

2012

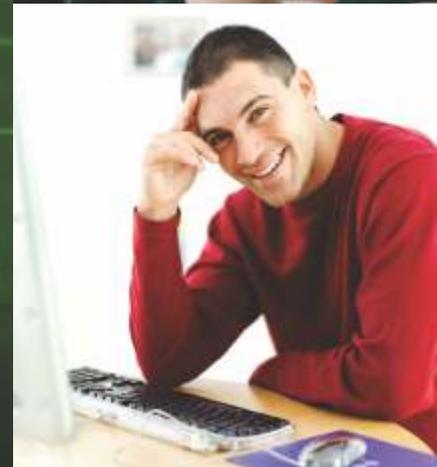
# Local Labour Market Plan



Elgin Middlesex Oxford Economic Region



Elgin Middlesex Oxford  
Workforce Planning and  
Development Board





## Acknowledgments

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

**“The Elgin Middlesex Oxford Workforce Planning and Development Board continually seeks to enhance the labour market planning process in our community....”**

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

The organization is governed by a total of 17 directors drawn from business, labour, education & training sectors along with directors who represent persons with disabilities, visible minorities, and the Francophone community. As well, there are currently one municipal, two provincial government representatives and one federal government representative providing advice to the Board.

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

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

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**Content reviewers:** Liz Robinson, Paul Knafelc, Chad Callander, Jane Kempe, Martin Withenshaw and the Board of Directors of the EMO Workforce Planning and Development Board

**Report written by:** Debra Mountenay and Frank Buzanis © February 2012

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## Introduction

Each year, the EMO Workforce Planning and Development Board, with input from local labour market partners, produces a report based on statistical data identifying issues in the local community. The report includes a snapshot of the local labour market challenges. This is followed by a prioritized plan for community action in response to issues raised by employers. This year the plan identifies new actions to continue to address the challenges brought forward in the 2011 plan.

**“The Local Labour Market Plan is an initiative that ultimately serves to help communities make informed decisions in response to... economic realities.”**

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

- Total employment and sector employment
- Employment in SMEs
- Total number of employers
- Industrial structure of employers
- Population dynamics
- Migration
- Occupational data
- Education levels
- Labour market adjustment data for Ontario

This analysis coupled with local knowledge identified the labour market challenges that became the focus for this study. Factors such as the importance to the local economy, the level of employment, and the potential for growth or decline of the SMEs in the industry were key in selecting the private sectors that would be studied. Work with these sectors will continue as the actions contained in this report move forward over the next 1-2 years.

The Local Labour Market Plan is an initiative that ultimately serves to help communities throughout this area make informed decisions in response to ever evolving economic realities. It is the sum total of inputs from multiple sources of reliable information — baseline data from Statistics Canada, secondary analysis from reputable think tanks such as the Conference Board of Canada, as well as direct feedback from leaders of the actions identified in the 2011 Local Labour Market Plan. The 2012 Local Labour Market Plan builds on the successes of 2011 to continue the momentum.

The level of collaboration and cooperation within the Elgin Middlesex Oxford Economic Region has increased substantially in 2011. From partnerships in one county sharing proposals with partnerships in another county to allow



**“...there has been increased recognition of the importance of collaboration on workforce issues.”**

them to move faster on local workforce issues, to the sharing of information and the creation of cross-municipality partnerships, there has been increased recognition of the importance of collaboration on workforce issues. This has created the opportunity for more systems level thinking to take place in the local economic region. Not only are some of the actions highlighted in this plan larger in scope, they also have the potential to create a change in how we work together to address workforce issues.

Common themes from the local workforce strategies based on the directions of the economic development offices in the Elgin Middlesex Oxford Economic Region include:

- Collaboration – both on labour market information and on workforce planning
- Attracting and retaining talent – youth, new Canadians, aboriginals, persons with disabilities
- Providing information on career pathways and attracting talent
- Supporting entrepreneurs and small business as they become employers
- Developing Employability Skills and Essential Skills in job seekers



## Labour Market Overview

### The Numbers

The job numbers looked promising at the end of 2010 and into the very beginning of 2011 for the Elgin Middlesex Oxford Economic Region (ER 3560); but external events sharply reversed this momentum in the second and third quarters of last year and dragged unemployment numbers back to record highs (the London CMA at one point having the highest rate of all the CMAs in the country). Yet, taken as a whole, 2011 revealed some positive trends.

Statistics Canada's Labour Force Survey numbers (seasonally unadjusted) showed positive employment growth for the region in the goods-producing sector for the first time in years. Granted, the 4.3% increase over 2011 was largely driven by a construction sector that employed 26.5% more workers as employment in agriculture and manufacturing declined for another year at -8.4% and -2.1% respectively. Despite the losses in the middle months of 2011, the numbers show that agriculture and manufacturing have had some positive growth since 2009 and 2010 respectively (table 1, page 8). Whether this momentum can be sustained in 2012, however, will still greatly depend on the strength of the American economic recovery, which itself is showing some positive trends in its labour market.

**"...taken as a whole, 2011 revealed some positive trends."**

In the Elgin Middlesex Oxford Economic Region, the percentage growth of number of employers between 2008 and July 2011 was highest in Elgin County where businesses with up to 9 employees had substantial growth. (Appendix 4)

Figures 1 and 2 on the following page provide employment trends for all three counties between January 2001 and November 2011. Both figures confirm the profound impact the downturn has had on the region — most notably in Elgin and Oxford counties — but they also bear out the steady increase in employment levels over the last two years. Figure 1, in particular, highlights the fact that there was an overall increase in employment levels over the last decade for the region. Figure 2 reveals a more concerning picture, however. The extraordinarily high and volatile levels of unemployment in Elgin and Oxford counties, especially in Elgin County, over the last decade clearly show that there are, to put it simply, long-term challenges ahead for the region.

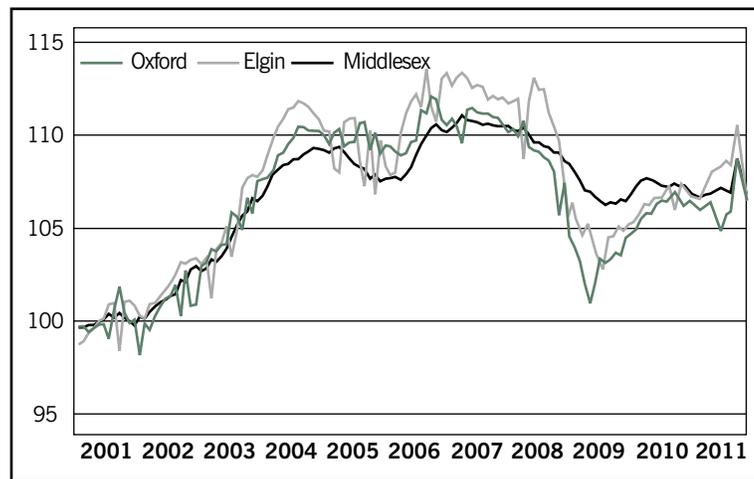
Table 1 (page 8) helps us understand more precisely where the employment gains and losses have been made in our economic region. It is clear that over the last five years the goods-producing sector has been hard hit for employment losses, with manufacturing and agriculture leading the way in



# Local Labour Market Status & Significant Changes

cutbacks. But, as noted above, we can also see movement back towards recovery in the two sectors — over the last two years in agriculture and over the last year in manufacturing. The services-producing sector had made employment gains over the same period, but there have certainly been sharp ups and downs between the years. Professional as well as financial, insurance, and real estate services stand out as sub-sectors with double-digit growth in employment. Most of the gains here no doubt were the result of a Canadian banking system uniquely strong in its ability to support growth in investments and real estate during one of the worst recessions in history.

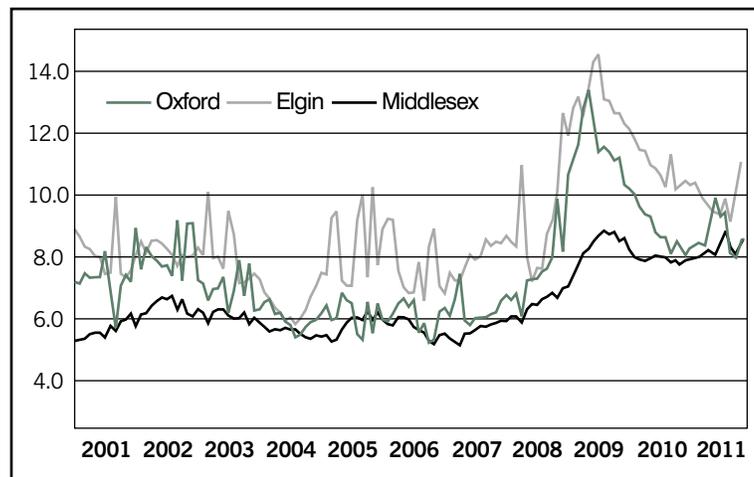
**Figure 1:  
Employment  
Indexes  
(2001 = 100)**



Monthly,  
Seasonally  
Adjusted  
January 2001  
to November  
2011  
Estimated by the  
Centre for Spatial  
Economics

Source: Statistics Canada Labour Force Survey, presented by The Centre for Spatial Economics; Elgin Middlesex Oxford Workforce Planning and Development Board

**Figure 2:  
Unemployment  
Rate  
(Percent)**



Monthly,  
Seasonally  
Adjusted  
January 2001  
to November  
2011  
Estimated by the  
Centre for Spatial  
Economics

Source: Statistics Canada Labour Force Survey, presented by The Centre for Spatial Economics; Elgin Middlesex Oxford Workforce Planning and Development Board



# Local Labour Market Status & Significant Changes

**Table 1:  
Year over Year  
Employment  
in the Elgin,  
Middlesex, Oxford  
Economic Region**

Elgin, Middlesex and Oxford Economic Region (ER 3560)	(Numbers in thousands)						Percent Change 2006- 2011
	2006	2007	2008	2009	2010	2011	
<b>Total Employment</b>	333.5	337.0	333.2	320.8	324.8	324.8	-2.6%
<b>Goods Producing Sector</b>	96.3	89.6	85.3	77.9	77.3	79.1	-17.9%
Agriculture	12.5	11.1	8.2	8.7	10.5	10.4	-16.8%
Forestry, Fishing, Mining, Quarrying, Oil & Gas	x	x	x	x	x	x	x
Utilities	2.2	2.1	1.9	2.6	1.6	x	x
Construction	18.6	21.3	21.9	20.9	21.1	20.8	11.8%
Manufacturing	62.5	54.6	52.9	45.1	43.3	45.6	-27.0%
<b>Services Producing Sector</b>	237.1	247.4	247.9	242.9	247.5	245.7	3.6%
Trades	48.4	53.1	48.4	49.0	47.2	47.9	-1.0%
Transportation & Warehousing	13.3	16.6	16.6	14.8	14.8	15.2	14.3%
Finance, Insurance, Real Estate and Leasing	21.1	21.4	23.9	23.2	23.4	23.3	10.4%
Professional, Scientific and Technical Services	16.0	15.9	15.6	16.5	16.0	17.6	10.0%
Business, Building & Support Services	15.4	14.8	14.8	13.5	16.8	13.7	-11.0%
Educational Services	27.5	25.0	26.8	24.0	28.5	27.5	0.0%
Health Care & Social Assistance	41.3	41.5	43.7	45.1	45.1	45.2	9.4%
Information, Culture & Recreation	12.8	14.2	14.0	11.7	12.1	12.4	-3.1%
Accommodation & Food Services	18.6	21.4	21.7	19.7	20.4	17.6	-5.4%
Other Services	13.6	13.5	12.9	13.8	13.4	16.1	18.4%
Public Administration	9.2	10.1	9.5	11.7	9.7	9.3	1.1%

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

**Note:** x represents numbers under 1500 and are suppressed to meet the confidentiality requirements of the Statistics Act.

