



**EMPLOYMENT SECTOR COUNCIL LONDON-MIDDLESEX (ESCLM)
JOB DEVELOPERS NETWORK**

<p>Agency Name and Contact Information</p>	<p><i>Sponsor Agency and Contact:</i> WIL Counselling & Training for Employment (WIL) Wilma de Rond, Executive Director 141 Dundas Street, 4th Floor London, Ontario N6A 1G3 WilmaD@WIL.ca Phone: 519-663-0774 x, 222 Fax: 519-663-5377</p> <p><i>Project Contact:</i> Employment Sector Council London-Middlesex (ESCLM) Carol Stewart, Project Manager 141 Dundas Street, London ON N6A 1G3 carol@esclm.ca www.esclm.ca</p>
<p>Implementation Year</p>	<p>2015 (September)</p>
<p>Proposed Funded Activity</p>	<p>ESCLM Job Developers Network (JDN)</p>
<p>Objective</p>	<p>Employment Sector Council London-Middlesex (ESCLM) seeks City of London Strategic Funding to build the capacity of London agencies and our community to serve the needs of job seekers and employers through the supports of our Job Developers Network (JDN). This collaborative model coordinates and leverages the resources available across our community to connect employers with the best candidates for the job, and ensure that job seekers may access employment opportunities via a diversity of agencies</p> <p>The ESCLM's Job Developers Network was initially established as a City of London Prosperity Plan Project through July, 2013 to June, 2014 and renewed to September, 2015 due to successful Project outcomes. A multi-year investment through the Strategic Funding Framework will allow the ESCLM Job Developers Network to build on its initial experiences and successes thus far. In partnership with the City, we will continue to provide significant value for London by:</p> <ul style="list-style-type: none"> • Providing a forum in which Job Developers from across a spectrum of agencies can work together to share information about available job opportunities and employer needs that they may be unable to meet through their own mechanisms, with other JDN members and their pools of potential local candidates. • Provide a coordinated and streamlined approach to assist employers in finding the best local and talents and skills they seek. Providing a framework to bring employment agencies and partner organizations together to increase communication and supports for community workforce building partnerships. • Promoting the services and programs of our member organizations to employers and job seekers.

<p>Description</p>	<p>Background: Employment Sector Council London-Middlesex is comprised of more than 40 public and non-profit organizations including employment service agencies, workforce and economic development bodies, trainers, educators, and 3 levels of government. Collectively, we serve many thousands of employers and job seekers including youth, older workers, First Nation people, people with disabilities, immigrants and newcomers, and rural populations, among others in the general population, whose talents and skills are important, yet often underutilized labour market resources for our community.</p> <p>Job Developers Network: In 2013, with City of London’s Prosperity Plan funding, ESCLM formerly established its Job Developers Network (JDN) to provide additional coordinated service delivery across employment agencies, in order to better connect London area employers with local job seekers (JDN Member Agencies are listed in the Additional Information Section below).</p> <p>The term Job Developers, as used here, includes those specialized employment agency staff that work directly work with employers to match them with the best employees for their needs (i.e., from among their agency’s job seeker clients). Job matching, placement, apprenticeships and training incentives and supports are among the tools available to these staff to connect the right skills and talents with the most appropriate employment opportunities and employer needs.</p> <p>The JDN works to mitigate an array of actual and perceived barriers to labour force development. With Prosperity Plan support from the City of London, the JDN has grown to include 15 Service Provider agencies with connections to an impressive number of employer partners. Dozens of job postings have been shared across this network, ensuring that employers and job seekers are being matched according to needs and skills, regardless of which agency they may be working with. Shared marketing efforts leverage the wide array of resources available to employers via Service Providers to help with recruitment, training, hiring, and retention.</p> <p>Addressing Local Labour Market Issues: ESCLM’s Job Developer Network offers employers a resource that is seen to be collaborative, professional, consistent, efficient, and effective. City of London Strategic Funding will enable us to continue to provide employers with these supports in critical times. For instance, a recent report concludes that a shortage of skilled workers is the single biggest challenge for Canadian executives. The majority of respondents in the report say this gap between the skill level and experience that prospective employees have and what organizations are looking for is on the increase. Many agree that the means to closing this gap is for employers to offer more training to new employees and for prospective employees to better prepare themselves for the labour market. We recognize that our sector’s Service Providers can assist both employers and employees with these strategies – providing additional employment and training supports for well-prepared employees. And yet, despite the array of excellent Service Providers, only half of Ontario businesses have used the services of an employment agency to help them find recruits.</p> <p>Several segments of Ontario’s population remain marginalized with respect to their Labour Market participation. The very people who represent available and necessary labour force talents and skills are characterized by higher than average unemployment</p>
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rates: for instance, Aboriginal people at 12 percent and recent immigrants at 14 percent. At the same time, the number of older workers and seniors who remain in the labour force is continuing to grow. A collaborative approach to job development across a diversity of agencies can help to ensure that no populations are left behind. This intervention is critical as we have learned that only half of Canadian companies have customized their recruitment approach in order to reach and attract members of these underrepresented groups. And, while youth unemployment rates are double that of the rest of the population, very few companies recruit through youth service agencies. In fact, the most popular method of recruiting by all Canadian executive respondents is by “word-of-mouth” or referral, thereby limiting their access to the full labour pool.

