



TORONTO TRAINING BOARD  
COMMISSION DE FORMATION DE TORONTO

# TRAINING BOARD BULLETIN

A quarterly update from the Toronto Training Board

## Toronto Training Board Directors and Staff

### Business Directors

Tim Rutledge, Co-Chair  
Tony Azevedo  
Mazher Jaffery  
Lynda Jagros-May

### Labour Directors

Mike McCue, Co-Chair  
Eileen Burrows  
Jack Cooney  
Liz Fong  
Bruce Hare  
Judy Mitchell  
Adela Roki  
Gary White

### Educators/Trainers

Dick Grannan

### Equity Directors

Francophones  
Anne-Marie Couffin  
Persons with Disabilities  
Pat Hatt  
Visible/Racial Minorities  
Kay Blair  
Women  
Rebecca Sugarman

### Government Representatives

Federal Government (HRDC)  
Lesley Buresh  
Provincial Government (MET)  
Terry Hesketh  
Municipal Government (Toronto)  
Ted Lis  
Municipal Government Alternate  
Wendy Molotkow

### Staff

Susan Brown, Executive Director  
Ken Stauffer, Administrative Assistant

The Toronto Training Board is an independent, non-profit corporation governed by volunteer Directors from seven labour market partners (business, labour, women, persons with disabilities, visible/racial minorities, Francophones and educators/trainers). The Board addresses training and adjustment issues in Toronto.

## Creating the Future The Launch of the Toronto Training Board

On March 26, 1999, the Toronto Training Board held our official launch by hosting a panel discussion entitled "Creating the Future: A Forum on the Future of Jobs, Training and the Economy in Toronto."

Over 275 participants gathered at the Design Exchange in downtown Toronto to celebrate the Board's launch and to listen to the four panellists—Bruce Baldwin, Peter Drake, Annamaria Menozzi and Bob Woodworth—speak about the future of jobs and training in the new City of Toronto. Ken Shaw, National Editor of CFTO TV, moderated the discussion.

The Board's Business Co-Chair, Tim Rutledge, welcomed the participants, outlining that one of the Board's main objectives is to "gather information and provide recommendations that pro-actively aid the development of training initiatives in the City of Toronto." He underlined the importance of these initiatives in keeping Toronto competitive in the global economy.

### Government Support

Significantly, representatives from both the provincial and federal governments reaffirmed the important role local training boards can and will play in the future of training in the province. Bruce Baldwin, Director with the Labour Market Policy, Planning and Research Branch of Ontario's Ministry of Education and Training (MET), stated that "the Toronto Training Board can make a huge contribution to Ontario's sustainable prosperity by identifying the priority needs of our city's emerging and current work force and how best to address them. ... I trust the Toronto Training Board will

be a key participant in the education and training projects that lie ahead." Bob Woodworth, Director General with Human Resources Development Canada (HRDC), added the sentiment that the Toronto Training Board is to be congratulated for "putting together a broad-representation group to deal with issues in the labour market." Mr. Woodworth concluded his speech by affirming HRDC's role in continuing to "link with the Toronto board."

Each of the four panellists spoke about the future of jobs, training and the economy

*"Toronto is a micro global economy, because it is the most multicultural and multiracial city in the world."*

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in Toronto. Questions from the audience ranged from concerns about discrimination in the workplace to the need to support new opportunities for women entrepreneurs.

Mike McCue, the Toronto Training Board's Labour Co-Chair, spoke of the contributions of the labour movement to community and noted that businesses with a union presence were "extremely efficient, highly competitive ... and highly profitable operations." He wrapped up the event by inviting further community input into the Board's work.

For more notes on the launch, please see  
*What Was Said, page 2*  
*Hot Off the Press, page 3*

## What Was Said

### Perspectives on the Future of Jobs, Training and the Economy in Toronto

#### Competitive Work Force

BRUCE BALDWIN, DIRECTOR, LABOUR MARKET POLICY, PLANNING AND RESEARCH  
MINISTRY OF EDUCATION AND TRAINING

The provincial perspective on jobs and training was presented by Bruce Baldwin, who noted that, with the establishment of the Board, "Toronto will now have a group, composed of all its key economic players, that will spearhead and promote training in the city that is Ontario's driving force." Mr. Baldwin emphasized several recommendations of the Board's *Training Environmental Scan*, including: 1) developing a culture of lifelong learning; 2) providing better and more accessible information on career opportunities and labour markets; 3) ensuring workers and youth have the skills that employers need that will get them jobs; and 4) ensuring equal access to lifelong learning.

The province's Job Connect program, apprenticeship reform and the consolidation of the Literacy and Basic Skills program were cited as examples of the Government's commitment to training.

