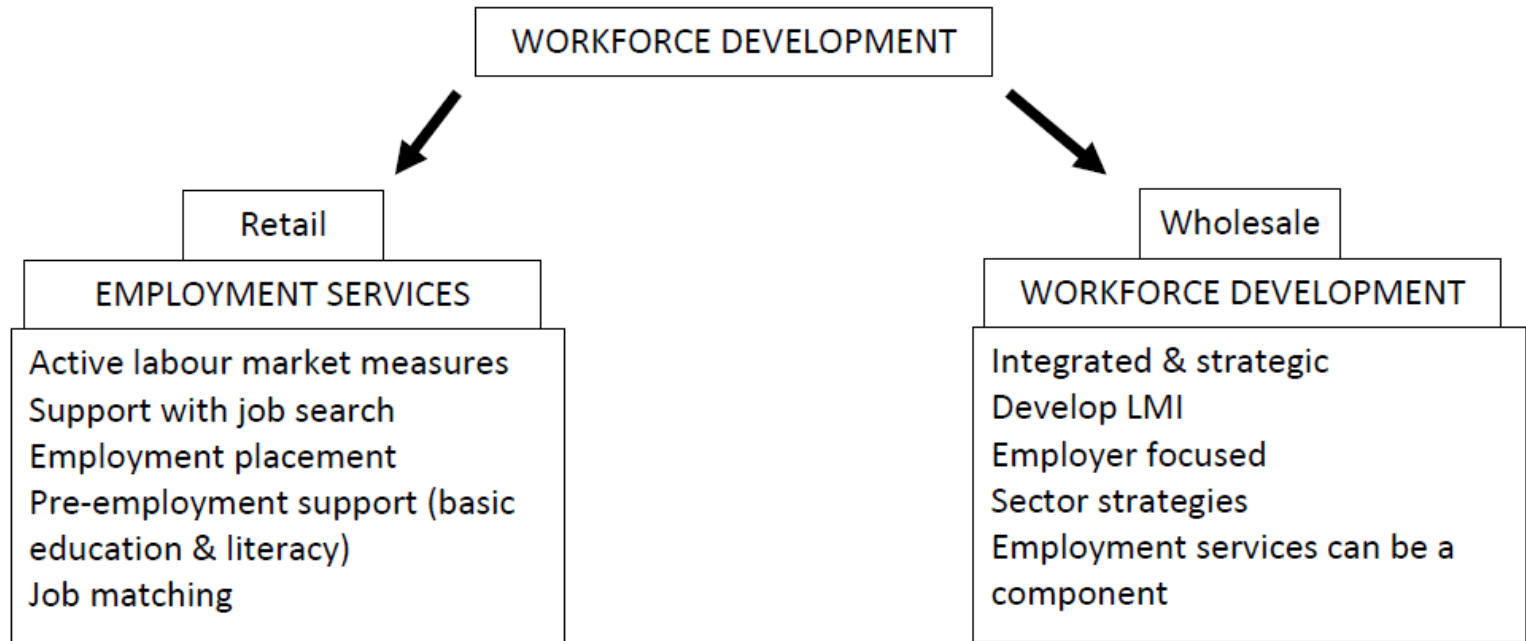


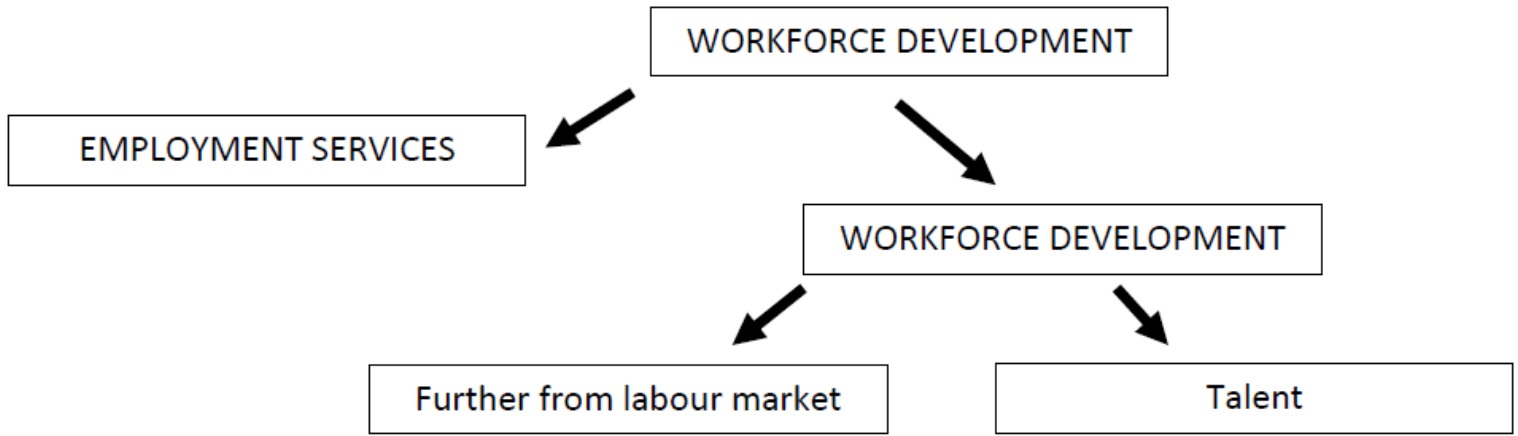
# Workforce Development in a Changing Landscape

