

WORKFORCE DEVELOPMENT ANNUAL REPORT

2016



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Message from TESS GM, Patricia Walcott



The primary goal of the City's Workforce Development Strategy is to address the needs of employers and help residents get jobs. Since its introduction, the Strategy has helped to foster greater collaboration between City divisions, animate new kinds of partnerships with the private sector, community and government, and drive a range of innovative initiatives for job seekers. As a result, a wide range of employers have accessed talented and qualified candidates and thousands of job seekers have found a job, started a business, or begun a new career.

Toronto Employment and Social Services (TESS) has played a significant role in advancing Toronto's workforce development strategies. In this, our first Workforce Development Annual Report, we showcase our achievements by focusing on how we are meeting the needs of our two customers - Toronto residents seeking employment and employers looking for talent. These achievements reflect the strong partnerships that TESS has developed with other City divisions, employers, the community and other orders of government, which are the essence of an effective approach to workforce development.

This report communicates our work and our outcomes, while also serving as a benchmarking tool that will help us set our direction and monitor our progress for 2017 and beyond.

In 2016, TESS provided leadership in responding to broader City priorities, continued to provide core employment services to job seekers and employers and developed innovative approaches to link workforce development initiatives to the City's poverty reduction efforts.

- ▶ The implementation of the City's Youth Employment Action Plan was a primary emphasis in 2016. We convened and led a multi-

stakeholder Advisory Committee made up of industry, labour, community, youth and other City divisions. Working with the Advisory Committee, we focused on developing new work-based learning initiatives, including the launch of the City's first Work-Based Learning Pilot Program. We worked closely with other City divisions to expand the City's Job Incentive Program and we exceeded our service level projections for PAYE – a youth-based employment program – by engaging over 180 employers, 2300 young people, and helping nearly 1000 youth get jobs.

- ▶ Reflecting its core mandate, in 2016, TESS supported more than 27,200 residents to secure work, engaged more than 320 employers and worked with nearly 60 contracted agencies to deliver over 100 employment programs for over 4,000 residents. We also forged new relationships with employers. For instance, we played an important role in helping local residents get prepared for and connected to retail opportunities through the Yorkdale Mall Expansion project and played a significant coordination role through the Mayor's Employment and Jobs Reception held in October, which was pivotal in forging new relationships with employers and growing sectors in Toronto.
- ▶ Labour markets are changing rapidly. New approaches are needed to meet both job seekers' and employers' needs. With many unemployed residents in receipt of Ontario Works (OW) now out of the labour force for longer periods, we piloted new initiatives that provide intensive case management supports in tandem with traditional hard skills training in growth fields like construction and trades. The aim is to provide individuals with the best possible opportunities to build careers and escape poverty. Other examples of how innovation must drive our workforce development efforts are provided throughout this report.

None of this could be accomplished without collaborating with our many partners and stakeholders and working in the many communities we serve. We especially appreciate the support of the Economic Development Committee and the influential leadership of the Committee Chair, Councillor Michael Thompson.

I look forward to working with you and our many partners in 2017 as we continue our efforts to assist under and unemployed city residents to find and sustain good jobs while supporting employers to find the talent they need to strengthen their organizations and businesses.

Patricia Walcott
TESS General Manager



Toronto's Workforce Development Context

Toronto is one of the world's top cities in which to live and work. Yet, a significant proportion of our city's low-income residents lack the connections, opportunities and the skills necessary to find decent work and improve their economic situation. While the unemployment rate in Toronto has returned to pre-recession levels, at 6.9% in 2016¹, more jobs are precarious as part-time and temporary jobs have increased faster than permanent full-time positions. We also know that unemployment rates are consistently higher for certain groups, with rates for recent newcomers, older workers, racialized groups, and young people being at least twice as high and even higher than the overall City rate. Toronto's youth have faced troubling long-term trends with unemployment rates hovering between 15-20% for more than a decade and an estimated 10% of youth (83,000 people) are not in education, employment or training².

Disruptive technology, an aging workforce, and the emergent gig economy are all contributors to the changing nature of work in Toronto. Effective workforce development strategies are increasingly viewed as pivotal to supporting unemployed and under employed individuals improve their economic status while also supporting businesses and economic growth.

Changes in Toronto's Ontario Works (OW) caseload are also driving new partnership approaches and ways of working. While the monthly average OW caseload has declined 6% in 2016, the length of time on OW has increased, with the average time being more than two years. This change reflects an increasingly competitive labour market and OW clients who have significant barriers to employment. This new reality requires innovative solutions in terms of how we develop and deliver services to city residents and to employers.

1 Statistics Canada. Table 282-0123-Labour force survey estimates (LFS), by provinces, territories and economic regions based on 2011 Census boundaries, CANSIM (database). Accessed: February 2017.

2 CivicAction. (2014). Escalator: Jobs for Youth Facing Barriers: Companies Youth Moving Up in the World. Accessed February 2017, from <http://civicaaction.ca/wp-content/uploads/2015/08/EscalatorReport2014.pdf>

With labour markets changing so dramatically, workforce development approaches similarly need to adapt to new ways of working and new challenges and opportunities. Incorporating the best ideas and thinking from other jurisdictions supports our work, and allows us to quickly take advantage of others' successes. There is broad agreement that what is now required are sector-based approaches, career pathways, work-based learning, greater collaboration and system integration and more customization of services.

Many cities are making important changes in these areas. For example, San Francisco is leveraging the

innovation economy by building a sector-based strategy that aligns the city's workforce programs around the needs of local and regional growth sectors. In New York, Mayor Bill de Blasio is leading a shift in the city's approach to workforce development by moving away from rapid job attachment to a system focused on career pathways that build skills based on employer needs, improves access to quality jobs, and enhances system and policy coordination. Evidence from other cities demonstrates the clear need to connect the supply and demand side of the labour market by fostering strong relationships with a range of workforce stakeholders (educational and training institutions, employment



TO PROSPERITY: TORONTO POVERTY REDUCTION STRATEGY



service providers, community organizations, employers, and other orders of government). All of these experiences highlight the need to further integrate economic development and workforce development locally and work more closely with employers to create sustainable training and employment pathways for city residents.

It is also positive that the province has taken steps to strengthen its focus on responding to changing labour markets, reflected in the establishment of the Ministry of Advanced Education and Skills Development³ - highlighting a commitment to better integrate employment services which is key to enhancing services and outcomes for all residents. The Highly Skilled Workforce Expert Panel meanwhile was set up to develop an integrated strategy to help Ontario's workforce adapt to a technology-driven economy. The panel's recommendations include more emphasis on growth sectors, more work-based learning opportunities and the creation of a Workforce Planning and Development Office in the provincial government.

Finally, the adoption of the City's Poverty Reduction Strategy has provided a strong platform to further focus the City's workforce development efforts by creating pathways to prosperity and inclusion by improving job quality and advancing systemic change. Mayor John Tory's priority of improving youth employment and advancing poverty reduction goals in Toronto has enabled many of the innovative partnerships described in this report and underpins many of the directions and actions for 2017.

