

# The Propeller Project 2021 Evaluation Report

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for the Greater Toronto Airport Authority

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## Introduction

The Greater Toronto Airport Authority (GTAA) is committed to being a good neighbour. It strives to have a positive impact by investing in social good and community-building initiatives through its community investment program, the Propeller Project.

### Propeller Project Investment Focus: Underemployment

In 2016, GTAA began the process to strategically redesign the Propeller Project to deepen its impact by focusing on a single social issue and to champion real change over a 5 – 10-year period. To ensure the approach was evidence informed, it conducted research and held numerous stakeholder consultations that led to the identification of **Underemployment** as the **priority issue** to invest in beginning in 2019. (See Appendix 1 for chronology of the redesign process).

**Underemployment** has been defined as employment in an *inappropriate job*, below an individual's level of skill, training and/or education. It is an issue that disproportionately affects people living in GTAA's neighbouring communities and is a major barrier to shared regional economic prosperity. Findings from our 2018 research indicated that 43% of local residents were underemployed (compared to average rates of 39% seen in the broader GTA). (See Appendix 2 for background and details on the issue of underemployment).

2018 and 2019 were transitional years for the Propeller Project, during which it invested in a mix of traditional community programs (e.g., Scientists in Schools) and five Uplift projects that focused on un/underemployment (all multi-year projects). The GTAA also **partnered with Deloitte** to produce the white paper, *Uncovering Underemployment – Tapping into the potential of our workforce* that provided deeper insights into the nature of underemployment, as well as potential solutions and opportunities to address the issue (including: employer engagement, enhancing wraparound and demand-driven programming, more flexible longer-term funding models, and measuring and reporting on underemployment).

With these foundational evidence-based insights in mind, **the GTAA awarded six** new community investment projects exclusively focused on underemployment and the activities and desired outcomes of its **Theory of Change** (see next page). These projects **began in April 2020** just as the COVID-19 pandemic emerged.



Toronto Pearson. Investing in Communities.

### **Evaluation of Investments**

GTAA partnered with Cathexis Consulting Inc., impact evaluation specialists, to create a comprehensive evaluation plan to monitor progress of the Propeller Project and its impact on community outcomes over time (using the Theory of Change as a guiding framework).

As part of the implementation plan, each investment project partner was provided with standard reporting templates and hands-on evaluation consulting support. Cathexis worked one-on-one with the six projects that began in April 2020; providing advice and feedback on their evaluation plans, data collection tool design and reporting as required.

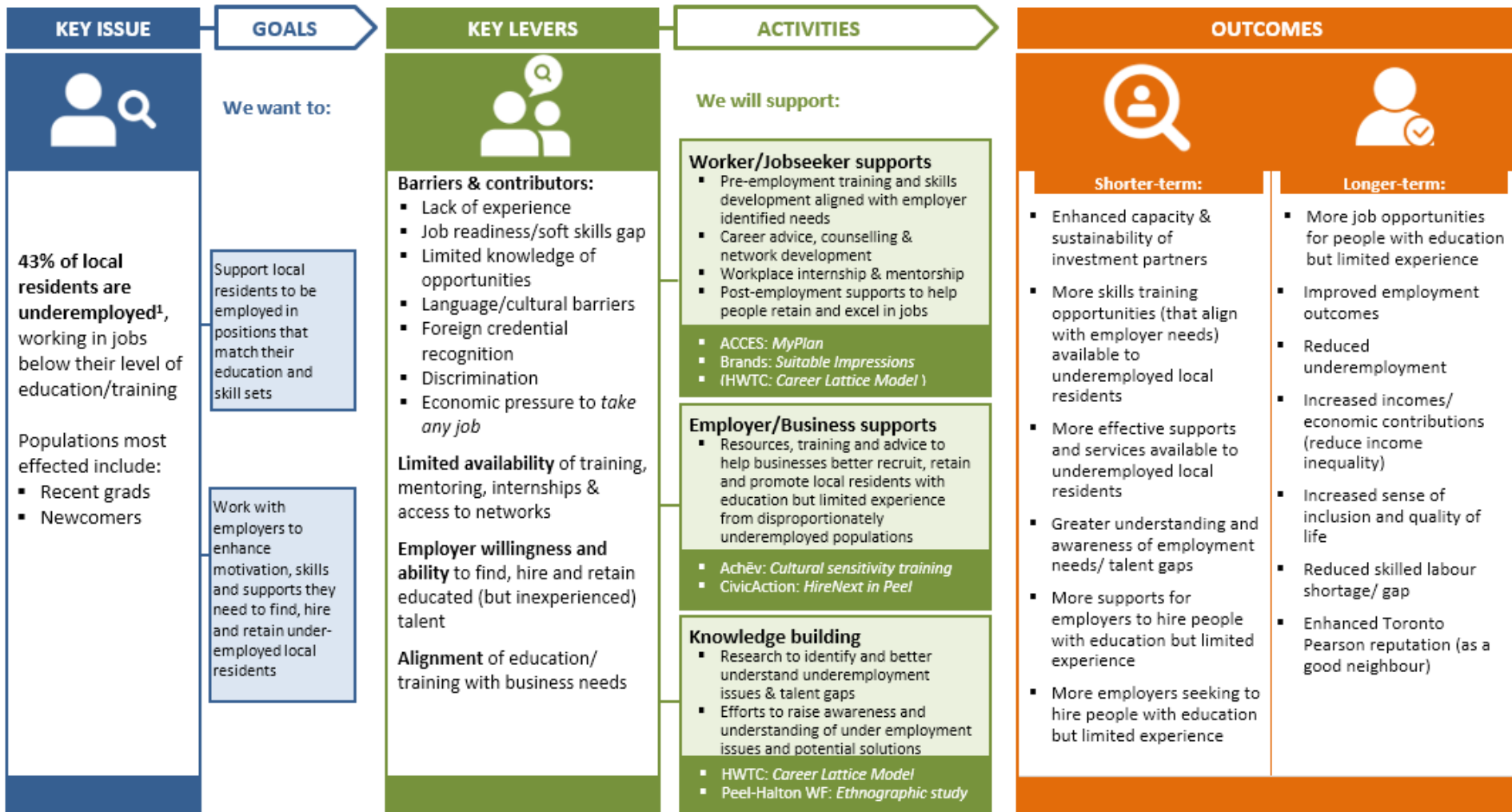
This unique capacity building feature of the Propeller Project enabled more accurate and informative reporting and helped build community partners' internal evaluation capacity, better enabling them to gather meaningful evidence, report and communicate progress, and inform future plans.

**This evaluation report** highlights the progress and learnings from the **first year** (April 2020 – March 2021) of the six investment projects as reported in individual grantee reports. In order to provide a fuller picture, it also incorporates outcomes from the earlier 2018/2019 Propeller Project investments that focused on un/underemployment. However, fewer details were available for these projects, since Cathexis did not work directly with them on evaluation or reporting.

# Propeller Project Theory of Change

**Vision:** Toronto Pearson will deliver on its commitment of being a Good Neighbour by breaking down barriers to employment and cultivating opportunity for our neighbouring communities.

**Mission:** By investing and partnering in research, advocacy and programming, Toronto Pearson will support local area residents to gain the skills, connections and opportunities to be meaningfully employed in the Airport Employment Zone and beyond.



<sup>1</sup> Percent of all employed local residents with post-secondary degree/diploma working in jobs below their education level.

## Propeller Project Investment Overview

Both the 2018/19 and 2020 funded projects were significantly impacted by the COVID-19 pandemic. All maintained the primary objectives of their projects, but many needed to rethink implementation plans.

As the Deloitte's white paper noted, underemployment and unemployment are interrelated. Economic disruptions, such as those caused by COVID-19, exacerbate and worsen the issue of underemployment, and COVID-19 disproportionately affected the communities surrounding Toronto Pearson Airport. In addition, the disparate impacts of COVID-19 have truly exposed the types of equity issues (e.g., discrimination and racism) that contribute to underemployment, and that many of the funded projects sought to address.

All of the projects adapted to virtual environments with minimal impacts or delays. In some cases, the virtual environment enabled the projects to expand their reach and more easily connect with target audiences, particularly the employer community.

The following pages provide a summary overview of the 2020 and 2018/19 Propeller Project investments addressing underemployment. Several of these projects focus on supporting workers and jobseekers, some focus on assisting employers and businesses, and others on research and knowledge building.

Across these 13 projects, the GTAA has invested **\$1,188,500 in un/underemployment programming** over the last three years.



