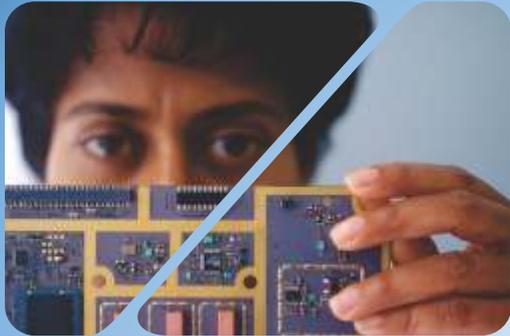


2013 LABOUR MARKET PLAN



Elgin Middlesex Oxford
Workforce Planning and
Development Board

ELGIN MIDDLESEX OXFORD ECONOMIC REGION

ACKNOWLEDGEMENTS

The Elgin, Middlesex, Oxford Workforce Planning and Development Board, incorporated in 1997, is one of twenty-five local board planning zones in Ontario contracted by Ontario's Ministry of Training, Colleges and Universities to facilitate labour market planning and development at the local level.

The EMO Workforce Planning and Development Board continually seeks to enhance the labour market planning process in our community by gathering labour market information, identifying training needs and trends, promoting life-long learning, and building community partnerships to work on local solutions to relevant issues.

BOARD ENDS:
“Stakeholders are provided with quality labour market information and can make decisions which result in a thriving, viable economy.”

The Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB) gratefully acknowledge the assistance of the following people. Your contribution to the preparation of this report is deeply appreciated.

Content reviewers: Paul Knafelc, Jim Porter, Jane Kempe and the Board of Directors of the EMO Workforce Planning and Development Board

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EXECUTIVE SUMMARY

While the London Economic Region, consisting of the Counties of Elgin, Middlesex and Oxford and the Cities of London and St. Thomas, has begun the recovery of jobs following the economic downturn in 2009 there is still a great deal to be done. High demand continues for social services and employment assistance in the area as displaced workers and new entrants to the local job market look for employment.

Manufacturing led the way in employment in 2012 according to Labour Force Survey estimates with 48,200 people employed in the London Economic Region. This was followed by trade at 46,500 and health care at 42,900. (Table 5)

“Small business continues to drive the hiring across the region.”

Small business continues to drive the hiring across the region. Canadian Business Patterns data from June 2012 showed the strongest growth in number of businesses in Elgin and Oxford to be in business with 1-4 employees while Middlesex saw the largest increase in businesses with 20-49 employees.

Since its launch in September, 2012 to March 4, 2013, the Hire One London website has recorded 1,491 hires reported by business. Recovery has begun, but continued collaborative effort is needed to leverage activity across the region to create more employment opportunities. Economic Development Offices have been at the forefront of regional collaboration supported by their municipalities. Chambers of Commerce across the region are also combining efforts to address workforce issues on behalf of their members. These collective voices are strengthening the local workforce planning process.

Business identified the following workforce areas as priorities to be addressed:

- Labour Market Information Availability – identifying and responding to workforce needs of business
- Accessing Services – learning what is available
- Employee Training – lifelong learning
- Young Adults - starting their careers
- Education – increasing business involvement
- Entrepreneurs – inspiring growth
- New Canadians – putting talent to work
- Mature Workers – putting experience to work
- Apprenticeship – completions

The 2013 Labour Market Plan identifies numerous local collaborations taking leadership on workforce issues. Additional input is always welcomed. For more information on the 2013 Labour Market Plan or referral to any of the existing partnerships, contact the Elgin, Middlesex Oxford Workforce Planning and Development Board.

Introduction

Each year, the EMO Workforce Planning and Development Board, with input from local labour market partners, produces a report based on statistical data identifying issues in the local community. The report includes a snapshot of the local labour market challenges. This is followed by a prioritized plan for community action in response to issues raised by employers. This year the plan builds upon the actions brought forward in the 2012 plan.

Data from Statistics Canada was used to conduct analysis on selected industries where there appeared to be labour market opportunities or challenges to employment. Five labour market indicators were used to provide this analysis:

- Total employment and sector employment
- Employment in SMEs
- Total number of employers
- Industrial structure of employers
- Population dynamics
- Migration

The Local Labour Market Plan is an initiative that ultimately serves to help communities throughout this area to make informed decisions in response to ever evolving economic realities. It is the sum total of inputs from multiple sources of

reliable information— baseline data from Statistics Canada, secondary analysis from reputable think-tanks such as the Conference Board of Canada, as well as other local research that has identified potential actions to address workforce issues.

There has been increased recognition of the importance of collaboration on workforce issues across the EMO region. This has created the

opportunity for more cooperation to take place in the local economic region. Not only are some of the actions highlighted in this plan larger in scope, they also have the potential to create a change in how we work together to address workforce issues.

“There has been increased recognition of the importance of collaboration on workforce issues across the region.”

Local business sectors and companies are breathing a sigh of relief as they are seeing their way clear of the recession and economic downturn that has gripped the region since 2008.

There is hope for many in this area. In Elgin County, for example, in the energy and environment sector, 60% of businesses surveyed reported an increase in sales in the last year and almost all of the companies say they expect growth in the next three years. (*County of Elgin Business Retention and Expansion Survey*).

The Elgin businesses surveyed also said they were “very positive” about the future with several planning expansion or renovation to meet demand and a few of the companies planning to sell to new markets. They said improvements in technology, expansion of the business, increases in market share and an increase in management effectiveness were the factors for the growth and projected increase in the workforce.

But as they prepare for a period of growth, there is a big hurdle up ahead that will pose significant challenges for local, provincial and national companies. As the population ages, large numbers of employees may be leaving board rooms and offices behind and heading out for R & R. This could be good news for the

tourism industry, as statistics show Ontario residents vacationing inside the province account for the majority of visit and spending. (*Tourism Statistics Region 1*)

Over the next two decades, life expectancy should continue to rise and labour productivity is expected to increase dramatically as investment in technology continues. (*Future of Tourism*)

“Over the next two decades... labour productivity is expected to increase dramatically as investment in technology continues.”

“With an ageing population— a challenge facing most communities in this region— the lack of immigration and diversity is a most alarming trend.” (*EDCO Insight: Southwest Region*)

Already we are relying on immigration, with Citizenship and Immigration Canada stating that immigrants were expected to account for all net labour force growth in 2011, and for all net population growth by 2031. “In the years leading up to 2025, nearly three-quarters of the demand for jobs will come from positions vacated by retiring workers,” Deloitte and the Human Resources Professionals Association predict in *Canada Works 2025*.