Ultimately, TESS is committed to serving the City's most vulnerable residents by meeting their financial, employment and social needs and working with them to develop a route out of poverty. At TESS our approach is constantly evolving to account for changes in the local context, shifts in client need, as well as new thinking and best practices elsewhere.

Overall, the workforce development climate is evolving and the division has taken proactive steps to ensure that its services, partnerships and priorities remain relevant and responsive to changing circumstances and resident needs.

³ Reference change from Ministry of Training, Colleges & Universities (MTCU)

> Who We Serve

Toronto's unemployed and underemployed residents have diverse employment service needs. Typically, those with highly marketable skills and qualifications ("close to the labour market") require relatively limited supports focused on identifying connections to employers and job opportunities. Meanwhile, those with multiple barriers to employment ("distant from the labour market") require more intensive supports, skills training and specialized services and assessments.

To address these different needs, TESS plays a number of important roles with respect to serving city residents:

- ▶ Improving access to City of Toronto jobs and work-experience opportunities;
- ▶ Directly delivering a range of employment services and supports to residents;
- ▶ Contracting with a wide range of community providers to provide specialized services that better serve various groups;
- ▶ Referring OW clients to a wide range of services and supports provided by other organizations and governments.



Serving OW clients is a core, ongoing responsibility of TESS. Recognizing this, we have firsthand information about many low-income Toronto residents looking for employment opportunities and accessing our employment service system. The following infographic presents a 2016 snapshot of who we served through OW, their demographic characteristics and their employability levels.⁴

⁴ OW Caseload statistics represent the number of cases, not the total number of members (i.e. cases can have more than one family member). Demographic characteristics represent the characteristics of the primary applicant. Percentages may not add up to 100% because of non-response to some variables.



109,780 OW CASES SERVED IN 2016

representing
190,907 individuals

GENDER

51 %
female

49 %
males

AGE

27 %
primary
applicants
youth (18-29)

13 %
primary
applicants
adults aged
55-64

EDUCATIONAL ATTAINMENT BY AGE

21% youth (18-29) had post-secondary degrees, compared to 34% ages 30-54 & 33% of older workers ages 55-64

FAMILY TYPE

66 %
singles
(63% male)

24 %
single parents
(95% female)

23 %
couples without
children

8 %
couples with
children

LENGTH OF STAY

Average length
of stay on OW
35.5
months

44 %
over 2 years

34 %
6 months to
2 years

22 %
under 6 months

EDUCATIONAL ATTAINMENT

35 %
did not graduate
high school

34 %
high school as
highest level

30 %
post-secondary
credentials

JOB READINESS

85 %
primary
applicants
reported at least
one barrier to
employment

31 %
reported
poor health

22 %
reported
lack of education
or skills

21 %
reported
lack of Canadian
work experience

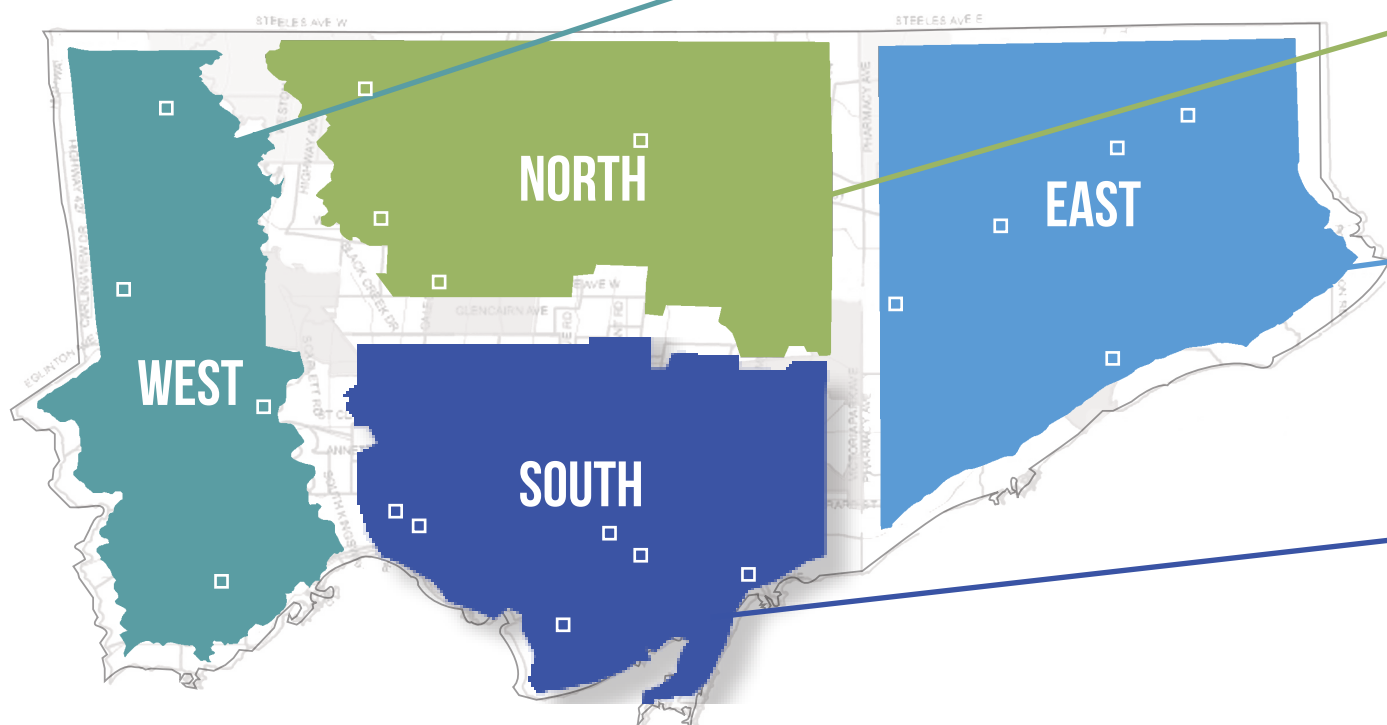
IMMIGRATION STATUS

61% are born outside
of Canada

38% are Canadian
born

Workforce Development Year In Review

Our Footprint



□ Employment Centre

| | OW cases served | Residents in receipt of OW placed in jobs | Employment centre visits | Employment centres |
|--------------|-----------------|---|--------------------------|--------------------|
| WEST | 24,756 | 5,937 | 49,545 | 4 |
| NORTH | 27,736 | 6,924 | 34,568 | 4 |
| EAST | 35,359 | 8,873 | 61,068 | 5 |
| SOUTH | 21,929 | 5,497 | 85,604 | 6 |

109,780

TOTAL
OW cases
served

representing
190,907 individuals
served

27,231

TOTAL
residents
placed in jobs

230,785

TOTAL
employment
centre visits

19

TOTAL
employment
centres

**27,200+ RESIDENTS
ON OW PLACED IN JOBS**

**19% ON OW REPORTED
EARNINGS AND/OR
BEING SELF-EMPLOYED**

**\$95.5 M+ OF EARNINGS OR
SELF-EMPLOYMENT
INCOME REPORTED BY
RESIDENTS ON OW**

**WORKED WITH 320+
EMPLOYERS FROM 20+
INDUSTRY SECTORS**



OW clients placed in jobs

By providing high quality services to OW clients and ensuring access to a wide range of community based employment programs, individuals are able to attain the necessary skills and tools to access Toronto's job market. Given how dynamic the labour market is, we are continually evolving our services and programs to support OW clients to find and keep jobs.