### Worker/Jobseeker Supports

***\$640,000 invested***  
*(\$205,000 in 2020 projects &  
\$435,000 in 2018/19 projects)*

**ACCES Employment (2020)\***  
**Brands for Canada (2020)\***  
Windmill (2019)  
ACCES Employment (2018/19)  
Job Skills (2018/19 & 20)  
NPower Canada (2018/19)



### Employer/Business Supports

***\$166,500 invested***  
*(\$166,500 in 2020 projects &  
\$0 in 2018/19 projects)*

**Achēv (Formerly TCET)  
(2020)\***  
**CivicAction (2020)\***



### Knowledge Building

***\$332,000 invested***  
*(\$282,000 in 2020 projects &  
\$100,000 in 2019 projects)*

**Hospitality Workers Training  
Center (2020)\***  
**Peel Halton Workforce (2020)\***  
Toronto Region Board of Trade  
(2020)  
Skills for Change (2018/19)

# Overview of 2020 funded projects for workers/jobseekers



## Worker/Jobseeker Supports



### MyPlan – Employment and career planning support

*(\$240,000 over 3 years)*

#### Planned milestones & deliverables

- Pilot to adapt sector-specific program to **100 underemployed Toronto Pearson workers**
- Deliver a 4-phase program includes portfolio building, skills enhancement, employment matching and onboarding support.
- 20 Y1, 40 Y2 and 40 Y3
- **Primary objective:** Help people secure jobs that are better aligned with their goals, skills and experience.

#### COVID-19 Impact

- Working with laid off/displaced Toronto Pearson workers
- Virtual sessions

**!** **Delayed** – Y2 cohort delayed due to COVID-19

## BRANDS FOR CANADA

### Suitable Impressions – Jobseeker training workshops

*(\$150,000 over 3 years)*

#### Planned milestones & deliverables

- Deliver a series half-day jobseeker training workshops and provide wardrobe, personal items and haircut certificate (value of \$750/participant) to **3050 job seekers**. Participants recruited by partner agencies.
- 950 Y1, 950 Y2, 950 Y3
- **Primary objective:** help people make a good first impression in their job interviews.

#### COVID-19 Impact

- Virtual sessions

**!** **Delayed** - wardrobe distribution postponed due to COVID-19

# Overview of other funded projects for workers/jobseekers



## Worker/Jobseeker Supports



### Speed Mentoring Peel Region

*(2018 \$150,000 over 3 years)*

- **Primary objective:** Provide opportunities for newcomers to network with professionals in their field.

#### COVID-19 Impact

- Online mentoring
- Extended to TPEC employees



### Microlending program

*(2019 \$53,500 over 3 years)*

- **Primary objective:** Provide low-interest microloans for individuals who have difficulty accessing credit through mainstream means (e.g., for newcomers who need to retrain or re-license to enter their careers.)

#### COVID-19 Impact

- Dip in applications



### Youth Employment Program

*(2018 \$150,000 over 3 years)*

- **Primary objective:** Provide low-income, diverse young adults ages 18-29 technical and professional IT skills training, job placement and five years of post-hire support.

#### COVID-19 Impact

- Online delivery
- Deployed computers to those that needed them



### Toronto Pearson Employee Community Workshop Series

*(2020 \$75,000 1year)*

- **Primary objective:** to deliver high-quality training workshops and one on one counselling sessions to support airport workers in their next step of career development and employment search.

#### COVID-19 Impact

- Newly funded. Not part of original 2020 investment portfolio.

### Propel Your Career

*(\$100,000 over 2 years )*

- **Primary objective:** Provide unemployed / underemployed women who have graduated within the last 10 years with 3 days of intensive career development training “boot camp”.

#### COVID-19 Impact

- Limited job opportunities available

# Overview of 2020 funded projects for employers and businesses



## Employer/Business Supports



**Inclusive Manager – Cultural sensitivity training**  
(*\$91,500 over 1 year*)

### Planned milestones & deliverables

- Deliver 6 cultural sensitivity training sessions (3 modules) to **150 managers** (25/session) in Peel region
- Provide 3 months of follow up support to each employer organization
- Measure impact of training/support on direct reports (and produce report)
- **Primary objective:** Help employers better understand and support the needs of newcomer employees in the workplace, so they can more effectively recruit, retain and promote them.

### COVID-19 Impact

- Virtual sessions

✓ **Completed**



**HireNext – E-tool to enhance youth recruitment/retention**  
(*\$75,000 over 1 year*)

### Planned milestones & deliverables

- Attract **50-100 new HN employers/users** in the Peel region through focused promotion and outreach with the help of local partners
- Identify **3-5 Peel region HN employer champions** committed to implementing HN recommendations
- Deliver **training webinars and events** (reaching 30-50 HR professionals)
- Identify **1-2 Pearson region employers' best practices** to promote
- **Primary objective:** Help employers improve their recruitment and retention strategies to be more supportive for young workers.

### COVID-19 Impact

- Promotional messaging shifted to emphasize how HN tool supports anti-racism and hiring post-COVID
- Training/events shifted to online

✓ **Completed**



# Overview of 2020 funded projects focused on knowledge building

## Knowledge Building



### **Pearson airport community hospitality & food service career lattice project**

*(\$98,000 over 1 year)*

#### **Planned milestones & deliverables**

- Develop an evidence-informed Career Lattice model and resources (to be posted on website) to deepen understanding of underemployment
- Provide career counselling to 60+ self-identified impacted/ “underemployed” Airport Community workers (to test Lattice Model and resources)
- **Primary objective:** Identify career opportunities that exist for underemployed workers (in and around the airport), and career pathways to get there.

#### **COVID-19 Impact**

- Catchment area for data expanded beyond Toronto Pearson to broader GTA
- Considering new health and safety training needs for post-COVID recovery
- Able to support 12 airport community workers



### **Ethnography of underemployment**

*(\$34,000 over 1 year)*

#### **Planned milestones & deliverables**

- Interview 20 underemployed participants from Mississauga and Brampton (10 youth and 10 newcomers) at 3 points in time over 6 months
- Produce a research report that furthers understanding of the scope and nature of underemployment and provides recommendations to improve outcomes
- **Primary objective:** Provide more insights into the personal experiences and impacts of underemployment for newcomers and youth and recommendations to improve their employment outcomes

#### **COVID-19 Impact**

- Shifted to virtual data collection

 **Completed**

# Overview of other funded projects focused on knowledge building

## Knowledge Building



### **Aviation Workforce Strategy and Playbook**

*(2020 \$350,000 over 3 years)*

- **Primary objective:** Develop a workforce strategy with actionable recommendations in a 'Playbook' to support current workers to upskill/reskill and access new opportunities within the airport, as well as external people to enter the airport workforce and build their careers.

#### **COVID-19 Impact**

- The original research design was to address harnessing the future of the thriving airport employment zone. The new research design now focuses on workforce recovery and future workforce skills of a significantly impacted sector.



### **Employer Innovation Project**

*(2018 \$150,000 over 3 years)*

- **Primary objective:** Research to develop e-learning modules for employers to support recruitment and retention of newcomer employees and enhance workplace diversity and inclusion.

#### **COVID-19 Impact**

- Integrated understanding of COVID-19's impact on SMEs and their recruitment processes/needs

## Propeller Project achievements

Taken together, the outcomes achieved across the funded projects in each area of focus (workers/jobseekers, employer/business and knowledge-building) is quite impressive, especially given the impacts of COVID-19. Over the last three years, as a result of the Propeller Project:

- **1,955 jobseekers** received employment training and support
- **130 job seekers** found new employment (20 were displaced Toronto Pearson workers)
- **285 employers** (from over 73 organizations in Peel region) received equity/inclusion training and advice that resulted in tangible systemic changes within organizations
- New insights and tools were developed that will help job-seekers, service providers, employers and funders to take action to address underemployment

Beyond these important outcomes, the Propeller Project has **strengthened GTAA's relationships** with community partners and has significantly **improved its reputation** in the community as a "Good Neighbour".

From the onset, GTAA was aware that an investment of \$1 million was not sufficient to fix the issue underemployment. However, they strategically selected projects, organizations and issue areas where it could raise awareness and understanding of the issues as well as build the capacity of its partner organizations and better position them for future success.

The Propeller Project held several roundtables (May 2020 and Dec. 2020) with its community project partners. These sessions were designed to provide opportunities for partners to learn and share with each other, particularly as it related to COVID-19, provide guidance and ideas on how projects might support displaced Toronto Pearson Employee Community members (TPEC) and build their networks with other PP partners and beyond (an intended outcome of these investments).

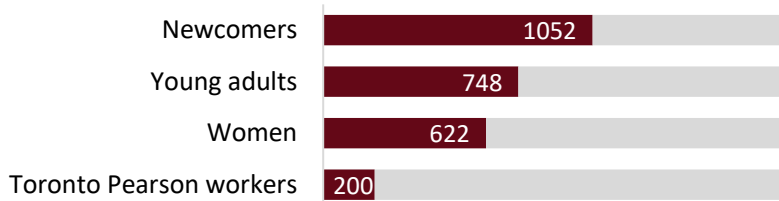
All of the funded projects have engaged additional community partners in their work – thus, raising broader awareness of the GTAA's commitment to the issue of underemployment. To date over **66 different community partners/organizations** have been engaged across the projects (see appendix 4 for list of partners).