The ageing population and a knowledge-based economy will have impacts locally. Each community must decide what will have the greatest impact on them and what will be the strategic response they will adopt. (*Jobs of Future*)

LOCAL LABOUR MARKET STATUS & SIGNIFICANT CHANGES

Local EDC and OMAFRA support is critical. (*Food Processing Sector*) EDC's must demonstrate an understanding of a company's business and have a support structure in place to attract new investment.

Ways of accelerating the graduation rates of our post-secondary students, increasing employer-provided training, improving literacy rates and creating a more integrated educational system must be explored. (*Jobs of the Future*)

Much like other sectors in Canada, non-profits face recruitment challenges within a shrinking domestic workforce at the same time as they're asked to take on more and more responsibility as governments vacate services. (*Current State of Skills Development*)

Many of the reports have noted that younger workers have different values than their older counterparts: "...there is a deep divide between baby boomers and the new generation and a failure to see the new realities of 'work', which include work/life balance and finding meaning in one's work. (*Emerging Leaders*)

But as we look to the future and try to entice older workers to stay in the workplace, some of these issues will also crop up in negotiations with seniors. And interestingly, some workplaces still don't see older workers as valuable.

"In the fight for talent, employers will have to consider flexible work schedules ...pension incentives, wellness programs and phased retirement."

In the fight for talent, employers will have to consider flexible work schedules. Pension incentives, wellness programs and phased retirement will also have to be implemented. (*Canada 2025*)

Ageing Canadians will also shape the food processing industry. Trends will include eating at home, which will increase demand for pre-prepared meals. As well, the increase in the visible minority population means greater food diversity will be required and there will be a move toward healthier eating, which will increase demand for locally-produced goods. (*Food Processing Sector*)

This region is home to some of the most efficient and innovative farmers in the world and historically they have successfully adopted new practices when global conditions created a need for change. (*Re-introduction of Fibre Flax*) These are not the only skills lacking. The Canadian work pool has serious issues in that basic literacy rates are low. StatsCan data shows 40% of Canadians aged 16 to 65 struggle with low literacy levels to the point where their ability even to take advantage of skills training is inhibited.

With Ontario's culturally and ethnically diverse populations and with a 63% post-secondary attainment rate, the province is in a good position to succeed, the Ontario Chamber of Commerce reports.

Key Changes in Local Workforce Characteristics

Population (Table 1)

Although the London Economic Region has lagged behind the province in the recovery of jobs to pre-2009 levels, there has continued to be an increase in population in this area. Between 2006 and 2011, the net increase was 21,891. The London Economic Region also lags the province in population growth.

London Economic Region Population Change			
2006	2011	Actual Change	% Change
610,440	632,331	+21,891	+3.6%

Source: 2011 Census, Statistics Canada

It was London-Middlesex that led the way for people moving into the area while both Oxford and Elgin Counties saw a very modest overall increase. As expected, both Elgin and Oxford Counties continue to see a net out-migration of the 18-24 age group — as this is the primary age group accessing post-secondary education. On a positive note, the largest increase in net in-migration for both Elgin and Oxford Counties occurred in the 0-17 age bracket.

Positive news... primary working age group was the 2nd largest demographic in net migration to London-Middlesex

Migration (Table 2)

London-Middlesex saw the largest net migrant increase in the 18-24 age group, which coincides with the primary target age for post-secondary education. Positive news for the London-Middlesex area is that the primary working age group (25-44) was the second largest demographic in net migration to London-Middlesex followed by the youngest demographic (0-17).

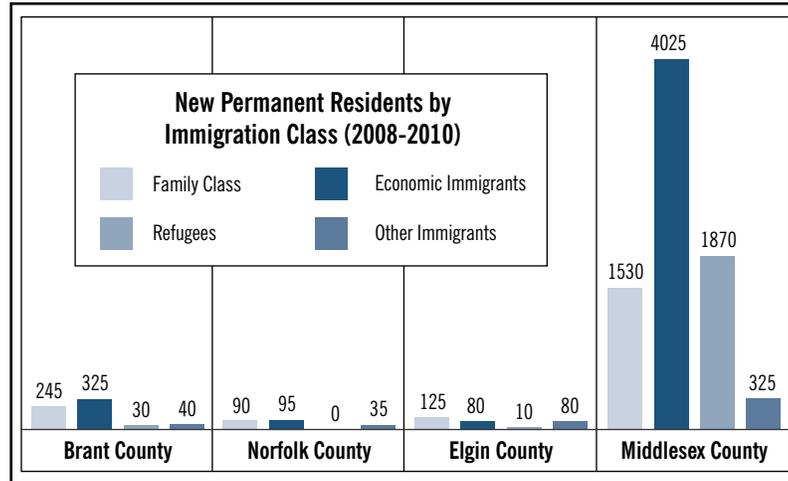
Migration Characteristics (2006-2011)			
Elgin	In-Migrants	Out-Migrants	Net Migrants
Ages 0 - 17	4,875	4,305	570
Ages 18-24	2,245	3,545	-1,300
Ages 25-44	6,711	6,279	432
Ages 45-64	3,216	2,650	566
Aged 65+	1,287	1,098	189
Total	18,334	17,877	457
Middlesex			
Ages 0 - 17	16,864	13,732	3,132
Ages 18-24	16,443	11,481	4,962
Ages 25-44	34,129	29,781	4,348
Ages 45-64	11,413	11,134	279
Aged 65+	5,238	4,562	676
Total	84,087	70,690	13,397
Oxford			
Ages 0 - 17	5,123	4,477	646
Ages 18-24	2,671	3,804	-1,133
Ages 25-44	7,768	7,545	223
Ages 45-64	3,756	3,222	534
Aged 65+	1,866	1,639	227
Total	21,184	20,687	497

Source: Statistics Canada, Taxfiler

GATHERING THE EVIDENCE

Immigration (Chart 1)

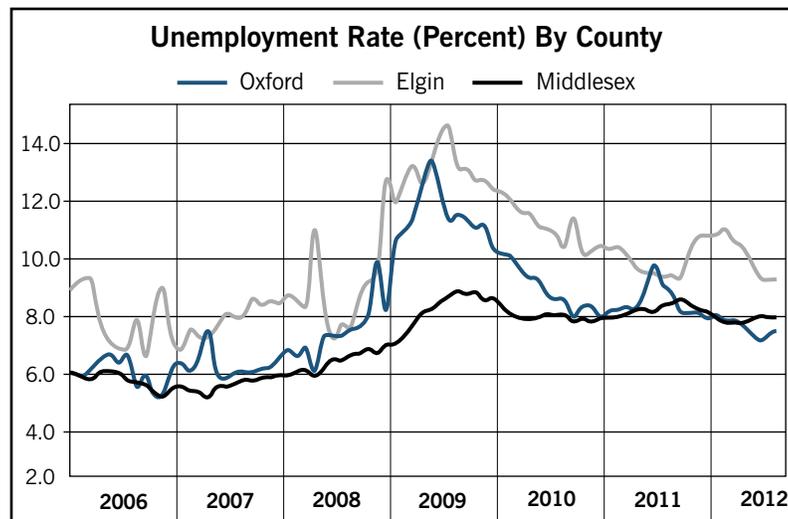
New Canadians continue to be attracted directly to London with the potential for them to move to the surrounding counties as a secondary relocation. The Local Immigration Partnerships in the counties have recognized this immigration pattern and incorporated it into their attraction strategies.



