



REPORT FOR ACTION

Advancing Work-Based Learning in Toronto: Report of the Youth Employment Action Plan Advisory Committee

Date: November 10, 2016

To: Economic Development Committee

From: General Manager, Toronto Employment and Social Services

Wards: All

SUMMARY

Toronto's workforce development system consists of a variety of stakeholders, including industry, labour, educational and training institutions, community organizations, and many others. In 2015, a cross section of leaders and youth were engaged to form an Advisory Committee to support the implementation of recommendations set out in the City's Youth Employment Action Plan, "Work-Based Learning Works".

This report consolidates the ideas generated by the Advisory Committee aimed at increasing the number and range of work-based learning opportunities for youth in Toronto, while also identifying emerging lessons and success factors for supporting youth. The Committee sees the ideas discussed in this report serving as a call to action with respect to mobilizing the City and its partners to better connect employers and unemployed youth, through meaningful employment opportunities.

In addition, with the Committee's input, the City continues to make progress on a number of Action Plan commitments. The report describes key achievements made in the following areas: the City as an employer; the City's work with employer and sector partners; and the City's work with young entrepreneurs.

With the Committee's work concluded, the City will continue to work with local stakeholders to build on the opportunities identified by the Advisory Committee and to share emerging best practices in the area of work-based learning, notably by hosting a joint Symposium in 2017 in collaboration with leading organizations such as the Metcalf Foundation and United Way Toronto and York Region.

RECOMMENDATIONS

The General Manager, Toronto Employment and Social Services recommends that:

1. City Council direct the General Manager, Toronto Employment and Social Services to collaborate with the Toronto Metcalf Foundation and United Way Toronto & York Region to co-host a Work-Based Learning Symposium/Summit in 2017.
2. City Council direct the General Manager, Toronto Employment and Social Services, in conjunction with other appropriate divisions, to:
 - i) incorporate work-based learning opportunities identified by the Youth Employment Action Plan Advisory Committee in ongoing divisional work plans; and
 - ii) pursue formalized partnerships with diverse stakeholders, including training institutions, community organizations and other orders of government, to advance sectoral and career pathway approaches to workforce development in Toronto.
3. City Council direct the General Manager, Toronto Employment and Social Services to report on the development, progress and success of work based learning initiatives in subsequent TESS Workforce Development Annual Reports to be presented to the Economic Development Committee.

FINANCIAL IMPACT

There are no financial implications arising from this report beyond what is included in the 2016 Approved Operating Budget or the 2017 Recommended Operating Budget for City Divisions.

The Deputy City Manager & Chief Financial Officer has reviewed this report and agrees with the financial impact information.

EQUITY IMPACT

The City's youth employment initiatives support a range of equity seeking groups including youth from Neighbourhood Improvement Areas (NIAs) across Toronto, Aboriginal youth, youth with disabilities, racialized and newcomer youth and other vulnerable groups. This report outlines a number of achievements and new opportunities identified by a multi-stakeholder Advisory Committee on actions the City can take to better connect more unemployed youth with quality jobs and careers and increase the number and range of work-based learning opportunities available for a spectrum of youth in Toronto.

DECISION HISTORY

At its meeting on November 24, 2015, Economic Development Committee received Toronto's Youth Employment Action Plan Update. The report outlined a number of actions that had been taken to support the implementation of recommendations set out in Work-Based Learning Works: An Action Plan for Youth Employment in Toronto, including the establishment of a multi-stakeholder Advisory Committee.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.ED8.2>

At its meeting on May 5, 6 and 7, 2015, City Council adopted Work-Based Learning Works: An Action Plan for Youth Employment in Toronto. Building on best practices inside and outside the City, the report identified a range of short term actions the City will take to increase work-based learning opportunities for youth.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.ED3.1>

COMMENTS

Background and Introduction

The Depth and Scope of Youth Unemployment

Youth unemployment is a global concern and a leading policy issue in many jurisdictions. In the Toronto Census Metropolitan Area, approximately 18% of youth (15-24) are unemployed, which is higher than the rate for the province, Canada, and for the region overall [1]. More worrisome is that the youth unemployment rate is notably higher for specific populations, with recent immigrant youth, aboriginal youth and racialized youth (aged 15-19) having unemployment rates higher than 30% [2]. There are also significant geographic variations, with one third of Toronto's neighbourhoods experiencing a youth unemployment rate higher than 18% [2].

