

Garven & Associates

Management Consultants

An Employment Development Strategy **for Inner-City Regina**

Prepared For:

The Employment Development Steering Committee

and

Department of Community Resources and Employment



**Community Resources
and Employment**

and

Regina Regional Economic Development Authority



Prepared By:

Garven & Associates

Summer, 2005

An Employment Development Strategy
for Inner-City Regina

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EXECUTIVE SUMMARY

Introduction

The Regina inner-city is characterized by high unemployment, low incomes, lower than average levels of education, higher than average numbers of youth and a high percentage of Aboriginal representation in the population.¹ Many of the residents are not effectively connected to the labour market. This disconnect has an undesirable impact on the local economy and on the lifestyle and well being of the people in the area. Pre-employment training, employment preparation, specific skill development, and other developmental needs must be met, along with the provision of community supports for social and lifestyle considerations, before the residents of the inner-city will be successful in the local labour market.

According to the 2001 Census, the Regina inner-city is characterized by high unemployment, low incomes, low levels of education, a high youth population and a high number of Aboriginals.

This research has been designed to explore the employment development needs of the inner-city population, to document the requirements of locally-based employers and to generate recommendations for future action. The results of this research will be incorporated into an Employment Development Strategy (EDS) for inner-city Regina.

Project Research Methods

A number of research activities have been undertaken to collect relevant information related to employment:

- Facilitation support was provided to assist two specific groups with strategic work plans. These Committees were established to address employment development and economic development issues:
 1. EDS Steering Committee.
 2. Regina Regional Economic Development Authority (RREDA)-Treaty-Four (T4) Task Force. (Strategic document provided as Appendix D)

Two Committees worked to develop employment strategies: The EDS Steering Committee and the RREDA/Treaty Four Task Force.

¹ Statistics Canada, 2001 Census

- A broad-based literature and program review was completed identifying a variety of employment programs and employment development strategies used in other Canadian cities. A total of thirty-two (32) documents were analyzed and four (4) programs were reviewed in detail.
- An interview program was completed with thirty-two (32) city of Regina employers in order to document their opinions, levels of awareness, and commitment to an Employment Development Strategy for inner-city Regina.
- An employer training session was held on March 8, 2005 in Regina. The event was designed to provide employers, community-based organizations, support agencies, and other interested groups with issues relevant to employment in Regina. Two keynote speakers presented material related to the concept of 'creating an employment culture sensitive to multiple cultures and to socio-economic conditions:
 - Ronald (Ron) B. Jimmerson, Sr. Manager
Cascade Engineering
Community Partnerships & Workforce Diversity
Grand Rapids, MI USA
 - John Lagimodiere, President
Aboriginal Consulting Services
Saskatoon, SK CANADA
- An assessment of community-based organizations, and a review of the supports and services that they provide, was completed in order to determine how agencies and organizations in Regina could contribute to the overall EDS. A total of twenty-seven (27) organizations were reviewed and are presented in Table 4.5.

Literature and program review, interviews and an assessment of community capacity contributed to the data collection procedures.

Employer training sessions were provided on March 9, 2005.

- An assessment of youth programs that had potential application to the overall Employment Development Strategy was completed. The following programs were considered:
 - School^{PLUS}
 - Federal Public Sector Youth Internship Program
 - Junior Achievement
 - St. John Ambulance Canada – Youth Program
 - Youth Leadership Support Network

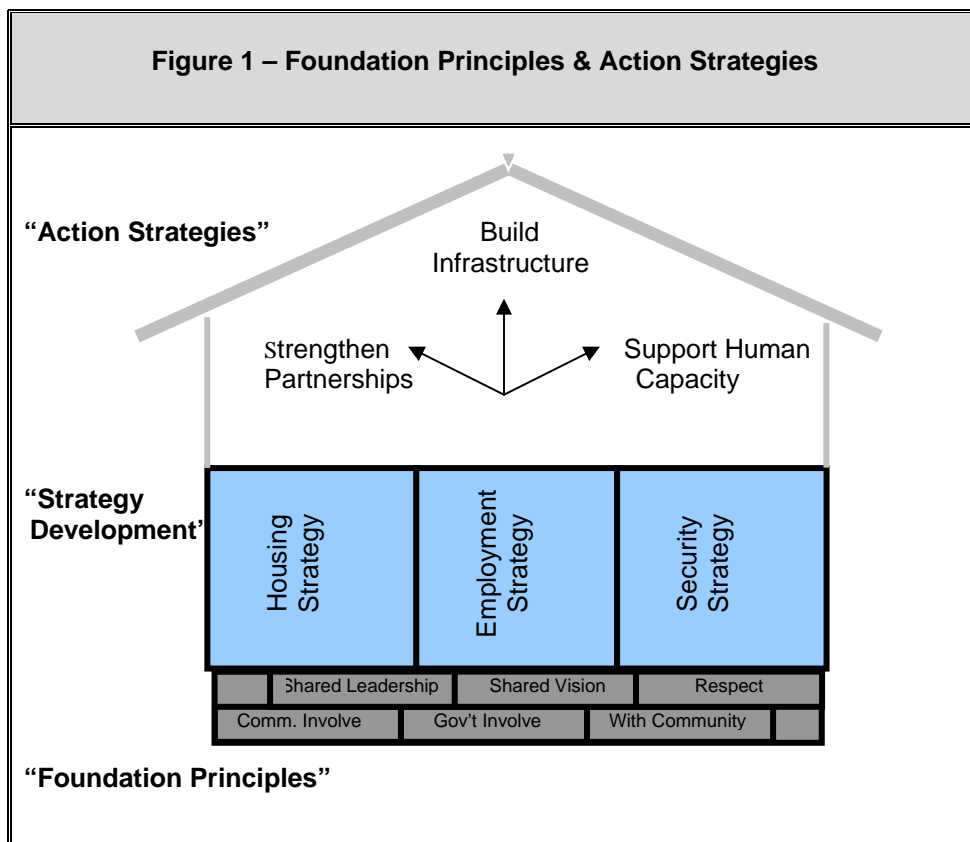
Consideration of youth programming is important to the research.

The Employment Development Strategy

The City of Regina is currently working to prepare and implement strategies related to employment, housing, and security for the inner-city. These strategies will be supported by recognized community development principles which are presented in the following graphic (Figure #1) as “Foundation Principles”.

The EDS is one of three development strategies

- housing;
- security; and
- employment.



1. *Foundation Principles*

Shared Leadership

A successful employment development strategy will include local leaders and seek the input of community members. First-hand and immediate knowledge of the community is necessary to effectively identify the areas where change is needed and to ensure that change related initiatives will be well received. Leadership skills can be nurtured and developed amongst the members of the community, ensuring a sense of ownership and community pride in the results of the initiative. Community leaders will be the catalysts who support employment and economic development projects, demonstrating a commitment to the healthy growth and development of their communities.

Shared Vision

In order to advance community development and employment opportunity within the community, it is important to create a shared vision amongst community members and community partners. The successful implementation of community development projects requires that the community develop partnerships with others who share the same vision for the future. Successful implementation also requires that all partners work together toward common goals. This will require a strategy to promote public communication of the vision, and a strategy to achieve short and long-term outcomes.

The EDS is built on key community development foundation principles:

- **Shared leadership,**
- **Shared vision,**
- **Respect for all members of the community,**
- **Active community involvement,**
- **Engagement with all levels of government,**
- **Development of initiatives within the inner-city community.**

Respect for all Community Members

Efforts to advance employment and economic development will demonstrate a respect for the individuals who live within the community. Cultural differences can be celebrated within inner-city communities resulting in programs that encourage increased dialogue and support for cultural difference. (Seventy-five percent (75%) of the employers interviewed for this project reported a need to gain a better understanding of the cultural differences and issues affecting the inner-city of Regina. Employers indicated a desire to learn more about cultural diversity and its impact on development.)

Actively Involve Community Members

All age levels and cultural groups can be consulted during the design and implementation of an effective employment development strategy. A successful strategy will support a common vision and will build on the talents and successes of multiple community members.

Involve All Levels of Government

A successful employment strategy will require the cooperation of all levels of government (federal, provincial, municipal, community, and Aboriginal). Awareness, involvement and partnerships can be promoted with both government and non-government groups to advance the vision and common goals of the community.

Initiatives Offered Within Community

Members of the inner-city face barriers that inhibit their ability to access the programs and services that are available to other community members within the city of Regina. For example, available transportation, access to child care and overall awareness of services and programs are barriers for many inner-city residents. In order to ensure ease of access, it will be important to the Employment Development Strategy to carefully consider the location of programs and services, placing them within the inner-city boundaries wherever possible.

2. *Action Strategies*

The employment development action strategies have been designed to build on the important community development “Foundation Principles”. The action strategies for consideration by the Employment Development Strategy (EDS) Committee are presented within three (3) strategic areas:

- 1.Strengthen Partnerships;
- 2.Build Infrastructure; and
- 3.Support Human Capacity.

Action strategies are recommended within three key areas; strengthening partnerships, building service-related infrastructure and supporting the development of human capacity.

Strengthen Partnerships

Strengthening community partnerships represents an important element of a successful employment strategy. Members of the EDS Committee, CBOs, employers, educational institutions, and government agencies can work together support a common strategic vision. Table #1 outlines each of the partner members and suggests actions that can be taken by each group to strengthen partnerships within the inner-city community.

Numerous stakeholders will be involved in establishing partnerships to advance the inner-city community of Regina.

Table 1 – Strengthening Partnerships

Member	Actions
EDS Committee	<ul style="list-style-type: none"> • Retain the EDS Committee to support on-going development and communication of an Employment Strategy for inner-city Regina. • Document EDS Committee members' commitment to inclusive employment principles and objectives through a Memorandum of Understanding (MOU). • Initiate an EDS sub-committee structure to design and implement each of the employment strategy components.
CBOs	<ul style="list-style-type: none"> • CBO programs and services focus on the elimination of employment barriers. • CBOs asked to identify and plan for proactive, results-based, inner-city employment strategies. • CBO employment programs encouraged to focus on immediate, short-term employment results. • CBOs work to enhance their presence and employment programs in inner-city communities.
Employers	<ul style="list-style-type: none"> • Establish an employer roundtable as part of the EDS to solicit employer involvement. • Provide employer training and information sessions. • Partner with specific companies to develop targeted job opportunities. • Involve employers in the design and delivery of employee training initiatives.
Educational Institutions	<ul style="list-style-type: none"> • Satellite existing employment development programs and services into inner-city locations. • Encourage education-based partnerships to provide targeted training designed to meet employment needs. • Encourage the use of community schools following the School^{PLUS} model.
Government	<ul style="list-style-type: none"> • Identify roles for every level of government in the support and implementation of the employment strategy through mentorship, leadership, planning and funding.

Building Service-Related Infrastructure

Inner-city Regina requires the creation of some important infrastructure in order for the community to thrive and flourish. Our project research suggests that certain service-related infrastructure is required for a community to achieve a level of self-sufficiency. Over the past several years, some of this infrastructure has deteriorated in the inner-city of Regina. The result is that the area does not have a major grocery store, health clinic, childcare centre, etc. These support services are necessary to maintain a strong and vibrant community.

Therefore, the EDS and its partner organizations can consider the need for the following key service-related infrastructure requirements for inner-city Regina.

1. Community Employment Centre

A Community Employment Centre could be established as an employment tool to help inner-city residents as they move out of poverty and an under-privileged state. Located in the inner-city, this employment centre can be established to meet the unique needs of inner-city residents through customized training, job placement and follow-up services. The Centre, in partnership with Regina employers, can design both short-term and long-term training, employment and career opportunity.

Several service-related infrastructures are required; a community employment centre, community-based childcare and a community village housing support services.

2. Community-Based Childcare

Many inner-city residents will require childcare services to be able to pursue employment and education. A Community-Based Childcare Facility that is culturally appropriate, affordable, accessible, and available to serve those who are employed in shift work is required.

3. Community Village

A Community Village could encompass primary service-related infrastructure needs, such as an employment centre, a child-care facility, health care clinic, grocery store, financial institution and other important services as required by the residents. Such a centre would provide a cornerstone for future community development needs and would be the hub on which strategic community development can be built.

The EDS and its partners can lead the process of considering the viability and feasibility of a Community Village. A Community Village would require a collaborative effort between the City of Regina, Regina businesses and other funding partners to support the creation of key services for residents of the inner-city.

Support Human Capacity

Support for increased human capacity is another key element of a successful employment development strategy for the inner-city of Regina. The inner-city community must develop the internal human capacity to lead and mentor their residents, as they work toward a stronger, more sustainable community. There are many strategic actions that can be implemented to develop broad-based community development capacity. However, this report is dedicated to supporting human capacity in the area of employment and youth. Therefore, the following five (5) action strategies focus on these target groups.

1. Train for “Soft Skills”

Employers report that there is a strong need for employees with a full complement of “soft skills”. These skills are characterized by a good work ethic, good communication skills, well developed people skills and excellent customer service skills. Eighty-four percent (84%, 27 out of 32) of Regina employers indicate that there aren’t enough employees for the jobs that they have available, and forty-four percent (44%, 14

Successful employment requires that training be developed that focuses on soft skills, immediate employment opportunities, leadership and employers.

out of 32) of Regina employers indicate that it is very difficult to find employees who possess the necessary soft skills to be successful in the job.

2. Train for Employment Opportunity

The research shows that employment is the key to individual and community development. Through the review of employment programs that are successfully operating in other locations in Canada, it is evident that those programs that achieve the highest degree of employment placement and retention, are those that focus on training that leads directly to employment opportunity. In some cases, program planners and employment trainers enter into pre-employment agreements that guarantee employment positions for individuals who have successfully completed customized training for a particular job. It is also reported that potential employees find training more motivating and rewarding when they know that the training is leading directly to an employment position. Regina employers, interviewed for this project, indicated that they are willing to participate in pre-employment agreements and are willing to partner with education and training institutions to improve the success of future employees.