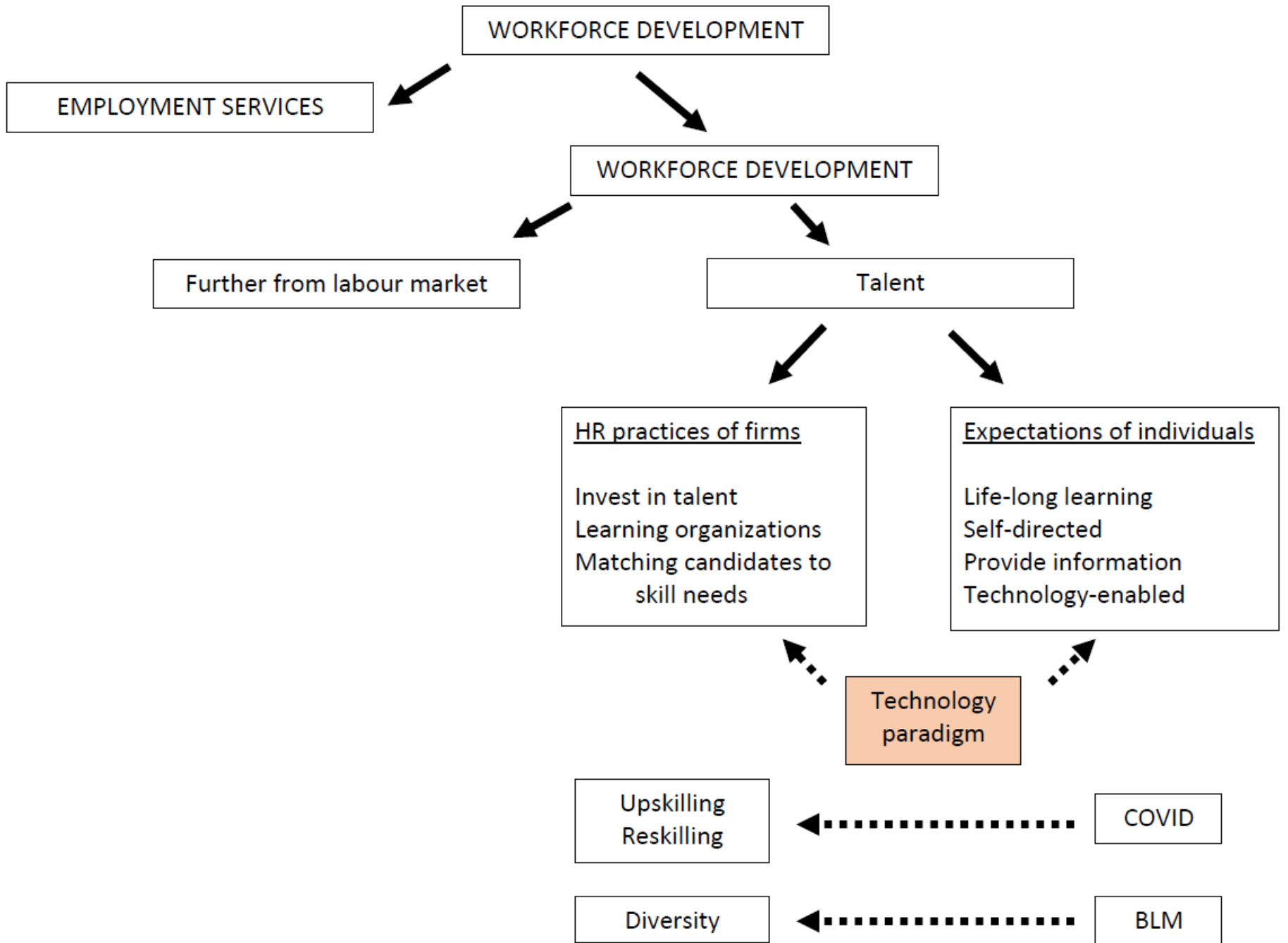
# Outline of presentation

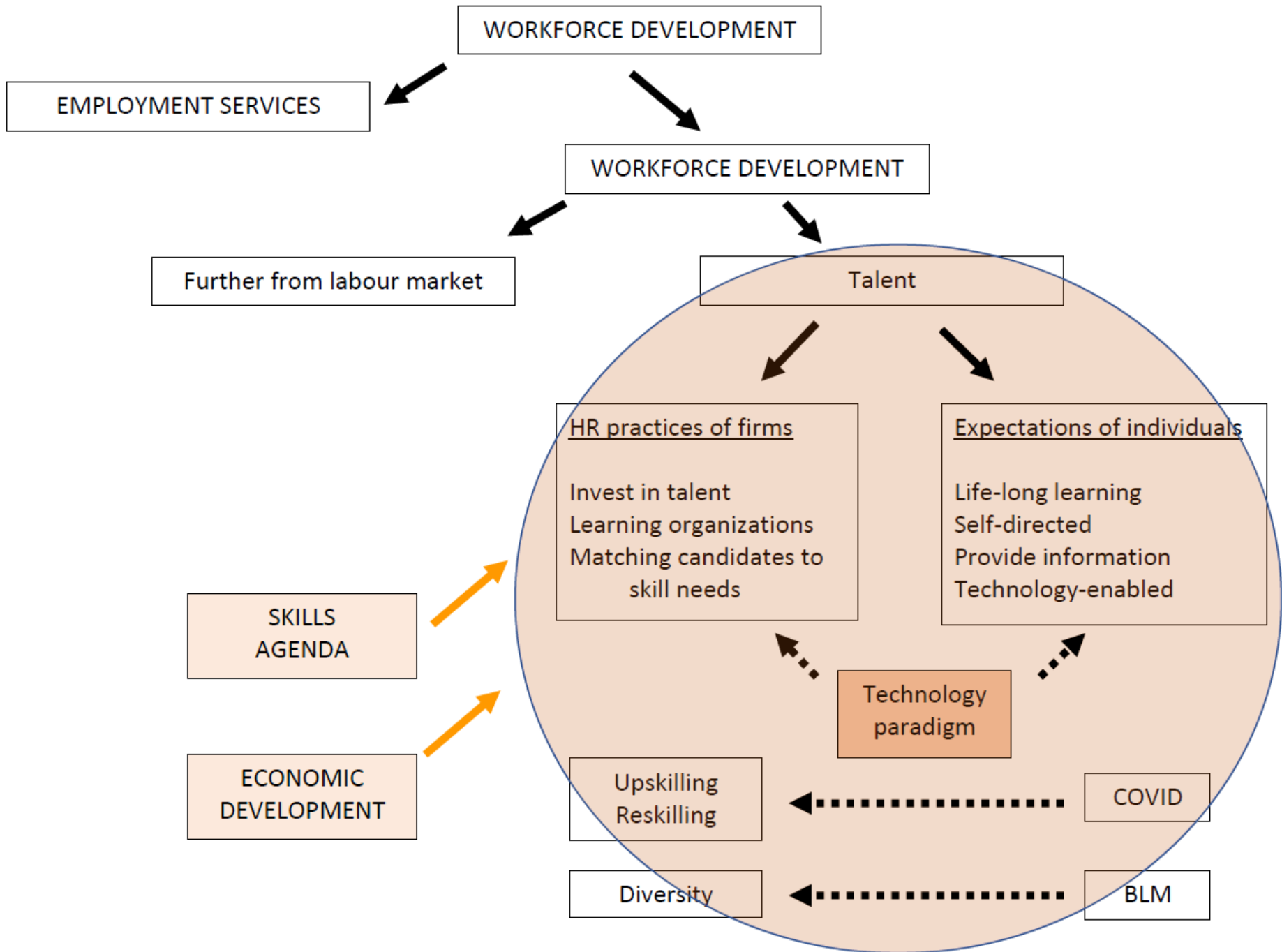
- Clarify what is meant by the concept of workforce development
- Provide labour market rationale for workforce development
- Implications for workforce development and EO transformation in Toronto

