

# Developing Opportunities:

*An Employment Service Plan for the  
Revitalization of Lawrence-Allen*







## INTRODUCTION

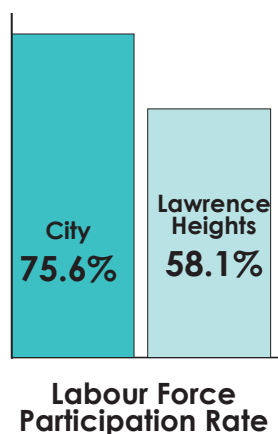
# The Lawrence-Allen Revitalization Project: Capitalizing on a Unique Opportunity

Over the next 20 years, the Lawrence-Allen area, with the Lawrence Heights community at its core, will undergo profound transformation as part of the Lawrence-Allen Revitalization Project. Informed by over four years of planning and community engagement, the Lawrence-Allen Revitalization Plan (LARP) sets out a long-term, multi-phase vision for the creation of a mixed-income, mixed-use community that is fully integrated into and connected with the broader city.

The LARP provides for the replacement of all 1,208 existing social housing units in addition to the construction of 4,400 new market units. Recognizing both the pressing need and unique opportunity to improve the social and economic conditions in this community, the plan extends far beyond improvements to the social housing stock. LARP also addresses a range of issues that are essential to improving the quality of life for residents. One of the most pressing issues facing the community is the need for economic stability, specifically, employment.

In particular, systemic factors have affected the ability of Lawrence Heights residents to participate in the labour market. The accompanying statistics illustrate the extent to which these precariousness issues have impacted the community. Many internationally trained immigrants, for example, are unable to find jobs that

match their skills. Youth and lone parents in the community also experience challenges finding employment. With a labour force participation rate noticeably lower than the city's average, these systemic issues have contributed to Lawrence Heights residents having lower levels of education, lower income, and higher levels of unemployment than the city's rates. At the same time, many residents have high school and post-secondary education; over 40% have a university degree, college diploma or certificate. Despite these individuals having higher levels of education, systemic issues have impeded even their ability to secure employment.



### Lawrence Heights Unemployment Rates

**16.4 %**  
unemployed youth

**10.4 %**  
unemployed immigrants

**8.4 %**  
unemployed visible minorities



Recognizing these challenges, the City of Toronto's Employment and Social Services (TESS) division, with its partners, is taking the lead on developing and implementing an Employment Service Plan that targets the community's complex employment needs. Given its experience and lessons learned from the revitalization of Regent Park, the City's first large-scale revitalization project, TESS is well-positioned to take this lead role. The approach used in Regent Park, along with successes to date, are continuing to inform the Lawrence-Allen Employment Service Plan.

Capitalizing on this unique opportunity to improve the social and economic stability of the community, the City is ensuring that a commitment to local workforce development remains a priority of the Employment Service Plan. The Employment Service Plan is focused on connecting the community to a range of direct and indirect opportunities generated throughout the revitalization. Identifying potential opportunities and making successful connections between employers and local residents is at the heart of the Employment Service Plan. It is not just about jobs; it is also about putting the infrastructure in place to support the community's ability to connect residents and employers to one another.



A snapshot of the Lawrence Heights community; mural painted by local youth

## An Evolving and Adaptable Approach to Revitalization

The Lawrence-Allen Revitalization is a multi-year, multi-phase project. Since the project is in its early stages of planning, many dimensions of the project have not been determined, such as:

- It has yet to be established how much space will be allocated for commercial use. The scope and scale of a commercial phase will significantly impact the number and types of opportunities that may be generated, and therefore, the types of service strategies that are developed.
- Toronto Community Housing Corporation, the Master Developer, has yet to procure a Developer Partner. Once selected, the Developer Partner will lead the construction and development phases of the project. Given that most opportunities will not arise until the Developer Partner has been selected and the phases of revitalization progress, the Lawrence-Allen Employment Service Plan is purposefully designed to prepare for these circumstances.

The City, based on its experiences in the revitalization of Regent Park and other large-scale development projects that have workforce development components, is putting in place flexible strategies to support local employers and job seekers. These strategies are scalable, with the ability to adapt to changing project dimensions. This fluid approach to supporting workforce development in Lawrence-Allen recognizes that service responses will change as the phases of revitalization progress and opportunities begin to present themselves. In the meantime, until opportunities are identified, the City is working with local residents to help them develop their individual career goals.



*Model of Lawrence-Allen revitalization development*

## Building a Solid Foundation in Lawrence-Allen: Applying the City's Approach to Workforce Development

While the revitalization itself is a large-scale development project, the Lawrence-Allen Employment Service Plan is part of a much larger coherent City-wide workforce development strategy. Approved by City Council in March 2012, *Working as One: A Workforce Development Strategy for Toronto* sets out the City's approaches for working more effectively with employers and job seekers.

The goals of the Lawrence-Allen Employment Service Plan, aligned with the priorities set out in *Working as One* and building on the City's prior workforce development experiences, are multi-fold. Specifically, the Employment Service Plan is focused on ensuring that:

- the leadership and expertise of employers and other commercial partners is maximized throughout the phases of revitalization
- employers and commercial partners are provided the supports they need to generate opportunities for the community
- the range of opportunities arising from this public investment are connected to qualified local job seekers
- local job seekers are aware of and connected to the services and supports they need to be qualified for these potential opportunities
- integrated planning and management with all partners guides the implementation, delivery, and continuous improvement of the Employment Service Plan
- appropriate systems are in place to ensure that ongoing learning informs positive change, particularly as the needs of the community evolve
- all workforce development resources, including those managed by the City, are used efficiently and prudently.



Responding to these goals, the Employment Service Plan is deliberately focused on acting now to address immediate needs, while also building capacity for the future. Rather than a time-limited Employment Service Plan, the evolving scope and scale of activities and the long-term nature of the project, calls for an ongoing approach to employment service planning that is grounded in local community needs. At the same time, the Employment Service Plan is committed to maintaining a consistent strategy for achieving its goals through a staged approach that will match the project phases.

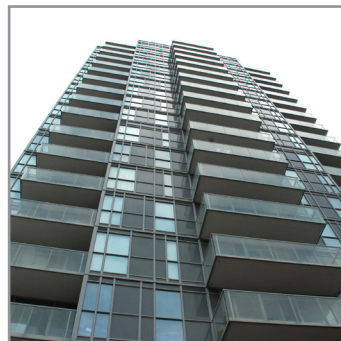
**Typical Phases of a Community Revitalization**



Pre-construction



De-construction & Site Preparation



Tenancy



Construction

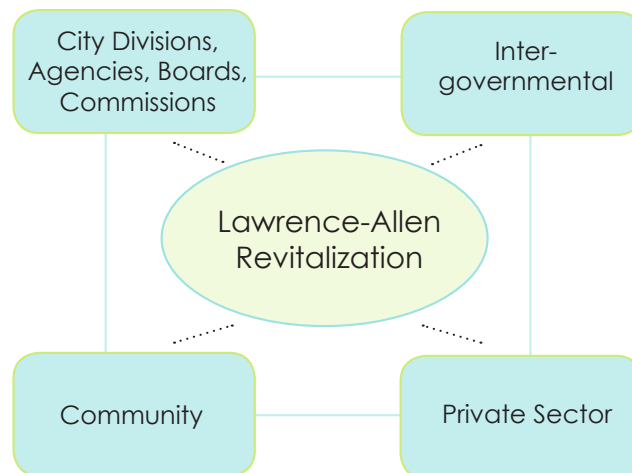
These phases of revitalization will generate different types of opportunities. The range of potential opportunities that may be generated include:

- employment opportunities
- skills development and training opportunities
- social enterprise development opportunities
- local business growth opportunities
- other grassroots community economic development opportunities

## A Partnered Approach to Workforce Development in Lawrence-Allen: Roles and Responsibilities

*Working as One* stresses the importance of working in coordination with a range of intergovernmental, community-based, and private sector partners to achieve the ultimate aim of securing meaningful employment for local residents. A complete list of partners involved in the Employment Service Plan can be found in *Appendix A: Employment Service Plan Partners*.

While there are a number of players involved in the revitalization of Lawrence-Allen at any given time, key employment-related players include:



- **Toronto Community Housing Corporation (TCHC): Master Developer**

As the Master Developer, TCHC's role in the revitalization of Lawrence-Allen is pivotal. To address some of the employment issues Lawrence Heights TCHC tenants face, TCHC will leverage its role as Master Developer to negotiate local employment, training, and other community economic development opportunities for these residents. This includes leveraging its purchasing power during the Developer Partner procurement process to create opportunities for local residents.

- **Developer Partner**

TCHC, through its procurement process, will select a Developer Partner to support the various phases of revitalization. The Developer Partner will be responsible for the physical transformation and development of the social housing stock. In addition, the developer partner will play a private sector leadership role in terms of supporting local workforce development. The Developer Partner will not only coordinate with TCHC to generate a range of opportunities throughout the various phases of the project, but will also encourage their subcontractors to support local hiring and training.

- **Toronto Employment and Social Services (TESS): Employment Service Plan Lead**

The City of Toronto's Employment and Social Services (TESS) division is the central access point linking residents to revitalization opportunities, and employers to skilled talent. Given the expertise gained in the revitalization of Regent Park, TESS is well-positioned to lead the planning, management and delivery of the Employment Service Plan in collaboration with various partners.

Once the Developer Partner has been identified, TESS and TCHC will coordinate their efforts to document the types and numbers of opportunities that arise in each phase of revitalization, and the employers involved. During each phase, targets will be set and ongoing performance will be tracked and measured. This joint approach to employment includes developing an effective response strategy that matches the workforce needs of the Developer Partner and subcontractors to the needs of qualified local residents.

- **Social Development Finance & Administration (SDFA): Social Development Plan Lead**

SDFA plays a key role in connecting the Employment Service Plan to the Lawrence-Allen Social Development Plan. SDFA encourages capacity building and the community's ability to be involved in their neighbourhood. SDFA's engagement efforts are fundamental to connecting residents and other stakeholders to broader social and community development opportunities locally and across the City.

