



Workforce Planning &
Development Board
Elgin Middlesex Oxford



Local Labour Market Plan 2023-2025

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Acknowledgment

The current document is the 2022 update applied to the Local Labour Market Plan for 2023-2025, which is intended to be a guiding map for workforce strategic actions needed in the London Economic Region to maintain the current economic growth or expand it. The annual review is a process that starts with a review of the latest labour market trends observed internationally, nationally, provincially, and regionally. It continues with a set of community conversations in which the stakeholders are invited to express their opinions about the progress of the regional labour market and the needed initiatives for correcting challenges or taking advantage of opportunities. In the end, these actions and initiatives are ranked by their importance in generating a vibrant regional economy in the near future. The top actions are selected to be included in the strategic workforce action plan for 2023-2025. On a voluntary basis, community stakeholders can subscribe individually or in partnership with others to work on one or more of the strategic directions presented in the document.

The Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB) thanks all individuals and regional organizations involved in the community consultations for their insightful contributions and recommendations.

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Guidance and expertise are kindly provided by Jack Smit, Manager, Employment Strategies, for the City of London.

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Table of Contents

Executive Summary	4
Macro labour market trends dominating 2021-2022	6
Provincial and economic region’s market trends	7
Trends in local training programs	13
Business dynamics in the London Economic Region	19
Challenges facing regional employers	21
Conclusions – challenges and opportunities in the London ER labour market	24
Strategic Priorities 2023-2025	24
Community Consultations and the extended list of suggested actions	29
Recommendations	38
References	38
Appendix 1	39
Appendix 2	49

Executive Summary

The present document is the 2022 update applied to the Local Labour Market Plan (LLMP) for 2023-2025 for the London Economic Region (ER) and is structured based on the process leading to its creation. This is an annual deliverable for the Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB) for the Ministry of Labour, Immigration, Training and Skills Development (MLITSD). The updated LLMP captures the 2022 labour market changes and regional labour market trends. Next, the updated LLMP presents workforce strategic priorities for the London ER, and top actions supporting each priority. Towards the end, the document provides an extended list of workforce priorities and actions supporting them, which were drawn from a set of community conversations that ran in the London ER in the second part of 2022. The document is then finalized with a few recommendations.

The labour market analyses in 2022 revealed the following workforce challenges and opportunities:

1. Employers in the region are operating in a tight labour market, which constrains them on the available talent and skills. This context requires innovative approaches in recruitment, selection and retention of the workforce.
2. The labour market is tight and signals the potential entry into a recession in 2023, which calls for intensified employment services efforts if or when a recession sets in.
3. Sales and Service Occupations and Occupations in Manufacturing were lagging in 2022 compared to pre-pandemic levels (2019), indicating the need for more attention to these occupational groups.
4. Manufacturing, Utilities, Retail Trade, and Other Services (except Public Administration) were industries with employment in 2022 that was below the 2019 levels, suggesting a need for increased attention from a workforce sustainability perspective.
5. Equity-seeking groups need innovative workforce planning and development solutions to balance the differences between their regional labour market outcomes and that of the general population.
6. Enrolment across employment service programs was significantly impacted by COVID-19 pandemic restrictions, but the numbers are gradually improving.
7. There is gender under-representation in the employment service programs, most evidently shown in the Apprenticeship program (females' participation lagging behind males).
8. The region has proven resilient, demonstrating relatively consistent economic growth and stable business and job creation feats post-pandemic. Closures exceeded openings at the peak of the pandemic, but they have become relatively low to the opening afterward.
9. Local support is critical for providing new businesses with the necessary assistance until they get established
10. Employers continue to struggle with the rising costs of inputs, supply chain issues, and workforce recruitment and retention.

11. Casual /seasonal jobs are resurfacing after a positive post-pandemic migration towards full-time, temporary, and permanent jobs.
12. Job dissatisfaction and the availability of numerous job vacancies led to an increase in the number of quits, thereby impacting employer productivity.

The labour market trends and previous Local Labour Market Plans coupled with the community conversations and actions' prioritization led to the following set of strategic priorities for 2023-2025:

Higher tier priorities

- Educate the regional workforce about the skills and occupations in demand
- Develop and disseminate relevant and readily accessible labour market information (LMI)
- Workforce attraction, recruitment, and retention
- Ensure the availability of workforce support services
- Business and job creation

Lower tier priorities

- Expand the outreach of employment services
- Business networking
- Labour market fundamentals
- A better understanding of the remote work arrangement

In order to act in a unified way vis-a-vis the workforce planning and development in the London ER, it is suggested that regional actors should align their priorities and actions/initiatives with the priorities highlighted in this document, such that ultimately together we create an engaged regional labour force capable of carrying on greater economic growth and prosperity.

Macro labour market trends dominating 2021-2022

The COVID-19 pandemic has created unprecedented socio-economic changes with major impact on international, national, provincial and local labour markets. Figure 1 illustrates some of these trends debated during the 2021-2022 period. First, the pandemic pushed remote work to the front and center conversations as a feasible work arrangement that could be embraced by various industries during such economic crises and not only in these cases. The incredible turbulence generated by the repeated openings and closures of the national, provincial, and local economies imposed with the purpose of controlling the spread of the disease has pushed various generations of workers to reassess their connections with the labour market. During this disruptive process, workers started to seek meaning in their activity, more than ever before. Social distancing, permanent and temporary layoffs, and mental health has pushed generations of workers towards what was branded by the press as quiet quitting, a continuation of work but without passion and excitement, which is detrimental to productivity. On the other hand, the workers approaching retirement age but caught in the grip of post-pandemic circumstances started to rush into early or planned retirement, leaving numerous jobs requiring skilled professionals open. Between March and September 2021, Statistics Canada consistently reported around 1 million job vacancies nationally, a number that has decreased in 2022, but not by much (Thevenot, 2021). This situation has been promoted by the press as a North American phenomenon, but also notified in other parts of the world. Furthermore, employers acknowledged that they cannot find talent and workers with the desired skills. In Canada, during the second half of 2022 the national labour market presented record lows in the unemployment rate and high participation rate, which signaled the presence of a tight labour market. The tight labour market is often associated with a peak of economic activity, which is often a precursor of an economic recession.

The Canadian Business Conditions Survey (Statistics Canada, 2022a, 2022b) repeatedly noticed workforce recruitment and retention as issues experienced by businesses in Canada in 2022. The presence of skills gaps, which have been tied to labour productivity and business performance, was captured by the Survey of Employers on Workers' Skills (Statistics Canada, 2022c). The most probable industries highlighting the skills gaps were Accommodation and Food Services, Utilities, Retail Trade, Manufacturing, and Educational Services.

The international conflict in Europe, coupled with the political tensions between the USA and China has brought energy prices to new heights quickly spreading out internationally in 2022 all around the world, starting an inflationary cycle. Inflation rates approaching the 10 percent mark have been reported in the USA, Canada, the UK and other countries in the European Union. To cool down inflation, many governments implemented monetary policies designed to correct this evolution by raising interest rates. Fortunately, business sentiment remained positive in Canada and the marginal effect on the decrease of inflation was noticed. The GDP in quarter four of 2022 was maintained almost at the same level as in quarter three (0.1% growth). Whenever tightening monetary policies are implemented the fear of falling into a recessionary time is present. The Bank of Canada will likely continue its implementation of the monetary policy measures with caution.

Under these conditions, federal governments and employers began to imagine innovative solutions to attract talents from larger distances. An example of such solutions is the "digital nomad visas" introduced by many governments interested in attracting IT workers into "well-off" countries where the cost of living is affordable. This labour force can work remotely, creating opportunities for work-life

balance for the digital workers and workforce attraction, consumption and tax collection for the countries issuing these visas.

Employers challenged by the unavailability of talent have started looking into non-traditional population groups, e.g. neurodiverse individuals, and consequently create neurodiverse workplaces that comfortably accommodate mental health issues previously seen as barriers to employment.

Overall, these workforce trends accelerated by the pandemic and slowdown of globalization led to the birth of new workforce concepts such as “an agile career and rapid upskilling,” which emphasizes the constant need for rapid career adaptation. This can be done only through a combination of traditional educational programs and rapid upskilling solutions such as micro-credentials, badges, certificates, etc. Lately, the future of the labour force prefers these kinds of solutions.

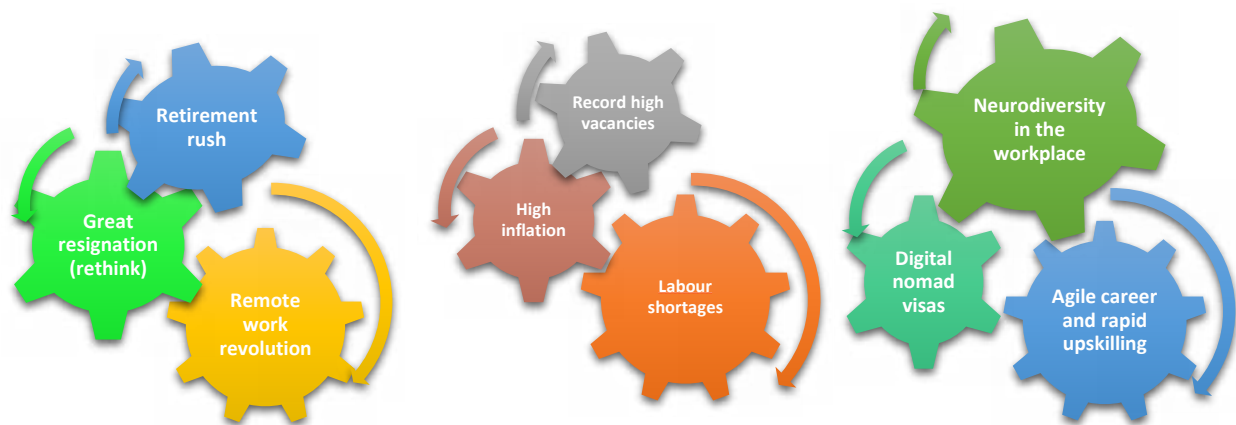


Figure 1

Next, the focus of the labour market trends will be pointed out on provincial and economic region geographies.

Provincial and economic region’s market trends

The labour market in the London ER has robustly recovered post-pandemic. The participation rate has surpassed 67% mark in July 2022 for a brief moment, just to reverse its positive course up to that time (see Figure 2). This result has surprised numerous regional leaders and economists who were used to hearing results prior to the COVID-19 pandemic about the systematic underperformance of the economic region’s labour market for this indicator.

The increased participation in the regional labour market reduced unemployment rates significantly (see Figure 3). Post March 2020 the regional labour market exhibited positive trends of improvement and recovery up to April 2022 when it achieved 5.0% unemployment rate, just to reverse the trend towards increasing due to the inflation and monetary policy measures announced by the Bank of Canada.

These two indicators show a clear evolution of the regional labour market towards a tight labour market in which employers experience difficulties in finding talent.

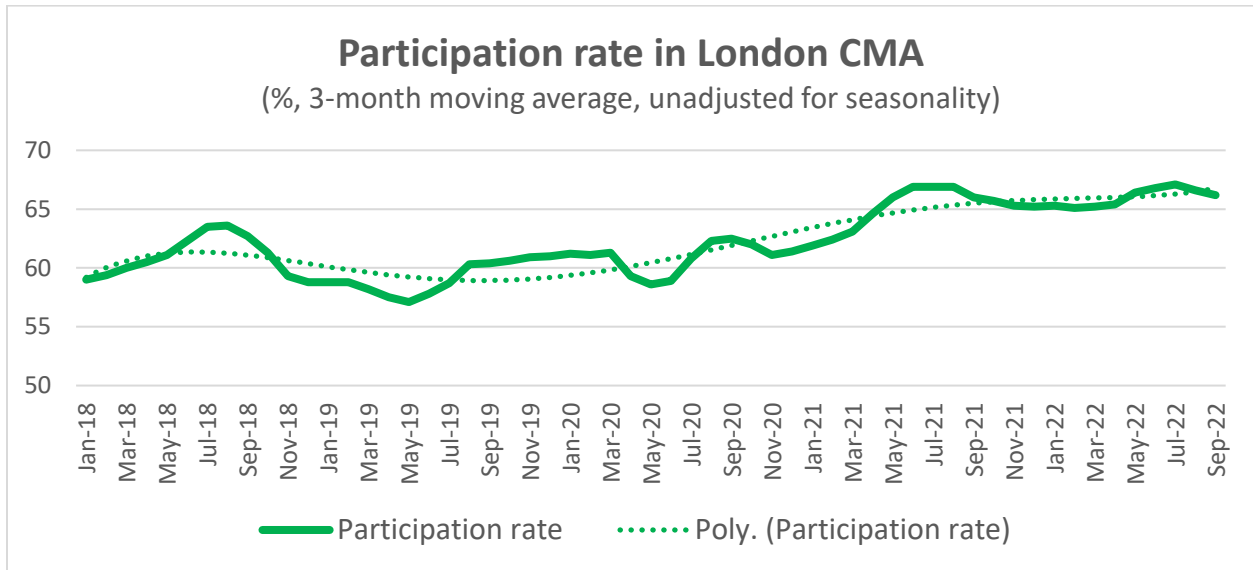


Figure 2

Source: Statistics Canada. Table 14-10-0378-01

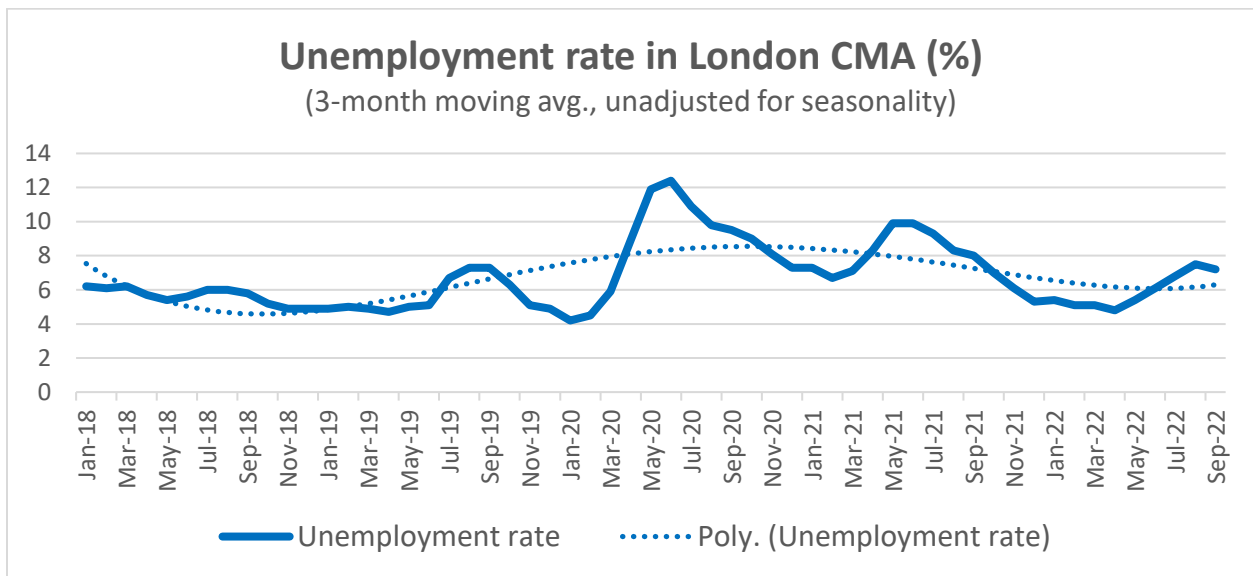


Figure 3

Source: Statistics Canada. Table 14-10-0378-01

Furthermore, Table 1 shows that employment in almost all occupational groups grew between 2019 and 2022 except for Sales and Service Occupations and Occupations in Manufacturing and Utilities groups. These occupational groups were the ones most affected by the COVID-19 pandemic.

