



GLOBAL WORKFORCE INNOVATIONS



Published by NYC Global Partners, Inc. & the NYC Workforce Investment Board



Mayor Michael R. Bloomberg addresses government leaders from 27 cities at the NYC Global Partners Summit "Job Creation and Workforce Development." June 25, 2009

May 2011

Dear Friends:

New York City receives hundreds of requests each year from cities seeking to learn about our initiatives in many different areas of public policy. We want to share our successes while at the same time learning from the experiences of other cities.

New York City Global Partners, Inc. is the organization that connects New York City to cities around the world. Through Global Partners, we work with more than 80 leading cities on a range of topics, sharing the latest innovations to make our cities stronger. This report features case studies from New York City, Barcelona, London and Toronto from the Global Partners Summit, "Job Creation and Workforce Development," held in New York in 2009. It is an example of how exchanging information can benefit cities.

This international report on innovations in workforce development is extraordinarily relevant to today's times, as cities work to recover from the recession and help jobseekers and businesses succeed in a new global economy.

By working together, we can ensure that cities around the world have access to ideas and experiences that lead to a positive difference in the lives of our citizens.

Sincerely,



Michael R. Bloomberg
Mayor

May 2011

Dear Friends,

The international case studies in this report were solicited and prepared for the 2009 New York City Global Partners Summit “Job Creation and Workforce Development.” They provide concrete examples of inventive ways in which local governments are strengthening their workforce.

Helping people to get back to work is a pressing and immediate challenge for all cities. A robust workforce is at the heart of many cities’ strategies to bolster their economies. As you’ll learn in this report, New York City revamped the local workforce development system by aligning job training services with the needs of business, resulting in massive growth in job placements. Building on this success, Mayor Michael Bloomberg announced in December 2010 that the City would significantly expand the number of workforce centers throughout the five boroughs.

We hope the initiatives highlighted in this document guide city leaders around the world to new ideas for the benefit of their own cities. Expanded best practice reports on workforce development and many other municipal issues are available on the New York City Global Partners website at www.nyc.gov/globalpartners.

We will continue to form new partnerships between New York City and other global cities, and we invite cities to contact us to share their best practices and solutions to making safer and stronger cities.

Sincerely,

A handwritten signature in blue ink that reads "Meyer Feldberg". The signature is fluid and cursive, with a large loop at the end of the last name.

Meyer Feldberg
President, NYC Global Partners, Inc.

Executive Summary

ABOUT THE JOB CREATION AND WORKFORCE DEVELOPMENT SUMMIT

New York City Global Partners, Inc., the not-for-profit organization that connects New York City to cities around the world, sponsors international summits on pressing urban policy issues. Convened in New York City under the leadership of Mayor Michael R. Bloomberg, these summits provide an opportunity for global cities to share their best practices. Summit delegations are formed by mayor's offices of participant cities and include government practitioners from the relevant local, regional or national government agencies.

The 2009 New York City Global Partners Job Creation and Workforce Development Summit showcased successful initiatives from a broad spectrum of global cities focusing on how to improve the technical skills and quality of the urban workforce; how to create opportunities for employment in critical and growing sectors of the economy; and how to generally prepare workers for the twenty-first century economy.

The Summit brought together governmental leaders and policy professionals from 27 cities including 61 delegates from Addis Ababa, Amsterdam, Antwerp, Barcelona, Belfast, Brussels, Budapest, Calgary, Caracas, Copenhagen, Dublin, Hong Kong, London, Manila, Nairobi, Rio de Janeiro, Santiago, Shanghai, St. Petersburg, Stockholm, Tel Aviv, Tokyo, and Toronto; U.S. cities represented were Baltimore, Miami and Philadelphia. There was also a strong New York City delegation with 33 representatives.

It was developed in cooperation with the New York City Department of Small Business Services and the New York City Workforce Investment Board. Columbia University in the City of New York and the OECD's Local Economic and Employment Development Programme joined Global Partners as co-sponsors. This Summit was supported by contributions from Columbia University, Macy's Inc., Accenture, Microsoft Corporation, and Sony Corporation of America.