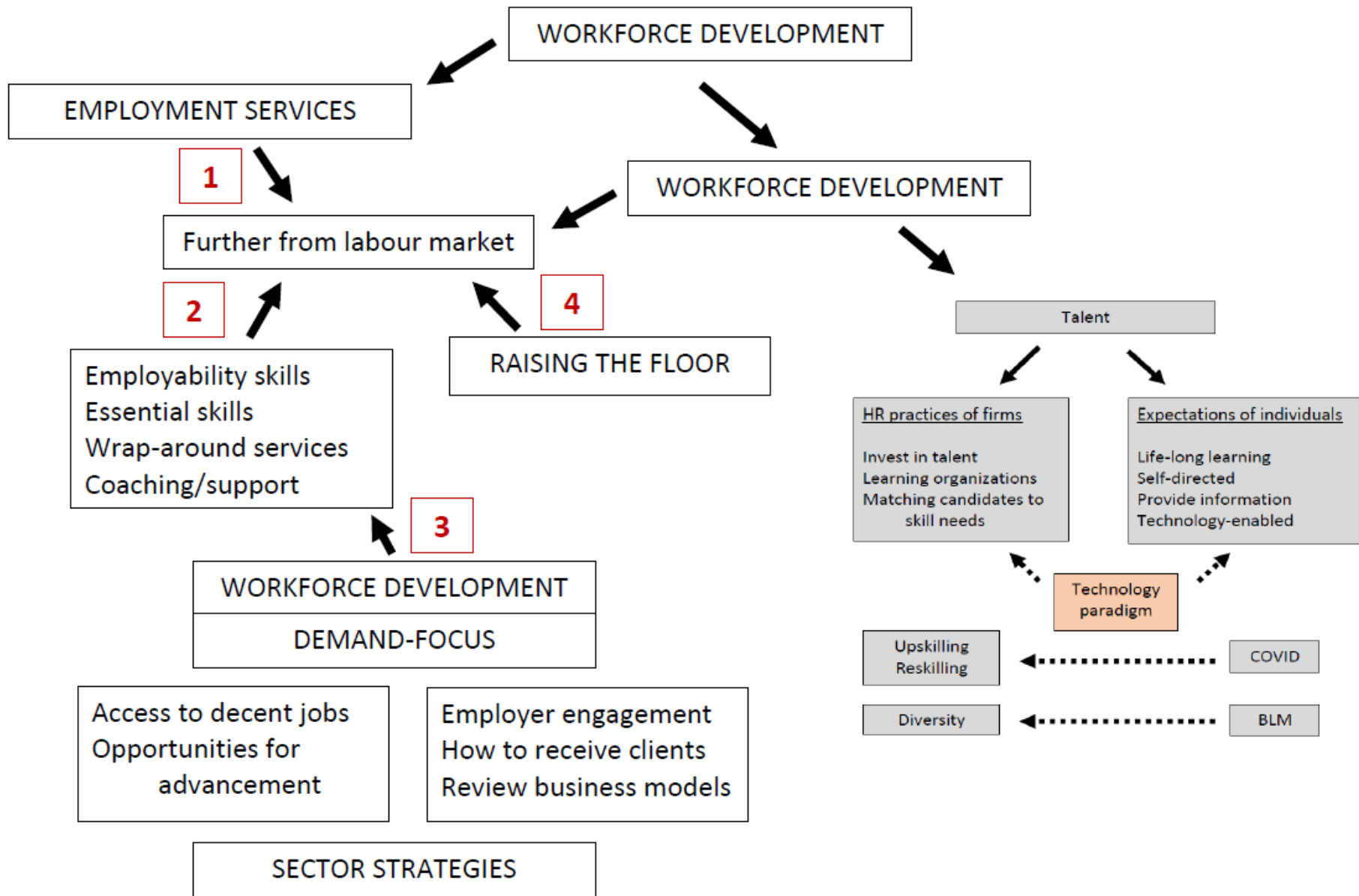
## WORKFORCE DEVELOPMENT



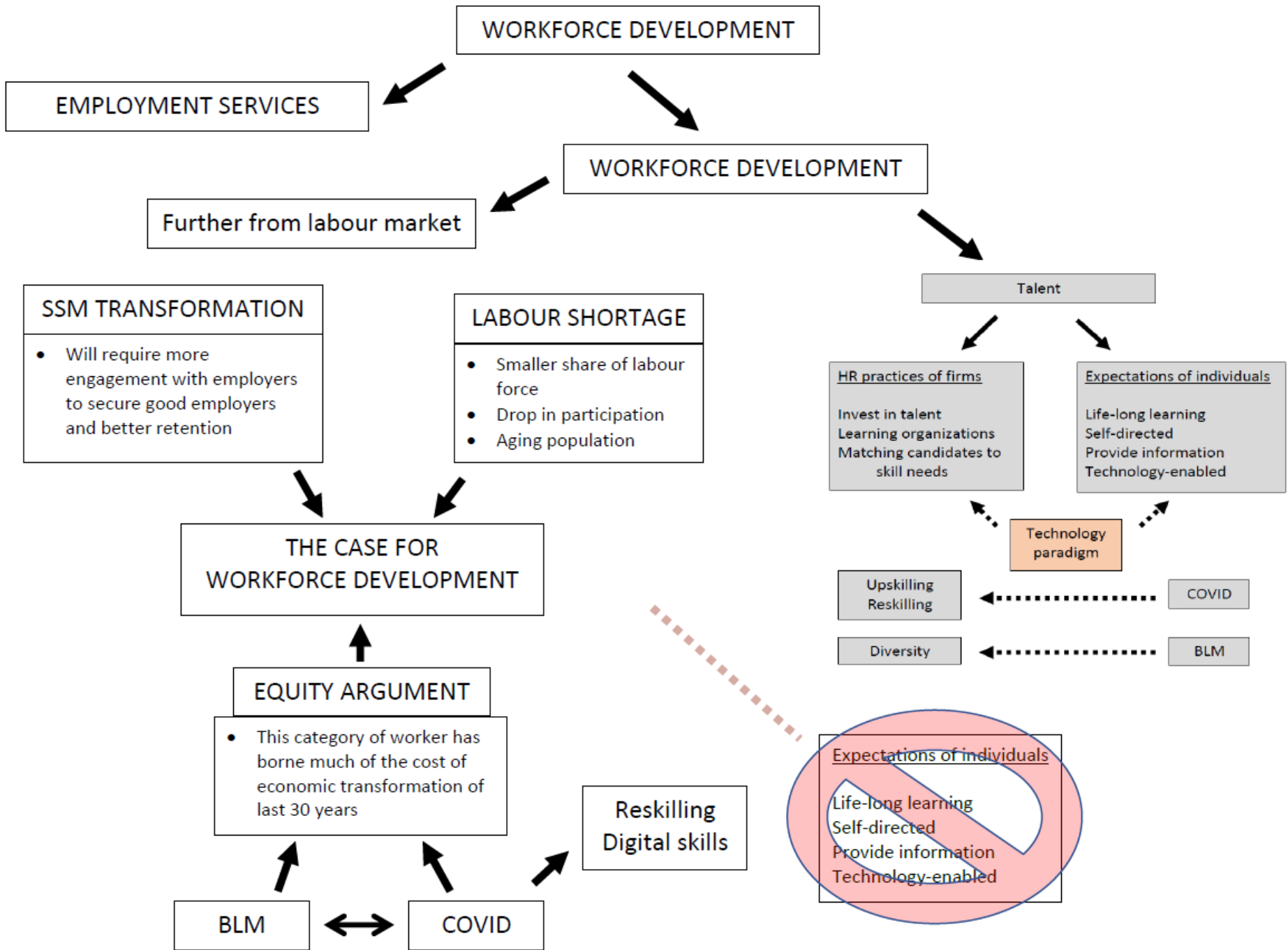












# Employer engagement

## Demand-focused: a spectrum

← Low level of interaction

High level of interaction →

Employer-sensitive

Employer-led

Employer-engaged

Learn about employer needs, both indirectly and directly

Employer needs define what is expected of supply-side

Interaction results in changes on the supply and the demand side

Employment services

Current workforce development

Emerging workforce development

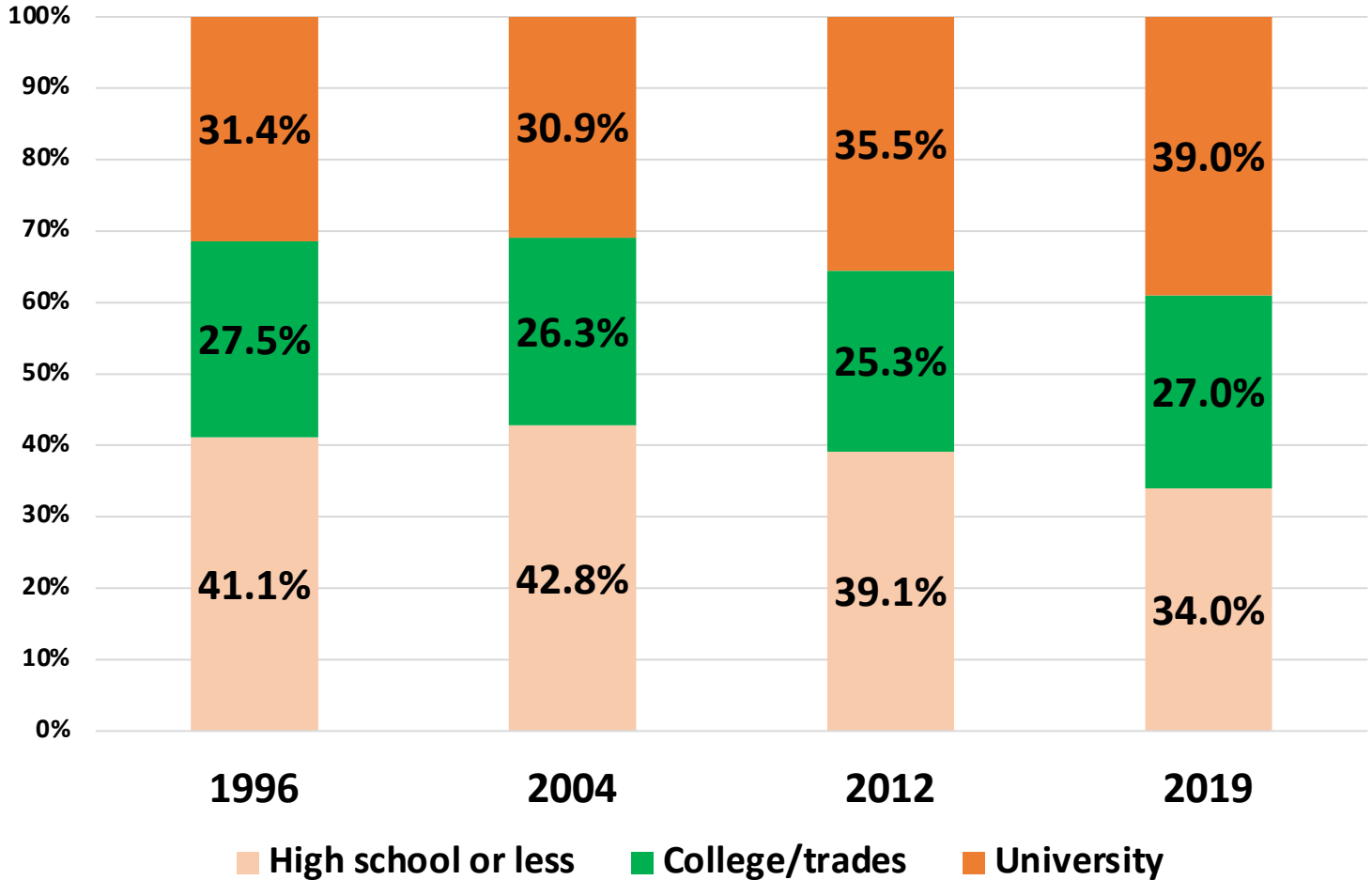
# One additional definition for workforce development

- Up until now, have defined workforce development in terms of specific functions (training, linkages to jobs, engagement with employers)
- There is an additional consideration, which is the entire workforce development ecosystem
- Workforce development entities require:
  - Labour force data and relevant analyses
  - Ability to recruit across various populations
  - Interactions with aggregates of employers
  - Opportunities to plan and coordinate initiatives, including with employment services providers, training bodies and others
  - Ability to advocate with policymakers
- This was a major theme of City of Toronto's Labour Force Readiness Plan (2003)