Currently in the London area, the greatest number and growth in employment opportunities is among small and medium employers, or SMEs. There are more than 27,000 businesses in London-Middlesex with the great majority employing fewer than 50 people. These are, in particular, the employers that ESCLM’s Job Development Network is well positioned to help through recruitment assistance and hiring supports. By supporting collaboration, the JDN has been successful in encouraging partnerships those SMEs with challenges to recruitment, such as a lack of a Human Resources department, to help them maintain and grow their business.

Additionally, the JDN offers employers the means to access job seekers in more sophisticated ways, beyond just posting in newspapers and online boards, but rather to connect with pre-screened, and well-prepared job seeker pools. As Job Developers and their agency colleagues work closely with their clients to ensure their best outcomes, partner employers are motivated to focus on recruitment processes in order to be more effective and to reduce staff turnover. For the many London businesses (and those considering establishing in London) with fewer than 100 employees, increased access to the Job Developers Network and its collaborative investment in client experience could have significant positive impacts.

With Strategic Funding supports, ESCLM and its JDN can be among the first resources that employers use for recruitment and other hiring needs. Our JDN helps our agency staff to strategize together to market our services to employers, and provides consistent service and unified responses to the business community’s requests for assistance. We have managed with relative success to address and mitigate the notion that each Service Provider and its Job Developers are in competition. The perception that sharing information and opportunity can lead to loss of credit for successful hires is neither real nor useful. We wish to promote the bigger picture: that our community benefits when we work and grow together, and when successes are shared.



Budget Implications	Year	Total Budget Request
Operating Budget:		
One time only	N/A	\$282,850
Ongoing annual	2015-2019	\$282,850
	2015 (September – December)	\$25,853
	2016 (Full Calendar Year)	\$77,558
	2017 (Full Calendar Year)	\$77,558
	2018 (Full Calendar Year)	\$77,558
	2019 (Full Calendar Year)	\$77,558
Capital Budget:		
One time only	N/A	N/A
Future years	N/A	N/A

Please attach a copy of your detailed budget submission supporting your funding request above. Detail expenditures separately: City of London funding request versus other revenue sources (provide any additional information supporting your request below).

City of London Funding Request

Employment Sector Council London-Middlesex submits the following budget supporting our funding request. Our expenses include those for the ESCLM Job Developers Network Human Resources and Overhead Expenses.

Funding is presently in place from the City of London's Investment and Economic Prosperity Committee from September 2014 to September 2015. The proposed budget for 2015 is pro-rated based on 4 months of delivery in Year 1 and the proposed budget for 2016 – 2019 reflects static annual funding request with no cost of living adjustment.