3. Train Employers

Regina employers report a keen interest in training that is designed for employers. They are interested in exploring topics such as cultural diversity, human resource skills development, understanding the labour market, recruitment and retention of employees and alternative remuneration packages. Employers interviewed for this research report a desire for training through workshops/seminars and print materials. The results of the interview program are highlighted in Table 2.

Table 2 –Training for Employers

Employer Desired Programs (Information, Training, and Tools)	
Cultural diversity	24 (75%)
Labour market conditions	18 (56%)
Recruit new employees	16 (50%)
Remunerate/Reward employees	16 (50%)
Retain employees	15 (47%)
Other (HR topics, marketing strategies)	2 (6%)
Employer Preferred Delivery Methods	
Workshops/Seminars	22 (69%)
Print Material	17 (53%)
Guest speakers	14 (44%)
Internet-based materials	13 (41%)
Breakfast/Lunch	12 (38%)
n=32	

4. Provide Leadership Development for Youth

Several quality leadership programs have been developed for youth and are offered in many locations throughout North America. There is need to establish proactive leadership programming for inner-city youth and for other community residents who will become involved in the overall employment development strategy. Leadership training for youth will ensure the sustainability of community development over the long-term.

5. Consult Community

Inner-city involvement and support of the employment development strategy is crucial to the inner-city's future success. Future actions should be developed in close consultation with community-based organizations and with residents of the community. In order to accomplish the goals of an employment development strategy, effective partnerships must be established between the Department of Community Resources and Employment (DCRE), with members of the EDS Committee and with the Regina inner-city community. Whenever possible, future planning and program design should involve a component of community consultation to gain the necessary involvement and support.

At all stages of EDS implementation, consultation with community will be important

1.0 INTRODUCTION

The inner-city of Regina is characterized by low socio-economic realities. Many of the residents of the inner-city experience high unemployment, low incomes, lower than average levels of education, sub-standard housing, poor personal health and overall conditions of poverty. The inner-city population is represented by higher than average numbers of youth and a high percentage of ethnic and Aboriginal people are found within the population.

In order to address the challenges of the inner-city, the Regina Inner-City Community Partnership (RICCP) was created. The RICCP is a community-based partnership dedicated to the renewal of Regina's inner city. The RICCP uses a process of neighbourhood engagement to determine the future needs of their community. The RICCP Steering Committee brings together governments, community partners, private sector representatives, and area residents to address the priorities identified by the community. One of the tasks of the RICCP has been to coordinate and initiate the development of three community-based strategies to address the key issues of employment, housing and security. This research report represents the work of one sub-committee, established to focus on an inner-city employment development strategy (EDS).

While the inner-city works to overcome the challenges of community development, the city of Regina is experiencing a shortage of available skilled and unskilled labour. Regina employers, like the majority of employers across Canada, report that they have difficulty recruiting, retaining, training and remunerating employees. The inner-city of Regina is brimming with employment potential, particularly within the youth population. The EDS

Committee recognizes this potential and is working to design a strategic response that will meet the needs of both the inner-city population and the employers of the city. A successful employment strategy for the inner-city will provide value for both the inner-city community and the employer community within the city.

The Department of Community Resources and Employment (DCRE), the Regina Regional Economic Development Authority (RREDA) and the RICCP have come together to establish the EDS Committee. The EDS Committee comprises government departments, educational institutions, business, community services and Aboriginal representation.

Garven & Associates has been retained by the EDS Committee to conduct supporting research and to facilitate the implementation of the overall project. The consultants and the EDS Committee worked collaboratively to establish a research methodology and timeline that would result in the creation of an Employment Development Strategy for the inner-city of Regina. The key research questions to address were as follows:

- 1) What can project stakeholders, (governments, educational institutions, community-based organizations, private sector businesses and others) do to support employment development within the inner-city?
- 2) How can employers contribute to the creation of an Employment Development Strategy?
- 3) What roles will employment agencies, community associations, community leadership and others provide within the overall Employment Development Strategy?
- 4) What can be done to support and enhance youth employment?
- 5) What are the key elements of a coordinated work plan and strategy that builds toward successful and effective employment for people living in the inner-city of Regina?

2.0 PROJECT GOALS & OBJECTIVES

In consultation with DCRE and the RREDA, a number of primary project objectives were identified.

- 1) Create an overall Regina Inner-City Employment Development Strategy (EDS) with a focus on the following outcome statements:
 - a. Job creation and a sufficient and representative workforce to meet business needs in coming years;
 - b. Better employment results for inner-city youth resulting from improved access to employment supports; and
 - c. An Employment Development Strategy that is linked to School Plus and that supports School Plus initiatives for early childhood development and learning.
- 2) Provide support, direction, facilitation, and leadership for the EDS Steering Committee in the creation of a long-range employment strategy for the Regina inner-city.
- 3) Facilitate the work of the RREDA/Treaty Four Task Force in the development of job creation strategies.
- 4) Document the lessons learned by other urban centres who have implemented employment strategies and work plans for inner-city communities.
- 5) Determine the adoption and acceptance levels of the Regina employer community as participants in an inner-city employment strategy and seek possible solutions to employment concerns.
- 6) Document the contributions that community organizations, service groups, business leaders, and others can make to an overall employment strategy for the inner-city.
- 7) Identify new and existing initiatives that will support the development of inner-city youth as part of an overall Employment Development Strategy.
- 8) Engage Community-Based Organizations (CBOs) in the development and implementation of specific project responses to the needs of the inner-city community.

3.0 PROJECT METHODOLOGY

A wide range of activities were completed to support the creation of an Employment Development Strategy for inner-city Regina and to facilitate the work of the EDS Committee and the RREDA/Treaty Four Task Force.

3.1 Facilitation Support

Garven & Associates provided facilitation support to two Committees tasked with the responsibility to address employment development needs in Regina; the Employment Development Strategy Committee (EDS) and the RREDA/Treaty Four Task Force.

Employment Development Strategy Steering Committee

The mandate of the EDS Committee: To support the creation of a Regina Inner-City Employment Development Strategy and to structure a sustainable collaborative partnership for the benefits of inner-city residents with its initial focus on youth and the North Central (inner-city) Community. Garven & Associates provided facilitation services during each of the EDS meetings throughout the duration of the research project. Facilitation included:

- Preparation of a Meeting Agenda
- Facilitation of Discussion
- Identification of Decision Points
- Work Plan Development and Management of Actionable Items
- Preparation of Meeting Minutes

RREDA/Treaty Four Task Force

The Regina Regional Economic Development Authority (RREDA) established a Task Force with representatives from the Treaty Four First Nations and other interested parties to address the following question:

- How can the RREDA and Regina employers develop linkages with the inner-city community to address issues related to economic development (employment, job creation, skilled labour gaps, investment, etc.)?

Garven & Associates provided the Task Force with facilitation support to assist during the creation of a work plan and future direction discussion. (A Task Force Strategic Plan was developed and is appended to this document as Appendix D)

3.2 Literature and Program Review

A number of relevant documents were reviewed to provide an understanding of the issues related to inner-city employment programs and employment development strategies. Various sources and authors were used in the literature review process. The goal of the review was to collect, review and synthesize current literature and research on the topic of inner-city employment development as well as to identify like-minded program initiatives in other urban locations.

3.3 Employer Interview Program

Thirty-two (32) city of Regina employers were interviewed in order to document the opinions, awareness levels and employment development commitment of Regina employers. (A list of interviewees can be found in Appendix A.)

Specifically, the following issues were addressed through the interview program:

- The labour market awareness level of employers (awareness of labour shortages, potential employees, Aboriginal involvement in the labour market, etc.).
- The contribution that employers can make to an Employment Development Strategy for Regina and specifically to the inner-city.
- The readiness and willingness of employers to participate in an Employment Development Strategy.

- Interest in Employer Training, Cultural Diversity Training, Employment Development Models, etc.

3.4 Employer Training

An employer training session was designed to provide employers, CBOs, support agencies, and others, an opportunity to become aware of the EDS initiative. The event was held on March 8, 2005 in Regina. Two keynote speakers presented materials relevant to inner-city employment development concerns and to the concept of creating an employment culture sensitive to unemployment, ethnic diversity and poverty. The two keynote speakers were:

- Ronald (Ron) B. Jimmerson, Senior Manager
Cascade Engineering,
Community Partnership & Workforce Diversity
Grand Rapids, MI, USA
- John Lagimodiere, President
Aboriginal Consulting Services
Publisher: Eagle Feather News
Saskatoon, SK, CANADA

3.5 Community-Based Organization Inventory

Regina has several community-based organizations and service providers who support city residents' employment needs. An inventory of the community-based organizations was completed with consideration given to how these organizations can support the EDS for inner-city Regina.

3.6 Inner-City Youth Employment Strategy

An important component to the success of Regina's inner-city EDS is the potential for youth involvement in education and employment. The youth population in inner-city Regina is growing rapidly and a future employment model must incorporate initiatives that engage youth in the labour market. The following programs that focus on youth were considered in this research:

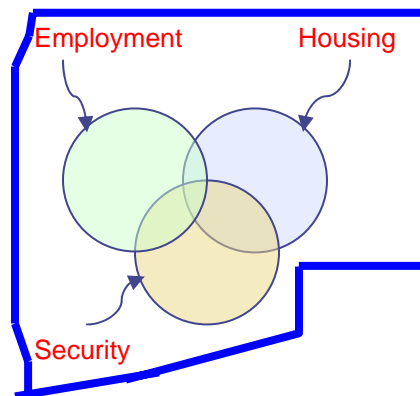
- School^{PLUS}
- Federal Public Sector Youth Internship Program
- Junior Achievement
- St. John Ambulance Canada – Youth Program
- Youth Leadership Support Network

4.0 PROJECT RATIONALE

In a paper prepared by the Regina Inner-City Family Foundation, Mayor Pat Fiacco stated that, "Our inner-city is in desperate need of revitalization. Many of our homes in Regina's inner-city are in very poor condition and are in need of replacement. The residents who live there are exposed to more poverty, more homelessness and sub-standard housing, higher crime rates, fewer amenities, and poorer socio-economic circumstances than most other Regina residents' experience."

Community development requires a multi-faceted approach, with an overall understanding of social and economic issues. The

Figure 4.1 – RICCP Focus in North Central Regina



RICCP was created to consider strategic responses to employment, housing and security issues that face inner-city residents. These initiatives will support the Mayor's vision, shared by government and community residents, of "economic growth and long-term health of Regina's inner-city", while at the same time, "offering an opportunity for a better life and better future for all families in the inner-city." (Mayor Pat Fiacco)

The RICCP was established to coordinate government, community and other stakeholder involvement in community development. The work presented in this research report represents the efforts of the sub-committee established to advance an Employment Development Strategy.

5.0 RESEARCH RESULTS – LITERATURE REVIEW

The literature review was conducted in order to collect, review and synthesize current literature and research relating to employment strategies. Numerous documents were analyzed as part of the literature review (Appendix E).

The literature review resulted in the identification of several employment development programs throughout North America. Common themes were identified that influence overall program effectiveness. Identified themes have been summarized in the following sub-titles and bullets:

Employment Needs of Job-Seekers and Employers

- A holistic approach that involves both the employee and the employer, and works to establish employment linkage within the community leads to successful labour market attachment. (*Paths to Employment in Southeast Downtown Toronto*)
- Specific training designed for targeted jobs provides an employer with an opportunity to customize training and

ensures that employees achieve immediate labour attachment. A designated training and/or employment service organization can provide short-term, intensive training to meet the needs of a specific business. (*Integrating the Unemployed Through Customized Training*)

- Employment partnerships, or memorandum of understanding (MOU) agreements, formed between local businesses and employment service organizations, can facilitate the needs of both employee and employer. (*Welfare to work: The Next Generation*)

Employment Barriers and Systemic Issues

- On-going effort is needed to address life-skill requirements and basic living requirements (housing, health, training, career management skills, etc.) for individuals who are moving from unemployment to sustainable employment. (*Welfare to work: The Next Generation*)
- Measures must be taken to ensure that workers have the appropriate pre-employment skills and the specific labour market skills to meet the demands of the work place. Other systemic employment barriers include the lack of affordable childcare and concerns related to transportation. (*Integrating the Unemployed Through Customized Training*)
- For many individuals, an intermediary step before work placement may be required to provide transitional work experience. Transitional work experience allows the individual an opportunity to gain familiarity with the routine of the workplace while still receiving the necessary personal supports. (*Paths to Employment in Southeast Downtown Toronto*)

Programming and Delivery Lessons Learned

- Programs have achieved success when focus is placed simultaneously on the needs of job seekers and employers. (*Welfare to work: The Next Generation*)

- Employment development is achieved to the greatest degree when a continuum of social, personal, and employment supports are integrated. Pre-employment preparation, skill development training, workplace experience, work placements, and post-placement (follow-up) supports all contribute to success. (*Paths to Employment in Southeast Downtown Toronto*)
- Programs that have a strong outreach component have proven successful by identifying current and emerging employment vacancies, and by offering employers recruitment and screening services for entry-level employees. (*Paths to Employment in Southeast Downtown Toronto*)
- Successful program are process and outcomes-based. Processes are client-centred, partnership focused, community-based, and employer friendly. Outcomes focus on job placements and job retention. (*Labour Market: Transition Models that Work*)
- Labour market transition models that demonstrate success tend to have outcomes that are developing client skills, helping client's secure long-term employment and helping clients achieve a greater degree of independence. Both retention in the labour market and career path development are important for client success. (*Labour Market: Transition Models that Work*)

Success Factors and Best Practices

- The key to a successful demand-based employment model is the relationships and partnerships created with the private sector. Unless there is a partnership, based on shared goals and meeting the needs of business, there will be few sustainable job opportunities created. (*Welfare to work: The Next Generation*)
- The successful integration of job-seekers into the labour market requires a combination of interventions, from the removal of systemic employment barriers to the creation of job opportunities. (*Integrating the Unemployed Through Customized Training*)
- Employment development is most successful when it is designed as an inclusive process that involves a number of

partners and service components. The sum of the necessary skills and activities is unlikely to be found within one organization. (*Paths to Employment in Southeast Downtown Toronto*)

PROGRAM REVIEW

Several programs and initiatives were analyzed to identify best practices of program and service delivery. The following four programs were considered in some detail for this research project. (Complete program profiles are found in Appendix C.)