Employers and sectors engaged

Strong partnerships with employers and sectors are at the heart of workforce development. They ensure that the current and future hiring needs of businesses are anticipated and met with appropriately skilled job seekers. In 2016, TESS division worked with a range of employers and industry partners to develop recruitment and training opportunities for city residents. While some of these partnerships represent one-time projects, many evolve into formal opportunities with the potential to be scaled up. As such, these projects or pilots often provide a testing ground for innovative workforce development strategies.

Contracted employment programs

TESS contracts the delivery of various employment services to ensure that residents in receipt of OW have access to targeted employment services and training opportunities. Responding to OW clients' needs and to changes in the labour market, 4 different types of programs are available to OW clients:

- ▶ Employment Essentials - to help participants prepare for employment or self-employment and career advancement (e.g., newcomers, internationally trained professionals)
- ▶ Occupation Specific Skills Training - to support participants in finding and maintaining suitable employment through skill training and practical work experience (e.g., security officers, truck drivers)
- ▶ Sector-Focused Career Development - to support participants in developing career awareness and experience in sectors where there is room for advancement (e.g., construction/trades, transportation, manufacturing)
- ▶ Self-Employment Development Services - to help participants start their own business and develop the skills necessary for self-employment

Connecting residents on OW to Provincial employment programs

In the City of Toronto, TESS is often the first point of contact for low income job seekers accessing Toronto's labour market. Since 2015, the division has partnered with Employment Ontario to increase access to provincially funded employment services for OW clients who can quickly move into the labour market with the right training or services. Employment Ontario service agencies provide information and access to training programs such as Second Career, literacy or post-secondary education, access to labour market and employment services to all Ontarians including people with jobs, those who are under-employed, people looking for work, students, apprentices, internationally trained individuals and employers.

2700 CLIENTS COMPLETED
EMPLOYMENT PROGRAMS
70% FOUND WORK OR
ENROLLED IN OTHER COURSES⁵

59 ORGANIZATIONS
DELIVERING
100+ PROGRAMS

8600+ RESIDENTS
ON OW WERE
REFERRED TO
EMPLOYMENT ONTARIO

⁵ Post-program outcomes based on 2015 outcome trends since full data set for 2016 was incomplete at the time of publishing.

230,700+
EMPLOYMENT CENTRE VISITS
BY 67,600+
INDIVIDUALS

42% FIRST TIME
ACCESSING
EMPLOYMENT SERVICES

**3,150+ ONSITE
WORKSHOPS**

91% USER SATISFACTION
BASED ON
3,700 EMPLOYMENT
CENTRE SURVEYS

**ADMINISTERED \$26M GROSS
(\$2.98M CITY NET)
IN TRANSPORTATION SUPPORTS
TO HELP OW CLIENTS ACCESS
EMPLOYMENT SERVICES,
JOB OPPORTUNITIES AND
RELATED ACTIVITIES⁶**

Direct services to residents

The City, through TESS, provides access to a diverse range of employment services for job seekers and employers through its 19 Employment Centres. Core services available in all Employment Centres include: computer and social media access, resume writing, job search, career development services, and access to training opportunities. In partnership with other divisions such as Economic Development and Culture, these Centres also serve as access points for local businesses and individuals interested in receiving entrepreneurship services and start-up grants. Recognizing how diverse our client's needs are, Employment Centres also provide more specialized supports and services, such as settlement services, academic upgrading or housing supports, often by working with community agencies. Finally, clients can also access direct supports, such as transportation funds, to ensure they are able to participate in the employment programs and services that will help them obtain employment.

⁶ Numbers are based on unpublished divisional data on 2014 actual expenditures. As noted in the 2016 Transit Fare Equity Report, TESS delivers transportation assistance, cost-shared with the Province of Ontario, through the Ontario Works (OW) program.

Work-based learning programs

Learning in a real work environment and learning through practice provides significant benefits to employers and job seekers and provides a solid pathway into quality jobs and careers. From shorter-term and less formal workplace exposure opportunities, such as job shadowing and mentoring, to longer-term and more intensive activities such as internships, TESS is fostering a range of work experience opportunities for low-income residents in Toronto. A range of such programs are discussed later in this report, including the Investing in Neighbourhoods (IIN) program, netWORKS, and others intended to provide better access to opportunities within the Toronto Public Service, such as the Job Incentive Program (JIP) and the Paramedics Training Initiative. Together, these programs offer job seekers vital workplace knowledge and experience, help instill positive work habits and boost hard and soft skills. For employers, programs like these help support more efficient and effective talent recruitment.

1030+ RESIDENTS
CONNECTED TO
**WORK-BASED LEARNING
PROGRAMS**

WORKED WITH 20+
CITY DIVISIONS
TO OFFER 200+
WORK EXPERIENCE OPPORTUNITIES

850+ RESIDENTS
CONNECTED TO
**PLACEMENTS WITH
280+ COMMUNITY
ORGANIZATIONS**



**HELPED 300+ YOUTH
START THEIR OWN
BUSINESS THROUGH
STARTER COMPANY AND
SUMMER COMPANY PROGRAMS**

Entrepreneurship support

Small businesses are vital to Toronto's economy and can be a viable source of income for many individuals. Pioneering programs and services in this area are instrumental in supporting residents with establishing viable business plans. TESS has enhanced and refocused its self-employment services and

programs through partnerships with the Economic Development and Culture division, local community agencies, government and other stakeholders. Through StarterSpace, TESS' integrated site at Crossways Employment Services, residents are offered start-up grant application assistance, one-on-one business advisory services, co-working space with access to computers, internet and meeting rooms. Other Employment Centres continue to provide labour market information, referral services and small business development advice.



StarterSpace@Crossways Open House



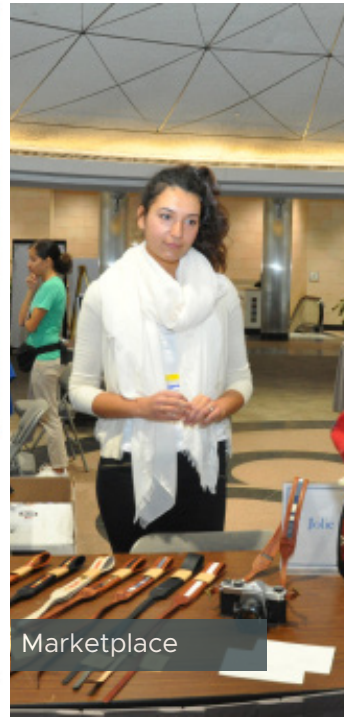
LOOKING TO START OR TAKE YOUR BUSINESS TO THE NEXT LEVEL? StarterSpace@Crossways

What are the benefits?

