

City of Brampton  
Economic Development Office

*Succeeding in a Knowledge-Based Economy:  
Assessing Opportunities for Brampton's  
Workforce Development Program*

---

DISCUSSION PAPER

March 12, 2008

Version 1



**Brampton**  
where?

# Table of Contents

- 1.0 Why is workforce development important in today's economy?
- 2.0 What are the primary issues?
- 3.0 Who are the key players?
- 4.0 What's currently being done to support workforce development?
- 5.0 What role does local economic development play?



## ***Questions for Discussion***

The purpose of this discussion paper is to both highlight current workforce development initiatives lead either by the City of Brampton or other community organizations and shed light on potential issues the community will face in the future if something is not done today.

This paper provides a foundation of knowledge and awareness from which discussions can be based upon. Three critical questions that must be discussed and are closely tied to the strategic direction of Brampton's economic development efforts:

- 1. Are the current partnerships and approaches to workforce training in Brampton sufficient to meet the needs of a transforming economy?**
- 2. What specific aspects of the local workforce need to be addressed to be able to attract and expand the business base of Brampton?**
- 3. What new approaches should the City explore to enhance its economic development efforts to build on the skills, experience, and creative potential of the resident workforce?**



## 1.0 Why is workforce development important in today's economy?

In the new, global knowledge economy of the 21<sup>st</sup> century prosperity depends on innovation, which, in turn, depends on the availability and development of talented and creative people. It's people who will drive the economy in the future as their knowledge, skills and creativity lead to innovation and as a result today's workplace requires higher levels of education and skills.

Three key imperatives are driving the increase emphasis and importance placed on workforce development:

1. The knowledge-based economy means an ever-increasing demand for a well-educated and skilled workforce in all parts of the economy and in all parts of the country.
2. There is a looming demographic crunch that will exacerbate these skills shortages.
3. Our learning system must be strengthened if we are to meet the skills and labour force demands of the next decades.

A workforce that can generate and respond to new ideas that can adapt to new technologies and embrace quality as a key element of sustained employment is essential.

In a rapidly transforming global marketplace, where innovation and creativity are now heralded as the most important contributions to economic prosperity, having people who can actually transform ideas into marketable products and services underpins everything else.



## 2.0 What are the primary issues?

Staff have reviewed a number of surveys, reports and working papers to assess the major issues identified by the employer community with respect to workforce development. The Peel-Halton-Dufferin Training Board's 2009 Consultation Report, Labour Market Trends & Issues In Peel And Halton - Trends, Opportunities & Priorities (TOP) summarizes the issues common amongst the various studies.

### *Newcomer integration*

Many of the respondents identified the integration of immigrants into the workforce as a "huge" or "key" issue. The common barriers were cited: language issues, lack of Canadian experience; acculturation to the Canadian workplace; the question of foreign credentials. Many felt the answer lay in greater efforts to familiarize employers with the abilities and potential of newcomers, through education and various work placement and mentorship programs. Others felt that the language issue was not being sufficiently tackled, particularly higher level vocational language abilities. With Peel Region becoming now the first destination of many newcomers, concerns were expressed that the failure to ensure successful employment and career outcomes for newcomers would have social, as well as economic, consequences. This was an issue that had to be addressed across the employment spectrum.

### *Skilled trades shortages*

The shortage of workers in the skilled trades has become such a perennial issue that for some a certain amount of desensitization has set in. As with the integration of newcomers, the barriers have become commonplace: the negative societal attitude towards the trades; the difficulty in finding employers willing to take an apprentice; lack of information on the part of both employers and those potentially suitable for a trades career; the long number of years it takes to complete a certificate and the many events

That can trip up a candidate; the mismatch between those targeted for immigration to Canada and Canadian labour shortages.

### *Shift in key employer/employment sectors*

Many respondents felt that the labour market has been affected by significant structural changes that have had serious consequences not only on what kinds of occupations are available but also on what career options and pathways are available. These changes include: the loss of manufacturing jobs and the continuing growth of service sector occupations; the need for continuous learning and having the right skill set; the need for greater investments in innovation, technology and in training and re-training; the need to be more strategic about workforce development, as well as the need to overcome the disconnect between workforce development and economic development; the growth on more contingent work arrangements. As well, the Canadian economy has benefited from a number of historical circumstances that has created certain complacency: a resource base, easy access to the world's largest market, a low dollar.