Table 1. Employment by occupation in London Economic Region (x 1,000 persons)

National Occupational Classification (NOC)	2018	2019	2020	2021	2022	% change 2019-2022
Management occupations	21.9	25.9	26	26.6	33.8	30.50%
Business, finance and administration occupations, except management	49.1	47.2	45.5	56	56.4	19.49%
Natural and applied sciences and related occupations, except management	19.4	17.9	22.1	23.6	27.3	52.51%
Health occupations, except management	27.7	29.2	28.9	31.9	35.4	21.23%
Occupations in education, law and social, community and government services, except management	35.6	35	37.4	43	44.2	26.29%
Occupations in art, culture, recreation and sport, except management	7.4	7.1	5.7	7.3	7.7	8.45%
Sales and service occupations, except management	84.9	89.3	83.7	82.2	83.1	-6.94%
Trades, transport and equipment operators and related occupations, except management	59.5	54.4	62	65.2	67.3	23.71%
Natural resources, agriculture and related production occupations, except management	7	6.6	8	7.5	8.3	25.76%
Occupations in manufacturing and utilities, except management	30	31.3	23.3	27.2	26.8	-14.38%

Source: Statistics Canada. Table 14-10-0420-01, Employment by occupation, economic regions, annual

In a similar manner, Table 2 illustrates the employment by industry in the London Economic Region between 2018 and 2022. One would observe that employment in 2022 for most of the industries in the region has surpassed the levels in 2019 except for Manufacturing, Utilities and Other Services (subsectors). Retail Trade industry has been aggregated here with Wholesale Trade, but as we've seen earlier, employment in this industry might still be lagging behind the 2019 level. Therefore, Manufacturing, Retail and Other Services are industries still struggling to recover in the London Economic Region.

The positive recovery of the regional labour market has been supported by a robust population growth that happened between 2016 and 2021 (see Figure 4). Although somewhat uneven, the population growth in all three counties within the London ER has been above the provincial and national rates.

Although the overall story of the regional labour market is positive, demonstrating extraordinary regional resilience in the face of the socio-economic crisis generated by the pandemic, it doesn't mean that it's flawless. Anecdotal evidence points on issues that have been present in the market before the pandemic. This evidence suggests that there are equity seeking groups that are still disadvantaged in their labour force results relative to the overall population, or other specific population groups in the region. Because some of this information is publicly available only for specific geographies, it is required to switch the analyses presented here to surrogate geographies for the economic region, such as CMA or province.

Table 2. Employment by industry in the London Economic Region (x 1,000 persons)

North American Industry Classification System (NAICS)	2018	2019	2020	2021	2022	% change 2019-2022
Total employed, all industries	342.6	343.7	342.5	370.5	390.3	13.56%
Goods-producing sector	88	91.9	89.4	91.3	98.7	7.40%
Agriculture	6.4	8.7	9.8	8.6	9.4	8.05%
Forestry, fishing, mining, quarrying, oil and gas	x	x	x	x	x	x
Utilities	1.7	x	x	1.5	1.7	x
Construction	26.1	27.9	30.9	28.4	34.4	23.30%
Manufacturing	53.1	53.9	46.8	52.4	52.8	-2.04%
Services-producing sector	254.6	251.8	253.1	279.2	291.6	15.81%
Wholesale and retail trade	56.1	48	45.5	49.6	57.3	19.38%
Transportation and warehousing	16.1	15.7	17.3	17.8	19.5	24.20%
Finance, insurance, real estate, rental and leasing	20.3	21.9	23.9	26	26.2	19.63%
Professional, scientific and technical services	17.5	20.5	22.7	23.7	26.7	30.24%
Business, building and other support services	15	13.5	12.2	15.9	15.3	13.33%
Educational services	26.2	24.2	27.7	31.7	33.2	37.19%
Health care and social assistance	48.5	50	49.6	54.7	53.8	7.60%
Information, culture and recreation	10.2	11.4	12	10.9	11.5	0.88%
Accommodation and food services	22.8	19.2	19.3	20.2	22.3	16.15%
Other services (except public administration)	12.8	15.6	11.4	15	12.9	-17.31%
Public administration	9.2	11.6	11.6	13.8	13	12.07%

Source: Statistics Canada. Table 14-10-0392-01, Employment by industry, annual (x 1,000)

Figures 5 and 6 below suggest that full-time employment is more prevalent among males than females in the London CMA, whereas on the contrary, part-time employment is more common for females than males in the London CMA. Regional workforce planning solutions are needed to even out these differences.

Furthermore, Figure 7 presents differences in labour market results for workers by age groups, e.g., youth (15-24 years old), prime age (25-54 years old), and mature age (55-64 years old). It is revealed the youth group experiences the worst labour market outcomes among the groups named earlier, which triggers the attention of regional workforce planning and development agencies and employment services. Regional solutions are needed to help the youth group to maintain a solid relationship with the regional labour market.

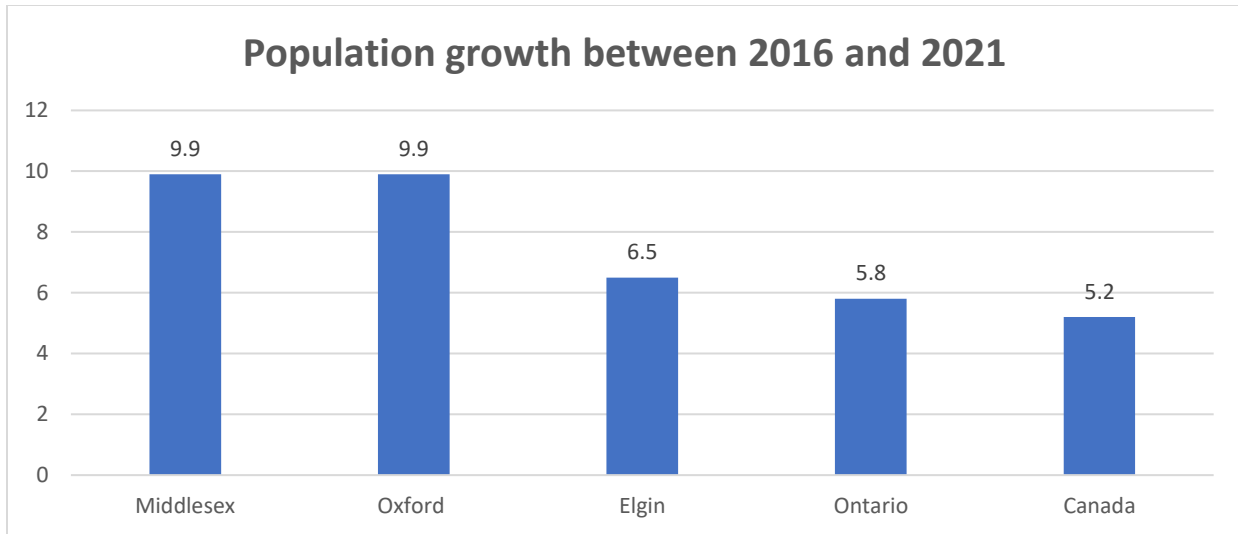


Figure 4

Source: Statistics Canada. Census Profiles in 2016 and 2021

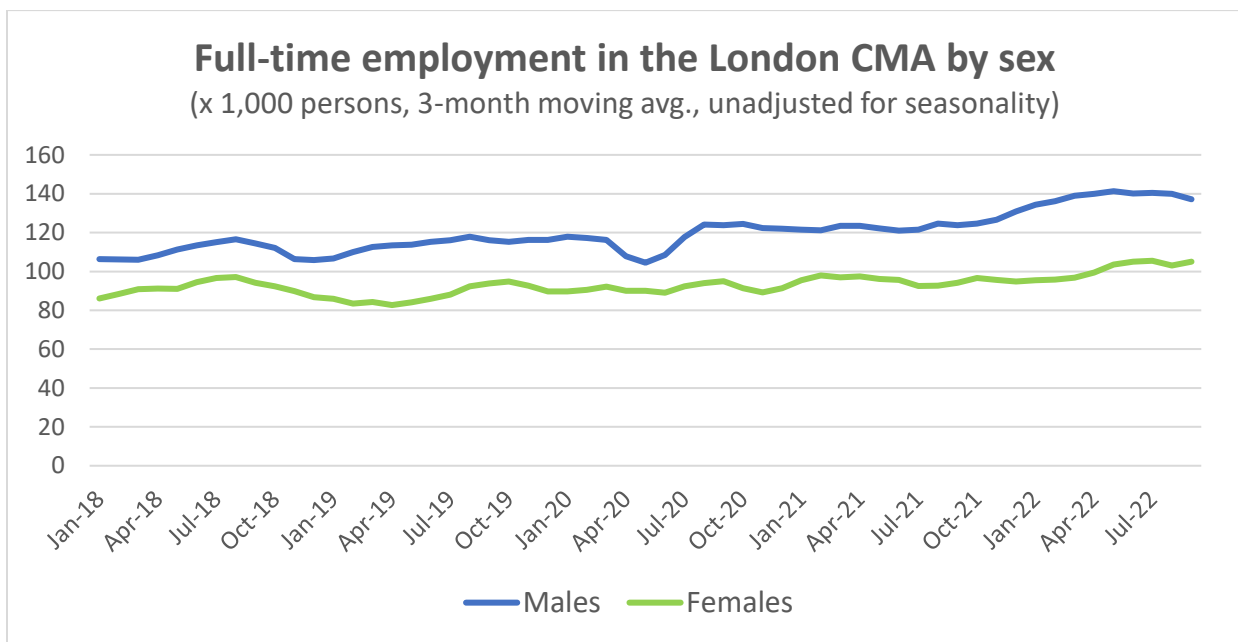


Figure 5

Source: Statistics Canada. Table 14-10-0378-01

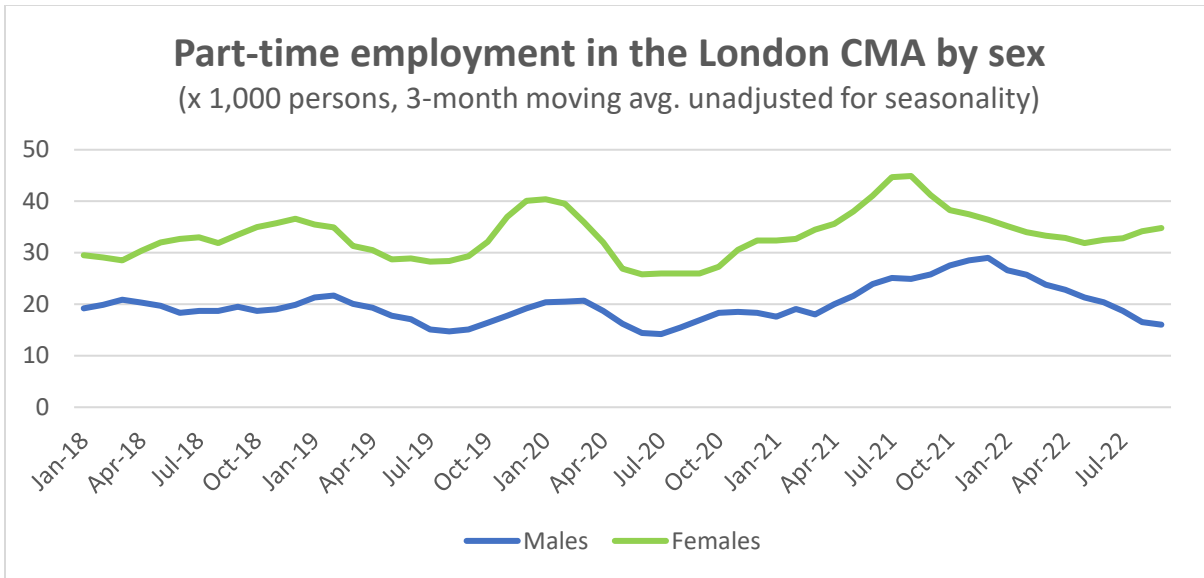


Figure 6

Source: Statistics Canada. Table 14-10-0378-01

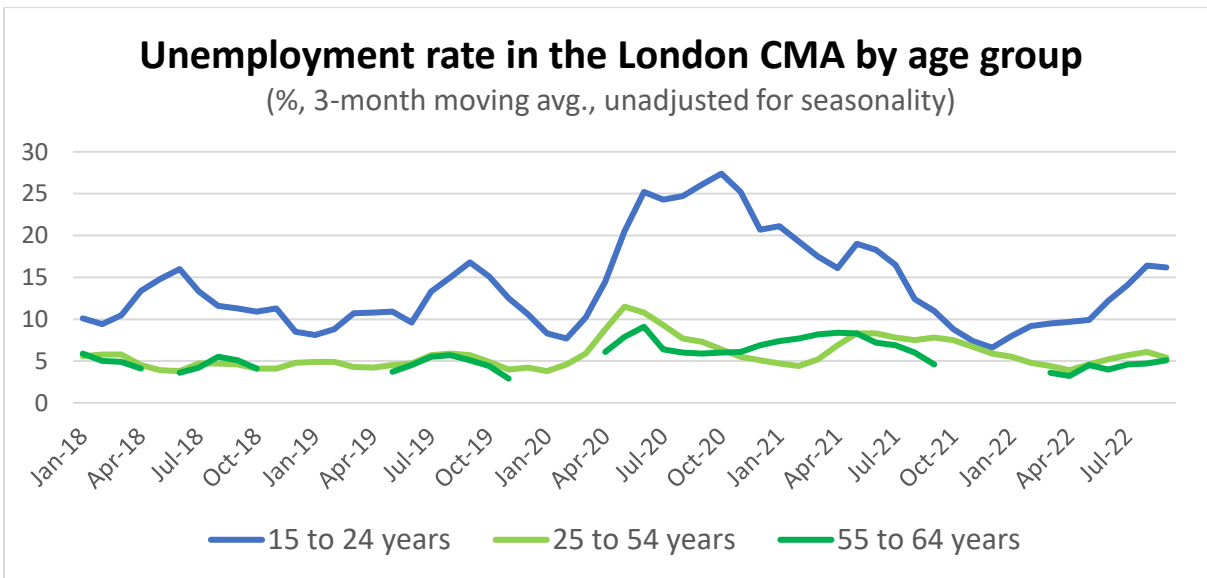


Figure 7

Source: Statistics Canada. Table 14-10-0378-01

Tables 3, 4, and 5 present further evidence of differential labour market results between various equity seeking groups (Indigenous, Visible Minority and immigrant) and the general population in Ontario. Employment services and workforce development committees have to develop regional solutions that lead to a reduction in these gaps.