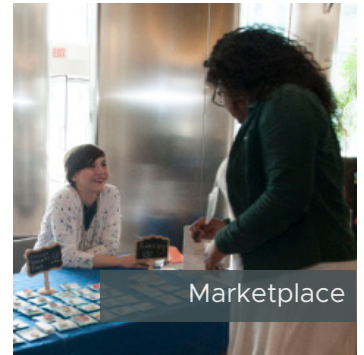
- ❑ a grant of up to \$3500
- ❑ one-on-one guidance from a Small Business Advisor
- ❑ mentoring with successful local entrepreneurs
- ❑ a tailored training program
- ❑ office and meeting space at StarterSpace@Crossways (2340 Dundas St. West, suite 302)
- ❑ access to Enterprise Toronto events

Who can apply?

- ❑ 18 to 29 years old
- ❑ not employed full-time
- ❑ a Canadian citizen or permanent resident living in Ontario
- ❑ not attending school full-time or returning to school



Marketplace



Marketplace



Open House



StarterSpace@Crossways Marketplace





City as an Employer

Diversity is one of Toronto's greatest strengths. Yet many diverse groups, including newcomers and economically disadvantaged job seekers, require better access to employment opportunities within large organizations such as the City of Toronto. The City's Talent Blueprint 2014-2018 recognizes that the City can and must improve marginalized groups' access to City opportunities, thereby creating a stronger and more diverse public service that anticipates and meets the needs of all city residents and businesses.

In its role as a major employer, the City serves as an anchor institution. By this we mean the City - with the proper incentives and motivation - has the scale to leverage its assets and revenues to increase access to good jobs and other economic opportunities to our diverse residents. Leading in this way, the City can act as a model for other employers and public institutions.

In 2016, TESS continued to play a leading role in increasing access to opportunities within the Toronto Public Service for OW clients and low income job seekers. This includes exploring how the City can use policy and program incentives to support workforce development objectives more explicitly. Together, these steps are opening the door to City jobs, work experience, training and skill upgrading opportunities.

City of Toronto opportunities

TESS is actively working with City divisions and Agencies, Boards, Commissions and Corporations (ABCCs) to increase resident access to employment opportunities with the Toronto Public Service. TESS and Human Resources (HR) have played leading roles in this regard – developing joint outreach plans for hard-to-fill City positions and to meet short and long-term hiring needs. Much of this work has involved delivering community information fairs and networking events in close collaboration with the Equity, Diversity and Human Rights unit of the City to ensure that job seekers from underrepresented groups, such as Aboriginal job seekers, get better information about, and support to apply for, employment opportunities with the Toronto Public Service.

ENGAGED 14
CITY DIVISIONS AND ABCCS
TO BRING FORWARD
OPPORTUNITIES
RESULTING IN
60+ RESIDENTS HIRED
BY THE CITY

WORKED WITH SOLID
WASTE MANAGEMENT
SERVICES RESULTING IN
10+ RESIDENTS SECURING
EMPLOYMENT
FOR AZ AND DZ DRIVER ROLES



200+ RESIDENTS IN RECEIPT OF OW
**PLACED IN 3-6 MONTH
WORK EXPERIENCE
OPPORTUNITIES
INCLUDING 51 YOUTH**

40% PROGRAM PARTICIPANTS
**OBTAINED EMPLOYMENT
AFTER COMPLETING
THEIR PLACEMENT**

Job Incentive Program (JIP)

Through the Job Incentive Program (JIP), launched by TESS in 2010, a number of OW clients benefit from 3 to 6 month unpaid work opportunities with the City of Toronto. These placements provide participants with current, marketable workplace experience, as well as the enhanced skills and networks needed to secure permanent employment. They also help build important networks. JIP exemplifies how the City can lead on issues of equity and access, leveraging its role as a major employer to create opportunities that would not otherwise exist for low income residents and people from disadvantaged communities. In 2016, as part of the Youth Employment Action Plan, JIP was expanded to host a greater number of placements for young people.

**5 MONTH PAID
PLACEMENT IN
VARIOUS ROLES
WITH 5 CITY DIVISIONS
INCLUDING TESS, HUMAN
RESOURCES, ACCOUNTING
SERVICES, SOLID WASTE
AND CHILDREN'S SERVICES**

City of Toronto work-based learning pilot

Building on the recommendations contained in the City's Youth Employment Action Plan: Work-Based Learning Works, Corporate HR and TESS worked together to develop the City's first-ever work-based learning pilot program for 10 youth in receipt of OW. Launched in October 2016, the pilot provides 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. The next step is to apply lessons learned through the pilot to expand the program to benefit more youth.

"Working as a volunteer for the Job Incentive Program (JIP) and the City has provided me with so many opportunities that would not have presented themselves anywhere else. Today, I proudly work with the city in the Public Health Division with the Chronic Diseases and Injury Prevention (CDIP) Student Nutrition Program."



Social Procurement

Adopted in May 2016, the City's Social Procurement Program is a core poverty reduction strategy which leverages the City's procurement practices to address poverty and inequality for groups that historically lack economic opportunities. The program has two components: Supply Chain Diversity and Workforce Development. As the divisional lead for the Workforce Development part of the program, TESS has partnered with the City's Social Development, Finance and Administration (SDFA) and Purchasing and Materials Management (PMMD) divisions and local community agencies to ensure that, through procurement processes, an increasing number of employment, apprenticeship and training opportunities are available for people experiencing economic disadvantage with a corresponding increase in the diversity of the City's supply chain.



Spotlight on Primary Care Paramedic Training Program


To increase access to good jobs available in its division, Toronto Paramedic Services, in partnership with TESS, and with the support of Parks, Forestry and Recreation, has developed a 16 month program geared towards residents in receipt of OW. Upon completing the program, participants are able to take the Ministry's Certification Exam, which provides an opportunity to apply and work as paramedics across Ontario, including with the Toronto Public Service. This program provides access to opportunities that few OW recipients would have been able to obtain in the past. In 2016, 7 program participants became paramedics and 2 other participants secured jobs in a related field with the City of Toronto. 16 candidates will start the 2017-2018 program cohort.



Working with Employers and Sectors

To advance workforce development in the city, TESS is continually cultivating strategic partnerships with employers with the aim of better connecting residents to in-demand employment opportunities. Experience and evidence indicates that sector-based strategies that target a specific industry or cluster of occupations represent one proven way to support job seekers improve their range of employment-related skills and access quality jobs. This shift in focus requires working closely with the City's Economic Development and Culture division and collaborating with a range of workforce stakeholders to ensure recruitment and job preparation approaches are focused on career pathways and directly engage in-demand employers and sectors.

In 2016, TESS worked with a number of employers, industry stakeholders and on-the-ground service providers to create and deliver sector-based customized recruitment strategies and training opportunities for city residents. These projects serve as a testing ground for applying innovative approaches to training and recruitment. TESS plays a convening role bringing together employers and other stakeholders, while local community based service providers directly support residents.