## The Challenges

Four historic trends are forcing communities all over, big and small, to think very differently about economic growth. One, globalization is expanding more than ever, as digital technology, emerging markets, and fewer trade and financial barriers continue to provide opportunities for wealth creation abroad. Two, the incredible advancements in technology are without question ushering in a new technological age, as demand for knowledge-intensive human capital grows daily in virtually all sectors of the economy. Three, the world population is growing older and living longer, a demographic shift that not only threatens future economic growth with labour and skill shortages, but also presents future workers with the sobering challenge of creating enough wealth to maintain a high standard of living for both themselves and seniors. Lastly, because the demand for energy is projected to increase exponentially over the 21st century, and because the environmental movement is showing no sign of ever weakening, the need to develop cleaner and cheaper energy sources and uses will be a pressing concern in the years to come.



## Local Labour Market Status & Significant Changes

The first and foremost challenge for the Elgin Middlesex Oxford Economic Region is to acknowledge that these major global trends are changing our local economy and labour market in irreversible ways, and no sector has embodied this reality more than the manufacturing sector.

**“...the need to develop cleaner and cheaper energy sources and uses will be a pressing concern in the years to come.”**

The extraordinary impact of the recent economic downturn has obscured the fact that manufacturing has been going through structural changes for some time now. Plant closures, downsizing, and job losses have been happening every year over the last two decades. The recent recession and the two before it only heightened the underlying effects of these emerging global trends. But manufacturing has a long history in our region of reinventing itself during periods of change, which is why, contrary to popular perception, it is wrong to think it is a dying sector. Moreover, a healthy modern economy, at its foundation, must be able to produce goods. Manufacturing will therefore have to continue on in our region, but it will have to continue on in a different way. The major global trends noted above will force the sector to become more and more dependent on advanced technology to achieve the economies of scale and levels of productivity necessary to be competitive. That will mean fewer, but better trained and educated workers.

But the challenge of producing more products with less human capital gives immediate rise to another serious challenge. Population growth and increased urbanization are placing ever greater pressure on communities to find ways to return displaced workers back into employment. Over time there can be some relief here, however, with the aging of the population. As boomers begin entering their golden years over the next two decades, many businesses and experts predict shortfalls in the labour supply and the Elgin Middlesex Oxford Economic Region is no exception. Wherever technology cannot fill the gaps, there should be increased employment opportunities for the people who have developed their skills, especially those who have traditionally been marginalized (i.e. youth, immigrants, women, aboriginals, and the disabled). Employee retention will become key for employers who value their highly trained workforce. One thing is certain, there is no question that most future employment opportunities will require post-secondary and post-graduate levels of education.

The bottom line is that all these major trends are collectively producing pressure on economies everywhere to find innovative ways to add value to goods and services in certain key sectors. This explains the breakneck speed at which technology and the demand for expertise in its use in the labour market are advancing. The future labour force for the Elgin Middlesex Oxford Economic Region will have to be highly skilled and educated.

Overview and  
Update of the  
Local Labour  
Market Indicators



**Industry Profiles**



## Profile: Agriculture

**Overview** Agriculture is a highly concentrated industry in our region, with some 22,000 farms making use of ideal farming conditions for both animal and crop production. The sector is still relatively strong and certainly vital to the general economic well-being of all three counties. However, as is the case in the manufacturing sector in our region, agriculture is experiencing global and demographic pressures that are threatening its future health.

An independent study of crop and animal production in the South Central Ontario Region (the Counties of Brant, Norfolk, Oxford, Elgin and Middlesex) was conducted in partnership between the Workforce Planning Board of Grand Erie and the Elgin Middlesex Oxford Workforce Planning and Development Board. Baseline data and anecdotal evidence have produced in this study the following strengths, challenges, and recommendations:

**Strengths**

- The region enjoys ideal farming conditions.
- The industry has access to advanced technology, techniques, research and education.
- There are still plenty of experienced people in the industry to ensure continued viability over the next several decades.
- Government support — by way of subsidies, capital, education, research and training investments, as well as maintaining quality and safety standards — helps the industry remain globally competitive.

**Challenges**

- The uncertainty and lack of profitability created by a highly competitive and rapidly changing global economy is an overriding concern.
- Many farmers must continually learn new skills and update their knowledge; some farmers have trouble finding workers with the right skills to do the job, and retaining those highly skilled workers is a major challenge as well.
- Statistics Canada data show an aging labour market for the industry in our region: there are fewer people entering the farming profession; a significant number of farmers are noting that they have no one to succeed them; fewer young people are graduating with university level expertise in agriculture, which has become a growing demand given the increasingly sophisticated and advanced nature of the changes in the industry.
- There are still too many obstacles facing entrants: access to capital, education debt, cost of land and labour, finding skilled farm workers, learning and skills development, and quality of life on farms are major deterrents.

**Recommendations**

- Developing profitable business models and improving awareness of future opportunities in the agricultural sector are critical to attracting new entrants.
- Community needs to promote the sector to the younger generations, removing the negative stereotypes or stigma associated with it.

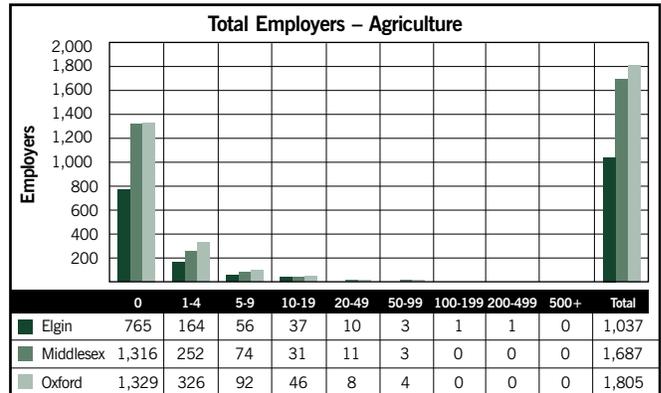


# Profile: Agriculture

- There should be more public and private investment in technology and innovation for the sector; not only will this make the industry more competitive over the long run, it will modernize it and therefore make it more attractive to younger generations.

## Total Employers in Agriculture

This chart is derived from Statistics Canada's June 2011 Canadian Business Patterns measurement of the number of employers in both crop and animal production in the Elgin Middlesex Oxford Economic Region (ER 3560).



Source: Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board

## Change in Total Number of Employers, December 2008 to June 2011

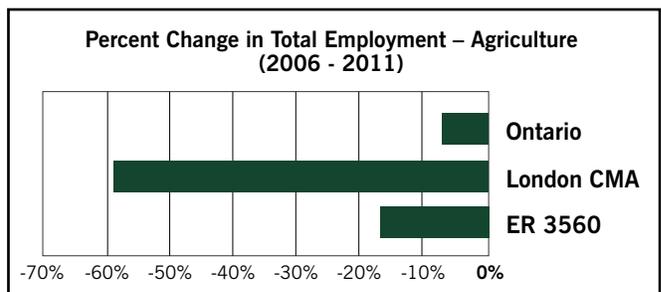
This table highlights both the absolute and percentage change in the total number of employers in the crop and animal production subsectors in our economic region.

Agriculture	Total Employers 2008	Total Employers 2011	Absolute Change	Percent Change
<b>Elgin</b>				
Crop Production	501	575	74	14.8%
Animal Production	449	462	13	2.9%
<b>Middlesex</b>				
Crop Production	665	697	32	4.8%
Animal Production	1,002	990	-12	-1.2%
<b>Oxford</b>				
Crop Production	529	606	77	14.6%
Animal Production	1,167	1,199	32	2.7%

Source: Statistics Canada, June 2011 Canadian Business Patterns, Elgin Middlesex Oxford Workforce Planning and Development Board

## Percentage Change in Employment in Agriculture, 2006-2011

This chart illustrates a comparison between Ontario, the London CMA, and the Elgin Middlesex Oxford Economic Region in percentage change in total employment in both crop and animal production between 2006 and 2011.



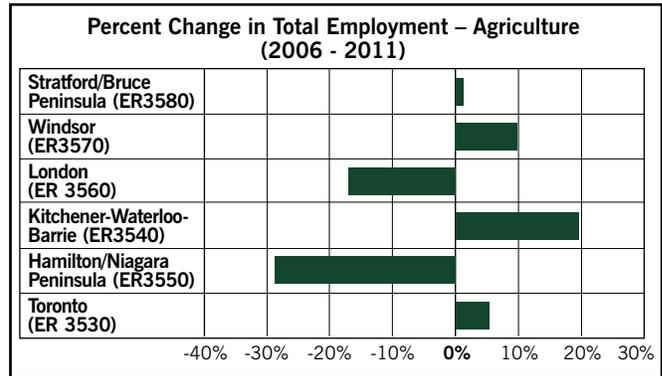
Source: Statistics Canada, Labour Force Survey; Elgin Middlesex Oxford Workforce Planning and Development Board



# Profile: Agriculture

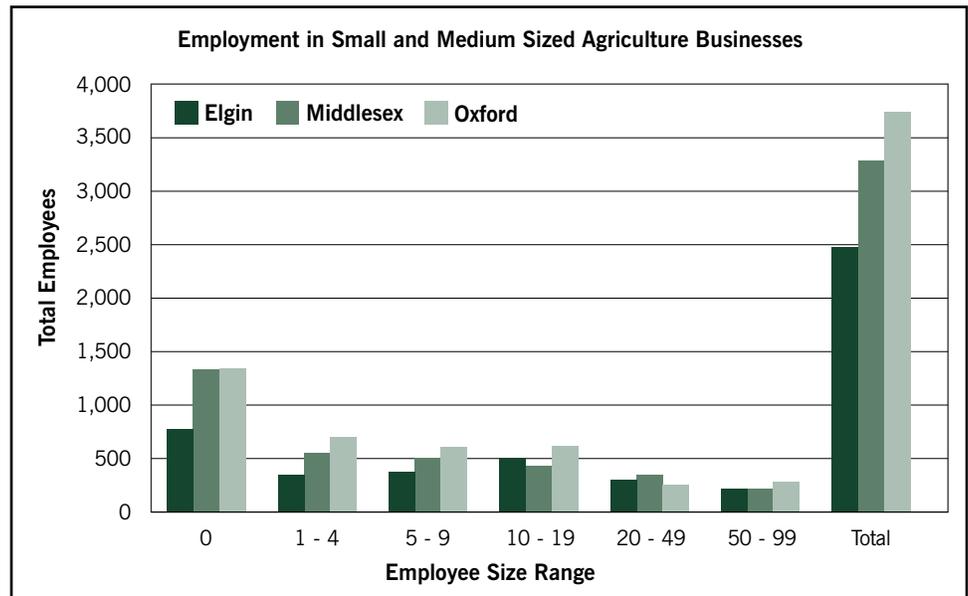
## Percentage Change in Employment in Agriculture, 2006-2011

This chart illustrates a comparison between the Elgin Middlesex Oxford Economic Region and the economic regions that immediately surround it in percentage change in total employment in both crop and animal production between 2006 and 2011.



