

Working As One

A Workforce Development Strategy for Toronto



Supporting People. Connecting Businesses. Strengthening Communities.

Working As One: A Workforce Development Strategy for Toronto

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Introduction



“[Workforce Development] implies more than employment training in the narrow sense; it means substantial employer engagement, deep community connections, career advancement, human service supports, industry-driven education and training, and the connective tissue of networks. Building on the lessons learned from past efforts, [workforce development] contains an array of job strategies, including sector and place-based employment strategies, adult education, and short- and long-term training programs that are customized to different employer and jobseeker groups... [It] brings together a variety of strategies that heretofore have been disconnected and frequently at odds with each other.”

Giloth, R. (2011), *Lessons for a New Context: Workforce Development in an Era of Economic Challenge*, Annie. E. Casey Foundation.

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Workforce development services have two customers: employers and jobseekers. Such services must be responsive to changing labour markets and they must also support people who face the greatest challenges to getting and retaining work. They are therefore simultaneously focused on the demand side of the labour market (on supporting job creation) and the supply side (providing concrete assistance to jobseekers).

Traditionally, government services have mirrored this split. On the one hand, economic development services¹ are aimed at supporting businesses and fostering a dynamic local economy. On the other, employment services² focus on assisting the under and unemployed to prepare for and secure employment. Often, these two areas do not work in tandem.

Working as One focuses on ways to better integrate these services for the mutual benefit of employers and jobseekers. It sets directions, but also provides practical proposals for the City's near term workforce development efforts.

To that end, *Working as One* proposes ways to more effectively assist employers address their workforce challenges, while setting out more active ways of helping jobseekers increase their potential to compete in the labour force. Given the challenges certain groups face in the labour market, notably people on social assistance, the report recognizes the importance of assisting low-income residents to obtain employment.

A central focus of *Working as One* is the current employment services landscape. The

absence of an integrated and coordinated employment services system in Toronto makes it difficult for both jobseekers and employers to find and access the services and supports they need, when they need them. It also means that services are often planned, managed and delivered in isolation of each other.

Core to this report, therefore, is the establishment of a robust, integrated employment services system in Toronto. Continued and strengthened City leadership in this area provides a foundation for the steps needed to modernize the planning, management and delivery of Toronto's employment services system.

Finally, *Working as One* is animated by ongoing discussions between City staff and a wide range of stakeholders. Through its day-to-day business, City staff engage employers, jobseekers, community organizations and other governments. For this reason, *Working as One* is necessarily a living document that can and must change and evolve through shared experience. As such, the City's approach to workforce development, and to the planning, management and delivery of employment services, will and must evolve based on what is learned by doing, what is successful and where the City can do better.

Ultimately, Toronto's workforce development strategy seeks to create a service system that better connects employers to jobseekers, jobseekers to employers, and both to opportunities. This is the goal and this is what will be achieved, working together, *Working as One*.

¹ For the purposes of this report, economic development services are referred to as the combination of business and economic competitiveness services that together help foster job creation, the growth of new and existing business and sector and trade development.

² For the purposes of this report employment services include employment, education and training services that provide residents with knowledge, skills and connections to succeed in the labour market.

The Starting Point

Toronto has all the ingredients for continued success. However, in the relentlessly competitive global economy, standing still is not an option. In fact, standing still is falling behind.

Worryingly, the recent recession and its lingering effects threaten to waste the potential of a large number of Toronto residents, both to their detriment and to the city's. However, looking ahead, it is apparent that labour and talent shortages, notably among knowledge workers, will increasingly be the new norm.

Therefore, to an ever greater degree, providing opportunities to under and unemployed Toronto residents is tied to better supporting and connecting employers and jobseekers.

Building on the diverse and wide ranging services currently provided to employers and jobseekers by community organizations, the City and other governments, the City's approach to workforce development seeks three related outcomes:

- Ensuring that all workforce development resources, including those managed by the City, help employers address their workforce needs and challenges;
- Ensuring that services available to jobseekers get the best outcomes for unemployed residents and for groups who find themselves outside the labour market or without the opportunities they need; and
- Obtaining the most value possible for employers and jobseekers, but also for city residents overall, by ensuring government resources are used efficiently and prudently.

Achieving these outcomes will require the City to continue to work closely with jobseekers, employers, community based service providers and other governments, all of whom will be pivotal to advancing Toronto's workforce strategy.

This approach starts from four basic premises:

1. **Customer driven** - Employers and jobseekers must be able to get the services and supports they need, when they need them, in ways that make sense to them.
2. **Workforce driven** - The demand and supply sides of the labour market must be connected and integrated.
3. **Locally driven** - Workforce development approaches are most effective when they are locally developed and managed, and when they effectively engage jobseekers, employers and service providers.
4. **City driven** - City leadership is required so that employers and jobseekers get maximum value from the resources allocated to the range of relevant services they need, and so that these resources provide maximum value to the city overall.

These premises are based on the City of Toronto's long experience managing employment services and supporting communities, and on its more recent experience building the foundation for better services for employers and jobseekers.



A Whole New Ball Game

Toronto, like many other global cities, is facing both immediate and long term challenges that cannot be ignored.

At over 9%, Toronto's unemployment rate remains significantly higher than the rest of the Greater Toronto Area and many other Canadian cities. Unemployment among youth and newcomers is at least double this and is even higher in the city's poorest neighbourhoods.

It is becoming harder to get into the labour market; individuals entering the labour market, notably newcomers, youth and recent graduates, are either not getting jobs or getting jobs that too often do not lead anywhere. It is also harder to get back in; workers who have been laid off, especially older workers, face a more difficult journey back into employment, which, even when successful, often results in lower earnings or less secure employment.

Currently, fewer than 25% of unemployed people in Toronto qualify for Employment Insurance. As a result, large numbers of residents are not only excluded from vital financial benefits, but also face unnecessary obstacles obtaining the training that can help them advance.

Finally, the social assistance caseload, having risen by more than 30% as a result of the recession, remains at an elevated level of more than 100,000 cases. While the growth in the Ontario Works (OW) caseload has been considerable, the full impact has been offset by the significant number of recipients who have secured employment. In 2011, over 30,000 individuals in receipt of social assistance found employment resulting in substantial savings to the City.

Of concern, over 50% of the individuals and

families currently receiving OW have been on the program more than once in the past three years. This is a clear indication of how difficult it is to find sustainable work, and also of the challenges jobseekers have finding the right services and supports they need to compete for and retain jobs.

Labour Market and Demographic Changes

The labour market and demographic context has been changing rapidly in Toronto. Over the past 20 years, employment in the manufacturing sector has declined with a pronounced shift towards a service-oriented economy. One consequence has been a decline in full-time well-paid manufacturing and industry jobs, and an associated increase in temporary, part-time and contract jobs or self-employment.³ At the same time, skill shortages are now common in certain sectors and fields.

Meanwhile, changes in Toronto's demographics are having profound impacts on the City's labour market. Demand for workers will gradually exceed supply as the "baby boomer" generation retires and the working age population increases less rapidly.⁴ Skilled workers will be in even higher demand as businesses and jurisdictions compete to keep existing industries productive and to fuel new businesses.

There is a growing consensus that addressing labour shortages and skills mismatches means opening up employment opportunities for populations that are currently under-represented in the labour force (e.g. Aboriginals, racialized communities and youth), as well as better integrating skilled newcomers.⁵

That said, the absence of labour market information remains a challenge, especially at the local level. A number of high profile reports⁶ have highlighted concerns about both the disparate number of sources of information, as well as the existence of information gaps. Without detailed and up-to-date labour market information that highlights for example the existence of skills shortages by occupation and locality, it is difficult to build effective responses that connect demand and supply.

³ Drummond, D. and Fong, F. (2010), *The Changing Canadian Workplace*, TD Economics; Block, S. (2011), *Canada's Colour-Coded Labour Market: The Gap for Racialized Workers*, Wellesley Institute.

⁴ Miner, R. (2010), *People Without Jobs, Jobs Without People: Ontario's Labour Market Future*, Miner Management Consultants

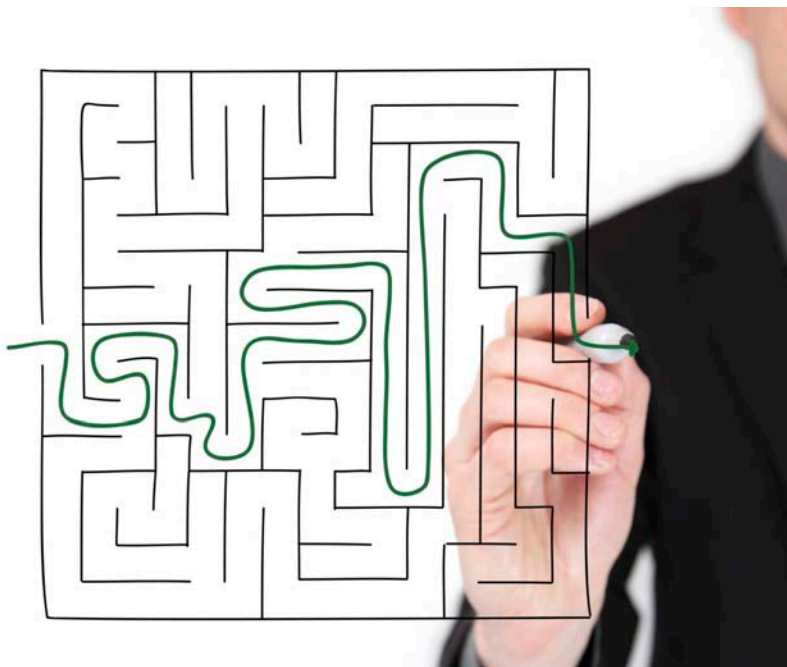
⁵ <http://www.conferenceboard.ca/hcp/details/society/income-inequality.aspx>; Toronto Board of Trade, (2010) *Lifting All Boats: Promoting Social Cohesion and Economic Inclusion in the Toronto Region*, TBT.

⁶ Drummond, D., Beale, E., Kolby, K., Loiselle, M. and Miner, R. (2009), *Working Together to Build a Better Labour Market Information System for Canada*, Final Report of the Advisory Panel on Labour Market Information.

Many Services, “No Big Picture”

New York City's recent report on its workforce development approach recognizes an important reality, jobseekers and employers looking for employment-related assistance ultimately do not care which agencies deliver services; they simply want to be served effectively.⁷

To a large degree, however, services for employers and jobseekers are anything but straightforward in Toronto. This is especially true for employment services. The complexity of the employment services landscape, which has been documented extensively⁸, makes it difficult for both employers and jobseekers to find and access the services and supports they need, when they need them. Employers and jobseekers rightly note that services are often fragmented, confusing, duplicated and exceedingly difficult to navigate.



Large employers have dedicated staff who can navigate the complex service landscape. Small business owners usually do not, nor do they have the resources to figure out who they need to contact to get what they need or what services and supports they could benefit from. In fact, they are often unaware of available services - even those that are available at no cost to them.

Employers and jobseekers rightly note that services are often fragmented, confusing, duplicated and exceedingly difficult to navigate.

There are significant service gaps. While the numbers are unknown, the City of Toronto's own experience highlights growing concerns about those who are either unaware of services or unable to access them at all (known elsewhere as Not in Education, Employment or Training [NEETs]). Either way, the result is the same; many residents who would benefit from employment services are not receiving them.

Fortunately, Toronto's employment services networks have obvious strengths. Jobseekers in Toronto can benefit from a wide array of employment services and supports. Agencies delivering these services are rooted in communities and possess local knowledge and experience that are the heart of good local service provision. Important changes are also happening at the provincial level that have had positive impacts on the

⁸ City of New York, (2011), *One System for One City: The State of the New York Workforce System: Fiscal Year 2010*, New York.

⁹ City of Toronto, (2008), *Getting to the Right Place: An End-to-End Review of Employment Services in Toronto*, Toronto: MISWAA (2006), *Time For a Fair Deal: Report of the Task Force on Modernizing Income Security for Working-Age Adults*, St. Christopher House/Toronto City Summit Alliance; Hill and Knowlton Canada (2007), *Summary Report on LMDA Stakeholder Focus Groups*, Hill and Knowlton Canada.

coordination of services in the city, notably, the creation of Employment Ontario (discussed in further detail in Section 2).

The fundamental issue is not with service providers themselves. It is that there is nothing resembling an employment services system. There is no big picture. Neither is there effective planning at the city level by different governments, nor broader alignment of service priorities with broader City of Toronto directions. Significantly, there are no means of capturing service outcomes at the city level.

This means that the City of Toronto's approach to workforce development has to focus on how to improve services for employers and jobseekers at a system and city level. This will inherently require more effective planning and management of these services in Toronto.

Finally, it has long been clear that community and social services, which are the backbone of Toronto's safety net, are essential to any well-functioning workforce development system. These services include income support programs, child care, housing, recreation, mental health and addiction services, as well as a wide range of population-specific services, such as those for youth, newcomers or low-income residents. There are certain notable areas where progress is required to better link these services as part of the City's workforce development strategy, which will be addressed in Section 2.

Needed: City Leadership

In a healthy labour market, jobseekers can readily access job openings, and thriving businesses can draw on and connect to a skilled labour force.

Approaches to workforce development have to be relevant to local employers and jobseekers, have to be built on local engagement and inputs, and must result in locally appropriate solutions, implemented locally. They must also be able to respond quickly to changing circumstances and to anticipate, as much as react to, these changes.

City of Toronto leadership in this area matters. It matters to employers who are recruiting workers and trying to find good matches for jobs, but it also matters to employers concerned with the quality and continuing availability of well-educated, skilled workers. It matters to jobseekers, whether they are newcomers, youth or unemployed city residents looking for that first job, or individuals renewing their careers.

Rooted in local knowledge, the City of Toronto has developed the experience, know-how and relationships that provide the foundation for a successful approach to workforce development. The City must ensure that employers and jobseekers get the maximum value from the resources allocated to the range of workforce development services available in the city, and that these resources provide maximum value to the city overall.

“The case for initiating change at the local level is both compelling and straightforward. Most businesses find their workers and most residents find their jobs in local labor markets. Whether provided by a state or local agency, all workforce education, training and related services are provided in a local setting.”

McPherson, R. (1997), *Designing a Local Workforce Service Delivery System*, Centre for the Study of Human Resources, Lyndon B. Johnson School of Public Affairs, University of Texas at Austin

Making it Happen

This report focuses on the concrete ways that the City of Toronto is working with and for employers and jobseekers to deliver services that get results for both. It also sets out an approach to workforce development in Toronto, and proposes a number of directions and actions required to put this strategy into practice.

Working as One focuses on three critical areas where further progress is essential to better serve employers and jobseekers, to connect demand and supply and to build an integrated approach to workforce development:

- *Integrated Approaches to Planning* are key to coordinating actions, matching strategies to needs and both capitalizing on and creating employment opportunities in Toronto.
- *Coordinating and Simplifying System Access* is essential given the network of services and information employers and jobseekers need. To ensure services work in the real world for customers with wide-ranging and diverse needs, the City's focus is on providing multiple channels and different levels of support.
- *Customizing Services* is about moving beyond "one-size-fits-all" approaches that are rarely effective when working with either employers or jobseekers. Services to employers and jobseekers must be customized based on their individual circumstances.

To guide this strategy and the concrete proposals it makes, a clear vision is required (see page 13). This vision is rooted in the City's long standing provision of services to employers and jobseekers and the need to benefit both. It provides a foundation for the steps the City can take over the next several years to modernize and strengthen Toronto's services for jobseekers and employers.

Working as One also recognizes that there are many roles the City should not play. Many employers are well served by existing private sector recruitment and workforce development services and do not require City services.

Similarly, the report acknowledges the importance of immigration and education within a workforce development strategy, and many of the initiatives described in *Working as One* involve approaches that integrate services in these areas with broader employment services and services to employers. Because immigration and education policies are primarily the responsibility of the federal and provincial governments, as are programs and supports for those with disabilities, the focus here is pragmatic, with the emphasis on the delivery of services rather than policy and broader planning priorities in these areas.

Reading this Report

Working as One focuses on publicly funded services to employers and jobseekers. The focus, therefore, is on where government resources and services can most benefit employers and jobseekers and where the City of Toronto can work most effectively to manage these services. To that end, this report proposes a role for City government that is based on what works and on what produces maximum results.

Reflecting the focus on employers and jobseekers, *Working as One* is divided into two main sections. Drawing on the three critical areas highlighted above - integrating planning, coordinating and simplifying access and customizing services - each section describes the current challenges employers and jobseekers face, details the steps that the City is taking to address them and identifies what needs to happen next to sustain this progress. Each section ends with a series of recommendations to City Council, focusing on changes that the City could pursue with other governments, or changes that can be made by the City, to strengthen workforce development in Toronto.

A Vision for Workforce Development in Toronto

Vision

A streamlined, responsive and coordinated system that provides a broad range of timely and relevant services, that evolves based on evidence and best practice, and that achieves successful outcomes for residents, employers and communities.

Principles

Customer focused: Employers and jobseekers are the primary customers and high quality services are tailored to their needs

Integrated: The continuum of services and supports available to employers and jobseekers is designed, planned and delivered in ways that reflect community strengths and needs and is integrated with broader economic, workforce and social development priorities

Outcome-based: Outcomes and performance measures are clear, consistent and are linked to City priorities

Evidence-driven: Focused on excellence through continuous improvement, innovation and risk management with ongoing monitoring, measuring, evaluation and public reporting

Clear roles and responsibilities: Roles and responsibilities of service planning and delivery parties are clearly described, understood and accepted

Streamlined/reduced complexity: Services are designed to be straightforward and easy to access, with clear, understandable rules and without duplication and overlap

Cost effective: Ensure cost effectiveness and best return on investment are central to decisions ranging from service design to implementation and delivery

Objectives

Engage employers: Harmonize approaches to economic and workforce development to maximize benefits for employers and jobseekers

Develop a skilled labour force: Increase employability and build skills in concert with current and future hiring needs to promote a competitive workforce that supports prosperity and inclusion

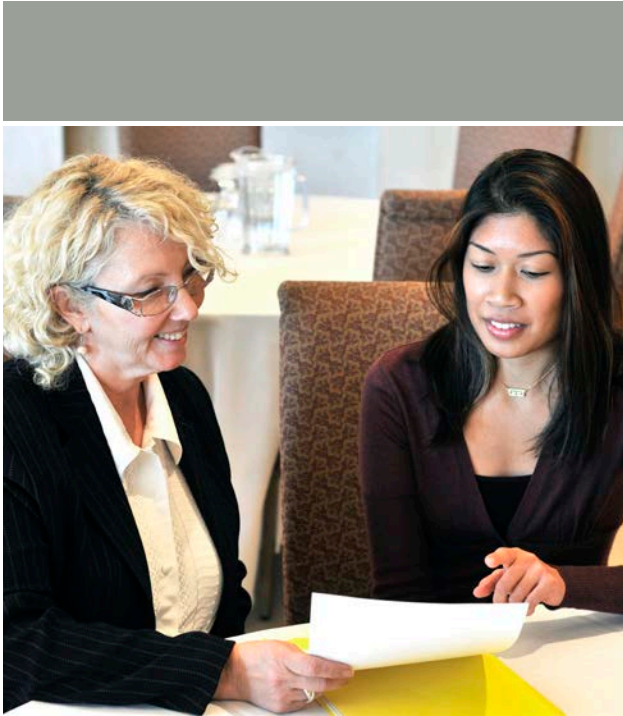
Connect employers and qualified candidates: Work with employers to identify specific firm or sector workforce requirements and build on existing employment services infrastructure to establish direct links between the supply of potential workers and the firms/organizations that require their skills

Engage communities: Draw on the experience and strength of agencies and organizations that provide services to employers and jobseekers across Toronto

Support inclusion and accessibility: Ensure that all residents benefit from the City's workforce development approach through access to jobs, skills development and training

Coordinate actions: Maximize the efficiency and effectiveness of services for employers and jobseekers through better coordination of service planning, management and delivery by community organizations, employers and governments

Section 1



Working with Businesses and Employers

Recent City of Toronto initiatives are proving that the best outcomes for businesses and jobseekers are obtained when City divisions and City agencies work together to address demand and supply simultaneously.

This section emphasizes working with employers to assist them with their workforce needs. Simply put, this means working with employers in a variety of ways to assist them to fill jobs or identify the types of training and skills development required to fill current or future jobs.

When employment services and training providers work closely with employers, it is much easier to connect jobseekers with real jobs and real opportunities. This is game changing for many Toronto residents, such as low-income youth or newcomers, who find it increasingly difficult to get into the labour market, and for whom access to employers, much less employment opportunities, is too limited.

From Demand and Supply Side Services to Integrated Approaches

From the point of view of employers, what matters most are answers to questions such as: Will these services connect me to appropriate qualified candidates? Are these services available, easy to use and accessible?

To support an integrated approach to workforce development that address these questions, City divisions, working with other governments, business sectors, educators, trainers and service providers, are coordinating their efforts on three fronts.