A woman with dark hair, wearing a black blazer and a patterned headscarf, stands on a paved path. She is smiling and has her arms crossed. The background shows a row of green trees and a clear sky.

Zahra was connected to a full time job through a TESS recruitment initiative. She says that going through the interview and job process has helped build her confidence and a steady paycheque and health benefits mean that she can better support herself and her daughter.

220+ RESIDENTS
HIRED BY
YORKDALE MALL
FOR A RANGE OF
RETAIL POSITIONS

15 RESIDENTS
HIRED FOR
SEWING MACHINE
OPERATORS WITH
CANADA GOOSE
INCLUDING 4 YOUTH AND 3
RESIDENTS ON OW

Connecting people to retail jobs

Toronto's retail scene is seeing major activity, with some of the city's larger malls undergoing extensive expansions. These projects are providing employment opportunities for residents, ranging from first-work experiences for young people to diverse mid-level positions. In 2016, TESS joined up with a number of organizations and retailers to connect job seekers to these opportunities. Activities range from cross-organizational partnerships that improve coordination and capacity building across the workforce system, to smaller scale efforts with single employers that increase access to available jobs. For instance, through the Yorkdale Mall expansion, TESS partnered with Oxford Properties and Social Development, Finance and Administration (SDFA) to coordinate a city-wide recruitment event that connected hundreds of job seekers to new retail jobs. TESS also partnered with companies such as Canada Goose to meet their growing workforce needs as they opened two new sites in Toronto.



"We have worked with TESS to identify quality candidates for key hiring periods and around the launch of new wings requiring many hundreds of employees. I have been delighted with the quality of organization and support provided by the City and the TESS team in helping meet our employment needs."

-Claire Santamaria, General Manager, Oxford Properties



Starbucks Canada

In 2015, Starbucks Coffee Canada pledged to hire 10 percent of its Toronto store hires (150 youth) through the City's Partnership to Advance Youth Employment (PAYE) initiative. Throughout 2016, TESS continued to work with Starbucks to provide skilled labour to support its expansion efforts in Toronto. At the end of 2016, more than 800 youth were engaged through PAYE with nearly 125 being placed in jobs to fill positions as Baristas and Shift Supervisors.



Through PAYE, Oscar was connected to a job opportunity with Starbucks Canada. Oscar says the experience has been a priceless one where he had the opportunity to improve his English, meet new people and gain valuable work experience.

Innovation and technology sector

In 2016, the division partnered with LinkedIn and CivicAction to work on a cutting edge research project focused on information technology skills in the Greater Toronto Area. Research findings were presented to the City's Economic Development Committee in January 2016. Subsequently, a number of steps were taken to respond to the findings and foster greater opportunities for residents to access Information Technology (IT) skills training in Toronto, as well as to obtain jobs in the sector.

Sponsored by Councillor Michael Thompson, Chair of the City's Economic Development Committee, and in partnership with Economic Development and Culture (EDC), the City hosted a large-scale event to showcase the variety of manufacturing and technology companies in Scarborough. The event provided an opportunity to hear about the growing advanced manufacturing and technology sector in Toronto and potential career opportunities within the sector. Further, through the City's PAYE program, TESS held an IT Learning and Networking forum for youth.

250+ RESIDENTS ATTENDED

CELEBRATING MANUFACTURING & TECHNOLOGY EVENT IN SCARBOROUGH IN ADDITION TO

16 COMPANY EXHIBITORS AND

8 SERVICE PROVIDERS AND EDUCATORS

77% OF SURVEYED ATTENDEES

REPORTED CONSIDERING A CAREER IN MANUFACTURING AND TECHNOLOGY AS A RESULT OF THE EVENT



20+ REGENT PARK
RESIDENTS
OFFERED CAREER
AWARENESS AND
HANDS-ON TRAINING FOR
CAREERS IN HOSPITALITY

80 GRADUATES
FROM MACHINIST AND
AEROSPACE TRAINING
PROGRAMS WITH A
90% EMPLOYMENT RATE

Local Sector-Based Skill Building Partnerships

The fast growth of many industry segments in Toronto highlights the importance of employers finding the right talent and for job seekers getting the right training. This not only includes training for occupational skills but also other skills that are crucial to career development. That is why TESS has continued to partner with key training organizations in sectors such as hospitality, manufacturing and the aerospace industry. For instance, in Regent Park, TESS partnered with the Hospitality Workers Training Centre and Dixon Hall to jointly deliver a Hospitality Launch Pad Workshop series that provides career exploration workshops and training for individuals interested in careers in hospitality. TESS also partnered with several community agencies and the Ontario Manufacturing Learning Consortium to deliver work-based learning programs focused on equipping residents with occupational skills in Computer Numerical Control (CNC) machinery and airframe assembly. Overall, these sector focused local partnerships ensure that residents have continuous access to hands-on learning and other behavioural, functional and soft skill training that are needed to succeed in today's labour market.



Working in community revitalization neighbourhoods

TESS continues to work closely with Toronto Community Housing, developers and various City divisions and community partners to develop and implement employment plans for a number of community revitalization projects across the city. In Lawrence Heights, a number of targeted events were held to connect local residents to employment opportunities, many of which were linked to the Yorkdale Mall expansion. Also in Lawrence Heights, a number of residents gained access to trades training through I'm Lawrence, a local pre-apprenticeship trades training initiative hosted by the local developer, Heights Development Inc. and other community partners including Toronto Community Housing, the Toronto District School Board - Next Steps and TESS.

Improving access to careers in the construction and trades sector has also been a focus in Regent Park. Through the C.R.A.F.T. partnership with Daniels, YMCA, the Carpenters Union, and the College of Carpenters, TESS has moved young people into apprenticeship opportunities and trades-related occupations that have significant career path and earnings potential. Locally based information and networking events focused on construction and trades also serve as a platform for connecting interested residents to services, training and emerging employment opportunities within the community.

2000 RESIDENTS IN
LAWRENCE HEIGHTS
ATTENDED LEARNING
AND EMPLOYMENT
NETWORKING EVENTS
30+ FOUND JOBS

70+ RESIDENTS
ATTENDED
REGENT PARK'S CONSTRUCTION
AND TRADES INFORMATION
& NETWORKING EVENT

30+ RESIDENTS
IN REVITALIZATION COMMUNITIES
CONNECTED TO TRADES TRAINING
INITIATIVES RESULTING IN
12 PARTICIPANTS GAINING
EMPLOYMENT IN THE
CONSTRUCTION FIELD



Spotlight on TESS and EDC Collaboration

In 2016, TESS and EDC kicked off a joint operational plan meant to improve employer engagement services, communication and outcome tracking. TESS also restructured its existing management resources to more appropriately address emerging business areas in workforce development. While the division had been engaging employers for some time, the realignment provided an opportunity to have dedicated managers at a district level assigned to employer and sector engagement activities. This has significantly changed how TESS works with EDC's Sector and Economic Development Officers, and improves our effectiveness and expertise in areas where there is growing demand and job seeker interest. For example, in 2016, through the Imagination Manufacturing Innovation Technology (IMIT) grant program, EDC and TESS worked with 14 employers, resulting in 15 successful hires for 7 roles.



