

Bill No. 401
2014

By-law No. A.-_____

A by-law to approve the Grant Agreement with WIL Counselling and Training for Employment, for employment program support services; to authorize the Mayor and the City Clerk to execute the Grant Agreement; and to approve the amount of the grant.

WHEREAS subsection 5(3) of the *Municipal Act, 2001*, S.O. 2001, c. 25 provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS section 10 of the *Municipal Act, 2001* provides that the City may provide any service or thing that the City considers necessary or desirable for the public, and may pass by-laws respecting same, and respecting economic, social and environmental well-being of the City, and the health, safety and well-being of persons;

AND WHEREAS section 106 of the *Municipal Act, 2001* provides that a municipality shall not assist directly or indirectly any manufacturing business or other industrial or commercial enterprise through the granting of bonuses for that purpose;

AND WHEREAS section 107 of the *Municipal Act, 2001* provides that, subject to section 106, a municipality may make grants to any person, group or body, including a fund, for any purpose that council considers to be in the interests of the municipality;

AND WHEREAS Council for the City considers it to be in the interests of the municipality to provide a grant to WIL Counselling and Training Employment for employment program support services;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. The Grant Agreement attached as Appendix "1" to this by-law, between The Corporation of the City of London and WIL Counselling and Training for Employment, for funding for employment program support services, is hereby approved.
2. The Mayor and the City Clerk are hereby authorized to execute the agreement approved under section 1 above.
3. The City Manager, or his/her written designate, is hereby delegated the authority to act as the City Representative in the Agreement approved in paragraph 1 above.

4. The amount of the grant approved by Council for the term of the Agreement is: \$105,678 (with \$51,691 of this amount going to ESCLM; and with \$53,987 of this amount going to LMIEC).

5. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council September 2, 2014.

J. Baechler
Mayor

Catharine Saunders
City Clerk

First Reading – September 2, 2014
Second Reading – September 2, 2014
Third Reading – September 2, 2014

GRANT AGREEMENT – EMPLOYMENT PROGRAM SUPPORT

THIS AGREEMENT dated ____ day of September, 2014.

BETWEEN:

WIL Counselling and Training for Employment

On behalf of

Employment Sector Council London Middlesex (ESCLM)

And

London Middlesex Immigrant Employment Council (LMIEC)

(Herein after referred to as the "Employment Program Support Service Providers")

AND

THE CORPORATION OF THE CITY OF LONDON

(Hereinafter referred to as the "City")

WHEREAS the City is interested in providing the Employment Program Support a (1) year extension to the previously approved one time grant (formerly granted on a pilot basis) to the London Middlesex Immigrant Employment Council and the Employment Sector Council London Middlesex; that includes and is not limited to the following employment program support services:

- (i) Job Placement and Matching
- (ii) Essential Employment Services

AND WHEREAS section 107 (1) of the Ontario Municipal Act, 2001 states that despite any provision of this or any other Act relating to the giving of grants or aid by a municipality, subject to section 106, a municipality may make grants, on such terms as to security and otherwise as the council considers appropriate, to any person, group or body, including a fund, within or outside the boundaries of the municipality for any purpose that council considers to be in the interests of the municipality. 2001, c. 25, s. 107 (1).

AND WHEREAS in response to the City's request for community ideas on how to create jobs and strengthen London's economy, the Employment Program Support sponsor "WIL-Counselling and Training for Employment" submitted a joint proposal from ESCLM & LMIEC, dated November 15, 2012, attached and forming **Appendix "K"** (Joint Proposal), **Appendix "L"** (LMIEC Business Case), **Appendix "M"** (ESCLM Business Case) of this agreement, to provide the services listed in **Appendix "N"** of this Agreement;

AND WHEREAS Municipal Council for the City resolved at its meeting of February 13th, 2013, to endorse the joint proposal, which was one of the five recommendations outlined in the December 18, 2012 "A Path to Prosperity" report, and authorized Harvey Filger, the Director of Corporate Investments and Partnerships, or designate to enter into a grant agreement with the above mentioned Employment Program Support Service Provider, for one year, on a pilot basis, with the potential for one (1) year extension. As a direct stipulation of the Grant Agreement the Corporate Investments and Partnerships staff was directed to report back at the end of one year on the outcomes of the program. Based on the satisfactory year-end results, it is recommended that the contract (grant) be extended for (1) one additional year of funding;

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the premises and the mutual covenants herein contained, the parties hereto covenant and agree, each with the other as follows:

1.0 DEFINITIONS:

1.1. In this grant agreement and any amendment to this agreement, the following terms shall have the following meanings:

- (a) **Employment Program Support Services:** any services related to the administration and provision of (i) job placement and matching services, and (ii) essential employment services:
 - (i) Job Placement and Matching:

- Enable local employers to better attract talent and tap into talent already in London, including unemployed and underemployed individuals that were currently unable to match and market due to funding restraints.
- (ii) **Essential Employment Services:**
- Enable job seekers and employers to access employment support and skill training services quickly and efficiently.
- (b) **Employment Program Support Service Providers:** represents both, the London Middlesex Immigrant Employment Council (LMIEC) and the Employment Sector Council London Middlesex (ESCLM). Both parties are represented as the employment program support service provider resulting from a joint proposal submitted by the acting administrative sponsor "WIL Counselling and Training for Employment". The employment program support proposal is related to providing employment support; which was endorsed by Council as one of the five recommendations outlined in the December 18, 2012 "A Path to Prosperity" report.
- (c) **WIL Counselling and Training for Employment (WIL):** WIL is a non-profit organization dedicated to facilitating the economic and social integration of immigrant men and women, and Canadian men and women, into the broader community of London. WIL is acting as the administrative sponsor for the joint proposal from LMIEC and ESCLM.
- (d) **LMIEC (London Middlesex Immigrant Employment Council):** LMIEC is led by regional employers committed to fully engaging skilled immigrants in the local labour market. Serving as the demand-driven bridge to the supply of newcomer talent, the LMIEC is strategically guided by a business-led Governance Council with support from and Advisory community partners. LMIEC Job Match Program focuses on attracting and retaining immigrant talent in London.
- (e) **ESCLM (Employment Sector Council London Middlesex):** ESCLM is comprised of more than 40 organizations serving 80,000 clients in the London-Middlesex employment and training sector. The members create a collaborative Program of non-profit employment service delivery agencies, employers, trainers, educators and representatives from all three levels of government. ESCLM members serve newcomers, youth, First Nations people, older workers, people with disabilities and Francophones. ESCLM Job Development Program members provide skill training and employment support to get people back to work.
- (f) **City Representative:** the person delegated the authority to represent the City.

2.0 TERM:

2.1 Term of Grant Agreement

Subject to section 5.0, this grant agreement shall commence on the ____ day of **September, 2014**, and shall expire, without the necessity of notice, on the ____ day of **September, 2015** (the "Term of the grant agreement").

3.0 OBLIGATIONS OF THE CITY:

3.1 Payment for Employment Program Support Services

The City shall pay the full 2nd year of funding amount as approved by Council in one lump sum within 60 days of the signing this grant agreement, however in the event that the City disputes an amount indicated on the proposal, the City in its sole discretion, and acting reasonably, may amend the amount and shall provide a written explanation of the amendment to the Employment Program Support Service Provider. The Employment Program Support Service Provider is to be provided with a 30 day notice prior to any amendment taking place.

3.2 The City, in its sole discretion, may require the Employment Program Support Service Provider to promptly repay to the City some or all of the funding for the Employment Program Support Services if the quarterly report of results as requested is not submitted.

3.3 Roles and Responsibilities

The roles and responsibilities for the City are as follows:

- City staff will monitor the required quarterly statistical reporting supplied by the Employment Program Support Service Provider for compliance with this grant agreement. This will include regular monitoring, auditing and quality assurance activities to ensure that performance outcomes and established benchmarks are being met by the Employment Program Support Service Provider. Part of this process will include soliciting feedback from participants on their participation in the job matching employment assistance services using a third-party evaluation and a process that is consistent with all privacy legislation.

4.0 **OBLIGATIONS OF THE EMPLOYMENT PROGRAM SUPPORT SERVICE PROVIDER:**

4.1 The Employment Program Support Services Provider shall provide Job Placement and Matching Services in accordance with this Agreement and the Proposal.

4.2 The requirements of the job placement and job matching employment assistance services as set out in **Appendix N** may be amended from time to time on the prior written mutual consent of the City Manager or designate and the Employment Program Support Service Provider.

4.3 Obligations of the Employment Program Support Service Provider

The Employment Program Support Service Provider shall:

- (a) provide the services listed in **Appendix "N"**, and fulfil the requirements:
 - (i) for Job Placement and Matching
 - (ii) for Essential Employment Services
- (b) be solely responsible for all means, methods, techniques, sequences, and procedures for providing the program and for coordinating all parts of the employment Program support program under this agreement;
- (c) provide job placement and matching services herein on a basis which is fair, confidential, accessible, responsive, sensitive and adequate that respects the rights, dignity, culture and diversities of the participants;
- (d) provide statistical reports to the City within 21 days of the end of each annual quarter, and at the end of the first term, or on a more frequent basis if requested by the City, and as set out in **Appendix "O"**;
- (e) provide a year-end report, no later than 30 days past the expiry of the one year grant agreement, that will summarize the quarterly statistical results of the Employment Program Support Services specifically related to "Job Placements and Matching" and other "Essential Employment Services".

4.4 Roles and Responsibilities

The roles and responsibilities for the Employment Program Support Service Provider are as follows:

- shall submit quarterly statistical reports (progress reports) to the Civic Administration, in a form specified by the City; including a year-end report and any other reports that may be relevant or requested by the City. These will be used to assess the program's effectiveness.

4.5 Performance Measures

Future and/or ongoing funding requests should be made through the Strategic Funding Framework and performance measures should be linked to specific program year-end statistical results and overall program effectiveness; number of job placements and matches compared to the outlined target. Additional consideration of program effectiveness may be given to results related to essential employment services.

The year-end performance review will assess the results of successful job placements and matches achieved over a one year timeframe and overall program effectiveness. Success is measured in terms of percentage of job seekers hired on a full-time, part-time or temporary contract basis.

4.6 Compliance Audit

The Employment Program Support Service Provider shall allow the City, upon twenty-four hours' notice and during normal business hours, to enter upon the Employment Program Support Service Provider's premises to review the information related to job matching statistical reports that have been submitted to the City. At the City's request, the Employment Program Support Service Provider shall provide the City with the requested supporting information.

4.7 Insurance and Indemnity

- (a) The Employment Program Support Service Provider agrees to purchase and maintain during the term of the Agreement insurance in a form satisfactory to the City:
 - i. General liability insurance in an amount not less than Two Million (\$2,000,000.00) dollars and shall include the City as an additional insured with respect to the services provided, such policy to include non-owned automobile liability, personal liability, personal injury, broad form property damage, contractual liability, owners' and contractor's protective products and completed operations, contingent employers liability, cross liability and severability of interest clauses.
 - ii. In addition, the Employment Program Support Service Provider shall furnish the City with a Blanket Position Policy or equivalent Fidelity Bond in the amount not less than \$60,000.00. The City shall be shown on the Policy as a named Oblige, as its interest may appear with respect to incidents arising from work performed under this Agreement, and
- (b) The Employment Program Support Service Provider shall submit a completed standard Insurance Certificate (Form #0788) prior to commencement of the services and this insurance will not be cancelled or permitted to lapse unless the insurer provides the City with at least thirty (30) days prior written notice. Evidence that the insurance is in force shall be provided to the City.
- (c) The City reserves the right to request such higher limits of insurance or other types of policies appropriate to the Agreement as it may reasonably require; failure to satisfactorily meet these conditions relating to insurance shall be deemed a breach of this Agreement.
- (d) The Employment Program Support Service Provider agrees to indemnify and hold the City harmless from and against any liability loss, claims, demands, cost and expenses, including reasonable legal fees, occasioned wholly or in part by any act or omission either in negligence or in nuisance whether wilful or otherwise by the Employment Program Support Service Provider, its agents, officers, employees or other persons for whom the Employment Program Support Service Provider is legally responsible.
- (e) Failure to satisfactorily meet these conditions relating to insurance shall be deemed a breach of this Agreement.
- (f) The Employment Program Support Service Provider undertakes and agrees to defend and indemnify the City and hold the City harmless, at the Employment Program Support Service Provider's sole expense, from and against all claims, demands, suits, losses, costs, damages and expenses that the City may sustain or incur by reason of:
 - (i) any breach of this Agreement by any of the Employment Program Support Service Provider, the Service Provider's employees or persons for whom the Service Provider is at law responsible;
 - (ii) any loss or misuse of funds held by the Employment Program Support Service Provider as described in this Agreement;
 - (iii) the acts or omissions of the Employment Program Support Service Provider, the Employment Program Support Service Provider's employees or any person for whom the Employment Program Support Service Provider is at law responsible in performing Services or otherwise carrying on the Service Provider's business, including any damage to any and all persons or property, whether deliberate, accidental or through negligence, and all tickets, fines or penalties;
 - (iv) any claim or finding that any of the Employment Program Support Service Provider, the Employment Program Support Service Provider's employees or persons for whom the Employment Program Support Service Provider is at law responsible are employees of, or are in any employment relationship with, the City or are entitled to any Employment Benefits of any kind; or

- (v) any liability on the part of the City, under the Income Tax Act (Canada) or any other statute (including, without limitation, any Employment Benefits statute), to make contributions, withhold or remit any monies or make any deductions from payments, or to pay any related interest or penalties, by virtue of any of the following being considered to be an employee of the City, from the Employment Program Support Service Provider, the Employment Program Support Service Provider's employees or others for whom the Employment Program Support Service Provider is at law responsible in connection with the performance of services or otherwise in connection with the Employment Program Support Service Provider's business.