First, the City of Toronto's successful efforts to develop **integrated employment plans**, in conjunction with employers, other

governments and service providers, are highlighted. This involves ensuring that large scale public or private projects that will create jobs have an employment plan incorporated into the project from the outset, thereby identifying potential jobs. Such plans provide a basis for lining up the employment, educational and other services needed to prepare workers to seek these opportunities, and to assist employers to match jobs with people who have the requisite skills.

From the point of view of employers, what matters most are answers to questions such as: Will these services connect me to appropriate qualified candidates? Are these services available, easy to use and accessible?

These plans represent a major step forward in connecting job creation projects - that may have many phases over several years - with efforts to help jobseekers in neighbouring communities.

Second, the City is **coordinating and simplifying access** to workforce development services that assist employers. Employers often find it very difficult to navigate workforce development services in Toronto. They routinely indicate they want access to services to be simple, streamlined and coordinated. The aim is to ensure the City of Toronto services that support employers on a day-to-day basis meet their requirements and work from their perspective.

Working as One: A Workforce Development Strategy for Toronto

Finally, there is a need to respond flexibly when working with employers, by **customizing services** so they are tailored to employer and project-specific requirements. Whether big or small, employers across various sectors have common needs, but also very different requirements and service demands. Identifying what the City of Toronto can do to provide customized services to employers is highlighted in the final part of this section.

In many cases, all three components are linked. Integrated employment plans engage employers, establish objectives, and identify opportunities and the appropriate range of services and supports employers and jobseekers require. Access to these services must be coordinated across programs and service networks. Customized service packages must also be designed and delivered to meet specific needs. It is when these components come together seamlessly that a customer-driven and outcome-based workforce development system effectively emerges.

Learning by Doing

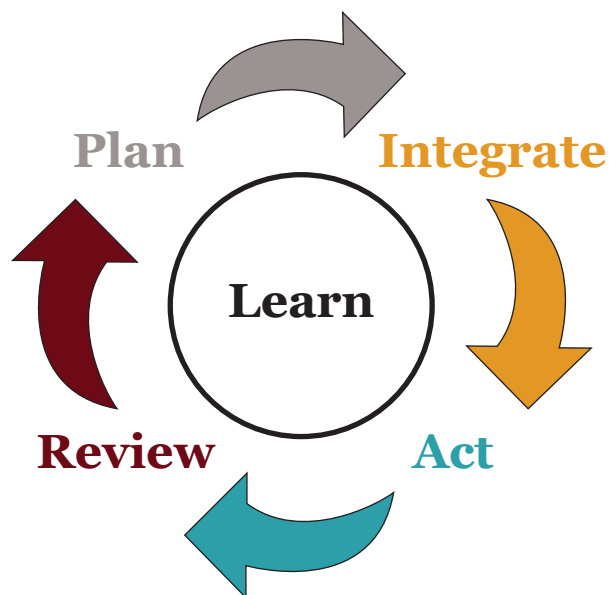
The City's approach to workforce development is both evidence and learning based. As a result, this section draws on concrete examples of various City division's work with employers and jobseekers.

Appendix A provides a consolidated overview of the range of City projects and initiatives that are underway to support employers and jobseekers. These initiatives highlight the

actions being taken to integrate planning, coordinate and simplify system access and customize services.

As discussed in Section 3, this type of inventory is an important first step towards the creation of a comprehensive workforce development dashboard for Toronto. Such approaches are being used in other cities, notably New York, to capture the full range of workforce development investments and impacts.

Based on the City's efforts and input from the business community, there are clear opportunities to improve services to employers and to use resources more productively. These experiences inform the recommendations made in this section, which identify key areas where improvements are possible and different approaches are required.



“There’s a war for talent out there and [partnering with the City] gives us yet another avenue.”

Jennifer Tory, Regional President, RBC Royal Bank, Greater Toronto Region

“The youth that we have hired [through the City’s PAYE program] have just been excellent. We’ve learned from them and have seen the opportunities that embracing cultural diversity really has for Deloitte.”

Gary Foster, Vice Chairman, Deloitte

1. Integrated Employment Plans

Capitalizing on Opportunities through Large Scale City Projects

In Toronto, there are numerous publicly funded and supported projects that seek to improve transit and physical infrastructure, and to revitalize and redevelop communities. These projects create jobs directly, and may also create spin off jobs. They also involve a wide range of private sector employers, unions, governments, public agencies and a broad array of community organizations.

By their nature, such projects, whether public or private, take place at a city level and a neighbourhood level. They also include both short and long term timeframes, and they often involve large, medium and small sized employers. Regardless of whether they are public or private projects, most of the initial construction work is contracted to private sector firms. There are often downstream employment opportunities concentrated in the commercial or service sectors. As a result, private sector employers are always prominently involved.

In most cases, larger projects also involve multiple phases, with different employment opportunities available at each phase, and different roles and types of supports required from City divisions over the course of a project.

Increasingly, the City of Toronto is also deploying financing and tax-related instruments, such as the Imagination, Manufacturing, Innovation, Technology (IMIT) Grant Program, to stimulate private sector developments, notably commercial projects such as Woodbine Live.

Developing robust, integrated employment plans from the outset makes it possible to identify opportunities throughout the life span of large scale projects and use City of Toronto and community resources to fully capitalize on them. Only by working successfully with

employers is it possible to create comprehensive employment plans.

Developing strong partnerships with employers and working closely with them as projects evolve on the ground is essential given the absence of robust local labour market information noted in the introduction. Such relationships provide otherwise missing information and knowledge about changing hiring and skills needs.

The Imagination, Manufacturing, Innovation, Technology Grant Program

The City of Toronto's Imagination, Manufacturing, Innovation, Technology (IMIT) Grant Program is a powerful tool that successfully supports business expansion across the city. IMIT also provides a direct way of linking these developments with the City of Toronto's workforce development objectives. Wherever the City issues this grant, the employer has a commitment and requirement to participate in a City-endorsed hiring initiative.

The program allows eligible businesses to receive a Tax Incremental Equivalency Grant (TIEG) of up to 60% of the increase in the municipal taxes attributable to eligible new commercial and industrial construction over a 10 year period.

When the City's Economic Development and Culture Division is working with businesses during the grant process, the division connects business owners to Toronto Employment and Social Services who in turn works with them to develop a concrete plan to provide employment opportunities to jobseekers in the surrounding communities. This can include supporting the creation of employment centres or programs that can prepare people for future jobs. Through TIEGs, workforce development becomes a critical component of business development and expansion.

Last year alone, Economic Development and Culture connected 14 TIEG-eligible businesses to Toronto Employment and Social Services. These businesses span a number of sectors, including financial services, manufacturing, food services, tourism and construction.

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Highlighting Success

Over the past several years, the City of Toronto has leveraged its position in a number of large scale infrastructure, redevelopment, and revitalization projects to develop integrated employment plans. The Regent Park Revitalization is a prime example of this. The Regent Park Employment Plan guides the work of the City and project partners in this community, and serves as a model for other large scale City of Toronto revitalization projects.

Positive outcomes for employers and jobseekers continue to be achieved in Regent Park, with local residents securing employment at every phase of the ongoing revitalization. Highlights of the revitalization successes are detailed on page 20.

In addition to Regent Park, the City is working with employers in other large scale

developments. Collectively, major initiatives such as the Waterfront Toronto developments, the PanAm Games, the Metrolinx Georgetown South Project and the Lawrence Allen revitalization are projected to support up to 80,000 new and existing jobs over the course of the multi-year projects.

By building partnerships with businesses, the City is ensuring that as many new jobs as possible can be accessed by local residents who may not otherwise have known about or been able to take advantage of these opportunities.

The City of Toronto is also working individually with private sector employers across many different sectors to identify ways in which their workforce needs can be supported. Whether through major projects or by working with individual employers, the aim is to capitalize on employment opportunities that are being



Regent Park Revitalization: Before

Section 1

created, connecting residents to employers and ensuring jobseekers get the help they need to match employers' requirements.

To continue to capitalize on the opportunities being created through large scale developments, the City will work with employers to create employment plans for projects that are directly funded by the City, that receive significant non-monetary City supports or that are eligible for Tax Incremental Equivalency Grants. Similarly, given that many such projects are undertaken with the support, and under the authority of other orders of government, the City of Toronto will work with the provincial and federal governments to develop employment plans for major infrastructure programs led by these governments in Toronto.

Experience to date reinforces that the success of integrated employment plans depends on:

- Being involved from the start of the project and incorporating workforce development priorities into the larger planning processes, including the development of local employment plans that create opportunities for local hiring;
- Working closely with employers to understand their requirements and tailor plans accordingly over the course of a project;
- Bringing together City divisions and staff as necessary to support workforce development priorities;
- Establishing strong relationships with other governments, service providers and local residents as a basis for an integrated approach to planning; and
- Taking a leadership role to ensure City objectives are met through the development and implementation of effective employment plans, including tracking outcomes and making ongoing improvements as required.



Regent Park Revitalization: After

Regent Park Revitalization: A transformative project creating systemic change

The Regent Park Revitalization is a notable example of how a major community revitalization is systematically changing how the City plans, manages, integrates and delivers services. In addition to changing buildings and streets, governments, agencies, institutions, employers and residents are working together to make the community a healthy and vibrant place for establishing businesses and for residents to live and work. **Creating opportunities and supporting local hiring is seen as a foundation and expectation of all partners.**

Highlights of the numerous successes in Regent Park

Integrating planning:

Regent Park partners planning and responding as one

- The integrated approach to the revitalization, which includes the Regent Park Employment Plan, continues to inform and align the economic, social, and workforce activities in Regent Park.
- The Regent Park Employment and Enterprise Committee coordinates the development of innovative responses to emerging local employment opportunities.

Simplifying and Coordinating Access:

Connecting Regent Park employers, residents, and services

- The Regent Park Employment Centre, a storefront location in the heart of the community, serves as the physical connecting point for employers, residents, agencies/services and employment opportunities.
 - Over 1,650 residents have been supported through the storefront.
 - 30 employers have engaged in local hiring.
 - 420 residents have been hired into local jobs.
- The Regent Park Integrated Employment and Enterprise Centre, currently scheduled to open in 2014, will bring service providers together in one place, increase service options and provide further opportunities for connecting employers and residents.

Customizing Services:

Ensuring that services achieve maximum results in Regent Park

- Innovative skill-building initiatives are targeted to employment opportunities:
 - e.g. The Daniels Corporation (the developer) has contracted Dixon Hall's Mill Centre to train youth to develop flower boxes for new condominiums.
- Entrepreneurial and self-employment services meet local needs and interests:
 - e.g. A chef, business owner, George Brown College and the City are incorporating job training and entrepreneurial opportunities into the new Paintbox Bistro company.
- Resources are aligned with local needs and opportunities:
 - e.g. In partnership with the City and The Daniels Corporation, the University of Toronto is providing credential assessments for newcomers with post secondary degrees. Through the OW program and financial contributions from The Daniels Corporation, eligible residents will receive financial support to attend continuing education or bridging programs.

Capitalizing on Public Sector Opportunities

In the near term, public sector employment opportunities are likely to be limited. However, despite the current constraints facing all orders of government, the public sector workforce is aging rapidly. For demographic reasons alone, there will be significant turnover and new opportunities will emerge over the medium-term. The broader public sector workforce remains a relatively large employer in Toronto.

From the City of Toronto's perspective, there are a number of compelling reasons why it is important to make sure that as many Toronto residents as possible can compete for public sector jobs and build careers in City government:

- it is simply a good business practice from the position of strengthening the City's own workforce, enabling the City to capitalize on the skills, energies and strengths of residents from its diverse communities;
- a workforce that reflects the city's population is also a basic goal in its own right; and
- leadership in workforce development means applying best practices and learnings within the City itself.

Highlighting Success

In practice, the City is providing opportunities to jobseekers in two main ways described below.

First, efforts are being made to increase access to City jobs, especially for individuals and communities, such as youth and newcomers who have historically faced barriers in the labour market. The City has

already taken steps to establish recruitment practices that reach out to communities where opportunities have not been available.⁹

Key examples include:

- Toronto Employment and Social Services, corporate Human Resources and other City divisions are working together to capitalize on potential employment opportunities within the Toronto Public Service. Working with colleges, City divisions are developing a customized recruitment strategy for Parks, Forestry and Recreation's 2012 recruitment of arborists and gardeners, positions which are particularly hard to fill. Toronto Employment and Social Services and Human Resources have worked with the respective divisions to increase access to jobseekers who would otherwise not know about or be able to afford the types of training required.
- Since 2005, the Toronto Transit Commission and the City's Youth Employment Partnerships have partnered to enable youth from Toronto's under-served communities to access Toronto Transit Commission seasonal jobs and support them to compete for permanent positions. Each year, up to 100 seasonal positions have been made available to youth, with over 80 individuals moving on to permanent positions.
- Steps are being taken to increasing access to City jobs. In 2010, the Metro Hall Employment Centre was opened, providing a central downtown site to access employment services and supports, but also providing a site that focuses on providing information to residents about City jobs and hiring practices.

⁹ An Action Plan for Social Assistance in Toronto, approved by City Council in 2006, set out a number of directions for ensuring City recruitment practices engage communities that face challenges accessing City jobs, and that recruitment practices improve opportunities for unemployed residents to gain work experience through internships, mentoring and work placements.

Working as One: A Workforce Development Strategy for Toronto

To that end, the City has developed or supports a range of mentoring and voluntary programs. These include the Job Incentive Program (JIP), Profession to Profession Mentoring and Career Bridge internships. City staff will continue to explore and pursue viable options in the broader public sector, such as in the healthcare sector, to extend these programs, and to create new and more opportunities for jobseekers across the city.

At the same time, existing City policies can also be altered to reduce barriers to residents accessing employment opportunities. For

instance, recent graduates or newcomers often lack work experience and are frequently unsuccessful when competing for Toronto Public Service jobs. Reviewing City policies and practices will identify ways of addressing such issues. Specifically, to better prepare residents for opportunities within the Toronto Public Service, the City will develop more and stronger linkages with colleges and universities that offer co-op placements and apprenticeships. In addition, the City will ensure that the training it purchases for residents receiving social assistance meets the requirements of specific City occupations.

Leading by Example

Since its launch in March 2010, the City's Job Incentive Program has successfully matched the skills and talents of volunteer candidates with suitable divisions, providing valuable skills and work experience to jobseekers. To date, over 130 JIP participants have been hosted by more than 20 City divisions. To date, 50% of participants have already secured full-time employment and this number continues to grow.

The City has also created placement opportunities through the Province's Career Bridging program, a program intended to provide work experience for internationally-trained persons. To date the City has hosted 84 interns.

The City is also an active contributor to the Toronto Region Immigrant Employment Council's Mentoring Partnership for internationally-trained individuals through the City's Profession to Profession Mentorship Program; there have been 710 mentoring relationships to date.

Feedback from both participants and City staff amplify the success of these approaches.

“The staff were very helpful and kind. I learned so much in just a couple of months. I learned the basic tools to carry on with me in my future. I now feel more confident in my job environment and ... I can honestly say that this experience has given me the opportunity to have a job and gain the knowledge and training I need to secure a full-time job.”

Job Incentive Program participant (hired by host division)

“The program [participants] enabled us to complete very essential behind-the-scenes research and information management, especially during the very busy periods. Their work enhanced the turn-around time of staff work, as well as brought fresh perspectives into how we could approach various projects.”

Municipal Licensing and Standards, (JIP host division)



City staff coaching youth prior to recruitment event

In other ways, the City can also actively support employment opportunities for qualified jobseekers. One such option exists with respect to the City's own purchasing policies as described by the approach taken with the 1652 Keele Street Community Alliance. This approach shows what can be done and provides a basis for scaling up and extending this approach to take advantage of other opportunities.

Given the scale and breadth of the City's purchasing and contracting activities, the scope of employment opportunities is potentially wide-reaching. By better linking procurement processes and workforce development priorities, the City of Toronto can maximize the creation of employment and training opportunities for residents.

1652 Keele Street Community Alliance

Through the redevelopment of 1652 Keele Street, in Weston Mount Dennis, the City demonstrated the viability and potential for leveraging its procurement processes to increase access to local employment and training initiatives, albeit on a small scale. The City's funding partners stipulated that an employment strategy targeted to local, unemployed youth was to be incorporated into the redevelopment. This resulted in a City procurement process that required developers to hire local youth who have been trained through a capacity-building program. HSI Solutions (the successful proponent) hired 10 local youth into construction positions, with the youth also receiving training and support both onsite and through the Carpenters' Local Union 27.

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2. Coordinating Access: Starting With What Works for Employers

With respect to workforce development, it is not enough to see employers as customers of City services; they must also be active partners in City initiatives. This means looking at initiatives and opportunities from an employer's point of view. This perspective makes a crucial difference not only to how services are designed, planned, and delivered, but also to how relationships with employers are developed and maintained.

The complexity of Toronto's employment services landscape make it difficult for employers to find and access the services and supports they need. In particular, the absence of a coordinated approach to employer engagement means that employers are often

approached by a variety of employment services organizations with competing or similar mandates. The result is a fragmented, competitive and inefficient system that leads to time-consuming and unsatisfactory experiences for employers. Effective marketing of services is also limited. Not surprisingly, these experiences can discourage future employer participation. This is a common frustration faced by employers in Toronto and elsewhere.¹⁰

Given this reality, to make workforce development services work better for employers, the following actions are being taken:

- Developing better employer gateways; and
- Engaging employers on their terms.

¹⁰Jenkins, S., Darragh, J. and Shah, J.N. (2011), *What do employers want from an aligned employment and skills system?*, UK Department of Work and Pensions, Research Report No. 743, 2011.

The City-TRIEC Partnership: Coordinating Employer Engagement in Toronto

The objective of this project is to develop a system-based approach to employer gateways that:

Reduces system fragmentation and frustration experienced by employers accessing services and supports

Supports the capacity and linkages to and among existing local and sectoral employment services delivery networks

Helps to reduce barriers experienced by internationally-trained immigrants trying to access the labour market (job, information, services)

Supports a more coordinated and integrated approach to employer engagement across the Toronto region among governments and service providers currently involved in providing employers with services and supports

The project will accomplish this by testing and evaluating the coordinated employer engagement approach by:

Piloting recruitment initiatives at a regional, city and community level

Consulting and working with a wide variety of partners/stakeholders

Building on the unique strengths and roles of all stakeholders

Creating and promoting the standards, protocols, technologies and tools necessary to support a coordinated and systemic approach to employer engagement

Developing Better Employer Gateways

Too often, employers who require specific services or who are interested in working in partnership with the City or service providers to address common issues, are unsure of how or where to start. As such, a coordinated approach to employer engagement in Toronto is required to improve outcomes for employers, and by extension, jobseekers.

Recognizing this, the City is partnering with the Toronto Region Immigrant Employment Council (TRIEC) to establish a coordinated approach to employer engagement in the Toronto region. This partnership (the objectives which are referred to on page 24) is a first step in building relationships with and bringing together the various networks and organizations involved in workforce development. Through this coordinated approach, gateways will be developed that provide employers with ease of service access.

The aim is to simplify access to services through new approaches and the use of emerging technologies and tools. Without these changes, businesses and employers will continue to face a mish-mash of service

entry points that often discourage employers from working with the very organizations that provide services they could benefit from.

Establishing strong and productive partnerships with employers is an incremental process. It requires responding to different employer needs by adapting how the City works with them to meet their needs.

For example, some employers participate in workforce development as *recruiters*, addressing their short term hiring needs by hiring pre-screened candidates. Others participate as *partners*, by assisting in the design and delivery of specific initiatives. Some participate as *leaders*, championing broader sector-based initiatives or community redevelopment efforts that open up access to new networks and serve as a catalyst for other employers to get involved

Recognizing these different roles and capacities and tailoring responses to them benefit both employers and residents. The accompanying graphic highlights these different roles, each of which requires different approaches on the part of the City.



Working as One: A Workforce Development Strategy for Toronto

Highlighting Success

The work that the City and its partners have engaged in to date with respect to coordinating employer access is yielding positive returns. The Partnership to Advance Youth Employment (PAYE), described below, provides one example of the success that has been achieved. It also shows how the lessons that are emerging from PAYE are being used to expand the initiative so that more employers and residents may benefit.

PAYE serves as a model for how demand-led programs can benefit both business and low-income individuals seeking jobs. Now firmly established, PAYE is expanding through a new partnership with TRIEC. As a result, PAYE is working with a growing number and range of employers, and expanding the number of residents that this initiative has helped to

include both youth and internationally-trained individuals.

In fall 2011, PAYE partnered with TRIEC to offer employers one window access to both youth and skilled immigrant talent pools. The first initiative coming out of this partnership focussed on connecting close to 300 youth and skilled immigrants to 30 quality entry and mid-level positions offered by 10 large employers.

Given the central role businesses and employers play in the success of many City workforce development initiatives, a formal way of recognizing employer contributions makes sense. Therefore, the City will investigate how best to recognize employers who have made specific efforts to advance workforce development in Toronto.