Source: Citizenship & Immigration Canada, RDM, Facts and Figures 2010

Unemployment Rate - Percent (Chart 2)

Over 2012 the unemployment rates for this area continued to stabilize as local hiring continued. The hiring was offset by renewed confidence in the local economy as the participation rate in all three counties is on the upswing causing the unemployment rate to hover around 8% for this area.

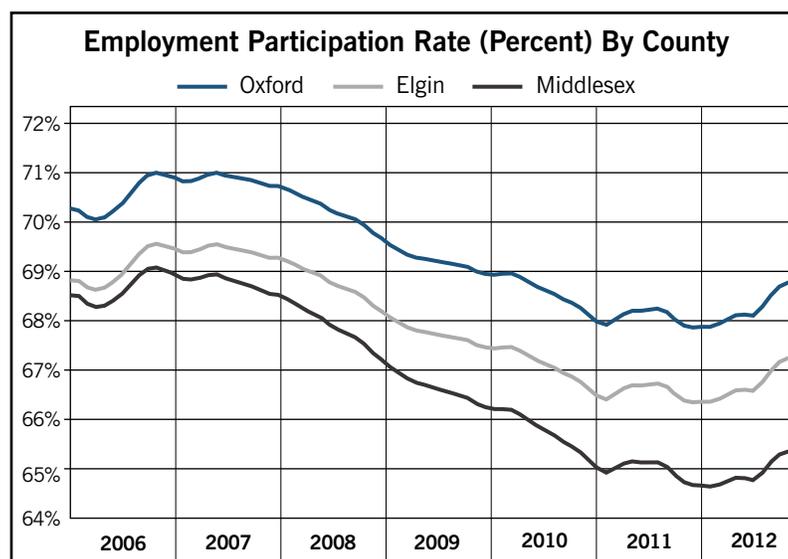


Monthly, Seasonally Adjusted, January 2001 to November 2012. Estimated by the Centre for Spatial Economics

GATHERING THE EVIDENCE

Employment Participation Rate - Percent (Chart 3)

Participation rates began to rebound across the London Economic Region as people returned to the labour market in response to increasingly positive news on job hiring in this area. This increased participation rate contributed to the unemployment rate hovering around 8%.



Monthly, Seasonally Adjusted, January 2001 to November 2012
Estimated by the Centre for Spatial Economics

Younger and Older Workers (Table 3)

Full-time employment for the 15 to 24 years demographic declined through the recession and has not shown a significant rebound, while the 55 to 64 years demographic was relatively stable during this same time. In 2012, part-time employment for the older demographic increased while the young age group saw a decrease in part-time employment.

Labour Force - London Census Metropolitan Area (X 1,000)					
Age Group	2008	2009	2010	2011	2012
Age 15 and over	270.6	269.5	268.1	267	271
Ages 15 - 24	48.1	46	44.6	43.8	42.8
Ages 55 - 64	36.2	35.5	37.2	35.6	37.9
Employed Workers	2008	2009	2010	2011	2012
Age 15 and over	251.6	242.8	244.9	242.9	247.8
Ages 15 - 24	41.3	37	37.3	34.8	34.1
Ages 55 - 64	34	33.3	35	33.5	35.3
Full Time Workers	2008	2009	2010	2011	2012
Age 15 and over	204.3	189.4	190.9	190.5	194
Ages 15 - 24	22.2	17	17.9	14.8	15.2
Ages 55 - 64	27.5	26.1	27.2	27.9	27.1
Part Time Workers	2008	2009	2010	2011	2012
Age 15 and over	47.3	53.4	54	52.4	53.8
Ages 15 - 24	19.2	20	19.4	20.1	18.9
Ages 55 - 64	6.5	7.3	7.8	5.6	8.3

Source: Statistics Canada. Table 282-0110 Labour force survey estimates (LFS), by census metropolitan area based on 2006 census boundaries

GATHERING THE EVIDENCE

Annual Unemployment Rate - Percent (Table 4)

Unemployment Rate Percent - London Census Metropolitan Area					
Age Group	2008	2009	2010	2011	2012
Age 15 and over	7.1%	9.9%	8.6%	9.0%	8.6%
Ages 15 - 24	13.9%	19.6%	16.4%	20.5%	20.3%
Ages 55 - 64	6.1%	6.2%	5.9%	5.9%	6.9%

Source:
Statistics Canada.
Table 282-0110
Labour force survey
estimates (LFS),
by census
metropolitan area
based on 2006
census boundaries

Youth unemployment continues to be an ongoing concern for the local area as 1 in 5 are now unemployed. The unemployment and under-employment in this age group is the focus of a great deal of local discussion.

Although the unemployment rate for the 55-64 years demographic has remained relatively stable through the recent recession, the difficulty of the mature job seeker re-attaching to the workforce is also a concern that has surfaced in the local area and will receive some attention in 2013.

London Economic Region Employment (Table 5)

Elgin, Middlesex and Oxford Economic Region (ER 3560)	(Numbers in thousands)					Percent Change 2008- 2012
	2008	2009	2010	2011	2012	
Total Employment	333.2	320.8	324.8	324.8	328.0	-1.6%
Goods Producing Sector	85.3	77.9	77.3	79.1	82.0	-3.9%
Agriculture	8.2	8.7	10.5	10.4	9.3	13.4%
Forestry, Fishing, Mining, Quarrying, Oil & Gas	x	x	x	x	x	x
Utilities	1.9	2.6	1.6	x	2.7	42.1%
Construction	21.9	20.9	21.1	20.8	21.1	-3.7%
Manufacturing	52.9	45.1	43.6	45.6	48.2	-8.9%
Services Producing Sector	247.9	242.9	247.5	245.7	246.0	-0.8%
Trades	48.4	49.0	47.2	47.9	46.0	-3.9%
Transportation & Warehousing	16.6	14.8	14.8	15.2	17.1	3.0%
Finance, Insurance, Real Estate and Leasing	23.9	23.2	23.4	23.3	21.5	-10.0%
Professional, Scientific and Technical Services	15.6	16.5	16.0	17.6	19.8	26.9%
Business, Building & Support Services	14.8	13.5	16.8	13.7	13.8	-6.8%
Educational Services	26.8	24.0	28.5	27.5	25.6	-4.5%
Health Care & Social Assistance	43.7	45.1	45.1	45.2	42.9	-1.8%
Information, Culture & Recreation	14.0	11.7	12.1	12.4	12.5	-10.7%
Accommodation & Food Services	21.7	19.7	20.4	17.6	18.4	-15.2%
Other Services	12.9	13.8	13.4	16.1	15.3	18.6%
Public Administration	9.5	11.7	9.7	9.3	12.6	32.6%