Yearly Budget Request, 2015 to 2019

Cost Items (\$)	2015	2016	2017	2018	2019
Total Salaries and Benefits:	62,491	62,491	62,491	62,491	62,491
Base Salaries	52,076	52,076	52,076	52,076	52,076
Mandatory Employment Related Costs (MERCs) (9%)	4,687	4,687	4,687	4,687	4,687
Non-MERCs and Additional Benefits (11%)	5,728	5,728	5,728	5,728	5,728
Total Overhead Expenses	15,067	15,067	15,067	15,067	15,067
Cleaning and Maintenance	1,313	1,313	1,313	1,313	1,313
Materials and Supplies	580	580	580	580	580



Internet and Technology	471	471	471	471	471
Professional Development	350	350	350	350	350
Photocopying & Postage	470	470	470	470	470
Rent	9,973	9,973	9,973	9,973	9,973
Meeting Room Rental	1,700	1,700	1,700	1,700	1,700
Telephone	160	160	160	160	160
Travel and Accommodation	50	50	50	50	50
Total Costs	77,558	77,558	77,558	77,558	77,558
Total Annual Request	25,853*	77,558	77,558	77,558	77,558

Budget Notes:

Salaries and Benefits

- Salaries include 100% of the cost of a Full-Time Project Coordinator/Team Leader according to 2014 Salary plus a 2% increase per Pay Equity payments.
- This support staff position 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.
- The Mandatory Employment Related Costs (MERCs) are based on 2014 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

Additional Revenue

ESCLM receives additional revenue from the following sources:

- Membership Fees
- Fee for Service Revenues
- In-Kind Sponsor Fees
- Other Revenues (Deferred Membership)
- Other Revenues (Deferred Agreements)

Identify the additional dollars the City of London funding will leverage in the community?

A strengthened funding partnership will enable the City of London to leverage and access significant previous, existing and future ESCLM dollars and resources. These include all those investments and resources provided to our member agencies by federal, provincial and municipal governments for the purpose of assisting job seekers and employers. ESCLM Members are funded by federal and provincial governments to provide an array of employment, settlement, education, and literacy services, for all manner of job seekers including youth, newcomers and immigrants, persons with disabilities, First Nations populations, among many others.

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 previous ESCLM work, discussed above, as well as our ongoing and future investments in the growth of London's economy and building future capacity:

1. Through an array of funding frameworks, including Employment Ontario and Ontario Works, ESCLM agencies directly deliver supports for job search, supports for hiring, work experience, employment transition incentives, wage subsidies, and hiring and on-the-job training incentives. Our Network ensures that this spectrum of employment preparation and recruitment and hiring dollars available to our agencies can be easily accessed by job seekers and employers.
2. The value of ESCLM to its members is reflected in the diversity and representation of our members who pay annual fees to support ESCLM operations and to access the wide array of contributions and benefits afforded by membership.
3. ESCLM receives many requests to provide training and consulting services to other communities and regions seeking to build their own employment sector networks and to strengthen their employment services. These social innovation dollars provide additional financial resources for ESCLM's work to support our members and allow us additional capacity to contribute to our community and economic development initiatives commitments.
4. ESCLM brings a wealth of regional and provincial linkages to London through its partnerships with other umbrella groups, including the Ontario Network of Employment Skills Training Projects (ONESTEP), Ontario Disability Employment Network (ODEN), Ontario Association of Career Development Practitioners (OACDP), and Partners in Employment, among many others.
5. For many years we have been key users and contributors to Local Labour Market Information and are actively involved with LEDCs London-Middlesex Information Knowledge System and the Elgin Middlesex Oxford Workforce Planning and Development Board to ensure best LMI for labour and workforce planning.
6. Our ESCLM member agencies and their staff, in particular, 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 (Please see Additional Information Section below).

In particular, 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 job development staff have contributed hundreds of volunteer hours in-kind as participants on Committees, Professional Development, Special Events, and in delivering a wide diversity of collaborative Job Fairs for London Employers.

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 and supports
- 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 collaborative model which engages our sector and community partners, frontline staff and jobseekers, and our extensive network of employer partners for building our community's workforce. Strategic Funding will leverage the remarkable work and resources already invested by our community and its partners as well as all additional work to guide future community and economy building efforts and employment service planning initiatives.

Will the City of London funding as a percentage of the total budget for your organization decline in the future? If yes, please explain.

The ESCLM collaborative approach results in significant community efficiencies to ensure that tax dollars are utilized in the most efficient means possible, with the greatest community impact. ESCLM will use City of London Strategic Funding to **build on previous innovation in the employment and training sector with an eye towards fiscal sustainability, increased organizational capacity and a constant stream of requests for our assistance and partnership in addressing ever-changing labour market realities in London.**

At this time we are requesting ongoing funding for a consistent amount of our budget over the funding period, as we believe that our work and mandates fit within and complement existing City objectives and outcomes. City of London funding is critical for us to effectively respond to the increasing pressures on our sector, our community's job seekers and our employers, while continuing to maintain the high standards of our existing work. Since ESCLM anticipates increasing work and greater resource use, this annual amount request will represent a declining percentage of our yearly required budget.

ESCLM operates on a very modest budget but we offer the decades of experience and expertise of our network in employer and employment services and supports to meet community member needs. The programs we provide are offered on a cost-recovery basis since there is currently no dedicated funding available for these innovative sector-wide approaches.

Please describe your sustainability plan for your City of London funding request.

Our history of success as an organization creates a fundamental problem: more and more frequently, we are called upon to participate in community development projects that we have reduced capacity to join or to otherwise help flourish. Furthermore, a recent decrease in the administrative portion of funding for one of the government programs we have previously run successfully means we have had to pull back on our plans for growth and sustainability, rather than pursue them aggressively. We recognize well the need to fiscal accountability and sustainability and we're committed to pursuing strategies that put ESCLM on a firm footing for our next 20 years.

As an organization that receives little financial support from government, we are committed to developing a social innovation

model that allows us to funnel revenues generated from our work back into our community network. ESCLM Strategic and Business Plans seek to identify those products, services, and innovative approaches that present a potential for commercialization and pursuing strategies for bringing them to market.

City of London Strategic Funding will enable ESCLM to continue to provide its critical services to our community while we conduct business case analysis to determine the viability of the products, services, and tools we've developed, as marketable products for other communities. For example:

- Considering our current labour market environment, ESCLM believes we have a responsibility to identify and share the aspects of collective job development delivery which lead to improved outcomes for both job seekers and employers. Using our JDN as a test case, we propose to incorporate these leading practices not only into our own work, but into developing a transferable and flexible model for use by other Ontario municipalities and their service provider communities. ESCLM would then design and deliver fee-for-service training to these communities as a revenue generation means for our continued sustainability.
- We have also explored the potential to design and deliver an innovative service delivery evaluation framework and consulting service under our OneClient rubric.
- ESCLM Common Assessment Process training has been marketed and delivered to other interested Ontario communities. We are continuing to seek revenue-generating opportunities to deliver similar types of supports and services that we currently offer to the City of London, to other Ontario municipalities.

Our experience suggests that there is significant demand for our network-building and sector-strengthening leadership and strategies across the province. City of London funding will strengthen our capacity to continue to position London as a provincially and nationally recognized centre for excellence and innovation in employment and training service.

How does this Funding Request Contribute to the City of London Strategic Plan “Results”?

{add link to City of London Strategic Plan 2011 – 2014 document}

Identify Result (choose those that are relevant to your proposed funding activity)	Rationale
<p>1. A Strong Economy</p>	<p>ESCLM is the main community forum to identify employment needs and trends, share information, plan for services and resources, and promote community growth and development in collaboration with other labour market partners:</p> <ul style="list-style-type: none"> - Providing necessary skills and training for under- and un-employed Londoners and getting them back to work - Connecting our region's employer demands and our workforce supply - Providing Human Resource supports and services, such as employee recruitment and selection, for Small and Medium 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 - 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



	<p>workforce</p> <ul style="list-style-type: none"> - State of the Art Standards for excellence in employment services - Planning for and responding to labour force changes - Post-employment supports – support does not stop when job seekers are hired, ESCLM agencies offer services to employers and their new workers.
<p>2. A Vibrant and Diverse Community</p>	<p>Our agencies offer a range of employment and training supports to a diverse clientele. Our integrated network and cross-agency referrals provide clients with choice, respect, and individual need-based service:</p> <ul style="list-style-type: none"> - 40 + agencies committed to high quality service for all employers and job seekers - Shared efforts by our network allow for a leveling of the playing field for all job seekers and employers, and a ‘no wrong door’ approach to employment services: - Adherence to ESCLM OneClient Standards and Principles for Employment Service Delivery to ensures high-quality, client-centred service across all our members - Specialized and targeted services for youth, older works, newcomers and immigrants, First Nations and persons with disabilities, among others in the general population, whose talents and skills are key, yet often under-utilized labour market resources for our community - ESCLM agencies are strategically distributed across London, are geographically representative aimed at supporting communities and neighbourhoods - ESCLM members participate as volunteer representatives on a wide array of community-based projects - Provision of free and professional services which put Londoners and their needs at the centre of all we do - Member agencies are committed to accessibility of service, accommodation, and inclusion for all Londoners - Our members provide a continuum of support services, including key representatives from including literacy, settlement, and education sectors - ESCLM is a key participant in community initiatives such as the Child and Youth Network and the Ontario Works Employment Assistance Framework
<p>How will this Funding Request Impact the City of London?</p>	
<p>How will this initiative add value for the City of London</p>	<p>ESCLM provides many of the service components required to ensure an array of positive outcomes for residents and employers. The City benefits from our unique 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 which reduces duplication and means speedy access to services by clients and employers.</p>

	<p>London's employers, job seekers, and organizations have told us that they value a coordinated and collaborative approach to job development as an alternative to working in isolation and/or in competition. In response, ESCLM and the Job Developers Network has designed governance structures, developed cross-sector information-sharing protocols and tools, shared training and technology platforms for enhanced employment service component delivery, created community-level standards for service delivery, and built substantial partnerships with other community service sectors and employers. .</p> <p>The JDN meets the City's need for coordinated planning of employment and training services and for the provision of relevant information and seamless referrals for clients. As a collaborative network, we are well-positioned to respond effectively and efficiently to any number of community employment and labour force needs.</p> <p>Previous sections have detailed the array of integrated initiatives and advantages we currently provide to the City of London and its residents, including:</p> <ul style="list-style-type: none"> - Proactive, responsive, and creative solutions to address an array of significant Labour Market Issues facing London - 20 years of relationship and partnership building across employment organizations and interests - Promotion of London's reputation as centre of excellence in employment and training service delivery - Provision of workforce development programs to encourage business to hire staff - Reducing unemployment rates - Improved knowledge, skills and abilities of our workforce <p>Our Job Developers Network has represented a significant success for the City of London's Prosperity Plan. We have delivered results well beyond our targets and have been recommended for ongoing support by the Investment and Economic Prosperity Committee and the City Council as a whole. We believe these recommendations demonstrate City recognition of our unique and innovative strengths, built over 20 years, which allow us to combine our efforts to ensure no Londoner, whether job seeker or employer, is without access to employment services and supports.</p>
<p>What is the target population and how is the need identified (describe)?</p>	<p>ESCLM member agencies represent 40+ access points for under- and unemployed Londoners and employers. Our agencies serve over 80,000 clients and thousands of employers annually.</p> <p>Each member agency serves targeted populations or provides specialized services based on their expertise. This continuum of services ensures that all Londoners have access to the best services and supports to meet their needs.</p>



	<p>Recent City of London initiatives have recognized the significant barriers facing both job seekers and those employers seeking to hire. ESCLM serves as the primary intervener or intermediary body to connect labour force supply and demand, and to eliminate the barriers faced by each.</p> <p>City funding 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 and London 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.</p> <p>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.</p> <p>JDN members work with hundreds of employers and thousands of job seekers each year. Funding a Project Coordinator position 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.</p> <p>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.</p>
<p>How is this initiative unique?</p>	<p>ESCLM Is the only such community-level employment sector council and community network in Ontario. In order to promote quality and excellence, and to ensure public satisfaction and consistency in service regardless of point of access, ESCLM members have developed shared training for employment planning, service delivery standards, information sharing agreements, and formed solid, collaborative working relationships.</p> <p>This translates into less duplication of information and service, maximization of resources, and a client-centred, modern community</p>