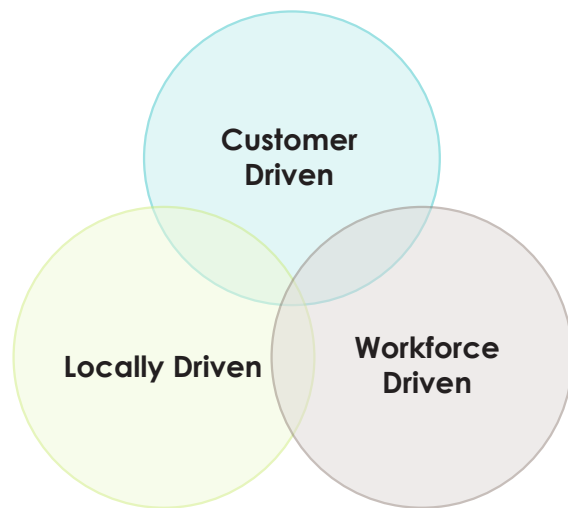
- **Community Agencies and Service Providers**

As a critical partner in local employment services planning and delivery, community agencies and service providers inform the development and implementation of the Lawrence-Allen Employment Service Plan. The City collaborates closely with community partners to achieve maximum outcomes for both employers and job seekers.

## Workforce Development Starting Point: Guiding the Work in Lawrence-Allen

*Working as One* identifies a number of key premises that guide workforce development efforts and help to inform the planning and implementation of the Employment Service Plan. They are purposefully interconnected and supported by one another. The guiding workforce development premises include:

1. Customer Driven: Dual-Focus
2. Workforce Driven: Demand-Led
3. Locally Driven: City Leadership and Partnerships



### 1. Customer Driven: Balancing the Dual Needs of Employers and Job Seekers

*Learning from the Regent Park Revitalization Experience*

This plan has adopted an evidence-based approach that builds on the lessons learned from the City's prior involvement in the revitalization of Regent Park, the City's first large scale publicly-funded revitalization project. While the Lawrence-Allen community is unique, a number of important lessons learned from the Regent Park experience are informing work being done in Lawrence-Allen.

One of the key transferable lessons gained from the Regent Park experience is the need for a dual customer-focused approach to revitalizing communities. Employment services have traditionally focused on the supply side of the labour market, resulting in services and supports targeted at resident employment needs only. The reality is that employers play a significant role in the labour market, and in particular, the success of residents in these labour markets. Over recent years, the City has worked with a range of stakeholders to embed this dual-focused approach into Toronto's efforts to build a truly integrated employment service system. This approach recognizes that both resident and employer needs must be at the forefront of the Employment Service Plan, particularly with respect to informing local service planning and delivery. Recognizing this, the Employment Service Plan identifies strategies for serving both residents and employers in integrated ways.





**2. Workforce Driven: Demand-led**  
*Developing Service Responses Based on Employer Initiated Opportunities*

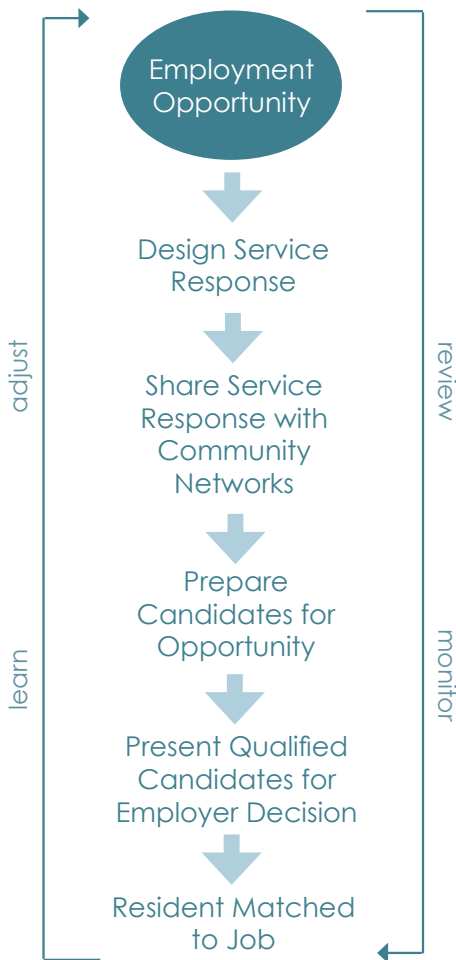
Many strategies articulated in the Employment Service Plan are workforce driven. Rather than providing residents with services that are not connected to a specific employment opportunity, service strategies are being developed based on the types of opportunities that are brought forward by employers or potential opportunities that may arise. The purpose is to develop service response strategies that are derived from actual opportunities so that outcomes can be maximized for both employers and residents. Service responses can range from matching an individual to a job through to customized skills training and recruitment strategies.

Revitalization brings with it a range of opportunities, both as part of the physical transformation of the neighbourhood and through the introduction of potential new business. The Employment Service Plan articulates approaches for connecting residents to these opportunities. As stated, TCHC, through its procurement process, will influence and maximize employment, training, and other community economic development opportunities. TCHC will negotiate directly with the Developer Partner to generate opportunities. Once an opportunity has been identified, TCHC will connect the Developer Partner to TESS. TESS will work with the Developer Partner to design and implement appropriate service strategies.

There will be some direct employment opportunities created as a result of the initial planning and construction phases

of revitalization. Priority will be given to qualified Lawrence-Allen residents when matching these opportunities. It is important to recognize that the majority of direct employment opportunities will not emerge until TCHC's Developer Partner has been selected, contracts and partners are in place and work begins on the ground. In the meantime, residents are being connected to broader opportunities across the City.

**The Opportunity Matching Process:  
 Developing Customized Service Responses**



### 3. Locally Driven: City Leadership & Partnerships

*Building on Local Efforts:  
The Community as an Asset*

The Lawrence-Allen Employment Service Plan is a community plan. Rather than acting in isolation, the City is working with its partners in integrated ways to support the plan's goals. It recognizes that the community has a unique and valuable perspective to provide. Working in coordination results in:

- reduced duplication and improved employment service alignment
- effective partnerships among governments, community organizations, and employers
- defined local roles and accountabilities
- increased awareness of the types of services and supports available in the community.

Through this integrated approach, the City and its partners are beginning to develop a coordinated strategy for responding to local employers. This includes developing approaches to prepare for and respond to opportunities brought forward by the Developer Partner and any subcontractors. Community partners will share opportunities and work together to implement service strategies to find and match the most qualified candidates to opportunities.



#### **Towards an Integrated Employment Service System Approach: The Need for Leadership**

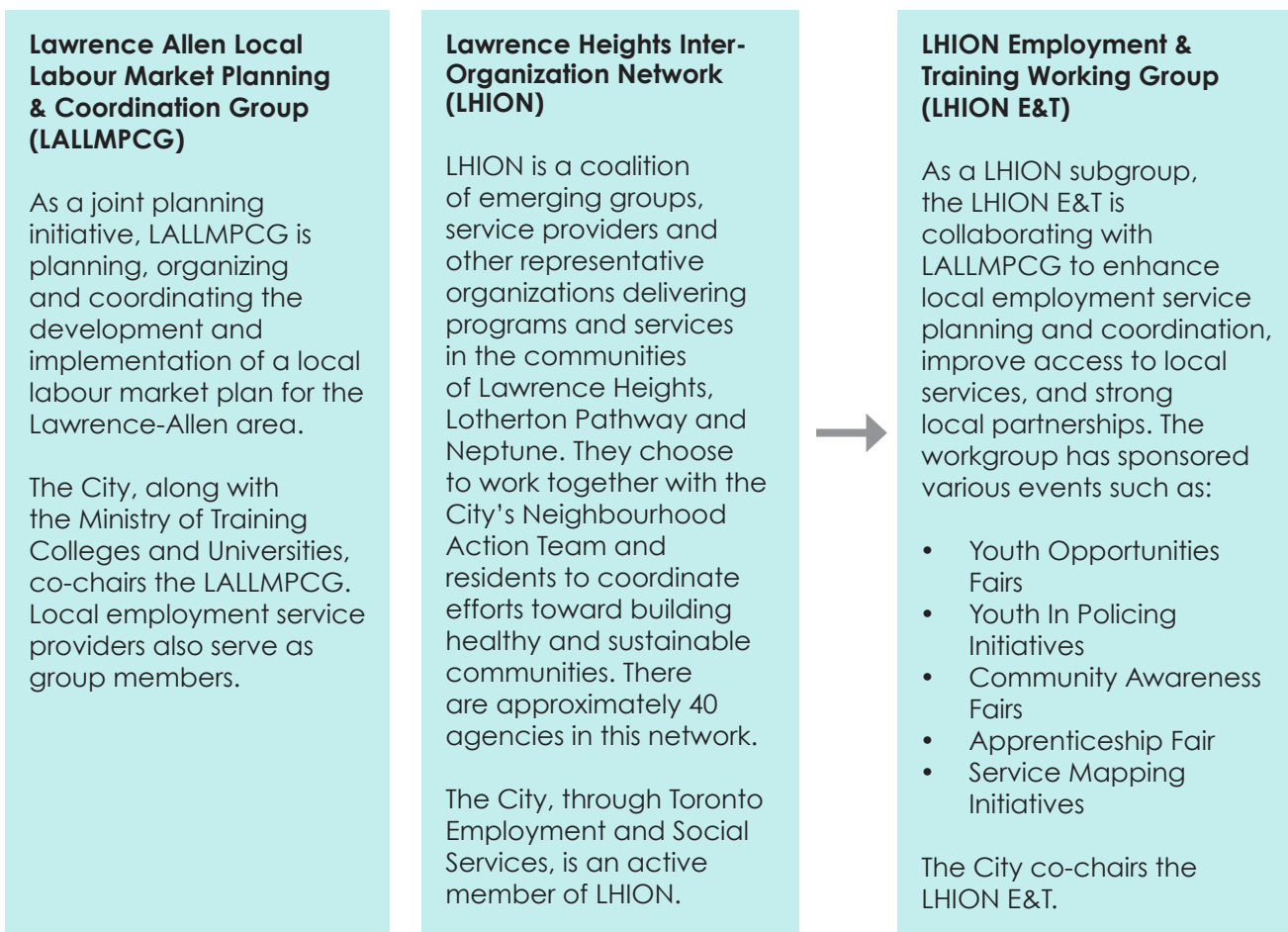
The Lawrence-Allen community is well-served by local community organizations, with approximately a dozen agencies providing employment-related services and supports in and around the area. These agencies fulfill a critical role in meeting the wide range of resident and employment needs. They also provide valuable 'on the ground' community knowledge.