### ***Knowledge about/use of employment services***

Newcomers in particular were seen as being less aware of the existence of employment services and how they could benefit from their services. As well, there was a view that employment services had to do a better job of meeting the needs of employers, and not only the needs of their unemployed clients. In this regard, programming was sometimes seen as being planned with less attention to the views of employers. Finally, there was a frustration with individuals not getting employment after completing a training program.

### ***Marginalized workforce***

Less skilled newcomers are finding employment through contingent or precarious jobs (part-time, temporary), which is one cause of the income disparity they experience in relation to individuals who have been in Canada for a longer period of time. In large measure, they are taking survival jobs in entry-level positions where there is a high turnover.

There is a huge generation gap between employers and youth when it comes to job expectations. There is a growing view that youth seek quicker access to better jobs, with less acceptance of the view that one has to put in one's time to move up.

### ***Lack of essential skills***

English language and literacy skills are a concern. A lot of entry-level jobs are growing in complexity. There is also a growing need to be able to work in teams, including where other members of the team can be expected to have higher qualifications.

### ***Aging population***

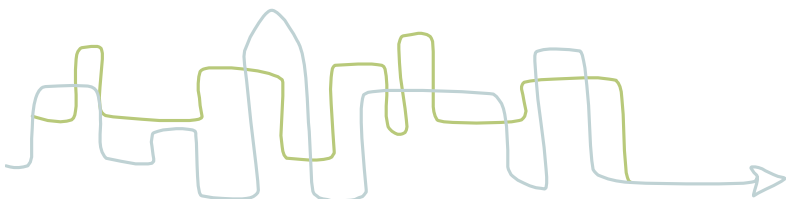
Older workers are definitely under-served and under-employed, yet they will have to concern themselves with the financial impact of living longer, with higher health care costs and need to invest more into their retirement.

### ***Training***

Employers continue to be reluctant to invest more in training, worried about the cost and the potential loss of an up-skilled worker to a competitor.

### ***Transportation***

In some communities, transportation is an issue, particularly in terms of filling certain entry-level and lower tier occupations.



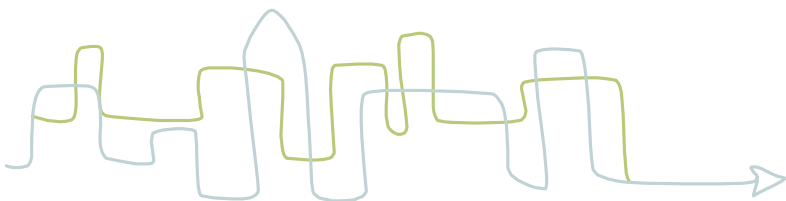
### 3.0 Who are the key players?

There are over 75 employment agencies in the City of Brampton. In addition, there are over 160 workforce development programs offered by over 100 separate organizations. The City of Brampton provides access to this information through its programs.

The attached Workforce Development Inventory contains organizations, in both the public and private sectors, which provide education and skills development, experiential programs and job search support. Many of the organizations which offering programming target youth and young adults; most job search support organizations are open to all demographic groups. Internet links to the programs are included.

The Economic Development Office also maintains a greater inventory of over 150 local programs including the Brampton Small Business Enterprise Centre's programs and services to the small business sector, which have both a direct and indirect impact on employment levels. Every micro-business that is launched in Brampton immediately employs its owner, and often one or two other employees in its first year of operations. Indeed, more than 70% of the 8,100 businesses in Brampton are "micro businesses" with five or fewer employees, and this is the Enterprise Centre's target market.

Enterprise Centre services such as consultations, business plan reviews, business training etc. provide direct support to small businesses, decreasing the failure risks associated with the initial year of new business operation and supporting their early growth. Proactive information and education provided by the Enterprise Centre helps small business launch with the best chance for success, allowing owners to pursue the self-employment of their choice, and supporting them so that their success leads to growth and the need for employees.



#### 4.0 What's currently being done to support workforce development?

Over the last two years, there have been a variety of initiatives and agencies involved in examining the issues and challenges related to workforce development in Brampton Peel Region and the Greater Toronto Area. Two of the most relevant initiatives to Brampton were the “Skills Without Borders” project of the Brampton Board of Trade and the Trends Opportunities and Priorities (TOP) Report in 2008 by the Peel Halton Training Board.

In November 2006, the Brampton Board of Trade convened an initial series of consultative workshops that were the start of the “Skills without Borders” initiative to examine the labour needs and systematic barriers to the entry and integration into the workforce facing skilled immigrants.