Advancing Youth Employment

As noted previously, many groups, including racialized and newcomer youth, aboriginal youth, LGBTQ youth, youth with disabilities and special needs, youth in conflict with the law, and youth living in poor neighbourhoods, are overrepresented among the unemployment population in Toronto.

In today's more polarized and precarious labour market, it is also evident that education itself no longer guarantees youth will find employment or get a good job. Over the last two decades, 'mid-level' jobs have been disappearing. The expansion of knowledge and entry level positions, in turn, has disrupted traditional career ladders which provided previous generations with clear pathways to success. Young people are disproportionately affected by these changes.

However, just as unemployed youth have a diverse range of skills and experiences, they also have diverse employment service needs. At one end of this continuum are youth with highly marketable skills and qualifications who are "close" to the labour market. These youth typically require job search supports that focus on making connections with employers and job opportunities. At the other end of the spectrum are youth who are "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 and specialized services and assessments. TESS, working with key divisional partners like SDFA, is committed to supporting a range of youth employment needs. It does this by designing, implementing and coordinating innovative training, work-based learning and recruitment services for under and unemployed young people in the city.

100+ YOUTH
CONNECTED TO
netWORKS
PROGRAM WITH 70+
GETTING ACTIVELY
MENTORED BY
PROFESSIONALS IN
VARIOUS SECTORS

10 PAID PLACEMENT
OPPORTUNITIES
FOR LOW-INCOME
YOUTH BY LAUNCHING THE
**CITY'S WORK-BASED
LEARNING PILOT**

**INCREASED ACCESS
TO CITY WORK
PLACEMENTS FOR
50+** YOUTH ON OW
BY EXPANDING
**THE CITY'S JOB
INCENTIVE PROGRAM**

Work-Based Learning Works: An Action Plan for Youth Employment

In 2016, TESS worked to implement recommendations in City Council's adopted report: Work-Based Learning Works: An Action Plan for Youth Employment in Toronto. With support from SDFA and EDC, TESS convened a 14-member Youth Employment Advisory Committee, led by two Co-Chairs Mike Yorke (President, Local 27, Carpenters Union) and Peter Leon (Former City Councillor and retired businessman). The Committee generated ideas 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. With the Committee's input, TESS spearheaded progress on a number of Action Plan commitments, including the launching and scaling up of various work-based learning opportunities for young people as well as partnerships with key organizations such as United Way Toronto and York Region to advance youth networking opportunities and sector-based training initiatives.

We know that work based learning works. If the City can offer, or connect youth with, a firsthand practical work experience that develops knowledge and skills by providing internships, mentoring, apprenticeships, on-the-job-training and a challenging work experience, then we will develop career minded youth employees that will become tomorrow's managers and leaders.

- Co-chairs of YEAP Committee: Mike Yorke & Peter Leon

The Partnership to Advance Youth Employment (PAYE)

Launched in 2009, PAYE is a joint initiative among private sector employers, the City of Toronto and a network of community partners. It has successfully connected youth (aged 18-29) from disadvantaged communities with jobs and employment opportunities that they would not otherwise access. While PAYE works primarily with job-ready youth, who are out of school and un/underemployed, it also provides support for youth who are less ready for employment by providing them with job preparation support and referral to appropriate programs in the community. Building on City Council's direction to expand the program, in 2016, TESS, as the lead division, is continuing to strengthen PAYE by engaging business champions, expanding employer connections, and advancing career pathways for young people in targeted sectors.

180+ EMPLOYERS
WITH 50+ EMPLOYERS
AND ORGANIZATIONS
PLEDGING SUPPORT
TO THE PROGRAM

1000 YOUTH
SECURED JOBS

200 PARTICIPANTS IN
WORK-BASED LEARNING
OPPORTUNITIES

2300+ YOUTH
PARTICIPANTS

"I've witnessed the barriers youth face in finding jobs. They don't have access to services nor do they have the connections required to learn about job opportunities. PAYE helps to remove these barriers. They connect youth to employer partners. As employers, we need to invest in youth as they represent our future talent."



- Stephanie Cera Amenta, Director, Campus Talent Acquisition at CIBC and recipient of the PAYE Leadership Award for Influence

Through PAYE, Sondley was connected to a CIBC Recruiter where he now works full time. He attributes his success to the support of his PAYE coach who helped him tailor his resume and prepare for his job interview with CIBC.



Scaling Up NPower's IT Program

Launched two years ago, in collaboration with United Way and CivicAction, NPower Canada offers an intensive 15-week information technology (IT) skills training program coupled with an 8-12 week paid internship for disadvantaged young people (aged 18-25) in Toronto. Since its inception, TESS has both been the largest referral source for the program and a key supporter of program participants by offering placements with TESS and with the City's Information Technology division. In 2016, to scale up the program and increase access to Toronto's vulnerable youth, TESS funded the program's fourth cohort, ensuring 10 OW clients could participate.

**10 PAID
INTERNSHIPS**
OFFERED BY THE CITY
TO NPOWER YOUTH

**45 YOUTH COMPLETED
PROGRAM WITH
85% OF GRADUATES
SECURING FULL-TIME
EMPLOYMENT
AND/OR PURSUING
POSTSECONDARY
EDUCATION**

Peter always had an interest in technology so when he heard about the NPower Canada program he applied and was accepted into the program. He said that the program was not easy but he knew that the results would be worth it. He learned skills required to work in the IT sector. Part of the program included a paid internship. Peter applied to the City of Toronto for his internship and was successfully placed with TESS in the IT area where he was able to gain valuable work experience.





Workforce Development Partnerships & Collaboration

Partnerships and collaboration are core to successful workforce development strategies. Beyond those initiatives already noted, in 2016, TESS collaborated with a wide range of divisional, community and institutional partners to support initiatives that increase access to employment and related services for residents in Toronto.

**14 PARTICIPANTS
ACCEPTED
INTO PROGRAM WITH
100% COMPLETION RATE**

**10 SECURED
EMPLOYMENT
AND ALL PROGRAM
PARTICIPANTS
HAVE REGISTERED
WITH UNIONS**

Pathways to Employment for Barriercd Youth

In 2016, the division launched a number of pilot programs funded through the City's Poverty Reduction Strategy. Among these pilots was Trades Connex, an initiative aimed at improving services and supports for black youth (aged 18-29) on OW who had experience with the criminal justice system and lived in Toronto's Neighbourhood Improvement Areas. Working with an initial group of 14 youth, the pilot provided a customized construction skills training program delivered in partnership with CEE Centre for Young Black Professionals

and the Labour Education Centre. The program incorporated culturally sensitive intensive case management through an in-house social worker, youth facilitator and a culturally-trained case manager. Launched in 2016, the 7 month program included a 3-month training component and a 4-month work placement.