Furthermore, as many as 83,000 youth (15-24) in the GTA-Hamilton region are not in employment, education or training, often shortened to NEET [3]. Evidence suggests that NEET status is closely connected to the risk of long-term marginalization in the labour market (usually described as "scarring") since these youth are not engaged in learning activities which can help foster and maintain skills that enhance employability, earnings or opportunities for career advancement [4].

Moreover, while the NEET population is a varied group, many individuals are highly disadvantaged and at increased risk of poverty. The factors that are highly associated with being in this group include: low educational attainment (being low-skilled), being a single parent, living in a jobless household and/or having poor health [4].

Finally, it is apparent that the skills, experience and needs of youth are not uniform. At one end of the continuum are youth with highly marketable skills, and industry-recognized qualifications who are "close" to the labour market. These youth typically

1 Additional analysis of 2011 National Household Survey data by CivicAction

2 Unpublished 2011 National Household Survey data

3 Statistics Canada, 2011 National Household Survey

4 OECD, Economic Outlook, 2016

require job search supports that focus on making connections with employers. At the other end of the spectrum are youth who are more "distant" from the labour market. These youth face multiple barriers to employment and often require intensive supports, including targeted career exploration supports, essential skills training, hands-on work experience, and specialized services and assessments. Applying differentiated and targeted approaches to address the variety of barriers faced by youth is needed to meet their diverse employment service needs.

The City's Response to Youth Unemployment

A number of City strategies are shaping the City's approach to address youth unemployment, including the Workforce Development Strategy, the Poverty Reduction Strategy and the Toronto Youth Equity Strategy. Together, they are focused on creating pathways to quality jobs and livable incomes while driving systemic change.

Specific City initiatives that connect youth to jobs and enhance employability such as the City's Partnership to Advance Youth Employment (PAYE) and community connections through Social Development Finance and Administration's (SDF&A) Youth Employment Partnerships (YEP) network are also helping maximize employment supports available for youth. Furthermore, work within and across various City divisions is leveraging the role of the City as an employer, funder and deliverer of direct employment services to increase access to employment opportunities for youth and other residents.

Recognizing the work underway and the need to better align existing City strategies and initiatives, City Council adopted *Work-Based Learning Works: An Action Plan for Youth Employment in Toronto* in May 2015. The Action Plan highlighted a number of promising models and practices to connect more unemployed youth with jobs, career pathways and work-based learning opportunities. These ranged from shorter-term and less formal workplace exposure to longer-term and more intensive activities such as trainee placements and apprenticeships. Specifically, the report focused on taking concerted action in the following three areas, while recognizing that targeted approaches would be needed in each area to address the needs of more 'distant' youth:

1: Leveraging the City's Role as an Employer: Actions that increase access to City of Toronto opportunities and where the City can exert the most influence and further enhance its leadership role.

2: Capitalizing on Existing Connections with Employer and Sector Partners: Actions that build on existing connections with employers and industry partners and reflect demand-led approaches to meet current and future talent needs.

3: Increasing Support to Entrepreneurs, including Youth: Actions that support youth to develop entrepreneurial skills and experience.

Following the adoption of the Action Plan, the Chair of the Economic Development Committee requested that Toronto Employment and Social Services (TESS) work jointly with relevant City divisions to convene a multi-stakeholder Advisory Committee to learn from best practices and support the implementation of recommendations in the Action

Plan report. Subsequently, a 14-member Advisory Committee was convened and members were engaged throughout 2015-2016, with the Committee led by two Co-Chairs appointed by the Chair of Economic Development Committee, Mike Yorke (President, Local 27, Carpenters Union) and Peter Leon (Former City Councillor and Retired Businessman). TESS staff provided secretariat support and partner divisions, SDF&A and Economic Development and Culture (EDC), provided strategic advice and input on Advisory Committee engagement activities.