Phase One of this project was the completion of two sets of analyses to assess the labour needs of employers in North Peel and also to assess the barriers to hiring skilled immigrants in North Peel.

Phase Two of the “Skills without Borders” initiative was the publication of a resource guide to raise the awareness of employers about the benefits and challenges of developing and managing a culturally diverse workforce.

In 2008, the Peel Halton Training Board conducted interviews with a range of stakeholders to obtain insights and opinions about the most significant challenges affecting the labour market dynamic in Peel and Halton. Interviewees were drawn from across all sectors and across all parts of these two regions. There was a high degree of consistency in results of both initiatives, reflected in the following summary.

Recently, Roger Martin and Richard Florida released a discussion paper, Ontario in the Creative Age. The trends highlighted in the report include the transformation in how people work in our economy. We are moving to an economy that values people’s creativity, especially analytical and social intelligence skills. These skills demand reasoning in uncertain environments to make good decisions and capabilities to understand other people and to work in team settings. According to Florida, “Routine-oriented occupations that draw primarily on physical skills or abilities to follow a set formula can be done more cheaply in emerging economies and will have trouble surviving in advanced economies.”

At the same time, Ontario is undergoing a transformation in what its industries produce. Nearly 80 percent of Ontarians work in organizations such as financial institutions, retailers, law firms, schools, and hospitals - whose main output is a service.

The province is also becoming more urbanized. According to Florida, “the concentration of people and firms in city regions drives productivity, innovation and prosperity, as the great Jane Jacobs long ago noted. A handful of cities – from London through Kitchener-Waterloo through Toronto and Ottawa together comprise one of the world’s largest economic mega-regions that helps make Ontario one of the most advanced and productive jurisdictions on earth.”



Martin and Florida conclude that Ontario has significant advantage on which to build broad, sustainable prosperity. The province has a highly skilled workforce, world leading businesses and industries, excellent post secondary institutions, great cities and regions, and a culture that values openness, diversity, and social cohesion. Yet, they found that Ontario faces some challenges in strengthening its capabilities for competing in the creative age. Ontario has a good share of workers in creativity-oriented occupations, but they are not as highly regarded as in leading U.S. states. While the province has an excellent mix of clustered industries, they do not compete adequately on the basis of creativity. The Province is highly tolerant and diverse, but is not able to translate this openness to the level of prosperity that ought to follow. It has a strong mega-region, but does not connect the province well enough for the creative age.

Martin and Florida urge Ontario to build on its strengths while addressing these challenges. In the report they recommend actions by Ontarians in four strategic areas. They conclude that “by undertaking strategic efforts and investments in these four key areas, Ontario can move to the very frontier of global competitiveness, ensure a new era of broad and shared prosperity for all its citizens, and become a model for Canada, North America, and the world.”

First, Ontarians must harness their full creative potential. We should aim for the Province to become the first in the world with half our workforce in the high-value, high-paying jobs of the creative economy by 2030. At the same time, we must make all our jobs more creativity-oriented. We must reinforce the development of our clustered industries to compete more on the basis of distinctive advantage than on low cost or replication of what is done elsewhere.

Second, the Province should aspire to be the world’s most talented jurisdiction. We need to raise the percentage of our young people in colleges and universities so that we have the talent base to fill the 70 percent of new jobs in the coming decades requiring post secondary education.

Third, Ontario needs to establish new social safety nets. Currently, we aim to provide material benefits for those in need, but we have to provide greater opportunity for our citizens to engage their full creative talents, in sync with the creative age. For example, let’s aim to be the first jurisdiction to implement early childhood development for those in high-risk circumstances. Such investments in life-long skills can help ensure that Ontario has broad participation in creating and sharing prosperity.

Fourth, Ontario must build province-wide geographic advantage. We have a strong economic core, but we need to improve the connection of the cities, towns and regions across the province - linking our older, industrial communities and disconnected rural areas to the mega-region. There are many ways to improve this connectivity from light rail to local transit hubs, but the key is to increase the speed and velocity with which we move goods, people and ideas to compete with the world’s other leading mega-regions.

### ***City of Brampton Initiatives***

The City of Brampton has always strived to be proactive in supporting workforce development.