Table 3. Unemployment rate (%) of the Indigenous population 15 years and over in Ontario

Indigenous group\Time	22- Jan	22- Feb	22- Mar	22- Apr	22- May	22- Jun	22- Jul	22- Aug	22- Sep
Total population	6.2	6.1	6.3	5.7	5.7	5.4	5.5	5.8	5.9
Indigenous population	7.8	8.8	9.4	8.1	6.9	5.6	5.9	6.8	7.6
First Nations people living off reserve	8.6	10.3	11.2	9.7	8	6.9	7.3	8.1	9
Métis	6.7	7.2	7.3	6.3	5.8	4.2	4.2	4.7	5.7
Non-Indigenous population	6.1	6	6.2	5.6	5.6	5.4	5.5	5.8	5.8

Source: Statistics Canada. Table 14-10-0401-01

Table 4. Unemployment rate (%) of the Visible Minority population 15 years and over in Ontario

Population group	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
Total population	6.3	5.7	5.7	5.4	5.5	5.8	5.9
Visible minority population	7.7	6.9	7.2	7.2	7.5	7.5	7.4
Not a visible minority	5.5	5	4.8	4.5	4.5	4.8	5

Source: Statistics Canada. Table 14-10-0373-01

Table 5. Unemployment rate (%) of the immigrant population 15 years and over in Ontario

Immigrant status	Jan- 22	Feb- 22	Mar- 22	Apr- 22	May- 22	Jun- 22	Jul- 22	Aug- 22	Sep- 22
Total population	6.1	6.1	6.2	5.6	5.6	5.4	5.5	5.8	5.8
Landed immigrants	7.2	7	6.7	6.1	6	6	6	6.1	6
Immigrants, landed 5 or less years earlier	10.1	10.3	9.5	8.2	9.3	9.6	9.8	8.6	9
Immigrants, landed more than 5 to 10 years earlier	7.7	8	8.8	8.3	7.3	6.8	6.4	7.5	7.3
Immigrants, landed more than 10 years earlier	6.5	6.1	5.8	5.3	5.2	5.1	5.1	5.3	5.1
Born in Canada	5.5	5.5	5.9	5.2	5.2	4.9	5.1	5.4	5.6

Source: Statistics Canada. Table 14-10-0082-01

Trends in local training programs

Second career program clients

The Second Career program, now Better Jobs Ontario was the only EO program that recorded a steady increase in clients over the course of the pandemic, and the growth was maintained into 2021-22 (Figure 8).

This continuous rise in enrolments may have been due to job losses that happened during the pandemic and people wanting to enter into different careers, which is especially valid for workers in low-wage jobs trying to transition into a career that gives them more financial leverage. The momentum should be kept by encouraging more people who require help switching careers to enroll. Male registration remained unaffected through the course of the pandemic and continues to grow. However, female enrolment dropped significantly in the 2019-20 year and has since picked up and exceeded pre-pandemic levels. The trend shows the rate at which females are accessing Second Career (Better Jobs Ontario) program is catching up faster compared to that of males.

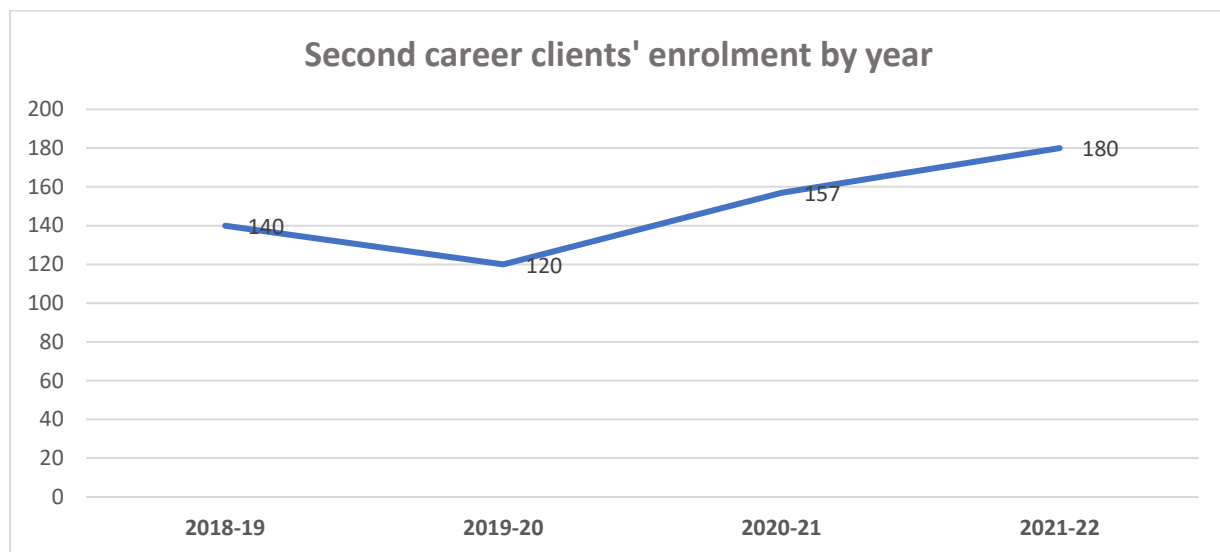


Figure 8

Source: OMLITSD, Employment Ontario Programs Report 2021/2022, One Hub

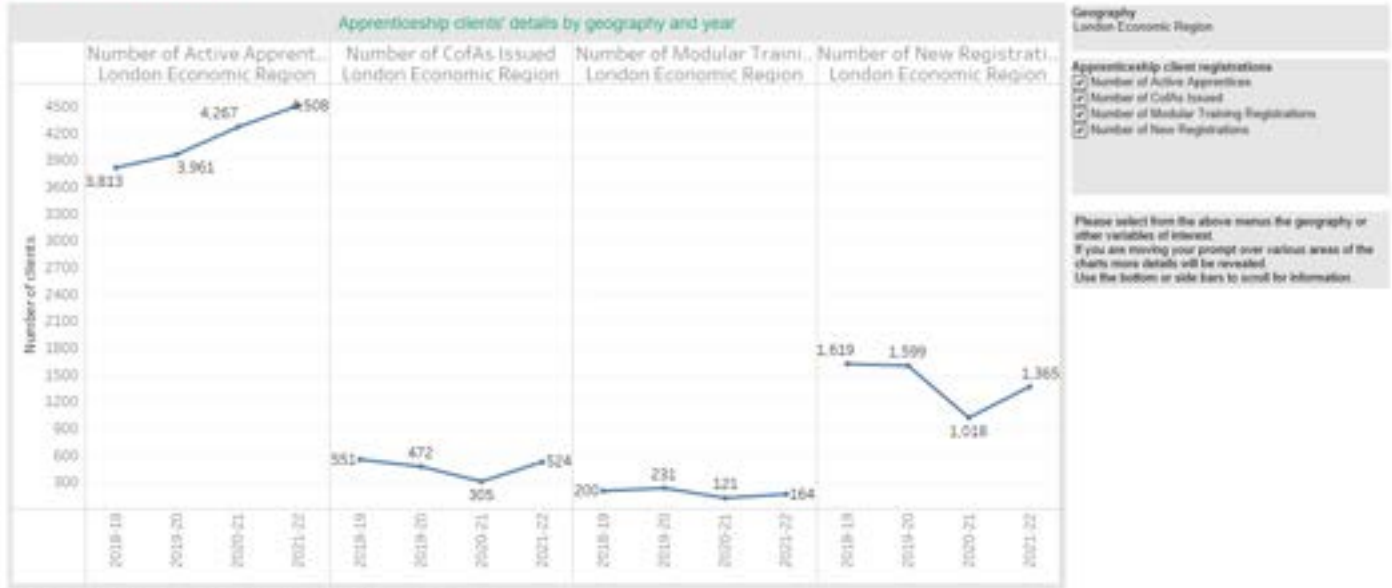
Apprenticeship program clients

The number of active apprentices in the London ER continued to trend upward and no adverse impact was observed despite the pandemic. New registrations however fell significantly in 2020-21 and rose considerably the following year, but were still behind pre-pandemic levels. Furthermore, Certificates of Apprenticeship issued have also exceeded pre-pandemic levels (see Figure 9).

Figure 10 shows that great progress was seen in registration for most dominating trade professions until 2021-22 when there was a significant drop in registrations for the most professions listed. The registration for new apprenticeship intakes was slowly declining among General carpenters, Child Development Practitioners, and Sheet Metal Workers. While a dramatic decrease in enrolment was seen in Cooks, General Machinists, and Autobody Repairers.

Female enrolment remains one-fifth of men's in Apprenticeship programs. Enrolments for both genders suffered a huge decrease due to COVID-19, but are gradually climbing towards pre-pandemic levels. Higher youth enrolment was seen in apprenticeship programs, and although a sharp decline was observed across most age groups in 2020-21, enrolments have begun to rebound, gradually nearing pre-pandemic levels.

Between 2018-19 and 2021-22, the number of "Active Apprentices" in the London Economic Region climbed steadily. In contrast, the "Number of New Registrations" and "Number of Certificate of Apprenticeship Issued" fell off in 2020-21 and then considerably increased in 2021-22.



Data Source: Ontario Ministry of Labour, Training and Skills Development

Figure 9

There continues to be a sustained increase in the number of "Electrician" intake starting from the 2019-20 program year. A majority of the dominant trade professions in the Apprenticeship program experienced a drop in intake in 2021-22 compared to what they were in the previous year.



Data Source: Ontario Ministry of Labour, Immigration, Training and Skills Development

Figure 10

Employment service program clients

Employment Service (ES) program saw a massive drop in enrolments since the pandemic began in 2020-21 and has remained at this level for another year, see Figure 11. For the severely impacted Employment Ontario ES program, both male and female ES clients experienced this sharp decrease (more than 40%) in enrolments. More efforts will be needed to get enrolments back to where they were. A slight increase in enrolments was recorded in the 45-64 age group in 2021-22, while other cohorts either dropped or remained relatively the same.

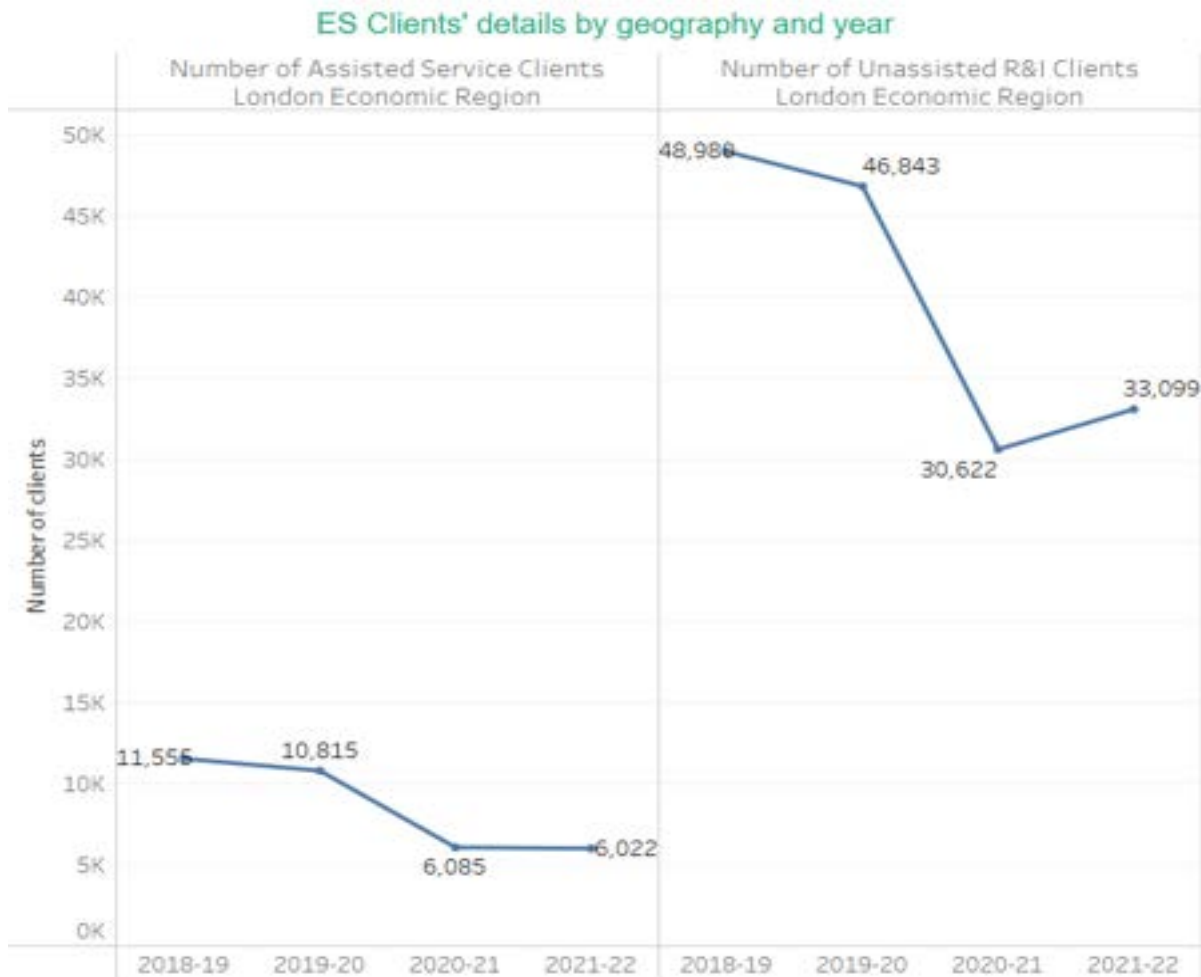


Figure 11

Source: OMLITSD, Employment Ontario Programs Report 2021/2022, One Hub

Literacy and Basic Skills (LBS) program clients

Enrollments for in-person learners were significantly impacted, with close to half of clients being lost due to COVID-19 restrictions, but they have significantly rebounded recently and exceeded pre-pandemic levels, see Figure 12. Community colleges seem to have recovered from the impact of the pandemic on enrolments, while both the community agency and school board streams still continue to rebound to pre-pandemic levels, see Figure 13. Both female and male clients' enrolment in the LBS programs has rebounded after recording a significant drop in the 2020-21 fiscal year.