The “PAYE”-Off of Strong Employer Partnerships: Highlighting the Success of the Partnership to Advance Youth Employment

Through the Partnership to Advance Youth Employment (PAYE), the business community, employment service providers, and the City are working in partnership to design and deliver strategies that increase access to employment opportunities for youth. To date, PAYE has successfully:

- partnered with over 60 employers offering over 275 positions;
- recruited over 1300 job-ready youth candidates; and
- facilitated the hiring of over 250 youth.

This success is the result of PAYE's strong emphasis on employer leadership and its commitment to building on the strengths of the employment services provided by the City and community organizations. By working collaboratively and by engaging employers in leadership, planning and decision-making roles, PAYE ensures that:

- Recruitment and coaching of youth is geared to the workforce needs of employers; and
- Youth connected with employers meet or exceed the required qualifications and expectations.

The result is a win-win for employers and the youth.

Beyond the numbers of employers engaged and youth hired, the strength of PAYE is exemplified through the increasing ways in which employers are choosing to serve as champions for the program. Many employers already engaged with PAYE now promote the program among their business peers, resulting in a snowballing effect of new employer partnerships and increased involvement from existing employer participants.



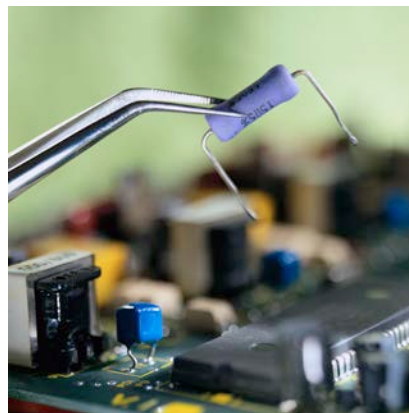
3. Customizing Services for Employers

With different City divisions working directly with employers, it is important that approaches to identifying service needs and providing effective service responses are integrated and coordinated. Doing so makes it possible to efficiently capitalize on the opportunities that arise to support job creation and to link jobseekers with employers. As a result, City divisions are working together to establish consistent goals and priorities for delivering services to employers.

A logical starting point for this work is to better link the City's economic development and employment services. Economic Development and Culture (the traditional business-facing arm division of the City) and Toronto Employment and Social Services (the primary division serving jobseekers) are coordinating their efforts so that they can

work to better serve employers and business sectors. This means making sure employers are aware of and have access to the full range of City services and supports available to them. The goal is to provide services in streamlined and efficient ways that address employer requirements.

In many instances, Economic Development and Culture is the lead division, and provides overall service coordination. In other situations, Toronto Employment and Social Services has developed working relationships with employers and assembles necessary services, which may include job matching and employment services. Recognizing the need to support these businesses, Economic Development and Culture often connects with Toronto Employment and Social Services when these employers have recruitment and training needs in order to ensure these employers receive the full range of supports they require.



Working as One: A Workforce Development Strategy for Toronto

This happens in three ways:

- Working with individual employers

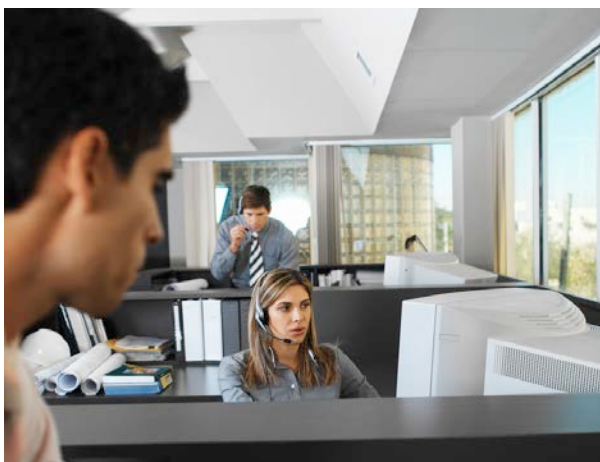
The City provides a range of programs to attract, retain and grow businesses. By having City divisions work together, the City strengthens its ability to support employers in training and recruiting qualified staff. One example of divisional collaboration is the joint service response developed for Zedd Customer Solutions.

Highlighting Success: A Joint Service Response for Zedd Customer Solutions

In 2011, Zedd Customer Solutions, an outsource call centre firm, approached the City for assistance in the expansion of a Toronto office. Economic Development and Culture's (EDC) Business Retention and Expansion Office provided Zedd with information in a number of areas, including site location, demographics, zoning, and transit service. EDC also consulted with Invest Toronto and provided Zedd with information regarding potential advantages for call centres situated in Toronto. As part of this expansion, Zedd Customer Solutions also turned to the City for assistance in the recruitment of employees. The range of positions they were looking to fill included call centre agents, team leaders, recruiters, quality and assurance agents, and trainers. Referred by EDC, Toronto Employment and Social Services (TESS) responded by providing them with:

- Space to conduct interviews while new facilities were being set up
- Recruitment services such as job promotion, candidate screening, and job matching
- Post-recruitment support with respect to retention services and ongoing recruitment needs

This joint response effort between EDC and TESS led to Zedd successfully leasing Toronto space for their office, and accessing a large and talented pool of candidates. To date, 8 local hires have been made through TESS' job matching services, with potential to further expand their Toronto office workforce by another 200-300 employees, as forecasted in their business development plan. TESS local office staff will be working directly with Zedd to fill these potential opportunities.



“We would not have been able to get our new contact centre in Toronto up and running so quickly if it wasn't for the help of Toronto Employment and Social Services. TESS not only helped recruit some great candidates, they also provided a professional space for us to conduct our interviews while our new facility was being set up.”

Craig Meilleur, President, Zedd Customer Solutions

- Working with Business Improvement Areas (BIA)

BIAs represent an effective partnership between the City and local businesses to support economic development at the local level. They also provide an effective way for the City to address local economic issues while supporting reinvestment and employment at the same time.

Toronto Employment and Social Services is now connecting with Economic Development and Culture to ensure that work being done with BIAs allows for better integration with employment services. In doing so, the City is connecting these community-based groups and small businesses to the full range of workforce development services and supports they need to flourish.

- Working with sectors

By engaging with groups of employers in a given sector, the City is able to identify current and future workforce needs. In doing so, the City is able to ensure workforce development is a foundational component of sector development initiatives. Economic Development and Culture works with Toronto Employment and Social Services in the preliminary stages of sharing knowledge and key trends in a number of sectors to develop employment plans and recruitment strategies specific to these sectors.

Green/Renewable Energy Sector:

Toronto Employment and Social Services and Economic Development and Culture are working directly with employers in the green sector to identify needs and employment opportunities. Most recently, the City partnered with Canadian Solar Industry Association (CanSIA) to incorporate a job fair and interview event into their 2011 annual trade show conference in Toronto. The City, via Toronto Employment and Social Services, provided customized recruitment and pre-screening prior to the event. Five employers participated and interviewed 35 residents for 16 positions. Discussions are underway for similar events at CanSIA's 2012 conference and at the 2012 Canadian Green Build conference. More broadly, the City is also working with its partners to monitor emerging workforce development needs and opportunities within the green sector, and is in the process of developing responsive green sector workforce strategies.



Next Steps

Ensuring better coordination of City services to employers beyond Economic Development and Culture and Toronto Employment and Social Services is important. More needs to be done with respect to developing stronger partnerships among a wider range of other City divisions, agencies, boards and commissions. For example, it is essential that City Planning, Invest Toronto, and organizations like Toronto Transit Commission play a bigger role in the City's workforce development approach.

The existing Senior City Employment Services Steering Committee provides an ideal venue to bring together City divisions, agencies and commissions. By including additional divisions and agencies (e.g. Invest Toronto), this committee can more effectively coordinate City workforce development efforts, and ensure employers and jobseekers receive services that match their needs.



Recommendations:

1. The City request that, where appropriate, employment plans be developed as part of large public and commercial projects that are either directly funded by the City, or where the City provides significant non-monetary contributions.
2. The City work with the provincial and federal governments to ensure that employment plans are developed for major infrastructure projects led by other orders of government within Toronto.
3. The City explore its procurement processes to increase access to local employment and training initiatives that advance its workforce development objectives.
4. The City pursue the development of effective gateways to simplify access to the City's workforce development services by working with business, community organizations, government and other key stakeholders.
5. The City develop an employer recognition program to encourage, support and recognize increased employer participation in workforce development efforts in the city.

Section 2



Workforce Development in Toronto: Working for Jobseekers

The strength of workforce development lies in its dual focus on the demand and supply sides of the labour market, on supporting both employers and jobseekers. This section describes the work being done to transform services available to jobseekers and the steps that are now required to improve these services.

Once again, the focus is on three overarching areas:

- 1. Integrating employment services planning** to better coordinate service delivery and individual programming. This means working to identify inefficiencies in the current array of programs and examining ways to align and collaborate to deliver better services to jobseekers. There is a critical need for local government leadership in the area of employment services planning and management - even when services are not directly funded or delivered by cities.
- 2. Coordinating and simplifying system access** for jobseekers. The emphasis is on creating visible public entry points to the full range of employment services in Toronto by providing multiple channels that offer differentiated levels of support. Opportunities to better align employment centres across the city and to strengthen the City's approach to job matching are highlighted.
- 3. Customizing key services** in ways that reflect both changes in the labour market and varying degrees of individual job readiness of individuals. It also addresses the role of critical income and stabilization supports in terms of supporting jobseekers to find and keep employment.

As noted in Section 1, Appendix A provides a consolidated overview of the range of City

projects and initiatives that are underway to support employers and jobseekers. These initiatives highlight the actions being taken to integrate planning, coordinate and simplify system access, and customize services.

Underpinning actions in each of these areas is the need to ensure that the labour market is the primary driver of how services are organized at a system level and customized and packaged for individuals. This means ensuring that services meet the specific needs of individuals, by providing an appropriate continuum of services, but also by ensuring that services are relevant given the specific conditions in the labour market. This section further elaborates on the "distance from the labour market" approach that is the basis for City actions in this area on page 35.

The strength of workforce development lies in its dual focus on the demand and supply sides of the labour market, on supporting both employers and jobseekers.

Challenges Facing Jobseekers

Jobseekers face a number of overarching challenges. The first and most important are the changes that have been occurring in the labour market related to the number and type of jobs available, the security and stability of jobs and the increasing competition for good jobs. These conditions have all been significantly exacerbated by the recent recession, but it is widely agreed that a return to more robust economic growth will not by itself alter these trends.

Working as One: A Workforce Development Strategy for Toronto

In Toronto, these changes are evident in the significant numbers who are underemployed, and in rising and sustained unemployment levels, especially among certain populations like youth, racialized communities and individuals with limited educations. Social assistance caseloads continue to grow, with longer spells on assistance and more repeated use.

At the same time, both jobseekers and employers are repeatedly frustrated with the current complex and fragmented non-system of services. This is in large part because services are mandated through a number of different provincial ministries and federal departments, and increasingly delivered under various funding arrangements by local governments and a wide range of contracted agencies and organizations. Despite sharing common customers – both employers and jobseekers – these various service system managers often work independently to design, plan and deliver services. As a result, services are not adequately coordinated within each area - let alone among them – and often do not respond effectively to jobseekers and employers.

While each year thousands of Toronto jobseekers benefit from the services they receive, and from the assistance they get from individual caseworkers and employment counsellors, there is a compelling case to be made for improvements to service planning and delivery overall in the city. Coordinating services and reducing duplication will ensure that services work better for employers and residents and that each dollar invested achieves maximum value.

This will benefit both city residents and City government by:

- Building the skills of jobseekers and enabling them to capitalize on employment opportunities; and

- Connecting jobseekers who are on social assistance with employment opportunities, thereby generating significant savings by reducing the length of time they require benefits.

Making changes to the services that support jobseekers and beginning to fashion a true employment services system depends on continued City leadership. The City has a clear interest in ensuring that services are well planned, efficiently managed and delivered. All governments, funders and service providers must be accountable to Toronto residents for the quality and outcomes of the services they provide.

Finally, based on the work it is doing, and its responsibilities and experience, the City is best positioned to connect employment services planning with practical demand and supply-side service delivery strategies, achieving outcomes consistent with the City's workforce development goals.

Listening to Jobseekers in Toronto

Currently, jobseekers in Toronto can benefit from a wide array of employment services and supports, including training, skills development, job search support, educational upgrading and literacy. While some residents only need to use one service, others require a number of different services, along with income and stabilization supports, over time. It is therefore important that these areas work in harmony.

Consistent with other research¹¹, the City's "End to End Review" of employment services found:

- A lack of integration, coordination and planning;
- Service gaps, duplication and overlap;
- A lack of information about services;
- Limited access to services; and
- An absence of face-to-face support and guidance.

¹¹Modernizing Income Security for Working Age Adults (MISWAA), (2006), *Time For a Fair Deal: Report of the Task Force on Modernizing Income Security for Working-Age Adults*, St. Christopher House/Toronto City Summit Alliance; Social Assistance Review Advisory Council (SARAC) (2010), *Recommendations for an Ontario Income Security Review. Report of the Ontario Social Assistance Review Advisory Council*, SARAC.

Applying a Distance to the Labour Market Approach

Conventionally, services are often organized with respect to population groups such as youth, newcomers and women. This makes sense because different groups have different needs and often require services to be delivered differently. At the same time, based on the City's experience and on extensive research¹², it is evident that, regardless of population group, the degree to which people are employment ready and have the skills they need to become employed can vary greatly.

Recognizing this, the City has increasingly adopted a "distance from the labour market" approach to identify jobseekers' needs and to respond to them. In contrast to a "one-size-fits-all" approach which determines responses based strictly on demographic characteristics or siloed program criteria, a "distance"

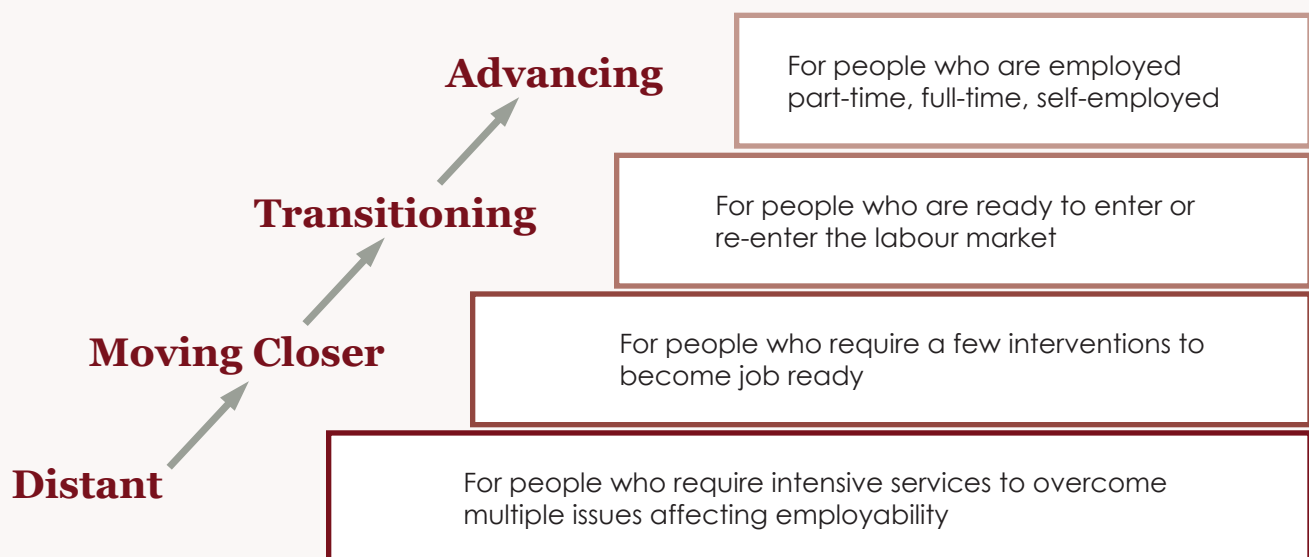
approach acknowledges that residents have unique needs and draws on these to organize and allocate the most appropriate services. As a result, the "distance" model provides a foundation to address the needs of all residents, whether they require only occasional supports to progress through their careers, or require more comprehensive and intensive supports.

This framework provides a consistent, practical way to provide differentiated services to individuals, and to organize programs and services within a more coordinated employment services system. It also reflects the highly diverse nature of jobseekers in a large city, and provides a way of taking into account the complex, and rapidly changing nature, of current labour markets.

This logic underpins the approach taken throughout this section.

¹²City of Toronto (2008), *An End to End Review of Employment Services in Toronto*, City of Toronto; Campbell, M. and Meadows, P. (2001), *What Works Locally? Key Lessons on Local Employment Policies*, Joseph Rowntree Foundation.

Distance From the Labour Market Approach



1. Integrating Employment Services Planning

In Toronto, many different stakeholders are involved in planning and delivering employment services. In addition to the work of various City divisions, a range of federal departments and provincial ministries plan and deliver employment services. Many services are delivered by a wide range of community organizations.

Given this large number of stakeholders and the different focus they bring, employment services planning in Toronto is often limited and uncoordinated. This creates confusion for employers and jobseekers requiring services, but also means that there is no way to determine the total level of investment in employment services in Toronto, the outcomes achieved, or extent of service duplication and gaps. Ultimately, there is no overall accountability for the planning, management and delivery of employment services in Toronto.

Given this large number of stakeholders and the different focus they bring, employment services planning in Toronto is often limited and uncoordinated.

Recognizing this, the City's approach to workforce development makes integrated service planning a priority. The City is working closely with employers, jobseekers, other governments, and service providers to set clear service goals and priorities, identify essential outcomes, and ensure that services are aligned to achieve these outcomes. The goal is to ensure governments plan together to create an employment services system in Toronto that works for jobseekers and employers.

This depends on working with agencies and organizations that make up the city's current network of employment service providers, as well as working with employers and jobseekers. For example, Toronto Employment and Social Services has held community

briefings with agencies across Toronto to discuss the steps being taken to improve and integrate City employment services as well as to obtain input about broader employment service issues and priorities.

Most importantly, on a day to day basis, City staff are engaged in substantive discussions with employers, residents, community organizations, other governments and a wide range of others with an interest in advancing workforce development in Toronto. These discussions have highlighted the need for the creation of an integrated employment services system in Toronto, and the leading role the City must play in order to make this happen.



Service planning is currently an important component of the work of each federal department, provincial ministry and City division; it is often driven by the perspective of place-based or people-based mandates.

Despite this complex landscape, there are many positive examples that demonstrate the significant impacts that successful planning is having in the lives of city residents. Taking into account the federal, provincial and City government roles and mandates, employment services planning occurs on three levels.

Section 2

The chart below illustrates the various inter-governmental planning players and the focus of their work. This is an intentionally simplified picture of what is an enormously complex landscape. A more detailed representation depicted in Appendix B.

1. Integrating Planning Activities among Intergovernmental Partners

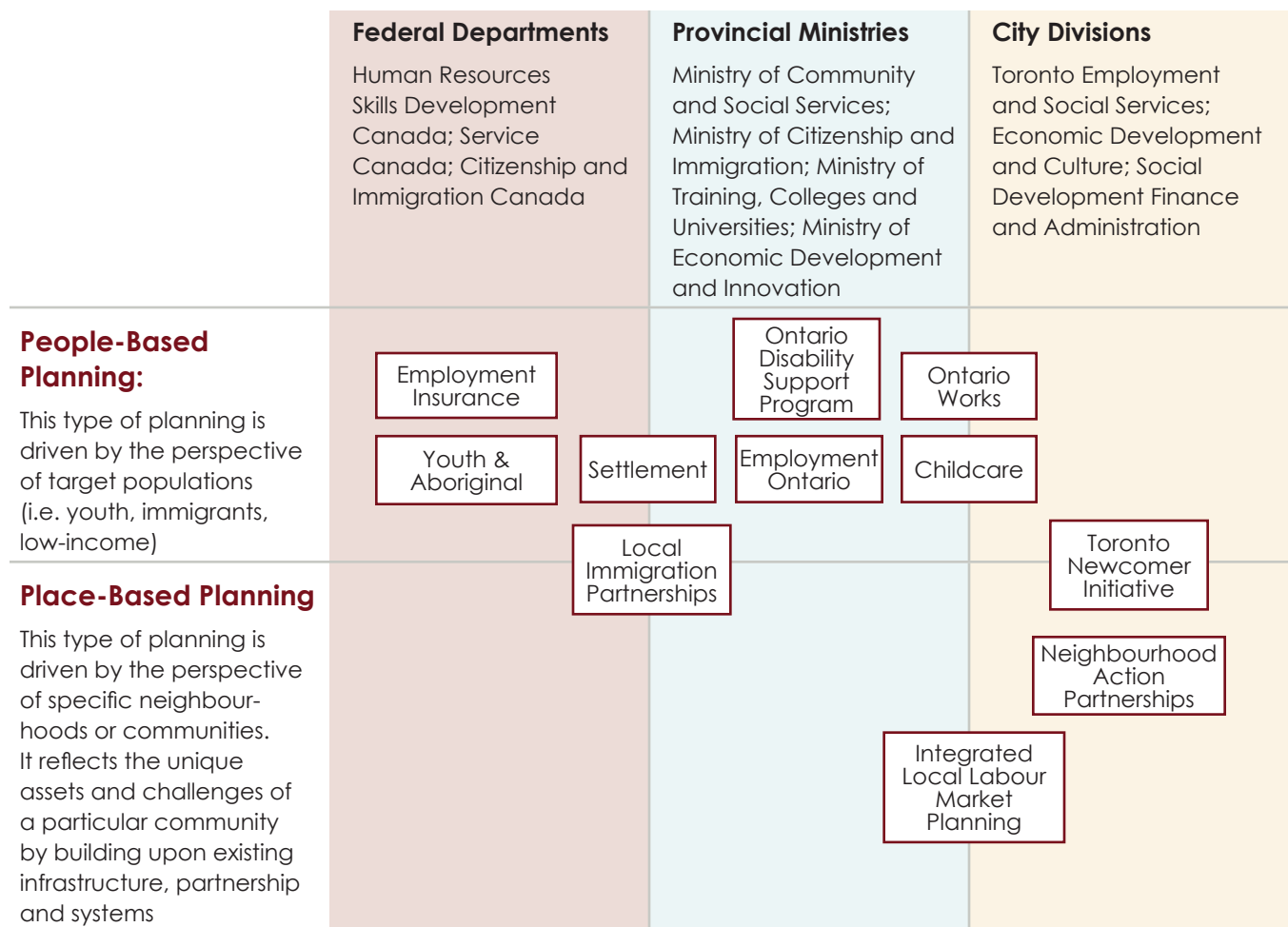
Historically, through both formal and informal processes, senior City staff have worked with their federal and provincial counterparts to improve the delivery of employment services in Toronto. Over time, a solid track record of collaboration has been established and positive relationships developed. Often, however, these relationships were established with each ministry or federal department independently.