These agencies operate in a complex service landscape characterized by overlapping services, competing mandates, funding constraints, and a lack of overall integration. While coordination has been expressed as a priority among all community partners and recent strides have been made through collaborative initiatives and joint planning groups, a truly integrated and coordinated local employment service system is lacking.

To support advancement in this area, leadership is required. Given its long-standing experience in planning, managing, and delivering key employment services and large-scale development projects, the City is well-positioned to lead the coordination of a local integrated employment service system.

The City will continue to work with these partners in coordinated ways to ensure that employers and residents receive the services they need in a streamlined and effective way.

As an active and engaged community, Lawrence-Allen is characterized by a number of strong community networks. With local knowledge and relationships, these community networks are informing the planning and implementation of local Employment Services Plan activities. These networks will support local employment service planning and delivery throughout the revitalization as the demographics of the community change. They will play a key role in adjusting services as these changes occur and the community evolves. Key local integrated employment service planning networks and community partnerships include:

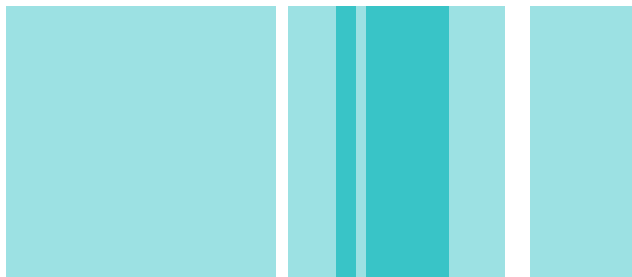


A sample of partners involved in the Lawrence-Allen Employment Service Plan

## Listening to Residents: Identifying Service Gaps in the Community

Ongoing resident engagement is a priority of the Lawrence-Allen Employment Services Plan. It is through interactions with residents that valuable insight and perspective is gained to inform the planning and implementation of this plan. Through community-based consultations, the following employment-related priorities are expressed by residents:

- **Local hiring:** Make employment opportunities more accessible to local residents
- **Resident employability:** Increase employability by connecting job seekers to customized training, skills development, job search assistance, and social stabilization supports to assist them in their ability to find and keep work
- **Awareness of employment services and supports:** Effective communication and outreach to residents so that they are aware of the types of services and supports available to them
- **Local business growth:** Support local business growth, entrepreneurship, self-employment, and creative social enterprise development



### Engaging Residents in Lawrence-Allen

To ensure that the Employment Services Plan is truly reflective of the community's needs, the development of the plan has been informed and guided through ongoing resident and community engagement.

Resident and community engagement activities include:

- over 450 residents completed employment surveys
- employment-related focus groups
- resident participation in the Social Development Plan Community Steering Committee
- youth engagement through Career Week and Take Our Kids To Work Day
- resident attendance at community awareness fairs
- resident input in community employment services mapping exercises
- resident participation in neighbourhood tours and other community events



Residents participating at the Lawrence-Allen Revitalization Plan Community Forum

## Responding to Resident Priorities: A ‘Distance from the Labour Market’ Approach

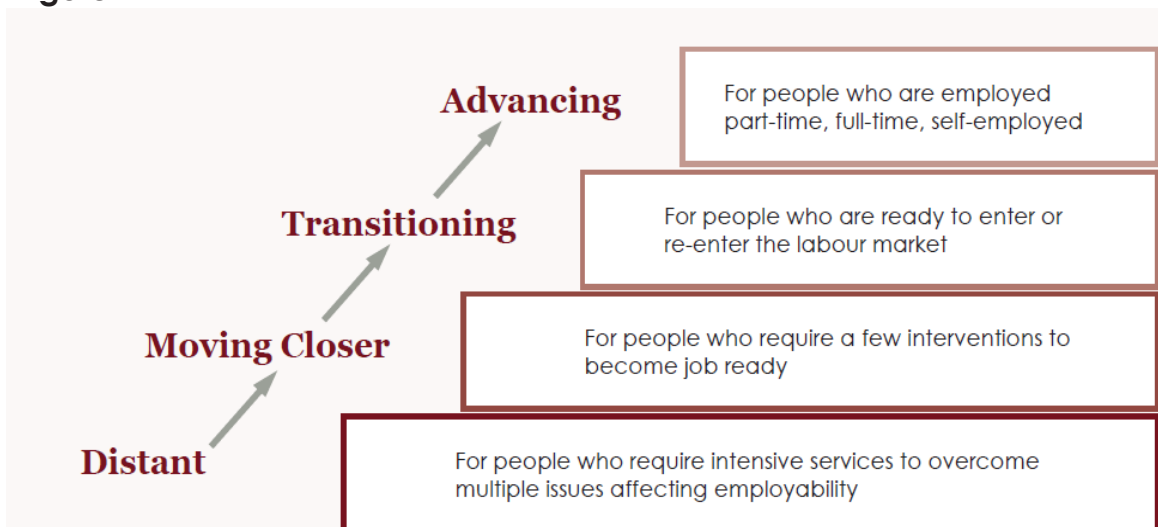
Responding to the needs identified by residents, the City, through its workforce development strategy, has adopted a ‘distance from the labour market’ approach to identifying, organizing and allocating appropriate services around an individual’s needs. In contrast to approaches that determine services according to demographic characteristics (i.e. services specifically for newcomers, youth, or women) or siloed program criteria, a ‘distance’ approach acknowledges that residents have unique needs, and draws on these when determining what services and supports they require. This ‘distance’ model provides a foundation for addressing the needs of all local residents, whether they require only occasional supports to progress through their careers, or require more comprehensive and intensive supports.

Figure # 1 illustrates the ‘distance’ approach, highlighting a number of different stages in the transition to stable employment and the kinds of services an individual may require depending on their particular ‘distance’ from the labour market. This approach recognizes that providing a continuum of services through these stages helps to support the employment needs of any given population. TESS has been working with its community partners to conduct a local ‘distance’ assessment of the Lawrence-Allen community. This assessment has three purposes:

- It illustrates how services can be better organized to address resident needs.
- It builds awareness and understanding of the services available in the community.
- It develops the knowledge capacity of front-line staff to better understand available services and service gaps.

The ‘distance’ approach recognizes that individual paths to employment require varying degrees of service intervention when pursuing sustainable employment.

**Figure # 1**



As a result of the assessment, a number of significant service gaps have been identified in the community. Examples of current Lawrence-Allen service gaps include:

- self-employment supports
- business growth supports
- social enterprise supports
- employer-led customized job training
- awareness of services and supports available in the community and across the city
- mentoring programs
- financial supports for those not receiving social assistance (ie. accreditation and licensing costs)
- financial supports for other employment-related costs (ie. childcare and transportation) for those in receipt and not in receipt of social assistance
- employment supports for individuals with mental health and addiction issues

*Appendix B* provides the details of the '*distance from the labour market*' assessment. It highlights the characteristics and service needs of residents at different positions in the labour market.

Recognizing the service gaps identified in this assessment, the City is working with its partners to develop services strategies that target these specific gaps. For example, to address the lack of awareness of services and supports available in the community, the City is working with LHION Employment & Training and the Adult Literacy workgroups to plan a series of events that will:

- raise awareness of the types of supports and programs that are available in the community
- provide residents with information to help guide their career paths according to their distance from the labour market.



## Addressing Local Service Gaps: What Works for Employers and Job Seekers

The Lawrence-Allen Employment Service Plan focuses on two customers: employers and job seekers. Its goal is to achieve positive outcomes for both groups. Success in achieving these goals depends largely on setting clear objectives, identifying needs, and putting in place approaches that translate local knowledge into well-informed responses that address these service gaps.

Having set out priorities and goals, and with employers and job seekers as the key beneficiaries, the remainder of this plan highlights the various workforce development approaches being pursued to address these gaps.

*Section A: Working with Businesses and Employers* identifies the strategies being pursued to develop relationships with the business community, and enhance revitalization opportunities. It discusses the roles employers play during the revitalization, the various types of workforce development services available to them, and how they can access the supports they require.

*Section B: Supporting Residents* highlights the steps that are being taken to enhance the employability of local job seekers, and connect them to revitalization opportunities. It articulates the diverse service needs of residents, and the integrated ways they are being connected to these services.

A complete inventory of employment-related initiatives aimed at serving employers and residents in the Lawrence-Allen community can be found in *Appendix C: Lawrence-Allen Employment Service Plan Initiatives*.





## SECTION A

# Working with Businesses and Employers

***Working with employers to identify opportunities and make connections to job seekers***





## SECTION A

# Working with Businesses and Employers

A major focus of the Lawrence-Allen Revitalization Employment Services Plan is to ensure businesses directly involved in the revitalization, at any given time and phase, work closely with the City to address their workforce development needs. This includes collaborating with the Developer Partner, subcontractors and potential commercial businesses to identify opportunities and connect them to the community.

Serving as a gateway for businesses seeking workforce development services and supports, the City, through TESS, is working directly with employers to gain in-depth knowledge about their specific needs. This approach has two benefits: it provides employers with access to the right information and a qualified labour pool, and also helps match qualified job seekers to available employment opportunities.

By working with employers in this way, the following outcomes are expected:

- Increasing employer access to a sustainable supply of skilled workers
- Ensuring employment opportunities and job seekers are matched effectively
- Raising employer awareness of available services, supports and local talent
- Enhancing support for entrepreneurship and self-employment

## Employer Roles During Revitalization

TCHC will set the expectation that employers participating in the revitalization will be involved in the employment services planning processes from the onset. Important lessons are being learned from the Regent Park experience – namely that fostering strong relationships and building productive partnerships with employers is an incremental process. It is also a diverse one. This means that although all employers involved in the Lawrence-Allen Revitalization will play a role in local workforce development, these roles will vary in scope.

As part of its workforce development strategy, the City works with employers in various capacities. For example, some businesses participate in the revitalization as recruiters, addressing their short-term hiring needs. Others participate as partners, by assisting in the design and delivery of specific local hiring or training initiatives. Some employers also participate as leaders, championing broader sector-specific or corporate social responsibility initiatives. As leaders, these businesses develop close relationships with the City when planning for both their immediate and future workforce needs.



