

The background of the page is a solid green color. Overlaid on this are several large, semi-transparent, overlapping circles and curved lines in various shades of green, creating a layered, organic effect. A solid blue horizontal band spans the width of the page, positioned in the lower half. The text 'Labour Market Plan 2022' is centered within this blue band in a white, sans-serif font.

# Labour Market Plan 2022

# Executive Summary

The Workforce Planning Boards are workplace intermediaries that improve labour market conditions in local communities through enhanced collection and dissemination of local labour market information and community engagement to drive regional approaches in the planning and delivery of employment and training services. The Durham Workforce Authority (DWA) has 26 years of experience delivering local labour market information to Durham Region stakeholders.

The DWA works in partnership with stakeholders, including employers, community leaders, Employment Ontario providers, all levels of government and chambers of commerce and education institutions. Our ongoing work and research to better awareness of existing local labour market priorities and needs – strengths, gaps, challenges, and preferences. These analysis results are expected to inform local business plans and local activities to address labour market issues.

Quality Labour Market Information (LMI) is critical to helping governments, businesses, community organizations, and individuals respond to the changes in Durham Region. Understanding labour patterns and trends will become essential if Durham Region is to remain competitive in an economy and labour market that has changed demographics, occupation skills required, technological advances and future training demands.

This plan updates the labour market plan released last year, as no new substantive data sets have been released. As 2020 was a census year, we await the results and immediately begin community consultations upon this update's release. The DWA will create a revised community plan for community surveys between census years, integrate activities with regional economic development plans, and focus on the coming changes with the Service System Manager.

A key theme throughout the pandemic has been 'let's hurry back to the way things were before,' the prevailing feeling that things before were fine and everyone was doing okay. As we moved through this pandemic, we discovered that many of our residents were not doing okay before the pandemic, and they fared poorly during the pandemic. Going back to the way things were before is not an option. The pandemic challenges the DWA to rethink how we approach labour market data collection, research and reporting to assist the broader community to ensure that everyone has a place in the labour market as they desire.



*Heather McMillan*  
Executive Director  
Durham Workforce Authority





This Employment Ontario Project is funded by the Province of Ontario

This document is current as of February 2022. Please be aware that this information may change over time. The views expressed in this document do not necessarily reflect those of Employment Ontario or the Government of Ontario.

## Durham Workforce Authority (DWA)

The DWA has 26 years of experience in providing Local Labour Market Information. The DWA has approached this project as a three-year partnership; it is anticipated that as the project moves forward each year, some partners may change, or others may be added as subject matter experts.

# Role, Vision, Mission & Strategic Focus

### ROLE

Provide labour market intelligence so community stakeholders can better serve employers and jobseekers.

### VISION

To be the premier source of labour market intelligence in Durham Region.

### MISSION

Our mission is to support the development and maintenance of a sustainable and dynamic workforce.

### STRATEGIC FOCUS

#### Research and Planning

Demonstrate leadership in community planning to improve labour market outcomes for Durham Region residents.

Become the premier source for labour market data.

#### Services to Community

Create opportunities to share labour market information.

Strengthen partnership role among community partner organizations.

# DWA STAKEHOLDERS



# Local Labour Market Data

## DWA Labour Shed: Employer Survey

The DWA believes the best way to understand labour imbalances is to survey both sides of the labour market: supply and demand. The DWA has conducted a labourshed survey, taken from the American workforce boards and it is used to measure the demand for workers within a labourshed through examining business demographics, industry and business outlook, growth and opportunities, attraction and retention of employees and skillset requirements.

This survey contained all these elements as well as information pertaining to employability and essential skills required by businesses and an assessment of the quality and availability of services in Durham Region. The Employer Survey has been designed in alignment with other surveys at the Durham Workforce Authority to allow for the potential for cross survey analysis. This iteration of the Employer Survey remains on schedule with past versions being offered every two years, and the last iteration occurring in 2019.

For the 2021 Employer Survey, the Durham Workforce Authority brought on the Social Research Centre at Ontario Tech University to program and host the survey using their Qualtrics platform and to complete the analysis phases of the project. The full report can be found here: <https://durhamworkforceauthority.ca/research-and-reports/employer-survey/>

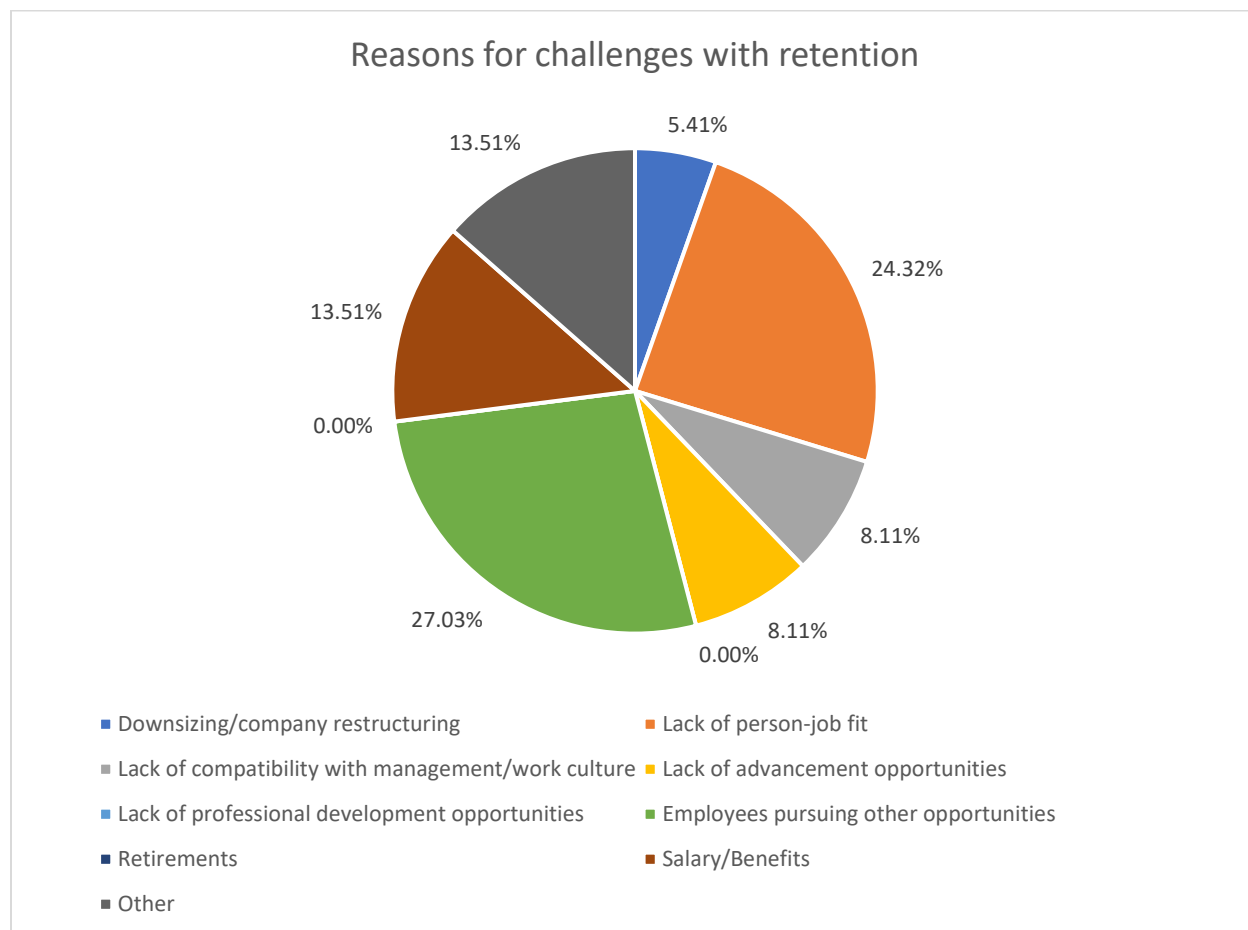
The supply side survey is currently being administered again in partnership with the Social Research Centre at Ontario Tech University and the combined results will be available in summer 2022.