5.0 DEFAULT AND TERMINATION:

5.1 Termination Without Default

Despite any other provisions in this Grant Agreement, the City or the Employment Program Support Service Provider may, at any time and for any reason, terminate this Agreement, effective upon the giving of **ninety (90) days'** prior written notice to the other party. Such termination shall be without compensation, penalty or liability on the part of the terminating party, and shall be without prejudice to any legal or equitable right or remedy accrued or accruing to the terminating party arising from the performance of this Agreement.

6.0 GENERAL:

6.1 Schedules Forming Part of Grant Agreement

- (a) The parties understand and agree that the following Appendices: "K", "L", "M", "N", and "O" attached to this agreement form part of this grant agreement and consist of:

- (i) Appendix "K" – Joint Proposal for ESCLM-LMIEC;
- (ii) Appendix "L" – LMIEC (London-Middlesex Immigrant Employment Council) Business Case
- (iii) Appendix "M" – ESCLM (Employment Sector Council London-Middlesex) Business Case
- (iv) Business Case
- (v) Appendix "N" – List of Employment Program Support Services to be Provided;
- (vi) Appendix "O" – Employment Network Performance Measurement Tool

6.2 Entire Grant Agreement

This Grant Agreement constitutes the entire agreement between the parties pertaining to the subject-matter hereof and supersedes all prior agreements, arrangements (interim or otherwise), letters of intent, understandings, negotiations and discussions, whether oral or written, of the parties pertaining to such subject-matter. There are no promises, guarantees, statements, claims, warranties, representations or other agreements between the parties with respect to the subject-matter hereof except those specifically set out herein. The execution of this grant agreement has not been induced by, nor do any of the parties rely upon or regard as material, any representations not included in this grant agreement.

6.3 Execution

The Employment Program Support Service Provider acknowledges that it has read this grant agreement, understands it and agrees to be bound by its terms and conditions.

IN WITNESS WHEREOF the Parties have duly executed this agreement.

SIGNED, SEALED AND DELIVERED

THE CORPORATION OF THE CITY OF LONDON

Joni Baechler, Mayor

Catharine Saunders, City Clerk

**WIL Counselling and Training for Employment
(Acting as Administrative Sponsor)**

Per:
Name:
Title:

Appendix "K"

**Joint Proposal from:
LMIEC-London Middlesex Immigrant Employment Council and
ESCLM-Employment Sector Council London Middlesex**

Proposal Origin:	WIL Counselling and Training for Employment will be acting as Administrative Sponsor for both proposals : <ul style="list-style-type: none"> • Employment Sector Council London Middlesex <ul style="list-style-type: none"> ➤ ESLMC Job Development Network • London Middlesex Immigrant Employment Council <ul style="list-style-type: none"> ➤ LMIEC Job Match Network 	Proposal Type:	Employment/Network Support
Primary Contact:	ESCLM: Carol Stewart LMIEC: Jennifer Hollis	Proposal Cost:	ESCLM: \$101,883 LMIEC: \$105,775 } \$207,658
Date Received:	November 15, 2012	City Investment:	ESCLM: \$101,883 LMIEC: \$105,775 } \$207,658

Note the following review is based on responses that directly relate to specific elements listed within the Due Diligence Checklist as submitted by the delegation. This review does not serve to rank or recommend the proposals.*

Proposal Overview:

As mentioned above WIL Counselling and Training for Employment will be acting as Administrative Sponsor for both proposals. Both proposals are seeking funding for Employment and Network Support in the amount of \$207,658 combined.

ESCLM is requesting \$101,883 in funding support from the City of London to hire an Employment Marketing Advisor, JDN marketing initiatives, and overhead expenses for 2 years, 2013-2014, to officially establish Job Developers Network as a key London resource for connecting area employers with JDN's pool of talent.

LMIEC is requesting an annual investment for an initial 2-year period from the City of London in the amount of \$105,775 to support the salary of a full-time Sales and Marketing Advisor. The Network matches qualified talent to unfilled job orders. Marketing qualified candidates to employers is a labour intensive process, and as a result requires an additional staff member to compliment the team.

1. Initial Review

Item	Finding	Reference
Detailed request of what city is being asked to contribute	ESCLM is requesting \$101,883 in funding support from the City of London to hire an Employment Marketing Advisor, JDN marketing initiatives, and overhead expenses for 2 years, 2013-2014.	Pg.2
	LMIEC is requesting an annual investment for an initial 2-year period from the City of London in the amount of \$105,775 to support the salary of a full-time Sales and Marketing Advisor.	Pg.4
Economic spinoffs summary	ESCLM: City support for the JDN will ensure more job seekers are matched with employers and jobs. More specifically, these connections are facilitated and negotiated by JD to ensure the best possible fit between employer and worker. Standards of service delivery will improve. Community economic development.	Pg.3-4
	LMIEC: Retain and attract talent, Business retention, growth and attraction, Community economic development, Develop labour force.	Pg.8
Does it meet 25-75 funding criteria	ESCLM: Members are funded by all levels of government to provide an array of services for job seekers and employers, therefore it is not clear if the 25:75 funding criteria is satisfied and it appears as 100% of the funding is requested from the City.	Pg.2-3
	LMIEC: The Ontario Ministry of Citizenship and Immigration has invested \$150,000/yr over 2 yrs, therefore meeting the City's 25:75 funding criteria. However, the position is being asked to be 100% City funded.	Pg.4 & 6
Does not require "bonusing"	ESCLM: N/A	Pg.9
	LMIEC: N/A	Pg.11
Proponent justifies investment risk of project	ESCLM: Risks associated with the lack of municipal funding; reduced capacity to respond effectively to community needs; reduced promotions, reduced effectiveness, loss of services, reduction of service standards.	Pg.4&9
	LMIEC: Suggesting no investment risk as the City would be contributing to a growing model that works.	Pg.11

2. Financial Due Diligence

Item	Finding	Reference
Receipt of bank reference letters for last 5 years	ESCLM: Yes from the sponsor WIL; a registered charity. Letters patent and charitable registration.	Pg.9-10
	LMIEC: Yes from the sponsor WIL; a registered charity. Letters patent and charitable registration.	Pg.11
Last 5 years of financial statements and management review letters	ESCLM: Yes from the sponsor WIL; a registered charity.	Pg.10
	LMIEC: Yes from the sponsor WIL; a registered charity.	Pg.11
Document support for how project to be financed	ESCLM: Not available at this time.	Pg.10
	LMIEC: Yes, see Appendix E including Ontario Ministry Citizenship and Immigration Schedule B reflecting an investment of \$300,000 in the network.	Pg.11, Appendix E, Schedule B.
Financial intermediation highly confident letters re: ability to finance	ESCLM: Not available at this time.	Pg.10
	LMIEC: 75% of financing support is already secured from the Ontario Ministry of Citizenship and Immigration.	Pg. 11 & Appendix E
Copies of letters patent (for private companies)	ESCLM: Yes from the sponsor WIL; a registered charity. Letters patent and charitable registration.	Pg.10
	LMIEC: Yes from the sponsor WIL; a registered charity. Letters patent and charitable registration.	Pg.11

3. Managerial Due Diligence

Item	Finding	Reference
Proponents organization chart and key person bios	ESCLM: Yes from the sponsor WIL; Organizational Chart and WIL Bio. ESCLM Carol Stewart.	Pg.9-10
	LMIEC: Yes from the sponsor WIL; Organizational Chart and WIL Bio. Bio on Gus Kotsiomitis. Governance Council membership. LMIEC job Match Network partners.	Pg.11-12, Appendix B, C & G
List of previous projects developed and managed	ESCLM: Yes projects managed from the sponsor WIL; in addition a long list of ESCLM projects; One Client Delivery Standards, Information Sharing Agreements, HireOneLondon.ca etc.	Pg.7 & 10
	LMIEC: Yes projects managed from the sponsor WIL.	Pg.12
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	ESCLM: Information not required at this time.	Pg.10
	LMIEC: Information not required at this time.	Pg.12
Are proposed timelines reasonable?	ESCLM is seeking funding to hire a part-time person for 2 yrs, in which time the JDN will be established and opportunities for self-sustainability will be identified.	Pg.10
	LMIEC is seeing funding to build upon efforts of an established initiative and expand matching capabilities to additional residents of London with opportunity of renewal based on successful outcomes.	Pg.12
Review of proponents internal due diligence procedures	ESCLM: Established tracking, monitoring, reporting and third-party evaluation protocols are in place.	Pg.10
	LMIEC: Established tracking, monitoring, reporting and third-party evaluation protocols are in place.	Pg.12

4. Evaluation of Economic Spinoffs

Item	Finding	Reference
Evaluation of direct economic benefits of project	ESCLM: Job Developers Network (JDN) will ensure more job seekers are matched with employers and jobs; to assure the best possible fit between employer and worker; London employer community will be provided with information about access to the wide range of employer services and support in the community.	Pg.3-4
	LMIEC: Attracting and retaining skilled immigrant talent is a critical element to fuelling transformational change in London's economy. Aging workforce and emerging industries require more specialized skill sets creating a need to attract and retain immigrant talent. A business Case touches on the key IEPC objectives: creating jobs, leveraging investment, stimulating spin-off benefits, building beneficial partnerships, benefiting key sectors, fuelling transformational change in London's economy.	Pg.5-10, 12
Analysis of multiplier effects	ESCLM: TBD: JDN will ensure consistent employer service delivery and greater awareness by employer/business community of the availability of excellent non-profit service providers and access to a pool of qualified candidates, leading to greater uptake of employment supports and elevating those in our community who face the barriers to full achievement of their employment potential.	Pg.3-4
	LMIEC: TBD: Driven by local employer-demand, the JMN helps more London companies find the qualified talent at the right time, stimulating London's economy and job creation for all. Monthly tracking and reporting measures will capture direct outcomes as a result of City's investment in this initiative with at least 50 job outcomes in the 1 st yr of funding.	Pg.5-10, 12
Is proponent funded "fairness report" required	ESCLM: Information not required at this time.	Pg.10
	LMIEC: Information not required at this time.	Pg.12
Preparation of terms of reference for "fairness report"	ESCLM: Information not required at this time.	Pg.10
	LMIEC: Information not required at this time.	Pg.12

5. Legal Review and Conditions

Item	Finding	Reference
Review of agreements by City Solicitor's Office	ESCLM: Information not required at this time.	Pg.11
	LMIEC: Information not required at this time.	Pg.12
Development of written agreement of times for proponent to complete project	ESCLM: Information not required at this time.	Pg.11
	LMIEC Information not required at this time.	Pg.12
Is performance bond required?	ESCLM: Information not required at this time.	Pg.11
	LMIEC: Information not required at this time.	Pg.12

Proposal Category¹:

Economic Development	Social Prosperity	Idea Bank	Other
YES	YES		
<p>Comments:</p> <p><i>Summary: Employment/Network Support; The two proposals are being recommended as one due to the fact that WIL Counselling and Training for Employment will be acting as an Administrative Sponsor for both proposals. Both proposals are seeking funding for Employment and Network Support in the amount of \$207,658 combined; ESCLM is requesting \$101,883 in funding support from the City of London to hire an Employment Marketing Advisor, JDN marketing initiatives, and overhead expenses for 2 years, 2013-2014, to officially establish Job Developers Network as a key London resource for connecting area employers with JDN's pool of talent. LMIEC is requesting an annual investment for an initial 2-year period from the City of London in the amount of \$105,775 to support the salary of a full-time Sales and Marketing Advisor. The Network matches qualified talent to unfilled job orders and marketing those candidates to employers is a labour intensive process, and as a result requires an additional staff member to compliment the team.</i></p> <p><i>WIL: WIL was founded in 1984 as Women Immigrants of London Resource Service Centre - a non profit community organization dedicated to facilitating the social integration needs of immigrant women within our community. Over the years, WIL has responded to the expressed needs of its clientele by providing employment counselling, preparation and placement services</i></p>			

¹ The primary review of the proposal has been analysed in accordance with the answers provided in the checklist. Subsequently, the primary analysis will allow to appropriately classify the proposal based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, Other.

for both immigrant men and women. While developing these services, the organization has also added a variety of career development and job search solutions for Canadian men and women.