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

## Employment in Small and Medium Sized Businesses in Agriculture



Source: Derived from Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board

This chart is derived from Statistics Canada’s June 2011 Canadian Business Patterns estimates of the number of people employed in both crop and animal production in the Elgin Middlesex Oxford Economic Region (ER 3560). The numbers are aggregated by employee-size range, a measurement used simply to classify business size. (An employee is defined as an individual for whom the employer submits a payroll remittance to Canada Revenue Agency.)

*Note: Employment numbers can only be estimated for employment numbers accurately within businesses employing anywhere between 0 to 99 employees.*



## Profile: Manufacturing

**Overview** The manufacturing sector still has a strong, highly concentrated presence in the Elgin Middlesex Oxford Economic Region. Indeed, the recent economic downturn has hit the sector hard over the last several years, but it still employs more than 45,000 people, second only to the Trade sector (refer to Table 1, page 8). Manufacturing did enjoy a rebound at the end of 2010 and especially in the beginning of 2011; but unforeseen events, such as the tsunami disaster in Japan — which interrupted supply chains in auto manufacturing in particular — immediately halted and subsequently erased the gains in employment. Global and demographic pressures no doubt continue to bring structural changes to the sector; but again, this reality does not mean that manufacturing is a “dying industry” in our region.

Statistics Canada data as well as individual interviews, group discussions, and surveys with employers in manufacturing have informed the following strengths, challenges, and recommendations:

- Strengths**
- Being situated along the 401 corridor and within radius of several mega-population centres, the region is well situated for growth in production and trade.
  - The industry has access to an advanced technology, innovation, education and training systems and institutions.
  - Manufacturing still provides employment for thousands of people in our region.
  - Despite some significant setbacks, 2011 has shown signs of recovery in the sector.
  - Governments at all levels have shown a commitment to institute policies and measures to encourage growth in the sector.
- Challenges**
- Increasing global competition, the rise of manufacturing bases throughout developing economies, will continue to put pressure on manufacturers in our region to produce quality products more cheaply.
  - Statistics Canada data indicate a declining labour market for this sub-sector in the province as a whole over the last decade: between 2002 and 2007, there were 67.53 jobs created for every 100 jobs lost.
  - Technological changes are forcing employers to look for new skill sets; using ever improving computer software programs for designing was noted as key skill set of the future.
  - Slow growth over the last decade has meant entry into the industry is difficult and mobility is low; wage increases have been disproportionately low in comparison to other industry sectors.
  - The sector has grown far less attractive to younger generations, not to mention those who have lost employment due to the closure of a manufacturing facility and are looking for job security.



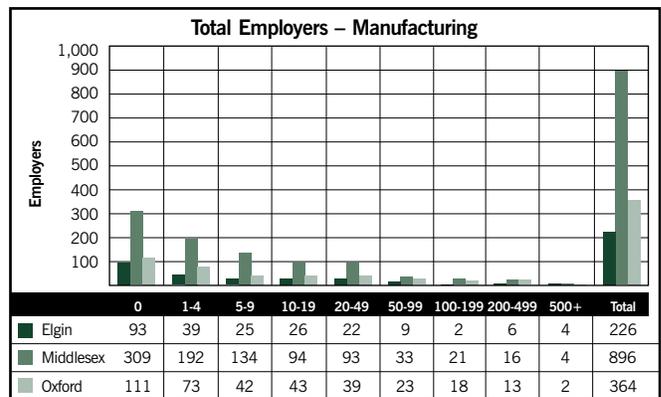
# Profile: Manufacturing

## Recommendations

- Work towards eliminating the negative stereotypes and the stigma associated with the manufacturing sector: young, smart, and motivated people are needed to compete globally; involve people from the industry in awareness campaigns and community action plans.
- More innovative thinking is needed: keeping on top of technology, pushing for even greater advancements, and ensuring that skilled workers are in line with these advancements.
- An internet job-connect service for the sector would be beneficial.
- Ways to improve soft skills (most notably, communication and interpersonal skills) and work habits in the younger generations would also be beneficial.

## Total Employers in Manufacturing

This chart is derived from Statistics Canada's June 2011 Canadian Business Patterns measurement of the number of employers in manufacturing in the Elgin Middlesex Oxford Economic Region (ER 3560).



Source: Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board

## Change in Total Number of Employers, December 2008 to June 2011

This table highlights both the absolute and percentage change in the total number of employers in manufacturing in our economic region between 2008 and 2011.

Manufacturing	Total Employers 2008	Total Employers 2011	Absolute Change	Percent Change
Elgin	229	226	-3	-1.3%
Middlesex	967	896	-71	-7.3%
Oxford	394	364	-30	-7.6%

Source: Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board

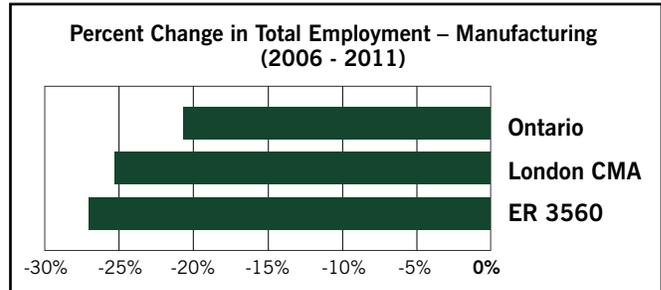
Since July 2011, the Ford Talbotville Assembly Plant and the Lear Corp. Canada Ltd. plant both closed in September (Elgin County) and the Electro Motive Diesel plant (London/Middlesex) was closed in February following an employee lockout.



# Profile: Manufacturing

## Percentage Change in Employment in Manufacturing, 2006-2011

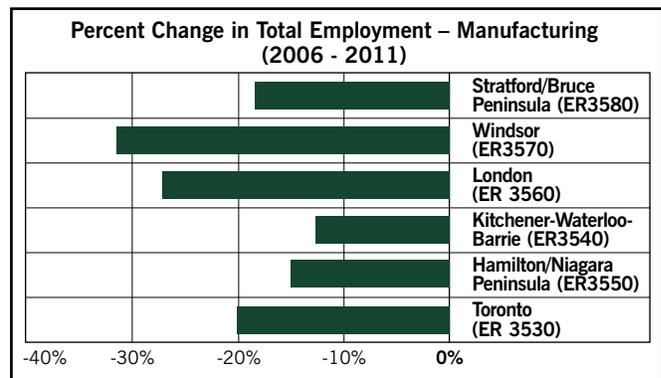
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Source: Statistics Canada, Labour Force Survey; Elgin Middlesex Oxford Workforce Planning and Development Board

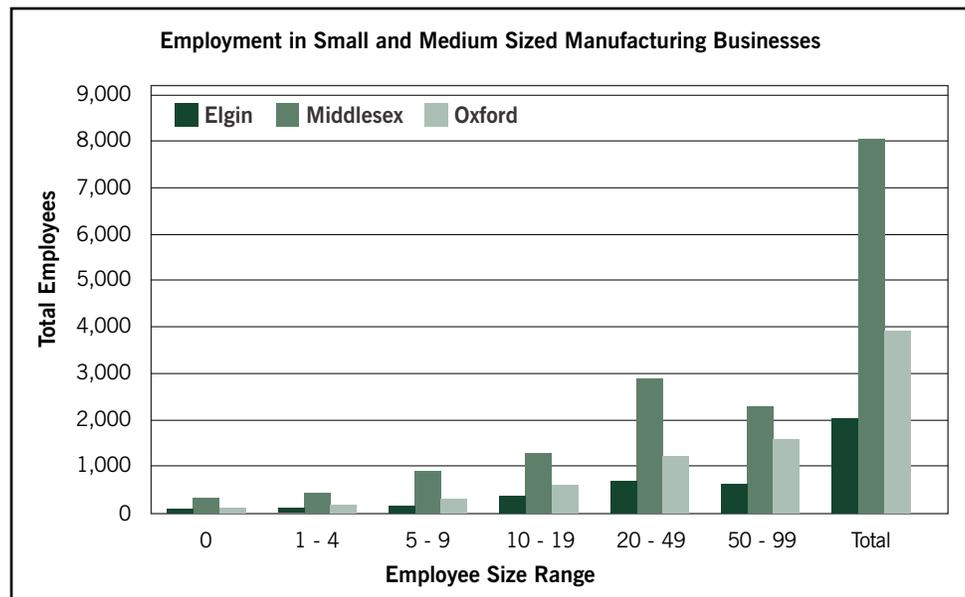
## Percentage Change in Employment in Manufacturing 2006-2011

This chart illustrates a comparison between the Elgin Middlesex Oxford Economic Region and the economic regions that immediately surround it in percentage change in total employment in manufacturing between 2006 and 2011.



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

## Employment in Small and Medium Sized Businesses in Manufacturing



Source: Derived from Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board

This chart is derived from Statistics Canada's June 2011 Canadian Business Patterns estimates of the number of people employed in manufacturing in the Elgin Middlesex Oxford Economic Region (ER 3560).



## Profile: Construction & Specialty Trades

**Overview** Thanks largely to historically low levels of inflation and interest, construction and specialty trades have enjoyed robust growth in our economic region over the last decade. These two factors also explain why the recent economic downturn had much less of an impact on this primary sector and why there was a strong rebound in 2011. Government stimulus also had a significant role and will more than likely continue to have one as governments recognize that investment towards modernizing infrastructure, homes and buildings will be critical if their societies are to be economically competitive in the 21st century.

Statistics Canada data as well as individual interviews, group discussions, and surveys with employers in construction and specialty trades have informed the following strengths, challenges, and recommendations:

**Strengths**

- Provincial barriers are being removed to allow for greater labour mobility.
- Retention is generally not a problem.
- There is access to quality education and training.
- Fair competition exists between established businesses: operating costs are generally level.
- Green technology and the growing demand for energy saving fixtures are creating more work.
- Government at all levels can be depended on to provide investment and incentives for growth in this industry.

