



E mployment Strategies

In early 2003, the official Canadian unemployment rate was over 7%, making job creation a pressing concern for federal, provincial and municipal governments. While labour markets are increasingly influenced by global economic factors, local community stakeholders – co-operatives, community centres, and associations- have become increasingly engaged in creating employment opportunities.

The organizations engaged within the employment strategies cluster include both emerging and mature organizations. Within this cluster, CEDTAP has supported organizations primarily within Ontario and Québec operating on the perimeters of downtown or industrial cores.

Community-based organizations are creating meaningful employment opportunities in:

- child care & domestic work
- furniture design & production
- recycled goods manufacturing
- construction
- sewing & fashion design
- arts & crafts



©CALICO Market,
Dixon Hall's SEED program

One non-profit organization selected a co-operative model for its job creation program. The model was so successful, that it replicated it in a computer-training program.

CEDTAP support ranges from :\$12,000 - \$20,000

CEDTAP offers a variety of technical services to organizations at different phases of development. The types of technical service accessed in this cluster include management skills development, evaluation skills, and support on legal aspects of organizational constitution.



"The way CEDTAP has structured the program to enable community groups and TA providers to connect and develop projects together illustrates the flexibility of the CEDTAP model. I think that the 80/20 cost sharing model is also appropriate because it demands the appropriate buy-in from the community organization and does not promote dependence on CEDTAP."

Joanne Norris, Canadian Business Resource Centre, May 2000

Case Studies:

Intercede for the Rights of Domestic Workers, Caregivers and Newcomers, Toronto, Ontario

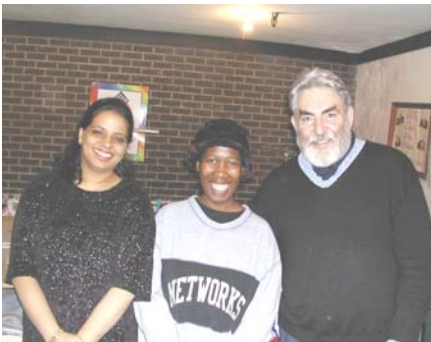
INTERCEDE is a Toronto-based, non-profit organization assisting domestic workers and caregivers with a range of employment and immigration issues. In 1995, the organization helped establish a for-profit job-placement agency that utilized a cooperative organizational structure to ensure that its members, immigrant women, had a voice in the decision-making process. The agency earns revenue through job placement and membership purchases and fees.

The agency was experiencing growing pains and needed assistance in strengthening its human-resources structure and external-communications profile.

Cabbagetown Youth Centre, Toronto, Ontario

The Cabbagetown Youth Centre has evolved extensively since its 1972 inception as a boxing club to keep kids off downtown Toronto streets. Now operating as a full-service community centre, the organization was aware of the community's need for jobs.

To capitalize upon existing programming, a sewing cooperative for women and a Youth Employment Resource Centre were established. However, its tradition as a social agency limited the staff's ability to understand business plans.



Cabbagetown Sewing Co-op Members

The CEDTAP Contribution

CEDTAP provided funding for a team of consultants from the Canadian Business Resource Centre (CBRC) to work with the cooperative. Embracing a flexible work plan (one that allowed for after-hour meetings), the CBRC organized business consulting meetings and networking meetings on a monthly basis.

The TA assistance also allowed the hiring process for a part-time operations coordinator to move forward, which in turn, helped realize 7 full-time and 4 part-time job placements.

The CEDTAP consultant provided "networking help", linking the co-op with the Ontario Ministry of Training, Colleges and Universities. The Ministry provided a substantial grant and the co-op now delivers basic, intermediate and advanced sewing classes.

The co-op utilizes a 20-80 model: 20% of the profits go to the co-op while the producer retains 80%. This co-op model was also used as a template for a new computer training program.

Other Community Partners:

1997-2000:

Carrefour de relance de l'économie et de l'emploi du centre Québec
Lis-moi-tout-Limoilou, Québec

2001-2003:

Dixon Hall SEED Program, Ontario
Regroupement québécois des coopérateurs et des coopératrices de travail, Québec
Collectif des entreprises d'insertion du Québec, Québec