ESCLM: The Employment Sector Council London-Middlesex (ESCLM) is a network of over 45 organizations serving clients in the employment and training sector in the City of London and Middlesex County Ontario. The network provides strategic solutions for job seekers, employers, and our community. Shared training for employment planning, standards for high quality service delivery, client referral, tracking and information sharing agreements, and common technology platforms designed and delivered by the ESCLM have enabled solid, collaborative working relationships.

LMIEC: The London Middlesex Immigrant Employment Council (LMIEC) launched in 2008 as a business-led organization with the purpose to connect local employers to Canadian newcomers and, in turn, strengthen our local economy. Today the LMIEC is an established organization linking employers to effective, no-cost tools and resources including: Search tools to access pre-screened local and province-wide talent. Mentoring programs that strengthen leadership, coaching and cross-cultural skills of your employees. Screening support for evaluating international credentials and language skills. Connections with business leaders in your community who have successfully attracted and retained newcomer talent.

The proposed joined proposals depend on City funding in the amount of \$207,658 to support two job matching networks by way of funding a Sales and Marketing Advisor and an Employment Marketing Advisor for a period of two yrs. ESCLM's Job Development Network connects unemployed workers with area employers, while the LMIEC connects skilled immigrant talent pool (already in London) to satisfy positions that are presently going unfilled. LMIEC also focuses on talent attraction and retention.

Based on the primary analysis it was determined that the combined proposals fall within both "Economic Development" and "Social Prosperity" criteria as they focus on job matching, attraction and retention. Matching the unemployed with the right kind of job and filling open job vacancies with the right kind of talent could potentially lead to a decrease in the local unemployment rate resulting in wealth creation for the local economy as a whole.

Appendix "L"



London Middlesex Immigrant Employment Council

JOB MATCH NETWORK

A Made-in-London Idea

*Detailed Submission, Business Case,
Response to Due Diligence Checklist and Appendices*

For submission to:

City of London

Investment & Economic Prosperity Committee

I. EXECUTIVE SUMMARY

The London Middlesex Immigrant Employment Council (LMIEC) proposes to leverage local, provincial and federal investments to develop a “Made in London” immigrant recruitment and retention strategy for our community.

The LMIEC Job Match Network was developed in 2011-12 based on needs articulated by employers, community partners and newcomers themselves. A funding proposal to establish the Network was put forward to the Ontario Ministry of Citizenship and Immigration (MCI) in 2011 and funding was announced in June 2012. This start-up funding will result in the matching of 100 internationally trained individuals to open job opportunities in London region over the course of the next two years.

Employer umbrella groups and organizations have joined forces with immigrant-serving organizations, local colleges and not-for-profit employment agencies to found the LMIEC Job Match Network. The infrastructure of the pilot is, therefore, built upon a collaborative foundation of community partnerships – creating a large talent pool of job-ready skilled immigrants who are matched to employer job orders. This infrastructure includes several strategic pieces that are unique to London and do not exist in other Canadian municipalities, including the Access Centre for Regulated Employment; Skills International; and a new Internationally Trained Worker Loan Program pilot funded by the federal government.

This provincial investment presents a significant opportunity for the City of London to make its own strategic investment to connect work-authorized London newcomer populations currently studying and/or residing in our city that are ineligible to participate in this pilot program. **This includes the thousands of international students studying at our post-secondary institutions seeking employment in our region.** Municipal funding of the network will also open the door to the recruitment of internationally trained individuals residing outside of the province of Ontario – including those individuals who are currently overseas and in the process of immigrating to Canada – through the LMIEC’s partnership with Skills International.

Specifically, an investment from the City of London would provide the necessary human resources for a dedicated staff position that will connect local employers with untapped talent from these newcomer populations. By improving London employers’ connections with immigrant talent pools, local companies and our regional economy will grow. This is consistent and complementary to the city’s recent *Hire One* Strategy.

In other words, the infrastructure to connect employers to the talent they require has been funded and built. It is the eligibility to qualify for the programs and services that have been created that remains the significant stumbling block that this initiative has been designed to address. All that remains to be done is for our City to leverage this infrastructure to our best competitive advantage.

II. BACKGROUND ON PROPONENTS

A. About London Middlesex Immigrant Employment Council (LMIEC)

The LMIEC is a non-incorporated volunteer body led by a Governance Council of local employers and supported by an Advisory Committee with representation from the City of London, the London Economic Development Corporation (LEDC) and WIL Employment Connections (WIL). The LMIEC was established by the community as a strategic response to engage regional employers in addressing barriers to full and commensurate employment for immigrants. The community recognized that in order for labour market

conditions to improve for immigrants, employers needed to be part of the solution. The LMIEC brought employers to the table, promoting awareness of the benefits of hiring newcomers, and addressing the business community's perceived and actual barriers to employment.

The LMIEC has experienced tremendous growth. In fact, the efforts of LMIEC and its partners were recently recognized by the Economic Developers Council of Ontario (EDCO) with Top Honour in the category of Workforce Development, and in September, the LMIEC was selected as the only Immigrant Employment Council across the country to present at a Canadian Chamber of Commerce AGM. What started as a Task Force of 14 employers in 2007 has now grown to a Council of over 250 business leaders sharing their "hire immigrants" message with colleagues in their companies, business networks and industry sectors. Through the LMIEC's Employer Leadership Strategy, these employers have reached out directly to over 1,000 business associates.

The LMIEC's Mentorship for Immigrant Employment program has matched over 200 job seekers with local volunteer mentors at London area companies, with 140 newcomers finding a job in their field in our community. The program is gaining considerable provincial and national attention for its success – having outperformed similar mentorship programs in larger Canadian municipalities and utilizing creative marketing techniques. The City of London, a Corporate Champion of the Mentorship program, hosted a highly successful Networking Event between City Staff and newcomer professionals on May 24, 2012. Through complementary mentorship programs, the LMIEC also brings mentees and mentors together in small group sessions throughout the year and facilitates peer-mentoring opportunities in both regulated and non-regulated professions.

The LMIEC has also partnered with the London Chamber of Commerce to mobilize engagement among small to medium sized enterprises (SMEs) in our region through a Global Experience @ Work initiative. The successful results of this collaboration are reflected in a recent London Chamber blog and shared in Appendix H.

B. About LMIEC Job Match Network

Companies that are growing in our community are often small to medium sized enterprises with very specialized skill needs. Even in today's challenging economic climate, these employers are having a hard time finding qualified candidates for open positions. These companies have called for:

- More coordinated access to a skilled immigrant talent pool (already in London) in order to recruit for positions that are presently going unfilled;
- AND a proactive talent attraction and retention strategy that makes London a go-to destination for global talent, international students and skilled immigrants from across Canada.

By actively connecting an expanded immigrant talent pool with London employers seeking their skills, the London Middlesex Immigrant Employment ("LMIEC") Job Match Network provides a solution to both of these needs. As a community, if we are able to collectively match more internationally trained individuals (ITIs) that are already in London, willing to relocate from other areas of Ontario or pre-screened for arrival from overseas to unfilled positions, companies will find the talent required to grow their business – which will lead to further job creation for *all* Londoners.

A proposal to establish a Job Match Network was put forward to the Ontario Ministry of Citizenship and Immigration (MCI) in 2011 and funding was received to launch the Network in 2011-2012. The overwhelming employer, business association and community support to establish the Job Match Network is evidenced in Appendix D. The Job Match Network was announced by the Ministry in June 2012 and is already exceeding targets and successfully matching newcomer talent to commensurate employment opportunities in our community. For a snapshot of outcomes to-date, please see Appendix F.

While the LMIEC Job Match Network has begun its work, it is presently unable to provide services to some qualified work-authorized individuals that are already in London seeking employment, such as international student graduates. An investment from the City of London will enable local employers to better attract talent and tap into talent already in London, including unemployed and underemployed individuals that we are currently unable to match and market due to provincial funding restraints and eligibility restrictions.

C. About WIL Employment Connections (WIL)

WIL Employment Connections (WIL) is the managing partner and sponsor of the LMIEC. WIL is a non-profit organization dedicated, primarily, to facilitating the economic and social integration of immigrant men and women, and Canadian men and women, into the broader community of London and area. To this end, WIL provides services in information, referral, assessment, employment counseling & preparation, and facilitation of volunteer work experience placements leading to full employment. WIL is an Employment Ontario provider and City of London Ontario Works purchase-of-service partner.

WIL is also the managing sponsor for several initiatives on behalf of the wider community including the LMIEC, Access Centre for Regulated Employment, Mentorship for Immigrant Employment, Skills International, Internationally Trained Worker Loan Program, Employment Sector Council London Middlesex and Clothing Works.

III. FUNDING REQUEST

Matching qualified talent to unfilled job orders and marketing those candidates to employers is a labour intensive process. An annual investment for an initial 2-year period from the City of London will cover the salary of a full-time Sales and Marketing Advisor as follows:

Expenditures	Details	Amount Requested Yr 1	Amount Requested Yr 2 (Reflecting 2% cost of living increase)
Salary	Sales & Marketing Advisor (\$24.62/hr x 35 hrs x 52 weeks)	\$ 43,080.00	\$ 44,138.00
MERCs	CPP 4.95%, EI 2.56%, EHT 1.95%	\$ 4,076.00	\$ 4,176.00
Other Benefits	RPP 4%, WSIB .34%, Health 9%	\$ 4,632.00	\$ 5,673.00
YEARLY TOTALS		\$ 51,788.00 YR 1	\$53,987.00 YR 2
TOTAL 2-YR FUNDING REQUEST		\$ 105,775.00	

LMIEC, through its managing partner WIL, is seeking this initial 2-year annual investment with opportunity to seek renewal based on successful job creation outcomes. Without this investment, LMIEC will not have the resources necessary to connect London business with 100% of the qualified newcomer talent available in London such as talented international student graduates from our local institutions including Western University and Fanshawe College.

IV. BUSINESS CASE

Attracting and retaining skilled immigrant talent is a critical element to fueling transformational change in London's economy. Canada's workforce is aging, and as our workforce gets older and emerging industries require more specialized skill sets, our region's economic prosperity will be directly linked to our business community's ability to attract and retain immigrant talent. Despite a high unemployment rate, employers in our community have reported that many positions remain difficult to fill.

The LMIEC is working with these local employers to address short-term labour market demands, while pro-actively positioning our community to take advantage of the longer-term trends. In the long-term, we know we are going to have a skills shortage and in some industries, we are already experiencing a skills shortage. The LMIEC Job Match Network is an opportunity for the City of London to join LMIEC stakeholders in taking action now to be ahead of the competition as economic expansion finally takes hold.

As detailed further below, the LMIEC Job Match Network can be a valued partner to the City of London in:

- Creating jobs;
- Leveraging investment;
- Stimulating spin-off benefits;
- Building beneficial partnerships;
- Benefitting key sectors; and
- Fueling transformational change in London's economy.

A. CREATING JOBS

Driven by local employer-demand, the LMIEC Job Match Network helps more London companies find the qualified talent at the right time, stimulating London's economy and job creation for all. Past workforce development surveys conducted by the London Economic Development Corporation have found that 60% of respondents experienced difficulty filling positions and/or compromised their requirements as a result. 10% decided against expansion in London because of difficulty finding staff. If these companies had been able to source the right talent at the right time, this would have led to spin-off job creation for all Londoners.