Depending on which of these roles they adopt during the revitalization, employers will contribute to local economic and workforce development in a number of ways:

- Championing an initiative by bringing forward other businesses as partners, recruiters and leaders
- Participating in local hiring
- Providing valuable mentorship opportunities
- Sponsoring internships and apprenticeships
- Sharing expertise and knowledge through networking and recruitment initiatives

## Supporting Employers: Focus Areas

To support the various roles that businesses play during the revitalization, the City focuses its efforts in three primary areas:

1. Providing Customized Service Responses
2. Improving Access to Employment Services
3. Coordinating Employer Services and Outreach

### 1. Providing Customized Service Responses

Working closely with employers and developing a clear understanding of their workforce development needs reinforces the fact that just like residents, each employer has unique requirements. The City is building strong partnerships with the private sector to identify employment opportunities. In an ongoing effort to ensure that services are responsive to the needs of businesses, the City and its partners have established resources in the community to support employers, including dedicated staff, technologies, and programs.

The City is working with its partners to develop employer- and sector-specific service strategies that are responsive to employer needs. A number of customized recruitment strategies have proven successful in this community.



*PSW Information and Recruitment Fair*

#### **Highlighting Success: A Customized Service Response**

Through interactions with employers in the health care sector, namely VHA Home HealthCare, Baycrest, and Downsview Services for Seniors, it was identified that there is a need for qualified Personal Support Workers (PSW). At the same time, it has been identified that a number of local residents possess the skills and qualifications required for these opportunities.

Responding to the needs of these employers, the City, together with key community partners including The Career Foundation and Personal Support Network of Ontario developed a customized recruitment initiative to match qualified residents to these positions, and prepare those who require additional information, certification or preparation supports to qualify.

The City connected these health care sector employers to screened qualified candidates. Employers are in the process of reviewing resumés and conducting interviews. Opportunities are being identified on an ongoing basis. As the City coordinates its efforts with community service providers, employers in the health care sector are being provided a single point of access to the skilled PSWs they need.



## 2. Improving Access to Employment Services

The experience of the City and its community partners is similar – employers are demanding a single point of access to services. From the perspective of businesses, accessing employment services can be a frustrating experience. With a range of service providers offering different and sometimes overlapping services, employers have a difficult time navigating the employment service landscape.

Responding to the need for improved access, the City has opened the Lawrence Square Employment Centre. Operated by the Toronto Employment and Social Services (TESS) division, the Employment Centre is a central place for linking employers to:

- **Job Matching Services**

The Lawrence Square Employment Centre connects employers to the talent they need. The Employment Centre is connected to and supported by the network of local community agencies, therefore acting as a gateway for employers. Job matching occurs in two ways. It can occur when an individual employer requires a job to be filled. It can also occur through large City-led recruitment initiatives that target specific populations, with multiple employers and multiple jobs.

The Partnership to Advance Youth Employment (PAYE) initiative is an example where multiple employers and jobs are involved in job matching. PAYE is comprised of a number of private sector businesses who work with the City to recruit youth.

- **Workforce Training and Skills Development**

Businesses approach the City to address their workforce needs. This includes creating customized training solutions for developing the skills sets of potential employees. The City is working with training, education and union partners to develop and deliver customized job-specific training approaches (apprenticeships, workshops, and job-related skills training, etc.).



*Lawrence Square Employment Centre, located in the Lawrence Square mall*



- **Local Business Growth Supports**

The revitalization of Lawrence-Allen provides an opportunity for the City to support local business growth. Various levels of business growth supports are provided, from retention supports to access to micro loans, and even providing employers with financial incentives when hiring locally.

Sector development is another way that local business growth is being supported. The City is working in collaboration with its community partners to identify sector-specific employment and training opportunities. With Retail and Office being the largest business sectors in the Lawrence-Allen area, the City is working with community partners to develop a coordinated approach to addressing the needs of these sectors.

Through a similar partnered approach, local business growth is also being fostered through entrepreneurship, self-employment, and social enterprise development supports.

### **Supporting Local Business Growth in Lawrence-Allen**

Local business growth in Lawrence-Allen is supported on two levels: through the City and through local grassroots efforts.

1. The City of Toronto's Economic Development and Culture (EDC) division provides a number of business retention and expansion services to the business community. The Business Retention and Expansion Unit aims to attract and retain businesses, create jobs, and assist with the expansion of new and existing firms. When a recruitment opportunity arises, EDC connects businesses to TESS in order to develop a coordinated approach to address the workforce development needs of businesses.

2. Business growth is also being supported at the grassroots level through local community efforts.

For example, the North York Community House offers a number of local entrepreneurship and social enterprise development programs that have a social benefit. In particular, their 'Delightfully Yours Catering' initiative offers services to the community, and profits generated from this program are invested back into local businesses and resident employability training.

North York Community House also supports newcomers who are interested in starting their own small businesses. They provide training on legal requirements for starting a business in Canada, work with them to develop business plans, and connect them to other entrepreneurs and mentors. Toronto Employment and Social Services collaborates with North York Community House by referring residents to their services.



### 3. Coordinating Employer Awareness and Outreach

Through consultation with local employers, the City has developed a number of customized service response strategies for employers in the Lawrence-Allen area. Those employers who are aware of these strategies repeatedly indicate the value and benefit gained from their use. However, many businesses remain unaware of the different types of services available to them, and more importantly, the availability of local skilled talent. What has become apparent is the need to raise awareness of the local talent, resources, and services available to employers interested in developing their workforce.

To address this issue, the City is also working with its partners to develop a local coordinated approach to employer outreach and awareness. Through partnerships developed in the community, employer outreach is being streamlined to reduce duplication and frustration experienced by employers.

The value of these partnerships is high. Through them, linkages between the community and business community are made. A range of opportunities are also being identified, from jobs through to corporate sponsorship.

Important lessons are being learned from the City's approach to supporting the business community. The success of this approach means that it can be applied to the broader business community beyond the scope of revitalization. In doing so, the City will collaborate with its community partners to continue developing private

sector partnerships and identifying potential opportunities for local residents, thereby maintaining a long-term plan for supporting the social and economic stability of the community.

#### An Example of Coordinated Employer Outreach in Lawrence-Allen

The Lawrence Allen Local Labour Market Planning & Coordination Group (LALLMPCG), is developing a local labour market plan for the Lawrence-Allen Community. In planning for the future, the group is identifying community priorities and developing strategies that will shape this local labour market plan, including those specific to the current and future needs of local businesses. LALLMPCG will connect with an existing community network, the Lawrence-Allen Inter-Organization Networks (LHION) Employment and Training Group, to implement these strategies.

As part of this process, LALLMPCG will be:

- developing a collaborative outreach and employer engagement strategy
- identifying future labour market trends and demand-led forecasting
- developing a collaborative approach to responding to immediate employment opportunities brought forward by employers
- developing sector-specific employer outreach and engagement
- hosting networking opportunities between employers and community service providers.





## SECTION B

### Supporting Residents

***Connecting residents to employment services and supports throughout the revitalization process***





## SECTION B

### Supporting Residents

In addition to supporting employers and businesses, the City's workforce development strategy maintains a commitment to ensuring that residents receive the services they need to prepare for, find and keep jobs. Building on this commitment, the Lawrence-Allen Employment Service Plan identifies both short- and long-term strategies for enhancing the employability of local residents. Within the context of the revitalization, this includes matching them to opportunities that arise during the various phases of the project. It also means ensuring that residents have access to the information and training they need to compete for these jobs and make progress in their careers.

Informed by resident priorities expressed during consultations and by the '*distance from the labour market*' assessment, resident-focused outcomes of this Employment Services Plan include:

- Increasing the employability of local job seekers by connecting them to job-specific training, education and skills development Promoting local hiring by connecting qualified job seekers to employment opportunities
- Supporting the progression of job seekers in the labour market, through career development and advancement support

In order to achieve these outcomes, this Employment Service Plan focuses its efforts in three main areas:

1. Simplifying Job Seeker Access to Employment Services
2. Integrating Resident-Focused Employment Services
3. Customizing Services to Meet Diverse Needs



*Providing residents with customized one-on-one job preparation support*

## 1. Simplifying Job Seeker Access to Employment Services

The Lawrence-Allen community has expressed the need for better access to information, services and jobs. Just like employers, many local job seekers are unaware of the different services and supports available to them. Improving access requires a combination of people, technologies, and places. By doing so, a whole new set of options for delivering services to meet the different needs and abilities of residents becomes possible.

The Lawrence Square Employment Centre is a first step in this direction. Located in the heart of the community, the Employment Centre is a place-based approach to providing residents with a physical access point to labour market information, training opportunities, employment opportunities, and financial and social supports. Since the Employment Centre is connected to the broader community employment service provider network, residents accessing the Employment Centre are linked to the full range of supports available in the community. These include services delivered by the City, other levels of government, educational institutions, and community-based service providers.

As the Employment Centre is already centrally located in the community and is connected to the local service delivery networks, it is well-situated to serve as the focal point for connecting residents and employers.

### **Accessing Employment Services: The Lawrence Square Employment Centre**

In 2010, the City of Toronto opened a new Employment Centre in the heart of the Lawrence Heights Neighbourhood, in the Lawrence Square Mall. It is operated by the Toronto Employment and Social Services (TESS) division.

Serving as a central access point for residents and employers in the community, the Lawrence Square Employment Centre connects residents and employers to a number of employment and employment-related services and supports, including:

- career planning
- resume & cover letter writing
- interview skills
- networking techniques
- researching occupations
- program referrals
- education & training options
- financial literacy
- job retention supports
- labour market information
- community resources
- job search coaching
- computer with internet access
- laser printer, scanner, photocopier, telephones
- workshops & community agency presentations
- job fair & event information
- job matching and placement services
- employment-related benefits and supports

To date, the Employment Centre has served over 6,700 local residents, with over 12,000 total visits.



As another place-based approach, the City has also placed a dedicated Career Employment and Information Specialist (CEIS) in the Lawrence Heights Community Centre. Serving as a direct point of access to services in the community, the CEIS provides residents with career and employment information, links to employment services, and connections to training and employment opportunities. The CEIS also connects residents to broader opportunities across the city.

