Worker training (Thessalon) and Construction Trades Worker training (Elliot Lake). These training programs are open to clients of Ontario Works and ODSP, persons on employment insurance benefits, First Nations members and the general public.

Offering a client-centered approach, the ADSAB has some flexibility to work with other organizations to support the future development of training programs to meet its clients' needs as well as those of the general public.

### **iv) Community Development Corporation of Sault Ste. Marie & Area**

The Ontario Self Employment Benefit (OSEB) is a program of the Ministry of Training, Colleges and Universities offering help to individuals to create jobs for themselves through self employment. The program provides income support to eligible individuals

during the business's first year of operation (monthly amount based on individual circumstances), as well as training and other small business services.

Eligible clients

- Have established a benefit period for Employment Insurance, or
- Have a claim that has ended within the last three years, or
- Have received maternity or parental benefits within the past five years and now plan to re-enter the workforce.

The Ontario Self Employment Benefit program is managed out of the Sault Ste. Marie office with the Regional Employment Help Centre facilitating access to the program for eligible Superior East residents.

## Appendix H: Survey Results for Wawa, White River, Dubreuilville, and ADSAB Clients

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### Survey Summary – Wawa Labour Adjustment Committee

Of the 96 Wawa surveys, 20 Wawa residents were surveyed by the Dubreuilville Labour Adjustment Committee as they worked for Dubreuil Forest Products.

#### PERSONAL INFORMATION:

##### W-1: Gender of Survey Respondents, Superior East Region

	# of Respondents	% age of Total Respondents
Male	69	72%
Female	27	28%
<b>Total Participants</b>	<b>96</b>	<b>100%</b>

##### W-2: Language Skills of Survey Respondents, Superior East Region

Language Skills	English Only	French Only	English & French	Other Language	Total Respondents
Spoken	61 (64%)	1 (1%)	34 (35%)	3 (3%)	<b>96</b> <b>(100%)</b>
Written	69 (72%)	1 (1%)	26 (27%)	0 (0%)	<b>96</b> <b>(100%)</b>

##### W-3: Age of Survey Respondents, Superior East Region

Age Cohort	# of Respondents	Percentage of Respondents
18-24 years	1	1%
25-34 years	15	16%
35-44 years	36	38%
45-54 years	32	33%
55-64 years	12	13%
65+ years	0	0%
<b>Total</b>	<b>96</b>	<b>100%</b>

##### W-4: Survey Respondents with Driver's License, Superior East Region

	Respondents with Driver's Licenses
Yes	93
No	3
<b>Total Participants Surveyed</b>	<b>96</b>



## EDUCATION AND TRAINING:

### W-5: Level of Education Completed by Survey Respondents, Superior East Region

Highest Grade Completed			Post Secondary Education		
Grade	# Respondents	Percentage	Yes	53	55%
7 or less	1	1%	No	43	45%
8	0	0%	<b>Degree/Diploma</b>		
9	3	3%	Years	# Respondents	
10	5	5%	1	22	
11	4	4%	2	15	
12	80	83%	3	10	
13	3	3%	4	6	
<b>Total</b>	<b>96</b>	<b>100%</b>	<b>Total</b>	<b>53</b>	

### W-6: Previous Training Completed by Survey Respondents, Superior East Region

What training have you completed.... (Type of training)	In the past 5 years?		In the past 10 years?	
Orientation for new employees	0	0%	28	10%
Managerial/supervisory	13	5%	7	3%
Apprenticeship training	2	1%	3	1%
Technical/trades upgrading/updating	7	3%	7	3%
Sales and marketing training	2	1%	5	2%
Computer training	22	8%	27	10%
Other office or non-office equipment	10	4%	6	2%
Reading and writing, math	3	1%	6	2%
Second Language training	1	0%	2	1%
Training in manufacturing processes/quality	31	12%	31	11%
Operations training	25	9%	25	9%
Group decision-making, problem solving	42	16%	35	13%
Team-building, leadership, communication	50	19%	41	15%
Occupational health & safety, environmental protection	43	16%	41	15%
Other	14	5%	8	3%
<b>Total Responses</b>	<b>265</b>	<b>100%</b>	<b>272</b>	<b>100%</b>

### W-7: Position/Job Title for Most Recent Employment, Superior East Region

Position/Job Title	# of Respondents	% of Respondents
Production worker	35	36%
Labourer	5	5%
Maintenance and Trades	22	23%
Staff/Management	14	15%
Staff/Administration	12	13%
Marketing/Sales	2	2%
Other	6	6%
<b>Total</b>	<b>96</b>	<b>100%</b>

### W-8: Skills Acquired through Volunteer Work, Superior East Region

Volunteer Skills Acquired	# of Responses	% of Total Responses
Computer skills	32	6%
Public Speaking	34	6%
Writing	26	5%
Trades	15	3%
Organizational Skills	52	9%
Building & Repairing	38	7%
Leadership	47	8%
Process Work	28	5%
Teamwork	71	12%
Customer Service	32	6%
Sales	25	4%
Minor Maintenance	41	7%
Problem Solving	61	11%
Bilingual language skills	29	5%
Administration	37	6%
Other	6	1%
<b>Total</b>	<b>574</b>	<b>100%</b>