For LBS programs in the London Economic Region, the number of carryover LBS learners have been relatively steady since 2019-20. Inversely, registration of new clients suffered a massive drop in the 2020-21 program year, and have now rebounded, exceeding pre-pandemic levels.

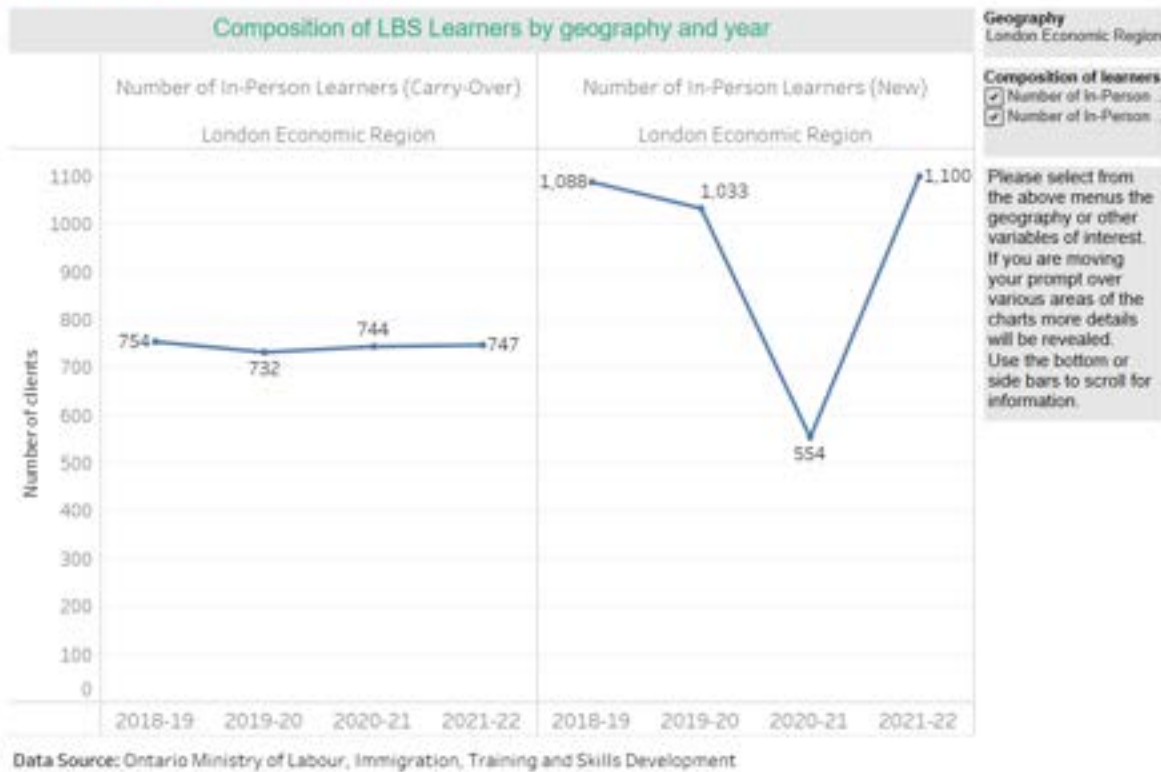


Figure 12

Enrolment declined across all three sectors of Literacy and Basic Skills program in 2020-21 in the London Economic Region, however, the "Community college" sector fully recovered in their enrolment numbers, surpassing pre-pandemic levels, while the other sectors are gradually rebounding.



Figure 13

Youth Job Connection (YJC) clients

YJC program clients' enrolment was significantly impacted by program disruptions caused by the pandemic and yet to return to initial levels. Participation in programs dropped by 28% in the 2020-21 fiscal year and remained virtually unchanged in 2021-22, (see Figure 14)

In Figure 15, a higher representation continues to be recorded for male participants than their female counterparts. A steeper drop was felt in male participants in 2020-21, but the numbers started rebounding in 2021-22, while female enrolment continue to drop.

Enrolments of YJC Clients in the London Economic Region increased faintly in 2019-20 but dropped significantly in 2020-21. A similar trend is seen in the Western Region and Ontario.

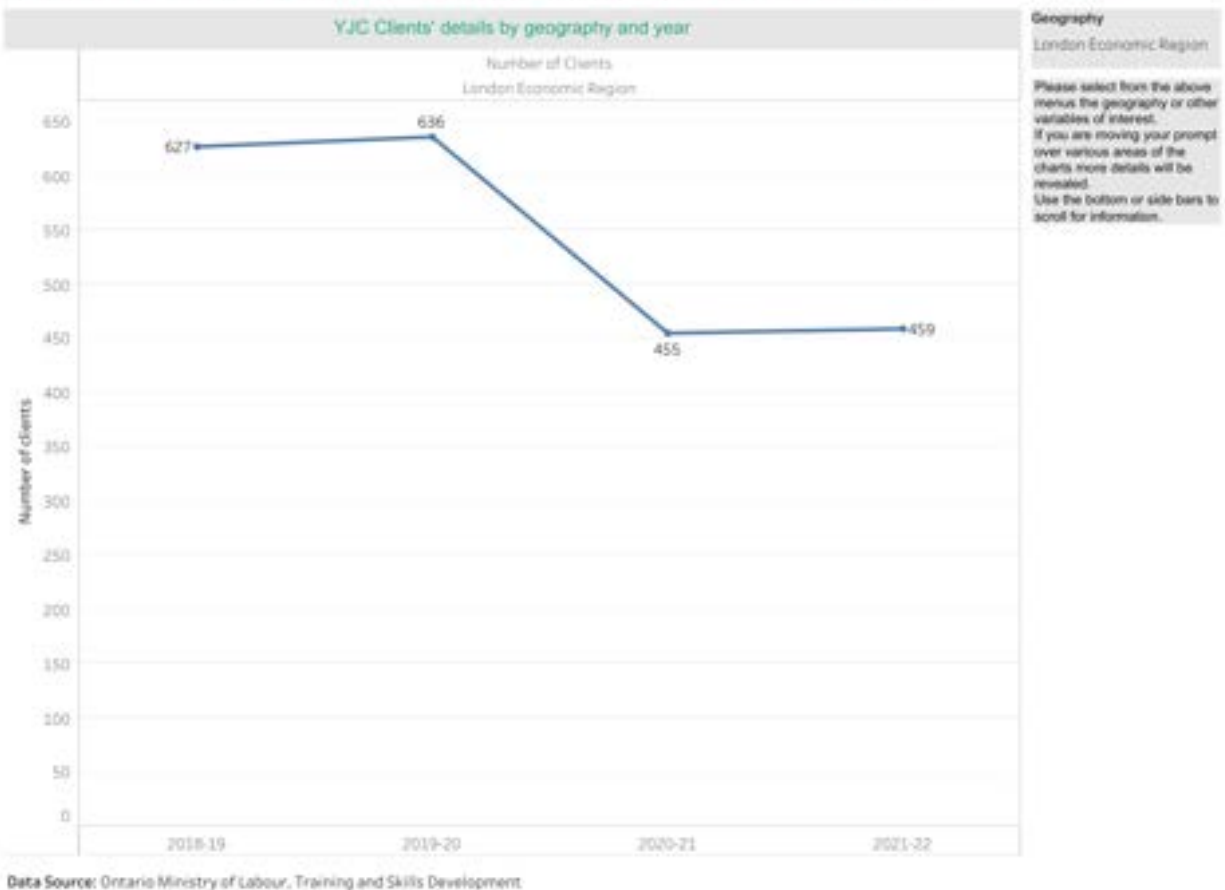


Figure 14

Business Dynamics in the London Economic Region

Business openings and closures:

The events of the past two years, caused by the global pandemic have created a lasting impact on businesses with record high closures seen as a result of stiff safety measures put in place by the government. While business closures plateaued in April 2020, business openings also picked up, and businesses appeared to have developed resilience over the course of the pandemic by adapting their operating strategies to current realities.

Although, closures rose at a rate higher than openings as seen in Figure 16, but had since subsided to pre-pandemic levels.

Although, Male enrolments in YJC Clients increased slightly in 2019-20, Female enrolments decreased in the same year. However, Male enrolments dropped significantly in 2020-21 to levels seen in Females durin..



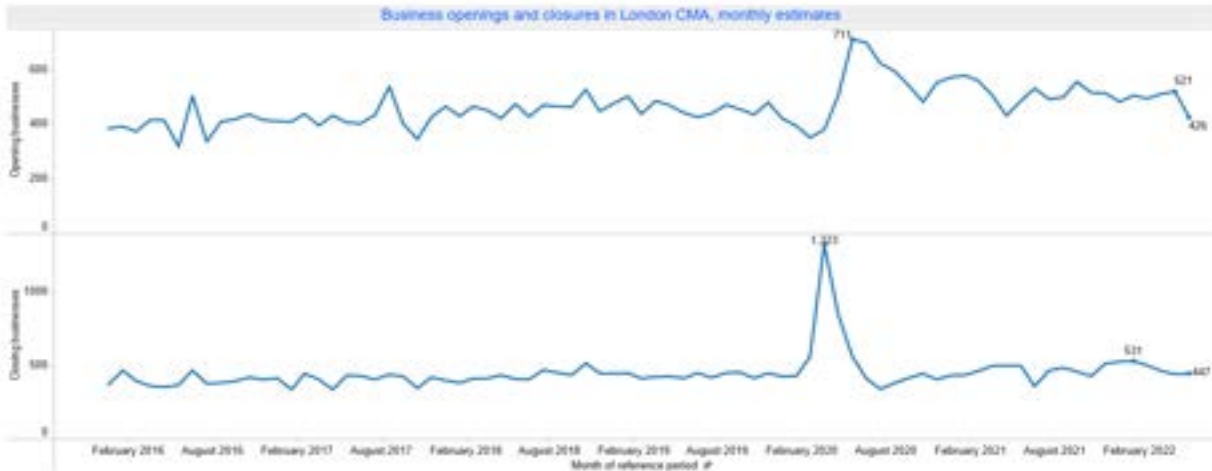
Figure 15

The momentum for business openings has been waning since it peaked in June 2020. Business openings have recently dropped to levels last seen in April of 2020, and with a likely economic slowdown, more efforts may be required to enable more openings and create opportunities for those wanting to join the workforce.

A significant number of businesses were created across the London Economic Region in the “Construction” and “Transportation and Warehousing” industries in 2021 and 2022, and similar momentum needs to be built in other performing industries such that a thriving atmosphere is created for aspiring entrepreneurs to start a business. Also, efforts made in these two top industries need to be maintained through support from all levels of government to ensure the survivability of the newly created businesses, especially in times of economic uncertainty and heightened inflation.

Business openings and closures in London CMA

Business closures in London CMA peaked in April 2020 due to the first economic lockdown, but decreased gradually afterwards. Similarly, business openings picked up during the same time period as the local economy reopened. Counts for business openings and closures have been erratic following the pandemic and more so for openings. But both variables are still performing within levels seen before the pandemic.



This view is an alternative perspective on business dynamics in the London Economic Region (ER). London Census Metropolitan Area (CMA) is a smaller geographical area than the London ER, but emulates the economic impact felt at the regional level. It includes cities of London and St. Thomas, several municipalities and townships in the area.

Source: Statistics Canada, Table 33-10-0270-01, Experimental estimates for business openings and closures for Canada, provinces and territories, census metropolitan areas, seasonally adjusted

Notes

These are the definitions offered by the above noted source:

Opening businesses are businesses that transition from having no employees in the previous month to having at least one employee in the current month. These instances occur when a new, small firm begins, when a large firm opens a new establishment or when a seasonal firm re-opens.

Closing businesses are businesses that transition from having at least one employee in the previous month to having no employees in the current month. These instances occur when a small firm goes out of business, when a large firm closes an establishment temporarily or permanently, and when a seasonal firm ceases business activity for the year.

Figure 16

Challenges facing regional employers

Employer One Survey 2022 findings

In Figure 17, the proportion of employers who were seeing retention as a concern in 2021 increased by 8% compared to the previous year. With a similar trend seen in employee separations, retention challenges were more prevalent with medium and large employers compared to small and micro employers. Apart from “regular increases in salary,” which were largely used by both employer categories, “job flexibility” took greater priority for small and micro employers, while training opportunities took higher priority for medium and large employers. Higher employer retention can be attained if more employers, especially large and medium size, adopt job flexibility strategies such as working from home, work sharing, and flex time.

As the economy recovers from COVID-19, employers were asked about a range of issues that can be a challenge to them as they move forward, finding, recruiting, and retaining employees remained big issues as they recover from the effect of the pandemic. Labour shortages remain dire for employers. There was a big increase in the proportion of employers who selected these three endeavors as becoming very challenging in 2022 relative to the 2021 survey participants.

Regardless of employee size, employers were generally finding it very challenging to find qualified workers, while micro-to-small employers were finding it less challenging to recruit and retain workers than medium and large-sized employee counterparts.

Figure 18 shows that in 2022 relative to the 2021 Employer One Survey, close to 15% more employers indicated that they struggled with “hard-to-fill” jobs, with the overwhelming reason being the “lack of enough applicants”. “Lack of qualification” and the “inability to compete with other industry employers” were the next most popular reasons.

Medium and large size employers were more likely to have hard-to-fill positions (25% more) than micro and small, although both groups ended with similar reasons for hard to fill positions except for the fact that the “inability to compete with other industry players” in terms of wages and benefits was more of a reason for medium and large employers than for micro and small, likely due to having lesser footprints.

A substantial share of employers indicated that worker retention was a challenge for their organization.
When prompted to select top strategies they are using to encourage retention, “Regular increase in salary” was the most popular method used by employers to encourage sta..

