

# West Nipissing's Human Resources Development Community Action Plan



*Phase I –  
A Profile of the Businesses, Workforce and Youth  
Career Aspirations of the Municipality of West  
Nipissing*



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*The views expressed in this document do not necessarily reflect those of the Government of Ontario.*

# 1. Introduction

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In March 2009, the Labour Market Group and its West Nipissing partners in regional economic development initiated a project to eventually develop a human resources development action plan for the Municipality of West Nipissing. This report summarizes the findings of the project's first initiative which was to obtain a profile of the region's businesses and agencies and the career aspirations of the youth attending local high schools.

The main objectives of this first study were:

- a) To obtain a comprehensive profile of the businesses and agencies operating in West Nipissing with a particular focus on their likelihood of needing and hiring more employees with either the same or different skill sets; and
- b) To compare the current and forecasted skills required by local businesses and agencies to the career aspirations of youth that are, for all intents and purposes, the Municipality's strategic successors to the region's economic leaders and workforce.

The results of this work will assist West Nipissing's Human Resources Development Coordinating Committee in identifying the strengths, weaknesses, opportunities and threats that are influencing the economic development prospects of the Municipality and in creating a multi-year, community-supported, human resources development strategy.

The organizations represented on the Coordinating Committee were: The Labour Market Group, the Municipality of West Nipissing, Economic Partners – Sudbury East/West Nipissing CFDC, le Réseau de développement économique et d'employabilité (RDÉE) - Ontario and le Collège Boréal. The funding agencies for this first study were the Ontario Ministry of Training, Colleges and Universities and the participating organizations of the Coordinating Committee.

The coordinating committee retained the services of i.d.NOR Inc. to assist with the study.

## 2. Survey Methodology

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Three survey instruments were created for the study, and trained volunteers, primarily from the participating organizations, assisted the respondents in completing the questionnaires.

Separate surveys were created for:

- a) Businesses and agencies other than commercial farms
- b) High school youth
- c) Commercial farms for which farming is the primary source of revenue

Respondents were free to participate and were encouraged to answer only the questions with which they were comfortable. A dedicated website ([www.idnor.ca/WestNip/Main.html](http://www.idnor.ca/WestNip/Main.html)) was created to support the study and provided easy access to the main survey. Confidentiality was assured by working only with company ID numbers throughout the study and the data collected was only stored in a secure database at i.d.NOR's web hosting site. Electronic copies of the data and the website will be maintained by i.d.NOR Inc. until March 31, 2011.

All surveys were available in French and in English.

### 2.1 General Businesses and Agencies Survey

The seven-part General Businesses and Agencies survey (*Appendix A*) was used to collect information for most businesses and agencies in six categories, each one selected for its relevance in assessing the professional development and training needs of the region's workforce. The six categories were:

- Part 1 Collection of basic company information for categorizing the nature and magnitude of the business.
- Part 2 Identification of the breadth of markets being accessed or served by businesses in West Nipissing and the competition they face.
- Part 3 Investigation of the management style and currency of technology.
- Part 4 cursory review of the operational efficiency of businesses and agencies.

Part 5 A comparison of the historical 'bottom line' trends and projections of businesses and agencies.

Part 6 Workforce demographics and training requirements.

Respondents were strongly encouraged to complete the web-based survey themselves so that future surveys of this kind can be completed more efficiently and more independently (and therefore more frequently).

## **2.2 Survey of Commercial Farms**

The survey was performed during the busiest season for farmers. A shorter questionnaire to profile the region's agricultural businesses was therefore written to reduce the time required to complete the survey (*Appendix B*). Staff from i.d.NOR visited a number of farmers in the region and assisted them in completing the questionnaire.

## **2.3 High School Survey**

A web-based student survey was provided to the three local high schools (*Appendix C*) and again, students were encouraged but not required to complete the survey. The purpose of including a survey that probed into the educational and career aspirations of West Nipissing high school students was to assess the degree of synchronicity that exists between the career goals of students and the skills and qualifications requirements inherent in West Nipissing's workplace.

## **3. Scope and Limitations**

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The study canvassed both private and public sector employers in West Nipissing and attempted to obtain an adequate sample size for all occupational groups as summarized by the National Occupational Classification system.

Approximately 250 businesses were contacted, of which 169 participated in the survey. In order to maintain a reasonable sample size for any given business sector or occupational category, the following consolidated categories of business types and occupations were used:

Business Type: Private or Public

Business Sectors:

- Automotive
- Agriculture
- Retail
- Services (other than construction and resource-based)
- Restaurant and Accommodations
- Health
- Federal, Provincial and Municipal Government
- Education
- Construction
- Mining Supply and Services
- Forestry
- Tourism

Occupational Categories:

- Management
- Finance
- Natural and Applied Sciences
- Health Practitioners
- Social Workers
- Educators
- Government Services Providers
- Artists
- Recreational Services Providers
- Sales Representatives
- Technical Services Providers
- Trades Workers
- Drivers
- Heavy Equipment Operators
- Forestry Workers
- Miners
- Farmers
- Tourist Operators
- Manufacturing Workers

Although the occupational categories did not differentiate between the levels of complexities, the study did look at the levels of education required for each business sector by occupational category to provide insight into the differing level of complexities that accompanied the various occupations.

The study did not sufficiently sample the operators of tourism facilities. Many of the individuals contacted reported to be too busy running their lodges and programs to participate in the survey. Economic Partners – Sudbury East/West Nipissing (EPSEWN) did however hold a focus group session with tourism operators this summer and has since written a summary report of the meeting. West Nipissing's Human Resources Development Coordinating Committee may wish to include the information collected by EPSEWN in its planning process.

Nipissing First Nation also declined participation in the survey.

The current count of active businesses in West Nipissing is approximately 480 and the study surveyed 35% of these businesses. With a sample size of more than 30%, the business and workforce profiles presented in this report are likely representative of the overall business environment in West Nipissing.

Based on census data collected by Statistics Canada, there were 5,415 employed workers in West Nipissing in 2006 (Table 3.1). A number of these jobs belonged to individuals that resided in West Nipissing but who worked outside of the Municipality, for example commuters to Sudbury and North Bay.

Labour force activity	West Nipissing/Nipissing Ouest, Municipality			Ontario		
	Total	Male	Female	Total	Male	Female
Total population 15 years and over	11,030	5,375	5,660	9,819,420	4,744,710	5,074,710
In the labour force	5,985	3,135	2,850	6,587,580	3,437,670	3,149,905
Employed	5,415	2,775	2,645	6,164,245	3,230,050	2,934,195
Unemployed	565	360	205	423,335	207,620	215,710
Not in the labour force	5,050	2,240	2,810	3,231,840	1,307,035	1,924,805
Participation rate	54.3	58.3	50.4	67.1	72.5	62.1
Employment rate	49.1	51.6	46.7	62.8	68.1	57.8
Unemployment rate	9.4	11.5	7.2	6.4	6.0	6.8

Table 3.1 Summary of Employed Workers in West Nipissing, Statistics Canada (2006 census)

The precise number of West Nipissing residents that work outside of the Municipality is not known; however, it is reasonable to assume that the number of available jobs within the Municipality is less than the reported total number of employed workers in West Nipissing, perhaps even significantly less.



The study collected information on approximately 2,500 employed workers, representing approximately half of the jobs in the Municipality. A sample size of 50% does provide a reasonable degree of confidence that the results are representative of the situation in the Region.

It is important to note that an accurate value for the standard error of the study cannot be calculated since sampling was not performed randomly. The study gave greater importance to canvassing the larger employers in the Municipality to gather information on as many jobs as possible. For this reason, traditional formula for calculating statistical parameters such as confidence intervals and standard errors for random sampling would not be defensible.

The survey of farms collected data on 4,450 hectares (11,000 acres) of farmland. The study was unable to determine the sample size as a percent of the total farmland in production in West Nipissing since the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) reports farmland in production only for the entire district of Nipissing. However, staff from OMAFRA –West Nipissing did obtain a copy of the survey and thought that it was indeed representative of the farming practices and agricultural issues in the area.

The student survey was completed by 169 students. The combined student enrolment for the three high schools is approximately 890 students resulting in a sample size of approximately 19 percent. Although this third survey most likely has the smallest sample size, it is large enough to be representative of the academic priorities of the youth of West Nipissing.

## **4. Survey Summary**

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This section of the report summarizes graphically the data that was collected for all three surveys.

### **4.1 Participation Breakdown**

Figure 4.1.1 summarizes the breakdown of business types that participated in the general survey by number of respondents. Four times more private than public businesses participated in the survey.

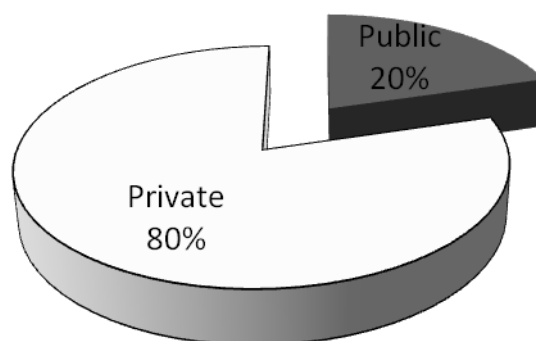


Figure 4.1.1 Breakdown of Business Types by Number of Respondents

The study also identified that public sector type businesses (or agencies) were more often larger than the private sector type businesses. Figure 4.1.2 demonstrates the participation breakdown by number of employees in each business type. Private sector businesses represented 56% of the total workforce studied while public sector businesses represented 44% of the workforce.

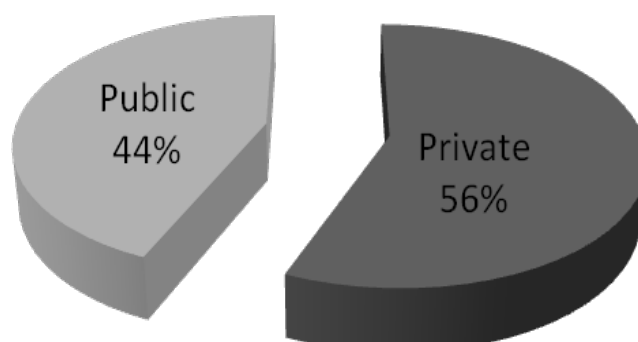


Figure 4.1.2 Breakdown of Business Types by Percentage of Jobs

## 4.2 Age Distribution of Businesses or Agencies

Figure 4.2.1 summarizes the age distribution of businesses and agencies in West Nipissing. The data collected on the years of operation showed that many businesses have been operating for more than 20 years while few businesses are relatively new.

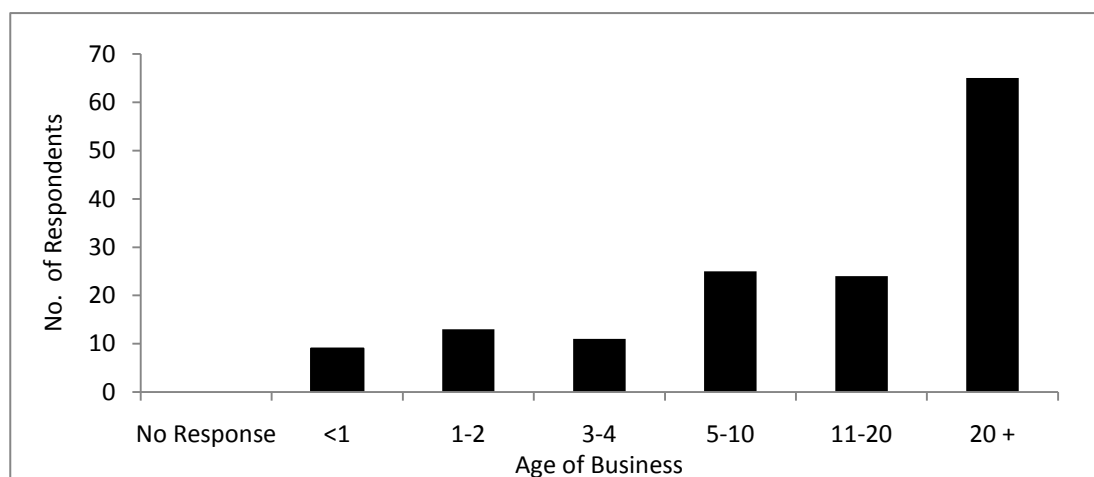


Figure 4.2.1 Age Distribution of Businesses

### 4.3 Breakdown of Private Business Sectors

The study classified the private sector businesses into ten different categories. Figure 4.3.1 shows the breakdown by number of respondents. Two of the largest groups were the Retail sector at 22% and Technical Services at 18%. Although Agriculture appears to be significantly larger than the other resource-based businesses, it was the target of a separate survey initiative. Tourism was also under-surveyed by the study and certainly represents a larger proportion of the region's private sector businesses.

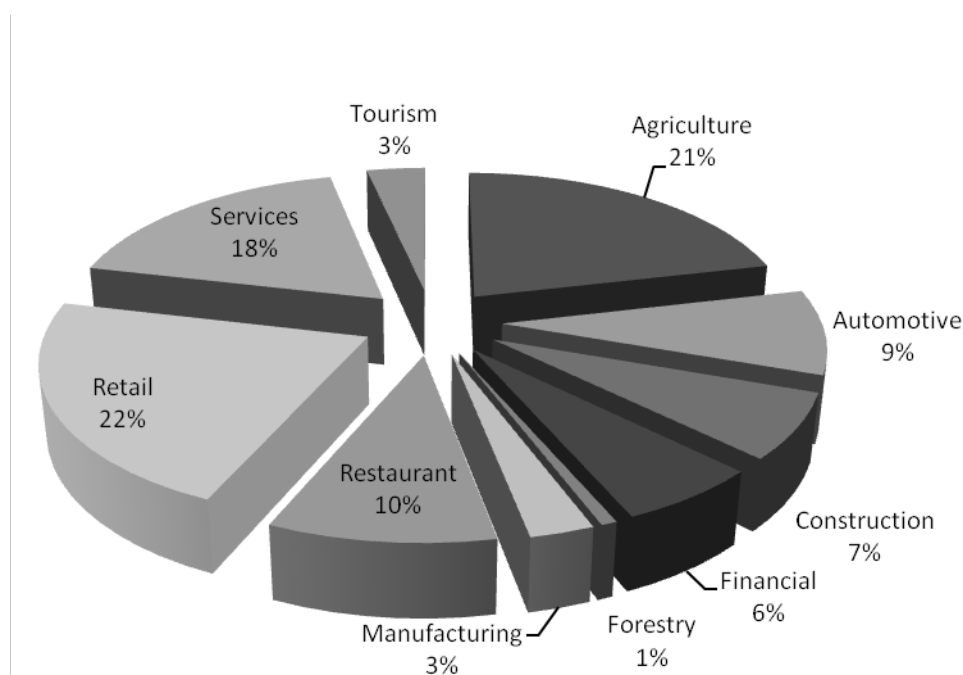


Figure 4.3.1 Private Sector Breakdown by Percentage of Respondents

The breakdown of public sector businesses and agencies is summarized in Figure 4.3.2. Fifty percent of public agencies that participated in the study were schools. The remainder was split evenly between Governmental Services and Health Services.