**Challenges**

- The labour force is aging in this sector: not enough quality young people are entering the trades; there is an urgent need to attract talented and hardworking people over the next ten to twenty years.
- There was a consensus among employers that some of the workers entering the trades are lacking in ambition, maturity, and a general pride in work; and too often, low-skilled, migrant workers are depended upon when business is booming.
- Employers also noted that some key soft skills were often missing: communication, basic writing, time-management, interpersonal, and especially customer service skills.
- The length of time and ratios required for journey persons to apprentices can be a challenge for some employers, particularly smaller contractors.

**Recommendations**

- A strong awareness campaign is needed to remove the negative stereotypes surrounding this industry sector: get high schools “in tune” with the growing need for trades people; convince young people and their parents that not everyone has to go to university to have a rewarding career; one employer suggested starting this process with elementary school kids.



## Profile: Construction & Specialty Trades

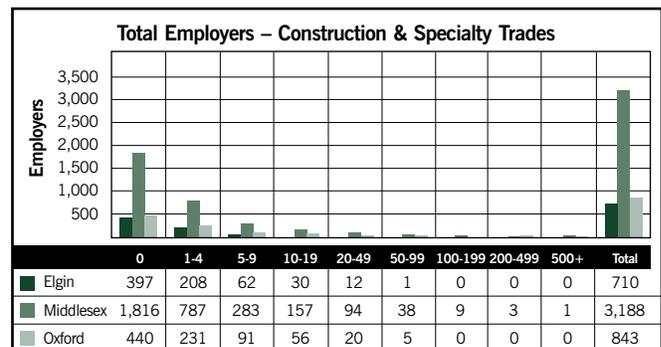
- Refocus funding for training initiatives in a way that credits individuals who have done their homework and are pursuing employment in a sector that has opportunities.
- There should be greater cooperation between the trade certification programs and industry in general.
- There should be a reduction of ratios in apprenticeship programs and an increase in assistance to co-op programs at the high school levels.\*
- Technical programs should reinstate “core teaching” and expand into more specialized areas.\*\*
- Community should establish an internet job posting service to link quality trades people with employment opportunities.

\* **WPDB note:** According to the College of Trades, “There are 157 apprenticeable trades in this province that are neatly categorized in four sectors – Construction, Industrial, Motive Power and Service... Only 34 of those 157 trades have apprentice to journeyman ratios ...currently 29 of those trades actually start at a 1:1 ratio... when the ratios are reviewed beginning in 2012, all 34 of these trades will be evaluated by an objective review panel against a process and criteria arrived at during public consultations more than a year ago. The process calls for, and will directly involve those very people who have an interest in such ratios. This process is both robust and transparent, and made by the trades, for the trades.”

\*\* **WPDB Note:** Local high schools have established Specialist High Skills Majors programs to provide more specialized training in a variety of sectors.

### Total Employers in Construction & Specialty Trades

This chart is derived from Statistics Canada’s June 2011 Canadian Business Patterns measurement of the number of employers in construction and specialty trades in the Elgin Middlesex Oxford Economic Region (ER 3560).



Source: Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board

### Change in Total Number of Employers, December 2008 to June 2011

This table highlights both the absolute and percentage change in the total number of employers in construction and specialty trades in our economic region between 2008 and 2011.

Construction & Specialty Trade Contractors	Total Employers 2008	Total Employers 2011	Absolute Change	Percent Change
Elgin	612	710	98	16.0%
Middlesex	3,132	3,188	56	1.8%
Oxford	805	843	38	4.7%

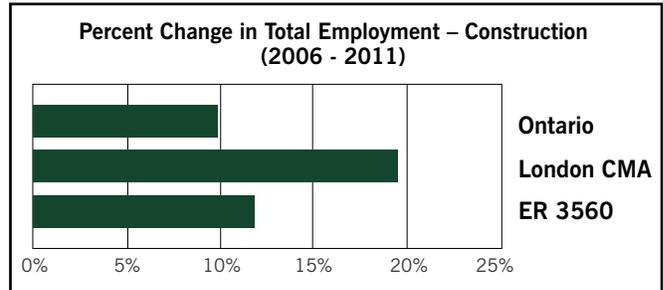
Source: Statistics Canada, June 2011 Canadian Business Patterns, Elgin Middlesex Oxford Workforce Planning and Development Board



# Profile: Construction & Specialty Trades

## Percentage Change in Employment in Construction, & Specialty Trades, 2006-2011

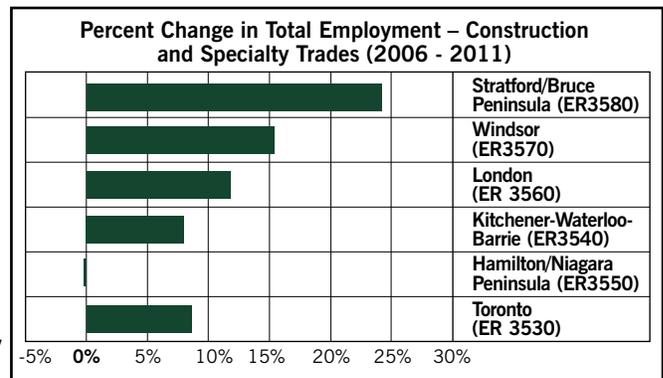
This chart illustrates a comparison between Ontario, the London CMA, and the Elgin Middlesex Oxford Economic Region in percentage change in total employment in construction and specialty trades between 2006 and 2011.



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

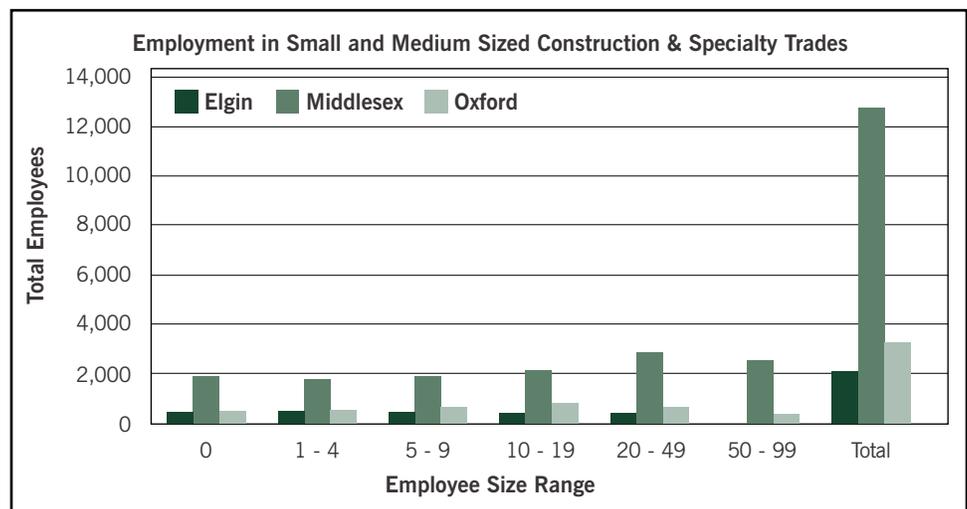
## Percentage Change in Employment in Construction & Specialty Trades, 2006-2011

This chart illustrates a comparison between the Elgin Middlesex Oxford Economic Region and the economic regions that immediately surround it in percentage change in total employment in construction & specialty trades between 2006 and 2011.



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

## Employment in Small and Medium Sized Businesses in Construction & Specialty Trades, 2006-2011



Source: Derived from Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board

This chart is derived from Statistics Canada's June 2011 Canadian Business Patterns estimates of the number of people employed in construction and specialty trades in the Elgin Middlesex Oxford Economic Region (ER 3560).



## Profile: Professional, Scientific & Technical Services

### Overview

The Professional, Scientific and Technical Services sector is showing a healthy level of growth in the Elgin Middlesex Oxford Economic Region, experiencing double-digit growth in employment between 2006 and 2011 (refer back to Table 1, page 8). Still, this impressive growth in employment, especially in a time of economic weakness, has not come close to matching that of the provincial average, nor those rates of several other surrounding economic regions (see Percentage Change in Employment charts on page 23). As the knowledge economy becomes more and more central to the creation of wealth for developed economies, it is clear that this sector will need to be even more competitive for our economic region.

Statistics Canada data as well as individual interviews, group discussions, and surveys with employers in this sector have informed the following strengths, challenges, and recommendations:

### Strengths

- The growth potential is very strong: the Centre for Spatial Economics has projected 169,000 new jobs in Ontario in this sub-sector by 2020 – that is a 34% expansion.
- Demand is consistently high for the expertise offered in this sector: evidence does reveal a strong resilience to business cycles.
- The aging labour force in this sector provides an opportunity for more young people to pursue financially and intellectually rewarding careers.
- Some occupations in this sector are supported by well-organized, well-funded, and therefore very influential associations to advocate for their respective interests.
- These associations also do very well in delivering first-rate training (both privately and through the post-secondary system), standardizing practices, and in regulating themselves.

### Challenges

- The smaller employers have difficulty competing with larger firms and corporations for quality employees: greater opportunities for career advancement and financial reward is a very strong incentive to people in this sector; competing with the GTA is very much a challenge; thus, a real challenge keeping the talented and ambitious 25-45 year old age group here in our region.
- It is also a challenge to find people with the soft skills that are absolutely essential for this sector: communication, interpersonal, and relationship building skills were most often noted by employers as lacking; different work habits among the younger generations were also noted.
- There is a growing need to be focussed: occupations are becoming more and more specialized in this sector; there is a constant need to build upon knowledge; people entering this subsector should be prepared to be life-long learners.



## Profile: Professional, Scientific & Technical Services

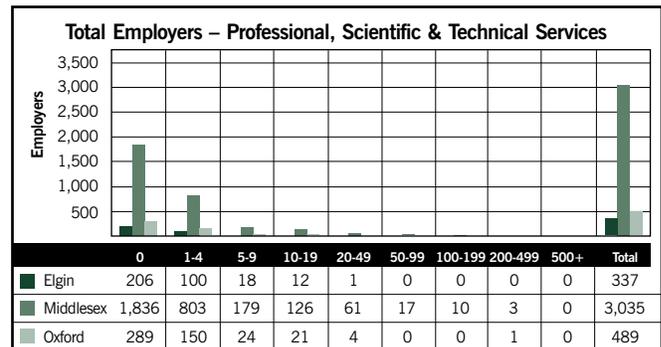
- Competition for clients is strong in our region alone: although all three counties are below the provincial average in the concentration level of employers in this sector, there is still a high enough concentration to create a significantly competitive environment throughout the region.
- The aging labour force is the biggest challenge, most notably in the professional fields: employers characterized this reality as a serious concern; some of them have put together or are in the process of putting together a succession plan to deal with the issue.

### Recommendations

- Education system needs to improve literacy and communication skills.
- Interpersonal, teamwork, and relationship building skills in the younger generations needs to be developed.
- The community has to do a better job at keeping the talented 25-44 year olds employed in our region.
- Respective associations need to continue to do a great job advancing their own interests: Professional organizations in this sector appear to be successfully taking care of their own.