Source: Statistics Canada, Labour Force Survey; Elgin Middlesex Oxford Workforce Planning and Development Board

Employment in all industries has declined by 1.6% overall from 2008 to 2012. Manufacturing continued to decline over the recession although in 2012 manufacturing has recovered employment and account for 14.7% of employment

GATHERING THE EVIDENCE

in the London Economic Region to overtake trade as the largest sector for employment.

The services producing sector saw fluctuation in employment between 2008 to 2012. Professional, Scientific and Technical Services saw significant growth from 2008 to 2012 in the London Economic Region moving from 4.6% to account for 6% of employment. Keeping the local community informed of the changes in local data is seen as a priority for connecting job seekers to local employment opportunities as well as ensuring that those currently engaged in the education system have the information necessary to guide them in their selection of course of study.

Similarly, as skilled tradespersons move to retirement, there will be a need to continue strong apprenticeship support in the local area in order to replace those skills.

Economic Changes and their Impact

Number of Employers by Employee Size Range 2012 (Table 6)

Employers in the London Economic Region are concentrated in the small business category with respect to the number of employees. Over 18,000 businesses in this area have paid employees however, only 1% of all registered businesses in the local area have 100 or more employees.

Over the past year, Oxford County led the way in the growth of new businesses in the area with an overall increase of 41 businesses. Nine of these increases came in businesses with over 100 employees.

London Economic Region Employers (2012 Data)				
By Employee Size Range	0 (No payroll employees)	1-99 Employees	100+ Employees	Total # of Employers
Elgin	3,000	2,235	32	5,267
Middlesex	14,578	12,201	260	27,039
Oxford	4,412	3,271	73	7,756
For London Economic Region				
Totals, by size range:	21,990	17,707	365	40,062
As % of all employers:	55%	44%	1%	100%

Source: Statistics Canada, Canadian Business Patterns

London-Middlesex saw a decline in the total number of businesses, however, the largest decline was in the category with no employees. While the loss of a business is always a concern, with the reductions concentrated in the category with no additional employees, there may have been a limited effect on the local job situation.

In Middlesex County the overall net change was a reduction of 77 employers. That net decrease was driven by the loss of 151 businesses reporting no payroll employees. Businesses in London-Middlesex continued to hire with the greatest

GATHERING THE EVIDENCE

increases in number of businesses occurring in the 20-49 employee category followed by the 50-99 employee category. As the growth in small and medium size business continues, employers will look for information to access employment services and supports.

The business increases in Elgin County came in small business where the number of businesses with 1-4 employees increased by 22 followed closely by an increase of 19 additional businesses reporting 10-19 employees. More good news for Elgin — there was a net increase of 6 businesses with 100 or more employees.

Change in Number of Employers, by Employee Size Range, 2011 - 2012 (Tables 7-9)

Employee Size Range Elgin	Number of Employers 2011	Number of Employers 2012	Absolute Change	Percent Change	Ontario Percent Change
0	3,000	2,955	-45	1.50%	-1.75%
1 – 4	1,236	1,258	22	1.78%	0.60%
5 – 9	506	508	2	0.40%	-0.94%
10 – 19	262	281	19	7.25%	3.31%
20 – 49	174	176	2	1.15%	2.80%
50 – 99	57	54	-3	-5.26%	7.66%
100 – 199	16	21	5	31.25%	6.02%
200 – 499	10	12	2	20.0%	10.68%
500+	6	5	-1	-16.67%	2.40%
Total	5,267	5,270	3	0.06%	-0.49%

Source: Statistics Canada, Canadian Business Patterns.

Employee Size Range Middlesex	Number of Employers 2011	Number of Employers 2012	Absolute Change	Percent Change	Ontario Percent Change
0	14,578	14,427	-151	-1.04%	-1.75%
1 – 4	6,272	6,274	2	0.03%	0.60%
5 – 9	2,658	2,628	-30	-1.13%	-0.94%
10 – 19	1,713	1,730	17	0.99%	3.31%
20 – 49	1,199	1,246	47	3.92%	2.80%
50 – 99	359	381	22	6.13%	7.66%
100 – 199	161	164	3	1.86%	6.02%
200 – 499	74	88	14	18.92%	10.68%
500+	25	24	-1	-4.00%	2.40%
Total	27,039	26,962	-77	-0.28%	-0.49%

Source: Statistics Canada, Canadian Business Patterns.

GATHERING THE EVIDENCE

Change in Number of Employers, by Employee Size Range, 2011 - 2012 (Tables 7-9) cont'd.

Employee Size Range	Number of Employers 2011	Number of Employers 2012	Absolute Change	Percent Change	Ontario Percent Change
Oxford					
0	4,412	4,373	-39	-0.88%	-1.75%
1 – 4	1,762	1,831	69	3.92%	0.60%
5 – 9	726	699	-27	-3.72%	-0.94%
10 – 19	439	455	16	3.64%	3.31%
20 – 49	257	272	15	5.84%	2.80%
50 – 99	87	85	-2	-2.30%	7.66%
100 – 199	46	49	3	6.52%	6.02%
200 – 499	23	26	3	13.04%	10.68%
500+	4	7	3	75.00%	2.40%
Total	7,756	7,797	41	0.53%	-0.49%

Source: Statistics Canada, Canadian Business Patterns.