For example, the City of Brampton entered into a multi-year partnership with the Sheridan Institute of Technology and Advanced Learning to help build and develop the Centre for Advanced Manufacturing & Design Technologies (CAMDT). Opened in the fall of 2005, CAMDT is the result of a unique tripartite collaboration between Sheridan, provincial and municipal governments, and industry. CAMDT will help meet the growing demand in the manufacturing sector for graduates with a broad array of advanced technical and management skills, as well as provide enhanced training to those already in the workforce.

In order to provide a basis for discussion, staff has reviewed workforce development strategies in municipalities across the country; resulting in four common areas of activities/strategies:

1. Building the capacity of the workforce
2. Raising the awareness of workforce development issues
3. Improving workforce practices of small and medium enterprises
4. Enhancing the links between education and business

### **1. Building the capacity of the workforce**

Capacity building implies finding new and effective ways to increase the quantity and quality of local workers, including capitalizing on Brampton's growing multicultural community.

For Brampton this means not only attracting more workers, but focusing on attracting a highly skilled workforce to meet the changing and growing technical demands of existing employers and to meet the needs of new businesses.

When looking at best-practices, other jurisdictions are adopting to help develop a larger, accessible and appropriately qualified workforce, the range of initiatives include:

- Assisting businesses to attract new talent by developing partnerships with communities in other countries that are known for skills training in the areas where the community has the greatest needs. Encouraging any oversupply of skilled workers to relocate and help satisfy an existing undersupply
- Web portals, supported by printed promotional material designed to help businesses recruit workers from outside the area. This approach provides valuable community information to help show the quality of life and community.
- Coordinating group advertisements for vacant positions at local businesses in national publications. This serves to showcase jobs and opportunities and help draw talent from outside the community.



- Supporting projects that mobilize the unemployed and underemployed through workshops and mentoring, where unemployed or underemployed new Canadians can be helped to make connections with the Canadian workplace and gain better understanding of the Canadian work environment.
- Projects designed to assist and encourage businesses to integrate and maintain older, more experienced workers into their organizations, supporting them in making the most of this underutilized human resource.
- Projects to develop resources to help better integrate immigrants into the workforce including the goal to ensure that educated and skilled workers choose a community as their place to call home in Canada. A municipality must ensure that it is seen as both welcoming and employing of immigrants.

## 2. Raising the awareness of workforce development issues

Talent-based economic development strategies ensure that local employers, education and training institutions and the other stakeholders are aware of the magnitude of the challenges ahead and are equipped with the information and resources they need to help prepare to meet their workforce needs.

A number of activities are being utilized in other communities to raise local awareness of workforce development issues, such as:

- Creating activities designed to engage business and community leaders through the formation of workforce development taskforces with representatives from industry sectors, human resource professionals, employment experts, and education facilities among many others.
- Facilitating industry roundtables with CEOs and Human Resource managers to highlight and discuss current issues.
- Making formal presentations to business groups including Chambers of Commerce, human resource, education and employment sector professional groups.
- Communicating and engaging the Provincial and Federal Ministers of Labour.
- Making information available to business and community leaders including workforce statistics and trends, published in an easy-to-understand format, data on workforce gaps, information on recruitment and training organizations, targeted information sessions with specific stakeholders, providing detail on the future job requirements for business, and e-newsletters providing information on relevant workforce activities and issues.



### 3. Improving workforce practices of small and medium enterprises

Many small and medium size enterprises (SMEs) lack the resources to dedicate to recruitment and retention strategies and therefore face the greatest challenge. Many SMEs rely on HR firms and employment agencies to ensure the needs of their operations and their workers are being met; outsourcing the process to recruit talent is not enough.

The companies themselves are the only ones that can predict what their future needs will be. Partnerships and collaboration between firms to analyze and predict workforce needs on a continuous basis is essential in a rapid and global scale talent marketplace. Working with local partners, as well as, senior order governments can provide increase the efficiency in terms of accessing resources.

Examples of what approaches and activities other communities are incorporating to assist SMEs include:

- Providing resources for tailored to the specific needs of SMEs. This includes, identifying resource materials (studies, surveys, forecasts) that may be useful but are not readily available or may be too complex to be easily understood. Providing links to information on best workforce practices from sources federal, provincial and local sources, and preparing a directory of all employment and workforce development-related contacts.
- The facilitation of seminars and forums on workforce development issues including seminars and forums on specific HR issues and workforce summits for employers, educators, trainers and other stakeholders.