### EMPLOYMENT STATUS:

### W-9: Employment Status of Survey Respondents, Superior East Region

Employment Status	# of Respondents	Percentage of Respondents
Employed (Full Time)	29	30%
Employed (Part Time)	16	17%
Unemployed	51	53%
<b>Total Respondents</b>	<b>96</b>	<b>100%</b>

### FUTURE TRAINING:

### W-10: Training Required by Respondents to Achieve Career/Employment Goals, Superior East Region

Training Required	# of Responses	% of Responses
Managerial/supervisory training	17	10%
Apprenticeship training	14	8%
Technical/trades upgrading/updating	7	4%
Sales and Marketing Training	1	1%
Computer Training	28	16%
Other Office or Non-office equipment training	4	2%
Reading and Writing Upgrading	7	4%
Math Upgrading	7	4%
Second Language Training	13	8%
Training in Manufacturing Processes	11	6%
Operations Training for more senior positions	13	8%
Group Decision Making, Problem Solving	11	6%
Team Building, Leadership, Communication	11	6%
Occupational health and safety, Environmental Protection	9	5%
Other	18	11%
<b>Total</b>	<b>171</b>	<b>100%</b>

**W-11: Survey Respondents Willing to Participate in Further Training, Superior East Region**

Willing to take further training?	# of Respondents	% of Respondents
Yes	89	93%
No	7	7%
<b>Total Respondents</b>	<b>96</b>	<b>100%</b>

**W-12: Reasons for Respondents not willing or able to pursue Further Training, Superior East Region**

Rationale – Not Pursuing Training	# of Respondents
Too close to retirement	0
Focusing on job search with relocation outside the area	2
Withdrawal from labour force	0
Current Health Concerns	2
Financial concerns to pay for training or support self/family during training period	1
Poor reading, writing or speaking (literacy challenges)	0
Other	2
<b>Total</b>	<b>7</b>

**W-13: If “Yes” to Training, Responses regarding Duration of Training, Superior East Region**

Willing to Take Training...	# of Respondents	% of Total Respondents
Up to 6 months	25	28%
6 to 12 months	23	26%
1 to 2 years	21	24%
2 to 4 years	20	22%
<b>Total</b>	<b>89</b>	<b>100%</b>

**W-14: Survey Respondents Willing to Relocate for Training, Superior East Region**

Willing to relocate for Training?	# of Respondents	% of Respondents
Yes	54	56%
No	42	44%
<b>Total</b>	<b>96</b>	<b>100%</b>

**W-15: Requirements for Survey Respondents to Participate in Training, Superior East Region**

What would be required to participate in training?	# of Responses	% of Responses
Financial assistance to cover tuition, books, and supplies	66	26%
Financial assistance for childcare	16	6%
Training must be located within my home community or Superior East Region	57	23%
If training is outside my home community, transportation and/or financial assistance for travel (e.g., car allowance or to and from training location)	50	20%
Cost of living training allowance or continued employment insurance benefits	59	24%
Other	3	1%
<b>Total</b>	<b>251</b>	<b>100%</b>

**W-16: Consideration by Survey Respondents to Train for Other Industries/Sectors, Superior East Region**

Would Consider Training for....	# of Responses	% of Responses
Call Centre Industry (e.g., perhaps working at home)	11	6%
Self employment/Starting Your Own Business	38	19%
Construction & Transportation Sector (Heavy Equipment Operator, Truck Driver)	42	21%
Underground Miner	27	14%
Tourism Industry	23	12%
Hospitality/Customer Service	17	9%
Health Care (e.g., nursing – R.N. or R.P.N., Personal Support Worker)	17	9%
Social Services Sector <sup>31</sup>	22	11%
<b>Total</b>	<b>197</b>	<b>100%</b>

**MOBILITY/WILLINGNESS TO RELOCATE:**

**W-17: Survey Respondents Willing to Relocate for Employment, Superior East Region**

Willing to Relocate for Employment?	# of Respondents	% of Respondents
Yes	61	64%
No	35	36%
<b>Total</b>	<b>96</b>	<b>100%</b>

**W-18: The Furthest Survey Respondents are willing to relocate? Superior East Region**

Furthest Will Relocate to...	# of Respondents	% of Respondents Willing to Relocate
To another community within the Superior East Region	10	16%
Outside the Superior East Region, but within the Algoma District	12	20%
Anywhere within Ontario	22	36%
Outside Ontario	17	28%
<b>Total</b>	<b>61</b>	<b>100%</b>

**W-19: Survey Respondents Willing to Commute for Employment or Training, Superior East Region**

Willing to commute to work or training?	# of Respondents	% of Respondents
Yes	70	73%
No	26	27%
<b>Total</b>	<b>96</b>	<b>100%</b>

<sup>31</sup> May include occupations such as Social Service Worker, Native Social Service Worker, Drug and Alcohol Counselor, Child and Youth Worker, Developmental Service Workers, Education Assistant, and Early Childhood Education worker.