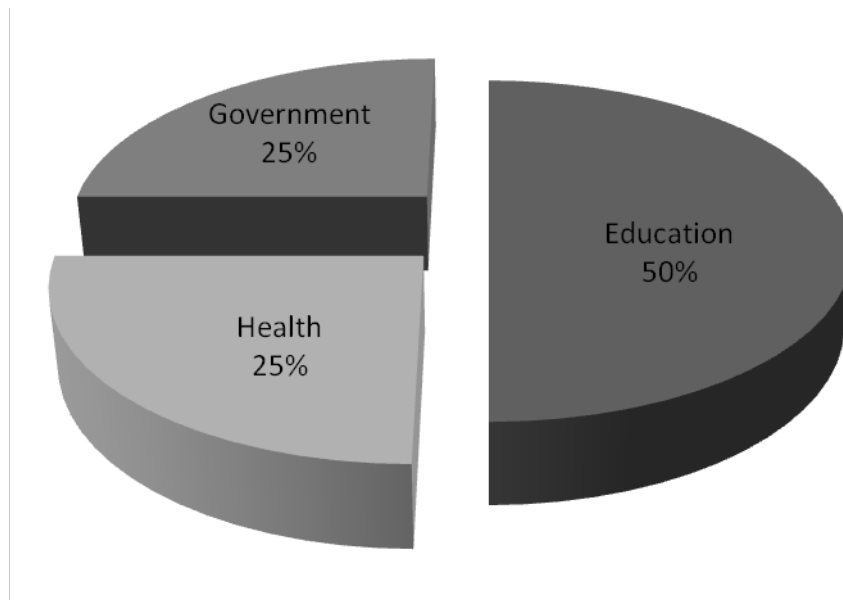


Figure 4.3.2 Public Sector Breakdown by Number of Respondents

#### 4.4 General Profile of West Nipissing's Workforce

Figure 4.4.1 provides a breakdown of the age distribution of West Nipissing's workforce. Less than one quarter of the workforce is younger than 30 years of age. These statistics also include a number of high school students who work part-time after school.

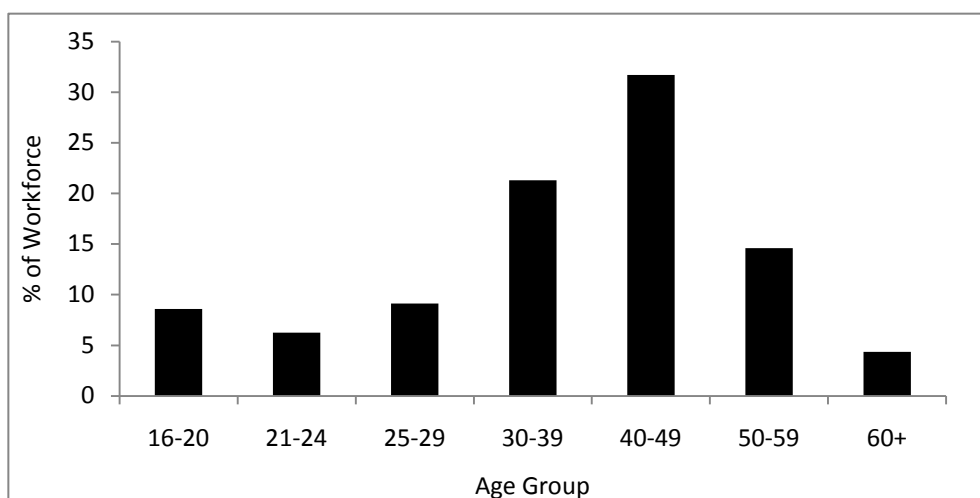


Figure 4.4.1 Age Distribution of West Nipissing's Workforce

The study investigated the language and ethnicity of employees. West Nipissing is clearly advantaged with a bilingual work force (Figure 4.4.2). Anishinabek employees, however, represent a very small proportion of the Municipality's workforce.

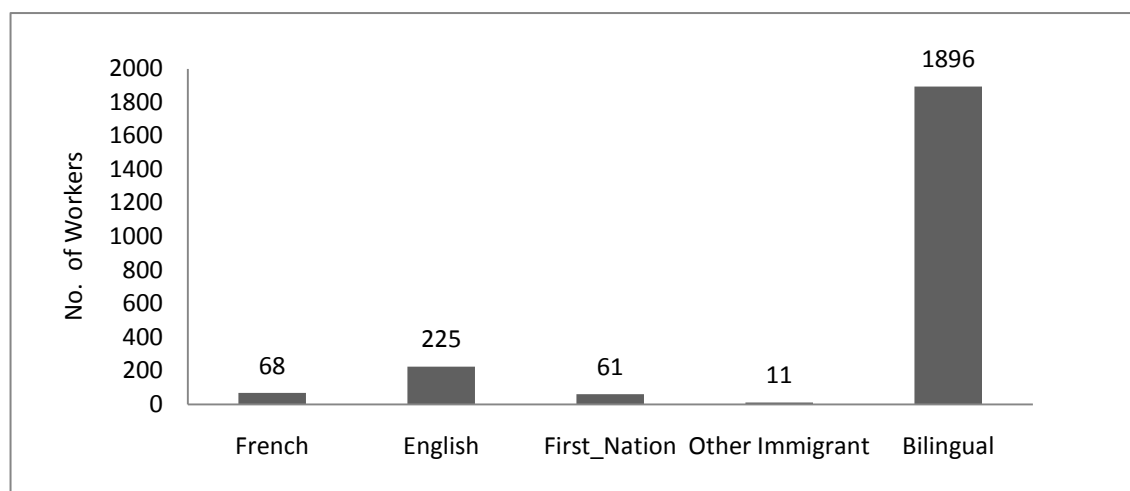


Figure 4.4.2 Ethnicity/Language Distribution

## 4.5 Educational Profile of West Nipissing's Workforce

Generally, West Nipissing's workforce is primarily comprised of people with either a college or a high school diploma (Figure 4.5.1). On-the-job training plays an important role in training the region's workforce and few jobs are available for people without a high school diploma.

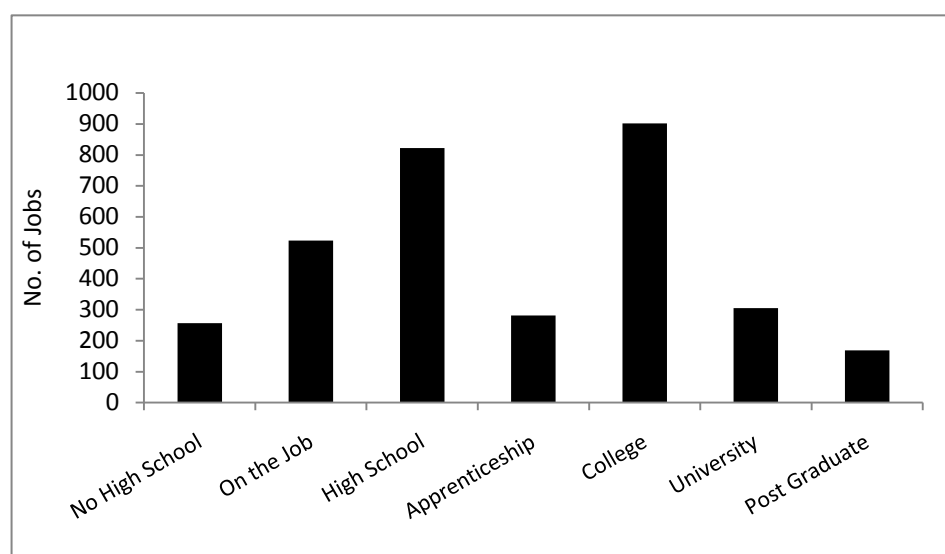


Figure 4.5.1 Distribution of Educational Distribution of West Nipissing's Workforce

The study did measure a difference in the educational profile of employees of the private sector from those of the public sector. Fewer employees in the private sector have a post-secondary education (Figure 4.5.2) than those working in the public sector (Figure 4.5.3).

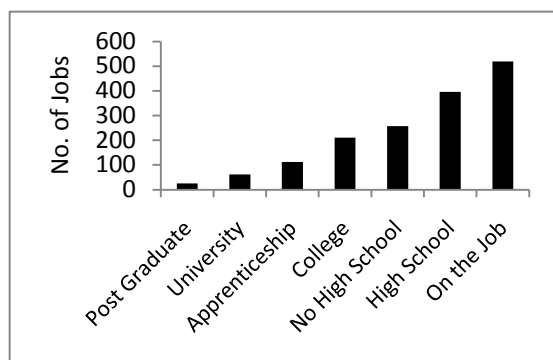


Figure 4.5.2 Educational Distribution of Private Sector Employees

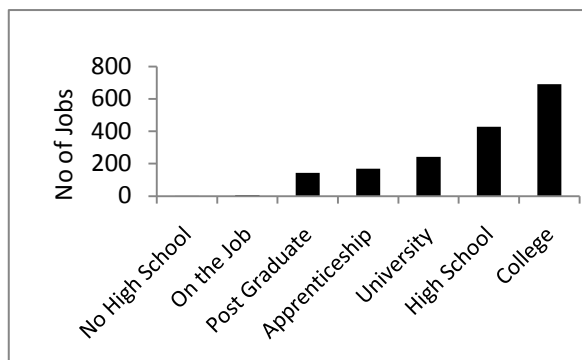


Figure 4.5.3 Educational Distribution of Public Sector Employees

The educational qualifications of the various business sectors were also compiled (Table 4.5.1). Most of the sectors indicate that fewer jobs are available at both ends of the educational spectrum. Most private sector jobs require a high school diploma, an apprenticeship or on-the-job training. Public sector jobs in Government Services, Health and Education were the few areas that required mostly a university degree or a college diploma.

Jobs by sector	Educational Requirement						
	No High School	On the Job	High School	Apprenticeship	College	University	Post Graduate
Agriculture	0	6	12	0	2	0	0
Automotive	0	13	16	20	14	0	0
Construction	3	141	13	17	6	1	9
Education	0	0	4	0	38	194	1
Financial	0	15	9	6	36	9	3
Government	0	0	56	32	253	46	11
Health	0	0	21	132	261	33	131
Manufacturing	0	95	15	17	19	1	0
Restaurant	80	102	3	1	5	0	0
Retail	42	100	200	35	80	14	2
Services	3	27	31	15	11	6	11
Tourism	16	5	6	0	3	0	0
<b>Total</b>	<b>144</b>	<b>504</b>	<b>386</b>	<b>257</b>	<b>728</b>	<b>304</b>	<b>168</b>

Table 4.5.1 Summary of Educational Requirements for Jobs by Sector

## 4.6 Expertise Profile of West Nipissing's Workforce

The study collected information on the size of the various businesses and agencies as well as the distribution of expertise of their employees. A profile of the Municipality's workforce expertise was obtained by multiplying the two datasets together (Figure 4.6.1).

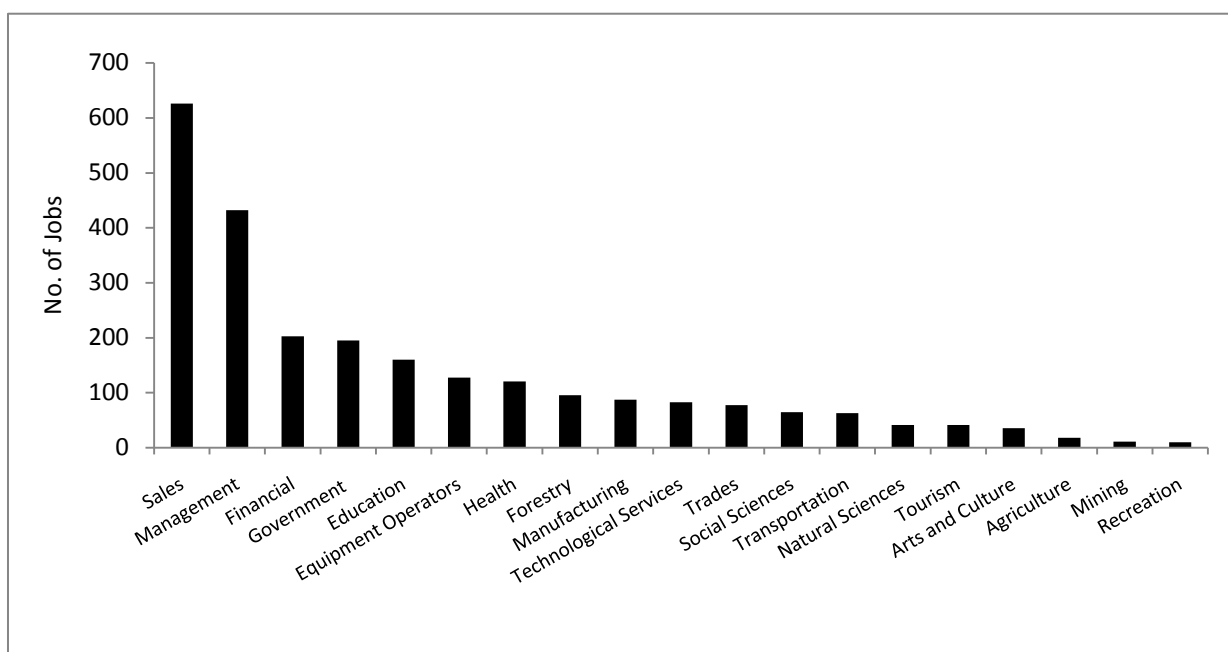


Figure 4.6.1 Profile of West Nipissing's Expertise

A profile of the expertise within each business sector was also analyzed (Table 4.6.1). The results show a good mix of expertise for most sectors with Management and Sales being the predominant expertise.

SECTOR	Management	Financial	Natural and Applied Sciences	Health	Social Sciences	Education	Gov't
Agriculture	3	0	3	0	0	0	0
Automotive	18	4	0	2	0	0	0
Construction	9	6	0	0	1	0	1
Education	54	25	0	0	0	130	18
Financial	15	11	6	1	1	6	9
Government	45	20	18	6	21	0	150
Health	123	53	16	46	25	22	0
Manufacturing	16	0	0	27	0	2	2
Restaurant	50	19	0	13	1	0	0
Retail	69	58	0	22	14	0	14
Services	28	4	0	5	2	0	2
Tourism	0	0	0	0	0	0	0
<b>Total</b>	<b>430</b>	<b>200</b>	<b>43</b>	<b>122</b>	<b>65</b>	<b>160</b>	<b>196</b>

SECTOR	Arts and Culture	Sales	Technical Services	Trades	Transportation	Equipment Operators	Forestry
Agriculture	0	0	0	0	0	0	0
Automotive	0	20	4	7	2	2	0
Construction	0	17	0	38	12	43	10
Education	0	6	4	0	0	0	0
Financial	1	14	0	3	3	0	1
Government	20	83	23	3	0	0	0
Health	0	76	35	0	17	77	0
Manufacturing	0	8	0	13	2	2	68
Restaurant	0	97	0	0	0	0	0
Retail	2	278	5	3	15	8	0
Services	4	27	12	1	10	1	0
Tourism	8	0	0	0	0	0	0
<b>Total</b>	<b>35</b>	<b>626</b>	<b>83</b>	<b>68</b>	<b>61</b>	<b>133</b>	<b>79</b>

SECTOR	Recreation	Mining	Agriculture	Tourism	Manufacturing
Agriculture	0	0	13	0	0
Automotive	0	0	0	0	0
Construction	0	0	3	0	13
Education	0	0	0	0	0
Financial	0	1	1	1	3
Government	0	0	0	3	2
Health	0	10	0	25	62
Manufacturing	0	0	0	0	4
Restaurant	0	0	0	0	0
Retail	6	0	0	0	1
Services	4	0	1	3	0
Tourism	0	0	0	9	0
<b>Total</b>	<b>10</b>	<b>11</b>	<b>18</b>	<b>41</b>	<b>85</b>

Table 4.6.1 Expertise Requirement by Sector

## 4.7 Breadth in Markets and Level of Competition

Figure 4.7.1 represents the distribution of markets served by businesses and agencies in West Nipissing. Approximately 75% of the customer base is located solely in West Nipissing and less than 30% of the Region's market is from North Bay, Sudbury and the rest of Ontario. Very few businesses cater to national or international markets.