This report describes the Committee's work, focuses on the common challenges and success factors identified by members based on their experience, and provides a summary of key accomplishments achieved since the adoption of the Action Plan report. Finally, the report discusses a number of new opportunities proposed by the Advisory Committee that the City can build on and outlines next steps for further engaging local workforce development stakeholders to advance sectoral and career pathway approaches to workforce development.

Advisory Committee Mandate and Engagement Plan

As noted, in September 2015, TESS, in conjunction with SDF&A and EDC, convened an external multi-stakeholder Advisory Committee with a mandate to provide strategic advice to support the successful implementation of the City's Youth Employment Action Plan. Attachment 1 provides a list of Committees members, including City staff from a range of divisions.

The specific objectives of the Advisory Committee were to:

- Strengthen and expand relevant stakeholder partnerships;
- Identify creative ways to advance work-based learning opportunities for youth; and
- Work with employers to support their workforce needs in ways that benefit youth.

The Committee held a total of six in-person meetings throughout 2015-2016. The meetings provided a forum to hear about innovative projects underway in Toronto and what could be done to support the City's efforts to develop and/or scale up work-based learning models or initiatives that are sector based. In total, three of the six meetings were focused discussions planned around the following sectors and areas of interest: hospitality, Information technology and construction and trades. A fourth meeting focused on the City as an anchor institution. Attachment 2 provides additional details about these meetings.

Overall, the Committee played a pivotal role in identifying promising ideas and actions, providing informed advice and valuable expertise to the City, and focusing TESS and broader City work based learning efforts.

Key Themes: Lessons Learned

A number of key themes and common discussion points emerged from the Advisory Committee meetings. At each session, Advisory Committee members identified issues, challenges and conditions for successfully starting, scaling and sustaining effective work-based learning approaches for young people. This feedback was then used to advance thinking on possible solutions in the form of projects, programs or actions that the City could pursue to implement Action Plan recommendations.

Based on the Committee's work, the following section highlights key success factors and challenges that surfaced as recurring themes.

Common Success Factors

- Shifting conversation from jobs to career pathways and expanding the scope of post-secondary options to include paths that promote work-based experiences and attainment of job-relevant skills
- Demonstrating early wins and engaging champions at all levels to build momentum and credibility
- Creating outcome focused initiatives that are short, practical, targeted (well-defined and managed cohort enrollment), paid and demand-driven are key to success
- Sector approaches that identify and respond to common industry needs are more valuable than one-off employer based models
- Depth (over volume) of employer partnership is critical to scaling up
- Using creative outreach and communication mechanisms (e.g. social media, youth ambassadors) to engage disconnected youth
- Bringing all players - community, private, public (i.e. City staff) - into one place and ensuring they are involved from the beginning to end of initiatives increase overall learning, project visibility and better leverages existing resources and assets.

Common Challenges

- Embedding workforce development language and requirements in major projects
- Lack of solid linkages between industry and service providers in some sectors makes it difficult to determine who should lead discussions to ensure the sector's needs and service providers' ability to meet those needs are coordinated
- Employers are frequently frustrated by a complex service landscape and a lack of clear service channels and pathways for job seekers
- Lack of common tracking and measurement system makes it very difficult to establish the impact and outcomes of different initiatives, and impossible to assess impacts across the whole workforce development system
- No sustainable funding model in Ontario for scaling up sector-based models and few mechanisms to coordinate and plan at a system level
- There is a need to tell a better story about successful practices and work-based learning models that work locally

In essence, understanding and taking into account these factors, which the Committee members derived from their own experience, was viewed as critical to developing successful workforce development initiatives, and to effectively promoting work based learning approaches.

Key Accomplishments in 2015-2016

Since the adoption of the Youth Employment Action Plan, the City, working with various partners, has successfully launched and scaled up a number of work based learning programs and initiatives. The City has also strengthened existing relationships and developed stronger linkages with key stakeholders to better work together to leverage

existing infrastructure, capacity and shared interests. Overall, these actions have supported implementation of the recommendations set out in the original Action Plan report. They also provide a strong foundation for capitalizing on the opportunities identified by the Advisory Committee, discussed later in this report.