## Challenging Positions to Fill with New Employees

|                                 |                                |                             |
|---------------------------------|--------------------------------|-----------------------------|
| Electricians                    | Apprentices                    | Office Management           |
| Hairstylist                     | Mechanical Repairs             | Food Safety                 |
| Machinery Operator              | Garden Help                    | Farm Store Assistant        |
| Farm Lead Hand                  | Red Cross First Aid Instructor | Red Cross BLS Instructor    |
| Real Estate Clerk               | Personal Assistant             | Civil Litigation Clerk      |
| Manager                         | Order Selector                 | Laboratory/QA               |
| AZ Drivers                      | Engineers                      | Maintenance                 |
| Installers                      | Welder                         | Labourers                   |
| Fitter                          | Wage subsidies                 | Surveyors                   |
| Human Resources                 | Machinist                      | Administrative Coordinators |
| Civil Engineering Technologists | Senior Management              | Residential Caseworker      |
| Customer Service                | Foreman                        | Editorial                   |
| Swim Instructors                | Researchers                    | Business Developer          |
| Automotive Technician           | Program Support                | Administrators              |
| Sales                           | Cleaners                       | Recruiters                  |
| Line Operators                  | Bricklayers                    | Front Line Caseworkers      |
| Membership Sales                | Program Activity Leaders       |                             |

Most respondents indicated that they did not face any challenges in retaining employees (77.94%), with the remaining respondents indicating that they were facing some challenges.

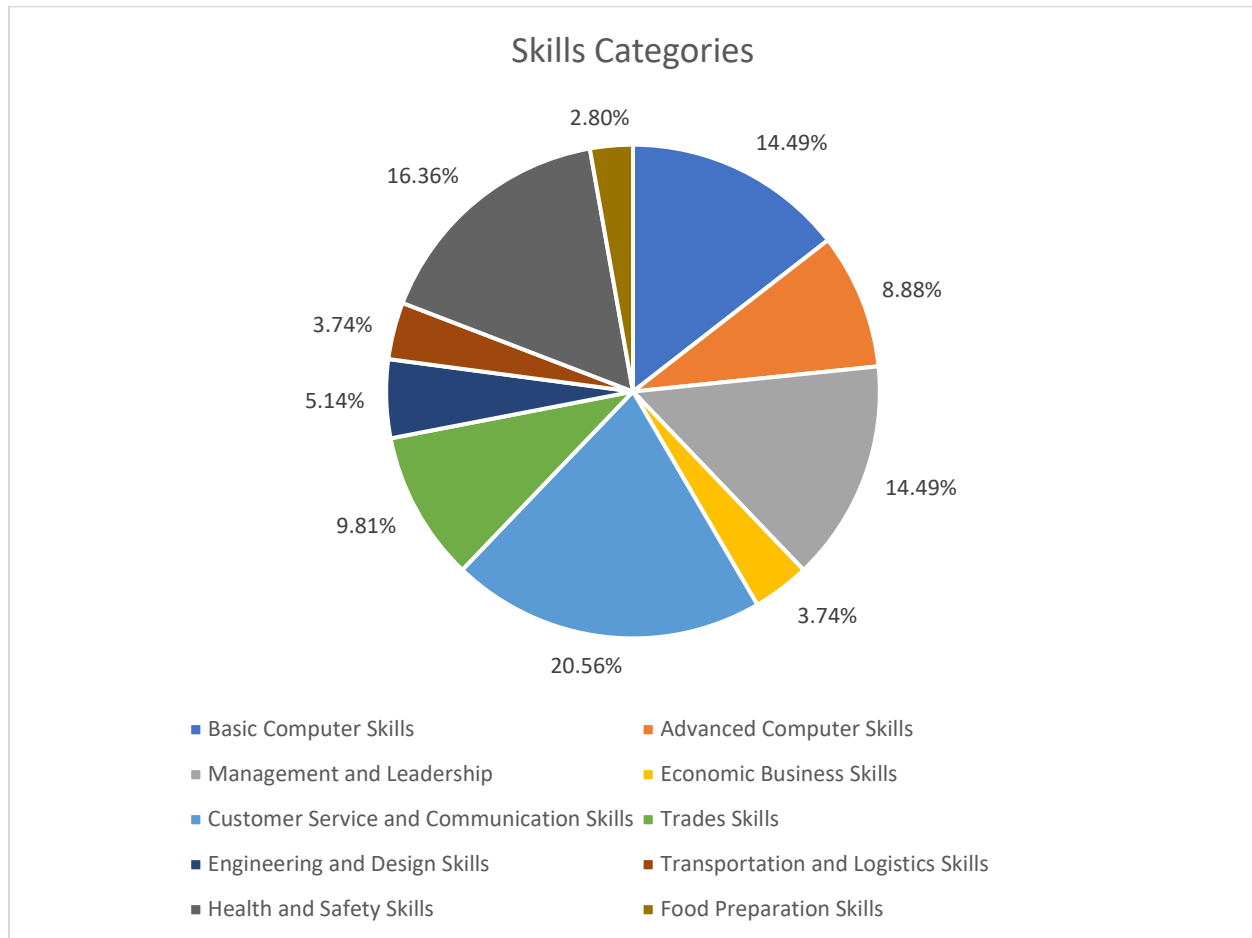
## Reasons for Challenges with Retention