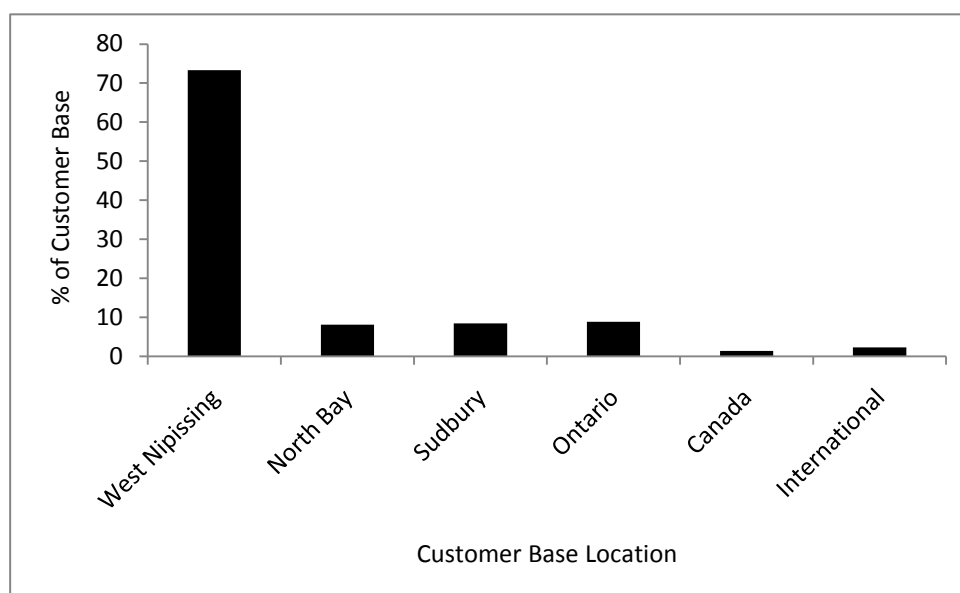


Figure 4.7.1 Distribution of Markets for Combined Private and Public Sector Businesses

Of the businesses and agencies that responded, 43% operate exclusively within the West Nipissing marketplace (Figure 4.7.2).

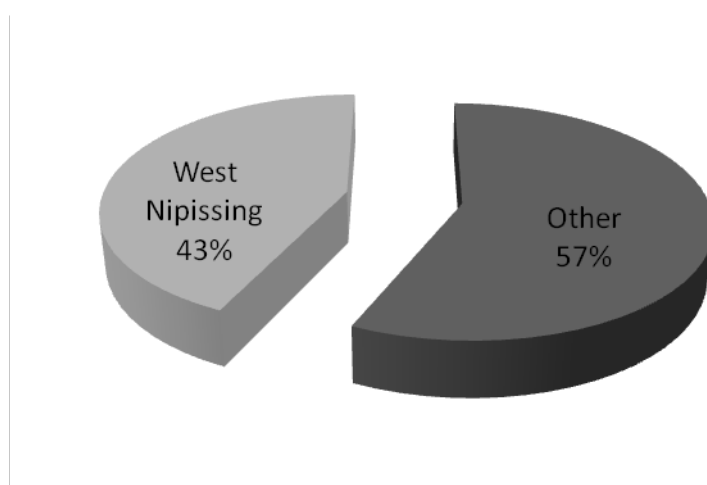


Figure 4.7.2 Percentage of Businesses Exclusively Dependent on West Nipissing Consumers

West Nipissing businesses and agencies operate in a fairly aggressive competitive market. Locally, only 35 of the 169 respondents indicated that they have a local monopoly (Figure 4.7.3) with the public sector agencies enjoying a greater degree of monopoly (Figure 4.7.4).

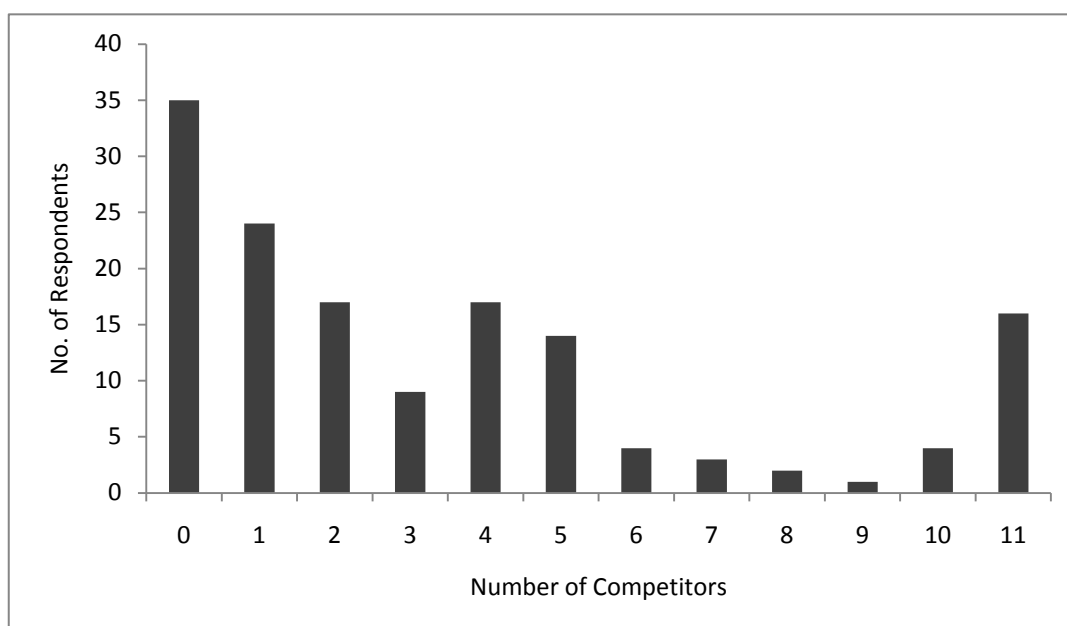


Figure 4.7.3 Distribution of Number of Local Competitors in the Private Sector

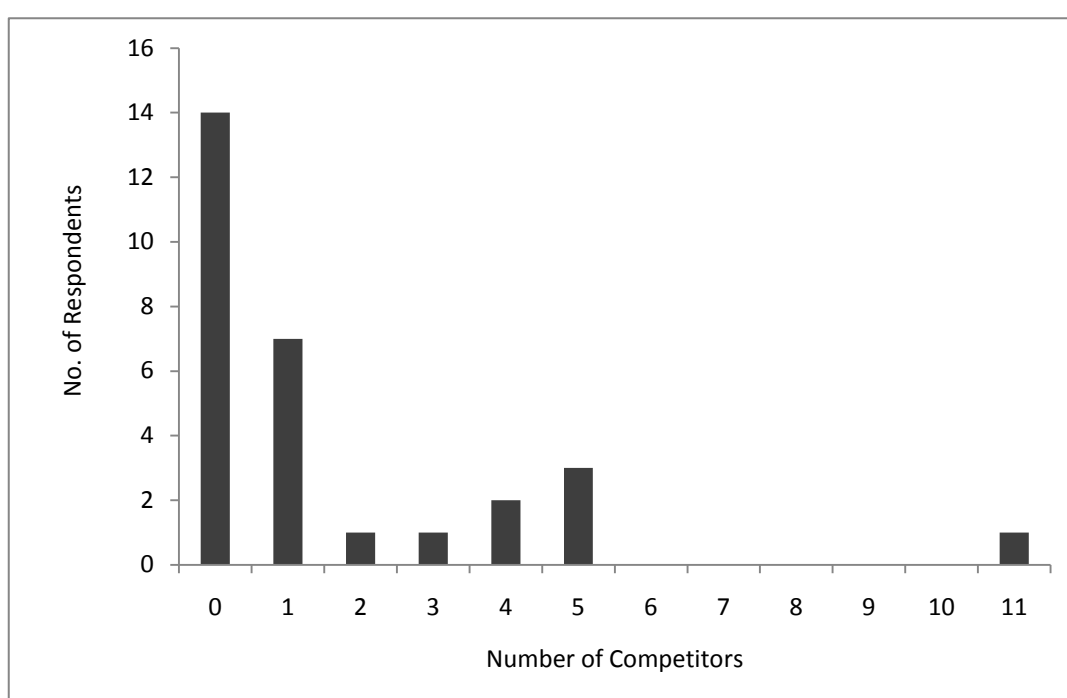


Figure 4.7.4 Number of Competitors Located Within West Nipissing in the Public Sector

Regional competition is also generally stiffer for private businesses than for public sector agencies. Less than 10 private sector businesses indicated that they had a monopoly within a 100 km radius of their workplace and most businesses reported having more than 10 competitors within a 100 km radius (Figure 4.7.5).

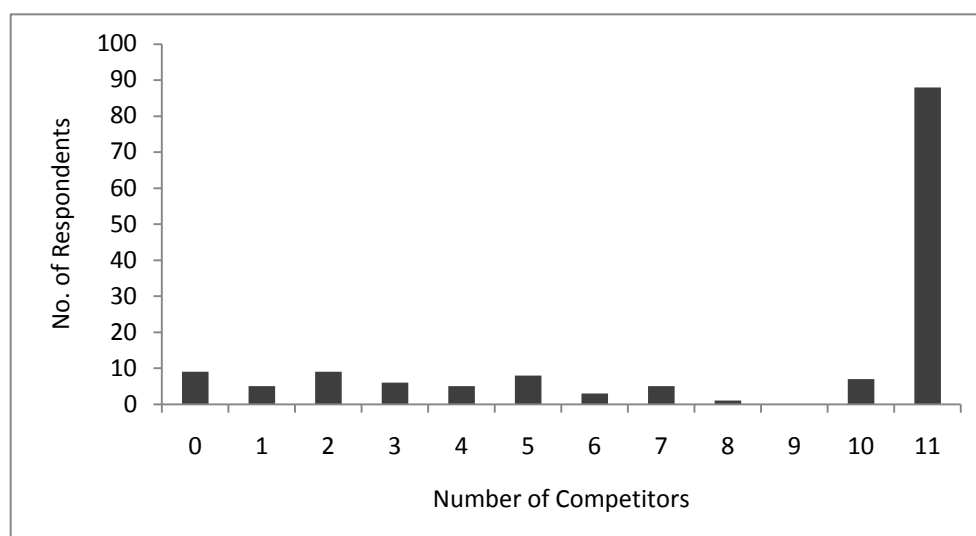


Figure 4.7.5 Number of Competitors Within a 100 km Range of West Nipissing for the Private Sector

Public sector businesses and agencies have fewer regional competitors. Only one public sector agency indicated having more than 10 competitors within a 100 km radius of their location (Figure 4.7.6).

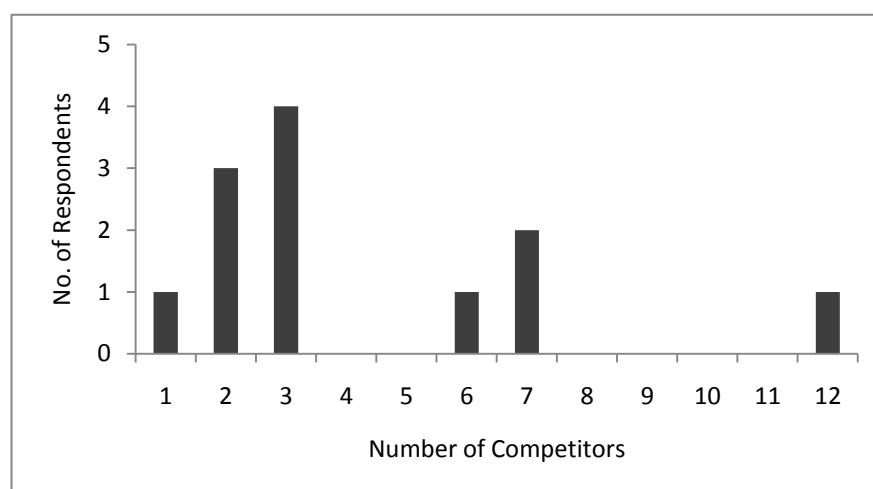


Figure 4.7.6 Number of Competitors Within a 100 km Range of West Nipissing for the Public Sector

In a competitive environment, the ability to market effectively plays an important role in the success of businesses. The study therefore looked at the marketing ability and strategies for both private and public businesses and agencies. Both private and public sectors rely on marketing strategies in accordance with their restricted local markets (Figures 4.7.7 and 4.7.8). Personal contact is the primary method to advertise their products and services. Internet and newspaper advertising strategies were reported for franchised businesses or agencies. In most cases, flyers and internet sites

are produced and maintained by the head offices of these businesses and are not generated locally.

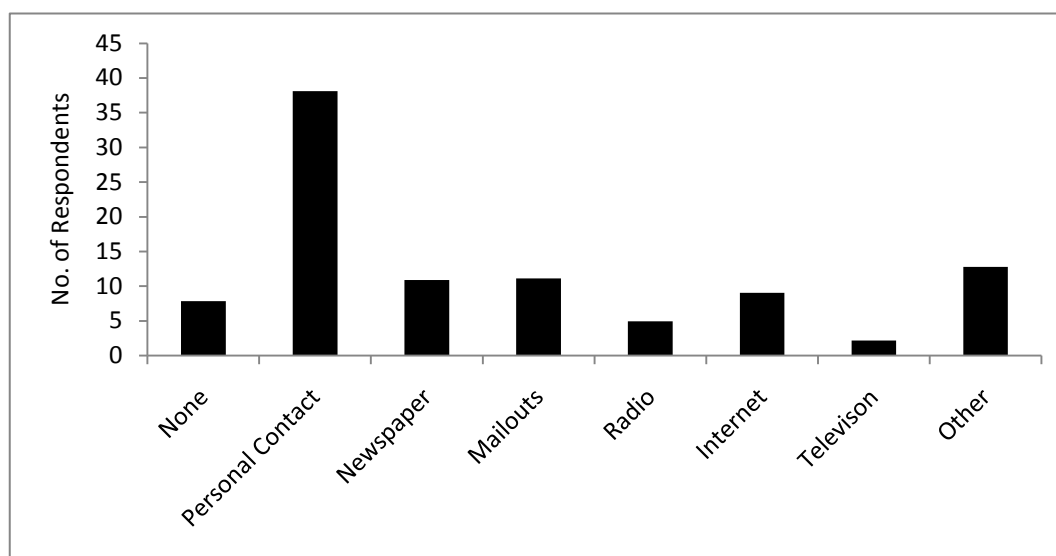


Figure 4.7.7 Marketing Strategies for Combined Public and Private Sector Businesses and Agencies

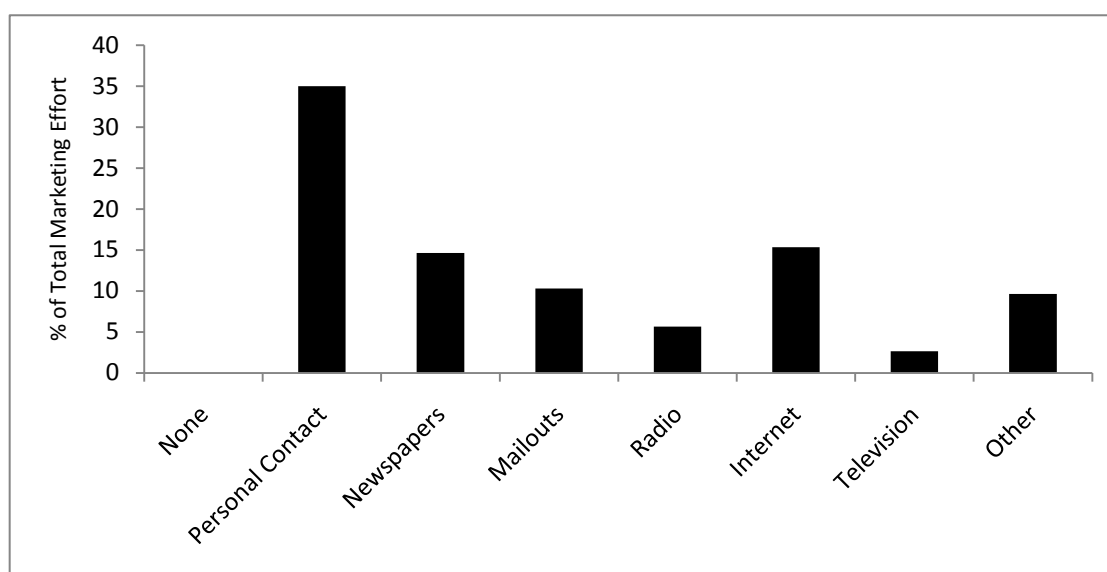


Figure 4.7.8 Marketing Strategies for Public Sector Businesses and Agencies

The study also asked respondents to identify the people responsible for marketing their products and services. Figures 4.7.9 and 4.7.10 show that it is mostly the owners or the managers of an agency that assume the marketing function for their businesses or agencies. Public sector agencies rely more on staff members to market their products and services; however, both sectors rely very little on marketing experts

within or outside of West Nipissing. Almost every business does some form of advertising.