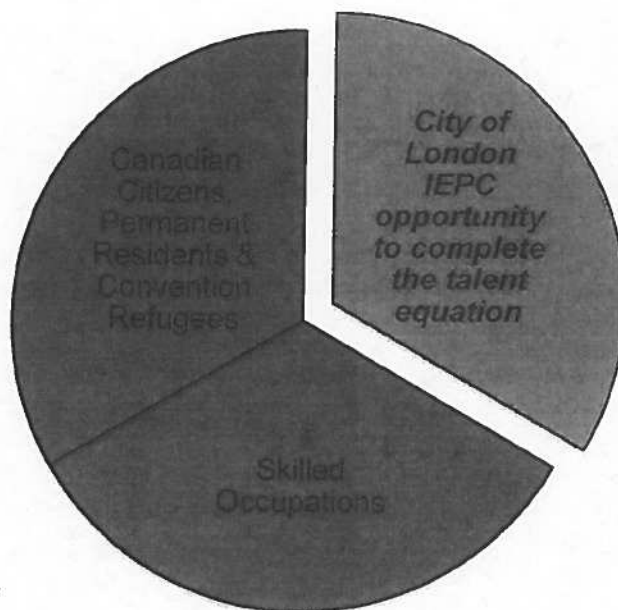
The LMIEC Job Match Network has the established processes, procedures and partnerships in place to strengthen the supply of talent available to employers in our local community, thereby stimulating job creation in emerging industries. Monthly tracking and reporting measures will capture direct outcomes as a result of the City's investment in this initiative with at least **50 job outcomes** in the first year of funding. The LMIEC is also working with a third-party evaluator to measure qualitative and quantitative impacts and the overall success of the Job match Network initiative. These reports would be shared with the City of London should an investment in this initiative be made.

B. LEVERAGING INVESTMENT

The Ontario Ministry of Citizenship and Immigration (MCI) has already invested \$150,000 per year in the LMIEC Job Match Network over a 2-year funding agreement, thereby meeting the City's 75/25 split funding criteria.

However, MCI funding carries some restrictions on the immigration categories of newcomers that can be marketed for hire. For example, international student graduates, immigrants on work visas, landed immigrants in other provinces and approved immigrants overseas are all legally authorized to work. Yet, provincial funding dollars from MCI cannot be utilized to market these candidates through the Job Match Network.

An investment from the Prosperity Committee will enable the LMIEC to leverage other local, provincial and federal investments to develop a "Made in London" immigrant recruitment and retention strategy for our community. The investment will enable the LMIEC and its Job Match Network partners to market ALL newcomers to London employers, thus expanding London's ability to attract and retain top talent and satisfying more hiring needs of local employers.



Note: IEPC Investment will help London companies access 100% of London's newcomer population including work authorized international student graduates, visa holders, newcomers of all language/skill levels and refugee claimants.

Beyond this, the Job Match Network leverages the many provincial and federal investments, with added support from private foundations and the United Way of London-Middlesex, that have been made in establishing London Region as a model for newcomer recruitment and retention. These premier London resources include:

- A regionally-based centre that directly assists ITIs in navigating the licensure process and submitting applications to regulatory bodies (Access Centre for Regulated Employment);
- A low-interest federal loan program that helps ITIs access funds to navigate licensure and credential evaluation (Internationally Trained Worker Loan Program);
- A web-based job matching tool (Skills International);
- A mentorship program that connects newcomers to London hidden job market (Mentorship for Immigrant Employment);
- An immigration web portal;
- Canadian work experience placements;
- Bridge training programs;
- And enhanced, specialized and occupation-specific language training programs.

The Job Match Network will market this suite of services and integrated London model to both newcomers and businesses, strengthening London's economic and talent attraction strategies and portfolios.

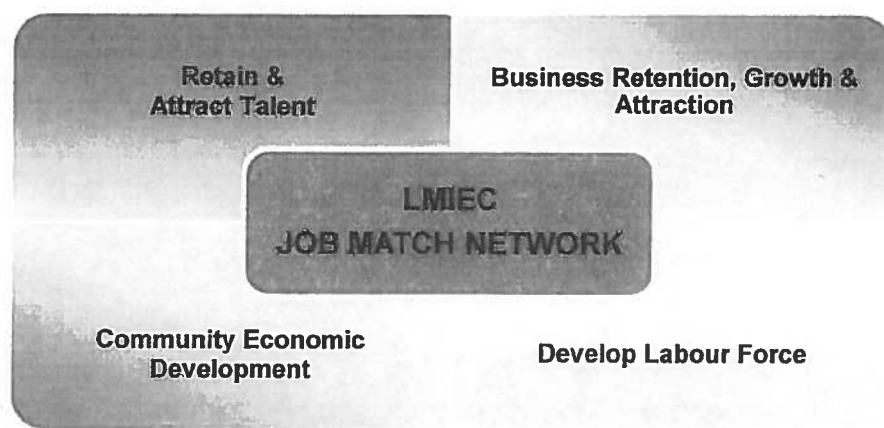
An expanded Job Match Network, able to serve International Students studying in our community, will also significantly leverage the LEDC's Annual Student-2-Business Conference which already delivers an International Student Workshop component (delivered by WIL Employment Connections).

Beyond these employment related supports, London stakeholders have also been coming together surrounding issues of settlement, education, health & well-being, justice & protective services and employment through the work of the London Middlesex Local Immigration Partnership to strengthen London Region as a welcoming and vibrant community for newcomers. This idea builds upon these collaborative community initiatives and existing investments.

C. STIMULATING SPIN-OFF BENEFITS

The spin-off benefits of our economy hiring local immigrant talent are substantial. The Conference Board of Canada has estimated that our country's failure to recognize immigrants' learning and credentials costs the economy \$3.4 billion to \$5 billion in lost earnings every year. Furthermore, a study by RBC Economics indicates that if immigrants had the same likelihood of employment at the same average income as people born in Canada, then personal income would be about \$13 billion higher and there would be almost 400,000 extra workers.

Specifically, the LMIEC Job Match Network catalyzes four of the five areas of focus for London's Economic Prosperity:



1. The LMIEC Job Match Network **RETAINS AND ATTRACTS TALENT:**

Over 20% of Londoners are immigrants. This talent pool, including international student graduates from Western University and Fanshawe College, will leave our community if their skill sets are not recognized and they are not actively matched and connected with London business leaders/employers.

Furthermore, with 7 out of 10 recent immigrants turning to GTA, Montreal and Vancouver as their first destination in Canada, the LMIEC Job Match Network puts London on the global map. Immigration will account for 100% of net labour growth in the years ahead and we are competing against other cities, provinces and countries in a tight race for this pool of talent.

Moreover, companies in London's emerging industries need swift and streamlined access to qualified talent. By both better connecting companies with London's top newcomer talent and drawing talent to our region to fill their skilled talent needs today, the LMIEC Job Match Network fuels job growth for all Londoners.

2. The LMIEC Job Match Network drives **BUSINESS RETENTION, GROWTH AND ATTRACTION**

This initiative fuels our community's ability to attract and retain companies in emerging industries. Companies in emerging sectors require swift and streamlined access to qualified talent. By better connecting companies with qualified talent to fuel their hiring needs today, the LMIEC Job Match Network fuels job growth for all Londoners into tomorrow.

3. The LMIEC Job Match Network **DEVELOPS OUR LABOUR FORCE**

1 in 5 Londoners (20% of our local labour force) are immigrants. The LMIEC Job Match Network supports local newcomer talent in navigating our region's labour market and securing commensurate employment in their fields to our collective economic

advantage. When employers are able to access the qualified talent they need at the right time – companies grow, fueling job creation for London’s entire workforce.

4. The LMIEC Job Match Network fuels COMMUNITY ECONOMIC DEVELOPMENT

The LMIEC’s work is directly aligned with London’s economic and workforce development strategies through active partnerships with the London Economic Development Corporation, TechAlliance and the London Chamber of Commerce in addressing impending skill shortages and fueling talent attraction/retention in our city. The Job Match Network builds linkages, strengthens connections, fosters networking opportunities and provides small to medium sized enterprises the tools to fuel their business growth.

D. BUILDING BENEFICIAL PARTNERSHIPS

Strategically guided by the LMIEC employer-led Governance Council (See Appendix A) and Advisory Committee members including the London Economic Development Corporation and the City of London, the following immigrant-serving London partner organizations are participating in the LMIEC Job Match Network:

- Access Centre for Regulated Employment
- ACFO London-Sarnia
- College Boreal
- Fanshawe College
- London Cross Cultural Learner Centre
- LUSO Community Services
- Mentorship for Immigrant Employment
- Skills International
- South London Neighbourhood Resource Centre
- WIL Employment Connections

LMIEC’s economic development and professional association partners in London Region include:

- London Chamber of Commerce
- London Economic Development Corporate
- TechAlliance
- Elgin Middlesex Oxford Workforce Development and Planning Board
- Human Resources Professionals Association London & District

Beyond London partners, Job Match Network actively coordinates with Skills International and other job matching networks and Immigrant Employment Councils across Canada to communicate unfilled job orders and attract ITI candidates willing to relocate for available and meaningful employment opportunities. Helping London companies find qualified candidates for those hard to fill opportunities stimulates spin-off job creation for all Londoners.

E. BENEFITTING KEY SECTORS

The Job Match Network benefits both emerging and established industry sectors in London:

The Job Match Network's expanded access to talent is a particular asset to those industries in London that will be key generators of job growth in the years ahead. Up to 70% of the new jobs in emerging industry sectors such as London's Information Technology, Life Sciences and Renewable Technologies sectors require post-secondary education. Over 50% of recent immigrants have a university degree – twice the proportion of the Canadian born population (22%). Newcomers will be a key source of the talent to fill the immediate skill demands of these emerging industries and as a community we need to assure we are firing on all cylinders to attract and retain the best and the brightest.

London's established industry sectors are also becoming increasingly complex in their skill demands, as companies move towards lean and advanced manufacturing work environments that are more reliant on engineering, planning, logistical and information technology skills.

Beyond helping London's economic sectors fill skills demands, the Job Match Network will also enable London companies to proactively tackle upcoming labour shortages. Immigration will be responsible for 100% of London's labour market growth in the years ahead, and recent Census results reflect that London's population of seniors is higher than the national average, further highlighting the need to be vigilant and competitive in talent attraction strategies.

F. FUELING TRANSFORMATIONAL CHANGE IN LONDON'S ECONOMY

The Job Match Network fuels transformative change in London's economy by helping more companies access the right talent they need at the right time to grow their business, thereby growing London's emerging industries and accelerating job creation for all.

As recognized in Ontario's first-ever immigration strategy released this November, "When immigrants succeed, Ontario succeeds. Making immigration work better for immigrants, their families and our province will ensure a strong Ontario and an even stronger Canada." The same must hold true for the cities across our province

Attracting and retaining newcomer talent is vital for cities and companies in medium sized centres such as London to succeed. If London fails to recognize that a targeted and sustained approach to attract and retain immigrants is needed, we will have failed as a community to support London businesses in emerging industry sectors with the talent they need to grow – thereby stalling job creation for *all* Londoners.

London business leaders and community stakeholders have come together to launch the Job Match Network as they recognize both the immediate and longer-term need to be proactive in the competition for global talent. This proposal presents a unique and timely opportunity for the City of London to join with the wider community in fueling transformational change in London's economy.

We look forward to working with the City of London on this undertaking.

DUE DILIGENCE CHECKLIST FOR SHORTLISTING PURPOSES

1. Initial Review

Detailed request of what city is being asked to contribute	Yes as detailed in Section III.
Economic spinoffs summary	Yes as detailed in Section IV(C)
Does it meet 25-75 funding criteria	Yes as detailed in Section IV (B)
Does not require "bonusing"	N/A
Proponent justifies investment risk of project	This project requires a small investment in a successful and established program in order to enable job matching activities and strengthen job outcomes for more Londoners. There is no investment risk as the City of London would be growing a model that works.

2. Financial Due Diligence

Receipt of bank reference letters for last 5 years	WIL is a registered charity. Anne Langille, WIL Executive Director, submitted copies of WIL letters patent and charitable registration on November 15, 2012.
Last 5 years of financial statements and management review letters	Yes. Anne Langille, WIL Executive Director, submitted copies of WIL letters patent and charitable registration on November 15, 2012.
Document support for how project to be financed	Yes. See Appendix E including Ontario Ministry of Citizenship and Immigration Schedule B reflecting an investment of \$300,000 in the LMIEC Job Match Network
Financial intermediation highly confident letters re: ability to finance	75% financing support already secured from Ontario Ministry of Citizenship and Immigration. See Appendix E.
Copies of letters patent (for private companies)	WIL is a registered charity. Anne Langille, WIL Executive Director, submitted copies of WIL letters patent and charitable registration on November 15, 2012.