Responding to changing circumstances, notably the devolution of responsibilities for

employment services to the Province from the federal government, City staff, representing Economic Development and Culture, Social Development Finance and Administration and Toronto Employment and Social Services, meet regularly with staff from various Provincial Ministries (Training, Colleges and Universities and Citizenship and Immigration) to act on opportunities to improve service coordination leading to better outcomes for employers and jobseekers within the city.

While each Ministry and division is working within its existing mandate, these forums enable continual updating of service and program priorities across the employment services network. They also provide a potential basis for a more formalized intergovernmental process that can further integrate employment planning among different governments in Toronto, advancing the goal of a more effective employment services system.

Intergovernmental Planning Partners and Focus



2. Integrating Service Planning Across City Divisions

At the same time, it is also essential that key City divisions work together to effectively integrate services for jobseekers and employers. To ensure that this happens, planning amongst City divisions occurs through inter-divisional partnerships on a project-by-project level and through an inter-divisional Senior City Employment Services Steering Committee.

For example, along with the efforts to support large scale projects described in Section 1, Economic Development and Culture, Toronto Employment and Social Services, and Social Development Finance and Administration are also working together to improve services to employers and jobseekers by:

- Offering one stop access to City economic development and employment services; and
- Increasing access to incubation and self-employment services;
- Working collaboratively with sectors and communities to identify opportunities to more effectively provide economic development and employment services.

Historically, each of these City divisions have worked closely with community and business partners, and engaged them in the planning and delivery of City services. Increasingly, divisions are working together to do this. This is a strong foundation for taking further steps to strengthen service planning and delivery through increased interdivisional collaboration.

3. Integrating Service Planning in Local Neighbourhoods

At the neighbourhood level, integrated planning serves as a basis for identifying available resources, aligning these resources with local needs, and, ultimately, beginning to coordinate services more effectively. Through local planning mechanisms, residents and service providers also have opportunities to better articulate their needs to funders and governments.

Recognizing the value of improved

coordination at the neighbourhood level, the City of Toronto, the Ministry of Training Colleges and Universities, and the Ministry of Citizenship and Immigration have worked together to design and implement Integrated Local Labour Market Planning pilots in five Toronto neighbourhoods.

Local Planning in Action: Integrated Local Labour Market Planning Pilots

Working together through the Integrated Local Labour Market Planning structures, each of the 5 pilot communities has completed environmental scans and begun service mapping exercises. These are the essential first steps in developing local plans for better integrating employment services for the respective communities. In addition, the introduction of these pilots has produced a number of valuable results, including:

- Developing agreement on approaches to local planning in each community;
- Enhancing working relationships between City and Provincial staff in each neighbourhood; and
- Establishing a framework for determining how City employment services and Employment Ontario employment services can better complement each other in local communities.

A number of other local planning and coordination efforts are also underway, with either focus on specific populations or communities. For example, the United Way's Action for Neighbourhood Change, the Toronto Newcomer Initiative, Local Immigration Partnerships funded by Citizenship and Immigration Canada, and the City's Neighbourhood Action Partnerships are all identifying a wide range of service needs, including employment service needs, in communities across the city. Local Immigration Partnerships, in particular, have a focus on the important settlement supports newcomers require to successfully integrate.

The information and outputs from these independent efforts provide an opportunity to develop a consolidated picture of employment service needs at the local level. Integrating these processes will provide a platform to undertake more effective service system planning at the city level.

2. Coordinating and Simplifying System Access

When people talk about service access, they usually refer to whether they can get the information they need about the service, whether the service is available when they need it, and whether it is in a location that is physically accessible. They also typically think about access in terms of an individual service, whether this is a service delivered through an employment centre or through a skills upgrading program offered by a college or community agency.

In Toronto, this basic level of access is very much determined by how accessible services are at a system level. The focus here then is on access as it is more broadly understood when people talk about access to the health care system or the educational system. It is not access to individual hospitals or schools or employment services, but to the network of services, and information about them, that people need as they progress through a service system.

In a city with hundreds of agencies and organizations, service system access is crucial. Moreover, understood from a workforce development perspective, it is also important to determine how employers, along with jobseekers, can access and engage with the service system.

Access to the system of employment services is increasingly important for larger numbers of residents given rapidly changing labour markets. Residents often face more and longer transitions between employment. To remain employable, individuals need to continuously develop and transfer skills: they must keep informed, keep planning, and keep learning new skills and knowledge.

Improving access to employment services requires a combination of technologies, people, and places. While face-to-face service interactions remain important, there is also a need to make web-based and social networking options more widely available to both employers and jobseekers accessing and navigating employment services.

New technologies provide a broader range of options that better respond to the needs and

preferences of jobseekers and employers. For some residents, access is self-directed - they know what they want and how to get it. This can include easily accessing services and information virtually, or through telephone enquiries. Those with less knowledge of the services available and with more intensive needs may require dedicated supports to help them find and get the help they need. This can include one-on-one staff assistance through to intensive case management.

Fundamentally, the goal is to ensure better access to opportunities and jobs through an accessible employment services system that recognizes the different kinds of supports that jobseekers need.

In a city with hundreds of agencies and organizations, service system access is crucial. Moreover, understood from a workforce development perspective, it is also important to determine how employers, along with jobseekers, can access and engage with the service system.

At a broader system-level, accessible employment services require a consistent and standardized approach to:

- Screening and comprehensive service needs assessments;
- Information and referral processes that direct jobseekers and employers to services that meet their needs;
- Providing consistent, accurate and current information about Toronto's labour market, the services that are available and what jobseekers and employers can expect from them; and
- Marketing services that are tailored to the needs of jobseekers and employers, and that recognize that unique strategies may be required for them.

Working as One: A Workforce Development Strategy for Toronto

The City of Toronto itself is currently taking steps to achieve better access to employment services, including: transforming employment centres into integrated access points; and coordinating job matching services.

Employment Centres as Integrated Access Points

As an integral part of the City's approach to workforce development, employment centres are the physical locations where residents, employers and opportunities are connected. These centres help residents navigate the new complexities of work and the multiple career transitions that they will make.

Currently, there are approximately 90 employment centres in Toronto. The Ministry of Training Colleges and Universities, through Employment Ontario (EO), funds 40 community organizations to operate 70 service locations. The primary focus of these service locations is on connecting the most job ready clients (often those eligible for Employment Insurance) to employment and EO programs and services, although these services are available to all city residents. EO-funded agencies deliver a full suite of services and

meet standardized outcomes. Each organization determines its specific approach to service delivery.

The primary focus of the City's 18 employment centres is to serve under and unemployed low-income residents, many of whom have exhausted or do not qualify for EI and/or receive social assistance. The full range of Toronto Employment and Social Services services can be accessed through these centres. They also serve as the focal point for connecting City services that support workforce development, from economic development initiatives to broader income and stabilization services.

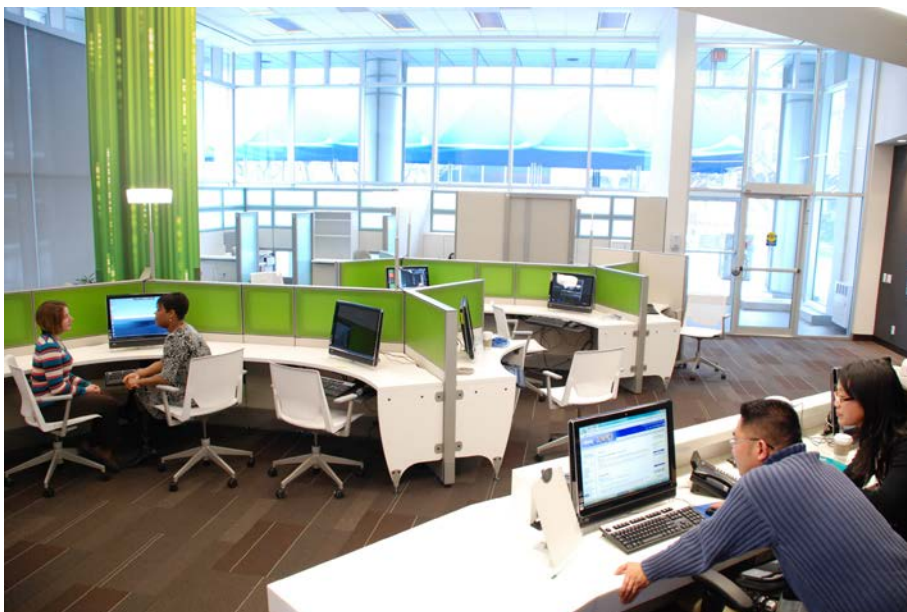
The City is seeking to further strengthen employment centres in Toronto in the following ways.

Coordinating Priorities and Services

While City-run employment centres and EO-funded employment centres have worked productively together for many years, formal connections are limited. As a result, it can be difficult to integrate the services provided through Toronto's network of employment

centres and to measure the corresponding outcomes in a coordinated way.

The primary objective is to ensure that service delivery is aligned with the needs of jobseekers and employers. This means that the type and volume of services, as well as the ways that they are delivered, meet their needs. Currently, however, there is no system-wide information to determine this.



Metro Hall Employment Centre

It is therefore important that the City, community partners and other governments, work collaboratively to develop a better understanding of the current environment, including reviewing the mix of services delivered through all employment centres in Toronto. Informed by the goals and objectives of Toronto's workforce development strategy, conducting such a review would:

- Identify service gaps and service duplication;
 - Highlight where linkages between employment centres are not as strong as they need to be to best support customers; and
 - Demonstrate the degree to which the current network of employment centres are both meeting needs and providing overall value for resources in ways that support workforce development goals and objectives.
- Ensuring services, information, and tools continue to be relevant, current, and utilize appropriate technology, data and practices;
 - A standardized customer service process from the point of entry to the assessment of need and through the delivery of services; and
 - Ensuring continuous service improvements by actively measuring service quality and tracking outcomes.

Aligning Employment Centres With the City's Workforce Development Priorities

Currently, employment centres tend to operate on a generic service model, providing basic information and services across the range of employment opportunities, jobs and sectors. While this remains vital, the scale and complexity of the labour market in Toronto and the necessity for continued integration of services for jobseekers and employers warrants the need to examine other innovative approaches to service delivery. For instance, as has been successfully implemented in other cities¹³, it may be advantageous to look at developing sector, population, or geographic-specific employment centers that concentrate on areas of high growth and/or advance the City's economic development and workforce development priorities.

This workforce development strategy provides a framework to align employment centres and the services they provide beyond individual program mandates. Guided by the vision and objectives set out in this report, the strategy provides a basis for a coordinated approach to the delivery of services through employment centres within an integrated employment services system.

Ultimately, from a customer service perspective, a common set of standards for all employment centres would be beneficial. Most importantly, this would ensure that all jobseekers across Toronto receive excellent customer service.

Ensuring Consistent Customer Service

Without effective integration across the range of employment centres, it is difficult to ensure that residents and employers are receiving consistent, effective customer service. Given that employment centres are the physical access points to employment services, the City has established the following centre standards:

- Ensuring user-friendly service delivery environments, with knowledgeable and professional staff;

¹³Centre for Urban Economic Development (2009), *Re-working Workforce Development: Chicago's Sector-Based Workforce Centres*, University of Illinois at Chicago.

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A Coordinated Approach to Job Matching

Workforce development focuses on meeting both the needs of employers and jobseekers by creating appropriate linkages between the two. Put simply, successful outcomes depend on creating strong connections. While this can happen in many ways, job matching is one proven approach. The City's approach to job matching provides an important gateway to connect jobseekers and employers.

Job matching can be achieved in ways that require minimal resources, such as postings on job boards. However, in the context of effectively linking jobseekers and employers and given the need for a system-wide approach, job matching has to be more than a job board, more than any single program and more than any single technology. Instead, job matching must be:

- An ongoing process that focuses on customized service;
- Built on strong relationships with employers, jobseekers and service providers;
- Provided by skilled and knowledgeable staff;
- Supported by a range of appropriate tools and technologies; and
- Guided by standards and protocols that promote and ensure quality assurance.

Rather than creating new processes or tools, a more coordinated approach to matching employers and jobseekers can be done by enhancing communication and coordination among community organizations that currently provide job matching services in Toronto. To this end, the City is implementing a more systematic approach to job matching that:

- Works directly with employers to understand the skills they require and the "fit" they seek;

- Connects with various employment services networks and agencies to find jobseekers that match opportunities;
- Ensures that quality assurance and follow-up processes with employers and jobseekers exist through all stages of the job matching process; and
- Utilizes an online tool, the Employment Opportunities System, to support job matching and outcome tracking.

Like in many other areas, there is no mechanism to track inputs and outcomes related to the delivery of job matching services in Toronto. The City's approach will enable it to track and document the opportunities and outcomes of job matching, the numbers and types of employers and types of jobs involved, and the skills and abilities of those seeking work.

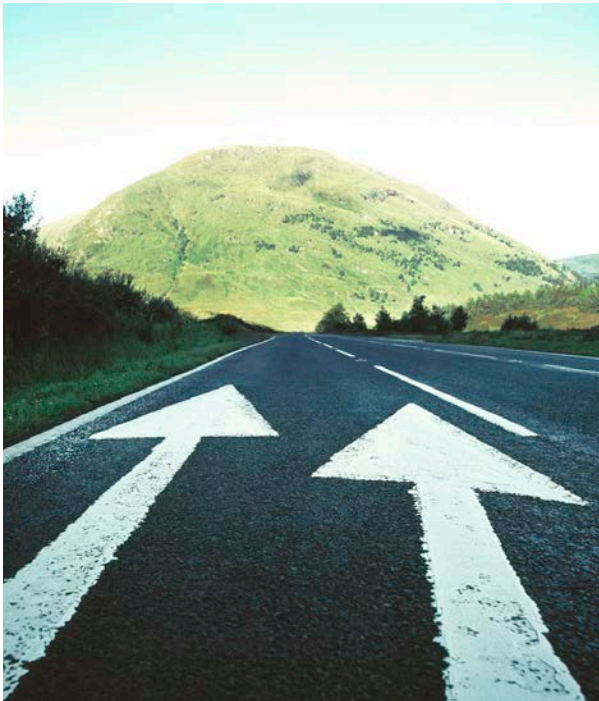
The City can make further progress by:

- Exploring ways to apply its job matching approach to support other large scale projects that are currently underway or emerging (e.g. Waterfront Toronto developments, the Pan Am Games, Metrolinx Georgetown South Project, etc);
- Working with networks of local agencies to expand the number of residents with profiles on Employment Opportunities System so that job matching is more responsive to the immediate hiring needs of employers;
- Supporting community organizations that currently have no job matching systems; and
- Investigating ways to synchronize the tracking of service outcomes across different job matching tools.

3. A Customized Approach to Serving Residents

An increasingly competitive labour market, coupled with rising skills thresholds for all jobs, means that residents require customized opportunities to increase their ability to compete in the labour market. Customizing services starts with determining how best to organize services to match needs.

The remainder of Section 2 focuses on the changes required to customize employment services, and ensure that income and stabilization supports better meet the needs of city residents.



Employment Services

Employment services work best when they are responsive to the specific needs of individuals based on their employment experience, the way they access services, the type of help they require, and the types of opportunities they will most benefit from.

Customizing services here refers to changes required at the service system level that will ensure unemployed city residents can obtain the services that fit their needs. Similarly, staff must be able to develop individualized service plans driven by the needs of jobseekers.

The starting point for doing this is improved employment service navigation. Given the overwhelming array of services and providers and the complexity associated with transitions among them, improving the ability of residents and employers to connect to and navigate between the services most appropriate for their needs is essential. This will require:

- Common approaches to identifying individual service needs;
- More effective communication and information sharing among service providers;
- Streamlined/simplified application processes that are more consistent across services and programs, and that collect standardized information; and
- Increased professional development opportunities for staff working with jobseekers.

A number of steps can be taken over the long term to ensure that these system level changes can be enacted. More immediately, the City will use integrated local planning processes described earlier in this section to take practical steps that begin to accomplish the above. The learnings that result will be instrumental to providing a foundation that supports the successful implementation of system level changes, such as consistent information sharing and referral processes between Toronto Employment and Social Services Employment Centres and Employment Ontario service providers.

Increasingly, opportunities available in Toronto's labour market require very specific skills and practical work-related experience. Given labour market shifts, it is also important

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to support entrepreneurs and to provide increased supports for people who want to start their own businesses. As a result, the focus here is on three specific areas:

- job specific training and certification;
- increasing opportunities to gain work experience; and
- supporting entrepreneurs.

Job Specific Training and Certification

A range of quality training opportunities exist in Toronto through programs such as Second Career, bridging and pre-apprenticeship programs, OW training, youth-focused Skills Link, adult education and post secondary programs. These programs are funded by governments and delivered for the most part by colleges, universities, and unions.

The ability to benefit from these programs depends first on knowing that they exist, and second on understanding their fit with career goals. However, these programs also require that people have the financial means to

cover the associated costs, including fees and living allowances. As such, these programs are not always available to low-income Toronto jobseekers. Such challenges are well understood by all governments and stakeholders, with the Province making a number of positive changes in recent years.

While these changes are noteworthy, further actions are needed to provide training and education for jobseekers in Toronto who do not qualify for income support programs. This is a significant gap, and it is increasingly disadvantaging specific populations such as newcomers and laid off workers, especially given Employment Insurance and OW restrictive eligibility requirements.

To this end, the City is working to increase the number of individuals who can benefit from provincially-funded programs. In addition, the City will work with the Province to make necessary changes in program eligibility requirements and to streamline application processes to ensure that a greater proportion of people in receipt of social assistance can access key provincially-funded programs.

Key Provincial Initiatives

Ministry of Training Colleges and Universities

- Introducing a set of universally accessible employment and job search support services through Employment Ontario;
- Creating the Second Career program, which provides laid off workers with skills training to help them find jobs in high demand occupations. It provides up to \$28,000 for tuition, books, transportation and a basic living allowance;
- Initiating a limited \$500 per person employment benefit to cover costs and minor fees, such as certification; and
- Introducing the Ontario Bridging Participation Assistance Program, which provides bursaries of up to \$5,000 to internationally-trained individuals participating in eligible Ontario Bridge training programs offered by Ontario colleges and universities.

Ministry of Citizenship and Immigration

- Supporting Ontario Bridge Training programs that help newcomers obtain professional or trade licensing certification so that they can work in Ontario.
- Establishing Global Experience Ontario (GEO) as an access centre that provides information and assistance for internationally-trained individuals. GEO helps individuals find out how to qualify for licensure and registration in a non-health regulated profession in Ontario.



Pre-apprenticeship training with Ontario Industrial and Finishing Skills Centre

Practical Ways to Increase Opportunities for Work Experience

Large numbers of residents who are either new entrants to the labour market, such as youth and newcomers, or who are returning to work, often lack recent work experience. This places them at a disadvantage when they compete for jobs. To address this, a number of work experience programs provide opportunities for jobseekers to:

- Learn valued technical and “soft” skills that come from hands on experience;
- Understand the general workplace expectation;
- Understand specific job requirements; and
- Assess how well they fit within the sector or industry.

Currently there are three primary ways that work experience opportunities are offered:

- *Work experiences and internship programs* increase the job-competitiveness of residents who, for many diverse reasons, may not have had prior or recent work experience;

- *Social enterprises* represent a growing niche in the labour market and provide opportunities for work experience, training and entrepreneurial support; and
- *Transitional jobs* provide temporary, paid employment opportunities, often for those who are most distant from the labour market. Typically in the not-for-profit sector, these positions offer additional supports that assist with progression into more permanent employment.