Using the three recommended action areas, as described earlier, this report discusses key accomplishments achieved in 2015-2016. These achievements have strongly benefited from Advisory Committee discussions. It is noteworthy that the first City of Toronto Work Based learning Pilot, discussed below, was directly inspired by the Committee's work. In many cases, the initiatives discussed below will serve as a basis for continuing partnerships with Committee members and their organizations as there is much interest in building on these pilots and projects.

Recommendation Area 1: Leveraging the City's role as an Employer

- **City of Toronto Work-Based Learning Pilot:** In October 2016 the City launched its first-ever work-based learning pilot program for youth on Ontario Works. Through this pilot, 10 youth will obtain paid work experience over a 5 month period in a variety of roles with 5 host City divisions (TESS, HR, Accounting Services, Solid Waste, and Children's Services). The pilot will provide youth with an opportunity to gain City work experience, job-relevant skills, a professional network and exposure to a range of learning events and sessions within the Toronto Public Service.
- **Job Incentive Program (JIP) Expansion:** Launched in 2010, the JIP program offers residents in receipt of social assistance 3-6 month unpaid placements within the City of Toronto. Since its launch, 30 City divisions, along with 10 Business Improvement Areas, have offered opportunities; 747 participants have secured placements, and 51% of participants have found employment post program. Building on this success, the City committed to increase the number of JIP placements for young people. In the last two years (2015-2016), 69 youth have participated in JIP, representing a three-fold increase in youth program participation per year since the adoption of the Action Plan report.

Recommendation Area 2: Capitalizing on Employer and Sector Connections

- **NPower Canada:** Launched in 2014, in collaboration with the United Way, CivicAction and founding corporate partners, NPower Canada's IT Service Corps Training Program supports underserved youth (18-29) to pursue IT careers through intensive 15-week training, followed by 8-12 week paid internships, job placement services and post-hire supports. More than 85% of graduates secure full-time employment and/or enroll in postsecondary education. Since its inception, the City has been the largest referral source for the program and has hosted a total of 18 internships. In an effort to scale up the program and increase access to Toronto's vulnerable youth, in 2016, the City, through TESS, funded the program's fourth cohort, which will provide access to up to 10 young people on Ontario Works. In early 2017, NPower Canada will also launch a new accelerated 6-week Contact Centre training program that will place underserved youth into junior-level contact centre jobs with strong career laddering potential.

- **CNC Machinist Learning Program:** Launched in 2014, the Ontario Manufacturing Learning Consortium, in collaboration with TESS and community partners, continue to coordinate a comprehensive, paid work-based program targeting youth (18-29) for entry level 1 CNC (Computer Numerical Control) Machinist positions. Participants receive a 26-week in-class and on-the-job training component to meet technical learning outcomes. Candidates complete a robust assessment and are selected and placed with employers in the production and manufacturing sector. At the end of the program graduates receive industry-recognized CNC certification as a Level 1 CNC Operator. In 2016, this partnership has resulted in 24 CNC graduates. A related program, the Structural Airframe Assembler (SAA) Selection and Learning Program, has resulted in 56 graduates. In total, 80 graduates have been supported through this innovative program which has nearly a 90% employment retention rate.

Recommendation Area 3: Increasing Support to Young Entrepreneurs

- **Starter and Summer Company:** The Province of Ontario and Enterprise Toronto deliver the Starter Company and Summer Company, programs which cater to youth (aged 18-29) and students (aged 15-29), respectively, who are interested in starting their own business. Starter Company provides eligible young people opportunities to get training, advice and mentorship to help them build a business while providing grants of up to \$5,000. In 2016, there were 275 youth business formed through Starter Company. Meanwhile, through the Summer Company program, students receive hands-on business training and awards of up to \$3,000. In 2016, 40 student companies were formed through Summer Company.
- **Toronto District School Board Partnership:** In December 2015 and March 2016 the City of Toronto partnered with the Toronto District School Board (Scarlett Heights Entrepreneurship Academy) and i2H (Ideas that Hatch) out of the Entrepreneurship Hatchery at the University of Toronto, to deliver a boot camp at the high school. In total, 80 students participated in the two boot camps. Overall, the Young Innovator Boot Camp and Showcase was an experiential learning opportunity that provided students with a real world application of an entrepreneurship mindset and created a forum for mentorship and knowledge exchange.

