

Appendix 1

A Plan to Provide Internships, Co-op and Job Experience Programs for Youth

Leading examples of youth employment initiatives

a. Increasing access to Toronto Public Service employment and work experience

- **Youth Employment Strategy – Human Resources**

In effect since 2008, this strategy targets youth from priority neighbourhoods as well as the broader sector. It has four components:

- Mainstream hiring

This initiative is aimed at providing youth with opportunities leading to long-term or ongoing employment with the City. Job vacancies are targeted to allow youth from priority neighbourhoods to be considered first. Youth that are not in school but are qualified, ready to work and seeking employment are eligible for this initiative.

Traditionally, the job classifications include labourers, truck drivers, driver loaders, client service workers, child care aides and other entry level positions. Human Resources (HR) also works with Youth Employment Partnership agencies through Social Development, Finance and Administration as well as Toronto Employment and Social Services for such positions as practical care aides and food services workers.

There are many factors that may affect the length of time before individual youth employees become permanent. These factors include current cost containment issues, vacancy rates and collective agreement obligations such as seniority. But this initiative will provide youth with opportunities that could lead to permanency.

- Summer hiring

The second initiative is focused on increasing paid placements for positions offered in the summer. Traditionally, these placements are for students that are enrolled in and continuing with their education. This initiative helps youth fund their education, complement their academic training, develop employable skills by providing on-the-job learning and offer insights into future career options in the Toronto Public Service. As an option, the summer hiring program could also be expanded to include youth that are no longer in school.

Classifications under this initiative could include receptionists, summer student trainees and work term students. These opportunities are also subject to fiscal restraint issues as well as collective agreement obligations.

- Student practicum

The third initiative is linked to providing training and apprenticeship opportunities for those that are in or interested in post-secondary education pursuing specific careers. Divisions consider partnering with local community colleges to allow students from

priority communities to participate in practicum or apprenticeship programs where work experience is a mandatory requirement for graduation.

Although this training may not be paid work, it will expose youth to employers and vice-versa. Some of these student placements may lead to direct employment. Classifications that can lead to opportunities at the City of Toronto include auto mechanics and practical care aides.

Over the last few years, HR has placed numerous high school and college students in co-op opportunities within sections of HR. While it is getting harder and harder to facilitate these placements due to lack of coaches/mentors and signed legal agreements, there are preliminary plans to address these issues over the summer so that future placements can occur in a more timely manner.

- **Jobs for Youth program**

The fourth initiative is exploring opportunities to implement the Jobs for Youth program offered by the Ontario government and its community partners. This initiative is targeted to those divisions that have limited opportunities identified in the first three initiatives. The program is designed to give youth meaningful work experience similar to the student co-op placement programs which are utilized in some divisions. Youth in this program would be paid a salary funded by the province.

Legal Services is asked to review each youth co-op placement to ensure that liability to the City is minimal. Current *Co-op Placement Guidelines* need to be amended so that youth from agencies are included in the guidelines.

• **Toronto Urban Fellows Program** – Strategic and Corporate Policy

Initiated in 2009, the Toronto Urban Fellows (TUF) program aims to attract talented early career professionals to fill vacancies in the Toronto Public Service. Eligible applicants must have graduated from a post-secondary institution within the last three years with a master's degree or higher academic program (www.toronto.ca/urbanfellows). It is a program targeting primarily recent graduates.

This is the third year that the program has been offered. Approximately fourteen (14) Urban Fellows are hired each year. Urban Fellows are provided one year temporary employment contracts with no guarantee of employment. However, they are well positioned to compete for future vacancies in the Toronto Public Service.

The Urban Fellows provides a hiring mechanism for new temporary TPS employees. There is no central fund for this program. Salary costs are from approved division budgets.

• **Public Policy Summer Internship Program** - Strategic and Corporate Policy; Social Development, Finance and Administration

The City signed a Memorandum of Understanding (MOU) with University of Toronto's School of Public Policy and Governance in 2007. As part of this MOU, the City agrees to

provide the school's graduate students completing a Masters in Public Policy (MPP) with policy-focused summer internship opportunities on an annual basis. The students are required to complete an internship as part of their academic requirement.

This is the fifth summer the program is offered. The program admits approximately five (5) to ten (10) students each year. The internships are paid. Salary costs are from approved division budgets. There is no central funding for this program

- **Recreation workers** – Parks, Forestry and Recreation; Economic Development and Culture; Facilities Management

The City hired a total of 1,547 recreation workers in 2011. In the recreation worker classification, employees under thirty (30) years of age are considered youth.