"I am grateful to have had the opportunity to work and build a relationship with LEC and CEE. I was able to develop new tools along with a new client-centred modality to continue to provide exceptional front line service. The staff at both agencies were supportive, inclusive and welcoming. It was a pleasure to work with both organizations and I hope TESS continues to build relationships with such amazing agencies."

- Andrea Dixon and staff from CEE Young Black Professionals

"Working on the Trades Connex program with TESS this year was a great experience. Connecting with a team that was open to innovation and person focused was great. The flexibility to try new things and respond to direct feedback from service providers was really appreciated...This made a huge difference on coordinating our efforts for better impact."

- Kofi Hope, Executive Director, CEE Centre for Young Black Professionals

The division has concertedly worked with its partners to support youth who face multiple barriers to employment. The Employment Connections initiative is important example of this work. Representing a partnership among provincial ministries (the Ministry of Community Safety and Correctional Services, the Ministry of Children and Youth Services), city divisions (SDFA, TESS) and community partners, youth (aged 15-30) on probation or parole are directly linked to year round support, skill development and employment opportunities, including an annual job fair. To support this work, TESS engages interested employer partners, as well as assisting OW youth who would benefit to take advantage of the services offered.

400+ JOB SEEKERS
OBTAINED SUPPORT THROUGH
EMPLOYMENT CONNECTIONS
WITH **60 YOUTH ATTENDING**
THE ANNUAL JOB FAIR
RESULTING IN **50+ HIRES**



"As an employer, the Employment Connections initiative has been really helpful in getting young, talented and motivated staff. These guys showed dedication, grit and enthusiasm while we were doing house builds. Building Up looks forward to working with the City of Toronto to find more candidates like these who are interested in turning their lives around."

- Brandon Hay, Founder of Building Up

600 HOMELESS
RESIDENTS
SUPPORTED THROUGH
25+ EMPLOYMENT
WORKSHOPS

650+ HOMELESS
RESIDENTS
RECEIVED ONE-ON-ONE
SUPPORT WITH
75% PARTICIPANTS
FINDING HOUSING

100+ PARTICIPANTS
REFERRED
TO CONTRACTED
EMPLOYMENT PROGRAMS
30+ PARTICIPANTS
OBTAINING
FOOD HANDLERS
CERTIFICATION AND
SECURITY LICENCES

10+ WORKSHOPS
DELIVERED TO
70+ CITY AND
COMMUNITY
AGENCY STAFF

Homeless Employability Pilot Project (HEPP)

Acting on City Council's direction to increase employment-related programming for residents in city run shelters, TESS, working with Shelter Support and Housing Administration, launched the Homeless Employability Pilot Project in early 2016 in our Wellesley Place office. This pilot is a prime example of how integrated human services delivery can better leverage City infrastructure and supports to serve the needs of homeless residents and community agencies. Through HEPP, intensive employment and housing services are provided to homeless residents while community agencies are assisted to increase their capacity to deliver services. The intent is to broaden project's reach by including more TESS offices, shelters and divisions. HEPP will also support the George Street Revitalization by identifying and connecting skilled labour to appropriate employment opportunities.

"I wholeheartedly endorse the steps taken by the two divisions to support homeless residents and I think that this service integration pilot is an example of what can be accomplished just by having staff of different divisions simply speak to each other to clarify programs, services, policies and procedures."

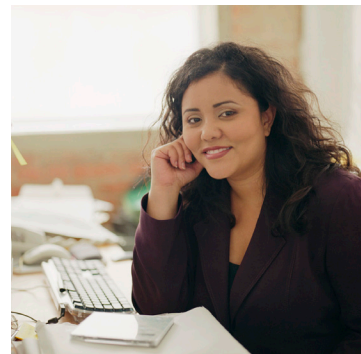
- Glynis D'Souza, TESS Caseworker


Investing in Neighbourhoods (IIN)

Established by TESS in 2008, Investing in Neighbourhoods (IIN) connects individuals in receipt of OW with paid work experience in non-profit organizations. TESS funds the positions by providing 100% of the salary for up to one year. A demonstrably successful initiative, IIN provides meaningful skill development opportunities through varied placement opportunities, boosting participants' immediate and longer-term employability while increasing community capacity among participating non-profit organizations.

280+ NON-PROFIT
ORGANIZATIONS
OFFERED 850+
PAID IIN POSITIONS

650+ PARTICIPANTS
GAINED
WORK-EXPERIENCE
THROUGH IIN





As a participant in the StarterSpace @Crossways program, Paige learned entrepreneurship essentials such as how to develop a business plan, marketing, sales, business operations and the importance of cash flow. She says that everything she learned through StarterSpace @Crossways has helped build her confidence in becoming an entrepreneur. Paige is the owner of pg communications, a full-service communications agency.

StarterSpace @ Crossways

Launched in 2015, StarterSpace is a new integrated employment and entrepreneurship site offered by TESS and EDC to assist youth develop their business ideas into real businesses. StarterSpace provides young people 18-29 years old with assistance in developing their Starter Company application, one-on-one business advisory services, co-working space with access to computers, internet and meeting rooms.

**275+ YOUTH
BUSINESS
FORMED THROUGH
STARTER COMPANY**

**40 STUDENT COMPANIES
FORMED THROUGH
SUMMER COMPANY**

Marketing Workforce Development

**320+ EMPLOYERS
AND 7,200
RESIDENTS ATTENDED**

**700+ RESIDENTS
INTERVIEWED
AND 200
RESIDENTS HIRED**

**15 NEW PARTNERSHIPS
SHOWCASED AND
30+ EVENTS HELD**

In 2016, the division broadened its use of social and traditional media to profile and increase awareness of City workforce development activities, partnerships and achievements. This entailed hosting the City's fifth annual Workforce Development Month in October to showcase the many different facets of the City's workforce development efforts, better using interactive channels, including social media, to reach residents, using traditional channels such as posters and bus shelter ads, and developing staff reports to Council to discuss the division's work. Together, these practices have ensured that workforce development practices, partnerships and experiences are shared in an accessible format with the wider workforce development system.

Workforce Development Month

Establishing a dedicated month to highlight, celebrate and recognize workforce development achievements is a common practice in jurisdictions in North America and beyond. This past October, the City held its fifth annual Workforce Development month. Since the adoption of the City's Workforce Development Strategy, this signature event has showcased initiatives, partnerships and strategies that support the division and City's efforts to improve employment outcomes for job seekers and support the workforce needs of employers. In 2016, events

involved a range of community agencies, business sectors, City divisions and ABCCs as well as various ministries across Provincial or Federal orders of government that:

- ▶ increased awareness, knowledge and use of City services
- ▶ engaged city residents and connected them to training and employment opportunities
- ▶ spotlighted key partnerships between the City, private sector employers, community partners, networks and other orders of government

Signature Event: Mayor Tory's Employment and Jobs Reception

In 2016, the Mayor hosted a reception to recognize the commitment of business leaders engaged through the City's PAYE program and engaged in workforce development initiatives, more broadly. Serving as a capstone event to Workforce Development Month activities, the reception provided an opportunity to hear from employer champions and PAYE youth alumni who shared lessons and key messages about the important role of the City, including TESS, in increasing access to career pathways.