- Opportunities for Employment Inc. – *Winnipeg, MB*
- Partners for Jobs (P4J) – *Ottawa, ON*
- Youth Employment Partnerships – *Toronto, ON*
- Youth Employment Centre – *Calgary, AB*

Lessons Learned and Best Practices

The following bullet points represent the lessons learned and best operational and management practices developed during development and implementation of employment programming:

- A growing trend is for employment contracts between government and service providers to be outcomes-based. This has been beneficial for the agencies because it provides flexibility in program delivery and rewards results. (*Opportunities for Employment – Winnipeg, Partners for Jobs – Ottawa*)
- Qualified personal are important to the success of employment programs. Employment Consultants must effectively work with both job seekers and employers to achieve results. (*Opportunities for Employment – Winnipeg*)
- Training of staff is important to establish employment counseling and advisory skills. (*Partners for Jobs – Ottawa*)

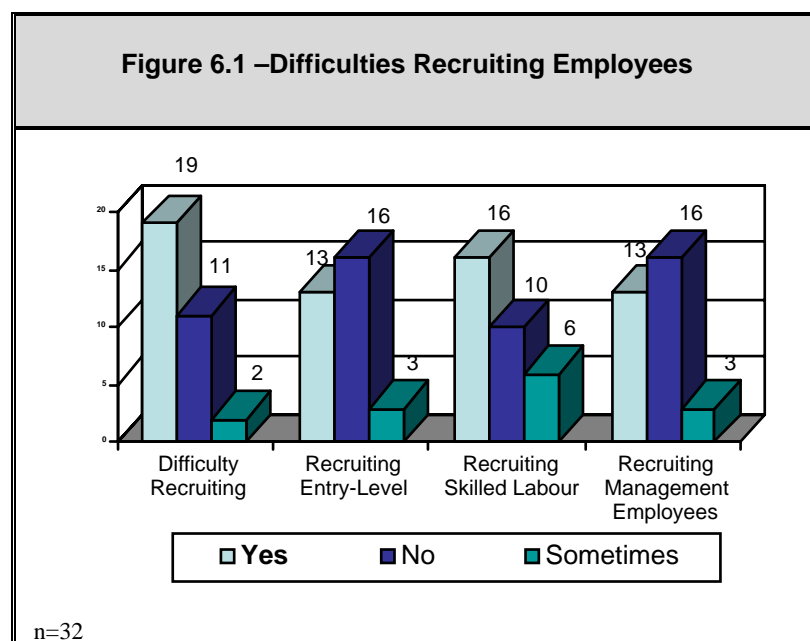
- On-going needs assessments, to determine the needs of both job seekers and employers, are valuable to overall program development, planning and evaluation. (*Opportunities for Employment – Winnipeg*)
- Marketing to the community, developing partnerships with businesses, and embracing education and training are important programming principles. (*City of Calgary, Youth Employment Centre – Calgary*)
- Partnership building takes time and results cannot be expected in a short timeframe. When quality partnerships are formed they open the door for multiple opportunities that are often over and above what was originally conceived. Building trust and forming a commitment with job seekers, agencies, and employers is essential to overall success. (*Youth Employment Partnerships – Toronto*)
- The model of employment services and social services working together has proven effective in some locations. (*Partners for Jobs – Ottawa*)
- Involve youth in development and design of programming. Youth who develop ‘program ownership’ do a good job of promoting employment programs and services. (*City of Calgary, Youth Employment Centre – Calgary*)
- Successful employer involvement has been achieved by balancing employer and job seeker needs. Greatest success has been achieved with small to mid-sized employers who are seeking employees with job-readiness skills. (*Partners for Jobs – Ottawa*)

6.0 RESEARCH RESULTS – EMPLOYER INTERVIEWS

Employers represent a critical resource for information relating to a wide array of employment development and labour market issues. Thirty-two (32) city of Regina employers were interviewed in order to document the opinions, awareness levels and commitment of employers, as they relate to an EDS for inner-city Regina.

Recruiting

Regina employers report varying degrees of difficulty with employee recruitment. Fifty-nine percent (59%, 19 out of 32) of Regina employers report that they have experienced difficulty in recruiting for employment positions in their company. Many Regina employers (50%, 16 out of 32) report that they have experienced difficulty when recruiting for skilled labour positions, while forty-one percent (41%, 13 out of 32) report experiencing difficulty when recruiting for entry level and management positions. (Fig. 6.1)



Employers in Regina report a wide range of employee recruitment challenges. The following is a sample of the challenges and difficulties that have been experienced:

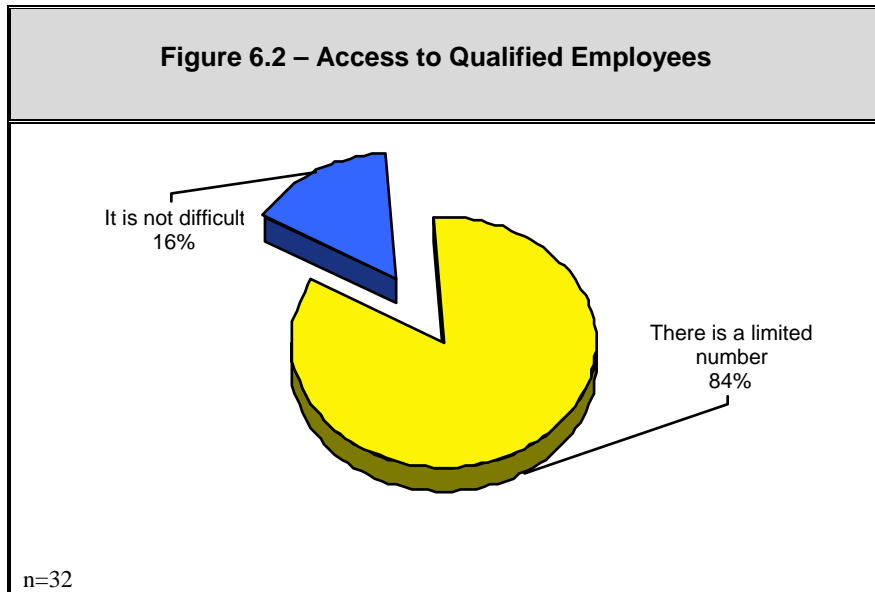
- Attracting and retaining employees willing to work,
- Lack of employability/soft skills,
- Lack of work ethic,
- Educating for jobs that do not exist,
- Lack of skilled labour (journeymen, etc.),
- Competition – difficult to pay minimum wage,
- Lack of willingness to work the necessary hours, and
- Lack of experience.

Using a newspaper classified advertisement remains the primary method (81%, 26 out of 32) of recruiting for Regina employers. This is followed closely by “word of mouth” recruiting techniques. Jobs that are not advertised through traditional recruiting methods comprise the hidden job market and are difficult for job-seekers to access. Table 6.1 outlines recruitment methods used by Regina employers.

Table 6.1 – Recruitment Methods	
Recruitment methods most often used by Regina employers:	
Newspaper	26 (81%)
Word of mouth/referrals	25 (78%)
Internet	15 (47%)
Employment agencies (CanSask, First Nations Employment Centre)	14 (44%)
SaskJobs	12 (38%)
Other (In-house, career fairs, in-store signage, etc.)	12 (38%)
Recruitment methods deemed most successful by Regina employers:	
Word of mouth/referrals	10 (32%)
SaskJobs	9 (28%)
Other (In-house, career fairs, in-store signage, etc.)	7 (22%)
n=32	

Knowledge of the Labour Market

Eighty-four percent (84%, 27 out of 32) of Regina employers indicate that there are a limited number of qualified employees in Regina. (Fig. 6.2)



Employers indicate that they have a limited knowledge of the current trends in the Regina labour market and have not addressed how overall labour shortages will impact their business in the future. Planning for future human resource needs will be important for most small and medium sized businesses.

In order to assist employers and increase the pool of potential employees, Regina employers offered the following suggestions:

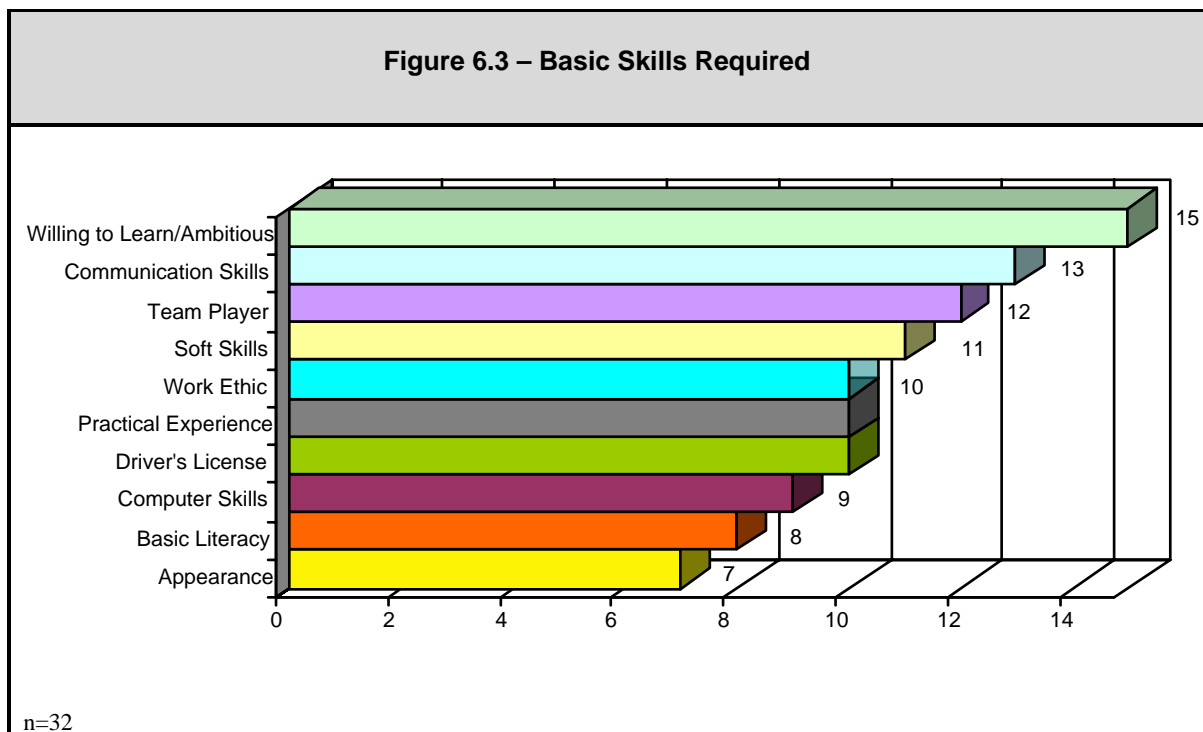
- Provide employment programs that match available employees to the potential job opening,
- Offer job-seekers more background and education on what employers require as basic employment skills,
- Assist employers to provide better quality in-house training (language gaps, cultural awareness, etc.),
- Encourage life-skills training in elementary and high school.

Basic Employability Skills Required

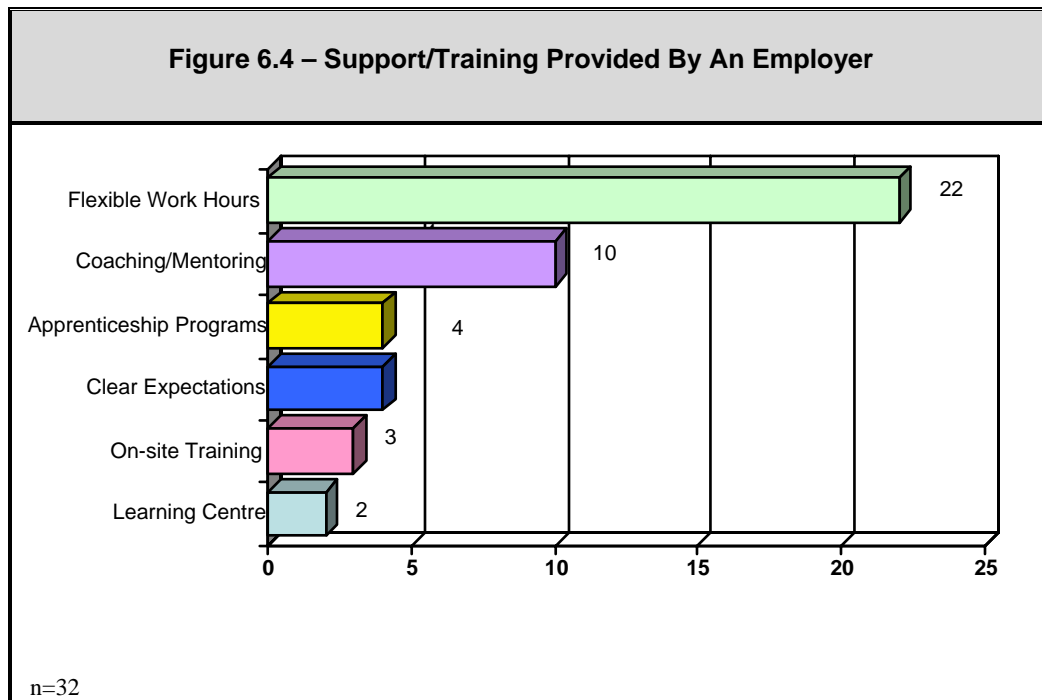
Regina employers report that there are several basic employability skills required in order to be successful in the work force. The five skills most commonly referred to are:

- An overall willingness to learn/ambitious (47%, 15 out of 32);
- Verbal and written communication skills (41%, 13 out of 32);
- Participating with others as a team player (38%, 12 out of 32);
- Good people skills/soft skills/customer service skills (34%, 11 out of 32); and
- A strong work ethic; demonstrated by arriving on time, working conscientiously through the entire day, desire to work, willingness to do a wide array of activities, etc. (31%, 10 out of 32).