# Propeller Project achievements: Workers/jobseekers



## Worker/Jobseeker Supports\*

**1,955** jobseekers received employment training and/or other supports



**130** jobseekers found employment  
(20 were displaced Toronto Pearson workers)

A Customer Service Agent at Air Canada (5 years) secured employment as a **Service Advisor at a logistics firm.**

A Customer Service Agent at Air Canada since 2018 (newcomer with a background in flight planning, controlling and dispatching) secured a **customer service position with ADT Security Services.** He waits for the aviation industry to rebound and resume goal to be a flight-dispatcher.

An airport worker with a BA, Second Language Teaching is now a **French teacher with the Toronto Catholic District School Board.**



**20** displaced Toronto Pearson workers received intensive **12-day career exploration and follow-up support.**  
**10** found jobs.

**832** newcomer job seekers connected with 271 mentors across 64 speed mentoring events.



**235** low-income young adults enrolled in IT career **training.**

**110** earned at least one IT industry certification.

**106** have secured employment &/or enrolled in post-secondary education

## BRANDS FOR CANADA

**664** people received **half-day job-seeking training.**  
**97** received **career wardrobe**, including 5 Toronto Pearson workers.



**152** displaced Toronto Pearson workers participated in workshops.  
**10** secured full/part time jobs.

**41** women received 3 days intensive career development training.  
**8** secured full time jobs.  
**6** secured part-time jobs.



**11** microloans distributed to support newcomers in pursuing professional accreditation, training, and certification.

## Propeller Project achievements: Employer/business



### Employer/Business Supports\*\*

**285** employers received training and advice

from over **73** organizations in Peel region

**30** in airport-related industry

### Resulting in substantive organizational changes (examples):

Reviewed/revised organizational policies

Diversified hiring panels for broader representation

Created Board succession plans to promote diversification

Implemented organization-wide unconscious bias training program

Delivered cultural sensitivity training for all Board members



**120** management staff participated in cultural sensitivity training

- **85%** gained deeper knowledge/understanding of cultural sensitivity than they had before
- **81%** learned new approaches to attracting and hiring newcomer employees
- **74%** developed new skills to retain or support newcomer employees



**68** employers in the Peel region completed the **HireNext assessment** and received 164 recommendations to create more supportive conditions for young workers.

- **3** HireNext **Employer Champions** recruited
- **97** employers trained on recruitment and retention best practices
- **2** best practices documented and promoted

# Propeller Project achievements: Knowledge building



## Knowledge Building



**Developed interactive online career discovery tool.** Helps job seekers and incumbent workers find new career paths based on their skills and interests.

Tool can also identify the training or certifications necessary to advance or make the move to a new position better suited to their skills.

With additional investment, there is potential to make tool capture real-time data around skills, training and job opportunities.



Research on lived experiences of **20 underemployed newcomers and youth** living in Mississauga and Brampton.

**3 underemployed youth gained employment** and work experience in research and community engagement.

The research can be used for **improved policy, planning and program development** designed to address the complexities and impacts of underemployment.



Researching the **workforce, operational and business changes** currently underway and **forecasted** at Toronto Pearson Airport, to **inform an Aviation Workforce Strategy and Playbook** for Toronto Pearson.

The **launch of the Playbook** in the Fall of 2021 may guide a **future Propeller Project call for proposals** focusing on **testing out innovative solutions** outlined in the playbook to support **upskilling and economic mobility** of current and future workers at the airport.

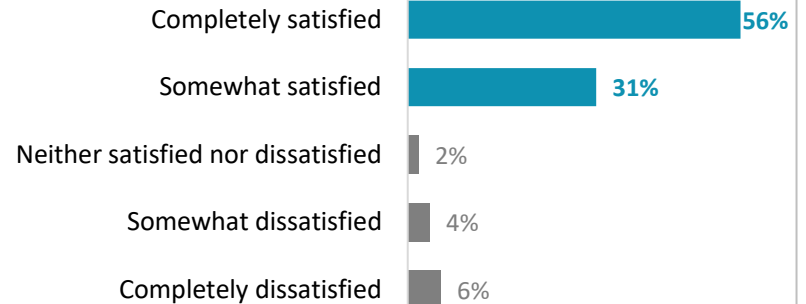
## Supports for Toronto Pearson Workers

COVID-19 significantly impacted the airport and its workforce, with many workers laid off or displaced. In response, the GTAA acted quickly to collaborate with its community partners (both those funded under the Propeller Project and beyond) to support airport workforce recovery. These efforts included:

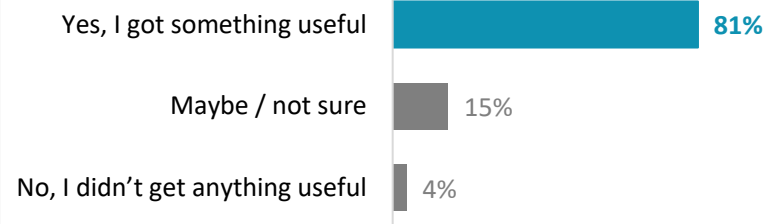
- The creation of [Pearson Works Online](#) an **airport workers resources section on the GTAA's website** for airport workers to navigate the new COVID-19 environment. The website, originally created in March 2020, is updated regularly and provides information about services and programs, including relief programs, grants, community support, and re-skilling, upskilling, and employment programs.
- In April 2020, GTAA hosted a **virtual roundtable** with community partners and representatives of TAWC to discuss COVID-19 impacts and identify opportunities to support Toronto Pearson workforce recovery through grants projects.
- ACCES *MyPlan* project shifted to **support 20 laid off (instead of underemployed) Toronto Pearson workers** and launched one month earlier than planned. As clients were unemployed, ACCES was able to expand supports and services to clients through Employment Ontario funded programs.
- Job Skills delivered **17 training workshops** and one on one counselling sessions that supported **152 airport workers** in their next step of career development and employment search.
- Since June 2020, community partners and GTAA's HR department hosted **34 online workshops and panel discussions** that **279 Toronto Pearson workers attended**.

Overall, participants were very satisfied with the sessions hosted by the GTAA. They found them useful, providing them with resume, cover letter and interview skills, general information about jobs and learning how to position themselves to employers. The two graphs highlight feedback received from session participants\*.

### Q: How satisfied were you with this workshop/panel?



### Q: Did you get something useful out of the workshop/panel?



\* 54 of the 152 participants provided feedback (a 36% response rate)

By Fall 2021, despite high levels of satisfaction, interest and participation in online sessions began to wane. Many factors were at play, including “zoom-fatigue”. In addition, government supports were still in place so there was no financial urgency to seek new employment for many. This coupled with health and safety concerns of the work environment, lack of childcare as well as the overall uncertainty around timelines for recalls to their prior jobs led to lack of interest in the session. The Propeller Project team is currently reassessing its program offering as part of Pearson Works!

## GTAA's reputation as a funder

The GTAA's investment through the Propeller Project has strengthened its relationships with community partners, and has significantly **improved its reputation in the community as a "Good Neighbour"**.

In their feedback, grantees indicated that they found the GTAA to be a **uniquely supportive and flexible funder**, that provided much more than just money. What they appreciated most about the Propeller Project approach was:

- The opportunity to participate in the **Propeller Project partner events** that brought the organizations together to collaborate, share and learn from one-another.
- The **flexibility and responsiveness to changes** needed to enable project success (in response to challenges presented by COVID and beyond)
- The **commitment to capacity building**, evidenced through:
  - **Staff generosity** in sharing their time, knowledge and expertise with organizations
  - The inclusion of **evaluation support**, and opportunity to work closely with the Propeller Project's evaluation team.

*"As a first-time recipient of funding, we had no idea about the amazing work that Toronto Pearson does for the community."*

*"I was struck by the organization's **demonstrated commitment to the overall well-being of the Toronto Pearson community and the surrounding region....**"*

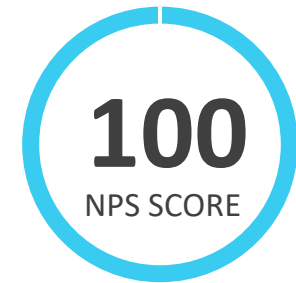
*"We greatly appreciate the time that we have been **engaging with Cathexis** on during this project, and it highlights the **capacity building focus** of the GTAA that they have been actively integrated into the funding"*

How likely are you to recommend working with Toronto Pearson to others?

100% Promoters

0% Passives

0% Detractors



Source: Grantee reports and feedback survey (n=7)

All grantees that responded to feedback questions indicated that their involvement with the Propeller Project had **improved their opinion of Toronto Pearson Airport**. They were **particularly impressed** with the GTAA's **genuine commitment to the overall well-being of the Toronto Pearson community** and the surrounding region (especially around issues of employment).

All grantees also said they would highly recommend working with Toronto Pearson to others. With a **Net Promoter Score (NPS) of 100**, the GTAA certainly has many new champions in the community.