The most common reasons for challenges with retention were either employees pursuing other opportunities (27.03%) or lack of person-job fit (24.32%). Slightly fewer common responses included: salary/benefits (13.51%), lack of compatibility with management/work culture (8.11%), lack of advancement opportunities (8.11%), and downsizing/company restructuring (5.41%). Other responses to this question included: scheduling and transportation issues. It is important to note that both retirements and lack of professional development opportunities were not found to be reasons for challenges with retention.

Over 2/3 of businesses (69.01%) were able to provide support or ongoing training or education opportunities for their employees within the last 12 months. The types of training offered varied significantly based on the field of work. Some of the most common types of training included: health and safety training, COVID-19 based education, software and online work-based training, and some industry specific training in areas of farming, construction, and law. The most significant barrier to training mentioned was cost (27.5%) followed by loss of productivity during training time (15%), relevant training not being offered locally (13.33%) and losing trained employees to other businesses (12.5%).

## Skills Categories



The most common skill categories applicable to the workplace in the employers surveyed included: customer service and communication skills (20.56%), health and safety skills (16.36%), basic computer skills (14.49%) and management and leadership skills (14.49%). The least applicable skill categories consisted of food preparation skills (2.80%), transportation and logistics skills (3.74%) and economic business skills (3.74%).

## Post-Pandemic Scenario Planning Report 2021

The Durham Workforce Authority's Post-Pandemic Scenario Planning Report aimed to help local businesses plan for unforeseen and foreseeable events regarding the plausible future of the local labour market, through the COVID-19 pandemic and beyond. Scenario-based planning help to guide the labour market in the long-term. It supports workforce leaders to make effective resource and investment choices, anticipate required supports, consider how future conditions will affect their business, establish alternative responses, and develop skills gap closing strategies. To help business leaders plan effectively, the report leveraged data from various sources including Statistics Canada, job demand reports, surveys, Sector Planning Partnership Grant (SPPG) research, and community consultations with economic development partners.

The purpose of the report was to examine the effects of the pandemic on local priority sectors,

including Agriculture, Advanced Manufacturing, Construction, Healthcare, and Logistics. The main goal was to develop a scenario matrix to construct and describe potential scenarios for business recovery in Durham Region in the unpredictable situation of COVID-19. The scenario matrix helps visualize possible scenarios based on critical uncertainties. The scenario matrix and critical uncertainties were developed in collaboration with economic development partners. Recommendations for businesses adapting scenario planning are based on the four scenarios as well as feedback from community consultations.

## Selected data from the report:

### Women in the Workforce: Impacts of COVID-19

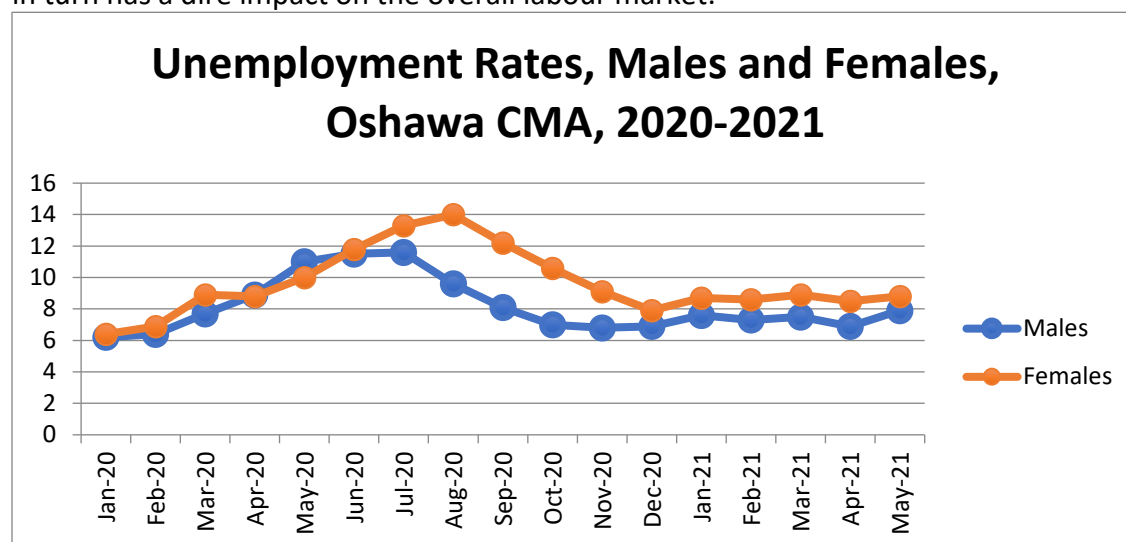
Women in the workforce have been disproportionately impacted by the effects of COVID-19 in comparison to their male counterparts. According to Statistics Canada, over 1.5 million women in Canada lost their jobs during the first two months of the pandemic. Part-time workers, especially women, have been overrepresented in COVID-19 job losses. Some economists are calling it the first "she-cession", with women leaving the workforce at unprecedented levels. Multiple lockdowns coupled with expensive public health measures have caused employers to cut economic costs, which has severely limited and removed job opportunities for women that allowed flexible part-time employment. For many women, part-time work provides an important source of income and flexibility, especially for women with family responsibilities.