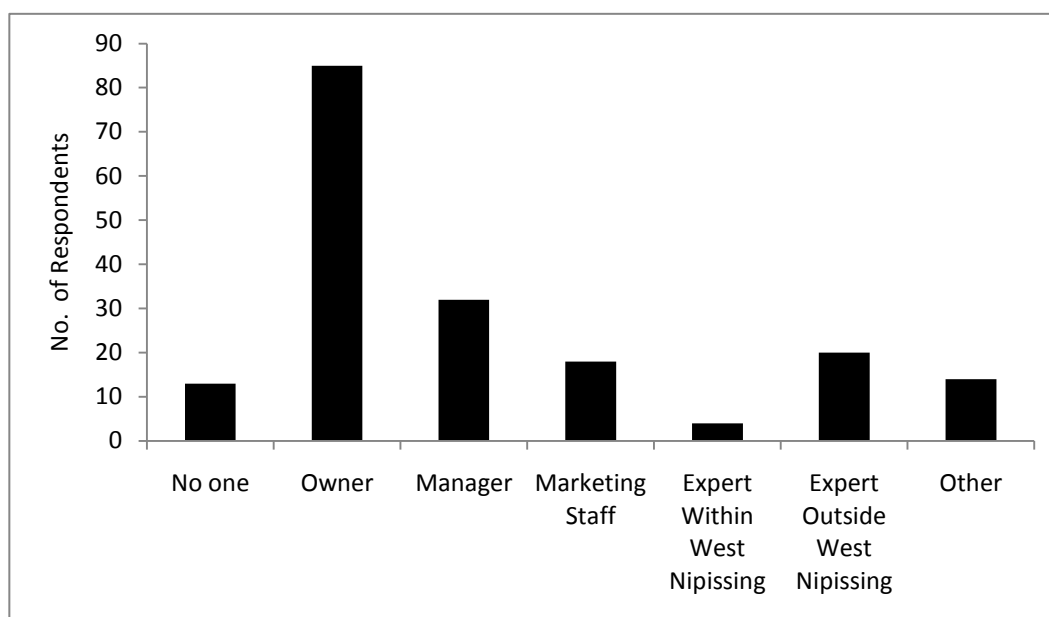


Figure 4.7.9 Distribution of Marketing Responsibilities for the Private Sector

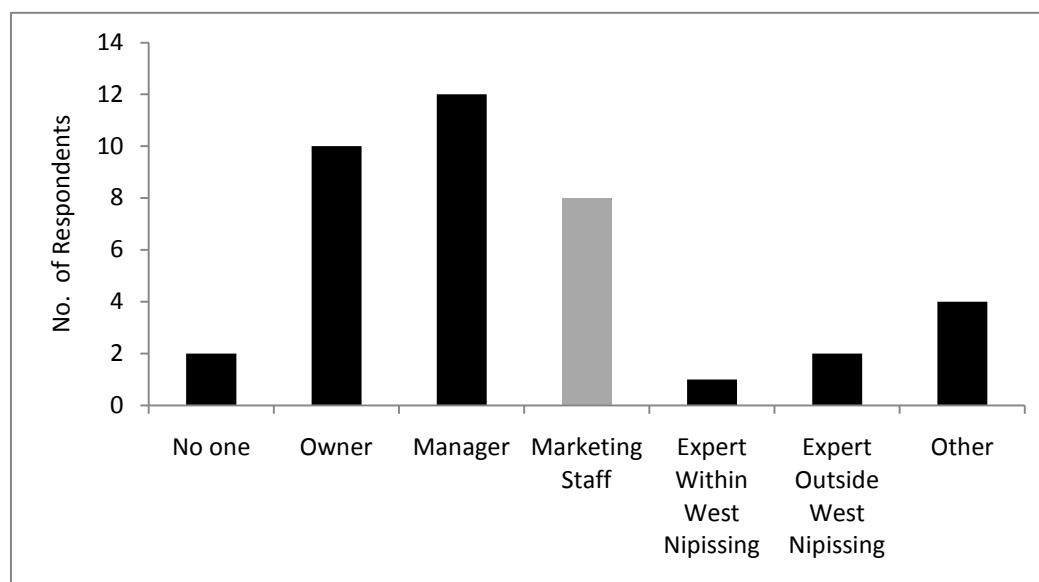


Figure 4.7.10 Distribution of Marketing Responsibilities for the Public Sector

Finally, the business goals for the next five years reveal once more the growth limitation that West Nipissing businesses and agencies are experiencing (Figure 4.7.11). Most businesses stated that they are

planning to remove as many products and services as they are planning to add. The end result is that no net growth is being anticipated.

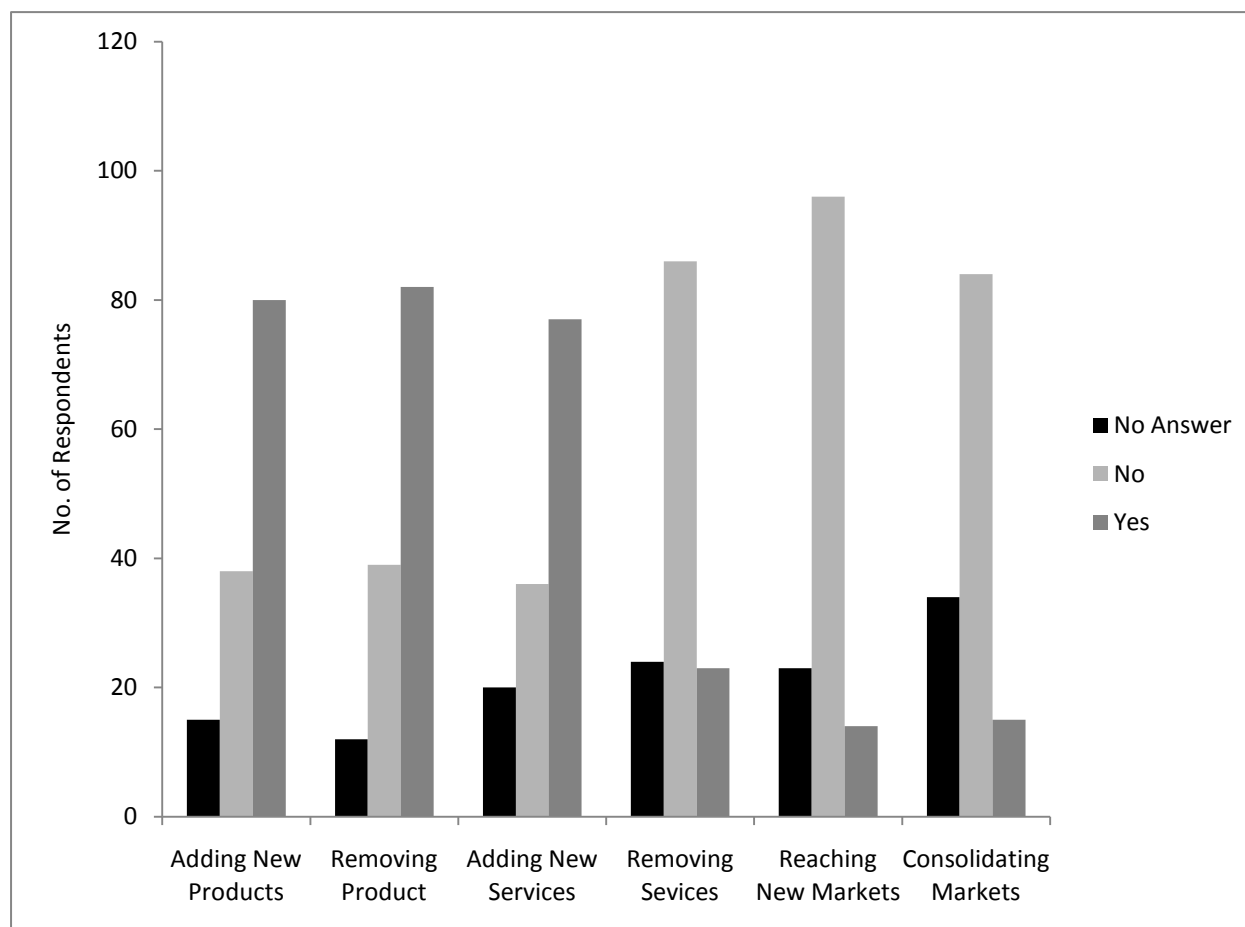


Figure 4.7.11 Projected Business Goals for the Next 5 Years

## 4.8 Employment Trends and Operational Efficiencies

This part of the study investigated trends in employment as well as the methods by which businesses and agencies tried consciously to improve the efficiency of their operations. Both full-time (Figure 4.8.1) and part-time (Figure 4.8.2) employment trends show that the number of jobs in West Nipissing has essentially remained unchanged with perhaps a slight increase over the last five years. The closure of Sysco's Sturgeon Falls operation in 2010 will likely negate most of the gains that had been achieved in 2008. Unlike many northern communities, West Nipissing has been able to maintain its employment levels over the last five years.

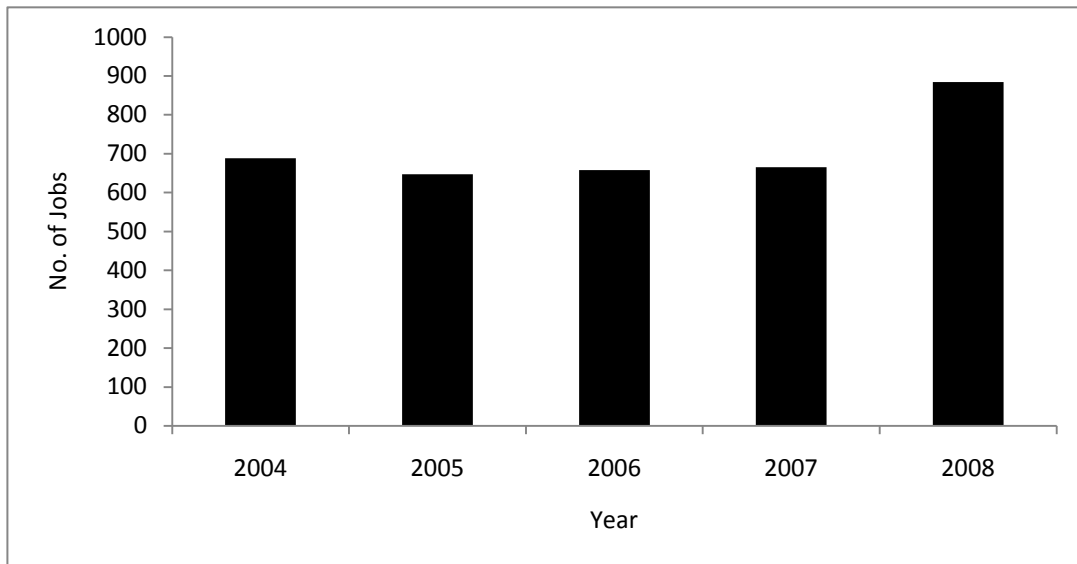


Figure 4.8.1 Full-time Employment Trend from 2004 to 2008

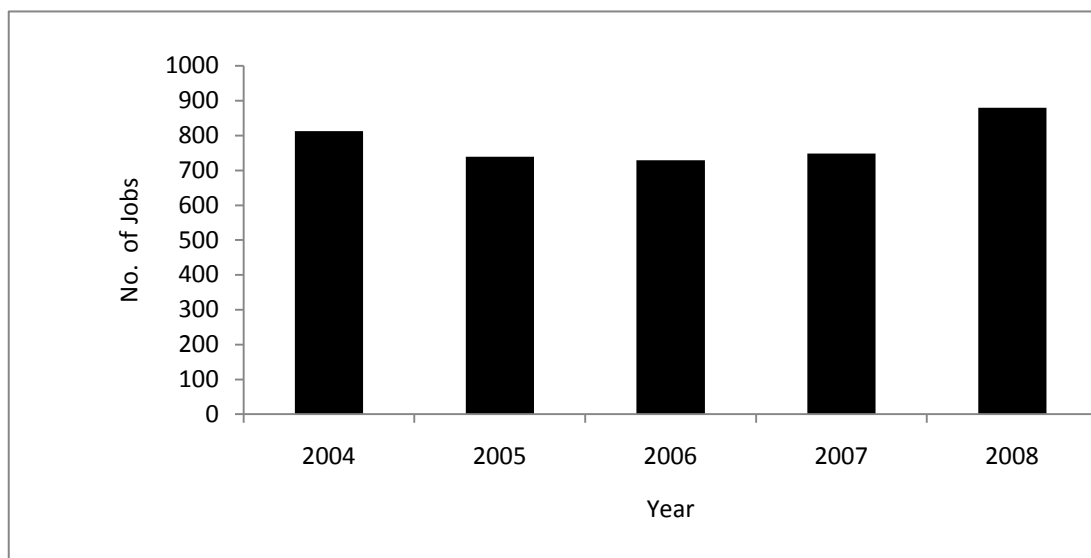


Figure 4.8.2 Part-time Employment Trend from 2004 to 2008

Figure 4.8.3 lists the most common strategies that businesses and managers rely on to increase their revenue streams. Almost half of the respondents plan simply on locally 'talking up' their businesses to increase revenue. The public sector suggested fundraising as an important method of increasing their revenues but was not specific with regards to the details of their fundraising plans.

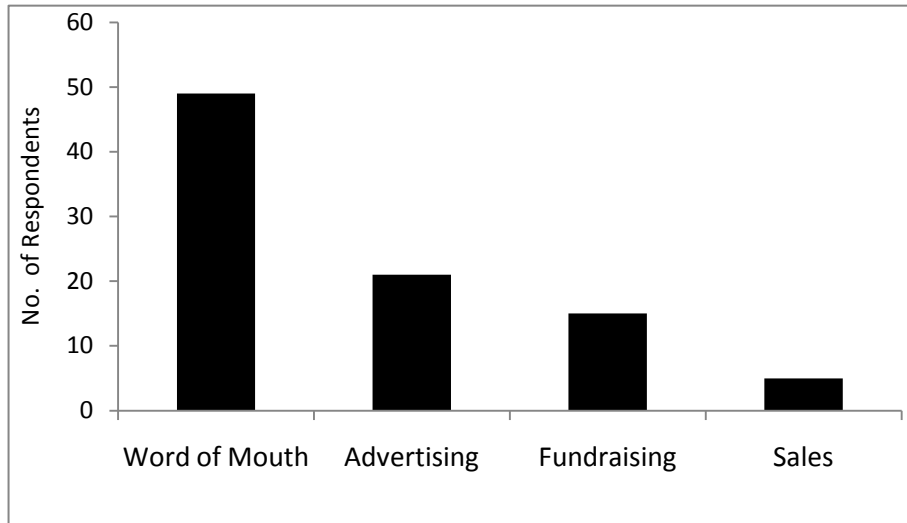


Figure 4.8.3 Strategies Reported to Increase Revenues of Businesses in West Nipissing

Not all businesses surveyed reported having strategies in place to increase revenue or decrease costs. Figure 4.8.4 suggests that the private sector is more aggressive at increasing revenues and decreasing costs than is the public sector.