**W-20: Survey Respondents Planning to Leave their Community if Unable to Find Work in the Area**

<b>Planning to leave the community ...</b>	<b># of Responses</b>	<b>% of Responses</b>
In the next 6 months?	26	42%
In the next 12 months?	19	31%
In the next 2 years?	13	21%
To follow my significant other's employment?	4	6%
<b>Total</b>	<b>62</b>	<b>100%</b>

## Survey Summary – White River Labour Adjustment Committee

### PERSONAL INFORMATION:

#### WR-1: Gender of Survey Respondents, Superior East Region

	# of Respondents	% age of Total Respondents
Male	40	69%
Female	18	31%
<b>Total Participants</b>	<b>58</b>	<b>100%</b>

#### WR-2: Language Skills of Survey Respondents, Superior East Region

Language Skills	English Only	French Only	English & French	Other Language	Total Respondents
Spoken	40 (69%)	0 (0%)	18 (31%)	0 (0%)	<b>(100%)</b>
Written	48 (83%)	0 (0%)	10 (17%)	0 (0%)	<b>(100%)</b>

#### WR-3: Age of Survey Respondents, Superior East Region

Age Cohort	# of Respondents	Percentage of Respondents
18-24 years	3	5%
25-34 years	4	7%
35-44 years	15	26%
45-54 years	28	48%
55-64 years	7	12%
65+ years	1	2%
<b>Total</b>	<b>58</b>	<b>100%</b>

#### WR-4: Survey Respondents with Driver's License, Superior East Region

	Respondents with Driver's Licenses
Yes	58
No	0
<b>Total Participants Surveyed</b>	<b>58</b>

### EDUCATION AND TRAINING:

#### WR-5: Level of Education Completed by Survey Respondents, Superior East Region

Highest Grade Completed			Post Secondary Education		
Grade	# Respondents	Percentage	Yes		
7 or less	5	9%	No	29	50%
8	4	7%	<b>Degree/Diploma</b>		
9	2	3%	Years	# Respondents	
10	7	12%	1	23	
11	5	9%	2	4	
12	34	59%	3	0	
13	1	2%	4	1	
<b>Total</b>	<b>58</b>	<b>100%</b>	<b>Total</b>	<b>28</b>	

**WR-6: Previous Training Completed by Survey Respondents,  
Superior East Region**

What training have you completed.... (Type of training)	In the past 5 years?		In the past 10 years?	
Orientation for new employees	0	0%	7	11%
Managerial/supervisory	2	3%	3	5%
Apprenticeship training	0	0%	0	0%
Technical/trades upgrading/updating	2	3%	3	5%
Sales and marketing training	0	0%	0	0%
Computer training	6	9%	5	8%
Other office or non-office equipment	2	3%	2	3%
Reading and writing, math	3	4%	2	3%
Second Language training	2	3%	0	0%
Training in manufacturing processes/quality	5	7%	4	6%
Operations training	6	9%	6	9%
Group decision-making, problem solving	11	16%	7	11%
Team-building, leadership, communication	13	19%	12	18%
Occupational health & safety, environmental protection	12	17%	12	18%
Other	6	9%	2	3%
<b>Total Responses</b>	<b>70</b>	<b>100%</b>	<b>65</b>	<b>100%</b>

**WR-7: Position/Job Title for Most Recent Employment,  
Superior East Region**

Position/Job Title	# of Respondents	% of Respondents
Production worker	27	47%
Labourer	8	14%
Maintenance and Trades	13	22%
Staff/Management	3	5%
Staff/Administration	2	3%
Marketing/Sales	0	0%
Other	5	9%
<b>Total</b>	<b>58</b>	<b>100%</b>

**WR-8: Skills Acquired through Volunteer Work, Superior East Region**

Volunteer Skills Acquired	# of Responses	% of Total Responses
Computer skills	11	4%
Public Speaking	10	4%
Writing	9	3%
Trades	9	3%
Organizational Skills	20	7%
Building & Repairing	18	6%
Leadership	21	7%
Process Work	12	4%
Teamwork	37	13%
Customer Service	20	7%
Sales	16	6%
Minor Maintenance	25	9%
Problem Solving	33	12%
Bilingual language skills	23	8%
Administration	19	7%
Other	0	0%
<b>Total</b>	<b>283</b>	<b>100%</b>

## EMPLOYMENT STATUS:

### **WR-9: Employment Status of Survey Respondents, Superior East Region**

<b>Employment Status</b>	<b># of Respondents</b>	<b>Percentage of Respondents</b>
Employed (Full Time)	9	16%
Employed (Part Time)	11	19%
Unemployed	38	66%
<b>Total Respondents</b>	<b>58</b>	<b>100%</b>