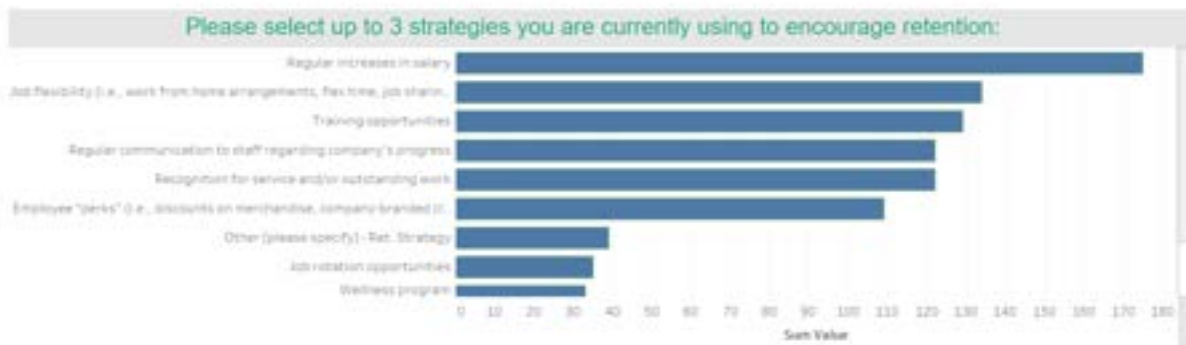
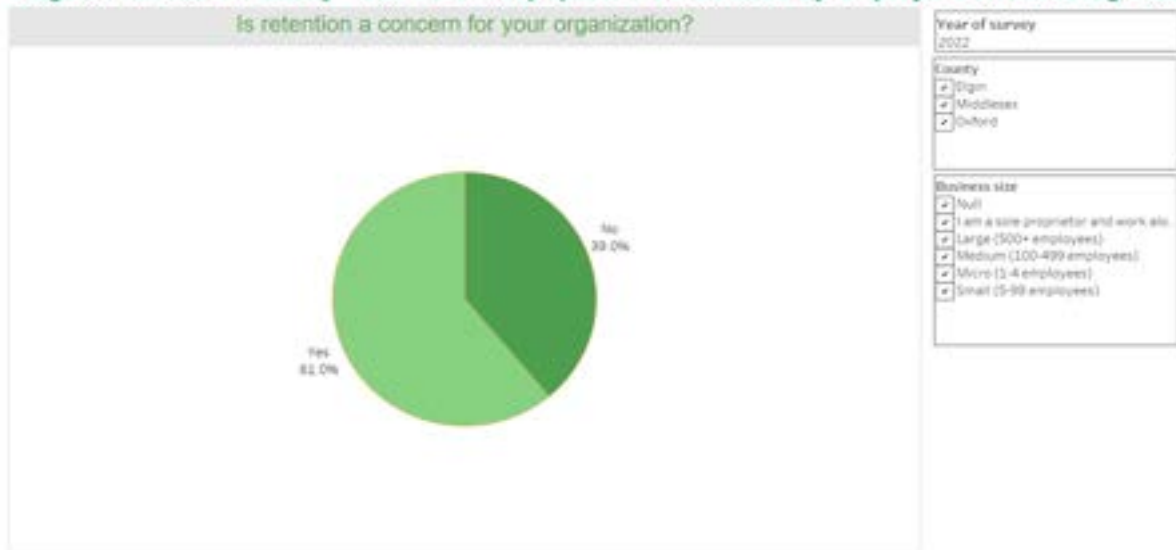


Figure 17

Close to 2 in 3 employers reported having difficulty in filling positions. "Not having enough applicants" was selected as the top reason positions were hard-to-fill.

Employers in the Manufacturing sector reported the most Hard-to-fill positions, followed by Educational services and "Healthcare and Social Assistance".

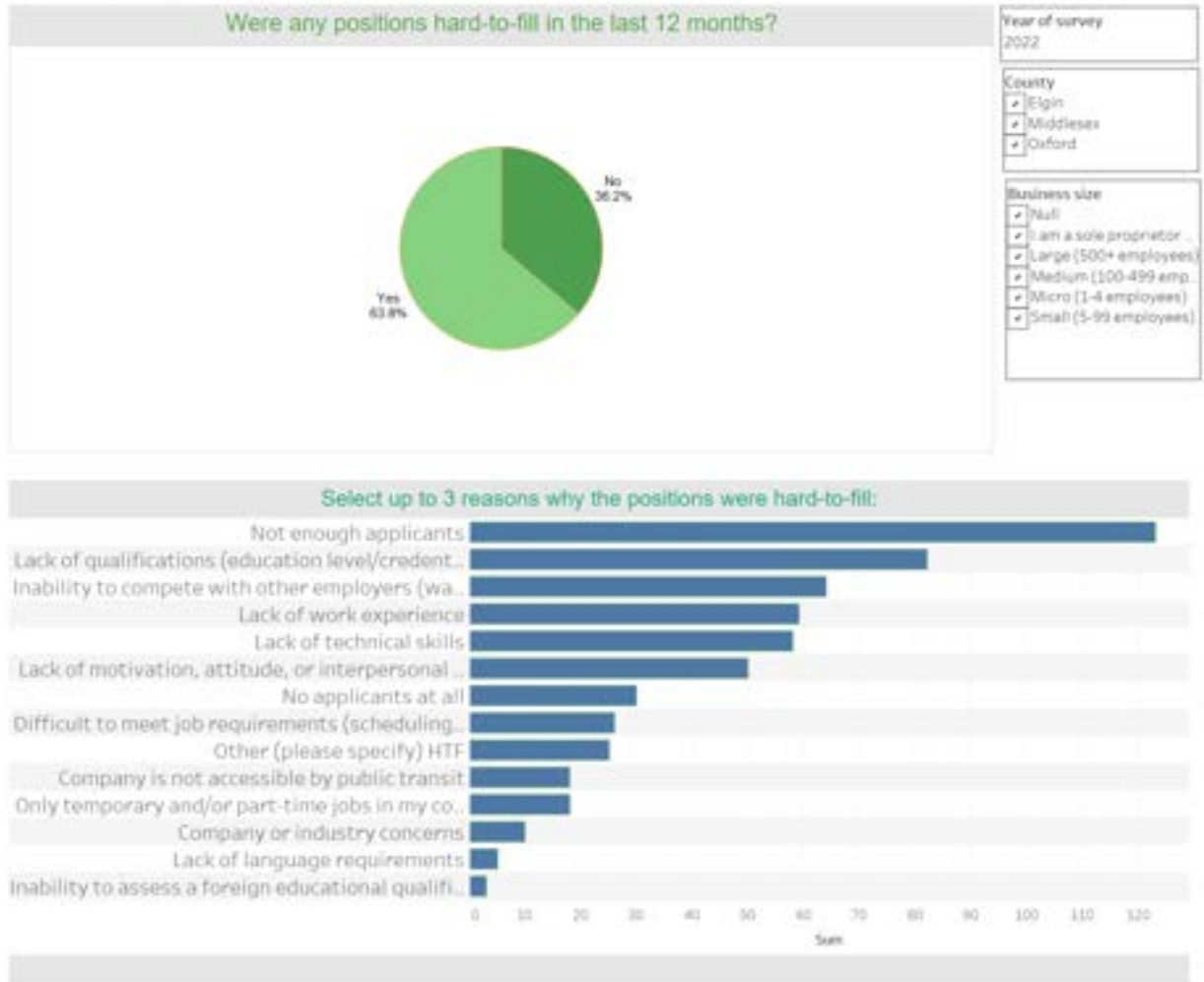


Figure 18

Conclusions – challenges and opportunities in the London ER labour market

The earlier analyses have revealed several challenges and opportunities present in the regional labour market at the end of 2022:

1. Employers in the region are operating in a tight labour market, which constrains them on the available talent and skills. This context requires new and innovative approaches in recruitment, selection and retention of the workforce
2. The labour market is tight and signals the potential entry into a recession in 2023, which calls for intensified employment services' efforts when the recession sets in
3. Sales and Service Occupations and Occupations in Manufacturing were lagging in 2022 the pre-pandemic levels (2019), indicating the need for more attention to these occupational groups.
4. Manufacturing, Utilities, Retail Trade and Other Services (excepting Public Administration) were industries with employment in 2022 below the 2019 levels, suggesting a need for increased attention to them from the workforce perspective
5. Equity seeking groups need innovative workforce planning and development solutions that even up the differences between theirs and the general population's regional labour market results.
6. Enrolment across employment service programs was massively impacted by COVID-19 pandemic restrictions, but its numbers are gradually improving
7. There is gender under-representation in the employment service programs, most evidently shown in the Apprenticeship program (females' participation lagging behind males)
8. The region has proven resilient, demonstrating relative consistent and stable business and job creation post pandemic. Closures exceeded openings at the peak of the pandemic but they have become low relative to the opening afterward
9. Local support is critical for providing the new businesses with the necessary assistance until they get established
10. Employers continue to struggle with the rising costs of inputs, the supply chain issues, and workforce recruitment and retention
11. Casual /seasonal jobs are resurfacing after a positive post pandemic migration towards full-time temporary and permanent jobs
12. Job dissatisfaction and presence of numerous job vacancies lead to an increase in the number of quits

Strategic Priorities 2023-2025

The strategic priorities are the areas of focus aimed by the EMOWPDB in the next 3 years with the purpose of ensuring a balanced labour market that will support a healthy and vibrant regional economic development in the London Economic Region. These priorities are reviewed and updated annually through a step-wise approach, which is presented in Figure 19. The Data Analyses have been performed from August to September of 2022. The labour force trends captured during the Data Analyses were compiled in a brief presentation that was presented during the community consultations held during October to November of 2022. Three community consultations were organized in 2022, one in each county within the London Economic Region (Elgin, Middlesex and Oxford counties), see Appendix 2. During these sessions, the community partners and stakeholders were invited to assess the regional

labour market progress and trends, and further to advance labour force action-initiative needed to correct some of the trends, see Appendix 1. The next step included a prioritization of the rather extensive list of actions suggested during the community consultations events. The prioritization has been performed during December of 2022 and the beginning of January 2023 and it required the participants to the community consultations to go through the list of actions-initiatives and rank them according to the urgency, relevance, and chances of implementation (see the Local Labour Market Action Plan). The prioritization exercise has been done through a Survey Monkey questionnaire distributed to the community consultations participants. The ranking results of the 23 participants to this exercise have been analyzed and priorities applied to the advanced actions-initiatives implementation (see the Local Labour Market Action Plan 2023-2025). The writing of the Local Labour Market Plan (LLMP) continued during the last part of January and the beginning of February of 2023. A brief review has been pushed during the last part of February 2023 with close community partners. The revised LLMP is usually released in March during the fiscal year-end when the update is applied.

The strategic priorities highlighted below are the results of labour market challenges and opportunities observed in the London ER, the organizational mission of the community partners, and the Ministry of Labour Immigration Training and Skills Development's (MLITSD) priorities.

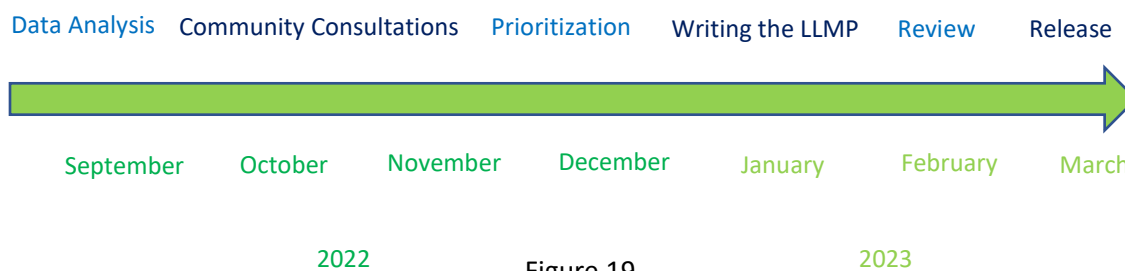


Figure 19

Provided below is a simplified version of the updated strategic priorities for 2023-2025. Because the number and variety of the suggested area of focus are extensive, based on the ranking provided by the community partners they were grouped into a higher tier priority list and a lower tier priority list as the priority rank decreases. The higher tier priorities will be the main focus of the regional community in order to keep a balanced labour market needed to ensure robust economic growth.

Higher tier priorities

- Educate the regional workforce for the skills and occupations in demand
- Develop and disseminate relevant and readily accessible labour market information (LMI)
- Workforce attraction, recruitment, and retention
- Ensure availability of workforce support services
- Business and job creation

Lower tier priorities

- Extend the outreach of the employment services
- Business networking
- Labour market fundamentals
- Better understanding the remote work arrangement

Educate the regional workforce for skills and occupations in demand is a priority that envisions regional actions focused on balancing the regional supply and demand through effective education and training. This priority assumes that educational institutions and training providers are aligning their services to include experiential and work-integrated learning opportunities that offer hands-on learning opportunities to connect with employers, as well as digital and cyber security learning opportunities, as these areas have been revealed as being in high demand post COVID-19 pandemic. Shortages of labour have been intensified in many sectors of the regional economy, but expected with prevalence in skilled trades since the average age of journey persons is quite high. Opportunities in pre-apprenticeship and apprenticeship programs are available regionally.

Develop and disseminate relevant and readily accessible labour market information (LMI) includes regional efforts spent on determining the current skill gaps in the region, the in-demand skills, and future skills. In the presence of a tight labour market with a large number of job vacancies, employers are challenged to find people with the right skills while job seekers are finding it difficult to get a job. We'll live with this circumstance in the labour market for a while. Consequently, regionally it is expected to alleviate the talent shortage issue by better informing all stakeholders of the regional labour market about what employment services offer, the job vacancies, the existing pool of job candidates and their skills, the educational pathways, the rapid upskilling solutions, and other LMI. Relevant, easy to understand, and readily accessible LMI can significantly speed up the regional balancing act of labour supply and demand in the London ER.

Workforce attraction, recruitment and retention contain a set of actions oriented on attracting workers to come and live in the London ER, either by convincing them to move from other areas of the province, different provinces, or other countries, or by finding innovative ways to influence workers to stay in the London ER. These actions can be expressed in various ways starting with the reprioritization of the hiring criteria (minimum education or experience) up to benefiting from partnering with employment services for attracting, recruiting or retaining workers.

Ensure availability of workforce support services priority recognizes that workers are effective and efficient in performing their job when they can comfortably get to work and back home through personal or public transportation, they have a decent place to live, they have child care services available, and they have decent health care insurance coverage and support, etc. It is suggested that the London ER community has to work together to find out regional solutions to ensure that these services are in place for its residents.

Business and job creation are quintessential conjoining priorities for guaranteeing economic growth and development in the London ER. These priorities encompass actions that facilitate regional business attraction, access to investment funding, development of specialization and expertise in specific industries, easy access to various types of transportation, etc.