3. Managerial Due Diligence

Proponents organization chart and key person bios	Yes. Anne Langille, WIL Executive Director, submitted WIL organizational chart and WIL Bio on November 15, 2012. Additional bio details on Gus Kotsiomititis (LMIEC Chairperson). submitted in Appendix G. Governance
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	Council membership submitted in Appendix B and LMIEC Job Match Network partners in Appendix C.
List of previous projects developed and managed	Yes. Anne Langille, WIL Executive Director, submitted copies of organization bio including overview of projects managed on November 15, 2012.
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	No agreement has been presented to the organization to sign, but will be executed upon presentation.
Are proposed timelines reasonable?	Yes. The LMIEC is seeking funding to build upon the efforts of an established initiative and expand matching capabilities to additional residents of London with opportunity for renewal based on successful outcomes.
Review of proponents internal due diligence procedures	Established tracking, monitoring, reporting and third-party evaluation protocols are in place.

4. Evaluation of Economic Spin-offs

Evaluation of direct economic benefits of project	Yes as detailed in Section IV.
Analysis of multiplier effects	Yes as detailed in Section IV.
Is proponent funded "fairness report" required	N/A
Preparation of terms of reference for "fairness report"	N/A

5. Legal Review and Conditions

Review of agreements by City Solicitor's Office	N/A
Development of written agreement of times for proponent to complete project	N/A - The proponents would be pleased to execute a written agreement of times for project completion upon negotiation of a funding agreement with the City of London.
Is performance bond required?	N/A

INDEX of ATTACHMENTS

A. Letters of Support

- Gus Kotsiomitis (LMIEC Chairperson), Vice President Commercial Banking London/St. Thomas, RBC Royal Bank
- Gerry Macartney, CEO, London Chamber of Commerce

B. Governance Council Membership

C. LMIEC Job Match Network Partners

D. Additional Evidence of Support for Establishing the LMIEC Job Match Network

- Original letters and partnership agreements from employers and economic development groups in request for start-up funding from MCI:
 1. London Economic Development Corporation
 2. TechAlliance
 3. Autodata
 4. rtraction
 5. TrojanUV
 6. JMP Engineering
 7. Sciencetech
 8. McKay-Cocker
- Original letters and partnership agreements from community based agencies in request for start-up funding from MCI:
 1. Fanshawe College
 2. College Boreal
 3. Cross Cultural Learner Centre
 4. South London Neighbourhood Resource Centre
 5. ACFO London-Sarnia
 6. Skills International
 7. Access Centre for Regulated Employment

E. Evidence of \$ 300,000 investment from the Ontario Ministry of Citizenship & Immigration

F. Snapshot of LMIEC Job Match Network Outcomes

G. Biographical Material on LMIEC Chairperson Gus Kotsiomitis

H. Material on Global Experience @ Work partnership with London Chamber of Commerce

I. LMIEC Job Match Network Backgrounder

Other:

LMIEC is not incorporated and is managed by WIL Employment Connections (WIL). WIL has separately submitted the following enclosures electronically on November 15, 2012:

- A. WIL Letters Patent and Charitable Registration**
- B. 5 Years of Audited Financial Statements**
- C. WIL Organizational Chart**
- D. WIL Bio**
- E. Letter to the City**

Appendix "M"



**ESCLM's Job Development Network:
Connecting London's Employers and Job Seekers**

A Prosperity Plan Proposal for London

Carol Stewart

11/15/2012



**ESCLM's Job Development Network:
Connecting London's Employers and Job Seekers**

1) Background

Employment Sector Council London-Middlesex (ESCLM) is a unique and innovative network of over 45 organizations serving more than 80,000 clients and thousands of employers yearly in the City of London region. Our members include non-profit and public employment service delivery, training, education, and economic development organizations, and representatives from all three levels of government (see ESCLM Members List, Appendix A).

For 2 decades, ESCLM has provided a workforce planning and service delivery system which enhances economic prosperity for London, its residents and employers. The City benefits from our network's coordinated and collaborative approach to employment and training sector planning, which has resulted in a seamless, 'no-wrong-door' system of employment and skills training services for reduced duplication and speedy access to services by job seekers and employers. We provide necessary skills training and employment supports to get people back to work. We establish and strengthen economic and employment linkages and our member agencies represent over 40 points of access to employer and job seeker services and opportunities.

ESCLM and its members have developed, supported, and voluntarily adhered to the only state-of-the-art quality assurance standards for excellence in employment service delivery in Canada. Our sector uses these OneClient standards to ensure optimal service and planning, ensuring that employers gain access to a high quality field of the best candidates.

The London region has also benefited significantly from ESCLM's Rapid Response Protocol, a one-of-a-kind sector wide strategy for responding to the layoffs and company closures occurring in our region. ESCLM is a central point of assistance, responding quickly to provide labour adjustment services in the case of over 20 area lay-offs or plant closures, including the Ford-Talbotville Plant and Electro-Motive Diesel.

2) Business Case and Objectives

ESCLM has recently designed a key London area resource for connecting employers and jobseekers. The ESCLM's Job Development Network (JDN) is a team of employment agency professionals from across the sector who work directly with employers to find them the best job seekers to meet their hiring needs (see JDN Members List, Appendix B).

The Job Developers Network offers employers a seamless and direct link to well-prepared and qualified job candidates through the provision of a wide array of free and professional supports, including:

- Hiring and Training Incentives
- Job Placement and Matching
- Recruitment, Pre-screening and Selection of Candidates
- Apprenticeship
- Labour Diversification
- Access to Government Employment Programs
- Post-Employment Supports

While still in its early stages, our JDN is already nationally recognized as an efficient and effective employer engagement model for the provision and support of highly qualified workers.

a) Funding Request

ESCLM is requesting \$101,883 in funding support from the City of London to hire an Employment Marketing Advisor, JDN marketing initiatives, and overhead expenses for 2 years, 2013-2014, to officially establish Job Developers Network as a key London resource for connecting area employers with JDN's pool of local talent.

With a small injection of funding support for a staff person (see Proposed Budget, Section 2f, below), London's JDN will have the capacity to better match people to jobs, according to specific employer and job seeker circumstances, by creating a single point of access for employer services.

The Employment Marketing Advisor will:

- Actively liaise with and provide on-going customer service to the London area employer community and ESCLM Job Developers to identify, screen and market candidates for open job orders and placement opportunities
- Engage and educate employers in utilizing the tools and resources available to support them in hiring local talent.

b) Leveraging Investments

The Job Developers Network builds on ESCLM's 20 years of expertise and experience, and the tools, resources, and process for optimal client service, intra-network collaboration, and inter-sectoral coordination we have built will directly support the City of London's efforts in growing economic prosperity through workforce development and partnerships. ESCLM's members bring decades of expertise and high reputation for excellence in service delivery to this initiative. Significantly, our ESCLM member agency management and, particularly, their staff have contributed thousands of volunteer hours in-kind as participants on ESCLM Committees, Professional Development, Special Events, and as ESCLM representatives on dozens of community and regional initiatives and partnerships. The ESCLM Steering Committee comprises influential and experienced representatives from our members and government partners.

Critically, a strengthened funding partnership with the JDN will enable the City of London to continue leveraging the significant investments already made by all levels of government for the purpose of assisting London job seekers and employers. ESCLM Members are funded by all levels of government to provide an array of employment, settlement, education, and literacy services, for all manner of job seekers and employers. These resources are leveraged by the Job Developers Network and requiring no additional investment by the City:

- Employer hiring incentives
- Funds for on-the-job training
- Ontario Works Job-Specific Skills Training and Job Placement
- Employment Ontario funded training, literacy, and apprenticeship programs
- Up to \$28,000 per laid-off worker seeker for Ontario Second Career training and education

ESCLM leverages these investments in a coordinated approach to represent the needs of our entire community. In turn, the City of London benefits from our access our actual and potential avenues and networks for communication and planning between sector and community partners, frontline staff and jobseekers, and our extensive network of employer partners for building our community's workforce.

c) Economic Spinoffs and Outcomes

ESCLM maintains that any Job Creation efforts by the City must be accompanied by the development of a well-prepared workforce to meet these opportunities. Further, employers are increasingly seeking particular skills and talents in their human resources and many have difficulty accessing the local talent pool.

In short, City support for the Job Developers network will ensure more job seekers are matched with employers and jobs. More specifically, these connections are facilitated and negotiated by Job Developers to ensure the best possible fit between employer and worker.

Our network serves a diverse clientele, including youth, older workers, people with disabilities, newcomers and immigrants, First Nations, rural populations, and the general population, whose talents and skills are key, yet often under-utilized labour market resources for our community. Employers can be confident that the JDN will connect them with this pool of pre-qualified individuals, thereby easing the relationship between labour market supply and demand.

A strengthened Job Developers Network, supported by a staff person, will provide the London employer community with information about and access to the wide range of employer services and supports in our community, many of which are not currently being accessed by the wider business community. The JDN seeks to make employer hiring decisions and processes easier and more streamlined. The economic benefits of facilitating an encouraging climate for hiring local talent are significant. As one small example, the new HireOneLondon.ca website registers a significant of employers who have hired with the assistance of JDN members, and promotes the JDN as a key community resource for employers seeking to hire.

JDN members work with hundreds of employers and thousands of job seekers each year. Funding an Employment Marketing Advisor for the JDN will ensure consistent employer service delivery and greater awareness by employer/business community of the availability of excellent non-profit service providers and access to a pool of qualified candidates, leading to greater uptake of employment supports and elevating those in our community who face the barriers to full achievement of their employment potential.

The City of London and its partners will benefit through further development of inter-agency protocols and methods for sector-wide service planning. Taxpayers receive greater assurance that scarce dollars are being used to achieve optimum outcomes for the business community and area job seekers.

d) Investment Risk

Expanded funding will allow ESCLM to continue to provide current levels of supports and most importantly, to respond to additional requests for its assistance such as intervening between employers and job seekers. Investment risk is mitigated by enhanced participation by ESCLM management, volunteers, and Steering Committee members in all sector and community initiatives.

As a small, single staffed organization, ESCLM manages to provide significant value to its membership and the City of London. Reductions in funding combined with additional requests for ESCLM's assistance reduces our capacity to respond as effectively to community needs. As such, risks are associated with lack of municipal investment including:

- Reduced promotion of available hiring supports and incentives available to area employers
- Reduced effectiveness of a critical intermediary between labour force demand and supply
- Loss of services provided to London and reduced impact of Ontario's only employment sector council
- Reduction of community' self-designed and reputable employment service standards
- Loss of employment services for company layoffs

We have always set the bar high and as we work with the City on current and new innovations, the work of our staff and colleagues will continue to demonstrate our adherence to highest quality standards in excellence in service delivery.

e) Targets

ESCLM anticipates its Job Developers Network will move a significant number of Londoners into employment. Our marketing efforts with respect to educating employers about the under-utilized services available through our network will have a wide reach, leveraging our existing employer network. A key objective is to engage hundreds of new employers and to be able to successfully serve increasing numbers of London businesses for 2013 and 2014.

Job Development Network Performance Measures/Milestone Targets	2013	2014
Londoners Employed via JDN	1,000	1,200
Employer Information Packages distributed re: JDN Employer Services	2,000	2,500
New London Employers served by JDN	200	300
New Employers Registered on HireOneLondon.ca via JDN	1,000	1,000

f) Building a Strong Economy

Like ESCLM, the City of London seeks to enhance existing partnerships and to build on the good workforce development initiatives and planning efforts already taking place in our City.

The City of London's support for networks such as ESCLM has helped to position this community as a forward-looking, collaborative, welcoming community. As a result of 20 years of developing key partnerships and a consistent commitment to our high quality principles and standards for optimal service delivery, ESCLM is well-situated to provide state-of-the-art innovations and resources for ensuring cohesion between all labour market supply and demand stakeholders.

Despite the many economic challenges facing the London region, we are emerging as a robust and innovative community. The work of the Employment Sector Council London-Middlesex and its 40+ members has already demonstrated significant success at facilitating getting people back to work. In a recent review of the work of this sector compared to other communities, London is leading the way in connecting people to employment opportunities. Our success lies in our collaborative approach to service delivery. We are considered by many to be one of the best, if not the top, model of optimal community-level employment service delivery in the province and country.