It is widely recognized that these programs are important and work well, but there are limited opportunities available and those that exist are highly targeted.

To be most effective, these programs must fulfill two objectives. First, they have to respond to the needs and interests of individual jobseekers as they invest in their careers. Second, they must respond to emerging sectors where there will be the greatest opportunities for employment. Pragmatically, the best way to do this is to ensure that these programs are linked to these sectors and related employment planning efforts. Accordingly, the City will continue to capitalize on existing opportunities and create new opportunities for people to gain work experience as described in Section 1.

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In addition, recognising the importance of current workplace experience to jobseekers, the City will work with the Province to increase the number of work experience opportunities that are available to them. This will include exploring new employer supports and incentives so that work experience and internship opportunities become more attractive for employers.

Supporting Entrepreneurs

The City's approach to workforce development recognizes the increasing importance of supporting entrepreneurs. Providing the infrastructure and creating the conditions to do so requires planning and support. Currently, the City does this in two primary ways:

- Enterprise Toronto provides services and supports to residents looking to start or grow their business; and



- Business incubators provide physical facilities, training programs, advisory resources and practical tools for various stages of business development.

Specifically, three City divisions (Toronto Employment and Social Services, Economic Development and Culture, and Social Development Finance and Administration) are working together in a variety of ways - from piloting a youth micro-credit program to co-locating business incubation and enterprise services in the City's libraries and employment centres - to support low-income entrepreneurs who want to become self-employed or to start their own business.

Income Supports

For years, when people in Toronto lost their jobs they turned to Employment Insurance (EI) for income support, but also for a range of employment services that helped them to find new jobs. Social assistance¹⁴ was never intended to be the primary income support program for unemployed city residents. It is meant to be a failsafe program, intended to support people who could not work or whose attachment to the labour market was limited.

Now, however, far too many unemployed city residents can no longer access EI. In fact, only about 25% of Toronto's unemployed are eligible for EI. Even at the peak of the recession, with unemployment rates over 10%, barely 30% of those out of work were eligible.

The Fading Employment Insurance Program

Changes made to the EI program over the past 15 years, combined with changes in labour markets, have severely restricted access to EI. The impacts have been particularly evident, and concerning, for Toronto. These issues have been extensively documented.¹⁵ The result is that EI simply does not work for the majority of people in Toronto who are unemployed.

¹⁴Here we are referring to Ontario Works and the Ontario Disability Support Program, which serves people with disabilities.

¹⁵Drummond, D. and Fong, F. (2010), *The Changing Canadian Workplace*, TD Economics; Battle, K., Mendelson, M. and Torjman, S. (2006) *Towards A New Architecture for Canada's Adult Benefits*, Caledon Institute for Social Policy; Mowat Centre (2011), *Making it Work, Final Recommendations of the Mowat Centre Employment Insurance Task Force*, Mowat Centre, University of Toronto; Busby, C. and Gray, D. (2011), *Mending Canada's Employment Insurance Quilt: The Case for Restoring Equity*, C. D., Howe Institute.

“Today’s EI program is an outcome of decades-long inertia and tinkering. It is built on a foundation designed for the labour market of the 1970s. Many pieces were introduced at different times, by different governments, and with differing priorities. Many EI components have aged poorly and/or do not work well together. The program is no longer consistent with the objectives of a modern income support program for the unemployed.”

Mowat Centre (2011:4), *Making it Work, Final Recommendations of the Mowat Centre Employment Insurance Task Force*, Mowat Centre, University of Toronto.

The fallout for Toronto is twofold:

- OW has become, in a phrase used in a previous City report¹⁶, the first program of last resort for large numbers of unemployed residents. Overall, more than 300,000 Toronto residents are in receipt of income supports (OW, 168,000; EI, 35,200; ODSP, 88,900). The number of OW recipients now significantly exceeds the number of people receiving EI, and has for many years.
- As well as restricting access to relatively generous benefits, the current EI limitations mean that fewer residents can access training that depends on eligibility to the program.

Each of these issues has been exacerbated by the recent recession.

Making EI Work Better for Toronto Jobseekers

With respect to EI, the need to act now is beyond question. A number of organizations, including the Mowat Centre, the Canadian Chamber of Commerce and the C.D. Howe Institute, have recently provided relevant analyses of the primary issues facing EI. In the case of the Mowat Centre’s recent report, *Making it Work, Final Recommendations of the Mowat Centre Employment Insurance Task Force*, there is also a focus on changes that would begin to address the problems faced by Toronto, which has higher unemployment rates than most other Canadian cities, but very low levels of EI eligibility among unemployed residents.

The work done by the Mowat Centre particularly can be explored further as a basis for making changes to EI that would begin to address its declining role in assisting Toronto’s unemployed, thereby rebalancing the current ways in which EI and social assistance support unemployed city residents.

Such changes are both reasonable and long overdue. They are positions that would directly benefit Toronto residents and see a much needed rebalancing of the roles EI and social assistance play in supporting unemployed people in Toronto.

Social Assistance in Toronto: Filling the Gaps

Whatever the preferred future, the reality is that social assistance, and notably OW, is a primary source of income support and employment services and supports for Toronto’s unemployed residents. Toronto Employment and Social Services, through OW, provides a wide range of supports to help individuals enter and retain employment.¹⁷

In fact, the primary objective of OW, as per the Ontario Works Act, is to assist people become employed. Over the past decade, consistent with this priority, the City, through Toronto Employment and Social Services, has transformed the way it manages and delivers social assistance. It has taken a lead role in Ontario in completely shifting OW’s focus, from a welfare program to an employment service.

¹⁶City of Toronto (2006), *Systems of Survival; Systems of Support: An Action Plan for Social Assistance in Toronto*, City of Toronto.

¹⁷These include help with employment start-up, child care, transportation, costs of job-related materials (e.g. tools, clothing), and extended employee health benefits (when not provided by the employer).

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At the same time, social assistance rules and policies tend to be complex, onerous, and often counterproductive to the program's purpose of moving people back into the labour market. There is widespread agreement that social assistance in Ontario needs to be reformed to reduce barriers to work created by program policies and rules, and to better support people prepare for work.

However, it is also obvious that there are many ways in which social assistance, and especially OW, can be reformed to reduce barriers to work created by program rules, support people to prepare for work and simplify what is currently a far too administratively onerous and complex program.

Accelerating the Transformation of Ontario Works

The City has long advocated for the transformation of social assistance. In general, recommended changes focus on three broad areas:

- 1) Eliminating rules that can penalize people for reasons that do not either strengthen program integrity or support their efforts to prepare for or find work;
- 2) Simplifying the rules and administration of the program, which requires time to be spent on non value added activities unrelated to supporting people find work; and
- 3) Re-examining benefit rates which no longer reflect even the most basic costs of living and which act as an additional barrier to employment.

The initiatives and approaches described in this report, and the more detailed recommendations put forward previously by the City¹⁸, provide a solid basis for continuing the transformation of OW in Toronto and across

the province. They also provide a basis for developing regulations, policies and rules that support the program's core objective while simultaneously ensuring the best possible services are provided to unemployed, low-income residents.

Addressing a Key Gap

Beyond EI and social assistance, few programs provide any sort of living allowance that enables low-income residents to complete training or education programs. The Ontario Student Assistance Program, which assists those returning to school, is one such program. Second Career which focuses on retraining people who have been unemployed for less than 1 year, is another. Both programs have tightly focused eligibility criteria for financial assistance. In addition, very small numbers of people can qualify for training allowances through other programs.

For low-income residents who are unemployed, access to valuable training and education programs is largely dependent on qualifying for income support. This is a growing problem because a steadily increasing number of services that are essential for many people to obtain work, such as credential assessment, have introduced or increased fees associated with them. In turn, these fees are placing more pressure on OW employment funds which are used to cover the cost of such fees for City residents in receipt of OW.

This issue needs to be addressed. Such fees are unproductive in the first place, in that they represent an obvious barrier to services that can make the difference between someone finding work or having to ultimately apply for OW. They also shift costs, with fees now being covered through programs such as OW. Finally, and most importantly, they reduce the opportunities low-income residents have to access the employment services they need.

¹⁸City of Toronto (2006), *Systems of Survival; Systems of Support: An Action Plan for Social Assistance in Toronto*, City of Toronto; City of Toronto (2008), *Starting in the Right Place: A New Approach to Employment and Social Services in Toronto*, City of Toronto.

Financial Barriers to Training and Education

A credential assessment for a person who received specific training outside of Canada is often less than \$500. Meanwhile, application fees for adult education centres, which used to be covered by the Ministry of Education, now typically cost approximately \$500. In both cases, these sums can prevent job ready individuals from taking advantage of the full range of job opportunities that would otherwise be available to them.

As noted above, this is a significant gap in Toronto. To that end, City staff will work with their provincial counterparts to forcefully pursue ways of increasing access to training and education for people who do not qualify for income support programs.

Stabilization Supports

In addition to income supports, each year many thousands of Toronto residents access child care, housing and homelessness services, mental health and addictions services and recreation services. Many residents also access a range of other community based services for newcomers, settlement, services geared to specific populations such as youth, and adult education.

Just as with income supports, these services are provided by a wide range of stakeholders through various funding arrangements, and delivered by numerous special purpose bodies, municipalities, provincial ministries and community agencies.

In and of themselves these services are critically important to residents who need help finding housing, who need quality childcare and who benefit from recreation services. The lack of affordable child care is a major barrier

to employment for families in Toronto. Thus, the focus below is on access to affordable child care.

The Affordable Child Care Bottom Line

Overall, it is recognized that the availability of affordable child care, and the health of the city's child care system, matters greatly to families across the city. Current labour markets, including Toronto's, depend on women's participation in unprecedented ways. As a result, the strong business case for affordable, quality child care has been forcefully argued from an economic and productivity standpoint.¹⁹

It is widely recognized that the inability to access affordable high quality child care is a significant barrier to preparing for and searching for work. Or put positively, affordable accessible child care makes it possible for parents to focus on the steps needed to become employable, including educational upgrading and skills development, as well as direct actions such as job searching. Child care, of course, is also central to maintaining employment.

Based on the experience of Toronto Employment and Social Services and Toronto Children's Services, the inability to provide child care to families with children in receipt of OW can prolong the length of time families receive social assistance. Families with children now remain on OW for an average of 43 months.

Currently, the City's child care system comprises approximately 24,000 subsidized spaces. Given that the system has not grown in over a decade, there continues to be a pressing demand for quality, affordable child care.

In the City's social assistance program alone, there are over 30,000 single and two

¹⁹Fairholm, R. (2009), *Literature Review of Socioeconomic Effects and Net Benefit*, Child Care Human Resources Sector Council; Cleveland, G. and Krashinsky, M. (1998), *The Benefits and Costs of Good Child Care: The Economic Rationale for Public Investment in Young Children - A Policy Study*, University of Toronto at Scarborough; Coffey, C. (2003), *Never Too Early to Invest in Children: Early Childhood Education and Care Matters to Business!*, Voices for Children; Decker, A. (2011), *Educated, Employed, and Equal: The Economic Prosperity Case for Childcare*, YWCA Canada.

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parent families with children 12 years of age or younger. That translates into over 37,000 unemployed adults, and nearly 43,500 children.

At this time, approximately 7% of these children (about 3,000) are in a City subsidized child care space. This percentage has in fact been decreasing as the number of children on the OW program has increased over the past several years. Given that nearly 70% of families on social assistance are single parent families, the relatively small percentage of children accessing a subsidized space means that there are over 20,000 adults who are not able to re-enter employment, or pursue upgrading due to a lack of quality, affordable child care.

Increased access to child care for families in receipt of OW who cannot now obtain spaces could play an important role in reducing the time these families stay on the program. The average length of stay for families with children is now 43 months. As is evident, the lack of subsidized childcare is a significant barrier to parents seeking to move off social assistance.

Overall within the City of Toronto, the current number of subsidized spaces in Toronto meets only about 30% of projected need, based on the number of low-income families in the city.²⁰ Of course, affordable child care is particularly important for single parent families, and is one of the most significant determinants of parent's ability to re-enter and remain in the labour market. There are more than 136,000 single parents in Toronto.²¹ Nearly 30% of children in Toronto live in single parent families, over half of which are low income.²²

For these reasons, it is imperative that the availability of affordable, quality child care

in Toronto keep pace with, or in this case, catch up with, the changes in the labour market, notably the dramatic increase in the number of women working today and into the future. Moreover, child care options are increasingly needed that are flexible enough to support residents who work non-standard hours. As a result, it is important that the City of Toronto work with the provincial government to preserve the current subsidy system and ultimately see the number of spaces better match demand and need so as to better support the participation of women with children in the labour market.



²⁰City of Toronto (2008), *Adequacy of Child Care Funding and Service Levels*, Staff Report, February 5, 2008.

²¹Statistics Canada (2007), *2006 Community Profiles, 2006 Census*, Catalogue no. 92-591-XWE, Ottawa.

²²Children's Aid Society of Toronto (2008), *Greater Trouble in Greater Toronto, Child Poverty in the GTA*, CAS.

Recommendations:

1. The City, working with the federal and provincial governments, improve the integration, coordination and alignment of employment services in Toronto, including consideration of appropriate funding, with the aim of developing a comprehensive employment services system.
2. Consistent with the priorities and objectives of the City's approach to workforce development, City staff lead a review of the current mix of employment centres across Toronto and forward the results to appropriate government partners.
3. The City work with the Province to extend the current mix of employment benefits to support individuals with the costs associated with accreditation, licensing and certification, where these represent a barrier to employment.
4. The City pursue options to provide more effective program supports to entrepreneurs to increase self-employment and business start-ups and promote job creation.
5. The City request that the federal and provincial governments eliminate Employment Insurance qualification as a precondition for accessing provincially managed training and employment programs for unemployed Toronto residents.
6. The City work with the Province to increase the number of unemployed city residents who can access Provincially-funded training programs such as Second Career, bridge training and pre-apprenticeship programs
7. The City request that the Federal government make necessary changes to the Employment Insurance Act to increase access to Employment Insurance for unemployed people in Toronto.
8. Based on the recommendations contained in this report and previous City positions, the City request that the Province redesign social assistance to simply and streamline the administration and delivery of income supports and strengthen the provision of employment services and benefits, thereby reducing barriers to employment.

Section 3

**Supporting
People**



**Connecting
Business**



**Strengthening
Communities**

Workforce Development in Toronto: Putting the Pieces Together

Working as One sets out a focused and pragmatic strategy to advance workforce development in Toronto. It does so by describing ways to better support and better connect the demand and supply sides of the labour market - to connect and support employers and jobseekers.

Ultimately, *Working as One* looks back at what has been accomplished in order to look ahead at what can and must be done now and in the future.

Looking back, *Working as One* highlights the successful work that is underway in the areas of integrated planning, coordinating access and customizing services. In each of these areas, the City is taking a lead role, but is also developing new relationships and working in innovative and integrative ways, both internally across divisions, agencies, boards and commissions, and externally with employers, other orders of government, community organizations and others.

Looking ahead, *Working as One* provides both a foundation to accelerate the progress that has been achieved to date, and a framework for the City, in conjunction with the wide range of stakeholders that play a role in workforce development in Toronto, to more effectively plan, manage and deliver services to employers and jobseekers, and specifically to develop an integrated and forward-looking employment services system.

There are increasingly compelling reasons why City leadership on workforce development matters. As stated early in this report, Toronto's unemployment rate remains high, at 9.3%, with youth rates that are double this figure. Having increased by over 30% since the start of the recession in 2008, the City's social assistance caseload is now over 100,000 cases, and growing. Moreover, fewer than 25% of the City's 130,000 unemployed residents can now access Employment Insurance, meaning that

the City of Toronto now provides employment services and financial assistance to approximately two-thirds (64%) of unemployed Toronto residents.

Further, the initiatives and approaches discussed in this report actively demonstrate how City leadership matters to employers and jobseekers. It matters to employers, whether they are recruiting workers or whether they are concerned with the quality and continuing availability of well-educated, skilled workers. It matters to jobseekers, looking for that first job or renewing their careers. Working with employers, jobseekers, community based service providers and other governments, and informed by its everyday business of planning, managing and delivering service to businesses and unemployed residents, the City has developed the know-how and relationships that provide the foundation for a successful approach to workforce development.

Working as One sets out a focused and pragmatic strategy to advance workforce development in Toronto.

At a time of increasing constraint, of increasing concerns about how public resources are used and of a heightened demand for the provision of quality services and quality customer service, the City has an interest and role in ensuring that employers and jobseekers get the maximum value from the workforce development services currently available. Similarly, the City can work to ensure that Toronto residents get value for the resources allocated to these services. Gains that can be made in these areas will directly benefit not only jobseekers and employers, but also communities across the city.

Working as One: A Workforce Development Strategy for Toronto

From the perspectives of employers and jobseekers, the lack of a comprehensive, integrated employment services system in Toronto presents very real problems, whether for unemployed youth, social assistance recipients, and single parents, or for businesses. By extension, the lack of such a system means that individuals, communities and employers who most need assistance and support may not be getting the help they need, when they need it. The focus here, therefore, is on the steps that need to be taken to put these pieces together at a system level in Toronto.

That is why a key recommendation in this report - and ultimately the pivotal recommendation with regard to the systemic changes that are necessary - is that the City, working with the Federal and Provincial governments, convene an intergovernmental staff working group charged with advancing workforce development in Toronto, and notably the development of an integrated employment services system.

Taking a deliberately systemic perspective, this working group will focus on the most pressing issues with respect to transforming what is now a fragmented array of employment services into a coherent employment services system. This will include: setting common priorities; developing integrated services plans; integrating policies, programs and actions wherever possible to improve services; adapting services to reflect changing labour markets and needs; identifying and filling service gaps; ensuring consistent standards and eliminating inefficiencies and duplication.

One of the primary challenges facing the city, and City government, is that there is no basis currently for determining the overall scale of the investments that are being made in workforce development in Toronto, the effectiveness of the resources deployed, nor the collective outcomes that are being achieved by the diverse range of organizations and governments that fund, manage and plan employment services in Toronto. There is no system, and, as a consequence, there is no complete picture of the results achieved with the resources currently used.

To address this key gap, the City, in

conjunction with community based service providers and other government ministries and departments, will lead the development of Toronto's first workforce development performance dashboard. The City is ideally positioned to convene the necessary stakeholders, to connect experience, knowledge and innovation in practical ways, and to bring a system-wide perspective to the task.

By drawing on the work done to date by City divisions to inventory their services to employers and jobseekers, and by applying best practices now established in other cities, the objective will be to collect and report on core data and outcomes from workforce and employment programs across Toronto.

For instance, New York City has undertaken a workforce development system inventory as a key part of continuing efforts to develop a city-wide workforce performance dashboard. One simple but important outcome has been the determination of the total resources dedicated to the workforce development system in New York City, plus an overview of the customers served and their characteristics (see Appendix C). They are also identifying key outcomes at a system level. At this point, this information has not been compiled at a system level in Toronto.

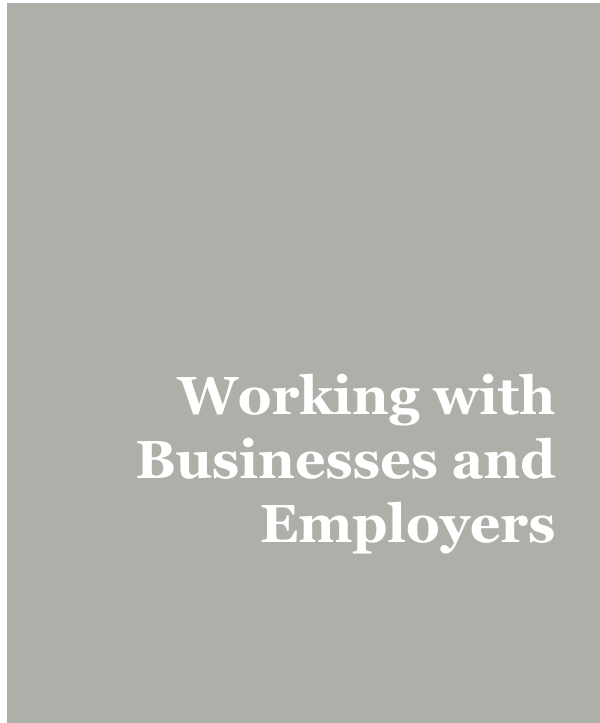
Ultimately, a workforce performance dashboard provides an important vehicle for demonstrating success, and for directing resources to areas where the best outcomes can be achieved. It also serves as a mechanism for ensuring accountability at a city level for the delivery of services to employers and jobseekers, regardless of which agency, organization or government is responsible for planning and providing services.

Building on the work that has been done to date, and informed by what has been learned about the best ways to meet the needs of employers and jobseekers, *Working as One* sets out key next steps required to bring the different pieces together to develop a robust, integrated employment services system in Toronto. Together these pieces can form a city-wide approach to workforce development that benefits employers, jobseekers and ultimately communities and residents across Toronto.