### Total Employers in Professional, Scientific & Technical Services

This chart is derived from Statistics Canada's June 2011 Canadian Business Patterns measurement of the number of employers in professional, scientific and technical services in the Elgin Middlesex Oxford Economic Region (ER 3560).



Source: Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board

### Change in Total Number of Employers, December 2008 to June 2011

This table highlights both the absolute and percentage change in the total number of employers in professional, scientific and technical services in our economic region between 2008 and 2011.

Professional, Scientific & Technical Services	Total Employers 2008	Total Employers 2011	Absolute Change	Percent Change
Elgin	314	337	23	7.3%
Middlesex	3,081	3,035	-46	-1.5%
Oxford	455	489	34	7.5%

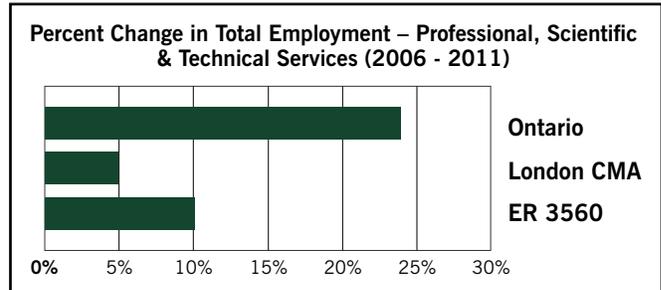
Source: Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board



# Profile: Professional, Scientific & Technical Services

## Percentage Change in Employment in Professional, Scientific & Technical Services, 2006-2011

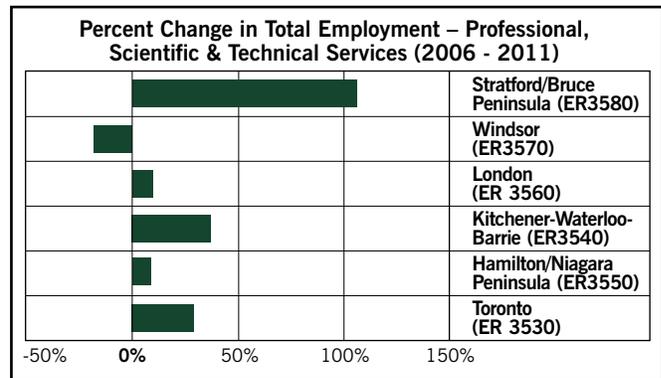
This chart illustrates a comparison between Ontario, the London CMA, and the Elgin Middlesex Oxford Economic Region in percentage change in total employment in professional, scientific & technical services between 2006 and 2011.



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

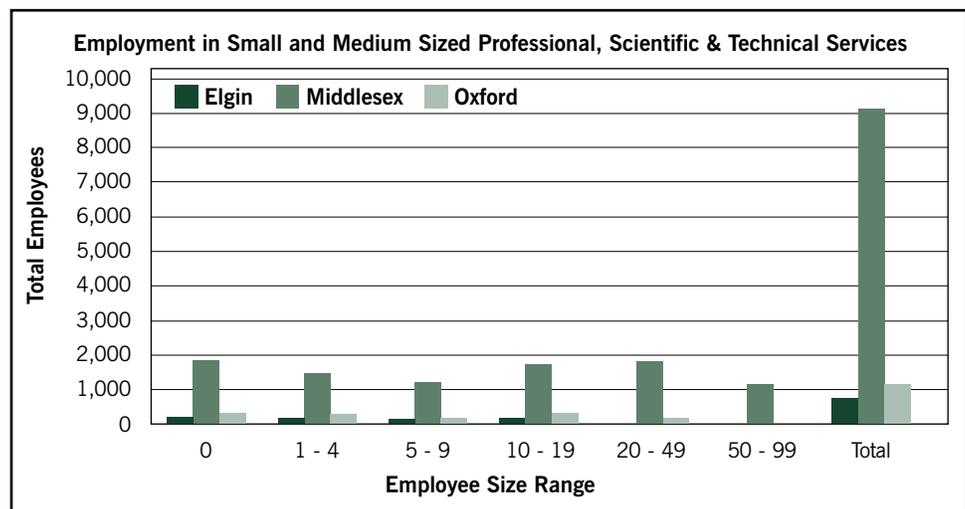
## Percentage Change in Employment in Professional, Scientific & Technical Services, 2006-2011

This chart illustrates a comparison between the Elgin Middlesex Oxford Economic Region and the economic regions that immediately surround it in percentage change in total employment in professional, scientific & technical services between 2006 and 2011.



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

## Employment in Small and Medium Sized Businesses in Professional, Scientific & Technical Services, 2006-2011



Source: Derived from Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board

This chart is derived from Statistics Canada's June 2011 Canadian Business Patterns estimates of the number of people employed in professional, scientific & technical services in the Elgin Middlesex Oxford Economic Region (ER 3560).



## Profile: Accommodation & Food Services

**Overview** The Accommodation and Food Services sector plays a very important role in the general social and economic well-being of any community. Although last year the sector suffered its lowest employment numbers in five years (refer back to table 1, page 8), it still provides thousands of good jobs for unskilled workers in the region.

Statistics Canada data as well as individual interviews, group discussions, and surveys with employers in accommodation and food services have informed the following strengths, challenges, and recommendations:

### Strengths

- This sector is an equal opportunity employer: it offers plenty of employment opportunities for youth, students (Statistics Canada's 2006 census estimated that 15-24 year olds make up 49.2% of the top 10 occupations by total number employed in this subsector in our region), immigrants (notably visible minorities — 15% of workforce, compared to 10% in all other sectors in the EMO region), women, and older workers (who are predominantly employed in management, cooking, as cashiers, and in light duty cleaning).
- The sector consistently has a large pool of people to employ.
- It provides a safety net for those struggling to find gainful employment.
- There is a good local education system to access: Fanshawe College and several other institutes offer respected culinary programs.

### Challenges

- A very high turnover rate is one of the biggest challenges: there is a constant need to replace and retrain employees — an informal training system to fill this constant need is a real burden to employers.
- Can be difficult to find good employees: low wages, the physical demands, the stigma and negative stereotypes attached to serving people food, all get in the way of having talented people make it a career choice.
- Finding and keeping quality kitchen people can be difficult: the labour market for kitchen people is extremely competitive.
- Finding mature, experienced, and talented managers is becoming increasingly difficult for employers.
- There are limited industry networks in our region to help promote the viability and growth of this sector: employers tend to operate in isolation of each other.
- There is a significant competition gap between businesses with 20-plus employees and those under 20: it is simply difficult to compete against the financial resources, the skilled corporate management, the standardized training that franchises and chain restaurants provide.
- There is increased regulation, such as certifying people to handle food (just as staff serving alcohol need to be Smart Serve certified).



# Profile: Accommodation & Food Services

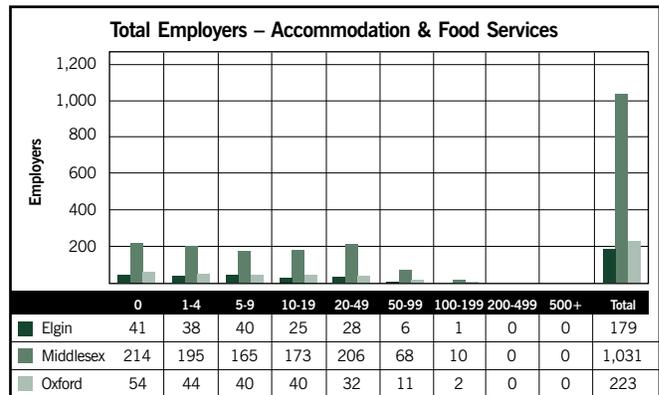
## Recommendations

- There is a need for some form of standardized training for the businesses not big enough to compete against the corporate franchises and chains.\*
- Create community awareness campaigns or measures to remove negative stereotypes and promote the industry as a career choice.
- Provide more formal training for managers and owners on HR issues.
- Provide information to managers and employers on legislation requirements.
- Identify the actual investment and return on investment for training.

\* **WPDB Note:** The London Training Centre has introduced a variety of training programs.

## Total Employers in Accommodation & Food Services

This chart is derived from Statistics Canada's June 2011 Canadian Business Patterns measurement of the number of employers in accommodation and food services in the Elgin Middlesex Oxford Economic Region (ER 3560).



Source: Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board

## Change in Total Number of Employers, December 2008 to June 2011

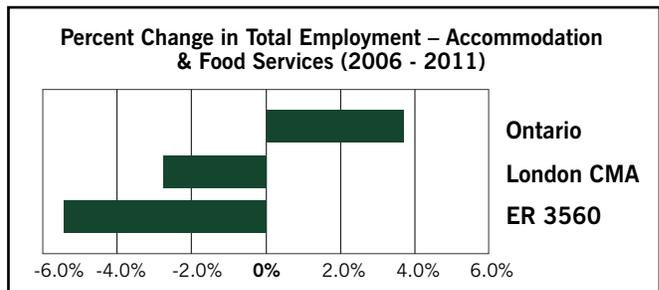
This table highlights both the absolute and percentage change in the total number of employers in accommodation and food services in our economic region between 2008 and 2011.

Accommodation and Food Services	Total Employers 2008	Total Employers 2011	Absolute Change	Percent Change
Elgin	181	179	-2	-1.1%
Middlesex	1,058	1,031	-27	-2.6%
Oxford	227	223	-4	-1.8%

Source: Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board

## Percentage Change in Employment in Accommodation & Food Services, 2006-2011

This chart illustrates a comparison between Ontario, the London CMA, and the Elgin Middlesex Oxford Economic Region in percentage change in total employment in accommodation and food services between 2006 and 2011.