With the City's support, ESCLM and our new Job Development Network will contribute to London's Economic Prosperity through:

- Connecting our region's employer demands and our workforce supply
- Providing Human Resource supports and services, such as employee recruitment and selection, for small, medium and large enterprises
- Identifying and addressing the systemic barriers faced by both job seekers and employers seeking the best hires
- Supporting workers and companies experiencing layoffs and closures through targeted resources and services
- Providing necessary skills and training for under- and un-employed Londoners and getting them back to work
- Strong regional cooperation with Middlesex, Elgin, Oxford and Sarnia-Lambton Counties
- Participating in London Economic Development Corporation and the Workforce Planning and Development Board initiatives
- Supporting new employers and those seeking to expand their workforce
- State of the art standards for excellence in employment and employer services
- Planning for and responding to labour force changes

g) Proposed Budget

Expenses	2013	2014	Total
Total Full Salaries and Benefits:	40,807	42,176	82,983
Employment Marketing Advisor (Part-time 60%)	19,647	27,278	46,925
Initial 3 Month Probation	7,096	N/A	7,096
ESCLM Project Manager (15%)	7,618	7,770	15,388
Benefits and Mandatory Employment Related Costs (MERCs) (see budget notes)	6,466	7,128	13,594
Total Overhead Expenses:	9,385	9,515	18,900
Advertising and Promotional (Employer Service Information and Referral Tools and Printed Materials)	4,000	4,080	8,080
Materials and Supplies	500	510	1,010
Internet and Technology	745	760	1,505
Professional Development	350	350	700
Photocopying & Postage	640	653	1,293
Rent (\$13/sq ft)	1,300	1,326	2,626
Meeting Room Rental	1,300	1,326	2,626
Telephone	150	102	252
Travel and Accommodation (\$.52/km)	400	408	808
Total Budget	50,192	51,691	101,883

***Budget Notes:**

Salaries and Benefits

- Salaries include 100% of the cost of the Employment Marketing Advisor position and 15% of the ESCLM Project Coordinator.
- Employment Marketing Advisor position is Part-Time, 21 hours per week
- Salaries include per 2% increase to Salary Ranges each year as per Pay Equity payments.
- The Mandatory Employment Related Costs (MERCs) are based on 2012 rates.
- In addition to mandatory employment-related benefits, the Administrative Sponsor (WIL Employment Connections) carries third-party insurance coverage including Life Insurance; Long-Term disability; Extended Health Care/80%; Drug Card/Employee pays dispensing fee; Dental Plan/80%; Visioncare; and Registered Pension Plan/Employee contributes 3% of annual salary and WIL contributes 4%. WSIB is \$0.34 per \$100 of payroll.

Overhead Expenses

- Expenses are based on actual ESCLM 2012-2013 costs
- Expenses include 2% increase per year
- Rent assessed at \$13/sq ft.
- Travel and Accommodation expenses assessed at \$0.52/km

3) Managerial Due Diligence

a) ESCLM Organization

The ESCLM Steering Committee, elected by its membership, is responsible for collaboratively engaging community members involved in the employment and training sector in London and Middlesex County to improve their capacity for dealing with human resource planning and implement labour force adjustments accordingly (see Steering Committee Membership List, Appendix C).

Membership of the Steering Committee comprises management from our non-profit member agencies, and *ex officio* members representing our funders from three levels of government. Its activities are focused on strategically building organizational and sector capacity through effective communication and information sharing, community development and sectoral planning, for the purpose of providing relevant and responsive programs and services that meet the needs of job seekers in our community. It is through this collaborative and integrated approach that that we are able to build the capacity of the community in which we serve. The Steering Committee is supported by Project Leader, Carol Stewart.

b) ESCLM Projects and Partnerships

ESCLM has delivered numerous innovative systems and products and successful projects to our funding partners and members. Pro-actively we have designed, developed and implemented strategies to respond to and address human resource issues affecting our sector. Examples of ESCLM initiatives which are monitored and evaluated for outputs, outcomes, and results include: the design of and adherence to the OneClient Service Delivery Standards and Common Assessment Process Training. Other innovative products include: Information Sharing Agreements, Principles for the Protection of Personal Information, Professional Development for agency staff, the London-Middlesex Immigrant Employment Council, the Rapid Response Process (to meet Adjustment Committee and Action Centre needs in respect to company layoffs), Privacy Officers and Job Developers Networks, and Links2Work.on.ca (our region's online employment and training information portal). These initiatives are consistently monitored and evaluated for continuous improvement, and results, benefits, and evaluation outcomes are shared with ESCLM members, community partners, and government partners.

Community projects/partnerships with which we are key partners and which we can leverage as key beneficial resources include: HireOneLondon.ca (City of London), Labour Market Information Knowledge System (LEDC), Employer One Survey (Elgin, Middlesex, Oxford Workforce Planning & Development Board), Integrating Literacy and Employment Project, London-Middlesex Local Immigration Partnership, Child and Youth Network, Employer One Survey Project, Middlesex County - United Way Needs Assessment Project, Centre for LifeLong Learning Adult Learner Counselling Pathway Project, Middlesex Workforce Development Committee, Workplace Literacy Project, Local Labour Market Plans among others.

To further our efforts regionally and provincially and provide an integrated and coordinated approach to community and economic development opportunities we also work closely with: London Economic Development Corporation (LEDC), Elgin Middlesex Oxford Workforce Planning and Development Board, Human Resource Professionals London and District (HRPLD), Literacy Link South Central, Ontario Network of Employment Skills Training Projects (ONESTEP), the Ontario Alliance of Career Development Professionals (OACDP), Partners in

Employment (PIE), Literacy Link South Central (LLSC), London-Middlesex Immigrant Employment Council (LMIEC).

WIL Employment Connections is the formal sponsor of ESCLM. ESCLM is an unincorporated body, and has remained so to realize efficiencies in managing activities and to reduce overhead, e.g., economies of scale for connectivity to the internet, sharing of space, etc. WIL has an exceptional foundation as a sponsoring agency of local projects and province-wide collaborations. WIL boasts excellent financial management and record keeping for WIL Counselling and Training for Employment, the Employment and Learning Resources Corporation, The WIL Skill Centre, Clothing Works and SkillsInternational.ca.

c) Monitoring and Evaluation

ESCLM regularly evaluates our programs for effectiveness. ESCLM's projects include our new OneClient system (an evaluation/certification system for Employment Service Providers) that has recently been piloted in 4 communities in Ontario. ESCLM agencies adopted 'web tracker' which shared client information across the ESCLM network to improve referral processes, case management, client service provision and outcomes. ESCLM's Steering Committee meets monthly and is comprised of management from Employment Service providers who provide feedback on projects and performance.

Many of our projects have been funded repeatedly for subsequent phases based on successful outcomes. For marketing purposes we track website visits and the quantities of printed resources requested from members and partners. ESCLM also administers a successful Common Assessment Process Training program that includes a Trainer and Course Evaluation component. ESCLM regularly reviews and revises strategic and business plans to ensure we are meeting the ever-changing needs of labour markets. All ESCLM initiatives are consistently monitored and evaluated for continuous improvement, and results, benefits, and evaluation outcomes are shared with ESCLM members, community partners, and government partners.

d) Financial Diligence

ESCLM's formal sponsor, WIL Employment Connections regularly exceeds funding/outcome requirements, boasts excellent financial management and record keeping for WIL Counselling and Training for Employment, the Employment and Learning Resources Corporation, The WIL Skill Centre, Clothing Works and SkillsInternational.ca. WIL's track record is well documented with MCI as a result of both past and current Bridge Training projects - including the Access Centre for Regulated Employment, the LMIEC Employer Leadership Strategy, the Mentorship for Newcomer Success Program. All reporting requirements for these projects have been consistent in their timely completion and accuracy. Project-specific evaluations (containing both quantitative and qualitative measures) for past and present MCI Bridge Training projects are on file with the Ministry and are also available upon request.

As well, WIL has managed funds, on behalf of the ESCLM, received from Service Canada, MTCU, the Trillium Foundation, the Corporation of the City of London, and the London Economic Development Corporation. All funds are distributed to ESCLM projects by motions of the ESCLM Steering Committee. WIL reviews and has approved all development, tracking, and reporting on outcome and performance measures undertaken by ESCLM.

4) Conclusions

ESCLM's Job Developers Network (JDN) comprises Job Developers and Employer Liaison professionals from across London's public and nonprofit organizations. While we are a new ESCLM initiative, we have already effectively and efficiently worked to build a framework to seamlessly and directly connect employers with the best job seeker candidates through:

- Provision of free and expert job placement and matching services
- Workplace placement, experience, and training services and supports
- Accessing government funding and financing programs for employers and job seekers
- Education about job development resources and opportunities available in our region
- Building relationships between our region's employer demands and our workforce supply.

Our members have recently formed the JDN because we recognize the benefits of taking a collective approach to workforce development initiatives. We believe our network represents a unique and innovative sector-wide collaboration: a key community resource for ensuring job seekers enter our workforce with the skills that employers require to meet their needs.

The ESCLM JDN is committed to contributing to London's Investment and Economic Prosperity Committee goals of a prosperous City, and we trust that we offer valuable perspectives and significant expertise. As critical "interveners" between job seekers and employers, we have are well-placed to identify and overcome the systemic barriers faced by both job seekers and employers seeking the best hires. A significant part of our work involves developing best practices and streamlined supports for encouraging employers to hire from our diverse local talent pool.

We look forward to hearing of the progress of this Proposal and initiative and trust that you will recognize both the value of this project to the employer community and London job seekers, as well as the value we can bring collectively with regards to this and other London workforce development initiatives

5. DUE DILIGENCE CHECKLIST FOR SHORTLISTING PURPOSES

1. Initial Review

Detailed request of what city is being asked to contribute	Yes, as detailed in Section 2.
Economic spinoffs summary	Yes, as detailed in Section 2c.
Does it meet 25-75 funding criteria	Yes, leveraging investment detailed in Section 2b.
Does not require "bonusing"	N/A
Proponent justifies investment risk of project	Yes as detailed in Section 2d.

2. Financial Due Diligence

Receipt of bank reference letters for last 5 years	WIL is a registered charity and Sponsor for ESCLM. WIL by-laws
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	and letters patent are provided.
Last 5 years of financial statements and management review letters	Yes. Provided by WIL.
Document support for how project to be financed	N/A
Financial intermediation highly confident letters re: ability to finance	N/A
Copies of letters patent (for private companies)	Yes, as provided by WIL.

3. Managerial Due Diligence

Proponents organization chart and key person bios	Yes. WIL organizational chart is provided. Carol Stewart has been Project Manager, ESCLM since 2007. She has received graduate degrees from Brandon University and Western University. She coordinates the labour market and employment policy and planning interests of more than 40 Members of ESCLM and is a leadership committee member several London and Middlesex County community projects and initiatives.
List of previous projects developed and managed	Yes, as detailed in Section 3b.
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	No agreement has been presented to the organization to sign, but will be executed upon presentation.
Are proposed timelines reasonable?	Yes. ESCLM is seeking City funds to hire a Part-Time staff person for 2 years, in which time the Job Developers Network will be established and opportunities for self-sustainability will be identified.
Review of proponents internal due diligence procedures	Yes. Established tracking, monitoring, reporting and third-party evaluation protocols are in place.

4. Evaluation of Economic Spin-offs

Evaluation of direct economic benefits of project	Yes, as detailed in Section 2.
Analysis of multiplier effects	Yes, as detailed in Section 2.
Is proponent funded "fairness report" required	N/A
Preparation of terms of reference for "fairness report"	N/A

5. Legal Review and Conditions

Review of agreements by City Solicitor's Office	There is no established agreement for review at this time.
Development of written agreement of times for proponent to complete project	The proponents would be pleased to execute a written agreement of times for project completion upon negotiation of a funding agreement with the City of London.
Is performance bond required?	N/A

Appendix A: ESCLM Membership List

Association Canadienne-Francaise de l'Ontario (ACFO) London-Sarnia
ATN Access Inc.
Canadian Hearing Society
Centre for Lifelong Learning, London District Catholic School Board
City of London
Collège Boréal
Community Living London
Community Employment Choices (Strathroy)
Daya Counselling Centre
Dorchester Employment Resource Centre
Elgin, Middlesex, Oxford Workforce Planning and Development Board
Employment & Training Access Centre
Fanshawe College
G.A. Wheable Centre for Adult Education, Thames Valley District School Board
Goodwill Industries, Ontario Great Lakes
Hutton House Association for Adults with Disabilities
Labourers' International Union of North America, Local 1059
LEADS Employment Services London, Inc.
Literacy Link South Central
Literacy London
London Cross Cultural Learner Centre
London Economic Development Corporation
London Employment Help Centre
London Military Family Resource Centre
London Public Library
London Training Centre
LUSO Community Services
Middlesex County Library
Ministry of Community and Social Services
Ministry of Training, Colleges & Universities
Nokee Kwe Occupational Skills Development Inc.
North Middlesex Multi-Service Centre
Oneida Nation of the Thames
Ontario Ministry of Agriculture, Food and Rural Affairs Ontario March of Dimes
Over 55 (London) Inc.
Pathways Skill Development & Placement Centre
Service Canada
Small Business Centre
Strathroy Library Employment Resource Centre
United Way of London and Middlesex
WIL Employment Connections
WOTCH Community Mental Health Services
Youth Opportunities Unlimited