Beyond people and place-based options, the City is also using a number of technologies and tools to support resident access to employment opportunities and information. These technologies will be used to support the matching of revitalization employment opportunities to job seekers. Specific protocol will be developed, in coordination with community partners, to create and maintain a revitalization candidate job bank, where opportunities will be shared across the community.

## **2. Integrating Resident-Focused Employment Services**

Simplifying job seeker access to employment services requires considerable coordination between all employment service providers. Similar to coordinated efforts being made to improve employer access to services, the City is working in integrated ways with intergovernmental, community-based, and private sector partners to support job seekers. Rather than providing residents with ad-hoc, one-off solutions, residents in Lawrence-Allen will benefit from a coordinated approach to service delivery that aligns efforts and resources to:

- identify local resident needs and service gaps through joint service mapping exercises
- raise community awareness of services and supports through outreach
- organize workshops, job fairs, and targeted recruitment initiatives that connect residents to information, training, and employment
- provide itinerant services and information by community agencies onsite at the Lawrence Square Employment Centre.

### Highlighting Success: Collaborative Initiatives

#### ***Green Energy Sector Career Information Fair***

TESS, with its partners, organizes a number of fairs across the city. The Green Energy Sector Career Information Fair, held annually at the Yorkdale Adult Learning Centre, is one example whereby partners collaborated to organize an information and career fair for residents. The Lawrence Square Employment Centre, along with Yorkdale Adult Learning Centre and Exhibition Place was part of the planning committee for this fair.

Partners who participated in the event included:

- green energy sector associations and agencies
- educational institutions
- trade unions
- employment service providers

Over 503 local residents benefited from this collaborative initiative.

#### ***Pathways to Employability: Food Services Career Information, Training and Certification***

TESS, SDFA and Unison Health and Community Services collaborated to plan and implement a local food service training strategy that assists local residents in preparing for employment in the food services sector. A comprehensive program was developed and delivered by integrating and scheduling courses offered by a number of service providers, including:

- Humber College - Orientation and Apprenticeship
- Toronto Public Health - Food Handling Certification
- St. John Ambulance - First Aid
- AYCE Employment Services - Customer Service / Smart Serve Certification
- JVS Toronto- Cashier Training

In total, 43 city residents participated, with 18 specifically from the Lawrence Heights neighbourhood. Since residents responded positively to this initiative, a similar strategy for the retail sector is being developed.





### 3. Customizing Services to Meet Diverse Needs

As stated earlier, a 'distance' approach to addressing resident employment needs recognizes the diversity of job seekers and that a one-size-fits-all solution is not realistic. This 'distance' framework provides job seekers with a continuum of services according to their individual career paths and positions in the labour market. Through Lawrence-Allen's 'distance from the labour market' assessment, a number of service gaps have been identified in the community.

Adopting a customized approach to serving residents means devising service responses that address these gaps. Beyond employment and training opportunities, this also means providing job seekers with the critical income and stabilization supports they require to find and keep employment.

The City is working with local job seekers to develop individual service plans comprised of the right combination of the following services according to their individual needs:

- **Job-specific training and certification**

Community revitalizations have the potential to generate employment opportunities, throughout the various phases, both as part of the physical transformation of the neighbourhood and through the introduction of potential new business. The majority of jobs resulting from revitalization activities will not emerge until the developer partner has been selected and work begins on the ground. In the meantime, the City and its partners are working with local residents to provide them with the skills development and training they require to qualify for potential revitalization opportunities. By maintaining on-going discussions with revitalization employers, the City and its partners will be able to identify potential opportunities and the skills residents require to compete for these opportunities.

#### Preparing Residents for Potential Revitalization Opportunities through Training

The City is working with its community partners to help prepare residents for potential opportunities that may arise during the various phases of revitalization.

For example, for opportunities that may be generated during the construction phase, residents are being connected to a range of related skills development and licensing opportunities, including:

- Workplace Hazardous Materials Information System (WHMIS) Training
- Occupational Health & Safety
- Vehicle/Equipment Licensing
- Security Guard Training & Licensing

Similarly, residents are being connected to training to prepare them for opportunities that may arise during the commercial tenancy phase. With the retail and office sectors being the largest business sectors in the community, the potential for opportunities in these areas is high. Training being provided includes:

- Food Handling Certification
- Smart Serve Certification
- First Aid Training
- Customer Service Cashier Training

- **Opportunities for building work experience**

Many local residents are new entrants to the labour market, such as youth or newcomers, while others may be returning to the workforce after a number of years. These groups often lack recent work experience, which places them at a disadvantage when competing for potential revitalization opportunities. Responding to this, the City and its community partners are increasingly linking local residents to various opportunities to build their work experience and enhance employability.

- **Employment-related financial and social stabilization supports**

Beyond training and work experience, some residents require additional financial and social supports to be able to participate in the labour market. The City is connecting residents to benefits that help balance some of these associated costs, such as transportation, accreditation and licensing which serve as barriers to accessing the labour market.



*In-class apprenticeship training*

### Highlighting Success: Local Work Experience Initiatives

#### **Job Incentive Program (JIP)**

JIP matches under/unemployed residents with unpaid work experience opportunities within the City. Some of these residents provide computer support at the Lawrence Square Employment Centre. As a result of the experience they gained through JIP, many computer tutors who had placements in the Lawrence Square Employment Centre have found stable employment.

#### **Mentorship**

Internationally Trained Professionals are connected to mentorship opportunities through local community organizations. For example, COSTI Immigrant Services is a local delivery partner of the Toronto Region Immigrant Employment Council (TRIEC) Mentorship program. The program brings together recent skilled immigrants and established skilled professionals in occupation-specific mentor relationships.

#### **Investing In Neighbourhoods (IIN)**

As a city-wide initiative, IIN helps individuals receiving social assistance connect to job opportunities in non-profit organizations. In Lawrence-Allen specifically, 16 community agencies are part of IIN. In 2012, these agencies have hosted over 40 positions.

*Job Incentive Program*



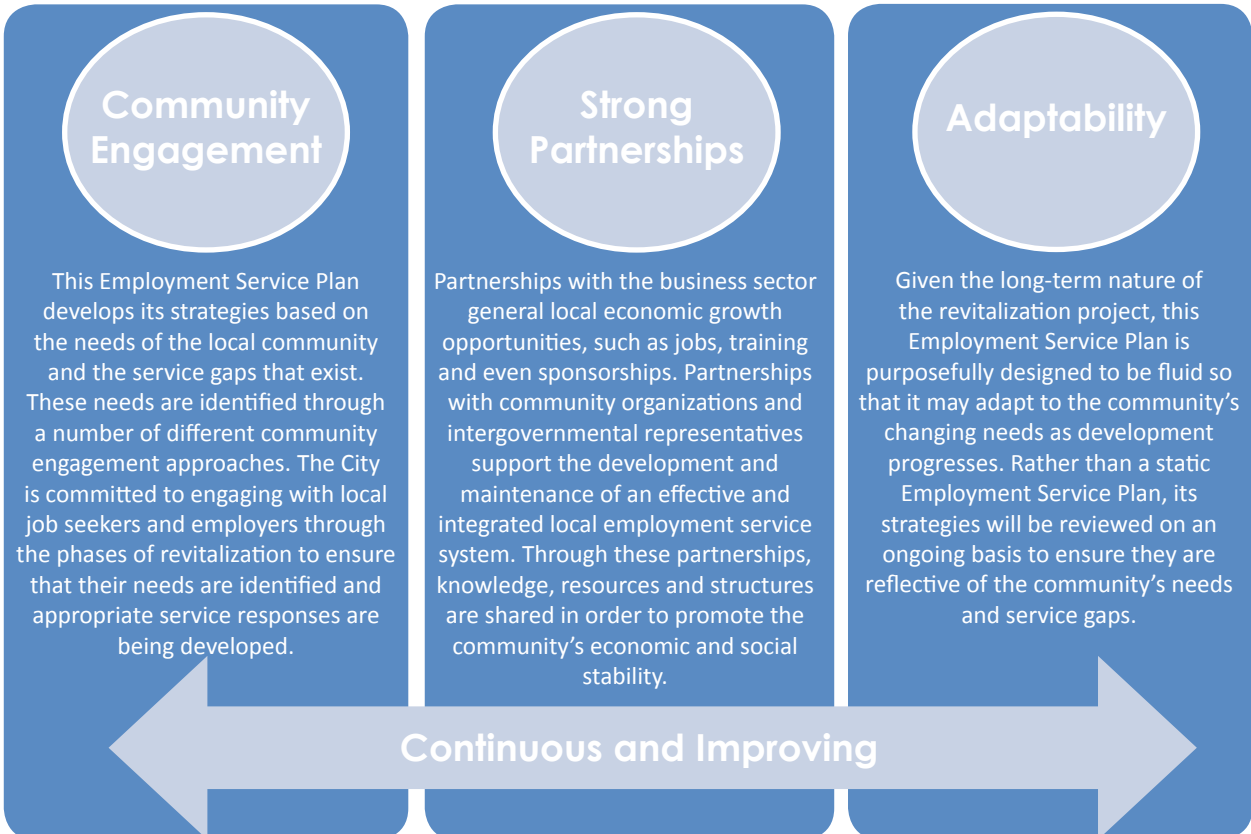
# CONCLUSION

## Succeeding in Lawrence-Allen: Next Steps

Informed by careful local planning, successful employment strategies address the broad service needs of two core customers. First, they start from the needs of employers and help them to identify employment opportunities and recruit the employees they need. Second, they work with job seekers to help them increase their employability to find and keep jobs. By providing a broad range of services and customizing them to the unique needs of different employers and job seekers, successful employment strategies not only benefit businesses and residents, but also the broader community.

Reflecting on the vision and priorities of the City's Workforce Development Strategy, and building on Regent Park Revitalization successes, the Lawrence-Allen Employment Service Plan clearly demonstrates how the needs of local employers and job seekers are being met. The strategies articulated throughout this plan aim to achieve the ultimate goal of capitalizing on revitalization efforts to maximize opportunities for the community.