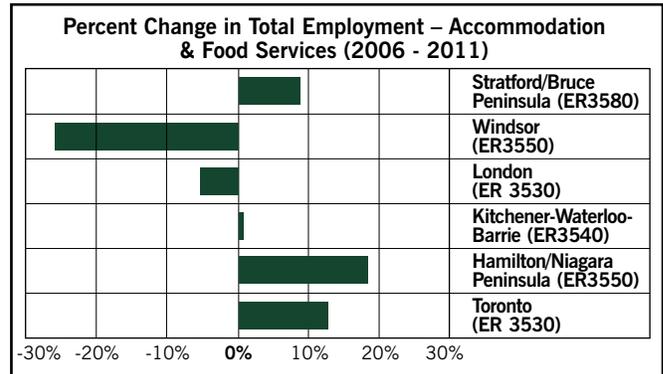
Source: Statistics Canada, Labour Force Survey; Elgin Middlesex Oxford Workforce Planning and Development Board



## Profile: Accommodation & Food Services

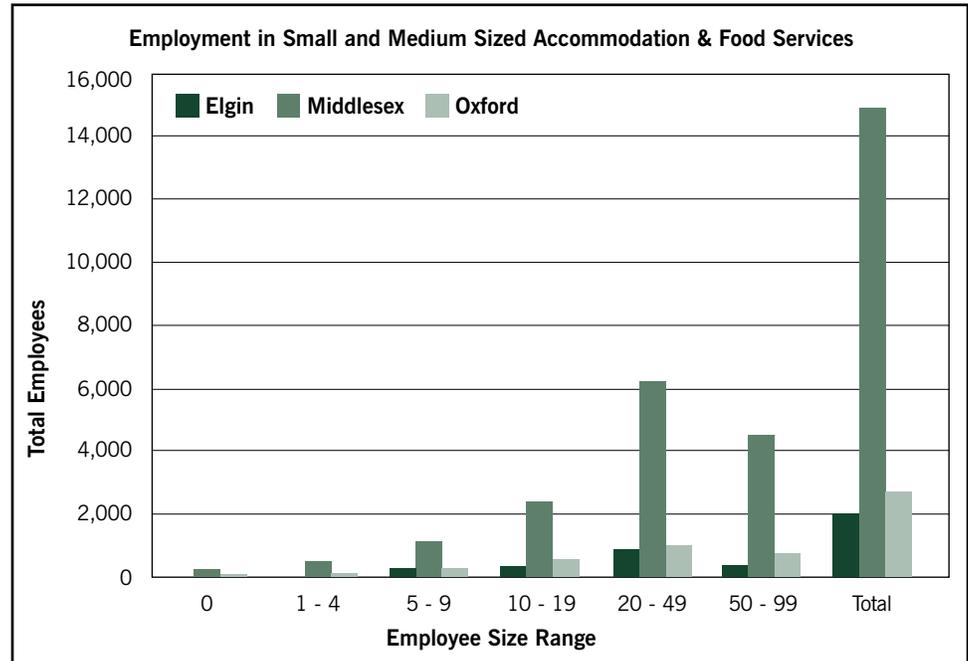
### Percentage Change in Employment in Accommodation & Food Services, 2006-2011

This chart illustrates a comparison between the Elgin Middlesex Oxford Economic Region and the economic regions that immediately surround it in percentage change in total employment in accommodation and food services between 2006 and 2011.



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

### Employment in Small and Medium Sized Businesses in Accommodation & Food Services, 2006-2011



Source: Derived from Statistics Canada, June 2011 Canadian Business Patterns; Elgin Middlesex Oxford Workforce Planning and Development Board

This chart is derived from Statistics Canada's June 2011 Canadian Business Patterns estimates of the number of people employed in accommodation and food services in the Elgin Middlesex Oxford Economic Region (ER 3560).



# Community Action Plans



## Update to 2011 Actions

### Action 1:

#### Workforce Symposium

Host a symposium with leaders of workforce planning.

#### Result

The symposium became part of the **Workforce Information Strategy Project**, which is an initiative to create and conduct an annual employer workforce survey in order to provide reliable and meaningful local labour market information from employers. The consortium conducting the survey will respond to the issues identified by employers with actions. The symposium was moved to May 2012 in order to allow the creation of a wider workforce network.

### Action 2:

#### Local Labour Market Information Project

A community-driven research initiative to strengthen the London CMA region's labour force planning system. It establishes the processes and tools to track the area's current and projected labour market supply & demand on an ongoing basis.

#### Result

**Local Labour Market Information Project, Final, January 2012** was published by the London Economic Development Corporation, the lead on the project. The full report and executive summary are available at [http://.ledc.com/index.php/ledc/show\\_NEWS/1365](http://.ledc.com/index.php/ledc/show_NEWS/1365) The project is now entering the next phase.

### Action 3:

#### Youth Re:Action

Three teams of youth will each meet with a business leader to learn about a workforce or business issue that the business leader would like to see addressed. Teams will employ interpersonal skills and relationship building through the action both within their team and with the business leader.

#### Result

The three teams are from Environment Specialist High Skills Major, Information and Communications Technology Specialist High Skills Major and Business and Marketing. They are paired with IGPC Ethanol Inc., Let's Talk Science and the Palace Theatre. The projects are underway and will be completed in Spring 2012.



## Update to 2011 Actions

### Action 4:

#### Enhancing Pathways

Explore the development of a joint action plan for clients who have both literacy and employment goals that need to be addressed simultaneously. Evaluation of existing protocol tools and systems to ensure that clients with literacy and employment goals are effectively participating in the Second Career strategy.

#### Result

➤ **“Enhancing Pathways”** is a project taking place in 6 areas of Ontario until the end of March 2012. The committee is a working group that grew from the education sub-committee of the London-Middlesex Local Immigration Partnership. “Enhancing Pathways” project committee members include:

- City of London
- Centre for Lifelong Learning
- Cross Cultural Learner Centre
- Ontario Early Years Centre
- Literacy Link South Central
- Thames Valley District School Board

### Action 5:

#### Career Publications

Develop career profile publications for manufacturing, for agriculture and for hospitality/tourism. The order of the development of the profiles to be determined by the timeline set by partnering organizations.

#### Result

➤ **Green Jobs Profiles for Elgin Middlesex and Oxford** were published in September 2011 available at: [www.workgreen.ca](http://www.workgreen.ca)  
**The Agricultural Profile** publication was completed in January 2012 and is available at: [www.workforcedevelopment.ca](http://www.workforcedevelopment.ca) A deadline for publishing hospitality/tourism profiles has not been set.

### Action 6:

#### Manufacturing

Host an “open doors” tour of a manufacturing facility to highlight all of the careers available in a manufacturing environment.

#### Result

➤ Tours of 5 manufacturing facilities were held in November 2011 for Employment Service providers and school guidance counsellors. Following the tours a panel discussion was held at Fanshawe College, London.



## Update to 2011 Actions

<b>Action 7:</b>	<b>Apprenticeship</b>	<b>Result</b>
Promote skilled trades to youth and job seekers looking to move into the trades.	➤	A series of community events were hosted by the members of <b>The Apprenticeship Network</b> .
<b>Action 8:</b>	<b>Education and Training</b>	<b>Result</b>
Establish a large, sustainable education/training cooperative for not-for-profits through local umbrella networks.	➤	<b>Pillar Nonprofit Network</b> offered a series of education and training opportunities for local organizations. Employment Sector Council of London/Middlesex offered education opportunities in support of area employment services. Both of these networks continue to expand the educational opportunities they offer based on customer demand.
<b>Action 9:</b>	<b>Human Resources</b>	<b>Result</b>
Small businesses and organizations need a way to tap into expert human resource advice at little or no cost.	➤	<b>Human Resources Professionals London District</b> offer local workshops on HR issues. <a href="http://www.hrpld.ca">www.hrpld.ca</a> These were more widely promoted in the community to encourage small businesses to participate.



## Action Plan 2012

### **Action 1: Priority Issue – Collaboration**

Businesses and other stakeholders identified the need for collaboration on workforce planning especially with respect to business involvement. This need came forward in one-on-one discussion with employers in 2010-2011 as well as being identified by stakeholders in local labour force strategies.

### **Past Actions Taken:**

- A labour market project to create one annual employer survey for the Elgin Middlesex Oxford Economic Region began in 2011 and will be completed in June 2012.
- Creation of the **Midwestern Ontario Regional Green Jobs Strategy**, Final Report and Recommendations, September 2011.

### **Proposed Actions:**

#### **Action A**

Formalize the umbrella workforce consortium that will conduct the annual employer survey and analyze the results.

#### **Action B**

Conduct and analyze the results of an employer survey across the Elgin Middlesex Oxford economic region.

**Applicable Community Partnership:** Workforce Development

### **Lead Partners:**

- EMO Workforce Planning and Development Board
- Community Employment Services (Woodstock)
- Town of Tillsonburg Economic Development
- County of Elgin Economic Development and Tourism
- Ontario Ministry of Agriculture, Food & Rural Affairs
- London Economic Development Corporation
- Fanshawe College
- South Central Ontario Region Economic Development Corporation
- South West Economic Alliance
- County of Middlesex Economic Development
- Ministry of Training Colleges & Universities

### **Timelines:**

**Action A:** Spring 2012

**Action B:** Fall 2012

### **Expected Outcomes:**

#### **Action A**

- 16 organizations will sign agreements as part of the workforce consortium

#### **Action B**

- Over 200 businesses will complete the survey



# Action Plan 2012

## Action 2: Priority Issue – Collaboration

The exploratory research conducted for the LEDC led research study revealed strong interest and support across stakeholder groups for moving forward with the development of an integrated local LMI system.

### Past Actions Taken:

- A research initiative led by the London Economic Development Corp. to articulate the labour market information needs of various audiences, gauging community readiness to move to a labour market information system.
- Establishing the institutional focal point for the integrated local LMI ecosystem formalizing the steering mechanism, and ensuring the tool's ongoing sustainability. The steering mechanism consists of three components: a stakeholder alliance, a user network, and a technical committee. (*Phase 1*)

### Proposed Actions:

#### Creating an integrated local LMI system

##### *Phase 2 – Establishing the Evidence Base*

The second phase of project implementation involves assembling the evidence base for a community data consortium, drawing upon locally-available resources and existing datasets, with priority given to the types of LMI considered most useful by the various user groups.

##### *Phase 3 – Organizing the Access Points*

To ensure access to actionable LMI, this third phase involves the build of an integrated online LMI tool.

#### Applicable Community Partnership: Labour Market Information

### Lead Partners:

- London Economic Development Corporation
- EMO Workforce Planning and Development Board
- City of London
- Fanshawe College
- University of Western Ontario

### Timelines:

**Phase 2:** April to June 2012

**Phase 3:** June 2012 to June 2013

### Expected Outcomes:

#### Phase 2

- Create an inventory of available community data (including the resources identified in this report) to supply possible content.
- Develop partnership agreements for selected data that clearly define roles, responsibilities, and ownership.
- Develop how-to user guides to using LMI, drawing upon recent projects undertaken by other organizations.

#### Phase 3

- an online LMI system with the technological capacity to customize content to address the particular needs of individual users.



**Action 3:  
Priority Issue –  
Career Pathways**

Manufacturers have identified that the industry has been branded as declining making it difficult to attract people in the future. They are particularly concerned about the potential lack of interest among young people in looking at the manufacturing sector. This perception of a negative image of manufacturing among young people was confirmed in the Electronic Youth: Creating the Current study in which 119 of 303 respondents identified automotive manufacturing and manufacturing in general as being a declining industry.

**Past Actions Taken:**

- Green Jobs Profiles for Elgin, Middlesex and Oxford were published in September 2011. These profiles are available on-line at [www.workgreen.ca](http://www.workgreen.ca)
- An “open doors” tour of 5 manufacturing facilities followed by a speakers panel was held for guidance counsellors and Employment Ontario service providers in the Fall of 2011.
- Ivey Community Consulting project was completed in December 2011 to develop a strategic plan to promote viable careers in manufacturing to youth and to highlight the diversity of job opportunities.