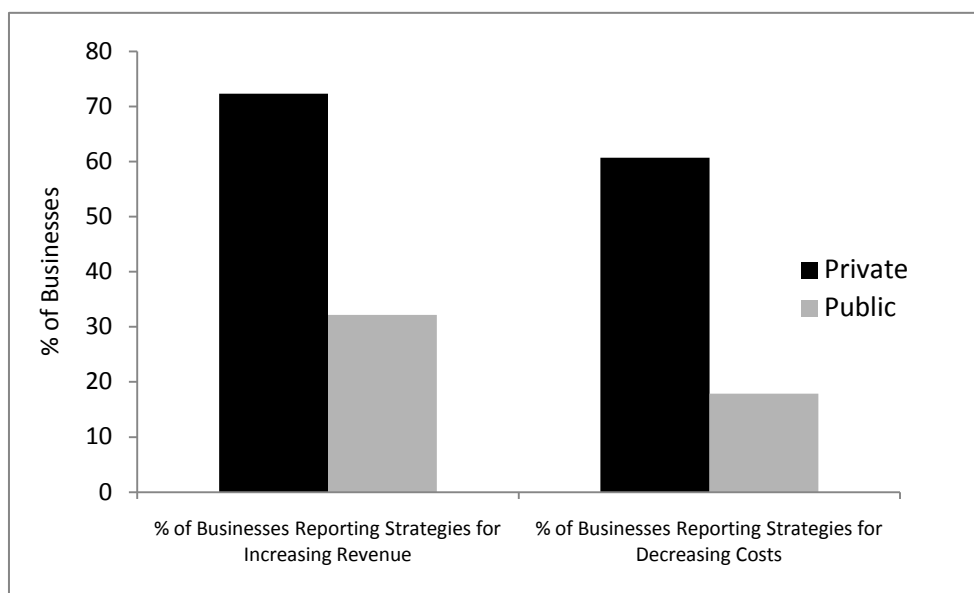


Figure 4.8.4 Percentage of Businesses Reporting Strategies to Either Increase Revenue or Decrease Costs

## 4.9 Level of Technology Integration

Businesses were asked to report on the type and age of the technology they currently use. Figure 4.9.1 shows that approximately half of the businesses and agencies are supported by database management software but very few businesses are using automated processes. Given



the limited number of manufacturing businesses in West Nipissing, these results are not surprising.

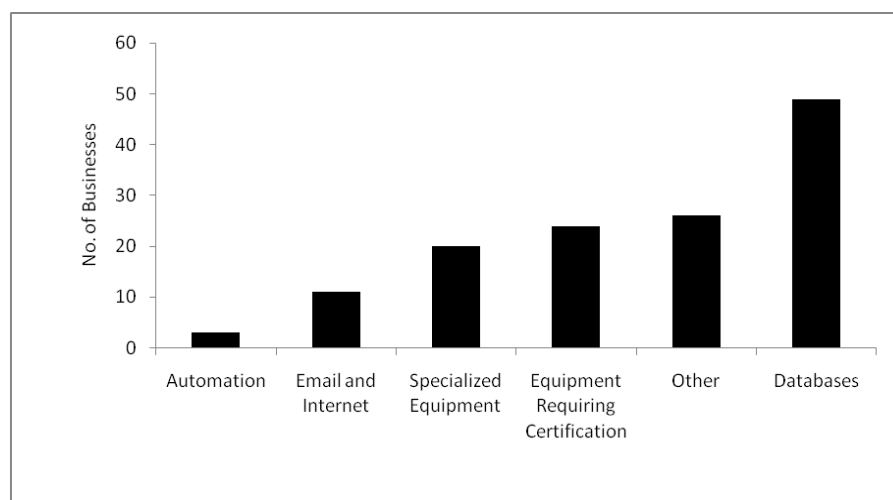


Figure 4.9.1 Summary of Technological Integration

Figure 4.9.2 summarizes the age of the technology in use. Generally businesses in West Nipissing are relying on technology that is three to five years old. No difference was noted between the age of private and public sector technologies.

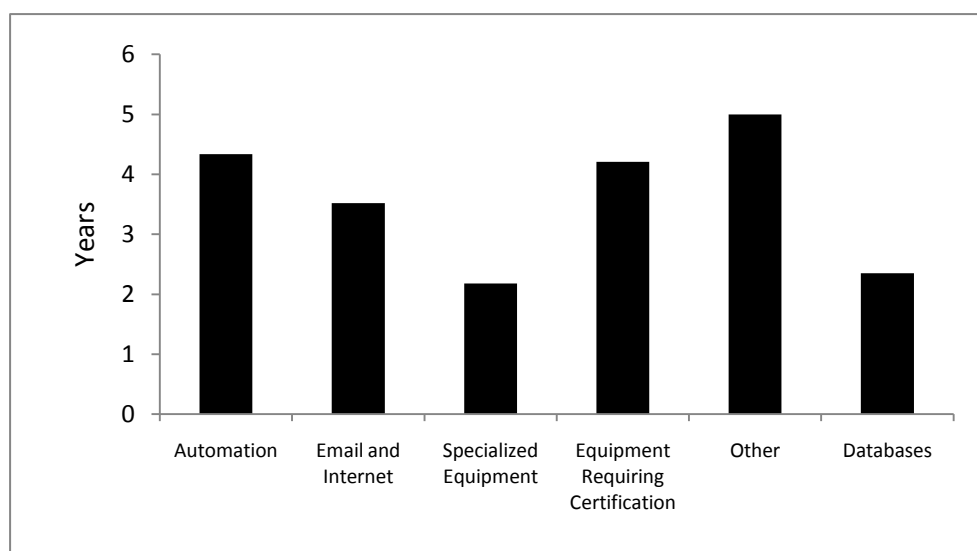


Figure 4.9.2 Relative Age of Technologies Currently in Use

Although the current technologies in use are not the most current, the majority of businesses do not believe that newer technology would improve the efficiency of their businesses (Figure 4.9.3).

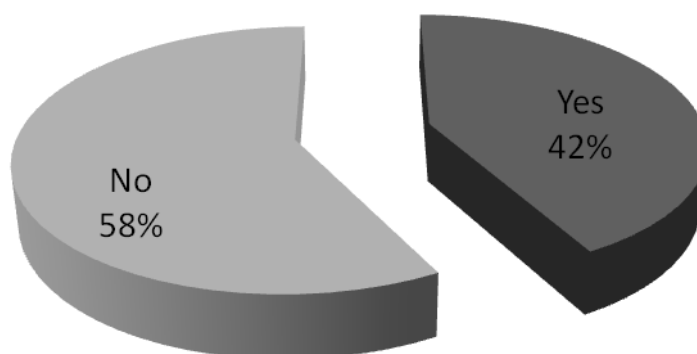


Figure 4.9.3 Availability of Newer Technology that Could be Beneficial

Most businesses also believe that 'different' types of technology would not be useful to expand their businesses (Figure 4.9.4). Given that few businesses are not contemplating new ventures, this result is not surprising.

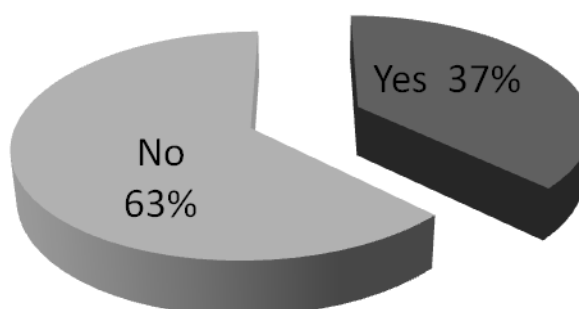


Figure 4.9.4 Availability of Different Technology that Would Help Businesses Expand

## 4.10 Career Plans of West Nipissing High School Students

The study attempted to assess the degree to which the education and the career aspirations of West Nipissing youth are aligned with the needs of West Nipissing's workplace. A total of 169 students responded to the survey with only a few Grade 12 students completing the questionnaire

(Figure 4.10.1). This survey therefore represents more accurately the views of students from Grade 9 and Grade 10.

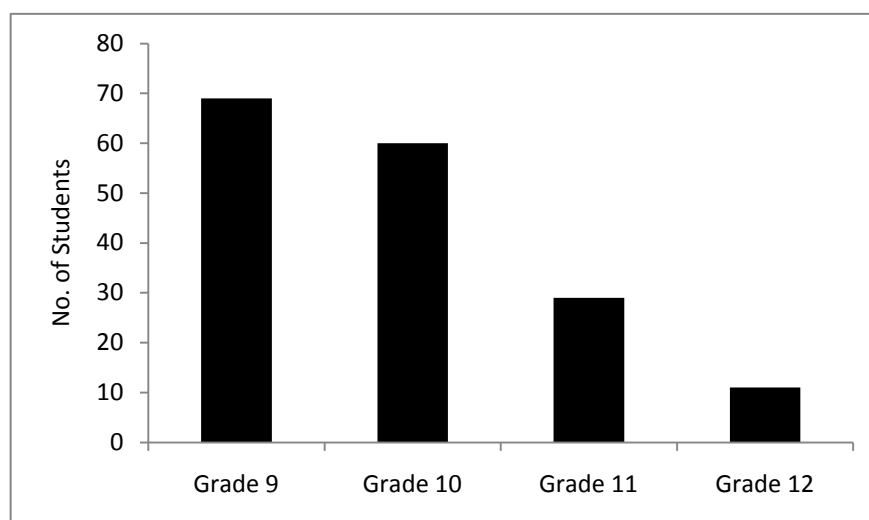


Figure 4.10.1 Breakdown of Student Participation

The majority of high school students plan to continue to post-secondary institutions (Figure 4.10.2). Few students plan on completing an apprenticeship with the prospect of becoming a qualified tradesperson.

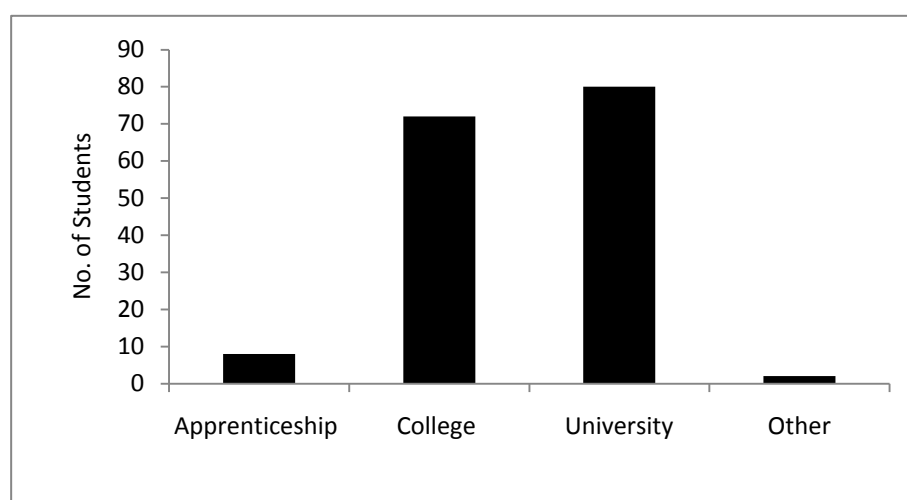


Figure 4.10.2. Student Choices of Post-secondary Education

Students were also asked to comment on who influenced them in selecting a career (Figure 4.10.3). Parents were most influential while local employers were the least influential. Essentially, there is little linkage between the strategic renewal and strengthening of West Nipissing's workforce and the career choices of young high school students.

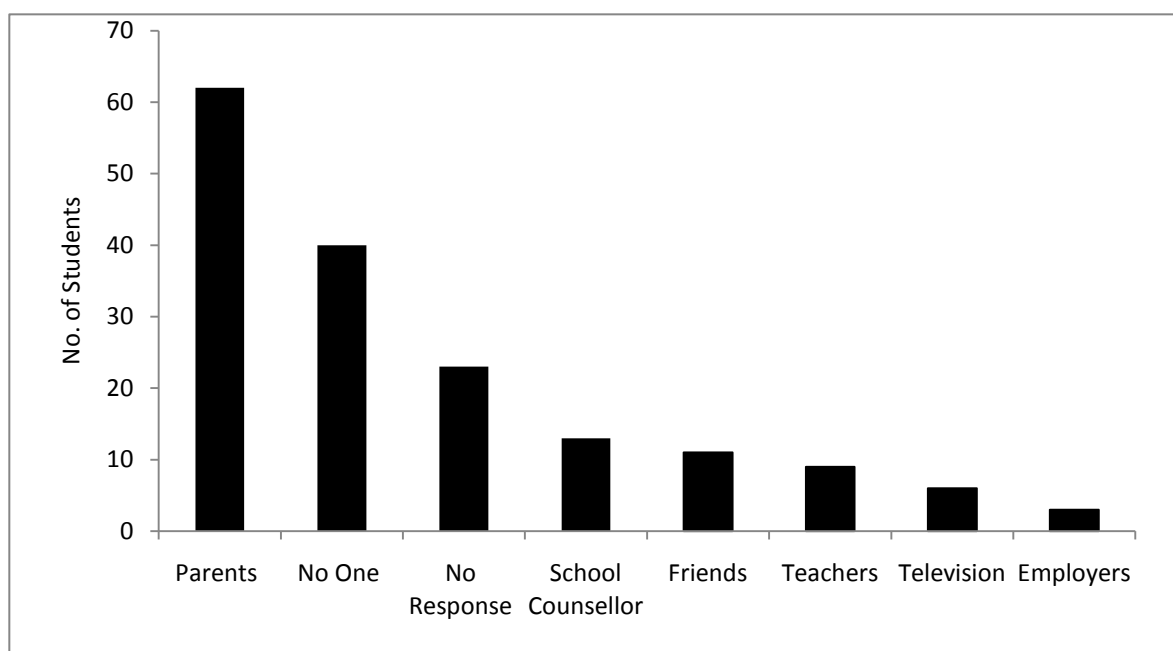


Figure 4.10.3 Sources of Influence in Career Choice

Students were also asked to indicate if they would be interested in taking courses other than those offered by their high school. The majority of respondents showed little interest in broadening their education (Figure 4.10.4).

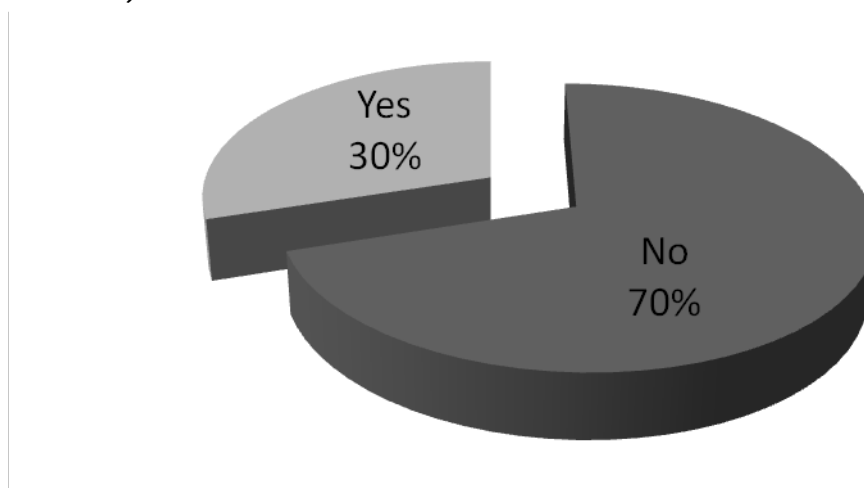


Figure 4.10.4 Student Interest in Taking Different Courses Not Currently Offered

Finally, students commented on their expectation of remaining in West Nipissing (Figure 4.10.5). Only 21% of the respondents showed a definite interest in remaining in West Nipissing. This element of the study confirms the prevalent youth out-migration phenomenon that is so destructive to the long term sustainability of Northern communities. Unfortunately, youth out-migration appears to be significant in West Nipissing.

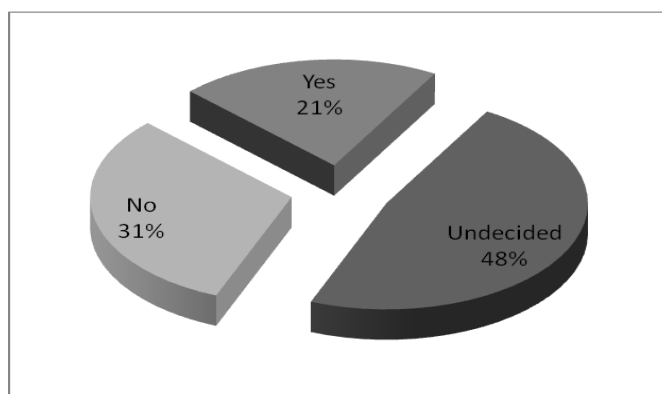


Figure 4.10.5 Student Intention of Remaining in West Nipissing

## 4.11 Survey Results of Commercial Farms

The study focused on commercial farmers and ignored the workforce requirements of hobby farms. This decision was simply taken to be expeditious in executing the survey.

Approximately three quarters of the useable farmland is currently in production (Figure 4.11.1). The amount of farmland in production includes land that is seasonally idle and part of a farm's rotational strategy.

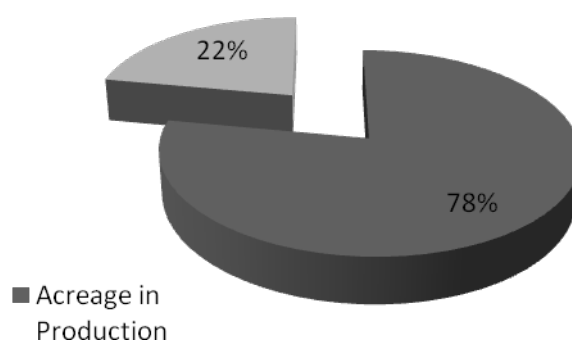


Figure 4.11.1 Percentage of Usable Farmland in Production

The various farm products that were identified by the survey were grouped into three main categories (Figure 4.11.2). Most products were sold in bulk to customers outside of West Nipissing. None of the farmers that responded to the survey were involved in any form of significant 'value added' product manipulation.

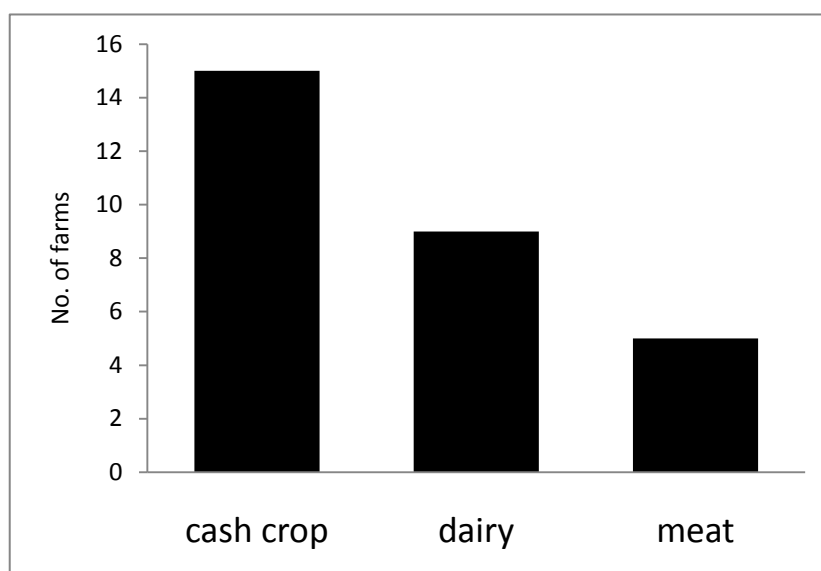


Figure 4.11.2 Primary Types of Agricultural Products

Approximately two thirds of the farms hire workers (Figure 4.11.3). However, in most cases, farms that hire helpers offer full-time employment to only a few workers (Figure 4.11.4). West Nipissing's farming community is not currently a major employer in the region.

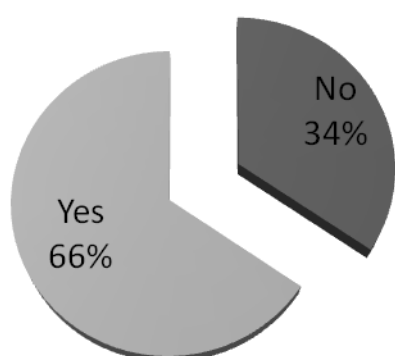


Figure 4.11.3 Percentage Breakdown of Farms that Hire Workers

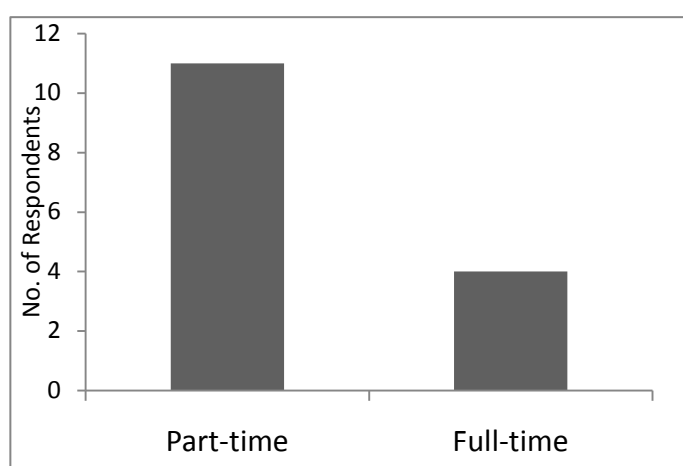


Figure 4.11.4 Employment Type on Farms

Farmers were also asked to comment on the difficulty of finding employees (Figure 4.11.5). It appears as though the lack of interest in the agricultural sector and low wages are the primary reasons why certain farmers are experiencing difficulty in finding workers.

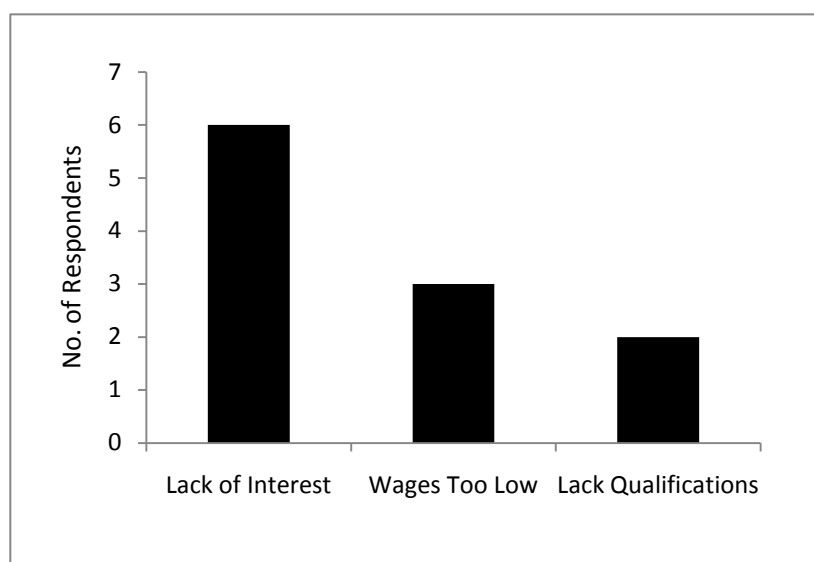


Figure 4.11.5 Factors Influencing the Difficulty in Finding Farm Workers

The distribution of the expected length of time current farmers plan on continuing to farm is shown in Figure 4.11.6. Only four farmers of the 29 that completed the survey expect to retire within the next five years.

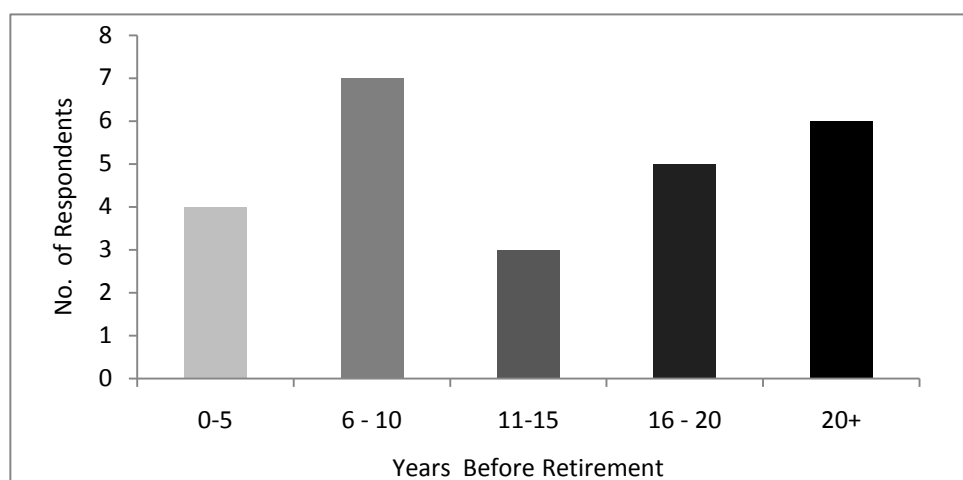


Figure 4.11.6 Reported Length of Time Before Retirement

With only six of the 29 farms reporting an increasing trend in annual revenues (Figure 4.11.7) and the fact that most farms do not have a

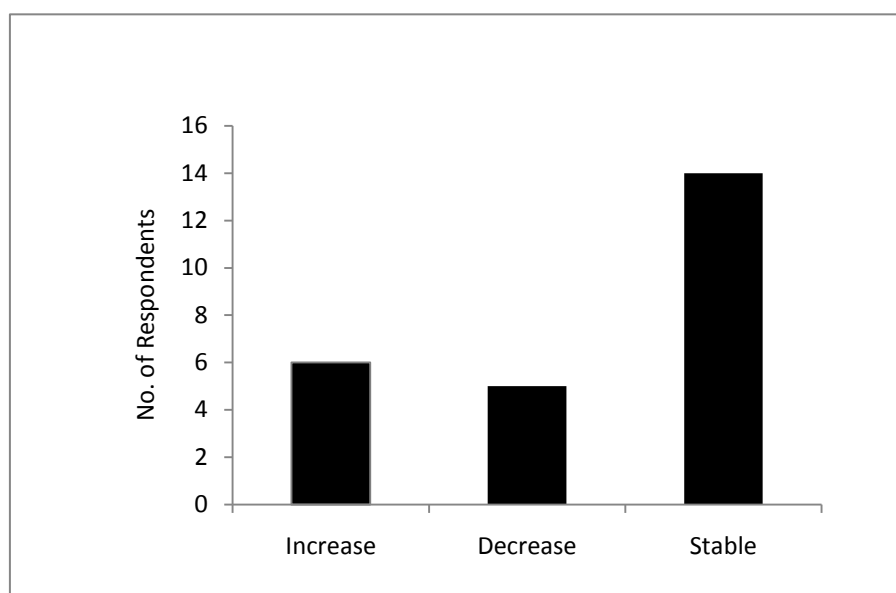


Figure 4.11.7 Revenue Trends of West Nipissing Farmers

succession plan in place (Figure 4.11.8), there are few incentives for farmers to retire.

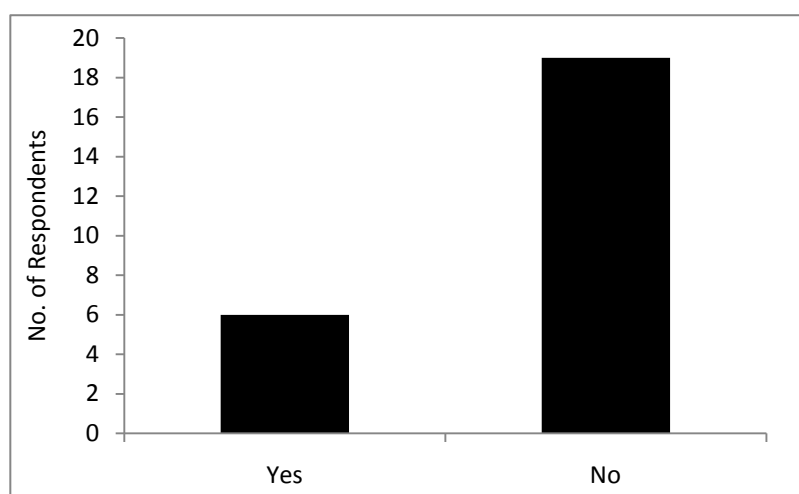


Figure 4.11.8 Number of Farmers that Have a Succession Plan

## 5. General Discussion

The Municipality of West Nipissing, like many other municipalities in Northern Ontario, appears to be in a state of economic stagnation with a future that, if left to run out its own course, will likely lead to a loss of population, a loss of public services and a loss of employment



opportunities. However, the area's depth in business experience, bilingual workforce, extensive network of educational institutions and proximity to abundant natural resources are important assets that can be mobilized to favour economic development.

## 5.1 Signs of Economic Stagnation

The businesses and agencies that are currently active in West Nipissing are aging, and the number of new businesses of significant size is relatively low (Figure 4.2.1). The age profile of the Municipality's workforce is also aging (Figure 4.4.1). Essentially, West Nipissing's commercial environment is not significantly renewing itself.

The employment trend in West Nipissing also reveals that the region did not experience similar growth in employment during the last few exceptionally good economic years as compared to the rest of the Province.

Statistics Canada reported that Ontario experienced an accumulated growth rate of nearly six percent from 2004 to 2007 (Figure 5.1) while employment rates for full-time and part-time jobs in West Nipissing remained essentially unchanged during this same period (Figures 4.8.1 and 4.8.2).

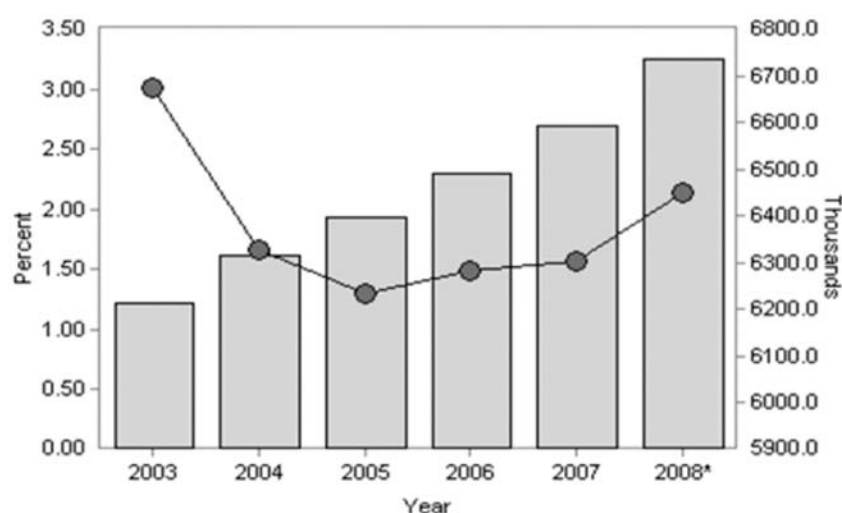


Figure 5.1 Ontario Employment Trend (Statistics Canada)

Profit margins for most businesses are modest and markets are largely limited to the Municipality itself with very limited penetration in the North Bay and Sudbury markets and even less penetration into the broader

Ontario marketplace (Figure 4.7.1). An 'inward' looking business culture in a small municipality where the population remains essentially unchanged can only result in limits to growth.

As a result, businesses generally cannot afford to invest in state of the art technology (Figure 4.9.2) or in staff training (Figure 5.2) to improve their overall efficiency and profitability.

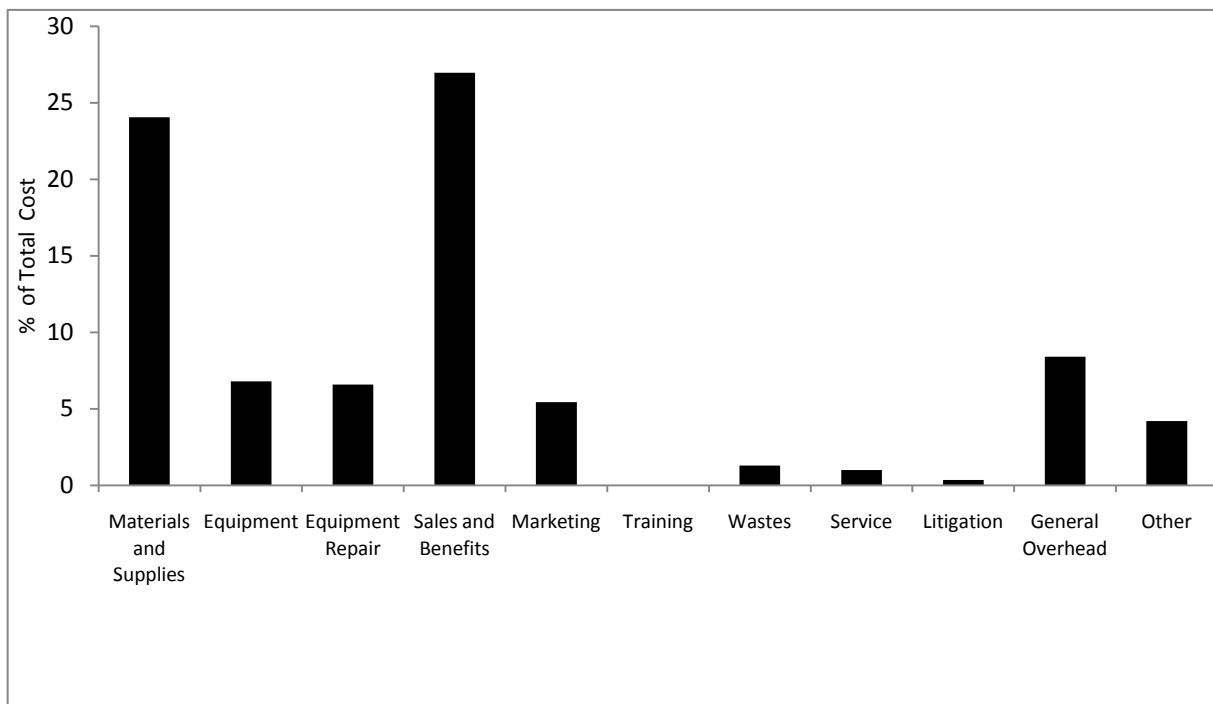


Figure 5.2 Summary of Business Expenditures

The current net youth outmigration in the Nipissing District (Table 5.1) and the high number of high school youth who are either undecided or who have already elected not to pursue their career ambitions in West Nipissing (Figure 4.10.5) strongly suggests that West Nipissing is also experiencing a net outmigration of its youth even though local census statistics have shown a modest increase in the overall population over the last five years.

Age Group	In-migrants	Out-migrants	Net-migrants
0-17	4,581	4,363	218
18-24	3,819	4,148	-329
25-44	6,637	6,898	-261
45-64	3,174	2,936	238
65+	1,129	1,284	-155
<b>Total</b>	<b>19,340</b>	<b>19,629</b>	<b>-289</b>

Source: Statistics Canada

Table 5.1 – Migration Results 2002-2007 – Nipissing

## 5.2 The Loss of the Private Sector Critical Mass to Innovate and Create Wealth

The exact split between private and public sector jobs that existed in West Nipissing during the years that the lumber mill and the pulp mill were operating at full capacity is not known. However, the private sector component of West Nipissing's historical workforce was likely larger than it currently is. Now, public sector jobs appear to be nearly as numerous as those in the private sector. Individual public sector employers are also larger in size than private sector businesses. The study canvassed four times as many private sector businesses (Figure 4.1.1) yet 40 percent of the jobs were attached to the public sector primarily in the fields of Education and Health Services (Figure 4.1.2).

The study also revealed that private sector businesses in general are more focused on creating wealth than public sector agencies. More of the public sector agencies, in comparison with the private sector, indicated that they did not have a plan in place to improve their efficiency (Figure 4.8.4). To support this claim, the public sector respondents indicated 'fundraising' as one of their primary means of increasing revenue (Figure 4.8.3). Fundraising is certainly a worthwhile activity; however, it does not create wealth in a community. These particular observations of the public sector are not criticisms of the commitment of public sector employees but simply a reflection of the traditional differing mandates between the private and public sectors.

While replacing private sector jobs with public sector jobs in the short term will temporarily support a local economy, long term regional economic growth traditionally will have to rely on private sector entrepreneurship in order to create net wealth. The study suggests that West Nipissing is losing its private sector critical mass and, combined with its aging businesses, appears to be settling into business complacency which, over time, will negatively impact the capacity of the Municipality to generate new wealth and jobs.

### **5.3 The Absence of Strong Linkages between Education and the Private Sector**

The study revealed some interesting facts about the current distribution of employees with higher education. Most of the net wealth creating businesses in agriculture, forestry, manufacturing and tourism are being supported by employees that have, at most, a high school diploma and for which skills were acquired in the workplace (Figure 4.5.2). Many of the jobs surveyed for these business sectors did not even require a high school diploma.

In contrast, the public sector jobs generally require higher education. Education and Health are the only sectors that require employees to hold a university degree while most government jobs require a mix of college and university graduates (Figure 4.5.3).

The current situation in West Nipissing seems to be that most private and public sector businesses and agencies are either not able or not mandated to create new net wealth by increasing the Region's exportable products and services to broader markets (Figures 4.7.11 and 4.8.4). The near absence of workers with expertise in natural and applied sciences simply worsens the situation (Figure 4.6.1).

### **5.4 Succession Planning**

The study investigated a number of succession planning themes to assess the likelihood of seamless transfer of ownership of the Municipality's businesses and agencies. The farmers appear to be the least prepared for the eventual succession of their farms (Figure 4.11.8). Both public and

private sector businesses also appear to have a significant number of enterprises for which succession planning has not been considered or has not been determined (Figure 5.3).

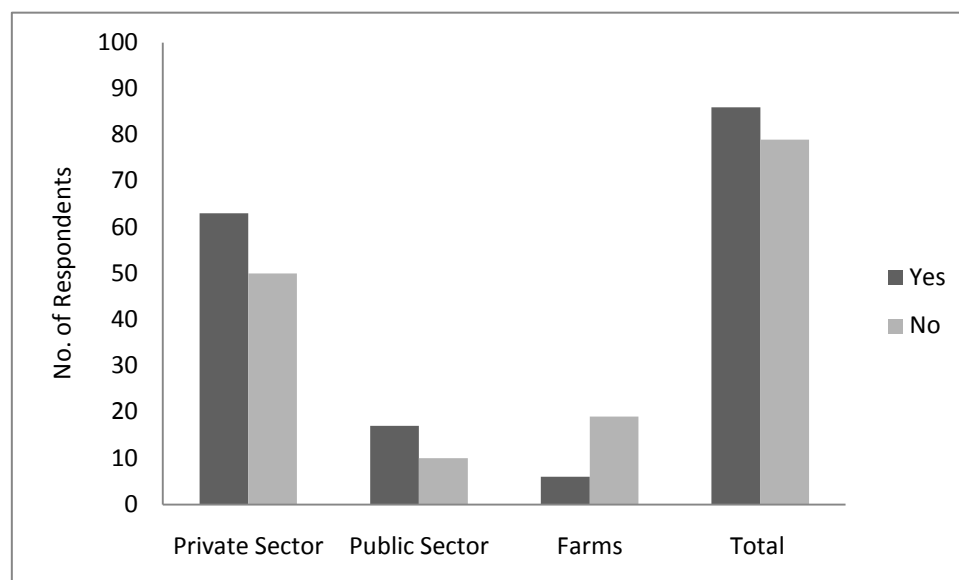


Figure 5.3 Presence of Succession Plans for Businesses and Agencies

The Municipality should also be concerned with the significant number of youth who:

- a) do not appear to be influenced by local businesses in making their career choice (Figure 4.10.3),
- b) appear to be biased towards a university education for which there are likely few jobs available in West Nipissing (Figure 4.10.2), and
- c) appear to believe that they must leave the region to 'get a job' (Figure 4.10.5).

Not a single student in the narrative sections of the student survey advanced the idea of creating a business in West Nipissing as a career choice and very few showed an interest in the resources-based or manufacturing industries. It appears from the survey results that students in West Nipissing do not behave as though they are part of a strategic plan to become the successors of the Municipality's business world and the next generation of regional entrepreneurs and innovators.

## 5.5 Availability of Replacement Jobs

Differences were noted in the expected number of retirements between the public and private sector businesses and agencies even though both groups share similar age distribution profiles for their employees. It would appear as though more public sector employees will be retiring in the next five years than private sector employees.

Typically, public sector jobs provide pension plans for their employees. The difference could be explained by the fact that public sector employees can afford to retire while private sector employees will likely have to continue working 'indefinitely' to secure an income. The number of expected retirements for the public sector are however modest and will not likely result in creating a widespread hiring period.

## 6. Recommendations

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West Nipissing's Human Resources Development Coordinating Committee attempted to share the results of this study with various business sectors. These sessions were poorly attended, probably because they were scheduled the week before Christmas.

It would be in the best interest of the Municipality to share the results of this study with its business and public sector leaders to validate the results and to begin working at addressing some of the challenges that are impeding the creation of local jobs.

The readers of this report should not be offended if much of its content focused on the challenges that the Municipality is facing with regard to its regional economic development objectives. Excellence of any kind is always preceded by a rigorous critique of the areas in need of improvement. This report was written with this principle in mind.

## **Appendix A – General Survey for Businesses and Agencies**

# West Nipissing Labour Market Initiative 2009

## Part 1 - Basic Information

LMI assigned Company ID

LMI assigned Investigator ID

Date   1  2009

1. Number of years in operation

*Complete 1 through 4 if employment is stable throughout the year*

2. Number of FT employees (in-year)

3. Number of PT employees (in-year)

4. Number of FT employees (2008)

5. Number of PT employees (2008)

*Or if significant changes in seasonal employment pattern*

6. Staffing by month

	<b>In-Year</b>	<b>2008</b>
--	----------------	-------------



Month	FT-Staffing	PT-Staffing	FT-Staffing	PT-Staffing
January	Select ▼	Select ▼	Select ▼	Select ▼
February	Select ▼	Select ▼	Select ▼	Select ▼
March	Select ▼	Select ▼	Select ▼	Select ▼
April	Select ▼	Select ▼	Select ▼	Select ▼
May	Select ▼	Select ▼	Select ▼	Select ▼
June	Select ▼	Select ▼	Select ▼	Select ▼
July	Select ▼	Select ▼	Select ▼	Select ▼
August	Select ▼	Select ▼	Select ▼	Select ▼
September	Select ▼	Select ▼	Select ▼	Select ▼
October	Select ▼	Select ▼	Select ▼	Select ▼
November	Select ▼	Select ▼	Select ▼	Select ▼
December	Select ▼	Select ▼	Select ▼	Select ▼

7. Type of business  ▼

8. NOC Code  [\(Consult NOC Codes\)](#)

9. Other type of business not reported in NOC

10. Additional Information

# West Nipissing Labour Market Survey 2009

## Part 2- Market and Competition Analysis

LMI Assigned Company Number

LMI Assigned Number of Investigator

Date

1. How many products or services does your enterprise provide?
2. What are the 3 primary products or services that best characterize your company?

First

Second

Third

3. Where is your customer base located?

Region	Percentage
Within Ouest Nipissing	<input type="text" value="Enter a percentage"/>
Sudbury	<input type="text" value="Enter a percentage"/>
North Bay	<input type="text" value="Enter a percentage"/>
Other Parts of Ontario	<input type="text" value="Enter a percentage"/>
Ontario Parts of Canada	<input type="text" value="Enter a percentage"/>
Other Countries	<input type="text" value="Enter a percentage"/>

4. How many other enterprises in the West Nipissing offer the same products or services?
5. Over the last 5 years, have the number of competitors increased or decreased?



Decreased



Increased



Stable

6. How many other enterprises in a 100 km radius offer the same products or services?

7. How do you market your product or services?

Marketing Method	Percentage
None	<input type="text" value="Enter a percentage"/>
Personal Contact	<input type="text" value="Enter a percentage"/>
Newspaper	<input type="text" value="Enter a percentage"/>
Company Mailouts	<input type="text" value="Enter a percentage"/>
Radio	<input type="text" value="Enter a percentage"/>
Internet	<input type="text" value="Enter a percentage"/>
Television	<input type="text" value="Enter a percentage"/>
Other	<input type="text" value="Enter a percentage"/>

8. Who does the marketing for you company?

Marketing Person	Percentage
Nobody	<input type="text" value="Enter a percentage"/>
The Owner	<input type="text" value="Enter a percentage"/>
The Managers	<input type="text" value="Enter a percentage"/>
A Staff Marketing Person	<input type="text" value="Enter a percentage"/>
An Outside Expert within West Nipissing	<input type="text" value="Enter a percentage"/>
An Outside Expert outside of West Nipissing	<input type="text" value="Enter a percentage"/>
Other	<input type="text" value="Enter a percentage"/>

9. Could you or your employees carry a greater workload?

☐ Yes ☐ No ☐ Uncertain

10. Are you interested in reaching new markets?

☐

Yes

☐

No

☐

Uncertain

11. Which markets do you think you can realistically reach?



# West Nipissing Labour Market Survey 2009

## Part 3- Operational Analysis

LMI Assigned Company Number

LMI Assigned Number of Investigator

Date

1. Of your gross revenues, what percentage goes into the following categories?

Revenue Streams	Percentage
Materials and Supplies	<input type="text" value="Enter a percentage"/>
Equipment Purchase	<input type="text" value="Enter a percentage"/>
Equipment Repair	<input type="text" value="Enter a percentage"/>
Salaries and Benerits	<input type="text" value="Enter a percentage"/>
Marketing	<input type="text" value="Enter a percentage"/>
Training	<input type="text" value="Enter a percentage"/>
Waste	<input type="text" value="Enter a percentage"/>
After sale service	<input type="text" value="Enter a percentage"/>
Litigation	<input type="text" value="Enter a percentage"/>
General Overhead	<input type="text" value="Enter a percentage"/>
Other	<input type="text" value="Enter a percentage"/>

2. What are the specific revenue sources of your enterprise?

Revenue 1 :	<input type="text"/>	% of total revenue	▼
Revenue 2 :	<input type="text"/>	% of total revenue	▼
Revenue 3 :	<input type="text"/>	% of total revenue	▼
Revenue 4 :	<input type="text"/>	% of total revenue	▼
Revenue 5 :	<input type="text"/>	% of total revenue	▼