Employer One Survey Results

The EmployerOne Survey was created with consultation of key individuals and organizations in both the public and private sectors to develop a collaborative, efficient way to obtain reliable local labour market information from employers. The EmployerOne Survey allows employers, once a year, a chance to communicate their combined workforce needs to stakeholders, colleges, universities, school boards, and employment service providers, who can provide solutions. Here is a sampling of the data collected to date:

- 154 businesses completed the survey.
- 1/3 of respondents have Workplace Wellness Programs.
- 79% of respondents have hired in the last 12 months.
- Respondents' #1 recruitment method is word of mouth, personal contact, referrals and networking.
- Respondents' #2 recruitment method is online job boards and postings.
- 63% of respondents said they plan on hiring in the next 12 months.
- 88% of respondents provide or support ongoing training or education for their employees.
- 36% of respondents have hired new graduates.
- Respondents' minimum requirements for education:
 - › 1: High School › 2: College Diploma › 3: Some Post Secondary
- Respondents' other recruitment methods include: Co-op placement, LinkedIn, Kijiji, Facebook and Twitter.
- Respondents' target recruitment areas include:
 - › 65% in local area › 23% in Ontario › 8% in Canada › 4% internationally



OVERVIEW OF THE PLANNING PROCESS

Phase 1 – Review of local labour market research

Through community contacts and partnerships, the Workforce Planning and Development Board monitors local labour market conditions on an ongoing basis, in addition to reviewing local economic development resources, labour market reports, bulletins and media articles relevant to the local labour market. The Workforce Planning and Development Board is also actively involved in several workforce planning initiatives based on municipality.

Phase 2 – Discussions and continued community participation

Representatives from 9 of the 11 local Chambers of Commerce met with the members of the Board of the Workforce Planning and Development Board on November 29, 2012 to identify the priorities for the 2013 Local Labour Market Plan. These priorities were drawn from the recommendations from locally conducted labour force research and discussions.

On January 10, 2013, the priorities were shared with representatives from area service providers, education and community organizations who identified actions to address the priorities.

Both the demand meeting participants and the supply meeting participants were encouraged to self-identify their interest in participating on the actions as they move forward.

Phase 3 – The 2013 Local Labour Market Plan

These results were then captured in the action plan for 2013. Many actions will move forward under the leadership, from across the region, established in 2012. New partners are expected to join this work as the local emphasis on workforce development continues to build.

UPDATE TO THE 2012 ACTION PLAN

Action 1:	Employer One Survey	Results
	Survey conducted in January 2013 <ul style="list-style-type: none">• Formalize the umbrella workforce consortium that will conduct the annual employer survey and analyze the results.• Conduct and analyze the results of an employer survey across the Elgin Middlesex Oxford economic region.	<ul style="list-style-type: none">• 22 organizations signed the Memorandum of Understanding to conduct the survey.• 154 businesses completed the survey, which was under our goal of 200 businesses although there were 518 businesses that opened the survey.
Action 2:	Local Labour Market Information (LMI) system	Results
	Creating an integrated local labour market information (LMI) system. Program ran to Mar. 31, 2013. <ul style="list-style-type: none">• Establishing the Evidence Base — assembling the evidence base for a community data consortium with priority given to the types of LMI considered most useful by the various user groups.• Creating the Access Points — building an integrated online LMI tool.	<ul style="list-style-type: none">• Partnership agreements for data submission to the online system developed.• How-to user guides to using LMI and a train-the-trainer course developed.• Website framework and back end for www.worktrends.ca developed.
Action 3:	Workplace-based Training	Results
	June 2012 – March 2013 <ul style="list-style-type: none">• Create and deliver a presentation on the advantages of workplace-based training including information on actual investment and return on investment for training along with information on ways to improve soft skills in the workplace.	<ul style="list-style-type: none">• 10,000 Profit from Apprenticeship booklets created and distributed through Employment Ontario organizations.• A series of workshops held in each county during Small Business Week.

UPDATE TO THE 2012 ACTION PLAN

Action 4:	Apprenticeship Employer Engagement	Results
June 2012 – March 2013	<ul style="list-style-type: none">• Through information sessions and social media, provide employers and business associations with current information concerning apprenticeship and how to tap into local resources.	<ul style="list-style-type: none">• Social Media totals: Twitter 212; Facebook 214; LinkedIn 68; Slideshare 100; video stories 7; 12 employer presentations.• 499 businesses attending presentations and/or receiving booklets through display booth.
Action 5:	ManuFACTuring	Results
October 2012 – January 2013	<ul style="list-style-type: none">• Tours for youth through local manufacturing facilities.• Production of a local video on manufacturing.	<ul style="list-style-type: none">• 6 manufacturers offered tours to local youth.• More than 60 students participated in the tours.• 2 videos were produced — one on manufacturing and one of the energy industry.
Action 6:	Workplace Literacy Strategy	Results
Strategy completed February 2013	<ul style="list-style-type: none">• Following up on the original actions in the 2008 “Literacy Action Plan” for London/Middlesex, a local Workplace Literacy Strategy will be created and implemented to build on the successes and lessons learned from earlier projects.	<ul style="list-style-type: none">• Strategy created with implementation to take place in 2013.
Action 7:	Youth ReACTION Project	Results
Spring 2012	<ul style="list-style-type: none">• 3 teams of youth will meet with business leaders to learn about a workforce or business issue and then develop a solution to be presented to the business leader.	<ul style="list-style-type: none">• 2 of the teams successfully completed the project.• The 3rd team was unable to connect with the business due to restrictive timing issues.• The concept for Youth ReAction was rolled out to interested organizations in the community to pursue on an individual basis.

Action 1: Labour Market Information Availability

Labour Market Issue/Priority:

Lay the groundwork for labour force attraction by focusing on attracting workers and professionals to fulfill the needs of existing and emerging industries and occupations, including those with a high number of retiring employees.

Education, government and employment agencies to work in collaboration to understand and respond to the workforce needs of business. Align training and education with the needs of the labour market. Actively integrate local education authorities to promote educational programs that fill the needs of our communities.

Past Related Actions:

- Employer One Survey
- Labour Market Information Knowledge System (online resource) built
- On-line job fairs
- Workforce Development Committees working in each upper tier municipality
- Create LMI training program
- HIRE ONE website

Proposed Action:

Employer One Survey

1. Publication of 4-6 editions of Workforce Focus using data from the Employer One Survey and from the 2011 census information to be released in June 2013. Topic sectors will be determined by the sectors that participate in the Employer One Survey.
2. Develop responses to the needs identified in the Employer One Survey including revision of the survey to reflect the input from employers regarding length of the survey.
3. Create and execute marketing plan for year 2 of the survey including key messages, one-on-one appeals to employers, social media.
4. Increase number of partners signed to MOU.

Labour Market Information Knowledge System

5. Populate and market LMIKS system to local area.
6. Conduct training sessions on using labour market information for:
 - Educators
 - Job Developers
 - Career Counselors
 - Students
 - Job seekers
 - All learners throughout the learning continuum
7. Create LMI Specialists positions to clarify and simplify information available.