**Proposed Actions:**

**ManuFACTuring:** Tours of manufacturing facilities for youth and the production of a video on local manufacturing.

**Applicable Community Partnership:** Student/Youth; Displaced Workers

**Lead Partners:**

- EMO Workforce Planning and Development Board
- London Region Manufacturing Council
- Excellence in Manufacturing

**Timelines:**

Consortium Tours: Spring and Fall 2012

Video: Fall 2012

**Expected  
Outcomes:**

- Tours: 7 manufacturing facilities will participate in offering tours
- 60 youth will participate in the tours
  - 15 displaced workers will participate in the tours

Video: 5 partners will promote the local manufacturing video



## Action Plan 2012

### **Action 4: Priority Issue – Apprenticeship (Career Pathways)**

According to employers in the Specialty Trade Contractors sub-sector, a robust awareness campaign is needed to remove the negative stereotypes surrounding this industry subsector. According to the Canadian Apprenticeship Forum report “Employers and Apprenticeship in Canada” (June 2011) “The rate of participation has remained steady. In 2006, the rate of participation was 17.6 per cent. In 2011, the participation rate is 19 per cent. With the margin of error, this should be considered constant.” In addition “39 per cent of employers say they are familiar with apprentices and apprenticeship training. One-quarter of employers were aware of apprenticeship-related resources.”

### **Past Actions Taken:**

- A series of events were held across the Elgin Middlesex Oxford area to interest job seekers in the skilled trades.
- The annual Employer Awards Dinner was held.
- The Apprenticeship Network developed an employer outreach strategy for 2012.
- The website [www.apprenticesearch.com](http://www.apprenticesearch.com) is designed to help connect apprentices and employers across Ontario and is a free service operated by not-for-profit organizations and community agency partners in Ontario.

### **Proposed Actions:**

**Apprenticeship Employer Engagement:** Provide employers and business associations with current information concerning apprenticeship and how to tap into local resources through information sessions and social media.

**Applicable Community Partnership:** Business/Employer Outreach

### **Lead Partners:**

The Apprenticeship Network consisting of:

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

### **Timelines:**

Spring 2012 to Winter 2012- 2013

### **Expected Outcomes:**

- A minimum of 195 tweets, 195 Facebook postings, 195 LinkedIn postings
- A minimum of 6 YouTube success stories created
- A minimum of 6 presentations with 240 employers attending in total



## Action Plan 2012

### **Action 5: Priority Issue – Entrepreneurs & Small Business Workforce Needs**

**Training Concerns:** Employers in accommodation and food services identified a need to know the actual investment and return on investment for training while manufacturers were interested in information on ways to improve soft skills (most notably, communication and interpersonal skills) and work habits.

#### **Past Actions Taken:**

- Canada Business Ontario website updated with a local committee offering advice on an as needed basis
- Human Resources Professionals of London & District have opportunities to tap into human resource advise and workshops [www.hrpld.ca](http://www.hrpld.ca)

#### **Proposed Actions:**

**Workplace-based Training:** Create and deliver a presentation on the advantages of workplace-based training including information on actual investment and return on investment for training along with information on ways to improve soft skills in the workplace.

**Applicable Community Partnership:** Business/Employer Outreach

#### **Lead Partners:**

EMO Workforce Planning and Development Board, Fanshawe College & other partners to be determined

#### **Timelines:**

Spring 2011 to Fall 2012

#### **Expected Outcomes:**

- 2 presentations delivered to a total of 40 employers in the Elgin Middlesex Oxford Economic Region
- 20 downloads of the electronic copy of the presentation



## Action Plan 2012

### **Action 6: Priority Issue – Employability Skills & Essential Skills**

In December 2007, United Way of London & Middlesex and the City of London released the research study **Literacy in London & Middlesex: An Opportunity to Reach Our Full Potential**. We are in line with the provincial literacy rate. One fifth of adults are functioning at the lowest level of literacy. These adults are often unable to read basic signs and instructions on a medicine label and certainly are not able to participate in the technological workforce.

### **Past Actions Taken:**

- Development of a joint action plan endorsed by literacy and employment organizations.
- Protocol tools and referral systems in place.
- “Face-off Against Literacy” event led by Literacy Link South Central held to highlight the import.
- Changes in literacy funding for organizations will reduce local capacity.
- Pilot project and case study with London Hospital Linen Services on literacy in the workplace.

### **Proposed Actions:**

Following up on the original actions in the 2008 “Literacy Action Plan” for London/Middlesex, a local Workplace Literacy Strategy will be created and implemented to build on the successes and lessons learned from earlier projects.

**Applicable Community Partnerships:** Literacy and Workforce Development

### **Lead Partners:**

Human Resources Professionals London & District, EMO Workforce Planning and Development Board

### **Timelines:**

Spring 2012: creation of Literacy Workplace Strategy  
Summer 2012 to Winter 2012 – 2013: implementation of strategy

### **Expected Outcomes:**

- Improved literacy skills to support workplace productivity, employee health and safety, and employee well-being.
- Increased employer investment in literacy and essential skill training.
- Enhanced collaboration between employers and literacy and employment training service providers.



## Action Plan 2012

### **Action 7: Priority Issue – Employability Skills & Essential Skills**

Manufacturers identified that soft skills and work habits are seen as lacking with some in the younger generations. Communication and interpersonal skills are a concern. This need was echoed by employers from Professional, Scientific and Technical Services who identified the need to improve literacy and communication skills for young people while still in the education system. The employers also noted that something has to be done to help develop interpersonal, teamwork and relationship building skills in the younger generations.

#### **Past Actions Taken:**

- Development of a resource for educators to access supports from the community to reinforce key employability skills with students.
- Presentation given on the value of building soft skills into courses and programs at the UWO Faculty of Science conference and at a seminar for 90 development officers from various faculties at UWO.

#### **Proposed Actions:**

**Youth Re:action:** 3 Teams of youth will each meet with a business leader to learn about a workforce or business issue that the business leader would like to see addressed. The youth team will develop a solution for the issue and present their report to the business leader. Teams will employ interpersonal skills and relationship building through the action both within their team and with the business leader. This action was held over from last year's report.

**Applicable Community Partnerships:** Students/Youth

#### **Lead Partners:**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• EMO Workforce Planning and Development Board</li> <li>• Thames Valley District School Board</li> <li>• London District Catholic School Board</li> <li>• IGPC Ethanol Inc.</li> <li>• Palace Theatre</li> <li>• Let's Talk Science</li> <li>• Passport to Prosperity</li> <li>• London Economic Development Corporation</li> </ul> | <ul style="list-style-type: none"> <li>• Canadian Medical Hall of Fame</li> <li>• Collège Boréal</li> <li>• Investing in Children</li> <li>• Junior Achievement</li> <li>• Elgin Business Resource Centre</li> <li>• Fanshawe College</li> <li>• University of Western Ontario</li> <li>• The Business Help Centre of Middlesex County</li> <li>• Woodstock &amp; Area Small Business Enterprise Centre</li> <li>• TechAlliance</li> </ul> |
|--|--|

#### **Timelines:**

Spring and Fall 2012

#### **Expected Outcomes:**

- 3 teams will each do a presentation of their business solution to 3 different employers.
- Teams will exhibit the soft skills employers wish to see developed in youth.



## Overview of the Research Process

The development of the 2012 Local Labour Market Plan was a demand-driven process, which incorporated the results of ongoing workforce development across the EMO economic region, sector specific research and updates from the organizations leading the 2011 actions. The actions contained in the 2012 Local Labour Market Plan will continue the focus on several key sub-sectors of the local economy where labour market challenges have been identified and where there is an opportunity to address workforce issues at the local level.

### **Phase 1: Discussions and Continued Community Participation**

**Purpose:** To seek ongoing input from businesses, determine next steps in challenges to be addressed, and identify feasible community actions.

Through community contacts and partnerships, the Workforce Planning and Development Board monitors local labour market conditions on an ongoing basis, in addition to thoroughly reviewing local economic development resources, labour market reports, bulletins and media articles relevant to the key economic sub-sectors identified for our report. The Workforce Planning and Development Board is also actively involved in several workforce planning initiatives based either on municipality or to assist specific groups under-represented in the workforce. (See Appendix 2 for complete resource list.)

Additional research was done during 2011 to provide more specific insight into both agriculture and manufacturing. The information gathered from these community stakeholders were cross-referenced and matched with the issues identified in our baseline data as well as in secondary reports, so as to better pinpoint what labour market challenges exist and how communities can effectively meet them.

### **Phase 2: Research**

**Purpose:** To review, document, and analyze up-to-date labour market information.

Statistics Canada's June 2011 Canadian Business Patterns database was relied upon for business patterns in all three counties over the last four fiscal years. Statistics Canada's 2006 census and its annual Labour Force Survey were our primary sources for general as well as detailed employment, occupation, and demographic characteristics and patterns. Population data, released on February 8, 2012, from the 2011 census provided the most comprehensive information available on the growth within our local area.



## Overview of the Research Process

All of this data was analyzed and cross-referenced with community knowledge to identify changes in the industry sub-sectors as a follow-up to the 2011 Local Labour Market Plan.

Key sub-sectors identified for the 2012 Action Plan:

- Agriculture – Crop and Animal Production
- Manufacturing – including Fabricated Metal Products
- Food Services and Drinking Places (tourism)
- Professional, Scientific and Technical Services
- Specialty Trade Contractors

### **Phase 3: The 2012 Local Labour Market Plan**

**Purpose:** To summarize and document challenges and actions and to implement and support community endorsed opportunities for action.

These results were then captured in the action plan for 2012, which builds upon the work done in 2011. Many actions will move forward under the leadership, from across the region, established in 2011. New partners are expected to join this work as the local emphasis on workforce development continues to build.



## **Appendix 1: BASE-LINE DATA SOURCES** **Resources**

### **Statistics Canada 2006 Census**

Key labour and demographic information from the 2006 Census compiled and provided for the Workforce Planning Boards of Ontario.

### **Statistics Canada Labour Force Survey**

The Labour Force Survey (LFS) is a monthly survey involving around 56,000 Canadian households. The goal of the survey is to provide a detailed, current picture of the labour market across the country.

### **June 2011 Canadian Business Patterns**

Taken from the Business Register Central Frame Data Base, the CBP is a Statistics Canada database that provides employment numbers and the count of business establishments by nine employment-size ranges, by geography groupings (province/territory, census division, census metropolitan area and census agglomeration), and by the North American Industry Classification System (NAICS).

## **SECONDARY SOURCES**

**Statistics Canada:** Labour Force Survey publications and monthly updates; the London Labour Market Monitor (monthly report on the 3560 economic region—Elgin, Middlesex, and Oxford counties); the Canadian Economic Observer (monthly report); and demographic publications.

**HRDC/ Service Canada:** Working in Canada website, a rich source for detailed labour market information by NAICS and NOCS and by census divisions and subdivisions.

**Industry Canada:** the Ontario Economic Overview (a quarterly report).

**Conference Board of Canada:** Global, Canadian, Provincial, and CMA economic and labour market analysis and outlooks.

**Bank of Canada and RBC, TD, and BMO Economics:** Global, Canadian, and Provincial economic and labour market analysis and projections.