Several factors are contributing to the decline of women in the workforce, including the fact that women are primary caregivers, women work in industries that have been severely impacted by the pandemic, and women face the added pressure of being essential front-line workers. Studies show that women spend twice as much time on child-rearing and household chores than men, accounting for over 20 hours per week Statistics Canada, 2018. The burden on women to maintain a work and home life balance has increased substantially, as women have been forced to homeschool children or help with virtual learning, while also keeping up with work expectations. Even with children back in school, unexpected closures and hybrid learning can force women to revise their work schedules with little to no notice. The excess stress can lead to poor job performance, time-management issues, and the inability to focus, which ultimately puts women's jobs at risk.

### Women in the Workforce: Durham Region

Throughout the pandemic, women have been experiencing higher unemployment rates than their male counterparts. At the beginning of the pandemic, unemployment levels spiked for both sexes in the Durham Region. However, unemployment rates remained significantly higher for females throughout the first, second, and third waves of COVID-19. In March 2020, Durham Region's female unemployment rate was 8.9% compared to 7.7% for males, a 1.2% difference. This 1.2% difference is substantial because it represents over 1,000 unemployed women, which

in turn has a dire impact on the overall labour market.



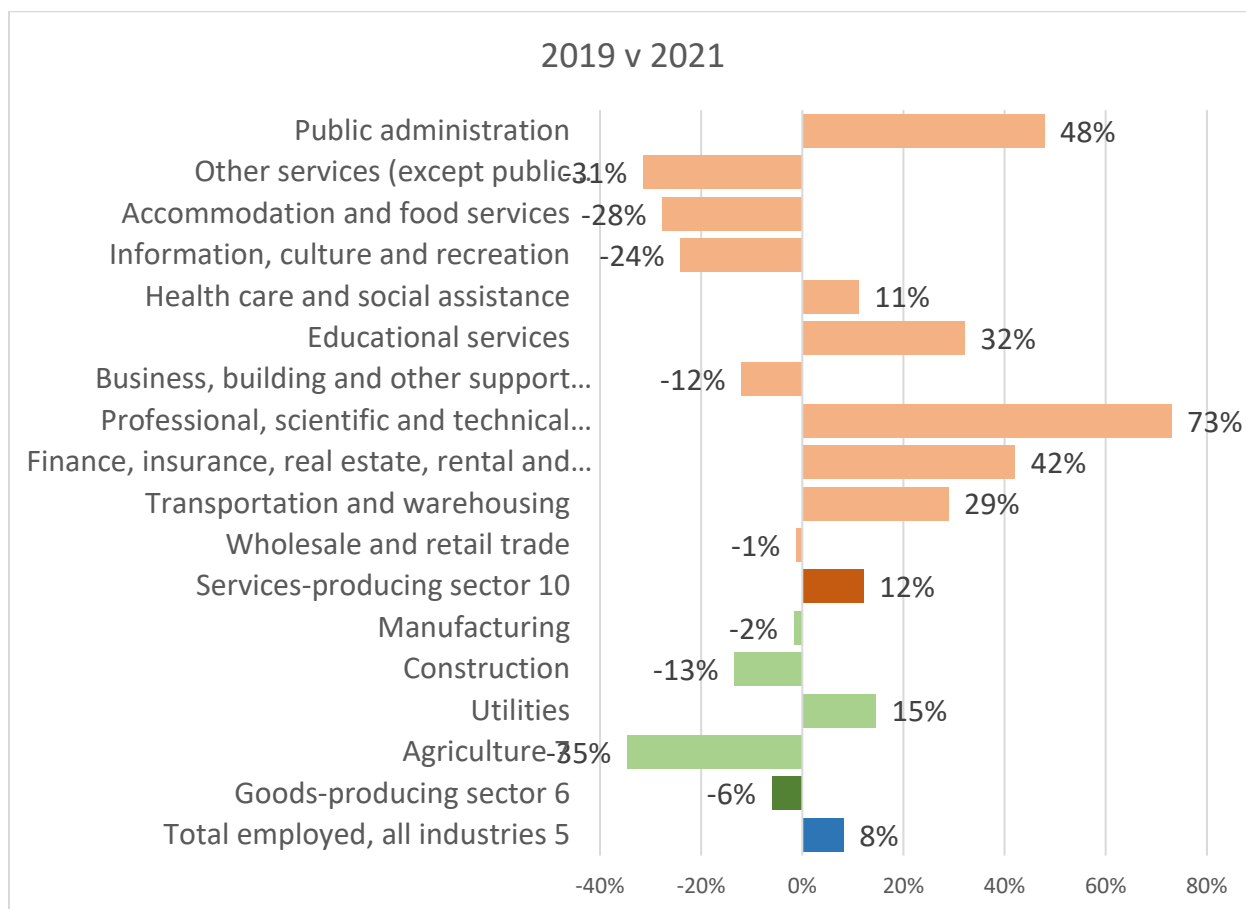
### Youth Unemployment: Impacts of COVID-19

Economists expect youth unemployment (15-24 years old) to be 2.5 times the normal rate of unemployment. However, Durham Region has experienced much higher rates of youth unemployment than anticipated. Since 2010, Durham Region has had one of the highest youth unemployment rates in Ontario and Canada. Youth unemployment for all of 2012 hit 21.6%, compared to an overall unemployment rate of just 6.2% for the Region. While youth unemployment rates began to slowly decrease by 2016, the recent COVID-19 crisis has caused youth unemployment rates in the Region to reach unprecedented levels. Youth unemployment in Durham Region increased to a high of 22.6% in 2020, the highest rate in almost a decade.

The full report can be found here: <https://durhamworkforceauthority.ca/research-and-reports/2021-post-pandemic-scenario-planning-report/>

### Employment by Occupation

Having access to the number of Durham Region residents who are employed is an important piece of labour market information, however, further breaking down that number provides a much more comprehensive picture of the Durham Region labour market. Examining employment by occupation is defined as identifying the number of individuals employed in a particular occupation as defined by the National Occupation Classification (NOC).