## FUTURE TRAINING:

### **WR-10: Training Required by Respondents to Achieve Career/Employment Goals, Superior East Region**

<b>Training Required</b>	<b># of Responses</b>	<b>% of Responses</b>
Managerial/supervisory training	3	3%
Apprenticeship training	5	6%
Technical/trades upgrading/updating	8	9%
Sales and Marketing Training	1	1%
Computer Training	13	15%
Other Office or Non-office equipment training	1	1%
Reading and Writing Upgrading	6	7%
Math Upgrading	8	9%
Second Language Training	2	2%
Training in Manufacturing Processes	4	5%
Operations Training for more senior positions	5	6%
Group Decision Making, Problem Solving	5	6%
Team Building, Leadership, Communication	8	9%
Occupational health and safety, Environmental Protection	7	8%
Other	12	14%
<b>Total</b>	<b>88</b>	<b>100%</b>

### **WR-11: Survey Respondents Willing to Participate in Further Training, Superior East Region**

<b>Willing to take further training?</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Yes	49	84%
No	9	16%
<b>Total Respondents</b>	<b>58</b>	<b>100%</b>

### **WR-12: Reasons for Respondents not willing or able to pursue Further Training, Superior East Region**

<b>Rationale – Not Pursuing Training</b>	<b># of Respondents</b>
Too close to retirement	5
Focusing on job search with relocation outside the area	3
Withdrawal from labour force	0
Current Health Concerns	1
Financial concerns to pay for training or support self/family during training period	0
Poor reading, writing or speaking (literacy challenges)	0
Other	0
<b>Total</b>	<b>9</b>



**WR-13: If “Yes” to Training, Responses regarding Duration of Training, Superior East Region**

Willing to Take Training....	# of Respondents	% of Total Respondents
Up to 6 months	14	29%
6 to 12 months	16	33%
1 to 2 years	13	27%
2 to 4 years	6	12%
<b>Total</b>	<b>49</b>	<b>100%</b>

**WR-14: Survey Respondents Willing to Relocate for Training, Superior East Region**

Willing to relocate for Training?	# of Respondents	% of Respondents
Yes	36	62%
No	22	38%
<b>Total</b>	<b>58</b>	<b>100%</b>

**WR-15: Requirements for Survey Respondents to Participate in Training, Superior East Region**

What would be required to participate in training?	# of Responses	% of Responses
Financial assistance to cover tuition, books, and supplies	32	25%
Financial assistance for childcare	11	8%
Training must be located within my home community or Superior East Region	14	11%
If training is outside my home community, transportation and/or financial assistance for travel (e.g., car allowance or to and from training location)	33	25%
Cost of living training allowance or continued employment insurance benefits	39	30%
Other	1	1%
<b>Total</b>	<b>130</b>	<b>100%</b>

**WR-16: Consideration by Survey Respondents to Train for Other Industries/Sectors, Superior East Region**

Would Consider Training for....	# of Responses	% of Responses
Call Centre Industry (e.g., perhaps working at home)	6	8%
Self employment/Starting Your Own Business	10	13%
Construction & Transportation Sector (Heavy Equipment Operator, Truck Driver)	19	24%
Underground Miner	24	30%
Tourism Industry	4	5%
Hospitality/Customer Service	3	4%
Health Care (e.g., nursing – R.N. or R.P.N., Personal Support Worker)	5	6%
Social Services Sector <sup>32</sup>	9	11%
<b>Total</b>	<b>80</b>	<b>100%</b>

<sup>32</sup> May include occupations such as Social Service Worker, Native Social Service Worker, Drug and Alcohol Counselor, Child and Youth Worker, Developmental Service Workers, Education Assistant, and Early Childhood Education worker.

## MOBILITY/WILLINGNESS TO RELOCATE:

### **WR-17: Survey Respondents Willing to Relocate for Employment, Superior East Region**

Willing to Relocate for Employment?	# of Respondents	% of Respondents
Yes	41	71%
No	17	29%
<b>Total</b>	<b>58</b>	<b>100%</b>

### **WR-18: The Furthest Survey Respondents are willing to relocate? Superior East Region**

Furthest Will Relocate to...	# of Respondents	% of Respondents Willing to Relocate
To another community within the Superior East Region	9	23%
Outside the Superior East Region, but within the Algoma District	10	25%
Anywhere within Ontario	12	30%
Outside Ontario	9	23%
<b>Total</b>	<b>40</b>	<b>100%</b>

### **WR-19: Survey Respondents Willing to Commute for Employment or Training, Superior East Region**

Willing to commute to work or training?	# of Respondents	% of Respondents
Yes	45	78%
No	13	22%
<b>Total</b>	<b>58</b>	<b>100%</b>

### **WR-20: Survey Respondents Planning to Leave their Community if Unable to Find Work in the Area**

Planning to leave the community ...	# of Responses	% of Responses
In the next 6 months?	22	48%
In the next 12 months?	8	17%
In the next 2 years?	9	20%
To follow my significant other's employment?	7	15%
<b>Total</b>	<b>46</b>	<b>100%</b>

## Survey Summary – Dubreuilville Labour Adjustment Committee

Twenty persons, surveyed by the Dubreuilville Labour Adjustment Committee, resided in Wawa and their responses are included in the Wawa results.