- Eighty-eight per cent (88%) of recreation workers hired at the City were youth.
- Fifty-eight per cent (58%) were high school age (15-19 years of age).
- Nineteen per cent (19%) were university/college age (20-24 years of age).
- Seven per cent (7%) were post university/college age (25-29 years of age).
- Four per cent (4%) were under 15 years of age.
- Eighty-eight per cent (88%) of the hires were new hires.
- Ninety-eight (98) per cent of the Recreation Workers were hired into Parks, Forestry and Recreation

- **Student Preceptor Program** – Toronto Public Health

Toronto Public Health (TPH) offers placements to a variety of youth as part of the Student Preceptor Program. The placement is part of the formal requirements of an academic post-secondary course, or high school co-op placement, in a specialized field of study. It is designed to provide students a supervised practical application of a previously or concurrently studied theory. The duration of placements can vary.

In 2011 TPH offered a total of 392 placements at the graduate, undergraduate and secondary school levels in a number of subject areas, including nursing, medicine, nutrition, dental and secondary school coop.

b. Increasing skill building and employment opportunities with other employers

- **Partnership to Advance Youth Employment (PAYE)** -Toronto Employment and Social Services; Youth Employment Partnership (YEP) program and private sector employers

This is a joint initiative between private sector employers and the City of Toronto. A group of business leaders, including the Toronto Board of Trade, is working to involve employers to increase access to economic opportunities for Toronto youth. PAYE increases access to good jobs for youth through community-focussed recruitment initiatives. City staff provide ground level support for all PAYE initiatives and match qualified youth to employment opportunities. PAYE offers youth individual support, guidance and guaranteed interviews with top-rated employers to help youth from disadvantaged communities get a foot in the door.

As of August 2011, 1,321 youths participated in workshops, 965 youths attended interviews and the number of youth who accepted and started work was 243. PAYE has successfully partnered with over 60 employers. This success is the result of recruiting and coaching youth geared to the workforce needs of employers. The employers have become the champions for the program, resulting in an increased participation of existing and new employers.

- **Value-based procurement** - Social Development, Finance and Administration; Toronto Community Housing Corporation; Toronto Employment and Social Services; Toronto Public Library; Youth Challenge Fund

This is an initiative where the City has been piloting approaches to use procurement processes to increase access to local employment and training initiatives that advance the City's workforce development objectives. Examples include the Regent Park Revitalization Project, redevelopment of 1652 Keele Street Community Alliance, For Youth Initiative under Youth Build Toronto and the Toronto Public Library security guard contract.

Given the scale of the City's purchasing and contracting activities, the City can maximize the creation of employment and training opportunities for youth and residents by better linking procurement processes and workforce development priorities.

- **Employment programs for homeless and street involved youth** - Shelter, Support and Housing Administration ; Homelessness Partnership Initiative; Toronto Enterprise Fund

Shelter, Support and Housing Administration funds and provides a variety of programs, including training and employment opportunities to help homeless and street involved youth. Special programs have also been developed for lesbian, gay, bisexual, transsexual and transgendered, (LGBT) and Aboriginal youth. These services support youth to set employment goals and make referral to employment services.

Through the Homelessness Partnership Initiative, funding has been allocated to employment and training programs. Several projects directly target homeless and at-risk youth, helping them with pre-employment and life skills training, job development and job coaching. These are:

- Housing for Youth in the City of York, Career Horizons
- Youth Employment Service (YES), Streets to Jobs
- Youthlink, Street Involved Youth Program (SIYP)

Youth who are interested in and/or are ready for employment are also referred to employment-specific programs such as Youth Skills Zone and the SSHA Employability Specialists.

Additional employment training programs for homeless youth are funded through the Toronto Enterprise Fund, a joint initiative of the federal and provincial governments, the City of Toronto and the United Way of Greater Toronto. Examples of youth projects:

- All-A-Board Youth Ventures, River Restaurant (training at-risk and street involved youth for careers in food services)
- Eva's Initiative, Phoenix Print Shop (training youth in a commercial print shop setting from which they can graduate to jobs and apprenticeships in the trade)
- Pape Adolescent Resource Centre, Blue Sky DJ Service (providing youth with histories of foster care and opportunity to train as disc jockeys)
- Touchstone Youth Centre, Beatz to da Streetz (workshops for youth on music production, recording and promotion)

In addition to providing homeless youth with basic needs, the fourteen youth shelters also offer counselling and case management, employment and training programs, education, housing support, health care, and assistance to reconnect to families.