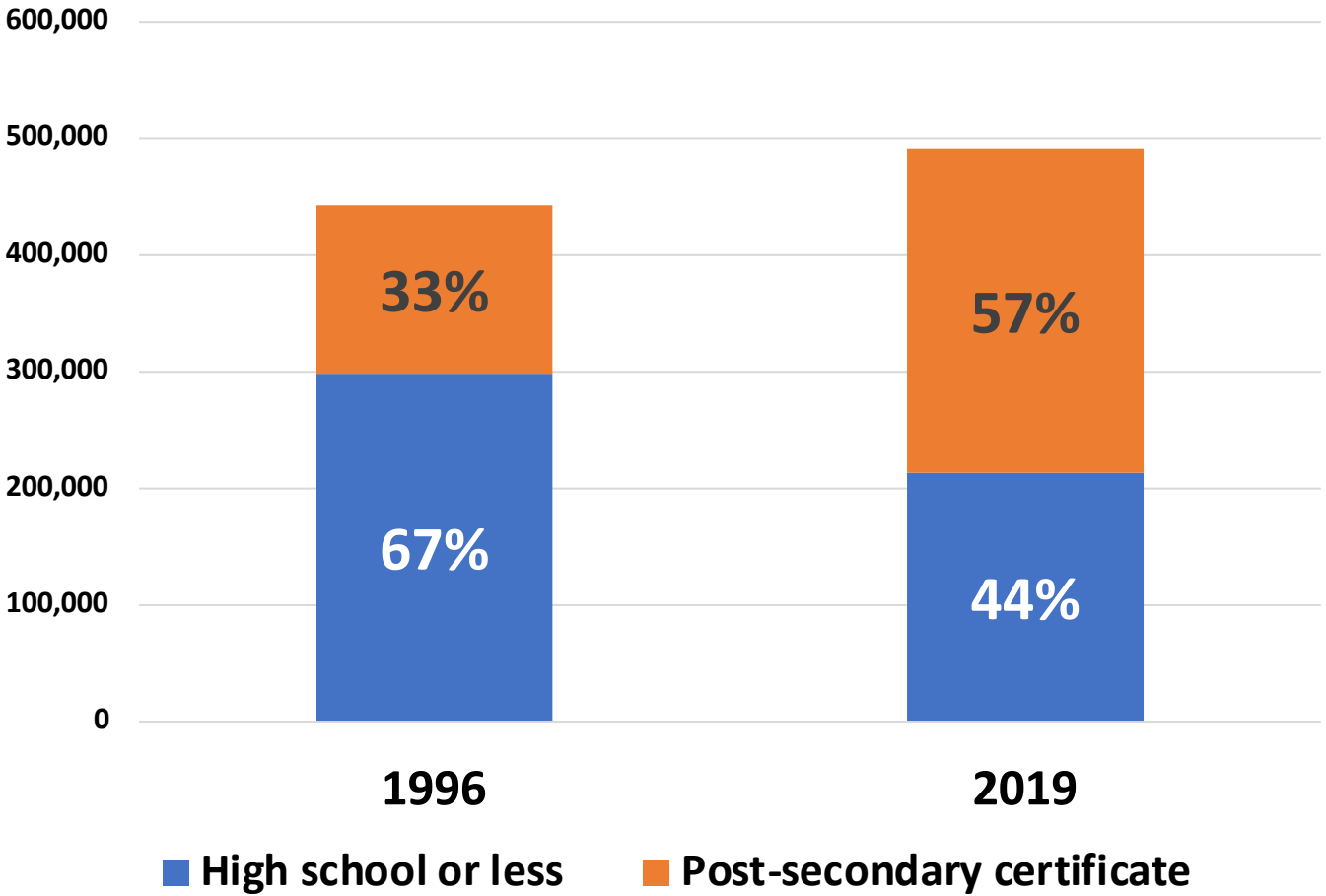
# LABOUR MARKET CONTEXT

- Long-term trends
- Impact of COVID

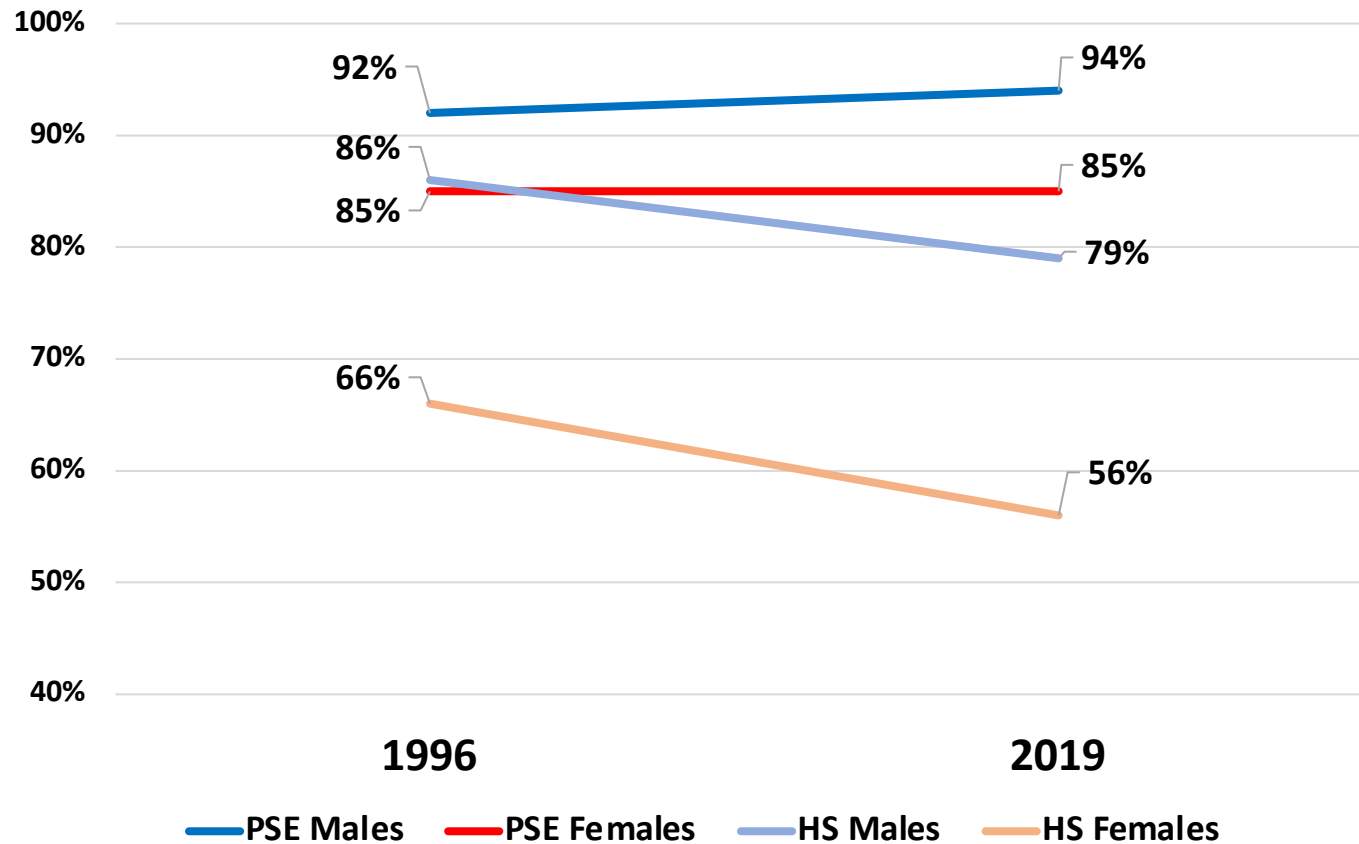
# Percentage share of all jobs, by skill level, Toronto, 1996-2019 (Labour Force Survey data)