### PERSONAL INFORMATION:

#### **D-1: Gender of Survey Respondents, Superior East Region**

	# of Respondents	% age of Total Respondents
Male	98	64%
Female	56	36%
<b>Total Participants</b>	<b>154</b>	<b>100%</b>

#### **D-2: Language Skills of Survey Respondents, Superior East Region**

Language Skills	English Only	French Only	English & French	Other Language	Total Respondents
Spoken	6 (4%)	53 (34%)	95 (62%)	1 (1%)	<b>(100%)</b>
Written	8 (5%)	58 (38%)	88 (57%)	2 (1%)	<b>(100%)</b>

#### **D-3: Age of Survey Respondents, Superior East Region**

Age Cohort	# of Respondents	Percentage of Respondents
18-24 years	0	0%
25-34 years	38	25%
35-44 years	50	32%
45-54 years	49	32%
55-64 years	17	11%
65+ years	0	0%
<b>Total</b>	<b>154</b>	<b>100%</b>

#### **D-4: Survey Respondents with Driver's License, Superior East Region**

	Respondents with Driver's Licenses
Yes	149
No	5
<b>Total Participants Surveyed</b>	<b>154</b>

### EDUCATION AND TRAINING:

#### **D-5: Level of Education Completed by Survey Respondents, Superior East Region**

Highest Grade Completed			Post Secondary Education		
Grade	# Respondents	Percentage	Yes		
7 or less	16	10%	No	95	62%
8	0	0%	<b>Degree/Diploma</b>		
9	9	6%	Years	# Respondents	
10	23	15%	1	32	
11	22	14%	2	14	
12	84	55%	3	11	
13	0	0%	4	2	
<b>Total</b>	<b>154</b>	<b>100%</b>	<b>Total</b>	<b>59</b>	

**D-6: Previous Training Completed by Survey Respondents,  
Superior East Region**

What training have you completed.... (Type of training)	In the past 5 years?		In the past 10 years?	
Orientation for new employees	0	0%	12	12%
Managerial/supervisory	10	8%	6	6%
Apprenticeship training	4	3%	3	3%
Technical/trades upgrading/updating	5	4%	3	3%
Sales and marketing training	3	3%	2	2%
Computer training	5	4%	9	9%
Other office or non-office equipment	5	4%	3	3%
Reading and writing, math	3	3%	2	2%
Second Language training	2	2%	2	2%
Training in manufacturing processes/quality	6	5%	5	5%
Operations training	10	8%	7	7%
Group decision-making, problem solving	13	11%	11	11%
Team-building, leadership, communication	17	14%	12	12%
Occupational health & safety, environmental protection	23	19%	16	16%
Other	13	11%	9	9%
<b>Total Responses</b>	<b>119</b>	<b>100%</b>	<b>102</b>	<b>100%</b>

**D-7: Position/Job Title for Most Recent Employment,  
Superior East Region**

Position/Job Title	# of Respondents	% of Respondents
Production worker	36	23%
Labourer	21	14%
Maintenance and Trades	34	22%
Staff/Management	17	11%
Staff/Administration	17	11%
Marketing/Sales	3	2%
Other	26	17%
<b>Total</b>	<b>154</b>	<b>100%</b>

**D-8: Skills Acquired through Volunteer Work, Superior East Region**

Volunteer Skills Acquired	# of Responses	% of Total Responses
Computer skills	50	5%
Public Speaking	48	5%
Writing	51	5%
Trades	37	4%
Organizational Skills	77	8%
Building & Repairing	64	6%
Leadership	92	9%
Process Work	61	6%
Teamwork	120	12%
Customer Service	69	7%
Sales	43	4%
Minor Maintenance	71	7%
Problem Solving	96	10%
Bilingual language skills	72	7%
Administration	49	5%
Other	4	0%
<b>Total</b>	<b>1,004</b>	<b>100%</b>

## **EMPLOYMENT STATUS:**

### **D-9: Employment Status of Survey Respondents, Superior East Region**

<b>Employment Status</b>	<b># of Respondents</b>	<b>Percentage of Respondents</b>
Employed (Full Time)	57	37%
Employed (Part Time)	31	20%
Unemployed	66	43%
<b>Total Respondents</b>	<b>154</b>	<b>100%</b>

## **FUTURE TRAINING:**

### **D-10: Training Required by Respondents to Achieve Career/Employment Goals, Superior East Region**

<b>Training Required</b>	<b># of Responses</b>	<b>% of Responses</b>
Managerial/supervisory training	12	7%
Apprenticeship training	24	13%
Technical/trades upgrading/updating	5	3%
Sales and Marketing Training	2	1%
Computer Training	17	9%
Other Office or Non-office equipment training	4	2%
Reading and Writing Upgrading	8	4%
Math Upgrading	8	4%
Second Language Training	25	14%
Training in Manufacturing Processes	5	3%
Operations Training for more senior positions	10	6%
Group Decision Making, Problem Solving	10	6%
Team Building, Leadership, Communication	15	8%
Occupational health and safety, Environmental Protection	4	2%
Other	31	17%
<b>Total</b>	<b>180</b>	<b>100%</b>