As part of these initiatives, the City has also taken deliberate steps to engage youth who face multiple barriers to employment. For instance, through Employment Connections - a partnership between the Ministry of Community Safety and Correctional Services (MCSCS), the Ministry of Children and Youth Services (MCYS), the City, through SDF&A, and community partners - youth (15-30) on probation or parole are referred through a Central Intake process that directly connects job seekers to year round support, skill development and employment opportunities including an annual job fair. In 2015-2016, 409 job seekers have participated with 56 attending an annual job fair, resulting in a total of 7 youth being hired by participating employers and 52 confirmed hires through the partnership. The City's current partnership with United Way, Civic Action and 10 Thousand Coffees, to implement netWORKS, a youth mentoring initiative, is also increasing access to employment opportunities for youth who are in need of connections, confidence and knowledge to navigate the job market. To date, the City has successfully oriented 116 youth to the program and a total of 74 youth have subsequently connected with different mentors from various sectors.

Opportunities to Further Advance Action Plan Commitments

In addition to shaping and providing advice on the direction of current City work, Advisory Committee members also raised new opportunities and ideas for supporting young people through work-based learning approaches. In fact, many of the opportunities identified by members are aligned to actions and directions contained in the City's Poverty Reduction Strategy and other City directions such as the City's Social Procurement Policy, but they often go one step further by translating these directions into a series of actionable steps.

Below, this report identifies some key opportunities suggested by the Advisory Committee. Moving forward, Committee members will be engaged wherever possible to further scope these opportunities and to provide strategic advice on their implementation.

1: Engage City staff in fostering a positive work-based learning culture at the City of Toronto. Committee members suggested that the City sponsor a large-scale 'Take Your Kids to Work Day', where low-income and disconnected high school youth could participate in a structured day of learning about City government and potential career paths in the public service, including apprenticeship pathways. Opportunities like these would help create greater awareness of existing City services and could help strengthen relationships between the City and educational institutions. Another suggestion was for the City to develop more partnerships with organizations who lead youth mentorship and professional networking initiatives. This would increase the reach and impact of the City in ways that go beyond direct hiring and work-placements.

Furthermore, the Advisory Committee expressed a keen interest in seeing greater integration of career navigation and awareness building into recreational activities for youth aged 13-17. In the short-term, PFR could explore possibilities for expanding existing youth in leadership programming to include career awareness supports.

2: Foster opportunities for formalized learning and knowledge exchange among people leading sector strategies and youth employment initiatives. One of the main topics of discussion among members was the need for a formal channel for sharing best-practices and fostering cross-collaboration among various stakeholders. The Toronto Metcalf Foundation has recently launched a Sector Skills Academy in Toronto with the aim of creating and supporting a learning community of workforce leaders that increases opportunities for collaboration while championing sector strategies as a framework for workforce development and poverty reduction. The City's participation in the Academy provides a significant opportunity to continue discussions on how to practically advance work-based learning models and sector efforts. As such, the City is currently exploring the possibility of co-hosting a Work-Based Learning Symposium in 2017 in collaboration with the Metcalf Foundation and other stakeholders such as United Way Toronto & York Region.

3. Identify key sectors and align City investments to support the launch of new or the scaling up of existing sector-based models for youth. Access to funding for innovative work-based learning initiatives that are responsive to employer and industry needs was identified to be a significant challenge. TESS is currently working on the design of a new contracted employment services framework that will establish priorities

for how the City supports OW clients through purchased services. Based on the ideas put forward by the Committee, the division is committed to better aligning this funding to support United Way's Career Navigator pilots and other sector-based initiatives.

In addition to TESS funding, the City will also explore how it can collaborate with the new Ministry of Advanced Education and Skills Development and other orders of government to coordinate workforce development investments and identify potential funding and service gaps.