### 4. Enhancing the links between education and business

Local employers rely on educational and training institutions to provide them with skilled and educated workers, as well as relying on them for assistance with retaining and skills upgrading of their existing workforce. Enhancing the links and general awareness of programs and capabilities between educational training facilities and employers will be critical to ensure workforce needs can be met.

Current activities undertaken by other jurisdictions in this area include:

- Creating forums for businesses and trainers including meetings between industry sectors and educators/trainers to discuss future skills needs.
- Promoting the involvement of schools in training for business needs through a range of projects to assist in aligning school curriculum to college training and business needs.
- Encouraging an environment of life-long learning in the workplace and promoting information on the benefits of life-long learning to employees by highlighting caring examples of best practices in local companies.



The Federal and Provincial government have introduced a number of programs to assist employers with labour, skills and workforce development. The following chart highlights a sample of some of the recent programs/initiatives to be introduced:

Programs/Initiatives	Highlights
Next Generation of Jobs Fund (Government of Ontario)	NGJF will support environment and economic advances in key sectors including Clean Automotive and other green technology; Health and Biotech R&D; Creative Industries (digital media and ICT); and pharmaceutical research and manufacturing.
Industrial R & D Fellowships - Natural Sciences and Engineering Research Council of Canada (Government of Canada)	Financial assistance for companies to hire recent doctoral graduates in science and engineering to conduct research and development in industries. Contributes \$30,000 per year for two years towards the PhD research fellow's salary.
The Workplace Skills Initiative (Government of Canada)	HRSDS - Call for Proposals to fund demonstration projects that respond to challenges in Canadian workplaces relating to employee skills development and organizational changes. Funding up to a maximum of \$3 million per year. Recipients and/or project partners must contribute at least 25% to eligible project costs.
Employment Benefits for Job Creation Partnerships (Government of Canada)	The Job Creation Partnerships (JCP) employment benefit is designed to support projects, creating jobs that will provide unemployed, insured participants with opportunities to gain meaningful work experience. Project activities should benefit both the participant and the community. However, the primary focus must be on helping the participant.
Employment Support Measures Labour Market Partnerships (Government of Canada)	Labour Market Partnerships (LMP) funds projects that encourage and support employers, employee/employer associations and communities in developing and implementing strategies for dealing with labour force adjustments and meeting human resource requirements. Labour Market Partnerships (LMP) addresses labour market issues through partnerships.

For a more comprehensive listing of programs and initiatives please refer to *Appendix A – Brampton Workforce Development Inventory*.



## 5.0 What role does local economic development play?

The City of Brampton assists hundreds of businesses each year ensuring they have access to the latest economic information and research. The City also ensures that key industry sectors, like manufacturing, are aware of programs and services being offered by all levels of government and industry. The EDO meets with its businesses and the respective industry organizations to ensure the needs and issues facing employers are being addressed.

In terms of the current activities the City of Brampton undertakes or partners with others in the following ways:

### Building the capacity of the workforce

- **EDO's Investment Marketing Program** – Engages in strategic economic development marketing initiative committed to the promotion of local business success in an effort to brand Brampton as a premier investment location in the GTA.
- **Job Fairs** – Assists employers with job fairs to ensure local businesses have access to local employees and talent.
- **One-on-One Support** – Works directly with employers to ensure they have access to the programs and services available at the City and other levels of government.
- **Corporate Call Program** – The EDO's Corporate Calling Program ensures the issues facing employers are heard first hand, and assistance with problems is facilitated.
- **Planning Consultation** – Plans and markets strategic employment nodes in the Official Plan to attract, expand and accelerate growth among Brampton's base of research and technology firms.
- **Competitive Intelligence** – Monitors and attempts to manage cost competitiveness to retain trained employees and reduce the flight of investment and skilled trade.

### Raising the awareness of workforce development issues

- Participates with industry associations (i.e. Canadian Manufacturers and Exporters – CME, Excellence in Manufacturing Consortium – EMC) to ensure Brampton employers have access to their programs and assistance.
- Works with the Brampton Board of Trade to ensure local business issues are heard and to develop Board policies and advocacy and assisted the Board in the development of the "Skills without Borders" program.
- Works with and participates with the Peel Halton Training Board to keep current on the issues facing local employers.



## **Improving workforce practices of small and medium enterprises (SMEs)**

- The Brampton Small Business Enterprise Centre offers entrepreneurs and small business owners' access to business planning, counseling, research, leadership, and mentorship, advice, tools and seminars.
- The Small Business Enterprise Centre provides outreach to students and employers to provide guidance and assistance with skills and training.
- Partnering with the Brampton Board of Trade and other organizations to hold workshops, seminars and tradeshow.