As the City and its partners continue to work in coordinated ways to support these strategies, the success of this Employment Service Plan depends on a number of factors, namely:





As a multi-year initiative, the Plan sets out both short and long-term strategies for supporting local job seekers and employers. In the short-term, these strategies will ensure that local job seekers continue to be matched to emerging opportunities. At the same time, more and better local structures and systems will be put in place to support these connections.

Over the longer-term, through these actions, the infrastructure required to support the successful revitalization of the community will also be established. As a result, once a Developer Partner is selected, an effective response system will already be in place to ensure that their workforce needs are met and resulting opportunities are matched to qualified residents.

In this way, the Lawrence-Allen Employment Services Plan not only provides a roadmap for next steps, it also puts in place the foundations for success, both now and in the years ahead.







# AT A GLANCE: THE REVITALIZATION EMPLOYMENT PROCESS

## Phases of Revitalization



### Employer Involvement

- Hire locally
- Host an intern
- Provide mentorship
- Sponsor an apprentice
- Share expertise/knowledge
  - attend career fairs
  - learning and networking events
- Promote initiatives with subcontractors/partners

### Lawrence Square Employment Centre



### Resident Supports

- Career management services
- Access to government-sponsored training
- Links to workplace experience opportunities
- Employment-related supports and other benefits
- Employer gateway services

### Community Partnerships



### Education & Training



### Special Events





# Employment Service Plan Partners

Partners	
<b>City Divisions</b>	<ul style="list-style-type: none"> <li>■ Toronto Employment &amp; Social Services (TESS)</li> <li>■ Social Development, Finance and Administration (SDFA)</li> <li>■ Economic Development and Culture (EDC)</li> <li>■ Toronto Parks, Forestry and Recreation (TPFR)</li> </ul>
<b>City Agencies, Boards and Commissions</b>	<ul style="list-style-type: none"> <li>■ Toronto Community Housing Corporation (TCHC)</li> <li>■ Toronto Public Health (TPH)</li> <li>■ Toronto Public Library (TPL)</li> <li>■ Toronto Police Services</li> <li>■ Exhibition Place</li> <li>■ Toronto District School Board (TDSB)</li> <li>■ Toronto District Catholic School Board</li> </ul>
<b>Federal Departments &amp; Provincial Ministries</b>	<ul style="list-style-type: none"> <li>■ Service Canada</li> <li>■ Ministry of Training, Colleges and Universities (MTCU)</li> <li>■ Ministry of Community and Social Services (MCSS)</li> <li>■ Ministry of Citizenship and Immigration (MCI)</li> </ul>
<b>Service Delivery Partners</b>	<ul style="list-style-type: none"> <li>■ Humber College</li> <li>■ COSTI Immigrant Services</li> <li>■ JVS Toronto</li> <li>■ Labour Community Services</li> <li>■ North York Community House</li> <li>■ St. Stephen's Community House</li> <li>■ The Career Foundation</li> <li>■ Unison Health &amp; Community Services</li> <li>■ vpi Inc.</li> <li>■ North York Harvest Foodbank</li> <li>■ Family Services Toronto</li> <li>■ TDSB Workers Education - CUPE 4400</li> <li>■ AYCE Employment Services</li> <li>■ St. John Ambulance</li> <li>■ Labour Community Services</li> </ul>
<b>Inter-governmental Structures &amp; Community Planning Networks</b>	<ul style="list-style-type: none"> <li>■ Lawrence-Allen Local Labour Market Planning &amp; Coordination Group (LALLMPCG)</li> <li>■ Lawrence Heights Inter-Organizational Network / Neighbourhood Action Partnerships (LHION)</li> <li>■ Local Immigration Partnership (LIP)</li> <li>■ Metro Toronto Movement for Literacy</li> <li>■ Neighbourhood Action Team</li> <li>■ Action for Neighbourhood Change</li> </ul>
<b>Private Sector</b>	<ul style="list-style-type: none"> <li>■ Partnership to Advance Youth Employment (PAYE)</li> <li>■ Developer Partner (to be identified)</li> <li>■ Subcontractors (to be identified)</li> </ul>

**Appendix B : Lawrence-Allen’s Distance from the Labour Market Assessment**

Distance from the Labour Market	Characteristics	Service Needs
<b>Advancing</b>	For people employed part-time, full time, self-employed or under-employed	<ul style="list-style-type: none"> <li>• Labour market information</li> <li>• Career and educational planning</li> <li>• Job retention/ advancement</li> <li>• Business retention and expansion</li> <li>• Self-employment and entrepreneurship support</li> <li>• Employment-related financial supports (ie. childcare and transportation)</li> </ul>
<b>Transitioning to the labour market</b>	For people who are ready to enter or re-enter the labour market	<ul style="list-style-type: none"> <li>• Labour market information</li> <li>• Job search support</li> <li>• Workforce experience</li> <li>• Access to job postings</li> <li>• Business start-up and self-employment</li> <li>• Employment-related financial supports (ie. childcare and transportation)</li> </ul>

Current Services City-wide	Access to Service in Lawrence-Allen	Current Service Gaps
<ol style="list-style-type: none"> <li>1. Individualized career management planning</li> <li>2. Employment-related workshops and Information sessions</li> <li>3. Job matching and placement services</li> <li>4. Ontario Self-Employment Benefit Program</li> <li>5. Self-employment services and supports</li> <li>6. Labour market information</li> <li>7. Work search supports (i.e. interview and networking services and supports)</li> <li>8. Apprenticeship information</li> <li>9. Financial support for employment-related expenses</li> </ol>	<p>Services 1–3, 5-7 offered by</p> <ul style="list-style-type: none"> <li>• TESS</li> <li>• EDC</li> <li>• Humber College</li> <li>• COSTI Immigrant Services</li> <li>• JVS Toronto</li> <li>• St. Stephen's Community House</li> <li>• The Career Foundation</li> <li>• vpi Inc.</li> </ul> <p>Service 4 referred to by TESS, EDC and community agencies.</p> <p>Service 5 offered by TESS and EDC</p> <p>Service 6 also offered by:</p> <ul style="list-style-type: none"> <li>• Service Canada</li> <li>• Barbara Frum Toronto Public Library</li> </ul> <p>Service 9 is offered by TESS</p>	<ul style="list-style-type: none"> <li>• Self-employment supports</li> <li>• Business growth supports</li> <li>• Employment services for full-time employed individuals</li> <li>• Awareness of services and supports</li> <li>• Additional financial supports for employment-related costs (ie. childcare and transportation)</li> <li>• Job retention supports</li> <li>• Career advancement supports for underemployed</li> </ul>
<ol style="list-style-type: none"> <li>1. Second Career Program</li> <li>2. Employment-related workshops and information sessions</li> <li>3. Structured job search programs</li> <li>4. Labour market information</li> <li>5. Work search supports (i.e. interview and networking services and supports)</li> <li>6. Investing in Neighbourhoods</li> <li>7. Jobs Incentives Program</li> <li>8. Job matching and placement services (including job postings/ job developers)</li> <li>9. Customized training (Individualized Services and Supports)</li> <li>10. Apprenticeship placements</li> <li>11. Pre-apprenticeship programs</li> <li>12. Ontario Self-Employment Benefit Program</li> <li>13. Self-employment services and supports</li> <li>14. Job fairs and recruitment initiatives</li> </ol>	<p>Services 1-5, 8, 14 offered by:</p> <ul style="list-style-type: none"> <li>• TESS</li> <li>• Humber College</li> <li>• COSTI Immigrant Services</li> <li>• JVS Toronto</li> <li>• St. Stephen's Community House</li> <li>• The Career Foundation</li> <li>• vpi Inc.</li> </ul> <p>Service 4 also offered by:</p> <ul style="list-style-type: none"> <li>• Service Canada</li> <li>• Barbara Frum Toronto Public Library</li> </ul> <p>Services 6, 7, 9 offered by TESS.</p> <p>Services 10 offered by:</p> <ul style="list-style-type: none"> <li>• Humber College</li> <li>• Central Ontario Building Trades/ Hammerheads</li> </ul> <p>Service 11 offered by:</p> <ul style="list-style-type: none"> <li>• Humber College</li> <li>• Central Ontario Building Trades/ Hammerheads</li> <li>• Yorkdale Adult Learning Centre</li> </ul> <p>Service 12 referred to by TESS, EDC and community agencies</p> <p>Service 13 offered by North York Community House, TESS and EDC</p>	<ul style="list-style-type: none"> <li>• Employer-driven job-specific training</li> <li>• Self-employment supports</li> <li>• Social enterprise development supports</li> <li>• Additional financial supports to cover employment-related costs for individuals not receiving social assistance (ie. certification fees)</li> <li>• Other financial supports for employment-related costs (ie. childcare and transportation)</li> <li>• Coordinated interface for employers to connect to job seekers</li> <li>• One point of access to comprehensive local employment information</li> <li>• Customized career development supports for individuals not in receipt of social assistance</li> <li>• Awareness of services and supports</li> </ul>



Distance from the Labour Market	Characteristics	Service Needs
<p><b>Moving closer to the labour market</b></p>	<p>For people who require a few interventions to become job ready</p>	<ul style="list-style-type: none"> <li>• Labour market information</li> <li>• Career and educational planning</li> <li>• Continuing education</li> <li>• Skills development</li> <li>• Workplace experience</li> <li>• Business experience</li> <li>• Financial literacy skills</li> <li>• Occupation-specific language skills</li> </ul>