4: Leverage City infrastructure projects and other policy and funding levers to support workforce development objectives, including promoting opportunities for local youth. A recurring theme was the need to embed explicit youth training and hiring requirements in City contracts and land development deals. This is very much aligned with new City and Provincial directions such as the City's new Social Procurement Policy and the Jobs and Prosperity Act, which contain specific directives and mechanisms to encourage principled, evidence-based and strategic planning that supports job creation and training opportunities.

The City's current work with the Province to advance a construction sector pathway, in response to the construction of the Eglinton Crosstown LRT, is a solid example of an approach that is supported by sound policy and that capitalizes on the significant demand for construction sector workers in the Toronto region. This direction and approach are wholly consistent with the Committee's emphasis on building better pathways to good jobs and their advice on how to do so.

In the short-term, the City can explore more effective partnerships with existing organizations, such as the Toronto Board of Trade, to forecast infrastructure development projects and begin to scope out possibilities for embedding workforce development requirements. Within the City, projects like the Under Gardiner and the Waterfront redevelopment, provide great testing grounds for creating youth-specific workforce development requirements that lever public investments.

5: Create a common platform for sharing data on jobseeker and youth demographics and what works locally for who. The City of Toronto serves close to 33,000 young people on social assistance [5] and provides an array of work-based learning activities. At the same time, other stakeholders, like NPower Canada and United Way, are leading work-based learning initiatives with promising short and long term employment outcomes. Improving awareness about who is served by these initiatives, how participants fare, as well as, the evolving needs of young people can generate further opportunities for collaboration and support ongoing program improvement. The City's commitment to prepare an annual workforce development report to Economic Development Committee is one tangible avenue for action.

6: Integrated approaches across existing work-based learning initiatives and activities in order to foster clear pathways for youth. Ensuring that youth transition between programs and services in a seamless way and that they are connected to complementary service offerings was identified as a significant area of potential.

5 Unpublished TESS caseload data, 2015.

Moreover, Advisory Committee members noted that greater effort should be placed on engagement with educational institutions through career-focused GED and bridging programs. For instance, young people already participating in experiential work activities, such as the City's Job Incentive Program (JIP), could be given course credits in order to encourage participation and engagement in post-secondary education.

TESS' recent efforts to integrate mental health supports and life skills coaching with employment services for more distant youth through Poverty Reduction Strategy funds, is a tangible example of service integration efforts that go a long way in fostering clear and comprehensive service pathways for youth. Moving forward, the City could use existing funding to invest in multiple service offerings simultaneously or could partner with existing organizations to create more comprehensive programs for young people.

Conclusion and Next Steps

Through its work, the Advisory Committee has provided a forum for discussion of effective ways to further support unemployed youth in Toronto to access meaningful job opportunities with career path potential. Committee members have identified a range of ideas for broadening and deepening the City's efforts to address youth unemployment among vulnerable groups.

As demonstrated throughout this report, broad and effective partnerships are essential to this work, as is the engagement of local industry leaders. As such, the City will continue to work with diverse stakeholders to build on the ideas generated by the Advisory Committee and will explore opportunities to sustain dialogue on emerging best practices in the area of work-based learning.

As a concrete next step, TESS will work with appropriate City divisions to incorporate key ideas generated by the Advisory Committee into ongoing divisional work plans and will report out on progress through TESS Workforce Development Annual Reports to be presented to Economic Development Committee, beginning in the first quarter of 2017.

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SIGNATURE

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ATTACHMENTS

Attachment 1: Advisory Committee Terms of Reference and Membership
Attachment 2: Focus of Advisory Committee Meetings

Attachment 1: Advisory Committee Terms of Reference and Membership List

Background

In May 2015, Toronto City Council endorsed [Work Based Learning Works: An Action Plan for Youth Employment in Toronto](#). This report highlights a number of promising models and practices that the City can build on to connect more unemployed youth in Toronto with jobs, career pathways and work-based learning opportunities.