# Occupations requiring high school or less, by education level of job holder, Toronto, 1996-2019



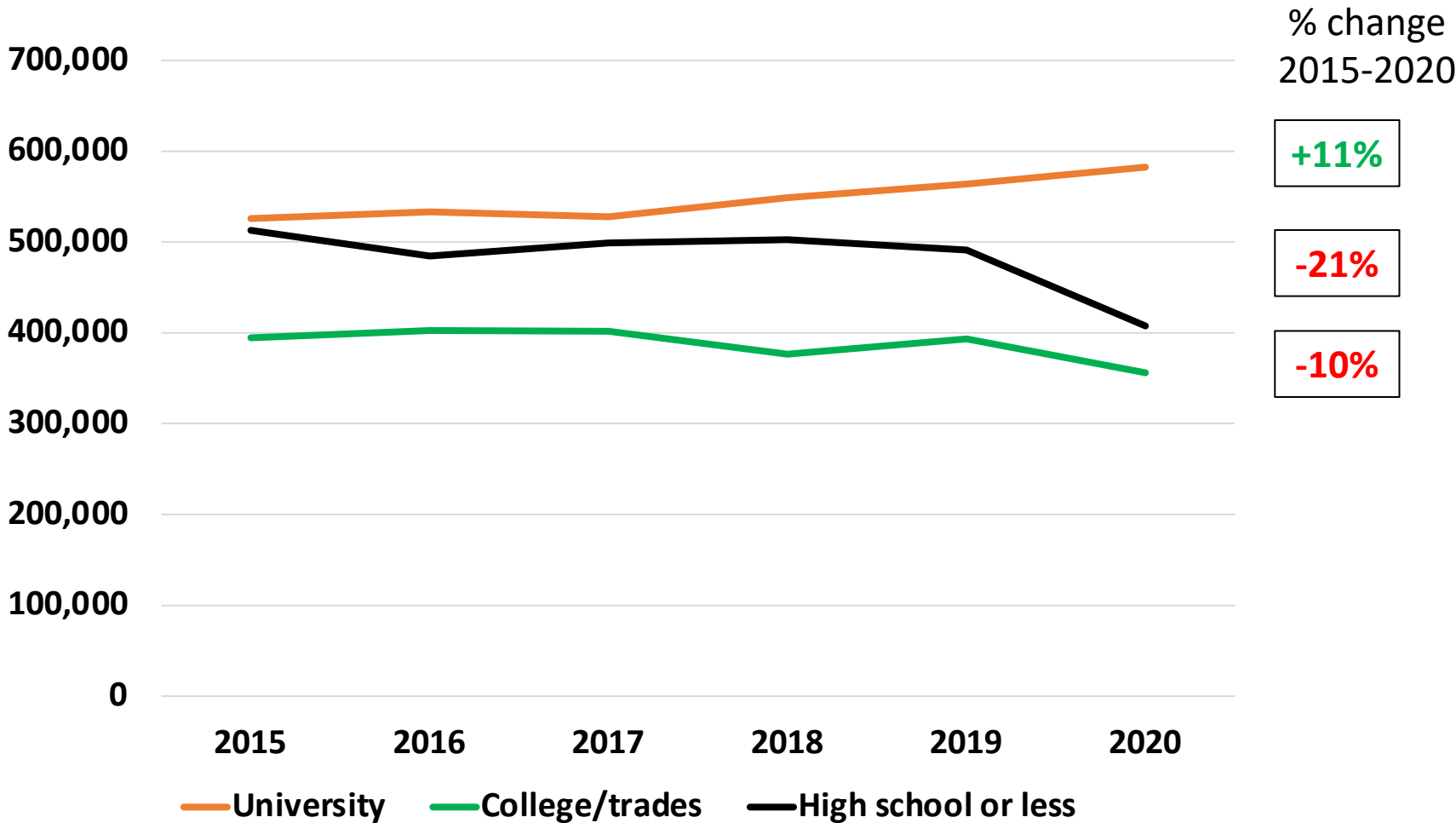
# Participation rate by education and gender, Residents aged 25-44 years old, Toronto, 1996-2019



If 2019 participation rate remained at the 1996 level, around 18,600 more residents aged 25-44 years of age with a high school diploma or less would be in the labour force