## **Enhancing the links between education and business**

- Provides a strategic focus on advanced manufacturing design technologies. The City of Brampton invested \$2.5 million with the Sheridan Institute of Technology and Advanced Learning to develop and help sustain the Sheridan Centre of Advanced Manufacturing and Design Technology.
- Liaises with a wide variety of professional associations.

## **Conclusion**

It hoped this discussion paper has provided a foundation of knowledge and awareness from which discussions can be based. Furthermore it has highlighted the current workforce development initiatives being lead by the City of Brampton and other community organizations and helped shed light on potential issues the community will face in the future.

The three critical questions for discussion are closely tied to the strategic direction of Brampton's economic development efforts and will serve as recommendations towards Brampton's future economic development efforts and initiatives. It is imperative that Brampton do its part to help its workforce meet the needs of a transforming economy, to attract and expand the business base of Brampton and enhance its economic development efforts to build on the skills, experience, and creative potential of the resident workforce.



# **Appendix A**

## **Brampton Workforce Development Inventory**

Workforce Incentives, Subsidies & Programmes (2009)

### **Apprenticeship Incentive Grant**

[http://www.hrsdc.gc.ca/en/workplaceskills/trades\\_apprenticeship/aig/index.shtml](http://www.hrsdc.gc.ca/en/workplaceskills/trades_apprenticeship/aig/index.shtml)

### **Apprenticeship Training Tax Credit**

<http://www.rev.gov.on.ca/english/credit/atc/>

### **Employer Signing Bonus (Apprenticeships)**

[http://www.edu.gov.on.ca/eng/tcu/employers/emp\\_bonus.html](http://www.edu.gov.on.ca/eng/tcu/employers/emp_bonus.html)

### **Foreign Worker Program**

[http://www.hrsdc.gc.ca/en/workplaceskills/foreign\\_workers/index.shtml](http://www.hrsdc.gc.ca/en/workplaceskills/foreign_workers/index.shtml)

### **Ontario Targeted Wage Subsidy**

<http://www.edu.gov.on.ca/eng/tcu/employers/wageSubsidy.html>

### **Next Generation of Jobs Fund**

NGJF will support environment and economic advances in key sectors including Clean Automotive and other green technology; Health and Biotech R&D; Creative Industries (digital media and ICT); and pharmaceutical research and manufacturing

[Next Generation of Jobs Fund](#)

### **Canada Summer Jobs**

Funding for not-for-profit organizations, public-sector employers, and small businesses with 50 or fewer employees to create work experiences for students between the ages of 15 and 30.

<http://www1.servicecanada.gc.ca/eng/epb/yi/yep/programs/scpp.shtml>

### **IRAP- Collaborative Research Internship Program**

[http://careers-carrieres.nrc-cnrc.gc.ca/programs/sti\\_e.html](http://careers-carrieres.nrc-cnrc.gc.ca/programs/sti_e.html)

### **Industrial R & D Fellowships - Natural Sciences and Engineering Research Council of Canada**

Financial assistance for companies to hire recent doctoral graduates in science and engineering to conduct research and development in industries. Contributes \$30,000 per year for two years towards the PhD research fellow's salary.

[http://www.2ontario.com/software/government\\_programs\\_progdetails.asp?pID=199](http://www.2ontario.com/software/government_programs_progdetails.asp?pID=199)

# Appendix A

## Brampton Workforce Development Inventory

### Job Connect – Ontario

Training subsidies for employers who train youths out of school, out of work, not currently in a training program.

[http://www.2ontario.com/software/government\\_programs\\_progdetails.asp?pID=48](http://www.2ontario.com/software/government_programs_progdetails.asp?pID=48)

### The Workplace Skills Initiative

HRSDS - Call for Proposals to fund demonstration projects that respond to challenges in Canadian workplaces relating to employee skills development and organizational changes. Funding up to a maximum of \$3 million per year. Recipients and/or project partners must contribute at least 25% to eligible project costs.

[http://www.2ontario.com/software/government\\_programs\\_progdetails.asp?pID=264](http://www.2ontario.com/software/government_programs_progdetails.asp?pID=264)

### Government of Canada Corporate Funding Programs:

HRDSC posts relevant information to its Web site relating to on-going funding programs.