Forty-four percent (44%, 14 out of 32) of Regina employers indicate that it is difficult to find employees who possess the right employability skills.)



When asked if they were willing to assist new employees to acquire the skills needed to be successful at their work, employers reported that they were willing. For many employers, a demonstrated willingness to learn and a good work ethic are needed in order for the employer to be willing to make a commitment to the employee. Figure 6.4 presents what employers believe their responsibility is for training and employment support.



“Flexible work hours”, represents the largest percentage of employer responses at sixty-nine percent (69%, 22 out of 32), followed by basic employer coaching and mentoring (31%, 10 out of 32). On-site training and learning centres are offered by a small percentage of employers.

Employment Experience

Regina employers were asked to comment on their experience with specific employment target groups. All of the Regina employers (32) interviewed report that they had employment experience with employees that were either single parent, under 25, or of First Nation ancestry.

Although these target groups represent the largest number of responses, Regina employers report experience with a wide range of employee groups.

Table 6.2 – Employment Experience with Target Groups			
Target Group	Yes	No	Don't Know
Single Parent	32	-	-
Youth Under 25	32	-	-
First Nation	32	-	-
New Canadian	25	6	1
Physically Challenged	23	7	2
Intellectually Challenged	23	5	4
Individuals with < Grade 9 Education	23	8	1
Individuals with Criminal Records	19	9	4
Individuals with a History of Drug Addiction	18	8	6
n=32			

Employment Barriers

Access to childcare and transportation were identified as employment barriers by some Regina employers. Forty-seven percent (47%, 15 out of 32) of employers report that transportation has been an employment barrier for new employees in their company while twenty-five percent (25%, 8 out of 32) of Regina employers report that access to childcare has been an employment barrier. (Table 6.3)

Table 6.3 – Transportation & Childcare as Barriers to Employment			
Barriers for new employees?	Yes	No	Don't Know
Has access to transportation been an employment barrier for new employees in your company?	15	15	2
Has access to childcare been an employment barrier for new employees in your company?	8	16	8
n=32			

Employer Supports

Regina employers indicate that they would like to have access to employer programs that would provide them with information, training, and tools to explore cultural diversity (75%, 24 out of 32) and explore labour market information (56%, 18 out of 32). Additional employer supports requested are listed Table 6.4.

Preferred methods of program delivery are also presented in Table 6.4. Sixty-nine percent (69%, 22 out of 32) of Regina employers indicated that they would prefer delivery of programs and services through a workshop/seminar venue. Print materials were also preferred by fifty-three percent (53%, 17 out of 32) of employer respondents.

Table 6.4 – Employer Supports	
Desired Programs (Information, Training, and Tools)	
Explore cultural diversity	24 (75%)
Labour market conditions	18 (56%)
Recruit new employees	16 (50%)
Remunerate/Reward employees	16 (50%)
Retain employees	15 (47%)
Other (HR topics, marketing strategies)	2 (6%)
Preferred Delivery Methods	
Workshops/Seminars	22 (69%)
Print Material	17 (53%)
Guest speakers	14 (44%)
Internet-based materials	13 (41%)
Breakfast/Lunch	12 (38%)
n=32	

7.0 RESEARCH RESULTS – COMMUNITY INVENTORY

There are a number of Community-Based Organizations and community service groups that provide programs and services to Regina residents. The organizations that are listed in the Inventory found in Table 7.1 focus on community support and service, employment programming, skill development, education and training and social development needs. Many of these agencies found within the summary will be involved in the implementation and support of the EDS for inner-city Regina.

Table 7.1 – Inventory of Organizations	
Organization	Programs/Services
1 City of Regina – Community and Social Development ¹	<ul style="list-style-type: none"> • The role of Community and Social Development is to support and facilitate strategy development in order to enable the disadvantaged to become self sufficient • Key strategies are: <ul style="list-style-type: none"> • Creating employment opportunities • Improving education and training • Removing barriers • Enabling self-sufficiency
2 First Nations Employment Centre – Regina Treaty and Status Indian Services (RTSIS)	<ul style="list-style-type: none"> • Established in 1993 as a joint project between FHQ Tribal Council and Human Resource Development Canada (HRDC) • First Nations employment and training • Support training • Career workshops • One-on-one employment counseling • Works directly with employers through a referral service • Follow-up with clients and employers • Garry Courchene, Judy Pelletier
3 Department of Community Resources and Employment ² (DCRE)	<ul style="list-style-type: none"> • The Department of Community Resources and Employment combines housing, employment, and social services under one department • DCRE provides a wide range of programs and services to assist low-income people and families build greater social and economic independence

¹ http://www.regina.ca/content/info_services/social_devel/index.shtml

² <http://www.dcre.gov.sk.ca/>

Table 7.1 – Inventory of Organizations ... continued

Organization	Programs/Services
4. Department of Government Relations and Aboriginal Affairs ⁴	<ul style="list-style-type: none"> • The role of Community and Social Development is to support and facilitate strategy development in order to enable the disadvantaged to become self sufficient • The objects and purposes of the Department of Government Relations and Aboriginal Affairs are to provide the structure wherein and whereby the powers, responsibilities and functions of the Minister of Aboriginal Affairs may be exercised and carried out and, with respect to those objects and purposes, to do the following: <ul style="list-style-type: none"> (a) to act as a contact for the Indian and Métis peoples with the Government of Saskatchewan; (b) to co-ordinate, develop, promote and implement policies and programs of the Government of Saskatchewan relating to the social development and economic development of the Indian and Métis peoples; (c) to make recommendations with respect to matters affecting the Indian and Métis peoples; (d) to co-ordinate, manage and implement policies and programs of the Government of Saskatchewan relating to Aboriginal land matters.
5. Human Resources and Skills Development Canada (HRSDC) ⁵	<ul style="list-style-type: none"> • HRSDC is responsible for providing the necessary tools to thrive and prosper in the workplace and in the community • HRSDC supports human capital development and labour market development by working directly with jobseekers, employees, employers, EI recipients and students
6. Indian and Northern Affairs Canada ⁶	<ul style="list-style-type: none"> • Through the DIAND Act, the Minister of DIAND is the lead Minister in the North. • Programs and services fall into two key areas: <ul style="list-style-type: none"> • Supporting northern political and economic development through the management of federal interests; and • Promoting sustainable development of the North's natural resources and northern communities

⁴ <http://www.canlii.org/sk/laws/regu/g-5.1r.102/20041004/whole.html>

⁵ http://www.hrsdc.gc.ca/en/cs/comm/hrsd/about_us.shtml

⁶ http://www.ainc-inac.gc.ca/ai/hist_e.html

Table 7.1 – Community Inventory ... continued

Organization	Background & Programs/Services
7. Industry Canada / Aboriginal Business Canada (ABC)	<ul style="list-style-type: none"> • Industry Canada helps to build a dynamic and innovative economy where all citizens have the opportunity to benefit • ABC promotes the growth of commerce as one means towards economic self-sufficiency for all Aboriginal peoples • ABC provides financial assistance, information, resources and referrals to other possible sources of support • Clients of ABC must be of Canadian Indian, Métis, or Inuit heritage or a majority owned Aboriginal organization • Aboriginal Business Service Network (ABSN) provides information on business product, programs and services to Aboriginal entrepreneurs (access to capital, business development)
8. Métis Employment and Training of Saskatchewan Inc. (METSI) ⁸	<ul style="list-style-type: none"> • METSI's mandate is to provide education programs and services through the development of on-going training programs and employment opportunities • Services include <ul style="list-style-type: none"> • Career counseling • Employment preparation • Résumé writing • Job referrals • Access to financial support
9. North Central Regina Community Association	<ul style="list-style-type: none"> • By the year 2020, north Central Regina will be a "safe, healthy and caring community and a source of pride for the area's residents" • The Community Association has been implemented to achieve this vision.
10. Rainbow Youth Centre (RYC)	<ul style="list-style-type: none"> • Established in 1982, RYC provides a program of activities and services focused on at-risk youth (11-19) • Services include skill development, education, counseling, and recreation • MOVE UP – is a housing registry for the North Central Region of Regina. It also includes a low-cost moving co-operative, offering clients work experience by participation in the program
11. Regina Catholic Schools ⁹	<ul style="list-style-type: none"> • Regina Catholic Schools offers a variety of educational programs based on Saskatchewan Learning curricula • The Regina Catholic School division is comprised of twenty-nine (29) schools – one of which, Jean Vanier, provides service for students with multiple disabilities
12. Regina Chamber of Commerce ¹⁰	<ul style="list-style-type: none"> • The Regina and District Chamber of Commerce is a member driven organization that represents the collective voice of the Regina business community

⁷ <http://www.ic.gc.ca/cmb/welcomeic.nsf/icPages/Menu-e>

⁸ <http://www.metsi.sk.ca/>

⁹ <http://www.rcsd.ca>

¹⁰ <http://www.reginachamber.com/rcoc?pageid=0>

Table 7.1 – Community Inventory ... continued

Organization	Background/Programs/Services
13. Regina Food Bank ¹¹	<ul style="list-style-type: none"> • A formal working partnership between the city of Regina, Social Services, the Regina District Food Bank, and REACH manage and operate the Regina Food Security Project • Other programs offered include GED preparation, computer classes, cooking, sewing, parenting, and life skills education
14. Regina Open Door Society	<ul style="list-style-type: none"> • Provides increased access to career and employment services for persons with cultural and workplace literacy barriers to employment • Language and transition services • Cultural presentations to employers
15. Regina Police Services ¹²	<ul style="list-style-type: none"> • The North Central Community Service Centre provides police and community services in a setting apart from the main headquarters of the Regina Police Service • The North Central Community Service Centre is a partnership between the police, government agencies and the community, sharing the delivery of police services and cooperative problem solving.
16. Regina Public Schools ¹³	<ul style="list-style-type: none"> • Regina School Division No. 4 is the largest school division in the province 22,000 students – 51 public elementary schools and 10 public high schools
17. Regina Qu'Appelle Health Region	<ul style="list-style-type: none"> • Provides service to the Regina Qu'Appelle Health Region • Facilities: Seven (7) hospitals, nine (9) health centres, and thirteen (13) long-term care facilities • Services 245,800 residents in Regina Qu'Appelle Health Region
18. Regina Regional Economic Development Authority (RREDA) ¹⁴	<ul style="list-style-type: none"> • Overseas economic development in the Greater Regina area • Provides economic information to businesses, individuals relocating to the city, and tourists
19. Regina Work Preparation Centre	<ul style="list-style-type: none"> • Provision of services and opportunities for multi-barrier individuals to overcome their personal employment barriers • One-on-one counseling, and career assessment • Work preparation centre
20. Salvation Army – Waterton Centre	<ul style="list-style-type: none"> • Casual labour program – daily registration and work assignments • Provides leadership to meet the physical, emotional and spiritual needs of homeless men in the community
21. Saskatchewan Housing Corporation ¹⁵	<ul style="list-style-type: none"> • Saskatchewan Housing Corporation (SHC) is a Crown corporation operated by Saskatchewan Social Services. • The Corporation provides suitable and affordable housing for low-income seniors, and for families and individuals with an identified need. • SHC also improves access to other programs and services, which enable its clients to achieve or maintain independence.

¹¹ http://www.regina.ca/content/info_services/social_devel/food.shtml

¹² http://www.police.regina.sk.ca/community_centres.htm

¹³ <http://www.rbe.sk.ca/>

¹⁴ <http://www.rreda.com/portal>.