# COVID impact on labour market: occupations

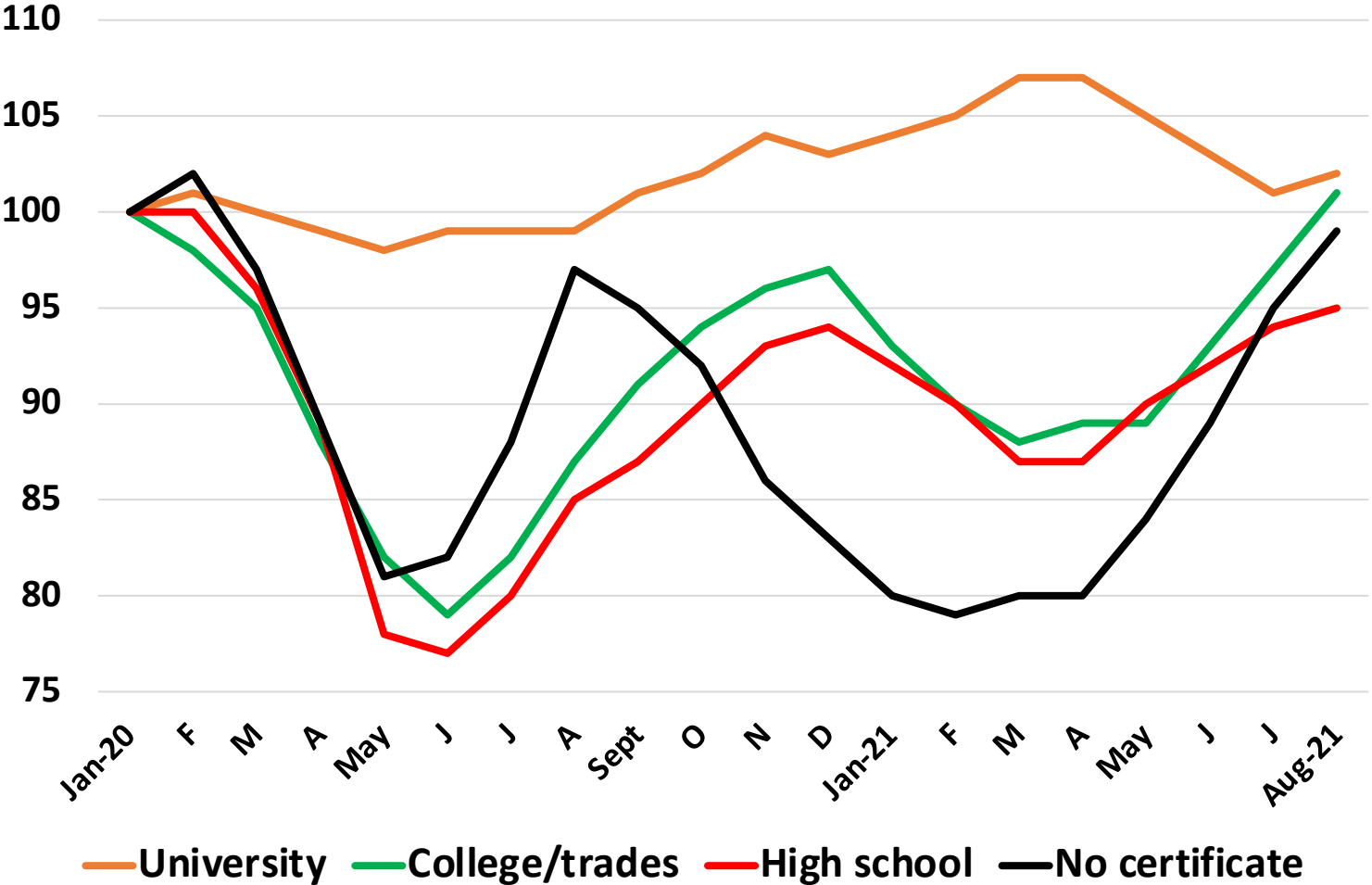
Employment by skill level of occupation, City of Toronto, 2015-2020





# COVID impact on labour market: occupations

Employment by skill level of occupation, Toronto CMA, Jan 2020 to Aug 2021  
Employment at January 2020 = 100



# Summary of the argument (1)

## The premise

- The lower-skilled/lower-paying end of the labour market has borne the brunt of changes in our economy over several decades
- Recently, the segment most affected by COVID
- The SSM transformation emphasizes outcomes for those further from the labour market
- This will require more intensive demand-focus
  - To cultivate relationships for retention
  - To target employers with less turnover

## Summary of the argument (2)

### The case for workforce development

- To engage employers, they will need to be clients as much as job seekers
- The value proposition to employers:
  - To meet their recruitment and skill needs
  - To reduce their recruitment costs
- But better outcomes might also depend on employers receiving advisory services
  - Assistance with retention
  - Support for high performance

## Summary of the argument (3)

### To develop a workforce development agenda, need to convene a workforce development table

- City to act as convenor in partnership with community sector
- Convene a broad tent – multiple sectors
- Identify issues and prioritize gap-filling
  - Info-sharing and clearinghouse
  - LMI needs and analysis
  - Plan specific strategies
- Convene sub-table to discuss SSM RFP

## Summary of the argument (4)

### Functions for a municipal government

- Elevate workforce development to be an adjunct of economic development
- Partnering with community sector
- Cultivate capacity for advisory services for businesses
- Base activities on research, data and outcomes
- Likely focus on SMEs and sector specific