*"What I appreciated most about the Propeller Project's community investment program is its **commitment to fostering a working environment of collaboration, knowledge-sharing, and support** as shown by **bringing all Project representatives together** to share challenges and learnings...."*

*"I most appreciated the Project's focus on supporting the achievement of **tangible, measurable employment outcomes....**"*



## Conclusions

When the GTAA redesigned its community investment program, the intent was to deepen its impact on a single social issue, and champion real change over the longer term. This report provides a review of its progress to date.

The **investment portfolio is well structured**, with more focused and longer-term investments (three-year projects) to support worker/jobseeker programming, coupled with one-year funding for employer support programs and knowledge building research activities.

The **progress made and the outcomes achieved** by the 13 un/underemployment focused investments to date is quite **impressive**. Projects nimbly adjusted their plans and approaches to the new COVID reality with minimal setbacks or delays. Given the deep impact on the travel sector, additional focus and supports were provided for laid off Toronto Pearson workers. Together, these investment resulted in:

- 1,955 jobseekers received employment training and support
- 130 job seekers found new employment (20 were displaced Toronto Pearson workers)
- 285 employers (from over 73 organizations in Peel region) received equity/inclusion training and advice that resulted in tangible systemic changes within organizations
- New insights and tools were developed that will help job-seekers, service providers and funders to take action to address underemployment
- Increased the capacity, connections and networks of its community partners

Equally impressive, was **GTAA's ongoing commitment** to these investments and partnerships while coping with the devastation COVID-19 had on its own operations and the Airport Employment Zone.

**Partners applauded the GTAA for remaining supportive and flexible**, adjusting to meet new and unprecedented needs in strategic and creative ways. The addition of **hands-on evaluation support** was appreciated and seen as beneficial to both plan and report on progress and impacts in more tangible and meaningful ways.

Community partners' **value the partnership with the GTAA**, appreciating not only the financial support, but also the influence of the GTAA's strong reputation and networks in the community.

While COVID-19 may have impacts on opportunity for future investments, the **GTAA has established a solid foundation and social capital to build upon as its focus shifts to workforce recovery**.

*"With the huge changes brought to the economy, and particularly the aviation and travel sectors, it would have been easy for the GTAA to retrench and remove focus from community initiatives. We experienced the opposite of this, ...GTAA nimbly shifted community investment resources to meet new and emerging community needs in strategic and creative ways."*

*"We applaud the inclusion of evaluation support into the project...allowing us to better illustrate how the community investments the GTAA is making are bearing fruit..."*

## Moving Forward - Recommendations

The learnings from past few years of investments and relationship building provide **insights to enable the GTAA to be even more focused and strategic** in its investments and partnership decisions moving forward. These learnings include:

- **Continue to champion the issue of underemployment**, as the issue remains a significant one in the communities surrounding the airport, and barrier to future workforce development and prosperity.
- Seek out opportunities to **support Diversity Equity and Inclusion training and programming** to tackle the systemic barrier of racism and discrimination that contribute to underemployment.
- Investments in **workers/jobseekers supports take time to yield meaningful employment outcomes**. Fortunately, the Propeller Project has ongoing investments (ACCES and Brands Canada) until Spring 2023 that will continue to support jobseekers and generate positive outcomes.
- For **employer/business support projects**, seek out partners **with strong existing networks/relationships and well-established track records** with employer engagement, as many non-profits lack the necessary experience and connections to deliver demand-driven workforce development outcomes.

- **Knowledge building** should begin to focus more on identifying concrete solutions and **understanding effective, innovative workforce development strategies**, and less on the drivers of underemployment (which are now more well understood).
- Continue to provide **evaluation guidance and support** to project partners, as it helps projects to maintain focus on their goals and objectives, and **yields better quality reporting and outcomes**. In addition, partner's own evaluation capacity tends to improve as well as enhanced reputation of GTAA as a supportive and innovative funder.
- **Leverage the learnings and relationships to inform, guide and contribute to Pearson Works!** strategies and plans.

These past few years of investments have demonstrated that GTAA is a dedicated and committed Good Neighbour.

Moving forward, as GTAA focuses on workforce recovery and future planning, it can continue to benefit from the **strong social capital** it has accumulated and the shared commitment to support the airport community as it rebuilds. This will include leveraging the insights that come out of the Toronto Regional Board of Trade's Workforce Strategy and Playbook for Toronto Pearson to inform and guide its future plans.

# Appendix 1: Chronology of the Propeller Project redesign process

## Chronology of the Propeller Project redesign process

Year	Activities
<p><b>2016</b></p> <p>Research Propeller Project Strategic Priority Issue</p>	<ul style="list-style-type: none"> <li>• Conducted CSR best practice review</li> <li>• Probed public opinion views to community investment through GTAA gen pop survey and focus groups</li> <li>• Conducted key informant interviews (external and internal) and survey of prior PP grantees</li> <li>• Identified employment as the priority investment opportunity “to build pathways to opportunities and employment for residents in our neighbouring communities”</li> </ul>
<p><b>2017</b></p> <p>Refinement of Strategic Investment Focus Area</p>	<ul style="list-style-type: none"> <li>• Hired Cathexis Consulting as evaluation partner to develop evaluation framework and plans</li> <li>• Defined geographic boundaries of “neighbourhood” to 17km</li> <li>• Determined 50% of RAIC employees live within neighbouring communities</li> <li>• Developed Environics Analytics community profiles</li> <li>• Consulted with External Champions Council, internal employee group and governance committee of the board of directors</li> <li>• Prioritized underemployment as the priority investment focus</li> </ul>
<p><b>2018</b></p> <p>Development of the Impact Evaluation Plan</p>	<ul style="list-style-type: none"> <li>• Prepared final Community profile report</li> <li>• Developed and refined Theory of Change, focusing on underemployment</li> <li>• Created Propeller Project Impact Evaluation framework (10-year plan) including approach, timelines, data collection tools and grant reporting template, etc. to track/report progress</li> <li>• Several 2018 Uplift grants were awarded to projects that addressed un/underemployment. These projects began late 2018/early 2019.</li> </ul>
<p><b>2019</b></p> <p>Launch of granting program to address Underemployment</p>	<ul style="list-style-type: none"> <li>• Partnered with Deloitte to prepare white paper “Uncovering Underemployment – Tapping into the potential of our workforce”</li> <li>• Awarded 7 new grants addressing underemployment including projects researching issues and career pathways, programming for job seekers/workers including TPEC and training for employers</li> </ul>
<p><b>2020 &amp; 2021</b></p> <p>Managing Program</p>	<ul style="list-style-type: none"> <li>• Created an PearsonWorks! online, an airport workers resources centre on the GTAA’s website for airport workers to navigate the new COVID-19 environment.</li> <li>• Hosted community partner &amp; TAWC roundtable to identify opportunities to provide Toronto Pearson workforce recovery supports with community partners (Spring 2020) and 2<sup>nd</sup> session in December to share and discuss interim report findings and future plans.</li> <li>• Hosted a series of online workshops and panel discussions to support displaced Toronto Pearson workers</li> <li>• Providing evaluation support to individual grant partners</li> </ul>

## Appendix 2: The issue of underemployment

## The issue of underemployment

The most prevalent employment issues facing residents in the communities surrounding the airport fall into three broad categories:

- *Unemployment*: lack of job(s). (actively seeking but not employed)
- *Precarious employment*: unstable, or poorly paid job, with no benefits or security.
- *Underemployment*: employment in an inappropriate job, well below an individual's level of skill, training and/or education, particularly among newcomers, recent graduates and people with disabilities.

**Underemployment** was selected as the primary focus for the Propeller Project because it, in particular, holds tremendous untapped potential for improving employment related outcomes for both individuals and employers in the communities surrounding the airport. Almost half (43%) of local residents with advanced training and education are working in jobs below their education, undermining their personal and economic well-being. At the same time, employers are experiencing (and expressing frustration with) skilled labour shortages that inhibit their growth and expansion.

There is a strong relationship between underemployment and low income. Of the total underemployed population, 40% earn less than \$25,000 and 76% earn less than \$50,000. Many families in the communities surrounding the airport are lone-parent families (19%), that have to survive on a single income.

The underemployment rates in the communities surrounding the airport are slightly higher than the GTA overall but were similar by gender and age.

Two populations most likely to experience underemployment are **newcomers** and **recent graduates/youth**. Based on 2016 Statistics Canada Census data (see stats on next page), underemployment rates for these groups (in neighbouring communities surrounding the airport) are:

- 56% newcomers (with postsecondary) representing 122,365 residents
- 63% recent graduates (with postsecondary) representing 46,310 residents

These groups often work in low-paid jobs below their education, skills and training levels, which negatively impact job satisfaction, employment and career growth and quality of life.