Mr. Baldwin concluded by affirming that "a highly skilled and internationally competitive Toronto work force is our common goal. This goal can only be achieved when each worker, regardless of skill and education level, regardless of gender, background or first language, regardless of physical impairments, is fully productive."

#### Declining Unemployment

PETER DRAKE, VICE-PRESIDENT AND DEPUTY CHIEF ECONOMIST, TD BANK

A business perspective on training was offered by panellist Peter Drake. Mr. Drake focused on key economic indicators for Toronto. He pointed out that forecasts suggest a decreasing unemployment rate over the next two years. He noted that employment will increase by approximately 80 000 jobs (2½%) in 1999 and 50 000 (1½%) in 2000. These increases would accompany real gross domestic product increases of about 2½ percent and 2¼ percent.

Mr. Drake also discussed where the job growth is occurring. His forecasts for 1999 predict a slowdown in job growth in the private and self-employment sectors, with growth in the public sector speeding up. He also predicted increased growth in 1999 in manufacturing; slight decline in other goods; slowdown in trade, finance, insurance, real estate, professional and managerial, and public service industries; and increased growth in other services.

#### Planning for Change

BOB WOODWORTH, DIRECTOR GENERAL  
HUMAN RESOURCES DEVELOPMENT CANADA

Bob Woodworth provided a federal government view on the future of jobs and training in Toronto. Mr. Woodworth highlighted three areas relevant to the work of the Toronto Training Board: 1) the accelerated pace of change in our society; 2) the increased requirement for applied knowledge; and 3) relative fiscal stability. He pointed out that, when electricity was first introduced in the late 1800s, it took 46 years to achieve a 25% market penetration. He compared this figure to the introduction of Internet services and noted that in the 1990s it took only 7 years for it to achieve a 25% market penetration; it is predicted that, in another 5 years, Internet penetration will be 90%. This phenomenal rate of change offers great challenges to the labour market.

The need for applied knowledge is evident, Mr. Woodworth continued, in the

composition of the labour market of 60% skilled and 20% unskilled workers, a dramatic inversion from four decades ago. The trend towards balanced budgets also has had an impact on the investment by both the private and the public sector in training.

Mr. Woodworth affirmed HRDC's emerging role to "continue to be a funder of the labour market programs and services regardless of who manages the delivery; to create and manage information and knowledge; to continue sectoral work and link with the Toronto Training Board; to work co-operatively to find policies to assist Canadians and Ontarians to adapt to the knowledge economy; and to work on lifelong learning."

#### Diversity and Profitability

ANNAMARIA MENOZZI, COMMUNITY  
AND EQUITY CONSULTANT

The panel ended with Annamaria Menozzi, who in 1993 was the women's representative on the Local Board Consultation Panel. Ms. Menozzi noted that, significantly, "Toronto is a micro global economy, because it is the most multicultural and multiracial city in the world. There are more than 100 countries represented and almost 140 languages and dialects spoken here in Toronto." She stressed that this multicultural work force is an asset that businesses must learn to recognize and use to its fullest potential—"diversity and profitability go together."



Launch panellists (left to right): Bruce Baldwin, Peter Drake, Annamaria Menozzi and Bob Woodworth.

## Volunteers Needed—We Want Your Input Two New Working Groups at the Toronto Training Board

### What Makes Good Training Good?

You know that good training is valuable—increased productivity, getting that job, lifelong learning—but what makes a training program effective? Whether you need to train employees, learn a new skill or start a career, you want quality. But how do you measure it? If you've got an answer to that question, we want to hear from you! The Toronto Training Board wants to recognize standards for training and create awards for the best programs. Some questions to think about are:

- Do the participants learn what they came to learn?
- Is it accessible to everyone who is interested?
- People have different learning styles—how can this be harnessed?
- How much impact does it have on people's work?
- How do we recognize success?
- Does it meet the needs of workers and employers? the unemployed?

The Board's new Quality Standards and Awards Working Group wants to help workers, employers, trainers, businesses, job-seekers, unions and equity groups evaluate training and choose worthwhile programs. If this interests you, consider joining the Working Group. The group will have its first meeting soon and wants interested participants from different areas. The scope, focus and structure of the project will be hammered out in the first couple of meetings. Join the Working Group and share what's important for you and your sector.

### How is Training Taxed? How Should It Be?

The taxes on training can often be confusing. They can also be unfair and a significant deterrent. Any disincentive to training hurts Toronto's economic performance. It also hinders the development of our labour force.