Appendix B: ESCLM Job Developers Network Members

Dan Catunto, March of Dimes
Nadine Chin-Lalonde, Collège Boréal
Zeina Choucair, WIL Employment Connections
Gord Fansher, Hutton House
Claudette Faulkner, Pathways Skills Development
John Farrell, Pathways Skills Development
Sandy Firman, Pathways
Glenn Granger, WOTCH Community Mental Health Services
Marlene Graydon, Community Living London
Grace Johnson, London Employment Help Centre
Trish Joris, March of Dimes
Karen Kloibhofer, Fanshawe College, Community Employment Services
Kristina Le Claire, WIL Employment Connections
Yvonne Lindsay, Community Living London
Bonnie Macklin, WIL Employment Connections
Jan Maguire, Fanshawe College, Employment Service Elgin
Heather Maiorana, Goodwill Industries
Paula Massiah, Nokee Kwe
Tiffany Pringle-Austin, Youth Opportunities Unlimited
Linda Pollard, London Employment Help Centre
Nancy Priestley, WOTCH Community Mental Health Services
Cathy Sommers, WIL Employment Connections
Marg Smith, Leads Employment Services
Carol Stewart, ESCLM
Mike Stuart, Community Living London
Rob Thompson, Community Employment Choices, Strathroy
Maria Torres, London Employment Help Centre
Wayne Warmington, London Training Centre
Susie Webster, Community Employment Choices, Strathroy
Bob Wendt, Pathways Skills Development
Jillian Winters, WOTCH Community Mental Health Services
Bonnie Williams, Daya Counselling Centre

Appendix C: ESCLM Steering Committee Members

Bill Pigram, CO-Chair, *Community Employment Choices*
Anne Langille, Co-Chair, *WIL Employment Connections*
Bonnie Williams, *Daya Counselling*
Deb Armstrong, *Nokee Kwe*
Lise Béland, *Collège Boréal*
Jerry Colwell, *Pathways Skills Development*
David Corke, *London Training Centre*
Tom Crouch, *London Employment Help Centre*
John Griffiths, *Goodwill Career Centre*
Tamara Kaattari, *Literacy Link South Central*
Katherine Krakowski, *Youth Opportunities Unlimited*
Darlene O'Neill, *Community Employment Services-Fanshawe*
Steve Pellarin, *Small Business Centre*

Ex officio Members:

Elisabeth White, *City of London*
Kim Godin, *City of London*
Elaine Sauve, *Ontario Ministry of Community and Social Services*
Mark Harrison, *Ontario Ministry of Training, Colleges and Universities*
Catherine Upfold, *Ontario Ministry of Training, Colleges and Universities*

Appendix D: Letters of Support for ESCLM's Job Developers Network and its Members



701-380 Wellington Street, London, Ontario, Canada N6A 5B5
T 519.661.4545 TF 800.327.2428 F 519.661.5331
www.ledc.com

Carol Stewart
Project Manager
Employment Sector Council London-Middlesex
141 Dundas Street, 4th Floor, London ON N6A 1G3
13 November, 2012

RE: Enhanced Support for the Job Developer Network

Dear Carol,

We are writing to express our appreciation for and support of the Employment Sector Council London-Middlesex's (Council) coordination of the job development services of its members. While many funding programs can have the effect of stimulating competition between agencies, the Council has developed an effective collective approach that harnesses the efforts of its agencies for the benefit of local employers and jobseekers.

With 97 percent of London's employers having 0-49 employees, many do not have the ability to interact with multiple agency contacts and can benefit from a cohesive, full service approach from their contact which has the support of a broad network. We understand that the Council has identified the need to further enhance the coordination and promotion of this integrated approach to London employers and requires additional resources to do so.

We are pleased to support this proposal and also thank the Council and its members for your ongoing efforts to promote the hire one London campaign and your efforts to continue to develop the employer and jobseeker resources the website contains,

Sincerely,

A handwritten signature in black ink that reads "Peter White".

Peter White
President and CEO
cc. Robert Collins, Director, Workforce Development

Come for Business. **Stay for Life.**

Social CAPITAL PARTNERS

To whom it may concern,

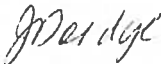
Social Capital Partners is pleased to provide this letter of support for ESCLM in their proposal to hire part-time support staff for their Job Developers Network. We see the true value this role will bring to the well-developed, collaborative and successful ESCLM team.

Social Capital Partners (SCP) is a privately financed non-profit organization founded in 2001 with the purpose of finding better ways to provide meaningful job opportunities to people who face barriers to employment such as new immigrants, aboriginals, single mothers, at-risk youth and people with disabilities. We have facilitated, in partnership with a multitude of community agency partners, the placement of more than a 1000 individuals into social enterprises, small owner-operated businesses and large corporations. Our working relationship with ESCLM has specifically been centred around the hiring of individuals for our Franchisees located in the London area.

One important realization from our work with employers and community agencies is that if the employment and training system, represented by our local community agencies, is going to engage employers effectively current services provided need to be dramatically improved. Services provided must be easy and efficient for employers to navigate. We believe that ESCLM's collaborative approach is very innovative and the support they provide to both employers and their community agency partners very progressive. The job developer network ESCLM has formed is an excellent vehicle in both building employer engagement capacity within the CSA's and ensuring that the widest group of jobseekers are made aware of potential job opportunities. Their employer account management model with its' one single point of contact addresses the service expectations of employers and by sharing job leads employers are presented with the best quality candidates available. Employers are looking for an efficient and effective process and ESCLM is providing precisely that.

Please feel free to contact us directly should you have any questions or require further detail.

Regards,



Judy Doidge
Senior Manager, Partnership Development



November 14, 2012

City of London Council
London Ontario

Dear City of London Council and Staff

Please accept this letter as a clear indication of the support from Community Employment Services (CES) Fanshawe to the request for funding submitted by the Employment Sector Council London Middlesex (ESCLM). The ESCLM, which is unique to London, is a valued and respected entity for collaboration, cooperation and communication amongst the various employment service delivery agents in our city.

The recent inception of the Job Developers Network (JDN) has added immense value to the citizens we serve. The network works together to ensure employers are provided a seamless service when seeking the best candidates for vacancies. They have demonstrated the value of building community connections when helping the unemployed and under employed find sustainable and meaningful employment opportunities.

CES Fanshawe is proud to fully support the funding request put forward by ESCLM to hire a staff person dedicated to supporting the Job Developers Network. We are honored to be members of this dynamic partnership aimed at helping our community. The Job Developers Network (a product of the ESCLM) is a shining example of a group dedicated to contributing to a healthy, vibrant and prosperous London.

Best regards,

Darlene O'Neill

Manager

Career, Co-op and Community Employment Services Fanshawe

1001 Fanshawe College Boulevard

London, ON N5Y 5R6



November 14, 2012

To Whom It May Concern

As Director of Client Services of Pathways Skill Development & Placement Centre, I am happy to write in support of the Job Developer Network created through the Employment Sector Council of London Middlesex. The Job Developer Network has strengthened, and continues to strengthen, the collaborative efforts of Community Agencies to provide the best service to clients.

The JD Network creates connection in place of competition, and puts the needs of unemployed Londoners first and foremost into focus. It has provided a means of maintaining collaboration and community even in the midst of a transformation in funding that tended toward fragmentation. Whether funding is from MTCU, The City of London, or the Federal Government, the job developers' task remains the same: to create relationships with employers that open opportunities for clients, while applying incentive dollars in ways that are fair, non-competitive and progressive. The Job Developer network has shown itself to be integral to the accomplishment of this goal.

The work of the Job Developer Network could be significantly extended and supported through the hiring of a support staff person who can act as ambassador and marketing coordinator for the Network with area employers. This investment will bring great returns for employers and, even more significantly, for unemployed Londoners who rely on the agencies represented for assistance in returning to meaningful employment. I recommend and urge the support of this Network in any way possible.

Regards,

A handwritten signature in black ink, appearing to read 'Jerry Colwell', is written over a faint, larger version of the signature.

Jerry Colwell
Director of Client Services

210 Dundas Street, 2nd Floor, London, Ontario N6A 5J3
Phone: (519) 667-7795 Fax: (519) 667-2256

Email: enquiries@pathways.on.ca
www.pathways.on.ca

Community
EMPLOYMENT
choices

November 14, 2012

Dear City of London Council and Staff,

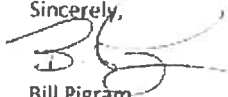
I am writing this letter in support of hiring an individual to coordinate the Job Developers Network, which is an initiative of the Employment Sector Council of London Middlesex.

As a result of the transition of Employment Ontario Service providers into full service agencies it was necessary for some partners to hire job developers to work with local businesses. As an organization dedicated to a collaborative approach within our member agencies ESCLM volunteered to work with both experienced and new job developers to facilitate cooperation, training and consistency in service delivery. The initiative has been successful and the Job Developer Network has become a valuable and integral part of the overall high quality service standards in our community.

This is another reminder of the unique service ESCLM provides to its members and the entire community. Using a collaborative approach, the Council has developed valuable supports and products. Two of the most notable examples are the Common Assessment Process and Rapid Response teams which provide essential supports to service providers and Employment Action Centre's.

In my opinion, an individual to co-ordinate the continued development of Job Developers Network is a logical and important next step.


Sincerely,



Bill Pigram

Manager

Dorchester Glencoe Lucan Parkhill Strathroy
T: 519-245-4500 F: 519-245-4507 Toll Free: 1-888-478-2111
www.communityemploymentchoices.ca
168 Second St., Strathroy, ON N7G 3H8

 Quad County Support Services

EMPLOYMENT ONTARIO



November 14, 2012

RE: LETTER OF SUPPORT FOR ESCLM FUNDING PROPOSAL

Dear City of London Council and Staff:

Community Living London wishes to acknowledge the dedicated work provided by the Employment Sector Council of London-Middlesex (ESCLM). ESCLM provides unique value added services and supports, such as the *Job Developers Network*, to the London area by building connections to the business community and employers to promote meaningful employment. All quality services provided by ESCLM are provided at no charge to the city, its residents, and its employer community.

Community Living London is pleased to acknowledge our support of ESCLM's funding proposal to hire a dedicated part-time support staff for the *Job Developers Network*. This dedicated support staff will enable the ESCLM-*Job Developers Network* to broaden the scope and depth of their education, marketing, and outreach services provided within the London-Middlesex area; thereby, making it possible for the *Job Developers Network* to respond to the increasing number of requests for assistance that provide opportunities for all people to meet the changing labour market needs in our community.

Regards,

Cheryl Massa

Cheryl Massa, Supervisor
Employment Services
Community Living London
379 Dundas Street
London, ON N6B 1V5
(519) 673-5600 ext. 103

190 Adelaide Street South, London, Ontario N5Z 3L1

A Member of United Way of London & Middlesex
Tel: (519) 666-3000 Fax: (519) 666-5490
Website: <http://www.cll.on.ca>



Attention:

The City of London Council and staff,

Re: The Job Developer Network proposal for funding

Nokee Kwe is pleased to provide a letter of support for the Job Developer's Network proposal to the City of London to: hire a support person to assist this organization, and in turn, the not-for-profit employment and training sector within the community of London.

With increased economic challenges in our community it is more important than ever that employers are aware of supports that are there to help them maintain and grow their business (i.e. "Hire One" initiative), and related agencies work collaboratively to effectively and efficiently serve our community with its employment and educational needs.

The Job Developer Network is a valuable resource in areas of: developing and delivering collaborative employment and career events, promoting agency services to employers, identifying gaps and overlaps in service delivery, creating and building best practices for job developers and their respective agencies to work in partnership.

Nokee Kwe, funded by Employment Ontario, has been serving London for over 30 years. We provide: vocational testing and assessment, educational assessment, career planning and counseling, skills based training, e-learning, employer HR functions/supports, training incentive funding to eligible employers, free job postings to a large network, an apprenticeship specialist, computer training facilities, and a fully accessible, walk-in information and resource centre (including Mac), and is the only agency in the London area delivering programs to Natives (culturally based) and non-Natives.

At Nokee Kwe we believe that access to collaborative networks and best practices improves not only the organization, but the many people in the community in which they serve.

Paula Massiah
Job Developer
Career Directions @ Nokee Kwe
Suite 104-1069 Wellington Rd.S
London, Ontario N6E 2H6
Tel: (519) 667-7088
Fax: (519) 667-4872
www.nokekwe.ca



November 14, 2012

Re: letter of support for ESCLM request for funding to support a part-time support staff person for the Job Developers Network.

To Whom it May Concern:

As a full suite provider of Employment Ontario services, London Training Centre is tasked with the challenge of connecting with and engaging both job seekers and employers. The work of supporting job seekers in the current labour market is challenging. At the same time, employers need to make effective hiring decisions that enhance performance of their operations.