Current Services City-wide	Access to Service in Lawrence-Allen	Current Service Gaps
<ol style="list-style-type: none"> <li>1. Skills development training</li> <li>2. Employment-related workshops and information sessions</li> <li>3. Volunteer supports</li> <li>4. Pre-apprenticeship programs</li> <li>5. Mentoring program</li> <li>6. Second Career program</li> <li>7. Labour market information</li> <li>8. Work search supports</li> <li>9. Job matching and placement services</li> <li>10. Apprenticeship placements</li> <li>11. Financial supports for employment-related expenses</li> <li>12. Career and information fairs</li> <li>13. Financial literacy</li> <li>14. Occupation-specific language training</li> </ol>	<p>Service 1 offered by:</p> <ul style="list-style-type: none"> <li>• TESS</li> <li>• St. Stephen's Community House</li> <li>• Unison Health &amp; Community Services</li> <li>• Yorkdale Adult Learning Centre</li> </ul> <p>Services 1-2, 6-9, 11-12, and referrals to service 14 offered by:</p> <ul style="list-style-type: none"> <li>• TESS</li> <li>• Humber College</li> <li>• COSTI Immigrant Services</li> <li>• JVS Toronto</li> <li>• St. Stephen's Community House</li> <li>• The Career Foundation</li> <li>• vpi Inc.</li> </ul> <p>Service 3 offered by TESS</p> <p>Service 5 offered by COSTI Immigrant Services</p> <p>Services 4 &amp; 10 offered by</p> <ul style="list-style-type: none"> <li>• Humber College</li> <li>• Central Ontario Building Trades/ Hammerheads</li> </ul> <p>Service 7 also offered by:</p> <ul style="list-style-type: none"> <li>• Service Canada</li> <li>• Barbara Frum Toronto Public Library</li> </ul> <p>Services 13 offered by:</p> <ul style="list-style-type: none"> <li>• TESS</li> <li>• North York Community House</li> </ul>	<ul style="list-style-type: none"> <li>• Vocational assessment services</li> <li>• Time-limited paid work experience</li> <li>• Skills training in a social enterprise environment</li> <li>• Local university, college or technical high school</li> <li>• Mentoring programs</li> <li>• Awareness of services and supports</li> <li>• Employer-specific on-the-job language and essential skills training</li> <li>• Additional financial supports for employment-related costs (ie. childcare and transportation)</li> </ul>

Distance from the Labour Market	Characteristics	Service Needs
<p><b>Distant from the labour market</b></p>	<p>For people who require intensive services to overcome multiple issues affecting employability</p>	<ul style="list-style-type: none"> <li>• Career exploration</li> <li>• Basic employability skills</li> <li>• Basic education</li> <li>• Language and literacy skills</li> <li>• Basic self employment skills</li> <li>• Basic financial support</li> <li>• Life skills and job maintenance</li> <li>• Social and environmental support</li> </ul>

Current Services City-wide	Access to Service in Lawrence-Allen	Current Service Gaps
<ol style="list-style-type: none"> <li>1. Pre-employment development/career exploration and assessment</li> <li>2. Literacy assessment</li> <li>3. Literacy and basic skills programs</li> <li>4. ESL and LINC programming</li> <li>5. GED, adult learning and other certification programs</li> <li>6. Financial supports for employment-related expenses</li> <li>7. Basic one-on-one self-employment support</li> <li>8. Life skills supports</li> <li>9. Labour market information</li> <li>10. Work search supports (i.e. interview and networking services and supports)</li> </ol>	<p>Service 1 offered by:</p> <ul style="list-style-type: none"> <li>• TESS</li> <li>• Humber College</li> <li>• COSTI Immigrant Services</li> <li>• JVS Toronto</li> <li>• St. Stephen's Community House</li> <li>• The Career Foundation</li> <li>• vpi Inc.</li> <li>• Unison Health &amp; Community Services</li> </ul> <p>Service 2 offered by TDSB</p> <p>Service 3 offered by:</p> <ul style="list-style-type: none"> <li>• TDSB</li> <li>• Frontier College</li> <li>• Barbara Frum Toronto Public Library</li> </ul> <p>Service 4 offered by:</p> <ul style="list-style-type: none"> <li>• TDSB</li> <li>• North York Community House</li> </ul> <p>Service 5 offered by:</p> <ul style="list-style-type: none"> <li>• Frontier College</li> <li>• TDSB</li> <li>• Yorkdale Adult Learning Centre</li> </ul> <p>Services 6, 9, 10 offered by:</p> <ul style="list-style-type: none"> <li>• TESS</li> <li>• Humber College</li> <li>• COSTI Immigrant Services</li> <li>• JVS Toronto</li> <li>• St. Stephen's Community House</li> <li>• The Career Foundation</li> <li>• vpi Inc.</li> </ul> <p>Service 7 offered by:</p> <ul style="list-style-type: none"> <li>• North York Community House</li> <li>• North York Harvest Food Bank</li> </ul> <p>Service 9 also offered by:</p> <ul style="list-style-type: none"> <li>• Service Canada</li> <li>• Barbara Frum Toronto Public Library</li> </ul>	<ul style="list-style-type: none"> <li>• Life management programs</li> <li>• Social support networks</li> <li>• Diagnostic assessment for employment readiness and career direction for those with special needs</li> <li>• Supports for individuals with mental illness</li> <li>• Awareness of services and supports</li> <li>• Additional financial supports for employment-related costs (ie. childcare and transportation)</li> </ul>

## Appendix C: Lawrence-Allen Employment Service Plan

## Initiatives

■ **Dollarama Customized Recruitment Initiative**

A Dollarama store opened in the Lawrence Square Mall in 2011. The Lawrence Square Employment Centre partnered to host a customized recruitment event to address the employer's local hiring needs.

**Partners:** TESS, Dollarama

■ **Community Agency Customized Recruitment Initiative**

The Lawrence Square Employment Centre delivered a series of sector-based workshops in 2012 to prepare residents for Administrative and Community Worker opportunities in non-profit organizations.

**Partners:** TESS, community agencies

■ **Personal Support Worker (PSW) Customized Information & Recruitment Initiative**

This customized information and recruitment initiative is an example of integrated employment service planning, working with community partners to match residents with a specific skill set to local employment opportunities. This ongoing initiative began in 2012. Toronto Employment and Social Services worked with the Career Foundation to prepare, screen and match Torontonians to PSW opportunities. The Personal Support Network of Ontario participated in the event and shared information about the types of supports available through their network.

**Partners:** TESS, The Career Foundation, Baycrest, VHA Home HealthCare, Downsview Services for Seniors, Personal Support Network of Ontario

■ **Security Guard Customized Information & Recruitment Initiative**

This is a customized information and recruitment initiative planned for June 2012. The Lawrence Square Employment Centre is screening and matching both licensed experienced workers and unlicensed new candidates to employment opportunities at Paragon Security.

**Partners:** TESS, Paragon Security



## Deliverables/Results

- 59 local residents were interviewed
- 47 were hired

- 
- 38 local residents attended and are applying for opportunities
  - 2 people hired to date

- 
- 90 residents attended
  - 50% referred for interviews
  - 14 hires to date - more pending

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Results pending

## Appendix C: Lawrence-Allen Employment Service Plan

## Initiatives

## Coordinating Employer Awareness and Outreach

■ **Local Immigration Partnership (LIP) B2B Networking Initiative**

In February 2012 the Lawrence Heights LIP hosted an event to bring together local businesses, City divisions and community partners. Businesses learned about ways in which City and community supports and partnerships can help businesses advance their goals. The event included a keynote address from a human resources professional entitled "The Workforce of the Future" as well as presentations on social media marketing and the benefits of corporate mentorship.

**Partners:** City divisions (TESS, EDC), employers, JVS, other community agencies

■ **Lawrence Allen Local Labour Market Planning & Coordination Group (LALLMPCG)**

This is a joint planning initiative co-led by Ministry of Training, Colleges & Universities, City divisions and local employment service providers that was initiated in 2010. This planning network is organizing and coordinating the development and implementation of a local labour market plan for the Lawrence-Allen area. Part of the integrated employment service planning work that LALLMPCG is doing includes developing a coordinated employer engagement strategy to increase employer awareness of the services and supports available in the Lawrence-Allen area.

**Partners:** City divisions (TESS, EDC, SDFA), Ministry of Training, Colleges and Universities, community agencies

## Deliverables/Results

- 75 businesses attended
- Presentations by keynote speakers

- 
- Lawrence-Allen SWOT Analysis
  - Employer & Resident Demographic Profiles
  - Developed Employer Engagement Strategies
  - Lawrence-Allen Labour Market Plan is being developed
-

## Appendix C: Lawrence-Allen Employment Service Plan

## Initiatives

Simplifying Access to Services and Opportunities

■ **The Lawrence Square Employment Centre**

The Employment Centre (EC) connects job seekers and employers. It assists unemployed and underemployed residents in their full scope of career development needs and helps them navigate the employment services system. The EC delivers core employment services: individualized career development and management, job search skills, job-matching.

The EC is also the place where employers access a range of employer-focused services including recruitment, retention, entrepreneurship and information services. The Employment Centre posts and promotes jobs through the TESS Employment Opportunities System (EOS), a technology system that supports job matching and placement.

The new EC web portal provides residents with information about Employment Centre services, workshops, employment-related news, and job/community events that the City is involved in. Through the portal, residents can register for workshops, job fairs and other events.

**Partners:** TESS

■ **Career and Employment Information Specialist (CEIS) at the Lawrence Heights Community Centre**

Starting in the fall of 2011, on Tuesdays and Thursdays from 12 to 3 p.m., a TESS CEIS staff person is onsite at the Lawrence Heights Community Centre. The CEIS helps residents develop their employment pathways, and provides resumé support, coaching, job search and referrals. Toronto Employment and Social Services staff use the computer lab at the Lawrence Heights Community Centre to provide onsite career and employment information workshops for residents.

**Partners:** City divisions: TESS, TPFR

## Deliverables/Results

To date

- 6,711 residents have visited the EC, over 12,334 visits in total
- 1,200 residents have obtained employment
- Itinerant services including:
  - ◆ financial literacy
  - ◆ literacy assessment
  - ◆ french language employment services
  - ◆ identification replacement clinic
  - ◆ housing connections

- 
- 90 residents have received one-on-one coaching and customized employment service supports to prepare for employment
-



## Appendix C: Lawrence-Allen Employment Service Plan

## Initiatives

Simplifying Access to Services and Opportunities

■ **Opening Doors To Your Future Career and Job Fair**

This annual career information and recruitment event provides job seekers with access to information and employers. As part of this initiative a *Preparing for Success 2012* event was organized. Torontonians listen to employer presentations, get resumé support and interview tips in order to prepare for the Opening Doors To Your Future Job Fair.

**Partners:** TESS, TPL, employers

■ **Ontario Youth Opportunities Strategy**

The Ontario Government Youth Opportunities Strategy Summer Jobs for Youth Program creates opportunities for 750 youth from 13 under-served communities in Toronto. The objective is to provide the youth with tools to help them succeed. These tools include job readiness training and support, paid employment placements for July and August and post-employment support. Tropicana, the delivery agency, provides intake services in the Lawrence Heights community in June.