When **newcomers** arrive in the region, they often struggle to get jobs in their field of training due to a range of barriers that include foreign credentials not being recognized, lack of Canadian experience, awareness of and access to networks and language and other cultural barriers, etc.

**Recent graduates** tend to struggle longer and harder than past generations to get positions in their field of study as they lack work experience and have limited awareness of access to networks or opportunities. Less than half of recent graduates are working in jobs that require their level of educational attainment. While it is to be expected that new graduates may initially work in entry-level positions (below their level of education), there still may be opportunity to support better career progression and employment outcomes for this group.

# Underemployment statistics

\* Immigrated within last 15 years (2001-2016)

\*\* Proxy: aged 15-24

Data source: 2016 Census data

- The data were analyzed at the three digit occupation level (NOC)
- The *underemployed* were identified by comparing highest level of education of the Employed to the skill level specified in the NOC
  - Persons with a university degree were underemployed if working in jobs that required (1) college/trades or (2) High school or (3) On the job training
  - Persons with a college/trades/university below Bachelors were underemployed if working in jobs that (1)High school or (2) On the job training
  - Persons with high school were NOT considered underemployed even if working in a job only requiring on the job training
  - There are no skill levels assignment to management. As a result, underemployment within management cannot be analyzed.
- Postsecondary includes college, trades and Bachelor's degree

	Toronto Pearson Airport region (17km radius)		GTA (for comparison)	
	# individuals	%	# individuals	%
Total population (15 and over in private households)	2,056,965	n/a	5,277,065	n/a
Total employed population (worked since Jan 1 <sup>st</sup> 2015)	1,436,130	70%	3,681,970	70%
Total of employed population with a postsecondary diploma/degree	917,480	64%	2,443,950	66%
<b>Total postsecondary population underemployed</b>	<b>394,460</b>	<b>43%</b>	<b>954,870</b>	<b>39%</b>
▪ Underemployed that are recent <b>Newcomers*</b> (postsecondary)	122,365	31%	261,015	27%
▪ Underemployed that are <b>Recent Grads**</b> (postsecondary)	46,310	12%	112,530	12%
▪ Underemployed that are <b>both recent Newcomer* and Recent Grad**</b> (postsecondary)	8,580	2%	17,655	2%
▪ Underemployed that are <b>Women</b> (postsecondary)	217,725	55%	533,960	56%
▪ Underemployed that are <b>Men</b> (postsecondary)	176,750	45%	420,920	44%
▪ Underemployed that earn under \$25,000 (postsecondary)	157,785	40%	379,190	40%
▪ Underemployed that earn under \$50,000 (postsecondary)	299,005	76%	707,295	74%
% recent <b>Newcomers*</b> population that is underemployed (/total employed recent newcomer population with postsecondary)	(122,365 /217,300)	<b>56%</b>	(261,015 /504,945)	<b>52%</b>
% <b>Recent Grad**</b> population that is underemployed (total employed recent grad population with postsecondary)	(46,310 /73,520)	<b>63%</b>	(112,530 /184,125)	<b>61%</b>

# Appendix 3: Details of the funded projects

2020 Uplift funded projects supported by Cathexis

2020 Toronto Regional Board of Trade Economic BluePrint Institute research sponsorship

2018/19 Uplift funded projects aligned with un/underemployment



# ACCES Employment

3 year grant (Apr 2020-Apr 2023)

Funding: \$80,000 (annually)

**Status:** Year 1 of 3 complete

**MyPlan:** A career exploration pilot program to support working/underemployed Toronto Pearson workers (working in multiple sectors) to successfully advance their careers. The 4-phase program includes 12-day training program for career exploration and skills enhancement, portfolio building, employment matching and onboarding support. Pilot adaptation of existing *MyPlan* program.

**COVID shift:** focusing on laid off/unemployed Toronto Pearson workers to support their re-entry into the labour market in positions that would better use their skills and experience. Virtual training and expanded supports (due to unemployed status). Shift from direct employer engagement to GTAA referral.

Planned activities	Completed activities (as of end March 2021)	Planned outcomes/objectives	Realized outcomes/objectives (as of end March 2021)
<b>Develop client eligibility and recruit criteria</b> with Toronto Pearson employers	<ul style="list-style-type: none"> <li>2020: Worked with GTAA directly (not airport employers) on revised client criteria and recruitment of laid off workers who would most benefit from <i>MyPlan</i> program</li> </ul>	110 Toronto Pearson workers enrolled and 100 to complete 12-day <i>MyPlan</i> training program <ul style="list-style-type: none"> <li>2020 = 20</li> <li>2021 = 40</li> <li>2022 = 40</li> </ul>	<b>2020 cohort:</b> 20 laid off TPEC workers completed <i>MyPlan</i> training. Training held one month earlier than planned (GTAA request) <ul style="list-style-type: none"> <li>4 newcomers</li> <li>12 women</li> <li>2 young adults</li> <li>17 visible minorities</li> </ul>
<b>Develop evaluation framework</b>	<ul style="list-style-type: none"> <li>Evaluation framework with case study approach designed to tell participant stories of each cohort</li> </ul>	100 participants that develop <i>MyPlan</i> portfolios	20 <i>MyPlans</i> completed
<b>Pilot adapted My Plan</b> with 20 TPEC workers in Fall 2020 with broader roll out to 80 workers over 2021-2023	<ul style="list-style-type: none"> <li>12 day <i>MyPlan</i> training program delivered to 20 laid off TPEC workers (Aug 4-19).</li> <li>As TPEC clients were unemployed, clients qualified to be provided with additional Access resources:               <ul style="list-style-type: none"> <li>services from Employment Ontario</li> <li>connections to employers through Corporate engagement team</li> <li>coordination of client opportunities and job leads through sector-specific programs</li> </ul> </li> </ul>	70 secure employment placements/35 access onboarding supports and 65 retain employment	Among the first cohort of 20: <ul style="list-style-type: none"> <li><b>10 secured employment</b> in a position that matches goals, skills, experience (6 moved into jobs that better used their skills/experience), e.g.:               <ul style="list-style-type: none"> <li>French Teacher, TCDSB</li> <li>Emergency Care Worker, Canadian Red Cross</li> <li>Customer Service Agent, ADT</li> </ul> </li> <li>2 pursuing training to further goals</li> <li>4 actively job searching (1 continues to consult with ACCES)</li> <li>4 dropped out due to illness/family responsibilities/left country</li> </ul>
<b>Lessons &amp; insights:</b> <ul style="list-style-type: none"> <li>Shift to target laid off workers enabled participants to receive broader range of ACCES program supports.</li> <li>Job seeking has been significantly disrupted by COVID-related issues including: health, family care responsibilities (e.g., elder care childcare access, remote schooling, etc.), lack of motivation due to ties to previous employer/possibility of return to work in previous position – requires more thorough case management support.</li> <li>Focus on core employability and work skills has really helped clients effectively navigate unplanned, but necessary, career transitions in a very unpredictable labour market</li> <li><i>MyPlan</i> well positioned to support workforce recovery at the airport – can help plan for and support upskilling and career pathing.</li> </ul>		Participant program satisfaction & benefits	Training has had a positive impact on client's lives and career journeys, e.g., helped them: <ul style="list-style-type: none"> <li>Improve video-interviewing skills</li> <li>Think more creatively about transferability of skills - diversify job search approach</li> <li>Explore wider variety of careers and set longer-term career goals</li> <li>Reignite previously abandoned career goals</li> </ul>
		Employer satisfaction with program and employee retention/advancement plans	N/A – ltd employer engagement due to COVID-19. Data will be collected via follow-up survey
		Emergent/unintended	Strengthened org. capacity re: evaluation, inter-departmental collaboration, flexible programming, client-centred service

## Brands for Canada

3 year grant (Apr 2020-Apr 2023)

Funding: \$50,000 annually

Status: Year 1 of 3 complete

**The Suitable Impressions Workshop** is a first impressions-focused employment program that teaches participants about the importance of their appearance, conduct and communication style for a job interview as well as health and wellness and financial literacy training. Upon completion, new work appropriate clothing, supply of personal care items, and a voucher for a hair cut (value \$750) is provided.