**Ontario and Regional Chambers of Commerce:** Business and labour reports and happenings from the London, St. Thomas, Ingersoll, Tillsonburg, and Woodstock chambers.

**London and Regional Economic Development Offices:** Business, labour, economic, and demographic reports and happenings for the London economic region.



## Appendices

### Appendix 1: Resources (continued)

#### PERIODICALS

**The Economist:** for global economic, political, social, business and technological news and analysis.

**The Globe and Mail and the Financial Post:** for national news and analysis.

**The London Free Press and Regional Newspapers:** for local and regional news and analysis.

#### Local Publications

- *County of Oxford Labour Force Development Strategy:* March 2011
- *Elgin County Agriculture and Labour Force Analysis Study:* April 2011, Workforce Planning Board of Grand Erie and Elgin Middlesex Oxford Workforce Planning and Development Board
- *Elgin St. Thomas Labour Force Strategy:* Operational Plan 2011
- *Local Labour Market Information Project:* Final, January 2012, London Economic Development Corporation
- *Middlesex County Agriculture and Labour Force Analysis Study:* April 2011, Workforce Planning Board of Grand Erie and Elgin Middlesex Oxford Workforce Planning and Development Board
- *Midwestern Ontario Regional Green Jobs Strategy:* Final Report & Recommendations September 2011
- *Oxford County Agriculture and Labour Force Analysis Study:* April 2011, Workforce Planning Board of Grand Erie and Elgin Middlesex Oxford Workforce Planning and Development Board
- *“Y” Manufacturing:* November 2011, power point presentation, Community Research Project by students from the Richard Ivey School of Business, The University of Western Ontario



## Appendix 2: County Workforce Development Committees

The Workforce Development Committees oversee the planning and implementation of actions to develop the workforce for opportunities in the sectors that have been identified by the Economic Development Offices. This allows increased engagement and buy-in at the local level for workforce activities. Each Workforce Development Committee has discussed how their plan connects to the larger Local Labour Market Plan.

### ELGIN-ST. THOMAS

**Committee Chair:** EMO Workforce Planning and Development Board

**Key Partners:**

- Employment Services Elgin
- Elgin Business Resource Centre
- St. Thomas Elgin Ontario Works
- Fanshawe College
- Libro Financial Group
- Ministry of Training Colleges & Universities
- St. Thomas & District Chamber of Commerce
- Ontario Ministry of Agriculture, Food and Rural Affairs
- Elgin County Economic Development and Tourism
- St. Thomas Economic Development Corporation
- YWCA St. Thomas-Elgin
- Elgin St. Thomas Public Health

### OXFORD

**Committee Chair:** Community Employment Services (Woodstock)

**Key Partners:**

- EMO Workforce Planning and Development Board
- City of Woodstock Economic Development Office
- Tillsonburg Economic Development Office
- Ingersoll Economic Development Office
- Rural Oxford Economic Development
- “Welcome to Oxford” Immigrant Partnership
- Transarctic Ltd.
- County of Oxford Ontario Works
- Ontario Ministry of Agriculture, Food and Rural Affairs
- Fanshawe College
- Conestoga College

### MIDDLESEX

**Committee Chair:** EMO Workforce Planning and Development Board

**Key Partners:**

- County of Middlesex Economic Development
- County of Middlesex Ontario Works
- County of Middlesex
- The Business Help Centre of Middlesex
- Strathroy District Chamber of Commerce
- Community Employment Connections
- Employment Sector Council London-Middlesex
- Leads Employment Services
- Ontario Ministry of Agriculture, Food and Rural Affairs



# Appendices

## Appendix 3: Key Industry Sub-sectors for Small and Medium-Sized Businesses (0 to 99 Employees)

	Elgin	Middlesex	Oxford
<b>Top 3 industry sub-sectors by number of workers</b> (June 2011)	<ul style="list-style-type: none"> <li>• Food Services &amp; Drinking Places</li> <li>• Crop Production</li> <li>• Specialty Trade Contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Food Services &amp; Drinking Places</li> <li>• Professional, Scientific &amp; Technical Services</li> <li>• Specialty Trade Contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Food Services &amp; Drinking Places</li> <li>• Specialty Trade Contractors</li> <li>• Animal Production</li> </ul>
<b>Top 3 positive growth rates of the top 15 industry subsectors by number of workers</b> (% Change, December 2008 to June 2011)	<ul style="list-style-type: none"> <li>• Nursing &amp; Residential Care Facilities</li> <li>• Social Assistance</li> <li>• Ambulatory Health Care Services</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Personal Care Stores</li> <li>• Social Assistance</li> <li>• Ambulatory Health Care Services</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of Buildings</li> <li>• Real Estate</li> <li>• Crop Production</li> </ul>
<b>Top 3 negative growth rates of the top 15 industry subsectors by number of workers</b> (% Change, December 2008 to June 2011)	<ul style="list-style-type: none"> <li>• Machinery Manufacturing</li> <li>• Food Services and Drinking Places</li> <li>• Professional, Scientific &amp; Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>• Machinery Equipment and Supplies W/D</li> <li>• Management of Companies and Enterprises</li> <li>• Construction of Buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Machinery Manufacturing</li> <li>• Truck Transportation</li> <li>• Food Services and Drinking Places</li> </ul>
<b>Top 3 industry sub-sectors by share of total employers</b> (June 2011)	<ul style="list-style-type: none"> <li>• Crop Production</li> <li>• Specialty Trade Contractors</li> <li>• Animal Production</li> </ul>	<ul style="list-style-type: none"> <li>• Professional, Scientific &amp; Technical Services</li> <li>• Real Estate</li> <li>• Specialty Trade Contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Animal Production</li> <li>• Crop Production</li> <li>• Real Estate</li> </ul>
<b>Top 3 industry sub-sectors by share of total employers compared to Ontario</b> (June 2011)	<ul style="list-style-type: none"> <li>• Crop Production</li> <li>• Animal Production</li> <li>• Truck Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• No variances significantly greater than provincial average (&gt;2.0%)</li> <li>• Professional, Scientific &amp; Technical Services is almost 4% lower than provincial average</li> </ul>	<ul style="list-style-type: none"> <li>• Animal Production</li> <li>• Crop Production</li> <li>• No other variances significantly greater than provincial average (&gt;2.0%)</li> </ul>
<b>Top 3 industry sub-sectors by absolute growth in number of employers</b> (December 2008 to June 2011)	<ul style="list-style-type: none"> <li>• Crop Production</li> <li>• Specialty Trade Contractors</li> <li>• Real Estate</li> </ul>	<ul style="list-style-type: none"> <li>• Ambulatory Health Care Services</li> <li>• Real Estate</li> <li>• Religious, Grant-Making, Civic, and Professional and Similar Organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Crop Production</li> <li>• Real Estate</li> <li>• Professional, Scientific &amp; Technical Services</li> </ul>
<b>Top 3 industry sub-sectors by percentage growth in number of employers</b> (December 2008 to June 2011)	<ul style="list-style-type: none"> <li>• Transit and Ground Passenger Transportation</li> <li>• Farm Product Wholesaler/Distributors</li> <li>• Nursing &amp; Residential Care Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Nursing &amp; Residential Care Facilities</li> <li>• Funds and Other Financial Vehicles</li> <li>• Transit &amp; Ground Passenger Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Heritage Institutions</li> <li>• Nursing &amp; Residential Care Facilities</li> <li>• Broadcasting (except internet)</li> </ul>
<b>Top 3 manufacturing subsectors by total number of workers</b> (June 2011)	<ul style="list-style-type: none"> <li>• Machinery Manufacturing</li> <li>• Transportation Equipment Manufacturing</li> <li>• Fabricated Metal Product Manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>• Fabricated Metal Product Manufacturing</li> <li>• Machinery Manufacturing</li> <li>• Food Manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>• Fabricated Metal Product Manufacturing</li> <li>• Machinery Manufacturing</li> <li>• Food Manufacturing</li> </ul>



## Appendices

### Appendix 4: Number of Employers by Employee Size Range 2008-2011

Employee Size Range	Number of Employers 2008	Number of Employers 2011	Absolute Change	Percent Change	Ontario Percent Change
<b>Elgin</b>					
0	2,823	3,000	177	6.27%	0.14%
1 – 4	1,135	1,236	101	8.90%	5.22%
5 – 9	476	506	30	6.30%	-1.87%
10 – 19	276	262	-14	-5.07%	-1.31%
20 – 49	176	174	-2	-1.14%	-1.06%
50 – 99	65	57	-8	-12.31%	-5.31%
100 – 199	20	16	-4	-20.00%	-7.22%
200 – 499	9	10	1	11.11%	-14.34%
500+	7	6	-1	-14.29%	-12.18%
<b>Total</b>	<b>4,987</b>	<b>5,267</b>	<b>280</b>	<b>5.61%</b>	<b>.86%</b>

Employee Size Range	Number of Employers 2008	Number of Employers 2011	Absolute Change	Percent Change	Ontario Percent Change
<b>Middlesex</b>					
0	14,322	14,578	256	1.79%	0.14%
1 – 4	6,189	6,272	83	1.34%	5.22%
5 – 9	2,808	2,658	-150	-5.34%	-1.87%
10 – 19	1,722	1,713	-9	-0.52%	-1.31%
20 – 49	1,198	1,199	1	.08%	-1.06%
50 – 99	359	359	0	0%	-5.31%
100 – 199	184	161	-23	-12.50%	-7.22%
200 – 499	83	74	-9	-10.84%	-14.34%
500+	30	25	-5	-16.67%	-12.18%
<b>Total</b>	<b>26,895</b>	<b>27,039</b>	<b>144</b>	<b>.54%</b>	<b>.86%</b>

Employee Size Range	Number of Employers 2008	Number of Employers 2011	Absolute Change	Percent Change	Ontario Percent Change
<b>Oxford</b>					
0	4,279	4,412	133	3.11%	0.14%
1 – 4	1,708	1,762	54	3.16%	5.22%
5 – 9	742	726	-16	-2.16%	-1.87%
10 – 19	462	439	-23	-4.98%	-1.31%
20 – 49	250	257	7	2.80%	-1.06%
50 – 99	91	87	-4	-4.40%	-5.31%
100 – 199	55	46	-9	-16.36%	-7.22%
200 – 499	21	23	2	9.52%	-14.34%
500+	7	4	-3	-42.86%	-12.18%
<b>Total</b>	<b>7,615</b>	<b>7,756</b>	<b>141</b>	<b>1.85%</b>	<b>.86%</b>

Source: Statistics Canada, Canadian Business Patterns.  
Chart compiled for Elgin Middlesex Oxford Workforce Planning and Development Board



**Elgin Middlesex Oxford  
Workforce Planning and  
Development Board**

705 Consortium Court,  
London Ontario N6E 2S8  
Ph (519) 672-3499 Fx (519) 672-9089  
info@workforcedevelopment.ca  
www.workforcedevelopment.ca

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