**Partners:** Tropicana Community Services, TCHC

## Deliverables/Results

In 2012

- 1,216 Torontonians attended
- 31 exhibitors participated
- 115 job seekers interviewed
- 19 hires to date
- further results pending
- Over 100 Torontonians attended the *Preparing for Success 2012* event

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- 150 applicants
  - 47 youth placed in opportunities
  - 42 youth completing training
-

## Appendix C: Lawrence-Allen Employment Service Plan

## Initiatives

■ **Lawrence Heights Inter-Organization Network (LHION)**

LHION is a coalition of emerging resident grassroots groups, service providers and other representative organizations delivering programs and services in the communities of Lawrence Heights, Lotherton Pathway and Neptune. It is the Local Neighbourhood Action Partnership (NAP). They work together with the City's Neighbourhood Action Team and residents to coordinate efforts toward building healthy and sustainable communities. There are approximately 40 agencies and several workgroups in this network.

**Partners:** TESS, SDFA, TPH, TPL, TPFR, TCHC, TDSB, Toronto Police Services, community agencies, trade unions, residents

■ **LHION Employment & Training Workgroup**

The LHION E&T was established to enhance and increase local employment service planning, service coordination, access to local services, and to strengthen partnerships in the Lawrence Heights neighbourhood.

**Partners:** TESS, TPL, TCHC, MTCU, Labour Community Services, CUPE Local 4400, Humber College, community agencies

The Employment & Training workgroup has planned and delivered various events including:

**Youth in Policing Initiatives**

This Toronto Police Services summer hiring event is a City event. Lawrence Square Employment & Social Services together with its community partners coordinates this event held in the Lawrence Heights community every year. It connects residents to information and opportunities with the Toronto Police Service.

**Partners:** TESS, TPFR, TCHC, Toronto Police Services

**Lawrence Heights Youth Apprenticeship Fair**

This fair was hosted in 2010 by TCHC and TESS to build awareness and prepare youth for careers in the trades.

**Partners:** TESS, TCHC, Workers Health & Safety Centre, unions and trade associations, community agencies

## Deliverables/Results

- LHION 2012 Planning Day report - an evaluation of work group activities and strategic direction
- LHION website redevelopment
- Community engagement events including:
  - ◆ Harvest Festival
  - ◆ One Community Festival

- 
- 2011 - 34 attended, 18 interviewed, 8 hired
  - 2012 - 38 attended, results pending

- 60 youth attended
- 14 agency, association, trade and union representatives participated

## Appendix C: Lawrence-Allen Employment Service Plan

### Initiatives

#### ■ LHION Employment & Training Workgroup (cont'd)

##### **Youth Opportunities Fair**

This initiative is hosted twice a year by LHION Employment & Training Work Group and the Lawrence Square Employment Centre. Through the fair, local youth receive information about City summer employment opportunities, PAYE, Hammerheads, "R U Down with Skilled Trades" and much more.

**Partners:** TESS, TPFR, TCHC, youth employment partners, community agencies

##### **LHION Community Awareness Fair**

This awareness fair was hosted to showcase the local employment programs, services and resources available. This fair consisted of presentations, videos, information tables and mapping exercises to build awareness of local employment services.

**Partners:** TESS, LHION, community agencies

##### **LHION Employment & Training Services Mapping**

LHION members engaged in a series of service mapping activities to determine local employment services, whom they serve, and the gaps using a "Distance from the Labour Market" model. These activities promote networking, build capacity and develop awareness of local programs, services and resources.

**Partners:** TESS, LHION, community agencies

#### ■ LHION Adult Literacy Working Group

The group was established to focus on service gaps, planning and coordination of adult literacy services within the Lawrence Heights community. Its mandate is to enhance resident literacy and address barriers towards sustainable employment. In 2012 initiatives include leading an exploration into learning centre models and options for the Lawrence-Allen community and establishing a formal partnership with colleges and universities.

**Partners:** TESS, TPL, TDSB, Metro Toronto Movement for Literacy, Ontario Ministry of Training, Colleges and Universities, Frontier College, community agencies

## Deliverables/Results

- 2012 - 62 youth attended and 7 City and agency exhibitors participated
  
  - 123 front-line staff/residents attended
  - 15 exhibitors participated
  
  - Lawrence-Allen employment services location map
  - Employment services programs directory
  - Distance from the labour market programs/service map
- 
- Presentation to educators, agencies and case managers on the MTCU new literacy pathways
  - Service brochure on education services for Lawrence Allen
  - College/University survey to identify agency needs



## Appendix C: Lawrence-Allen Employment Service Plan

## Initiatives

■ **LHION Revitalization Working Group**

This working group makes recommendations and reports on issues impacting the community. The group shares the latest information on revitalization from each organization's perspective. Initiatives include support for community-based research and community development processes that advance equity and build capacity.

**Partners:** TESS, SDFA, TCHC, TPFR, TPH, City Planning, North York Harvest Foodbank, North York Community House, Family Services Toronto, Unison Health and Community Services, residents

■ **Local Immigration Partnership (LIPs)**

The LIP was established in 2009 and provides a collaborative framework for the development and implementation of sustainable local and regional solutions for successful integration of newcomers to Ontario. Lawrence Square Employment & Social Services is a member of LIP and has supported LIP initiatives including surveys and events in the Lawrence Allen neighbourhoods.

**Partners:** JVS, community agencies

■ **Lotherton Pathways Action for Neighbourhood Change (ANC)**

This initiative is coordinated by the United Way. The Lawrence Square Employment Centre participates in this planning partnership that brings together local community agencies to coordinate services and ensure that community members have access to the services they need. The ANC has coordinated many initiatives to improve services and facilities in the Lotherton community, including introducing a community garden to teach residents how to grow their own food as well as to provide fresh produce for seniors and the community kitchen. They have also introduced the library's Bookmobile to the community as there are no libraries within walking distance. They were also successful in securing funding to revitalize the basketball and multi-purpose courts for the community.

**Partners:** TESS, City partners, community agencies

## Deliverables/Results

- Prepared 17 residents to depute on the Secondary Plan at the North York Community Council
- Prepared 8 Community Agencies to depute on the Secondary Plan at the North York Council
- Supported 15 residents involved in BePart community-based research project
- Facilitated 43 residents involved in planning the next steps after the BePart community-based research project
- 20 residents participating resident-resident dialogue with Regent Park – led by TCHC
- 9 TCHC tenant meetings

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### To date

- Businesses survey
- Resident survey
- Settlement and Employment Strategy and Action Plan

- 
- Community Garden and Family Orchard project
  - Library Bookmobile
  - Revitalized basketball and multi-purpose courts

## Appendix C: Lawrence-Allen Employment Service Plan

## Initiatives

Work Experience

■ **Investing in Neighbourhoods (IIN)**

Investing in Neighbourhoods is an ongoing City initiative that supports non-profit organizations to create paid developmental positions for people receiving social assistance. This initiative strengthens the capacity of these agencies to deliver services in the communities.

**Partners:** TESS, community agencies

■ **Job Incentives Program (JIP)**

This ongoing City program that was initiated in 2010 matches un/under-employed residents with unpaid work experience opportunities within the City. In 2011 the Lawrence Square Employment Centre introduced the computer tutor support position. These individuals have increased the capacity of the Employment Centre to serve residents and have gained work experience and valuable skills.

**Partners:** TESS, City host divisions

■ **TRIEC Mentorship Program Partnership**

The Toronto Region Immigrant Employment Council's (TRIEC) Mentorship Program brings together recent immigrants and established professionals in occupation-specific mentoring relationships. Mentors share job search tips, industry insights and professional contacts, helping skilled immigrant mentees establish a professional network in Canada. In the Lawrence-Allen area, COSTI Immigrant Services is the key delivery partner connecting local residents to this program.

**Partners:** TRIEC, COSTI Immigrant Services, TESS, employers, community agencies

## Deliverables/Results

In 2012 Lawrence Square Employment & Social Services worked with:

- 16 agencies
- 41 positions

- 
- 8 residents participating
  - 4 obtained employment

- 
- Deliverables: 5 residents from Lawrence-Allen have obtained mentoring opportunities
-

## Appendix C: Lawrence-Allen Employment Service Plan

### Initiatives

#### Skills Training

#### ■ Green Energy Sector Career Information Fair

This annual event is hosted by Yorkdale Adult Learning Centre and Lawrence Square Employment & Social Services. This event highlights career information relating to green jobs and the energy sector. Torontonians who have not completed their Grade 12 are encouraged to re-engage in schooling.

**Partners:** TESS, TDSB, Exhibition Place, Yorkdale Adult Learning Centre, associations, unions and trade associations, community agencies

#### ■ R U Down with Skilled Trades

The Career Foundation hosted a skilled trades exhibition called “R U Down with Skilled Trades” in 2012 at Exhibition Place. The event was for high school students in the GTA to learn about the potential for trades as their career path.

**Partners:** TDSB, The Career Foundation, unions and trade associations, Toronto Catholic District School Board

#### ■ Pathways to Employability: Food Service Training

This career preparation initiative took place in 2011. Planned and coordinated by numerous partners, this initiative provided participants with an orientation and training in the food services sector. Local residents were connected to training opportunities, including food handling certification, Smart Serve certification, WHMIS training and certification, First Aid training, customer service training.

**Partners:** TESS, SDFA, Unison Health and Community Services, other community agencies

#### ■ Childcare Providers Training Program

This childcare providers training program is delivered twice yearly in spring and fall by Unison Health and Community Services. This program provides participants with child care training on how to care for children from birth to 12 years old along with a practical placement component. Participants build skills and experience to work as homecare providers or to assist Early Childhood Educators in different settings. Priority is given to community members who live or go to school in the Lawrence Heights neighbourhood.

**Partners:** Unison Health and Community Services, community agencies

## Deliverables/Results

In 2012

- 503 attendees
- 26 exhibitors
- 85 individuals attended workshops

- 
- 1,700 students and 300 out-of-school youth attended
  - 31 exhibitors participated covering 75+ trades

- 
- 43 people participated
  - 18 from Lawrence Heights

Lawrence Heights Outcomes

- 2 obtained employment
- 2 participating in the Employment Placement Program

- 
- 50 residents participate per year