Reflecting best practice and the City's own experience, moving forward, the City has committed to increase the number and range of work-based learning opportunities by taking actions in the following areas:

- Leveraging the City of Toronto's role as an employer;
- Capitalizing on existing connections with employer and sector partners;
- Increasing support to entrepreneurs, including youth; and
- Supporting youth who are more distant from the labour market.

Mandate

Bring together a multi-stakeholder group to provide strategic advice to support the successful implementation of the City of Toronto's Youth Employment Action Plan.

Objectives

- Strengthen and expand relevant stakeholder partnerships;
- Identify creative ways to advance work-based learning opportunities for youth; and
- Work with employers to support their workforce needs in ways that benefit youth

Structure and Functioning

The Committee will meet four times over the next year. Staff from relevant City divisions, including Toronto Employment and Social Services (TESS), Economic Development and Culture (EDC) and Social Development, Finance and Administration (SDF&A) will provide secretariat support and will be responsible for the implementation of the directions set out by this Committee.

Membership

The Committee will consist of two chairs and approximately 10-15 members who represent a cross-section of leaders including employers, sectors, educational institutions, umbrella organizations, youth, and other identified stakeholders.

Advisory Committee Members List

Committee Co-Chairs

Peter Leon Former City Councillor and Retired Businessman, Ward 3
Etobicoke Centre
Mike Yorke President, Local 27, Carpenters Union

Employers/Business/Labour

Stephen Diamond President, Diamond Corp
Lis Pimentel President, UNITE HERE Local 75

Educational Institutions

O'neil Edwards Program Director, Spanning the Gaps and Community
Engagement, Ryerson University
Brenda Pipitone Dean, Academic Services and Student Affairs, George
Brown College

Community-Based Organizations/Foundations

Julia Blackburn Executive Director, NPower Canada
Danielle Olsen Executive Director, Hospitality Workers Training Centre
Nation Cheong Director, Youth Initiatives, United Way Toronto and York
Region
Cindy Tan Project Director, Escalator:Jobs for Youth Facing Barriers,
CivicAction
Beth Clarke Director, Employment Programs, TRIEC
Danbi Cho Research Coordinator, Canadian Council for Aboriginal
Business

Youth Representatives

Gareh Murray-Johnson Customer Support Specialist, Freshbooks
Nigel Rose Business Operations Assistant, Deloitte
Sageena Ralph Fraud Response Officer, CIBC
Chloe-Marie Brown Director of Policy, Toronto Youth Cabinet

Attachment 2: Focus of Advisory Committee Meetings

- **Hospitality Sector (November 2015):** Invited speakers included representatives from the Hospitality Workers Training Centre who provided an introduction to sector based approaches and examples of how this looked in practice. Members of the Advisory Committee discussed the role of the City in supporting such initiatives and strategies for engaging industry at all stages of program design.
- **Information Technology (February 2016):** Invited speakers included representatives from CivicAction and NPower Canada. CivicAction highlighted findings from a recent research partnership with LinkedIn Canada meant to uncover growing IT skills in the region. Grounding this research in real practice, NPower provided an overview of their IT Service Corps program. Members of the Advisory Committee discussed opportunities for scaling similar initiatives and noted key systemic challenges from the perspective of funding, partnerships and youth engagement.
- **City as an Anchor Institution (April 2016):** Invited speakers included City staff from TESS, Human Resources (HR) and Parks, Forestry and Recreation (PFR) who highlighted existing and upcoming work-based learning initiatives at the City. Speakers noted their recent experiences engaging senior management to expand successful models and to cultivate shared understanding of the barriers facing low-income residents. Staff also spoke about the adoption of the City's Social Procurement Policy, designed to increase access to employment opportunities through City contracts.
- **Construction and Trades (May 2016):** A multi-member panel discussion was held with representatives from Crosslinx Transit Solutions, Tridel, Daniels, the College of Carpenters and Allied Trades and the City of Toronto. The session identified emerging skills gaps in Toronto's construction and trades sector and highlighted a number of promising approaches to better prepare and train young people for career paths in construction. The City noted the importance of enabling policy directives in this area, particularly the passing of the Jobs and Prosperity Act and the potential role for the City in supporting the development of talent pipelines.