Lead and supporting partners:

- EMO Workforce Planning and Development Board
- London Economic Development Corporation
- Employment Sector Council of London Middlesex
- County of Elgin
- LEADS Employment
- Fanshawe College
- Community Employment Services – Woodstock
- Tillsonburg Economic Development

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Lead and supporting partners: (cont'd)

- OMAF and MRA
- SCOR Region Economic Development Corporation
- Southwest Economic Alliance
- Ontario Works – Oneida Resource & Training Centre

Timelines: Spring and Summer 2013

Expected Outcomes:

- Employers tell us what is needed and service providers respond.
 - Better understanding of what labour market information is available at the local level and how to use it.
-

Action 2: Accessing Services

Labour Market Issue/Priority:

Employers need to be able to draw upon all the talent available in the local area. In order to do this, we need to increase employers' awareness of the various programs, services and web-based resources available to support the hiring, integration, training and retention of workers.

Employers are not convinced that employment agencies are unbiased. They would rather pay another agency (temp agency) to ensure they get someone focused on their needs. Employers are not sure what standards employment service agencies use. Therefore employers are sometimes unwilling to use employment services, even when they know about them. Some employment service providers are placing clients who are not yet truly ready for employment which further erodes the trust of employers.

The highly successful Hire One London website should be used as a best practice for the local area. To attract employers, messaging should be built on good labour market information and a regional presence should create awareness of the site for employers.

Past Related Actions:

- Skills International website
 - Oxford employer supports booklet
 - Elgin Council for Adult Education Training and Employment services flyer
 - Ability First messages and events
 - The Employment Alliance
 - Hire One London
 - F.A.R.M.S. Migrant Workers
 - Hire Local Talent promotion
 - Creation of a Job Developers Network
 - Joint marketing messages from service providers in local media
 - Links2Work
 - Oxford County teamed up to provide a website re: service and funding
 - OMAF Connects
-

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Proposed Action:

Marketing

1. Ask employers and business associations how employers would like to receive information.
2. Creation of a marketing plan and materials to regularly inform area employers about the existing free, high quality, professional employer services offered by ESCLM members, especially the Job Developers Network.
3. Develop marketing materials that emphasize employers as an equal partner.
4. Tap into existing marketing and lessons from previous promotional materials.
5. Create a communication mechanism/tool to share information on employer shifts related to the employment area building on the opportunities to work with local media as a broader network.
6. Develop an inventory of employer-facing info sites.
7. Expand, duplicate or customize Hire One London for Elgin, Middlesex and Oxford or create a regional mode.
8. Provide examples and success stories.
9. Create a mechanism to have 2-way dialogue with employers for business needs.
10. Hold a forum to explore the potential partnership of employment service providers and temporary agencies.

Targeted wage subsidy project

11. Targeted wage subsidy project – led by Literacy Link South Central

Lead and supporting partners:

Marketing:

- Employment Sector Council
London Middlesex
- EMO Workforce Planning and Development Board
- Literacy Link South Central

- London Training Centre
- Ontario Works Oneida Resource & Training Centre

Targeted wage subsidy project:

- Literacy Link South Central

Timelines:

- Marketing – starting spring 2013
- Forum – TBD
- Target Wage Subsidy project – spring 2013

Expected Outcomes:

- Raise awareness
- Increased traffic to Hire One website
- Employers hire locally and quickly
- Employers have the necessary resources to hire
- Good reliable information conduits
- Increase employer access and use of community services
- Increase the integration of employment services

Action 3: Employee Training

Labour Market Issue/Priority:

Build lifelong learning opportunities: provide opportunities to upgrade skills through workplace training at all stages of a career. Promote the value of employee training as a workforce retention tool.

Transportation can be an issue for employees looking to take training that is located outside of their town or is held during hours in which public transit is not available.

Past Related Actions:

- Small Business Week workshops
- Business workshops through small business centres, enterprise centres, Chambers of Commerce and Community Futures Development Corporation offices.
- Workplace literacy initiatives; ESL/LINC training in the workplace

Proposed Action:

1. Host local workshops and/or provide information that shows the benefits of employee retention through professional development and training with an emphasis on training that is cost-effective and not time intensive.
2. Host a meeting between industry and training providers to identify what training the workforce requires in a geographical area.
3. Invite John McLaughlin from Essential Skills Ontario to come and do a presentation/info session on career ladders to give everyone in the community access to information about career ladders and start a discussion on their potential use to meet local labour market needs.
4. Growing Your Farm Profits (GYFP) Program

Lead and supporting partners:

- Literacy Link South Central
- Conestoga College
- Ontario Works
- Oneida Resource & Training Centre

Timelines:

1. Workshops – Small Business Week (fall 2013)
2. Host meeting – TBD
3. Career ladders presentation – TBD

Expected Outcomes:

- 40 people will attend the presentation on career ladders.
- 3 media streams will be used to promote information on career ladders.

Action 4: Young Adults

Labour Market Issue/Priority:

“One out of three 25 to 29 year-olds with a college or university diploma moved into low-skilled occupations after graduation.”
 (De Broucker, Patrice. (2005, October). *Without a Paddle: What to do About Canada's Young DropOuts*. Canadian Policy Research Networks. Research report 2/30 Work Network, pp. 1-99.)*

Past Related Actions:

- Preliminary work begun on identifying what is already in place in Southwestern Ontario under youth engagement.
- Local research on young adults and/or connection to the labour market, i.e. “Electronic Youth: Creating the Current”
- School-College Work Initiative (Conestoga College) assists students with bridging to apprenticeship.
- Co-op at high school. Provides direction for career options to students.
- School-College-Work Initiative at Fanshawe College.
- ESCLM developing labour market information training for high school guidance counselors.
- Through the Job Developers Network, the employment sector is getting more involved with school boards.
- Employers speaking with high schools about career opportunities.
- Rural Summer Job Service

Proposed Action:

1. Create a comprehensive regional youth engagement strategy to address issues of youth retention, employment attraction and entrepreneurship strategy leveraging and utilizing the skills of the younger, emerging leaders in our areas.
2. Better connections to pathways to careers from University degree (addressed by career counselors) Example: Let them know what jobs they can get or are available with BA in History. Students and employers will be served better if connected with local jobs. Job search skills need to be developed at both college and university.
3. Hold information nights to get educated people back into their fields with targeted career counseling. First step is to identify these people.

Lead and supporting partners:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Elgin Middlesex Oxford Workforce Planning and Development Board • Workforce Planning Board of Waterloo Wellington Dufferin • Workforce Planning Board of Grand Erie • Youth Opportunities Unlimited | <ul style="list-style-type: none"> • SCOR Region Economic Development Corporation • Community Employment Services – Woodstock • Ontario Works – Oneida Resource & Training Centre • County of Elgin |
|--|---|

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Timelines: TBD

Expected Outcomes:

- Have fewer highly-skilled, highly educated young adults working in low skilled positions.
- Employers will fill positions faster with qualified candidates.