BEST PRACTICES IN FOUR CITIES

This publication highlights innovative practices of four cities featured at the Summit: New York City, Toronto, Barcelona and London. These cities are tackling the issue of job creation and workforce development in unique ways and have potential elements that might be replicated in other cities across the globe.

New York City addressed the challenge of a dysfunctional system by undergoing a major transformation that aligned its workforce services to meet the needs of business and by creating a "demand-driven" system for helping people find jobs. The data indicate just how successful New York City's workforce system has become. Before the transformation, up until 2004 the career centers only placed approximately 500 New Yorkers in jobs per a year. In 2010, the career centers connected New Yorkers to more than 30,000 jobs.

Toronto faced the challenge of meeting new sector demands with a largely immigrant population. Nearly 50 percent of Toronto's total population is composed of immigrants. Consequently, economic growth would require a strategy that successfully

incorporated the city's immigrant population into the labor force. The immediate problem for Toronto was the mismatch between the skills of the immigrant labor force and the needs of the growing sectors of the economy. Toronto addressed these challenges by implementing several initiatives. One of notable mention is the City of Toronto Act, 2006, a significant step forward in securing a strong federal-provincial-city alignment, enabling the city to autonomously enact economic development initiatives.

London has been working to transform its unskilled workforce. In a metropolitan area where approximately 50 percent of jobs require a university degree – and where the mismatch between skills of the workforce and available jobs means there are three low skilled residents for every low skilled job – it is essential that individuals are incentivized to develop their skills capability. The London Development Agency has implemented several initiatives and programs to ensure jobseekers have access to the skills development necessary for finding employment. This report highlights several programs from London, including the Learning and Skills Council, the Apprenticeship Program, and mechanisms to improve coordination between national and local agencies.

In the 1980s, **Barcelona** had the challenge of high unemployment and business was heavily focused on manufacturing. The international community recognized Barcelona mainly as having an industrial-based economy, with limited innovation and growth. Barcelona sought to change this perception by driving economic growth through increased entrepreneurship and knowledge-based growth sectors. In order to do this, city government

ensured that its leadership was involved in transforming the economic drivers of development and that there was political consensus among various stakeholders to promote innovation and entrepreneurship. Barcelona has now become an international model in how government can support entrepreneurship and professional improvement and shift from an industrial-based economy to a more technology and professional services-based economy. Barcelona has created an Entrepreneurship Center that assists thousands of business projects and companies in its Business Incubator program.

These global cities demonstrate only a few of the inventive ways in which local governments are addressing job creation and workforce development challenges. Indeed, there are many others from which we can learn, and it is important to share these practices. New York City Global Partners invites cities to share their innovative initiatives at www.nyc.gov/globalpartners/innovationexchange.

New York City

Population: about 8.4 million



Photo Credit: Marley White

Best Practice

ALIGNING WORKFORCE AND ECONOMIC DEVELOPMENT

In 2003, Mayor Michael R. Bloomberg took the first step toward aligning New York City's workforce development system with its economic development strategy by consolidating the Department of Employment's adult programs within the Department of Small Business Services (SBS). The goal was straightforward – help businesses meet their human resources needs while preparing New Yorkers for jobs in growth industries. By putting both programs under one roof, workforce services could be designed with the needs of businesses in mind, leading to a “demand-driven” system for helping people find jobs.

Challenge

OVERHAULING A DYSFUNCTIONAL SYSTEM

For years, New York City's public workforce system was unfocused. It produced lackluster employment outcomes and provided little value to businesses. Solid data was hard to find, and a stale institutional set-up generally meant resistance to innovation. Meaningful progress required a complete overhaul of the system.

Implementation

Implementing the changes that would lead to a demand-driven workforce development system required three core strategies: job placements, training, and partnerships.

JOB PLACEMENTS

The first step of increasing job placements was to build out and enhance the “Workforce1” system of career centers in New York City. Before the consolidation, there were just three centers, all operated by the same vendor. Today, there are nine Workforce1 Career Centers throughout the five boroughs of the city, operated by nonprofits, for-profits, and the City University of New York (CUNY). The City will open ten additional Workforce1 Expansion Centers in 2011. They offer a professional, customer-service oriented environment that enables job seekers to access a range of services. Also, SBS established more intensive accountability measures that publicize performance and has led to better results.