Recommendations:

1. City staff develop a workforce development dashboard with the objective of gathering and reporting key information about workforce and employment programs across Toronto.
2. The City request the Province establish an inter-governmental staff working group to further the integration and streamlining of employment services to advance the City's workforce development objectives.

City of Toronto Workforce Development Initiatives: Highlights



Toronto Employment & Social Services presents:

2012 Career and Job Fair

opening doors to your FUTURE

2 Great Events at North York Central Library

Thursday February 23, 2012

Preparing for Success: Are You Ready for the Job Fair?
9 a.m. to 3 p.m.

- » Workshops, resume & interview tips
- » Pre-registration is required as space is limited
- » Call the number below to register

North York Central Library
5120 Yonge St.
(North of Sheppard Ave)
North York Centre Subway
Limited paid parking nearby

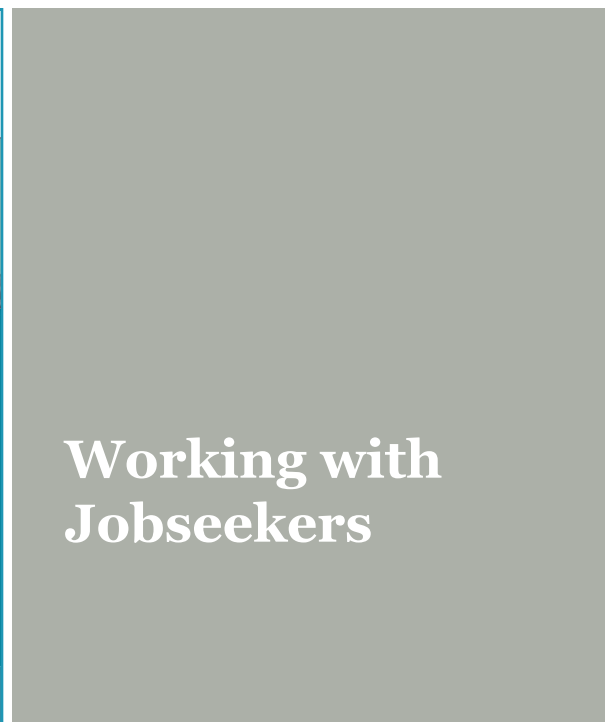
Thursday March 8, 2012

Career and Job Fair
10 a.m. to 3 p.m.

- » Dress for success
- » Meet employers face-to-face
- » Interviews may happen on-site
- » Visit the online application kiosk
- » Bring copies of your resume, print & electronic version
- » No pre-registration is required for this March 8 event

Career & Job Fair Exhibitors include:
Canadian Tire
InCharge Canada
Intelligarde International Inc
Paragon Security
Protrans Personnel Services Inc
Sunlife Financial
TorontoJobs.ca
VHA Home HealthCare
and More!

For more information about the Career and Job Fair, or to register for the "Preparing for Success" event call Terruce Lau at 416-392-4107.



Results

Potential jobs supported over life span of key projects (e.g. PanAm Games, Waterfront Development) **80,000**

Employers engaged in workforce development initiatives: **over 150 and counting**

Residents receiving services, supports and/or attending events: **over 87,000**

Residents who gained employment: **over 33,000**

Working with Businesses and Employers: Highlights of Employment Planning Initiatives

Sector-Based

Initiative	Employers and Results
<p>■ Partnership to Advance Youth Employment (PAYE) <i>A program led by an alliance of business leaders and the City to increase access to career opportunities for youth in Toronto. Includes job matching, interview events, and individualized pre/post-hire support, amongst other activities.</i></p> <ul style="list-style-type: none"> • Initiated in 2007 • Recently partnered with TRIEC to expand the scope to also serve internationally-trained persons 	<p>Total: Over 60 employers to date, including:</p> <ul style="list-style-type: none"> • RBC • Scotiabank • CIBC • TD Canada Trust • Deloitte • Toronto Hydro • Tridel • over 250 hires • over 965 youth engaged in interviews • 1300+ youth received employment coaching
<p>Green Build/ Renewable Energy <i>Initiatives that explore and respond to green sector workforce needs.</i></p>	
<p>■ Green Jobs Action Team <i>An interdivisional committee led by EDC intended to advance policies, investments, collaborations and partnerships towards the goal of creating more green jobs and making more jobs green.</i></p>	<ul style="list-style-type: none"> • Employers are to be determined • In planning stage: results will come as planning progresses
<p>■ Direct Partnerships with Green Sector Employers <i>Working directly with employers to meet their hiring needs and to leverage jobs for un/under-employed residents.</i></p>	<ul style="list-style-type: none"> • Eclipsall Energy Corp: Solar panel manufacturing company • 4 hires
<p>■ Canadian Solar Industry Association (CanSIA) Partnership <i>A partnership with CanSIA to bring employment opportunities in the solar industry sector to un/underemployed residents and to address skill gaps within the sector.</i></p> <ul style="list-style-type: none"> • Partnering to monitor emerging workforce development needs; will explore responsive strategies as needed • Currently planning for a recruitment/interviewing event at the 2012 annual CanSIA conference and exposition • Partnerships with employers are continuing, with new recruitment and job matching opportunities being identified 	<ul style="list-style-type: none"> • Grasshopper Solar • Enerworks Solar Heating and Cooling • Carmanah • Efston Science • ABB • Results are pending
<p>■ Cool Rexdale Roofing Apprenticeship Program <i>A Partners in Green initiative that provided youth with skills and qualifications for Roofer positions.</i></p>	<ul style="list-style-type: none"> • Bothwell-Accurate • Semple-Gooder • Flynn Canada • 3 hire • 42 youth participated in the program
<p>■ Automotive <i>Initiatives that address hiring needs of employers in auto collision repair trade.</i></p> <ul style="list-style-type: none"> • The City, via TESS, is providing support to creating linkages between pre-apprenticeship programs and employers 	<ul style="list-style-type: none"> • Toyota • CARSTAR • MAACO • Mister Collision • Gary Ray Auto Collision

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables to Date	Partners
<ul style="list-style-type: none"> Formal bi-annual recruitment events Ongoing employer-specific recruitment strategies Consortium of business leaders to lead the program Partnerships with over 20 community agencies for outreach & coaching 	TESS, SDFA, employment service providers, community organizations
<ul style="list-style-type: none"> An assessment of workforce needs and opportunities of the City's environmental initiatives in home energy retrofits, solar PV, and eco-roofing 	EDC, TESS, TEO, TPH, Planning, Tower Renewal, Partnership Office, MLS, Facilities Management, Toronto Regional Conservation Authority, Toronto Atmospheric Fund, Clean Air Partnership
<ul style="list-style-type: none"> Customized recruitment and pre-screening 	TESS, EDC
<ul style="list-style-type: none"> 2011 recruitment/interviewing event planned and delivered in partnership with CanSIA, held at their 2011 conference and expo. Customized recruitment and pre-screening 	TESS, EDC, CanSIA
<ul style="list-style-type: none"> Certification sessions Employer-led information sessions 	TESS, Sheet Metal and Roofers Union Local 30, TRCA, Partners in Project Green, community agencies
<ul style="list-style-type: none"> Information and outreach events Pre-screening and referrals 	TESS, Canadian Collision Industry Forum Skills Canada, Canadian Automotive Repair & Service Council, Centennial College, AYCE/Tropicana Youth Services and other community organizations

Sector-Based Continued

Initiative	Employers and Results
Food and Beverage:	
<i>Initiatives that explore and respond to workforce opportunities in the food and beverage sector.</i>	
<ul style="list-style-type: none"> ■ Community Food Skills and Employability Pilot Project <i>A program that provides residents with food skills certifications and training to increase their employability for jobs in the food and beverage sector.</i> <ul style="list-style-type: none"> • All 5 pilots complete; tracking of results completed for 3, in progress for 2 	<ul style="list-style-type: none"> • 15 hires to date • 86 participants • 73 certified in Food Handling
<ul style="list-style-type: none"> ■ Business and Professional Services <i>Initiatives intended to address the workforce needs of employers in the business and professional sector.</i> 	<ul style="list-style-type: none"> • ZEDD Customer Solutions: Outsource call centre services provider • Expected jobs: 200-300 positions • 8 hires to date
Hospitality and Tourism	
<i>Initiatives intended to address the workforce needs of employers in the hospitality and tourism sector.</i>	
<ul style="list-style-type: none"> ■ Ontario Tourism Education Corporation (OTEC) Partnership <i>A partnership to deliver management training for employers, job training for youth and connections between youth and employers within the hospitality and tourism sector.</i> <ul style="list-style-type: none"> • Exploring potential for 2012 event 	<ul style="list-style-type: none"> • OTEC employer network • 45 youth participants and 17 employers attended the training and recruitment event
Retail	
<i>Initiatives intended to address the workforce needs of employers in the retail sector.</i>	
<ul style="list-style-type: none"> ■ Dollarama <ul style="list-style-type: none"> • a new Dollarama located in Lawrence Square Mall led to a customized recruitment initiative • Ongoing efforts to support Dollarama's hiring needs in additional locations 	<ul style="list-style-type: none"> • Dollarama • 47 hires
<ul style="list-style-type: none"> ■ Retail Council of Canada Partnership <ul style="list-style-type: none"> • The City via SDFa supports the coordination of an annual job fair targeted to opportunities for youth in the retail sector 	<ul style="list-style-type: none"> • Retail Council of Canada membership, including 25 large corporate employers • 850 residents attended job fair

Commercial and Infrastructure Development

Initiative	Employers and Results
<ul style="list-style-type: none"> ■ Imagination, Manufacturing, Innovation and Technology Grant Program (IMIT) <i>A grant program that supports business expansion across the city. The program allows eligible businesses to receive a Tax Incremental Equivalency Grant (TIEG) of up to 60% of the increase in the municipal taxes attributable to eligible new development over a 10 year period. As a requirement of the grant, businesses must participate in a City-endorsed hiring initiative.</i> <ul style="list-style-type: none"> • Through this program, partnerships with employers are expanding and continue to deliver new employment opportunities 	<ul style="list-style-type: none"> • Apollo Health and Beauty Corp, <ul style="list-style-type: none"> • TESS is providing ongoing customized recruitment support for over 20 openings; 2 hires to date • Guardian Glass <ul style="list-style-type: none"> • 1 hire, opportunities are ongoing • Currently in initial discussions with 13 additional employers

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables to Date

Partners

- Food Handler and Smart Serve Certification training
- Food Literacy workshops

TPH, TESS, EDC, SDFA

- Customized recruitment and pre-screening services

TESS, EDC

- 2011 training and recruitment event

TESS, SDFA, OTEC, TWIG

- Customized recruitment and pre-screening services

TESS, SDFA,

- Annual job fair targeting youth opportunities in the retail sector

SDFA, TESS, Retail Council of Canada, community organizations

Deliverables to Date

Partners

- Customized recruitment and pre-screening services

TESS, EDC

Commercial and Infrastructure Development Continued

Initiative	Employers and Results
<p>■ Waterfront Toronto Revitalization</p> <p><i>The revitalization of Toronto's waterfront. The Waterfront Toronto Employment Initiative is intended to increase support and access for unemployed and underemployed residents to the jobs created by the revitalization projects. This is co-led by TESS, George Brown College and Waterfront Toronto.</i></p>	<p>To date:</p> <ul style="list-style-type: none"> • Waterfront Toronto • Eastern Construction • St. Lawrence Market BIA • Expected job creation: 40,000 over 25 years • Currently in planning discussions with Hines, Eastern and Ellis Don; results are to come
<p>■ Pan Am Games</p> <p><i>The development of the structures/infrastructure and operations required to deliver the 2015 PanAm Games.</i></p> <ul style="list-style-type: none"> • TESS, EDC and SDFA are currently in the process of developing an employment plan • The City, via TESS, is a member of Toronto 2015's employment advisory committee 	<p>To date:</p> <ul style="list-style-type: none"> • Toronto 2015, others to be determined • Expected job creation: 15,000 • Games to require approx. 20,000 volunteers • Results are to come; initiative is in its planning stage
<p>■ Metrolinx – Georgetown South Project</p> <p><i>The Georgetown South rail line expansion project.</i></p> <ul style="list-style-type: none"> • Metrolinx is in the process of securing contractors • The City, via TESS, is currently developing an employment plan in collaboration with Metrolinx 	<ul style="list-style-type: none"> • Employers to be determined • Expected job creation: 10,000 (100 positions expected to be vacant positions without existing incumbents) • Initiative is in its planning stage; results are to come
<p>■ Woodbine Live!</p> <p><i>A planned development for a regional element and tourist destination in North Etobicoke</i></p> <ul style="list-style-type: none"> • As a condition of the TIEG, the developer has agreed to a local hiring strategy • TESS will work with developer to plan, manage and deliver this strategy 	<ul style="list-style-type: none"> • Cordish • Woodbine Entertainment Group • Others to be determined <p>Expected job creation:</p> <ul style="list-style-type: none"> • 9000 new jobs across variety of industries and sectors
<p>■ Toronto Public Library Renovations</p> <p><i>The revitalization of various Toronto Public Library (TPL) locations.</i></p> <ul style="list-style-type: none"> • Through SDFA, the City is creating access for youth to the jobs generated through TPL renovation projects • The initiative is active as opportunities emerge; the City has partnered with four employers; currently three employer partnerships are active 	<ul style="list-style-type: none"> • JD Strachan • Eastern Construction • Torcom Construction • M.J. Dixon • 4 youth hired
<p>■ 1652 Keele Street Community Alliance</p> <p><i>A renovation project of the City-owned space for the youth organization: For Youth Initiatives (FYI)</i></p> <ul style="list-style-type: none"> • A tendered agreement included clauses for on-the-job training for youth, following their participation in safety and basic skill training at the Carpenters Union Local 27 Training Centre 	<ul style="list-style-type: none"> • HSI Solutions • 10 youth participants

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables to Date

Partners

- Waterfront Toronto Employment Initiative (WTEI) steering committee
- Communication materials and presentations
- City's Employment Opportunities System (EOS) leveraged as job matching tool
- Customized recruitment and job screening

TESS, Waterfront Toronto, George Brown West Don Lands Committee, Central Ontario Building Trades, Dixon Hall, CASIP, and other community organizations

- Deliverables are to come; initiative is in its early planning stages

City Manager's Office, TESS, SDFA, EDC, Toronto 2015, George Brown, Infrastructure Ontario, Waterfront Toronto, Central Ontario Building Trades

- Staff team designated to support initiative

TESS, Metrolinx, other partners TBD (e.g. training institutions)

- Deliverables are to come; initiative is in its early planning stages

TESS, EDC, SDFA, Woodbine Entertainment Group, Cordish Company, community organizations

- Liaison between employer and customized recruitment, screening, and job matching of youth candidates
- Post-hire employment supports

SDFA, TPL, Youth Employment Partnership (YEP) Network

- 18 week class and on-the-job training program (provided in partnership with Carpenters Local 27)

SDFA, TESS, FYI, Local 27 Carpenter's Union, Youth Challenge Fund, Youth Employment Services (YES)

Community Revitalization

Initiative	Employers and Results
<p>■ Regent Park Revitalization</p> <p><i>A physical, social and economic revitalization of the Regent Park community that includes the development and coordination of services, supports, and creative employment planning for both employers and residents.</i></p> <ul style="list-style-type: none"> • Planning is underway for a Regent Park Employment and Enterprise Hub • Ongoing planning for both new and existing initiatives continues through the Employment and Enterprise Committee 	<p>Total: 36 employers to date, including:</p> <ul style="list-style-type: none"> • The Daniels Corporation, plus 19 commercial or sub-contractors • RBC • FreshCo (Sobeys) • Tim Hortons • City of Toronto (including agencies, boards, and commissions) <ul style="list-style-type: none"> • Over 423 hires • Over 1600 residents have visited the EC to date; over 8000 visits in total
<p>■ Planter box development</p> <p><i>Contracting local youth through Dixon Hall's Mill Centre to develop planter boxes for The Daniels Corporation condominiums.</i></p> <ul style="list-style-type: none"> • The Daniels Corporation contracts with Dixon Hall Mill Centre on an ongoing basis as opportunities arise 	<ul style="list-style-type: none"> • Dixon Hall • 16 youth hired part-time
<p>■ Paintbox Bistro</p> <p><i>An initiative to incorporate entrepreneurial opportunities, recruitment and training into the new Paintbox Bistro and Catering company.</i></p>	<ul style="list-style-type: none"> • Paintbox Bistro and Catering
<p>■ Regent Park Credential Assessment, Guidance and Continuing Education Pilot</p> <p><i>Language and credential assessments and bursaries for continuing education for newcomers in Regent Park with post secondary degrees.</i></p> <ul style="list-style-type: none"> • Initiated in November 2011 	<ul style="list-style-type: none"> • Employers are to be determined • 26 participants • Results are to come
<p>■ Lawrence-Allen Revitalization</p> <p><i>A physical, social and economic revitalization of the Lawrence Heights Community and surrounding area; includes the development and coordination of services, supports, and employment planning for both employers and residents.</i></p> <ul style="list-style-type: none"> • Finalizing employment plan 	<ul style="list-style-type: none"> • Employers are to be determined
<p>■ Alexandra Park Revitalization</p> <p><i>A proposed 15 year plan to revitalize Alexandra Park.</i></p> <ul style="list-style-type: none"> • Currently in initial planning and exploration discussions 	<ul style="list-style-type: none"> • Employers are to be determined
<p>■ Weston Mount Dennis</p> <p><i>A proposed revitalization of the Weston Mount Dennis community and surrounding area.</i></p> <ul style="list-style-type: none"> • Currently engaged in initial discussions on its community service revitalization strategy 	<ul style="list-style-type: none"> • Employers are to be determined
<p>■ Don Valley West Economic Development - Thorncliffe Park</p> <p><i>Led by the local MP John Carmichael, an initiative to bring together business leaders, the City, via TESS, and community partners to develop an economic development and employment plan for the Thorncliffe Park neighbourhood.</i></p>	<ul style="list-style-type: none"> • Hurley • Celestica • NexJ Systems • Morneau Shepell

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables to Date	Partners
<ul style="list-style-type: none"> Employment Plan Regent Park Employment Centre: connecting point for residents and employers Integrated planning structure: Employment and Enterprise Committee Orientation and information sessions for the trades and construction sector Health and Safety certification and training sessions Customized recruitment strategies, including job fairs, recruitment/hiring events, and targeted referrals 	TESS, EDC, SDFA, PFR, TCH, The Daniels Corporation, George Brown College, University of Toronto, community organizations
<ul style="list-style-type: none"> 180 Planter boxes Customized recruitment services 	Same as above
<ul style="list-style-type: none"> Deliverables are to come (in planning process) 	Same as above
<ul style="list-style-type: none"> Locally available education, language and credentials assessments if required Individualized academic and employment support plans Bursaries provided by TESS for OW clients and by The Daniels Corporation for non-OW clients to attend bridging programs (e.g. continuing education courses, etc.) and cover minor fees (eg. transportation costs) 	Same as above
<ul style="list-style-type: none"> Consultation plan Targeted employment services and certification programs Employment specialist and team of caseworkers designated to support project 	SDFA, TESS, EDC, MTCU, TCH, community organizations, others to be determined
<ul style="list-style-type: none"> Consultation plan Language in the Request for Proposal for developer requiring partnership with City on local hiring strategy 	SDFA, TESS, EDC, TCH, community organizations, others to be determined
<ul style="list-style-type: none"> Design charrette 	SDFA, EDC, TESS, CMO, TCH, community organizations, others to be determined
<ul style="list-style-type: none"> Consortium of business leaders Other deliverables are to come (in planning process) 	TESS, employers, employment service providers, community organizations

City Workforce

Initiative	Employers and Results
<p>Job Incentive Program (JIP)</p> <p><i>A program that matches un/under employed residents with unpaid work experience opportunities within the City.</i></p> <ul style="list-style-type: none"> Initiated in March 2010 Placement opportunities continue to be generated by divisions 	<ul style="list-style-type: none"> 21 (65%) City divisions 131 individuals currently in or have completed placements 50% of those who have completed their placement have since secured employment
<p>Human Resources Partnership</p> <p><i>A TESS/Corporate Human Resources partnership to help residents find employment with the City of Toronto and to help divisions meet short and long term hiring needs.</i></p> <ul style="list-style-type: none"> Initiated in February 2010 (coinciding with the opening of the Metro Hall Employment Centre) Currently developing a recruitment plan for City positions that have ongoing recruitment needs 	<ul style="list-style-type: none"> City of Toronto Total of 153 residents employed in City positions through TESS/HR partnership
<p>Toronto Transit Commission (TTC)</p> <p><i>A program that provides access to TTC seasonal jobs for youth from under-served communities; includes access to training opportunities and supports for advancing into more permanent TTC positions.</i></p> <ul style="list-style-type: none"> Initiated in 2005 	<ul style="list-style-type: none"> Toronto Transit Commission (TTC) 400 TTC positions filled by youth participants 80 youth advanced into secure permanent positions
<p>Toronto Fire Services (TFS)</p> <p><i>A program that assists low-income residents secure the prerequisites necessary to apply for the Operations Fire Fighter position.</i></p> <ul style="list-style-type: none"> Initiated in October 2009, with the first program commencing in February 2010 A hiring freeze in TFS has impacted program results 	<ul style="list-style-type: none"> City of Toronto Over 100 participants completed the program Of the 26 participants who applied to Toronto Fire Services, all were screened to the critical aptitude testing stage 3 participants are currently in the hiring pool for 2012
<p>Toronto Emergency Medical Services (EMS)</p> <p><i>A program that prepares individuals to meet the prerequisites and application requirements for Paramedic Level One.</i></p> <ul style="list-style-type: none"> Initiated in July 2010 First 16-month training/education program scheduled for completion in February 2012 	<ul style="list-style-type: none"> City of Toronto
<p>Parks, Forestry and Recreation</p> <p><i>An HR/PFR/TESS partnership to address PFR's hiring needs and to increase access for residents to their hard-to-fill, ongoing opportunities.</i></p> <ul style="list-style-type: none"> Currently planning for 2012 positions 	<ul style="list-style-type: none"> City of Toronto <p>Expected Opportunities:</p> <ul style="list-style-type: none"> Up to 12 openings for <i>Arborist 2</i> and <i>Arborist 3</i> expected for 2012 Up to 50 positions for <i>Gardener 3</i> expected annually

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables to Date

Partners

- Targeted training plans for participants
- Awards event for participating divisions

TESS, HR, and participating City divisions

- Recruitment and fulfillment of 2010 Elections Outreach Staff positions (10 week contracts)
- Inclusion of TESS' employment services (e.g. job matching) into the City's own external recruitment activities
- Orientation of TESS frontline employment staff to City hiring processes

TESS, HR

- Annual recruitment events
- Information sessions

SDFA (YEP), TESS, TTC, community organizations

- New training program to prepare participants for the Operations Fire Fighter position pre-requisites

TFS, TESS, PFR, Jay's Truck Driving, Greater Toronto Airport Authority

- New training program to prepare and support individuals to pass the Advanced Emergency Medical Care Assistant (A-EMCA) exam towards becoming paramedics in Ontario

EMS, TESS, PFR

- Deliverables are to come; initiative is in its early planning stages

HR, PFR, TESS, Humber College

Working for Job Seekers: Highlights of Integrated Planning and Service Delivery Initiatives

Access and Service Navigation

Approach to Access and Service Navigation

■ Job Fairs, Career Information Fairs and Agency Fairs

Events intended to connect job seekers with employers, service providers, career-specific information, and/or entrepreneurial opportunities. Many events are targeted to a specific sector (e.g. retail, horticulture, green jobs, etc.)