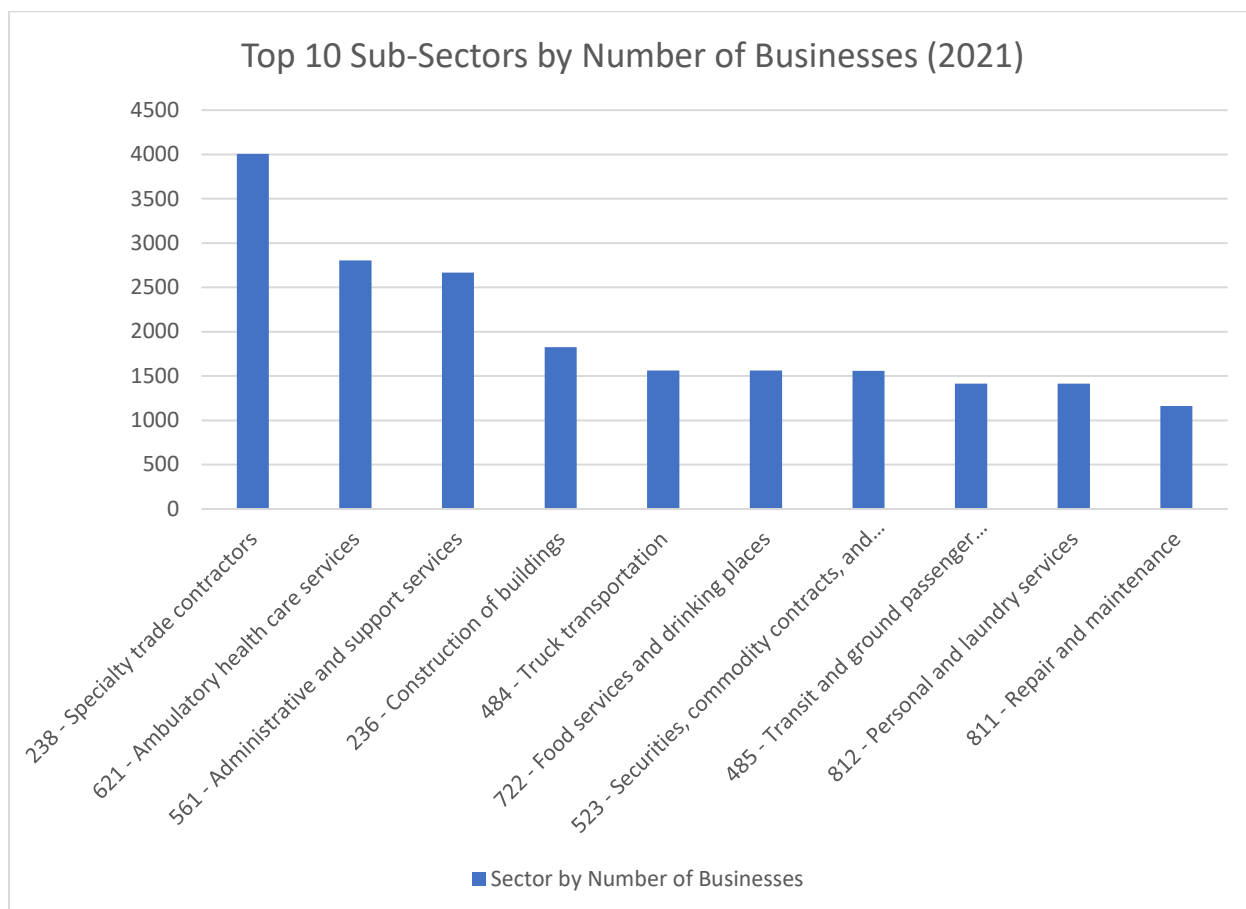


Source: Statistics Canada. Table 14-10-0381-01 Employment by occupation, three-month moving average, unadjusted for seasonality, 2021.

## Business Count

Statistics Canada releases the Canadian Business Count in June and December of each year. The data provides the breakdown of employers by employee size range and industry.

In Durham Region 71% of employers have no employees, 17% have 1 – 4 employees and 76% of businesses have nine or fewer employees. In all, 96% of businesses in Durham Region with employees have 49 employees, thus demonstrating the importance of small-and-medium enterprises (SMEs) on the local economy.



Source: Statistics Canada. Canadian Business Count. 2020

## Employment Ontario Data

The Ministry of Labour, Training and Skills Development (MLTSD) provides workforce planning boards with aggregated Employment Ontario (EO) program data, broken down by individual Local Board area, accompanied by regional and provincial comparators. It is intended that these data elements serve as the basis for evidence-based discussions about local service issues – gaps, overlaps and under-served populations - with EO service providers. The purpose of the data analysis and local employment service network discussions is to enable the service network to plan coordinated actions that address the issues.

The program information released and shared within this document is for the largest EO programs for which consistent and reliable information is available. This information is derived from data entered by EO service providers into the Employment Ontario Information System Case Management System and has been extracted by the ministry's divisional information management unit. Apprenticeship data has been extracted from the Apprenticeship Application and rolled up by Local Board areas.

### *Clients by Age Group*

*Employment Services, Client by Age Group, Durham Region 2020 – 2021*

| Age Group |      |
|-----------|------|
| 15 – 24   | 1132 |

|                     |      |
|---------------------|------|
| <b>25 – 44</b>      | 2237 |
| <b>45 – 64</b>      | 1466 |
| <b>65 and older</b> | 72   |

Source: Ministry of Labour, Training and Skills Development. 2021.

### *Highest Level of Education at Intake*

Employment Services, Highest Level of Education at Intake, Durham Region, 2020 – 2021

| <b>Level of Education</b>                             |      |
|---|------|
| <b>Less than Grade 9</b>                              | 32   |
| <b>Less than Grade 12</b>                             | 400  |
| <b>Completion of Secondary School</b>                 | 1595 |
| <b>Certificate/Diploma</b>                            | 1442 |
| <b>Certificate of Apprenticeship/Journey person</b>   | 54   |
| <b>Applied/Associate/Bachelor Degree</b>              | 764  |
| <b>Post-Graduate</b>                                  | 286  |
| <b>Other (Some Apprenticeship/College/University)</b> | 331  |

Source: Ministry of Labour, Training and Skills Development. 2021.

### *Designated Groups*

Employment Services, Designated Groups, Durham Region, 2020 – 2021

| <b>Designated Groups</b>                     |            |
|--|------------|
| <b>Indigenous</b>                            | 76         |
| <b>Deaf</b>                                  | Suppressed |
| <b>Deaf/Blind</b>                            | 0          |
| <b>Francophone</b>                           | 107        |
| <b>Internationally Trained Professionals</b> | 809        |
| <b>Newcomer</b>                              | 525        |
| <b>Person with Disability</b>                | 498        |
| <b>Visible Minority</b>                      | 460        |

Source: Ministry of Labour, Training and Skills Development. 2021.