**Target Population:** New Canadians, Low income earners, youth facing barriers.

**COVID shift:** virtual training with wardrobe separate booking in a redesigned “spacious, safe, quality controlled warehouse area. Status: workshop delivery dependent of partner agency’s operations. Wardrobe distribution with modified hours, limited access by appointment only pending GTA reopening

Planned activities	Completed activities (as of end March 2021)	Planned outcomes/objectives	Realized outcomes/objectives (as of end March 2021)
<p><b>Deliver 40 half day pre-employment training workshops and clothing and goods to 950 clients annually. All sessions now done virtually.</b></p> <ul style="list-style-type: none"> <li>Deliver series of 40 half -day workshops covering topics such as: how to prepare for the interview, workplace etiquette, body language, maintaining a positive mindset, grooming &amp; hygiene, work-appropriate attire, emotional intelligence, financial literacy, wardrobe styling &amp; selection, how to interview online.</li> <li>Prior to COVID-19, wardrobe distribution occurred the same day. SI redesigned its wardrobe distribution to create a safe “touchless” environment. Now, clients receive an invitation only appointment to receive clothing and goods donation at renovated new wardrobe space</li> </ul>	<p>41 workshops delivered</p> <p>664 clients attended workshop</p> <p>25 clients received wardrobe. (unchanged since Nov 2020)</p> <p>Since the last report, GTA has primarily been under a “stay at home order”. As the wardrobe distribution centre falls under retail store guidelines, the distribution centre has been closed since Dec 2020</p>	<p>Support 950 clients annually</p>	<p><b>664 clients (41 workshop)</b></p> <ul style="list-style-type: none"> <li>Newcomers: 86</li> <li>Women: 478</li> <li>Young Adults: 511</li> <li>BIPOC: 624</li> <li>Toronto Pearson Employee Community (TPEC): 26</li> <li>People with Disabilities: 113</li> </ul> <p><b>97 clients (received wardrobe)</b></p> <ul style="list-style-type: none"> <li>5 TPEC</li> <li>13 Etobicoke residents</li> </ul>
<p>Collaborate with approximately 26 community partner agencies for referrals to SI workshop.</p>	<p>Co-hosted sessions with 22 agencies, including six new partners.</p>	<p>Collaborate with partners for referrals</p>	<p>- 24 agencies</p>
		<p>Program graduates agree that the program contributed to their ability to secure employment and/or become enrolled in further professional development activities</p>	<p>TBD – new online survey tool will be piloted in June. SI has over 25% (154) of workshop participants’ emails for the pilot</p>
		<p>Program graduates agree that the program and the goods and services accessed through SI have had a positive impact on a) their skills and employability, b) their feeling of social connection to their community, c) their feeling of motivation and individual potential to enter the job market</p>	<p>TBD – new online survey tool will be piloted in June</p>
		<p>Clients agree that the program allowed them acquire basic professional clothing and personal care requirements that otherwise would not have been financially attainable to them.</p>	<p>TBD – new online survey tool will be piloted in June</p>
		<p>Clients attain employment</p>	<p>TBD new online survey tool will be piloted in June</p>
		<p>Emergent/unintended</p>	<p>Deliver training services nationally</p>

### Lessons & insights:

- The pivot to online workshop delivery has been very successful. SI is transforming to a fully integrated online service delivery model of its workshops to service the GTA and across Canada . A new e-learning platform and modules is under development (2021). SI will test the online format prior to expanding to include wardrobe distribution in other geographies (pending donations).
- Previously, BFC relied on partners for all client communications. With the new 2-part format, BFC now has access for direct client contact, through online workshop surveys and wardrobe distribution.
- Given the “furloughed” employment status of many TPEC employees, there has been limited interest in the program. SI will be revising its communications for TPEC participants to clearly communicate its focus on new employment opportunities to ensure it attracts TPEC clients that are interested in training would best benefit from a professional wardrobe.



# Achēv (formerly TCET)

1 year grant (Apr 2020-Mar 2021)

Funding: \$91,468

## Cultural Sensitivity Training – Inclusive Manager (CST-IM)

Training and 3 months of follow-up support to help employers in Etobicoke, Brampton and Mississauga better understand and support needs of newcomer employees, with an eye to attracting, recruiting and retaining newcomers.

*COVID shift:* virtual training and support

*Status:* Project complete

Planned activities	Planned outcomes/objectives	Realized Outcomes and Impacts
<b>Recruit employers</b> located in Etobicoke, Brampton and Mississauga to participate in training	<b>Recruit 6 employers</b>	<ul style="list-style-type: none"> <li>✓ <b>Recruited 5 employer organizations</b> to participate:               <ul style="list-style-type: none"> <li>• 4 external employers (Arconas, Sunwing, Second Harvest, Council of Nigerian Professionals)</li> <li>• Achēv to pilot</li> </ul> </li> </ul>
<b>Develop and test Cross-Cultural Sensitivity training curriculum</b>	Develop <b>6-hours of workshop curriculum</b> (3 2-hour modules)	<ul style="list-style-type: none"> <li>✓ <b>6 hours of training curriculum developed</b>, and pilot tested with 30 Achēv managers</li> <li>✓ <b>Topics</b> include: cross-cultural competencies (listening, non-verbal cues, understanding, management of unconscious bias), inclusive leadership, newcomer underemployment and addressing it, actions to advance diversity and inclusion agendas.</li> </ul>
<b>Deliver 6 sessions of Cross-Cultural Sensitivity Training</b> <i>Note: 1 “session” = 3 training modules, 2 hours each, 1 week apart</i>	Train 150 <b>managers from participating employers</b> (average of 25 per session)  <b>Positive feedback</b> from training participants	<ul style="list-style-type: none"> <li>✓ <b>Six sessions of 3-module workshops delivered (virtually) to 120 participants</b> (avg of 20 in each workshop) – one session for each participating organization, and one “open-enrollment” session for individuals who expressed interest in outreach campaign: 11 newcomers, 67 women, 20 BIPOC, 36 TPEC (Sunwing &amp; Arconas), 1 PWD</li> <li>✓ Participants enjoyed and appreciated the training               <ul style="list-style-type: none"> <li>• <b>95%</b> participants found training content <i>useful</i> and <i>engaging</i></li> <li>• <b>83%</b> of participants would be interested in participating in similar programs in the future</li> </ul> </li> </ul>
Provide <b>ongoing employer onsite support/engagement</b> to organizations (1 on 1 action planning and support to implement learning)	<b>3 months of post-training support</b> to all participating employers	<ul style="list-style-type: none"> <li>✓ Post-workshop follow up <b>support provided to Sunwing and Second Harvest:</b> <ul style="list-style-type: none"> <li>• Post-workshop action planning sessions and follow-up meetings to refine plans</li> <li>• Additional support provided to Second Harvest’s Board: cultural sensitivity workshop &amp; session on how to foster a more inclusive board culture</li> </ul> </li> <li>○ The other 3 organizations were only interested in workshops, NOT follow-up support</li> </ul>
<b>Assess and report on impact</b> of training and support	Participant impacts  Organizational impacts	<ul style="list-style-type: none"> <li>✓ Participants benefitted (findings from post-workshop survey, based on 31% response rate):               <ul style="list-style-type: none"> <li>• <b>85% gained deeper knowledge/understanding of cultural sensitivity</b> than they had before</li> <li>• <b>81% learned new approaches</b> to attracting and hiring newcomer employees</li> <li>• <b>74% developed new skills</b> to retain or support newcomer employees</li> </ul> </li> <li>✓ <b>Actions taken by Second Harvest:</b> policy review, succession planning, diversified hiring panels</li> <li>✓ <b>“” Sunwing:</b> “listening sessions” with community, unconscious bias training program</li> <li>✓ <b>“” Arconas:</b> offering a version of the Cultural Sensitivity training to nonmanagement personnel</li> </ul>

### Additional/unintended Impact:

Work with Second Harvest’s Board identified a potentially new target audience for the program: the workshop content is a great starting point for establishing foundational education on cultural awareness and sensitivity for Boards that are keen to establish a Board diversity strategy.

### Lessons & insights:

- Combination of outreach via LinkedIn social media advertising campaign and targeted emails was very effective recruitment strategy; more effective with HR leaders than CEOs/owners.
- Organizations were less interested in post-workshop follow-up support to develop and implement concrete action plans than anticipated; the change management effort required, and readiness of senior management to make the investment, may require years (not 3 months) if commitment to change is not already there from the beginning

### Next Steps:

- Expand on work that was started through project:
- Work with participating employers who want to deliver the training to non-management staff
  - Develop diversity, equity and inclusion training and offer consulting services to small and medium sized organizations



## CivicAction

1 year grant, starting 2020

Funding: \$75,000

**Status:** Project completed

### HireNext: Equipping Employers with a New GPS to Young Talent

The HireNext (HN) program helps employers update recruitment and retention strategies to ensure supportive conditions for young workers. The foundation of the program is an on-line assessment that generates recommendations for improved HR practices. HN will seek to expand its reach within the Peel region market.

**COVID shift:** rather than direct outreach to employers, leveraged partners to connect with employer/HR community and shifted messaging to position HN as an effective tool to enhance hiring practices, reduce anti-black racism and make post-COVID workforce recovery easier and better.