	<p>infrastructure. Pro-actively, we develop, design, and implement strategies that address human resource issues affecting our community. ESCLM is a unique and widely recognized centre for excellence and innovation.</p>
<p>Will this increase, decrease or maintain the level of service you are currently providing?</p>	<p>ESCLM, like many of its members and partners is facing reduced capacity in the face of increasing requests for assistance and demands for resources.</p> <p>City of London Strategic Funding will ensure that we can continue to provide high quality supports and services to the City of London AND to increase our current levels in order to respond to the growing pressures of changing labour market circumstances.</p> <p>In addition to the wide array of labour force development initiatives that we lead and support, ESCLM has been specifically requested to provide a framework for connecting employers and job seekers in our community. Our Job Developers Network is the successful outcome of this request and we anticipate significant resources and investment will be required to continue its momentum and to sustain its results.</p> <p>This City of London funding will fundamentally allow us to meet additional capacity pressures and to expand the reach of ESCLM to meet job seeker and employer needs.</p>
<p>What are the Potential Risks of Not Implementing this Initiative?</p>	
<p>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:</p> <ul style="list-style-type: none"> • 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 • Fewer training opportunities for social service agency staff • Reduced representation of employment interests on community and economic development initiatives 	
<p>What are the Risks of Undertaking this Initiative?</p>	
<p>There are very few risks associated with funding ESCLM and its Job Development Network. Rather, expanded funding will allow ESCLM to continue to provide supports and to respond to additional requests for its assistance. Over-commitment by ESCLM could present a risk and will be mitigated by additional human resources and enhanced participation by ESCLM members, volunteer and Steering Committee members. To more effectively manager our resources and responsibilities, ESCLM has recently updated its Strategic Plan (see Additional Information Section below) , with the goal of identifying and filling service gaps while ensuring critical organizational goals are met.</p>	



An additional risk is continuing to manage expectations. While ESCLM is a small, single staffed organization, much of its success is tied to investment and commitment by its volunteers, members, and partners. 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. For instance, our success in meeting and exceeding our Year One Prosperity Plan Project targets is clearly evident:

- The 15 member agencies of this Network have met 5 times to plan for and deliver increased information-sharing and service coordination.
- Shared marketing efforts such as branding, presentation materials and flyers have increased London area employer and job seeker awareness about local hiring opportunities available through the JDN.
- On average, more than 10 job postings each month were shared by agencies across the Network via ESCLM, demonstrating a real commitment to promoting the best fit between London area employers and job seekers, regardless of which agency they may work with.
- These postings range from highly skilled positions at London's financial institutions to those at newly opened businesses with extensive hiring needs.
- Coordination of the JDN has allowed us to collect and share aggregate data on the real impact of its members: close to 6,000 local job seekers have been served by the Job Developers participating in this Project. And of these, over 70% have been hired so far, with the majority in Full-Time positions.

How will Success be Measured?					
Performance Measures/Milestones	Targets →				
	2015	2016	2017	2018	2019
Job Developers Network Success Measures					
Number of Job Seekers Matched/Marketed to Jobs by JDN Members	6,000	6,000	6,000	6,000	6,000
Number of Job Seekers Hired through JDN Member services	4,000	4,000	4,000	4,000	4,000
Number of Job Postings Shared via JDN	100	100	100	100	100
Number of Job Fairs with JDN Participation	5	5	5	5	5
Number of JDN Partnership Meetings Held	6	6	6	6	6

Additional Information:

List any Background of Reference documents (please provide hyperlinks wherever possible):

1. City of London Recommendation for future funding consideration through Strategic Funding Framework <http://www.esclm.ca/sites/default/files/EMPLOYMENTPROGRAMSUPPORTYEARENDUPDATEGRANTAGREEMENT.pdf>
2. ESCLM Membership <http://www.esclm.ca/who-we-are/our-members>
3. Job Developers Network Members <http://www.esclm.ca/what-we-do/employer-services/job-developers>
4. Steering Committee Members <http://www.esclm.ca/sites/default/files/ESCLMSteeringCommitteeMembers.pdf>
5. ESCLM Strategic Plan, 2013 – 2015 <http://www.esclm.ca/sites/default/files/StrategicPlan2013-2015.pdf>
6. www.links2work.on.ca



APPLICATION DEADLINE: SEPTEMBER 5, 2014

SUBMIT APPLICATION: email application to neighbourhoods@london.ca or mail to the following address:

**Community Development & Funding
Attn: Paula de Freitas
151 Dundas St, Suite 303
London, ON N6A 4L6**

City of London Only:

Date Received:	
Program:	
Service Grouping:	
Service:	