### *Source of Income*

Employment Services, Source of Income, Durham Region, 2020 – 2021

| <b>Source of Income</b> |   |
|-------------------------|---|
| <b>Crown Ward</b>       | X |

|  |      |
|--|------|
| <b>Dependent of Ontario Works/Ontario Disability Support Program</b> | 39   |
| <b>Employed</b>  | 361  |
| <b>Employment Insurance</b>  | 847  |
| <b>No Source of Income</b>   | 2362 |
| <b>Ontario Disability Support Program</b>                            | 227  |
| <b>Ontario Works</b>   | 352  |
| <b>Other</b>   | 685  |
| <b>Self-Employed</b>   | 32   |

Source: Ministry of Labour, Training and Skills Development. 2021.

### *Length of Time Out of Employment/Training*

Employment Services, Length of Time Out of Employment/Training, Durham Region, 2020 – 2021

| <b>Length of Time</b>      |      |
|----------------------------|------|
| <b>Less than 3 months</b>  | 1784 |
| <b>3 – 6 months</b>        | 881  |
| <b>6 – 12 months</b>       | 851  |
| <b>More than 12 months</b> | 991  |
| <b>Unknown</b>             | 403  |

Source: Ministry of Labour, Training and Skills Development. 2021.

### *Outcome at Exit Summary*

Employment Services, Outcome at Exit Summary, Durham Region, 2020 – 2021

| <b>Outcome</b>  |      |
|---|------|
| <b>Employed</b>                                       | 3211 |
| <b>In Education/Training</b>                          | 653  |
| <b>Other (Independent, Unable to Work, Volunteer)</b> | 152  |
| <b>Unemployed</b>                                     | 412  |
| <b>Unknown</b>  | 482  |

Source: Ministry of Labour, Training and Skills Development. 2021.

## **Literacy and Basic Skills**

The following data Charts provide an overview of clients using Literacy and Basic Skills in Durham Region and the outcomes.

### *Clients by Age Group*

*Literacy and Basic Skills, Client by Age Group, Durham Region 2020 – 2021*

| <b>Age Group</b>    |     |
|---------------------|-----|
| <b>15 – 24</b>      | 286 |
| <b>441</b>          | 763 |
| <b>45 – 64</b>      | 212 |
| <b>65 and older</b> | 12  |

*Source: Ministry of Labour, Training and Skills Development. 2021.*

### *Highest Level of Education at Intake*

*Literacy and Basic Skills, Highest Level of Education at Intake, Durham Region, 2020 – 2021*

| <b>Level of Education</b>                             |     |
|---|-----|
| <b>Less than Grade 9</b>                              | 58  |
| <b>Less than Grade 12</b>                             | 208 |
| <b>Completion of Secondary School</b>                 | 340 |
| <b>Certificate/Diploma</b>                            | 155 |
| <b>Certificate of Apprenticeship/Journey person</b>   | 15  |
| <b>Applied/Associate/Bachelor Degree</b>              | 88  |
| <b>Post-Graduate</b>                                  | 32  |
| <b>Other (Some Apprenticeship/College/University)</b> | 73  |

*Source: Ministry of Labour, Training and Skills Development. 2021.*

### *Designated Groups*

*Literacy and Basic Skills, Designated Groups, Durham Region, 2020 – 2021*

| <b>Designated Groups</b>                     |     |
|--|-----|
| <b>Indigenous</b>                            | 29  |
| <b>Deaf</b>                                  | 19  |
| <b>Deaf/Blind</b>                            | 0   |
| <b>Francophone</b>                           | 29  |
| <b>Internationally Trained Professionals</b> | 0   |
| <b>Newcomer</b>                              | 180 |
| <b>Person with Disability</b>                | 218 |
| <b>Visible Minority</b>                      | 138 |

*Source: Ministry of Advanced Education and Skills Development. 2021.*

### Source of Income

Literacy and Basic Skills, Source of Income, Durham Region, 2020 – 2021

| Source of Income  |     |
|---|-----|
| Crown Ward  | 0   |
| Dependent of Ontario Works/Ontario Disability Support Program | 24  |
| Employed  | 264 |
| Employment Insurance  | 66  |
| No Source of Income   | 267 |
| Ontario Disability Support Program                            | 100 |
| Ontario Works   | 128 |
| Other   | 100 |
| Self-Employed   | 0   |

Source: Ministry of Labour, Training and Skills Development. 2021.

### Goal Path

Literacy and Basic Skills, Learner Goal Path, Durham Region 2020– 2021

| Goal Path               |     |
|-------------------------|-----|
| Apprenticeship          | 52  |
| Employment              | 420 |
| Independence            | 41  |
| Post-Secondary          | 323 |
| Secondary School Credit | 116 |

Source: Ministry of Labour, Training and Skills Development. 2021.

### Outcome at Exit Summary

Literacy and Basic Skills, Outcome at Exit Summary, Durham Region, 2020 – 2021

| Outcome  |     |
|--|-----|
| Employed                                       | 231 |
| In Education/Training                          | 154 |
| Other (Independent, Unable to Work, Volunteer) | 13  |
| Unemployed                                     | 280 |
| Unknown  | 72  |

Source: Ministry of Labour, Training and Skills Development. 2021.

## Apprenticeship

Apprenticeship remains a critical issue for Durham Region as the Region continues to experience a downward trend of new registrants and in the number of Certificates of Apprenticeship issued.

*Number of New Apprenticeship Registrations in Durham Region 2012 - 2020*

| New Registrants      |             |             |             |             |             |             |             |             |           |
|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------|
|                      | 2012 – 2013 | 2013 – 2014 | 2014 – 2015 | 2015 – 2016 | 2016 – 2017 | 2017 – 2018 | 2018 – 2019 | 2019 – 2020 | 2020-2021 |
| <b>Durham Region</b> | 1,010       | 1,139       | 1,101       | 961         | 892         | 1,071       | 1,192       | 965         | 495       |

*Source: Ministry of Labour, Training and Skills Development. 2021.*

A Certificate of Apprenticeship is issued by the Ministry of Labour, Training and Skills Development and earned when an apprentice completes all requirements of the apprenticeship program for their chosen trade.

*Number of Certificates of Apprenticeship Issued in Durham Region 2012 - 2021*

| Certificates of Apprenticeship Issued |             |             |             |             |             |             |             |             |           |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------|
|                                       | 2012 – 2013 | 2013 – 2014 | 2014 – 2015 | 2015 – 2016 | 2016 – 2017 | 2017 – 2018 | 2018 – 2019 | 2019 – 2020 | 2020-2021 |
| <b>Durham Region</b>                  | 696         | 581         | 434         | 301         | 445         | 541         | 384         | 328         | 199       |

*Source: Ministry of Labour, Training and Skills Development. 2021.*

*Average Age of Apprentices in Durham Region 2012 - 2021*

| Average Age of Apprentices |             |             |             |             |             |             |             |             |           |
|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------|
|                            | 2012 – 2013 | 2013 – 2014 | 2014 – 2015 | 2015 – 2016 | 2016 – 2017 | 2017 – 2018 | 2018 – 2019 | 2019 – 2020 | 2020-2021 |
| <b>Durham Region</b>       | 28          | 27          | 26          | 26          | 26          | 26          | 27          | 26          | 26        |

*Source: Ministry of Labour, Training and Skills Development. 2021.*

Chart 45 shows the breakdown by age group of active apprentices in Durham Region during the 2019 – 2020 fiscal year.

*Number of Apprentices by Age Group in Durham Region, 2020 – 2021*

| Apprentices by Age Group, 2020 – 2021 |     |
|---------------------------------------|-----|
| <b>15 – 24</b>                        | 267 |

|                     |     |
|---------------------|-----|
| <b>25 – 44</b>      | 207 |
| <b>45 – 64</b>      | 23  |
| <b>65 and Older</b> | -   |
| <b>Unknown</b>      | -   |

*Source: Ministry of Labour, Training and Skills Development. 2021.*

## 2020 Recommendations, An Update

In as much as this community plan is an opportunity to release updated labour market information, it is also intended to be forward focused, and intends on looking at what's next for Durham Region. Who would have known that 2020 throw the entire world an unimaginable curveball no one saw coming and the province moved forward with its intention to review workforce planning and implement a Service System Manager (SSM) that places the future of current status quo workforce planning into question, the DWA has chosen to focus on priorities that will stand the test of time and build the community that includes other stakeholders in the labour market who can impact the priorities.

To create these priorities, the DWA examined regional and local economic development plans, community plans, health neighbourhood reports, literacy service plans, reports produced by community stakeholders, other sources.

### Durham Workforce Authority Three Year Priorities

#### **Priority One:**

#### **Understand What's Needed**

#### **Priority Two:**

#### **Coordinating Systems**

#### **Priority Three:**

#### **Employer Engagement**

#### **Priority Four:**

#### **Hard to Serve**

#### **Priority Five:**

#### **Monitoring / Reporting / Evaluation**

## Priority One: Understand What's Needed

The DWA will continue to work with community partners to develop a shared understanding of issues affecting labour market supply and demand through collection and dissemination of labour market information to develop systems that collect, analyze and report data in a manner that is consistent, timely and relevant, reflecting the speed of business and understanding the evolving market talent needs.

**Objective:** In consultation with the Durham Economic Development Partnership (DEDP), the DWA will continue to refine Jobs First Durham the online job search tool and self-serve data portal consisting of over 897 data points. The DWA will create a data management plan that identifies the available labour market information (LMI) available from the DWA from primary and secondary sources, when to expect data releases and what will be the modes of data distribution.

### DWA Role:

- Work with DEDP, DWA Board of Directors and liaise with key target audiences as required to understand data priorities and develop data information systems
- Host a community information learning event focused dissemination of DWA generated data points

### Partners Roles:

- DEDP share data needs with DWA Director of Research
- Literacy Service Planning Committee, Chambers of Commerce, Community Groups to share data needs with DWA through continuous engagement

**One-year goal:** Regular intersections with DWA four main target audiences to provide training on Jobs First Durham (JFD) data tool.

**Two-year goal:** Economic development, Employment Ontario Service Providers, community partners and others will use the JFD data tool, understand the data and know what is available.

**Three-year goal:** Refinements of JFD data tool, DWA monitors for self-service. Increase in custom purchases of data to meet community needs.

**Anticipated Outcome(s):** DWA four main target audiences provide input on LMI requirements and use the LMI that is available. Increased use of JFD data tool by four main target audiences and understanding of LMI increases.

## Update:

LSP: met with the committee to understand their LMI needs to assist with annual business planning and discovered that the LMP release is out of step with annual business planning. The

result is the Literacy Service Providers find it difficult to locate appropriate LMI to meet the business planning cycle. The DWA will adjust the release of LMI to meet their needs and develop a 'dashboard' on JFD with the custom LMI for the LSP business planning cycle. The LMI will also be included in the LMP and reported to the Ministry via this document.

Economic Developers reported that they were interested in detailed monthly unemployment data from the LFS. The JFD and the DWA sends out the monthly LFS report information but does not include full-time, part-time unemployment and other unemployment information that is valuable to economic development and other key partners. The DWA adjusted to include this information on the JFD by adding an additional pdf on the site.

## Priority Two: Coordinating Systems

Currently, Durham Region's workforce and economic development and community partner systems do not work collectively and do not create coordinated community strategies. As expected with the introduction of the SSM soon, there needs increased efforts toward coordination between DWA, employment services, chambers of commerce, economic development, and community agencies to better serve the needs of employers and job seekers. Collaborating on research priorities, exploring effective joint methods of communicating with employers, and jointly addressing the workforce needs of industry partnerships, which bring together employers, workers, and employment service from a single industry cluster to address common workforce needs will better serve the broader community most effectively.

**Objective:** The DWA serves as a central point of contact for linking, employment services, chambers of commerce, economic development, and community agencies to identify and respond to labour market and workforce development challenges. Labour market conditions will be improved through research and labour market information to drive innovation in service delivery.

### DWA Role:

- Lead the collection of industry data and creation of industry priorities and occupation profiles.
- Develop workforce development priorities that support and sustain industry clusters.
- Provide structural support as needed and provide support as an intermediary to secure funding sources in efforts to support the community as sectors grow in Durham Region.