For those employers clear and concise communication around those hiring choices are crucial.

Unique to London, the collaborative Job Development (JD) supports and service provided by the ESCLM representing the coordinated involvement of all members involved in JD, delivers that concise communication London employers need. This single point of access to a well-trained and motivated workforce is both invaluable and cost effective for local businesses.

Key to the success of this initiative will be the coordination and support of the JD network will be the roll of the part-time staff requested.

We earnestly hope you will consider this funding request an investment that supports both job seekers and local businesses.

Sincerely,

A handwritten signature in black ink, appearing to read "David Corke", written in a cursive style.

David Corke
Executive Director
London Training Centre

Jeve's Pet Care
19-550 Ridout St. N.
London, ON
N6A 2 R1

To: Wayne Warmington
Employment Specialist
London Training Centre
110-317 Adelaide St S.
London ON

November 14, 2012

To Whom This May Concern:

Jeve's Pet Care would like to thank London Training Centre and their staff. We deeply appreciate all the support and guidance we have received from them. They have helped us a lot as a small business to train staff members and retain staff. Without their support we may have not been successful. Training staff takes hours and some staff members don't last. Without their support we would have not been able to keep training new employees and have our business grow.

Wayne Warmington- Employment Specialist has been there whenever we needed him. We like to thank him and all the staff at London Training Centre.

Thank you,
Jeve's Pet Care



Supporting youth & adults with disabilities

November 14th, 2012

Dear City of London Council and Staff:

Hutton House has been providing employment services to people with disabilities for many years and is proud to be associated with the Employment Sector Council London Middlesex (ESCLM) serving clients in the Employment and Training Sector. ESCLM has provided a framework for a coordinated and collaborative approach to the needs of the people that we serve. It has been very effective in developing a cooperative approach between service providers and has put the focus on developing best practices and common assessment. The ESCLM is unique to London and continues to provide high quality, value added services and supports to our community.

Build relationships and connections with the business community is key and it is the Job Developers that provide this valuable link. The Job Developers Network is the next step in continuing to provide a collaborative approach to placing clients in meaningful employment in our community. In order to be successful and meet the needs of the ESCLM constituency and the Job Developer's Network, there needs to be a staff dedicated to the promotion and education of the business community as to the value of working with the Job Developer's Network. Working together is of mutual benefit and will lead to enhanced opportunities for the population we serve.

Hutton House fully supports the request for the funding of a part-time support staff position for the Job Developer's Network.

Yours truly,

Marilyn Neufeld
Executive Director

Access Volunteering • Adult Education • ARTworks • Day Break • Employment Services
Fitness & Healthy Living • Hutton House Gift Shop • LIFEworks • Pottery Studio
www.huttonhouse.com

Head Office: 654 Wonderland Rd. N, London ON N6H 3E5 Phone: 519-472-6381 Fax: 519-472-1051
Hutton House Learning Centre: Cherryhill Village Mall 301 Oxford St. W, London ON N6H 1S6 Phone: 519-472-1541 Fax: 519-472-3411
Day Break: 140 Amr St, London ON N6A 1R3 Phone: 519-433-1441 Fax: 519-433-1160

November 14th, 2012

To whom it may concern:

This letter has been written to indicate a very positive and professional relationship that is maintained with both Hutton House and Stinson Security Services Limited. I have had the pleasure to work with Hutton House for the past 5 years. During this time period we have employed a number of valuable team members that were referred to us by Hutton House. I have worked with a couple of Job Developer's from Hutton House during that time period and have found this to be beneficial in finding the right employee for Stinson Security. I have found the training and retention supports that these Job Developer's have provided as beneficial in the success of our new hires and in meeting our needs as an employer.

Sincerely,

Paul A. Roberts
Operations Manager
STINSON SECURITY SERVICES LIMITED



November 14, 2012

Dear City of London Council and Staff:

As Executive Director of ATN Access for Person's with Disabilities Inc. (ATN), it is my pleasure to provide this letter of support for the Employment Sector Council London-Middlesex (ESCLM).

ATN is a non-profit organization which provides employment and training assistance to adults with disabilities and employment or educational barriers. We have been ESCLM members since its inception. The Job Development Network can be an important tool for agencies which provide employment supports to job seekers in and around the city of London.

ESCLM is a highly valued and respected association. Its collaborative approach, information sharing via the weekly newsletter, and the many other services it provides to agencies and employers are highly beneficial to our local labour market. The addition of a staff person to support and assist in the development of the network will mean that these services will be available to even more agencies and employers, and make a substantial positive impact on the organization and the community.

If you have any questions or require further information, I can be reached by telephone at 519-433-7950, or by emailing vicki@atn.on.ca.

Sincerely,

Vicki Mayer
Executive Director



Dear City of London Council Staff

Bud Gowan Formal Wear has been working with the Goodwill Career Centre since April 2011. During that time the Goodwill Career Centre has helped with our hiring needs at our downtown London stores and has been a valuable resource in making hiring decisions easier and more cost effective.

To date Bud Gowan Formal Wear has hosted seven paid placements. Out of that, we are happy to note that five of those turned into permanent employment opportunities.

The relationship and support we have through working with the Goodwill Career Centre has given us the confidence to rely on them as a hiring source and we will continue this partnership going forward.

Regards,

Debbie Walters
Store Manager



Nurse Next Door™
home care services

Rebecca Doyle
1970 Rollingacres Drive
London, ON, N5X0A8
April 30, 2012

Christine Lush
Employment Solutions Consultant
Goodwill Industries
255 Horton St
London, ON N6B1L1

Dear Christine,

Nurse Next Door has successfully used Goodwill's services on a varied level over the last year. Our organization requires a continuous intake of qualified applicants who match our core values. We have received several great referrals and hired applicants through Goodwill.

The Goodwill Career Centre has also provided a link between the Parkinson's Society of Southwestern Ontario, Nurse Next Door and community care givers allowing for the facilitation of the Parkinson's Education Program.

Additionally our message of Nurse Next Door's core values has been promoted through the use of the facility to applicants and employees of Goodwill. We also provide our applicants with information about the Goodwill Career Centre at each of our interviews. This has provided all of our applicants with more resources and options to use in their job search.

While a financial incentive was originally offered for any candidates hired through Goodwill, we feel the partnership as it currently exists is an excellent arrangement which requires no further compensation.

We would like to thank you for your support and we look forward to a continued relationship with Goodwill.

Our Talent is Caring,

Rebecca Doyle, RN
Director

Nurse Next Door Home Care Services London
1970 Rollingacres Drive, London, ON N5X 0A8
london@nursenextdoor.com
PH: 519 859 5070
FAX: 519 204 0423

Appendix N: List of Employment Network Support Services to be Provided

City of London Prosperity Plan: Employment Network Support Projects

Proposed Services and Activities, submitted by:

A. London-Middlesex Immigrant Employment Council (LMIEC)

Objective: to provide London employers coordinated access to immigrant talent through enhanced Job Match Network (JMN) services.

B. Employment Sector Council London-Middlesex (ESCLM)

Objective: to establish a Job Developers Network (JDN) to provide coordinated service delivery for better connecting London area employers with local job seekers.

Services	LMIEC's Job Match Network (JMN)	ESCLM's Job Developers Network (JDN)
Leveraging Investments	<ul style="list-style-type: none"> • Increase capacity of existing program to expand job matching support to <i>all</i> qualified and work-authorized immigrant talent. • Attract and retain a talent pool of job-ready immigrants who are matched to employer job orders. • Leverage other investments in the JMN to screen, match and market <i>all</i> qualified newcomers to London employers. 	<ul style="list-style-type: none"> • Enhance capacity of a network of employment service organizations through increased information sharing and service coordination. • Increase awareness of London area employers and job seekers of existing JDN member agency supports. • Leverage existing government funding for JDN agencies.
Service Coordination	<ul style="list-style-type: none"> • Coordinate referrals of job-ready newcomer talent through partnership with existing immigrant-serving organizations, bridge training initiatives and educational institutions. • Collaborate with organizations across the community through a shared definition of job-readiness to proactively match and market candidates to job orders presently going unfilled. 	<ul style="list-style-type: none"> • Coordination of and support for all JDN meetings and activities. • Information-sharing across JDN employment agencies re: job opportunities and available job seeker pool. • Adherence to ESCLM state-of-the-art standards for excellence in employment and employer service delivery.
Community Engagement	<ul style="list-style-type: none"> • Outreach to community stakeholders for immigrant job-seeker referral. • Coordinate with employment and economic development organizations to share unfilled job orders with the JMN. • Screen, match and market candidates to unfilled job opportunities shared by JMN stakeholders. 	<ul style="list-style-type: none"> • Provision of a single point of access and information for employer services across London region. • Outreach to community partners for promotion of JDN and its unique and innovative coordination of employer services. • Collaboration with other community networks to promote hiring local talent.
Connecting with Employers	<ul style="list-style-type: none"> • Market services of the JMN and its program partner organizations to London employers. • Assist London employers with finding qualified talent at the right time. 	<ul style="list-style-type: none"> • Market services of JDN and its member organizations to London area employers. • Connect employers to most appropriate JDN member agencies.
Connecting with Job Seekers	<ul style="list-style-type: none"> • Recruit and register JMN participants. • Screen referred participants for job readiness. • Refer participants requiring added employment services to JMN partner agencies. • Match skills of registered participants to shared job 	<ul style="list-style-type: none"> • Promotion of JDN member services for job seekers. • Ensure participation by all London workforce constituents through JDN membership of agencies serving youth, older workers, people with disabilities, newcomers and immigrants, First Nations, rural populations, and the general

	<p>opportunities.</p> <ul style="list-style-type: none"> • Market screened and matched participants to London employers. 	<p>population.</p> <ul style="list-style-type: none"> • Share job postings across employment agencies.
Results/ Outcomes	<ul style="list-style-type: none"> • Retain and attract talent to London. • Drive business retention, growth, and attraction. • Develop our labour force. • Fuel community economic development. 	<ul style="list-style-type: none"> • Market a well-prepared local workforce to employers. • Promote best fit between London area employers and job seekers. • Streamline employer access to JDN member services. • Create an encouraging climate for hiring local talent.

Appendix O: Employment Network Performance Measurement Tool

Organisation Name: London Middlesex Immigrant Employment Council (LMIEC); Job Match Network (JMN)

Representative Name: Jennifer Hollis, Project Manager

Date:

Quarterly Review of Performance - 2013/2014														
Measurement	1-Jan-13	31-Jul-13	30-Sep-13	31-Oct-13	30-Nov-13	31-Dec-13	31-Jan-14	28-Feb-14	31-Mar-14	30-Apr-14	31-May-14	Target	Actual	% Reached of Goal
% of Unemployed in London														
Ontario Average														
Canadian National Average														
Job Matches														
Number of Job Seekers Matched/Marketed to Jobs												75		0%
Job Seekers Hired														
Number of Job Seekers Hired												50		0%
Percent of Job Seekers Hired Full-Time														
Percent of Job Seekers Hired Part-Time														
Percent of Job Seekers Hired on Temporary Basis														
Average Wage														
Average Wage of Job Seekers Hired														
Employer Engagement														
Number of Job Postings Shared												50		0%
Partnership														
Number of Partnership Meetings held												4		0%
Number of Organizations Participating												10		0%
Number of Network Education Materials Developed												3		0%

* Unemployed persons are defined as people without work and who are actively looking for work

Organisation Name: Employment Sector Council London Middlesex (ESCLM); Job Developers' Network (JDN)

Representative Name: Carol Stewart, Project Manager

Date:

Quarterly Review of Performance - 2013/2014															
Measurement	1-Jun-13	31-Jul-13	31-Aug-13	30-Sep-13	31-Oct-13	30-Nov-13	31-Dec-13	31-Jan-14	28-Feb-14	31-Mar-14	30-Apr-14	31-May-14	Target	Actual	% Reached of Goal
% of Unemployed in															
London															
Ontario Average															
Canadian National Average															
Job Matches															
Number of Job Seekers Matched/Marketed to Jobs													1,500		0%
Job Seekers Hired															
Number of Job Seekers Hired													1,000		0%
Percent of Job Seekers Hired Full-Time															
Percent of Job Seekers Hired Part-Time															
Percent of Job Seekers Hired on Temporary Basis															
Average Wage															
Average Wage of Job Seekers Hired															
Employer Engagement															
Number of Job Postings Shared													30		0%
Partnership															
Number of Partnership Meetings held													4		0%
Number of Organizations Participating													15		0%
Number of Network Education Materials Developed													3		0%

* Unemployed persons are defined as people without work and who are actively looking for work