Table 7.1 – Community Inventory ... continued

Organization	Background/Programs/Services
22. South Saskatchewan Independent Living Centre (SSILC)	<ul style="list-style-type: none"> • SILC delivers a wide range of employment related services for persons with disabilities in Regina and Region • Holistic approach to employment • Individualized programming – any disability, self-identified
23. Street Culture Kidz (SCK) ¹⁶	<ul style="list-style-type: none"> • Street Culture Kidz began as a temporary summer activity for young children in an inner-city area of Regina in 1997 • SCK provides a range of programming and reaches out to youth who are at risk because of unstable family circumstances, addiction or poverty
24. Street Workers Advocacy Project	<ul style="list-style-type: none"> • Advocates for street workers rights • Educates the public and at risk youth about street prostitution • Outreach program assists in accessing services such as life skills, education, addictions, and youth programming (recreational and cultural)
25. United Way of Regina ¹⁷	<ul style="list-style-type: none"> • United Ways are autonomous organizations who build upon the strength of volunteers and voluntary action by engaging the whole community for the benefit of the whole community • They provide direct financial support to more than 7,000 funded agencies and provide funding to an additional 10,000 organizations through donor directed giving. • They create a common ground where labour, business, community leaders, and government come to the table to identify needs and solve problems
26. Women of the Dawn	<ul style="list-style-type: none"> • Assists the Aboriginal community in their search for meaningful employment • Empowers women and their families by providing program and services with a focus on education, employment, recreation, and justice
27. YMCA of Regina ¹⁸	<ul style="list-style-type: none"> • "The YMCA in Canada is dedicated to the growth of all persons in spirit, mind, and body and in a sense of responsibility to each other and the global community." • Community Development Programs - Federal Public Sector Youth Internship Program

¹⁵ <http://www.gov.sk.ca/deptsorgs/overviews/?57>

¹⁶ <http://www.caledoninst.org/Publications/PDF/1-894598-08-3.pdf>

¹⁷ <http://www.unitedway.ca/english/index.cfm?area=2>

¹⁸ <http://regina.ymca.ca/>

8.0 RESEARCH RESULTS – YOUTH EMPLOYMENT STRATEGY

A critical component to the success of an Employment Development Strategy for Regina will be programs and services for inner-city youth. In order to understand what programs are already being offered and to consider new programming options, the following five programs have been reviewed:

- School^{PLUS}
- Federal Public Sector Youth Internship Program
- Junior Achievement
- St. John Ambulance Canada – Youth Program
- Youth Leadership Support Network

8.1 SchoolPLUS¹⁹

School^{PLUS} is a relatively new initiative (≈2001) in Saskatchewan. The foundation principles of School^{PLUS} are grounded in years of experience with community schooling and integrated services. The initiative is designed to give Saskatchewan's youth the tools and experiences that are needed to be successful in school and in life. School^{PLUS} focuses on schools as the centre of learning, support and community for all children, youth and their families²⁰.

The School^{PLUS} Strategic Framework is based on the following goals and principles²¹:

¹⁹ http://www.sasked.gov.sk.ca/branches/cap_building_acct/school_plus/unit/index.shtml

²⁰ http://www.sasked.gov.sk.ca/branches/cap_building_acct/school_plus/unit/index.shtml

²¹ <http://www.schoolplus.gov.sk.ca/SchoolPlus-at-a-glance.pdf>

Table 8.1 – Goals, Principles, and Strategies for School^{PLUS}	
Goals: For Children, Families and Communities	
1. All Saskatchewan children and young people experience well-being and school and life success.	
2. Shared responsibility (among family and community members, human service providers and educators) for the well-being and education of children and youth.	
3. A harmonious and shared future with Aboriginal peoples.	
Goals: For Systems and Services	
4. High quality services and supports, linked to schools at the community level.	
5. Strengthened capacity within the provincial education program and high quality learning programs	
Principles to Guide the Transition	
1. Partnerships and Shared Responsibility	
2. Equity and Excellence	
3. Holistic Integrated Approaches	
4. Accountability and Continuous Improvement	
5. Sustainability	
Strategies	
1. The Community-Engagement and Action-Planning Strategy - engages communities, families, individuals, and human service sectors across the province in:	<ul style="list-style-type: none"> • supporting and sharing responsibility for the well-being and education of children and young people • action planning on how best to achieve School^{PLUS} • information sharing, consensus building and action planning at the provincial, regional and local levels and within each sector of the education and human service systems
2. The Enhancing Integrated School-Linked Services Strategy – facilitates change across the provincial human service departments and agencies by:	<ul style="list-style-type: none"> • vigorously and systematically integrating human services at the community level delivering them either within or linked to the schools • resolving systematic and structural issues • developing and maintaining the School^{PLUS} Community Service Delivery model
3. The Strengthening Educational Capacity Strategy – is a comprehensive school improvement process focusing on strengthening the capacity of schools and school divisions as they make the transition to School ^{PLUS} . It will enable all schools to:	<ul style="list-style-type: none"> • be more open and inclusive • provide a comprehensive array of integrated services to meet students' well-being and learning needs • deliver high quality learning opportunities and the highest possible outcomes for all Saskatchewan children and youth • strengthen leadership capabilities within schools and divisions • increase assessment capacity and the availability of diagnostic information at the division and school levels to inform continuous program improvement

8.2 Federal Public Sector Youth Internship Program²²

The Federal Public Sector Youth Internship Program (YIP) places interns in host federal government organizations for nine month terms. YIP is delivered in partnership with the YMCA and is sponsored by the Public Service Human Resources Management Agency of Canada. Its primary objective is to enable young Canadians between the ages of 15 and 30 to acquire the necessary experience and skills they need to enter and fully participate in the labour market.

The YIP has supported the creation of 8,000 internship opportunities for youth across Canada since its inception in 1997. Created in the spirit of the Youth Employment Strategy, the Program was renewed in February of 2000, on a permanent basis.

Mentoring is a key feature of the program. Each intern is provided with a mentor who will assist the intern in acquiring knowledge and skills. An internship is a flexible, practical assignment, geared to providing an individual with meaningful opportunities to develop employability skills in preparation for subsequent employment or self-employment at the end of the internship. The Public Service Human Resources Management Agency of Canada ensures that the Program benefits the groups of young people who need it most:

- Fifty percent (50%) of the internships are reserved for youth who have not completed high school or face multiple barriers to employment.
- Thirty percent (30%) of the internships are reserved for high school graduates.
- Twenty percent (20%) of the internships are reserved for youth who have graduated from College or University.

²² http://www.hrma-agrh.gc.ca/yip-psj/whatisit-appercu_e.asp

8.3 Junior Achievement²³

Junior Achievement, formed in 1967, is an international non-profit organization dedicated to educating young people about business and economics. Involvement in junior achievement helps youth develop leadership, entrepreneurial, and workforce readiness skills. Current programs are divided into three (3) levels: elementary; middle; and secondary school levels. Examples of current programs include:

- Business Basics Series (elementary)
- The Economics of Staying in School (middle)
- Dream Big – A Life Lesson with Tiger Woods (secondary school)

8.4 St. John Ambulance Canada – Youth Program²⁴

The St. John Ambulance Youth Program provides programming for all boys and girls, aged six (6) to twenty (20), who are interested in making friends, learning about first aid, and who want to be involved in community service. Three (3) levels of youth programs are offered: St. John Juniors (Age 6 to 10); Cadets (Age 11 to 15); and Crusaders (Age 16 to 20).

Cadets and Crusaders work toward the Grand Prior's Badge by developing skills in a number of subject areas. The subject areas are divided into seven (7) categories and include health and safety, community service, and communications.

8.5 Youth Leadership Support Network (YLSN)²⁵

The YLSN is a violence prevention, arts, education, media, and training network. Although, based in Washington, D.C., the Network reaches out around the world. The YLSN educates and trains young leaders through peer and mentor-based experiential learning, curriculum development, communications, and problem solving.

²³ <http://www.jacan.org/about>

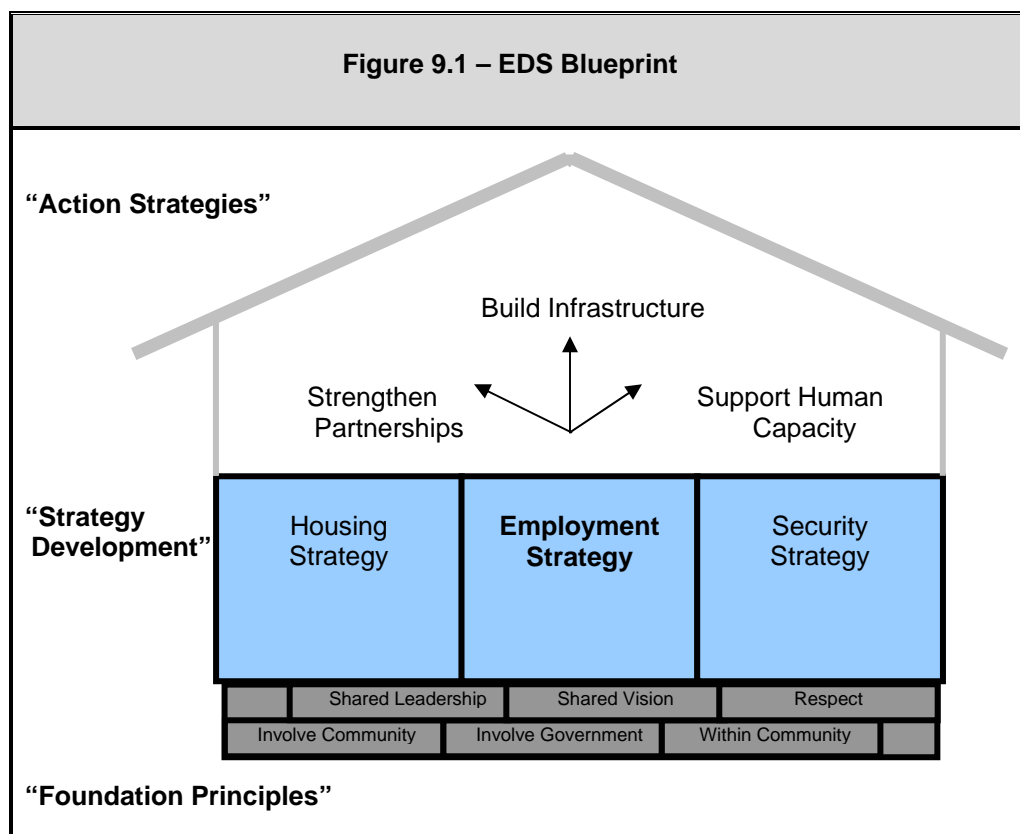
²⁴ <http://www.sja.ca>

²⁵ <http://www.worldyouth.org>

Through individual skill development and small group projects, the YSLN provides opportunities for youth to become community organizers within a context of youth-driven social change.

9.0 **EMPLOYMENT DEVELOPMENT STRATEGY**

The Employment Development Strategy (EDS), has been conceptualized as a result of synthesizing the project research and of regular consultation with the EDS Steering Committee. The EDS has been created with key community development principles as the foundation. The EDS is part of an overall strategy for inner-city Regina that includes housing and security strategies. Finally, the blueprint for an EDS as outlined in Figure 9.1, includes action strategies in three key areas; strengthening partnerships, building infrastructure and supporting human capacity.



9.1 Foundation Principles

Shared Leadership

A successful employment development strategy will include local leaders and seek the input of community members. First-hand and immediate knowledge of the community is necessary to effectively identify the areas where change is needed and to ensure that change related initiatives will be well received. Leadership skills can be nurtured and developed amongst the members of the community, ensuring a sense of ownership and community pride in the results of the initiative. Community leaders will be the catalysts who support employment and economic development projects, demonstrating a commitment to the healthy growth and development of their communities.

Shared Vision

In order to advance community development and employment opportunity within the community, it is important to create a shared vision amongst community members and community partners. The successful implementation of community development projects requires that the community develop partnerships with others who share the same vision for the future. Successful implementation also requires that all partners work together toward common goals. This will require a strategy to promote public communication of the vision, and a strategy to achieve short and long-term outcomes.

Respect for all Community Members

Efforts to advance employment and economic development will demonstrate a respect for the individuals who live within the community.

Cultural differences can be celebrated within inner-city communities resulting in programs that encourage increased dialogue and support for cultural difference. (Seventy-five percent (75%) of the employers interviewed for this project reported a need to gain a better understanding of the cultural differences and issues affecting the inner-city of Regina. Employers indicated a desire to learn more about cultural diversity and its impact on development.)

Actively Involve Community Members

All age levels and cultural groups can be consulted during the design and implementation of an effective employment development strategy. A successful strategy will support a common vision and will build on the talents and successes of multiple community members.

Involve All Levels of Government

A successful employment strategy will require the cooperation of all levels of government (federal, provincial, municipal, community, and Aboriginal). Awareness, involvement and partnerships can be promoted with both government and non-government groups to advance the vision and common goals of the community.

Initiatives Offered Within Community

Members of the inner-city face barriers that inhibit their ability to access the programs and services that are available to other community members within the city of Regina. For example, available transportation, access to child care and overall awareness of services and programs are barriers for many inner-city residents. In order to ensure ease of access, it will be

important to the Employment Development Strategy to carefully consider the location of programs and services, placing them within the inner-city boundaries wherever possible.

9.2 Action Strategies

The employment development action strategies have been designed to build on the important community development “Foundation Principles”. The action strategies for consideration by the Employment Development Strategy (EDS) Committee are presented within three (3) strategic areas:

- Strengthen Partnerships;
- Build Infrastructure; and
- Support Human Capacity.

Strengthen Partnerships

Strengthening community partnerships represents an important element of a successful employment strategy. Members of the EDS Committee, CBOs, employers, educational institutions and government agencies can work together to support a common strategic vision. Table 9.1 outlines each of the partner members and suggests actions that can be taken by each group to strengthen partnerships within the inner-city community.

Table 9.1 – Strengthening Partnerships

Member	Actions
EDS Committee	<ul style="list-style-type: none"> • Retain the EDS Committee to support on-going development and communication of an Employment Strategy for inner-city Regina. • Document EDS Committee members' commitment to inclusive employment principles and objectives through a Memorandum of Understanding (MOU). • Initiate an EDS sub-committee structure to design and implement each of the employment strategy components.
CBOs	<ul style="list-style-type: none"> • CBO programs and services focus on the elimination of employment barriers. • CBOs asked to identify and plan for proactive, results-based, inner-city employment strategies. • CBO employment programs encouraged to focus on immediate, short-term employment results. • CBOs work to enhance their presence and employment programs in inner-city communities.
Employers	<ul style="list-style-type: none"> • Establish an employer roundtable as part of the EDS to solicit employer involvement. • Provide employer training and information sessions. • Partner with specific companies to develop targeted job opportunities. • Involve employers in the design and delivery of employee training initiatives.
Educational Institutions	<ul style="list-style-type: none"> • Satellite existing employment development programs and services into inner-city locations. • Encourage education-based partnerships to provide targeted training designed to meet employment needs. • Encourage the use of community schools following the School^{PLUS} model.
Government	<ul style="list-style-type: none"> • Identify roles for every level of government in the support and implementation of the employment strategy through mentorship, leadership, planning and funding.