**140 PARTICIPANTS
ATTENDED
THE EVENT INCLUDING
50+ EMPLOYERS**

Signature Event: City of Toronto Career Information Event

In 2016, TESS continued to support the City of Toronto Career Information Event, which showcases employment opportunities within the Toronto public service and employment services available to job seekers. A large number of residents with varied skill and educational backgrounds attended, gaining skills through open-access workshops and expanding their professional networks by speaking directly to a range of City staff.

**1000+ JOB SEEKERS
ATTENDED EVENT**



Mayor John Tory's Connecting People to Jobs Reception

**OCTOBER IS WORKFORCE
DEVELOPMENT MONTH**

Toronto
workone
Opportunity starts here

➔ For more information and a list of events for job seekers and employers visit: toronto.ca/workone

Follow us on Twitter [@TorontoESS](https://twitter.com/TorontoESS) #workoneTO



**444 TWEETS
POSTED WITH
317,725 VIEWS**

**20,052 VISITS
TO TESS
TWITTER PROFILE**

**AVERAGED 59
NEW FOLLOWERS
EACH MONTH**



TESS transit ad on display during Workforce Development Month



Yorkdale Job Fair



Becoming a Home Child Care Provider



Disruptive Innovation/
Inclusive Economies Event



Regent Park Employment Forum



PAYE Retail Skills Learning & Networking Forum



Directions for 2017

Toronto Employment and Social Services is committed to advancing the objectives of the Workforce Development Strategy to ensure that employers and job seekers are better served and better connected. In 2017, two overarching objectives will drive our work: simplifying and improving access to our services and better assessing client needs, and enhancing service planning practices to improve client experience and outcomes. These core priorities underpin how we will work with City divisions and our numerous workforce development partnerships to improve workforce development services. Looking ahead, there are four primary ways in which we will carry out this work in 2017:

1. Implement Youth Employment Action Plan and Related Youth Priorities

Advancing Work-Based Learning in Toronto: Report of the Youth Employment Action Plan Advisory Committee, approved by Council in November 2016, proposed clear steps to improve employment opportunities and career prospects for Toronto youth. Work is now underway between the division and key organizations such as the United Way Toronto & York Region and NPower to scale up existing work-based learning programs for young people in 2017. Together with SDFA, TESS is also addressing key recommendations made in the Toronto Youth Equity Strategy focused on better serving the employment needs of vulnerable youth, including those with criminal justice system experience.

Building on these relationships, below are key actions that will be taken in 2017 to better meet the employment needs of young people in Toronto:

- ▶ **Expand the City of Toronto Work-Based Learning Program** by deepening existing relationships with current host divisions and reaching out to new partners
- ▶ **Co-Host a Work-Based Learning Symposium** with the Metcalf Foundation to leverage best practices in developing, scaling up and sustaining effective work-based learning models that are sector-based or demand-focused

- ▶ [Identify 150 City of Toronto Mentors](#) as part of United Way's netWORKS program aimed at providing young people with professional networking opportunities
- ▶ [Continue to engage PAYE employers and youth](#) by engaging 2000 participants and maintaining 2017 employer service levels set at 120 employers

2. **Advance Sector-Focused Strategies & Strategic Partnerships**

The success of workforce development strategies depends on the range and quality of partnerships with employers. More and better partnerships translate into improved opportunities for job seekers and better candidates for employers. A clear lesson from implementing the Workforce Development Strategy over the last five years is that creating strong partnerships with industry and groups of employers goes a long way in building skills employers seek and connecting people to good jobs with career advancement potential.

Building strong and effective relationships and developing effective talent pipelines for job seekers is a core, ongoing responsibility of TESS and its City partners, such as the Economic Development and Culture division. A number of initiatives are currently underway in the division for developing new sector specific strategies and partnerships that will provide OW clients with access to good jobs and with access to the skills they need to take advantage of these opportunities. This emphasis will become increasingly important in the future, and is an area where the City, the province and community stakeholders must find innovative ways to demonstrate value to employers. Examples of how TESS is leading in this area are noted below:

- ▶ [Launch a Construction Sector Pathway in Toronto](#) with the Ministry of Advanced Education and Skills Development in response to the construction of the Eglinton Crosstown Light Rail Transit (LRT) line
- ▶ [Support the ongoing implementation of United Way's Career Navigator Model](#) aimed at helping young people gain industry-recognized credentials for occupations in targeted sectors such as Retail and Information Technology
- ▶ [Implement the City's Social Procurement Program](#) in partnership with PMMD and SDFA by identifying suitable City projects and strategies that can provide meaningful opportunities for training and employment to Toronto residents

3. **Integrate and Modernize Services for all Job Seekers**

TESS provides access to a range of employment programs and services to many of the 100,000 working age individuals who rely on OW at any given time in Toronto. Driven by a competitive and dynamic labour market, the needs of Toronto's job seekers are changing rapidly, with many individuals requiring more intensive supports to prepare for work and retain employment.

Recognizing the importance of its investment in employment programs and services to OW clients, the division is taking concerted steps to ensure these programs are accessible, relevant and responsive to labour market demands. This requires working with employers and a wide range of stakeholders, establishing new partnerships with other divisions, community organizations and experts to leverage existing capacity and developing more targeted and integrated service offerings. Key examples of actions that will be taken in 2017 to modernize and enhance services for all job seekers include:

- ▶ **Launching a new Request for Proposals (RFP)** call for contracted employment programs for residents in receipt of OW, with an increased emphasis on providing support for individuals with more complex needs
- ▶ **Better meeting resident needs and access to employment and workforce development supports** by providing more customization of services, expanding partnerships and itinerant service offerings in our Employment Centres
- ▶ **Adapting our current programs based on learnings from Poverty Reduction Strategy Pilots** focused on intensive case management approaches for vulnerable city residents
- ▶ **Implementing** Phase 1 of the Fair Pass Program to increase access to affordable public transportation for social assistance clients
- ▶ **Working with Toronto Community Housing** to better meet the needs of common clients and improve access to needed local services and supports

4. Influence Workforce Development Systems Change and Coordination

The division's work and success is closely linked to provincial priorities related to poverty reduction and the reform and modernization of social assistance and employment services. Continuing its leadership role in this area, TESS will promote workforce development approaches with the province as a core part of the provincial reform agenda. The division will also work collaboratively with City divisions and agencies to ensure that workforce development actions are aligned with poverty reduction goals and economic development priorities. Key actions the division will take in 2017 include:

- ▶ Working closely with the province through a number of leadership and working group tables to advance the modernization and reform of social assistance and employment services focusing on increasing and streamlining access to programs and services that low income and unemployed Toronto residents need.
- ▶ Working with other City divisions to develop City positions and responses to major provincial initiatives related to the introduction of a basic income pilot and to proposed changes to Ontario's income security system.





For more information

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