To provide greater value to businesses, SBS developed account management teams organized by target industries such as retail, financial services, or transportation. These teams are centers partnering together that work with specific employers to assess their hiring needs before referring pre-screened and qualified candidates, saving them time and money.

Developing new web technology helped SBS to better capture real-time data to support service delivery and decision making in managing the career centers.

JOB TRAINING

SBS created a separate brand for its business-facing arm, known as NYC Business Solutions, which has taken an active role in training New York City employees through its Training Funds program. It provides employers with funds, which they must

match with at least 30 percent of the total, and support to develop the skills of their workforce.

SBS has also improved the management of Individual Training Grant funds, also known as training vouchers. Previously these were issued with little understanding of whether they led to jobs or career advancement. Now, all vouchers SBS issues must be tied to a job in a demand industry. An online directory, called the NYC Training Guide, allows customers to make informed decisions about which school and type of training is best for them. Available at www.nyc.gov/trainingguide, this tool provides detailed information about training courses and providers, enabling jobseekers to fully consider their training options and decide which course best meets their needs.

PARTNERSHIPS

The best candidate to meet an employer's hiring needs might not always walk through the door of one of the Workforce1 Career Centers. Recognizing this, in 2006 SBS established the Community Partners Program to connect pre-screened, job-ready customers from partner organizations, such as community-based organizations, to job opportunities at the Career Centers.

In collaboration with the City's Workforce Investment Board and CUNY, SBS is leveraging the research services of the New York City Labor Market Information Service (NYCLMIS) for the local workforce development community that will provide access to the latest information about both businesses and jobseekers. The NYCLMIS, a joint endeavor of the NYC Workforce Investment Board (WIB) and CUNY at the Center for Urban Research,

provides labor market analysis and tools for the public workforce system.

Results

Career Center Job Placements: The numbers speak for themselves. Up until 2004, before the transformation of New York City's workforce development system, the career centers placed approximately 500 New Yorkers in jobs per year. In 2010 alone, the Workforce1 Career Centers connected New Yorkers to more than 30,000 jobs. In 2011, New York City increased its goal to 35,000 jobs and is opening ten new Workforce1 Expansion Centers across the City.

NYC Business Solutions Recruitment: In 2009, SBS' hiring teams helped over 4,000 businesses hire more than 17,000 employees in target industries, a significant increase over 2004 figures. SBS continues to expand these services and build new business relationships. The agency also measures success by the fact that certain accounts return for additional hiring services as they expand their business.

NYC Business Solutions Training Funds: In 2009, SBS helped train over 850 employees with \$1.4 million in Training Funds. It also helped companies leverage another \$4 million in employer contributions, to upgrade the skills of employees in sectors such as manufacturing, healthcare and information technology.

Sector-Based Career Centers: SBS launched its first sector-based Career Center, the Workforce1 NYC Transportation Center, in June 2008 with a focus on the transportation sector. This Center is one of the first large-scale sector initiatives in New

**SINCE 2004, NEW YORK
CITY'S **WORKFORCE1**
CAREER CENTERS HAVE
PLACED NEW YORKERS IN
OVER **120,000** JOBS.**



Photo Credit: Joe Cingrana

York City and the United States. Recognizing the success of the sector-based initiative, SBS has expanded the model to open two additional SBS sector centers in 2009: a healthcare center and a manufacturing center.

Lessons Learned

Invest In Change Management: Mayor Michael R. Bloomberg recognized that in order to face the challenges of a recession and the displacement of workers from the September 11th terrorist attack, the city would have to create a workforce system capable of meeting these needs. The focus on business-demand and preparing New Yorkers for jobs in growth industries was crucial. Recognizing this important connection, he achieved this by merging a larger agency, the Department of Employment, into a smaller one, SBS, requiring a significant investment in change management. SBS facilitated this transition by focusing on data and technology, promoting competition between vendors, disseminating best practice and celebrating success. SBS additionally instilled a new internal management culture that required strong leadership, invested in human resources and emphasized transparency, results and ongoing improvement.