### **D-11: Survey Respondents Willing to Participate in Further Training, Superior East Region**

<b>Willing to take further training?</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Yes	128	83%
No	26	17%
<b>Total Respondents</b>	<b>154</b>	<b>100%</b>

### **D-12: Reasons for Respondents not willing or able to pursue Further Training, Superior East Region**

<b>Rationale – Not Pursuing Training</b>	<b># of Respondents</b>
Too close to retirement	8
Focusing on job search with relocation outside the area	10
Withdrawal from labour force	1
Current Health Concerns	0
Financial concerns to pay for training or support self/family during training period	3
Poor reading, writing or speaking (literacy challenges)	0
Other	4
<b>Total</b>	<b>26</b>

**D-13: If “Yes” to Training, Responses regarding Duration of Training, Superior East Region**

Willing to Take Training....	# of Respondents	% of Total Respondents
Up to 6 months	50	39%
6 to 12 months	25	20%
1 to 2 years	26	20%
2 to 4 years	27	21%
<b>Total</b>	<b>128</b>	<b>100%</b>

**D-14: Survey Respondents Willing to Relocate for Training, Superior East Region**

Willing to relocate for Training?	# of Respondents	% of Respondents
Yes	85	55%
No	69	45%
<b>Total</b>	<b>154</b>	<b>100%</b>

**D-15: Requirements for Survey Respondents to Participate in Training, Superior East Region**

What would be required to participate in training?	# of Responses	% of Responses
Financial assistance to cover tuition, books, and supplies	110	25%
Financial assistance for childcare	44	10%
Training must be located within my home community or Superior East Region	88	20%
If training is outside my home community, transportation and/or financial assistance for travel (e.g., car allowance or to and from training location)	92	21%
Cost of living training allowance or continued employment insurance benefits	100	23%
Other	1	0%
<b>Total</b>	<b>435</b>	<b>100%</b>

**D-16: Consideration by Survey Respondents to Train for Other Industries/Sectors, Superior East Region**

Would Consider Training for....	# of Responses	% of Responses
Call Centre Industry (e.g., perhaps working at home)	22	7%
Self employment/Starting Your Own Business	55	18%
Construction & Transportation Sector (Heavy Equipment Operator, Truck Driver)	51	17%
Underground Miner	48	16%
Tourism Industry	44	14%
Hospitality/Customer Service	34	11%
Health Care (e.g., nursing – R.N. or R.P.N., Personal Support Worker)	26	9%
Social Services Sector <sup>33</sup>	25	8%
<b>Total</b>	<b>305</b>	<b>100%</b>

<sup>33</sup> May include occupations such as Social Service Worker, Native Social Service Worker, Drug and Alcohol Counselor, Child and Youth Worker, Developmental Service Workers, Education Assistant, and Early Childhood Education worker.

## **MOBILITY/WILLINGNESS TO RELOCATE:**

### **D-17: Survey Respondents Willing to Relocate for Employment, Superior East Region**

<b>Willing to Relocate for Employment?</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Yes	119	77%
No	35	23%
<b>Total</b>	<b>154</b>	<b>100%</b>

### **D-18: The Furthest Survey Respondents are willing to relocate? Superior East Region**

<b>Furthest Will Relocate to...</b>	<b># of Respondents</b>	<b>% of Respondents Willing to Relocate</b>
To another community within the Superior East Region	8	7%
Outside the Superior East Region, but within the Algoma District	6	5%
Anywhere within Ontario	51	43%
Outside Ontario	54	45%
<b>Total</b>	<b>119</b>	<b>100%</b>

### **D-19: Survey Respondents Willing to Commute for Employment or Training, Superior East Region**

<b>Willing to commute to work or training?</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Yes	97	64%
No	55	36%
<b>Total</b>	<b>152</b>	<b>100%</b>

### **D-20: Survey Respondents Planning to Leave their Community if Unable to Find Work in the Area**

<b>Planning to leave the community ...</b>	<b># of Responses</b>	<b>% of Responses</b>
In the next 6 months?	48	40%
In the next 12 months?	43	36%
In the next 2 years?	9	8%
To follow my significant other's employment?	19	16%
<b>Total</b>	<b>119</b>	<b>100%</b>

## Survey Summary – Algoma District Services Administration Board

### PERSONAL INFORMATION:

#### ADSAB-1: Gender of Survey Respondents, Superior East Region

	# of Respondents	% age of Total Respondents
Male	15	33%
Female	30	67%
<b>Total Participants</b>	<b>45</b>	<b>100%</b>

#### ADSAB-2: Language Skills of Survey Respondents, Superior East Region

Language Skills	English Only	French Only	English & French	Other Language	Total Respondents
Spoken	36 (80%)	0 (0%)	9 (20%)	2 (4%)	<b>(100%)</b>
Written	37 (82%)	0 (0%)	8 (18%)	1 (2%)	<b>(100%)</b>