- Events developed as needed and as opportunities arise

■ Itinerant Services and Co-locations

Partnerships with other community-based agencies to deliver City services in their locations and to provide space for their services in the City's employment centres. Partnerships have also included co-locating City and agency offices in a single location. This approach maximizes resources, increases alignment of services and decreases duplications of services.

■ Employment Centres

Employment centres connect job seekers and employers. They assist unemployed and underemployed residents in their full scope of career development needs and help them navigate the employment services system.

ECs deliver the following core employment services:

- Individualized career development and management
- Job search skills
- Job matching
- Referrals to training and skill-building opportunities
- Connections to income supports and stabilizations
- Metro Hall Employment Centre opened in 2010 with focus on supports related to City workforce opportunities
- Approximately 90 employment centres in total exist in Toronto. The City, via TESS, operates 18 employment centres; Employment Ontario funds 40 organizations to operate 70 service locations
- Currently exploring opportunities for increased optimization of technologies

■ Enterprise Toronto

One-stop sourcing of services and programs for Toronto's entrepreneurs and small businesses operated by the City, via EDC, through three physical locations and an online portal. A public/private sector alliance.

■ Business Incubation Services

Services that support the development, advancement, and success of new business ventures; located in accessible community-based sites.

- Currently in planning to expand business incubators by:
 - Locating business incubators in Regent Park, two Centennial College campuses, and additional City Employment Centres
 - Incorporating creative sector business incubators into the upcoming Cultural Creative Hub in Weston Mount Dennis
- Undertaking a feasibility study for a screen-based incubator at Centennial College

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables/Results

Partners

In 2011:

- 23 events were hosted by the City;
 - Over 10,500 residents attended
 - Over 65 employers and 200 agencies participated
- City participated in and/or provided access for residents to an additional 21 externally-hosted events

Led by: varies by initiative

Partners: TESS, SDFA, EDC, PFR, TCH, employers, educators and trainers, community organizations

- Established steering committee and working groups for Rexdale Community Hub development, which is expected to open in 2012
- 4 City co-located employment service sites (with Service Canada, YMCA, Employment Ontario/JVS Toronto)
- 47 itinerant services across Toronto providing:
 - Legal services
 - Housing services
 - Literacy services
 - Financial literacy
 - Settlement services
 - Francophone services

Managed and delivered by: varies by initiative

Partners: MTCU, MOH, TESS, EDC, SDFA, TDSB, TPL, Service Canada, JVS Toronto, YMCA, United Way Toronto, and other community organizations

City-operated Employment Centres - 2011 totals:

- Over 56,000 residents used Employment Centres (over half were new visitors). Over 200,000 visits to Employment Centres in total
- Nearly 25,000 residents completed workshops and/or attended events through City employment centres
- Over 30,000 residents in receipt of OW have secured employment.
- Opportunities exist to coordinate the collection and reporting of results and deliverables for all employment centres in Toronto

Managed and delivered by: TESS, Employment Ontario service providers

Partners: City divisions, agencies, boards and commissions; employers, educational partners, community organizations

- 30 "How to start a business" presentations in 2011 for prospective entrepreneurs
 - Over 800 attendees in total
- Evening Seminar Series: "Business Basics Bootcamp" (total of 24 workshops)
 - Over 650 attendees to date

Managed and delivered by: EDC

Partners: City divisions, agencies, boards, commissions and corporations; employers, educational partners, community organizations

- Business incubation services located in community-based sites including TESS' Metro Hall Employment Centre, George Brown College, Toronto Public Library branches, and Community MicroSkills Development Centre

Managed by: EDC

Delivered by: Toronto Business Development Centre, George Brown College, Centennial College, Community MicroSkills Development Centre

Partners: TESS, TPL

Integrated Service Delivery Partnerships

Initiative	
Skill-building, job training and education programs	<p>■ Customized Employment Projects</p> <p><i>The City, via TESS, works with employers and training providers to deliver one-time initiatives that prepare job seekers for specific employment opportunities. The City, via TESS, supports organizations to deliver programs through fee-for-service agreements.</i></p> <ul style="list-style-type: none"> • status of each project varies (indicated below)
	<p>■ Hospitality Program</p> <p><i>A program to provide training for and access to hotel positions including room attendant, lobby attendant, laundry attendant and house person.</i></p> <ul style="list-style-type: none"> • Employers: Hilton Homewood Suites; Sheraton 4 points, Holiday Inn and Suites
	<p>■ Construction Technology Program</p> <p><i>A program to provide training for all technological aspects of the construction industry.</i></p> <ul style="list-style-type: none"> • Employers: Prim Contracting and Drywall, DCI Construction
	<p>■ Medical Interviewer Training</p> <p><i>A program to prepare job seekers for call centre positions in the insurance sector.</i></p> <ul style="list-style-type: none"> • Employers: Hooper Holmes
	<p>■ Industrial Clean Safe Sanitization Program</p> <p><i>A program to prepare job seekers for sanitization, maintenance and housekeeping positions in the hospital, pharmaceutical, food and hotel industries.</i></p> <ul style="list-style-type: none"> • Second session in progress • Employers: Pizza Wings, Tidol Corporation, Waverley Hotel
	<p>■ Youth Micro-Loan Pilot Program</p> <p><i>A program to develop the skills, capital, access, and networks needed for youth to successfully launch their own businesses.</i></p> <ul style="list-style-type: none"> • Employers: n/a (self-employment)
	<p>■ Connect Abilities: Certified Customer Service Representative Program</p> <p><i>A program to provide job seekers with a recognized industry certification and skills that will increase their competitiveness in a multitude of customer service representative workplace environments.</i></p> <ul style="list-style-type: none"> • Employers: ICSA, Bond Executive Offices, Online Abilities Project, TigerTel
	<p>■ Individualized Purchase of Training and Certification</p> <p><i>The purchase of training and certificate programs for individuals in receipt of OW. Training and certification programs are in one of three areas:</i></p> <ul style="list-style-type: none"> • Customized Career Development Services • Specialized Assessment Services • Skills Training Services

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables/Results	Partners
<p>Since 2010:</p> <ul style="list-style-type: none"> 170 residents have completed Customized Employment Project programs on average each year 51 residents employed 	<p>Managed by: TESS Funded by: TESS, through OW Delivered by: contracted organizations</p>
<ul style="list-style-type: none"> Training developed and delivered for entry-level positions 21 completed program 16 employed 	<p>Delivered by: LJD Hospitality Services</p>
<ul style="list-style-type: none"> Practical hands-on training program. 8 completed program 7 employed 	<p>Delivered by: York Construction Academy</p>
<ul style="list-style-type: none"> Curriculum developed and delivered with focus on medical and insurance terminology. 11 completed program 3 employed 	<p>Delivered by: George Brown College</p>
<ul style="list-style-type: none"> Industrial Clean and Safe Sanitization Program. 10 completed program 3 employed 	<p>Delivered by: North American Institute of Pharmaceutical Technology</p>
<ul style="list-style-type: none"> 16 participants 9 registered a business 4 received loans from Alterna Savings 	<p>Delivered by: UrbanArts and Alterna Savings</p>
<ul style="list-style-type: none"> 15 completed program 6 employed 	<p>Delivered by: OWLware</p>
<ul style="list-style-type: none"> In 2010: 367 courses were purchased for city residents in receipt of OW <ul style="list-style-type: none"> 164 employed 5 self-employed In 2011: 393 courses were purchased for city residents in receipt of OW <ul style="list-style-type: none"> Results are pending 	<p>Managed by: TESS Funded by: TESS, through OW</p>

Integrated Service Delivery Partnerships

Initiative

■ Homelessness Partnering Strategy: Work Preparation and Employment Opportunities

Through the federally funded Homelessness Partnering Strategy (HPS), SSHA supports community organizations to deliver specialized employability services to assist homeless, at-risk of homelessness or recently-housed persons in preparing for re-entry into the labour market.

- 14 agencies (including the City as a service provider) have been contracted for the HPS fiscal year beginning April 2011 until March 2012. Currently there is a 3 year contract between the City and the federal HPS to deliver services until March 2014. Request for Proposals are in preparation for future service contracts

■ Employability Support Team (directly operated by the City of Toronto)

A service delivery initiative to assist those who are homeless, at-risk of homelessness or recently housed to become engaged in some form of employment or meaningful activity, such as volunteer work. Activities range from pre-employment to post-employment job coaching. The Employability Support Team also works with City-operated shelters and street outreach programs to develop the employment resources and capacity available within shelters, street outreach programs and other homeless-serving agencies.

■ Toronto Enterprise Fund (Contracted Service)

A joint initiative of the federal and provincial governments, the City of Toronto and United Way Toronto. The program invests funds to support local social purpose enterprises (SPE) that provide employment opportunities for people that are homeless or at risk of homelessness.

■ Work Preparation and Employability Programs (Contracted Services)

Programs delivered by contracted organizations that target a specific need or client population with the aim of preparing persons who are homeless, at risk of homelessness, or recently-housed for the labour market.

■ Community Kitchen Nutrition

A program to educate people on healthy and affordable food preparation towards increasing employability and potential for self-employment.

- First session complete

■ Victoria Village Employment Advancement Program

A program to increase the employability of residents of the Victoria Village community.

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables/Results	Partners
<ul style="list-style-type: none"> • Programs and services including employment counselling, psycho-vocational diagnostic assessments, academic/skills updating, volunteer opportunities, job placements and job retention supports • From April 2010 to March 2011: <ul style="list-style-type: none"> • 14 programs/services were delivered • 4039 homeless and at-risk of homelessness served • 755 employed • 1184 in volunteer placements • 1014 in education / training programs • 3240 in life skills training • Research and reviews of policy and program practices in the employability of persons who are homeless 	<p>Managed by: SSHA Funded by: SSHA (through HPS) Delivered by: contracted organizations</p>
<ul style="list-style-type: none"> • Community agency supports including outreach, employment counselling, information sharing, referrals, capacity building, job development, and program consultations and development • Direct client services ranging from pre-employment to post-employment job coaching and retention 	<p>Delivered by: SSHA</p>
<ul style="list-style-type: none"> • Small business development program consisting of workshops, consulting (including one-to-one) and printed resources • SPE networking and support • Professional development and marketing for SPEs • From April 2010 to March 2011, 13 social enterprises funded 	<p>Delivered by: United Way Toronto</p>
<ul style="list-style-type: none"> • From April 2010 to March 2011, 12 programs/services delivered Examples include: <ul style="list-style-type: none"> • Downtown Construction Industry Employment Linkage Program: Pre-employment Asbestos Removal Project • Employer Connections and Psycho-vocational Assessment and Action Planning • Life on Track and Employability as a Pathway Out of Homelessness • Computer Facilitation, Access and Job Readiness • Training and workshops for City-funded frontline staff, supervisors and managers who assist homeless transition to employment 	<p>Delivered by: contracted organizations</p>
<ul style="list-style-type: none"> • Community Kitchen Nutrition Training Program • 5 additional pilots • 22 participants • 3 employed • 18 obtained Food Handler Certificate • 3 began post secondary education 	<p>Lead: TESS Partners: TPH, PFR, Ralph Thornton Centre</p>
<ul style="list-style-type: none"> • Food handling, smart serve certification programs <ul style="list-style-type: none"> • 24 residents certified • First Aid training certification programs <ul style="list-style-type: none"> • 19 residents certified • Employment services workshop series 	<p>Lead: SDFA Partners: TESS, community organizations, resident groups</p>

Integrated Service Delivery Partnerships

Initiative	
Skill-building, job training and education programs	<p>■ Hands on Trades (HOT)</p> <p><i>A pre-apprenticeship program that provides exposure and information on apprenticeship opportunities in trades.</i></p>
	<p>■ Investing in Arts and Culture</p> <p><i>A program intended to support access to funding for Toronto artists and/or OW clients, to create opportunities for other sources of income for OW recipients and inform about these options, and to support artists by enabling them to broaden their artistic endeavours.</i></p> <ul style="list-style-type: none"> • Pilot completed in 2010 • Expanding beyond initial pilot: networking and entrepreneurial group in formation process, partnership with arts funding groups to be established • Currently working with employers to create Investing in Neighbourhoods positions
	<p>■ Live Arts Inc</p> <p><i>An initiative intended to provide cultural incubation through support and mentorship for artists of underserved populations and neighbourhoods.</i></p> <ul style="list-style-type: none"> • Currently in year 2 of a 2 year pilot initiative
	<p>■ Second Career</p> <p><i>A provincial program that provides people who were laid-off with skills, training, and financial assistance to prepare for jobs that are in demand and growing.</i></p>
	<p>■ Hammerheads</p> <p><i>A skill and employment-based training program within the construction industry offering apprenticeship career opportunities to youth of under-resourced communities.</i></p> <ul style="list-style-type: none"> • Initiated 2010
	<p>■ Pre-Apprenticeship Initiatives</p> <p><i>Programs that prepare residents for apprenticeships by providing in-school training, relevant safety training, and a minimum 8-week work placement.</i></p> <ul style="list-style-type: none"> • 3 programs completed; 3 in progress

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables/Results	Partners
<ul style="list-style-type: none"> Mentorship matching initiative Information-sharing sessions 12 youth participants; 11 completed 1 employed: part-time 	<p>Lead: TPH, TESS</p> <p>Partners: George Brown College, Centennial College, YEP, Bendale CI, community organizations</p>
<ul style="list-style-type: none"> Grant-Writing for Artists workshops Linkages between clients and the arts sector Individualized coaching <p>Pilot results:</p> <ul style="list-style-type: none"> 23 participants 2 employed full-time, 1 employed part-time 5 volunteering in arts sector 4 in full-time school 2 applied for grants 	<p>Lead: TESS</p> <p>Partners: Ontario Arts Council</p>
<ul style="list-style-type: none"> Virtual cultural incubator pilot: <ul style="list-style-type: none"> 4 program participants up to 4 artists/entrepreneurs recruited as mentors 1 participant was employed Partnerships between the arts, business, and creative industries. 	<p>Lead: EDC</p> <p>Partners: no external partners</p>
<ul style="list-style-type: none"> Referrals of TESS clients to Second Career: <p>Total up to June 2011:</p> <ul style="list-style-type: none"> 401 TESS clients submitted applications 277 TESS clients were approved into the program To date 63 individuals gained employment after completing training 	<p>Funded by: MTCU</p> <p>Delivered by: various service providers across Toronto</p> <p>Partners: TESS</p>
<ul style="list-style-type: none"> Referrals for YEP clients to Hammerheads The City, via TESS, serves as program liaison for financial support for participants City-built connections between participants/graduates and employment planning initiatives with construction opportunities <p>Hammerheads results:</p> <ul style="list-style-type: none"> 42 graduates (85% completion rate) 35 connected to unions and to jobs leading to membership in the appropriate union 	<p>Managed and delivered by: COBT (28 unions affiliated with COBT and Hammerheads)</p> <p>Seed funding provided by: Youth Challenge Fund</p> <p>Partners: TESS, SDFA</p>
<ul style="list-style-type: none"> The City, via TESS, provides screening and referrals for TESS clients for the following pre-apprenticeship programs: <ul style="list-style-type: none"> Women in Trades Assistant Cooks Development Services Workers Auto body Collision Workers Bakers Construction Craft Workers 	<p>Funded by: MTCU</p> <p>Delivered by: various service providers</p> <p>Partners: TESS, George Brown College, CAMH, JVS Toronto, Humber College, AYCE Employment Services</p>

Integrated Service Delivery Partnerships

Initiative	
Skill-building, job training and education programs	<p>■ Pathways to Green Engagement <i>An environmental mentorship program for 18 – 24 yr old youth interested in exploring employment opportunities in the green sector.</i></p>
	<p>■ Child Care Employment Readiness <i>A program intended to train residents for employment in home-based childcare.</i></p>
	<p>■ Green Collar Corps <i>An information sharing initiative for youth 14-19 interested in green sector.</i></p>
	<p>■ Pre-Apprenticeship Training Institute (PATI) Youth Summer Weekend Program <i>A program intended to connect youth with hands-on experience in the skilled trades.</i></p>
Workplace Experience Programs	<p>■ Investing in Neighbourhoods (IIN) <i>A program through which the City, via TESS, supports non-profit organizations to create paid employment positions for persons receiving social assistance.</i></p> <ul style="list-style-type: none"> • Initiated in 2007 • Over 220 non-profit organizations have had IIN contracts with the City, via TESS
Stabilization Programs	<p>■ Let's Talk <i>An initiative intended to provide residents in Taylor Massey, Crescent Town and Lumsden communities with information on financial and employment services and social supports.</i></p> <ul style="list-style-type: none"> • Third session in progress
	<p>■ Canada Learning Bond <i>Strategies intended to increase the number of low-income families who register for the Learning Bond for their children; developed in partnership with Smartsaver.</i></p>

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables/Results	Partners
<ul style="list-style-type: none"> • Employment services workshops, delivered by the City, via TESS, as part of a 14-week program (e.g. resume development, interview skills, job coaching) Program results: <ul style="list-style-type: none"> • 8 youth participants 	Lead: Culture Link Partners: TESS
<ul style="list-style-type: none"> • Employment services workshops, delivered by the City, via TESS as part of the 14-week program (e.g. resume development, interview skills, job coaching) Program results: <ul style="list-style-type: none"> • 22 participants 	Lead: The Four Villages Community Health Centre Partners: TESS, EY2 Program
<ul style="list-style-type: none"> • Employment services workshops, delivered by the City, via TESS as part of the 14-week program (e.g. resume development, interview skills, job coaching) Program results: <ul style="list-style-type: none"> • 12 participants • All 12 returned to school (ages 14-19) 	Lead: TCH Partners: <ul style="list-style-type: none"> • TESS • Green Collar Corps
<ul style="list-style-type: none"> • Referrals for TESS clients to 5-day program • 15 participants 	Lead: Pre-Apprenticeship Training Institute Partners: TESS, Youth Apprenticeship Standards Council
To date: <ul style="list-style-type: none"> • Over 750 IIN contracts for diverse positions • Over 850 residents have been hired through IIN • Over 440 have completed their placements, of which: <ul style="list-style-type: none"> • Over 150 remained in the labour market (in existing or new positions) 	Managed by: TESS Partners: community organizations
<ul style="list-style-type: none"> • Networking sessions • Workshop series (e.g. resume, cover letters, personality dimensions, apprenticeship) • 4 employed • 27 received Food Handling Certification 	Lead: TESS Partners: PFR, TPH, Accesspoint
<ul style="list-style-type: none"> • Training for TESS staff • City-wide mail out of Smartsaver materials • Information sessions and workshops for residents • 5 Canada Learning Bond events in 2011 In 2011: <ul style="list-style-type: none"> • Over 125 applications for children's Social Insurance Numbers, completed by Service Canada • Over 200 families started Registered Education Savings Plans 	Leads: TESS, Smartsaver Partners: RBC, Scotiabank, Service Canada, community organizations