Create Solutions To Meet Business Needs: For years, New York City jobseekers received career services that were not linked to the needs of businesses. By making an initial investment to understand individual businesses, SBS allowed for the development of practical strategies, including standard jobseeker assessment tools and customized skills training. By linking jobseeker preparation and business needs, jobseeker preparation becomes more effective and valuable.

Build Trust And Credibility With Businesses Over Time:

Among the challenges faced by SBS was how to earn the trust of businesses that had a poor perception of either government in general or that of the public workforce system in particular. By demonstrating early success with business clients and cultivating good relationships, SBS has restored a level of trust in the business community that in turn has led to better results.

Hold Contracted Vendors To A High Standard And Focus On Performance That Is Important To The System:

Under SBS' management, several strategies are utilized to measure success. To increase communication, accountability, and flexibility, SBS manages the performance of the Workforce1 Career Center system on a real-time basis, using several sets of criteria:

Performance-based Milestones: These metrics are directly linked to the payment of accounts, enabling SBS to hold vendors accountable for their performance on critical outcomes.

Strategic Operating Plans (SOPs): In these plans, service providers articulate a strategy for their services for the year ahead, focused on key objectives laid out by SBS including target sectors, hiring services, NYC Business Solutions Centers, Community Partners and Training. These objectives are not tied to payment, but instead are linked to the vendor's annual contract evaluation, and allow SBS to coordinate the system across vendors. Performance in the five areas outlined is reviewed and rated on a quarterly basis, with monthly and quarterly meetings to discuss outcomes to date, current practices, and best practices. Utilizing SOPs enables SBS to manage system-wide goals. They provide a platform for SBS and vendors to constantly evaluate

performance and adjust accordingly. This allows for a more efficient reallocation of resources that is particularly important during a period of economic downturn.

Another key to strong implementation is the ability of the Workforce1 Career Centers to track customer data and have technology that enables smooth service delivery. The award-winning central database, Worksource1, tracks outcomes for all key metrics. This database is shared by SBS and all Workforce1 Career Centers, allowing for the sharing of customer information across all Center locations, and enabling Center staff to better understand customer needs and provide better service. Worksource1 has also helped streamline workflow in the Centers.

Using Worksource1 allows vendors to communicate and coordinate across the system in addition to allowing SBS to manage performance in real time. These are only a few of the initiatives that SBS has implemented to ensure it meets the needs of both businesses and jobseekers.



Barcelona

Population: about 1.6 million



Best Practice

A COMPREHENSIVE STRATEGY FOR ENTREPRENEURSHIP AND JOB GROWTH

In 1986, Mayor Pasqual Maragall created Barcelona Activa as a business incubator program. From a modest start with just 14 projects, an innovative local development agency emerged that would help transform Barcelona's economic development landscape. Over two decades later, the program's emphasis on entrepreneurship, business growth, innovation, human capital, professional opportunities and quality of employment has enabled Barcelona to better address the needs of businesses and jobseekers, helping to elevate the city into one of Europe's most attractive destinations for entrepreneurs.

Challenge

HIGH UNEMPLOYMENT, AN INDUSTRIAL ECONOMY, AND INTERNATIONAL PERCEPTION

In the 1980s, with unemployment at an astronomical 21 percent, and with industrial jobs representing 41 percent of all employment, Barcelona faced an important challenge – how to transform its productive structure. Widely viewed as an industrial-based economy, it ranked 11th among European cities as a destination for entrepreneurship. Barcelona Activa sought to change this perception by driving economic growth through increased entrepreneurship and supporting the knowledge-based sectors and its burgeoning workforce.

Implementation

To implement an entrepreneurial and knowledge-based workforce development system, Barcelona Activa developed the following seven strategies:

Cultivating Entrepreneurship: To promote the goal of entrepreneurship and facilitate the transition from idea to reality, Barcelona Activa created an Entrepreneurship Center that blends a methodology of onsite and online support, coupled with a wide array of training activities.