Planned activities	Planned outcomes/objectives	Realized Outcomes and Impacts
<b>Promote the HN assessment</b> directly and through promotional partners to employers in Brampton, Etobicoke and Mississauga (region)	<b>50-100 new employers complete HN assessment</b> in Brampton, Etobicoke and Mississauga	<ul style="list-style-type: none"> <li>✓ <b>68 HN users</b> provided with <b>164 recommendations</b> giving them tangible actions and better recruit, retain, and maximize the skills of their entry-level talent</li> <li>✓ <b>Leveraged 7 existing and new strategic partnerships</b> to connect with their respective employer communities to promote HN: Brampton Board of Trade; Mississauga Board of Trade; ACCES Employment Services, Achêv Employment Services, Peel Halton Workforce Development Group RESCON, and Halton Industry Education Council</li> </ul>
<b>Identify/recruit Employer Champions</b> from the region to showcase and provide leadership to others in the region	<b>3-5 new HN Employer Champions</b> recruited from the region - commitment to complete HN assessment and implement 1 recommendation in the next year)	✓ <b>3 HireNext Employer Champions</b> recruited in region: Loblaw, Sobey's, and ACCES Employment. 2 more are considering
<b>Deliver training</b> events and webinars to reach 30-50 hiring and HR professionals	<b>30-50 hiring and HR professionals in the region trained</b>	✓ Delivered <b>6 webinars</b> . <b>97 individuals trained</b> on recruitment, onboarding and retention best practices
<b>Identify 1-2 region employers' best practices</b>	<b>Document and promote 1-2 region employers' best practices</b>	✓ Documented <b>2 best practices</b> from Brampton-based Maple Lodge Farms

#### Additional/unintended Impact:

**New and deeper strategic partnerships and connections in the region** enabled CivicAction to participate in consultations on the Local Labour Market Plan for 2021 and beyond. This enhanced Civic Action (HN's) connections and reputation in the region as an organization who can help improve outcomes for employers and youth who are affected by the disruption caused by the pandemic.

#### Lessons & insights:

- To overcome challenges of reaching employers. leverage strategic partnerships (member /client-based partners). Partners enabled HN to reach target audiences.
- COVID-19 underscores the importance of being adaptable to changing circumstances –communications messaging regarding HN's value-add shifted to focus on preparation for post COVID recovery as well as anti-black racism.
- Measuring impact of program (tracking number of recommendations implemented by employers) was challenging as few employers reported back. It underscored the need to develop a relationship with employers and make it easy to provide feedback.
- Review data collection needs and the mechanisms in place to do so early on. The HN system did not originally have ability to capture the geographic location of employers and was unable to report region specific data until mid-way through the program.

#### Next Steps:

**HireNext will focus on job postings to ensure that young, diverse individuals can better connect with employment opportunities**

- "Draft job postings with youth in mind" was consistently a top recommendation provided to HireNext users.
- HN will leverage the artificial intelligence (AI)-enabled job posting tool, developed in partnership with Accenture, to help connect young people with entry-level employment opportunities.



# Hospitality Workers Training Centre

1 year grant, starting 2020

COVID shift: focus on community surrounding Pearson, rather than TPEC specifically and eliminated survey of 200+ on sensitive issues (replaced with interviews)

Status: extended timelines due to COVID

## Pearson Airport Community Hospitality & Food Service Career Lattice Project

HWTC will develop and test a comprehensive Local Career Lattice Model for Pearson Airport Community's hospitality and food service sector so that displaced, underemployed and unrepresented groups have a better understanding of how they can leverage their education, skills and experience into in-demand career pathways. Tools and resources will be developed that can be used by employers and employment counsellors for the Toronto Pearson Airport Community and beyond.

Planned activities	Status of activities (as of end Sept 2020)
<b>Industry engagement</b> <ul style="list-style-type: none"> <li>Engage HWTC's Taskforce and other employers to validate the Career Lattice model</li> <li>Employers are engaged to support HWTC's Rapid Response program</li> </ul>	<b>In progress</b> <ul style="list-style-type: none"> <li>Launched the project and informed key stakeholder of this work.</li> <li>Engaged the Rapid Response task force members.</li> </ul>
<b>Career Lattice model development</b> <ul style="list-style-type: none"> <li>Analyze relevant job postings and documents</li> <li>Conduct key informant interviews</li> <li>Develop, validate and publish local Career Lattice Model</li> </ul>	<b>In progress</b> <ul style="list-style-type: none"> <li>Hired MDB insights who have reviewed appropriate documents and have scraped job posting data.</li> </ul>
<b>Service delivery and career lattice testing</b> <ul style="list-style-type: none"> <li>Provide career counseling/planning services to 60+ self-identified impacted/ "underemployed" Airport Community workers as part of our rapid response service to 1,000+ impacted workers.</li> </ul>	<b>To be done</b> <ul style="list-style-type: none"> <li>Once the model and resources are developed, HWTC will use them for counseling underemployed workers in the airport community and for the rapid response services.</li> <li>HWTC will utilize both online and in-person services.</li> <li>Will have a dedicated webpage on HWTC's website that will be easily accessible for jobseekers. The webpage will be shared with GTAA as an online tool as well.</li> </ul>

Planned outcomes/objectives	Realized outcomes/objectives (as of end Sept 2020)
New Career Lattice Model and resources developed that align with industry needs/ requirements available to employment counselors and jobseekers	Career lattice tool developed. Currently exploring transformation of the tool to use dynamic rather than static data.
<b>Employment counsellors and jobseekers have greater understanding/ knowledge</b> of career pathways and employment needs/talent gaps in the local airport areas	Once the hospitality industry recovers from the significant impacts of COVID-19, these objectives will be achieved.
<b>Employers have greater knowledge</b> of careers pathways to support career progression of new and existing staff <b>AND increased ability to hire</b> new talent that lacks industry specific experience	Once the hospitality industry recovers from the significant impacts of COVID-19, these objectives will be achieved.
HWTC's Rapid Response service can <b>more effectively support employers and impacted workers (enhanced capacity)</b>	Once the hospitality industry recovers from the significant impacts of COVID-19, these objectives will be achieved.
Provide career counseling/ planning services to 60+ self-identified impacted/ "underemployed" Airport Community workers	<b>12 workers supported</b>
Increased access to training opportunities for jobseekers for in-demand careers in the local airport community	Once the hospitality industry recovers from the significant impacts of COVID-19, these objectives will be achieved.
Improve labour market outcomes for underemployed, displaced underrepresented jobseekers in the Pearson Airport Community.	Once the hospitality industry recovers from the significant impacts of COVID-19, these objectives will be achieved.

### Lessons & insights:

By using data from the broader Pearson community's workforce (not just Pearson Airport itself), a broader range of job posting data sets were discovered, that could be scraped and regularly updated, which will offer a much better solution than using data that would remain static. This will allow the career lattice model and resources to purposefully link job posting data that will be continuously refreshed and highlight the emerging local labour market developments, changes and insights. This a more adaptive approach will offer more relevant opportunities to underemployed, displaced and underreported workers.





# Peel Halton Workforce Development Group

1 year grant, starting 2020

Funding: \$34,000

Status: Project Completed

## The Underemployment Experience Project

A 12-month ethnographic assessment of the experience of the underemployment of **new Canadians** and **youth** (age 18-29 years) in Mississauga and Brampton. The project will further understanding of the scope and scale of underemployment in the community by adding depth and narrative to existing data and set recommendations to improve outcomes for the target groups in Mississauga and Brampton.

COVID shift: data collection virtual

Planned activities	Planned outcomes/objectives	Realized Outcomes and Impacts
<b>Engage stakeholders</b> <ul style="list-style-type: none"> <li>- Identify and engage relevant service providers and service planning tables</li> <li>- Establish a Project Advisory Group to support the project activities</li> </ul>	Bring together community partners to collaboratively explore and learn about underemployment	Project Advisory Committee established (Achêv, Humber College Community Employment Services – Brampton, COSTI Employment Services, Malton Neighbourhood Services, Peel Newcomer Strategy Group, Brampton Multicultural)
<b>Participant recruitment</b> <ul style="list-style-type: none"> <li>- Develop recruitment protocols and engage relevant communities in recruitment process</li> <li>- Recruit 10 newcomers and 10 youth</li> </ul>	20 underemployed research participants (10 newcomers, 10 youth) share their experiences	47 contacted, screened 20 selected (10 newcomers, 10 youth) 19 completed all 3 interview phases
<b>Assess context and develop research tools &amp; approaches</b> <ul style="list-style-type: none"> <li>- Work with Project Advisory Group to assess local context</li> <li>- Develop &amp; review tools with advisory group to ensure relevance and appropriateness</li> </ul> <b>Research implementation</b> <ul style="list-style-type: none"> <li>- Implement primary research process 3 long form interviews with each participant (10 newcomers and 10 youth) via zoom over a 6-month period</li> </ul> <b>Data analysis, reporting and recommendations</b> <ul style="list-style-type: none"> <li>- Review research findings with participants and service stakeholders</li> <li>- Draft and final reports</li> </ul>	Produce qualitative research report that a) furthers understanding of the scope, scale and nature of underemployment, and b) provides recommendations to improve outcomes for target groups.	Participants empowered through their participation by the opportunity to share and discuss their experiences and see their stories in final research report  Research provides firsthand experiences of underemployment in Mississauga and Brampton. The research will help better assess and address the needs and aspirations of those who are underemployed in the region and may lead to improved policy, planning and program development designed to address the complexities and impacts of underemployment.