[http://www.hrsdc.gc.ca/eng/corporate/funding\\_programs/index.shtml](http://www.hrsdc.gc.ca/eng/corporate/funding_programs/index.shtml)

Below are the programs which companies, rather than individual job seekers, may be eligible for. (7of 18 listed are for companies, rather than individuals, to spearhead/pursue).

[Employment Benefits for Job Creation Partnerships](#) The Job Creation Partnerships (JCP) employment benefit is designed to support projects, creating jobs that will provide unemployed, insured participants with opportunities to gain meaningful work experience. Project activities should benefit both the participant and the community. However, the primary focus must be on helping the participant.

[Employment Benefits for Skills Development](#) Skills Development (SD) provides funding to eligible individuals who require skills training to secure employment. With the financial assistance provided by Skills Development (SD), individuals arrange and pay for their own training. Community coordinators, including private businesses, seeking funding under Skills Development (SD) should complete the form [Employment Programs - Application for Funding \(EMP5209\)](#) and submit it to the nearest [Service Canada Centre](#).

[Employment Benefits for Targeted Wage Subsidies](#) See “OTWS” in the “Incentive” section above

[Employment Support Measures Labour Market Partnerships](#) Labour Market Partnerships (LMP) funds projects that encourage and support employers, employee/employer associations and communities in developing and implementing strategies for dealing with labour force adjustments and meeting human resource requirements. Labour Market Partnerships (LMP) addresses labour market issues through partnerships. <http://www.edu.gov.on.ca/eng/tcu/employmentontario/employers/downsizing.html>

[Enabling Accessibility Fund](#) The **Enabling Accessibility Fund** supports community-based projects across Canada. It provides funding for projects that improve accessibility and enable Canadians, regardless of physical ability, to participate in and contribute to their communities and the economy. Deadline: April 30, 2008. No 2009 call for proposals is evident.

[Labour-Management Partnership Program](#) The Labour-Management Partnerships Program (LMPP) is a contribution program administered by the [Federal Mediation and Conciliation Service](#) and is designed to encourage effective labour-management relations in the workplace or at the sectoral level. LMPP provides funding assistance that supports efforts by unions and employers to jointly explore new ways of working together.

# Appendix A

## Brampton Workforce Development Inventory

[Workplace Skills Initiative](#) The Workplace Skills Initiative (WSI) funds demonstration projects which respond to a range of skills-related challenges in Canadian workplaces, in order to improve productivity and position Canada to effectively compete in the global knowledge-based economy.

### **Links:**

#### **Ontario Ministry of Economic Development:**

[http://www.2ontario.com/software/government\\_programs\\_searchresults.asp?cat=Human+Resources+and+Training&searchby=cat](http://www.2ontario.com/software/government_programs_searchresults.asp?cat=Human+Resources+and+Training&searchby=cat)

#### **Ontario Ministry of Training, Colleges & Universities:**

<http://www.edu.gov.on.ca/eng/tcu/employers/services.html>

#### **Industry Canada:**

- [Grants, Subsidies and Contributions Info-Guide](#)
- [Grants, Subsidies and Contributions - Arts and Media](#)
- [Grants, Subsidies and Contributions - Agriculture](#)
- [Grants, Subsidies and Contributions - Science and Technology](#)
- [Business Guides](#)

### **General Information On Workforce & Hiring**

#### **Human Resources Development & Skills Canada**

<http://www.hrsdc.gc.ca/en/gateways/business/menu.shtml>

#### **Industry Canada:**

[http://www.canadabusiness.ca/servlet/ContentServer?cid=1184871487024&pagename=CBSC\\_FE%2FCBSC\\_WebPage%2FCBSC\\_WebPage\\_Temp&lang=en&c=CBSC\\_WebPage](http://www.canadabusiness.ca/servlet/ContentServer?cid=1184871487024&pagename=CBSC_FE%2FCBSC_WebPage%2FCBSC_WebPage_Temp&lang=en&c=CBSC_WebPage)

#### **Canada-Ontario Business Service Centre:**

[http://www.canadabusiness.ca/servlet/ContentServer?pagename=CBSC\\_ON/CBSC\\_WebPage/CBSC\\_WebPage\\_Temp&c=CBSC\\_WebPage&cid=1176175890575&lang=en](http://www.canadabusiness.ca/servlet/ContentServer?pagename=CBSC_ON/CBSC_WebPage/CBSC_WebPage_Temp&c=CBSC_WebPage&cid=1176175890575&lang=en)