Extend the outreach of the employment services assumes collective efforts directed towards exposing the job seekers and employers in the London ER to the breath of free services provided by the regional employment service. In addition, this priority seeks for collective actions oriented to the preservation of effective and necessary services in the London ER, e.g. youth services. The set of actions employed to meet this priority includes advertising and promotion, in-person networking, participation in various community events, and others.

Business networking priority recognizes the importance of this activity in generating regional business expansion, growth in the regional aggregate demand, and consequently, an increase in the labour demand regionally. The COVID-19 pandemic stopped this manifestation of business activity for a while. However, 2022 opened the pathway to come back and organize such events in person. Therefore, old networks have been revived while new ones have been created. This priority looks at actions that stimulate business networking in the region, promote access to business mentoring, encourages the promotion of local and regional business success, advocates for local business partnerships and alliances that favour business recovery and achievement.

Labour market fundamentals priority groups actions that ask for somewhat radical or fundamental changes in the labour market, e.g. redesign job postings to remove any potential barriers to employment (use EDI language, experience, education, etc.) and appeal to equity-seeking groups. Another example would be to create or expand labour partnerships to a regional level to enhance regional workforce planning and development solutions.

A better understanding of the remote work arrangement priority calls for regional initiatives that expands the understanding of this new work arrangement that emerged as a feasible and durable alternative during the COVID-19 pandemic. Its implications for business performance and organization are enormous as there are implications for workers performance, moral and wellbeing. Current research barely scratched the surface of the potential business leverage offered by this relatively new work arrangement. The current priority calls for actions that will reveal the business potential enhanced by the remote work arrangement.

Next, Table 6 presents the Strategic Priorities and the top 3 suggested actions that support them. The priority ranking has been determined by a voting score computed from ranks submitted by 23 community partners.

Table 6. The Action Planning Framework 2023-2025 – top priorities, 2022 update

Driving Strategic Priority		Priority across goals
Actions for achieving the goal		Priority across activities
Training people for in-demand skills & occupations (e.g. experiential learning, work-integrated learning, digital literacy, apprenticeship opportunities, cyber security, etc.)		1
	Highlight and better promote apprenticeship opportunities for those considering skilled trades as a career	1
	Support employers considering hiring people with less than desirable skills in training them for the lacking skills	2
	Continue creating experiential learning programs that minimize the time span between application and placement (SAO, SDF, Pre-Apprenticeship, Micro-credentials, etc.)	3
Labour market information services (e.g. what are the current skill gaps in the region, in demand skills, future skills, centralized hub of labour market information, etc.)		2
	Constantly survey the region for in demand and future skills, in-demand occupations, the labour supply-demand balance by industry, demand of work by type, permanency, arrangement, etc., and the education programs in place	1

	Develop a regional forum through which employment services can update employers about the existing pool of candidates	2
	Create a central hub for advising on career paths, education, and credentials needed, funding and local options	3
Workforce attraction, recruitment & retention (e.g. reprioritise the hiring criteria (min education, experience, etc.), benefits of partnering with employment service agencies, etc.)		3
	Work closer with employers in establishing their retention strategies-services offer a wealth of upskilling options leading to retention	1
	Engage employers, industry groups, and professional associations in reviewing and reassessing the hiring criteria during a tight market	2
	Develop attraction, recruitment and retention best practices by industry based on regional business successes	3
Workforce support services in place (e.g. transportation, housing affordability, translation and interpretation services, etc.)		4
	Lobby for and work with local administration on affordable transportation, childcare, health care, life, disability and critical illness insurance solutions	1
	Engage regional employers in conversations regarding living wages, benefits and pension programs (incentivise with locally or provincially recognized badges, e.g. Better Business Bureau (BBB), diversity employer (DE), working wage employer (WE), etc.)	2
	Develop transportation solutions to and from rural communities	3
Support for SMEs and job creation (e.g. reduce processing time for international workers, inclusion of Creativity, Innovation, Start-up, Commercialization subjects in the high school curriculum, promote green industries and their employment opportunities locally, etc.)		5
	Reduce the processing time for temporary foreign workers and newcomers	1
	Petition for increasing business support funding for targeted industries	2
	Advocacy for inclusion of Creativity, Start-Up, and Commercialization subjects in the high school curriculum	3
Expand service outreach in the community (e.g. stay in touch with those in need of employment services, preserving and enhancing youth services, etc.)		6
	Constantly scan the needs for skills and talent in the region, barriers to employment and outcomes of the served clients	1
	Develop a regional marketing campaign informing the public about the available low-cost training	2
	Develop marketing strategies to reach and engage the unemployed in the region with employment services (repair the disconnect created by COVID-19)	3
Business networking (e.g. organize new and revive old in-person business networking activities, develop a list of regional start-up mentors, etc.)		7
	Work with local employers to improve the understanding of the current labour shortages	1
	Expand internet connectivity into rural areas of the London Economic Region	2
	Develop a central hub of services and funding resources available for the entrepreneurs in the region	3
Labour market structural actions (e.g. redesign job postings, make job opportunities inclusive to those with "invisible disabilities," etc.)		8
	Expand the regional labour market partnerships to develop comprehensive and inclusive solutions addressing the labour shortages	1

	Use targeted opportunities to improve stepwise skill development leading to successful labour market integration	2
	Engage employers in removing potential barrier elements from the job postings for entry jobs (e.g. high-school diploma, or minimum experience, etc.)	3
	Better understanding remote work (e.g. remove barriers associated with remote working, job satisfaction, well being, implications on future office design, etc.)	9
	Investigate employee performance assessment of remote work	1
	Study the implications of the remote work on regional commercial property and office design	2
	Intensify the regional promotion of the remote work opportunities	3

Legend:

- First tier workforce planning goals and priorities
- Second tier workforce planning goals and priorities

Community Consultations and the extended list of suggested actions

During October and November of 2022, community consultations have been organized in each county within the London ER, Elgin, Middlesex and Oxford respectively. During the consultations labour market progress and trends have been presented to the participants and remedial or stay on the course labour market actions were collected from the participants in order to build the 2022/2023 updated Local Labour Market Action Plan for 2023-2025. The participants in the community consultations were the regional labour market community stakeholders, e.g. employers, employment services, local administration, economic development offices, and others.

The long list of suggested actions was organized by common themes (see Appendix 1). The themes and actions were later included in the prioritization exercise completed by 23 community stakeholders. The results of this organization and ranking is presented below in Table 7. Under the observations' column there were listed organizations in the London ER that did work in 2021-2022, or are committed to work in 2022-2023 fiscal year, on initiatives addressing the suggested actions.

Table 7. The extended Action Planning Framework 2023-2025, 2022 update

Actions category		Observations	Priority across categories
	Actions within category	Observations	Priority within category
Training for in demand skills & occupations (e.g. experiential learning, work integrated learning, digital literacy, apprenticeship opportunities, etc.)		Western University, Fanshawe College, EMO WPDB, STELiP, WOWC, WILL, SWOLiP and other local actors all aligned their efforts on this strategic priority.	1
	Highlight and better promote apprenticeship opportunities for those considering skilled trades as a second career	A Regional Apprenticeship Conference advanced by EMOWPDB in the 2023-2024 business plan.	1
	Support employers considering to hire people with less than desirable skills in training them for the lacking skills	LLSC has been doing needed assessments and working with regional employers on delivering literacy and digital skills training in the workplace (Literacy in the Workplace program).	2
	Continue creating experiential learning programs that minimize the time span between application and placement (SAO, SDF, Pre-Apprenticeship, Micro-credentials, etc.)	A study of acceptance and use of micro-credentials among employers in London ER has been done in 2022 by EMOWPDB.	3
	Reassess and redesign the educational skilled trades programs (e.g. admission criteria, journey person - apprentices' ratios, etc.)	Continuing action from past years' LLMP. A Regional Apprenticeship Conference advanced by EMOWPDB in the 2023-2024 business plan.	4
	Develop educational and professional training programs addressing in demand skills and occupations (e.g. cyber security, IT, digital literacy, etc.)	Regional educational institutions continuously adapt and advance new programs addressing in demand needs (Fanshawe College and Western University).	5
	Generate new ways of connecting with youth (e.g. hands on training, summer jobs, robotics challenge, etc.)	Summer Jobs federal program provides a great incentive for regional employers to connect with youth. OIYRC held its 15 th annual event in 2022 and plans for future events. WOWC in partnership with Workforce Planning West (WPW is a consortium of Workforce Planning Boards in South Western Ontario) has organized the Growing Your Workforce Conference in 2022, which introduced several successful youth programs.	6
	Continue providing "skills for success" training for all categories of population	LLSC has delivered for years and continues to deliver "skills for success" training.	7
	Develop creative ways to make digital literacy and internet tools more accessible to vulnerable populations	LiUNA 1059 and LLSC have introduced a tablet lending program to help their pre-apprenticeship applicants and literacy program applicants access technology.	8

	Regional employers should consider providing English language and adult literacy classes in the workplace	LLSC helps connect literacy challenged adult individuals with regional programs.	9
Labour market information services (e.g. what are the current skill gaps in the region, in demand skills, future skills, centralized hub of labour market information, etc.)			2
	Constantly survey the region for in demand and future skills, in-demand occupations, the labour supply-demand balance by industry, demand of work by type, permanency, arrangement, etc., and educational programs in place	Employer One Survey continues to provide vital LMI for the region. It was advanced as a desired project for the next business plan (20223-2024) of the EMOWPDB. The Local Jobs Hub job postings aggregator is constantly improving by adding new tools to its existing portfolio (job seeker accounts, employer accounts, gig jobs filter, etc.). EMOWPDB continues to improve on the LMI delivered through this platform to the region. Middlesex Workforce Development Partnership aligns some of its priorities with this action.	1
	Develop a regional forum through which employment services can update employers about the existing pool of candidates	The local Jobs Hub recently added an Events tool to the employer accounts, through which local actors can inform the community about events organized (job fairs, training, etc.).	2
	Create a central hub for advising on career paths, education, and credentials needed, funding and local options	Partial steps have been done in this direction in the past by LLSC by creating the Learning for Life Tool, which is integrated in the Local Jobs Hub (EMOWPDB). Windsor Essex Workforce Planning Board (WEWPB) has recently advanced, on behalf of the 26 WPB's in Ontario, an SDF application enhancing skills and career paths tools to be added to WPB's LMI tools portfolio.	3
	Develop a regional hub for apprenticeship registrations		4
	Develop a centralized list of services and funding resources available for regional entrepreneurs	EMOWPDB has created in 2022-2023 fiscal year a visual dashboard featuring business dynamic in the London Economic Region, which allow the users to interact with the data.	5
	Assist in linking training services, employment services (including placement agencies) with job seeker and employers (matching local labour market needs)	www.workforcedevelopment.ca and the Local Jobs Hub platform with the current LMI tools consistently assists in linking training, employment services, job seekers and employers in the London Economic Region. EMOWPDB proposed the development of a set of 6 brief videos featuring employment resources available in the London ER, as a project for the 2023-2024 business plan.	6
Workforce attraction, recruitment & retention (e.g. reprioritise the hiring criteria (min education, experience, etc.), benefits of		Western Ontario Wardens Caucus (WOWC) has this as a strategic priority too. The LLMP aligns with WOWC on this dimension of their	3

partnering with employment service agencies, etc.)	workforce strategy. Also, Middlesex Workforce Development Partnership (MOWDP) aligns with EMOWPDB on this strategic priority.	
Work closer with employers in establishing their retention strategies-services offer a wealth of upskilling options leading to retention.	EMOWPDB proposed a project for the 2023-2024 fiscal year focusing on the assessment of rapid upskilling needs for the regional automotive, health care and IT industries.	1
Engage employers, industry groups, and professional associations in reviewing and reassessing the hiring criteria during a tight market	EMOWPDB organizes community conversations with the regional stakeholders every year to collect strategic directions and local initiatives supporting workforce development in the region.	2
Develop attraction, recruitment and retention best practices by industry based on regional business successes	In 2022, EMOWPDB ran a study on changing hiring and onboarding practices in the Accommodation and Food Services industry in the London ER. Attraction, recruitment and retention changed due to the current labour shortages experienced by most industries.	3
Campaign more intensely the benefits of partnering with employment service agencies for attracting and recruiting talent	EMOWPDB communicated with the London ER community during 2022 through a series of monthly LMI webinars named LMI Made Easy, which featured services, tools and resources available for job seekers, employers, and other labour market stakeholders.	4
Engage more employers in the action plan, and engage municipal planners in the action planning including the use and application of LMI	City of London through its London Community Recovery Network (LCRN) has engaged numerous organizations an employer in local economic recovery. City of London through the LCRN has funded numerous projects supporting economic recovery, talent attraction and retention, workforce development, etc.	5
Recruit foreign workers and help them qualify for jobs (e.g. start with doctors and nurses)	EMOWPDB is aligning its efforts on this action with STELiP and the City of London's Newcomer Strategy Advisory Board. In November 2022 the City of London has organized the Newcomer Day during which it brought together numerous local employers, local newcomers, and employment services to connect and share talent and resources. STELiP, EMOWPDB, SWOLiP and Western have been running social media campaigns highlighting immigrants in the workforce (Newcomer Day organized in September 2022).	6
Develop a comprehensive local apprenticeship strategy including attracting and educating host employers, attracting and training workers, streamlining pathways, etc.	Thames Valley School Board (TVSB) and London District Catholic School Board (LDCSB) through their OYAP programs organized the Level Up Conference in November 2022 and other similar events exposing high school students to skilled trades careers. Also, the	7

