



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.

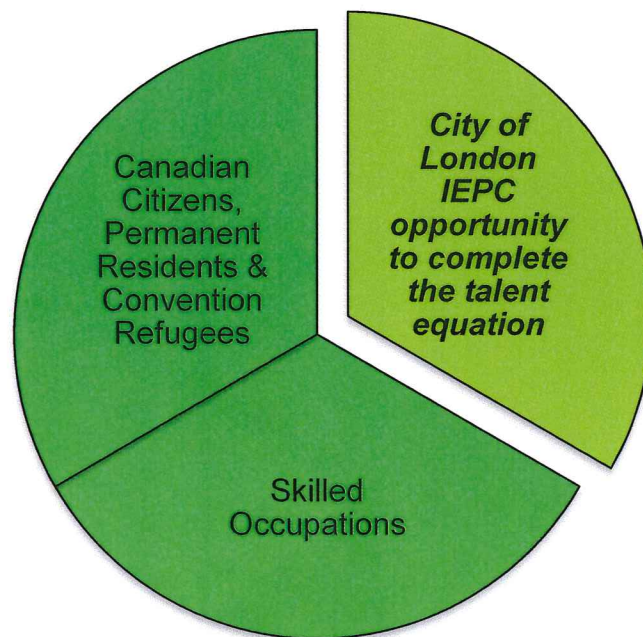
The LMIEC Job Match Network has the established processes, procedures and partnerships in place to strengthen the supply of talent available to employers in our local community, thereby stimulating job creation in emerging industries. Monthly tracking and reporting measures will capture direct outcomes 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.

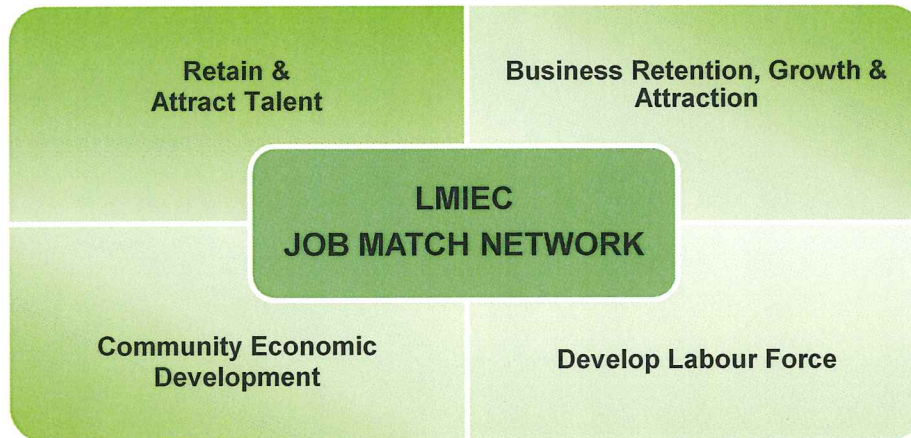
An expanded Job Match Network, able to serve International Students studying in our community, will also significantly leverage the LEDC's Annual Student-2-Business Conference which already delivers an International Student Workshop component (delivered by WIL Employment Connections).

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 Kotsiornitis (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 Kotsiomititis (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 Kotsiomititis

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**