3. What specific methods do you rely on to increase your revenues?

Revenue Method 1 :	<input type="text"/>	% of total revenue	▼
Revenue Method 2 :	<input type="text"/>	% of total revenue	▼
Revenue Method 3 :	<input type="text"/>	% of total revenue	▼
Revenue Method 4 :	<input type="text"/>	% of total revenue	▼
Revenue Method 5 :	<input type="text"/>	% of total revenue	▼

4. What specific methods do you rely on to reduce your costs?

Savings Method 1 :	<input type="text"/>	% of total revenue	▼
Savings Method 2 :	<input type="text"/>	% of total revenue	▼
Savings Method 3 :	<input type="text"/>	% of total revenue	▼
Savings Method 4 :	<input type="text"/>	% of total revenue	▼
Savings Method 5 :	<input type="text"/>	% of total revenue	▼

5. What are your hours of operation?

Hours per days	<input type="text"/>	▼	Days per Week	<input type="text"/>	▼
Months per Year	<input type="text"/>	▼			

6. Please provide a profile of your enterprise's workload by month.

Month	Percentage of Full Capacity
January	<input type="text" value="Enter a percentage"/> ▼
February	<input type="text" value="Enter a percentage"/> ▼
March	<input type="text" value="Enter a percentage"/> ▼
April	<input type="text" value="Enter a percentage"/> ▼
May	<input type="text" value="Enter a percentage"/> ▼
June	<input type="text" value="Enter a percentage"/> ▼
July	<input type="text" value="Enter a percentage"/> ▼
August	<input type="text" value="Enter a percentage"/> ▼
September	<input type="text" value="Enter a percentage"/> ▼
October	<input type="text" value="Enter a percentage"/> ▼
November	<input type="text" value="Enter a percentage"/> ▼
December	<input type="text" value="Enter a percentage"/> ▼

# West Nipissing Labour Market Survey 2009

## Part 4 - Management and Technology

LMI Assigned Company Number

LMI Assigned Number of Investigator

Date

1. How many years have you personally been in business?

2. How many different companies do you currently operate?

3. When do you plan to retire?

4. How long do your employees usually stay with your business?

<input type="text" value="Enter a percentage"/>	has been with the business for	<input type="text"/>
<input type="text" value="Enter a percentage"/>	has been with the business for	<input type="text"/>
<input type="text" value="Enter a percentage"/>	has been with the business for	<input type="text"/>
<input type="text" value="Enter a percentage"/>	has been with the business for	<input type="text"/>

5. Do you have a succession plan for you business?

☐ Yes ☐ No

6. Do you do your own accounting and hold your own financial books?

☐ Yes ☐ No

7. Do you use computerized accounting software?

☐ Yes ☐ No

8. Do you sell or offer your Services over the Internet?



☐ Yes ☐ No

9. Do you market over the Internet?

☒ Yes ☐ No

10. What type of technology does your company rely on to operate?

- ☐ Computers for email and Internet
- ☐ Computers for Production and Manufacturing
- ☐ Computers for databases, inventory and accounting
- ☐ Highly specialized equipment requiring specialized training
- ☐ Equipment that needs certifications to operate
- ☐ Other form of equipment (please specify) (please specify)

11. How old is the various technologies that you rely on to operate your business?

12. What percentage of your employees relies on using some form of technology to perform their duties?

13. Is there any technology available today that would help to grow your business?

☒ Yes ☐ No

If yes, please specify

14. Is there any technological expertise that your company could benefit from to grow its business?

☒ Yes ☐ No

If yes, please specify

# West Nipissing Labour Market Survey 2009

## Part 5- Human Resources Analysis

LMI Assigned Company Number

LMI Assigned Number of Investigator

Date

1. Please help us understand the level of skills your company requires.

Skills Level	
Jobs that don't require a high school diploma or any training	<input type="text"/>
Jobs that can only be taught 'on the job'	<input type="text"/>
Jobs that require a high school diploma	<input type="text"/>
Jobs that require an apprenticeship	<input type="text"/>
Jobs that require a college education	<input type="text"/>
Jobs that require a university education	<input type="text"/>
Jobs that required post-graduate education	<input type="text"/>

2 Please help us understand the type of skills your company requires.

Occupation	
Management	<input type="text"/>
Finance	<input type="text"/>
Natural and Applied Science	<input type="text"/>
Health Occupations	<input type="text"/>
Social Sciences	<input type="text"/>
Education	<input type="text"/>

Government Services	<input type="text"/>
Arts and Culture	<input type="text"/>
Recreation	<input type="text"/>
Sales	<input type="text"/>
Technical Servicing	<input type="text"/>
Trades	<input type="text"/>
Transporation	<input type="text"/>
Equipment Operators	<input type="text"/>
Forestry	<input type="text"/>
Mining	<input type="text"/>
Agriculture	<input type="text"/>
Tourism	<input type="text"/>
Manufacturing	<input type="text"/>

3. What is the age of the your workforce?

16-20	<input type="text"/>
21-24	<input type="text"/>
25-29	<input type="text"/>
30-39	<input type="text"/>
40-49	<input type="text"/>
50-59	<input type="text"/>
60 and above	<input type="text"/>

4. What is the male/female ratio?

to 1 (male to female) or  to 1 (female to male)

5. What is the ethnic composition of your workforce?

French Speaking Canadian (unilingual)	<input type="text"/>
English Speaking Canadian (unilingual)	<input type="text"/>
Bilingual (French/English)	<input type="text"/>
First Nation	<input type="text"/>
Métis	<input type="text"/>
American	<input type="text"/>
Other Immigrant	<input type="text"/>

6. What percentage of your workforce could benefit from additional literacy and numeracy?

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# West Nipissing Labour Market Survey 2009

## Part 6- Employee Skills Analysis

LMI Assigned Company Number

LMI Assigned Number of Investigator

Date

### Part A - Individual Employee Analysis

1. LMI - Employee ID number

2. Job Title  ☐ Unionized ☐ Non-unionized

3. Gender ☐ Male ☐ Female

4. Terms of Employment ☐ Full-Time ☐ Part-Time

5. Estimated Number of Years Before Retirement

6. Number of Years of Employment with your company or agency ?

7. Education required for the job?

8. Special certification required for the job

9. Are there any chances for advancement? ☐ Yes ☐ No

10. Would additional training help in improving the chances of advancement? ☐ Yes  
☐ No

11. If so, in which field?

12. Would additional training help you perform your duties better? ☐ Yes ☐ No

13. If so, in which field?

14. Number of years since last formal participation in training?

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**Part B**

15. Indicate Class Title

16. How many employees in this category of jobs?

17. What is the average age of this group of employees?

18. How many employees do you expect will retire in the next 2 years?

19. How many employees in this category need training?

20. What training does this group of employees require?

21. Number of years since last group training?

# West Nipissing Labour Market Survey 2009

## Part 7- Trend Analysis

LMI Assigned Company Number

LMI Assigned Number of Investigator

Date

1. How many employees were working for you in the following years?

Year	Full-Time Staff	Part-Time Staff
2004	<input type="text"/>	<input type="text"/>
2005	<input type="text"/>	<input type="text"/>
2006	<input type="text"/>	<input type="text"/>
2007	<input type="text"/>	<input type="text"/>
2008	<input type="text"/>	<input type="text"/>

2. In the following years what were the trends in your profit margins compared to the previous year?

Year	Trend in Profit Margin
2004	<input type="text"/>
2005	<input type="text"/>
2006	<input type="text"/>
2007	<input type="text"/>
2008	<input type="text"/>

3. In the following years what were the trends in your sales?

Year	Trend in Sales
2004	<input type="text"/>
2005	<input type="text"/>
2006	<input type="text"/>
2007	<input type="text"/>
2008	<input type="text"/>

4. In the following years indicate if you offered new products, new services or reached a new target group?

Year	New Product	New Service	New Target Group
2004	<input type="text"/>	<input type="text"/>	<input type="text"/>
2005	<input type="text"/>	<input type="text"/>	<input type="text"/>
2006	<input type="text"/>	<input type="text"/>	<input type="text"/>
2007	<input type="text"/>	<input type="text"/>	<input type="text"/>
2008	<input type="text"/>	<input type="text"/>	<input type="text"/>

5. In the next five years, do you plan on

Adding new products	<input type="text"/>
Removing product	<input type="text"/>
Adding new services	<input type="text"/>
Removing services	<input type="text"/>
Reaching new markets	<input type="text"/>
Consolidating markets	<input type="text"/>

Please explain



## **Appendix B – Survey for Commercial Farms in West Nipissing**



Agricultural Sector Labour Market Survey Initiative - West Nipissing 2009

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5. Do you hire people to help you on the farm? ☐ Yes ☐ No

If yes, please specify

Job	Number of people	From	To
<input type="text"/>	<input type="text"/>	Select a Month ▼	Select a Month ▼
<input type="text"/>	<input type="text"/>	Select a Month ▼	Select a Month ▼
<input type="text"/>	<input type="text"/>	Select a Month ▼	Select a Month ▼
<input type="text"/>	<input type="text"/>	Select a Month ▼	Select a Month ▼
<input type="text"/>	<input type="text"/>	Select a Month ▼	Select a Month ▼
<input type="text"/>	<input type="text"/>	Select a Month ▼	Select a Month ▼
<input type="text"/>	<input type="text"/>	Select a Month ▼	Select a Month ▼

6. Are you experiencing difficulty in finding workers? ☐ Yes ☐ No

Please explain:

7. How many more years do you plan on farming?

8. Is your farm revenue ☐ Growing ☐ Shrinking ☐ Staying the same

9. Do you have a succession plan in place for your farm? ☐ Yes ☐ No

10. Please share with us any other information with regards to your labour needs?

## **Appendix C – Survey for West Nipissing High School Students**

# 2009 Student Survey

## *West Nipissing Labour Market Initiative*

This survey is part of a labour market initiative being conducted in West Nipissing. An important part of the study is to document the future career aspirations of students in West Nipissing. Your participation will help your region to better plan its human resources requirements over the next decade.

For more information, please consult the following [FAQS](#).

1. Which school to you attend?
2. In which grade are you?
3. Gender : ☐ Female ☐ Male
5. Do you intend on obtaining your high school diploma? ☐ Yes ☐ No ☐ Undecided
6. Do you plan on enrolling in a post-secondary program? ☐ Yes ☐ No ☐ Undecided
7. If yes, in which program or institution? ☐ University ☐ College ☐ Apprenticeship ☐ Other  
Please specify:
8. Have you chosen your career? ☐ Yes ☐ No  
If so, which one?
9. If you haven't yet chosen a career, which career are you perhaps considering?
10. Is it important for you to choose your career at this point in your life? ☐ Yes ☐ No
11. Who is helping you the most to choose your career?   
Other :

Student Survey- West Nipissing Labour Market Initiative 2009

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12. What do you find most attractive about your school?

Other:

13. Which are your two favorite courses?

Other courses not listed :

14. For how many years have these been your favorite courses?

15. Why are they your favorite courses?

Some other reason:

16. Which two courses do you like the least?

Others courses not listed:

17. Why do you dislike these courses?

Some other reason :

18. For how many years have you disliked these courses?

19. Are there any courses you would like to take but that are not offered at your school? ☐ Yes

☐ No

If yes, which courses?

20. How many of your leisure hours a week to do spend reading for pleasure?

21. Do you plan on living and working in West Nipissing or its neighbouring communities? ☐

Yes ☐ No ☐ Undecided

## Student Survey- West Nipissing Labour Market Initiative 2009

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21. Please send us any other comments about your career or your long term plans to seek employment in the West Nipissing region or any other region?



*Please click the 'Send' button to send us your responses.*

Send

## **Appendix D – Frequently Asked Questions**



# **West Nipissing Labour Market Survey 2009**

## **Frequently Asked Question**

### **Who is The Labour Market Group?**

The Labour Market Group is one of 25 local boards across Ontario that is a not-for-profit, community based organization. The Board consists of volunteers who represent a variety of labour market sectors including Business, Labour, Education, Marginalized Workers, and three levels of government.

The mandate of The Labour Market Group is to identify workforce issues that are characteristic of the local community; and provide collaborative solutions by engaging stakeholders and working with partners for the regions of Parry Sound and Nipissing.

The Labour Market Group's base funding is provided by the Ministry of Training, Colleges and Universities.

### **What is a labour market study?**

A labour market study begins with a survey of the current and future labour requirements in a region's employment sectors. It also includes the development of strategies to address the region's current and future skills and human capital requirements.

### **Who is paying for the labour market study?**

The study is being funded by:

The Ontario Ministry of Training, Colleges and Universities and the following partners:

The Labour Market Group  
Collège Boréal  
Municipality of West Nipissing  
Le Réseau de développement économique et d'employabilité  
Economic Partners Sudbury East-West Nipissing  
West Nipissing Chamber of Commerce

### **Do I have to participate?**

No. Participation in the study is entirely voluntary. However, it is only by participating in the survey that your labour needs will be taken into consideration in forthcoming labour market support strategies. All information resulting from the study will be available to you whether you participate or not.

### **Is there any cost in participating?**

No. There is no direct cost to you other than your time. The study is publicly funded. By participating in the study, you will ensure that some of your own tax dollars are used to assist you with your own labour requirements.

### **Why should I participate?**

There are a number of reasons why you should participate in the study.

1. You will ensure that your labour needs are taken into consideration when training and labour adjustment programs are created and funded.
2. You will be helping to increase the economic viability of your region which in turn improves the viability of your own business or agency.
3. You will be assisting educators in developing more effective and relevant course programming.
4. You will be assisting the region's youth in making the right career choice that will improve their chances of staying in the region.
5. You will improve your connection with your own community.

### **What will be required of me?**

Very little. If you agree to participate in the survey, a trained volunteer will contact you, set up a time to meet with you and assist you in completing a questionnaire about your labour needs. You will be able to answer the questions in French or in English.

## **Who do I contact to participate in the study?**

The best way to add the name of your company or agency to the contact list is by communicating with either of the following partners.

The Labour Market Group  
West Nipissing Economic Development Partners  
Le RDÉE  
Collège Boréal

## **If I don't like certain questions, will I have to answer them anyway?**

Absolutely not. The trained volunteers are advised only to record the answers that you are comfortable in providing. The labour market survey is for your benefit and will only collect information that is well within your own comfort level.

## **Will my answer be treated with confidentiality?**

The confidential nature of the information collected is one of the study's highest priorities. We have taken the following steps to ensure that personal and corporate anonymity be preserved.

1. The survey is completed on a computer that immediately sends data to and only to the project coordinator.
2. Only the project coordinator has access to the questionnaire's database.
3. Company names are coded.
4. Volunteer names are coded.
5. Any area under study that has less than three respondents will not be included in any report.
6. Training for the volunteers that will be assisting you with the survey have been instructed on the importance of maintaining confidential records.

7. A contact list of the partners in the study can be readily found at [www.idnor.ca/WestNip/Main.html](http://www.idnor.ca/WestNip/Main.html)), if you are concerned about any matter of confidentiality.
8. You are encouraged only to answer the question for which you are comfortable.
- 9.

### **How long will it take to answer the survey?**

For small and medium size businesses and agencies, the survey may require 30 minutes to complete. For the few larger businesses and agencies, participants are encouraged to set aside one hour.

### **Will I get a chance to see the results of the survey?**

Yes. Every participant will receive an invitation to be presented the results of the study by the project coordinator and the partners. The final report will also be posted on the Labour Market Group's website.

### **What's in it for my company?**

In most cases, increasing the competencies of your employees will increase the profitability of your enterprise and improve the quality of the services you offer to your customers and clients. By participating in the study, you will better position your own enterprise or agency to take advantage of any public training investment that will be made in the West Nipissing region. You will also be helping your community in securing a prosperous future for itself.

All it will cost you is a bit of your time....

If you have other questions, please contact any of the partners.