Encouraging Business Growth: In addition to growing its base of start-ups, Barcelona understood that it needed to improve supports for new companies with the goal of becoming competitive and positioning these start-ups in the global marketplace. Businesses that grow attract international talent, provide competitive jobs, lead their sectors and, in turn, spark additional economic activity. To this end, Barcelona Activa supplements its incubator program with extensive networking events, a mentoring course and a training curriculum for business growth.

Fostering Human Capital: To enable its citizens to stay current on the latest trends in the labor market and develop the skill sets that are integral to evolving professionally, Barcelona Activa created Porta 22, the New Jobs Space. A state-of-the-art facility that provides residents with a free space to find work and orient their professional future, Porta 22 represents the new generation of technology, for finding, sharing, and understanding new employment opportunities created through the knowledge society.

Training Jobseekers: To combat structural unemployment, particularly among populations with special needs and difficulties, and to move towards an economic model based on high added value activities, Barcelona Activa has designed programs that cater to the needs of individual jobseekers while taking into account the needs of businesses and their strategic challenges. These range from vocational and tailor-made training in high-demand sectors to work experience and inclusion programs that prepare individuals for new opportunities.

Adopting New Technologies: To prevent the social exclusion that is often the by-product of technological advances when pockets of the population lack access to them, Barcelona Activa created the Cibernàrium in 1999. Its purpose was to create a common space that would serve as a local reference center for technological skills acquisition, particularly with respect to the Internet and its innumerable professional applications. With training activities that are both practical and of short duration, the Cibernàrium fosters IT literacy, skills acquisition, and technological professionalism.

Promoting Innovation: Barcelona Activa created the website Barcelona Innoval in order to institutionalize a culture for sharing best practices, identify innovative people and companies, and foster new ideas. This website consolidates the activities, events, publications and information designed to make innovation the engine for generating initiatives and talent throughout the city.

Adapting Former Industries - 22@Barcelona: The Innovation District is a comprehensive urban, economic, and social development plan to transform the old industrial areas of

Poblenou—over 530 acres—into a high-quality environment for working, living, and learning. Its aim is to create clusters of new economic activity: information and communication technologies (ICT), media, design, biotech and clean tech.

Today, with increased unemployment due to the economic downturn, Barcelona Activa is continuing to train the city's workforce so they will be able to compete for jobs specifically in the sectors where there is job growth, such as logistics, tourism, information and communication technologies (ICT) and biotech.

Results

A More Competitive Workforce: Today, industrial employment represents 10 percent of the total workforce, down from 41 percent, and service industry employment has risen to 84 percent, with 22 percent of jobs in high value-added services. Exports of these services represent 64 percent of total exports.

Serving Both Entrepreneurs And Jobseekers: Barcelona Activa has become a local and international point of reference for supporting entrepreneurship, innovation, professional improvement and the creation of employment opportunities. Annually it serves more than 200,000 customers who visit its facilities. The Entrepreneurship Center assists more than 2,000 projects a year, and over 115 companies are housed in its Business Incubator program. Porta 22 has served more than 63,000 individuals looking for work and skills training and over 60,000 have received technology training at the Cibernarium as of June 2009.

Attracting New Businesses: Formerly regarded as an industrial economy, today Barcelona is viewed as the southern European

capital for entrepreneurship. It is ranked as the 4th most attractive city on the continent to create a business, a vast improvement over its previous ranking of 11th.

Lessons Learned

Leadership In The Local Government And Economy Is Crucial:

Barcelona Mayor Pasqual Maragall recognized that the local government was best suited to tackle unemployment challenges and charged the City Council to enact workforce development initiatives and create Barcelona Activa as a robust agency that could grow over time. Successful initiatives always require buy-in from the top down and the mayor's engaged leadership sent the message that the effort was to be taken seriously.

Strive To Reach Political And Institutional Consensus: It was only with the support of the City Council that Barcelona was able to implement many of these new measures and draw additional funding to create jobs and training programs. With multiple agencies and organizations involved in promoting social and economic growth, consensus among stakeholders was critical to enable Barcelona to move forward with a cohesive and more robust strategy.