#### ADSAB-3: Age of Survey Respondents, Superior East Region

Age Cohort	# of Respondents	Percentage of Respondents
18-24 years	14	31%
25-34 years	17	38%
35-44 years	6	13%
45-54 years	5	11%
55-64 years	3	7%
65+ years	0	0%
<b>Total</b>	<b>45</b>	<b>100%</b>

#### ADSAB-4: Survey Respondents with Driver's License, Superior East Region

	Respondents with Driver's Licenses
Yes	25
No	20
<b>Total Participants Surveyed</b>	<b>45</b>

### EDUCATION AND TRAINING:

#### ADSAB-5: Level of Education Completed by Survey Respondents, Superior East Region

Highest Grade Completed			Post Secondary Education		
Grade	# Respondents	Percentage	Yes		
7 or less	1	2%	No	11	24%
8	0	0%	<b>Degree/Diploma</b>		
9	3	7%	Years	# Respondents	
10	4	9%	1	4	
11	15	33%	2	4	
12	21	47%	3	0	
13	1	2%	4	3	
<b>Total</b>	<b>45</b>	<b>100%</b>	<b>Total</b>	<b>11</b>	



**ADSAB-6: Previous Training Completed by Survey Respondents,  
Superior East Region**

What training have you completed.... (Type of training)	In the past 5 years?		In the past 10 years?	
Orientation for new employees	0	0%	9	18%
Managerial/supervisory	0	0%	2	4%
Apprenticeship training	0	0%	1	2%
Technical/trades upgrading/updating	1	3%	3	6%
Sales and marketing training	1	3%	2	4%
Computer training	4	10%	5	10%
Other office or non-office equipment	0	0%	0	0%
Reading and writing, math	4	10%	3	6%
Second Language training	2	5%	2	4%
Training in manufacturing processes/quality	0	0%	1	2%
Operations training	3	8%	3	6%
Group decision-making, problem solving	3	8%	5	10%
Team-building, leadership, communication	6	15%	5	10%
Occupational health & safety, environmental protection	7	18%	7	14%
Other	9	23%	2	4%
<b>Total Responses</b>	<b>40</b>	<b>100%</b>	<b>50</b>	<b>100%</b>

**ADSAB-7: Position/Job Title for Most Recent Employment,  
Superior East Region**

Position/Job Title	# of Respondents	% of Respondents
Production worker	4	9%
Labourer	11	24%
Maintenance and Trades	5	11%
Staff/Management	1	2%
Staff/Administration	1	2%
Marketing/Sales	4	9%
Other	19	42%
<b>Total</b>	<b>45</b>	<b>100%</b>

**ADSAB-8: Skills Acquired through Volunteer Work, Superior East Region**

Volunteer Skills Acquired	# of Responses	% of Total Responses
Computer skills	6	3%
Public Speaking	6	3%
Writing	10	5%
Trades	6	3%
Organizational Skills	15	7%
Building & Repairing	7	3%
Leadership	17	8%
Process Work	9	4%
Teamwork	25	12%
Customer Service	16	8%
Sales	13	6%
Minor Maintenance	15	7%
Problem Solving	23	11%
Bilingual language skills	16	8%
Administration	21	10%
Other	5	2%
<b>Total</b>	<b>210</b>	<b>100%</b>

## **EMPLOYMENT STATUS:**

### **ADSAB-9: Employment Status of Survey Respondents, Superior East Region**

<b>Employment Status</b>	<b># of Respondents</b>	<b>Percentage of Respondents</b>
Employed (Full Time)	0	0%
Employed (Part Time)	13	29%
Unemployed	32	71%
<b>Total Respondents</b>	<b>45</b>	<b>100%</b>

## **FUTURE TRAINING:**

### **ADSAB-10: Training Required by Respondents to Achieve Career/Employment Goals, Superior East Region**

<b>Training Required</b>	<b># of Responses</b>	<b>% of Responses</b>
Managerial/supervisory training	5	5%
Apprenticeship training	5	5%
Technical/trades upgrading/updating	0	0%
Sales and Marketing Training	2	2%
Computer Training	14	15%
Other Office or Non-office equipment training	6	6%
Reading and Writing Upgrading	9	10%
Math Upgrading	12	13%
Second Language Training	6	6%
Training in Manufacturing Processes	0	0%
Operations Training for more senior positions	2	2%
Group Decision Making, Problem Solving	4	4%
Team Building, Leadership, Communication	5	5%
Occupational health and safety, Environmental Protection	8	9%
Other	16	17%
<b>Total</b>	<b>94</b>	<b>100%</b>

### **ADSAB-11: Survey Respondents Willing to Participate in Further Training, Superior East Region**

<b>Willing to take further training?</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Yes	40	89%
No	5	11%
<b>Total Respondents</b>	<b>45</b>	<b>100%</b>