### Additional/unintended Impact:

- Increased understanding of current gaps in knowledge that may led to ongoing research projects.
- Provided 3 underemployed youth (all recent graduates, BIPOC and one also a newcomer) employment and work experience in research and community engagement.

### Lessons & insights:

Underemployment contributes to feelings of stress and worry, and leads to increased pressures across one’s life (financial, family, social). It has negative impacts on general health and well-being and creates frustration and worry as well. The nature of work has changed, but training, education and expectations have not changed at the same pace.

- **New Canadians** who are underemployed express a sense of being “trapped” by their circumstances. While they appreciate initial employment services support, they can feel abandoned when they enter the labour force. There is a feeling that services that support career development are not as robust as those that help someone find a job. Increased career guidance was viewed as desirable.
- **Youth:** There is a frustration among young people who are underemployed. Young people leaving school are finding out that they are not prepared for the labour market. The pandemic has further distanced many young people from the labour market and has significantly delayed their career entry. Young people who are underemployed express a desire to have had more guidance as they pursued education and training.

### Next Steps:

Explore opportunities for further research with project partners and to use the report findings to support workforce and program development.



# Toronto Region Board of Trade: Economic Blueprint Institute

3 year grant , starting 2020

Funding: \$350,000

**Status:** Project Underway

## Aviation Workforce Strategy and Playbook

To identify the workforce, operational and business changes currently underway and forecasted at Toronto Pearson Airport, following the COVID-19 pandemic in order to inform an Aviation Workforce Strategy and Playbook for Toronto Pearson, including specific workforce solutions and recommendations that will:

- Prepare people (including current airport workers) for jobs that will be created as a result of the pandemic, and jobs that will change as a result of the pandemic; and
- Inform the design and implementation of specific workforce solutions that will support upskilling and economic mobility of workers at the airport.

Planned activities	Planned outcomes/objectives
Research in collaboration with PurposeCo	<p>Identification of current and projected workforce and operational trends that are impacting and are forecasted to impact the in-demand occupations and skills at the airport.</p> <p>A workforce strategy and actionable recommendations to be included in a 'Playbook' to support current workers to upskill/reskill and access new opportunities within the airport, as well as external people to enter the airport workforce and build their careers. This will include specific, actionable workforce recommendations that can be implemented by workforce system stakeholders, including employers, government, training, education and employment providers and others. The recommendations will comprise the 'Playbook' and will answer the following questions:</p> <ol style="list-style-type: none"> <li>a. How can organizations, governments, and economic development offices work to:               <ol style="list-style-type: none"> <li>i. Close talent gaps</li> <li>ii. Provide practical and effective training and job opportunities; and</li> <li>iii. Increase the Pearson Employment Megazone's attractiveness as a place of work and maintain its important role in the Innovation Corridor's regional economy.</li> </ol> </li> <li>b. How much of this might be done by upskilling current employees versus new hires or other alternatives?</li> </ol>
	The development of an internal career pathway map plan (or draft pathway if possible) for airport workers that will identify available internal career pathways for airport workers.
Future Workforce Profile	

**Lessons & insights:**  
 To be informed by the findings of the Playbook. Plan to align this with the overall strategy for Toronto Pearson around workforce development strategy (Pearson Works!).  
 Possibility to issue a Call for Proposals tied to the findings of the Playbook

### Next Steps:

Interview internal and external stakeholders – GTAA, employers, workforce, etc.  
 Gather data around airport operations and projections for post-COVID

Release findings in Winter 2021

## 2018/19 Propeller Project Uplift funded projects with focus on un/underemployment

Organization	Project Title & Primary Objective	Realized Outcomes and Impacts
ACCES Employment 3 years \$50,000/yr	<b>Speed Mentoring Peel Region:</b> Increase newcomer connections to the labour market and reduce unemployment and underemployment in the GTAA catchment area by creating connections for more job seekers/mentees in Peel region. Mentors will help newcomers expand their professional network and knowledge of the Canadian job market and mentees will gain access to prospective employers, acquire expert insight and make important industry connections in a structured and secure environment.	<ul style="list-style-type: none"> <li>• <b>832 participants</b> in speed mentoring, online Talk English Café and Guest speaker sessions.</li> <li>• Toronto Pearson employees participated in several events as mentors, guest speakers and panelists which provided them an opportunity to give back to their communities. Their engagement helps strengthen the workforce development aspirations at the airport as it builds their professional networks and allows them to build their leadership skills.</li> </ul>
Job Skills Employment and Business Programs and Supports 2 year \$115,000	<b>Propel Your Career (PYC):</b> Provide unemployed or underemployed women who have graduated within the last 10 years with 3 day intensive “boot camp” training to develop their job search and skill development, mentorship to help them attain employment aligned with their academic training and career aspirations.	<ul style="list-style-type: none"> <li>• <b>41</b> participants engaged in program               <ul style="list-style-type: none"> <li>- <b>8</b> are <b>employed full time</b> and <b>6 part time</b> in work related to their field of study or interest</li> <li>- <b>2</b> are enrolled in retraining programs which are aligned with their long-term employment goals.</li> <li>- 7 have been matched to a mentor in their field of study.</li> <li>- 5 are not looking for work due to COVID.</li> </ul> </li> </ul>
NPower Canada 3 years \$50,000/yr	<b>Youth Employment Program:</b> support 420 low-income, diverse un/underemployed young adults in the Peel Region and broader airport community to ignite their digital careers by providing no-cost technical and professional skills training, job placement and 5 years of post-hire career ladder services. The program seeks to reduce poverty by connecting young adults to meaningful and sustainable employment and cultivate the next generation of tech talent to fill in-demand jr. level roles	<p>As of Aug 2020:</p> <ul style="list-style-type: none"> <li>• <b>106 graduates have secured employment</b> and/or <b>enrolled in PSE</b> within 6 months of graduating</li> <li>• <b>235</b> young adults enrolled in program with an 83% graduation rate</li> <li>• All graduates received at least one industry certification (Cisco IT Essentials, CompTIA A+, and/or MTA)</li> </ul>
Windmill 3 years \$17,500/yr	<b>Windmill microloans.</b> Provide loans up to \$15,000 to help skilled immigrants and refugees to get the training and licensing/Canadian credentials they need to continue/restart their careers in Canada and achieve their economic potential.	<p><b>11 loans</b> provided Average income increased by 3.6x Underemployment reduced from 40% - 7%</p>
Skills for Change 3 years \$50,000/yr	<b>Employer Innovation for Newcomer Employment (EINE):</b> conduct research with employers to identify regional specific needs to hire and successfully retain newcomer employees.	<b>150 employers surveyed and/or interviewed.</b> Key research findings identified key barriers to hire/retain newcomers in the region as well as recommendations to address them in the future, including training and supports for employers to attract, retain newcomers in the region. These recommendations will be embedded in an employer web portal to access, hire and train newcomers.



## Appendix 4: List of Partners

## Propeller Project Partners

66 different partners/organizations were engaged to support the work of the projects.  
Several Propeller Project partners were involved in supporting other projects (\*)

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ACCES Employment Services*	Halton Industry Education Council	Peel Halton Workforce Development Group*
Achēv *	Heart and Stroke Foundation	Peel Newcomer Centre
Anduhyaun	Hire August Design	Peel Newcomer Strategy Group
Bank of Montreal	HP Canada	Plexxis Software
Brainrider	HRPA Peel	Price Waterhouse Cooper
Brampton Board of Trade	Humber College Community Employment Services (Brampton)	PTP Adult Learning & Employment Programs
Brampton Economic Development Office	iMTT	Regional Diversity Roundtable
Brampton Multicultural Community Centre	Institute for Work & Health	Rehabilitation Network Canada (CITY SHELTER)
Canada Pension Plan	IPSOS	Robertson House (CITY SHELTER)
Centennial College	Jewlr	Rogers
Chet Transportation	JobStart	Royal Bank of Canada
City of Mississauga, Economic Development Office	John Howard Society of Toronto	Seaton House (CITY SHELTER)
COSTI Employment Services	LSC Communications	Toronto Airport Workers Council
CN Rail	Loblaws	Toronto Council Fire Native Cultural Centre
Dental World 4 Kids and Align Orthodontics	Malton Neighbourhood Services	TD Bank
Economic Reintegration Centre (CITY SHELTER)	MBD Insight	Toronto Employment & Social Services
Eva's Phoenix*	Medtronic	Toronto Police - Youth in Policing Initiative
Eva's Place*	Metrics Vocational Services	VPI Working Solutions
Eva's Satellite*	Mississauga Board of Trade	YMCA
Finastra	Morneau Shepell	Youth Employment Services
George Brown College	netWORKS	519 Church Street Community Centre
Habitat for Humanity Canada	NPower Canada*	7X Fitness for Women