Move From Industrial-based Economy To Knowledge-based

Sectors: There has been a concerted effort to shift from a declining industrial economy to a knowledge-based economy. This transition has taken not only an extensive consensus building effort, but long-term vision and urban planning that leveraged unique events such as the 1992 Olympics. The five new clusters planned for the conversion of the formerly industrial area of Poble Nou are ICT, media, design, biotech and clean tech.

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London

Population: about 7.6 million



Best Practice

A NEW PARADIGM IN SKILLS DEVELOPMENT

Assuming new legal authority over London's main workforce development initiatives, Mayor Boris Johnson coordinated the efforts of key agencies, including the London Development Agency (LDA), in support of a clear policy to connect workforce development programs to London's sustainable economic growth. As a result, the workforce development focus in London has shifted to increasing the skills of the unskilled population, which accounts for approximately 900,000 people (19 percent of the working age population) who read approximately at a fifth-grade level and 2.3 million people (48 percent of working age population) who have numeracy skills at the same level. As a consequence, linking sustainable employment outcomes to skills development has become a City policy priority. The "Skills for Life" program is aimed at doing this and improving adult skills in literacy, numeracy, language and Information and Communications Technology (ICT).

Challenge

TRANSFORMING THE CITY'S UNSKILLED WORKFORCE

In a metropolitan area where approximately 50 percent of jobs require a university degree – and where the mismatch between skills and jobs means that there are three low skilled residents for every low skilled job – it is essential that individuals are incentivized to improve their job skills. In London, this dynamic has contributed to a significant polarization between haves and

have-nots, with a growing number of Londoners trapped in low paid work, unemployment, or simply dropping out of the labor market altogether. As many as 600,000 Londoners are estimated to lack any form of qualification. In addition, 20 percent of the population speaks English as a second language which creates additional challenges. At the center of London's workforce development agenda is ensuring that individuals living and trying to work in the city have the skills they need to access jobs and professional development opportunities.

Implementation

The London Development Agency has implemented several initiatives and programs to further the goal of ensuring that jobseekers have access to the skills development necessary for finding employment. A total of more than £1 billion is spent annually on skills training from revenue sources at the international, national, city and borough level.

London Skills Employment Board (LSEB): Chaired by the Mayor of London to bring together major employers, training providers, and colleges, the aim of the LSEB is to bring coherence to the fragmented skills and employment situation in London. It is following a blueprint for implementing the changes required to improve skills and employment outcomes over the next five years.

Two key goals of the plan are to 1) integrate employment support and training opportunities for Londoners and 2) create a fully integrated personalized customer-focused skills and employment system.

Joint Action Plan Between National And Local Government:

National government agencies and London agencies have worked together to enact a joint response to the recession, which included adapting training courses, working with national job centers, establishing rapid response units, coordinating national and local apprenticeship/internship programs and creating specialized skills schools.

Learning And Skills Council: The Learning Skills Council was created to “upskill” the public sector workforce and make all Londoners more skilled and more competitive. The overarching goal of the Council is to improve the skills of young people and adults to ensure that locally and nationally, the United Kingdom has a high quality workforce. New national programs for skills training were introduced in 2010.

Jobcentre Plus: Jobcentre Plus is a government agency supporting people of working age to make the transition from welfare to work. In addition, it helps employers fill their vacancies. London currently has 30 job centers.

Apprenticeship Program: The Apprenticeship Program in London is one of the largest of its kind, having created more than 13,000 apprenticeships in the past year alone. Work is now underway to coordinate the national government apprenticeship program with London’s, which promises to provide an excellent resource for training jobseekers throughout the country.

Job Portal Website: A “job portal” website was created that acts as a centralized clearinghouse for employment and training information from 10 specialized skills academies. Each academy

includes job placement as a major component of evaluating success upon graduation.

Results

Improved And Coordinated Responsiveness: With many components of London’s strategy still less than a few years old, and several even newer than that, tangible results are yet to be seen. However, early indications are that the improved coordination between national and local agencies has had a significant impact on their ability to more quickly and more effectively respond to the recession. Examples include: providing rapid response teams to help companies facing large-scale layoffs, assisting job centers to expand their capacity for helping unemployed professionals, increasing internships for new entrants to the labor market and adapting training programs to the shifting demands of the labor market.

Positive Feedback On “Skills for Life” Strategy: The development of the “Skills for Life” strategy has made clear links between employability and the need to improve service delivery by making the program an essential part of training. A key element is to ensure that varied needs of different groups of learners and employers are met. The success of the “Skills for Life” strategy has been recognized by academics and practitioners alike, garnering even more support for the ongoing integration of the skills and employment infrastructure.

Lessons Learned

Coordination Of Programs And Initiatives Is Critical: Mayor Boris Johnson recognized the need for a more streamlined system and led the coordination among all of the different programs and initiatives so that individuals seeking employment and businesses seeking employees are aware of the benefits available to them. Awareness of client qualifications for employment is especially important for efficient service. In London, the Mayor has advocated for a reorganization of the entire system, including a legislative change, in order to create a single Skills and Employment Agency.

Building Consensus Is Necessary And Ongoing: Anytime government is embarking upon such wholesale change and reorganization, lack of consensus at any point in the process can lead to extensive delays, inefficiencies, and discord.

Employer Involvement Can Help To Drive Change: Bringing key stakeholders such as the Mayor, borough leaders, and employers together acts as a powerful driver for change across the public and private sectors. Committed employers provide a constructive challenge to public sector agencies in the way they deliver employment services and act as ambassadors for skills development amongst their peers.



Toronto

Population: about 2.7 million



Best Practice

VERTICAL ALIGNMENT AT THE LOCAL, REGIONAL, AND NATIONAL LEVEL

The task of vertically aligning Toronto's economic and workforce development programs had to occur not only in a programmatic sense, but in an intergovernmental one as well. Mayor David Miller took the lead in ensuring that both the goals of enhancing the region's talent pool aligned with the goals of employers, and that the city's strategy was developed in partnership with the regional and federal governments. By building consensus around the proposition that a region's talent pool is the most important driver of its economic performance, Toronto was able to put in place the requisite processes and initiatives to make workforce development an integral part of its economic development strategy.

Challenge

MEETING NEW SECTOR DEMANDS WITH A LARGELY IMMIGRANT POPULATION

One factor that distinguishes Toronto from other cities is the sheer size of its immigrant population, which accounts for 50 percent of its total population and as such is responsible for a large portion of its economic growth. An immigration population is both an asset and a challenge. Given the continual changes in the city's sector mix, the influx of immigrants can result in a mismatch between the labor supply and the demand for specific skills and knowledge. Toronto's workforce development objectives are to close this gap with a demand-focused, employer-led collaboration, and to establish stronger mechanisms for partnership with the provincial and federal governments.

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Implementation

Agenda For Prosperity: In 2006, Mayor David Miller created the Economic Competitiveness Advisory Committee. This multi-stakeholder group of senior business, labor, and educational leaders came together to stimulate economic competitiveness and growth. Its four pillars included 1) improving the business climate by reducing bureaucratic red tape and creating a stronger culture to attract and accelerate business growth; 2) diversifying Toronto's international portfolio by increasing economic activity with cities beyond North America, as well as its focus on emerging markets; 3) sparking increased productivity and growth by anchoring and expanding strategic industry sectors through stronger competition and collaboration; and 4) expanding economic opportunity and inclusion by broadening the labor force and ensuring that residents have equitable access to the training and opportunities to achieve advancement. In 2008, the Advisory Committee released Agenda for Prosperity, a blueprint for achieving these goals.

City Of Toronto Act 2006: A significant step forward in securing a strong federal-provincial-city alignment provided a broad, permissive new framework enabling the city to autonomously enact economic development initiatives. It set the stage for recognizing Toronto as a key stakeholder in a number of policy arenas previously seen as outside municipal jurisdiction. For example, Toronto now participates in provincial and federal discussions on immigration policy, like the Canada-Ontario Immigration Agreement, which has channelled more than \$1 billion (Canadian) into the province over the past five years.