Building Service-Related Infrastructure

Inner-city Regina requires the creation of some important infrastructure in order for the community to thrive and flourish. Our project research suggests that certain service-related infrastructure is required for a community to achieve a level of self-sufficiency. Over the past several years, some of this infrastructure has deteriorated in the inner-city of Regina. The result is that the area does not have a major grocery store, health clinic, childcare centre, etc. These support services are necessary to maintain a strong and vibrant community.

Therefore, the EDS and its partner organizations can consider the need for the following key service-related infrastructure requirements for inner-city Regina.

Community Employment Centre

A Community Employment Centre could be established as an employment tool to help inner-city residents as they move out of poverty and an under-privileged state. Located in the inner-city, this employment centre can be established to meet the unique needs of inner-city residents through customized training, job placement and follow-up services. The Centre, in partnership with Regina employers, can design both short-term and long-term training, employment and career opportunity.

Community-Based Childcare

Many inner-city residents will require childcare services to be able to pursue employment and education. A Community-Based Childcare Facility that is culturally appropriate, affordable, accessible, and available to serve those who are employed in shift work is required.

Community Village

A Community Village could encompass primary service-related infrastructure needs, such as an employment centre, a child-care facility, health care clinic, grocery store, financial institution and other important services as required by the residents. Such a centre would provide a cornerstone for future community development needs and would be the hub on which strategic community development can be built.

The EDS and its partners can lead the process of considering the viability and feasibility of a Community Village. A Community Village would require a collaborative effort between the City of Regina, Regina businesses and other funding partners to support the creation of key services for residents of the inner-city.

Support Human Capacity

Support for increased human capacity is another key element of a successful employment development strategy for the inner-city of Regina. The inner-city community must develop the internal human capacity to lead and mentor their residents, as they work toward a stronger, more sustainable community. There are many strategic actions that can be implemented to develop broad-based community development capacity. However, this report is dedicated to supporting human capacity in the area of employment and youth. Therefore, the following five (5) action strategies focus on these target groups.

Train for “Soft Skills”

Employers report that there is a strong need for employees with a full compliment of “soft skills”. These skills are characterized by a good work ethic, good communication skills, well developed people skills and excellent customer service skills. Eighty-four percent (84%, 27 out of 32) of Regina employers indicate that there aren’t enough employees for the jobs that they have available, and forty-four percent (44%, 14 out of 32) of Regina employers indicate that it is very difficult to find employees who possess the necessary soft skills to be successful in the job.

Train for Employment Opportunity

The research shows that employment is the key to individual and community development. Through the review of employment programs that are successfully operating in other locations in Canada, it is evident that those programs that achieve the highest degree of employment placement and retention, are those that focus on training that leads directly to employment opportunity. In some cases, program planners and employment trainers enter into pre-employment agreements that guarantee employment positions for individuals who have successfully completed customized training for a particular job. It is also reported that potential employees find training more motivating and rewarding when they know that the training is leading directly to an employment position. Regina employers, interviewed for this project, indicated that they are willing to participate in pre-employment agreements and are willing to partner with education and training institutions to improve the success of future employees.

Train Employers

Regina employers report a keen interest in training that is designed for employers. They are interested in exploring topics such as cultural diversity, human resource skills development, understanding the labour market, recruitment and retention of employees and alternative remuneration packages. Employers interviewed for this research report a desire for training through workshops/seminars and print materials.

Provide Leadership Development for Youth

Several quality leadership programs have been developed for youth and are offered in many locations throughout North America. There is need to

establish proactive leadership programming for inner-city youth and for other community residents who will become involved in the overall employment development strategy. Leadership training for youth will ensure the sustainability of community development over the long-term.

Consult Community

Inner-city involvement and support of the employment development strategy is crucial to the inner-city's future success. Future actions should be developed in close consultation with community-based organizations and with residents of the community. In order to accomplish the goals of an employment development strategy, effective partnerships must be established between the Department of Community Resources and Employment (DCRE), with members of the EDS Committee and with the Regina inner-city community. Whenever possible, future planning and program design should involve a component of community consultation to gain the necessary involvement and support.

10.0 EDS – ACTION PLAN

Community commitment and partnerships are necessary for the successful implementation of the Employment Development Strategy. This section of the report provides the results of preliminary discussions of the EDS Steering Committee as it reviewed priorities and a plan of action for the future.

1. Strengthening Partnerships

EDS Committee - HIGH

Steering Committee Members report a high degree of interest in the continuation of the EDS Committee and in addressing and developing actions to support the EDS. The Department of Community Resources and

Employment (DCRE) and Human Resources and Skills Development Canada (HRSDC) indicate that supports could be available to assist sub-committees in developing action plans. Representatives of other provincial government departments along with Aboriginal Affairs indicate a willingness to share lessons learned from their partnerships with industry.

Community-Based Organizations (CBOs) - MEDIUM

DCRE and HRSDC will provide an overview of current CBO funding to EDS members at the next scheduled EDS Steering Committee meeting.

Employers - HIGH

DCRE is committed to funding activities to actively engage employers in the EDS. The following member organizations indicated a desire to participate in the development of an Action Plan to include and support employers:

- Regina Exhibition Association
- Regina Regional Economic Development Authority (RREDA)
- Regina Police Services
- Human Resources and Skills Development Canada (HRSDC)
- North Central Community Association
- Regina Treaty/Status Indian Services (RTSIS)
- Regina Qu'Appelle Health Region
- Regina Career and Employment Services Office

Schools and Educational Institutions

A member DCRE will meet with representatives of the school boards to discuss potential actions.

Government (All Levels)

Commitment by government has been tabled to future meetings and discussions.

2. Building Infrastructure

Community Employment Centre - HIGH

EDS Committee members report a high degree of support for the development and creation of an inner-city community employment centre that would focus on pre-employment skills, training, and work-readiness. The following member organizations indicated a desire to participate in the development of an Action Plan to develop a community employment centre:

- The City of Regina
- The Regina Friendship Centre
- Regina Treaty/Status Indian Services (RTSIS)
- Regina Career and Employment Services Office
- North Central Community Association

Childcare Support - HIGH

EDS Committee members are committed to program and service coordination. An EDS sub-committee (RTSIS and Sage Housing, Regina School Boards, HRSDC, and the Regina Qu'Appelle Health Region) has been discussing the potential for a single parent, holistic childcare centre for North Central Regina. Other member organizations (RTSIS, Ranch Ehrlo, and the Regina Friendship Centre) have shown interest in future dialogue with DCRE Child Care Services.

Community Village

The Regina Qu'Appelle Health Region is leading preliminary discussions with stakeholders to gauge the level of interest and to understand the potential for an inner-city community village.

3. Support Human Capacity

Training for Soft Skills - HIGH

The development of training projects has been initiated by a sub-group of committee members. The Regina Friendship Centre, Career and Employment Services, and HRSDC have shown interest in engaging this group to support soft skills development and training.

Provide Leadership Development

Future consideration will be given to this activity with a possible link to the RREDA Youth Leadership Program

Train Employers - HIGH

EDS Committee Members report a high degree of interest for the development and support of programs and initiatives to train employers. The Regina Chamber of Commerce has planned initiatives to begin in the fall of 2005. There is also the potential to link this work to the EDS employer sub-committee.

Train for Employment Opportunity

Future consideration will be given to this activity. No action has been proposed to date.

Consult Community

Community meetings are scheduled for the spring and summer of 2005. These meetings will gather information and feedback from community organizations. The meetings provide an opportunity for the EDS Committee to share the results of their work to date.

Appendix A	Regina Employer Interviews
Appendix B	Regina Employer Interview Guide
Appendix C	Program Profiles
Appendix D	RREDA/Treaty Four Task Force Preliminary Strategic Plan
Appendix E	Literature Review Bibliography

Appendix A
Regina Employer Interviews

Table A.1 – Regina Employer Interviewees	
1. Copper Kettle	2. Construction Careers
3. Crown Shredding/Recycling	4. Bennett Douglas Ford
5. Best Western Seven Oaks	6. Dutch Industries
7. 24-7 In-Touch	8. Bushwacker Brewing Company
9. Sears Call Centre	10. Staples Call Centre
11. A & W	12. Graham Construction
13. Rogers Video	14. Meldon Plastics
15. Regina Exhibition Park	16. Off The Wall Productions
17. Cloud Rider	18. Canadian Tire
19. Plastipak Industries	20. Lube City
21. Gabriel Construction	22. Home Depot
23. Restore/Habitat for Humanity	24. Regina Inn
25. Rona	26. Alfredo's Fresh Pasta & Bistro
27. Startek	28. National Starters and Alternators
29. Costco	30. Kal Tire
31. Giant Tiger	32. XS Cargo

Appendix B*Garven & Associates*

Management Consultants

Regina Employer Interview Guide

Garven and Associates is conducting interviews with Regina employers as part of an overall work plan to establish an Employment Development Strategy for inner-city Regina. The interviews are being done on behalf of the Department of Community Resources and Employment (DCRE) and the Regina Regional Economic Development Authority (RREDA).

Through our discussion, we plan to gain a better understanding of your company's employment challenges and successes, as well as to gain an understanding of local employment issues and concerns.

1. Have you experienced any difficulty in recruiting for employment positions available in your company?

Yes _____ No _____ Sometimes _____

1. Have you experienced difficulty recruiting entry-level employees?

Yes _____ No _____ Sometimes _____

2. Have you experienced difficulty recruiting skilled labour?

Yes _____ No _____ Sometimes _____

3. Have you experienced difficulty recruiting management employees?

Yes _____ No _____ Sometimes _____

If *yes* or *sometimes*, please describe the recruitment problems that you have experienced and why you think that recruitment has been difficult?

If *no*, why do you think that you do not experience recruitment difficulties when other Regina companies do?

2. When looking for new employees, what recruitment method(s) do you most often use?

Word-of-mouth _____
 Newspaper Advertising _____
 Internet Advertising _____
 Employment Agency _____
 SaskJobs _____
 Other _____

Given your experience, which of the recruitment methods are the most successful?

3. Given your experience, which of the following statements best describes the labour market conditions in Regina?

_____ It is not difficult to find qualified employees in Regina.
 _____ There are a limited number of qualified employees in Regina.

If the employer identifies that there are a limited number of qualified employees:
 What needs to be done to increase the pool of potential employees in the city of Regina?

4. Does your company experience difficulty with retention of employees?

Yes _____ No _____ Sometimes _____

If *yes* or *sometimes*, please describe the difficulties that you have experienced and why you think that the(se) difficulties have occurred?

If *no*, what factors, considerations or conditions have helped you to be successful with retention of employees?

5. How would you describe the minimum requirements or basic skills that you need an employee to have in order for them to be successful in your business?
 (i.e. driver's license, computer knowledge, etc.)

Is it difficult to find employees who have these requirements and skills?

Yes _____ No _____

6. What are the essential personal attributes, attitudes and characteristics that you require for an employee to be the “right fit” for your workplace? (i.e. people skills, positive attitude, etc.)
-

Is it difficult to find employees who have these characteristics?

Yes _____ No _____

7. Have you had an employment experience with any of the following groups?

Type of Applicant	Hired	Never Hired/Applied	Don't Know
Single Parent			
New Canadian			
Physically Challenged			
Intellectually Challenged			
First Nations and/or Metis			
First Nations and/or Metis			
Criminal Records			
History of Drug Addiction			
Less than Grade 9			

For any applicant types that the employer has hired, explore the employment challenges, if any, that had to be overcome. Determine whether employment success was achieved with individuals and why/why not?

i.e. – New Canadian English skills were limited, individual overcame language barriers over time, other employees worked with him/her, etc.

8. Are there employment programs, incentives or initiatives that you would like to have available to you to assist in hiring individuals who demonstrate employment barriers?

Yes _____ No _____

If *yes*, please describe the programs and/or incentives that you would like to have available?

9. Would you like to have access to employer programs that would provide you with information, training, and tools to:

☐ Recruit new employees?
☐ Retain employees?
☐ Remunerate and reward employees?
☐ Better understand the labour market in your area?
☐ Explore cultural diversity?
☐ Other? _____

If yes, what is the best way to deliver programs and service to employers:

☐ Short workshops and/or seminars?
☐ Lunch and/or breakfast meetings?
☐ Guest speakers on specific topics?
☐ Print material?
☐ Internet-based material?
☐ Other? _____

10. Has access to transportation been an employment barrier for new employees in your company?

Yes ☐ No ☐ Sometimes ☐

If yes, what can be done to overcome this barrier to employment?

11. Has access to childcare been an employment barrier for new employees in your company?

Yes ☐ No ☐ Sometimes ☐

If yes, what can be done to overcome this barrier to employment?

12. What supports/training, if any, should an employer be expected to provide to ensure that new employees are successful? (i.e. flexible work hours, altering facility for access, on-site training, etc.)

Employers should not be expected to provide any support or training. ☐

13. Have you been required to make workplace adjustments in order to improve the success of new employees in your business?

Yes ☐ No ☐

Please describe:

14. The inner-city of Regina is working to develop an Employment Development Strategy. The strategy will provide a “blueprint” for future programs, initiatives, and/or partnerships that will advance employment opportunities for the residents of the inner-city. Given your knowledge of that area of Regina, the inner-city residents and the needs of the employers within the city, what would be the important components of a future Employment Development Strategy?
-

15. Would you like to participate in the creation of an Employment Development Strategy for the inner-city Regina neighborhood?

If yes, how would you describe your involvement or interest?

Appendix C **Program Profiles**

1. Opportunities for Employment Inc. - Winnipeg

Profile

Opportunities for Employment Inc. (OFE) is a faith-based non-profit corporation that was established to help individuals who need assistance to acquire full-time, long-term employment. OFE was founded by the Mennonite Central Committee (MCC) and the Mennonite Economic Development Association (MEDA) in 1996. The program was launched with the help of a financial loan from the Manitoba provincial government. OFE is currently in their second, five (5) year agreement with the Family Services branch of the provincial government.

OFE was designed specifically for individuals receiving social assistance. OFE successfully places five (500) hundred people in jobs each year. OFE operates with a staff of twenty (20) employment consultants, on an annual budget of \$1 million. Funding is provided by a provincial funding agreement and it is contingent on the number of individuals who are placed in employment by the program. After it has been verified that a client has been working for a minimum of thirty (30) hours a week for a period of six (6) months, OFE receives a payment of \$4,000. However, OFE is obligated to serve the job seeker for the first 12 months of employment. Therefore, if the client loses their job for any reason within the first twelve (12) months of employment, OFE is obligated to go through the process of helping them become re-employed without further compensation. The number of clients who satisfy the employment qualifications is between fifty (50%) and fifty-five percent (55%). Any budget surplus remains with OFE and is invested into programs and services.

All OFE services that are provided for job seekers and employers are free of charge. The programs and services offered by OFE place more emphasis on employment and less on training because OFE finds that if clients focus too much on training, it may be more difficult for them to move toward employment.

Delivery

OFE delivers the majority of its programs and services internally. They rely on social assistance case coordinators to refer clients to their program. They also actively advertise OFE's programs through newspapers, open house events, and presentations to various groups. OFE utilizes a participant referral program called "Friends Helping Friends", and if a referral becomes a successful placement, then the person who gave the referral will receive a gift of appreciation from OFE.

Clients get into the program after attending an information session and select a program based on their need. These programs include:

- Employability Skills – classroom work with a 4-week work experience;
- "Right Now" – for motivated job seekers who are not sure how to proceed;
- "Self-Marketing" – for those with an employment background already; and
- Specific Job Skills Training – customer service, retail skills, forklift, Microsoft office, and computer accounting.

Incentives are incorporated to increase the success of participants. Participants are rewarded each time they make contact with their Employment Consultant. Each contact qualifies their name to be entered into a monthly raffle for a television. As well, a client who remains employed for three (3) months receives a refurbished cordless phone, and if they remain employed for six (6) months, they receive a refurbished computer.

OFE has partnerships with Manitoba businesses that help provide supports to their clients. The Clothes Closet is a partnership that is set up between OFE and all of the Thrift Stores in Winnipeg. A client is able to select clothing to be worn for an interview, from any of the local Thrift Stores, free of charge. Clients are also able to receive haircuts for free at a local beauty school. OFE provides bus tickets for transportation and will also help secure daycare.

OFE serves employers by providing detailed resumes of their clients, and by setting up interviews at the employer's convenience. They prescreen and assess the job seekers based on the employer's requirements, and will only forward

qualified applicants. They will also provide reference checks for the employers, and allow the employer to make the final hiring decision from the pool of candidates.

OFE does not, however, offer a wage subsidy program because their focus is on long-term sustainable employment. OFE performs regular follow-up with the participant throughout the first twelve (12) months of employment. They contact their clients every week in the first month, bi-weekly for the second and third months and then monthly up to the twelfth month.

OFE works with employers to help develop training courses and to improve the program content. This approach has improved office, forklift, computer accounting, and call centre training. OFE outsources the delivery of some training programs, when the need for the programs is not in high demand. When this occurs, OFE advertises to solicit interest from contractors and then proceeds through a selection process to choose the appropriate trainer. These partnerships have been very beneficial for the delivery of their programs.

OFE's relationship with Manitoba Hydro provided them with one hundred (100) computers in 2001. OFE's partnership with the Habitat for Humanity provided them with assistance with their forklift program. OFE owns a forklift that they house with Habitat for Humanity, who is able to use it for their projects. In return, OFE is allowed to use the Habitat for Humanity space to deliver its forklift training program.

Lessons Learned

1. OFE benefits from having an agreement that is completely based on outcomes, whereby they do not have to negotiate program changes with the province as long as outcomes are achieved. They can negotiate targets, definition of success, and payment rates, but they have complete autonomy in terms of program development and delivery.
2. Hire the right people to be the Employment Consultants who can work with the job seekers and the employers.
3. Perform on-going needs analysis to be able to best serve both sides of the employment equation – job seekers and employers.

Acknowledgments & Contact Information

Thank you to Mr. Ted Klassen, General Manager for participating in a telephone interview.

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2.0 Partners for Jobs - Ottawa

Profile

Partners for Jobs was created in 1999 after the amalgamation of employment services and benefit services for Ontario Works (social assistance) recipients. This presented a significant challenge to merge the two working cultures but has proven to be an effective change. Partners for Jobs is coordinated and operated by the City of Ottawa with 80% of the annual funding provided by the Provincial Government through Ontario Works. Partners for Jobs operates several programs and services that have a combined annual operating budget of approximately \$17.8 million. The programs serve about 22,000 individual clients, down from about 34,000 individual clients prior to 1999/2000. Clients must be in receipt of Ontario Works benefits in order to participate in the Partners for Jobs program. Ontario Works recipients must be enrolled in an employment program, such as Partners for Jobs, in order to receive benefits.

The Provincial funding is provided in a tiered, performance-based model, that provides different payments for different levels of activity (Level I, II, or III). Partners for Jobs establishes a budget based on projected activity levels and receives monthly payments from the Province towards the budget. They reconcile their projected and actual activity in the last quarter and receive a modified final payment at the end of the fiscal year. The newly elected provincial government is critical of counting people served in activities and say that more

focus should be on outcomes and people finding work. In the near future, the model will be shifting so that finding and maintaining employment become critical factors in measuring success.

Delivery

Partners for Jobs offers a wide range of programs and services including:

- Employment Planning Options – Develop an employment plan, participate in pre-employment workshops, gain work experience, etc. (Level I)
- Workshops – Discovering skills, interests and values, resume writing, etc. (Level I)
- Employment Resource Area Resource Room Services – Job postings, computers, fax machines, newspapers, etc. (Level I)
- Basic Education and Literacy Training – Obtain grade 12 diploma or equivalent and help with reading, writing, and math. (Level II)
- Job Specific Skills Training – Training for a specific job (Level II)
- Community Placement – Gain recent and valuable experience through non-paid work placement. (Level II and III)
- Employment Placement – Match Ontario Works participants to paid employment opportunities. (Level II and III)
- LEAP; Learning, Earning, and Parenting – Program for young parents (16-21) to provide education, job experience, and parental assistance. (Level III)
- Employment Development Initiatives – Job training in specific sectors such as healthcare, call centers, and security. (Level III)
- Self-Employment – Help to start and run a business. (Level III)

Partners for Jobs do not contract with community-based organizations (CBOs) with the exception of the Self-Employment program. They prefer to maintain control by implementing the programs internally. They do partner for the delivery of specialized programs working with literacy agencies, the public sector, employers, and HRSDC.

Partners for Jobs will help clients with the costs of training programs as well as some funding for bus transportation, clothing for interviews, and work related items such as uniforms, shoes, and lab coats.

The programs and services are categorized as Level I, II or III depending on the amount of personal contact and time required by the staff. Of the full time equivalent clients, 9900 are serviced at Level I, 6480 at Level II, and 1620 at Level III. Partners for Jobs receive \$250 for 12 months of Level I service, \$1250 for 12 months of Level II service, and \$4500 for 12 months of Level III service. The government has developed a software program that allows Partners for Jobs to easily enter client information and track program usage. The staff is becoming more pro-active in their service delivery and is showing an increasing trend in Level II and Level III services.

Lessons Learned

1. The combining of employment services and social services has worked well.
2. Training of staff is important to establish employment counseling and advisory skills.
3. Participants notice a change to a “You are here to help me” approach.
4. Focus on outcomes and away from performance and activity.
5. Successful employer involvement has been achieved by balancing employer and job-seeker needs.
6. Success is greater with small to mid-sized employers who are looking for employment readiness skills.

Acknowledgments & Contact Information

Thank you to Ms. Suzanne Gagnon, Manager, for participating in a telephone interview.

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3.0 City of Calgary Youth Employment Centre

Profile

The City of Calgary, Youth Employment Centre (YEC) is located in downtown Calgary and employs about twenty-five (25) staff members who work as counselors, job developers, and front-line assistants. Their mandate is to provide services to youth between the ages of 15-24 in order to get them employed, returned to school, or advancing to other training opportunities. They have been in existence since 1987 and are co-located with the Calgary Achievement Centre for Youth. The YEC receives its core operational funding from the provincial government (Alberta Human Resources and Employment) through the Youth Connections program, receiving one-year contracts for the past seven (7) years. In addition, they receive funding from Human Resources and Skills Development Canada (HRSDC) for their Aboriginal projects, as well as funding from the City of Calgary to pay for the Aboriginal Outreach Worker.

YEC works with approximately 6000 clients each year. Of those 6000, approximately 2500 are youths who are new to the Centre. Of the 6000, approximately 4000 are classified as Level I clients, 1500 are Level II clients, and 750 are classified as Level III clients. Level I clients refer to clients who have minimal staff contact and have the ability to use the various resources of the Centre to assist with their job search (fax, copier, computer, phones, etc.). Level II clients may need more assistance in their job search, so they will have some contact with YEC staff in terms of reviewing resumes, cover letters, and general questions. Level III clients are working with a YEC counselor. These clients might participate in workshops that help provide resume development, career planning, and cultivating and reviewing job leads.

It is the expectation of the provincial government that one hundred percent (100%) of the Level III clients complete an investment (employment) plan, and that seventy-five percent (75%) of those clients complete an action plan. It is expected that seventy-five percent (75%) of YEC's clients will be employed for at least six (6) months. However, the term employed could refer to working full-time, part-time, enrolled in a school, or apprenticeship program.

Delivery

YEC provides general job search assistance to its youth clients including:

- A resource library (2000 holdings).
- Information about colleges, universities, and training programs.
- Resume writing and interview preparation assistance.
- Computers for career planning and resume development.
- Job posting board with up to 200 postings.
- Message service, faxing, copying, etc.

YEC has developed a “Street Survival Guide” which they use with youth to address pre-employment issues, such as; the use of illegal drugs, addiction problems, mental health issues, access to social assistance, food and shelter.

The YEC has staff that develop and maintain partnership programs with other groups in the city. One program is with the Calgary Construction Association where YEC provides fifty (50) youth with three (3) weeks of unpaid work experience, or work exploration. This program is also funded by the province and has been operating for five (5) years. HRSDC provides the funding for the “Born to Be” program targeting Aboriginal youth at risk. This program has a limit of ten (10) participants, who have to go through a selection process and be chosen by the Aboriginal Outreach Worker in order to participate. They spend five (5) weeks in the classroom reviewing skills of self-awareness, communication, getting along with others, relationships, pre-employment skills, peer pressure, and problem-solving. This is followed by four (4) weeks of time being spent equally between the classroom and work exploration with an employer sourced by the YEC. Participants finish their training by spending two (2) weeks working full-time with their work exploration host, and one (1) more week of classroom training. The funding from HRSDC provides them with minimum wage for the entire twelve (12) weeks as well as transportation and childcare costs. Approximately six (6) of the participants complete the program, with some staying with their work exploration hosts and others returning to school.

YEC also runs a program similar in structure for young expectant mothers called “Discover your Opportunities”. The YEC partners with Louise Dean School and the Catholic School District to deliver this program. YEC partners

with the employer community to host Job Fairs twice a year. This has met with tremendous success, with almost 1300 youth meeting with over 50 employers. Another benefit of the Job Fairs is that YEC is able to use some of the proceeds from the fair for a scholarship program. The money is to be used for clients who are returning to school.

Lessons Learned

1. Hire skilled and experienced staff that can relate to youth and their issues.
2. Market the program to the community, develop partnerships with businesses, and embrace education and training.
3. Treat clients like customers, delivering customer service to the participants. YEC works to make the centre “youth” friendly and they find that youth do a very good job of promoting the centre and its services.

Acknowledgments & Contact Information

Thank you to Ms. Brenda Hutchinson, Career Development and Employment Information for participating in a telephone interview.

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4.0 Youth Employment Partnerships - Toronto

Profile

The Youth Employment Partnership's (YEP) initiative consists of a partnership between youth employment agencies (CBOs) that assist job seekers and employers throughout the Greater Toronto Area (GTA). The partnership was developed because there had not been enough collaboration between the agencies previously. This partnership originated as a pilot out of the Ontario Association of Youth Employment Centres (OAYEC) in January of 2001 under the title of Youth Employment Job Development. The coordination of this partnership moved to the City of Toronto in July 2004 and the name was changed. The partnership agencies work with over 5000 businesses and have matched thousands of youth between the ages of 15 and 29 to jobs in hospitality, manufacturing, retail, customer service, construction, and technology.

The YEP Coordinator is funded by the City of Toronto. Half of the twenty-six (26) youth employment agencies are funded by the Federal Government and the other half are funded by the Province through the Ontario Job Connect Program. The main role of the YEP Coordinator is to coordinate joint activities, regular meetings, create action plans, and support a significant amount of community development.

Delivery

The Coordinator has monthly job development meetings with job developers from the twenty-six (26) agencies in the partnership. This gives them the opportunity to update each other on programs, services, challenges, and what each agency can offer. One of the successes of this model has been the open sharing of job leads between agencies and a definite increase in comfort and ability to work together. If an agency has a job lead that it cannot fill with one of its clients, it will openly share that job lead with the partnering agencies. This sharing did not occur prior to the partnership and the work of the Coordinator. The Coordinator conducts quarterly meetings with representatives from four (4) regional committees (North, South, East, and West) and hosts regular meetings with the Central Advisory Committee. This Central Advisory Committee is represented by each of the regional committees, the City of Toronto, Economic

Development, Ontario Works (Income Security), and the Toronto Training Board. The governance is community driven and it is these meetings that generate action plans for the partnership.

One development is the “Hiring Made Easy” brochure that highlights the location of agencies in the partnership, contact information, and how employers can connect with these agencies to help meet their hiring needs. About 15,000 brochures were mailed out through the GTA Chambers of Commerce, and the Toronto Board of Trade. This was used as a promotional tool for the entire Youth Employment Partnership.

Sharing of vacant job leads started with the development of common protocols with the agencies so that consistent service and information were provided. The Coordinator gathered information from the front line staff and then shared it with management. The result has been a much higher level of activity and performance than the individual agencies could generate on their own.

The Coordinator also organizes job fairs for the benefit of the agencies and their clients. Each job fair is usually specific to one industry. As an example, an event with the Retail Council of Canada was coordinated, where the YEP Coordinator worked with the Council to disseminate information to its members. One retail member delivered a half-day seminar for youth on how to be successful at a job fair. This was followed by a full day fair, which was hosted by one of the partnership agencies. This resulted in an increased connection between employers and youth as well as employers and the agencies.

The Partnership has also proven to significantly improve marketing and promotion of the agencies. Employers have historically held a negative opinion of youth who are at risk, thereby giving the employment agencies that work with this target group, a negative image. One of the action plans from the Central Committee was to work with the media to try to improve image. The Toronto SUN newspaper agreed to run a series of success stories in their career connection section.

The Partnership Coordinator has also been able to coordinate professional development and training for the partnership agencies. This has been done by

bringing a speaker to the monthly job development meetings as well as arranging training events based on feedback from the job developers.

Lessons Learned

1. Partnership building takes time and results should not be expected in the short-term. When quality partnerships are formed they can open the door for many opportunities that are over and above what was originally conceived.
2. The role of the Partnership Coordinator is essential because it provides someone who is accountable for the action plans. This also provides an infrastructure for support and growth.
3. The most significant challenge is building trust and forming a commitment with the job-seekers, agencies, and employers.

Acknowledgments & Contact Information

Thank you to Ms. Linda McGrath, Project Coordinator for participating in a telephone interview.

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RRDA/Treaty 4 Task Force

- Preliminary Strategic Plan -

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INTRODUCTION

The Regina Regional Economic Development Authority (RREDA) provides economic development services to partner organizations in Regina and area. RREDA has a mandate to *“encourage economic growth and diversification, to bring together business ideas and opportunities, and to promote a positive image of Regina and Region as an attractive place to live, to work and to do business.”* To enhance RREDA’s work towards achieving this mandate, a partnership has been established with Treaty-Four First Nations and the Department of Community Resources and Education (DCRE).

Both RREDA* and DCRE programs and services are designed to address employment development needs, gaps and employment barriers. The goal of the partnership has been to consider the employment development needs of Regina job-seekers, particularly those citizens that live within the inner-city, by focusing on job creation through economic development. The RREDA’s role within the partnership, is to expand employment opportunity through economic development. In order to accomplish this, the RREDA sponsored Treaty-Four Task Force has considered employment opportunity and employment development through their agendas and meetings in 2004/05.



* RREDA assists partners in delivering education and training to the region by strategically assessing gaps in current service delivery and development plans to address these gaps.

RREDA/TREATY-FOUR TASK FORCE

“Creating Sustainable Economic Growth” is the title of the 2005 RREDA Work Plan. Within that work plan, the following action strategy has been identified:

- ✓ Work with the Aboriginal community to make Regina region a centre of First Nations and Métis economic activity in Canada.

In order to advance this action strategy with First Nations, the RREDA convened a RREDA/Treaty-Four* Task Force in May 2004. The mandate of the Task Force is to strategize and discuss economic development opportunity that has the potential to positively impact on both the city of Regina and the First Nations communities located in and around the city limits. The Task Force is made up of economic development officers, community representatives and neighborhood leaders. In addition, representatives from like-minded agencies that maintain economic development mandates (Aboriginal Business Canada, Federated Saskatchewan Indian Nations (FSIN), Federal Council, etc.) participate in Task Force activities.

The Task Force meets monthly to discuss economic development issues and to plan strategies designed to support economic development initiatives focusing on First Nations and Aboriginal partners. During initial meetings of the Task Force, the following goals were developed to guide future direction:

Goal #1	Growth of Regina and its Economy
Goal #2	Establish Strategic Partnerships
Goal #3	Bring First Nations close to various elements of the Regina community through: education, employment and economic development
Goal #4	Create Community Awareness and Advance Public Education (re: Aboriginal contribution to economic development in Regina)
Goal #5	Develop Public Policy Framework to guide future Aboriginal investments
Goal #6	Attract First Nations' Investment to Regina

* Please refer to Appendix 1 for a listing of First Nations associated with Treaty Four.

ECONOMIC DEVELOPMENT PRIORITIES

Over the course of the year, the Treaty-Four Task Force established three priority areas for economic development. A key objective of the Task Force during the first year of its operation has been to identify potential opportunity and development actions that can be pursued within each of these three priorities:

1. Investment Attraction
2. Job Creation
3. Entrepreneurship

INVESTMENT ATTRACTION STRATEGIES

- ✓ In cooperation with the Regina Regional Economic Development Authority (RREDA), the RREDA/Treaty-Four Task Force will work together to attract future investment to the city and to its region, through partnerships with First Nations, resulting in a greater equity ownership of the Regina economy.

Action Strategy: ***Host First Nations Partnership Forum***

Significant growth and development can be generated through business partnerships and collaborations established between non-First Nations and First Nations' communities. First Nations have investment capital that they want to allocate to positive economic development opportunity. To enhance economic growth, generate investment options, to create greater awareness and to build public profile, the Task Force will support a First Nations Partnership Forum, hosted by RREDA and the Treaty-Four Task Force membership. The Partnership Forum will be launched in 2005 with the potential to become an annual event.

Action Strategy: ***Support Cowessess Business Network/Mixer***

Creating business development awareness and generating partnership opportunity between First Nations and non-First Nations people in Regina and region is an important goal of the Task Force. Cowessess First Nation has recognized the value of these partnerships and is working to host an Open House and Business Networking Mixer. The intended outcome of this mixer is to build successful relationships and to foster a better understanding between the communities as they explore the unique perspectives of First Nations' business interests. The Task Force members will support the efforts of Cowessess First Nation through participation,

communication and marketing of the opportunity to interested like-minded, economic development agencies and First Nation communities.

Action Strategy: *Identify Investment Capital and Interest*

Twenty-seven First Nations are signatory to Treaty-Four. Many of these First Nations have investment capital that they would like to apply to quality economic development opportunities that will enhance the lifestyles of their community members. The Task Force will facilitate the process of identifying First Nations that are willing and able to invest in Regina and region. The RREDA will support this effort by identifying non-First Nations business investment capital available to partner and match First Nations investment capital.

Action Strategy: *Establish First Nations Housing Strategy*

The demand for quality, safe and reliable housing for First Nations people living within the city of Regina continues to grow at a rapid rate. Opportunity exists for First Nation and non-First Nation businesses to participate in housing development through:

- Construction Contracting;
- Trades and Skilled Labour;
- Rental Property Development and Management;
- Renovation Contracting; and
- New Housing Construction Practices (i.e. insulated concrete form housing).

Housing construction and renovation provides investment opportunity and job creation potential through trades training, apprenticeship opportunities and through the creation of Aboriginal-owned private enterprises. The RREDA/Treaty-Four Task Force will participate in and support the development of a First Nations Housing Strategy that will outline specific opportunity for First Nation involvement related to housing development in the city.

Action Strategy: *Support Public Policy Framework Development*

The First Nations within Treaty-Four require the creation of a Public Policy Framework that will serve as a guide for future investments that First Nations communities make. The RREDA/Treaty-Four Task Force will support the creation of a forum where the principles of a First Nations Investment Public Policy Framework can be debated, developed and documented. The investment principles will form the basis for future economic policy and will enhance the potential for investments within Regina and the region.

JOB CREATION STRATEGIES

- ✓ The Treaty-Four Task Force will support and initiate a number of Job Creation strategies that are designed to enhance employment opportunities for First Nations people living within Regina and Region. These initiatives will require both active leadership and support through partnerships with others who are working to advance employment opportunity.

Action Strategy: ***Support Inner-City Employment Strategy***

The Regina Inner-City Community Partnership (RICCP) is in the process of establishing community development policies and strategies designed to enhance employment, housing and community safety in Regina's inner-city. The Employment Development Strategy (EDS) Committee has tabled an employment blueprint that focuses on a strong inner-city community, enhanced infrastructure and the support for a process of building human capacity through skill development and leadership. The Task Force will continue to participate in the implementation of the blueprint through Committee involvement and support for Committee initiatives.

Action Strategy: ***Document Procurement Policy and Requirements***

First Nations business owners and suppliers want to access a broad range of opportunities to market and sell their business products and services. Many public and private sector agencies and businesses want to access the products and services that are provided by First Nations business development and want to create additional job opportunity.

The RREDA/Treaty-Four Task Force will support First Nations business development efforts and business procurement needs by meeting with the procurement officers of public and private sector groups. The intent of these meetings will be to identify and document business development and sales opportunities. Identified opportunities will be shared with First Nations business owners through a First Nations Business Database (currently under development, FSIN), through communication with First Nations economic development officers and through First Nations community representatives.

Action Strategy: ***Develop "Contract Bidding" Workshop***

Procuring public and private sector contracts often requires that businesses respond to formal terms of reference and bidding procedures. These formalized methods ensure that all business owners are assessed equitably and fairly. Many First Nations business owners and operators do not have experience with or knowledge of the bidding process. Therefore, in order to improve contract bidding success, First Nations business owners need to learn more

about creating a formal response to contract terms of reference. The RREDA/Treaty-Four Task Force will facilitate the creation and implementation of a 'Contract Bidding Workshop' that has been designed to improve bid development skills for First Nations contractors and business owners.

Action Strategy: *Support Skilled Training Career Development*

Provincial labour market information indicates that there will be an on-going shortage of skilled labour and trades people over the next several years and decades. Career development opportunities for First Nations, Métis and non-Aboriginal employees are significant. The RREDA/Treaty-Four Task Force will continue to support Secondary Schools, SIAST, SIIT (Construction Careers), First Nations University, DCRE and other education and training institutions as they develop and implement opportunities for Aboriginal job-seekers to enter trades careers. The Task Force will participate in activities that create awareness and support career development opportunity.

ENTREPRENEURSHIP STRATEGIES

- ✓ The RREDA/Treaty-Four Task Force will support business development in Regina through the advancement of entrepreneurship and employment development skills for First Nations people.

Action Strategy: *Support for Entrepreneurial Initiatives*

The small business sector, championed and led by independent entrepreneurs, continues to be a driving force in the economic development of the country. Growth in First Nations entrepreneurship is also growing at a rapid rate and has significant potential to enhance economic development in cities like Regina. To support this growth in self-employment and entrepreneurship, the Task Force will support the following entrepreneurship initiatives:

- First Nations Sales and Entrepreneurship Initiative (Contact, Lester Henry)
- Intercultural Centre for Management and Leadership Development (Contact, University of Regina and First Nations University – Richard Missens)
- Women Entrepreneurs of Sask. – Aboriginal Programming (Contact – Charlotte McCall)

Action Strategy: ***First Nations /Aboriginal Business Association***

The Treaty-Four Task Force will explore the need for, and benefits of, an Aboriginal Business Association that would focus on facilitation and coordination of First Nation/Aboriginal involvement in the Regina economy.

SUMMARY

The Action Strategies laid out in this preliminary strategic plan are presented for discussion by the Treaty-Four Task Force. They represent a summation of discussion that has taken place through Task Force meetings held throughout 2004 and the first three months of 2005. The Task Force members will determine which of the strategies warrant immediate action, which strategies require further discussion and investigation and which strategies can be referred to other groups to consider.



APPENDIX #1 TREATY FOUR

Carry the Kettle First Nation
Cote First Nation
Cowessess First Nation
Day Star First Nation
Fishing Lake First Nation
Gordon First Nation
Kahkewistahaw First Nation
Kawacatoose First Nation
Keeseekoose First Nation
Key First Nation
Little Black Bear's First Nation
Muscowpetung First Nation
Muskowekwan First Nation
Nekaneet First Nation
Ocean Man First Nation

* Note - Signed Treaty Four, but in Treaty 2

Ochapowace First Nation
Okanese First Nation
Pasqua First Nation
Peepeekisis First Nation
Pheasant Rump Nakota Nation
Piapot First Nation
Sakimay First Nation
Standing Buffalo First Nation
Star Blanket Cree Nation
White Bear First Nation
Wood Mountain First Nation
Yellow Quill First Nation

Appendix E

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