Action 5: Education

Labour Market Issue/Priority:

The area needs to develop a process where the business community has continuous input into the education process. We must create an environment where the education system seeks to work with the business community to address its needs and to connect students to more directly emerging career choices within communities and sectors. Students need to be exposed to local opportunities at an early age so they do not assume there are limited opportunities in rural communities.

Past Related Actions:

- Student2Business annual event for post-secondary students.
- Career presentations within high schools, colleges and university.
- Specialist High Skills Majors developed in many high schools.
- Manufacturing tours for students.
- Advisory committees for post-sec
- Advisory committees for post-secondary programs.
- Ag Careers Sheet
- Job Fairs

Proposed Action:

1. Educators to shadow local employers for a day.
2. Identify for employers how to get involved with secondary and post-secondary advisory committees
3. Create and deliver a campaign to assist the education system in tapping into local communities for support in getting employers involved with secondary and post-secondary committees.
4. Collect and share organizational procedures/operations in place and best practices that connect business to the education system.

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Proposed Action: (cont'd)

5. Introduce more members of the community to career ladders and their potential for solving local labour market issues being experienced by employers and job seekers.
6. Starting at high school level, provide comprehensive information about university and college decision making.
7. Support efforts to connect high school students to community 'real work' settings

Lead and supporting partners:

Business and Education Network:

- Canadian Medical Hall of Fame
- Collège Boréal
- Conseil Scolaire Viamonde
- Conseil scolaire de district des écoles catholiques du Sud-Ouest (CSDÉCSO)
- CSDÉCSO École secondaire Ste-Marie
- Elgin Business Resource Centre
- Fanshawe College
- Investing in Children
- Junior Achievement
- London District Catholic School Board
- London Economic Development Corporation
- Let's Talk Science
- London Regional Children's Museum
- London Public Library
- Small Business Centre
- TechAlliance
- Thames Valley District School Board
- Business Help Centre of Middlesex County
- Western University Engineering Career Services
- Western University Student Success Centre
- Western University Faculty of Science Career Services
- Woodstock & Area Small Business Enterprise Centre
- EMO Workforce Planning & Development Board
- Youth Opportunities Unlimited
- Conestoga College
- Community Employment Services – Fanshawe
- Ontario Works Oneida Resource & Training Centre

Timelines:

Spring 2013 – planning
Summer 2013 – Winter 2014 – execute plan

Expected Outcomes:

- Sharing of best practices among BEN members with the intention of increasing business engagement.
- Create a clearer picture of what is available for business to be involved in with the educational system in the community.

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Action 6: Entrepreneurs

Labour Market Issue/Priority:

The area needs our entrepreneurs to inspire job growth. Hearing about other entrepreneurs will inspire others to innovate and create change in the community.

Past Related Actions:

- TED Talks
- Participation in “Ignite London” events.
- “diSTRICTly Business” – participation in regional Chambers of Commerce event.
- Human Resources Professionals London District hosted sessions on human resources issues.
- “Bridges to Better Business” (hosted by Small Business Centre)
- Participation in business awards celebrations by Chambers of Commerce and Community Futures Development Corporations.
- Tools on www.omafragov.on.ca
- Ministry of Economic Development, Trade & Employment assistance for entrepreneurs.

Proposed Action:

1. Host events, innovation seminars and competition seminars, where people can discuss how entrepreneurs are working on their passions. Give people an opportunity to innovate, teach them how to do it and then go back to their businesses and implement it.

Lead and supporting partners:

In Oxford County: Oxford Small Business Support Centre; Woodstock & Area Small Business Enterprise Centre
In Elgin County: Elgin Business Resource Centre
In Middlesex County: The Business Help Centre; Ontario Works Oneida Resource & Training Centre
In London: Small Business Centre

Timelines:

Ongoing

Expected Outcomes:

- Continued growth in the number of entrepreneurs in the area.

Action 7: New Canadians

Labour Market Issue/Priority:

“With an ageing population — a challenge facing most communities in this region — the lack of immigration and diversity is an alarming trend.” (*EDCO Insight: Southwest Region*)

Already we are relying on immigration, with Citizenship and Immigration Canada stating that immigrants were expected to account for all net labour force growth in 2011, and for all net population growth by 2031.

Past Related Actions:

- Local Immigrant Partnership and committees established in London and Elgin/St. Thomas.
- Websites to welcome immigrants established for London/Middlesex and Oxford.
- Issues identified in labour force strategies.
- Ontario Immigrant Network research project.
- WISE5 Project
- The Access Centre for Regulated Employment
- Internationally Trained Worker Loan Program
- SkillsInternational.ca
- London Chamber of Commerce/LMIEC Global Experience @ Work
- Fanshawe College Bridge Training programs
- TVDSB Language in the Workplace program
- Community Immigration Retention in Rural Ontario (CIRRO) resources
- Community Attractiveness Indicators (CAIN) tool

The London Middlesex Local Immigrant Partnership (LMLIP) Employment Sub-Council and London Middlesex Immigrant Employment Council (LMIEC) are two separate, but complementary initiatives that work together with community stakeholders to enhance new Canadian workforce integration in London Region.

The LMLIP Employment Sub-council worked on the following projects with community partners:

1. Road Map that focuses on the process of seeking/finding jobs for immigrants.
2. A Networking event for immigrant job seekers and staff from the City of London in collaboration with the LMIEC.
3. Coordination between the LMLIP Employment and LMLIP Education Sub-councils to ensure access to appropriate educational programs that fits with the labor market information.

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Past Related Actions: (cont'd)

LMIEC action priorities in 2012-2013 included:

1. Launching an integrated London Region Job Match Network that attracts, screens, short-lists and markets internationally trained individuals to unfilled job opportunities in the local labour market.
2. Delivering a suite of Mentorship for Immigrant Employment initiatives (1:1, group and peer) that increase connections between employers and internationally trained individuals, thus bridging New Canadian access to the hidden job market. Providing employers coordinated support in accessing the tools/resources to hire/retain New Canadian talent and likewise, sharing information on employer expectations and labour market demands through to LMLIP Employment Sub-Council stakeholders..

Proposed Action:

1. Create and implement an Oxford County Business Succession Strategy attracting entrepreneurs to explore business succession opportunities in the county.
2. Foster the organization of networking and support groups for newcomers and employers in Elgin County. Research and promote internships for Internationally Trained Professionals and in conjunction with Employment Agencies and Settlement Agencies develop mentorship programs in Elgin County.