Integrated Labor Market Planning: This integrated process was created to work from the ground up on employer-focused, demand-driven service delivery in five pilot communities with significant immigrant populations. The involvement of key stakeholders, not just at the government, but also at the nonprofit and community-based level has bridged gaps that were often overlooked. As a result, a more robust system is now in place to support local labor force development, with particular attention to skills development for the working poor, youth, and at-risk communities.

Toronto Region Immigrant Employment Council (TRIEC): Established in September 2003, TRIEC is an independent not-for-profit organization comprised of members representing a wide variety of groups: employers, labor, regulatory bodies, post-secondary institutions, service providers, community organizations and all three levels of government. Its creation of internship/mentorship programs geared toward immigrant populations was designed to help businesses understand how to integrate people with different business or cultural experience into the workforce and promote the hiring of skilled immigrants.

Public-Private Employment Partnerships: Working with specific neighborhoods and organizations on targeted projects has allowed for programs that are tailored to the needs of local communities. For example, in Regent Park, a historically high poverty neighborhood with a large immigrant population, the redevelopment of mixed-use housing includes a local hiring program which partners with community colleges and community based agencies to train and connect the community's workforce to jobs that have resulted from the revitalization. Another public-

private initiative has focused on the cultivation of skills for the green economy as part of an effort to make residential towers more environmentally friendly.

Enterprise Toronto: Enterprise Toronto is an innovative public and private sector alliance created to provide one-stop sourcing of services and programs tailored to meet the needs of Toronto's entrepreneurs and small businesses.

Results

Increased Autonomy: The City of Toronto Act, 2006 represented an unprecedented step forward in both aligning local, regional, and federal objectives like workforce development and in enabling the city to take a more proactive approach with new initiatives.

Lessons Learned

Awareness Of Population-Specific Need Is Paramount: Integration of specific populations – in the case of Toronto, the large immigrant population – can be a key driver of economic growth, but in order to achieve success, their specific needs must be fully grasped and addressed with innovative services. This often requires extensive partnerships with community-based organizations who operate at the ground level and better understand the landscape. Aligning local, regional, and national development programs was key to give Toronto the necessary authority to identify new partners.

Local Leadership Of System Development Imperative: Mayor David Miller recognized that in order for Toronto to achieve the competitiveness it sought and a workforce development system, it was important for there to be strong local leadership to advocate for a shift in strategies.

Public And Private Stakeholder Involvement Ideal: The stakeholders involved in the process were integral to the success of the system. Through the creation of the Economic Competitiveness Committee, Mayor David Miller highlighted how important it is for government to convene both public and private sector stakeholders as a plan is being developed.



ABOUT NEW YORK CITY GLOBAL PARTNERS, INC.

New York City Global Partners, Inc. connects the City of New York with other leading world cities by promoting exchange among policymakers and citizens. It encourages New York City and its more than seventy-five partner cities to learn from one another's innovative solutions to common challenges. Formerly the Sister City Program of the City of New York, Inc., the organization was restructured and renamed in 2006 with the aim of expanding the City's interaction with global cities. Under the Bloomberg Administration, Global Partners has convened eight international summits on pressing urban issues, including the 2010 Urban Education Summit and the 2009 Job Creation and Workforce Development Summit. In 2007, Global Partners co-sponsored the C40 Large Cities Climate Summit.

Policymakers worldwide share information about their cities' successes through the Global Partners' Innovation Exchange, an online resource bank of global cities' best practices. It features more than one hundred reports from thirty global cities on successfully implemented initiatives in twenty policy areas. For more information or to submit a best practice for consideration, visit www.nyc.gov/globalpartners/innovationexchange.

Global Partners Junior is the award-winning program that connects New York City youth to their international peers on the internet. It fosters global awareness and develops practical technology skills for middle school youth. Located in the office of the New York City Commission for the United Nations, Consular Corps and Protocol, New York City Global Partners is a not-for-profit 501(c)(3) organization.

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