### **ADSAB-12: Reasons for Respondents not willing or able to pursue Further Training, Superior East Region**

<b>Rationale – Not Pursuing Training</b>	<b># of Respondents</b>
Too close to retirement	0
Focusing on job search with relocation outside the area	0
Withdrawal from labour force	0
Current Health Concerns	1
Financial concerns to pay for training or support self/family during training period	0
Poor reading, writing or speaking (literacy challenges)	0
Other	4
<b>Total</b>	<b>5</b>

**ADSAB-13: If “Yes” to Training, Responses regarding Duration of Training, Superior East Region**

Willing to Take Training....	# of Respondents	% of Total Respondents
Up to 6 months	11	28%
6 to 12 months	5	13%
1 to 2 years	10	25%
2 to 4 years	14	35%
<b>Total</b>	<b>40</b>	<b>100%</b>

**ADSAB-14: Survey Respondents Willing to Relocate for Training, Superior East Region**

Willing to relocate for Training?	# of Respondents	% of Respondents
Yes	22	49%
No	23	51%
<b>Total</b>	<b>45</b>	<b>100%</b>

**ADSAB-15: Requirements for Survey Respondents to Participate in Training, Superior East Region**

What would be required to participate in training?	# of Responses	% of Responses
Financial assistance to cover tuition, books, and supplies	33	27%
Financial assistance for childcare	18	15%
Training must be located within my home community or Superior East Region	19	16%
If training is outside my home community, transportation and/or financial assistance for travel (e.g., car allowance or to and from training location)	25	20%
Cost of living training allowance or continued employment insurance benefits	26	21%
Other	1	1%
<b>Total</b>	<b>122</b>	<b>100%</b>

**ADSAB-16: Consideration by Survey Respondents to Train for Other Industries/Sectors, Superior East Region**

Would Consider Training for....	# of Responses	% of Responses
Call Centre Industry (e.g., perhaps working at home)	5	7%
Self employment/Starting Your Own Business	18	26%
Construction & Transportation Sector (Heavy Equipment Operator, Truck Driver)	8	11%
Underground Miner	2	3%
Tourism Industry	6	9%
Hospitality/Customer Service	9	13%
Health Care (e.g., nursing – R.N. or R.P.N., Personal Support Worker)	12	17%
Social Services Sector <sup>34</sup>	10	14%
<b>Total</b>	<b>70</b>	<b>100%</b>

<sup>34</sup> May include occupations such as Social Service Worker, Native Social Service Worker, Drug and Alcohol Counselor, Child and Youth Worker, Developmental Service Workers, Education Assistant, and Early Childhood Education worker.

## **MOBILITY/WILLINGNESS TO RELOCATE:**

### **ADSAB-17: Survey Respondents Willing to Relocate for Employment, Superior East Region**

<b>Willing to Relocate for Employment?</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Yes	27	60%
No	18	40%
<b>Total</b>	<b>45</b>	<b>100%</b>

### **ADSAB-18: The Furthest Survey Respondents are willing to relocate? Superior East Region**

<b>Furthest Will Relocate to...</b>	<b># of Respondents</b>	<b>% of Respondents Willing to Relocate</b>
To another community within the Superior East Region	4	15%
Outside the Superior East Region, but within the Algoma District	3	11%
Anywhere within Ontario	14	52%
Outside Ontario	6	22%
<b>Total</b>	<b>27</b>	<b>100%</b>

### **ADSAB-19: Survey Respondents Willing to Commute for Employment or Training, Superior East Region**

<b>Willing to commute to work or training?</b>	<b># of Respondents</b>	<b>% of Respondents</b>
Yes	26	58%
No	19	42%
<b>Total</b>	<b>45</b>	<b>100%</b>

### **ADSAB-20: Survey Respondents Planning to Leave their Community if Unable to Find Work in the Area**

<b>Planning to leave the community ...</b>	<b># of Responses</b>	<b>% of Responses</b>
In the next 6 months?	9	33%
In the next 12 months?	5	19%
In the next 2 years?	13	48%
To follow my significant other's employment?	0	0%
<b>Total</b>	<b>27</b>	<b>100%</b>

## Appendix I: Acronyms

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ADSAB	Algoma District Services Administration Board
AHU	Algoma Health Unit
AWIC	Algoma Workforce Investment Committee
CEGEP	Collège d'enseignement general et professionnel (College of General and Vocational Education)
CPR	Cardio Pulmonary Resuscitation
EG	For example
FTE	Full Time Equivalent
GED	General Education Development (reference to Grade 12 Equivalency Diploma)
INC	Incorporated
LDHC	Lady Dunn Health Centre
NITGC	Northern Information Technology and Geomatics Cooperative
NOC	National Occupational Classification
NORCAT	Northern Centre for Advanced Technology Incorporated
ODSP	Ontario Disability Support Program
OSB	Oriented Strand Board
PSW	Personal Support Worker
REHC	Regional Employment Help Centre
RN	Registered Nurse
RPN	Registered Practical Nurse
OSEB	Ontario Self Employment Benefit
SEWDC	Superior East Workforce Development Committee
TOP Report	Trends, Opportunities and Priorities Report
US	United States of America
WHMIS	Workplace Hazardous Materials Information System
WSIB	Workplace Safety and Insurance Board