Integrated Service Planning Initiatives

Initiative	
Inter-Governmental Integrated Planning	<p>■ Intergovernmental Committee for Economic & Labour Force Development (ICE)</p> <p><i>A committee intended to coordinate the economic and labour force development activities of the three governments, towards the ultimate goal of achieving effective delivery of economic and labour force development programs in Toronto.</i></p> <ul style="list-style-type: none"> • Initiated in 1997
	<p>■ City/MTCU/MCI Workgroup</p> <p><i>An informal staff working group to set and implement the strategic framework and city-wide priorities for an Integrated Local Labour Market Planning (ILLMP) process towards improving service coordination and achieving better outcomes for employers and jobseekers in Toronto. Membership is comprised of senior management.</i></p> <ul style="list-style-type: none"> • Currently planning the coordination of TESS and Employment Ontario service delivery
Community-Specific Integrated Planning	<p>■ Integrated Local Labour Market Planning (ILLMP): 5 Pilots</p> <p><i>Planning initiatives intended to coordinate and integrate the planning and delivery of the range of employment services within a geographical location to meet current and emerging employment needs.</i></p> <ul style="list-style-type: none"> • Currently in a pilot project phase in 5 communities across Toronto: North Etobicoke, Weston Mount Dennis, Regent Park, Lawrence Heights, Kingston Galloway/Orton Park
	<p>■ Recipe for Community (St. James Town)</p> <p><i>An 18-month public/private sector investment partnership in the St. James Town community to build community pride and to support the development of new skills for residents.</i></p>
	<p>■ Neighbourhood Action Partnerships (NAP)</p> <p><i>An integrated planning partnership that brings together residents, governments, community agencies and businesses in 13 under-served neighbourhoods to create opportunities to improve communities.</i></p>
	<p>■ Rivertowne Local Employment Planning</p> <p><i>An initiative intended to coordinate the service delivery planning and provision amongst employment service providers in the Rivertowne community.</i></p>

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables/Results	Partners
<ul style="list-style-type: none"> Tri-gov. committee Events, conferences, forums, etc. focused on Economic and Labour Force Development Inventory of over 130 related government programs and projects. Website with access to related research and information 	<p>Leads and Funders: partners below are each co-leaders</p> <p>Partners: CIC, Service Canada Industry Canada, FedDev Ontario, MTCU, MEDT, ME, EDC, TESS, SDFA</p>
<ul style="list-style-type: none"> Agreement with MTCU for TESS to serve as a delivery agent for Second Career applications 5 neighbourhoods ILLMP pilots Learning Forum for 5 pilots 	<p>Lead: TESS, MTCU</p> <p>Partners: MCI, EDC, SDFA</p>
<ul style="list-style-type: none"> Inter-governmental Committees Integrated planning structures Community assessments and consultations 	<p>Leads: TESS, MTCU</p> <p>Partners: EDC, SDFA, community organizations</p>
<ul style="list-style-type: none"> Neighbourhood beautification, led by residents Carpentry Skills Development Program; (2011); includes training residents to develop tables, benches, shade structures, and flower boxes <ul style="list-style-type: none"> 12 participants 5 employed (4 on contract with The Daniels Corporation) 3 in pre-apprenticeship programs Additional training and skills development programs (e.g. first aid, bike repair, small business development, etc.) 	<p>Lead: Toronto Office of Partnerships, Toronto Community Foundation</p> <p>Partners: TESS, SDFA, Tower Renewal, TCH, Dixon Hall, George Brown College</p>
<ul style="list-style-type: none"> Localized action plans and support for localized service delivery with an emphasis on youth training and employment, engagement, justice/safety issues, and community and family supports Coordination of local investments from government(s) and other key funders 	<p>Lead: SDFA</p> <p>Partners: TESS, other City divisions as relevant to the needs/opportunities of the local area, community organizations, residents</p>
<ul style="list-style-type: none"> Steering Committee Operations and management structure New itinerant services Local assessments and action plans 	<p>Lead: TCH</p> <p>Partners: TESS, community organizations</p>

Integrated Service Planning Initiatives

Initiative	
Community-Specific Integrated Planning	<p>■ East End Local Employment Planning</p> <p><i>An initiative intended to coordinate the service delivery planning and provision amongst employment service providers in the Beaches and Golden Mile areas.</i></p>
	<p>■ Blackcreek Community Collaborative Coordinating Committee</p> <p><i>An initiative intended to coordinate the service delivery planning and provision amongst employment service providers in the Blackcreek community.</i></p>
	<p>■ Etobicoke Services Delivery Network (ESDN)</p> <p><i>An initiative intended to coordinate the service delivery planning and provision amongst employment service providers in North and South Etobicoke.</i></p> <ul style="list-style-type: none"> • 2012 work plan and priorities in development • Currently integrating job developers and referral processes in North Etobicoke
	<p>■ North Toronto Employment Ontario (EO) Partners Workgroup</p> <p><i>An initiative intended to coordinate the service delivery planning and provision amongst Employment Ontario service providers in North Toronto.</i></p> <ul style="list-style-type: none"> • The City, via TESS, joined in April 2011
Population-Specific Integrated Planning	<p>■ Youth Employment Partnerships</p> <p><i>A network of youth employment service providers intended to coordinate targeted job development activities for youth.</i></p> <ul style="list-style-type: none"> • In operation since 2001
	<p>■ Youth Employment Toronto (YET)</p> <p><i>Outreach, assessment, and referral services delivered by the City, through SDFA, to youth who are not in school or working. Services are provided at diverse community locations, such as malls, drop-in centres, youth hostels, community centres, etc.</i></p> <ul style="list-style-type: none"> • Commenced operations in 1982
	<p>■ Investing in Youth (IIY)</p> <p><i>A program intended to coordinate proactive holistic case management in the delivery of enhanced services and supports to youth in conflict with the law.</i></p> <ul style="list-style-type: none"> • Initiated in July 2010
	<p>■ Toronto Youth Job Corps (TYJC)</p> <p><i>A two-phased pre-employment and job placement program for youth facing difficult life situations.</i></p> <ul style="list-style-type: none"> • Commenced operations in 1982

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables/Results	Partners
<ul style="list-style-type: none"> Planning group Inter-agency coordination structure Specialized professional development session (e.g. mental health, entrepreneurship) Targeted recruitment event 	<p>Lead: Woodgreen Community Services</p> <p>Partners: TESS, community organizations</p>
<ul style="list-style-type: none"> Network linkages within Jane-Finch community Youth Enterprise network Microcredit loan program for youth 	<p>Lead: Delta Family Resource Centre</p> <p>Partners: TESS, community organizations</p>
<ul style="list-style-type: none"> Annual Community Connections Employment Fair ESDN group 	<p>Partners: MTCU, TESS, Employment Ontario service providers in North and South Etobicoke</p>
<ul style="list-style-type: none"> Partnerships with Employment Ontario service providers 	<p>Leads: MTCU with local Employment Ontario service providers</p> <p>Partners: TESS</p>
<ul style="list-style-type: none"> Community network of youth-serving employment service providers Partnerships with sector councils and associations Professional development and training for Youth Employment Toronto job developers 	<p>Lead: SDFA</p> <p>Partners: TESS, EDC, community organizations</p>
<ul style="list-style-type: none"> Over 700 youth served each year 72% enter employment, education, training or pre-employment preparation programs 	<p>Managed and delivered by: SDFA</p> <p>Funded by: Service Canada and the City</p> <p>Partners: community organizations</p>
<ul style="list-style-type: none"> Holistic service planning to support participating youth. <p>In 2011:</p> <ul style="list-style-type: none"> Over 1500 youth were served; <ul style="list-style-type: none"> Over 500 participated in structured programming. Over 300 youth attended the IY forum in June 240 gained employment 	<p>Leads: TESS</p> <p>Partners: MCSCS, MAG, Parole Board of Canada, SDFA, PFR, John Howard Society, community organizations</p>
<ul style="list-style-type: none"> 21-week paid employment-preparation program for youth with particularly difficult life situations 156 participate annually 75% enter employment, education, or training upon program completion 	<p>Managed by: SDFA</p> <p>Delivered by: West Scarborough Neighbourhood Community Centre, JVS Toronto, St. Christopher House</p> <p>Partners: Service Canada, community organizations</p>

Integrated Service Planning Initiatives

Initiative

■ Prevention Intervention Toronto

An initiative to support youth at high-risk of gang attachment to transition to the labour market.

- Project is in the third year of 3 delivery years

■ Toronto Schools Youth Employment Partnership

A partnership that is intended to provide improved access and connections to the labour market and to local service providers for students transitioning from high school directly into the workforce.

- Currently planning and preparing for 2012 "School to Work" job fair

■ Aboriginal Skills and Employment Training Strategy (ASETS) - Coordination of Client Employment and Training Supports Reference Group

ASETS is a federal program that supports Aboriginal organizations to design and deliver Aboriginal programs and services through service agreements. The reference group was a Provincial pilot that ensured OW and the ASETS program are mutually supportive. Toronto was one of the three cities to pilot the reference group.

- Initiated in January 2011
- The pilot was completed, however partnership activities continue at the local level

■ Toronto Newcomer Initiative

Six pilot projects that address and/or seek to better understand varying issues that affect the well-being of newcomers in Toronto, including employment. Includes the City-wide Local Immigration Partnership (LIP) Table.

- Frameworks developed, currently commencing implementation

■ Local Immigration Partnership (LIPs)

Developing, facilitating and implementing frameworks for local and regional solutions for the successful integration of immigrants to Ontario. Includes significant focus on employment.

- Currently transitioning from 17 LIPs to 4 new regional partnerships

■ Internationally Educated Professional Conference

A conference for internationally-educated professionals to network and learn about employment in their sector and related skill requirements.

- Annual conference

LEGEND

- Planning
- Ongoing
- Implementation
- Completed

Deliverables/Results

Partners

- Established inter-governmental project advisory group
- Greater coordination of the City education and employment resources required to ensure effective transition to additional support programs for labour market entry
- Greater coordination of the City human support systems and planning and management resources required to maintain long term outcome tracking of youth participants' labour market entry progress
- 300 youth participants over 3 years. Of the 210 youth participants in first two program rounds:
 - 150 youth (72%) completed the 36 week program
 - 93 youth (62%) continued to pursue continuing education and/or career-focused employment training

Partners: MCYS, MCSCS, TCH, ID, SDFA, TESS, PFR

- Seven annual job fairs: customized for students transitioning straight from highschool to the workforce (e.g. entry-level positions with high school level qualifications)
 - Significant growth in participation: 300 students to first event; 1200 students to event in 2011
- New communication lines between TDSB and employment services sector

Lead: TDSB, TCDSB

Partners: SDFA, YEP Network, community organizations

- Itinerant supports delivered by the Metis Nation of Ontario in the City's employment centre, twice monthly
- Referrals and information sharing for OW clients on ASETS programs and opportunities
- Awareness raising of Aboriginal cultural practices and of existing Aboriginal employment resources

Lead: TESS

Partners (Toronto pilot): MCSS, Miziwe Biik, Metis Nation of Ontario

- A City-Wide Partnership Table to help develop and implement the Toronto Newcomer Initiative
- Four additional pilot projects
- Newcomer and employment focused research findings

Lead: SDFA

Funder: CIC

Partners: Service Canada, MCI, MTCU, TPH, PFR, CS, SSHA, TESS, CMO, TRIEC, Council of Educators, community organizations

- Frameworks and local plans with employment-focused recommendations
- Employment-focused workgroups

Lead: CIC

Coordinated by: various service providers

Partners: Service Canada, MCI, MTCU, TESS, SDFA, TPL, TPH, TCH, TDSB, TCDSB, Local Health Integration Networks, hospitals, community organizations

- Annual conference
 - draws 1500 – 2000 internationally-educated professionals
- Research: commissioned annually
- Conference steering committee

Lead: Progress Career Planning Institute

Funder: CIC

Partners: EDC, TESS, TRIEC, private sector employers and organizations, community organizations

Employment and Services Planning Landscape

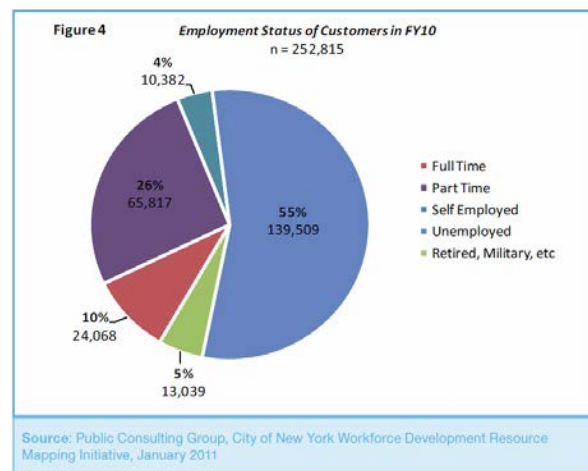
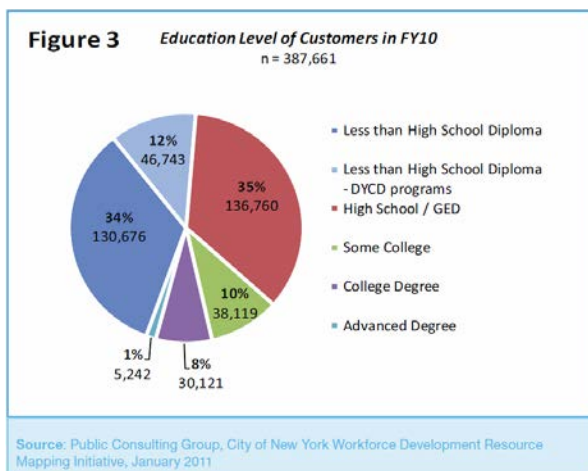
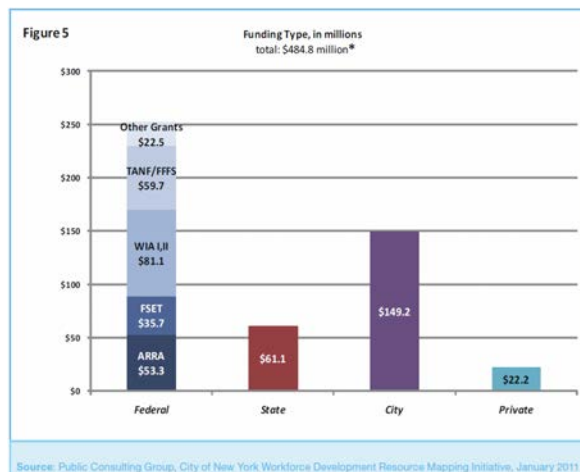
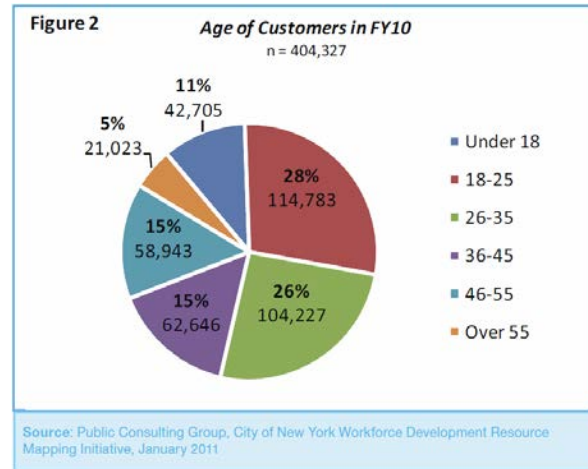
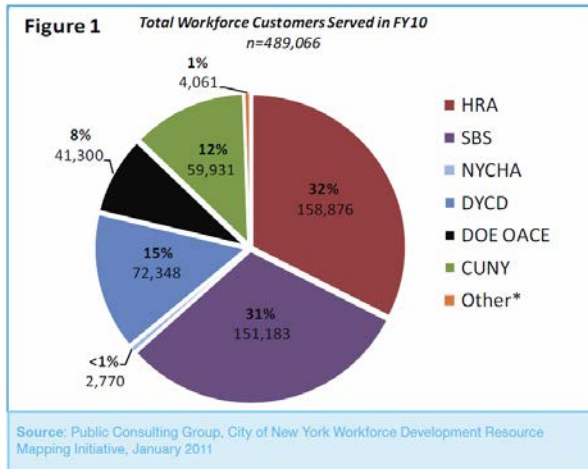
	Community	Inter-governmental	City	Provincial
City-Wide		<p>City, MTCU, MCI</p> <p>ICE</p> <p>HSIC</p> <p>COIA Intergov.</p>	<p>Senior City Employment Services Committee</p>	
Program / Population specific	<p>TWIG One Step</p> <p>J.O.I.N ACTEW</p> <p>TRIEC YEP</p> <p>CASIP MTML</p> <p>OAYEC OCASI</p>	<p>Disabilities Funders Group</p> <p>Service Delivery Table</p> <p>Immigration & Settlement Working Groups</p>	<p>TSS</p> <p>EDC S DFA</p> <p>PF&R SSHA</p>	<p>MCSS</p> <p>MTCU</p> <p>ME MCI</p> <p>MEDT MCYS</p>
Neighbourhood	<p>Employment Services Networks</p> <p>Human Service/ Multi-Service Agencies</p> <p>Community-based Employment Service Delivery Agencies</p> <p>LIPs</p> <p>Residents incl. Resident Groups</p> <p>NAPs</p>	<p>Local Intergovernmental Committees</p>	<p>Social Housing Revitalization Groups: e.g. Regent Park, Lawrence Heights</p> <p>Local Economic Revitalization e.g. Woodbine, Kodak Lands</p>	



Federal	Private Sector Employers	Labour	Education
<p>Service Canada</p> <p>HRSDC</p>	<p>Toronto Board of Trade</p> <p>Canadian Federation of Independent Businesses</p>	<p>Central Ontario Building Trade</p> <p>Ontario Federation of Labour</p>	<p>Council of Educators</p>
<p>INAC</p> <p>CIC</p>	<p>PAYE</p> <p>Sector Councils/Associations</p> <p>Business Associations e.g. GTHA</p> <p>TABIA</p>	<p>Unions e.g. LIUNA, carpenters,</p> <p>Labour Associations/Councils e.g. auto parts</p> <p>Adjustment Action Centres</p>	<p>Ontario Association of Colleges Ontario</p> <p>TDSB TDCSB</p>
	<p>Local Chamber of Commerce</p> <p>BIAs</p> <p>Prominent Local Employers</p> <p>Local Employer Networks</p>		<p>Individual Schools, Colleges, Universities, PCC</p>

Appendix C

New York Workforce Development System: Demographics, Services, Outcomes, and Funding Sources



Glossary of Appendix Acronyms

Federal Departments

CIC	Citizenship and Immigration
HRSDC	Human Resources Skills Development Canada
INAC	Indian and Northern Affairs Council

City Divisions

CMO	City Manager's Office
CS	Children Services
EDC	Economic Development and Culture
HR	Human Resources
MLS	Municipal Licensing and Standards
PFR	Parks, Forestry and Recreation
SDFA	Social Development, Finance and Administration
SSHA	Shelter, Support and Housing Administration
TESS	Toronto Employment and Social Services
TFS	Toronto Fire Services
TPH	Toronto Public Health

Provincial Ministries

MAG	Ministry of the Attorney General
MCI	Ministry of Citizenship and Immigration
MCSCS	Ministry of Community Safety and Correctional Services
MCYS	Ministry of Children and Youth Services
ME	Ministry of Education
MEDT	Ministry of Economic Development and Tourism
MTCU	Ministry of Training, Colleges and Universities

City Agencies, Boards, Commissions

TCH	Toronto Community Housing
TDCSB	Toronto District Catholic School Board
TDSB	Toronto District School Board
TPL	Toronto Public Library
TRCA	Toronto Regional Conservation Authority
TTC	Toronto Transit Commission

Appendix D

Glossary of Appendix Acronyms

Inter-Governmental Structures

- COIA Canada Ontario Immigration Agreement Working Group
- HSISC Human Services Implementation Steering Committee
- ICE Intergovernmental Committee for Economic and Labour Force Development

Private Sector Organizations

- PAYE Partnership to Advance Youth Employment
- TABIA Toronto Association of Business Improvement Areas

Community Organizations

- ACTEW A Commitment to Employment and Training for Women
- CAMH Centre for Addiction and Mental Health
- CASIP Consortium of Agencies Serving Internationally-Trained Persons
- J.O.I.N. Job Opportunities Information Network
- MTML Metro Toronto Movement for Literacy
- NAPs Neighbourhood Action Partnerships
- OAYEC Ontario Association of Youth Employment Centres
- OCASI Ontario Council of Agencies Serving Immigrants
- OTEC Ontario Tourism Education Corporation
- TRIEC Toronto Region Immigrant Employment Council
- TWIG Toronto Workforce Innovation Group