How should training be taxed? What changes can be made to the current system? Consider the following:

- If an employee receives training from an employer, sometimes it's a taxable benefit and sometimes it's not.
- When an EI recipient receives a training grant, it's taxable income.
- When that EI recipient (or anyone else) spends the grant on a training program, some institutions will issue a tax receipt, while others can't.
- Businesses can claim a tax deduction for some of the costs of training their employees, but what about small businesses with narrow profit margins?

The Toronto Training Board is addressing these issues in its new Tax Disincentive Working Group and we're looking for participants. If you want to work on changing the taxes on training, then let us know! The group will have its first meeting soon and wants interested participants from different areas. Join the Working Group and share what's important for you and your sector.

Contact our office if you are interested at (416) 934-1653 or [admin@ttb.on.ca](mailto:admin@ttb.on.ca).

### Local Board Sponsors



Human Resources  
Development Canada



Canadian Labour Force  
Development Board



Ministry of Education and Training

### Hot Off the Press

The Toronto Training Board launch marked the official release of our *Training Environmental Scan* and our *1998/99 Strategic Plan*. The *Environmental Scan* surveys Toronto's economic performance, structure and work force, and makes recommendations about training and adjustment programs and services. The *Strategic Plan* outlines our lead initiatives over the next two years. Copies can be ordered by contacting the office (alternative formats—large-print and diskette—are available on request). These reports are also available on our Web site at [www.ttb.on.ca](http://www.ttb.on.ca).

### Feedback Welcome

One of our responsibilities to our stakeholders is to be responsive to their diverse training needs. We would therefore like to know what you think of our *Training Environmental Scan*—in particular, its strengths and weaknesses, as well as what you would like us to focus on in our next environmental scan. Your ideas and concerns are key in validating and refining our environmental scan process by ensuring that all stakeholders' views become part of each new report. Please forward your written comments on to us at the office by mail, fax or e-mail.

## Position Advertisements

The Toronto Training Board is committed to employment equity. Aboriginal persons, persons with disabilities, persons of colour, sexual orientation minorities and women are encouraged to apply and self-identify.

Please fax or mail covering letter and résumé. Only those selected for an interview will be contacted.

### Bilingual Community Outreach Worker

(Part-Time Limited Contract Position)

We are currently seeking applicants for the limited contract position of Bilingual Community Outreach Worker. Under the direction of the Executive Director, the Outreach Worker will perform community outreach to Persons with Disabilities and Francophone groups and individuals.

The outreach will result in the formation of two structured and active reference groups related to these distinct populations, covering the City of Toronto, available to advise the Toronto Training Board on labour market issues, to assist in marketing the value of training, training standards and life-long learning and to ensure representation on the Toronto Training Board.

The successful candidate for this position will have experience with community outreach; an understanding of training and adjustment issues; knowledge of community groups in the City of Toronto; and demonstrated communication skills. The ability to work in both official languages is essential. A complete job description can be obtained by contacting our office.

This is a limited, eight-week, part-time (18.75 hours per week average) contract position running from July 5 to August 27, 1999.

### Policy Research Analyst

(Full-Time Permanent Position)

We are currently seeking applicants for the position of Policy Research Analyst. Under the direction of the Executive Director, the Policy Analyst is responsible for the conduct of applied research; the analysis of labour market information; the annual production of the Board's training environmental scan and local area plan; and the analysis of labour force development policies and programs pertinent to the mandate and strategic plan of the Board. The Policy Analyst is also responsible for consultation with the Board's labour market partner groups.

The successful candidate for this position will have a post-graduate degree or diploma or equivalent combination of training and experience beyond the baccalaureate level in labour economics, adult education or training, public administration, business administration or one of the social sciences; at least two years experience in applied research and policy analysis related to labour force development or labour market issues; knowledge of labour force development policy issues; knowledge of research or evaluation methodologies and statistics; strong analytical skills; excellent communication skills; an ability to work both independently and as a member of a team; demonstrated computer literacy; and experience dealing with people from diverse populations. The ability to work in both official languages is preferred. A complete job description can be obtained by contacting our office.

The salary range for this position is \$40 000-\$50 000, depending on experience (plus benefits).

### Call for Applications for Toronto Training Board Director Representing Educators/Trainers

(2- or 3-year Volunteer Position)

The Board's Educators/Trainers Reference Group invites applications for the volunteer position of Director representing educators/trainers. The successful candidate for this position will have a sound knowledge of education, training and adjustment needs, issues and policies; knowledge of the five education and training segments (colleges; universities; school boards; private trainers; and community-based trainers); an understanding of the demographics and geographic nature of Toronto; familiarity with issues of access and equity pertaining to training and adjustment; a demonstrated record in policy and program development within an educational and training environment; and the willingness to work by consensus. A full position description can be obtained by contacting our office. There would be, on average, a minimum of five hours of meetings per month.

Application deadline: June 23, 1999

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