		Tools in the Trades program visited London in November 2022 too, connecting wannabe apprentices with employers.	
Workforce support services in place (e.g. transportation, housing affordability, translation and interpretation services, etc.)		WOWC, SCOR, STELiP, St. Thomas Elgin Workforce Development Network (STEWDN), EMOWPDB and other regional actors have been aligning their actions on this strategic priority.	4
	Lobby for and work with local administration on affordable transportation, childcare, health care, life, disability and critical illness insurance solutions	SCOR has been partnering with EMOWPDB in advocating on such issues at 2022 AMO and ROMA conferences, speaking to the ministers and staff about the issues of the day.	1
	Engage regional employers in conversations regarding living wages, benefits and pension programs (incentivise with locally or provincially recognized badges, e.g. Better Business Bureau (BBB), Diversity Employer (DE), Working Wage Employer (WE), etc.)	STELiP is in the implementation phase of a business badge recognizing the diversity employers.	2
	Develop transportation solutions to and from rural communities	SCOR and Middlesex Workforce Development Partnership were involved in 2022 in an environmental scan run to determine the transportation needs across the Southwestern Ontario Region (SCT).	3
	Advocate fair access to housing and jobs, free of discrimination - engage regional landlords and employers in conversations	SCOR has been partnering with EMOWPDB in advocating on such issues at 2022 AMO and ROMA conferences, speaking to the ministers and staff about the issues of the day.	4
	Work with the regional economic development offices to fund and support translation and interpretation services	Economic Development offices in London, St. Thomas, Woodstock, Elgin, Middlesex and Oxford counties were partnering with SCOR in advancing this work.	5
	Develop a platform where regional workers can report cases of discrimination in the workplace	STELiP is yearly surveying St. Thomas - Elgin area for discrimination in the workplace.	6
Support for SMEs and job creation (e.g. reduce processing time for international workers, inclusion of Creativity, Innovation, Start-up, Commercialization subjects in the high school curriculum, promote green industries and their employment opportunities locally, etc.)		London Economic Development Corporation (LEDC), St. Thomas Elgin Economic Development Corporation (STEEDC), the economic development offices at the County level, London Small Business Centre, Elgin St. Thomas Business Resource Centre, WILL Immploy, and other regional organizations have been fully or partially focused on this strategic.	5
	Reduce the processing time for temporary foreign workers and newcomers	City of London's Newcomer Strategy Advisory Group has been lobbying to the provincial and federal government to expand the nominee programs at municipal level and expand the opportunities to retain Canadian trained individuals.	1
	Petition for increasing business support funding for targeted industries	Ontario Tourism Education Corporation (OTEC) has been advocating during 2022 on behalf of	2

		the tourism industries to maintain the level of financial support needed by operators to break even.	
	Advocacy for inclusion of Creativity, Start-Up, and Commercialization subjects in the high school curriculum		3
	Promote and support more intensely the local green industries		4
	Increase access to training - upskilling for workforce: training dollars to support upgrading workers skill set including soft skills, digital literacy, numeracy, conflict resolution, problem solving, critical thinking		5
	Expand service outreach in the community (e.g. stay in touch with those in need of employment services, preserving and enhancing youth services, etc.)	EMOWPDB advanced for the 2023-2024 business plan a project to develop a set of six short videos that promote employment services and resources in the London ER.	6
	Constantly scan the needs for skills and talent in the region, barriers to employment and outcomes of the served clients	The London Chamber of Commerce, the City of London, EMOWPDB, LLSC, STELiP, LMLiP, OLIP, and many other regional actors consistently survey the employers, job seekers and workers in the region to gain profound understanding of the regional labour market challenges and opportunities EMOWPDB continues to improve its annual Employer One Survey.	1
	Develop a regional marketing campaign informing the public about the available low-cost training	LLSC has developed the Learning for Life Tool, which advances low-cost training based on a guided access resulting from the answers to a set of individual questions. EMOWPDB and other partners to the project continue to host and update the information used by the tool.	2
	Develop marketing strategies to reach and engage the unemployed in the region with the employment services (repair the disconnect created by COVID-19)	Middlesex Workforce Development Partnership, LDCSB, TVDSB, Middlesex County Community Employment Choices (CEC), St. Thomas Elgin Workforce Development Network (STEWDN) and EMOWPDB are consistently promoting local job fairs, self-employment as an alternative to employment, job lists on their posting boards, etc.	3
	Targeted initiative on reengaging older workers in the workforce (e.g. casual or part-time working, mentoring, consulting, etc.)		4
	Promote regionally the youth services and their effectiveness connecting youth and labour market	Fanshawe College, Kings College, and Western University intensified their efforts of connecting their students and graduates with local employers through the Summer Jobs program, internships, co-op programs, job shadowing placements, etc. TVDSB and LDCSB had organized boot camps to promote trades among high school students, conferences, and	5

		other similar events that expose students to various careers.	
	Increase the number of job fairs and community networking events to make the employment services better known in the community	LEDC and City of London organized two London Based job Fairs in 2022, in April and September. Also, in April the community partners in Elgin County organized the Job Fair 2022 in St. Thomas.	6
	Improve labour market information dissemination to reach all equity seeking groups	EMOWPDB has run a series of monthly LMI webinars during 2022 called LMI Made Easy. ESC has run a monthly series of professional development and networking series of communication events called Wednesdays@One. The City of London ran in 2022 a series of monthly communication events presenting in demand occupations and training resources.	7
	Promote local business successes and highlight the advantages of using local suppliers	The Small Business Centres and the Chambers of Commerce in London, St. Thomas, Woodstock, Strathroy, Tillsonburg, Ingersoll, Norwich, Aylmer, and other locations in the London ER constantly promote local business success and highlight the importance of using local suppliers.	8
	Engage all placement agencies in LM activities as these organizations are often utilized by London employers - a stronger link would benefit job seekers as well as employers	The recent transformation of services and regional designation of a Service System Manager (SSM) creates the premises to integrate services and expand collaboration with the private sector placement agencies for the benefit of the community.	9
	Business networking (e.g. organize new and revive old in-person business networking activities, develop a list of regional start-up mentors, etc.)	The local Chambers of Commerce re-enacted the in-person “Business After 5” events in 2022. The city address, business awards, and other similar events brought back together the business communities in the London ER.	7
	Work with local employers to improve the understanding of the current labour shortages	Community conversations have been organized by the EMOWPDB during October and November of 2022 with the purpose of expanding the understanding of the regional Labour market challenges and opportunities.	1
	Expand internet connectivity into rural areas of the London Economic Region	During 2021 and 2022 the provincial government provided funding for internet connectivity expansion in rural areas in Elgin, Middlesex and Oxford counties.	2
	Develop a central hub of services and funding resources available for the entrepreneurs in the region	London Small Business Centre has been working for years on putting together a comprehensive list of available resources for the local entrepreneurs. Similar efforts have been mirrored in Strathroy, St. Thomas, Aylmer, Tillsonburg, Ingersoll, and Woodstock.	3
	Organize new and revive old business networking activities	“Business After 5,” business breakfasts, business awards, mayors’ city address, speed networking, and other such events have been	4

		revived in multiple locations in the London ER in 2022.	
	Develop a regional list of start-up mentors and promoted in the community	Immploy, SBEC, MCS, YWCA and STELiP have been working in 2022 to develop such a list for Elgin St. Thomas. Similar efforts were mirrored in Middlesex and Oxford counties.	5
	Showcase employers to prospective job seekers - identifying possible careers	Several job fairs have been organized in the London ER in 2022, in London, St. Thomas, and Woodstock, Strathroy, and Tillsonburg. The Local Jobs Hub added tools that helps employers identify potential candidates for their vacancies as well as for job seekers to find faster ways to connect with the regional labour market.	6
	Partner with area Ec. Dev professionals to discuss strategies, tactics and programs to assist businesses on workforce matters	2022 Growing Your Workforce Conference hosted in London was an event where workforce development strategies, tactics and programs have been discussed with economic development professionals, workforce planning boards in the Southwestern Ontario and WOWC.	7
Labour market structural actions (e.g. redesign job postings, make job opportunities inclusive to those with "invisible disabilities," etc.)			8
	Expand the regional labour market partnerships to develop comprehensive and inclusive solutions addressing the labour shortages	The expected transformation of the services stalled somewhat such initiatives in 2022, but regional labour market stakeholders supported each other's initiatives.	1
	Use targeted opportunities to improve stepwise skill development leading to successful labour market integration		2
	Engage employers in removing potential barrier elements from the job postings for entry jobs (e.g. high-school diploma, or minimum experience, etc.)		3
	Develop capacity to aggregate and voice out regional labour market needs	The City of London through its London Community Recovery Network (LCRN) has mobilized the regional workforce development board, the local services, employers, other civic organizations in conversations pertaining labour market needs and economic recovery efforts	4
	Design/redesign job postings with a mind of attracting/recruiting equity seeking groups		5
	Document regional workforce success stories and use them in developing regional workforce best practices	The CTV – London & Area Works campaign, which is funded by seven regional partners, has promoted and showcased regional workforce success stories through short video broadcast and local TV air-time programming	6
	Introduce self-employment/business start-up counseling as a service provided by employment service agencies		7

	Offering multi-language employment services		8
	Partner and work closer with equity seeking groups (e.g. Indigenous, visible minority, youth, and women organizations) on workforce development projects	LMLIP, STELiP, YWCA and OLIP were working year-round with equity seeking groups on voicing out labour market challenges experienced by these groups and on finding program solutions.	9
	Better understanding remote work (e.g. remove barriers associated with remote working, job satisfaction, wellbeing, implications on future office design, etc.)	EMOWPDB has released a report on remote work in the London ER in January 2022.	9
	Investigate employee performance assessment of remote work		1
	Study the implications of the remote work on regional commercial property and office design		2
	Intensify the regional promotion of the remote work opportunities		3
	Remove the barriers associated with remote working		4
	Refine and optimize the remote job descriptions to be attractive for the current job seekers		5
	Promote objective evaluation of pros and cons of remote work		6

Legend

- High-priority ranked action
- Median-priority ranked action
- Low-priority ranked action

Recommendations

The 2022 update of the Local Labour Market Plan (LLMP) provides a list of workforce strategic priorities for the London ER, and an action plan framework for 2023-2025 displaying top potential actions subscribing to each strategic priority. The document allows the community stakeholders to align their programming plans and activities and pursue independently, or in partnership, one or more strategic priorities. These actions could be turned into yearly business projects that could make a lasting change in the community. There are various funding sources that could support the workforce actions suggested in the framework, or others. The ending goal of this document is to bring together the regional stakeholders in working to create a vibrant and resilient regional economy sustained by an engaged labour force.

Stakeholder partnerships have higher chances to win funding applications rooted in the strategic priorities highlighted in the current LLMP. The EMOWPDB actively seeks partners willing to work on projects inspired from this document. Furthermore, the EMOWPDB is determined to make a difference in the regional labour market by taking the lead on several actions listed in the Action Plan Framework 2023-2025.

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Appendix 1

Actions/initiatives collected during the community consultation sessions held in London ER in October-November 2022

EMPLOYMENT SERVICES OUTREACH

- **Marketing and community engagement strategies are needed to improve low participation rates in employment services. (40%+ drop-in participation rates.) How can we market the services that are available to the community?**
“I was surprised at the low rates of participation in employment services. And I think this may have some effects down the line. Employment services programs have had the highest participation in the past. And if we start going to 40% drop in participation, that’s huge.”
- **A potential recession may be an opportunity for service providers to draw attention to the needed services available.**
“We’re just working more on engaging the community and marketing services to people and just trying to get people re-engaged.”
- **Preserving and enhancing youth services.**
“I think going forward if there’s a way for us to preserve youth services or enhance them. I personally have found the youth job connection program and the youth job connection summer program to be overall pretty effective. There’s certainly opportunities for improvement.”
- **Targeted initiative for older workers - reengaging older workers in the workforce.**
“I hear a lot of people talking about the targeted initiative for older workers as well. And some of the things that were mentioned earlier about the loss of older workers in the workforce. A strategy I think to reengage older workers or to engage older workers in the workforce could be very beneficial.”
- **Encouraging clients to connect to agencies where there has been a sharp decline (over 40%) in enrolment in EO - sponsored programs - innovative marketing is required to draw interest to these programs.**
“Encouraging clients to connect to agencies, we saw a really sharp decline in employment services programs. Over 40% in the past year. Maybe some sort of innovative marketing has to be created to bring people back into the programs.”

- **Flexibility of employers during shortages of talent.**
“An opportunity that was stressed out last year was redesigning jobs, job postings, recruitment and retention approaches to provide equal opportunity to groups and flexibility to equity groups and flexibility to employers during shortages of talent.”

- **Working alongside employers to frame their job postings to make sure that they truly are inclusive and inviting to all. Is their posting truly fair? Are their requirements appropriate in a labour shortage period?**
“An opportunity to work with the employers, to frame out their job postings in a way that is more inclusive and connects much faster with different equity groups. And, yes, obviously, the way in which they are framed can help with the shortages of labour, having more applicants. But we know that there is some disconnect over there between how employers are projecting their opportunities. Asking for a certain level of experience, sometimes in a labour shortage period might not be appropriate if you want to have some applicants and so forth.”

- **Partnerships need to be created to look for solutions to fill employment gaps.**
“I think one of the things that's a fantastic opportunity is all these sectors coming together and community coming together and starting to build relationships and partnerships and looking for solutions in general to fill employment gaps, and how we move forward. I'm hoping to see that that kind of a table will continue you long be beyond COVID recovery.”

- **Who exactly is promoting trades?**
“One thing that I've been trying to figure out is what part of Employment Ontario is actively charged with promoting the trades. We all talk about how important it is and how people should be moving into the trades. I'll say that even from an adult literacy perspective, one of the reasons we exist is to help people gain the skills they need to go into the trades. But unless you have people talking to those individuals about what trades are out there, you're lucky if most people can name three or four trades; let alone the 150 or so that exist. So that has always seemed to be a bit of a gap to me.”

- **Making information on what apprentices/jobs/careers/opportunities are available and accessible to the community.**
“People don't know what they don't know, and I think they don't know what they don't know about a lot of jobs and careers too. We keep having to see what other communities are doing and steal it and go back to getting people out so that they can see the plants and they can smell the stuff - so that they just know what's going on. Cause it is extremely frustrating. It's just frustrating for our employers and it's frustrating as a parent.”

- **Employers being more open to hiring and allowing employees to build these fundamental skills while on the job. (Language, soft skill development.)**
“As long as somebody has the ability to understand what is expected, and it's not an ideal situation. Of course, you'd rather have everybody understand and be able to speak English. But that takes time, right? So again, rather than wait, as long as it's not a health and safety issue then you can bring people on and let them build their skills while they're working - as opposed to having to get all those skills up-front.”

RETENTION TACTICS

- **More attention paid to retention practices. Employers can seek services that provide training and up-skilling to current employees.**
“What I'm seeing also is a lot of people moving from one job to another, again, anecdotally to increase their income. There seems to be more labour market mobility in the current labour markets. A lot of employers are both benefiting from and suffering because of this. Employers tend to focus their attention more on recruitment - or at least some employers focus their attention on recruitment and sometimes at the expense of retention. I think as an LBS provider and as an employment service provider, I'm starting to see a little bit more attention being paid to retention.”

WORKFORCE SUPPORT SERVICES

- **More transportation to and from rural communities is needed.**
“There are jobs available in the rural communities, but how do we get people there?”
- **Fair access to housing - fair access to jobs; free of discrimination from landlords and employers.**
“Discrimination in terms of immigrants; if they're not feeling comfortable within their job, they're not going to stay within their job. It has come up that people of more visible minorities who were recruited into our community wanted to accept the job but couldn't find housing because of discrimination within landlords. Their workforce implications also extended to being able to settle in our community. I know that housing always comes out, but we need to not only look at the supply of housing but also fair access across all people who want to live here.”