Lead and supporting partners:

Action 1:

- Oxford Small Business Support Centre
- Woodstock & Area Small Business Enterprise Centre

Action 2:

- YWCA St. Thomas-Elgin
- Fanshawe College (St. Thomas Campus)
- EMO Workforce Planning and Development Board

- Mennonite Community Services
- OMAF and MRA
- City of St. Thomas
- St. Thomas Economic Development Corporation
- County of Elgin Economic Development and Tourism office
- Elgin Business Resource Centre
- St. Thomas & District Chamber of Commerce
- Ontario Works – Oneida Resource & Training Centre

Timelines:

Ongoing

Expected Outcomes:

- Businesses formerly in danger of closing in Oxford County will remain viable with new ownership.
- Newcomers and employers will connect more often to the benefit of both.

Action 8: Mature Workers

Labour Market Issue/Priority:

As we look to the future and try to entice older workers to stay in the workplace, some of these issues (work/life balance and finding meaning in one's work) will also crop up in negotiations with seniors. And interestingly, some workplaces still don't see older workers as valuable.

In the fight for talent, employers will have to consider flexible work schedules. Pension incentives, wellness programs and phased retirement will also have to be implemented. (*Canada 2025*)

Locally, there is an ongoing issue with reattaching mature workers to the workplace. Some mature workers feel there is a disconnect — that there is a stigma in the workplace with respect to age.

Past Related Actions:

- Experience Works electronic materials available.
- Action Centres for businesses with more than 50 people let go.
- In Elgin — Targeted Initiative for Older Workers.
- Employment Ontario employment service programs.
- Goodwill offers experienced worker workshops.
- Service Canada advertisement on mature workers.
- “Generational Diversity in the Workplace” workshop

Proposed Action:

Create a mature worker taskforce to:

1. Clarify definitions and categories for mature workers and then determine the needs according to the category of older worker.

Create an education campaign:

2. Create and deliver an education campaign on the value of older workers to employers and the benefits of a diverse workforce. i.e. dependability, mentorship opportunities, etc.
3. Alleviate the perceived competition between youth and mature workers.
4. Identify and promote best practices in prior learning and career laddering.
5. Educational institutions give a hard look at upcoming labour market offerings for their curriculum development.
6. Promote phased retirement in partnership with mentoring programs in the workplace in order to transition corporate knowledge.

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Lead and supporting partners:

- ATN
- Fanshawe College
- EMO Workforce Planning and Development Board
- Community Employment Services – Fanshawe
- Ontario Works – Oneida Resource & Training Centre

Timelines:

Organizational meeting in Spring 2013

Expected Outcomes:

- Older workers will help fill labour gaps
 - Financial income for those without pensions
 - Healthy workforce
 - Equal representation of all age groups in workforce
-

Action 9: Apprenticeship

Labour Market Issue/Priority:

Completion rates for apprenticeship programs are a concern. “Over the past eight years, the government has significantly expanded the apprenticeship system, nearly doubling the number of apprentices in the province to more than 120,000. However, studies have found completion rates average about 50 per cent among Ontario apprentices.” (*Electrical Contractors Association of Ontario, Volume 42, Number 2, April 2012*)

Past Related Actions:

- Apprenticeship Network promotion of supports for apprenticeship offered to employers.
- Apprenticeship Network social media campaign on apprenticeship.
- Discussions with Band Council at Oneida to encourage apprentices to complete program to become journeyman. (ongoing)
- Human Ingenuity Research Group program designed to educate both employers and students about norms of workplace discrimination and provide research-based training and resources to combat unrealistic expectations, communication barriers and improve the problem-solving abilities of both apprentices and employers to address apprentice retention.

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Proposed Action:

1. Utilize web page www.theapprenticeshipnetwork.com to be more interactive and utilize social media to promote apprenticeships.
2. Work in conjunction with OYAP coordinator of both school board to establish information sessions for students, parents and instructors.
3. Apprentice Retention research continues in 2012-2013 (see Human Ingenuity Research Group information in past action)
4. Creation of two promotional brochures to support apprenticeship completion vetted through winners of the local Employer Apprenticeship Awards. The first will be distributed to apprentices as part of a package that is given to them when they sign up as an apprentice. It will talk about the academic requirements of apprenticeship — that it can be difficult for some people to complete — and that there is help available in the community via literacy programs. The second brochure will be targeted to those apprentices who have failed their academic portion. The language will be more direct and the goal will be to let the apprentices know that there is support available, in different ways (1:1, small group, online, etc.) and at different times to accommodate schedules.
5. Sharing of information and more exposure through cooperative awareness programs. A comprehensive marketing strategy to promote apprenticeship program and debunk social myths/stigmas associated with what is now regarded as the third pillar of secondary education. Marketing plan should focus on employers and potential apprentices, with an emphasis on using methods to reach those with low literacy skills.
6. Strengthen and increase awareness of pre-apprenticeship programs.
7. Investigate the potential of 2 levels of apprenticeship
 - Those having basic skills
 - Those having academic backing... to support those who may not have 'book' skills (high school or GED) or have difficulty.

Lead and supporting partners:

Action 1:

The Apprenticeship Network:

- Community Employment Services, Fanshawe
- Multi-Service Centre
- Community Employment Services, Woodstock
- Apprenticesearch.com
- Collège Boréal
- London Training Centre
- Community Employment Choices
- Employment Services Elgin
- Youth Opportunities Unlimited
- Goodwill Career Services
- NoKee Kwe
- London Employment Help Centre
- Thames Valley District School Board
- London District Catholic School Board
- Fanshawe College
- Ministry of Training, Colleges and Universities
- EMO Workforce Planning and Development Board
- Literacy Link South Central

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Lead and supporting partners: (cont'd)

Action 3:

- Human Ingenuity Research
Group members drawn from:
- Western University
 - Fanshawe College
 - EMO Workforce Planning and Development Board
 - London District Catholic School Board
 - Ontario Works - Oneida Resource & Training Centre

Action 4:

- Literacy Link South Central
- EMO Workforce Planning and Development Board
- Workforce Planning Board of Grand Erie
- Conestoga College
- ATN
- Fanshawe College
- Ontario Works - Oneida Resource & Training Centre

Action 6:

- Fanshawe College Training Centre

Timelines:

Actions 1 & 2: Spring 2013 & Fall 2013

Action 3: year-round study

Action 4: Spring 2013 to fall 2013

Action 6: ongoing

Expected Outcomes:

- Increase traffic to The Apprenticeship Network website as a local resource.
- Findings from the research will influence how apprenticeship training programs are conducted, as well as the ways in which employers are engaged/disengaged in the apprenticeship process.
- See an increase in overall enrolment into apprenticeship program.
- Increase local completion rates over three years.

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