### Partner Roles:

- Identify economic development priorities and share those priorities with community to create community plans
- Identify existing resources and work to identify gaps and co-create plans to work towards their elimination.
- Assist with data collection on industry workforce needs

**One-year goal:** Host two meetings of employment services, chambers of commerce, economic development, and community agencies to develop a shared understanding of each organization's priorities and needs.

**Two-year goal:** Implement a collaborative process through which employment services, chambers of commerce, economic development and community agencies work towards identifying industry specific solutions, including but not limited to the development of industry priorities, and occupation profiles.

**Three-year goal:** Creation of priority sector strategies for the eight priority sectors in the Region and identification of future collaboration opportunities.

**Anticipated Outcome(s):** Collaboration between employment services, chambers of commerce, economic development and community agencies will lead to innovative solutions to industry specific challenges and local opportunities. Enhanced collaboration will result in an increased awareness and usage of a wide range of workforce resources.

## Update:

This is seen as an SSM priority and not critical for the DWA now.

## Priority Three: Employer Engagement

In many communities, employers report that workforce development programs do not meet their needs, and that their engagement in workforce development programs has been superficial and episodic. Within Durham Region, there is 'co-opetition' for employers from a wide variety of stakeholders. There are many steps that could be taken locally to improve the coordination of employer engagement and better meet the needs of local industry.

Together, the DWA with the wide array of partners responsible for employer engagement can more effectively connect employers, industry associations, sector groups and other employer groups with employment and training services to address workforce development and business needs.

**Objective:** The DWA will continue to work with employers through a wide variety of initiatives to develop a comprehensive understanding of their labour market needs and workforce challenges.

### DWA Role:

- To directly connect with economic development, joint chambers of commerce and boards of trade, business advisory centres, Employment Ontario Service Providers and employers directly to understand employers labour market needs;
- Conduct comprehensive research to understand the business and workforce challenges faced by employers in Durham Region.
- As funding permits, continue surveys of both supply and demand of available workforce skills levels and industry trends through the provision of a Durham-wide workforce survey
- A Retail Trade report and the emergent retail/logistics changes that have rapidly impacted the sector because of the pandemic and new occupation profiles recognizing changing skills requirements within the sector.

### Partners Role:

- Assist with connecting with employers;
- Continue to promote the employment and training services currently available to assist employers in addressing workforce development and business needs;
- Direct employers to Jobs First Durham;
- Create innovative events/professional development that benefit employers.

### **Two-year goals:**

- Build enhanced relationships with employers, including by learning something about the employer before making contact;
- Engage in increased information sharing, including referring employers and clients to other organizations that might better meet their needs;
- Create a formal network for organizations who serve employers in Durham Region.

### **Anticipated Outcome(s)**

Durham Region employers will increase their understanding and usage of employment and available training services that will assist them in addressing workforce development and business needs. The DWA and other employer serving organizations will continue to develop strong relationships with employers. Employers have access to the labour market information they need.

## Update:

The DWA sought funding and received five Sector Planning Partnership Grants to engage employers. The reports can be found here: <https://durhamworkforceauthority.ca/research-and-reports/2021-sector-partnership-planning-grants-reports/>

The DWA partnered with the Whitby Chamber of Commerce to present LMI to employers. Additionally, the DWA released a Post Pandemic Recovery Report.

### Priority Four: Targeting Hardest-to-Serve Populations

Hard to serve populations include unemployed individuals who find it difficult to maintain attachment to the labour market, individuals with low educational attainment, immigrants and newcomers and persons with disabilities. Implement a pilot project that will develop and test a locally driven, grassroots, approach to community engagement and collective impact, empowering resident to be engaged and involved in the economic and social planning process for their community.

**Objective:** Continue to hold focus groups with poverty-affected clients, including those who are not presently attending workshops. This will allow research into those highly marginalized and at-risk clients and provide further insight into how client demography and opinion vary.

#### DWA Role:

- Create and host community engagement opportunities and forums to further support the development of collective impact approaches to community economic development and planning in priority neighbourhoods.
- Connect with existing service planning groups that are working in priority neighborhoods, such as the Glenn Street Advisory Committee, the Lakeview Community Group, and Durham's Roundtable on Priority Neighbourhoods to share project findings and explore opportunities for ongoing service planning.
- Continue to explore and monitor badging, micro-credential initiatives across the province and country to determine best practices, guidelines, opportunities, and directions that would inform the future work of this project.

#### Partners Role:

- Attend planning group meetings
- Create user journey maps
- Explore opportunities for enhanced service planning in priority neighbourhoods

**Two-year goals:** Create a community engagement model for local use throughout the priority neighbourhoods. Provide access to technology-based learning to help residents increase their educational levels.

**Anticipated Outcome(s):** The DWA and partner agencies will create, test and evaluate a community engagement model. The DWA and partner agencies will obtain sufficient resources to introduce more technology-based learning into the workforce system. Individuals furthest from the labour market will discover that skills obtained through informal mechanisms have value in the labour market and alternative modes of recognition can be valuable.

## Update:

The DWA has sought funding outside of MLSTD to engage in this research.

## Priority Five: Monitoring/Reporting/Evaluation

It is critical to benchmark and reflect on activities and to explore the development of additional ideas for how to proceed into the future.

One of the most important benefits of labour market planning is identifying the learnings that have occurred and evaluating and reporting those learnings and opportunities to the community. Communities need to be informed of the work and have input into program evaluation.

**Objective:** Work with the DWA Board of Directors to create a monitoring and reporting framework, creating benchmarks and performance indicators.

### DWA Role:

- Work with community experts on monitoring evaluation frameworks
- Communicate evaluation reports regularly

### Partners Roles:

- Enhanced understanding of the evaluation process
- Partners feel comfortable to provide honest evaluation

**One-year goal:** A monitoring and reporting framework with benchmarks and performance indicators is used and reports are shared with community.

**Two-year goal:** Engagement of community and community report.

**Three-year goal:** Recommendations from community implemented and community report.

**Anticipated Outcome(s):** Evaluation benchmarks and performance indicators are used to understand project impact. Performance indicators and evaluation reports produce valuable information for community planning.

## Update:

This has not started.