LABOUR MARKET INFORMATION SERVICES + TRAINING FOR IN-DEMAND SKILLS + OCE

- **What skill gaps are present in the current workforce and what programs focus on mending those skills gaps.**

“The Canadian Survey on Business Conditions highlighted this idea that there are gaps in skills; maybe not necessarily full gaps but noticing that people cannot do certain tasks at the level of quality required. That is something that’s worth noting. And while not a long time ago, there was a great focus on soft and essential skills. Now we see employers noticing the technical skills are missing.”

TRAINING FOR IN-DEMAND SKILLS + OCE + EXPERIENTIAL LEARNING

- **Education institutes can directly connect with local employers for job shadowing opportunities for students. (Retaining students in the area by connecting them with internship and co-op programs that could lead to a future position after school.)**

“That's indicative of the changes in attitudes for the educational institutions, they're having to get creative in order to help their students' complete programs, having to get innovative to achieve learning outcomes, and realizing that there's other opportunities out there that they may not have previously looked at very much.”

SERVICE OUTREACH + BUSINESS NETWORKING

- **More partnerships fostered from job fairs.**

“Job fairs are not just events that helped people access the labour market, they're indicative of a new partnership.”

TRAINING FOR IN-DEMAND SKILLS AND OCCUPATIONS + MARGINALIZED GROUPS

- **Creativity needs to make digital literacy and internet tools more accessible to those living in poverty.**

“We've been forced to get creative to help our learners access our services. So, helping them to gain access to digital literacy to the tools of the internet. Helping people who are living in poverty to access opportunities, we've been forced to do that, and I'd really like to see those trends and that creativity continue into the future.”

SMOOTHING THE TRANSITION TO SSM EMPLOYMENT SERVICES SYSTEMS

- **The transformation of Employment Ontario is leaving all employment service providers in limbo.**

“The Employment Ontario transformation is a significantly disruptive factor in these conversations. It's impacting employment service providers obviously. It's impacting the Canada Ontario Job Grant because our agreements are subtly but importantly different with COJG this year than in previous years. It's impacting services to youth because we don't know what the future of services for youth looks like at the provincial level in our region. It's impacting Ontario Works because they're caught up in this transformation. And it's impacting Literacy and Basic Skills because LBS is closely adjacent to employment services and OW services.”

BUSINESS NETWORKING + SERVICES OUTREACH

- **Working directly with employers and businesses to come up with solutions and understand what is and isn't working for employees- connecting and staying in touch with everyone is needed.**

“We have to start encouraging these employers to see it as an opportunity that if they think about things differently, take different approaches and try and be creative, this could be a great dance to have the sort of recovery that we saw in 2008 and learn lessons from that experience. From what I'm hearing in conversations with employers in the area, they are choosing to see this as an opportunity. They are trying to think outside the box. So, it's not as doom and gloom at this point as maybe other chapters in the pandemic process or maybe in other areas. But I think it's going to take a lot of careful consideration on our part and working directly with businesses and employers to help them come up with the solutions and help facilitate and share what's working for other people and just kind of make sure we're connecting and staying in touch with everyone.”

- **More “storefront accessible approaches” (jobs fairs, community connection events etc.) are needed to help people learn about what employment services are available.**

“I just want to note a lot of the efforts around London Area Works. For instance, the job fair, I think has seen a significant number of people come to that event where a third of them still didn't know about employment services. Continuing that kind of storefront accessible approach really helps bring out I think, job seekers and those exploring different career options.”

WORKFORCE SUPPORT SERVICES

- **Translation and interpretation services are needed for local providers and businesses at a reasonable rate.**
“We are looking at ways to support and increase the knowledge of our local providers and local businesses that they may need to look at interpretation services. And so, you put it into the budgets or have access to something that's at a reasonable rate.”
- **Development of a platform that can be used to report discrimination in the workplace.** “We are looking at how we can develop a platform for people to report experiences of discrimination. And with that, would definitely help if we can create this culture of if you're experiencing discrimination within the workforce, and then that would help us better understand what's happening. So, it's obviously always a long process, but I think that ensuring that people understand their rights within the workforce is also a really important piece.”
- **Major need from employers for transportation - job seekers want the work but have no means to get to the location - (No license, no car.)**
“Another account of unemployment – there's work in Strathroy but the potential employee is located in St. Thomas. The employee tells the employer that they cannot come to work, employer offered transportation, but they didn't take it - they can't drive.”
- **Connecting the community to regional transit across the SCOR region and beyond.** “We're trying to support employers through connection of community regional transit across not only the SCOR region but beyond. And again, that's somewhat connected to housing issues facing some employees that are looking to relocate to the area. So, if the housing availability is not there, perhaps we can offer a means to get to employers through transit. We're right now, completing a regionwide needs analysis project where we're reviewing all of our routes and seeing what we can improve and where.”

TRAINING FOR IN-DEMAND SKILLS + OCCUPATIONS

- **Local employers who are serious about hiring newcomers need to implement English language classes within the workplace.**
“There is a need for local employers who are serious about hiring this population, to explore options to provide English language classes within their workplace. That's a very big gap and a lot of Ukrainians really want to learn the language but because they have to work full-time. There's not really any services available locally that can support that. The only nighttime classes are in Aylmer and if they don't have access to transportation, they can't get that. But they need the job because they didn't receive very much money from the government to help them settle in the communities.”

- **Highlighting apprenticeship opportunities for those who are feeling uncertain about their income due to COVID-19 or other reasons. How can we help people transition from sector to sector?**

“Restaurants were open, restaurants weren't open. Retail closed; it was kind of almost seeing a shrinking of that environment. Workers in that setting are not certain of the certainty of their income source, looking at alternative occupations. I think there's an opportunity for perhaps rescaling or retraining in other sectors. And we saw some good movement and some good stories around individuals who went into apprenticeships, just for that very reason.”

STRUCTURAL

- **Redesigning job postings to be more attractive and inviting; are these job postings fair to the wide variety of equity groups participating in the market? Taking a deeper look at employer recruitment and interview processes - are they providing equal opportunity?**

“How do we make these jobs - whether they're tourism related or the service sector or in the apprenticeships attractive to people or to young adults who are considering career options during the pandemic? Tourism-related industries were seen as unstable with the openings and the closings. This needs to be made attractive to people and marketed, as this is an area where you can have a good career. Not just a job, but a fulfilling, stable good career in this area.”

- **How willing are employers to remove job barriers such as a high school diploma to mend the unemployment gap?**

“Removal of barriers to employment - there's an employer in St. Thomas that actually removed the qualification of having a high school diploma as their main factor of getting a job there. They had a temporary worker that was on a temp basis - but the hardest working person there, and when asked when they weren't hired on, it was because they didn't have their diploma. So that came down and that changed and that's one employer.”

- **Making jobs more inclusive to those with “invisible disabilities” (e.g., mental health, on the spectrum.) Are employers accommodating neurodiversity?**

“It's like an untapped labour market field. There are a whole lot of people there that can be filling in some of the jobs and they may need some accommodations. Sometimes it might be a little bit of a shorter shift, an extra little break.”

- **How can targeted opportunities improve skills that will help potential employees move on to their next step?**

“Thinking about how we can offer people targeted opportunities to improve skills that will help them move on to their next step, which in most cases is employment.”

SUPPORT FOR SME's + EMPLOYMENT

- **Supporting new businesses that were created during the pandemic to replace those that shut down. We want to retain these businesses in the city while we have them - before we lose them.**

“One thing I would consider an opportunity is that through the pandemic, we saw a lot of businesses created to replace those that shut down. I think there's an opportunity here to support those that have been created to make sure that they stay in business. Because the risk would be that if we lose them, and they don't have a good experience with business then they may not come back. So, this is an effort that the community can make.”

JOB CREATION

- **With the urgency of global warming and reducing emissions, it's a chance to promote green industries locally. Promises of reducing emissions can create opportunities to switch to electric vehicles and promote jobs that produce these vehicles and parts.** “There is an opportunity in the green industries, there is a lot of interest in coming back to that space and promoting green industries locally, particularly with global warming and the urgency of reducing emissions up to 2030. I think significant promises to reduce emissions, in general, will create lots of opportunities with switching to electrified vehicles in all the industries associated with producing these types of vehicles.”

TRAINING FOR IN-DEMAND SKILLS + OCCUPATIONS + EXPERIMENTAL LEARNING - WORK-INTEGRATED LEARNING

- **Continuous efforts from educational institutes to place graduates with local employers through co-op and or apprenticeship opportunities.** “We noticed that there is a larger effort from educational institutions to place their graduates with local employers. We had a student from King's College that did a shadowing day with us. And that's something new that we haven't seen for a while, but that demonstrates that there is a preoccupation in that regard.”

- **More experiential learning for youth, newcomers etc.**
“Most of our work in experiential learning is tied to youth, but it also has merit with newcomer populations and things like that for them to try something out that might not exist in their own community. The bottom line is to improve the labour market, we've basically got two populations that we can draw labour from. It's the school-to-work transition cohorts that are coming out, and all the rest is going to happen by newcomers. We just have to make sure we're responsive to those two particular populations. And then continuing to work with employers around educating about what the labour market of the future looks like and sharing best practices on how to engage, how to retain, how to grow in the environment that we're in right now.”

TRAINING FOR IN-DEMAND SKILLS + OCCUPATIONS

- **Working closely with employers to help employees build upon their lack of requisite skills.**
“We're working with one employer in Oxford County, and they said flat out that they used to be able to hire semi-skilled workers, and now that pool of workers is just not there. So, they're saying – and it's their term, not ours, they're saying that they are unskilled but now recognizing that as long as these individuals can come and perform a part of the job requirements then they're looking at how we can work with them in other ways to build the skills that these employees are missing.”
- **Working with programs building upon communication, soft skills, digital literacy etc. to enhance productivity and retention.**
“We have the opportunity right now to be working with four employers across the London Economic Region on skills development of a more foundational nature. Our ministry takes a kick at the workplace literacy can every 10 years or so; they're in it again now and I've never seen such- I won't say uptake because employers are so busy and it's hard to get their time and attention. But for those who have bought in, it's been a pretty exciting journey. From the range of things that they're expressing in terms of needs and how we're working to match those needs with our local programs, to support what it is that employers are looking for. Everything from communication to soft skills to digital literacy, and again the whole idea is that they're looking to keep the people that they have. By providing them with this level of training, they're hoping that it's going to enhance not just productivity, but also retention.”
- **Upskill and position for the future of labour markets to be more responsive to the needs of employers.**
“I think there is an opportunity, even playing on one of the challenges that the labour shortage is encouraging service providers and employers to look at non-participatory pools of labour, multi-barrier, all those kinds of things. We have an opportunity to engage with those populations, upskill those populations and position our future labour market to be far more responsive to the needs of employers.”

STRUCTURAL - LOBBYING FOR LOCAL NEEDS

- **Aggregating is needed in the counties to make up a larger voice to respond to the local needs of the labour market.**
“Many opportunities are in this conversation about how we can influence from a local point of view, who’s coming into Canada and how much they have to respond to the local needs of the labour markets, or how can we aggregate whatever is needed in our county with other counties and become a larger voice.”

STRUCTURAL - DEVELOP BEST PRACTICES, SUCCESS, ETC.

- **Documenting employers’ success stories on integrating certain populations into their workforce - to then develop better practices.**
- **Documenting what’s being learned along the way and how these lessons can be developed more systematically.**
“I’m curious about the lessons learned. As providers people are often so busy doing that, thinking about what's being learned along the way and how maybe it could be developed more systemically.”

STRUCTURAL - EXPAND OPPORTUNITIES FOR NEWCOMERS

- **How can we recognize newcomers with practical skills but no paper qualifications in Canada to show for their experience? (Perhaps there’s no recognition of equivalency to acknowledge their experience or skills here in Canada.)**
“There seems to still be a gap between the skills acknowledgement and or education acknowledgement of immigrants coming to us. So quite often we'll see applicants that have immigrated here and maybe have a bachelor's degree. The one example I can think of – is a qualified tool and die maker from the country that they immigrated from, but there's no recognition or equivalency for them to have that acknowledged either school or education or work experience here in Canada or Ontario, and certainly Oxford County. I think it's certainly we're going to have to rely on immigration a lot in the future to meet our employers' needs for employment. And I think there's an opportunity there. It feels like there's an opportunity there. If we could get some recognition for schooling equivalency, even skills equivalency.”

- **Skills newcomers bring into the country must be capitalized on to help economic development. How newcomers get the accreditation and qualification to be hireable for the job that they very well can do.**

“These people probably have the credentials, they have the talent, they could do the job, but our process for accrediting them is like the Titanic, it just doesn't turn fast enough to reflect what's going on. And I'll raise that with IRCC because they've set a target of at least half a million newcomers every year for the foreseeable future. And we're not in a position where we can have newcomer doctors driving cabs. We need to be able to move people, capitalize on the skills that they're bringing into our country and help our economic development by getting them engaged and using those skills.”

Appendix 2

Table 8. Participants to the Community Conversations sessions run in October-November 2022

Elgin Community Conversations	October 26, 2022
Rebecca Byers	Elgin Business Resource Centre
Petrusia Hontar	St. Thomas Elgin Local Immigration Partnership (STELiP)
Delany Leitch	Elgin County
Shelley Harris	YWCA St. Thomas - Elgin
Jackie Van Ryswyk	Employment Services Elgin
Jodi Annett-Kish	Employment Services Elgin
Mark Durbridge	Employment Services Elgin
Marie Forcier	Employment Services Elgin
Carolyn Krahn	Elgin County
Doug Butler	Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB)
John Griffiths	Fanshawe College – St. Thomas Campus
Ann Marie Somerville	
Angelique Guerard	Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB)

Middlesex Community Conversations	November 3, 2022
Todd Copeland	Community Futures Middlesex
Frances Shamley	Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB)
Robin Armistead	City of London
Jack Smit	City of London
Kathryn Tull	LEADS
Shirley Glover	City of London
Francine Antonucci	Pathways Employment Help Centre
Emilian Siman	Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB)

Oxford Community Consultations	November 9, 2022
Julie Matheson	Community Employment Services Oxford
Jeff Surridge	Community Employment Services (CES) Oxford
Kimberly Earls	South Central Ontario Region Economic Development (SCOR EDC)
Alida Grohs	South Central Ontario Region Economic Development (SCOR EDC)
Laura Gibson	Ministry of Labour Immigration Training and Skills Development (MLITSD)
Mike Van Meer	Toyota-Boshoku Woodstock
Natalie Surridge	Community Employment Services (CES) Oxford
Ute Schram	Titan Trailers
Randi-Lee Bain	Multiservice Centre Tillsonburg
Bashir Adeyemo	Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB)